2024
Corporate Governance
Annual Report

PLN
Indonesia Power
Services

Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future

Rebranding, Memperkuat Bisnis Inti,
dan Tumbuh dengan Pesat untuk
Membangun Masa Depan yang Berkelanjutan



PT PLN Indonesia Power Services



PENJELASAN TEMA
Theme Explanation

Rebranding, Expanding the Core, and Growing Rapidly to Build a Sustainable Future

Rebranding, Memperluas Bisnis Inti, dan Tumbuh dengan Pesat untuk Membangun Masa Depan yang Berkelanjutan

Menjawab dinamika sektor energi yang semakin kompleks, kompetitif, dan menuntut keberlanjutan, PLN IP Services menegaskan komitmennya dalam menghadirkan solusi yang adaptif dan berdaya saing tinggi. Semangat pembaruan identitas Perusahaan, baik secara visual maupun kultural, menjadi penegasan atas peran strategis Perusahaan dalam ekosistem energi nasional, pasca transformasi *holding–subholding* PLN Group. Melalui perubahan nama, logo, serta kampanye *brand positioning* yang adaptif, Perusahaan memperkuat daya saing dan memperluas penetrasi pasar di tingkat nasional maupun internasional.

Strategi ini sejalan dengan perluasan peran inti Perusahaan, tidak lagi terbatas sebagai penyedia energi, jasa *Operation & Maintenance* (O&M), dan *Maintenance, Repair & Overhaul* (MRO), tetapi juga sebagai mitra strategis dalam penyediaan solusi energi menyeluruh. Layanan tersebut meliputi *Engineering, Procurement & Construction* (EPC), *Rental Power Services* (DRUPS dan *Inter Temporary Capacity*) serta digitalisasi sistem, hingga proyek Energi Baru dan Terbarukan (EBT).

Dengan struktur organisasi yang adaptif, kompetensi SDM yang terus ditingkatkan dan diakselerasi serta tata kelola yang *agile*, Perusahaan mampu mengeksekusi strategi pertumbuhan secara cepat dan tepat. Fokus pada inovasi, efektivitas operasional dan ekspansi pasar menjadi penggerak utama dalam mebangun pertumbuhan yang progresif dan berkelanjutan.

Melalui tema "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future,*" PLN IP Services menegaskan arah strategisnya sebagai Perusahaan solusi energi yang dinamis, adaptif dan siap bersaing di pasar global.

Responding to the increasingly complex, competitive, and sustainability-driven energy sector, PLN IP Services reaffirms its commitment to providing adaptive and highly competitive solutions. The renewal of the company's identity, both visually and culturally, underscores its strategic role within the national energy ecosystem following the transformation of the PLN Group into a holding–subholding structure. Through its name change, updated logo, and adaptive brand positioning campaign, the company aims to strengthen its competitiveness and expand its market reach both nationally and internationally.

This strategy aligns with the Company's expanded core role, which is no longer limited to providing energy, Operation & Maintenance (O&M), and Maintenance, Repair & Overhaul (MRO) services. The Company now also serves as a strategic partner in delivering comprehensive energy solutions. These services include Engineering, Procurement & Construction (EPC), Rental Power Services (such as DRUPS and Inter Temporary Capacity), system digitalization, and New and Renewable Energy (NRE) projects.

With an adaptive organizational structure, continuously enhanced and accelerated HC competencies, and agile governance, the Company is well-positioned to execute its growth strategies swiftly and accurately. A strong focus on innovation, operational effectiveness, and market expansion serves as the key driver in achieving progressive and sustainable growth.

Through the theme "Rebranding, Expanding the Core and Growing Rapidly to Build a Sustainable Future," PLN IP Services affirms its strategic direction as a dynamic, adaptive energy solutions company, ready to compete in the global market.

SANGGAHAN
Disclaimer

Di dalam Laporan Tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perusahaan yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

In this Annual Report contains statements of financial condition, result of operation, projection, plan, strategy, policy and objective of the Company which classified as forwardlooking statements in the implementation of applicable laws, except for matters that are historical. These statements have prospect of risk, uncertainty, and may result in actual development which materially different from those reported.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang serta lingkungan bisnis dimana Perusahaan menjalankan kegiatan usaha. Pernyataan yang terdapat di Laporan Tahunan ini bukan menjadi jaminan kinerja di masa yang akan datang, mengingat kinerja aktual di masa depan dapat berbeda dengan pernyataan pada Laporan Tahunan ini karena dapat dipengaruhi oleh beberapa faktor di luar kendali Perusahaan.

Prospective statements in this Annual Report are prepared based on various assumptions regarding current and future conditions as well as business environment in which the Company conduct its business activities. Statements contained in this Annual Report are not a guarantee of future performance, considering that actual performance in the future may differ from the statements in this Annual Report because they may be influenced by several factors beyond the Company's control.

Laporan Tahunan ini diterbitkan sesuai Undang-Undang Nomor 40 tahun 2007 tentang Perusahaan Terbatas dan Peraturan Menteri BUMN No. PER-09/MBU/2012 Tanggal 06 Juli 2012 tentang Perubahan atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara.

This Annual Report published in accordance with Law Number 40 of 2007 on Limited Liability Companies and SOEs Minister Regulation No. PER-09/MBU/2012 Dated July 6, 2012 on the Amendment to the Regulation of the Minister of State for State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises.

Laporan Tahunan ini memuat kata "PLN IP Services", "Perusahaan", "Perseroan", "Cogindo", "CDB" dan " PT PLN Indonesia Power Services" yang didefinisikan sebagai PT Cogindo DayaBersama, yang menjalankan kegiatan usaha sebagai Perusahaan ketenagalistrikan. Penyebutan satuan mata uang "Rupiah", "Rp", atau "IDR" merujuk pada mata uang resmi Republik Indonesia, sedangkan "Dolar AS" atau "USD" merujuk pada mata uang resmi Amerika Serikat. Semua informasi keuangan disajikan dalam mata uang Rupiah.

This Annual Report contains the word "PLN IP Services", "Perusahaan", "Perseroan", "Cogindo", "CDB" and " PT PLN Indonesia Power Services"which defined as PT Cogindo DayaBersama, which carries out business activities as an electricity company. Mention of currency unit "Rupiah", "Rp", or "IDR" refers to the official currency of the Republic of Indonesia, while "US Dollar" or "USD" refers to the official currency of the United States. All financial information is presented in Rupiah.

Pemberitahuan Tabel dan Grafik
Tabel dan grafik pada Laporan Tahunan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah bahasa Indonesia dan bahasa Inggris sesuai konteks.

Notice of Table and Chart
Table and chart in this Annual Report present numerical data with writing standards following the rules of Indonesian language. Numerical disclosure in the text use standard rules of Indonesian and English language according to the context.

KESINAMBUNGAN TEMA
Theme Continuity

2023

PT PLN Indonesia Power Services (PLN IP Services) menargetkan pertumbuhan berkelanjutan melalui inovasi digital untuk meningkatkan *brand awareness* dan reputasi di sektor energi melalui optimalisasi sinergi yang menyeluruh. Perusahaan fokus pada teknologi digital untuk membentuk masa depan yang lebih berkelanjutan, dengan inovasi yang diterapkan pada setiap aspek operasional yang terdigitalisasi. Ini termasuk penggunaan platform digital untuk kolaborasi dan teknologi analisis data guna memahami pasar dengan lebih baik.

Inovasi digital yang dilakukan PLN IP Services tidak hanya menguntungkan Perusahaan, tetapi juga memberikan dampak positif bagi masyarakat dan lingkungan. Hal ini terlihat dari penciptaan lapangan kerja baru, peningkatan akses layanan di daerah terpencil, serta pengurangan emisi karbon melalui solusi hemat energi. PLN IP Services berkomitmen untuk terus berinovasi dan berkontribusi pada pembangunan yang berkelanjutan, serta melaporkan kemajuan mereka dalam mencapai tujuan keberlanjutan.

PT PLN Indonesia Power Services (PLN IP Services) targets sustainable growth by digital innovation to increase brand awareness and reputation in the energy sector through the comprehensive synergy. The Company focuses on digital technology to shape a more sustainable future, with innovations applied to every aspect of digitized operations. This includes the use of digital platforms for collaboration and data analytics technology to better understand the market.

Digital innovations by PLN IP Services not only benefit the Company but also have a positive impact on society and the environment. This can be seen in the creation of new jobs, improved access to services in remote areas, and reduced carbon emissions through energy-efficient solutions. PLN IP Services is committed to continuing to innovate and contribute to sustainable development, and reporting on their progress in achieving sustainability goals.



Optimizing Synergy for Sustainable Future

Optimalisasi Sinergi untuk Masa Depan Berkelanjutan

2022

Strengthening Performance Through Digitalization

Memperkuat Kinerja Melalui Digitalisasi

Sebagai Perusahaan ketenagalistrikan di bawah naungan PT Perusahaan Listrik Negara (PLN) dan PT Indonesia Power, Cogindo memiliki potensi untuk bergerak lebih lincah dan kompetitif secara profesional dalam menjalankan bisnisnya. Kejelian Perusahaan memanfaatkan tantangan sekaligus peluang, akan menggerakkan Cogindo untuk meningkatkan kemampuan dan mempersiapkan diri menyongsong perubahan atas kondisi perekonomian dan teknologi yang semakin berkembang pesat.

Teknologi informasi dan komunikasi akan menggilas perusahaan yang enggan berbenah mengikuti perkembangan zaman dan untuk bisa bertahan di tengah era digital, Cogindo menghadapi arus perubahan melalui strategi khusus.

As an electricity company under PT Perusahaan Listrik Negara (PLN) and PT Indonesia Power, Cogindo has potential to be more agile and professionally competitive in running its business. The Company's foresight to take advantage of challenges as well as opportunities will move Cogindo to increase its capabilities and prepare itself to face changes in economic conditions and rapidly developing technology.

Information and communication technology will crush companies that are reluctant to keep up with the times and to survive in digital era, Cogindo faces changes through a special strategy.



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PENCAPAIAN PENTING 2024
2024 Key Achievements

Jumlah Penghasilan Komprehensif Tahun Berjalan
Total Comprehensive Income for The Year

Rp **93,399** miliar | billion

▲ 3,29%

Pendapatan Usaha
Revenues

Rp **2,30** triliun | trillion

▲ 43,09%

Employee Engagement Index (EEI)

85%
Sangat Terlibat
Highly Engaged

= 85%

Energi Terjual
Energy Sold

299,79 GWh

Kecelakaan Kerja 2024
Work Accident 2024

0 **Nihil** | Zero

Tingkat Kesehatan Perusahaan
Soundness Level of the Company

AAA **Predikat** | Predicate

Equivalent Availability Factor/EAF

80,46%

▼ 16,27%

Equivalent Forced Outage Rate/EFOR

0,84%

▲ 12,00%

Schedule Outage Factor (SOF)

19,04%

▲ 468,36%

Produktivitas Pegawai
Employee Productivity

Rp **489,46** juta | million

2023 : Rp401,91 juta | million

Kapasitas Produksi O&M
O&M Production Capacity

Full O&M ---- **122** MW

Supporting O&M ---- **17.944** MW







1

IKHTISAR UTAMA

Main Highlights

IKHTISAR DATA KEUANGAN PENTING
Important Financial Highlights

ASET
Assets

Uraian	2024	2023	2022	Description
Aset Lancar				**Current Assets**
Kas dan Setara Kas	361.891	227.025	259.449	Cash and Cash Equivalents
Deposito Berjangka	2.500	2.500	-	Time Deposits
Kas yang Dibatasi Penggunaannya - bagian lancar	22.378	22.900	-	Restricted cash - current portion
Piutang Usaha	652.510	408.483	464.792	Trade Receivable
Piutang sewa pembiayaan - bagian lancar	25.396	-	-	Finance lease receivables - current portion
Piutang Lain-lain	6.121	4.581	7.606	Other receivables
Persediaan	8.460	15.649	9.348	Inventories
Pajak Dibayar Dimuka – bagian lancar	58.659	70.906	39.034	Prepaid Taxes - current portion
Biaya Dibayar Dimuka dan Uang Muka – bagian lancar	14.215	9.475	14.525	Prepaid Expenses and Advances - current portion
Aset Lancar Lainnya	222	6.711	2.551	Other Current Assets
Jumlah Aset Lancar	**1.152.352**	**768.230**	**797.305**	**Total Current Assets**
Aset Tidak Lancar				**Non-Current Assets**
Kas yang Dibatasi Penggunaannya - bagian tidak lancar	38	2.083	-	Restricted Cash - non current portion
Piutang dari Ventura Bersama	24.406	22.826	17.559	Receivable from Joint Ventures
iutang sewa pembiayaan - bagian tidak lancar	14.162	-	-	Finance lease receivables - non-current portion
Pajak Dibayar di Muka - bagian tidak lancar	16.095	78.110	86.445	Prepaid Tax - non-current portion
Biaya dibayar di muka dan uang muka – bagian tidak lancar	-	-	3.244	Prepaid Expenses and advance-non-current portion
Aset Tetap	153.789	188.370	254.767	Fixed Assets
Aset Hak-Guna	5.677	12.784	12.679	Right of Use Assets
Investasi pada Ventura Bersama	12.990	11.057	9.521	Investment in Joint Venture
Aset Pajak Tangguhan	32.039	20.795	8.662	Deferred Tax Assets
Aset tidak lancar lainnya	17.254	13.096	9.461	Other Non-Current Assets
Jumlah Aset Tidak Lancar	**276.450**	**349.121**	**402.338**	**Total Non-Current Assets**
Total Aset	**1.428.802**	**1.117.351**	**1.199.643**	**Total Assets**

Dalam juta Rupiah | In Rupiah million

LIABILITAS DAN EKUITAS
Liabilities and Equity

Uraian	2024	2023	2022	Description
Liabilitas Jangka Pendek				**Current Liabilities**
Utang Usaha	74.910	42.577	82.180	Trade Payable
Utang Lain-lain	3.990	1.976	2.539	Other Payables
Utang Pajak				**Tax Debt**
Pajak Penghasilan Badan	9.322	9.996	2.654	Corporate Income Tax
Pajak lainnya	41.068	14.144	28.565	Other Taxes
Biaya Masih Harus Dibayar	223.953	64.951	134.680	Accrued Expenses
Liabilitas Imbalan Kerja - jangka pendek	57.348	31.791	18.857	Short term Employee Benefits Liabilities
Liabilitas Sewa – jangka pendek	4.189	6.993	7.664	Lease Liabilities - Current Portion
Jumlah Liabilitas Jangka Pendek	**414.780**	**172.428**	**277.139**	**Total Current Liabilities**
Liabilitas Jangka Panjang				**Non-Current Liabilities**
Liabilitas Sewa - jangka panjang	35.463	5.209	5.566	Lease Liabilities - Non Current Portion
Liabilitas Imbalan Pascakerja	31.621	40.627	30.047	Post-Employement Benefit Liabilities
Jumlah Liabilitas Jangka Panjang	**67.084**	**45.836**	**35.613**	**Total Non-Current Liabilities**
Total Liabilitas	**481.864**	**218.264**	**312.752**	**Total Liabilities**
Ekuitas				**Equity**
Modal Saham	514.868	514.868	514.868	Capital Stock
Tambahan Modal Disetor	23.719	23.719	23.719	Additional paid - In Capital Retained Earnings
Saldo Laba				Retained Earning
Ditentukan Penggunaannya	159.332	159.332	159.332	Appropriated
Belum ditentukan penggunaannya	239.167	203.842	190.973	Non-Appropriated
Laba/(Rugi) Komprehensif Lain	9.852	(2.674)	(2.001)	Other Comprehensive Profit/(Loss)
Total Ekuitas	**946.938**	**899.087**	**886.891**	**Total Equity**
Total Liabilitas dan Ekuitas	**1.428.802**	**1.117.351**	**1.199.643**	**Total Liabilities and Equity**

Dalam juta Rupiah | In Rupiah million

LABA (RUGI) DAN PENGHASILAN KOMPREHENSIF LAINNYA
Consolidated Profit and Other Comprehensive Income

Uraian	2024	2023	2022	Description
Laba (Rugi) dan Penghasilan Komprehensif Lainnya				**Consolidated Profitt and Other Comprehensive Income**
Pendapatan Usaha	2.300.460	1.607.653	1.752.466	**Revenues**
Beban Pokok Pendapatan	(2.015.818)	(1.371.525)	(1.438.402)	Cost of Revenue
Laba Bruto	**284.642**	**236.128**	**314.064**	**Gross Profit**
Beban Umum dan Administrasi	(122.646)	(91.269)	(85.464)	General and Administrative Expenses
Beban Lain-Lain - Bersih	(32.708)	(13.937)	(15.662)	Others Expenses - Net
Laba Usaha	**129.288**	**130.922**	**212.938**	**Operating Income**
Penghasilan Keuangan	6.992	5.567	4.868	Financial Income
Biaya Keuangan	(1.961)	(922)	(1.143)	Financial Expenses
(Kerugian)/Keuntungan Selisih Kurs - Bersih	-	-	2.493	(Loss)/Gain on Foreign Exchange - Net
Bagian Laba Bersih pada Ventura Bersama	1.933	1.585	121	Share of Net Income in Joint Ventures
Laba Sebelum Pajak	**136.252**	**137.152**	**219.277**	**Profit Before Tax**
Beban pajak penghasilan	(55.379)	(46.055)	(62.822)	Income Tax Expense
Laba Tahun Berjalan	**80.873**	**91.097**	**156.455**	**Profit for the Year**
(Kerugian)/Penghasilan Komprehensif Lain				Other Comprehensive (Loss)/Income
Pos-pos yang akan direklasifikasike laba rugi:				Items that will be reclassified to profit or loss:
Selisih kurs karena penjabaran laporan keuangan	-	(49)	1.166	Foreign exchange differences on translation of financial statements
Pos-pos yang tidak akan direklasifikasike laba rugi:				Items that will not be reclassified to profit or loss:
Pengukuran kembali atas liabilitas imbalan pascakerja	16.059	(800)	2.270	Remeasurement on post-employment benefit liabilities
Pajak penghasilan terkait	(3.533)	176	(499)	Income tax related
Penghasilan/(Rugi) Komprehensif Lain	12.526	(673)	2.937	Other Comprehensive Income/ (Loss), Net of Tax
Jumlah Penghasilan Komprehensif Tahun Berjalan	**93.399**	**90.424**	**159.392**	**Total Comprehensive Income for The Year**

Dalam juta Rupiah | In Rupiah million

ARUS KAS
Cash Flows

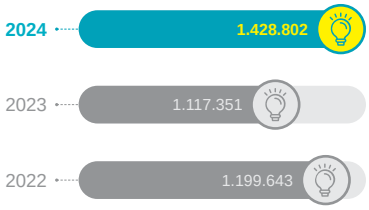
Uraian	2024	2023	2022	Description
ARUS KAS				CASH FLOWS
Arus Kas dari Aktivitas Operasi	237.292	103.254	202.523	Cash Flow from Operating Activities
Arus Kas dari Aktivitas Investasi	(39.626)	(49.160)	(45.821)	Cash Flow from Investing Activities
Arus Kas dari Aktivitas Pendanaan	(62.800)	(86.518)	(158.571)	Cash Flow from Financing Activities
Penurunan Bersih Kas dan Setara Kas	134.866	(32.424)	(1.883)	Net Decrease in Cash and Cash Equivalents
Kas dan Setara Kas Awal tahun	227.025	259.449	261.332	Cash and Cash Equivalents at the Beginning of the Year
Kas dan Setara Kas Akhir tahun	361.891	227.025	259.449	Cash and Cash Equivalents at the End of the Year

Dalam juta Rupiah | In Rupiah million

RASIO KEUANGAN
Financial Ratios

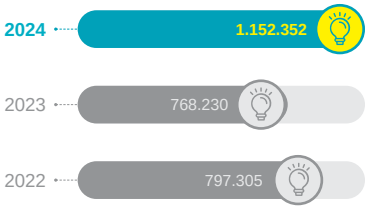
Uraian	2024	2023	2022	Description
Rasio Likuiditas				**Liquidity Ratio**
Rasio Kas	0,87	1,32	0,94	Cash Ratio
Rasio Cepat	2,76	4,36	2,84	Quick Ratio
Rasio Lancar	2,78	4,46	2,88	Current Ratio
Rasio Solvabilitas				**Solvency Ratio**
Rasio Utang terhadap Aset (DAR)	0,34	0,20	0,26	Debt to Assets Ratio (DAR)
Rasio Utang terhadap Ekuitas (DER)	0,51	0,24	0,35	Debt to Equity Ratio (DER)
Rasio Profitabilitas (%)				**Profitability Ratio (%)**
Tingkat Pengembalian Aset (ROA)	6,45%	8,09%	13,29%	Return on Assets (ROA)
Tingkat Pengembalian Ekuitas (ROE)	9,86%	10,06%	17,97%	Return on Equity (ROE)
Profit Margin Rasio	4,17%	5,62%	9,10%	Margin Ratio Profit
Kolektibilitas Piutang				**Accounts Receivable**
Receivables Turnover (kali)	4,22	3,68	4,17	Receivables Turnover (times)
Collection Period (hari)	87	99	88	Collection Period (days)

TOTAL ASET
Total Assets



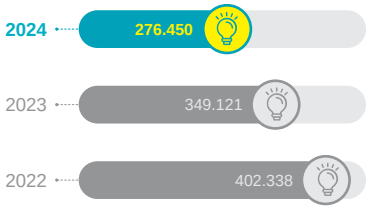
Dalam juta Rupiah
in Rupiah million

JUMLAH ASET LANCAR
Total Current Assets



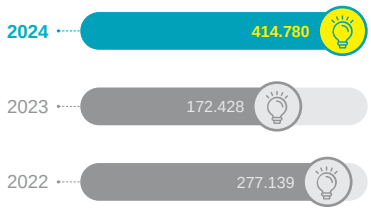
Dalam juta Rupiah
in Rupiah million

JUMLAH ASET TIDAK LANCAR
Total Non Current Assets



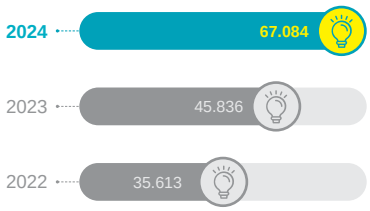
Dalam juta Rupiah
in Rupiah million

TOTAL LIABILITAS JANGKA PENDEK
Total Current Liabilities



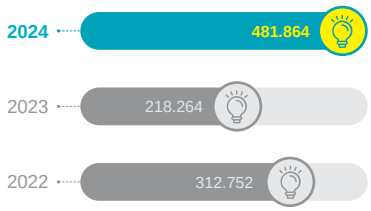
Dalam juta Rupiah
in Rupiah million

TOTAL LIABILITAS JANGKA PANJANG
Total Non-Current Liabilities



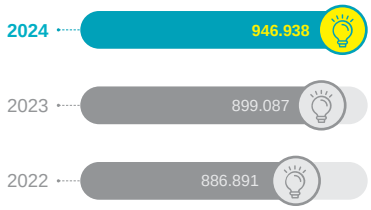
Dalam juta Rupiah
in Rupiah million

TOTAL LIABILITAS
Total Liabilities



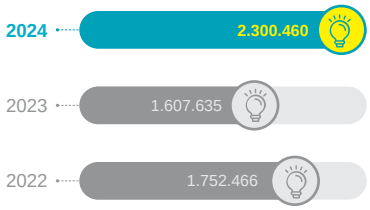
Dalam juta Rupiah
in Rupiah million

TOTAL EKUITAS
Total Equity



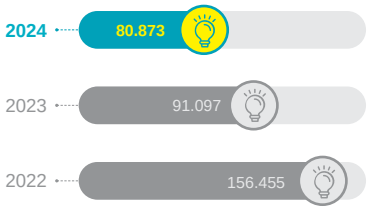
Dalam juta Rupiah
in Rupiah million

PENDATAPATAN USAHA
Revenue



Dalam juta Rupiah
in Rupiah million

LABA TAHUN BERJALAN
Profit for the Year



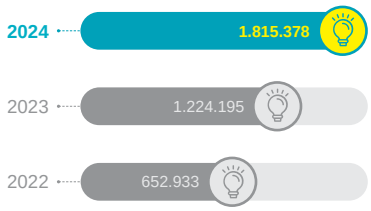
Dalam juta Rupiah
in Rupiah million



IKHTISAR OPERASIONAL
Operational Highlights

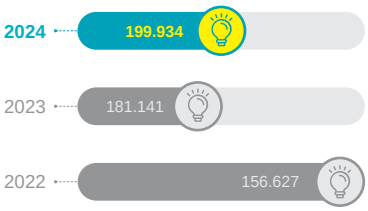
Uraian	2024	2023	2022	Description
Equivalent Availability Factor/EAF (%)	80,46	96,09	98,27	Equivalent Availability Factor/ EAF (%)
Equivalent Forced Outage Rate/ EFOR (%)	0,84	0,75	0,32	Equivalent Forced Outage Rate/ EFOR (%)
Skor *Assessment* GCG (poin)	92,03	91,90	91,71	GCG Assessment Score (points)
Penjualan Tenaga Listrik (Rp juta)	199.934	181.141	156.627	Sales of Electricity (Rp million)
Jasa O&M (Rp juta)	1.815.378	1.224.195	652.933	O&M Services (Rp million)
Penjualan Material dan Suku Cadang (MRO Services) (Rp Juta)	222.737	202.317	942.906	Sales of materials and spare parts (MRO Services) (Rp million)
Sewa pembangkit listrik	62.411			Rental of power plant
Jumlah Pendapatan Usaha (Rp juta)	**2.300.460**	**1.607.653**	**1.752.466**	**Total Revenue (Rp million)**

JASA O&M
O&M Services



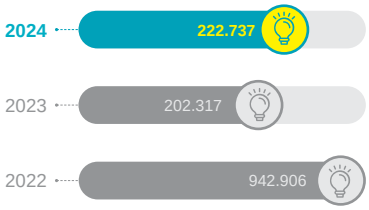
Dalam juta Rupiah
in Rupiah million

PENJUALAN TENAGA LISTRIK
Electric Power Sales



Dalam juta Rupiah
in Rupiah million

MRO SERVICES
MRO Services



Dalam juta Rupiah
in Rupiah million

JARINGAN USAHA
Business Network

Uraian	2024	2023	2022	Description
PLTU	27	18	18	PLTU
PLTG/U	4	4	4	PLTG/U
PLTD/G	5	5	5	PLTD/G
PLTMG	13	11	11	PLTMG
PLTP	4	2	2	PLTP
PLTA	4	1	1	PLTA
PLHS	1	-	-	PLTMN
Jaringan Distribusi	-	1	1	Distribution Network
BMPP	2	1	1	BMPP
Jumlah	**60**	**43**	**43**	**Total**

INFORMASI SAHAM
Share Highlights

Hingga akhir tahun 2024, PLN IP Services belum melakukan perdagangan saham di Bursa Efek maupun bursa lainnya. Oleh karena itu, tidak tersedia informasi terkait jumlah saham yang beredar, kapitalisasi pasar, harga saham tertinggi, terendah, penutupan, maupun volume perdagangan saham.

As of the end of 2024, PLN IP Services has not conducted any stock trading on the Indonesia Stock Exchange or other exchanges. Therefore, there is no available information regarding the number of outstanding shares, market capitalization, highest and lowest share prices, closing prices, or trading volumes.

IKHTISAR EFEK LAINNYA
Other Securities Highlights

Sampai dengan 31 Desember 2024, PLN IP Services belum menerbitkan obligasi, sukuk, maupun obligasi konversi. Dengan demikian, tidak terdapat informasi mengenai jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga atau imbalan, tanggal jatuh tempo, maupun peringkat atas instrumen-instrumen tersebut.

As of December 31, 2024, PLN IP Services did not issue bonds, sukuk and convertible bonds, so there is no information related to the number of outstanding bonds/sukuk/convertible bonds, interest/yield rates, maturity dates and bond/sukuk rating.

AKSI KORPORASI
Corporate Action

Sepanjang tahun 2024, Perusahaan tidak melakukan aksi korporasi terkait pencatatan saham. Oleh karena itu, tidak terdapat informasi yang dapat disampaikan terkait aktivitas tersebut.

Throughout 2024, the Company did not carry out any corporate actions related to share listing. Therefore, there is no information to report regarding such activities.

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

Temporary Suspension of Stock Trading, and/or Delisting of Share

Laporan ini tidak menyertakan pengungkapan informasi terkait penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*), serta penjelasannya.

This report does not include the disclosure of information regarding the temporary suspension of stock trading (suspension) and/or delisting, as well as the explanation.

IKHTISAR OBLIGASI

Bonds Overview

Sampai dengan akhir tahun 2024, PT PLN Indonesia Power Services tidak menerbitkan obligasi, sukuk dan obligasi konversi sehingga tidak terdapat informasi terkait dengan jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo dan peringkat obligasi/sukuk.

Until the end of 2024, PT PLN Indonesia Power Services had not issued any bonds, sukuk, and convertible bonds and therefore no information is available pertaining to the total bonds/sukuks/convertible bonds issued, interest rate/yield, maturity date, and ratings of the bonds/sukuks.



PERISTIWA PENTING 2024
Important Events in 2024

Januari
Januari



Pisah Sambut Direktur Utama dan Direktur SDM PT PLN Indonesia Power Services
Handover Ceremony for the President Director and Director of Human Capital of PT PLN Indonesia Power Services

PT PLN Indonesia Power Services menggelar acara pisah sambut Direktur Utama dan Direktur SDM, memperkenalkan pejabat baru sekaligus mengapresiasi jasa pejabat lama, acara tersebut dihadiri oleh seluruh direksi dan pegawai secara langsung dan virtual.

PT PLN Indonesia Power Services held a handover ceremony to formally introduce the newly appointed President Director and Director of Human Capital while also expressing appreciation for the contributions of the outgoing executives. The event was attended by the entire Board of Directors and employees, both in person and virtually.



Dukung Sistem Kelistrikan SULBAGSEL PLTD TELLO 15 MW Berhasil *Reliability Run Wave* 2
Supporting the SULBAGSEL Power System Successful of Reliability Run Wave 2 for PLTD TELLO 15 MW

PIN IP Services sukses menyelesaikan *Reliability Run Wave* 2 PLTD Tello 15 MW, menambah total kapasitas menjadi 25 MW, guna memperkuat pasokan listrik di Sulawesi Selatan selama dampak El Nino.

PLN IP Services has completed the Reliability Run Wave 2 for the 15 MW PLTD Tello, increasing the total capacity to 25 MW. To strengthen the electricity supply in South Sulawesi during the impacts of El Nino.



Sinergi PLN Group Kerjasama PLN IP Services dengan PLN Pusharlis
PLN Group Synergy Collaboration of PLN IP Services and PLN PUSHARLIS

PLN IP Services menandatangani MoU dengan PLN PUSHARLIS untuk kerja sama penyediaan komponen pembangkit, pengembangan *EV Ecosystem*, dan mendukung proyek *Beyond* kWh dalam mendorong energi bersih dan berkelanjutan di lingkungan PLN Group.

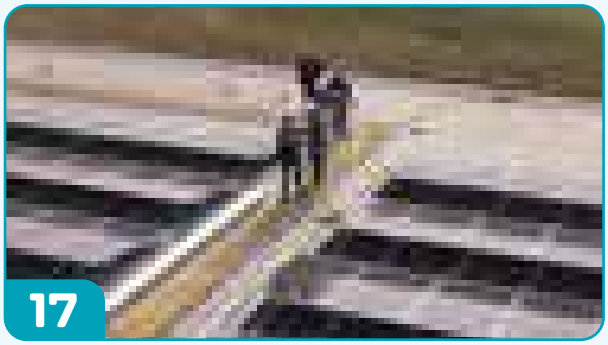
PLN IP Services has signed a Memorandum of Understanding (MoU) with PLN PUSHARLIS to collaborate on power plant components provision, the electric vehicle (EV) ecosystem development, and support for Beyond kWh initiatives. This partnership aims to promote clean and sustainable energy within the PLN Group.



Peringatan Bulan K3 dengan Tema "Budayakan K3, Sehat dan Selamat dalam Bekerja, Terjaga Keberlangsungan Usaha"
OHS Month Commemoration: "Foster an OHS Culture, Work Safely and Healthily to Ensure Business Continuity"

PLN IP Services terus berkomitmen menerapkan Budaya K3 untuk mewujudkan nihil kecelakaan kerja dan pencemaran di lingkungan kerja. Dalam acara tersebut dilaksanakan juga penandatanganan Komitmen dalam menerapkan sistem manajemen keselamatan dan kesehatan kerja serta penghargaan *Zero Accident* dan HSE *Performance Excellent.*

PLN IP Services remains committed to promoting a strong OHS culture to achieve zero workplace accidents and prevent environmental pollution. The event featured the signing of a Commitment to implement an occupational health and safety management system, along with the presentation of the Zero Accident and HSE Performance Excellence awards.



Dukung Energi Baru Terbarukan, PLN IP Services Kembangkan Project EPC Solar PV Plant Non PLN Group

Supporting Renewable Energy, PLN IP Services Develops EPC Solar PV Plant Project for Non-PLN Group

PLN IP Services mengembangkan proyek EPC pembangkit listrik tenaga surya di luar grup PLN sebagai wujud dukungan terhadap transisi energi dan perluasan bisnis energi terbarukan.

PLN IP Services developed an EPC solar power plant project outside the PLN Group as a form of support for the energy transition and the expansion of its renewable energy business.



Staf Presiden Bersama Direksi PLN IP dan PLN IP Services Meninjau Langsung Progres BMPP Nusantara I

Presidential Staff and Directors of PLN IP and PLN IP Services Review Progress of BMPP Nusantara I

Dalam Rangka Percepatan Penyelesaian Pembangunan Jetty di BMPP Nusantara I Ambon dengan kapasitas 60 MW untuk memperkuat keandalan listrik di Ambon, Staf Kepresidenan RI yang didampingi oleh Direksi PLN IP dan PLN IP Services melakukan kunjungan untuk melihat progress pembangunan jetty tersebut.

As part of efforts to accelerate the completion of the Jetty construction at BMPP Nusantara I in Ambon, with a capacity of 60 MW to enhance electricity reliability in the region, representatives from the Presidential Staff Office, accompanied by the Board of Directors of PLN IP and PLN IP Services, conducted a site visit to monitor the project's progress.



PLN IP Services Bersama PMI Menggelar Donor Darah dalam Peringatan Bulan K3 Nasional 2024

PLN IP Services and PMI Hold Blood Donation Drive in Commemoration of the 2024 National OHS Month

Donor darah ini merupakan rangkaian memperingati bulan K3 di PLN IP Services yang diikuti oleh seluruh Pegawai dan Tenaga Alih Daya yang dilaksanakan di lingkungan kantor pusat PLN IP Services.

This blood donation event was part of the activities commemorating the National OHS Month at PLN IP Services. It was held at the Company's head office and attended by all employees and outsourced personnel.



BMPP Nusantara 1 (60 MW) Sukses Melaksanakan Sinkronisasi

BMPP Nusantara 1 (60 MW) Successfully Completed Synchronization

BMPP Nusantara 1 Ambon, pembangkit terapung 60 MW pertama buatan Indonesia, sempat mengalami gangguan akibat cuaca ekstrem. Setelah proses perbaikan kabel penghubung, pembangkit kembali beroperasi dan disinkronkan ke sistem kelistrikan Pulau Ambon.

BMPP Nusantara 1 Ambon, Indonesia's first domestically built 60 MW floating power plant, experienced a temporary disruption due to extreme weather conditions. Following the successful repair of the connecting cable, the plant resumed operations and was synchronized with the Ambon Island power system.

Februari
February

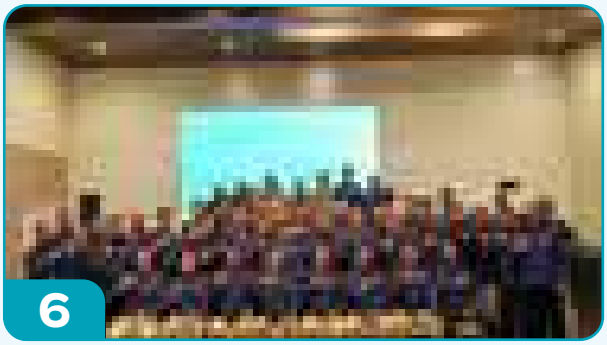


Wujudkan Pembangkit Yang Bersih, KSO PLN IP Services ISS Laksanakan Penandatanganan Amandemen Penyediaan Layanan Industrial Cleaning

Realizing Clean Power Plants, KSO Cogindo–ISS Signs Amendment for Industrial Cleaning Services

KSO PLN IP Services–ISS melaksanakan penandatanganan amandemen perjanjian penyediaan layanan industrial cleaning sebagai bagian dari komitmen mewujudkan pembangkit yang bersih dan andal. Kerja sama ini diharapkan dapat meningkatkan standar kebersihan, efisiensi operasional, serta mendukung keberlanjutan lingkungan di area pembangkit.

KSO PLN IP Services–ISS signed an amendment to the agreement for the provision of industrial cleaning services as part of its commitment to maintaining clean and reliable power plants. This collaboration is expected to enhance cleanliness standards, improve operational efficiency, and support environmental sustainability in power plant areas.



Rakor Awal Tahun 2024 - Strategi PLN IP Services Dalam Memberikan *Execution Excellent* di Tahun 2024

2024 Coordination Meeting – PLN IP Services' Strategy to Achieve Execution Excellence

PLN IP Services menyelenggarakan Rapat Koordinasi Awal Tahun 2024 sebagai langkah strategis dalam menyusun arah kebijakan dan memperkuat komitmen untuk mewujudkan *execution excellent* sepanjang tahun 2024.

PLN IP Services held the 2024 Kick-Off Coordination Meeting as a strategic initiative to set policy direction and strengthen its commitment to achieving execution excellence throughout the year.



Berkomitmen untuk memperkuat Budaya K3 Di Perusahaan PLN IP Services Cetak Talenta Terbaik Melalui Safety Talk

PLN Group Synergy Collaboration of PLN IP Services and PLN PUSHARLIS

Sebagai wujud komitmen dalam memperkuat budaya K3, PLN IP Services menyelenggarakan Safety Talk yang melibatkan seluruh pegawai. Kegiatan ini bertujuan mencetak talenta unggul yang memiliki kesadaran tinggi terhadap keselamatan dan kesehatan kerja, serta mendorong terciptanya lingkungan kerja yang aman, dan produktif.

As part of its commitment to reinforcing a strong OHS culture, PLN IP Services organized a Safety Talk involving all employees. This initiative aims to cultivate top talent with a strong awareness of workplace safety and health, while fostering a safe and productive work environment.



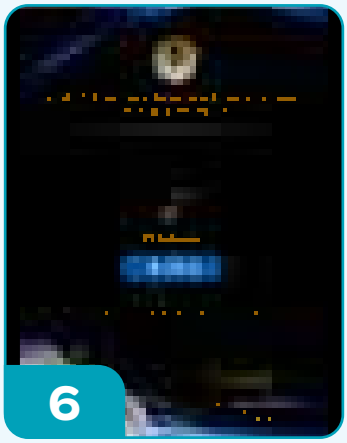
Sebagai Wujud Nyata *Business Excellent* PLN IP Services Menerima Benchmark Malaysia Productivity Corporation Dalam Rangka Membangun Inovasi & Kolaborasi

As a Concrete Step Toward Business Excellence, PLN IP Services Welcomes a Benchmark Visit from Malaysia Productivity Corporation to Foster Innovation and Collaboration

Kegiatan ini menjadi wujud nyata komitmen perusahaan dalam mendorong praktik *business excellent* melalui pertukaran pengetahuan dan pengalaman guna memperkuat daya saing dan produktivitas.

This initiative reflects the Company's strong commitment to promoting business excellence through knowledge sharing and collaboration, enhancing competitiveness and productivity.

Maret
March



Berhasil Menjaga Kelestarian Lingkungan Hidup, PLN IP Services PLTD Nusa Penida Raih Proper Biru KLHK

Successfully Preserving the Environment, PLN IP Services's Nusa Penida Diesel Power Plant (PLTD) Earns Blue PROPER Rating from the Ministry of Environment and Forestry

PLN IP Services melalui PLTD Nusa Penida berhasil meraih penghargaan PROPER Biru dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK) atas komitmennya dalam menjaga kelestarian lingkungan dan kepatuhan terhadap pengelolaan lingkungan hidup.

PLN IP Services, through its Nusa Penida Diesel Power Plant (PLTD), successfully received the Blue PROPER award from the Ministry of Environment and Forestry (KLHK) in recognition of its commitment to environmental sustainability and compliance with environmental management standards.

April
April



Kilau Ramadhan 1445 H - Semarak HUT 26 Tahun PLN IP Services dan Berbagi Kebaikan Bersama Anak Yatim & Dhuafa

Ramadan Sparkle 1445 H – Celebrating the 26th Anniversary of PLN IP Services Through Sharing with Orphans and the Underprivileged

Dalam rangka menyemarakkan bulan suci Ramadhan 1445 H dan HUT ke-26, PLN IP Services menggelar kegiatan "Kilau Ramadhan" dengan berbagi kebahagiaan bersama anak yatim dan dhuafa.

To commemorate the holy month of Ramadan 1445 H and the Company's 26th anniversary, PLN IP Services held the "Ramadan Sparkle" event, sharing joy and kindness with orphans and the underprivileged.



PLN IP Services Menggelar Silaturahmi di Hari Lebaran

PLN IP Services Holds Eid Al-Fitr Gathering

Pada momen Hari Raya Idul Fitri, PLN IP Services menyelenggarakan acara silaturahmi sebagai bentuk kebersamaan dan mempererat hubungan antar Pegawai. Kegiatan ini berlangsung dengan hangat dan penuh kekeluargaan, sekaligus menjadi ajang untuk saling memaafkan serta memperkuat semangat kolaborasi di lingkungan kerja.

In celebration of Eid Al-Fitr, PLN IP Services organized a gathering to foster togetherness and strengthen relationships among employees. The event was held in a warm and familial atmosphere, serving as an opportunity for mutual forgiveness and reinforcing a spirit of collaboration within the workplace.



Tasyakuran HUT 26 Tahun PLN IP Services
26th Anniversary Thanksgiving Ceremony of PLN IP Services

Dalam rangka memperingati HUT ke-26, PLN IP Services menyelenggarakan acara tasyakuran sebagai ungkapan syukur atas perjalanan dan pencapaian perusahaan.
To commemorate its 26th anniversary, PLN IP Services held a thanksgiving as a gesture of gratitude for the Company's journey and achievements.



Genap Usia 26 Tahun, PLN IP Services Santuni Anak Yatim & Dhuafa di 53 Unit Kerja
Celebrating 26 Years, PtwLN IP Services Provides Donations to Orphans and the Underprivileged Across 53 Work Units

Memperingati hari jadi ke-26, PLN IP Services menggelar kegiatan santunan kepada anak yatim dan dhuafa secara serentak di 53 unit kerja.
In celebration of its 26th anniversary, PLN IP Services organized a donation initiative for orphans and the underprivileged, carried out simultaneously across 53 work units.



PLN IP Services Kantongi Sertifikasi ISO 27001
PLN IP Services Obtains ISO 27001 Certification

PLN IP Services meraih Sertifikasi ISO 27001 sebagai bukti komitmen dalam menjaga keamanan informasi dan mendukung operasional kelistrikan yang andal.

PLN IP Services has received ISO 27001 Certification, demonstrating its commitment to information security and supporting reliable power operations.

Mei
May



Momen Kebangkitan Nasional Menyatu dalam Semangat dan Wajah Baru PLN IP Services

National Awakening Day Reflected in the Spirit and New Identity of PLN IP Services

Dalam semangat memperingati Hari Kebangkitan Nasional, PLN IP Services memperkenalkan wajah baru perusahaan sebagai simbol transformasi dan semangat baru untuk memberikan layanan terbaik serta mendukung ketahanan energi nasional.

In commemoration of National Awakening Day, PLN IP Services unveiled its new corporate identity as a symbol of transformation and renewed spirit, reinforcing its commitment to delivering excellent service and supporting national energy resilience.

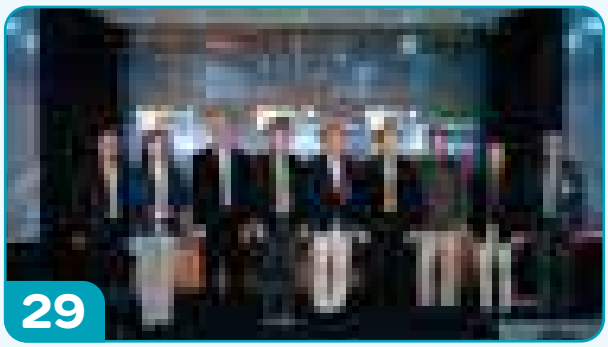


PLN IP Services Dukung Kesuksesan KTT WWF di Bali

PLN IP Services Supports the Success of the WWF Summit in Bali

PLN IP Services turut mendukung kesuksesan KTT WWF di Bali dengan menyediakan layanan kelistrikan yang andal dan ramah lingkungan.

PLN IP Services contributed to the success of the WWF Summit in Bali by providing reliable and environmentally friendly electricity services.



Transformasi Anak Usaha PLN Indonesia Power Menuju Perusahaan Terbesar di Asia Tenggara

Subsidiary of PLN Indonesia Power Transforms into the Largest Energy Company in Southeast Asia

Anak usaha PLN Indonesia Power bertransformasi menuju perusahaan energi terbesar di Asia Tenggara dengan fokus pada inovasi dan energi berkelanjutan.

The subsidiary of PLN Indonesia Power is transforming into the largest energy company in Southeast Asia, focusing on innovation and sustainable energy.

Juni
June



Kepatuhan Regulasi Terbaik, PLN IP Services Raih Peringkat Diamond di IRCA 2024
PLN IP Services Achieves Diamond Rating in IRCA 2024 for Outstanding Regulatory Compliance

PLN IP Services meraih Peringkat Diamond di IRCA 2024 sebagai bentuk pengakuan atas kepatuhan regulasi terbaik dan komitmen tinggi dalam standar operasional perusahaan.

PLN IP Services received the Diamond Rating in IRCA 2024 in recognition of its excellent regulatory compliance and strong commitment to company operational standards.



PLN Indonesia Power Services Jajaki Peluang Kerjasama Bisnis Internasional dengan PT PAL Indonesia
PLN Indonesia Power Services Explores International Business Cooperation with PT PAL Indonesia

PLN IP Services melakukan kunjungan ke PT PAL Indonesia guna menjajaki kerjasama bisnis, termasuk peluang *Beyond* kWh dan ekspansi luar negeri, khususnya di sektor *Offshore* dan O&M, sebagai langkah memperkuat sinergi dan pengembangan usaha bersama.

PLN IP Services conducted a visit to PT PAL Indonesia to explore potential business collaborations, including Beyond kWh opportunities and overseas expansion, particularly in the Offshore and O&M sectors. This initiative aims to strengthen synergy and support joint business development efforts.



Kunjungi Workshop Konversi PLN IP Services BRIN Petakan Bisnis Konversi Kendaraan Bermotor
PLN IP Services Visits BRIN Conversion Workshop to Explore Motor Vehicle Conversion Business Opportunities

PLN IP Services melakukan kunjungan ke Workshop Konversi BRIN untuk memetakan peluang bisnis konversi kendaraan bermotor, sebagai bagian dari upaya pengembangan solusi energi terbarukan dan inovasi teknologi kendaraan ramah lingkungan.

PLN IP Services visited the BRIN Conversion Workshop to identify business opportunities in motor vehicle conversion as part of its efforts to develop renewable energy solutions and environmentally friendly vehicle technology innovations.



PLN IP Services Berbagi Untuk Sesama Salurkan 57 Hewan Kurban di Seluruh Unit Kerja
PLN IP Services Distributes 57 Sacrificial Animals Across All Work Units

PLN IP Services menyalurkan 57 hewan kurban ke seluruh unit kerja sebagai bentuk kepedulian sosial dan wujud berbagi kebahagiaan dengan masyarakat sekitar pada momen Idul Adha.

As an act of social care and to share joy with local communities during Eid al-Adha, PLN IP Services distributed 57 sacrificial animals to all its work units.

Mei
May



Momen Kebangkitan Nasional Menyatu dalam Semangat dan Wajah Baru PLN IP Services

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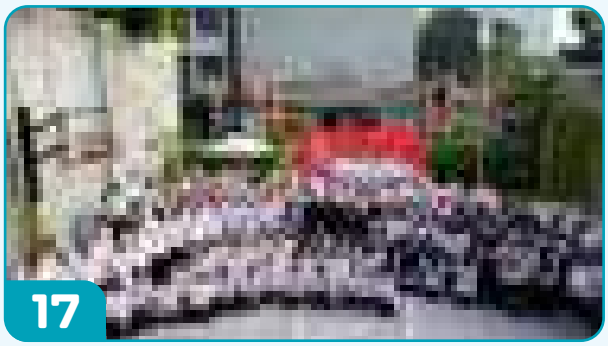


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Upacara - Bangun Semangat Kemerdekaan PLN IP Services Gelar Upacara HUT RI 79

Ceremony – Fostering the Spirit of Independence, PLN IP Services Holds 79th Indonesian Independence Day Ceremony

Dalam rangka membangun semangat kemerdekaan, PLN IP Services menggelar upacara peringatan HUT ke-79 Republik Indonesia sebagai bentuk penghormatan kepada para pahlawan serta memperkuat semangat nasionalisme dan dedikasi pegawai dalam mendukung kemajuan bangsa.

To foster the spirit of independence, PLN IP Services held a ceremony to commemorate the 79th Anniversary of the Republic of Indonesia. This event served as a tribute to the nation's heroes and a way to strengthen employees' sense of nationalism and dedication in supporting the nation's progress.



Perayaan HUT RI Ke-79 di Kantor Pusat PLN Indonesia Power Services

79th Indonesian Independence Day Celebration at PLN Indonesia Power Services Head Office

PLN Indonesia Power Services merayakan HUT RI ke-79 dengan acara puncak di Kantor Pusat, ditandai fun games dan penyerahan hadiah lomba, guna mempererat kebersamaan dan semangat nasionalisme pegawai.

PLN Indonesia Power Services commemorated the 79th Independence Day of the Republic of Indonesia with a main event held at its Head Office, featuring fun games and award presentations. To strengthen employee unity and foster a spirit of nationalism.



Komitmen Tinggi Dalam Penerapan Budaya K3 PLN IP Services Sabet Penghargaan di Naker Award 2024

Strong Commitment to OHS, PLN IP Services Wins Award at Naker Award 2024

Atas komitmen tinggi dalam penerapan budaya Keselamatan dan Kesehatan Kerja (K3), PLN IP Services berhasil meraih penghargaan di Naker Award 2024 sebagai bentuk pengakuan atas upaya menjaga lingkungan kerja yang aman dan sehat.

For its strong commitment to implementing a culture of Occupational Health and Safety (OHS), PLN IP Services received an award at the 2024 Naker Award. This recognition reflects the company's continuous efforts to maintain a safe and healthy work environment.



Komitmen Dalam Tata Kelola dan Manajemen Risiko - PLN IP Services Raih Penghargaan Di GRC & Performance Excellence Award 2024

Commitment to Governance and Risk Management – PLN IP Services Wins Award at GRC & Performance Excellence Award 2024

PLN IP Services meraih penghargaan di ajang GRC & Performance Excellence Award 2024 sebagai apresiasi atas komitmennya dalam penerapan tata kelola perusahaan, manajemen risiko, dan kepatuhan yang efektif untuk mendukung kinerja berkelanjutan.

PLN IP Services received an award at the 2024 GRC & Performance Excellence Award in recognition of its strong commitment to corporate governance, effective risk management, and compliance practices in support of sustainable performance.

September
September



PLN IP Services Melaksanakan Kunjungan ke PLTMG Baloi 30 MW untuk Memperkuat Sinergi dan Keandalan Pasokan Listrik di Batam

PLN IP Services Conducts Visit to PLTMG Baloi 30 MW to Strengthen Synergy and Power Supply Reliability in Batam

Direksi dan Komisaris PLN IP Services melakukan kunjungan ke PLTMG Baloi 30 MW di Batam untuk memperkuat sinergi dengan PT Maxpower Cogindo Batam, guna mendorong efisiensi operasional dan keandalan pasokan listrik bagi wilayah Batam.

The Board of Directors and Commissioner of PLN IP Services visited the 30 MW PLTMG Baloi power plant in Batam to enhance collaboration with PT Maxpower Cogindo Batam. The visit aimed to support operational efficiency and improve the reliability of the electricity supply in the Batam region.



Dorong Transformasi Perusahaan - PLN IP Services cetak inovator terbaik melalui seleksi penghargaan karya inovasi 2024

Driving Company Transformation – PLN IP Services Recognizes Top Innovators Through the 2024 Innovation Awards

Sebagai bukti komitmen dalam mendukung transisi energi dan mendorong *electrifying lifestyle*, PLN IP Services meraih penghargaan *The Leading Company in Implementing EV Motorcycle Conversion* atas peran aktifnya dalam konversi motor listrik di Indonesia.

PLN IP Services has been recognized as The Leading Company in Implementing EV Motorcycle Conversion, highlighting its strong commitment to supporting the national energy transition and promoting the electrifying lifestyle in conversion initiatives in Indonesia.



Perkuat Pasokan Listrik Untuk Labuan Bajo - PLN IP Services dan PT PLN (Persero) UIW NTT Bersinergi untuk wujudkan ketersediaan Listrik Berkelanjutan

Strengthening Electricity Supply for Labuan Bajo – PLN IP Services and PT PLN (Persero) UIW NTT Collaborate to Ensure Sustainable Power Availability

PLN IP Services dan PT PLN (Persero) UIW NTT bersinergi memperkuat pasokan listrik berkelanjutan untuk mendukung kemajuan Labuan Bajo.

PLN IP Services and PT PLN (Persero) UIW NTT work together to strengthen the sustainable electricity supply, supporting the development of Labuan Bajo.

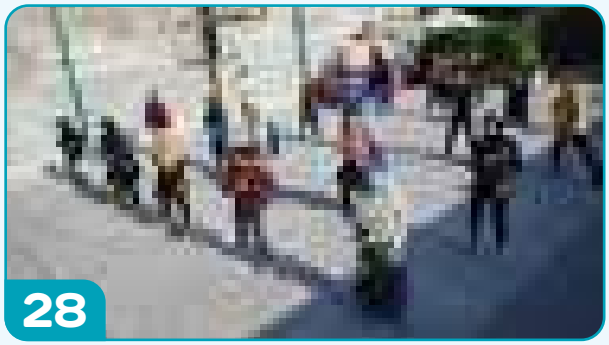


CULTURE FEST 2024 - PLN IP Services Kuatkan Budaya AKHLAK Sebagai Fondasi Kinerja Berkelanjutan di Culture Fest 2024

CULTURE FEST 2024 – PLN IP Services Strengthens AKHLAK Culture as the Foundation for Sustainable Performance

Dalam Culture Fest 2024, PLN IP Services memperkuat budaya AKHLAK sebagai fondasi utama untuk mendukung kinerja berkelanjutan dan membangun semangat kerja yang positif di seluruh organisasi.

At Culture Fest 2024, PLN IP Services reinforced the AKHLAK culture as a key foundation to support sustainable performance and foster a positive work spirit throughout the organization.



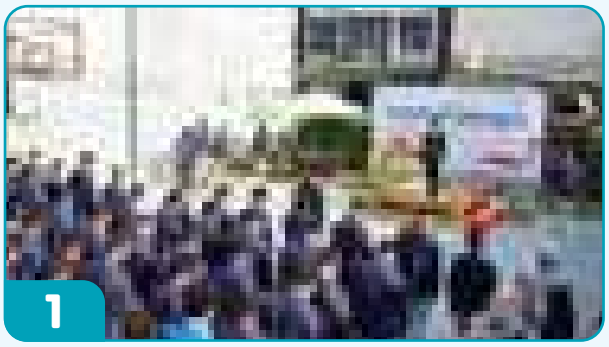
PLN IP Services Perkuat Program *Wellbeing* dengan Kegiatan Olahraga Bersama

PLN IP Services Strengthens Wellbeing Program with Group Exercise Activities

PLN IP Services memperkuat program *wellbeing* melalui kegiatan olahraga bersama, sebagai upaya meningkatkan kesehatan fisik dan kebersamaan antar Pegawai untuk menciptakan lingkungan kerja yang lebih sehat dan produktif.

PLN IP Services enhances its wellbeing program by organizing group exercise activities. This effort aims to improve employees' physical health and foster camaraderie, creating a healthier and more productive work environment.

Oktober
October



Upacara - Peringatan Hari Kesaktian Pancasila PLN IP Services Komitmen Wujudkan Indonesia Emas

Ceremony - Commemorating Pancasila Sanctity Day, PLN IP Services Commits to Achieving a Prosperous Indonesia

PLN IP Services menggelar upacara peringatan Hari Kesaktian Pancasila sebagai wujud komitmen memperkuat semangat kebangsaan dan berkontribusi nyata dalam mewujudkan Indonesia Emas yang maju dan sejahtera.

PLN IP Services held a ceremony to commemorate Pancasila Sanctity Day, demonstrating its commitment to strengthening national spirit and contributing actively towards realizing a prosperous and advanced Indonesia.

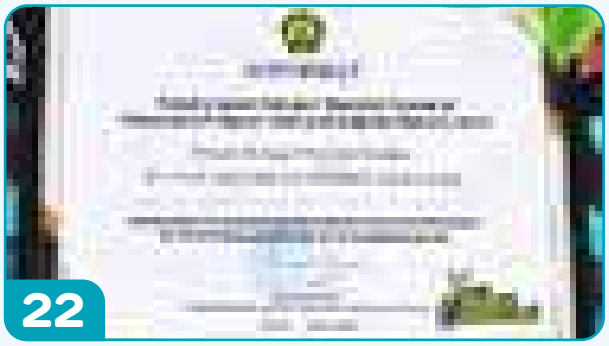


Memohon Keberkahan & Keandalan PLN IP Services Satukan Doa Untuk Masa Depan

Seeking Blessings and Reliability: PLN IP Services Unites in Prayer for the Future

PLN IP Services menggelar kegiatan doa bersama sebagai bentuk permohonan keberkahan dan keandalan dalam menjalankan tugas, guna mendukung masa depan energi yang berkelanjutan dan pelayanan terbaik bagi masyarakat.

PLN IP Services held a joint prayer event to seek blessings and ensure reliability in its duties. This effort supports the vision of a sustainable energy future and the commitment to providing the best service to the community.



PLN IP Services Raih Penghargaan KESDM - Dorong Transisi Energi Lewat Program Konversi Motor Listrik

PLN IP Services Receives Award from the Ministry of Energy and Mineral Resources – Supports Energy Transition Through Electric Motorcycle Conversion Program

PLN IP Services meraih penghargaan dari Kementerian ESDM atas peran aktifnya dalam mendorong transisi energi melalui program konversi motor listrik, sebagai upaya mendukung penggunaan energi bersih dan ramah lingkungan.

PLN IP Services received an award from the Ministry of Energy and Mineral Resources for its active role in promoting the energy transition through its electric motorcycle conversion program. This initiative supports the use of clean and environmentally friendly energy.



Semarakkan LIKE PLN 2024 - PLN IP Services Komitmen Dorong Inovasi dan Transformasi di Sektor Energi Listrik

Energizing LIKE PLN 2024 – PLN IP Services Committed to Driving Innovation and Transformation in the Power Sector

Dalam semarak LIKE PLN 2024, PLN IP Services menegaskan komitmen untuk mendorong inovasi dan transformasi digital guna memperkuat sektor energi listrik yang lebih efisien dan berkelanjutan.

As part of the excitement of LIKE PLN 2024, PLN IP Services reaffirmed its commitment to promoting innovation and digital transformation to strengthen a more efficient and sustainable electricity sector.



Komitmen & Integritas PLN IP Services Sabet Penghargaan Indonesia's Most Respected In House Counsel

Commitment and Integrity: PLN IP Services Wins Indonesia's Most Respected In-House Counsel Award

PLN IP Services meraih penghargaan Indonesia's Most Respected In-House Counsel sebagai pengakuan atas komitmen dan integritas tinggi dalam menjalankan fungsi hukum yang profesional dan terpercaya di lingkungan perusahaan.

PLN IP Services received Indonesia's Most Respected In-House Counsel award in recognition of its strong commitment and integrity in carrying out professional and reliable legal functions within the Company.



Di Hari Listrik Nasional & Sumpah Pemuda PLN IP Services Perkokoh semangat Pengabdian untuk Bangsa

On National Electricity Day and Youth Pledge Day, PLN IP Services Strengthens Spirit of Service to the Nation

Dalam rangka membangun semangat kemerdekaan, PLN IP Services menggelar upacara peringatan HUT ke-79 Republik Indonesia sebagai bentuk penghormatan kepada para pahlawan serta memperkuat semangat nasionalisme dan dedikasi pegawai dalam mendukung kemajuan bangsa.

On National Electricity Day and Youth Pledge Day, PLN IP Services reinforced its spirit of dedication to the nation through a strong commitment to providing the best electricity services, supporting a more advanced and self-reliant Indonesia.

November
November



PLN IP Services Gelar Doa Bersama dan Santunan untuk Keandalan Operasional pembangkit
PLN IP Services Holds Joint Prayer and Donations to Support Power Plant Operations

PLN IP Services mengadakan Doa Bersama yang melibatkan seluruh Pegawai di kantor pusat serta unit kerja secara daring untuk mendukung kelancaran operasional pembangkit, khususnya unit yang menjalani overhaul, serta memberikan santunan kepada anak-anak yatim di sekitar Unit PLTD Tenau sebagai bentuk kepedulian sosial perusahaan.

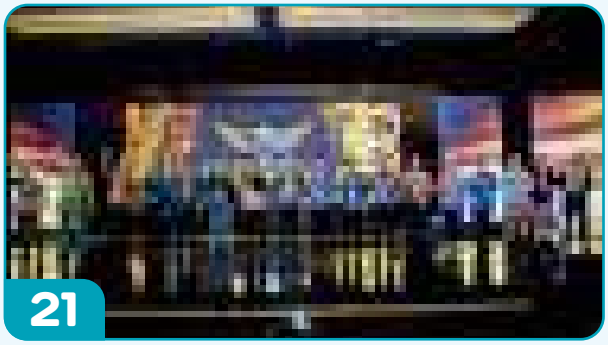
PLN IP Services held a Joint Prayer involving all employees at the head office and work units online to support the smooth operation of power plants, especially those undergoing overhauls. The company also provided donations to orphans around the PLTD Tenau Unit as a gesture of its social responsibility.



Electricity Connect 2024 PLN IP Group Tunjukan Layanan Solusi *Green Energy* untuk Masa Depan Berkelanjutan
Electricity Connect 2024: PLN IP Group Showcases Green Energy Solutions for a Sustainable Future

Dalam Electricity Connect 2024, PLN IP Group memperkenalkan layanan solusi *green energy* sebagai wujud komitmen mendukung masa depan energi yang berkelanjutan dan ramah lingkungan.

At Electricity Connect 2024, PLN IP Group presented its green energy solution services as a demonstration of its commitment to supporting a sustainable and environmentally friendly energy future.



Bukti Transformasi Laporan Berkelanjutan PLN IP Services Raih Gold Rank ASRRAT 2024
Proof of PLN IP Services' Sustainability Report Transformation of Achieves Gold Rank at ASRRAT 2024

PLN IP Services meraih Gold Rank dalam ASRRAT 2024 sebagai bukti keberhasilan transformasi dan transparansi dalam penyusunan laporan berkelanjutan, serta komitmen perusahaan terhadap praktik bisnis yang bertanggung jawab.

PLN IP Services has been awarded the Gold Rank at ASRRAT 2024, demonstrating the company's success in transforming and improving the transparency of its sustainability reporting. This achievement also reflects PLN IP Services' strong commitment to responsible business practices.



Kolaborasi PLN IP & PLN IP Services Dorong Kemajuan Pendidikan Indonesia Melalui Program IP Pintar
Collaboration Between PLN IP & PLN IP Services to Advance Education in Indonesia Through the IP Pintar Program

PLN IP dan PLN IP Services berkolaborasi melalui program IP Pintar untuk mendorong kemajuan pendidikan di Indonesia, sebagai bagian dari kontribusi nyata dalam menciptakan generasi unggul dan berdaya saing.

PLN IP Services was awarded the Gold Rank at ASRRAT 2024, recognizing its successful transformation and transparency in preparing sustainability reports, and its strong commitment to responsible business practices.

Desember
December



PLN IP Services Juara 1 Compliance Award 2024 Kategori *Corporate Subsidiary* di PLN Indonesia Power
PLN IP Services Wins First Place in the 2024 Compliance Award for Corporate Subsidiary Category at PLN Indonesia Power

PLN IP Services meraih Juara 1 Compliance Award 2024 kategori *Corporate Subsidiary* di lingkungan PLN Indonesia Power, sebagai bentuk apresiasi atas komitmen tinggi dalam menjalankan kepatuhan dan tata kelola perusahaan yang baik.

PLN IP Services earned first place in the 2024 Compliance Award under the Corporate Subsidiary category within PLN Indonesia Power, in recognition of its strong commitment to compliance and good corporate governance.



Vendor Gathering PLN IP Services 2024
PLN IP Services 2024 Vendor Gathering

PLN IP Services menggelar Vendor Gathering 2024 sebagai ajang mempererat kolaborasi dengan para mitra kerja, guna meningkatkan sinergi, transparansi, dan kualitas layanan dalam mendukung operasional Perusahaan.

PLN IP Services held the 2024 Vendor Gathering as a platform to strengthen collaboration with business partners, aiming to enhance synergy, transparency, and service quality in support of the Company's operations.



Coffee Morning - PLN IP Services & *Employee Wellbeing* Program
Coffee Morning - PLN IP Services & Employee Wellbeing Program

PLN IP Services akan mengadakan *Coffee Morning Wellness* Program sebagai bagian dari upaya memperkuat budaya kerja yang sehat dan harmonis, melalui momen santai yang mendorong interaksi positif dan kepedulian terhadap kesejahteraan pegawai.

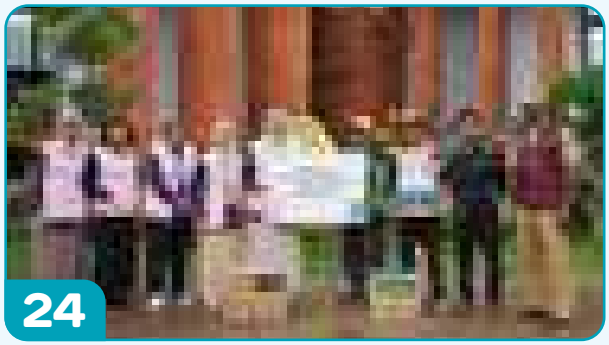
PLN IP Services will host the Coffee Morning Wellness Program as part of its efforts to promote a healthy and harmonious work culture. This relaxed gathering aims to encourage positive interaction and raise awareness of employee well-being.



Siaga Natal & Tahun Baru
Christmas and New Year Readiness

Menjelang libur Natal dan Tahun Baru, PLN IP Services bersiap melaksanakan program Siaga Nataru untuk memastikan keandalan pasokan listrik tetap terjaga, demi mendukung kenyamanan dan keamanan masyarakat selama periode akhir tahun.

Ahead of the Christmas and New Year holidays, PLN IP Services is preparing to implement the Siaga Nataru program to ensure the reliability of the electricity supply, supporting public comfort and safety during the year-end period.



Penyerahan CSR ke TPS 3R Siaga
CSR Contribution to TPS 3R Siaga

Perusahaan menyerahkan bantuan CSR berupa APD kepada petugas kebersihan di TPS 3R Siaga Pasar Minggu Jakarta Selatan, sebagai dukungan terhadap pengelolaan sampah berbasis masyarakat dan pelestarian lingkungan.

The Company provided CSR assistance in the form of personal protective equipment (PPE) to sanitation workers at TPS 3R Siaga, located in Pasar Minggu, South Jakarta. This initiative supports community-based waste management and reflects the Company's commitment to environmental preservation.



Muhasabah Akhir Tahun PLN IP Services
Year-End Reflection at PLN IP Services

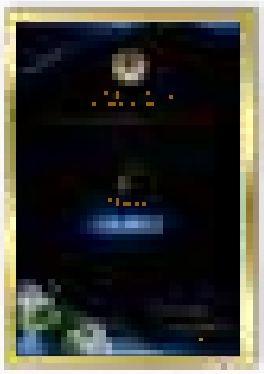
PLN IP Services mengadakan Muhasabah Akhir Tahun sebagai momen refleksi spiritual dan evaluasi kinerja, guna menyambut tahun mendatang dengan semangat dan integritas yang lebih kuat.

PLN IP Services held a Year-End Reflection (Muhasabah) as a moment of spiritual introspection and performance evaluation, aimed at welcoming the coming year with renewed spirit and strengthened integrity.



PENGHARGAAN DAN SERTIFIKASI 2024
Awards and Certifications 2024

Penghargaan
Awards



Nama penghargaan
Award name

Proper Biru

Bidang penghargaan
Award scope

Menjaga Kelestarian Lingkungan Hidup
Preserving Environmental Sustainability

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Kementerian Lingkungan Hidup dan Kehutanan
Ministry of Environment and Forestry

Tahun perolehan
Year

Maret 2024
March 2024



Nama penghargaan
Award name

Diamond Electricity Prosper A

Bidang penghargaan
Award scope

Most Strategic Enterprise in Regulatory Compliance

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Indonesia Regulatory Compliance Award

Tahun perolehan
Year

Juni 2024
June 2024



Nama penghargaan
Award name

Circularity dan Supply Chain Mesin Kendaraan Konvensional terhadap konversi Kendaraan Listrik Bagi Agroindustri

Circularity and Supply Chain of Conventional Vehicle Engines in the Transition to Electric Vehicles for the Agro-Industry

Bidang penghargaan
Award scope

Circularity dan *Supply Chain* Mesin Kendaraan Konvensional terhadap konversi Kendaraan Listrik Bagi Agroindustri
Circularity and Supply Chain of Conventional Vehicle Engines in the Transition to Electric Vehicles for the Agro-Industry

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Badan Riset dan Inovasi Nasional
National Research and Innovation Agency

Tahun perolehan
Year

Juni 2024
June 2024



Nama penghargaan
Award name

The Leading Company In Implementing EV Motorcycle Conversion

Bidang penghargaan
Award scope

Electric Motor Conversion

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

IBEA EV ECOSYSTEM AWARD 2024

Tahun perolehan
Year

10 Agustus 2024
August 10, 2024



Nama penghargaan
Award name

Platinum Naker Award 2024

Bidang penghargaan
Award scope

Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja
HIV-AIDS Prevention and Control Program in the Workplace

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Menteri Ketenagakerjaan Republik Indonesia
Minister of Manpower of the Republic of Indonesia

Tahun perolehan
Year

6 Agustus 2024
August 6, 2024



Nama penghargaan
Award name

PLN IP Services Unit PLTD Nusa Penida - Kategori Platinum

Bidang penghargaan
Award scope

Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja
HIV-AIDS Prevention and Control Program in the Workplace

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Menteri Ketenagakerjaan Republik Indonesia
Minister of Manpower of the Republic of Indonesia

Tahun perolehan
Year

6 Agustus 2024
August 6, 2024



Nama penghargaan
Award name

GRC & Performance Excellence Award 2024

Bidang penghargaan
Award scope

- The Best GRC For Coporate Risk Management 2024
- 4 Stars Diamond "The Best CEO 2024"

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Indonesia BusinessNews

Tahun perolehan
Year

30 Agustus 2024
August 30, 2024



Nama penghargaan
Award name

Penghargaan Kategori Bengkel Konversi Pelaksana Program Konversi Sepeda Motor Listrik

Award for Conversion Workshop Category in the Electric Motorcycle Conversion Program

Bidang penghargaan
Award scope

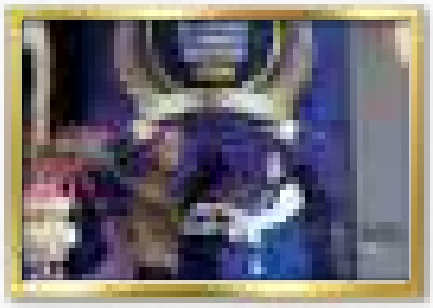
Dukungan Pelaksanaan Program Konversi Sepeda Motor Penggerak Motor Bakar Menjadi Sepeda Motor Listrik Berbasis Baterai
Support for the Implementation of the Program to Convert Internal Combustion Engine Motorcycles into Battery-Based Electric Motorcycles

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Kementerian Energi dan Sumber Daya Mineral
Ministry of Energy and Mineral Resources

Tahun perolehan
Year

Oktober 2024
October, 2024



Nama penghargaan
Award name

Indonesia's Most Respected In-House Counsel 2024

Bidang penghargaan
Award scope

Maintenance, Repair & Overhaul

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Hukum Online

Tahun perolehan
Year

Oktober 2024
October, 2024



Nama penghargaan
Award name

Gold Rank ASRRAT 2024

Bidang penghargaan
Award scope

- *Gold Rank* ASRRAT 2024
- *First year Participation in* ASSRAT 2024

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

National Center for Corporate Reporting (NCCR)

Tahun perolehan
Year

November 2024
November 2024



Nama penghargaan
Award name

Juara 1 Compliance Award 2024

First Place Winner of the Compliance Award 2024

Bidang penghargaan
Award scope

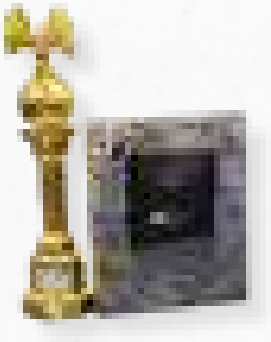
Corporate Subsidiary di PLN Indonesia Power

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PLN Indonesia Power

Tahun perolehan
Year

Desember 2024
December 2024



Nama penghargaan
Award name

First year Participation in ASSRAT 2024

Bidang penghargaan
Award scope

Asia Sustainability Reporting Rating

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

National Center for Corporate Reporting (NCCR)

Tahun perolehan
Year

2024
2024



Nama penghargaan
Award name

Electricity Connect

Bidang penghargaan
Award scope

Best Booth Electricity Connect

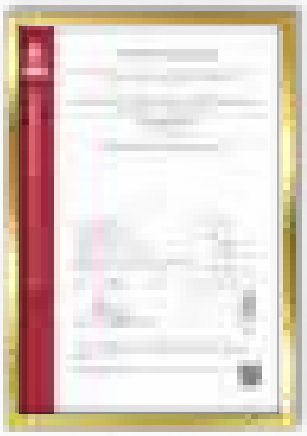
Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PT PLN (Persero)

Tahun perolehan
Year

November 2024
November 2024

SERTIFIKASI 2024
Certifications 2024



Nama sertifikasi
Certification name

ISO 27001

Bidang sertifikasi
Certification scope

Information Security Management System
Preserving Environmental Sustainability

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PT BSI

Tahun perolehan
Year

05 April 2024
April 05, 2024

Masa berlaku
Validity period

April 04, 2027
April 04, 2027



Nama sertifikasi
Certification name

ISO 45001:2018

Bidang sertifikasi
Certification scope

Most Strategic Enterprise in Regulatory Compliance

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

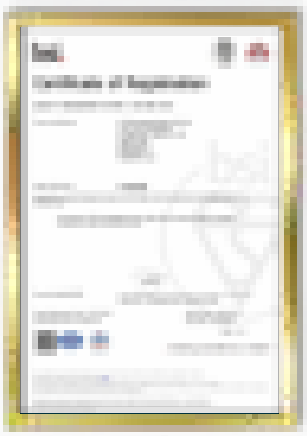
PT BVI

Tahun perolehan
Year

02 Januari 2020
January 02, 2020

Masa berlaku
Validity period

29 Januari 2026
January 29, 2026



Nama sertifikasi
Certification name

ISO 9001:2015

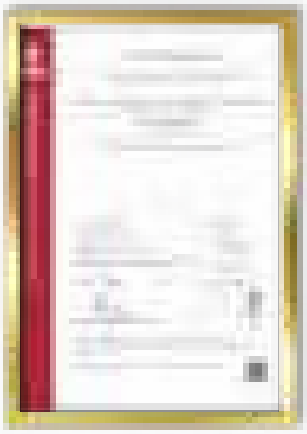
Bidang sertifikasi
Certification scope

Provision of Office Management Power Supply Activity, Manpower Supply for Operation Maintenance, Repair and Overhaul Services

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PT BVI Transfer ke PT BSI
PT BVI Transfer to PT BSI

Tahun perolehan Year	Masa berlaku Validity period
23 September 2013 September 23, 2013	29 Januari 2026 January 29, 2026



Nama sertifikasi
Certification name

ISO 14001:2015

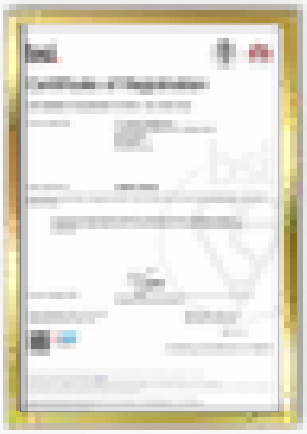
Bidang sertifikasi
Certification scope

Provision of Electricity Generation and Supply

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PT BVI

Tahun perolehan Year	Masa berlaku Validity period
6 November 2020 November 6, 2020	29 Januari 2026 January 29, 2026



Nama sertifikasi
Certification name

ISO 37001:2016

Bidang sertifikasi
Certification scope

Anti *Bribery Management System*/ Sistem Manajemen Anti Penyuapan (SMAP)
Anti Bribery Management System (SMAP)

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PT BSI

Tahun perolehan Year	Masa berlaku Validity period
21 Desember 2021 December 21, 2021	20 Desember 2024 December 20, 2024



Nama sertifikasi
Certification name

Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja

Occupational Health and Safety Management System Certificate

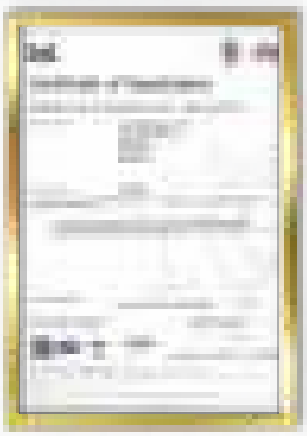
Bidang sertifikasi
Certification scope

Keselamatan dan Kesehatan Kerja (K3)
Occupational Health and Safety (OHS)

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

Kementerian Ketenagakerjaan RI
Ministry of Labor of the Republic of Indonesia

Tahun perolehan Year	**Masa berlaku** Validity period
13 Mei 2022 May 13, 2022	13 Mei 2025 May 13, 2025



Nama sertifikasi
Certification name

ISO 27001

Bidang sertifikasi
Certification scope

Information Security Management System

Lembaga/Badan (yang memberikan)
Institution/Body (who present)

PT BSI

Tahun perolehan Year	**Masa berlaku** Validity period
5 April 2024 April 5, 2024	4 April 2027 April 4, 2027



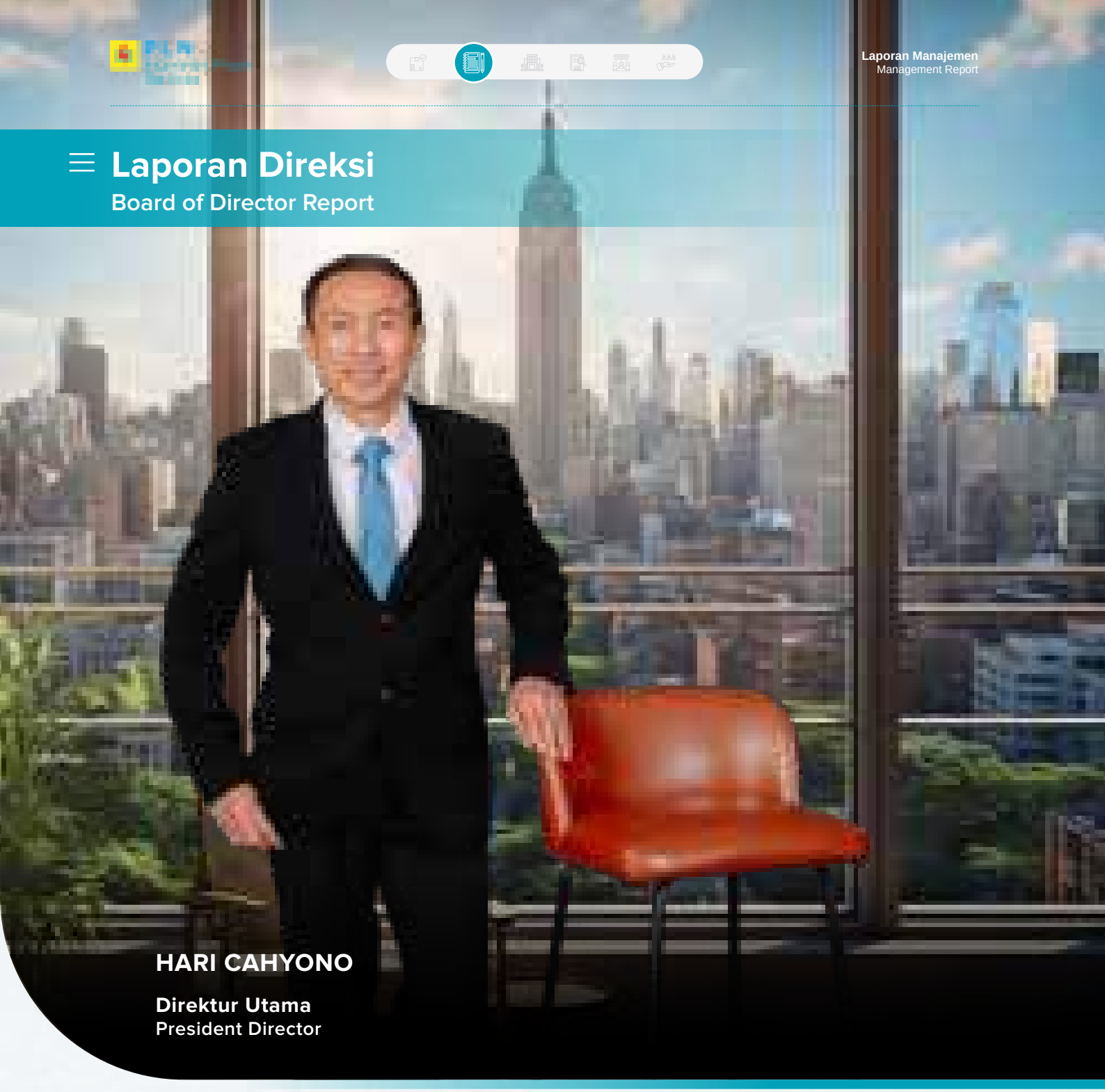


2

LAPORAN MANAJEMEN

Management Report

Laporan Direksi
Board of Director Report



HARI CAHYONO

Direktur Utama
President Director

> **PLN IP Services berhasil mencatat pertumbuhan kinerja operasional dan keuangan yang solid di tahun 2024, didukung efektivitas pengelolaan bisnis dan layanan bernilai tambah. Kami berkomitmen terus bertumbuh dalam kerangka tata kelola yang baik dan keberlanjutan jangka panjang.**
>
> PLN IP Services achieved solid operational and financial performance growth in 2024, driven by effective business management and value-added services. We remain committed to continued growth, guided by strong governance and long-term sustainability.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
Dear shareholders and stakeholders,

Puji syukur dan dalam rahmat Tuhan Yang Maha Esa, dengan hormat Direksi PT PLN Indonesia Power Services menyampaikan Laporan Tahunan Tahun Buku 2024 sebagai bentuk pertanggungjawaban atas pelaksanaan tugas, pencapaian kinerja dan arah strategis Perusahaan sepanjang tahun berjalan. Laporan ini kami susun untuk memberikan gambaran utuh kepada seluruh pemegang saham dan pemangku kepentingan mengenai dinamika, capaian serta tantangan yang dihadapi Perusahaan dalam menjalankan mandatnya sebagai penyedia solusi energi yang andal dan berkelanjutan.

Tahun 2024 menjadi periode penting dalam transisi model bisnis dan organisasi, seiring penguatan peran Perusahaan di bawah subholding PT PLN Indonesia Power. Perubahan ini menuntut penyesuaian cepat dan tepat pada aspek strategi, operasional dan tata kelola. Dalam menghadapi berbagai tantangan, Kami mengarahkan seluruh upaya pada tema "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" dengan fokus pada pertumbuhan layanan bernilai tambah, efisiensi biaya dan penguatan daya saing di sektor energi.

Kami menyampaikan apresiasi kepada pemegang saham, Dewan Komisaris serta seluruh insan Perusahaan atas kepercayaan, dukungan dan dedikasi yang telah diberikan. Laporan ini menjadi refleksi atas sinergi kolektif dan komitmen kuat untuk terus bertumbuh dalam kerangka tata kelola yang baik dan nilai keberlanjutan jangka panjang.

Gratitude and by the grace of God Almighty, the Board of Directors of PT PLN Indonesia Power Services respectfully presents the 2024 Annual Report. This report serves as our accountability for the execution of duties, performance achievements, and the Company's strategic direction throughout the year. It is prepared to provide all shareholders and stakeholders with a comprehensive overview of the Company's developments, accomplishments, and challenges in fulfilling its mandate as a reliable and sustainable energy solutions provider.

2024 marked a significant period of transition in the Company's business model and organizational structure, in line with the strengthening of its role under the subholding of PT PLN Indonesia Power. This transformation required timely and effective adjustments across strategic, operational, and governance aspects. In addressing these challenges, we focused our efforts on the theme "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" emphasizing the growth of value-added services, cost efficiency, and enhanced competitiveness in the energy sector.

We sincerely appreciate the shareholders, the Board of Commissioners, and all employees of the Company for their trust, support, and dedication. This report serves as a reflection of our collective synergy and strong commitment to continued growth within the framework of good corporate governance and long-term sustainability values.

TINJAUAN MAKROEKONOMI 2024

TINJAUAN INDUSTRI 2024

Industri ketenagalistrikan Indonesia sepanjang tahun 2024 menunjukkan kinerja yang progresif dengan capaian signifikan pada indikator operasional, investasi serta ketahanan sistem tenaga listrik nasional. Berdasarkan Statistik PLN 2024, total energi listrik terjual mencapai 306,2 TWh, didominasi oleh konsumsi sektor rumah tangga (42,6%) dan industri (30,1%). Kapasitas terpasang nasional tercatat sebesar 75.936 MW, tumbuh 3,85% dari tahun sebelumnya, dengan beban puncak mencapai 61.288 MW.

2024 MACROECONOMIC OVERVIEW

2024 INDUSTRY OVERVIEW

In 2024, Indonesia's electricity industry showed strong progress, with significant achievements in operational performance, investment, and the resilience of the national power system. According to PLN Statistics 2024, total electricity sales reached 306.2 TWh, with the largest consumption coming from the household sector (42.6%) and the industrial sector (30.1%). The national installed capacity reached 75,936 MW, an increase of 3.85% from the previous year, with a peak load of 61,288 MW.

Secara sistemik, susut energi turun menjadi 8,55%, menandakan perbaikan efisiensi teknis. Indeks kemandirian dan ketahanan ketenagalistrikan mencapai 105,67% dan 100,78% dari target, masing-masing, mencerminkan kinerja positif dalam aspek pengelolaan risiko dan pasokan energi. Investasi sektor ketenagalistrikan mencapai USD 5,33 miliar atau 172% dari target tahunan, menunjukkan peningkatan kepercayaan investor terhadap sektor ini.

Systemically, energy losses decreased to 8.55%, indicating improved technical efficiency. The electricity independence and resilience indexes reached 105.67% and 100.78% of their respective targets, reflecting positive performance in risk management and energy supply. Investment in the electricity sector reached USD 5.33 billion, or 172% of the annual target, demonstrating increased investor confidence in the industry.

Kinerja tersebut sejalan dengan penerbitan Rencana Umum Ketenagalistrikan Nasional (RUKN) dan RUPTL 2025–2034, yang menargetkan penambahan kapasitas pembangkit sebesar 69,5 GW, dengan komposisi 61% berasal dari Energi Baru Terbarukan (EBT). Hal ini sejalan dengan Peraturan Menteri ESDM Nomor 10 Tahun 2025 tentang Peta Jalan Transisi Energi, yang menjadi kerangka operasional dalam mengakselerasi dekarbonisasi sektor ketenagalistrikan.

This performance aligns with the issuance of the National Electricity General Plan (RUKN) and the Electricity Supply Business Plan (RUPTL) for 2025–2034, which target an additional 69.5 GW of power generation capacity, with 61% coming from new and renewable energy sources. This aligns with the Ministry of Energy and Mineral Resources Regulation No. 10 of 2025 on the Energy Transition Roadmap, which serves as an operational framework to accelerate the decarbonization of the electricity sector.

Namun demikian, tantangan signifikan masih dihadapi. Wilayah 3T mengalami keterbatasan infrastruktur distribusi, menghambat pencapaian rasio elektrifikasi nasional yang pada akhir 2024 tercatat 98,45%. Di sisi lain, bauran EBT masih stagnan pada angka 14%, di bawah target 23% pada tahun 2025. *Outlook* Transisi Energi Indonesia 2025 yang diterbitkan IESR menyoroti hambatan regulasi, ketidakpastian pembiayaan dan kesiapan infrastruktur sebagai kendala utama percepatan transisi.

However, significant challenges remain. 3T Regions continue to face limited distribution infrastructure, hindering progress toward achieving the national electrification ratio, which stood at 98.45% at the end of 2024. Additionally, the share of NRE in the national energy mix remains stagnant at 14%, still below the 23% target set for 2025. The Indonesia Energy Transition Outlook 2025 published by IESR highlights key barriers to accelerating the transition, including regulatory constraints, financing uncertainties, and infrastructure readiness.

Upaya penguatan transmisi dan distribusi menjadi krusial. RUPTL 2025–2034 menargetkan pembangunan jaringan transmisi sepanjang 47.758 kms dan gardu induk sebesar 107.950 MVA untuk menopang pertumbuhan permintaan dan integrasi EBT di seluruh sistem. Sementara itu, konsumsi listrik per kapita nasional tercatat 1.411 kWh/kapita, meningkat namun masih memerlukan dorongan dari sektor industri, transportasi dan rumah tangga ter-elektrifikasi.

Strengthening transmission and distribution networks is crucial. The 2025–2034 RUPTL targets the development of 47,758 kilometers of transmission lines and 107,950 MVA substations to support growing electricity demand and the integration of NRE across the system. Meanwhile, national per capita electricity consumption reached 1,411 kWh, showing an increase but still requiring further growth, particularly from the industrial, transportation, and electrified household sectors.

Tahun 2024 menjadi fondasi penting dalam membangun ketahanan energi nasional dan mempercepat agenda transisi energi menuju sistem kelistrikan yang andal, berkelanjutan dan inklusif. Ke depan, keberhasilan sektor ketenagalistrikan akan sangat ditentukan oleh konsistensi regulasi, kualitas tata kelola, kapasitas implementasi serta sinergi antar pemangku kepentingan dalam menjawab tantangan pembangunan nasional dan perubahan iklim global.

2024 is an important foundation for strengthening national energy resilience and accelerating the energy transition toward a reliable, sustainable, and inclusive power system. Looking ahead, the success of the electricity sector will largely depend on regulatory consistency, the quality of governance, implementation capacity, and strong collaboration among stakeholders in addressing national development challenges and global climate change.

ANALISIS KINERJA 2024

Sepanjang tahun 2024, PT PLN Indonesia Power Services mencatatkan pertumbuhan kinerja operasional dan keuangan yang solid dan terkendali. Pencapaian pendapatan usaha hingga Triwulan IV 2024 tercatat sebesar 118,25% terhadap target RKAP, yang menandakan efektivitas pengelolaan portofolio bisnis, khususnya dari lini jasa *Operation & Maintenance* (O&M), *Maintenance Repair & Overhaul* (MRO) serta sewa genset dan penjualan tenaga listrik. Kontribusi pendapatan dari jasa MRO mencapai 145,29%, menjadi salah satu penopang utama pencapaian pendapatan usaha melebihi ekspektasi.

Selain itu, perusahaan juga mencatat tingkat pemenuhan *Service Level Agreement* (SLA) yang tinggi, baik pada segmen O&M maupun MRO, dengan rata-rata capaian di atas 99%. Indikator operasional seperti *Equivalent Forced Outage Rate* (EFOR) dan Equivalent *Availability Factor* (EAF) pada unit-unit pembangkitan utama juga menunjukkan performa unggul, dengan rata-rata capaian lebih baik dari target yang ditetapkan. Indeks kepuasan pelanggan dalam jasa O&M turut menunjukkan tren positif dan berhasil melampaui target tahunan, memperkuat posisi Perusahaan sebagai mitra strategis yang andal.

Namun demikian, realisasi laba bersih hingga akhir tahun 2024 hanya mencapai Rp93,3 miliar atau 80,52% terhadap target, yang menandakan adanya deviasi antara pendapatan dan beban usaha. Hal ini dipengaruhi oleh peningkatan beban operasional sebesar 112,11% dari RKAP, yang bersumber dari pembiayaan proyek strategis, penguatan kapasitas SDM, dan pengeluaran operasional lainnya. Sementara itu, tingkat efisiensi organisasi (OCR) dan penyerapan anggaran investasi masih menunjukkan potensi peningkatan, meskipun tetap dalam batas yang dapat dikendalikan.

*Realisasi Key Performance Indicato*r (KPI) korporat PLN IP Services mencapai skor 103,02 pada akhir 2024. Nilai ini mencerminkan tingkat kesehatan Perusahaan yang dikategorikan “AAA” (sehat) berdasarkan pengukuran manual yang mengacu pada formula pengesahan KPI yang telah ditetapkan oleh Pemegang Saham. Dari total indikator yang diawasi, 22 indikator telah tercapai, sementara 2 indikator masih perlu perbaikan, 1 indikator hampir tercapai dan 1 indikator telah dievaluasi pada semester I 2024. Capaian ini menunjukkan kendali organisasi yang relatif stabil meskipun dalam dinamika operasional yang menantang.

ELECTRICITY INDUSTRY OVERVIEW 2023

Throughout 2024, PT PLN Indonesia Power Services recorded strong and well-managed growth in both operational and financial performance. By the fourth quarter of 2024, operating revenue had reached 118,25% of the RKAP target, reflecting effective management of the business portfolio, particularly in the Operation & Maintenance (O&M), Maintenance, Repair & Overhaul (MRO) services, as well as generator rental and electricity sales. Revenue from MRO services contributed 145.29% of the target, serving as one of the main drivers behind its higher-than-expected operating income.

In addition, the company recorded a high level of Service Level Agreement (SLA) fulfillment across both O&M and MRO segments, with an average achievement rate exceeding 99%. Operational indicators such as the Equivalent Forced Outage Rate (EFOR) and Equivalent Availability Factor (EAF) for key power generation units also demonstrated strong performance, consistently surpassing set targets. The customer satisfaction index for O&M services showed a positive trend and exceeded the annual target, further strengthening the Company’s position as a reliable strategic partner.

However, net profit realization by the end of 2024 reached only Rp93.3 billion, or 80.52% of the target, indicating a gap between revenue and operating expenses. This was mainly due to an increase in operational costs, which rose to 112.11% of the RKAP, driven by the funding of strategic projects, capacity building for human capital, and other operational expenditures. Meanwhile, the organization’s efficiency level (OCR) and investment budget absorption still show room for improvement, although they remain within manageable limits.

The corporate Key Performance Indicator (KPI) score of PLN IP Services reached 103. 02 at the end of 2024. This score reflects the Company’s health status as “AAA” (healthy), based on a manual assessment using the KPI validation formula established by the Shareholders. Of the total indicators monitored, 22 were achieved, 2 required improvement, 1 was nearly achieved, and 1 was evaluated in the first half of 2024. This achievement indicates relatively stable organizational control despite the challenges in operational dynamics.

Tahun 2024 menjadi tahun penting dalam akselerasi transformasi PLN IP Services pasca *rebranding* dari PT Cogindo DayaBersama. Perusahaan menjalankan tema strategis "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" sebagai fondasi pengembangan bisnis inti seperti jasa O&M dan MRO serta penguatan portofolio *Engineering, Procurement & Construction* (EPC). Selain memperkuat pasar domestik, perusahaan juga mulai melakukan penetrasi pasar internasional melalui proyek di Vietnam serta pengembangan prospek bisnis di kawasan GCC dan Asia Pasifik.

2024 marked a significant milestone in accelerating the transformation of PLN IP Services following its rebranding from PT Cogindo DayaBersama. The Company adopted the strategic theme "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" as the foundation for strengthening its core businesses, including O&M and MRO services, as well as enhancing its Engineering, Procurement & Construction (EPC) portfolio. In addition to strengthening its presence in the domestic market, the company has also begun expanding into international markets through a project in Vietnam and by exploring business opportunities in the GCC region and Asia-Pacific.

Rebranding dilakukan sebagai respons terhadap perubahan peran PLN IP Services dari entitas anak usaha menjadi Subholding Support Services di bawah PT PLN Indonesia Power. Perubahan nama, logo, dan identitas visual merupakan bagian dari agenda strategis untuk memperkuat sinergi dengan holding dan meningkatkan positioning Perusahaan di pasar global.

Rebranding was carried out in response to the change in the role of PLN IP Services, from a subsidiary to a Support Services Subholding under PT PLN Indonesia Power. The changes in name, logo, and visual identity are part of a strategic agenda to strengthen synergy with the holding and enhance the Company's positioning in the global market.

Rebranding ini mempertegas citra PLN IP Services sebagai Perusahaan penyedia solusi energi yang modern, terpercaya, dan berkelas dunia. Di dalamnya termuat filosofi "*PLN IP Services Way*", yang memadukan nilai-nilai AKHLAK, Tata Kelola Perusahaan yang Baik (GCG), serta budaya kerja yang adaptif dan kolaboratif. Langkah ini bertujuan untuk membangun kepercayaan pemangku kepentingan dan menanamkan semangat transformasi pada seluruh insan Perusahaan.

This rebranding reinforces the PLN IP Services image as a modern, trusted, and world-class energy solutions provider. It embodies the philosophy of the "PLN IP Services Way," which integrates the core AKHLAK values, Good Corporate Governance (GCG), and a collaborative, adaptive work culture. This initiative aims to build stakeholder trust and instill a spirit of transformation across all levels of the organization.

Setelah memperkuat fondasi identitas, langkah strategis berikutnya adalah memperluas cakupan bisnis inti Perusahaan, *Expand the Core*. Ekspansi ini difokuskan pada tiga segmen utama: *Operation & Maintenance* (O&M), *Maintenance Repair & Overhaul* (MRO), dan *Engineering Procurement Construction* (EPC).

After strengthening its identity foundation, the next strategic step is to expand the Company's core business, Expand the Core. This expansion focuses on three main segments: Operation & Maintenance (O&M), Maintenance, Repair & Overhaul (MRO), and Engineering, Procurement & Construction (EPC).

Ekspansi dilakukan secara menyeluruh, mencakup:

The expansion is being carried out comprehensively, covering:

- Penambahan portofolio jasa ke sektor pembangkit energi baru terbarukan (EBT);
- Peningkatan layanan berbasis kontrak pengelolaan aset (*Asset Management Contract*);
- Pengembangan model bisnis digital seperti MRO *Marketplace* (MROLine); serta
- Penetrasi ke pasar oil & gas, *mining*, *IPP* dan *beyond* PLN Group (Beyond kWh).

- Expanding the service portfolio to the new and renewable energy generation sector (NRE);
- Enhancing services through asset management contract-based solutions;
- Developing digital business models, such as the MRO Marketplace (MROLine);
- Entering new markets, including oil & gas, mining, IPP, and beyond the PLN Group (Beyond kWh).

Selain itu, skema kemitraan strategis dengan berbagai mitra global, seperti Atlas Copco dan PAL Indonesia, diinisiasi untuk memperkuat kapasitas proyek EPC dan meningkatkan efisiensi rantai pasok. Hal ini membuktikan bahwa PLN IP Services tidak hanya mempertahankan eksistensi di pasar captive, tetapi juga aktif menciptakan nilai di pasar terbuka.

Additionally, strategic partnership schemes with various global partners, such as Atlas Copco and PAL Indonesia, have been initiated to strengthen EPC project capacity and improve supply chain efficiency. This demonstrates that PLN IP Services is not only maintaining its presence in the captive market but is also actively creating value in the open market.

Growing Fast menggambarkan tekad Perusahaan dalam mengeksekusi ekspansi dengan cepat, terukur, dan terintegrasi. Pertumbuhan didorong melalui sinergi antara penguatan portofolio layanan, peningkatan kompetensi SDM, pemanfaatan teknologi digital, serta tata kelola berbasis risiko.

Growing Fast reflects the Company's determination to execute expansion rapidly, in a measured and integrated manner. Growth is driven by synergy among service portfolio enhancement, HC development, the adoption of digital technology, and risk-based governance.

Dalam mendukung arah pertumbuhan jangka panjang, perusahaan juga meluncurkan inisiatif *Moonshots* yang terbagi menjadi empat pilar: *Expand the Core, Ignite Growth, Digital Moonshots*, dan *Sustainability Moonshots*. Melalui inisiatif ini, PLN IP Services mengarahkan sumber daya ke pengembangan pelanggan baru (*customer acquisition*), layanan DRUPS, bisnis digital, serta pengembangan energi baru terbarukan dan *interim power plant services*. Secara khusus, realisasi pendapatan beyond kWh juga mengalami peningkatan signifikan dan memberikan kontribusi terhadap pendapatan usaha secara keseluruhan.

To support its long-term growth strategy, the company launched the Moonshots initiative, which is structured around four key pillars: Expand the Core, Ignite Growth, Digital Moonshots, and Sustainability Moonshots. Through this initiative, PLN IP Services focuses its resources on customer acquisition, DRUPS services, digital business development, and the advancement of renewable energy and interim power plant services. Notably, revenue from beyond-kWh initiatives has shown significant growth and contributed meaningfully to the company's overall operating income.

Sebagai bagian dari transformasi organisasi, perusahaan telah membentuk 15 unit bisnis baru yang dipimpin oleh Business Manager sebagai hasil dari reorganisasi struktur berbasis Peraturan Direksi Nomor 128.P/PIPS/V/2024 dan 129.P/PIPS/V/2024. Di sisi pengembangan SDM, perusahaan mulai mengimplementasikan *People Competency Roadmap* 2024–2028 yang berfokus pada peningkatan kompetensi teknis dan sistem pembelajaran digital.

As part of its organizational transformation, the company has established 15 new business units led by Business Managers, following the restructuring based on Board of Directors Regulations No. 128.P/PIPS/V/2024 and 129.P/PIPS/V/2024. In terms of human capital development, the company has begun implementing the 2024–2028 People Competency Roadmap, which focuses on strengthening technical competencies and adopting digital learning systems.

Perusahaan juga memprioritaskan digitalisasi proses bisnis melalui sistem *Customer Relationship Management* (CRM), pengembangan kanal MROLine serta integrasi sistem anggaran berbasis digital sebagai bentuk penguatan efisiensi dan akuntabilitas internal.

The Company also prioritizes digitizing business processes through the implementation of a Customer Relationship Management (CRM) system, developing the MROLine platform, and integrating a digital-based budgeting system to enhance internal efficiency and accountability.

Meski terdapat sejumlah capaian positif, evaluasi internal mengidentifikasi bahwa realisasi laba bersih masih di bawah target, antara lain dipengaruhi oleh ketidaksesuaian jadwal kontrak, gangguan pasokan di

Despite several positive achievements, internal evaluations have identified that net profit realization remains below target. This was partly due to delays in contract execution, supply disruptions at the PLTD

PLTD Tenau, serta belum optimalnya eksekusi anggaran investasi. Ke depan, PLN IP Services berkomitmen untuk melakukan percepatan addendum kontrak, efisiensi biaya administratif, serta pengendalian investasi secara lebih disiplin dan terukur.

Melalui strategi pertumbuhan berbasis inovasi, penguatan kapabilitas SDM dan transformasi digital, PLN IP Services optimis memperkuat posisi sebagai penyedia solusi energi terpercaya di kawasan Asia, sejalan dengan *roadmap* 2024–2028 dan agenda transformasi "*Moonshots*".

STRATEGI DAN KEBIJAKAN STRATEGIS

PLN Indonesia Power Services telah menyusun dan menerapkan strategi korporat tahun 2024 yang selaras dengan visi transformasi PT PLN (Persero) sebagai Holding serta PT PLN Indonesia Power sebagai Subholding. Strategi ini diformulasikan dalam tema "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" yang menandai transisi identitas, perluasan kompetensi inti serta percepatan pertumbuhan bisnis. Fokus utama diarahkan pada penyediaan solusi energi yang handal, berkelanjutan dan adaptif terhadap dinamika pasar regional dan global.

Dalam rangka mencapai tujuan jangka menengah dan panjang sesuai RJPP 2024–2028, Direksi menetapkan pendekatan strategis melalui empat pilar utama yang dikenal sebagai "*Moonshots*", yaitu:

1. *Expand the Core Moonshots*, yang berfokus pada penguatan jasa O&M, MRO, EPC serta layanan berbasis EBT;
2. *Ignite Growth Moonshots*, yang menargetkan akuisisi pelanggan baru, ekspansi regional dan penguatan kolaborasi strategis;
3. *Digital Moonshots*, yang mendorong transformasi digital, pengembangan CRM serta integrasi sistem informasi; dan
4. *Sustainability Moonshots*, yang berorientasi pada implementasi ESG, *de-dieselization* dan layanan pembangkit energi bersih.

Keempat pilar ini diterjemahkan menjadi rencana aksi konkret, indikator kinerja dan anggaran yang terukur pada setiap unit strategis Perusahaan. Sebagai tindak lanjut dari RKAP 2024, Direksi menyelaraskan kebijakan strategis dengan tiga Strategic Goals utama:

Tenau facility, and suboptimal investment budget utilization. Moving forward, PLN IP Services is committed to accelerating contract addendums, improving administrative cost efficiency, and exercising more disciplined and measurable investment control.

Through a growth strategy focused on innovation, human capital development, and digital transformation, PLN IP Services remains optimistic about strengthening its position as a trusted energy solutions provider in the Asia region, in line with the 2024–2028 roadmap and the "Moonshots" transformation agenda.

STRATEGY AND STRATEGIC POLICY

PT PLN Indonesia Power Services has developed and implemented its 2024 corporate strategy in alignment with the transformation vision of PT PLN (Persero) as the Holding and PT PLN Indonesia Power as the Subholding. This strategy is formulated under the theme "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" which reflects the transition of corporate identity, the expansion of core competencies, and the acceleration of business growth. The primary focus is on delivering reliable, sustainable, and adaptable energy solutions in response to regional and global market dynamics.

To achieve the medium and long-term objectives outlined in the 2024–2028 Corporate Strategic Plan (RJPP), we have adopted a strategic approach based on four key pillars known as the "Moonshots," namely:

1. Expand the Core Moonshots, focusing on strengthening core services such as O&M, MRO, EPC, and NRE-based services;
2. Ignite Growth Moonshots, aimed at acquiring new customers, expanding into regional markets, and enhancing strategic partnerships;
3. Digital Moonshots, promoting digital transformation through the development of CRM systems and the integration of information systems; and
4. Sustainability Moonshots, centered on implementing ESG principles, de-dieselization, and clean energy power generation services.

These four pillars have been translated into concrete action plans, measurable performance indicators, and allocated budgets for each of the Company's strategic units. As a follow-up to the 2024 RKAP, we have aligned strategic policies with three main Strategic Goals:

1. *Market Growth Initiative*, melalui pertumbuhan pendapatan dan peningkatan portofolio di luar PLN Group, termasuk proyek overseas;
2. *Value Creation & Innovation*, melalui efisiensi proses bisnis, inovasi layanan dan akuisisi pasar non-captive; dan
3. *Service Excellence*, melalui peningkatan kualitas layanan pelanggan, penguatan unit *pasca-holding* serta perluasan layanan EBT.

Strategi ini tidak hanya berorientasi pada pertumbuhan volume, tetapi juga pada penciptaan nilai jangka panjang dan diferensiasi layanan berbasis keunggulan operasional dan keandalan teknis.

Dalam merespons tantangan eksternal seperti dekarbonisasi energi, ketatnya persaingan jasa O&M dari swasta dan manufaktur peralatan serta tuntutan penggunaan energi bersih di daerah 3T, Direksi menetapkan skema strategi adaptif berbasis ESG. Inisiatif seperti pengembangan DRUPS, PLTS dan *hydrogen facility* serta program *zero accident*, menjadi wujud nyata integrasi nilai keberlanjutan dalam kebijakan operasional.

Di sisi lain, kebijakan restrukturisasi organisasi dan *branding* baru menjadi bagian yang tak dapat terpisah dari strategi *repositioning* Perusahaan dalam rantai pasok energi nasional maupun pasar internasional.

Strategi korporat tahun 2024 juga ditopang oleh kebijakan penguatan human capital, yang dilaksanakan melalui *People Competency Roadmap* 2024–2028 dan reorganisasi fungsi bisnis dalam 15 Business Unit. Seluruh kebijakan pengembangan SDM diarahkan pada pencapaian *Organization Capital Readiness* (OCR) dan *Human Capital Readiness* (HCR), sejalan dengan target transformasi budaya dan kesiapan menghadapi pasar *non-captive*.

Pada saat yang sama, kebijakan penguatan digital bisnis dilakukan melalui pengembangan sistem CRM, RECC, MR Online serta MRO *Marketplace*, sebagai bagian dari transformasi Perusahaan menuju *Digital Lighthouse* di sektor energi.

1. Market Growth Initiative, through revenue growth and portfolio expansion beyond the PLN Group, including overseas projects;
2. Value Creation & Innovation, through business process efficiency, service innovation, and the acquisition of non-captive markets; and
3. Service Excellence, through improved customer service quality, strengthening of post-holding units, and the expansion of NRE services.

This strategy is not only focused on volume growth but also on creating long-term value and service differentiation, based on operational excellence and technical reliability.

In response to external challenges of energy decarbonization, increasing competition in O&M services from private firms and equipment manufacturers, and the demand for clean energy in 3T areas, we have adopted an adaptive strategy based on ESG principles. Initiatives such as the development of DRUPS, PLTS, hydrogen facilities, and zero-accident programs represent its concrete efforts to integrate sustainability values into its operational policies.

On the other hand, organizational restructuring and the new branding policy are integral parts of the Company's repositioning strategy within the national energy supply chain and in international markets.

The 2024 corporate strategy is also supported by human capital development policies, implemented through the People Competency Roadmap 2024–2028 and the reorganization of business functions into 15 Business Units. All human capital initiatives are aimed at achieving Organization Capital Readiness (OCR) and Human Capital Readiness (HCR), aligning with the Company's cultural transformation goals and preparedness to compete in non-captive markets.

At the same time, the Company's digital business strategy is being strengthened through the development of systems such as CRM, RECC, MR Online, and the MRO Marketplace. These initiatives are part of the Company's broader transformation towards becoming a Digital Lighthouse in the energy sector.

Seluruh strategi dan kebijakan perusahaan tahun 2024 mengacu pada roadmap RJPP 2024–2028 dan pemetaan risiko strategis perusahaan. Direksi secara berkala melakukan pembaruan dokumen manajemen risiko, penilaian IE Matrix serta pemantauan implementasi risk register oleh setiap unit. Langkah ini memastikan bahwa setiap strategi yang diambil telah melalui uji sensitivitas risiko dan selaras dengan ekspektasi pemegang saham dan regulasi sektor ketenagalistrikan.

All corporate strategies and policies in 2024 are guided by the 2024–2028 RJPP roadmap and the Company's strategic risk mapping. We regularly update risk management documents, conduct IE Matrix assessments, and monitor the implementation of risk registers across all units. These measures ensure that every strategic decision undergoes risk sensitivity testing and aligns with shareholder expectations and regulations within the power sector.

Strategi dan kebijakan strategis tahun 2024 bukan hanya merupakan respons terhadap tantangan eksternal dan arah grup induk, melainkan juga fondasi untuk membangun daya saing yang berkelanjutan, berbasis nilai dan terukur secara manajerial.

The strategic direction and policies of 2024 are not only a response to external challenges and guidance from the parent group but also a foundation for building sustainable competitiveness rooted in strong values and measurable through effective management.

PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS

THE ROLE OF THE BOARD OF DIRECTORS IN THE FORMULATION OF STRATEGIC STRATEGY AND POLICY

Direksi PT PLN Indonesia Power Services menjalankan peran utama dalam merumuskan arah strategis Perusahaan melalui forum formal seperti Rapat Umum Pemegang Saham (RUPS) Pengesahan RKAP yang diselenggarakan pada awal Februari 2024. Dalam forum tersebut, Direksi secara aktif mengusulkan dan memperoleh persetujuan atas sasaran strategis, indikator kinerja utama (KPI) serta kebijakan prioritas yang selaras dengan *roadmap* induk Perusahaan, yakni PT PLN Indonesia Power sebagai subholding pembangkitan dalam Holding PT PLN (Persero).

The Board of Directors of PT PLN Indonesia Power Services plays a key role in formulating the Company's strategic direction through formal forums, such as the Annual General Meeting of Shareholders (GMS) for the approval of the RKAP, held in early February 2024. In this forum, we actively proposed and obtained approval for strategic objectives, key performance indicators (KPIs), and priority policies that align with the roadmap of the parent company, PT PLN Indonesia Power, as the generation sub-holding under PT PLN (Persero) Holding.

Direksi berperan sentral dalam mentransformasikan visi Perusahaan menjadi tema korporat "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" yang dijadikan kerangka operasional untuk seluruh kebijakan tahun 2024. Arah ini tidak hanya merespons dinamika sektor ketenagalistrikan dan energi terbarukan, tetapi juga memberikan landasan konseptual bagi seluruh unit kerja dalam menyusun program prioritas. Dalam peran ini, Direksi memastikan bahwa setiap kebijakan strategis memiliki dasar rasional, relevansi bisnis dan kesiapan implementasi.

We play a central role in transforming the Company's vision into the corporate theme "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" which serves as the operational framework for all 2024 policies. This direction not only responds to developments in the power and renewable energy sectors but also provides a conceptual foundation for all business units in formulating their priority programs. In this role, we ensure that each strategic policy is grounded in sound rationale, business relevance, and implementation readiness.

Salah satu kontribusi signifikan Direksi pada tahun 2024 adalah merumuskan dan mengadopsi kerangka strategis *Moonshots* sebagai sistematika pencapaian tujuan jangka menengah (RJPP 2024–2028). Empat pilar *Moonshots* yaitu *Expand the Core, Ignite Growth, Digital* dan *Sustainability*, dibentuk berdasarkan keputusan

One of the Board of Directors' key contributions in 2024 was the formulation and adoption of the Moonshots strategic framework as a structured approach to achieving the Company's medium-term goals (RJPP 2024–2028). The four Moonshot pillars namely Expand the Core, Ignite Growth, Digital, and Sustainability. Established

kolektif Direksi sebagai instrumen operasionalisasi strategi korporat. Direksi juga memastikan bahwa setiap *Moonshot* terdefinisi dalam program kerja, rencana penganggaran dan pengukuran kinerja yang terstandar.

Dalam proses perumusan strategi, Direksi tidak hanya berfokus pada pertumbuhan bisnis, tetapi juga mengintegrasikan prinsip *Good Corporate Governance* (GCG), manajemen risiko dan keberlanjutan. Seluruh keputusan strategis dikembangkan melalui koordinasi lintas fungsi yang melibatkan perencanaan, keuangan, SDM, teknologi informasi dan unit operasional. Hal ini agar tercipta kohesi dan keselarasan antara strategi makro dan operasional. Peran ini memastikan bahwa arah kebijakan tidak hanya ditetapkan dari atas ke bawah, tetapi dibentuk secara partisipatif dan berbasis data.

Direksi juga menetapkan kebijakan transformasi struktural yang konkret sebagai bagian dari strategi jangka panjang. Pada tahun 2024, hal ini tercermin dari diterbitkannya Peraturan Direksi Nomor 128.P/PIPS/V/2024 dan 129.P/PIPS/V/2024 tentang penataan organisasi dan sistem jabatan, yang mendukung pembentukan 15 unit bisnis dan redefinisi posisi Business Manager. Melalui kebijakan ini, Direksi berperan aktif dalam menciptakan sistem organisasi yang adaptif, terukur dan relevan dengan kebutuhan pasar energi nasional maupun regional.

Direksi tidak hanya bertindak sebagai perumus kebijakan strategis, tetapi juga sebagai enabler bagi transformasi organisasi yang lebih responsif, inovatif dan berorientasi jangka panjang. Seluruh strategi dan kebijakan yang dirumuskan mencerminkan peran Direksi dalam mengarahkan PLN IP Services menuju pertumbuhan berkelanjutan, penciptaan nilai dan kepemimpinan di sektor penyediaan solusi energi di kawasan Asia.

PROSES YANG DILAKUKAN DIREKSI UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI

Sebagai bentuk pengawalan terhadap implementasi strategi, Direksi menetapkan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024 sebagai dokumen pengarah utama yang mencerminkan integrasi antara tujuan strategis, indikator kinerja dan sumber daya. RKAP ini kemudian diturunkan dalam bentuk program kerja unit, rencana operasional tahunan dan alokasi anggaran unit

through a collective decision by the Board of Directors as instruments to operationalize the corporate strategy. We ensured that each Moonshot was clearly defined within work programs, budgeting plans, and standardized performance measurement systems.

In the strategy development process, we focused not only on business growth but also on integrating the principles of Good Corporate Governance (GCG), risk management, and sustainability. All strategic decisions were developed through cross-functional coordination involving planning, finance, human capital, information technology, and operational units. This approach ensures cohesion and alignment between macro-level strategies and operational execution. This role also guarantees that policy directions are not solely top-down but are developed through a participatory and data-driven process.

We also established concrete structural transformation policies as part of the long-term strategy. In 2024, this was reflected in the issuance of Board of Directors Regulations No. 128.P/PIPS/V/2024 and 129.P/PIPS/V/2024 concerning organizational structuring and job classification systems, which supported the formation of 15 business units and the redefinition of the Business Manager role. Through these policies, we played an active role in creating an organizational system that is adaptive, measurable, and aligned with the needs of both the national and regional energy markets.

We are not only the formulator of strategic policies but also an enabler of organizational transformation that is more responsive, innovative, and long-term oriented. All strategies and policies developed reflect the Board of Directors' role in guiding PLN IP Services toward sustainable growth, value creation, and leadership in the energy solutions sector across the Asia region.

PROCESSES CONDUCTED BY THE BOARD OF DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

As part of overseeing strategy implementation, we established the 2024 Corporate Work Plan and Budget (RKAP) as the primary guiding document. It integrates strategic objectives, performance indicators, and resource allocation. The RKAP is then translated into unit work programs, annual operational plans, and business unit budget allocations, ensuring that every level of the

bisnis, sehingga setiap level organisasi memiliki target dan acuan yang konsisten dengan strategi korporat. Proses ini memastikan adanya kesinambungan antara kebijakan strategis dan pelaksanaan teknis di lapangan.

Untuk menjamin pelaksanaan strategi secara terukur, Direksi menerapkan sistem monitoring dan evaluasi kinerja melalui pemantauan *Key Performance Indicator* (KPI) secara triwulanan dan semesteran. Penilaian kinerja menggunakan formula yang telah disahkan oleh pemegang saham dan mengacu pada lima formulasi prioritas Kementerian BUMN. Seluruh capaian kinerja disusun dalam Laporan Kinerja Bulanan dan Rapat Evaluasi Internal Direksi, yang menjadi dasar pengambilan keputusan korektif atau percepatan program kerja.

Untuk menguatkan keterlibatan pada tingkat pelaksanaan, Direksi melakukan pemantauan langsung melalui inisiatif seperti *Management Walkthrough* (10 MW), kunjungan lapangan dan forum koordinasi lintas direktorat. Pendekatan ini bertujuan untuk memastikan bahwa strategi tidak hanya bersifat *top-down*, tetapi juga dijalankan secara partisipatif dan kontekstual, dengan mempertimbangkan tantangan spesifik di masing-masing unit kerja. Selain itu, kegiatan ini menjadi media umpan balik langsung antara pimpinan dan pelaksana strategi.

Direksi memastikan bahwa implementasi strategi berjalan selaras melalui mekanisme rapat koordinasi antar unit, konsolidasi program prioritas dan penyelarasan antar direktorat teknis, keuangan, SDM serta teknologi informasi. Setiap unit bisnis diberikan mandat yang selaras dengan pilar *Moonshots* dan prioritas tahunan serta didukung dengan sumber daya, pelatihan dan infrastruktur yang proporsional. Sinkronisasi ini memperkecil risiko silo organisasi dan mendorong kolaborasi fungsional dalam pencapaian target.

Dalam menghadapi perubahan situasional dan dinamika pasar, Direksi menerapkan pendekatan responsif melalui mekanisme *review* strategi berkala. Setiap deviasi terhadap target RKAP atau kendala pelaksanaan program strategis akan dianalisis dalam forum evaluasi dan ditindaklanjuti dengan adjustment kebijakan, percepatan dokumen legal dan kontrak serta realokasi anggaran.

organization has consistent targets aligned with the corporate strategy. This process ensures continuity between strategic policies and technical execution in the field.

To ensure measurable execution of the strategy, we implement a performance monitoring and evaluation system through quarterly and semi-annual reviews of Key Performance Indicators (KPIs). Performance assessments follow formulas approved by the shareholders and are aligned with the five priority areas set by the Ministry of State-Owned Enterprises. All performance outcomes are compiled in Monthly Performance Reports and the Board of Directors' Internal Evaluation Meetings, which serve as the basis for corrective actions or acceleration of work programs.

To strengthen engagement at the implementation level, we conduct direct monitoring through initiatives such as the Management Walkthrough (10 MW), site visits, and inter-directorate coordination forums. This approach ensures that the strategy is not only top-down but also implemented in a participatory and context-specific manner, taking into account the unique challenges faced by each business unit. Additionally, these activities are a direct feedback channel between leadership and strategy executors.

We ensure strategic implementation remains aligned through coordination meetings between units, consolidation of priority programs, and synchronization across technical, financial, human capital, and information technology directorates. Each business unit is given a mandate aligned with the Moonshots pillars and annual priorities, supported by appropriate resources, training, and infrastructure. This synchronization minimizes organizational silos and promotes functional collaboration in achieving targets.

In response to situational changes and market dynamics, we apply a responsive approach through periodic strategic reviews. Any deviation from RKAP targets or obstacles in implementing strategic programs is analyzed in evaluation forums and followed up with policy adjustments, expedited legal and contractual documentation, and budget reallocation. This adaptive

Strategi adaptif ini dijalankan tanpa mengurangi konsistensi arah kebijakan serta berpedoman pada prinsip mitigasi risiko dan keberlanjutan.

Direksi memastikan bahwa strategi Perusahaan tidak berhenti pada perumusan, tetapi benar-benar terimplementasi secara efektif dan berdampak pada pertumbuhan, daya saing dan keberlanjutan Perusahaan dalam jangka panjang.

strategy is carried out without compromising policy consistency and remains guided by principles of risk mitigation and sustainability.

We ensure that the Company's strategies go beyond formulation and are effectively implemented, delivering a real impact on the Company's long-term growth, competitiveness, and sustainability.

PERBANDINGAN ANTARA HASIL YANG DICAPAI DENGAN YANG DITARGETKAN

Dalam rangka memastikan akuntabilitas kinerja serta efektivitas pencapaian sasaran strategis Perusahaan, termasuk memberikan gambaran objektif mengenai tingkat keberhasilan. Berikut adalah perbandingan antara hasil yang dicapai sepanjang tahun buku 2024:

COMPARISON BETWEEN ACHIEVED AND TARGETED RESULTS

To ensure performance accountability and the effectiveness of achieving the Company's strategic objectives, as well as to provide an objective overview of the level of success, the following is a comparison of the results achieved throughout the 2024 fiscal year:

PERBANDINGAN ANTARA TARGET/PROYEKSI PADA AWAL TAHUN BUKU DENGAN HASIL YANG DICAPAI (REALISASI)
Comparison Between Targets/Projections at the Beginning Year of the Financial Year with Results Achieved (Realization)

Uraian	Target RKAP 2024 2024 RKAP Target	Realisasi 2024 2024 Realization	Pencapaian RKAP RKAP Achievement	Description
Pendapatan Usaha	1.945.448	2.300.460	118,25%	Operating Revenues
Beban Usaha	(1.751.306)	(2.171.172)	123,97%	Operating Expenses
Laba Usaha	194.142	129.288	66,59%	Operating Profit
Laba Tahun Berjalan	115.989	80.873	69,72%	Profit for the Year
Jumlah Penghasilan Komperhensif Tahun Berjalan	115.989	93.399	80,52%	Total Comperhensif Income For The Year
Aset	1.214.863	1.428.802	117,61%	Assets
Liabilitas	374.578	481.864	128,64%	Liabilities
Ekuitas	840.285	946.938	112,69%	Equity

Dalam Juta Rupiah | In Million Rupiah

KENDALA YANG DIHADAPI

Sepanjang tahun 2024, PT PLN Indonesia Power Services menghadapi sejumlah tantangan yang berpengaruh langsung terhadap efektivitas strategi dan pencapaian target korporat. Salah satu kendala signifikan adalah tekanan terhadap pencapaian laba bersih akibat deviasi antara pertumbuhan pendapatan dan lonjakan beban operasional, khususnya pada proyek MRO dan EPC. Di sisi operasional, gangguan teknis pada unit-unit pembangkit seperti PLTD Tenau menyebabkan penurunan indikator ketersediaan unit, yang berdampak pada performa layanan O&M.

CHALLENGES FACED

Throughout 2024, PT PLN Indonesia Power Services faced several challenges that directly affected the effectiveness of its strategies and the achievement of corporate targets. One major issue was pressure on net profit due to a gap between revenue growth and a significant increase in operational costs, particularly in MRO and EPC projects. On the operational side, technical disruptions in power generation units, such as those at PLTD Tenau, resulted in a decline in unit availability indicators, negatively impacting the performance of O&M services.

Dari sisi investasi, realisasi anggaran belum optimal karena terhambat oleh keterlambatan eksekusi dan proses pengadaan. Secara struktural, Perusahaan juga masih bergantung pada sinkronisasi pengesahan kontrak dan pengakuan pendapatan yang melibatkan induk Perusahaan. Di saat yang sama, transformasi organisasi *pasca-holding* menuntut penyesuaian kompetensi SDM dan penguatan unit-unit bisnis baru agar dapat memenuhi ekspektasi pertumbuhan lintas sektor, terutama pada bisnis Beyond kWh dan digitalisasi.

From the investment side, the budget realization was not optimal due to delays in execution and procurement processes. Structurally, the Company still relies on the synchronization of contract approvals and revenue recognition involving the parent company. At the same time, the post-holding organizational transformation requires adjustments in human capital competencies and the strengthening of new business units to meet growth expectations across sectors, especially in Beyond kWh and digitization initiatives.

Untuk menjawab berbagai tantangan yang dihadapi, Direksi mengambil sejumlah langkah pemecahan yang bersifat operasional, administratif dan strategis. Pertama, percepatan pengesahan kontrak dan dokumen pendapatan dilakukan agar pekerjaan yang sudah dilaksanakan dapat segera direkognisi secara finansial. Dalam waktu yang sama, efisiensi pengeluaran operasional diinstruksikan dengan target penghematan minimal lima persen guna mengimbangi deviasi laba. Kedua, perbaikan teknis pada unit pembangkit bermasalah dilaksanakan dengan melibatkan OEM dan penyedia layanan bersertifikat agar waktu henti unit dapat ditekan.

To address the various challenges, we implemented a series of operational, administrative, and strategic measures. First, the approval process for contracts and revenue documents was accelerated to ensure that completed work could be promptly recognized financially. At the same time, operational cost efficiency was mandated, with a minimum savings target of five percent to help offset profit deviations. Second, technical improvements were carried out on problematic power generation units by involving OEMs and certified service providers to minimize unit downtime.

Ketiga, transformasi organisasi dan kompetensi SDM dipercepat melalui pelatihan berbasis formasi bisnis dan penguatan peran Business Manager. Keempat, Perusahaan melakukan relokasi dan percepatan anggaran untuk proyek-proyek strategis seperti DRUPS dan fasilitas perbaikan, disertai pemantauan progres yang lebih intensif. Semua upaya ini dimaksudkan untuk menjaga kontinuitas pertumbuhan dan keberlanjutan layanan di tengah tekanan sistemik maupun operasional yang dihadapi selama tahun berjalan.

Third, organizational transformation and human capital competency development were accelerated through training based on business structure and the strengthening of the Business Manager role. Fourth, the Company reallocated and expedited budgets for strategic projects such as DRUPS and repair facilities, accompanied by more intensive progress monitoring. These efforts aim to maintain continuity of growth and service sustainability amid the systemic and operational pressures faced throughout the year.

GAMBARAN TENTANG PROSPEK USAHA

Direksi melihat tahun 2025 sebagai tahun yang menjanjikan bagi sektor ketenagalistrikan Indonesia, didukung oleh RUPTL 2025-2034 dan komitmen transisi energi. Peluang besar datang dari rencana penambahan kapasitas pembangkit sebesar 69,5 GW, dengan 76% berasal dari EBT, serta investasi signifikan senilai lebih dari Rp2.100 triliun. Kami siap merealisasikan proyek-proyek PLTS, PLTA pumped storage, dan hibrida di Jawa-Madura-Bali, Sumatera, Sulawesi, dan Kalimantan, termasuk proyek *off-grid* di daerah 3T. Ini membuka kolaborasi luas dengan berbagai pihak dalam rantai pasok nasional.

BUSINESS PROSPECT OVERVIEW

We view 2025 as a promising year for Indonesia's electricity sector, supported by the 2025–2034 RUPTL and a strong commitment to the energy transition. Significant opportunities arise from the planned addition of 69.5 GW in power generation capacity, 76% of which came from NRE sources, along with substantial investments totaling over Rp2,100 trillion. We are prepared to implement solar power (PLTS), pumped-storage hydro (PLTA), and hybrid projects across Java, Madura, Bali, Sumatra, Sulawesi, and Kalimantan, including off-grid projects in 3Ts regions. This also opens up broad opportunities for collaboration with various stakeholders in the national supply chain.

Selain pembangkitan, kami melihat potensi besar di sektor transmisi dan distribusi dengan target pembangunan jaringan sepanjang 47.758 kms dan gardu induk 107.950 MVA, yang akan meningkatkan permintaan akan jasa survei, konstruksi, dan sertifikasi teknis. Di sektor hilir, peningkatan permintaan listrik hingga 319 TWh dan ekspansi kendaraan listrik membuka prospek baru di *energy retail*, *smart metering*, manajemen energi, dan infrastruktur EV. Kebijakan tarif dinamis dan *Renewable Portfolio Standard* (RPS) juga akan menciptakan pasar baru dan mendorong efisiensi konsumsi listrik.

In addition to power generation, we see significant potential in the transmission and distribution sectors, with targets including the development of 47,758 km of transmission lines and 107,950 MVA of substations. This will drive demand for surveying, construction, and technical certification services. In the downstream sector, projected electricity demand of 319 TWh and the growth of electric vehicles open new opportunities in energy retail, smart metering, energy management, and EV infrastructure. Dynamic pricing policy and the Renewable Portfolio Standard (RPS) are also expected to create new markets and promote greater efficiency in electricity consumption.

Meskipun peluangnya luas, kami tetap mewaspadai risiko seperti keterbatasan infrastruktur dan fluktuasi harga komoditas. Kami akan terus merumuskan strategi diversifikasi, mitigasi risiko, dan aliansi lintas sektor. Secara keseluruhan, perpaduan antara RUPTL, komitmen transisi energi, dan pertumbuhan permintaan domestik menjadikan prospek PLN IPS sangat menjanjikan, dan kami siap menjadi penggerak utama pertumbuhan ekonomi hijau Indonesia.

Despite the broad opportunities, we remain cautious of potential risks such as infrastructure limitations and commodity price fluctuations. We will continue to develop strategies for diversification, risk mitigation, and cross-sector partnerships. Overall, combining the RUPTL, the commitment to energy transition, and growing domestic demand positions PLN IPS with highly promising prospects. We are fully prepared to serve as a key driver of Indonesia's green economic growth.

Memasuki tahun 2025, Perusahaan telah menetapkan sejumlah target yang dituangkan dalam RKAP 2025, antara lain:

Moving into 2025, the Company has set a number of targets as outlined in the RKAP 2025, including:

TARGET/PROYEKSI YANG INGIN DICAPAI PERUSAHAAN UNTUK 1 (SATU) TAHUN MENDATANG
Targets/Projections to be Achieved by the Company for the Next 1 (One) Year

Uraian	Target RKAP 2025 2025 RKAP Target	Description
Pendapatan/Penjualan	2.548.681	Revenue/Sales
Laba (Rugi)	97.696	Profit (Loss)
Ekuitas	1.023.645	Equity
Liabilitas	414.185	Liabilities
Kebijakan Dividen	25%	Dividend Policy

PENERAPAN TATA KELOLA PERUSAHAAN

PT PLN Indonesia Power Services secara konsisten menempatkan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) sebagai pilar utama dalam setiap proses bisnis dan pengambilan keputusan strategis. Komitmen ini sejalan dengan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN serta didukung oleh perangkat kebijakan internal seperti Pedoman GCG, *Board Manual, Code of Conduct*, Piagam Audit Internal, Pedoman Pengelolaan *Whistleblowing System* (WBS) dan Pedoman Gratifikasi dan Hiburan.

Struktur pengawasan di PLN IP Services dijalankan melalui sinergi antara Direksi, Dewan Komisaris, Komite Audit dan Komite Manajemen Risiko. Fungsi pengawasan tidak hanya bersifat administratif, tetapi juga operasional dan strategis, dengan mengedepankan prinsip akuntabilitas, transparansi dan independensi. Evaluasi penerapan GCG dilaksanakan secara berkala dan dilaporkan kepada pemegang saham melalui Laporan Kinerja Bulanan serta pelaporan khusus bila terjadi indikasi penyimpangan atau risiko.

Penerapan GCG tidak bersifat statis, melainkan diukur secara berkala untuk memastikan tingkat maturitas dan efektivitasnya dalam mendukung proses bisnis yang bersih dan efisien. Pada tahun 2024, PLN IP Services melakukan *self-assessment* GCG yang mencakup penilaian struktur organisasi, efektivitas kontrol internal, pelaksanaan program kepatuhan serta pemantauan risiko berbasis manajemen terpadu. Proses ini mendukung penguatan integritas internal dan penegakan prinsip kehati-hatian dalam setiap aktivitas usaha.

GCG tidak hanya dijalankan sebagai kewajiban regulasi, tetapi juga sebagai nilai budaya Perusahaan. Melalui program PLN IPServices Way, prinsip-prinsip GCG telah diinternalisasi dalam bentuk etika pegawai, nilai-nilai AKHLAK dan komitmen terhadap profesionalisme dan keberlanjutan. Program seperti Leader Mengajar, *Management Walkthrough* serta kegiatan internalisasi budaya lainnya menjadi sarana pembentukan karakter organisasi yang berintegritas dan adaptif terhadap perubahan lingkungan bisnis.

IMPLEMENTATION OF CORPORATE GOVERNANCE

PT PLN Indonesia Power Services consistently upholds the principles of Good Corporate Governance (GCG) as a fundamental pillar in all business processes and strategic decision-making. This commitment aligns with the Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Actions of SOEs, and is supported by internal policies such as the GCG Guidelines, Board Manual, Code of Conduct, Internal Audit Charter, Whistleblowing System (WBS) Management Guidelines, and Guidelines on Gratification and Entertainment.

The oversight structure at PLN IP Services is carried out through the synergy between the Board of Directors, Board of Commissioners, Audit Committee, and Risk Management Committee. The oversight function covers not only administrative aspects but also operational and strategic areas, emphasizing the principles of accountability, transparency, and independence. The implementation of GCG is evaluated regularly and reported to shareholders through Monthly Performance Reports and special reports in the event of any indications of irregularities or risks.

The implementation of GCG is not static but is regularly evaluated to ensure its maturity and effectiveness in supporting clean and efficient business processes. In 2024, PLN IP Services conducted a GCG self-assessment covering organizational structure evaluation, internal controls effectiveness, compliance program implementation, and risk monitoring based on an integrated management approach. This process supports the strengthening of internal integrity and the enforcement of prudence in all business activities.

GCG is implemented not only as a regulatory requirement but also as a core part of the Company's culture. Through the PLN IPServices Way program, GCG principles have been internalized in the form of employee ethics, AKHLAK values, and a strong commitment to professionalism and sustainability. Programs such as Leader Teaching, Management Walkthroughs, and other cultural internalization activities serve as platforms for shaping an organizational character that upholds integrity and is adaptable to changes in the business environment.

Penerapan tata kelola perusahaan juga menjadi instrumen mitigasi terhadap berbagai risiko strategis dan operasional yang dihadapi Perusahaan. Melalui kebijakan *Enterprise Risk Management* (ERM) yang terintegrasi dengan sistem pengendalian internal, Perusahaan membangun mekanisme deteksi dini terhadap potensi risiko dan menyusun strategi mitigasi yang tepat waktu. Implementasi GCG yang kuat terbukti menjadi pendukung utama daya saing, baik di pasar nasional maupun dalam ekspansi regional.

Tahun 2024 telah dilaksanakan *Self-Assessment* atas implementasi *Good Corporate Governance* (GCG) sebagai bentuk komitmen terhadap tata kelola yang baik, transparan, dan berkelanjutan. Penilaian dilakukan melalui *review* dokumen dan wawancara, mengacu pada Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S.MBU/2012, yang mencakup enam aspek utama, yaitu komitmen terhadap GCG, pemegang saham dan RUPS, Dewan Komisaris, Direksi, keterbukaan informasi, serta aspek lainnya. Berdasarkan hasil penilaian tersebut, perusahaan memperoleh skor 92,03 dari nilai maksimum 100,00 atau setara dengan 92,02%, sehingga meraih predikat “Sangat Baik” dalam implementasi GCG tahun 2024.

Penerapan Tata Kelola Perusahaan di PT PLN Indonesia Power Services tahun 2024 bukan hanya merupakan kewajiban kepatuhan, tetapi telah menjadi sistem nilai dan proses manajerial yang terintegrasi dalam keseluruhan strategi pertumbuhan, mitigasi risiko dan penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI DAN ALASAN PERUBAHANNYA

Sebagai bagian dari dinamika pengelolaan strategis perusahaan serta perwujudan prinsip *corporate renewal,* Pemegang Saham PT PLN Indonesia Power Services menetapkan perubahan signifikan dalam komposisi Direksi pada awal tahun buku 2024. Keputusan ini dituangkan dalam Pernyataan Keputusan Pemegang Saham No. 02 tanggal 5 Januari 2024.

Berikut adalah susunan anggota Direksi sebelum perubahan hingga 31 Desember 2024:

The implementation of corporate governance also serves as a key instrument for mitigating various strategic and operational risks faced by the Company. Through an integrated Enterprise Risk Management (ERM) policy aligned with the internal control system, the Company has established an early warning mechanism to identify potential risks and develop timely mitigation strategies. A strong GCG framework has proven to be a critical factor in enhancing its competitiveness, both in the national market and in regional expansion efforts.

In 2024, a Self-Assessment was conducted on the implementation of Good Corporate Governance (GCG) as a demonstration of its commitment to sound, transparent, and sustainable governance. The assessment was carried out through document reviews and interviews, based on the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012, which covers six key aspects: commitment to GCG, shareholders, and the GMS, the Board of Commissioners, the Board of Directors, information transparency, and other related factors. Based on the results, the company achieved a score of 92.03 out of a maximum of 100.00, or 92.03%, earning the “Excellent” rating for its GCG implementation in 2024.

The implementation of Good Corporate Governance at PT PLN Indonesia Power Services in 2024 is not merely a compliance obligation. It has become a value system and managerial process integrated into its overall strategy for growth, risk mitigation, and long-term value creation for all stakeholders.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND THE REASONS FOR THE CHANGES

As part of the Company’s strategic management dynamics and in alignment with the principle of corporate renewal, the Shareholders of PT PLN Indonesia Power Services enacted a significant change in the composition of the Board of Directors at the beginning of the 2024 fiscal year. This decision was formalized through Shareholders’ Resolution No. 02 dated January 5, 2024.

The following is the composition of the Board of Directors before the change, effective until December 31, 2024:

SEBELUM PERUBAHAN (HINGGA 31 DESEMBER 2024)
Before Change (until December 31, 2024)

Nama Name	Jabatan Position
Ade Hendratno	Direktur Utama President Director
R Triyono Budi P	Direktur Sumber Daya Manusia Director of Human Capital
Kukuh Pambudi	Direktur Bisnis Director of Business
Mulyadi Koto	Direktur Operasi Director of Operation
Hari Muhardani Nasution	Direktur Keuangan Director of Finance

Melalui keputusan tersebut, Pemegang Saham memberhentikan dengan hormat Bapak Ade Hendratno dari jabatannya sebagai Direktur Utama, dan Bapak R. Triyono Budi Prayitno dari jabatannya sebagai Direktur Sumber Daya Manusia. Sebagai pengganti, Pemegang Saham mengangkat Bapak Hari Cahyono sebagai Direktur Utama, dan Bapak Imam Adi Prihantoro sebagai Direktur Sumber Daya Manusia.

Through this resolution, the Shareholders respectfully dismissed Mr. Ade Hendratno from his position as President Director and Mr. R. Triyono Budi Prayitno from his position as Director of Human Capital. As their successors, the Shareholders appointed Mr. Hari Cahyono as President Director and Mr. Imam Adi Prihantoro as Director of Human Capital.

Keduanya mulai menjabat efektif sejak 1 Januari 2024, dengan masa jabatan satu periode hingga 31 Desember 2026. Komposisi Direksi lainnya tidak mengalami perubahan.

Both appointments became effective on January 1, 2024, for a term of office lasting until December 31, 2026. The composition of the remaining members of the Board of Directors remains unchanged.

SETELAH PERUBAHAN
After Changes

Nama Name	Jabatan Position
Hari Cahyono	Direktur Utama President Director
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital
Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business
Mulyadi Koto**	Direktur Operasi Director of Operation
Hari Muhardani Nasution***	Direktur Keuangan Director of Finance

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat sebagai Direktur Operasi hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Keputusan Pemegang Saham Nomor 02 tanggal 3 Februari 2025.
***Menjabat sebagai Direktur Keuangan hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Keputusan Pemegang Saham Nomor 02 tanggal 3 Februari 2025.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served as Director of Operation until January 24, 2025, as stated in Shareholders' Decision Deed Number 02 dated February 3, 2025.
***Served as Director of Finance until January 24, 2025, as stated in Shareholders' Decision Deed Number 02 dated February 3, 2025.

APRESIASI DAN PENUTUP

Direksi menyampaikan penghargaan dan rasa hormat yang setinggi-tingginya kepada seluruh pemegang saham atas kepercayaan dan dukungan yang diberikan selama tahun 2024. Kami juga mengucapkan terima kasih kepada Dewan Komisaris atas arahan strategis dan fungsi pengawasan yang konstruktif dalam mendampingi jalannya transformasi Perusahaan. Sinergi antara pemegang saham, komisaris dan manajemen telah menjadi fondasi penting bagi kesinambungan arah Perusahaan di tengah tantangan industri energi yang semakin kompleks.

Kepada seluruh insan PT PLN Indonesia Power Services, Kami menyampaikan apresiasi atas dedikasi, integritas dan semangat kolaboratif yang telah ditunjukkan dalam setiap lini kerja. Kinerja Perusahaan pada tahun 2024 merupakan hasil dari kontribusi kolektif seluruh karyawan dalam mengimplementasikan strategi, menjaga operasional dan memperkuat budaya Perusahaan. Perjalanan transformasi yang dijalankan tahun ini menjadi bukti bahwa nilai-nilai AKHLAK dan tata kelola yang baik telah tertanam dalam operasional harian.

Sebagai penutup, Kami menegaskan kembali komitmen untuk terus membawa PLN IP Services menjadi entitas penyedia jasa energi yang kompetitif, adaptif dan berkelanjutan. Kami percaya bahwa dengan dukungan seluruh pemangku kepentingan, Perusahaan dapat menghadapi tantangan masa depan secara proaktif dan menciptakan nilai jangka panjang bagi bangsa dan sektor ketenagalistrikan nasional.

APPRECIATION AND CLOSING

We highly appreciate and respect all shareholders for their trust and support throughout 2024. We also express our sincere gratitude to the Board of Commissioners for their strategic guidance and constructive oversight in supporting the Company's transformation. The synergy between shareholders, the Board of Commissioners, and management has been a vital foundation for maintaining the Company's direction amid the increasing complexity of the energy industry.

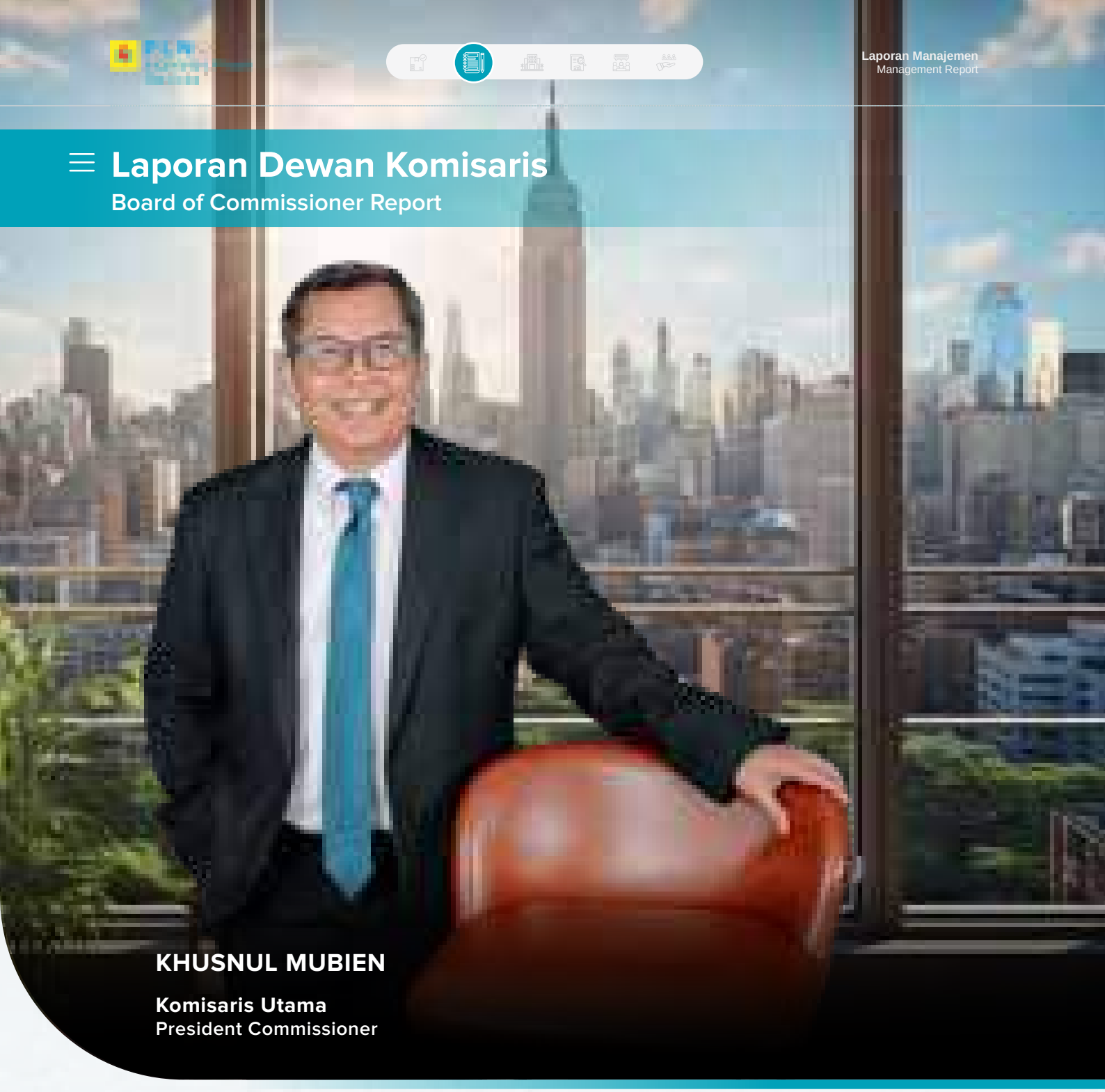
To all employees of PT PLN Indonesia Power Services, we express our sincere appreciation for your dedication, integrity, and spirit of collaboration demonstrated across all areas of work. The Company's performance in 2024 is the result of the collective contribution of all employees in executing strategies, maintaining operations, and strengthening the corporate culture. This year's transformation journey serves as clear evidence that the AKHLAK values and principles of good governance are deeply embedded in our daily operations.

In closing, we reaffirm our commitment to continuously develop PLN IP Services into a competitive, adaptive, and sustainable energy service provider. We believe that with the support of all stakeholders, the Company can proactively address future challenges and create long-term value for the nation and the national electricity sector.

Atas nama Direksi
On behalf of Board of Directors
PT PLN Indonesia Power Services

Hari Cahyono
Direktur Utama
President Director

Laporan Dewan Komisaris
Board of Commissioner Report



KHUSNUL MUBIEN

Komisaris Utama
President Commissioner

Dewan Komisaris dengan bangga menyampaikan Laporan Tahunan 2024. Kami menilai Direksi telah mengelola Perusahaan dengan kompeten dan bertanggung jawab, mencapai kinerja solid serta memperkuat tata kelola. Prospek usaha positif, didukung transformasi dan pengembangan layanan yang berkelanjutan, menciptakan nilai tambah jangka panjang bagi semua pemangku kepentingan.

The Board of Commissioners is pleased to present the 2024 Annual Report. We commend the Board of Directors for managing the Company with competence and accountability, delivering strong performance while reinforcing good corporate governance. The business prospect remains positive, supported by ongoing transformation and sustainable service development, creating long-term value for all stakeholders.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
Dear Shareholders and Stakeholders,

Puji syukur dan dalam rahmat Tuhan Yang Maha Esa, dengan hormat Dewan Komisaris PT PLN Indonesia Power Services menyampaikan Laporan Pengawasan Tahun Buku 2024 sebagai bentuk pelaksanaan fungsi pengawasan dan pemberian nasihat strategis kepada Direksi dalam rangka memastikan tercapainya tujuan dan arah Perusahaan. Laporan ini juga menjadi bagian dari komitmen kami dalam menjaga transparansi dan akuntabilitas kepada para pemegang saham dan pemangku kepentingan.

Gratitude and by the grace of God Almighty, the Board of Commissioners of PT PLN Indonesia Power Services respectfully presents the Supervisory Report for the 2024 Fiscal Year. This report reflects the execution of our supervisory duties and the provision of strategic advice to the Board of Directors to ensure the achievement of the Company's goals and direction. It also represents our commitment to maintaining transparency and accountability to shareholders and stakeholders.

Sepanjang tahun 2024, kami mengamati bahwa Perusahaan telah melalui fase penting dalam konsolidasi organisasi pasca transformasi model bisnis *subholding*. Dalam konteks tersebut, pengawasan dilakukan secara intensif terhadap pelaksanaan strategi korporat bertema "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" yang menjadi landasan operasional Perusahaan selama periode pelaporan.

Throughout 2024, we observed that the Company underwent a critical phase of organizational consolidation following the transformation to a sub-holding business model. In this context, close supervision was carried out on the implementation of the corporate strategy themed "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" which served as the foundation for the Company's operations during the reporting period.

Melalui laporan ini, kami menyampaikan pandangan dan evaluasi atas kinerja Direksi, pelaksanaan strategi, penerapan tata kelola Perusahaan serta efektivitas fungsi pengawasan internal dan sistem pelaporan pelanggaran. Kami berharap laporan ini memberikan gambaran yang utuh atas kontribusi, tantangan dan prospek Perusahaan dalam mendukung agenda energi nasional yang berkelanjutan.

Through this report, we present our views and evaluation of the performance of the Board of Directors, the implementation of corporate strategies, the application of good corporate governance, as well as the effectiveness of internal oversight functions, and the whistleblowing system. We hope this report provides a comprehensive overview of the Company's contributions, challenges, and prospects in supporting the national sustainable energy agenda.

PENILAIAN TERHADAP KINERJA DIREKSI MENGENAI PENGELOLAAN PERUSAHAAN

Dewan Komisaris menilai bahwa Direksi WPLN IP Services telah menjalankan fungsi pengelolaan Perusahaan sepanjang tahun 2024 secara kompeten, terarah dan bertanggung jawab, sesuai dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*), arahan pemegang saham serta peraturan perundang-undangan yang berlaku.

ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS CONCERNING THE MANAGEMENT OF THE COMPANY

We assess the Board of Directors of PLN IP Services has managed the Company throughout 2024 in a competent, focused, and responsible manner, by the principles of Good Corporate Governance (GCG), the directives of the shareholders, and the applicable laws and regulations.

Secara umum, Direksi mampu mengelola Perusahaan dengan disiplin strategis dan eksekusi operasional yang efektif, sebagaimana tercermin dalam pencapaian kinerja yang solid pada aspek keuangan, operasional, organisasi dan keberlanjutan. Direksi juga berhasil menjaga kesinambungan program transformasi bisnis dalam tema "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" serta mengimplementasikan pilar *Moonshots* dengan pendekatan berbasis data dan mitigasi risiko.

Overall, the Board of Directors has demonstrated strategic discipline and effective operational execution in managing the Company, as reflected in the solid performance across financial, operational, organizational, and sustainability aspects. The Board of Directors also successfully maintained the continuity of the business transformation program under the theme "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" and implemented the Moonshots pillars through a data-driven and risk-mitigated approach.

Kebijakan yang diambil oleh Direksi menunjukkan keberpihakan pada efisiensi, penguatan fundamental bisnis jasa energi serta daya saing layanan bernilai tambah (beyond kWh). Penerapan RKAP 2024, penguatan 15 unit bisnis dan pengelolaan SDM berbasis kompetensi menunjukkan bahwa Direksi telah mengarahkan Perusahaan secara progresif dan konsisten terhadap roadmap jangka menengah (RJPP 2024–2028).

The policies adopted by the Board of Directors reflect a strong commitment to efficiency, the strengthening of the Company's energy services fundamentals, and the competitiveness of value-added services (beyond kWh). The implementation of the 2024 RKAP, the development of 15 business units, and competency-based human capital management demonstrate the Board of Directors has guided the Company progressively and consistently in alignment with the medium-term roadmap (RJPP 2024–2028).

Selain itu, kami mengapresiasi konsistensi Direksi dalam menjaga koordinasi vertikal dengan induk Perusahaan (PT PLN Indonesia Power) dan horizontal dengan mitra operasional. Direksi juga menunjukkan responsivitas terhadap perubahan regulasi dan dinamika sektor energi nasional melalui langkah adaptif dan kebijakan yang terukur.

In addition, we commend the Board of Directors for consistently maintaining strong vertical coordination with the parent company (PT PLN Indonesia Power) and horizontal collaboration with operational partners. The Board of Directors has also demonstrated responsiveness to regulatory changes and developments in the national energy sector through adaptive actions and well-considered policies.

Melalui pertimbangan capaian strategis, stabilitas organisasi serta pemenuhan prinsip kehati-hatian dalam pengambilan keputusan, kami menyimpulkan bahwa kinerja Direksi sepanjang tahun 2024 dinilai baik dan selaras dengan arahan strategis Perusahaan serta harapan pemegang saham.

Based on the strategic achievements, organizational stability, and adherence to prudent decision-making principles, we conclude that the Board of Directors performed well throughout 2024 and remained aligned with the Company's strategic direction and the expectations of the shareholders.

PENGAWASAN DEWAN KOMISARIS DALAM PERUMUSAN DAN IMPLEMENTASI STRATEGI PERUSAHAAN YANG DILAKUKAN OLEH DIREKSI

OVERSIGHT BY THE BOARD OF COMMISSIONERS ON THE FORMULATION AND IMPLEMENTATION OF CORPORATE STRATEGIES BY THE BOARD OF DIRECTORS

Dewan Komisaris menjalankan fungsi pengawasan strategis secara aktif dan berkelanjutan terhadap seluruh tahapan perumusan hingga implementasi strategi Perusahaan yang dilakukan oleh Direksi sepanjang tahun 2024. Pengawasan tersebut dilakukan melalui forum resmi seperti rapat koordinasi berkala, evaluasi

We actively and consistently carried out its strategic oversight function throughout 2024, covering all stages from the formulation to the implementation of the Company's strategies by the Board of Directors. This oversight was conducted through formal channels of regular coordination meetings, evaluations of the

pelaksanaan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta pemberian pertimbangan dan masukan terhadap keputusan strategis yang berdampak jangka menengah dan panjang.

Pada awal tahun, kami telah memberikan persetujuan atas RKAP 2024 dalam forum RUPS, yang memuat arah strategis Perusahaan serta *Key Performance Indicator* (KPI) yang harus dicapai oleh Direksi. Selanjutnya, kami secara konsisten memantau keselarasan antara pelaksanaan program prioritas dan tema korporat "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" termasuk dalam penerapan empat pilar *Moonshots* yang menjadi kerangka strategi transformasi Perusahaan.

Dalam pelaksanaannya, kami menilai bahwa Direksi telah mengimplementasikan strategi secara konsisten, dengan memperhatikan prinsip kehati-hatian, pertumbuhan bisnis jasa energi serta tata kelola yang akuntabel. Penguatan 15 unit bisnis, akselerasi digitalisasi dan pengembangan layanan *beyond* kWh dinilai selaras dengan RJPP 2024–2028 dan memperlihatkan respons yang adaptif terhadap dinamika eksternal.

Kami juga mencermati proses manajerial internal seperti *Management Walkthrough* (MW), sistem pemantauan KPI serta mekanisme pelaporan kinerja Direksi yang transparan. Mekanisme ini memungkinkan kami menjalankan fungsi pengawasan secara objektif dan berbasis data serta memberikan umpan balik yang konstruktif guna memperkuat efektivitas pelaksanaan strategi.

Dari sisi kontribusi usaha, pendapatan Beyond kWh yang dicapai PT PLN Indonesia Power Services sepanjang tahun 2024 sebesar Rp259 miliar, dengan kontribusi sebesar 46,66% terhadap total pendapatan Beyond kWh PT PLN Indonesia Power, menjadikan Perusahaan ini sebagai kontributor terbesar di antara seluruh anak Perusahaan PT PLN Indonesia Power.

Dalam aspek pengembangan bisnis, Perusahaan berhasil merealisasikan 17 kontrak baru di luar PLN Grup, melebihi target sebanyak 12 kontrak, dengan tingkat pencapaian sebesar 110% terhadap target tahun 2024. Sementara itu, untuk aspek operasional, EAF PLT Tenau tercapai sebesar 65,565%, atau setara

implementation of the Corporate Work Plan and Budget (RKAP), and by providing input and recommendations on strategic decisions with medium- and long-term impact.

At the beginning of the year, we approved the 2024 RKAP during the GMS, which outlined the Company's strategic direction and the Key Performance Indicators (KPIs) to be achieved by the Board of Directors. We have since consistently monitored the alignment between the implementation of priority programs and the corporate theme, "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" including the application of the four Moonshots pillars that serve as the framework for its transformation strategy.

In its implementation, we assess that the Board of Directors has consistently carried out the strategy, with careful consideration of prudence, energy service business growth, and accountable governance. The strengthening of 15 business units, acceleration of digitalization, and development of beyond-kWh services are aligned with the 2024–2028 RJPP and demonstrate an adaptive response to external dynamics.

We also observed internal managerial processes of Management Walkthroughs (MW), the KPI monitoring system, and the transparent performance reporting mechanism of the Board of Directors. These mechanisms enable us to perform our oversight function objectively and based on data, while also providing constructive feedback to strengthen the effectiveness of strategy implementation.

In terms of business contribution, PT PLN Indonesia Power Services generated Beyond kWh revenue of Rp259 billion in 2024, accounting for 46.66% of PT PLN Indonesia Power's total Beyond kWh revenue. This makes the Company the largest contributor among all subsidiaries of PT PLN Indonesia Power.

In terms of business development, the Company successfully secured 17 new contracts outside the PLN Group, exceeding the target of 12 contracts with an achievement rate of 110% against the 2024 target. On the operational side, the EAF of Tenau PLTD reached 65.565%, or 81.95% of the 80% target, while the EAF

dengan 81,95% dari target sebesar 80%, meskipun EAF pada unit lainnya berhasil memenuhi target yang telah ditetapkan. Indikator kinerja EFOR juga tercapai sesuai target KPI Korporat.

for other units successfully met the established targets. Additionally, the Equivalent Forced Outage Rate (EFOR) performance indicator was achieved by the Corporate KPI.

Kami menilai bahwa proses perumusan dan pelaksanaan strategi oleh Direksi pada tahun 2024 telah berjalan secara terstruktur dan bertanggung jawab. Direksi dinilai mampu mengarahkan Perusahaan menuju kemandirian bisnis jasa energi yang lebih kompetitif, sekaligus menjaga kesinambungan transformasi jangka menengah yang telah ditetapkan pemegang saham.

We believe that the formulation and implementation of strategies by the Board of Directors in 2024 were carried out in a structured and responsible manner. The Board of Directors successfully guided the Company toward greater competitiveness and independence in the energy services sector, while ensuring the continued execution of the medium-term transformation plan as outlined by the shareholders.

No.	Topik Name	Jabatan Position
1.	Pengawasan terhadap RKAP dan RJPP Supervision of the Company's Work Plan and Long-Term Plan	1. Menyusun kebijakan pengawasan pelaksanaan RKAP dan RJPP; 2. Merancang evaluasi keselarasan program kerja dengan anggaran; dan 3. Menyampaikan hasil evaluasi kepada RUPS. 1. Formulate oversight policies for the implementation of the RKAP and RJPP; 2. Design evaluation mechanisms to ensure alignment between work programs and the allocated budget; and 3. Report the evaluation results to the GMS.
2	Tata Kelola Remunerasi dan Nominasi Governance of Remuneration and Nomination	1. Melaksanakan penilaian kinerja Direksi secara kolektif dan individual berdasarkan KPI; serta 2. Menyampaikan hasilnya kepada pemegang saham. 1. Conduct performance evaluations of the Board of Directors, both collectively and individually, based on KPIs; and 2. Present the results to the shareholders.
3	Tata Kelola Remunerasi dan Nominasi Governanc of Remuneration and Nomination	1. Menetapkan struktur dan kebijakan remunerasi; 2. Merancang kriteria seleksi untuk Direksi dan Komisaris; serta 3. Mengevaluasi keterkaitan antara remunerasi dan kinerja. 1. Establish the structure and policies for remuneration; 2. Design the selection criteria for the Board of Directors and Board of Commissioners; and 3. Evaluate the link between remuneration and performance.
4	Pengawasan terhadap Kepatuhan Perusahaan Oversight of Corporate Compliance	1. Menelaah kepatuhan terhadap regulasi dan Anggaran Dasar; serta 2. Serta menilai komitmen terhadap perjanjian eksternal dan melaporkannya dalam laporan tahunan. 1. Review compliance with regulations and the Articles of Association; and 2. Assess commitment to external agreements and report it in the annual report.
5	Pengawasan atas Pengadaan Barang dan Jasa Supervision of Goods and Services Procurement	1. Membuat kebijakan pengawasan atas sistem pengadaan; 2. Memberikan arahan strategis; dan 3. Merencanakan diskusi pengadaan dalam agenda tahunan Dewan Komisaris. 1. Establish oversight policies for the procurement system; 2. Provide strategic guidance; and 3. Include procurement discussions in the Board of Commissioners' annual agenda.
6	Sistem Manajemen Risiko Risk Management System	1. Merancang pemantauan atas manajemen risiko; 2. Menilai efektivitas kebijakan mitigasi; dan 3. Memberikan masukan atas kebijakan risiko yang dibuat Direksi. 1. Develop a framework for monitoring risk management; 2. Assess the effectiveness of mitigation policies; and 3. Provide input on risk policies prepared by the Board of Directors.
7	Efektivitas *Whistleblowing* dan Audit Effectiveness of the Whistleblowing and Audit	1. Menjamin sistem pengaduan berjalan efektif; 2. Menilai proses audit internal dan eksternal; serta 3. Memastikan kesiapan personel dan sarana tindak lanjut. 1. Ensure the complaint system functions effectively; 2. Evaluate the internal and external audit processes; and 3. Ensure the readiness of personnel and supporting facilities for follow-up actions.
8	Penetapan Auditor Eksternal Appointment of External Auditors	1. Mengusulkan Kantor Akuntan Publik untuk RUPS; 2. Mengevaluasi honorarium dan independensi auditor; serta 3. Merujuk pada rekomendasi Komite Audit. 1. Propose a Public Accounting Firm to the GMS; 2. Evaluate the auditor's fees and independence; and 3. Refer to the recommendations of the Audit Committee.

No.	Topik Name	Jabatan Position
9	Sistem Informasi dan Teknologi Information and Technology Systems	1. Membuat kebijakan sistem informasi; 2. Mengevaluasi efektivitas penerapannya; serta 3. Memberikan arahan peningkatan berbasis teknologi. 1. Develop information system policies; 2. Evaluate the effectiveness of their implementation; and 3. Guide technology-based improvements.
10	Kinerja Anak Perusahaan dan Perusahaan Patungan Performance of Subsidiaries and Joint Ventures	1. Menilai arah strategis anak perusahaan dan *joint venture*; serta 2. Mengevaluasi proses pengangkatan Direksi dan Komisarisnya. 1. Assess the strategic direction of subsidiaries and joint ventures; and 2. Evaluate the appointment process of the Board of Directors and Board of Commissioners.
11	Strategi dan Manajemen Bisnis Business Strategy and Management	1. Memberikan pandangan strategis atas arah bisnis jangka panjang; 2. Mengawasi konsistensi ekspansi dan efisiensi; serta 3. Memastikan keselarasan visi dan misi. 1. Provide strategic insight on long-term business direction; 2. Oversee the consistency of expansion and efficiency efforts; and 3. Ensure alignment with the vision and mission.
12	Manajemen Risiko Risk Management	1. Melakukan penelaahan berkala atas profil risiko; 2. Memastikan integrasi sistem manajemen risiko dengan keputusan strategis; serta 3. Menyesuaikan kebijakan risiko terhadap dinamika industri. 1. Conduct regular reviews of the risk profile; 2. Ensure the integration of the risk management system with strategic decisions; and 3. Align risk policies with industry dynamics.
13	Audit dan Kepatuhan Audit and Compliance	1. Mengawasi pelaksanaan audit internal dan eksternal; 2. Mengevaluasi pelaporan keuangan dan kepatuhan; serta 3. Menjamin tindak lanjut yang akuntabel atas temuan audit. 1. Oversee the implementation of internal and external audits; 2. Evaluate financial reporting and compliance; and 3. Ensure accountable follow-up on audit findings.

PANDANGAN ATAS PROSPEK USAHA PERUSAHAAN YANG DISUSUN DIREKSI

Dewan Komisaris menilai bahwa prospek usaha PLN IP Services sebagaimana disusun oleh Direksi telah disusun secara realistis, adaptif dan berbasis pada dinamika aktual industri jasa energi. Proyeksi tersebut mempertimbangkan faktor internal seperti kapabilitas operasional, kesiapan unit bisnis serta daya saing layanan, sekaligus memperhitungkan perkembangan eksternal berupa transformasi sektor ketenagalistrikan, regulasi baru serta peluang diversifikasi usaha.

Dalam dokumen Rencana Jangka Panjang Perusahaan (RJPP) 2024–2028, Direksi menetapkan target pertumbuhan berkelanjutan dengan orientasi pada penguatan bisnis inti (*core business*), perluasan segmen pasar dan pengembangan produk bernilai tambah (beyond kWh). Strategi ini diperkuat oleh tema tahunan "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" serta empat pilar *Moonshots* sebagai arah transformasi yang terukur dan bertahap.

OUTLOOK ON THE COMPANY'S BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

We suppose that the business prospect of PLN IP Services, as prepared by the Board of Directors, has been developed realistically and adaptively, based on the current dynamics of the energy services industry. The projections consider internal factors, including operational capabilities, business unit readiness, and service competitiveness, as well as external developments such as the transformation of the electricity sector, new regulations, and business diversification opportunities.

In the 2024–2028 Corporate Long-Term Plan (RJPP), the Board of Directors sets sustainable growth targets focused on strengthening the core business, expanding market segments, and developing value-added products (beyond kWh). This strategy is supported by the annual theme "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" along with four Moonshot pillars that provide a structured and measurable path for transformation.

Kami mencermati bahwa proyeksi usaha yang disusun Direksi memiliki landasan strategis yang kuat, termasuk inisiatif digitalisasi, ekspansi layanan MRO dan eksplorasi pasar luar negeri. Rencana tersebut sejalan dengan tren efisiensi energi, kebutuhan sektor industri dan kebijakan transisi energi nasional serta memberikan peluang pertumbuhan melalui kemitraan strategis dan kolaborasi B2B yang lebih luas.

We observe that the business projections prepared by the Board of Directors are built on a strong strategic foundation, including initiatives in digitalization, expansion of MRO services, and exploration of international markets. The plan aligns with trends in energy efficiency, the needs of the industrial sector, and national energy transition policies, while also offering growth opportunities through strategic partnerships and broader B2B collaboration.

Lebih lanjut, kami memandang bahwa kesiapan organisasi, sistem manajemen risiko serta keberadaan 15 unit bisnis yang telah mengalami *rebranding* merupakan modal penting dalam mewujudkan target pertumbuhan yang disusun oleh Direksi. Kombinasi antara ketangguhan internal dan pemahaman konteks eksternal menjadi dasar yang kuat untuk menilai prospek perusahaan sebagai positif dan menjanjikan.

Furthermore, we believe that the organization's readiness, risk management systems, and the rebranding of 15 business units serve as key assets in achieving the growth targets set by the Board of Directors. The combination of internal resilience and an understanding of the external context provides a solid foundation for viewing its prospects as positive and promising.

Oleh karena itu, kami menyetujui proyeksi usaha yang disampaikan oleh Direksi dan mendukung penuh arah strategis yang ditetapkan, dengan harapan bahwa seluruh upaya tersebut mampu menghasilkan nilai tambah jangka panjang bagi pemegang saham dan seluruh pemangku kepentingan.

Therefore, we approve the business projections presented by the Board of Directors and fully support the strategic direction outlined. We hope that these efforts generate long-term added value for shareholders and all stakeholders.

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Dewan Komisaris menilai bahwa Direksi PLN IP Services telah menerapkan prinsip GCG secara konsisten, sistematis dan akuntabel sepanjang tahun 2024. Prinsip GCG yang meliputi transparansi, akuntabilitas, tanggung jawab, independensi dan kewajaran (*fairness*) dijalankan dalam seluruh proses perencanaan, pengambilan keputusan, pelaporan dan pengawasan.

Penerapan tata kelola Perusahaan tahun 2024 menunjukkan kesinambungan dari agenda transformasi sebelumnya dan diperkuat oleh struktur organisasi yang mendukung praktik kepatuhan, manajemen risiko serta pengendalian internal yang memadai. Kami mencatat bahwa Direksi secara aktif melibatkan Komite Audit dan Satuan Pengawasan Intern (SPI) dalam menjaga integritas sistem pengendalian internal dan kepatuhan terhadap kebijakan Perusahaan maupun ketentuan regulator.

OUTLOOK ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

We consider that the Board of Directors of PLN IP Services has consistently, systematically, and accountably implemented GCG principles throughout 2024. These principles of transparency, accountability, responsibility, independence, and fairness have been applied across all processes of planning, decision-making, reporting, and supervision.

The implementation of corporate governance in 2024 reflects continuity with previous transformation agendas and is strengthened by an organizational structure that supports effective compliance practices, risk management, and internal controls. We note that the Board of Directors actively engages the Audit Committee and the Internal Audit Unit (SPI) in maintaining the integrity of the internal control system and ensuring compliance with both corporate policies and regulatory requirements.

Dewan Komisaris menilai kinerja Direksi dalam mengelola Perusahaan sepanjang tahun 2024, selama masa jabatan Dewan Komisaris. Berdasarkan hasil audit kinerja oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan, Tingkat Kinerja (KPI) PT PLN Indonesia Power Services tahun 2024 digolongkan dalam kategori "Sehat" dengan skor 103,02.

We have evaluated the performance of the Board of Directors in managing the Company throughout 2024, during the Board of Commissioners' term of office. Based on the performance audit conducted by the Public Accounting Firm Rintis, Jumadi, Rianto & Partners, the 2024 Performance Score (KPI) of PT PLN Indonesia Power Services was classified as "Healthy" with a score of 103.02.

Selain itu, penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) memperoleh skor 92,4 dengan klasifikasi "Sangat Baik" berdasarkan *assessment* yang mengacu pada Keputusan Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012. Hasil ini mencerminkan konsistensi dan peningkatan kualitas tata kelola yang dipercaya mampu menciptakan nilai tambah jangka panjang serta mendorong pencapaian kinerja yang ekselen.

In addition, GCG principles implementation earned a score of 92.4, classified as "Excellent," based on the assessment referring to the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012. This result reflects the Company's consistency and continuous improvement in governance quality, which is believed to create long-term value and support the achievement of excellent performance.

Secara fungsional, tata kelola juga menjadi landasan utama dalam pelaksanaan strategi "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future,*", terutama pada aspek pelaporan kinerja unit bisnis, monitoring KPI serta pengelolaan risiko strategis. Direksi menunjukkan keterbukaan dalam pelaporan serta komitmen tinggi terhadap prinsip akuntabilitas dalam setiap proses pengambilan keputusan.

Functionally, governance also serves as a key foundation in implementing the "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" strategy, particularly in performance reporting of business units, KPI monitoring, and strategic risk management. The Board of Directors has demonstrated transparency in reporting and a strong commitment to the principle of accountability in every decision-making process.

Kami juga mencermati adanya penguatan sistem manajemen mutu, digitalisasi proses bisnis serta integrasi GCG dengan budaya kerja berbasis nilai-nilai AKHLAK. Hal ini dinilai memperkuat profesionalisme organisasi dan meningkatkan kepercayaan pemangku kepentingan terhadap integritas Perusahaan.

We also observe the strengthening of the quality management system, the digitalization of business processes, and the integration of GCG with a work culture based on AKHLAK values. These efforts are considered to enhance organizational professionalism and increase stakeholder trust in the Company's integrity.

Kami menyimpulkan bahwa penerapan tata kelola Perusahaan sepanjang tahun 2024 telah berjalan secara konsisten, terukur dan relevan terhadap kebutuhan internal maupun ekspektasi eksternal. Tata kelola menjadi fondasi utama dalam menjaga keberlanjutan bisnis dan efektivitas transformasi Perusahaan.

We conclude that the implementation of corporate governance throughout 2024 has been consistent, measurable, and aligned with both internal needs and external expectations. Governance serves as a fundamental foundation for ensuring business sustainability and the effectiveness of the Company's transformation.

PANDANGAN ATAS PENERAPAN/PENGELOLAAN *WHISTLEBLOWING SYSTEM* (WBS) DAN PERANAN DEWAN KOMISARIS DALAM WBS

Dewan Komisaris menilai bahwa Direksi PLN IP Services telah menjalankan sistem pelaporan pelanggaran atau *Whistleblowing System* (WBS) secara memadai dan sejalan dengan prinsip GCG. Sepanjang tahun 2024, sistem WBS telah difungsikan sebagai salah satu instrumen pengendalian internal yang penting dalam mendeteksi dan mencegah potensi penyimpangan dalam aktivitas operasional Perusahaan.

Penerapan WBS dilakukan melalui mekanisme yang menjamin kerahasiaan, perlindungan pelapor dan independensi proses verifikasi serta didukung oleh kanal pelaporan yang dapat diakses dengan mudah oleh seluruh Insan PLN IP Services. Kami mencatat bahwa Direksi telah menetapkan kebijakan dan prosedur pelaporan yang jelas serta memastikan adanya unit penanganan yang bertanggung jawab atas proses evaluasi dan tindak lanjut pelaporan.

Dalam kapasitas pengawasan, Dewan Komisaris berperan dalam memastikan efektivitas penerapan sistem WBS, baik melalui Komite Audit maupun dalam forum evaluasi manajemen risiko dan tata kelola. Sepanjang tahun berjalan, tidak ditemukan adanya indikasi penyalahgunaan sistem WBS maupun intervensi yang mengganggu independensi proses penanganan laporan.

Lebih lanjut, kami mendorong penguatan budaya organisasi yang menjunjung tinggi transparansi dan keberanian menyampaikan pelanggaran secara bertanggung jawab. Hal ini sejalan dengan nilai integritas yang melekat dalam budaya AKHLAK serta menjadi prasyarat penting dalam mewujudkan lingkungan kerja yang bersih, aman dan beretika.

Kami menyimpulkan bahwa sistem WBS di Perusahaan telah diterapkan secara efektif, preventif dan mendukung penciptaan tata kelola Perusahaan yang berintegritas. Kami akan terus mendorong penguatan sistem ini dalam kerangka pengawasan berkelanjutan.

OUTLOOK ON THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM (WBS) AND THE ROLE OF THE BOARD OF COMMISSIONERS IN WBS

The Board of Commissioners considers that PLN IP Services Board of Directors has operated the Whistleblowing System (WBS) adequately and in line with GCG principles. Throughout 2024, the WBS has served as an important internal control tool for detecting and preventing potential irregularities in the Company's operational activities.

The implementation of the WBS follows a mechanism that ensures confidentiality, whistleblower protection, and the independence of the verification process. It is also supported by accessible reporting channels for all employees of PLN IP Services. We note that the Board of Directors has established clear reporting policies and procedures, and has ensured the presence of a dedicated unit responsible for evaluating and following up on reports.

In its supervisory capacity, we play a role in ensuring the effective implementation of the WBS, both through the Audit Committee and in risk management and governance evaluation forums. Throughout the year, there were no indications of misuse of the WBS or any interference that could compromise the independence of the reporting and handling process.

Furthermore, we encourage the strengthening of an organizational culture that upholds transparency and promotes the courage to report violations responsibly. This aligns with the value of integrity embedded in the AKHLAK culture and serves as a key prerequisite for fostering a clean, safe, and ethical work environment.

We conclude that the Company's WBS has been implemented effectively and preventively, supporting the establishment of integrity-based corporate governance. We will continue to encourage the strengthening of this system as part of ongoing supervisory efforts.

PENILAIAN TERHADAP KINERJA KOMITE-KOMITE DALAM MENDUKUNG DEWAN KOMISARIS

Dewan Komisaris menilai bahwa komite-komite di bawah Dewan Komisaris telah menjalankan fungsi pendukung secara optimal sepanjang tahun 2024. Kinerja Komite Audit dan Komite Manajemen Risiko sekaligus sebagai pihak melaksanakan Fungsi Nominasi dan Remunerasi, telah memberikan kontribusi signifikan dalam memperkuat pelaksanaan fungsi pengawasan, evaluasi dan pemberian nasihat strategis terhadap Direksi.

Komite Audit secara aktif melakukan telaah terhadap laporan keuangan, efektivitas pengendalian internal serta kepatuhan terhadap peraturan yang berlaku. Komite ini juga bekerja sama erat dengan Satuan Pengawasan Intern (SPI) dan auditor eksternal untuk menjaga akurasi laporan keuangan serta integritas sistem pelaporan. Hasil pengawasan menunjukkan bahwa proses audit telah berjalan sesuai standar dan tidak ditemukan temuan material yang berindikasi risiko signifikan.

Komite Manajemen Risiko memberikan masukan strategis dalam penilaian profil risiko Perusahaan, khususnya terkait transformasi model bisnis dan ekspansi layanan jasa energi. Komite ini juga terlibat dalam penguatan kerangka mitigasi risiko atas program-program prioritas, termasuk proyek digitalisasi, pengelolaan SDM dan pengembangan unit bisnis baru.

Komite Manajemen Risiko juga sekaligus sebagai pihak melaksanakan Fungsi Nominasi dan Remunerasi, fungsi ini berperan dalam memberikan pandangan atas penguatan budaya Perusahaan, penerapan nilai AKHLAK serta pembinaan talenta strategis. Fungsi ini juga memberikan pertimbangan atas rencana pengembangan kepemimpinan dan penguatan struktur organisasi yang adaptif terhadap arah pertumbuhan Perusahaan.

Secara umum, kami menyampaikan apresiasi atas profesionalisme dan kontribusi aktif seluruh komite dalam menjalankan tugas dan tanggung jawabnya. Sinergi antara kami dan komite-komitenya menjadi salah satu elemen kunci dalam memastikan bahwa pengawasan terhadap kinerja Direksi dapat dilakukan secara objektif, sistematis dan berorientasi pada keberlanjutan tata kelola Perusahaan.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES IN SUPPORT OF THE BOARD OF COMMISSIONERS

We consider that the committees under our supervision have performed their supporting roles effectively throughout 2024. The performance of the Audit Committee and the Risk Management Committee also acting in the capacity of the Nomination and Remuneration Function has made a significant contribution to strengthening oversight, evaluation, and the provision of strategic advice to the Board of Directors.

The Audit Committee actively reviews financial statements, the effectiveness of internal controls, and compliance with applicable regulations. The Committee also works closely with the Internal Audit Unit (SPI) and external auditors to ensure the accuracy of financial reporting and the integrity of the reporting system. Oversight results indicate that the audit process has been conducted by established standards, with no material findings indicating significant risk.

The Risk Management Committee provides strategic input in assessing the Company's risk profile, particularly about the transformation of the business model and the expansion of energy service offerings. The Committee is also involved in strengthening the risk mitigation framework for priority programs, including digitization projects, HC management, and the development of new business units.

The Risk Management Committee also carries out the Nomination and Remuneration Function. This function plays a role in providing insights on strengthening corporate culture, implementing AKHLAK values, and developing strategic talent. It also offers recommendations on leadership development plans and the enhancement of an organizational structure that is adaptive to the Company's growth direction.

Overall, we express our appreciation for the professionalism and active contributions of all committees in carrying out their duties and responsibilities. The synergy between us and the committees serves as a key element in ensuring that oversight of the Board of Directors' performance is conducted objectively, systematically, and with a focus on the sustainability of corporate governance.

PERUBAHAN KOMPOSISI ANGGOTA DEWAN KOMISARIS DAN ALASAN PERUBAHANNYA

Selama periode tahun buku 2024, telah terjadi perubahan dalam susunan anggota Dewan Komisaris PT PLN Indonesia Power Services. Perubahan tersebut merupakan bagian dari kebijakan tata kelola Perusahaan yang mengedepankan kesinambungan dan peningkatan efektivitas pengawasan terhadap jalannya kegiatan operasional perusahaan.

Berikut adalah susunan anggota Dewan Komisaris sebelum perubahan hingga 2 Januari 2024:

SEBELUM PERUBAHAN (HINGGA 2 JANUARI 2024)
Before Change (as of January 2, 2024)

Nama Name	Jabatan Position
Khusnul Mubien	Komisaris Utama President Commissioner
Julita Indah	Komisaris Commissioner
Masykuri Abdillah	Komisaris Independen Independent Commissioner
Sunandar	Komisaris Commissioner
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner

Perubahan pertama terjadi berdasarkan Pernyataan Keputusan Pemegang Saham No. 02 tanggal 5 Januari 2024, Pemegang Saham memutuskan untuk memberhentikan dengan hormat Bapak M. Mursid dari jabatannya sebagai Komisaris, dan mengangkat Ibu Julita Indah sebagai Komisaris yang baru, efektif sejak 2 Januari 2024. Penetapan ini disertai dengan pengukuhan masa jabatan hingga 1 Januari 2027.

Berikut adalah susunan anggota Dewan Komisaris setelah pengangkatan Julita Indah menggantikan M. Mursid:

SETELAH PERUBAHAN (2 JANUARI 2024 – 31 DESEMBER 2024)
After Change (January 2, 2024 - December 31, 2024)

Nama Name	Jabatan Position
Khusnul Mubien	Komisaris Utama President Commissioner
Julita Indah	Komisaris Commissioner
Masykuri Abdillah	Komisaris Independen Independent Commissioner

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND THE REASONS FOR THE CHANGES

During the 2024 fiscal year, there was a change in the composition of the Board of Commissioners of PT PLN Indonesia Power Services. This change is part of the Company's governance policy aimed at ensuring continuity and enhancing the effectiveness of oversight over the Company's operations.

The composition of the Board of Commissioners before the change, as of January 2, 2024, was as follows:

The first change was made based on the Shareholders' Resolution No. 02 dated January 5, 2024, in which the Shareholders resolved to respectfully dismiss Mr. M. Mursid from his position as Commissioner and appoint Ms. Julita Indah as the new Commissioner, effective as of January 2, 2024. Her term of office is confirmed to continue until January 1, 2027.

The composition of the Board of Commissioners following the appointment of Julita Indah, replacing M. Mursid, is as follows:

Nama Name	Jabatan Position
Sunandar*	Komisaris Commissioner
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner

Catatan | Notes
*Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.
*Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

APRESIASI DAN PENUTUP

Dewan Komisaris menyampaikan penghargaan dan apresiasi yang tinggi kepada Direksi atas kepemimpinan, integritas dan komitmen dalam menjalankan pengelolaan Perusahaan sepanjang tahun 2024. Kami juga menyampaikan terima kasih kepada seluruh jajaran manajemen dan Insan PLN IP Services atas kerja keras dan dedikasi yang telah diberikan dalam mewujudkan transformasi yang progresif dan terukur.

Kinerja yang dicapai Perusahaan tidak terlepas dari sinergi antara Direksi, Dewan Komisaris dan seluruh pemangku kepentingan, termasuk pemegang saham dan induk Perusahaan. kami meyakini bahwa nilai-nilai AKHLAK, penerapan prinsip GCG serta penguatan budaya kinerja akan menjadi fondasi yang kokoh untuk menghadapi tantangan tahun-tahun mendatang.

Sebagai penutup, kami menegaskan kembali komitmennya untuk terus mendampingi Direksi dalam pengawasan strategis serta memastikan bahwa setiap langkah yang diambil Perusahaan senantiasa berpihak pada keberlanjutan, efisiensi dan nilai tambah bagi seluruh pemangku kepentingan. Kami percaya bahwa dengan kerja sama yang solid, PLN IP Services akan terus tumbuh sebagai penyedia jasa energi nasional yang unggul dan adaptif.

APPRECIATION AND CLOSING

We highly appreciate the Board of Directors for their leadership, integrity, and commitment to managing the Company throughout 2024. We also express our gratitude to the entire management team and all employees of PLN IP Services for their hard work and dedication in driving a progressive and well-measured transformation.

The Company's performance is the result of synergy between the Board of Directors, the Board of Commissioners, and all stakeholders, including shareholders and the parent company. We believe that the AKHLAK values, the implementation of GCG principles, and the strengthening of a performance-driven culture will serve as a solid foundation for meeting the challenges in the years ahead.

In closing, we reaffirm our commitment to continue supporting the Board of Directors through strategic oversight and to ensure that every step taken by the Company consistently prioritizes sustainability, efficiency, and added value for all stakeholders. We are confident that with solid collaboration, PLN IP Services will continue to grow as a leading and adaptive national energy service provider.

Atas nama Dewan Komisaris
On behalf of Board of Commissioners
PT PLN Indonesia Power Services

Khusnul Mubien
Komisaris Utama
President Commissioner



Laporan Tahunan
Annual Report



3

PROFIL PERUSAHAAN

Company Profile

IDENTITAS PERUSAHAAN
Corporate Identity

Nama Perusahaan
Company Name

PT PLN Indonesia Power Services

Logo Perusahaan
Company Logo

Sektor Usaha
Business Sector

Kelistrikan
Electricity

Tanggal Pendirian
Date of Establishment

15 April 1998
April 15, 1998

Dasar Hukum Pendirian
Legal Basis of Establishment

- Akta Notaris Haryanto, S.H. No. 25 Tanggal 11 Agustus 2008 SK Menkumham nomor AHU-87862.AH.01.02.Tahun 2008
- Akta Notaris Lenny Janis Ishak, S.H. No. 27 Tanggal 29 Januari 2014 SK AHU-12381. AH.01.02 Tanggal 27 Maret 2014
- Akta Notaris Lenny Janis Ishak, S.H. No. 08 Tanggal 19 Oktober 2018 SK AHUAH.01.03-0255203 Tanggal 22 Oktober 2018
- Akta Notaris Lenny Janis Ishak, S.H. No 26 Tanggal 22 Desember 2020 SK AHU-0085417. AH.01.02 Tanggal 22 Desember 2020
- Akta Notaris Lenny Janis Ishak, S.H. No 09 Tanggal 12 Juli 2022 SK AHUAH.01.09-0032748 Tanggal 14 Juli 2022
- Akta Notaris Shahreza Annaz , S.H., M.Kn No 15 Tanggal 12 April 2024
- Akta Notaris Shahreza Annaz , S.H., M.Kn No 08 Tanggal 19 April 2024

- Notarial Deed of Haryanto, S.H. No. 25 Dated August 11, 2008 Decree of Minister of Law and Human Rights No. AHU-87862.AH.01.02.Tahun 2008
- Notarial Deed of Lenny Janis Ishak, S.H. No. 27 Dated January 29, 2014 SK AHU-12381. AH.01.02 Dated March 27, 2014
- Notarial Deed of Lenny Janis Ishak, S.H. No. 08 Dated October 19, 2018 SK AHUAH.01.03-0255203 Dated October 22, 2018
- Notarial Deed of Lenny Janis Ishak, S.H. No 26 Dated December 22, 2020 SK AHU0085417.AH.01.02 Dated December 22, 2020
- Notarial Deed of Lenny Janis Ishak, S.H. No. 09 Dated July 12, 2022 SK AHUAH.01.09-0032748 Dated July 14, 2022
- Notarial Deed of Shahreza Annaz, S.H., No. 15 Dated April 12, 2023
- Notarial Deed of Shahreza Annaz, S.H., No. 08 Dated April 19, 2024

Alamat Kantor Pusat
Head Office Address

Jl Raya Pasar Minggu No. 190 Jakarta Selatan 12510

Telp : +62 21 2178 9990
Fax : +62 21 2178 9989

Kepemilikan
Share Ownership



Informasi Perubahan Nama Perusahaan
Company Name Change Information

Berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor.08 Tanggal 19 April 2024 mengenai Perubahan Anggaran Dasar PT Cogindo DayaBersama dalam rangka rebranding Perusahaan melalui perubahan Nama dan Logo Korporat. Perseroan merubah nama dari PT Cogindo DayaBersama menjadi PT PLN Indonesia Power Services.

Based on the Shareholders' Decision Statement Deed of PT Cogindo DayaBersama Number 08 dated April 19, 2024, regarding the Amendment to the Articles of Association of PT Cogindo DayaBersama for the Company's rebranding through a change of corporate name and logo, the Company changed its name from PT Cogindo DayaBersama to PT PLN Indonesia Power Services.

Jumlah Karyawan
Number of Employees

4.700

Pegawai
Employees

Bidang Usaha
Line of Business

Ketenagalistrikan, perindustrian, jasa dan perdagangan berdasarkan prinsip industri niaga yang sehat dengan menerapkan prinsip-prinsip Perseroan Terbatas serta melaksanakan penugasan dari Pemegang Saham Mayoritas.

Electricity, industry, services and trade based on sound commercial industry principles by applying the principles of Limited Liability Companies and carrying out assignments from Majority Shareholders.

Modal Dasar
Authorized Capital

Rp600.000.000.000

(Enam ratus miliar Rupiah)
(Six hundred billion Rupiah)
Sebanyak 600.000.000 Lembar saham
A total of 600,000,000 shares

Modal Ditempatkan
Issued Capital

Rp514.867.770.000

(Lima ratus empat belas miliar delapan ratus enam puluh tujuh juta tujuh ratus tujuh puluh ribu Rupiah)
(Five hundred and fourteen billion eight hundred and sixty seven million seven hundred and seventy thousand Rupiah)
Sebanyak 514.867.770 Lembar saham
A total of 514,867,770 shares

Media Sosial
Social Media

Facebook:
plnipservices

Instagram :
plnindonesiapower

Linkdln:
pln-indonesia-power-services

Youtube:
pln-indonesia-power-services

Kontak
Contact

info@plnipservices.co.id
www.plnipservices.co.id Company Website
+62 21 2178 9990 (ext. 1202)
Ulfa Milany



RIWAYAT SINGKAT PERUSAHAAN

Brief Company History



PT PLN Indonesia Power Services atau yang dikenal dengan nama PLN IP Services didirikan pertama kali dengan nama PT Cogindo DayaBersama pada 15 April 1998 berdasarkan Akta No.52 oleh PT Indonesia Power yang merupakan anak perusahaan PT PLN (Persero), adalah pemegang saham utama yang memiliki saham sebesar 99,9% sementara saham lainnya sebesar 0,01% dimiliki oleh Yayasan Pendidikan dan Kesejahteraan Pegawai (YPK) PT Indonesia Power. Pendirian awal perusahaan dimaksudkan untuk menjadi pionir dalam pengembangan bisnis *Cogeneration, Distributed Generation*, serta pengelolaan *Captive Power* yang optimal di wilayah Indonesia.

PT PLN Indonesia Power Services, commonly known as PLN IP Services, was originally established with the name PT Cogindo DayaBersama on April 15, 1998, based on Deed No. 52. The Company was founded by PT Indonesia Power, a subsidiary of PT PLN (Persero), which holds a 99.9% majority share. The remaining 0.01% is owned by the Education and Employee Welfare Foundation (YPK) of PT Indonesia Power. The Company was initially established to pioneer the development of Cogeneration, Distributed generation, and the optimal management of Captive Power systems across Indonesia.





Operasional perusahaan secara resmi dimulai pada tanggal 15 Agustus 1998. Sejak saat itu, Perusahaan mulai mengembangkan bisnis awalnya dalam bidang pembangkitan tenaga listrik dengan kegiatan usaha penjualan tenaga listrik serta penyediaan jasa *Maintenance Repair Overhaul* (MRO). Pemeliharaan pembangkit listrik tidak hanya mengacu pada pemeliharaan aset dan peralatan, tetapi juga meliputi inspeksi rutin, pelaporan rutin oleh inspektur, integrasi dan tinjauan sistem, serta pemeliharaan periodik yang terjadwal untuk memastikan pembangkit listrik tetap aktif dan bekerja dengan baik.

Lebih dari (dua) dekade berkiprah dalam industri ketenagalistrikan, PLN IP Services semakin matang dan memantapkan diri sebagai Perusahaan *Energy Solution Provider* terpercaya dengan menawarkan Jasa Layanan *Integrated Energy Solutions* khususnya di Asia. Berbagai penghargaan dan sertifikasi telah dimiliki mendukung keberadaaan Perusahaan setiap tahunnya.

The Company officially began operations on August 15, 1998. Since then, it has expanded its core business in electricity generation, focusing on electricity sales and the provision of Maintenance, Repair, and Overhaul (MRO) services. Power plant maintenance involves asset and equipment upkeep and includes regular inspections, routine reporting by inspectors, system integration and review, and scheduled periodic maintenance to ensure the power plants remain operational and function efficiently.

More than two decades of experience in the electricity industry, PLN IP Services has matured and established itself as a trusted Energy Solution Provider, offering Integrated Energy Solutions primarily in Asia. The Company has received numerous awards and certifications that support its continued success each year.

Hingga pada tahun 2021, PLN IP Services menegaskan kiprahnya sebagai Perusahaan yang *reliable* dan *resilience* menjajakan kerjasama dengan salah satu negara timur tengah yaitu Kuwait. Pencapaian tersebut telah menjadikan PLN IP Services sebagai salah satu perusahaan mitra terpercaya dalam industri pembangkitan tenaga listrik dengan dukungan tenaga kerja yang terampil dan ahli dalam bidangnya. Perusahaan mulai menyusun *roadmap* pengembangan bisnis *overseas*. Kerjasama dengan Kuwait telah menjadi jangkar PLN IP Services dalam pengembangan pasar di luar negeri, khususnya negara-negara Timur Tengah.

By 2021, PLN IP Services had reaffirmed its position as a reliable and resilient Company by establishing a partnership with Kuwait, one of the Middle Eastern countries. This achievement marked PLN IP Services as a trusted partner in the power generation industry, supported by a skilled and experienced workforce. The Company began to develop a roadmap for expanding its business overseas. The collaboration with Kuwait has become an anchor for PLN IP Services in exploring international markets, particularly in the Middle East.

Di tahun yang sama, Perusahaan telah menandatangani perjanjian kesepakatan dengan negara Vietnam dan Malaysia untuk memperkuat kerjasama dalam bidang ketenagalistrikan. Dengan kerjasama tersebut, Perusahaan menegaskan posisi nya di negara-negara ASEAN sebagai *World Class Company* di bidang ketenagalistrikan.

In the same year, the Company signed cooperation agreements with Vietnam and Malaysia to strengthen partnerships in the power sector. Through these agreements, the Company reaffirmed its position in ASEAN countries as a World Class Company in the electricity industry.

PLN IP Services terus berupaya memberikan yang terbaik bagi masyarakat. Berbagai inovasi dan pengembangan teknologi terus dilakukan untuk dapat diterapkan dalam kegiatan operasional antara lain dalam bidang marketing dengan berbagai jenis media digital marketing seperti Instagram dan *e-commerce* menjadi andalan untuk melebarkan sayap dalam hal penjualan.

PLN IP Services is committed to delivering the best for the community. The Company continuously pursues innovation and technological development, particularly in its operations. In marketing, various forms of digital media such as Instagram and e-commerce platforms have become key tools for expanding their market reach and enhancing sales performance.

Dalam hal teknologi informasi, PLN IP Services telah bersinergi dengan perusahaan induk untuk memperkuat investasi infrastruktur IT berbasis industri 4.0. Berbagai aplikasi telah berhasil dikembangkan salah satunya aplikasi Monita, yaitu aplikasi *Power Plant Monitoring & Reporting* untuk meningkatkan keandalan pembangkit PLTD Batakan dan Nusa Penida.

In information technology, PLN IP Services has collaborated with its parent company to strengthen investments in IT infrastructure aligned with Industry 4.0 standards. Several applications have been successfully developed, including Monita, a Power Plant Monitoring & Reporting application designed to enhance the reliability of the PLTD Batakan and Nusa Penida power plants.

Perusahaan juga meningkatkan penerapan prinsip-prinsip tata kelola perusahaan (*Good Corporate Governance/GCG*) dengan melakukan revisi pada struktur organisasi dan perangkat kebijakan menjadi lebih baik dan sesuai dengan tujuan untuk meningkatkan efisiensi operasional dan kinerja Perusahaan yang akan berefek pada meningkatnya pelayanan terhadap para pemangku kepentingan.

The Company has also strengthened the implementation of Good Corporate Governance (GCG) principles by revising its organizational structure and policy instruments to be more effective and aligned with its objectives. These improvements are aimed at enhancing operational efficiency and overall performance, which in turn will improve service delivery to stakeholders.

PLN IP Services senantiasa berkomitmen untuk mewujudkan visi dan misi menjadi perusahaan terpercaya dalam industri pembangkitan tenaga listrik yang mengacu ke masa depan, dan semakin kokoh mendukung bisnis Indonesia Power dan PLN Group untuk memajukan sektor ketenagalistrikan nasional serta siap mengambil peran di masa depan untuk menjadi Penyedia Solusi Energi Terpercaya di Asia maupun di kancah Global.

PLN IP Services remains committed to realizing its vision and mission of becoming a trusted company in the power generation industry with a forward-looking approach. The Company continues to strengthen its support for Indonesia Power and the PLN Group in advancing the national electricity sector, while preparing to take on a greater role as a Trusted Energy Solution Provider in Asia and on the global stage.

Dalam Arahan RUPS RKAP tahun 2022 PT Cogindo DayaBersama tanggal 29 Januari 2022, PT Cogindo DayaBersama sebelum berubah nama menjadi PT PLN Indonesia Services diminta untuk mempersiapkan implementasi perubahan logo Perusahaan secara bertahap. Sebagai bagian dari identitas PLN Group, pelaksanaan perubahan ini harus dikoordinasikan dengan Corporate Secretary PT Indonesia Power. Hal ini berlanjut sampai pada pertengahan tahun 2024, pemegang saham Perusahaan memberikan arahan tegas untuk segera mengimplementasikan *rebranding*, termasuk perubahan nama dan logo korporat. Arahan ini merupakan bagian dari program Kementerian BUMN terkait *Holding Subholding* (HSH) di lingkungan PT PLN (Persero).

In the Shareholders' Resolution on the 2022 Business Plan and Budget Meeting (RKAP) dated January 29, 2022, PT Cogindo DayaBersama, before its name changed to PT PLN Indonesia Services, was instructed to gradually prepare for the implementation of a new corporate logo. As part of the PLN Group's identity, this change was to be coordinated with the Corporate Secretary of PT Indonesia Power. By mid-2024, the Company's shareholders issued a clear directive to proceed with the rebranding process, including changing the corporate name and logo. This initiative aligns with the Ministry of State-Owned Enterprises' Holding-Subholding (HSH) program within PT PLN (Persero).

Dalam Risalah RUPS RKAP 2024, PT Cogindo DayaBersama diminta untuk memperkuat *branding* di level PLN Group maupun Non-PLN Group, serta mempersiapkan implementasi perubahan logo Perusahaan secara bertahap, program ini untuk memastikan bahwa perubahan tersebut memperkuat identitas Perusahaan dan mendukung strategi bisnis jangka panjang. Proses *rebranding* ini dilakukan secara komprehensif, melalui tahap perancangan, perumusan, penyusunan, dan evaluasi mendetail untuk memastikan perubahan ini memperkuat identitas Perusahaan dan mendukung strategi bisnis jangka panjang.

In the 2024 RKAP Shareholders' Meeting Minutes, PT Cogindo DayaBersama was instructed to strengthen its branding within the PLN Group and with external stakeholders. The Company was also directed to gradually implement its new logo as part of a broader initiative to reinforce its corporate identity and support its long-term business strategy. This rebranding process was carried out comprehensively, through detailed stages of design, formulation, development, and evaluation, to ensure the changes effectively enhance the Company's identity and align with its strategic objectives.

Pada tahun 2024, berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor 08 tanggal 19 April 2024 mengenai perubahan Anggaran Dasar PT Cogindo DayaBersama dalam rangka *rebranding* perusahaan melalui perubahan nama dan logo korporat yang semula bernama PT Cogindo DayaBersama berubah menjadi PT PLN Indonesia Power Services.

In 2024, based on the Shareholders' Resolution Deed of PT Cogindo DayaBersama Number 08 dated April 19, 2024, the Company officially amended its Articles of Association to support its rebranding initiative. This included changing the Company's name and corporate logo from PT Cogindo DayaBersama to PT PLN Indonesia Power Services.

Perubahan tersebut efektif berlaku sejak tanggal 2 Mei 2024 dan telah disetujui berdasarkan Keputusan Menteri Hukum dan Hak Asasi Manusia Nomor AHU-0025785. AH.01.02.Tahun 2024 tanggal 2 Mei 2024 tentang Persetujuan Perubahan Anggaran Dasar Perusahaan Terbatas PT PLN Indonesia Power Services.

The change became effective on May 2, 2024, and was approved by the Minister of Law and Human Rights through Decree Number AHU-0025785.AH.01.02.2024, dated May 2, 2024, regarding the approval of the amendment to the Articles of Association of PT PLN Indonesia Power Services.

BUDAYA PERUSAHAAN
Corporate Culture

Perusahaan telah melakukan penyelarasan terhadap implementasi tata nilai perusahaan dalam rangka mengoptimalisasi sinergi organisasi PLN Group. Transformasi budaya Perusahaan dari SIAP AKSI menjadi AKHLAK yang disahkan dalam Persetujuan Penandatanganan Kebijakan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 0001.P/DIR/2025 tentang Pedoman Budaya Perusahaan dan Internalisasi Budaya Perusahaan sesuai Surat Edaran KBUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara. AKHLAK merupakan akronim dari Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif yang dijadikan sebagai identitas dan perekat budaya kerja yang mendukung peningkatan kinerja secara berkelanjutan di setiap BUMN.

The Company has aligned the implementation of corporate values in order to optimize the organizational synergy of the PLN Group. Transformation of corporate culture from SIAP AKSI to AKHLAK which was ratified in the Joint Policy Agreement signed by the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services, as stated in Decree No. 0001.P/DIR/2025 concerning the Guidelines for Corporate Culture and Cultural Internalization according to KBUMN Circular Letter No. SE-7/MBU/07/2020 dated July 1, 2020 on Core Values of Human Resources for State-Owned Enterprises. AKHLAK is an acronym for Amanah, Competent, Harmonious, Loyal, Adaptive and Collaborative which is used as an identity and work culture adhesive that supports continuous performance improvement in every SOEs.

Implementasi budaya Perusahaan PLN IP Services dilakukan melalui berbagai media baik *offline* maupun *online* secara rutin setiap bulan dengan tujuan agar insan PLN IP Services dapat cepat memahami nilai-nilai AKHLAK, meningkatkan motivasi dan kinerja pegawai serta memiliki perilaku yang dapat mendukung pencapaian visi misi Perusahaan dan mencerminkan identitas Perusahaan secara spesifik.

Implementation of PLN IP Services's corporate culture is carried out through various media both offline and online regularly every month with the aim that PLN IP Services employee can quickly understand AKHLAK values, increase employee motivation and performance and have behaviors that can support the achievement of the Company's vision and mission and reflect the specific identity of the Company.

Pedoman Budaya Perusahaan meliputi:
- **Visi Perusahaan**
- **Misi Perusahaan**
- **Nilai-Nilai Utama Perusahaan**
- **Motto Perusahaan**
- **Etika Pegawai dan Etika Bisnis**

Corporate Culture Guidelines include:
- **Company Vision**
- **Company Mission**
- **Core Values of the Company**
- **Company Motto**
- **Employee Ethics and Business Ethics**

VISI DAN MISI PLN IP SERVICES

Vision and Mission of PLN IP Services

Dewan Komisaris dan Direksi PLN IP Services telah melakukan tinjauan kembali akan visi dan misi Perusahaan yang disahkan dalam Rencana Jangka Panjang Perusahaan tahun 2021-2025. Dewan Komisaris dan Direksi menganggap bahwa visi dan misi Perusahaan saat ini masih sesuai dengan kondisi dan perkembangan industri yang dihadapi.

The Board of Commissioners and Board of Directors of PLN IP Services have reviewed the vision and mission of the Company which was approved in the Company's Long Term Plan for 2021-2025. The Board of Commissioners and Board of Directors consider that the Company's current vision and mission are still in accordance with the conditions and developments of the industry they are facing.

VISI PERUSAHAAN
Vision of the Company

"Menjadi Perusahaan Terpercaya dalam Penyediaan Solusi Bidang Energi di Pasar Global"

"To be a Trusted Energy Solutions Company in Global Market"

MISI PERUSAHAAN
Mission of the Company

"Menyediakan Solusi Layanan Energi yang Terbaik, Terkini dan Terintegrasi"

"Providing the Best, Latest and Integrated Energy Services Solutions"

Kata Kunci Keywords	Penjelasan Description	Target Target
Perusahaan Terpercaya	Diakui sebagai perusahaan terpercaya meliputi: • Perusahaan yang *profitable* dan memiliki *revenue* tinggi. • Mendapatkan kontrak lelang pekerjaan di level nasional dan regional.	• Termasuk 20 besar perusahaan dengan *revenue* tertinggi di Asia untuk perusahaan sejenis pada tahun 2025. • Memiliki *market share* lebih dari 25% di kawasan regional Asia pada tahun 2025.
Trusted Company	Being recognized as a trusted company which includes. • Company that are profitable and have high revenue. • Obtain work tender contract at the national and regional levels.	• Included in the top 20 companies with the highest revenue in Asia for similar companies in 2025. • Have market share of more than 25% in the Asia region in 2025.
Penyedia Solusi Bidang Energi	• Perusahaan yang memiliki solusi layanan dengan teknologi, kompetensi dan layanan yang menjadi solusi terintegrasi dan menjadikan proses lebih handal, efisien dan terkoneksi. • Perusahaan yang memiliki pelanggan dari berbagai segmen pengguna dan penyedia energi seperti : *Oil & Gas*, IPP, *Mining*, Industri Manufaktur, Kawasan Industri, dan sebagainya.	• Memiliki solusi layanan bidang energi yang lengkap dan terintegrasi. • Pertumbuhan pendapatan lebih dari 10% per tahun.
Energy Solution Provider	• Company that have service solutions with technology, competence and services that become integrated solutions and make processes more reliable, efficient and connected. • Company that have customers from various segments of energy users and providers such as: Oil & Gas, IPP, Mining, Manufacturing Industry, Industrial Estate, and so on.	• Have complete and integrated energy service solutions. • Revenue growth of more than 10% per year.

Perusahaan berperan aktif di dalam menyediakan solusi energi baik regional, nasional maupun internasional, sesuai ruang lingkup bisnisnya dengan menyediakan solusi-solusi terbaik yang dibutuhkan oleh pelanggan maupun calon pelanggan, dengan memberikan layanan-layanan terintegrasi yang inovatif, kompetitif, adaptif, berkelanjutan, memperhatikan kelestarian lingkungan dalam setiap aktivitas bisnisnya, berorientasi pada kebutuhan dan memenuhi harapan pelanggan.

The Company plays an active role in providing regional, national and international energy solutions, according to its business scope by providing the best solutions by customers and prospective customers, by providing integrated services that are innovative, competitive, adaptive, sustainable, attentive to sustainability environment in every business activity, oriented to the needs and meet customer expectations.

NILAI-NILAI UTAMA PERUSAHAAN

Nilai-Nilai Utama Perusahaan adalah AKHLAK yang merupakan akronim dari 6 (Enam) Nilai Utama dan diturunkan ke dalam 18 (Delapan Belas) Panduan Perilaku sebagai berikut:

CORE VALUES OF THE COMPANY

Core Values of the Company are AKHLAK which is an acronym for 6 (Six) Core Values and is translated into 18 (Eighteen) Codes of Conduct as follows:



AKHLAK

A
Amanah
Trust

Memegang teguh kepercayaan yang diberikan.
Uphold to the trust given.

- Memenuhi janji dan komitmen
- Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan
- Berpegang teguh kepada nilai moral dan etika

- Fulfilling promises and commitments
- Responsible for the tasks, decisions, and actions taken
- Adhering to moral and ethical values

K
Kompeten
Competent

Terus belajar dan mengembangkan kapabilitas.
Continue to learn and develop capabilities.

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah
- Membantu orang lain belajar
- Menyelesaikan tugas dengan kualitas terbaik

- Improving self-competence to respond to ever-changing challenges
- Helping others learn
- Completing tasks with the best quality

H
Harmonis
Harmonious

Saling peduli dan menghargai perbedaan.
Care for each other and respect differences.

- Menghargai setiap orang apapun latar belakangnya
- Suka menolong orang lain
- Membangun lingkungan kerja yang kondusif

- Appreciate everyone regardless of background
- Likes to help others
- Build a conducive work environment

L
Loyal
Loyal

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.
Dedicate and prioritize the interests of the Nation and the State.

- Menjaga nama baik sesama pegawai, Pimpinan, BUMN, dan Negara
- Rela berkorban untuk mencapai tujuan yang lebih besar
- Membangun lingkungan kerja yang kondusif

- Appreciate everyone regardless of background
- Likes to help others
- Build a conducive work environment

A
Adaptif
Adaptive

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
Continue to innovate and enthusiastic in driving or facing change.

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah
- Membantu orang lain belajar
- Menyelesaikan tugas dengan kualitas terbaik

- Improving self-competence to respond to ever-changing challenges
- Helping others learn
- Completing tasks with the best quality

K
Kolaboratif
Collaborative

Membangun kerja sama yang sinergis.
Build a synergistic cooperation.

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi
- Terbuka untuk bekerja sama untuk menghasilkan nilai tambah
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama

- Providing opportunities for various parties to contribute
- Open to work together to generate added value
- Mobilizing the use of various resources for common goals

PLN IPSERVICES WAY

PLN IPServices Way adalah suatu sistem keyakinan (*Belief System*) yang terus dibangun dan dikembangkan secara bersama oleh Insan IPServices untuk mengantarkan Perusahaan agar terus tumbuh dan berkembang secara berkelanjutan demi tercapainya Visi dan Misi Perusahaan. PLN IPServices Way dijadikan dasar untuk berpikir, bersikap, dan menjalankan kegiatan bisnis, serta menjadi panduan perilaku bagi seluruh insan PT PLN Indonesia Power Services.

PLN IPSERVICES WAY

PLN IPServices Way is a belief system that is continuously developed and strengthened collectively by all members of IPServices. It serves to guide the Company's sustainable growth and progress toward achieving its Vision and Mission. This belief system forms the foundation for thinking, behavior, and business practices, and acts as a code of conduct for all employees of PT PLN Indonesia Power Services.



Deskripsi dan arti dari simbol gambar PLN IPServices Way adalah sebagaimana berikut:

- Bentuk segitiga menghadap ke atas yang menunjukan gerakan kegiatan usaha Perusahaan yang selalu fokus pada peningkatan kinerja secara terus menerus dalam rangka mencapai Visi Perusahaan.
- Visi Perusahaan terletak di bagian atas gambar mengandung makna, bahwa pencapaian Visi Perusahaan adalah tujuan utama yang menjadi prioritas dalam menjalankan bisnis Perusahaan.
- Misi Perusahaan terletak di bagian bawah gambar, tegak lurus menghadap Visi Perusahaan hal ini menunjukan bahwa Misi Perusahaan berfungsi sebagai penghantar dalam mewujudkan Visi Perusahaan yang diterjemahkan ke dalam program-program strategis baik jangka pendek maupun jangka panjang.
- Etika Pegawai dan Etika Bisnis yang digambarkan berupa dua tanda panah melingkar, menunjukan sebuah siklus yang berkesinambungan dan saling terkait antara Etika Pegawai dengan Etika Bisnis yang menggerakkan proses pencapaian maturitas Perusahaan. Warna biru pada tanda Panah Etika Pegawai pengabdian yang dijalankan dengan profesional, stabil dan terpercaya dengan keyakinan bahwa tujuan akan tercapai. Warna biru tua yang

The description and meaning of the symbol in the PLN IPServices Way illustration are as follows:

- The upward-facing triangle represents the direction of the Company's business activities, symbolizing a continuous focus on performance improvement in pursuit of the Company's Vision.
- The Company's Vision is placed at the top of the image, signifying that achieving this Vision is the primary goal and top priority in conducting the Company's business.
- The Company's Mission is positioned at the bottom of the image, aligned vertically with the Company's Vision. This illustrates that the Mission is a guiding foundation for achieving the Vision, translated into short-term and long-term strategic programs.
- Employee Ethics and Business Ethics are depicted as two circular arrows, representing a continuous and interconnected cycle between the two. This relationship drives the process of achieving corporate maturity. The blue color of the Employee Ethics arrow symbolizes dedicated service carried out with professionalism, stability, and trust, reflecting the belief that goals will be achieved. The dark blue arrow representing Business Ethics, inspired by the

diasosiasikan dengan warna laut dan langit pada tanda panah Etika Bisnis menggambarkan perhatian Perusahaan terhadap keberlanjutan dan komitmen perusahaan terhadap energi bersih dan ramah lingkungan.

- Lingkaran Nilai-Nilai Utama Perusahaan yang meliputi Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif yang menjadi landasan perilaku dan menggerakan Pegawai dalam rangka mencapai Visi dan Misi Perusahaan.

- Dalam inti lingkaran terdapat Motto (*tagline*) Perusahaan, yakni "*Trusted Energy Solutions and Beyond*" yang Membangun kesadaran kepada Pelanggan dan *Stakeholder* bahwa setiap aktivitas kehidupan manusia membutuhkan energi dan IPServices memiliki keunggulan sebagai Perusahaan yang dapat diandalkan dan terpercaya dalam penyediaan solusi energi yang andal, aman, efisien dan berkelanjutan.
- Sinergi antara Motto, Nilai-Nilai Utama Perusahaan, Etika Pegawai dan Etika Bisnis dilambangkan dalam poros bergigi yang terus bergerak untuk mewujudkan Visi dan Misi Perusahaan.

color of the sea and sky, reflects the Company's commitment to sustainability and its dedication to clean and environmentally friendly energy.

- The circle of the Company's Core Values Amanah (Trustworthy), Kompeten (Competent), Harmonis (Harmonious), Loyal, Adaptif (Adaptive), and Kolaboratif (Collaborative) serves as the foundation for employee behavior and drives their actions toward achieving the Company's Vision and Mission.
- At the center of the circle is the Company's motto (tagline), "Trusted Energy Solutions and Beyond," which reinforces awareness among customers and stakeholders that energy is essential to every aspect of life, and that IPServices is a reliable and trusted provider of safe, efficient, sustainable, and dependable energy solutions.
- The synergy between the Company's Motto, Core Values, Employee Ethics, and Business Ethics is symbolized by an interlocking gear mechanism, representing continuous motion and progress toward realizing the Company's Vision and Mission.

MOTTO PERUSAHAAN
Motto of The Company

Motto Perusahaan, berupa kalimat **"*Trusted Energy Solution Provider*"** yang memiliki arti sebagai berikut:

- **Arti ke dalam:**
  Menginspirasi seluruh Insan PLN Indonesia Power Services untuk berkomitmen memberikan yang terbaik sehingga mampu saling memberikan solusi, meningkatkan kecepatan proses, dan mewujudkan kinerja unggul.

- **Arti ke luar:**
  Membangun kepercayaan Pelanggan dan *Stakeholder* lainnya agar tercipta loyalitas dan keterikatan kepada Perusahaan sehingga selalu menjadi mitra pilihan dalam solusi bisnis pembangkitan melalui penyediaan kualitas layanan terbaik, solusi bisnis terintegrasi dan komitmen untuk tumbuh bersama.

Motto of the Company, in the form of sentence **"Trusted Energy Solution Provider"** has the following meaning:

- **Internal meaning:**
  To inspire all PLN Indonesia Power Services Employees People to commit to giving the best hence they are able to provide solutions to each other, increase process speed, and achieve superior performance.

- **External meaning:**
  To build customer and other stakeholder trust in order to create loyalty and attachment to the Company hence it is always the partner of choice in generation business solutions through providing the best quality service, integrated business solutions and a commitment to grow together.

LOGO PERUSAHAAN
Logo of The Company

Logo PLN IP Services telah diatur didalam yang mengatur tentang identitas perusahaannya dalam Surat Edaran Direksi Nomor: 097/ED/PLN IP SERVICES/V/2024 perihal Informasi Perubahan Nama dan Logo Perusahaan.

The logo of PLN IP Services is regulated in the document that governs the company's identity, as stated in the Circular Letter of the Board of Directors Number: 097/ ED/PLN IP SERVICES/V/2024 regarding Information on Company Name and Logo Changes.

Persegi
Square

Bidang Persegi sebagai dasar, berwarna kuning, dan tanpa garis pinggir. Bidang Persegi melambangkan bahwa PLN merupakan wadah atau organisasi yang terorganisir dengan sempurna. Warna kuning menggambarkan pencerahan, seperti yang diharapkan PLN bahwa listrik mampu menciptakan pencerahan bagi kehidupan masyarakat. Kuning juga melambangkan semangat yang menyalanyala yang dimiliki tiap insan yang berkarya di PLN.

Square as the base, yellow in color, and without border. The Square represents PLN as a perfectly organized entity or organization. The yellow color describes enlightenment, as PLN hopes that electricity can create enlightenment for people's lives. Yellow also symbolizes the fiery spirit of every person who works in PLN.

Petir atau Kilat
Lightning or Thunder

Petir atau Kilat, berwarna merah, bentuk atas tebal, bentuk bawah runcing, dan memotong/menembus tiga gelombang. Petir atau Kilat melambangkan tenaga listrik yang terkandung didalamnya sebagai produk jasa utama yang dihasilkan oleh PLN. Selain itu, Petir juga mengartikan kerja cepat dan tepat para insan PLN dalam memberikan solusi terbaik bagi pelanggannya. Warna merah memberikan representasi kedewasaan PLN selaku perusahaan listrik pertama di Indonesia dan dinamisme gerak laju PLN beserta insan perusahaan, serta keberanian dalam menghadapi tantangan perkembangan zaman.

Lightning or Thunder, red in color, thick upper shape, pointed lower shape, and cutting/penetrating three waves. Lightning or Thunder represents the electricity contained therein as the main service product produced by PLN. In addition, Lightning also means the fast and precise work of PLN people in providing the best solution for its customers. The red color represents the maturity of PLN as the first electricity company in Indonesia and the dynamism of PLN's pace and the company's people, and the courage to overcome the challenges of the times.

KOMPONEN LOGO
Component Logo

Logo PLN IP Services terdiri dari komponen logogram dan *logotype*. Dalam pengaplikasiannya pada berbagai media, kedua komponen logo ini tidak boleh dipisah.

Logogram tersusun dari tiga elemen visual yang tidak terpisahkan, bentuk persegi sebagai dasar dari petir dan tiga gelombang dengan tampilan warna bermuatan filosofi visual sesuai cita dan citra korporat.

Logotype berupa akronim dari kalimat Perusahaan Listrik Negara (PLN) & nama *Subholding* secara ekslusif disusun dari khusus dan identitas berupa huruf yang hanya dimiliki PLN IP Services.

The PLN IP Services logo consists of logogram and logotype components. In its application on various media, these two logo components should not be separated.

The logogram is composed of three inseparable visual elements, a square shape as the basis of lightning and three waves with a color display charged with visual philosophy according to the corporate mind and image.

The logotype is an acronym of the phrase Perusahaan Listrik Negara (PLN) & the name of the Subholding is exclusively composed of special and identity letters only owned by PLN IP Services.

KONSEP DAN FILOSOFI
Concept & Philosophy

Masing-masing bentuk dan warna dari elemen yang tersusun dalam logogram memiliki makna visual yang terinspirasi dari cita dan citra insan PLN sebagai sumber daya utama pengelola bisnis perusaaan.

Each shape and color of the elements arranged in the logogram has a visual meaning inspired by the ideals and image of PLN personnel as the main resource for managing the company's business.



Tiga Gelombang (Ujung Gelombang Menghadap Kebawah)
Three Waves (Wave Edge Facing Downward)

Tiga Gelombang, berwarna biru, berbentuk sinusodia (2 ½ periode), ujung gelombang menghadap ke bawah, tersusun sejajar dalam arah mendatar, dan terletak di tengah-tengah pada dasar kuning. Tiga Gelombang memiliki arti gaya rambat energi listrik yang dialirkan oleh tiga bidang usaha utama yang digeluti oleh PLN yaitu pembangkitan, penyaluran, dan distribusi yang seiring sejalan dengan kerja keras para insan PLN guna memberikan layanan terbaik bagi pelanggannya. Warna biru melambangkan kesetiaan dan pengabdian pada tugas untuk menuju dan mencapai kemakmuran dan kesejahteraan rakyat Indonesia, serta keandalan yang dimiliki insan PLN dalam memberikan layanan terbaik bagi para pelanggannya.

Three Waves, blue in color, sinusoidalshaped (2 ½ periods), the end of the wave facing a downward direction, arranged in parallel in a horizontal direction, and located in the center on a yellow base. Three Waves means the propagation force of electrical energy flowed by the three main business fields engaged by PLN, namely generation, distribution, and distribution, which are in line with the hard work of PLN people to provide the best service for its customers. The blue color represents loyalty and devotion to duty towards and achieving the prosperity and welfare of the Indonesian people, and the reliability of PLN people in providing the best service for its customers.

Warna
Colour

Logo PLN IP Services terdiri dari warna kuning, merah, dan biru dengan komposisi warna seperti tercantum. Warna korporat sebagai aksen pada aplikasi desain media komunikasi visual dengan komposisi warna seperti tercantum.

The PLN IP Services logo consists of yellow, red, and blue colors with the color composition listed. Corporate colors as accents in visual communication media design applications with color composition as listed.

Warna Logo | Logo Colour

C:0 M:0 Y:100 K:0 | C:0 M:100 Y:100 K:0 | C:100 M:0 Y:0 K:0

Warna Korporat | Corporate Colour

C:100 M:70 Y:53 K:0 | C:100 M:7 Y:28 K:0

BIDANG USAHA
Line of Business

BIDANG USAHA SESUAI DENGAN ANGGARAN DASAR TERAKHIR

Bidang usaha Perusahaan sebagaimana tercantum dalam Anggaran Dasar Perusahaan No. 08 tanggal 19 April 2024, pasal 3 ayat 1 adalah untuk menjalankan usaha-usaha dalam bidang ketenagalistrikan, perindustrian, jasa dan perdagangan.

KEGIATAN USAHA YANG DIJALANKAN PADA TAHUN BUKU

Hingga 31 Desember 2024, PLN IP Services telah menjalankan seluruh usaha yang tercantum di dalam Anggaran Dasar. Setiap tahun PT PLN Indonesia Power Services senantiasa berusaha meningkatkan kualitas pelayanan pada bidang usaha yang dimiliki demi kemajuan Perusahaan serta kepuasan pelanggan dan pemegang saham.

KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR TERAKHIR

a. Maksud dan tujuan dibentuknya Perusahaan adalah untuk menyelenggarakan usaha di bidang ketenagalistrikan, perindustrian, jasa dan perdagangan berdasarkan prinsip industri dan niaga yang sehat dengan menerapkan prinsip-prinsip Perusahaan Terbatas serta melaksanakan penugasan dari Pemegang Saham Mayoritas dalam rangka mendukung kegiatan usaha Pemegang Saham dengan menerapkan prinsip-prinsip Tata Kelola Perusahaan yang baik dan kepatutan serta Etika Bisnis pada Perusahaan Terbatas.
b. Untuk mencapai maksud dan tujuan tersebut di atas Perusahaan dapat melaksanakan kegiatan usaha :
   1) Industri Komponen dan Suku Cadang Mesin dan Turbin;
   2) Reparasi Motor Listrik, Generator dan Transformator;
   3) Transmisi Tenaga Listrik;
   4) Distribusi Tenaga Listrik;
   5) Pembangkit Tenaga Listrik;
   6) Pengadaan Uap/Air Panas dan Udara Dingin;
   7) Pengoperasian Instalasi Penyediaan Tenaga Listrik;

LINE OF BUSINESS IN ACCORDANCE WITH THE LATEST ARTICLES OF ASSOCIATION

The Company's business activities, as outlined in the Articles of Association No. 08 dated April 19, 2024, Article 3, Paragraph 1, are focused on operations in the electricity, industry, services, and trade sectors.

BUSINESS ACTIVITIES CONDUCTED IN THE FISCAL YEAR

As of December 31, 2024, PLN IP Services has carried out all the businesses listed in the Articles of Association. Every year PT PLN Indonesia Power Services always strives to improve service quality in its line of business for the sake of progress of the Company as well as for the satisfaction of customer and shareholder.

BUSINESS ACTIVITIES BASED ON THE LATEST ARTICLES OF ASSOCIATION

a. The purpose and objective of the Company is to conduct business in the fields of electricity, industry, services and trade based on the sound principles of industry and commerce by implementing the principles of Limited Liability Company as well as conducting assignments from the Majority Shareholders in order to support business activities of the Shareholders by applying the principles of good corporate governance as well as compliance and business ethics in Limited Liability Company.

b. To achieve the aims and objectives above, the Company may carry out business activities:
   1) Machinery and Turbine Spare Parts and Components Industry;
   2) Repair of Electric Motors, Generators and Transformers;
   3) Electric Power Transmission;
   4) Electric Power Distribution;
   5) Power Plant;
   6) Procurement of Steam/Hot Water and Cold Air;
   7) Operation of Electricity Supply Installation;

8) Pendidikan Teknik Swasta;
9) Aktivitas keinsinyuran dan Konsultasi Teknis YBDI;
10) Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Mesin dan Peralatan Industri Kreatif Lainnya;
11) Angkutan Bermotor untuk Barang Khusus;
12) Konstruksi bangunan Sipil Elektrikal;
13) Instalasi Listrik;
14) Konstruksi Gedung Lainnya;
15) Aktivitas Konsultasi Manajemen Lainnya;
16) Perdagangan Besar Komputer dan Perlengkapan Komputer;
17) Perdagangan Besar Mesin Kantor dan Industri Pengolahan, Suku Cadang dan Perlengkapannya;
18) Perdagangan Besar Mesin, Peralatan dan Perlengkapan Lainnya;
19) Aktivitas Penunjang Pertambangan Minyak Bumi dan Gas Alam;
20) Reparasi Mesin untuk Keperluan Umum;
21) Reparasi Mesin untuk Keperluan Khusus;
22) Reparasi Alat Ukur, Alat Uji dan Peralatan Navigasi, dan Pengontrol;
23) Reparasi Peralatan Listrik Lainnya;
24) Penjualan Tenaga Listrik;
25) Pengaperasian Instalasi Pemanfaatan Tenaga Listrik;
26) Pembangkit, Transmisi, dan Penjualan Tenaga Listrik dalam Satu Kesatuan Usaha;
27) Instalasi Minyak dan Gas;
28) Instalasi Mekanikal;
29) Pemasangan Perancah (*Steiger*);
30) Pengembangan Aplikasi Perdagangan melalui Internet (*E-commerce*);
31) Konsultasi Manajemen Lainnya;
32) Jasa Inspeksi Periodik;
33) Jasa Inspeksi Teknik Instalasi;
34) Jasa *Commissioning* Proses Industrial, *Quality Assurance*, dan *Quality Control*;
35) Aktivitas Penyeleksian dan Penempatan Tenaga Kerja dalam Negeri;
36) Aktivitas Penyediaan Tenaga Kerja Waktu Tertentu;
37) Penyediaan Sumber Daya Manusia dan Manajemen Fungsi Sumber Daya Manusia;
38) Pelatihan Kerja Teknik Swasta;

8) Private Engineering Education;
9) YBDI Engineering and Technical Consultation Activities;
10) Leasing and Renting Activities without Machinery and Other Creative Industry Equipment Option Rights;
11) Motorized Transportation for Special Goods;
12) Construction of Electrical Civil buildings;
13) Electrical Installation;
14) Other Building Construction;
15) Other Management Consulting Activities;
16) Wholesale of Computers and Computer Equipment;
17) Wholesale of Office Machinery and Processing Industry, Spare Parts and Its Equipment;
18) Wholesale of Machinery, Equipment and Other Supplies;
19) Petroleum and Natural Gas Mining Support Activities;
20) Repair of Machinery for General Purposes;
21) Repair of Machinery for Special Purposes;
22) Repair of Measuring Instruments, Testing Instruments and Navigation Equipment, and Controllers;
23) Repair of Other Electrical Equipment;
24) Sale of Electric Power;
25) Installation of Electric Power Utilization;
26) Generation, Transmission, and Sale of Electricity in One Business Unit;
27) Oil and Gas Installation;
28) Mechanical Installation;
29) Scaffolding Installation (Steiger);
30) Development of Internet Trading Applications (E-commerce);
31) Other Management Consulting;
32) Periodic Inspection Services;
33) Installation Engineering Inspection Services;
34) Industrial Process Commissioning, Quality Assurance, and Quality Control Services;
35) Domestic Labor Selection and Placement Activities;
36) Fixed-term Labor Supply Activities;
37) Human Capital Provision and Management of Human Capital Functions;
38) Private Technical Job Training;

39) Konstruksi Gedung Industri;
40) Konstruksi Bangunan Prasarana Sumber Daya Air;
41) Konstruksi Bangunan Sipil Jalan;
42) Konstruksi Bangunan Sipil Minyak dan Gas Bumi;
43) Aktivitas Pemrograman dan Produksi Konten Media Imersif;
44) Portal Web dan/atau *Platform* Digital dengan Tujuan Komersial;
45) Aktivitas Teknologi Informasi dan Jasa Komputer Lainnya;
46) Selain kegiatan usaha sebagaimana dimaksud pada ayat 2, Perusahaan dapat melakukan perdagangan dan/atau kegiatan usaha pendukung dalam rangka optimalisasi pemanfaatan sumber data yang dimiliki Perusahaan.

39) Industrial Building Construction;
40) Water Resources Infrastructure Building Construction;
41) Road Civil Building Construction;
42) Oil and Gas Civil Building Construction;
43) Immersive Media Content Programming and Production Activities;
44) Web Portals and/or Digital Platforms with Commercial Purposes;
45) Information Technology Activities and Other Computer Services;
46) In addition to the business activities as referred to in paragraph 2, the Company may conduct trading and/or supporting business activities in order to optimize the utilization of data sources owned by the Company.

PRODUK DAN LAYANAN YANG DIBERIKAN

PRODUCTS AND SERVICES

Jenis Jasa Type of Services	Skema Jasa Scheme of Services
Jasa Operasi dan Pemeliharaan (O&M) Merupakan jasa yang ditawarkan PLN IP Services dalam penyediaan segala perlengkapan dan fasilitas secara cepat demi meningkatkan kualitas kerja berbagai pembangkit listrik, mulai dari diesel, turbin gas, turbin uap, siklus ganda, hingga tenaga air.	1. **Perjanjian Jasa Support Operasi dan Pemeliharaan** Jasa yang diberikan dengan asas penggantian biaya kegiatan operasi dan pemeliharaan yang meliputi masa mobilisasi sebelum COD sampai dengan FAC Pembangkit. 2. **Perjanjian Jasa Operasi dan Pemeliharaan berbasis Kinerja** Jasa dengan melakukan kesepakatan bersama antara *asset owner* dengan aset operator, dimana diterapkan *reward* dan *punishment* atas kinerja dan *asset operator* O&M bertanggung jawab terhadap kinerja Pembangkit.
Operation and Maintenance (O&M) Services A service offered by PLN IP Services in providing all equipment and facilities quickly to improve the quality of work of various power plants, ranging from diesel, gas turbines, steam turbines, double cycles, to hydro power plants.	1. **O&M Supporting Agreement** Services provided on the principle of reimbursement of operating and maintenance costs, which include the mobilization period before COD to the generator FAC. 2. **O&M Performance Base Agreement** Services provided by entering into a mutual agreement between the asset owner and the operator's assets, where rewards and punishments are applied for the performance and the O&M operator assets are responsible for the performance of the Power Plant.
Jasa Suplai Energi Merupakan solusi cepat demi mengatasi kurangnya pasokan energi dalam jangka waktu pendek dan menengah melalui opsi penyewaan mesin pembangkit listrik yang ditawarkan oleh PLN IP Services.	1. ***Long Term Energy Supply*** Merupakan jasa penyediaan tenaga listrik, melalui pembangunan IPP (*Independent Power Producer*) jenis pembangkit mulai dari diesel, turbin gas, turbin uap, siklus ganda, hingga tenaga air ataupun pembangkit energi terbarukan dengan perjanjian jual beli listrik/*Power Purchase Agreement* (PPA) jangka panjang selama 15 tahun. 2. ***Temporary Energy Supply* (*Rental Mobile Genset*)** Merupakan jasa penyediaan tenaga listrik, melalui penyewaan pembangkit/ *rental power* jenis pembangkit diesel ataupun pembangkit listrik tenaga mesin gas, dengan masa perjanjian pekerjaan jangka waktu pendek hingga menengah yaitu 1 tahun sampai dengan 5 tahun.
Energy Supply A fast solution to overcome the lack of energy supply in short-and medium-terms through power plant rental offered by PLN IP Services.	1. **Long Term Energy Supply** Energy supply service with the construction of IPP (Independent Power Producer), type of power plant starting from diesel, gas turbine, combined cycle, to hydroelectric or renewable-energy power plant with a 15-year, long-term power purchase Agreement (PPA). 2. **Temporary Energy Supply (Rental Mobile Genset)** Energy supply service, through diesel or gas power plant rental, with short to medium-term agreement from 1 to 5 years.

Jenis Jasa Type of Services	Skema Jasa Scheme of Services
Jasa *Maintenance, Repair* dan *Overhaul* (MRO) Merupakan jasa penunjang lain di bidang pembangkitan demi memberikan solusi terbaik bagi para pelanggan sekaligus meningkatkan bisnis utama perusahaan. Dalam melaksanakan Jasa MRO PLN IP Services berusaha untuk meningkatkan unsur Sumber Daya Manusia (SDM), alat, prosedur kerja, dan aplikasi teknologi. Hal ini ditujukan demi memaksimalkan kinerja unit pembangkit.	1. ***Periodic Maintenance*** PLN IP Services menyediakan jasa pemeliharaan periodik (rawat pulih/inspeksi/ peremajaan) baik secara bertahap maupun total dengan lingkup pekerjaan meliputi: elektrikal, mekanikal, dan kontrol instrumen untuk mendukung efektifitas kerja pembangkit. 2. ***Total Maintenance Contract*** Pelayanan pemeliharaan total dalam lingkup mekanikal, elektrikal dan kontrol/instrumen unit pembangkit dalam satu paket selama jangka waktu yang ditentukan. Layanan ini meliputi penyediaan suku cadang OEM/Non OEM, bahan habis pakai, perangkat umum, pemeliharaan alat, pemeliharaan rutin, prediktif, serta preventif. 3. ***Breakdown/ Recovery/ Corrective*** Merupakan pelayanan langsung dengan melakukan inspeksi dan pemulihan pembangkit yang mengalami gangguan, termasuk program *zero-hour maintenance*. 4. ***Repair, Refurbish, Re-powering & Retrofit*** Layanan paket atau parsial berupa modernisasi, rekondisi, dan perbaikan pada beberapa bagian pembangkit. 5. ***Modification, Rehabilitation & Relocation*** Layanan pembongkaran, relokasi, perbaikan, pemasangan, modifikasi, dan pengujian komisioning yang dilindungi asuransi. 6. ***Engineering, Procurement & Construction*** Menyediakan jasa analisis teknik mesin pembangkit yang disesuaikan dengan kebutuhan serta biaya yang bersaing. Memiliki jaminan yang berkualitas, tim professional dari PLN IP Services juga mampu memberikan rekomendasi untuk meningkatkan kinerja pembangkit. 7. ***Troubleshooting*** Tim teknis PLN IP Services menganalisis sidik gangguan di berbagai bidang pembangkit. Dengan pengalaman luas yang dimiliki para tenaga ahli, kami siap memeriksa segala masalah individu maupun keseluruhan dalam sistem kontrol, instrumentasi, analisa vibrasi, hingga pengimbangan situs. 8. ***Testing & Commissioning*** Menyediakan jasa pengujian, pemeriksaan tes individu atau keseluruhan sistem kerja serta pengujian *precommissioning* dan *commissioning*.
Maintenance, Repair, and Overhaul (MRO) Services Supporting services in electricity generation sector to provide the best solutions for the customers while ensuring the continuity of energy supply. In providing MRO Services, PLN IP Services strives to develop its human capital, equipment, work procedures, and technology applications. This aims at maximizing power plant unit performance.	1. **Periodic Maintenance** PLN IP Services provides periodic maintenance services (overhaul/inspection/refurbish) either partly or totally, with the electrical, mechanical, and power plant unit instrument/control scopes to support power plant work effectiveness at the same time in a certain period. 2. **Total Maintenance Contract** Total maintenance service in the mechanical, electrical, and power plant unit instrument/control scopes in one package throughout the specified period of time. This service includes the provision of OEM/Non-OEM parts, consumable materials, general equipment, equipment maintenance, and routine, predictive, and preventive maintenance. 3. **Breakdown/ Recovery/ Corrective** Direct service by performing inspection and repair of interrupted power plant, including zero-hour maintenance. 4. **Repair, Refurbish, Re-powering & Retrofit** A package or partial service of repair, refurbish, re-powering, and retrofit of partial parts of power plant. 5. **Modification, Rehabilitation & Relocation** The service for overhaul, relocation, repair, installation, modification, and the testing of insurance protected commissioning. 6. **Engineering, Procurement & Construction** The provision of technical analytical service for power plant machinery according to the needs with competitive price. With assured quality, PLN IP Services's professional team can also provide recommendation to improve power plant performance. 7. **Troubleshooting** PLN IP Services's technical team performs troubleshooting at various power plant sectors. With vast experience, our experts are ready to troubleshoot every individual and total issue in system control, instrumentation, vibration analysis, and site balancing. 8. **Testing & Commissioning** Providing testing service, individual test or overall working system checking, and pre-commissioning and commissioning testing.

Jenis Jasa Type of Services	Skema Jasa Scheme of Services
Gas Diesel Engine Services Merupakan jasa trading dan *stockiest* bekerjasama dengan PT Wartsila Indonesia.	*Value Preposition* yang ditawarkan: 1. *Excellent Supply Chain Management* *Inventory* • Identifikasi *spare parts* berdasarkan tingkat kekritisan, tingkat ketersediaan maupun tingkat penggunaan • Penentuan *re-order point* untuk jumlah persediaan minimum dan *safety stock* untuk *fast moving spare parts* (*safety parts*) maupun *slow moving spare parts* (*exchange parts*) *Warehousing* • Penyiapan dan penentuan lokasi gudang yang strategis • Monitoring dan penyimpanan material *spare part* 2. Harga *spare parts* yang transparan 3. *Lead times* yang lebih baik 4. PLN IP Services berperan sebagai *centralized maintenance planner* untuk aset PLTD, tersedianya *record* terkait *historical services & equipment, roll in roll out part, updated running hour engine*, dukungan *service letter* 5. Jaminan kualitas OEM *Spare Parts* 6. Mendapat keunggulan prioritas produk jasa Wartsila 7. Membangun kompetensi PLTD 8. Ketersediaan TA (*Technical Advisor*) untuk *troubleshooting, improvement, technology update* 9. Pengiriman barang tepat waktu 10. Jasa *After Sales* terhadap produk yang disuplai
Gas Diesel Engine Services Trading and stockist service in collaboration with PT Wartsila Indonesia.	Value Preposition offered: 1. Excellent Supply Chain Management Inventory • Spare parts are identified by critical, availability, and usage levels • Determination of re-order points for minimum inventory quantities and safety stock for fast moving spare parts (safety parts) and slow-moving spare parts (exchange parts) Warehousing • Preparation and determination of strategic warehouse locations • Spare parts material monitoring and storage 2. Transparent spare parts prices 3. Better lead times 4. PLN IP Services acts as a centralized maintenance planner for PLTD assets, availability of records related to historical services & equipment, roll in roll out parts, updated running hour engine, service letter support 5. Quality assurance of OEM Spare Parts 6. Get the priority of Wartsila service products 7. Building PLTD competencies 8. Availability of TA (Technical Advisor) for troubleshooting, improvement, technology update 9. Delivery of goods on time 10. After Sales Services for products supplied
Jasa Lainnya Another Services	1. Jasa Relokasi Pembangkit/Konstruksi Pembangkit 2. Jasa Sistem Informasi - *Reliability Efficiency Optimization Center* (REOC) 1. Plant Relocation / Plant Construction Services 2. Information System Services - Reliability Efficiency Optimization Center (REOC)

Pada tahun 2024, fokus Perusahaan dinyatakan dalam Tema Korporat tahun 2024 yaitu "*Affirming New Identity, Strengthening the Core and Accelerating Growth,*" yang mempresentasikan 5 inisiatif pengembangan perusahaan yaitu:

1. Peningkatan *Value Creation* PLN IP Services sebagai AP *Sub Holding* PLN IP melalui peningkatan kompetensi dan layanan terutama jasa OM, MRO dan EPC dalam mendukung bisnis induk perusahaan.

In 2024, the Company's focus is reflected in the 2024 Corporate Theme, "Affirming New Identity, Strengthening the Core and Accelerating Growth," which represents five key initiatives for the company's development:

1. Enhancing the value creation of PLN IP Services as the AP Sub-Holding of PLN IP by improving competencies and services, particularly in OM, MRO, and EPC, to support the parent company's business.

2. Peningkatan *market share* Jasa O&M, MRO dan EPC di industri *oil & gas, petrochemical, mining* dan IPP serta menambah portofolio EBT.
3. Pengembangan skema *strategic partnership* untuk meningkatkan nilai tambah dan *positioning* dalam mendukung keberlanjutan serta pertumbuhan bisnis perusahaan.
4. Peningkatan *competitive advantage* IP Services melalui *Talent Capacity & Capability Building, Business Process Improvement, Digitalization and Business Research Intelligent*.
5. *Zero Accident* dan *Implementasi ESG* sesuai dengan *Road Map*.

2. Increasing market share in O&M, MRO, and EPC services within the oil & gas, petrochemical, mining, and IPP industries, while expanding the portfolio of EBT.
3. Developing strategic partnerships to enhance value addition and positioning in supporting the company's sustainability and business growth.
4. Strengthening competitive advantage for IP Services through talent capacity and capability building, business process improvement, digitalization, and business research intelligence.
5. Zero accidents and implementing ESG initiatives aligned with the Roadmap.

KEANGGOTAAN ASOSIASI
Association Membership

Nama Asosiasi/Perhimpunan Associations/Community Name	Posisi di Asosiasi/Perhimpunan Position in Association/Community	Skala Scale
Asosiasi HAKIT (Himpunan Ahli Pembangkit Tenaga Listrik Indonesia) LPL - HAKIT. HAKIT Association (Association of Indonesian Power Plant Experts) LPL - HAKIT.	Anggota Member	Nasional National
Asosiasi Kontraktor Nasional (ASKONAS) National Contractors Association (ASKONAS)	Anggota Member	Nasional National
Asosiasi Kontraktor Listrik Indonesia (AKLI) Indonesian Electrical Contractors Association (AKLI)	Anggota Member	Nasional National
Asosiasi Perusahaan Klining Servis Indonesia (APKLINDO) Indonesian Cleaning Service Companies Association (APKLINDO)	Anggota Member	Nasional National



WILAYAH OPERASIONAL
Operational Area



PLTU	PLTP	PLTA	PLTGU/ PLTDG
27 Unit 11.569 MW	4 Unit 726 MW	4 Unit 1.276,36 MW	6 Unit 7.347 MW

PLTD	PLHS	PLTMG	BMPP
3 Unit 150,8 MW	1 Unit 3,5 MW	4 Unit 378,5 MW	2 Unit 107,4 MW

Total Kapasitas:
Total Capaticy:
60 Unit
21. 559 MW


O&M PLTU Teluk Bayur
Kalimantan Timur
(2 x 7MW)
PLTMG Ambon (30MW)
PLTMG Manokwari
(20MW)
PLTU Barru (2 x 50MW)
O&M PLTMG
Jayapura Peaker
(2 x 10MW)
PLTMG Jayapura
(50MW)
PLTMG Sorong
(50MW)
O&M PLTMG
MPP Biak
(10MW)
O&M PLTU
Haltecamp, Papua
(2 x 10MW)
BMPP Nusantara 2
(60MW)
BMPP Nusantara 1
(60MW)
O&M PLTMG
MPP Nabire
(10MW)
PLTMG Timika
(10WM)
PLTMG MArauke
(20WM)
O&M PLTP Ulumbu
Nusa Tenggara Timur
(9MW)
Supplay Energy Tenau
(40MW)

No.	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
1	PLTD Tenau	40 MW	Suplai Energi Listrik Electricity Supply	Jl Yos Sudarso Kec Alak, Kupang - NTT, 85224 Jl. Yos Sudarso, Alak, Kupang – East Nusa Tenggara, 85224
2	PLTD MFO NUSA PENIDA	10 MW	Suplai Energi Listrik Electricity Supply	Jl. Nusa Penida No. 53 Kutampi Kaler Kab. Klungkung - Pulau Nusa Penida - Bali 80771 Jl. Nusa Penida No. 53, Kutampi Kaler, Klungkung Regency – Nusa Penida Island – Bali, 80771
3	PLTU PANGKALAN SUSU	2 X 200 MW	Jasa O&M (*Support*) O&M Services (Support)	Desa Tanjung Pasir, Kec. Pangkalan Susu Kab. Langkat, Sumatera Utara Tanjung Pasir Village, Pangkalan Susu District, Langkat Regency, North Sumatra
4	PLTMN SEI WAMPU	96XG+MV9	Jasa O&M (*Support*) O&M Services (Support)	Perkebunan Marike, Kutambaru, Langkat Regency, North Sumatra 20773 Farm Marike, Kutambaru, Langkat Regency, North Sumatra 20773
5	PLTMG NIAS	25 MW	Jasa O&M (*Support*) O&M Services (Support)	Tripatra Site Office Project MPP Nias 25 MW project Jl.Turendra. Kecamatan Gunungsitoli Idanoi, Nias, Sumatera Utara Tripatra Site Office for the 25 MW MPP Nias Project,Jl. Turendra, Gunungsitoli Idanoi, Nias, North Sumatra
6	PLTU LABUAN ANGIN	115 MW	Jasa O&M (*Support*) O&M Services (Support)	Desa Labuhan Angin, Sibolga, Tapanuli Tengah, Sumut Labuhan Angin Village, Sibolga, Tapanuli Tengah, North Sumatra
7	PLTMG BALOI	30 MW	Supply Energi Supply Energi	Jl Jend. Sudirman, Komplek PLN Batam GI Sei Baloi, Sukajadi, Batam Kota Jl. Jend. Sudirman, PLN Batam GI Sei Baloi Complex, Sukajadi, Batam Kota
8	PLTGU CILEGON	740 MW	asa O&M (*Support*) Alat Bantu Apparatus O&M Services (Support)	Jl. Raya Bojonegara Salira, Desa Margasari Kecamatan Pulo Ampel, Kab Serang - Banten Jl. Raya Bojonegara Salira, Margasari Village, Pulo Ampel District, Serang Regency – Banten
9	PLTU LABUAN	2 X 300 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl, Laba Terusan Panimbang, Desa Sukamaju Kec. Labuan, Pandeglang, Banten 42264 Jl. Laba Terusan Panimbang, Sukamaju Village, Labuan District, Pandeglang – Banten, 42264
10	PLTU BSLA	1 X 625 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Anyer KM 120, Kelurahan Suralaya, Kecamatan Pulomerak, Cilegon, Banten 42439 Jl. Anter KM 120, Suralaya Subdistrict, Pulomerak District, Cilegon – Banten, 42439
11	PLTU SURALAYA	3400 MW	Jasa O&M (*Support)* O&M Services (Support)	Jl. Yos Sudarso, Kelurahan Suralaya, Kecamatan Pulomerak, Cilegon, Banten 42439 Jl. Yos Sudarso, Suralaya Subdistrict, Pulomerak District, Cilegon – Banten, 42439
12	PLTU PELABUHAN RATU	3 X 315 MW	Jasa O&M *(Support*) O&M Services (Support)	Jl. Pelita Kampung Cipatuguran, Desa Jayanti Kec. Pelabuhan Ratu, Kab. Sukabumi - Jawa Barat, 43364 Jl. Pelita, Cipatuguran Hamlet, Jayanti Village, Pelabuhan Ratu District, Sukabumi Regency – West Java, 43364
13	PLTA MALABAR CILAKI	7 MW	Jasa O&M (*Support*) O&M Services (Support)	Margaluyu, Pangalengan, Bandung Regency, West Java 40378 Margaluyu, Pangalengan, Bandung Regency, West Java 40378
14	PLTP KAMOJANG	3 X 350 MW	Jasa O&M (*Support*) Alat Bantu Auxiliary O&M Services (Support)	Komp. Indonesia Power, Jl. Raya Kamojang Desa Laksana, Kec. Ibun, Bandung Indonesia Power Complex, Jl. Raya Kamojang, Laksana Village, Ibun District, Bandung
15	PLTD SENAYAN	6 X 17 MW	Jasa O&M (*Support*) Alat Bantu Auxiliary O&M Services (Support)	Jl. Tentara Pelajaran, RT 7/RW. 7 Grogol Utara, Kec. Kebayoran Lama, Jakarta, Daerah Khusus Ibukota Jakarta 12210 Jl. Tentara Pelajar, RT 7/RW 7, Grogol Utara, Kebayoran Lama District, Jakarta, Special Capital Region of Jakarta, 12210

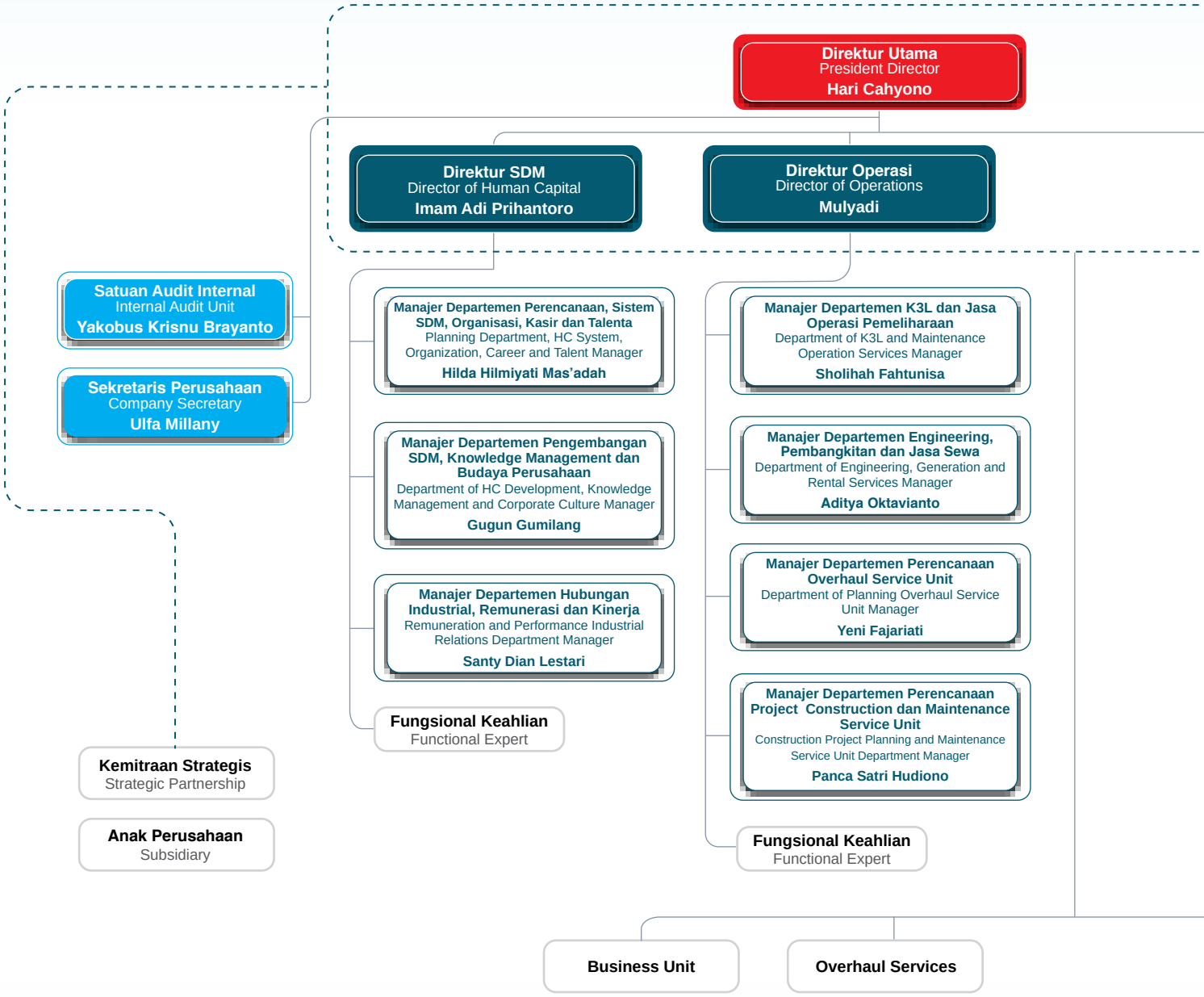
No.	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
16	PLTGU PRIOK	1920 MW	Jasa O&M (*Support*) Alat Bantu Auxiliary O&M Services (Support)	Jl. Laksamana RE Martadinata, Ancol, Kel. Pademangan, Kec. Pademangan, Jakarta Utara 14310 Jl. Laksamana RE Martadinata, Ancol, Pademangan Subdistrict, Pademangan District, North Jakarta, 14310
17	PLTA JATIGEDE	110 MW	Jasa O&M (*Support*) O&M Services (Support)	Kadujaya, Jatigede, Sumedang Regency, West Java 45377 Kadujaya, Jatigede, Sumedang Regency, West Java 45377
18	PLTA SAGULING	844,26 MW	Jasa O&M O&M Services	Komplek PLN Cioray Tromol Pos No. 7, Rajamandala Kab. Bandung 40554 PLN Cioray Complex, Tromol Pos No. 7, Rajamandala, Bandung Regency, 40554
19	PLTGU SEMARANG	1920 MW	Jasa O&M (*Support*) Alat Bantu Apparatus O&M Services (Support)	Komp, Pelabuhan Tanjung Mas, Jl. Ronggowarsito, Kota Semarang, Jawa Tengah 50174 Tanjung Mas Port Complex, Jl. Ronggowarsito, Semarang City, Central Java, 50174
20	PLTA MRICA	310 MW	Jasa O&M O&M Services	Jl. Raya Banyumas KM. 8. Kota. Banjarnegara, Jawa Tengah 53471. Jl. Raya Banyumas KM 8, Banjarnegara City, Central Java, 53471
21	PLTU ADIPALA	1 X 660 MW	Jasa O&M (*Support*) O&M Services (Support)	Desa Bunton, Kec. Adipala, Kab. Cilacap Jawa Tengah 53271 Bunton Village, Adipala District, Cilacap Regency, Central Java 53271
22	PLTU JERANJANG	3 X 25 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Raya PLTU Jeranjang, Desa Taman Ayu, Kec. Gerung, Lombok Barat, Mataram, Nusa Tenggara Barat Jl. Raya PLTU Jeranjang, Taman Ayu Village, Gerung District, West Lombok, Mataram, West Nusa Tenggara
23	ENERGY SUPPLY PRINGGABAYA	30 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Raya Labuhan Lombok, Lombok Timur, Nusa Tenggara Barat. Jl. Raya Labuhan Lombok, Lombok Timur, Nusa Tenggara Barat.
24	PLTDG PESANGGARAN	200 MW	Jasa O&M (*Support*) O&M Services (Support)	Tarjun, Kelumpang Hilir, Kotabaru Regency, South Kalimantan Tarjun, Kelumpang Hilir, Kotabaru Regency, South Kalimantan
25	PLTP ULUMBU	11 MW	Jasa O&M (*Support*) O&M Services (Support)	Desa Wewo, Kec. Satarmese, Kab Manggarai, Flores - NTT Wewo Village, Satarmese District, Manggarai Regency, Flores - East Nusa Tenggara (NTT)
26	PLTU KALBAR 1	200 MW	Jasa O&M O&M Services	Karimunting, Sungai Raya Kepulauan, Kabupaten Bengkayang, Kalimantan Barat 79271 Karimunting, Sungai Raya Kepulauan District, Bengkayang Regency, West Kalimantan, 79271
27	PLTU SANGGAU	2 X 7 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Sempiyang, RT. 012, RW. 003, Kec. Kapuas, Kab. Sanggau, Kalimantan Barat Jl. Sempiyang, RT 012/RW 003, Kapuas District, Sanggau Regency, West Kalimantan
28	PLTU SINTANG	3 X 7 MW	Jasa O&M (*Support*) O&M Services (Support)	Desa Sungai Ringin, Kec. Sintang, Kab. Sintang, Kalimantan Barat Sungai Ringin Village, Sintang District, Sintang Regency, West Kalimantan
29	PLTU BENGKAYANG	150 MW	Jasa O&M O&M Services	Karimunting, Sungai Raya Kepulauan, Kabupaten Bengkayang, Kalimantan Barat 79271 Karimunting, Sungai Raya Kepulauan District, Bengkayang Regency, West Kalimantan, 79271
30	PLTU TELUK BAYUR	2 X 7 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Pulau Sambit, No. 764, RT 05, Kel.Tanjung Redeb, Kec.Tanjung Redeb, Kab Berau 77315 Jl. Pulau Sambit No. 764, RT 05, Tanjung Redeb, Tanjung Redeb District, Berau Regency, 77315
31	PLTU Berau	5 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Pulau Sambit, No. 764, RT 05, Kel.Tanjung Redeb, Kec.Tanjung Redeb, Kab Berau 77315 Jl. Pulau Sambit No. 764, RT 05, Tanjung Redeb, Tanjung Redeb District, Berau Regency, 77315

No.	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
32	PLTMG BONTANG	30 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl Asmawarwan No 18 Kel Kanaan, Kec. Bontang Barat, Bontang - Kaltim Jl. Asmawarwan No. 18, Kanaan Subdistrict, Bontang Barat District, Bontang City – East Kalimantan
33	PLTU ASAM-ASAM	460 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl Raya Banjarmasin-Kotabaru, Km 122 Ds. Asam-asam, Kec. Jorong Pelaihari, Kab Tanah Laut, Kalsel 70882 Jl. Raya Banjarmasin–Kotabaru KM 122, Asam-Asam Village, Jorong Pelaihari District, Tanah Laut Regency, South Kalimantan, 70882
34	PLTU ITP TARJUN	55 MW	Jasa O&M (*Support*) O&M Services (Support)	Tarjun, Kelumpang Hilir, Kotabaru Regency, South Kalimantan Tarjun, Kelumpang Hilir, Kotabaru Regency, South Kalimantan
35	PLTU BARRU	2 X 50 MW	Jasa O&M (*Support*) O&M Services (Support)	Desa Bawasaloe, Kec. Balusu, Kab. Barru, Sulawesi Selatan Bawasaloe Village, Balusu District, Barru Regency, South Sulawesi
36	BMPP NUSANTARA 1	60 MW	Jasa O&M O&M Services	Desa Waai, Kecamatan Salahutu, Maluku Tengah Waai Village, Salahutu District, Central Maluku Regency
37	BMPP NUSANTARA 2	60 MW		Wolo, Kolaka Regency, South East Sulawesi Wolo, Kolaka Regency, South East Sulawesi
38	PLTMG SORONG	50 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Durian Dusun Anok, RT 04, RW. 01, Distrik Mayamuk, Papua Barat, Sorong 98418 Jl. Durian, Anok Hamlet, RT 04/RW 01, Mayamuk District, Sorong, West Papua, 98418
39	PLTMG MANOKWARI	20 MW	asa O&M (*Support*) O&M Services (Support)	Jl.Trikora Arfai II KM 19, Kel. Anday, Distrik Manokwari Selatan, Provinsi Papua Barat 98315 Jl. Trikora Arfai II KM 19, Anday Subdistrict, South Manokwari District, West Papua Province, 98315
40	PLTMG NABIRE	10 MW	Jasa O&M (*Support)* O&M Services (Support)	Jl. Christina MarthaTiahahu, Kel. Kalibobo Kab. Nabire, Provinsi Papua Jl. Christina Martha Tiahahu, Kalibobo Subdistrict, Nabire Regency, Papua Province
41	PLTMG BIAK	10 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Raya Sorindo - Urfu. Yendidori, Kabupaten Biak Numfor, Papua 98155 Jl. Raya Sorindo–Urfu, Yendidori, Biak Numfor Regency, Papua, 98155
42	PLTMG JAYAPURA (PEAKER)	45 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Abepura2, Kelurahan Koya Barat, Distrik Muara Tami, Kota Jayapura, Papua Kode pos 99351 Jl. Abepura 2, Koya Barat Subdistrict, Muara Tami District, Jayapura City, Papua, 99351
43	PLTMG JAYAPURA	50 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Abepura2, Kelurahan Koya Barat, Distrik Muara Tami, Kota Jayapura, Papua Kode pos 99351 Jl. Abepura 2, Koya Barat Subdistrict, Muara Tami District, Jayapura City, Papua, 99351
44	PLTU HOLTEKAMP PAPUA	20 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Hanurata KM 9, Kampung Holtekamp Distrik Muara Tami, Jayapura Jl. Hanurata KM 9, Holtekamp Village, Muara Tami District, Jayapura
45	PLTMG TIMIKA	10 MW	Jasa O&M (*Support*) O&M Services (Support)	Jl. Poros Desa Pomako, Kabupaten Mimika Papua 99910 Jl. Poros, Pomako Village, Mimika Regency, Papua, 99910
46	PLTMG MERAUKE	20 MW	Jasa O&M (*Support*) O&M t (Support)	Jl, Noari (Komplek Pelabuhan Perikanan Nusantara (PPN) Merauke, Kelurahan Karang Indah, Kab, Merauke - Papua Jl. Noari (Nusantara Fisheries Port Complex/PPN Merauke), Karang Indah Subdistrict, Merauke Regency, Papua
47	Suralaya PGU, PLTU 1-7	3.400	Jasa O&M (*Support*) O&M Services (Support)	Jl. Raya Merak, Suralaya, Kec. Pulomerak, Kota Cilegon, Banten 42439 Jl. Raya Merak, Suralaya, Kec. Pulomerak, Kota Cilegon, Banten 42439
48	Bali PGU, Relokasi Grati	200	Jasa O&M (*Support*) O&M Services (Support)	Pesanggaran, Bali Pesanggaran, Bali

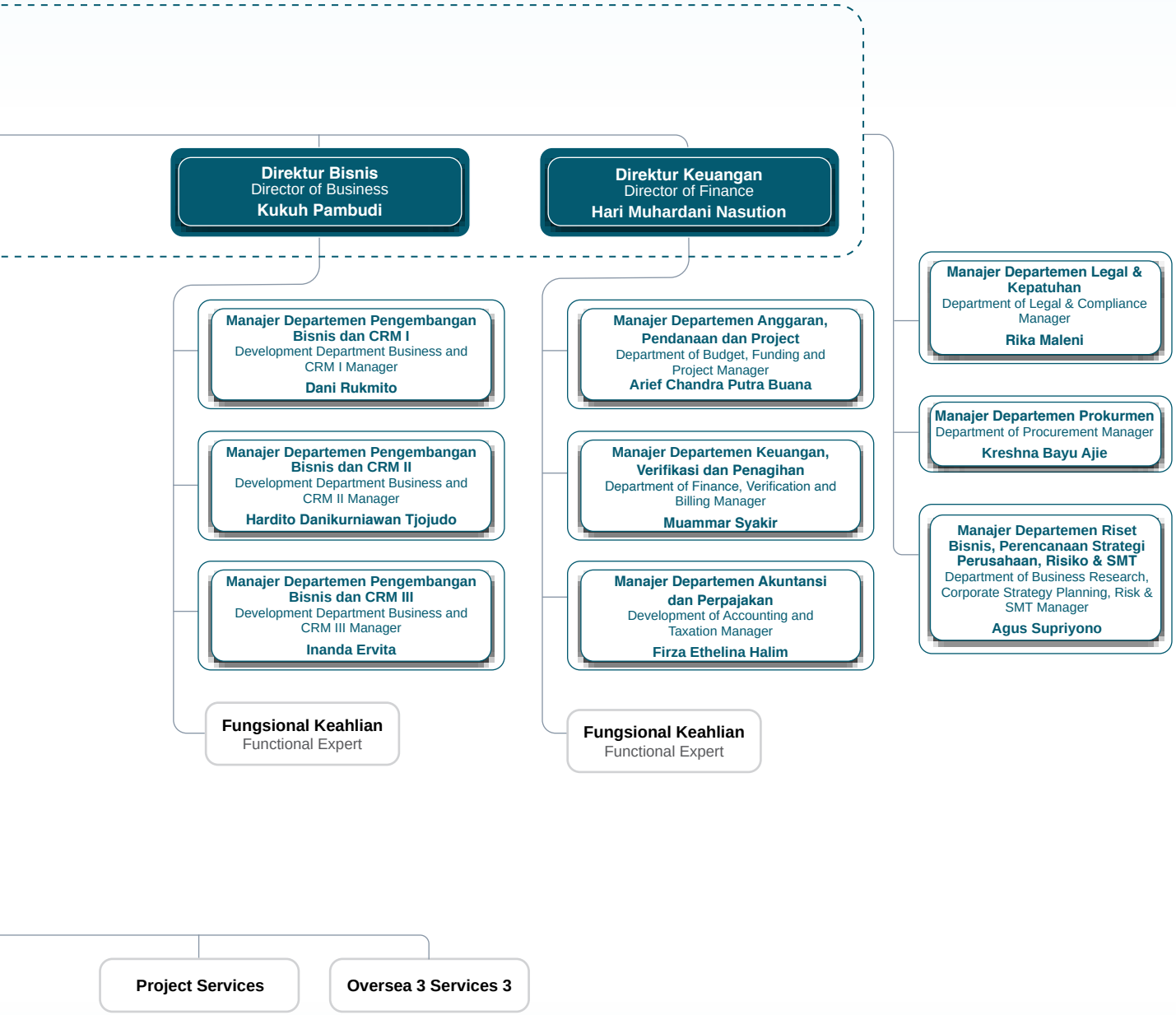
No.	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
49	PLTU Banten 2 Labuan (2x300 MW)	600	Jasa O&M (*Support*) O&M Services (Support)	Sukamaju, Labuan, Pandeglang Regency, Banten 42264 Sukamaju, Labuan, Pandeglang Regency, Banten 42264
50	PLTU Banten 3 Lontar (3x315 MW)	945	Jasa O&M (*Support*) O&M Services (Support)	Lontar, Kemiri, Tangerang Regency, Banten Lontar, Kemiri, Tangerang Regency, Banten
51	PLTU Bengkayang	100	Jasa O&M O&M Services	Unnamed Road, Karimunting, Sungai Raya Kepulauan, Kabupaten Bengkayang, Kalimantan Barat 79271 Unnamed Road, Karimunting, Sungai Raya Kepulauan, Kabupaten Bengkayang, Kalimantan Barat 79271
52	PLTP Ulebelu	220	Jasa O&M O&M Services	Hutan, Ulubelu, Tanggamus Regency, Lampung 35387 Hutan, Ulubelu, Tanggamus Regency, Lampung 35387
53	PLTP Lahendong	120	Jasa O&M O&M Services	Leilem Dua, Sonder, Minahasa Regency, North Sulawesi Leilem Dua, Sonder, Minahasa Regency, North Sulawesi
54	PLTU Kepri	14	Jasa O&M (*Support*) O&M Services (Support)	Kabil, Nongsa, Kota Batam, Kepulauan Riau 29467 Kabil, Nongsa, Batam City, Kepulauan Riau 29467
55	PLTU Teluk Sirih	112	Jasa O&M O&M Services	Central Teluk Kabung, Bungus Teluk Kabung, Padang City, West Sumatra Central Teluk Kabung, Bungus Teluk Kabung, Padang City, West Sumatra
56	PLTU Ombilin	200	Jasa O&M O&M Services	Sijantang Koto, Talawi, Sawahlunto, West Sumatra 27443 Sijantang Koto, Talawi, Sawahlunto, West Sumatra 27443
57	PLTU Bukit Tinggi	79	Jasa O&M O&M Services	Simpang Tiga Sentral Padang Luar KM.1, Bukittinggi, Sumatera Barat Simpang Tiga Sentral Padang Luar KM.1, Bukittinggi, West Sumatra
58	PLTU Bengkulu	200	Jasa O&M (*Support*) O&M Services (Support)	Teluk Sepang, Kampung Melayu, Bengkulu City, Bengkulu 38216 Teluk Sepang, Kampung Melayu, Bengkulu City, Bengkulu 38216
59	PLTU Kramasan	40	Jasa O&M (*Support*) O&M Services (Support)	South Sumatra, Palembang City, Kertapati, Kemang Agung, Kemang Agung Kertapati 30146 South Sumatra, Palembang City, Kertapati, Kemang Agung, Kemang Agung Kertapati 30146
60	PLHS Penida	3,5	Jasa O&M (*Support*) O&M Services (Support)	Suana, Nusa Penida, Klungkung Regency, Bali 80771 Suana, Nusa Penida, Klungkung Regency, Bali 80771

STRUKTUR ORGANISASI
Organizational Structure

Perusahaan telah melakukan pembaruan atas Struktur Organisasi Perusahaan dalam rangka penyelarasan proses bisnis guna menciptakan fleksibilitas dan meningkatkan kemampuan mewujudkan kinerja unggul. Perubahan telah disahkan dalam Peraturan Direksi No.129.P/PIPS/V/2024 tanggal 2 Mei 2024 tentang Struktur Organisasi PT PLN Indonesia Power Services.



The Company has updated its organizational structure to align business processes, aiming to create flexibility and improve the ability to achieve outstanding performance. The changes were approved in the Board of Directors' Regulation No. 129.P/PIPS/V/2024 dated May 2, 2024, regarding the organizational structure of PT PLN Indonesia Power Services.



DIREKSI
Board Of Directors



Imam Adi Prihantoro
Direktur Sumber Daya Manusia
Director of Human Capital

Metty Kronika Indirawati
Direktur Keuangan
President Director

Hari Cahyono
Direktur Utama
President Director

Amir Murtono
Direktur Operasi
Director of Operation

Lasiran
Direktur Bisnis
Director of Business

PROFIL DIREKSI
Profile of Board of The Directors



Hari Cahyono
Direktur Utama
President Director

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Depok
Depok

Usia
Age
51 tahun per 31 Desember 2024
51 years old as of December 31, 2024

Periode
2024-2026

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Utama berdasarkan Keputusan Pemegang Saham Secara Sirkuler No.015.K/010/RUPS/CDB/2023 dan dikukuhkan melalui Akta Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024.

Sertifikasi
- Lokakarya Kompetensi Insinyur Profesional (LKIP)
- Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Fisika di Institut Teknologi Sepuluh Nopember (ITS) (1997)
- S2 Teknik Mesin di Institut Teknologi Bandung(2010)

Riwayat Pekerjaan
- *Senior Specialist* Operasi Pembangkit Batubara (2021-2023)
- *General Manager* PT PLN (Persero) Tanjung Jati B (2022-2023)
- VP Pengelolaan Aset Pembangkit Listrik RJMB (2021-2022)
- Kepala Divisi Pembangkitan PT Indonesia Power (2017-2021)

Rangkap Jabatan
Tidak Ada

Pelatihan
- Pelatihan *Qualified Risk Governance Professional* (QRGP) CRMS
- Pendidikan dan Pelatihan "Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*"

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2024-2026

Legal Basis of Appointment
Appointed as President Director based on Circular Shareholders' Resolution No. 015.K/010/RUPS/CDB/2023 and confirmed by the Shareholders' Resolution Deed of PT Cogindo DayaBersama No. 02 dated January 5, 2024.

Certification
- Professional Engineer Competency Workshop (LKIP)
- Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor of Physics at Sepuluh Nopember Institute of Technology (ITS) (1997)
- Master of Mechanical Engineering at Bandung Institute of Technology (2010)

Professional Experience
- Senior Specialist of Coal Plant Operation (2021-2023)
- General Manager of PT PLN (Persero) Tanjung Jati B (2022- 2023)
- VP Asset Management of RJMB Power Plant (2021-2022)
- Head of Generation Division of PT Indonesia Power (2017-2021)

Concurrent Position
None

Training
- Qualified Risk Governance Professional (QRGP) CRMS Training
- "Empowering Strategic Leadership Through Business and Financial Acumen" Training and Education

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Diangkat sebagai Direktur Utama menggantikan Bapak Ade Hendratno berdasarkan Keputusan RUPS No. 02 tanggal 5 Januari 2024
*) Appointed as President Director replacing Mr. Ade Hendratno based on GMS Decision Number dated January 5, 2024.



Imam Adi Prihantoro

Direktur Sumber Daya Manusia
Director of Human Capital

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Bekasi
Bekasi

Usia
Age
46 tahun per 31 Desember 2024
46 years old as of December 31, 2024

Periode
2024-2026

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Utama berdasarkan Keputusan Pemegang Saham Secara Sirkuler No.015.K/010/RUPS/CDB/2023 dan dikukuhkan melalui Akta Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024.

Sertifikasi
- *Action Plan Development Based on Baldrige Assessment Feedback IQA 2016 dan Changes in Baldrige Excellence Framework 2017*
- Sertifikasi Qualified Risk Governance Professional (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Komunikasi di Universitas Sebelas Maret (2002)
- S2 Psikologi di Universitas Indonesia (2015)

Riwayat Pekerjaan
- Manajemen Menengah Bidang SDM KP Tugas Karya ke PT CDB (2023)
- Vice President Human Capital Development (2023)
- Manager Talenta PT Indonesia Power (2017 -2019)
- Manager Rekrutmen dan Pengembangan Karir PT Indonesia Power (2013-2017)

Rangkap Jabatan
Tidak Ada

Pelatihan
- Pelatihan Q*ualified Risk Governance Professional* (QRGP) CRMS
- Pendidikan dan Pelatihan "Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*"

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2024-2026

Legal Basis of Appointment
Appointed as President Director based on Circular Shareholders' Resolution No. 015.K/010/RUPS/CDB/2023 and confirmed by the Shareholders' Resolution Deed of PT Cogindo DayaBersama No. 02 dated January 5, 2024.

Certification
- Action Plan Development Based on Baldrige Assessment Feedback IQA 2016 dan Changes in Baldrige Excellence Framework 2017
- Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor of Communication at Sebelas Maret University (2002)
- Master of Psychology at University of Indonesia (2015)

Professional Experience
- Middle Management of HC Division KP Work Assignment to PT CDB (2023)
- Vice President Human Capital Development (2023)
- Talent Manager PT Indonesia Power (2017-2019)
- Manager of Recruitment and Career Development PT Indonesia Power (2013-2017)

Concurrent Position
None

Training
- Qualified Risk Governance Professional (QRGP) CRMS Training
- "Empowering Strategic Leadership Through Business and Financial Acumen" Training and Education

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Diangkat sebagai Direktur Sumber Daya Manusia menggantikan Bapak R. Triyono Budi P. berdasarkan Keputusan RUPS No. 02 tanggal 5 Januari 2024
*) Appointed as Director of Human Capital replacing Mr. R. Triyono Budi P. based on GMS Decision Number dated January 5, 2024.



Kukuh Pambudi

Pelaksana Tugas Direktur Bisnis
Acting Director of Business

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Purwokerto
Purwokerto

Usia
Age
48 tahun per 31 Desember 2024
48 years old as of December 31, 2024

Periode
Periode 2 (16 Agustus 2024 - 30 April 2025)

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Bisnis berdasarkan Surat Keputusan Pemegang Saham Secara Sirkuler No. 011.K/010/RUPS-CDB/2021 tanggal 19 Agustus 2021 yang dikukuhkan melalui Akta Keputusan Pemegang Saham No.05 Tanggal 03 September 2021 dan diangkat kembali berdasarkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Surat Keputusan Pemegang Saham No.005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025 yang dikukuhkan melalui Akta Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 02 tanggal 3 Februari 2025.

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
S1 Elektro/ Listrik Universitas Diponegoro (2001)

Riwayat Pekerjaan
- General Manager PLTU Pangkalan Susu Operation dan Maintenance Services Unit (2019-2020)
- General Manager of PLTU Jawa Tengah 2 Adipala Operation And Maintenance Services Unit (2020-2021)
- Eksekutif Senior Bidang Operasi Pembangkit KP Tugas Karya ke PT CDB (2021)

Rangkap Jabatan
Tidak Ada

Pelatihan
Pendidikan dan Pelatihan “Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*”

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2nd Period (August 16, 2024 - April 30, 2025)

Legal Basis of Appointment
Appointed as Director of Business based on Circular Shareholders’ Resolution No. 011.K/010/RUPS-CDB/2021 dated August 19, 2021, and confirmed by the Shareholders’ Resolution Deed No.05 September 03, 2021. Reappointed as Acting Director of Business based on Shareholders’ Resolution No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025, and confirmed by the Shareholders’ Resolution Deed of PT PLN Indonesia Power Services No. 02 dated February 3, 2025.

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
Bachelor of Electrical Engineering from Diponegoro University (2001)

Professional Experience
- General Manager of Operation and Maintenance Services Unit at PLTU Pangkalan Susu (2019-2020)
- General Manager of Adipala Operation And Maintenance Services Unit at PLTU Jawa Tengah 2 (2020-2021)
- Senior Executive in Power Plant Operations, KP Tugas Karya, assigned to PT CDB (2021)

Concurrent Position
None

Training
“Empowering Strategic Leadership Through Business and Financial Acumen” Training and Education

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.



Lasiran*

Pelaksana Tugas Direktur Bisnis
Acting Director of Business

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia
Age
55 tahun per 31 Desember 2024
55 years old as of December 31, 2024

Periode
Periode 1 (1 Mei 2025 - Sekarang)

Dasar Hukum Pengangkatan
Diangkat sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Keputusan Pemegang Saham Secara Sirkuler No.014.K/010/RUPS-PLNIPS/2025 tanggal 30 April 2025 dan dikukuhkan melalui Akta Keputusan Pemegang Saham No.01 tanggal 2 Mei 2025.

Sertifikasi
Tidak Ada.

Riwayat Pendidikan
- S1 Listrik di Universitas Brawijaya Malang (1993)
- Magister Hukum Notariat (2003)

Riwayat Pekerjaan
- General Manager PT PLN (Persero) Unit Induk Distribusi Jakarta Raya (2023-2025)
- General Manager PT PLN (Persero) Unit Induk Distribusi Jawa Timur (2022-2023)
- General Manager PT PLN (Persero) Unit Induk Wilayah Nusa Tenggara Barat (2020-2022)

Rangkap Jabatan
Tidak Ada

Pelatihan
- Workshop Penerangan Hukum Oleh Kejaksaan Agung RI
- HCBP Forum dan Direktorat LHC Mendengar dan Memberi Solusi
- Hapua *Sustainability* Day x 2024
- *Leaders Talk Series 1 2024 - Navigating Global Uncertainty Geopolitical Risks and Business Strategy*
- *Strategic Delivering Meeting* & Memperingati 4 Tahun Akhlak
- *Fraud Risk Management Fundamental*
- Fundamental Manajemen Risiko
- Literasi Digital Sektor Pemerintahan
- Pembekalan Panelis HCBP Academy
- HCBP Forum Maret Tahun 2024
- Workshop Forum Niaga

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
1st Period (May 1, 2025 - Present)

Legal Basis of Appointment
Appointed as Acting Director of Business based on Circular Shareholders' Resolution No. 014.K/010/RUPS-PLNIPS/2025 dated April 30, 2025, and confirmed by the Shareholders' Resolution Deed No. 01 dated May 2, 2025.

Certification
None.

Educational Background
- Bachelor's Degree of Electricity from Brawijaya University Malang (1993)
- Master's Degree of Notarial Law (2003)

Professional Experience
- General Manager, PT PLN (Persero) Jakarta Raya Main Distribution Unit (2023–2025)
- General Manager, PT PLN (Persero) East Java Main Distribution Unit (2022–2023)
- General Manager, PT PLN (Persero) West Nusa Tenggara Regional Unit (2020–2022)

Concurrent Position
None

Training
- Legal Briefing Workshop by the Attorney General's Office of the Republic of Indonesia
- HCBP Forum and LHC Directorate: Listening and Providing Solutions
- Hapua Sustainability Day 2024
- Leaders Talk Series 1 – Navigating Global Uncertainty: Geopolitical Risks and Business Strategy
- Strategic Delivering Meeting & Commemoration of 4 Years of AKHLAK Core Values
- Fundamentals of Fraud Risk Management
- Fundamentals of Risk Management
- Digital Literacy for the Government Sector
- Panelist Preparation Session – HCBP Academy
- HCBP Forum – March 2024
- Trade Forum Workshop

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Diangkat sebagai Pelaksana Tugas Direktur Bisnis menggantikan Bapak Kukuh Pambudi berdasarkan Keputusan RUPS No. 01 tanggal 2 Mei 2025
*) Appointed as Acting Director of Business replacing Kukuh Pambudi based on GMS Decision Number 01 dated May 2, 2025.



Mulyadi Koto*

Direktur Operasi
Director of Operations

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Bogor
Bogor

Usia
Age
50 tahun per 31 Desember 2024
50 years old as of December 31, 2024

Periode
Period I (1 Juli 2022-24 Januari 2025)

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Operasi berdasarkan Surat Keputusan Pemegang Saham Secara Sirkuler No.008.K/010/RUPS-CDB/2022 yang dikukuhkan melalui Akta Keputusan Pemegang Saham No.09 tanggal 12 Juli 2022.

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Elektro/Listrik, Universitas Indonesia (1999)
- S2 Manajemen Institut Pertanian Bogor (2017)

Riwayat Pekerjaan
- General Manager of Grati Power Generation and O&M Services Unit (2019-2020)
- General Manager of Semarang Power Generation Unit PT Indonesia Power (2020-2022)
- Senior Analyst of Power Generation PT Indonesia Power (2022)

Rangkap Jabatan
Tidak Ada

Pelatihan
Pendidikan dan Pelatihan "Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*"

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
1st Period I (July 1, 2022 - January 24, 2025)

Legal Basis of Appointment
Appointed as Director of Operations based on Circular Shareholders' Resolution No. 008.K/010/RUPS-CDB/2022 and confirmed by the Shareholders' Resolution Deed No. 09 dated July 12, 2022.

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor of Electrical Engineering from University of Indonesia (1999)
- Master of Management from Bogor Agricultural University (2017)

Professional Experience
- General Manager of Grati Power Generation and O&M Services Unit (2019-2020)
- General Manager of Semarang Power Generation Unit at PT Indonesia Power (2020-2022)
- Senior Analyst of Power Generation at PT Indonesia Power (2022)

Concurrent Position
None

Training
"Empowering Strategic Leadership Through Business and Financial Acumen" Training and Education

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Dibebastugaskan sebagaimana keputusan Pemegang Saham dalam RUPS tanggal 3 Februari 2025

*) Honorably dismissed according to the decision of the Shareholders at the GMS held on February 3, 2025



Hari Muhardani Nasution*

Direktur Keuangan
Director of Finance

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Tangerang
Tangerang

Usia
Age
48 tahun per 31 Desember 2024
48 years old as of December 31, 2024

Periode
Periode 1 (18 Agustus 2021- 24 Januari 2025)

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Keuangan berdasarkan Surat Keputusan Pemegang Saham Secara Sirkuler No. 011.K/010/RUPS-CDB/2021 tanggal 19 Agustus 2021 yang dikukuhkan melalui Akta Keputusan Pemegang Saham No.05 tanggal 3 September 2021.

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Ekonomi Manajemen Universitas Gadjah Mada (2000)
- S2 Hukum Universitas Indonesia (2014)

Riwayat Pekerjaan
- Ahli Litigasi dan Advokasi (2015-2016)
- Direktur Keuangan PT GCLIT (2016-2021)

Rangkap Jabatan
Tidak Ada

Pelatihan
Pendidikan dan Pelatihan "Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*"

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
1st Period (August 18, 2021-)

Legal Basis of Appointment
Appointed as Director of Finance based on Circular Shareholders' Resolution No. 011.K/010/RUPS-CDB/2021 dated August 19, 2021, and confirmed by the Shareholders' Resolution Deed No. 05 dated September 3, 2021.

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor of Management from Gadjah Mada University (2000)
- Master of Law from University of Indonesia (2014)

Professional Experience
- Litigation and Advocacy Expert (2015-2016)
- Finance Executive Assigned to PT GCLIT (2016-2021)

Concurrent Position
None

Training
"Empowering Strategic Leadership Through Business and Financial Acumen" Training and Education

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Dibebastugaskan sebagaimana keputusan Pemegang Saham dalam RUPS tanggal 3 Februari 2025

*) Honorably dismissed according to the decision of the Shareholders at the GMS held on February 3, 2025



Amir Murtono*

Pelaksana Tugas Direktur Operasi
Acting Director of Operation

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Malang
Malang

Usia
Age
49 tahun per 31 Desember 2024
49 years old as of December 31, 2024

Periode
Periode 1 (2025-sekarang)

Dasar Hukum Pengangkatan
Diangkat sebagai Pelaksana Tugas Direktur Operasi berdasarkan Surat Keputusan Pemegang Saham No.005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025 yang dikukuhkan melalui Akta Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 02 tanggal 3 Februari 2025.

Sertifikasi
- Sertifikasi Behaviour Based Safety (*Leadership In Safety*)
- Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
S1 Elektronik/Listrik Universitas Gadjah Mada (2000)

Riwayat Pekerjaan
- Senior Manager Teknik dan Umum MSU (2022-2023)
- Deputi General Manager Bidang Teknik dan Umum MSU (2020)
- Manajer Quality Assurance MSU (2019)

Rangkap Jabatan
Tidak Ada

Pelatihan
- Pendidikan dan Pelatihan Pedoman Pengadaan Barang/Jasa
- Pelatihan *Qualified Risk Governance* Professional (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
1st Period (2025-present)

Legal Basis of Appointment
Appointed as Acting Director of Operations based on Shareholders' Resolution No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025, and confirmed by the Shareholders' Resolution Deed of PT PLN Indonesia Power Services No. 02 dated February 3, 2025.

Certification
- Certification of Behaviour Based Safety (Leadership In Safety)
- Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
Bachelor's Degree in Electricity of Gadjah Mada University (2000)

Professional Experience
- Senior Manager of Engineering and General Affairs, MSU (2022-2023)
- Deputy General Manager of Engineering and General Affairs, MSU (2020–2022)
- Quality Assurance Manager, MSU (2019–2020)

Concurrent Position
None

Training
- Education and Training Guidelines for Procurement of Goods/ Services
- Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Diangkat sebagai Pelaksana Tugas Direktur Operasi menggantikan Bapak Mulyadi Koto berdasarkan Keputusan RUPS No. 02 tanggal 3 Februari 2025
*) Appointed as Acting Director of Operations, replacing Mr. Mulyadi Koto, based on the GMS Decision No. 02 dated February 3, 2025.



Metty Kronika Indirawati*

Pelaksana Tugas Direktur Keuangan
Acting Director of Finance

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta Selatan
South Jakarta

Usia
Age
52 tahun per 31 Desember 2024
52 years old as of December 31, 2024

Periode
Periode 1 (2025)

Dasar Hukum Pengangkatan
Diangkat sebagai Pelaksana Tugas Direktur Keuangan berdasarkan Surat Keputusan Pemegang Saham No.005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025 yang dikukuhkan melalui Akta Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 02 tanggal 3 Februari 2025.

Sertifikasi
- Sertifikasi Workshop Akuntansi Investasi pada Entitas Asosiasi, Ventura Bersama, Kerjasama Operasi dan Biaya HCM
- Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Manajemen Universitas Diponegoro (1995)
- S2 Bidang Manajemen Universitas Indonesia (2000)

Riwayat Pekerjaan
- Eksekutif Senior Bidang Keuangan KP Tugas Karya ke PT GCLIT (2022)
- Eksekutif Bidang Keuangan KP Tugas Karya ke PT GCLIT (2021)
- Manager of Head Office and O&M Expenditure (2020-2021)

Rangkap Jabatan
Tidak Ada

Pelatihan
Pelatihan *Qualified Risk Governance Professional* (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
1st Period (2025)

Legal Basis of Appointment
Appointed as Acting Director of Finance based on Shareholders' Resolution No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025, and confirmed by the Shareholders' Resolution Deed of PT PLN Indonesia Power Services No. 02 dated February 3, 2025.

Certification
- Certification Workshop on Investment Accounting for Associates, Joint Ventures, Joint Operations, and HCM Expenses
- Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor's Degree in Economics from Diponegoro University (1995)
- Master's Degree in Management from the University of Indonesia (2000)

Professional Experience
- Senior Executive of Finance, Seconded to PT GCLIT (2022)
- Executive of Finance, Seconded to PT GCLIT (2021)
- Manager of Head Office and Operations & Maintenance Expenditures (2020–2021)

Concurrent Position
None

Training
Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Diangkat sebagai Pelaksana Tugas Direktur Keuangan menggantikan Bapak Hari Muhardani Nasution berdasarkan Keputusan RUPS No. 02 tanggal 3 Februari 2025
*) Appointed as Acting Director of Finance, replacing Mr. Hari Muhardani Nasution, based on the GMS Decision No. 02 dated February 3, 2025.

PERUBAHAN KOMPOSISI DIREKSI

Pada tahun 2024, terjadi perubahan dalam komposisi Direksi Perseroan berdasarkan Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024. Dalam keputusan tersebut, Bapak Ade Hendratno diberhentikan dengan hormat dari jabatannya sebagai Direktur Utama dan Bapak R. Triyono Budi Prayitno dari jabatannya sebagai Direktur Sumber Daya Manusia. Sebagai penggantinya, Bapak Hari Cahyono diangkat sebagai Direktur Utama dan Bapak Imam Adi Prihantoro diangkat sebagai Direktur Sumber Daya Manusia.

THE CHANGES OF COMPOSITION OF THE BOARD OF DIRECTORS

In 2024, there was a change in the composition of the Company's Board of Directors based on the Shareholders' Decision of PT Cogindo DayaBersama No. 02 dated January 5, 2024. In this decision, Mr. Ade Hendratno was respectfully dismissed as President Director, and Mr. R. Triyono Budi Prayitno from his position as Director of Human Capital. They were replaced by Mr. Hari Cahyono as President Director and Mr. Imam Adi Prihantoro as Director of Human Capital.

Sebelum Perubahan Before Change		Setelah Perubahan After Change	
Nama Name	**Jabatan** Position	**Nama** Name	**Jabatan** Position
Ade Hendratno	Direktur Utama President Director	Hari Cahyono	Direktur Utama President Director
R Triyono Budi P	Direktur Sumber Daya Manusia Director of Human Capital	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital
Kukuh Pambudi	Direktur Bisnis Director of Business	Kukuh Pambudi	Direktur Bisnis Director of Business
Mulyadi Koto	Direktur Operasi Director of Operations	Mulyadi Koto	Direktur Operasi Director of Operations
Hari Muhardani Nasution	Direktur Keuangan Director of Finance	Hari Muhardani Nasution	Direktur Keuangan Director of Finance

PERUBAHAN SUSUNAN ANGGOTA DIREKSI YANG TERJADI SETELAH TAHUN BUKU BERAKHIR SAMPAI DENGAN BATAS WAKTU PENYAMPAIAN LAPORAN TAHUNAN

Perubahan komposisi Direksi terjadi pada awal tahun 2025 berdasarkan Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 02 tanggal 3 Februari 2025. Dalam keputusan tersebut, pemegang saham memberhentikan dengan hormat Bapak Hari Muhardani Nasution dari jabatan Direktur Keuangan dan Bapak Mulyadi Koto dari jabatan Direktur Operasi. Selanjutnya, Bapak Amir Murtono diangkat sebagai Pelaksana Tugas Direktur Operasi dan Ibu Metty Kronika Indirawati sebagai Pelaksana Tugas Direktur Keuangan. Selain itu Bapak Kukuh Pambudi ditetapkan sebagai Pelaksana Tugas Direktur Bisnis. Dengan demikian, susunan Direksi menjadi sebagai berikut:

THE CHANGE OF COMPOSITION OF MEMBER THE BOARD OF DIRECTORS THAT AFTER THE END OF THE FINANCIAL YEAR UNTIL THE DEADLINE OF SUBMISSION OF ANNUAL REPORT

The composition of the Board of Directors changed at the beginning of 2025 based on the Shareholders' Decision of PT PLN Indonesia Power Services No. 02 dated February 3, 2025. In this decision, the shareholders respectfully dismissed Mr. Hari Muhardani Nasution as Director of Finance and Mr. Mulyadi Koto a Director of Operation. Subsequently, Mr. Amir Murtono was appointed as Acting Director of Operation, and Ms. Metty Kronika Indirawati as Acting Director of Finance. Additionally, Mr. Kukuh Pambudi was appointed as Acting Director of Business. As a result, the Board of Directors is composed as follows:

Sebelum Perubahan Before Change		Setelah Perubahan After Change	
Nama Name	**Jabatan** Position	**Nama** Name	**Jabatan** Position
Hari Cahyono	Direktur Utama President Director	Hari Cahyono	Direktur Utama President Director
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital
Kukuh Pambudi	Direktur Bisnis Director of Business	Kukuh Pambudi	Direktur Bisnis Director of Business
Mulyadi Koto	Direktur Operasi Director of Operations	Amir Murtono	Direktur Operasi Director of Operations
Hari Muhardani Nasution	Direktur Keuangan Director of Finance	Metty Kronika Indirawati	Direktur Keuangan Director of Finance

Berdasarkan Akta Notaris No. 01, tanggal 2 Mei 2025 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta, pemegang saham menyetujui perubahan susunan Direksi menjadi sebagai berikut:

Based on Notarial Deed No. 01, dated 2 May 2025 of Shahreza Annaz S.H., M.Kn., a Notary in Jakarta, the shareholders agreed to change the composition of the Boards of Directors, which became as follows:

Sebelum Perubahan Before Change		Setelah Perubahan After Change	
Nama Name	**Jabatan** Position	**Nama** Name	**Jabatan** Position
Hari Cahyono	Direktur Utama President Director	Hari Cahyono	Direktur Utama President Director
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital
Kukuh Pambudi	Pelaksana Tugas Direktur Bisnis Acting Director of Business	Lasiran	Pelaksana Tugas Direktur Bisnis Acting Director of Business
Amir Murtono	Pelaksana Tugas Direktur Operasi Acting Director of Operation	Amir Murtono	Pelaksana Tugas Direktur Operasi Acting Director of Operation
Metty Kronika Indirawati	Pelaksana Tugas Direktur Keuangan Acting Director of Finance	Metty Kronika Indirawati	Pelaksana Tugas Direktur Keuangan Acting Director of Finance



DEWAN KOMISARIS
Board Of Commissioners



Julita Indah	Khusnul Mubien	Masykuri Abdillah	Fredy Eko Prasetyo T.
Komisaris Commissioner	**Komisaris Utama** President Commissioner	**Komisaris** Commissioner	**Komisaris Independen** Independent Commissioner

PROFIL DEWAN KOMISARIS

Profile of The Board of Commissioner



Khusnul Mubien

Komisaris Utama
President Commissioner

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia
Age
56 tahun per 31 Desember 2024
56 years old as of December 31, 2024

Periode
2023-2026

Dasar Hukum Pengangkatan
Diangkat sebagai Komisaris Utama berdasarkan Surat Keputusan RUPS 001.K/010/RUPS-CDB/2023 tgl 20 Januari 2023

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Ekonomi Akuntansi Universitas Brawijaya (1992)
- S2 Manajemen UNKRIS (2000)

Riwayat Pekerjaan
- Executive Vice President Pengendalian Kinerja Korporat pada Divisi Pengendalian Kinerja Korporat Direktorat Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) Kantor Pusat (2022-sekarang)
- Expert Perencanaan Strategi pada Direktorat Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) Kantor Pusat (2022)
- Direktur Keuangan (Tugas Karya ke PT Indonesia Power) PT PLN (Persero) Kantor Pusat (2020)

Rangkap Jabatan
Executive Vice President Pengendalian Kinerja Korporat pada Divisi Pengendalian Kinerja Korporat Direktorat Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) Kantor Pusat

Pelatihan
Pelatihan *Qualified Risk Governance Professional* (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2023-2026

Legal Basis of Appointment
Appointed as a President Commissioner based on Decree of the GMS 001.K/010/RUPS-CDB/2023 dated January 20, 2023

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

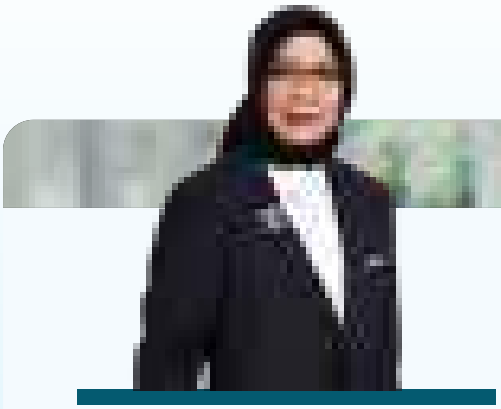
Educational Background
- Bachelor of Accounting from University of Brawijaya (1992)
- Master of Management from UNKRIS (2000)

Professional Experience
- Executive Vice President of Corporate Performance Control at the Corporate Performance Control Division of the Directorate of Corporate Planning and Business Development of PT PLN (Persero) Head Office (2022-present)
- Strategic Planning Expert at the Directorate of Corporate Planning and Business Development of PT PLN (Persero) Head Office (2022)
- Director of Finance (assignment to PT Indonesia Power) PT PLN (Persero) Head Office (2020)

Concurrent Position
Executive Vice President of Corporate Performance Control at Corporate Performance Control Division of the Directorate of Corporate Planning and Business Development of PT PLN (Persero) Head Office

Training
Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.



Julita Indah

Komisaris
Commissioner

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia
Age
54 tahun per 31 Desember 2024
54 years old as of December 31, 2024

Periode
2024-sekarang

Dasar Hukum Pengangkatan
Diangkat sebagai Komisaris berdasarkan Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024.

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S1 Listrik (2003)
- S2 Bidang Sumber Daya Manusia - STIE Kampus Ungu (2007)

Riwayat Pekerjaan
- Executive Vice President Pengadaan Transmisi, Gardu Induk, dan Material Terpusat PT PLN (Persero) (2022-sekarang)
- Expert Manajemen Niaga pada Direktorat Retail dan Niaga PT PLN (Persero) Kantor Pusat (2022)
- Direktur Enterprise Business PT PLN (Persero) Kantor Pusat (2020-2022)

Rangkap Jabatan
Executive Vice President Pengadaan Transmisi, Gardu Induk, dan Material Terpusat PT PLN (Persero)

Pelatihan
Pelatihan *Qualified Risk Governance* Professional (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2024-present

Legal Basis of Appointment
Appointed as Commissioner based on the Shareholders' Decision of PT Cogindo DayaBersama No. 02 dated January 5, 2024.

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor's Degree in Electrical Engineering (2003)
- Master's Degree in Human Capital from STIE Kampus Ungu (2007)

Professional Experience
- Executive Vice President of Transmission Procurement, Substation, and Central Material of PT PLN (Persero) (2022-present)
- Management of Trade Expert on Retail Directorate and Trade in PT PLN (Persero) Head Office (2022)
- Director of Enterprise Business PT PLN (Persero) Central Office (2020-2022)

Concurrent Position
Executive Vice President of Transmission Procurement, Substation, and Central Material of PT PLN (Persero)

Training
Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Menjabat sebagai Komisaris Perusahaan sejak 5 Januari 2024
*) Served as a Commissioner of the Company since January 5, 2024



Masykuri Abdillah

Komisaris
Commissioner

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Tangerang
Tangerang

Usia
Age
66 tahun per 31 Desember 2024
66 years old as of December 31, 2024

Periode
2022-sekarang

Dasar Hukum Pengangkatan
Diangkat sebagai Komisaris berdasarkan Surat Keputusan RUPS Sirkuler No.008.K/010/RUPS-CDB/2022 Tanggal 27 Juni 2022

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- Sarjana muda Fakultas Syari'ah, Perguruan Tinggi Ilmu Al-Quran (PTIQ) Jakarta (1981)
- Sarjana lengkap Fakultas Syari'ah, Jurusan Mu'amalat, pada IAIN Syarif Hidayatullah Jakarta (1985)
- Doktor dalam bidang Islamic studies pada Universitas Hamburg, Jerman (1995)
- Post Doctoral Program di Bonn University, Jerman (1998)
- Post Doctoral Program di Boston University, Amerika Serikat (2002)

Riwayat Pekerjaan
- Sekretaris Bidang Kehidupan Beragama/Hubungan Antar Agama, Dewan Pertimbangan Presiden (2008-2014)
- Direktur Sekolah Pascasarjana (SPs) UIN Syarif Hidayatullah Jakarta (2015-2019)
- Dosen/guru besar pada Fakultas Syari'ah dan Hukum dan Sekolah Pascasarjana UIN Jakarta (1996-sekarang)

Rangkap Jabatan
- Ketua DPS Unit Usaha Syariah PT Jamkrida Jakarta
- Dosen/guru besar pada Fakultas Syari'ah dan Hukum dan Sekolah Pascasarjana UIN Jakarta (1996-sekarang)

Pelatihan
Pelatihan *Qualified Risk Governance Professional* (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2022-present

Legal Basis of Appointment
Appointed as a Commissioner based on Decree of Circular GMS No.008.K/010/RUPS-CDB/2022 Dated June 27, 2022

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor Degree from the Faculty of Syari'ah, College of Al-Quran Studies (PTIQ) Jakarta (1981)
- Complete Bachelor's Degree in Syari'ah Faculty, Mu'amalat Department, at IAIN Syarif Hidayatullah Jakarta (1985)
- Doctorate in Islamic studies from the University of Hamburg, Germany (1995)
- Post Doctoral Program from Bonn University, Germany (1998)
- Post Doctoral Program from Boston University, USA (2002)

Professional Experience
- Secretary for Religious Life/Interfaith Relation, Presidential Advisory Council (2008-2014)
- Director of Postgraduate School (SPs) UIN Syarif Hidayatullah Jakarta (2015-2019)
- Lecturer/professor at the Faculty of Sharia and Law and Graduate School of UIN Jakarta (1996-present)

Concurrent Position
- Head of Supervisory Board Sharia Business Unit PT Jamkrida Jakarta
- Lecturer/professor at the Faculty of Sharia and Law and Postgraduate School of UIN Jakarta (1996-present)

Training
Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.



Sunandar*

Komisaris Independen
Independent Commissioner

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia
Age
54 tahun per 31 Desember 2024
54 years old as of December 31, 2024

Periode
2023-2024

Dasar Hukum Pengangkatan
Diangkat sebagai Komisaris Independen berdasarkan Surat Keputusan RUPS 001.K/010/RUPS-CDB/2023 tgl 20 Januari 2023

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- S2 Magister Perencanaan dan Kebijakan Publik, Universitas Indonesia, (2003)
- S1 Manajemen Informatika, STMIK Kuwera (1999)

Riwayat Pekerjaan
- Plt. Asisten Deputi Agro, Farmasi, dan Pariwisata, Deputi Bidang Koordinasi Pengembangan Usaha BUMN, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian (2022-sekarang)
- Plt. Asisten Deputi Migas, Pertambangan, dan Petrokimia, Deputi Bidang Koordinasi Pengembangan Usaha BUMN, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian (2022-sekarang)
- Asisten Deputi Utilitas dan Industri Manufaktur, Deputi Bidang Koordinasi Pengembangan Usaha BUMN, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian (2020-sekarang)

Rangkap Jabatan
- Plt. Asisten Deputi Agro, Farmasi, dan Pariwisata, Deputi Bidang Koordinasi Pengembangan Usaha BUMN, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian
- Plt. Asisten Deputi Migas, Pertambangan, dan Petrokimia, Deputi Bidang Koordinasi Pengembangan Usaha BUMN, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian
- Asisten Deputi Utilitas dan Industri Manufaktur, Deputi Bidang Koordinasi Pengembangan Usaha BUMN, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian

Pelatihan
Pelatihan *Qualified Risk Governance Professional* (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2023-2024

Legal Basis of Appointment
Appointed as a Independent Commissioner based on Decree of the GMS 001.K/010/RUPS-CDB/2023 dated January 20, 2023

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Master of Planning and Public Policy, University of Indonesia 2003
- Bachelor of Information Management, STMIK Kuwera (1999)

Professional Experience
- Acting. Assistant Deputy for Agro, Pharmaceuticals, and Tourism, Deputy for Coordination of SOE Business Development, Research, and Innovation, Coordinating Ministry for Economic Affairs (2022-present)
- Acting. Assistant Deputy for Oil and Gas, Mining and Petrochemicals, Deputy for Coordinating SOE Business Development, Research and Innovation, Coordinating Ministry for Economic Affairs (2022-present)
- Assistant Deputy for Utilities and Manufacturing Industry, Deputy for Coordination of SOE Business Development, Research and Innovation, Coordinating Ministry for Economic Affairs (2020-present)

Concurrent Position
- Acting. Assistant Deputy for Agro, Pharmaceuticals, and Tourism, Deputy for Coordination of SOE Business Development, Research, and Innovation, Coordinating Ministry for Economic Affairs
- Acting. Assistant Deputy for Oil and Gas, Mining and Petrochemicals, Deputy for Coordinating SOE Business Development, Research and Innovation, Coordinating Ministry for Economic Affairs
- Assistant Deputy for Utilities and Manufacturing Industry, Deputy for Coordination of SOE Business Development, Research and Innovation, Coordinating Ministry for Economic Affairs

Training
Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*) Dibebastugaskan sebagaimana keputusan Pemegang Saham dalam RUPS tanggal 24 Desember 2024
*) Honorably dismissed according to the decision of the Shareholders at the GMS held on December 24, 2024



Fredy Eko Prasetyo.T

Komisaris Independen
Independent Commissioner

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Jakarta
Jakarta

Usia
Age
46 tahun per 31 Desember 2024
46 years old as of December 31, 2024

Periode
2023-sekarang

Dasar Hukum Pengangkatan
Diangkat sebagai Komisaris Independen berdasarkan Akta Pernyataan Keputusan Pemegang Saham No.25 tanggal 29 September 2023.

Sertifikasi
Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Riwayat Pendidikan
- Sarjana Ekonomi di STIE IBMI (2010)
- Jurnalis di Institut Ilmu Sosial dan Ilmu Politik Jakarta (1993-1999)

Riwayat Pekerjaan
- General Manager di Bu Tani Rice (2018-Sekarang)
- Contributor di Tabloid Negarawan untuk Sumatera Utara (2015-2017)
- Staf Ahli Media Center di DPRD Labuhanbatu (2013)

Rangkap Jabatan
Anggota Komite Audit PT PLN Indonesia Power Services (2023-sekarang)

Pelatihan
Pelatihan Qualified *Risk Governance Professional* (QRGP) CRMS

Hubungan Afiliasi
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Period
2023-present

Legal Basis of Appointment
Appointed as Independent Commissioner based on the Deed of Shareholder Decision Statements of PT Cogindo DayaBersama No.25 dated September 29, 2023.

Certification
Qualified Risk Governance Professional (QRGP) LSP MKS Certification

Educational Background
- Bachelor of Economic in STIE IBMI (2010)
- Journalist in Jakarta Institute of Social and Political Sciences (1993-1999)

Professional Experience
- General Manager of Bu Tani Rice (2018-Present)
- Contributor in Negarawan Tabloid for North Sumatera (2015-2017)
- Media Expert Staff Center of DPRD Labuhanbatu (2013)

Concurrent Position
Member of the Audit PT PLN Indonesia Power Services (2023-present)

Training
Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliations
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

*Tidak terdapat komisaris indeenden yang menjabat lebih dari dua (2) periode
* There are no independent commissioners serving more than two (2) period.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Di tahun 2024, terdapat 2 (dua) kali perubahan komposisi anggota Dewan Komisaris sebagaimana merujuk kepada Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024 dan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 24 tanggal 24 Desember 2024.

THE CHANGES OF COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2024, there were 2 (two) times changes of the composition of member the Board of Commissioners as follows the Statement of the Shareholder Decision of PT Cogindo DayaBersama No. 02 on January 5, 2024, and Deed of Shareholders Decision Statement of PT PLN Indonesia Power Services No. 24 on December 24, 2024.

PERNYATAAN KEPUTUSAN PEMEGANG SAHAM PT COGINDO DAYABERSAMA NO. 02 TANGGAL 5 JANUARI 2024

Perusahaan memberhentikan dengan hormat Bapak M. Mursid dan mengangkat Ibu Julita Indah sebagai anggota Dewan Komisaris pada tanggal 2 Januari 2024.

STATEMENT OF THE SHAREHOLDER DECISION OF PT COGINDO DAYABERSAMA NO. 02 ON JANUARY 5, 2024

The Company respectfully dismissed Mr. M. Mursid and appointed Ms. Julita Indah as a member of the Board of Commissioners on January 2, 2024.

Sebelum Perubahan Before Change		**Setelah Perubahan** After Change	
Nama Name	**Jabatan** Position	**Nama** Name	**Jabatan** Position
Khusnul Mubien	Komisaris Utama President Commissioner	Khusnul Mubien	Komisaris Utama President Commissioner
Muhammad Mursid	Komisaris Commissioner	Julita Indah	Komisaris Commissioner
Masykuri Abdillah	Komisaris Commissioner	Masykuri Abdillah	Komisaris Commissioner
Sunandar	Komisaris Independen Independent Commissioner	Sunandar	Komisaris Independen Independent Commissioner
Fredy Eko Prasetyo T.	Direktur Keuangan Director of Finance	Fredy Eko Prasetyo T.	Direktur Keuangan Director of Finance

AKTA PERNYATAAN KEPUTUSAN PEMEGANG SAHAM NO. 24 TANGGAL 24 DESEMBER 2024

Pada tanggal 24 Desember 2024, Pemegang Saham memutuskan untuk memberhentikan dengan hormat Bapak Sunandar sebagai Komisaris Independen. Komposisi Dewan Komisaris Perseroan menjadi sebagai berikut:

DEED OF SHAREHOLDERS DECISION STATEMENT NO. 24 ON DECEMBER 24, 2024

On December 24, 2024, the Shareholders respectfully dismissed Mr. Sunandar as an Independent Commissioner. The composition of the Company's Board of Commissioners is as follows:

Sebelum Perubahan Before Change		Setelah Perubahan After Change	
Nama Name	**Jabatan** Position	**Nama** Name	**Jabatan** Position
Khusnul Mubien	Komisaris Utama President Commissioner	Khusnul Mubien	Komisaris Utama President Commissioner
Julita Indah	Komisaris Commissioner	Julita Indah	Komisaris Commissioner
Masykuri Abdillah	Komisaris Commissioner	Masykuri Abdillah	Komisaris Commissioner
Sunandar	Komisaris Independen Independent Commissioner	Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner
Fredy Eko Prasetyo T.	Direktur Keuangan Director of Finance	-	-

PERUBAHAN SUSUNAN ANGGOTA DEWAN KOMISARIS YANG TERJADI SETELAH TAHUN BUKU BERAKHIR SAMPAI DENGAN BATAS WAKTU PENYAMPAIAN LAPORAN TAHUNAN

Sejak berakhirnya tahun buku 2024 hingga diterbitkannya laporan tahunan, tidak terdapat perubahan dalam susunan anggota Dewan Komisaris.

THE CHANGE OF COMPOSITION OF MEMBER THE BOARD OF COMMISSIONERS THAT AFTER THE END OF THE FINANCIAL YEAR UNTIL THE DEADLINE OF SUBMISSION OF ANNUAL REPORT

From the end of the 2024 fiscal year until the publication of the annual report, there have been no changes in the members of the Board of Commissioners.



PEJABAT EKSEKUTIF
Executive Officers

Nama Name	Jabatan Position
Ulfa Millany	Sekretaris Perusahaan Corporate Secretary
Mardiana Budiarti	Lead Analyst Tata Kelola Dan Informasi Korporat Pada Sekretaris Perusahaan di Kantor Pusat Lead Analyst of Corporate Governance and Information at Corporate Secretary at the Head Office
Yakobus Krisnu Brayanto	Kepala Satuan Audit Internal Head of Internal Audit Unit
Candra Budiman	Lead Auditor Bidang 1 Pada Satuan Audit Internal Di Kantor Pusat Lead Auditor Field 1 at the Internal Audit Unit at the Head Office
M. Akib Mapahir	Lead Auditor Bidang 2 Pada Satuan Audit Internal Di Kantor Pusat Lead Auditor Field 2 at the Internal Audit Unit at the Head Office
Iswandi Lodde	Lead Auditor Bidang Konsultasi Lead Auditor of Consulting Field
Haris Kartiwa	Lead Analyst Operasi Pada Direktorat Operasi di Kantor Pusat Lead Operations Analyst at the Directorate of Operations at Head Office
Lucky Andriani	Lead Analyst Optimasi Sumber Daya Manusia Human Capital Optimization Lead Analyst
Rika Maleni	Manajer Legal dan Kepatuhan Pada Departemen Legal dan Kepatuhan di Kantor Pusat Manager of Legal and Compliance in the Legal and Compliance Department at Head Office
Dani Rukmito	Manager Departemen Pengembangan Bisnis dan Customer Relationship Management I Pada Direktorat Bisnis di Kantor Pusat Manager of Business Development Department and Customer Relationship Management I at the Directorate of Business at Head Office
Hardito Danikurniawan Tjojudo	Manajer Departemen K3L dan Jasa Operasi Pemeliharaan Pada Direktorat Operasi di Kantor Pusat Manager of K3L Department and Maintenance Operation Services at the Directorate of Operations at the Head Office
Sholihah Fahtunisa	Manajer Departemen K3L dan Jasa Operasi Pemeliharaan Pada Direktorat Operasi di Kantor Pusat Manager of K3L Department and Maintenance Operation Services at the Directorate of Operations at the Head Office
Kreshna Bayu Ajie	Manajer Prokurmen Pada Departemen Prokurmen di Kantor Pusat Manager of Procurement at the Procurement Department at Head Office
Arief Chandra Putra Buana	Manajer Departemen Anggaran, Pendanaan dan Project Pada Direktorat Keuangan di Kantor Pusat Manager of the Budget, Funding and Project Department at the Directorate of Finance at the Head Office
Firza Ethelina Halim	Manajer Departemen Akuntansi dan Perpajakan Pada Direktorat Keuangan di Kantor Pusat Manager of Accounting and Taxation Department at the Directorate of Finance at the Head Office
Agus Supriyono	Manajer Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan SMT pada Departemen Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan SMT di Kantor Pusat Manager of Business Research, Corporate Strategy Planning, Risk and SMT at the Department of Business Research, Corporate Strategy Planning, Risk and SMT at Head Office
Santy Dian Lestari	Manajer Sistem SDM, Organisasi, Karir dan Talenta Pada Direktorat Sumber Daya Manusia di Kantor Pusat Manager of HC, Organizational, Career and Talent System at the Human Capital Directorate at Head Office
Thesa Kapiyana	Manager Hubungan Industrial, Remunerasi dan Kinerja Pada Direktorat Sumber Daya Manusia di Kantor Pusat Manager of Industrial Relations, Remuneration and Performance at the Directorate of Human Capital at the Head Office
Gugun Gumilang	Manajer Pengembangan SDM, Knowledge Management dan Budaya Perusahaan Manager of HC Development, Knowledge Management and Corporate Culture

Nama Name	Jabatan Position
Bayu Prastiady	Manajer Sistem Informasi pada Sekretaris Perusahaan di Kantor Pusat Manager of Information System at Corporate Secretary at the Head Office
Eri Sukoco	Manajer Overhaul Service Unit Manager of Overhaul Service Unit
Panca Satri Hudiono	Manajer Perencanaan Project Construction dan Maintenance Service Unit Pada Direktorat Operasi di Kantor Pusat Manager of Project Construction Planning and Maintenance Service Unit at the Directorate of Operations at Head Office
Elida Chaerunissa	Pegawai Pada Jenjang Eksekutif Pada Direktorat Bisnis Yang Ditugaskan Penuh Waktu sebagai Project Director Pada Unit Kerjasama Operasi PT PLN INDONESIA POWER SERVICES dengan PT TAKA TURBOMACHINERY, PT MATRA, PT ABB SAKTI INDUSTRI, PT PILAR BAHTERA ENERGY Employees at the Executive Level in the Directorate of Business who are assigned full-time as Project Director in the Operation Cooperation Unit ofPT PLN INDONESIA POWER SERVICES with PT TAKA TURBOMACHINERY, PT MATRA, PT ABB SAKTI INDUSTRI, PT PILAR BAHTERA ENERGY
Hermansyah Bin A. Manaf	Pegawai Pada Jenjang Eksekutif Pada Direktorat Operasi Yang Ditugaskan Penuh Waktu sebagai Project Director Pada Unit Kerjasama Operasi PT PLN INDONESIA POWER SERVICES dengan PT IHI CORPORATION, PT ANDALAN FLUID SYSTEM, PT VARLEY INDONESIA, PT KLES INC, PT ISS Employees at the Executive Level in the Directorate of Operations who are assigned full-time as Project Director in the Operation Cooperation Unit of PT PLN INDONESIA POWER SERVICES with PT IHI CORPORATION, PT ANDALAN FLUID SYSTEM, PT VARLEY INDONESIA, PT KLES INC, PT ISS
Inanda Ervita	Manajer Departemen Pengembangan Bisnis dan Customer Relationship Management III Manager of Business Development Department and Customer Relationship Management III
Idris Sardi	Lead Analyst Operasi Lead Operations Analyst
Yudho Agus Darmawanto	Lead Analyst Operasi pada Direktorat Operasi di Kantor Pusat Lead Operations Analyst in the Operations Directorate at Head Office
Iwan Syambudi	Lead Analyst Optimasi Keuangan Lead Finance Optimization Analyst
Aditya Oktavianto	Manajer Departemen Enjiniring, Pembangkitan dan Jasa Sewa Manager of Engineering, Generation and Rental Services Department
Muammar Syakir	Manajer Departemen Keuangan, Verifikasi dan Penagihan Manager of Finance, Verification and Billing Department
Encep Supratman	Engineer Cems
Teguh Wibowo	Tenaga Ahli Engineering, Pembangkitan dan Jasa Sewa Engineering, Generation and Rental Services Experts
Budi Satriyo	Tenaga Ahli Advisor Pembangkit Plant Advisor Expert
Yeni Fajariati	Manager Departemen Perencanaan Overhaul Service Unit Manager of Overhaul Service Unit Planning Department
Wahyu Kurniawan	Lead Analyst Account Executive pada Departemen Bisnis Lead Account Analyst Executive in Business Department

SUMBER DAYA MANUSIA
Human Capital

Di tengah dinamika ekonomi yang diwarnai ketidakpastian, PLN IP Services harus selalu berada dalam posisi siap untuk menghadapi berbagai perubahan dimana keberadaan sumber daya manusia (SDM) yang andal merupakan sebuah keharusan. PLN IP Services menyadari bahwa SDM merupakan aset utama Perusahaan, oleh karenanya PLN IP Services berupaya memberikan *treatment* yang terbaik bagi para karyawan. Keberhasilan dalam pencapaian kinerja Perusahaan selama tahun 2024 juga merupakan hasil kerja keras dan komitmen bersama dari seluruh karyawan.

In the midst of economic dynamics with uncertainty, PLN IP Services shall always be in a position to be ready to face various changes where the presence of reliable human capital (HC) is fundamental. PLN IP Services realize that HC is the main asset of the Company, therefore PLN IP Services strives to provide the best treatment for employees. Success in achieving the Company's performance in 2024 is also the result of hard work and joint commitment of all employees.

PLN IP Services memastikan seluruh karyawan memiliki keunggulan dan keahlian dengan melatih dan mengembangkan SDM sejalan dengan kebutuhan dan pembenahan sistem manajemen *human capital* untuk menunjang terciptanya iklim kerja yang kondusif bagi peningkatan produktivitas.

PLN IP Services ensures that all employees have excellence and expertise by training and developing human capital in line with the needs and improving the human capital management system to support the creation of a work climate that is conducive to increased productivity.

KEBIJAKAN PENGELOLAAN SDM

Pengelolaan sumber daya manusia Perusahaan didasarkan kepada penetapan kebijakan sistem pengelolaan sumber daya manusia. Pada awal tahun 2024 telah dilakukan identifikasi kebijakan-kebijakan sistem SDM yang kemudian disimpulkan bahwa daftar sistem SDM yang perlu menjadi prioritas penyusunan ketetapan.

HC MANAGEMENT POLICY

The management of the Company's human capital is based on the establishment of a human capital management system policy. At the beginning of 2024, HC system policies had been identified. It was then concluded that the list of HC systems that needed to be prioritized for making decisions.

Pada tahun 2024, jumlah karyawan PLN IP Services adalah 4.700 orang, mengalami peningkatan sebesar 9,18% atau sebanyak 395 karyawan dari tahun sebelumnya yaitu 4.305 orang. Hal ini disebabkan adanya pemenuhan formasi di semua unit kerja selama tahun 2024.

In 2024, the number of PLN IP Services employees was 4.700 people, an increase of 9.18% or as many as 395 employees from the previous year of 4,305 people. This was due to the fulfillment of formations in all units during 2024.

Berdasarkan kelompok tenaga kerja, sejumlah 55,62% merupakan karyawan yang berada dalam rentang usia 18-30 tahun. Dominasi ini menunjukan bahwa PLN IP Services diisi oleh para millenial dan gen-Z dengan semangat yang tinggi. Perusahaan menyadari bahwa mereka merupakan potensi bagi masa depan PLN IP

Based on labor group, 55,62% are employees within the age range of 18-30 years. This dominance shows that PLN IP Services is filled with millennials and gen-Z with high enthusiasm. The Company realizes that they are a potential for a better future for PLN IP Services. Therefore, the Company feels the need to make adjustments to the

Services yang lebih baik lagi. Oleh karenanya Perusahaan merasa perlu melakukan penyesuaian kebijakan – kebijakan antara Perusahaan Induk dengan PLN IP Services yang menyangkut permasalahan kepegawaian antara lain *manpower planning*, pembinaan kompetensi, dan karir pegawai.

policies between the Parent Company and the PLN IP Services regarding staffing issues, including manpower planning, competency development, and employee careers.

COFFEE MORNING

Perusahaan mulai memberikan ruang dan kesempatan kepada para karyawan khusunya *millenial*, agar mereka memiliki kemampuan unggul saat menduduki posisi yang lebih tinggi di divisinya masing-masing. Tidak hanya itu, Perusahaan juga memberikan dorongan dan semangat agar para pegawai memiliki keberanian mengambil peluang, menyampaikan kritik, saran bahkan usulan yang berkaitan dengan inovasi penting bagi kemajuan Perusahaan.

Kedekatan antar karyawan dibangun melalui agenda rutin *morning coffee* dimana para karyawan dari seluruh level organisasi melakukan sarapan dan ngopi bersama sambil bertukar pikiran, berdiskusi mengenai persoalan dalam pekerjaan atau hanya sekedar menyapa satu sama lain. Dalam *moment morning coffee* juga para karyawan dapat langsung bertanya kepada Direksi, baik secara langsung maupun anonim. Hal ini merupakan salah satu cara untuk membudayakan kultur keterbukaan dan berani berkomunikasi. Setelah *morning coffee* biasanya dilakukan survei mengenai hal-hal yang harus dilakukan untuk kemajuan Perusahaan.

WILDLY IMPORTANT GOALS (WIG)

WIG merupakan implementasi turunan dari *Key Performance Indicator* (KPI) manajer. Dilaksanakan secara rutin setiap minggu dimana para karyawan mendapatkan arahan untuk menentukan target yang hendak dicapai. Karyawan juga dapat menyampaikan kendala dan keluhan teknis kepada atasannya, untuk kemudian diberikan saran dan solusi pemecahan. Semua hal ini dilakukan demi menciptakan kontrol sekaligus komitmen dalam diri karyawan untuk terus ber-progress sehingga perkembangan Perusahaan dapat terukur secara detail.

COFFEE MORNING

The Company has begun to provide space and opportunities for employees, especially millennials, hence they have excellence abilities when occupying higher positions in their respective divisions. In addition, the Company also provides encouragement and enthusiasm so that employees have the courage to take opportunities, submit criticisms, suggestions and even ideas related to important innovations for the progress of the Company.

Closeness between employees is built through a routine morning coffee agenda where employees from all levels of the organization have breakfast and coffee together while exchanging ideas, discussing issues at work or just greeting one another. During the morning coffee moment, employees can directly ask the Board of Directors, either directly or anonymously. This is one way to cultivate a culture of transparency and the courage to communicate. After morning coffee, a survey is usually conducted regarding the things that must be done for the progress of the Company.

WILDLY IMPORTANT GOALS (WIG)

WIG is a derivative implementation of the manager's Key Performance Indicator (KPI). It is carried out routinely every week where employees get directions to determine the targets to be achieved. Employees can also convey technical problems and complaints to their superiors, to then be given suggestions and solutions to solve them. All of these things are done in order to create control as well as commitment in employees to continue to progress hence the development of the Company can be measured in detail.

DIREKTORAT SUMBER DAYA MANUSIA

Human Capital Directorate

SDM Perusahaan dikelola oleh Direktorat Sumber Daya Manusia yang berada dibawah pengawasan Direktur Sumber Daya Manusia sebagaimana tercantum didalam Struktur organisasi yang ditetapkan pada Peraturan Direksi No.129.P/PIPS/V/2024 tanggal 2 Mei 2024 tentang Struktur Organisasi PT PLN Indonesia Power Services.

Terdapat 3 (tiga) departemen dan 1 fungsional ahli di dalam susunan struktur organisasi Direktorat Sumber Daya Manusia yaitu:

- Departemen Perencanaan Sistem SDM, Organisasi, Karir dan Talenta
- Departemen Pengembangan SDM, *Knowlegde Management* dan Budaya Perusahaan
- Departemen Hubungan Industrial, Remunerasi dan Kinerja
- Fungsional Ahli

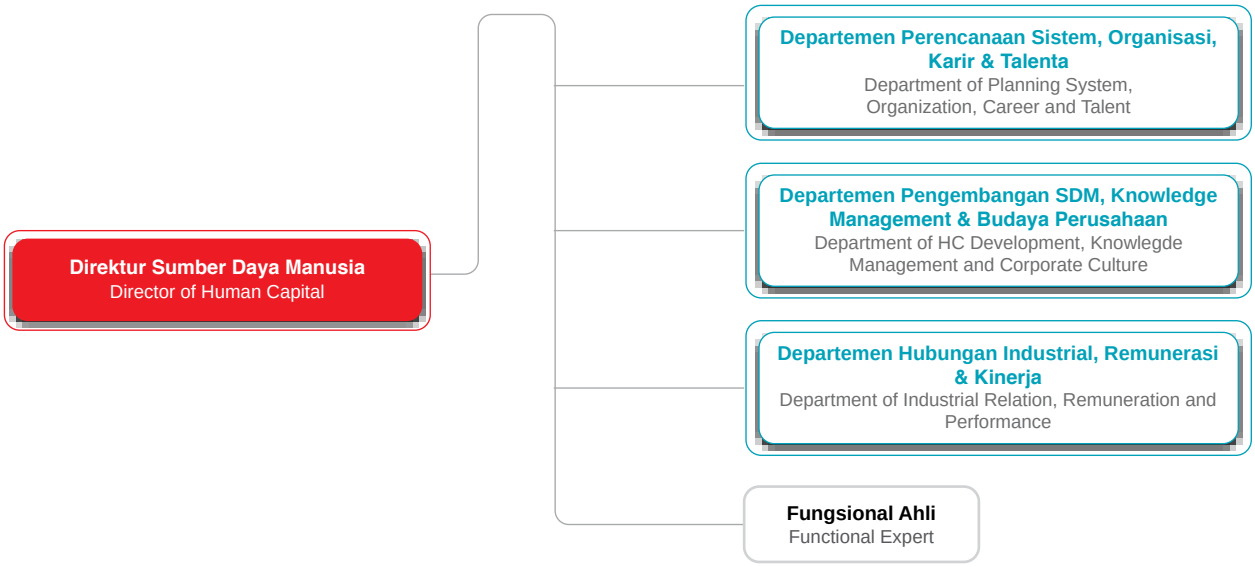
Fungsi utama Direktorat Sumber Daya Manusia adalah menterjemahkan kebijakan dan strategi Perusahaan di bidang SDM dan sistem informasi ke dalam proses bisnis, prosedur dan aturan, melaksanakan pembinaan dan pengawasan kegiatan perencanaan SDM, pengembangan organisasi, pengelolaan dan pengembangan sumber daya manusia, pengelolaan hubungan industrial, pengelolaan budaya perusahaan, manajemen perubahan, manajemen pengetahuan, mengelola kegiatan dan mengkoordinasikan penyelenggaraan pendidikan dan pelatihan standar kompetensi Perusahaan, pengelolaan sistem informasi perusahaan serta melakukan koordinasi sesuai fungsi utama dengan pihak internal dan eksternal dalam pengelolaan kegiatan perusahaan.

The Company's human capital is managed by the Human Capital Directorate, under the supervision of the Director of Human Capital, as outlined in the organizational structure established in the Board of Directors Regulation No. 129.P/PIPS/V/2024 dated May 2, 2024, regarding the Organizational Structure of PT PLN Indonesia Power Services.

There are 3 (three) departments and 1 functional expert in the organizational structure of the Human Capital Directorate, namely:

- HC System Planning, Organization, Career and Talent Department
- Department of HC Development, Knowledge Management and Corporate Culture
- Department of Industrial Relations, Remuneration and Performance
- Functional Expert

The main function of the Human Capital Directorate is translating Company policies and strategies in the field of HC and information system into business processes, procedures and rules, carrying out guidance and supervision of HC planning activities, organizational development, management and development of human capital, management of industrial relations, management corporate culture, change management, knowledge management, managing activities and coordinating the implementation of Company competency standard education and training, managing company information system and coordinating in accordance to the main function with internal and external parties in managing company activities.



DEPARTEMEN PERENCANAAN, SISTEM SDM, ORGANISASI, KARIR DAN TALENTA

Departemen Perencanaan, Sistem SDM, Organisasi dan Talenta bertugas untuk merumuskan dan melaksanakan kebijakan dan standarisasi teknis, menyusun dan melaksanakan rencana dan program kerja strategis, mengelola sumber daya dan kompetensi, menerapkan GCG dan *cost effectiveness*, mengelola K3 dan risiko, melakukan inovasi dan perbaikan berkesinambungan serta melakukan koordinasi dengan pemangku kepentingan di bidang kerja perencanaan, sistem SDM, organisasi, karir dan talenta.

Fungsi dari Departemen antara lain melakukan :

1. Penyusunan struktur organisasi yang sesuai dengan strategi perusahaan;
2. Penyusunan dan penyelarasan kebijakan, strategi dan sistem manajemen SDM (perencanaan, rekrutmen, diklat, penilaian kinerja, remunerasi, pengembangan karir dan hubungan industrial) baik terhadap berbagai regulasi ketenagakerjaan, maupun terhadap perkembangan bisnis Perusahaan;
3. Penyusunan dan pembinaan matriks kompetensi, *training path, career path* dan kelompok keahlian;
4. Penyusunan dan penyelarasan master plan perencanaan SDM jangka panjang, jangka menengah, dan jangka pendek dengan kebutuhan bisnis, sebagai rujukan induk bagi kesinambungan pengelolaan SDM Perusahaan;

DEPARTMENT OF PLANNING, HC SYSTEM, ORGANIZATION, CAREER AND TALENT

Department of Planning, HC System, Organization and Talent is tasked with formulating and implementing policies and technical standardization, compiling and implementing strategic work plans and programs, managing resources and competencies, implementing GCG and cost effectiveness, managing OHS and risk, carrying out innovation and continuous improvement as well as coordinating with stakeholders in the field of work planning, HC system, organization, career and talent.

The functions of the Department include:

1. Preparation of an organizational structure in accordance with the company's strategy;
2. Formulation and alignment of HC policies, strategies and management system (planning, recruitment, training, performance assessment, remuneration, career development and industrial relations) both with various labor regulations, as well as with the development of the Company's business;
3. Compilation and development of competency matrix, training path, career path and skill group;
4. Compilation and alignment of long-term, medium-term and short-term HC planning master plan with business needs, as a main reference for the continuity of the Company's HC management;

5. Penyusunan strategi pemenuhan tenaga kerja agar selaras dengan tuntutan dan dinamika bisnis Perusahaan;
6. Pemetaan, pengembangan dan perencanaan suksesi *high flyer talent*;
7. Pengelolaan pengangkatan pegawai, penempatan dan pengembangan karir;
8. Pembinaan peningkatan maturitas *human capital readiness* (HCR) dan maturitas *organizational capital readiness* (OCR) terkait.

DEPARTEMEN PENGEMBANGAN SDM, *KNOWLEDGE MANAGEMENT* DAN BUDAYA PERUSAHAAN

Departemen Pengembangan SDM, *knowledge management* dan budaya perusahaan memiliki tugas pokok dalam merumuskan dan melaksanakan kebijakan dan standarisasi teknis, menyusun dan melaksanakan rencana dan program kerja strategis, mengelola sumber daya dan kompetensi, menerapkan GCG dan *cost effectiveness*, mengelola K3 dan melakukan inovasi dan perbaikan berkesinambungan serta melakukan koordinasi dengan pemangku kepentingan pada bidang kerja pengembangan SDM, *knowledge management*, karir dan talenta.

Fungsi dari Departemen Pengembangan SDM, *Knowledge Management* dan budaya perusahaan :

1. Perencanaan, pelaksanaan dan evaluasi program pengembangan kompetensi serta sertifikasi;
2. Penyelenggaraan, Pengambangan kompetensi melalui *learning center* dan simulator;
3. Pengukuran dan pembinaan *working climate* yang kondusif guna efektivitas penyelenggaraan operasi bisnis perusahaan;
4. *Change management* perusahaan termasuk pengelolaan budaya perusahaan;
5. Pengukuran dan pembinaan keselarasan antara tingkat kepuasan dan engagement pegawai dengan tingkat produktivitas dan pertumbuhan bisnis perusahaan;
6. Pengelolaan dan pembinaan *knowledge management*;
7. Perencanaan, pelaksanaan, dan evaluasi program kegiatan sosialisasi dan internalisasi budaya perusahaan;

5. Formulation of labor fulfillment strategy to be in line with the demand and dynamic of the Company's business;
6. Mapping, developing and planning the succession of high flyer talent;
7. Management of employee appointment, placement and career development;
8. Fostering human capital readiness (HCR) maturity and related organizational capital readiness (OCR) maturity.

DEPARTMENT OF HC DEVELOPMENT, KNOWLEDGE MANAGEMENT AND CORPORATE CULTURE

Department of HC Development, knowledge management and corporate culture has primary duties of formulating and implementing policies and technical standardization, preparing and implementing strategic work plan and program, managing resources and competencies, implementing GCG and cost effectiveness, managing OHS and carrying out continuous innovation, also improvement as well as coordinating with stakeholders in the areas of human capital development, knowledge management, career and talent.

Functions of the Department of HC Development, Knowledge Management and corporate culture:

1. Planning, implementing and evaluating competency development and certification programs;
2. Organizing, developing competencies through learning center and simulator;
3. Measuring and fostering a conducive working climate for the effectiveness of the company's business operations;
4. Change management of the company including management of corporate culture;
5. Measuring and fostering alignment between levels of employee satisfaction and engagement with productivity levels and the company's business growth;
6. Management and development of knowledge management;
7. Planning, implementing, and evaluating program activities for socialization and internalization of corporate culture;

8. Pengembangan *roadmap* budaya perusahaan, inisiatif program tahunan dan evaluasinya serta kegiatan pengukuran dan pembinaan *working climate*;
9. Pembinaan peningkatan maturitas *human capital readiness* (HCR) dan maturitas *organizational capital readiness* (OCR).

DEPARTEMEN HUBUNGAN INDUSTRIAL, REMUNERASI DAN KINERJA

Departemen Hubungan Industrial, Remunerasi dan Kinerja memiliki tugas pokok dalam merumuskan dan melaksanakan kebijakan dan standarisasi teknis, menyusun dan melaksanakan rencana dan program kerja strategis, mengelola sumber daya dan kompetensi, menerapkan GCG dan *cost effectiveness*, mengelola K3 dan risiko, melakukan inovasi dan perbaikan berkesinambungan serta melakukan koordinasi dengan pemangku kepentingan pada bidang kerja Hubungan Industrial, Remunerasi dan Kinerja.

Fungsi dari Departemen Hubungan Industrial, Remunerasi dan Kinerja antara lain:

1. Pengukuran dan pembinaan kinerja SDM perusahaan;
2. Identifikasi kebutuhan dan pengelolaan sistem informasi serta *database* SDM;
3. Pengelolaan seleksi, rekrutmen dan pemberhentian pegawai;
4. Pengelolaan perjanjian kerja, peraturan perusahaan disiplin pegawai dan hubungan industrial;
5. Pengelolaan kompensasi, *benefit* dan *intangible reward* lainnya;
6. Mengelola administrasi kepegawaian antara lain kehadiran, cuti, ijin dan pensiun Pegawai;
7. Mengelola dan mengendalikan data dan informasi tenaga kerja Perusahaan (pegawai, TKWT dan *outsourcing*).
8. Pembinaan peningkatan maturitas *human capital readiness* (HCR) dan maturitas *organizational capital readiness* (OCR) terkait.

8. Development of corporate culture roadmap, annual program initiative and their evaluation as well as activities for measuring and fostering working climate;
9. Fostering human capital readiness (HCR) maturity and organizational capital readiness (OCR) maturity.

DEPARTMENT OF INDUSTRIAL RELATION, REMUNERATION AND PERFORMANCE

Department of Industrial Relation, Remuneration and Performance has primary duties of formulating and implementing policies and technical standardization, preparing and implementing strategic work plan and program, managing resources and competencies, implementing GCG and cost effectiveness, managing OHS and risks, carrying out innovation and continuous improvement as well as coordinating with stakeholders in the field of Industrial Relation, Remuneration and Performance.

The functions of Department of Industrial Relation, Remuneration and Performance include:

1. Measurement and development of the company's HC performance;
2. Identification of needs and management of information system and HC database;
3. Management of selection, recruitment and dismissal of employees;
4. Management of work agreement, company regulations, employee discipline and industrial relation;
5. Management of compensation, benefit and other intangible rewards;
6. Manage personnel administration including attendance, leave, permit, and employee retirement;
7. Manage and control data and information on the Company's workforce (employees, TKWT and outsourcing).
8. Fostering human capital readiness (HCR) maturity and related organizational capital readiness (OCR) maturity.

ROADMAP SUMBER DAYA MANUSIA

Roadmap Human Capital

Roadmap SDM telah disusun oleh Perusahaan berdasarkan Rencana Jangka Panjang yang ditinjau secara berkala. Berikut ini dijelaskan visi serta target pengembangan SDM perusahaan yang *roadmap* bidang SDM sampai dengan tahun 2024.

The HC roadmap has been prepared by the Company based on the Long-Term Plan that is reviewed periodically. The following describes the vision and target of the company's HC development roadmap until 2024.

2028	1. *Specialist, Junior Expert, & Expert Program* 2. *Inisiasi Senior expert* 3. *MRO Mastery*	*Leadership for Realiability*	*EPC Mastery*	*Human Capital Mastery*
2027	1. *Specialist & Junior Expert Program* 2. *Inisiasi Expert* 3. *Repair Excellence*	*Work Execution Management Excellence*	*Strategic Impacts and Innovation*	1. *Leaning Culture* 2. *Strategic Recuitment & On Boarding Program*
2026	1. *Specialist & Junior Expert Program* 2. *Overhaul Management Excellence*	*Asset Condition Management Excellence*	*EPC Leadership Development*	1. *Integration knowlegde Management to performance and carrer system* 2. *Integration Vocational Class to Recuitment System*
2025	1. *Specialist Program* 2. *Inisiasi Junior Expert* 3. *Maintenance Excellence*	1. *Realibility Engineering Excellence* 2. *Integration to Expertise System*	1. *Integration to Expertise System* 2. *Engineering Development Program*	1. *LMS Maturity* 2. *Knowledge Management Maturity* 3. *IP Vocational Class*
2024	1. *MRO Speacilist Development Program* 2. *Manufactures Trainings* 3. *Mining, Oil and Gas Competency Development*	*Asset Management Development Program*	1. *Intial EPC Development Program (Project, Supply Chain and Contract)* 2. *Certification*	1. *Digital Learning & LMS Mastery* 2. *Knowledge Management Improvement Process* 3. *IP Pintar (Vocational Program)*

MRO Services ***Supply Energy & O&M Services*** ***EPC Services*** ***Learning & Succession System***

MANAJEMEN SUMBER DAYA MANUSIA
Human Capital Management

Manajemen SDM berperan untuk memastikan kesiapan, kesediaan dan kemampuan organisasi untuk mengakomodasi perubahan yang dibutuhkan dan mengantisipasi kesiapan internal dalam menghadapi dinamika bisnis dalam memberikan layanan kualitas terbaik yang dikelola dengan Profesional. Kompetensi SDM adalah kunci yang akan mengantar Perusahaan untuk menang dalam era persaingan yang semakin kompetitif.

HC Management plays a role in ensuring the readiness, willingness and ability of the organization to accommodate needed changes and anticipate internal readiness in dealing with business dynamics in providing the best quality services managed by professionals. HC competence is the key that will lead the Company to win in an increasingly competitive era.

Perusahaan mempunyai komitmen yang tinggi terhadap program-program pengembangan kompetensi SDM, baik kompetensi teknis, manajerial maupun perilaku di setiap jenjang dan tiap jabatan atau pekerjaan. Oleh karenanya PLN IP Services melakukan pengelolaan SDM secara komprehensif, mulai dari perencanaan kebutuhan karyawan hingga pelaksanaan program pensiun, dengan berbasis pada strategi dan rencana bisnis yang terintegrasi dengan visi dan misi Perusahaan.

The Company has high commitment to HC competency development program, both technical, managerial and behavioral competencies at every level and every position or job. Therefore PLN IP Services conducts HC management in a comprehensive manner, starting from planning, employee needs to implementing a retirement program, based on strategy and business plan that is integrated with the Company's vision and mission.

TATA KELOLA SUMBER DAYA MANUSIA
Human Capital Governance

Implementasi pengelolaan HC yang berkelanjutan tersebut diberlakukan sesuai kebijakan Perusahaan nomor CDB.STP. TLN.001 tentang Pedoman Sistem Sumber Daya Manusia yang disahkan oleh pada tanggal 15 Juni 2021.

The implementation of sustainable HC management is enforced in accordance with Company policy number CDB.STP.TLN.001 on the Guidelines for Human Capital System which was ratified by June 15, 2021.

PLN IP Services memulai serangkaian kegiatan dalam pembuatan perencanaan SDM dimulai dari melakukan identifikasi, pelatihan, pengembangan kompetensi, evaluasi, hingga membuat perencanaan pemenuhan kebutuhan SDM sesuai dengan perkembangan bisnis Perusahaan dan kebutuhan Organisasi yang berlaku di Perusahaan.

PLN IP Services started series of activities in making HC planning starting from identifying, training, competency development, evaluation, to making plans to meet HC needs in accordance with the Company's business development and organizational needs that apply in the Company.

Untuk menghasilkan SDM yang andal, dibutuhkan proses yang sangat panjang dan saling terintegrasi satu dengan lainnya. Perusahaan mengelola Sumber Daya Manusia nya dengan menyelenggarakan berbagai program yang dapat memotivasi setiap pegawainya untuk terus bekerja lebih baik dengan strategi pengembangan SDM saat ini adalah pengembangan SDM yang berbasis kompetensi, yang utamanya meliputi: organisasi & sistem SDM, rekrutmen yang berbasis kompetensi, kaderisasi & pengembangan SDM secara berkelanjutan untuk meningkatkan kompetensi, peningkatan produktivitas melalui sistem remunerasi berbasis kompetensi, penerapan *reward & punishment* serta pengendalian biaya SDM dan Budaya perusahaan terus ditanamkan melalui serangkaian program internalisasi Visi, Misi dan Nilai-nilai perusahaan PLN IP Services.

Lengthy and integrated process needed to produce reliable human capital. The Company manages its Human Capital by organizing various programs that can motivate each of its employees to continue to work better. The current HC development strategy is competency-based HC development, which mainly includes: HC organization & system, competency-based recruitment, HR regeneration & development in sustainable manner to increase competency, increase productivity through a competency-based remuneration system, apply reward & punishment and control HC costs and the Company's culture continues to be instilled through series of internalization programs of PLN IP Services's Vision, Mission and Corporate Values.

REKRUTMEN SUMBER DAYA MANUSIA

Human Capital Recruitment

Selaras dengan rencana dan strategi Perusahaan, SDM membuat perencanaan dan pengembangan organisasi. Salah satu bagian dari perencanaan tersebut adalah analisa untuk memenuhi kebutuhan organisasi dan kebutuhan bisnis Perusahaan baik dalam waktu jangka panjang, menengah maupun pendek atau yang disebut dengan *Manpower Planning*.

Aligned with the Company's plans and strategies, HC plans and develops the organization. One part of the plan is an analysis to meet the organizational needs and business needs of the Company both in the long, medium, and short term in the form of Manpower Planning.

Proses *Manpower Planning* tersebut ditindaklanjuti dengan menjalankan proses rekrutmen pegawai yang dilakukan melalui jalur internal yaitu dengan melakukan pengisian jabatan bagi pegawai internal Perusahaan dan juga melalui jalur eksternal dengan merekrut tenaga *fresh graduate* maupun *pro-hire* perekrutan khusus pada level ahli (*expert*) untuk memenuhi kebutuhan proyek tertentu atau bekerjasama dengan PLN Grup untuk pemenuhan kebutuhan SDM suatu proyek.

The Manpower Planning process is followed up by carrying out the employee recruitment process which is carried out internally, namely by filling positions for internal employees of the Company and also carried out externally by recruiting fresh graduates and pro-hire special recruitment at the expert level to meet the needs of certain projects or in cooperation with the PLN Group to meet the human capital needs of a project.

Rekrutmen merupakan usaha untuk meningkatkan kuantitas pegawai yang memenuhi persyaratan kompetensi yang dibutuhkan Perusahaan untuk mengisi formasi jabatan dan formasi tenaga kerja yang dibutuhkan dalam rangka mendukung operasional, peningkatan kinerja, dan pencapaian visi Perusahaan.

Recruitment is carried out to increase the quantity of employees who meet the competency requirements needed by the Company to fill the position and workforce required in order to support operations, improve performance, and achieve the Company's vision.

Di lingkungan Perusahaan terdapat status karyawan yang berasal dari Perusahaan induk PT Indonesia Power yang berstatus Tugas Karya, Organik (karyawan tetap) dan juga TWKT atau Tenaga Kerja Waktu Tertentu. Lebih dari 58,43% karyawan Perusahaan merupakan pegawai organik yang menduduki berbagai level jabatan mulai dari staf hingga level manajer sedangkan level Direksi merupakan SDM dari Perusahaan induk.

In the Company, the employee status consists of employee from the parent company, namely PT Indonesia Power, with the status of Work Assignment, organic employees (permanent employees) and also TWKT or Certain Time Workforce. More than 58,43% of the Company's employees are organic employees who occupy various levels of positions ranging from staff to manager level while at the Board of Directors level are assigned from the parent company.

Hingga akhir tahun 2024, Perusahaan telah merekrut 346 orang pegawai dengan rincian penempatan sebagai berikut:

Until the end of 2024, the Company has recruited 346 employees with details of placement as follows:

PEREKRUTAN PEGAWAI BERDASARKAN WILAYAH
Employees Recruitment by Area

No.	Wilayah	Rencana Plan	Realisasi Realization	Area
1	Bali	8	4	Bali
2	Banten	46	33	Banten
3	Bengkulu	6	0	Bengkulu
4	DKI Jakarta	37	32	DKI Jakarta
5	Jawa Barat	44	40	West Java
6	Jawa Tengah	39	28	Central Java
7	Jawa Timur	18	17	East Java
8	Kalimantan Barat	38	26	West Kalimantan
9	Kalimantan Selatan	99	91	South Kalimantan
10	Kalimantan Timur	27	16	East Kalimantan
11	Kepulauan Riau	7	5	Riau Islands
12	Maluku	5	1	Maluku
13	Nusa Tenggara Barat	8	0	West Nusa Tenggara
14	Nusa Tenggara Timur	3	0	East Nusa Tenggara
15	Papua	4	2	Papua
16	Papua Barat Daya	3	0	Southwest Papua
19	Sulawesi Selatan	21	13	South Sulawesi
20	Sulawesi Tenggara	3	0	Southeast Sulawesi
21	Sulawesi Utara	1	1	North Sulawesi
23	Sumatera Barat	14	2	West Sumatera
24	Sumatera Selatan	17	3	South Sumatera
25	Sumatera Utara	48	32	North Sumatera
	Jumlah	**496**	**346**	**Total**

USIA DAN JENIS KELAMIN TIDAK DITAMPILKAN PEREKRUTAN PEGAWAI BERDASARKAN KELOMPOK USIA
Employees Recruitment by Age Group

No.	Usia Age	Realisasi Realization
1	18-30	328
2	31-40	17
3	41-50	1
4	>50	0
	Jumlah **Total**	**346**

PEREKRUTAN PEGAWAI BERDASARKAN JENIS KELAMIN
Employees Recruitment by Gender

No.	Kelamin Gender	Realisasi Realization
1.	Laki-laki Male	315
2.	Perempuan Female	31
	Jumlah **Total**	**346**

TURNOVER PEGAWAI

Sepanjang tahun 2024, PT PLN Indonesia Power Services mengalami perubahan signifikan dalam komposisi tenaga kerja guna mengakomodasi kebutuhan yang semakin beragam. Berikut adalah informasi perputaran pegawai yang diuraikan dalam bentuk tabel.

EMPLOYEE TURNOVER

Throughout 2024, PT PLN Indonesia Power Services experienced significant changes in workforce composition to accommodate increasingly diverse needs. The following is information on employee turnover described in table.

Keterangan Description	Karyawan Keluar Resigned Employee	Karyawan *Eksisting* Existing Employee	*Turnover* Karyawan Employee Turnover
Jenis Kelamin **Gender**			
Laki-laki Male	71	4.018	1,77%
Perempuan Female	5	287	1,74%
Status Kepegawaian **Employment Status**			
Tugas Karya Work Assignment	9	61	14,75%
Organik Organic	23	2.783	0,83%
Tenaga Kerja Waktu Tertentu (TKWT) Specific Time Employee (TKWT)	44	1.461	3,01%
Rentang Usia **Age Range**			
18 - 30	43	2.620	1,64%
> 30	33	1.685	1,96%

PRODUKTIVITAS SDM
HC Productivity

Berbagai pelatihan dan pendidikan yang dilakukan oleh PLN IP Services bagi para karyawannya mampu meningkatan kemampuan masing-masing karyawan untuk mencapai hasil kerja yang diharapkan berdasarkan potensi sumber daya yang ada. Efektivitas dan efisiensi kerja semakin meningkat berbanding lurus dengan kualitas dan kuantitas yang dihasilkan. Pada tahun 2024 pendapatan yang dihasilkan per pegawai tercatat sebesar Rp489.46 juta meningkat 21,78% dari tahun sebelumnya yaitu Rp401.91 juta.

The performance productivity of PLN IP Services employees is one of the benchmarks for the success indicator in running a business. In 2024, the Company's total revenue was Rp2.30 trillion with total number of employees as of December 31, 2024 of 4,700 employees. So, the revenue generated per employee in 2024 was Rp489.46 million. This figure experienced an increase of 21.78% or Rp87.55 million when compared to the previous year which amounted to Rp401.91 million.

HUBUNGAN INDUSTRIAL
Industrial Relations

Perusahaan berupaya untuk membangun hubungan industrial yang harmonis dengan pegawai yaitu dengan cara saling menghormati dan mentaati hak dan kewajiban masing-masing pihak. Sebagai bagian dari komitmen Perusahaan dalam membina hubungan kerja yang bermartabat dengan seluruh jajaran karyawan, Perusahaan telah mengeluarkan Pedoman Disiplin Pegawai dalam bentuk Surat Keputusan yang sudah disahkan oleh Kementerian ketenagakerjaan melalui Keputusan Direksi No. 163.P/PIPS/2024 tentang Peraturan Perusahaan PT PLN Indonesia Power Services.

The Company strives to build harmonious industrial relations with the employee by respecting each other and obeying rights and obligations of each party. As a part of the commitment of the Company in dignified fostering work relationship with all of employee, the Company issued Employee Discipline Guidelines in the Decree ratified by the Ministry of Manpower through the Board of Directors Decision Number 163.P/PIPS/2024 concerning the Company Regulations of PT PLN Indonesia Power Services.

Perusahaan melakukan pendekatan kepada pegawai melalui program "Rabu Harmonis" yang berisi tentang peraturan dan kebijakan terbaru yang berkaitan dengan ketenagakerjaan. Program tersebut ditujukan sebagai wadah Perusahaan untuk berkomunikasi kepada pegawai perihal kebijakan perusahaan, kondisi kerja, serta penyelesaian masalah yang timbul di tempat kerja.

The Company approached employees through the "Rabu Harmonis" program that stated new regulations and policies related to employment. The program is intended as a forum for the Company to communicate to employees regarding company policies, working conditions, and resolution of problems that arise in the workplace.

Selain poin-poin diatas, program “Rabu Harmonis” juga bertujuan untuk:

1. Kolaborasi dan konsultasi terbuka
2. Komunikasi dengan pendekatan konstruktif
3. Pemberdayaan karyawan melalui partisipasi aktif

In addition to the points above, the “Rabu Harmonis” program aims to:

1. Open Collaboration and Consultation
2. Communication with constructive approach
3. Employee Empowerment through the active participation

PENILAIAN KINERJA

Performance Assessment

Penilaian kinerja karyawan dilakukan 2 (dua) kali per tahun. Periode pertama dimulai dari bulan Januari hingga Juni dan periode berikutnya pada bulan Juli hingga Desember. Hasil evaluasi program penilaian kinerja karyawan PLN IP Services digunakan sebagai data pendukung pembinaan karir, pengembangan kompetensi, serta pemberian Tunjangan Prestasi Kerja (TPK) Pegawai.

Employee performance assessment is conducted 2 (two) times a year. The first period start from January to June and the next period from July to December. Results of the PLN IP Services employee performance assessment program are used as supporting data for career development, competency development, and the provision of Employee Performance Allowances (TPK).

Pengelola Penilaian Kinerja menerapkan kebijakan penilaian kinerja sebagai berikut:

- Verifikasi pemenuhan bukti pendukung (*evidence*) oleh Unit Kerja.
- Verifikasi kalibrasi pada distribusi hasil nilai kinerja oleh Pengelola Penilaian Kinerja Kantor Pusat.
- Kalibrasi hasil penilaian kinerja untuk mencegah terjadinya kelebihan penilaian.

Performance Assessment Manager applies the following policies:

- Verification of compliance with supporting evidence by the Work Unit.
- Calibration verification on the distribution of performance scores by the Head Office Performance Assessment Manager.
- Calibration of performance assessment results to prevent overvaluation from occurring

Berikut merupakan data hasil penilaian kinerja pegawai PLN IP Services untuk Semester 2 tahun 2023 dan semester 1 tahun 2024:

The following is the results of the performance assessment of PLN IP Services employees for 2nd period of 2023 and 1st period of 2024:

No.	Nilai Value	Presentase Percentage	Jumlah Pegawai Semester 2 (2023) Number of Employees in Semester 2 (2023)	Jumlah Pegawai Semester 1 (2024) Number of Employees in Semester 1 (2024)
1.	5	Maksimal 5% Maximum 5%	21 Pegawai Employee	10 Pegawai Employee
2.	4	Maksimal 40% Maximum 40%	1.093 Pegawai Employee	1.073 Pegawai Employee
3.	1 s/d 3 1 to 3	Minimal 60% Minimum 60%	1.669 Pegawai Employee	1.688 Pegawai Employee
	Jumlah **Total**	100%		

PENCAPAIAN PROGRAM KERJA TAHUN 2024

Achievement of Work Program in 2024

Berbagai pelatihan dan pendidikan yang dilakukan oleh PLN IP Services bagi para karyawannya mampu meningkatan kemampuan masing-masing karyawan untuk mencapai hasil kerja yang diharapkan berdasarkan potensi sumber daya yang ada. Efektivitas dan efisiensi kerja semakin meningkat berbanding lurus dengan kualitas dan kuantitas yang dihasilkan. Pada tahun 2024 produktivitas kinerja pegawai PLN IP Services merupakan salah satu tolak ukur atas keberhasilan perusahaan dalam menjalankan usaha. Pada tahun 2024, pencapaian Produktivitas Sumber Daya Manusia adalah Rp41,76 juta per pegawai.

Various training and education programs conducted by PLN IP Services for its employees are able to increase the ability of each employee to achieve the expected work results based on the potential of existing resources. The effectiveness and efficiency of work is increasing in direct proportion to the quality and quantity produced. In 2024, PLN IP Services employee performance productivity is one of the benchmarks for the Company's success in running its business. In 2024, Human Capital Productivity is expected to reach Rp41.76 million per employee.

RENCANA PENGEMBANGAN SDM KE DEPAN

HC Development Plan In The Future

Dalam mendukung visi misi untuk menjadi Perusahaan yang terpercaya dalam penyediaan solusi bidang energi di kawasan Asia, dan mampu menyediakan solusi energi yang terbaik, terkini dan terintegrasi, PLN IP Services melakukan perencanaan khusus atas sumber daya manusia yang dimiliki. Serangkaian kegiatan direncanakan sebagai upaya mengantisipasi fluktuasi permintaan bisnis dengan memperhatikan lingkungan di masa mendatang untuk memenuhi kebutuhan tenaga kerja.

In supporting the vision and mission to become a trusted company in providing energy solutions in the Asian region, and to be able to provide the best, most up-to-date and integrated energy solutions, PLN IP Services has made special plans for its human capital. A series of activities are planned as an effort to anticipate fluctuations in business demand by taking into account the environment in the future to meet workforce needs.

PLN IP Services membuat perencanaan yang senantiasa ditinjau setiap tahunnya untuk memenuhi kesesuaian dengan kondisi industri ketenagalistrikan untuk 5 (lima) tahun mendatang sebagaimana dijabarkan dalam tabel berikut:

PLN IP Services makes a plan that is constantly reviewed annually to comply with the conditions of the electricity industry for the next 5 (five) years as described in the following table:

	Expert	Leaders	Asset Management	Oil & Gas	Digital Business
2027	1. Specialist Program 2. Junior Expert Program 3. Expert Program 4. Senior Expert Program				
2026	1. Specialist Program 2. Junior Expert Program 3. Expert Program				
2025	1. Specialist Program 2. Junior Expert Program	Integration to Talent Development & Maturity Process	Asset Management Development Maturity Process	Oil & Gas Development Program Maturity Process	Digital Business and marketing international certification
2024	1. Inisiasi 2. Eksekusi Spesialis Program	1. Executive Development 2. Senior Supervisor Development 3. Supervisor Development	1. Assessor Development 2. Integration to Expertise System	1. Certification 2. Integration to Expertise System	1. Digital Business development program (marketing, content, data analytics)
2023		1. Executive Development 2. Senior Supervisor Development	1. Coaching Mentoring by External 2. Internal Coach Development 3. Certification	1. Inisiasi kerjasama PPSDM Migas 2. Benchmarking 3. Certification	1. Digital Business awareness 2. Marketing development program



STATISTIK SUMBER DAYA MANUSIA
Human Capital Statistics

Perusahaan berupaya untuk menciptakan organisasi yang efektif dan efisien dan mampu menjawab setiap tantangan di dunia bisnis. Namun, sejalan dengan pertumbuhan usaha, penambahan jumlah pegawai merupakan hal yang tidak dapat terelakkan.

The Company strives to create an effective and efficient organization capable of responding to every challenge in the business world. However, in line with business growth, an increase in the number of employees is inevitable.

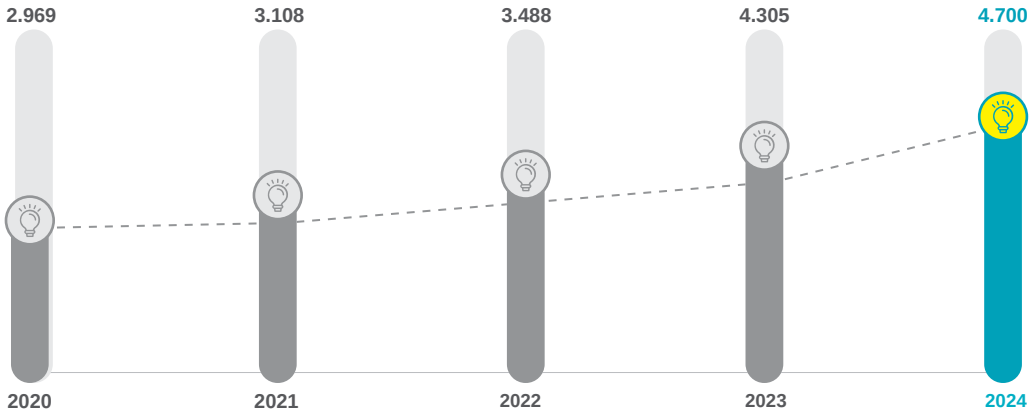
Per 31 Desember 2024, Perusahaan memiliki 4.700 orang pegawai yang menunjukan adanya peningkatan sebesar 9,18% bila dibandingkan dengan jumlah karyawan tahun 2023 yaitu 4.305 orang. Peningkatan jumlah karyawan Perseroan pada tahun 2024 lebih dikarenakan oleh penambahan tenaga kerja waktu tertentu (TKWT).

As of December 31, 2024, the Company had 4,700 employees which showed an increase of 9.18% when compared to the number of employees in 2023 that were 4,305 people. The increase in the number of the Company employees in 2024 was due to the addition of Specific Time Employee (TKWT).

Pertumbuhan jumlah pegawai PLN IP Services dalam kurun waktu 5 (lima) tahun terakhir dapat dilihat pada grafik berikut ini:

The growth in the number of PLN IP Services employees in the last 5 (five) years can be seen in the following graph:

JUMLAH KARYAWAN 2020-2024
Number Of Employees 2020 - 2024



KOMPOSISI KARYAWAN BERDASARKAN JENIS KELAMIN
Composition of Employees Based on Gender

Jenis Kelamin Gender	Tahun Year		Komposisi Composition 2024	Pertumbuhan (Penurunan) Increase (Decrease)	
	2024	2023		Jumlah Number	Persentase Percentage
Laki-Laki Male	4.380	4.018	93,19%	362	9,01%
Perempuan Female	320	287	6,81%	33	11,50%
Jumlah **Total**	**4.700**	**4.305**	**100,00%**	**395**	**9,18%**

KOMPOSISI KARYAWAN BERDASARKAN STATUS KEPEGAWAIAN
Composition of Employees Based on Employment Status

Jenis Kepegawaian Employment Status	Tahun Year		Komposisi Composition 2024	Pertumbuhan (Penurunan) Increase (Decrease)	
	2024	2023		Jumlah Number	Persentase Percentage
Tugas Karya Work Assignment	56	61	1,19%	(5)	(8,20%)
Organik Organic	2.746	2.783	58,43%	(37)	(1,33%)
Tenaga Kerja Waktu Tertentu (TKWT) Specific Time Employee (TKWT)	1.898	1.461	40,38%	437	29,91%
Jumlah **Total**	4.700	4.305	100,00%	395	9,18%

KOMPOSISI KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN
Composition of Employees Based on Educational Level

Jenis Pendidikan Educational Level	Tahun Year		Komposisi Composition 2024	Pertumbuhan (Penurunan) Increase (Decrease)	
	2024	2023		Jumlah Number	Persentase Percentage
Strata 2 - Strata 3 Master – Doctorate	22	22	0,47%	0	0,00%
Diploma 3 - Strata 1 Diploma 3 – Bachelor	1.574	1.447	33,49%	127	8,78%
SMP- SLTA – Diploma Junior High – High School - Diploma	3.104	2.836	66,04%	268	9,45%
Jumlah **Total**	4.700	4.305	100,00%	395	9,18%

KOMPOSISI KARYAWAN BERDASARKAN RENTANG USIA
Composition of Employees Based on Age Range

Rentang Usia (Tahun) Age Range (Year)	Tahun Year		Komposisi Composition 2024	Pertumbuhan (Penurunan) Increase (Decrease)	
	2024	2023		Jumlah Number	Persentase Percentage
18-30	2.614	2.620	55,62%	(6)	(0,23%)
31-40	1.867	1.489	39,72%	378	25,39%
41-50	193	169	4,11%	24	14,20%
>50	26	27	0,55%	(1)	(3,70%)
Jumlah **Total**	4.700	4.305	100,00%	395	9,18%

KOMPOSISI KARYAWAN BERDASARKAN LEVEL ORGANISASI
Composition of Employees Based on Organizational Level

Level Organisasi Organizational Level	Tahun Year		Komposisi Composition 2024	Pertumbuhan (Penurunan) Increase (Decrease)	
	2024	2023		Jumlah Number	Persentase Percentage
Eksekutif Executive	58	59	1,23%	(1)	(1,69%)
Supervisor Atas Top Supervisor	78	66	1,66%	12	18,18%
Supervisor Dasar Bottom Supervisor	239	229	5,09%	10	4,37%
Staff Senior Senior Staff	1.020	934	21,70%	86	9,21%
Staf Staff	3.302	3.014	70,26%	288	9,56%
Non Staf Non Staff	3	3	0,06%	0	0,00%
Jumlah **Total**	4.700	4.305	100,00%	395	9,18%

KOMPOSISI KARYAWAN BERDASARKAN PENEMPATAN KERJA
Composition of Employees Based on Work Placement

Penempatan Kerja Work Placement	Tahun Year		Komposisi Composition 2024	Pertumbuhan (Penurunan) Increase (Decrease)	
	2024	2023		Jumlah Number	Persentase Percentage
Kantor Pusat Head Office	225	225	4,79%	0	0,00%
Jasa O&M O&M Services	4.214	3.901	89,66%	313	8,02%
Jasa *Repair* & Pemeliharaan (MRO) Repair & Maintenance (MRO) Services	192	98	4,09%	94	95,92%
Suplai Energi Energy Supply	69	81	1,47%	(12)	(14,81%)
Jumlah **Total**	4.700	4.305	100,00%	395	9,18%

PENINGKATAN KUALITAS SUMBER DAYA MANUSIA

PLN IP Services merupakan perusahaan yang memberikan layanan dalam bidang pembangkitan ketenagalistrikan sehingga membutuhkan kompetensi keahlian dari para karyawan. Perusahaan terus berupaya memberikan motivasi kepada karyawan untuk meningkatkan wawasan dan keterampilan seluruh karyawan baik dalam rangka mendukung peningkatan kualitas kerja maupun untuk pengembangan potensi dan karir dari masing-masing karyawan. Perusahaan juga mendorong karyawan untuk berpikir terbuka dan positif serta membekali mereka dengan pemahaman tugas untuk mendukung kinerja Perusahaan secara berkelanjutan.

IMPROVING THE QUALITY OF HUMAN CAPITAL

PLN IP Services is a company that provides services in the field of electricity generation hence it requires competency expertise from its employees. The Company continues to provide motivation to employees to increase insights and skills of all employees both in order to support the improvement of work quality and to develop the potential and career of each employee. The Company also encourages employees to think openly and positively and equips them with an understanding of their duties to support the company's performance in a sustainable manner.

Beberapa kebijakan telah disusun dan disempurnakan untuk mendukung program pengembangan karir dan kompetensi pegawai sebagai bentuk komitmen akan keberlanjutan usaha, antara lain:

- Peraturan No. 163.P/PIPS/2024 tentang Peraturan Perusahaan PT PLN Indonesia Power Services yang ditetapkan pada tanggal 1 Agustus 2024;
- Peraturan No. 164.P/PIPS/2024 tentang Kelompok Profesi Jabatan PT PLN Indonesia Power Services yang ditetapkan pada tanggal 13 Agustus 2024;
- Peraturan No. 165.P/PIPS/2024 tentang Perlindungan, Pencegahan, dan Penanganan Pelecehan Seksual PT PLN Indonesia Power Services yang ditetapkan pada tanggal 14 Agustus 2024;
- Peraturan No. 171.P/PIPS/2024 tentang Sistem Manajemen Karir dan Talenta, yang saat ini ditetapkan pada tanggal 20 September 2024.

Peningkatan kualitas SDM PLN IP Services dilakukan dengan beberapa cara yaitu:

- Pendidikan dan Pelatihan Informal (Diklat)
- Sertifikasi
- Pemanfaatan PLN IP Services *Learning Center*
- Pendidikan Formal

PENDIDIKAN DAN PELATIHAN INFORMAL (DIKLAT)

Pengembangan SDM PLN IP Services dengan memberikan pendidikan dan pelatihan sesuai dengan kompetensi yang berdasarkan analisa kebutuhan, hasil penilaian kinerja, *assessment* atau pengembangan karir. Perusahaan menggolongkan Diklat ke dalam 3 kategori program Diklat yaitu Diklat *Induction*, Diklat Keahlian dan Diklat Pengembangan.

1. **Diklat *Induction*;**
   Pelatihan pengadaan (*Induction Training*) ditujukan bagi pegawai yang baru menduduki jabatannya. Program Diklat *Induction* terdiri dari Pembinaan Sikap Mental, Pengenalan Perusahaan dan Pembidangan (OJT selama 6 bulan) diberikan kepada seluruh pegawai baru yang bertujuan untuk mendapatkan pengenalan tentang Unit Pembangkit dan sebagai pembekalan untuk Uji Sertifikasi Kompetensi O&M.

2. **Diklat Keahlian;**
   Pegawai eksisting diberikan pelatihan keahlian untuk meningkatkan keterampilan (*skill*) pegawai guna mendukung kinerja di bidang tugasnya, ditujukan kepada Pegawai Staf sampai dengan Manajemen

Several policies have been developed and refined to support employee career and competency development programs, as part of the Company's commitment to sustainable business practices. These include:

- Regulation No. 163.P/PIPS/2024 concerning the Company Regulations of PT PLN Indonesia Power Services, enacted on August 1, 2024;
- Regulation No. 164.P/PIPS/2024 concerning Job Professional Groups at PT PLN Indonesia Power Services, enacted on August 13, 2024;
- Regulation No. 165.P/PIPS/2024 concerning the Protection, Prevention, and Handling of Sexual Harassment at PT PLN Indonesia Power Services, enacted on August 14, 2024;
- Regulation No. 171.P/PIPS/2024 concerning the Career and Talent Management System, enacted on September 20, 2024.

Improving the quality of PLN IP Services's human capital is carried out in several ways:

- Informal Education and Training
- Certification
- Utilization of PLN IP Services Learning Center
- Formal Education

INFORMAL TRAINING AND EDUCATION

Development of PLN IP Services's human capital by providing education and training in accordance with competencies based on needs analysis, performance assessment result, assessment or career development. The Company classifies training into 3 categories of education and training programs, namely induction training, expertise training and development training.

1. **Induction Training;**
   Procurement training (Induction Training) is intended for employees who have just occupied their positions. The Induction Training Program consists of Development of Mental Attitudes, Company Introduction and Explanation (OJT for 6 months) given to all new employees with the aim of getting an introduction to the Generating Unit and as a provision for the O&M Competency Certification Test.

2. **Skills Training;**
   Existing employees are given skills training to improve employee skills to support performance in their field of duty, aimed at Staff Employees up to Upper Management. This training develops competencies

Atas. Pelatihan ini mengembangkan kompetensi dalam melaksanakan tugas dan tanggung jawab sesuai jabatan guna mencapai kinerja perusahaan dan menjembatani pemahaman akan standar industri yang terus berkembang, antara lain: sertifikasi, seminar, *training, workshop*, dan lainnya.

in carrying out duties and responsibilities according to position in order to achieve company performance and bridge an understanding of industry standards that continue to develop, including: certification, seminars, training, workshops, and others.

3. **Diklat Pengembangan;**
Pelatihan Pengembangan yang lebih berfokus pada persiapan kompetensi untuk tugas, tanggung jawab dan kewenangan yang lebih tinggi. Pelatihan pengembangan ini termasuk: Pelatihan kepemimpinan, Penugasan untuk berbagai proyek, dsb.

3. **Development Training;**
Development Training that focuses more on competency preparation for higher duties, responsibilities and authorities. This development training includes: Leadership training, Assignment for various projects, etc.

4. **Pelatihan pelepasan merupakan diklat yang diselenggarakan untuk memberikan bekal kepada Pegawai di dalam menjalani masa pensiunnya.**
Sebagaimana tahun sebelumnya, kegiatan perencanaan diklat keahlian dan pengembangan diawali dengan proses identifikasi *gap competencies* yang akan dijadikan dasar dalam menyusun program pengembangan kompetensi. Kegiatan *training* dan sertifikasi masih dilaksanakan secara *online training* dan *In House Training* (IHT) via *online* dengan protokol kesehatan pada unit kerja setempat.

4. **Discharge training is training held to provide employees with provisions for retirement.**

As in the previous year, planning for training and development skills begins with the process of identifying gap competencies which will be used as the basis for compiling a competency development program. Training and certification activities are still implemented online and online In House Training (IHT) with health protocols in local work units.

Realisasi pelaksanaan diklat Perseroan pada tahun 2024 adalah sebagai berikut:

The realization of the Company training in 2024 as follows:

No.	Nama Pelatihan	Jumlah Total	Training Name
1.	*Accounting and Finance Development Program*	37	Accounting and Finance Development Program
2.	*Administrator SMK2 Pembangkit*	1	Administrator of SMK2 Power Plant
3.	*Advance* Pemeliharaan Kontrol *& Instrument*	32	Advance in Control and Instrument Maintenance
4.	*Advance P*emeliharaan Listrik/*Elektrikal*	30	Advance Electrical Maintenance Training
5.	*Advance* Pemeliharaan Mesin	21	Advance Mechanical Maintenance Training
6.	*Advance* Pengoperasian PLTD/MG	28	Advance Operation of PLTD/MG)
7.	Advance Pengoperasian PLTU	128	Advance Operation of PLTU
8.	Advance Vibration Analysis	1	Advance Vibration Analysis
9.	*Ahli K3 Kimia*	3	OHS Expert – Chemical
10.	Ahli K3 Listrik	6	OHS Expert – Electrical
11.	Ahli K3 Umum	13	OHS Expert – General
12.	Ahli Muda K3 Konstruksi	3	Junior OHS Expert – Construction
13.	Ahli Muda K3 Lingkungan Kerja	2	Junior OHS Expert – Workplace Environment
14.	AK3U	1	General Occupational Safety and Health Expert (AK3U)
15.	Akuntansi Dasar	1	Basic Accounting
16.	Alat Stacker And Reclaimer - Olif Karunia Sakti	14	Stacker and Reclaimer Equipment Training – Olif Karunia Sakti

No.	Nama Pelatihan	Jumlah Total	Training Name
17.	Analis K2 SMK2 Pembangkit	2	K2 Analyst – SMK2 Power Plant
18.	Anilis Madya Pemeliharaan PLTD/MG	1	Intermediate Analyst – PLTD/MG Maintenance
19.	Anilis Madya Pemeliharaan PLTMGU	2	Intermediate Analyst – PLTMGU Maintenance
20.	Anilis Madya Pemeliharaan PLTU	1	Intermediate Analyst – PLTU Maintenance
21.	Analis Madya Pengoperasian PLTU	3	Intermediate Analyst – PLTU Operation
22.	Anilis Madya Supervisor Pengoperasian Unit PLTU Batubara PLTU	1	Intermediate Analyst – Supervisor of Coal-Fired Power Plant (PLTU) Operations
23.	Analis Muda Operator Control Room Unit PLTU Batubara PLTU	1	Junior Analyst – Control Room Operator of Coal-Fired Power Plant (PLTU)
24.	Anilis Muda Pemeliharaan PLTD/MG	1	Junior Analyst – PLTD/MG Maintenance
25.	Anilis Muda Pemeliharaan PLTMGU	6	Junior Analyst – PLTMGU Maintenance
26.	Anilis Muda Pengoperasian PLTD	3	Junior Analyst – PLTD Operation
27.	Anilis Muda Pengoperasian PLTD (Lev. 4)	2	Junior Analyst – PLTD Operation, Level 4
28.	Anilis Muda Pengoperasian PLTD/MG	10	Junior Analyst – PLTD/MG Operation
29.	Anilis Muda Pengoperasian PLTU	15	Junior Analyst – PLTU Operation
30.	Analis Muda Supervisor Junior Pemeliharaan Peralatan Generator PLTP	1	Junior Analyst – Junior Supervisor for Generator Equipment Maintenance in Geothermal Power Plant (PLTP)
31.	Analis Utama Pemeliharaan PLTMGU	1	Senior Analyst – PLTMGU Maintenance
32.	Analisis Laporan Keuangan	1	Financial Report Analysis
33.	*Ash Handling System* Jumarta Harun	1	Ash Handling System – Jumarta Harun
34.	*Assets Management*	24	Asset Management
35.	*Assistant Operator* Operasi Jaringan Tegangan Rendah	1	Assistant Operator – Low Voltage Network Operations
36.	Audit Internal Sistem Terintegrasi	19	Internal Audit of Integrated System
37.	Audit Kecurangan + Assesmen	3	Fraud Audit + Assessment
38.	Audit Operasional + *Assesmen*	4	Operational Audit + Assessment
39.	Auditor Forensik	1	Forensic Auditor
40.	Auditor SMK2 Pembangkit	2	Auditor for SMK2 Power Plant
41.	Auditor SMK3	6	Auditor for SMK3
42.	*Awareness ISO 14001:2015*	1	ISO 14001:2015 Awareness
43.	*Awareness K3*	228	OHS Awareness
44.	*Awareness* Sistem Mananjemen Terintegrasi	47	Integrated Management System Awareness
45.	Bahaya dan Risiko Kelistrikan	40	Electrical Hazards and Risks
46.	*Basic Human Resources Management*	17	Basic Human Resources Management
47.	*Basic Infrared Thermography Analysis*	1	Basic Infrared Thermography Analysis
48.	*Basic Microsoft Excel*	2	Basic Microsoft Excel
49.	*Basic Oil Analis*	1	Basic Oil Analyst Training
50.	*Basic Oil Analysis*	16	Basic Oil Analysis
51.	*Basic* Pemeliharaan PLTU	1	Basic Maintenance of PLTU
52.	*Basic* Pengoperasian *PLTU*	12	Basic Operation of PLTU
53.	*Basic Vibration Analysis*	1	Basic Vibration Analysis
54.	*Benchmark Instrument, Sulfur, Proximate, CHN*	2	Benchmarking of Instruments, Sulfur, Proximate, CHN
55.	*Boiler Operation dan Protection Schema*	6	Boiler Operation and Protection Schematics
56.	*Brevet* AB	16	Brevet AB
57.	*Bubut & CNC*	2	Lathe and CNC
58.	Bubut & CNC - Operator Bubut Dasar	7	Lathe and CNC – Basic Lathe Operator
59.	*Bubut & CNC - Operator Bubut Komplek*	4	Lathe and CNC – Advanced Lathe Operator
60.	*Budgeting and Reporting Development Program*	19	Budgeting and Reporting Development Program

No.	Nama Pelatihan	Jumlah Total	Training Name
61.	*Business Development*	2	Business Development
62.	*Certification K3*	4	OHS Certification
63.	*Certified Digital Marketing Specialist*	3	Certified Digital Marketing Specialist
64.	*Certified Human Resources Supervisor*	1	Certified Human Resources Supervisor
65.	*Certified Procurement Contract Drafter*	1	Certified Procurement Contract Drafter
66.	*Certified Procurement Officer*	13	Certified Procurement Officer
67.	*Certified Remuneration Manager*	1	Certified Remuneration Manager
68.	*Chemical* Pembangkit	12	Power Plant Chemistry
69.	*Coaching & Mentoring Skills*	1	Coaching and Mentoring Skills
70.	*Coaching, Counselling & Mentoring*	1	Coaching, Counseling, and Mentoring
71.	*COBIT 2019 Foundation - An ISACA Accredited Course*	7	COBIT 2019 Foundation – ISACA Accredited Course
72.	*Corporate Communication Development Program*	20	Corporate Communication Development Program
73.	*Corporate Culture Specialist*	2	Corporate Culture Specialist
74.	*CSMS*	2	CSMS
75.	DAMKAR C	1	Firefighting C (DAMKAR C)
76.	DAMKAR D	1	Firefighting D (DAMKAR D)
77.	DAMKAR Kelas C	2	Firefighting Course – Class C
78.	DAMKAR Kelas D	2	Firefighting Course – Class D
79.	Dasar-dasar Audit	3	Fundamentals of Auditing
80.	Deklarasi Kondisi dan Indeks Kesiapan Pembangkit	1	Power Plant Condition Declaration and Readiness Index
81.	Deklarasi Kondisi dan Indeks Kesiapan Pembangkit (Pembelajaran)	1	Power Plant Condition Declaration and Readiness Index (Learning Module)
82.	Deklarasi Kondisi dan Indeks Kinerja Pembangkit (DKIKP)	9	Power Plant Condition and Performance Index Declaration (DKIKP)
83.	*Effective Business Communication*	2	Effective Business Communication
84.	Energi Primer	1	Primary Energy
85.	Sertifikasi Damkar D	1	Firefighting Certification – D
86.	FAT ke PT Transavia Otomasi Pratama	1	FAT at PT Transavia Otomasi Pratama
87.	*Green Building*	1	Green Building
88.	GTAW	1	GTAW
89.	*HAKIT Level 2*	8	HAKIT Level 2
90.	*Human Resources Management*	2	Human Resources Management
91.	Human Resources Manager	1	Human Resources Manager
92.	IHT	3	In-House Training (IHT)
93.	IHT *Alignment, Balancing, & Vibration*	32	IHT – Alignment, Balancing, and Vibration
94.	IHT *AWARENESS* K3 KELISTRIKAN	2	IHT – Electrical Safety Awareness OHS
95.	IHT Membangun Sinergi Pelatihan Efektif untuk Kerjasama Tim	9	IHT – Building Effective Training Synergy for Team Collaboration
96.	IHT *Problem Solving Making Decision*	9	IHT – Problem Solving and Decision Making
97.	IHT *Training Fundamental* Operasi CFB	44	IHT – Fundamentals of CFB Operation
98.	In *Class Training*	8	In-Class Training
99.	In *Class Training* | *Operator Central Control Room (CCR)*	1	In-Class Training – Central Control Room (CCR) Operator
100.	In *Class Training* | *Self Learning* Pengoperasian-*Reverse Osmosis*	1	In-Class Training – Self-Learning: Reverse Osmosis Operation
101.	*In Class Training* | *Self Learning Pengoperasian-Start-Up Boiler System*	2	In-Class Training – Self-Learning: Boiler Start-Up System Operation
102.	*In Class Training* | Sistem Tenaga Listrik	1	In-Class Training – Electric Power Systems

No.	Nama Pelatihan	Jumlah Total	Training Name
103.	In Class Training | Webinar Pembangkit Pengoperasian PLTU	1	In-Class Training – Webinar on Steam Power Plant (PLTU) Operation
104.	In Class Training Chemical Pembangkit	1	In-Class Training – Power Plant Chemistry
105.	*In Class Training Management K3*	1	In-Class Training – OHS Management
106.	In Class Training Outage & Reability Asset Management	2	In-Class Training – Outage and Reliability Asset Management
107.	In House Training Metode Penulisan Ide dan Inovasi Berbasis Ilmiah	1	In-House Training – Scientific-Based Methods for Writing Ideas and Innovations
108.	Industrial Conflict Resolution	1	Industrial Conflict Resolution
109.	Infrared Thermography Level 1	9	Infrared Thermography – Level 1
110.	Intermediate Pemeliharaan PLTU	5	Intermediate PLTU Maintenance
111.	Intermediate Pengoperasian PLTU	50	Intermediate PLTU Operation
112.	*Inventory Management*	2	Inventory Management
113.	*ISO 9001:2015 PLTU KALBAR 1*	8	ISO 9001:2015 – PLTU KALBAR 1
114.	Juru Las	1	Welder
115.	Juru Las Kemenaker Kelas I	1	Ministry of Manpower Certified Welder – Class I
116.	Juru Las Kemenaker Kelas II	2	Ministry of Manpower Certified Welder – Class II
117.	Juru Las Kemenaker Kelas III	15	Ministry of Manpower Certified Welder – Class III
118.	*K3 Mekanik Motor Diesel*	1	OHS – Diesel Engine Mechanic
119.	*K3* Operator *Crane*	7	OHS – Crane Operator
120.	*K3* Operator Forklift	32	OHS – Forklift Operator
121.	K3 Operator Forklift Kelas II	6	OHS – Forklift Operator Class II
122.	K3 Operator Motor Diesel	6	OHS – Diesel Engine Operator
123.	K3 Operator Overhead Crane Kelas III	2	OHS – Overhead Crane Operator Class III
124.	K3 Penanggulangan Kebakaran Kelas D	109	OHS – Firefighting Response Class D
125.	K3 Penanggulangan Kebakaran Kelas B	5	OHS – Firefighting Response Class B
126.	K3 Penanggulangan Kebakaran Kelas C	17	OHS – Firefighting Response Class C
127.	K3 Petugas Peran Kebakaran Kelas D	25	OHS – Firefighting Crew Member Class D
128.	K3 Regu Penanggulangan Kebakaran Kelas C	1	OHS – Firefighting Team Class C
129.	K3 Tenaga Kerja pada Ketinggian	10	OHS – Working at Heights
130.	Kelas Administrasi SDM & Keuangan	23	Human Resources and Finance Administration Class
131.	Knowledge Management	1	Knowledge Management
132.	Konsinyering Bidang PBJ	7	Procurement and Contracting Workshop
133.	Life Cycle Assesment	6	Life Cycle Assessment
134.	Lingkungan	1	Environment
135.	Lingkungan Hidup Bidang Limbah B3	1	Environmental Management – Hazardous Waste (B3) Sector
136.	Lingkungan Hidup Bidang Pengelolaan Air	2	Environmental Management – Water Management Sector
137.	Lingkungan Hidup Bidang Pengelolaan Udara	2	Environmental Management – Air Quality Management Sector
138.	Lock Out and Tag Out (Pembelajaran)	1	Lockout and Tagout (Training Module)
139.	LOTO	8	Lockout and Tagout (LOTO)
140.	Management K3	6	OHS Management
141.	Management Lingkungan	2	Environmental Management
142.	*Management* Pemeliharaan	29	Maintenance Management
143.	Manager Energi/y	4	Energy Manager
144.	Managing The Organizations Talent	3	Managing Organizational Talent
145.	Marketing Strategy	1	Marketing Strategy
146.	Memelihara Boiler bagi Pelaksana Madya	3	Boiler Maintenance for Intermediate-Level Technicians

No.	Nama Pelatihan	Jumlah Total	Training Name
147.	Memelihara Lingkungan Hidup bagi Pelaksana Madya	1	Environmental Management for Intermediate-Level Technicians
148.	Memelihara Sistem DC Power bagi Pelaksana Madya	10	DC Power System Maintenance for Intermediate-Level Technicians
149.	Memelihara Turbin bagi Pelaksana Madya	1	Turbine Maintenance for Intermediate-Level Technicians
150.	Memelihara Turbin Uap bagi Pelaksana Madya	3	Steam Turbine Maintenance for Intermediate-Level Technicians
151.	Menetapkan Hasil Pengoperasian Pembangkit Tenaga Listrik	2	Determining the Operational Outcomes of Power Plants
152.	Mengkoordinir Pengoperasian Pembangkit Tenaga Listrik	3	Coordinating the Operation of Power Plants
153.	Mengkoordinir Pemeliharaan Pembangkit Tenaga Listrik bagi Pelaksana Utama	1	Coordinating Power Plant Maintenance for Senior-Level Technicians
154.	Mengkoordinir Pengoperasian Pembangkit Tenaga Listrik bagi Pelaksana Utama	4	Coordinating Power Plant Operation for Senior-Level Technicians
155.	Mengoperasikan Alat Berat	3	Operating Heavy Equipment
156.	Mengoperasikan Alat Berat bagi Pelaksana Madya	1	Operating Heavy Equipment for Intermediate-Level Technicians
157.	Mengoperasikan Sistem Auxiliary Steam bagi Pelaksana Madya	1	Operating the Auxiliary Steam System for Intermediate-Level Technicians
158.	Mengoperasikan *Sistem Conveyor*	1	Operating the Conveyor System
159.	Mengoperasikan Sistem *Conveyor* bagi Pelaksana Madya	1	Operating the Conveyor System for Intermediate-Level Technicians
160.	Mengoperasikan Sistem Pemadam Kebakaran bagi Pelaksana Madya	1	Operating the Fire Protection System for Intermediate-Level Technicians
161.	Mengoperasikan Sistem Pendingin bagi Pelaksana Madya	4	Operating the Cooling System for Intermediate-Level Technicians
162.	Mengoperasikan Sistem Udara Pembakaran bagi Pelaksana Madya	4	Operating the Combustion Air System for Intermediate-Level Technicians
163.	Mengoperasikan *Water Treatment Plant* bagi Pelaksana Madya	6	Operating the Water Treatment Plant for Intermediate-Level Technicians
164.	Mensupervisi Pemeliharaan Pembangkit Tenaga Listrik bagi Analis Muda	2	Supervising Power Plant Maintenance for Junior Analysts
165.	Mensupervisi Pengoperasian Pembangkit Tenaga Listrik	4	Supervising Power Plant Operations
166.	Mental Disiplin	39	Discipline Mental
167.	*Microsoft Office Specialist: Excel Assosiate (Office 2019)*	39	Microsoft Office Specialist: Excel Associate (Office 2019)
168.	*Mindfulness & Team Building*	64	Mindfulness and Team Building
169.	MV - Proteksi Jaringan Listrik Industri	7	MV – Industrial Electrical Network Protection
170.	NDT MT PT Level I	20	NDT – Magnetic Particle and Penetrant Testing Level I
171.	NDT *Radiographic Interpretation*	2	NDT – Radiographic Interpretation
172.	*On The Job Training*	17	On-the-Job Training
173.	*Operation Management Development Program*	3	Operations Management Development Program
174.	*Operator Bulldozer*	1	Bulldozer Operator
175.	*Operator Crane*	2	Crane Operator
176.	Operator Junior Lokal Peralatan Auxiliary Island	1	Junior Local Operator for Auxiliary Island Equipment
177.	Operator K3 Belt Conveyor	7	OHS Operator – Belt Conveyor
178.	Operator K3 BNSP (Ahli K3 Muda)	15	OHS Certified Operator (Junior OHS Expert – BNSP)
179.	Operator K3 Bulldozer	13	OHS Operator – Bulldozer
180.	Operator K3 Dumptruck	1	OHS Operator – Dump Truck
181.	*Operator K3 Excavator*	1	OHS Operator – Excavator
182.	Operator *K3 Overhead Crane* Kelas 2	6	OHS Operator – Class 2 Overhead Crane

No.	Nama Pelatihan	Jumlah Total	Training Name
183.	Operator K3 *Overhead Crane* Kelas 3	9	OHS Operator – Class 3 Overhead Crane
184.	Operator K3 Pesawat Uap Kelas I	6	OHS Operator – Class 1 Steam Boiler
185.	*Operator Motor Diesel*	1	Diesel Engine Operator
186.	Operator Pengelolaan Limbah B3 (OPLB3)	8	Hazardous Waste Management Operator (OPLB3)
187.	Operator Pengendalian Pencemaran Udara	1	Air Pollution Control Operator
188.	Operator Senior Batubara	1	Senior Coal Handling Operator
189.	Operator Senior Lokal Peralatan Auxiliary Island	2	Senior Local Operator for Auxiliary Island Equipment
190.	OPLB3	1	OPLB3
191.	*Optimalisasi Injeksi Chlorine dengan Menggunakan Shock Dosing - Jhon Kane Putra Omega Girsang*	4	Optimization of Chlorine Injection Using Shock Dosing – Jhon Kane Putra Omega Girsang
192.	Overseas Development Program	1	Overseas Development Program
193.	Pelaksana Junior Pemeliharaan *Coal Handling*	1	Junior Technician – Coal Handling Maintenance
194.	Pelaksana Junior Pemeliharaan Generator	2	Junior Technician – Generator Maintenance
195.	Pelaksana Junior Pemeliharaan Turbin Air	1	Junior Technician – Hydroelectric Turbine Maintenance
196.	Pelaksana Madya Junior Pemeliharaan Cooling Tower PLTU	1	Intermediate Junior Technician – Cooling Tower Maintenance (PLTU)
197.	Pelaksana Madya Junior Pemeliharaan Kontrol Instrumen PLTU	1	Intermediate Junior Technician – Instrument Control Maintenance (PLTU)
198.	Pelaksana Madya Junior Pemeliharaan Peralatan Coal Handling PLTU	1	Intermediate Junior Technician – Coal Handling Equipment Maintenance (PLTU)
199.	Pelaksana Madya Junior Pemeliharaan Peralatan Transformator PLTU	1	Intermediate Junior Technician – Transformer Equipment Maintenance (PLTU)
200.	Pelaksana Madya Junior Pemeliharaan Peralatan Turbin PLTU	4	Intermediate Junior Technician – Turbine Equipment Maintenance (PLTU)
201	Pelaksana Madya Mekanik Junior Pemeliharaan Boiler PLTU	2	Intermediate Junior Mechanical Technician – Boiler Maintenance (PLTU)
202	Pelaksana Madya Operator *Junior Auxiliary Island* PLTD/MG	4	Intermediate Junior Operator – Auxiliary Island (PLTD/MG)
203	Pelaksana Madya Operator *Junior Auxiliary Island* PLTGU	1	Intermediate Junior Operator – Auxiliary Island (PLTGU)
204	Pelaksana Madya Operator *Junior* Lokal Peralatan Bantu PLTG (SKTTK)	4	Intermediate Junior Local Operator – Auxiliary Equipment (PLTG – SKTTK Certified)
205	Pelaksana Madya Operator *Junior* Pengoperasian Penyaluran Batubara PLTU	2	Intermediate Junior Operator – Coal Distribution Operation (PLTU)
206	Pelaksana Madya Operator *Junior* Peralatan Alat Bantu Turbin Uap PLTU	5	Intermediate Junior Operator – Steam Turbine Auxiliary Equipment (PLTU)
207	Pelaksana Madya Operator Junior Peralatan Water Treatment Plant PLTU	5	Intermediate Junior Operator – Water Treatment Plant Equipment (PLTU)
208	Pelaksana Madya Operator Junior Peralatan Water Treatment Plant PLTGU	9	Intermediate Junior Operator – Water Treatment Plant Equipment (PLTGU)
209	Pelaksana Madya Pelaksana Junior Pemeliharaan Bengkel PLTD/MG	1	Intermediate Junior Technician – Workshop Maintenance (PLTD/MG)
210	Pelaksana Madya Pelaksana Junior Pemeliharaan Cooling Tower PLTGU	2	Intermediate Junior Technician – Cooling Tower Maintenance (PLTGU)
211	Pelaksana Madya Pelaksana Junior Pemeliharaan Kontrol dan Instrumen PLTGU	7	Intermediate Junior Technician – Control and Instrument Maintenance (PLTGU)
212	Pelaksana Madya Pelaksana Junior Pemeliharaan Lingkungan dan Sarana PLTA	1	Intermediate Junior Technician – Environmental and Facility Maintenance (PLTA)
213	Pelaksana Madya Pelaksana Junior Pemeliharaan Kontrol dan Instrumen PLTA	2	Intermediate Junior Technician – Control and Instrument Maintenance (PLTA)
214	Pelaksana Madya Pelaksana Junior Pemeliharaan Kontrol dan Instrumen PLTD/MG	1	Intermediate Junior Technician – Control and Instrument Maintenance (PLTA)
215	Pelaksana Madya Pelaksana Junior Pemeliharaan Peralatan Listrik PLTGU	3	Intermediate Junior Technician – Electrical Equipment Maintenance (PLTGU)
216	Pelaksana Madya Pelaksana Junior Pemeliharaan Peralatan Turbin Air PLTA	2	Intermediate Junior Technician – PLTA Equipment Maintenance

No.	Nama Pelatihan	Jumlah Total	Training Name
217	Pelaksana Madya Pelaksana Junior Pemeliharaan Peralatan Turbin Gas PLTGU	1	Intermediate Junior Technician – Gas Turbine Equipment Maintenance (PLTGU)
218	Pelaksana Madya Pemeliharaan PLTA	34	Intermediate Technician – PLTA Maintenance
219	Pelaksana Madya Pemeliharan PLTD	2	Intermediate Technician – PLTD Maintenance
220	Pelaksana Madya Pemeliharaan PLTD (Lev. 2)	3	Intermediate Technician – PLTD (Level 2)
221	Pelaksana Madya Pemeliharaan PLTD/MG	16	Intermediate Technician – PLTD/MG Maintenance
222	Pelaksana Madya Pemeliharaan PLTGU	15	Intermediate Technician – PLTGU Maintenance
223	Pelaksana Madya Pemeliharaan PLTU	127	Intermediate Technician – PLTU Maintenance
224	Pelaksana Madya Pemeliharaan Turbin Air	1	Intermediate Technician – Hydroelectric Turbine Maintenance
225	Pelaksana Madya Pengoperasian PLTA	14	Intermediate Operator – PLTA Operation
226	Pelaksana Madya Pengoperasian PLTD	13	Intermediate Operator – PLTD Operation
227	Pelaksana Madya Pengoperasian PLTD (Lev. 2)	3	Intermediate Operator – PLTD Operation (Level 2)
228	Pelaksana Madya Pengoperasian PLTD/MG	23	Intermediate Operator – PLTD/MG Operation
229	Pelaksana Madya Pengoperasian PLTG	3	Intermediate Operator – PLTG Operation
230	Pelaksana Madya Pengoperasian PLTGU	7	Intermediate Operator – PLTGU Operation
231	Pelaksana Madya Pengoperasian PLTP	3	Intermediate Operator – PLTP Operation
232	Pelaksana Madya Pengoperasian PLTU	236	Intermediate Operator – PLTU Operation
233	Pelaksana Senior Pembangunan dan Pemasangan BOP	1	Senior Technician – Construction and Installation of BOP
234	Pelaksana Senior Pembangunan dan Pemasangan DC Power dan UPS	1	Senior Technician – Construction and Installation of DC Power and UPS
235	Pelaksana Senior Pembangunan dan Pemasangan Generator dan Exiter	3	Senior Technician – Construction and Installation of Generators and Exciters
236	Pelaksana Senior Pembangunan dan Pemasangan Peralatan Listrik	2	Senior Technician – Construction and Installation of Electrical Equipment
237	Pelaksana Senior Pembangunan dan Pemasangan Peralatan PLTD	4	Senior Technician – Construction and Installation of PLTD Equipment
238	Pelaksana Senior Pembangunan dan Pemasangan Peralatan PLTP	2	Senior Technician – Construction and Installation of PLTP Equipment
239	Pelaksana Senior Pembangunan dan Pemasangan Peralatan Trafo	1	Senior Technician – Construction and Installation of Transformer Equipment
240	Pelaksana Senior Pembangunan dan Pemasangan Peralatan Turbin Air	4	Senior Technician – Construction and Installation of Hydroelectric Turbine Equipment
241	Pelaksana Tugas Pembangunan dan Pemasangan Peralatan Transformator	1	Acting Technician – Construction and Installation of Transformer Equipment
242	Pelaksana Tugas Pengoperasian Peralatan Alat Berat	6	Acting Operator – Operation of Heavy Equipment
243	Pelaksana Tugas Pengoperasian Peralatan Bantu Turbin Uap	1	Acting Operator – Operation of Steam Turbine Auxiliary Equipment
244	Pelaksana Tugas Pengoperasian Peralatan Penyaluran Batu Bara	2	Acting Operator – Operation of Coal Distribution Equipment
245	Pelaksana Tugas Pengoperasian Peralatan Water Treatment Plant	2	Acting Operator – Operation of Water Treatment Plant Equipment
246	Pelaksana Utama Operator Senior Lokal Peralatan Turbin Gas Generator PLTG (SKTTK)	3	Principal Senior Local Operator – Gas Turbine Generator Equipment PLTG (SKTTK)
247	Pelaksana Utama Operator Senior Lokal Peralatan Turbin Uap Generator PLTU	1	Principal Senior Local Operator – Steam Turbine Generator Equipment (PLTU)
248	Pelaksana Utama Pelaksana Senior Pemeliharaan Peralatan Kontrol Instrumen PLTGU	4	Principal Senior Technician – Control and Instrument Equipment Maintenance (PLTGU)
249	Pelaksana Utama Pelaksana Senior Pemeliharaan Peralatan Listrik PLTGU	1	Principal Senior Technician – Electrical Equipment Maintenance (PLTGU)
250	Pelaksanaan Utama Pemeliharaan PLTD/MG	7	Principal Technician – PLTD/MG Maintenance
251	Pelaksanaan Utama Pemeliharaan PLTGU	4	Principal Technician – PLTGU Maintenance
252	Pelaksanaan Utama Pemeliharaan PLTU	18	Principal Technician – PLTU Maintenance

No.	Nama Pelatihan	Jumlah Total	Training Name
253	Pelaksana Utama Pengoperasian PLTD	1	Principal Operator – PLTD Operation
254	Pelaksana Utama Pengoperasian PLTD (Lev. 3)	4	Principal Operator – PLTD Operation (Level 3)
255	Pelaksana Utama Pengoperasian PLTD/MG	13	Principal Operator – PLTD/MG Operation
256	Pelaksana Utama Pengoperasian PLTU	87	Principal Operator – PLTU Operation
257	Pelaksanaan & Sertifikasi *Welding Inpecttor Basic*	1	Welding Inspector Basic Training & Certification
258	Pelatihan Data Analytics & Data Science	2	Data Analytics and Data Science Training
259	Pelatihan Deklarasi Kondisi dan Indeks Kinerja Pembangkit (DKIKP)	4	Training on Plant Condition Declaration and Performance Index (DKIKP)
260	Pelatihan *Emergency Response Plan*	1	Emergency Response Plan Training
261	Pelatihan *From TNA*	1	Training Based on TNA
262	Pelatihan *General Service*	1	General Services Training
263	Pelatihan *Green Building*	1	Green Building Training
264	Pelatihan Kontrak *Drafting*	2	Contract Drafting Training
265	Pelatihan Lifting dan *Rigging*	1	Lifting and Rigging Training
266	Pelatihan *Patrol Ceck* dan Evaluasi Operasi	8	Patrol Check and Operations Evaluation Training
267	Pelatihan Pemeliharaan Kontrol Instrumen Pembangkit *Level Advance*	1	Advanced Power Plant Instrument Control Maintenance Training
268	Pelatihan Pengoperasian dan Pemeliharaan WWTP	8	WWTP Operation and Maintenance Training
269	Pelatihan Pengoperasian Pembangkit Level Advance	1	Advanced Power Plant Operation Training
270	Pelatihan *Refractory Calderys* Indonesia (PT Indoporlen Refractories)	3	Refractory Training by Calderys Indonesia (PT Indoporlen Refractories)
271	Pelatihan *Safety Inspector* Sertifikasi BNSP	1	Safety Inspector Training – BNSP Certification
272	Pelatihan SDM dan Diklat di Pelabuhan Ratu	1	Human Capital Training and Education at Pelabuhan Ratu
273	Pelatihan SML	2	SML Training
274	Pelatihan Steam Turbin dan Transformator	4	Steam Turbine and Transformer Training
275	Pembangunan dan Pemasangan Pembangkitan	1	Power Plant Construction and Installation
276	Pembinaan dan Sertifikasi Petugas Peran Penanggulangan Kebakaran (DAMKAR Kelas D)	2	Firefighting Role Training and Certification (Class D Firefighter)
277	Pemeliharaan Mekanikal Pembangkit Level Advance PLTU	1	Advanced Mechanical Maintenance for Steam Power Plant (PLTU)
278	Pemeliharaan *Refractory* PLTU CFB	3	Refractory Maintenance for CFB Steam Power Plant
279	Penanggung Jawab Pengelolaan Limbah B3 (OPLB3)	1	Person in Charge of Hazardous Waste Management (OPLB3)
280	Penanggung Jawab Pengendalian Pencemaran Air	1	Person in Charge of Water Pollution Control
281	Penanggung Jawab Pengendalian Pencemaran Udara	3	Person in Charge of Air Pollution Control
282	Penanggung Jawab Operasional Instalasi Penfendalian Pencemaran Udara (POPU)	1	Operational Supervisor for Air Pollution Control Installation (POPU)
283	Penanggungjawab Pengendalian Pencemaran Air (PPPA)	2	Person in Charge of Water Pollution Control (PPPA)
284	Pendidikan Khusus Advokat (PKPA)	2	Special Education for Advocates (PKPA)
285	Pengadaan Barang/Jasa Pemerintah	3	Government Goods and Services Procurement
286	Pengadaan Barang/Jasa Sesuai Perdir 218/2016 PT PLN IP	8	Goods and Services Procurement by PT PLN IP Perdir No. 218/2016
287	Pengawas K2 SMK2 Pembangkit	1	K2 Supervisor – Power Plant SMK2
288	Pengawas K2 Pembangkit	1	K2 Supervisor – Power Plant
289	Pengawas Operasional Media Panas Bumi	2	Operational Supervisor – Geothermal Media
290	Pengawas Operasional Pertama (POP) Pertambangan	4	First-Level Operational Supervisor (POP) – Mining
291	Pengawas Operasional Utama Panas Bumi	1	Senior Operational Supervisor – Geothermal
292	Pengawas Sistem Manajemen K3 Kontraktor (CSMS)	3	Supervisor – Contractor OHS Management System (CSMS)
293	Pengawas SMK3 Kontraktor (CSMS)	26	Supervisor – Contractor OHS Management System (CSMS)
294	Pengelolaan Limbah B3 (PLB3)	9	Hazardous Waste Management (PLB3)

No.	Nama Pelatihan	Jumlah Total	Training Name
295	Pengelolaan SF6	2	SF6 Management
296	Pengenalan Inverter PLTS	1	Introduction of PLTS Inverters
297	Pengendalian Kuantitas dan Kualitas Batubara - Ahmad Suruti	7	Coal Quantity and Quality Control – Ahmad Suruti
298	Pengendalian Pencemaran Air	11	Water Pollution Control
299	Pengendalian Pencemaran Air (POPAL)	1	Water Pollution Control (POPAL)
300	Pengendalian Pencemaran Udara	4	Air Pollution Control
301	Pengolahan Air dengan Proses *Reverse Osmosis* - M Mulyana Wijaya	6	Water Treatment Using Reverse Osmosis – M. Mulyana Wijaya
302	Pengolahan Sampah/Limbah Padat Non B3	10	Non-Hazardous Solid Waste Management
303	Pengoperasian Alat Bantu	10	Operation of Auxiliary Equipment
304	Pengoperasian Alat Bantu - Sahidin	1	Operation of Auxiliary Equipment – Sahidin
305	Pengoperasian Alat Pengujian Batubara	2	Operation of Coal Testing Equipment
306	Pengoperasian Boiler	3	Boiler Operation
307	Pengoperasian Energi Primer	1	Primary Energy Operation
308	Pengoperasian Energi Primer (*Coal Handling System, Stacker, Ash Handling System*, Batubara)	1	Primary Energy Operation (Coal Handling System, Stacker, Ash Handling System, Coal)
309	Pengoperasian Lokal Turbin Gas Generator PLTG (Pemberlajaran)	1	Local Operation of Gas Turbine Generator PLTG – Training
310	Pengoperasian Lokal Turbin Uap Generator PLTGU	1	Local Operation of Steam Turbine Generator PLTGU
311	Pengoperasian Pembangkit (Pembelajaran)	1	Power Plant Operation – Training
312	Pengoperasian PLTD/MG	17	Operation of PLTD/MG
313	Pengoperasian PLTP	20	Operation of PLTP
314	Penugasan	1	Assignment
315	Penugasan di Unit 9/10	1	Assignment at Unit 9/10
316	Penugasan di Teluk Sirih	3	Assignment at Teluk Sirih
317	Penugasan PLTMG Jayapura Peaker	1	Assignment at Jayapura Peaker PLTMG
318	Penugasan SLA 9&10	4	Assignment at SLA Units 9 & 10
319	Penugasan Suralaya 9-10	1	Assignment at Suralaya Units 9–10
320	Penugasan Suralaya 9/10	5	Assignment at Suralaya 9/10
321	Penulisan Ilmia Idea Generation	2	Scientific Writing on Idea Generation
322	Peralatan Utama Coal Handling System - Arvin Anwarijan	81	Main Equipment of the Coal Handling System – Arvin Anwarijan
323	Peran Teknologi Pencahayaan Dalam Peningkatan Produktivitas di Industri	1	The Role of Lighting Technology in Improving Industrial Productivity
324	Perancang Kontrak Pengadaan Barang dan Jasa (Certified Procurement Contract Drafter)	1	Certified Procurement Contract Drafter
325	Perhitungan Dampak Program Pemberdayaan Masyarakat Metode SROI	1	Calculating the Impact of Community Empowerment Programs Using the SROI Method
326	Perpanjangan Sertifikasi TEU	17	TEU Certification Renewal
327	Petugas H2S	3	H2S Safety Officer
328	Petugas Incident Investigasi	1	Incident Investigation Officer
329	Petugas Insiden Investigasi	7	Incident Investigator
330	Petugas K3 Kimia	35	Chemical OHS Officer
331	Petugas K3 Ruang Terbatas	10	Confined Space OHS Officer
332	Petugas P3K	38	OHS Officer
333	Petugas Pemadam Kebakaran Kelas D	5	Class D Firefighter
334	Petugas Pengambil Contoh Uji Coba Air (PCUA)	14	Water Sampling Officer (PCUA – Water Testing Sample Collector)
335	Petugas Tanggap Darurat K2 Pembangkit	2	K2 Emergency Response Officer – Power Plant

No.	Nama Pelatihan	Jumlah Total	Training Name
336	POP Pertambangan	7	Mining POP (Frontline Operational Supervisor Certification)
337	POPAL	2	POPAL
338	POPU	2	POPU
339	POPU(Perpanjang)	1	POPU (Renewal)
340	PPH 21	2	Income Tax Article 21 (PPH 21)
341	PPPU	1	PPPU
342	*Project Management Development Program*	16	Project Management Development Program
343	*Project Management for Non Project Manager Batch 2*	15	Project Management for Non-Project Managers – Batch 2
344	*Proper*	5	PROPER
345	*Qualified Risk Management Analysis (QRMA)*	5	Qualified Risk Management Analyst (QRMA)
346	*Qualified Risk Management Officer (QRMO)*	19	Qualified Risk Management Officer (QRMO)
347	Re - Sertifikasi PPPU	1	PPPU Recertification
348	Re - Sertifikasi POPAL	3	POPAL Recertification
349	Re - Sertifikasi PLB3	1	PLB3 Recertification
350	Re - Sertifikasi PPPA	1	PPPA Recertification
351	*Refreshment Energi Primer & Abu*	10	Primary Energy and Ash Handling Refreshment Training
352	*Refreshment Kelas Administrasi SDM*	1	HC Administration Class Refreshment Training
353	*Refreshment Pemeliharaan Breaker & MCC (Motor Control Center)*	7	Breaker and Motor Control Center (MCC) Maintenance Refreshment Training
354	*Refreshment Pemeliharaan Circuit Breaker & MCC (Motor Control Center) Batch 1*	4	Circuit Breaker and Motor Control Center (MCC) Maintenance Refreshment Training – Batch 1
355	*Refreshment Pemeliharaan Circuit Breaker & MCC (Motor Control Center) Batch 5*	1	Circuit Breaker and Motor Control Center (MCC) Maintenance Refreshment Training – Batch 5
356	*Refreshment Pemeliharaan Circuit Breaker & MCC (Motor Control Center) Batch 6*	2	Circuit Breaker and Motor Control Center (MCC) Maintenance Refreshment Training – Batch 6
357	*Refreshment Pemeliharaan Circuit Breaker & MCC (Motor Control Center) Batch 8*	7	Circuit Breaker and Motor Control Center (MCC) Maintenance Refreshment Training – Batch 8
358	*Refreshment Pemeliharaan Circuit Breaker & MCC (Motor Control Center) Batch 9*	1	Circuit Breaker and Motor Control Center (MCC) Maintenance Refreshment Training – Batch 9
359	*Refreshment Pemeliharaan Circuit Breaker &MCC*	20	Circuit Breaker and Motor Control Center MCC
360	*Refreshment Pemeliharaan Circuit Breaker dan MCC (Motor Control Center)*	372	Circuit Breaker and Motor Control Center (MCC) Maintenance Refreshment
361	*Reliability Centered Spares*	1	Reliability Centered Spares
362	*Reliability, Availibility and Maintainability Analysis*	1	Reliability, Availibility and Maintainability Analysis
363	*Remuneration Management*	2	Remuneration Management
364	*RIGGER*	13	RIGGER
365	*Risk Beyond 2024 (ERMA International Conference on ERM)*	1	Risk Beyond 2024 (ERMA International Conference on ERM)
366	*S7-300/400 Advance Programing & Application*	10	S7-300/400 Advance Programing & Application
367	*Safety Awareness 2*	32	Safety Awareness 2
368	*Safety Officer Development Program*	2	Safety Officer Development Program
369	*SCM Development Program*	23	SCM Development Program
370	*Secretary Development Program*	32	Secretary Development Program
371	*Self Learning - Effective Business Comunication*	1	Self Learning - Effective Business Comunication
372	*Self Learning* Pemeliharaan - Peralatan Instrument	1	Self-Learning: Instrument Equipment Maintenance
373	*Self Learning* Pemeliharaan- Pomp	1	Self-Learning: Pump Maintenance
374	Sertifikasi Ahli K3 Kimia	1	OHS Certification – Chemical Expert
375	Sertifikasi Ahli K3 Listrik	1	OHS Certification – Electrical Expert
376	Sertifikasi Ahli K3 Umum	1	OHS Certification – General Expert

No.	Nama Pelatihan	Jumlah Total	Training Name
377	Sertifikasi Analis Utama Pembangunan dan Pemasangan PLTD (Lev. 6)	1	Level 6 Certification – Senior Analyst for PLTD Construction and Installation
378	Sertifikasi BNSP Operator Mesin Bubut Kompleks (Bubut & CNC) Offline Lokasi Diklat Di Pusklat PAL Surabaya	2	BNSP Certification – Complex Lathe Machine Operator (Conventional and CNC) Offline Training at Pusdiklat PAL Surabaya
379	Sertifikasi Crane	1	Crane Certification
380	Sertifikasi CSMS	1	CSMS Certification
381	Sertifikasi Damkar Kelas D	7	Firefighting Certification – Class D
382	Sertifikasi Forklift	1	Forklift Operation Certification
383	Sertifikasi Instrumentasi Migas	10	Oil and Gas Instrumentation Certification
384	Sertifikasi Instrumentasi Tingkat 2 Migas & Sertifikasi Perawatan Mekanik Tingkat 2 Migas	4	Level 2 Certification in Oil and Gas Instrumentation & Level 2 Certification in Oil and Gas Mechanical Maintenance
385	Sertifikasi Juru Las Kemnaker Las II	1	Welding Certification (Level II) – Ministry of Manpower (Kemnaker)
386	Sertifikasi K3 Ruang Terbatas	7	OHS Certification – Confined Space
387	Sertifikasi K3 Teknisi Perancah	1	OHS Certification – Scaffolding Technician
388	Sertifikasi Kompetensi Bidang Distribusi Transmisi Pembangkit	1	Competency Certification in Power Generation, Transmission, and Distribution
389	Sertifikasi Manager Energi	9	Energy Manager Certification
390	Sertifikasi O&M TEU	5	Operation and Maintenance (O&M) Certification – TEU
391	Sertifikasi Operator Crane	1	Crane Operator Certification
392	Sertifikasi Operator Forklift	2	Forklift Operator Certification
393	Sertifikasi OPLB3	1	OPLB3 Certification
394	Sertifikasi Overhead Crane Kelas 2 Kemnaker RI	1	Overhead Crane Class 2 Certification – Ministry of Manpower, Republic of Indonesia (Kemnaker RI)
395	Sertifikasi Penanggung Jawab Operasional Pengolahan Air Limbah (POPAL)	1	Certification for Wastewater Treatment Operational Supervisor (POPAL)
396	Sertifikasi Penanggung Jawab Operasional Pengelolaan Air Limbah (POPAL)	10	Certification for Wastewater Management Operational Supervisor (POPAL)
397	Sertifikasi Penanggungjawab Operasional Pengelolaan lar Limbah	1	Certification for Waste Management Operational Supervisor
398	Sertifikasi Pengambil Contoh Uji Air (PCUA)	1	Water Sampling Technician Certification (PCUA)
399	Sertifikasi Pengoperasian PWHT (Post Weld Heat Treatment)	2	Certification in Post Weld Heat Treatment (PWHT) Operation
400	Sertifikasi Petugas Investigasi Insiden - BNSP	15	Incident Investigation Officer Certification – BNSP
401	Sertifikasi Petugas K3 Kimia	1	Chemical OHS Officer Certification
402	Sertifikasi Petugas P3K	4	First Aid Officer Certification
403	Sertifikasi Petugas Pemadam Kebakaran Level C (DAMKAR C)	1	Firefighting Officer Certification – Level C
404	Sertifikasi POIPPU	1	POIPPU Certification
405	Sertifikasi POIPU	1	POIPU Certification
406	Sertifikasi PPPA	1	PPPA Certification
407	Sertifikasi Rigger	1	Rigger Certification
408	Sertifikasi SIKA (Surat Ijin Kerja Aman) Cepu	2	SIKA (Safe Work Permit) Certification – Cepu
409	Sertifikasi SKTTK	3	SKTTK Certification
410	Sertifikasi SMK2	6	SMK3 Certification
411	Sertifikasi Surabaya Pelatihan Mesin Bubut Kompleks	1	Complex Lathe Machine Training Certification – Surabaya
412	Sertifikasi Teknisi K3 Listrik	2	Electrical OHS Technician Certification
413	Sertifikasi Teknisi K3 Perancah	1	Scaffolding OHS Technician Certification
414	Sertifikasi Teknisi Peranca	1	Scaffolding OHS Technician Certification
415	Sertifikasi TEU Level 2	24	TEU Level 2 Certification

No.	Nama Pelatihan	Jumlah Total	Training Name
416	Sertifikasi TEU Level 3	9	TEU Level 3 Certification
417	Sertifikasi TKBT Tingkat 2	1	TKBT Level 2 Certification
418	Sertifikasi Welder Inspektor	2	Welder Inspector Certification
419	Shift Meeting	5	Shift Meeting
420	Simulasi CCR	2	CCR Simulation
421	Simulasi Tanggap Darurat	1	Emergency Response Simulation
422	Simulator PLTD/MG	3	PLTD/MG Simulator Training
423	Simulator PLTMG	3	PLTMG Simulator Training
424	Simulator PLTU	1	PLTU Simulator Training
425	SKKTK - Pelaksana Madya Pengoperasian PLTD	1	SKKTK – Intermediate Operator for PLTD Operations
426	SKKTK - Pelaksana Madya Pengoperasian PLTG	16	SKKTK – Intermediate Operator for PLTG Operations
427	SKTTK	11	SKTTK
428	SKTTK Hakit	3	SKTTK HAKIT
429	SKTTK Pembangunan PLTU	1	SKTTK – PLTU Construction Certification
430	SMAW/FCAW/GMAW	1	SMAW/FCAW/GMAW
431	Supervisi K3 Perancah	10	Scaffolding OHS Supervision
432	*Supervisor Junior* Pembangunan dan Pemasangan BOP	1	Junior Supervisor for BOP Construction and Installation
433	*Supervisor Junior* Pembangunan dan Pemasangan *Cooling Tower*	1	Junior Supervisor for Cooling Tower Construction and Installation
434	*Supervisor* Junior Pembangunan dan Pemasangan *Generator* dan *Exciter*	1	Junior Supervisor for Generator and Exciter Construction and Installation
435	*Supervisor* Junior Pembangunan dan Pemasangan *Generator* dan *Exiter*	3	Junior Supervisor for Generator and Exciter Construction and Installation
436	Supervisor Junior Pembangunan dan Pemasangan Mesin Diesel	6	Junior Supervisor for Diesel Engine Construction and Installation
437	*Supervisor Junior* Pembangunan dan Pemasangan Kontrol dan Instrumen	2	Junior Supervisor for Control and Instrumentation Construction and Installation
438	*Supervisor Junior* Pembangunan dan Pemasangan Peralatan PLTP	1	Junior Supervisor for PLTP Equipment Construction and Installation
439	*Supervisor Junior* Pembangunan dan Pemasangan Trafo	1	Junior Supervisor for Transformer Construction and Installation
440	*Supervisor Junior* Pembangunan dan Pemasangan Turbin Air	1	Junior Supervisor for Hydroelectric Turbine Construction and Installation
441	*Supervisor Junior* Pembangunan dan Pemasangan Turbin Uap	2	Junior Supervisor for Steam Turbine Construction and Installation
442	*Supervisor* Operasi Distribusi Tenaga Listrik/ Supervisor Pengendalian Sistem meter/Supervisor Operasi SCADA dan Telekomunikasi	4	Supervisor for Electrical Power Distribution Operations / Metering System Control / SCADA and Telecommunications Operations
443	*Supervisor* Pembangunan dan Pemasangan Distribusi Tenaga Listrik TR	4	Supervisor for Electrical Power Distribution (Medium Voltage) Construction and Installation
444	*Supervisor* Pembangunan dan Pemasangan Jaringan	7	Supervisor for Network Construction and Installation
445	*Supervisor* Pemeliharaan Jaringan	1	Supervisor for Network Maintenance
446	*Supervisor* Pemeliharaan Distribusi Tenaga Listrik/ *Supervisor* Pemeliharaan Proteksi dan Meter/ *Supervisor* Pemeliharaan Distribusi SCADA dan Telekomunikasi	5	Supervisor for Electrical Power Distribution Maintenance / Protection and Metering Maintenance / SCADA and Telecommunications Distribution Maintenance
447	*Supervisor Senior Development Program*	2	Supervisor Senior Development Program
448	*Supervisor Senior* Pembangunan *Elektrikal*	1	Supervisor Senior Pembangunan Elektrikal
449	*Supervisor Senior* Pembangunan *Mekanikal*	1	Senior Supervisor for Mechanical Construction
450	*Supply Chain Management*	2	Supply Chain Management
451	*Supply Chain Management Development Programs*	2	Supply Chain Management Development Programs

No.	Nama Pelatihan	Jumlah Total	Training Name
452	Teknisi K3 Ketenagalistrikan	1	Electrical OHS Technician
453	Teknisi K3 Listrik	14	Electrical OHS Technician (General)
454	Teknisi K3 Perancah	15	Scaffolding OHS Technician
455	Teknisi K3 Tata Ruang Terbatas	1	Confined Space OHS Technician
456	Teknisi Muda, Supervisor Pemeliharaan Jaringan	5	Junior Technician, Network Maintenance Supervisor
457	Tenaga Kerja Bangunan Tinggi Tingkat II	3	High-Rise Construction Worker – Level II
458	Tenaga Kerja Pada Ketinggian (TKPK) Tingkat 1	1	Working at Heights (TKPK) – Level I
459	Terlaksana Sertifikasi K3 Teknisi Perancah tgl 16 -19 Juli 2024, Sertifikasi Damkar D	1	Scaffolding OHS Technician Certification held on July 16–19, 2024 Firefighting Certification – Level D
460	TIA Portal Programming 2	5	TIA Portal Programming 2 Training
461	*Training Advance* Pengoperasian PLTD/MG	4	Advanced Operation Training for PLTD/MG
462	*Training Advanve* Pemeliharaan Elektrik/Listrik Pembangkit Batch 1	1	Advanced Electrical Maintenance Training for Power Generation – Batch 1
463	*Training Analisa MCSA*	2	MCSA Analysis Training
464	*Training Aplikasi AMS PT PLN Indonesia Power*	1	AMS Application Training – PT PLN Indonesia Power
465	*Training Capacity Building Turbocharger PLTD/MG*	1	Turbocharger Capacity Building Training for PLTD/MG
466	*Training Cepu : Gas Compressor and Dry Gas Seal*	1	Gas Compressor and Dry Gas Seal Training – Cepu
467	*Training Creative Problem Solving*	18	Creative Problem-Solving Training
468	*Training CSR & Social Return On Investment (SROI)*	1	CSR and Social Return on Investment (SROI) Training
469	*Training Dissolved Gas Analysis*	3	Dissolved Gas Analysis Training
470	*Training Dozer & Excavator*	3	Dozer and Excavator Training
471	*Training Dynamic PMP Exam Preparation With PMI Official LMS Access*	11	Dynamic PMP Exam Preparation Training with Official PMI LMS Access
472	Training Implementasi ISO/IEC 17025:2017 Verifikasi Metode Uji Jaminan Mutu Hasil Uji dan Estimasi Ketidakpastian Hasil Uji	2	ISO/IEC 17025:2017 Implementation Training – Test Method Verification, Quality Assurance of Test Results, and Estimation of Measurement Uncertainty
473	Training Implementasi ISO/IEC 17025:2017 Verifikasi Metode Uji Jaminan Mutu Hasil Uji dan Estimasi Ketidakpastian Hasil Uji, In Class Training Chemical Pembangkit	1	ISO/IEC 17025:2017 Implementation Training – Test Method Verification, Quality Assurance of Test Results, and Estimation of Measurement Uncertainty (In-Class Training – Power Plant Chemical Unit)
474	*Training Instalasi,* Operasi dan Perawat *MCset*	6	MCset Installation, Operation, and Maintenance Training
475	*Training Internal Energi Primer*	1	Training Internal Energi Primer
476	*Training Internal Management* Pemeliharaan	3	Internal Maintenance Management Training
477	*Training Keanekaragaman Hayati*	1	Biodiversity Training
478	*Training Logic DCS System*	5	DCS Logic System Training
479	*Training LV* - Aspek Praktis Proteksi dan Pengaturan Kecepatan Motor Induksi	1	LV System Training – Practical Aspects of Motor Protection and Induction Motor Speed Control
480	*Training LV-Aspek Praktis Proteksi dan Pengaturan Kecepatan Motor Induksi Schneider Electric*	3	LV System Training – Practical Aspects of Motor Protection and Schneider Electric Induction Motor Speed Control
481	*Training Manajemen Stockpile Batubara*	12	Coal Stockpile Management Training
482	*Training Masa Persiapan Pensiun*	1	Pre-Retirement Preparation Training
483	*Training Mobius CAT II*	1	Mobius CAT II Training
484	*Training MV* Instalasi Operasi dan Perawatan Kubikel *PIX*	6	MV Switchgear PIX Installation, Operation, and Maintenance Training
485	*Training Operator dan Basic Maintenance Albes CAT*	5	Albes CAT Equipment Operation and Basic Maintenance Training
486	*Training* Pemeliharaan *Circuit Breaker*	7	Circuit Breaker Maintenance Training
487	*Training* Pemeliharaan *Circuit Breaker & MCC (Motor Control Center)*	11	Circuit Breaker and Motor Control Center (MCC) Maintenance Training
488	*Training* Pemeliharaan Circuit Breaker dan MCC	15	Maintenance Training for Circuit Breaker and Motor Control Center (MCC)

No.	Nama Pelatihan	Jumlah Total	Training Name
489	*Training* Penggunaan dan *Troubleshooting* Alat *Controller STRE Allan Bradly*	4	STRE Allen-Bradley Controller Usage and Troubleshooting Training
490	*Training* Pengoperasian Alat Bantu	9	Auxiliary Equipment Operation Training
491	*Training* Pengoperasian Alat Bantu (WPS, RO, Demin, Injeksi Clorine, Auxiliary Boiler, Hidrogen Plant, WTP, Alat Bantu, Chlorint Plant)	1	Auxiliary Equipment Operation Training (Including WPS, RO, Demineralization, Chlorine Injection, Auxiliary Boiler, Hydrogen Plant, Water Treatment Plant, and Chlorine Plant)
492	Training Pengoperasian dan Pemeliharaan AVR ABB Unitrol 6000 tgl 30 - 31 Mei 2024, In Class Training Outage & Reability Asset	1	AVR ABB Unitrol 6000 Operation and Maintenance Training, held on May 30–31, 2024, and In-Class Training on Outage and Asset Reliability
493	*Training* Pengoperasian DG Valve	9	DG Valve Operation Training
494	*Training* Pengoperasian Energi Primer	15	Primary Energy Operation Training
495	*Training Photography*	8	Photography Training
496	*Training Post Weld Heat Treatment*	8	Post Weld Heat Treatment (PWHT) Training
497	*Training Refreshment* Pemeliharaan *Circuit Breaker & MCC*	22	Refresher Training on Circuit Breaker and Motor Control Center (MCC) Maintenance
498	*Training Refreshment* Pemeliharaan *Circuit Breaker & MCC, Training Pengoperasian Energi Primer*	1	Refresher Training on Circuit Breaker and MCC Maintenance, and Primary Energy Operation Training
499	*Training Relay* Proteksi *Easergy P3 & P5*	8	Easergy P3 & P5 Protection Relay Training
500	*Training Schneider* Cikarang *MCset MV Switchgear*	1	Training Schneider Cikarang MCset MV Switchgear
501	*Training Siemens - Basic S7 - 300/400*	4	Siemens Training – Basic S7-300/400
502	*Training Siemens : Basic Programing and Application of Simatic S7-300/400*	1	Siemens Training – Basic Programming and Application of SIMATIC S7-300/400
503	*Training Siemens S7-300/400*	1	Training Siemens S7-300/400
504	*Training* SIKA (Surat Ijin Kerja Aman)	1	Safe Work Permit (SIKA) Training
505	*Training* Sistem Manajemen Lingkungan	6	Environmental Management System Training
506	*Training Slagging Removal Boiler*	6	Boiler Slag Removal Training
507	*Training Step 7 Basic Siemens*	1	Siemens STEP 7 Basic Training
508	*Training Supervisory Development Program (SDP)*	13	Supervisory Development Program (SDP) Training
509	*Training Teknologi Update Solusi Rockwell Autimation*	1	Rockwell Automation Solutions Technology Update Training
510	*Training TIA Portal Programming 2 Siemens Energy Indonesia*	2	TIA Portal Programming 2 Training – Siemens Energy Indonesia
511	*Training Turbine Solar Cepu*	1	Solar Turbine Training – Cepu
512	*Traininig Work Load Analysis*	1	Workload Analysis Training
513	*Training CBM di Saguling*	1	CBM Training at Saguling
514	*Training* Penggunaan Aplikasi I*P Safe* dan *CSMS*	4	Training on the Use of IP Safe and CSMS Applications
515	Transformasi HR dari Data *Overload, Insight Underload* Menjadi *HR Revolution : Data - Driven Mastery*	4	HR Transformation: From Data Overload and Insight Underload to HR Revolution – Data-Driven Mastery
516	*Verifikasi dan Validasi Metode Uji Laboratorium*	4	Laboratory Test Method Verification and Validation
517	*Vibration Analysis CAT III*	1	Vibration Analysis CAT III
518	*Vibration Analysis Level I*	9	Vibration Analysis Level I Training
519	*Vibration Analysis CAT I - Mobius*	1	Vibration Analysis CAT I – Mobius Training
520	*Vibration CAT II*	14	Vibration Analysis CAT II Training
521	*Water Pretreatment System* - Dadang Hidayat	29	Water Pretreatment System Training – by Dadang Hidayat
522	*Welding Inspector*	1	Welding Inspector
523	*Welding Inspector Basic*	3	Basic Welding Inspector Training
524	*Welding Plat SMAW/GTAW*	15	SMAW/GTAW Plate Welding
525	*Work Planning and Control*	3	Work Planning and Control
526	*Workshop* Agen Perubahan PT PIPS Unit Lontar	2	Change Agent Workshop – PT PIPS Lontar Unit

PEMANFAATAN PLN IP SERVICES LEARNING CENTER

PLN IP Services *Learning Center* merupakan fasilitas tempat *training*/pelatihan yang dimiliki oleh Perusahaan dan terletak di Kantor pusat PT PLN Indonesia Power Services. Sebagian besar pelaksanaan pendidikan dan pelatihan dilangsungkan di Ruang Sinergi dan Ruang Simulator Gedung Pusat Pengembangan Jasa O&M.

PLN IP Services berupaya meningkatkan teknologi yang menunjang kompetensi bagi para karyawannya yang berguna untuk menciptakan efisiensi dalam proses pelatihan dengan menyediakan PLN IP Services *Simulator Room*. Simulator yang dimiliki oleh Perusahaan sangat menunjang berbagai kebutuhan pelatihan terkait pembangkitan secara lebih akurat dan efisien. Proses pembelajaran seakan nyata sehingga kemampuan untuk mengatasi masalah dapat teruji dengan lebih baik, berbagai kendala yang biasa dihadapi di lapangan dapat dipelajari dan diantisipasi.

BIAYA PELATIHAN

Selama tahun 2024, Perusahaan telah melaksanakan berbagai program peningkatan kompetensi seperti sertifikasi, seminar, lokakarya, dan pelatihan bagi para karyawan. Anggaran yang dialokasikan untuk pengembangan SDM pada tahun ini mencapai Rp20,02miliar. Jumlah karyawan yang berpartisipasi dalam pelatihan dan pengembangan kemampuan mencapai 4,283 orang.

UTILIZATION OF PLN IP SERVICES LEARNING CENTER

PLN IP Services Learning Center is training facility owned by the Company and is located at the head office of PT PLN Indonesia Power Services. Most of education and training takes place in the Synergy Room and Simulator Room of the O&M Service Development Center Building.

PLN IP Services seeks to improve technology that supports competence for its employees which is useful for creating efficiency in the training process by providing the PLN IP Services Simulator Room. The simulator owned by the Company greatly supports various training needs related to generation in a more accurate and efficient manner. The learning process seems real hence the ability to solve problems can be tested better, various obstacles commonly encountered in the field can be studied and anticipated.

TRAINING COST

During the year, the Company has implemented several competency improvement programs such as certifications, seminars, workshops, and training for employees. The budget allocated for HC development this year reached Rp20.02 billion. The number of employees who participated in training and skills development reached 4,283 people.



TEKNOLOGI INFORMASI
Information Technology

PLN IP Services sangat menyadari, teknologi informasi merupakan faktor utama yang menunjang jalannya usaha Perusahaan. Karena itu, PLN IP Services harus memastikan bahwa Perusahaan memiliki tim yang terbaik dan kuat untuk menyokong pertumbuhan bisnis dan senantiasa berinovasi terhadap teknologi informasi sesuai dengan kebutuhan bisnis Perusahaan dan berkomitmen untuk terus meningkatkan peran teknologi informasi dalam setiap operasional Perusahaan.

DEPARTEMEN SISTEM INFORMASI

TUGAS POKOK:

Merumuskan dan melaksanakan kebijakan dan standarisasi teknis, menyusun dan melaksanakan rencana dan program kerja strategis, mengelola sumber daya dan kompetensi, menerapkan GCG dan *cost effectiveness*, mengelola K3 dan risiko, melakukan inovasi dan perbaikan berkesinambungan serta melakukan koordinasi dengan pemangku kepentingan di bidang kerja Sistem Informasi.

FUNGSI:

- Perencanaan dan pengembangan strategi sistem dan teknologi informasi sesuai kebutuhan perusahaan;
- Penetapan peran information teknologi Perusahaan (kebijakan, fungsi, *value*);
- Penyediaan master plan IT sebagai *guideline* dalam pendayagunaan sistem informasi dan pengembangannya;
- Perencanaan kebutuhan sumber daya teknologi informasi (SDM, *software*, data, *hardware*);
- Pengembangan tehnologi informasi (data sistem informasi, aplikasi, infrastruktur dan sistem keamanan);
- Perancangan implementasi serta pemeliharaan sistem informasi perusahaan yang terintegrasi yang mampu mendukung upaya perusahaan dalam rangka meningkatkan kinerja;

PLN IP Services is well aware that information technology is the main factor that supports the Company's business operations. Therefore, PLN IP Services must ensure that the Company has the best and strongest team to support business growth and constantly innovate information technology according to the Company's business needs and is committed to continuously increasing the role of information technology in each of the Company's operations.

INFORMATION SYSTEM DEPARTMENT

MAIN TASK:

Formulate and implement policies and technical standardization, develop and implement strategic work plans and programs, manage resources and competencies, implement GCG and cost effectiveness, manage OSH and risk, implement continuous innovation and improvement as well as coordinate with stakeholders in the field of Information System.

FUNCTION:

- Planning and development of information technology and system strategies according to corporate needs;
- Determination of the role of the Company's information technology (policies, functions, values);
- Provision of an IT master plan as a guideline in the utilization of information system and its development;
- Planning for information technology resources requirements (HC, software, data, hardware);
- Development of information technology (information system data, application, infrastructure and security system);
- Designing the implementation and maintenance of an integrated company information system capable of supporting the company's efforts to improve performance;

- Pengelolaan *database system* perusahaan berbasis teknologi informasi di dalamnya adalah infrastruktur *knowledge center* Perusahaan;
- Pengelolaan kegiatan identifikasi dan analisis risiko teknologi informasi;
- Pengelolaan *Data Center* dan *Disaster Recovery Center*.

FUNGSIONAL AHLI
TUGAS POKOK:

Melakukan kajian atas kinerja Direktorat dan merekomendasikan program-program perbaikannya.

FUNGSI:

- Monitoring dan evaluasi secara komprehensif atas efektivitas organisasi, sistem manajemen, proses bisnis, risiko dan program mitigasi serta pencapaian target kinerja Direktorat;
- Pemanfaatan ilmu pengetahuan, teknologi dan aplikasi untuk menghasilkan langkah-langkah pengembangan strategis Direktorat;
- Pemecahan permasalahan pada bidang fungsi Direktorat melalui pendekatan akademis;
- Pendokumentasian konten *knowledge management* pada bidang fungsi Direktorat berupa aspek teknis operasional, aspek pendukung operasional seperti *organization motivation*, *organization environment*, *organization capacity*, aspek teknis produksi, proses internal bisnis dll dalam rangka peningkatan kinerja Perusahaan;
- Pelaksanaan tugas-tugas tertentu sesuai keahlian dan fungsi Direktorat terkait;
- Pelaksanaan tugas keanggotaan dalam tim.

- Information technology-based corporate database system management which includes the Company's knowledge center infrastructure;
- Management of information technology risk identification and analysis activities;
- Management of Data Center and Disaster Recovery Center.

FUNCTIONAL EXPERTS
MAIN TASK:

Reviewing the performance of the Directorate and recommending improvement programs.

FUNCTION:

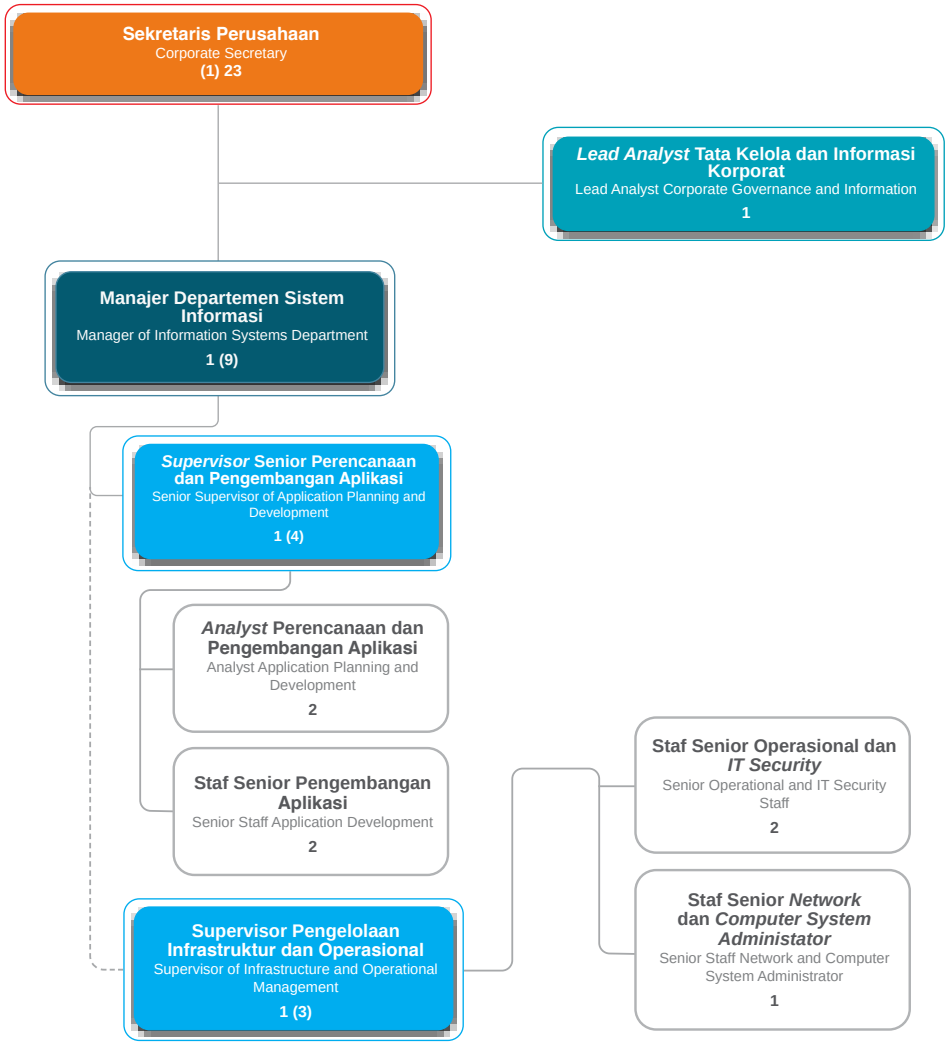
- Comprehensive monitoring and evaluation of organizational effectiveness, management system, business process, risk and mitigation program and achievement of Directorate performance target;
- Utilization of science, technology and applications to produce strategic development steps for the Directorate;
- Solving problems in the functional areas of the Directorate through an academic approach;
- Documentation of knowledge management content in the Directorate's functional areas in the form of operational technical aspects, operational supporting aspects such as organization motivation, organization environment, organization capacity, production technical aspects, internal business process etc. in order to improve the Company's performance;
- Implementation of certain tasks in accordance with the expertise and functions of the relevant Directorate;
- Implementation of membership duties in the team.

STRUKTUR ORGANISASI DEPARTEMEN SISTEM INFORMASI

Organizational Structure of Information System Department

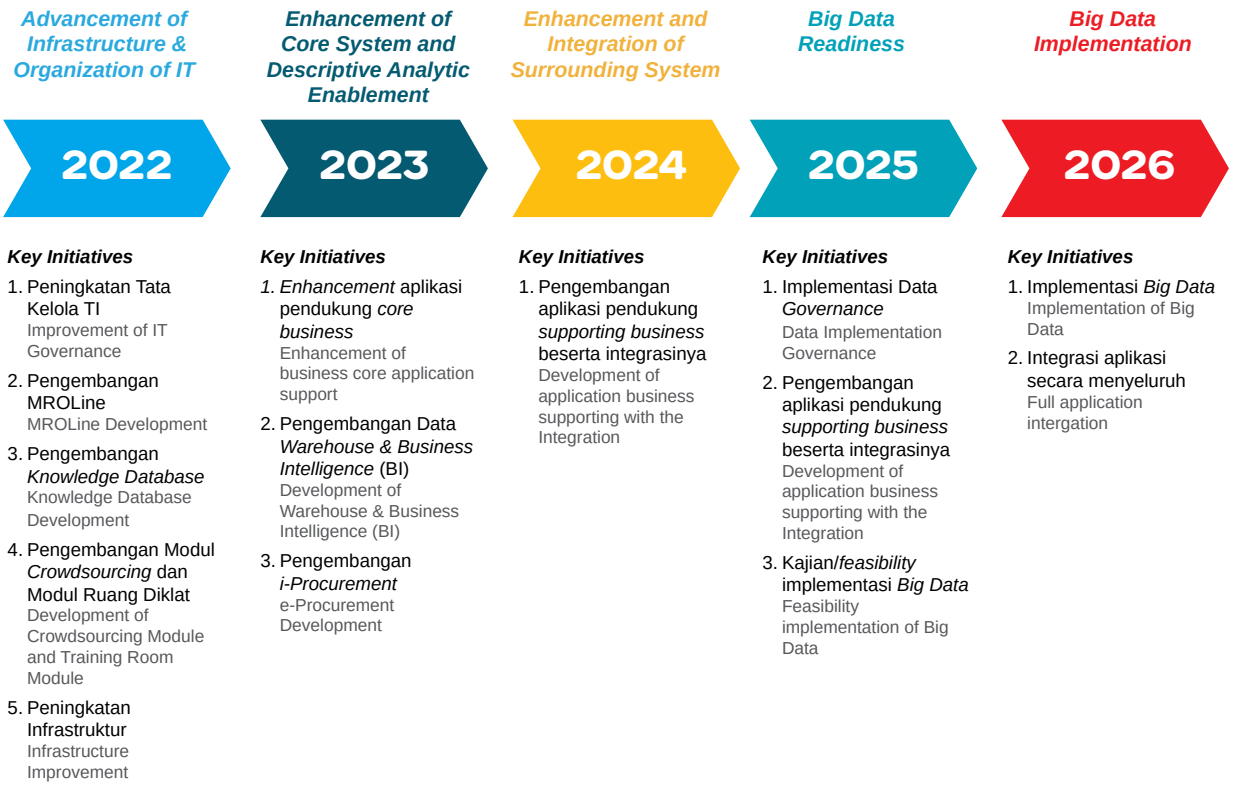
Berdasarkan Keputusan Direksi No.021.K/CDB/IV/2022 tanggal 01 April 2022 berikut merupakan Struktur Organisasi Departemen Sistem Informasi pada tahun 2022.

Based on the Decree of the Board of Directors No.021.K/CDB/IV/2022 dated April 1, 2022, the following is the Organizational Structure of the Information System Department in 2022.



ROADMAP INFRASTRUKTUR TEKNOLOGI INFORMASI DAN KOMUNIKASI

Infrastructure Roadmap of Information Technology and Communication



STRUKTUR TATA KELOLA DAN MANAJEMEN TI PLN IP SERVICES

IT Governance and Management Structure of PLN IP Services

Sebagai organ pendukung bisnis Perusahaan, TI memerlukan pengelolaan dengan perencanaan yang terstruktur. Untuk menjamin terlaksananya tata kelola TI secara baik, lengkap dan matang, maka Departemen Sistem Informasi harus mempunyai aktivitas yang mencakup seluruh proses TI.

As a supporting organ of the Company's business, IT requires management with a structured plan. To ensure the implementation of good, complete and mature IT governance, the Information System Department must have activities that cover all IT processes.

MASTER PLAN TI

Sebagai bentuk komitmen terhadap pengembangan TI, Perusahaan telah menyusun *Master Plan* Teknologi Informasi sebagai pedoman dalam menjalankan program Teknologi Informasi. *Master Plan* disusun agar

IT MASTER PLAN

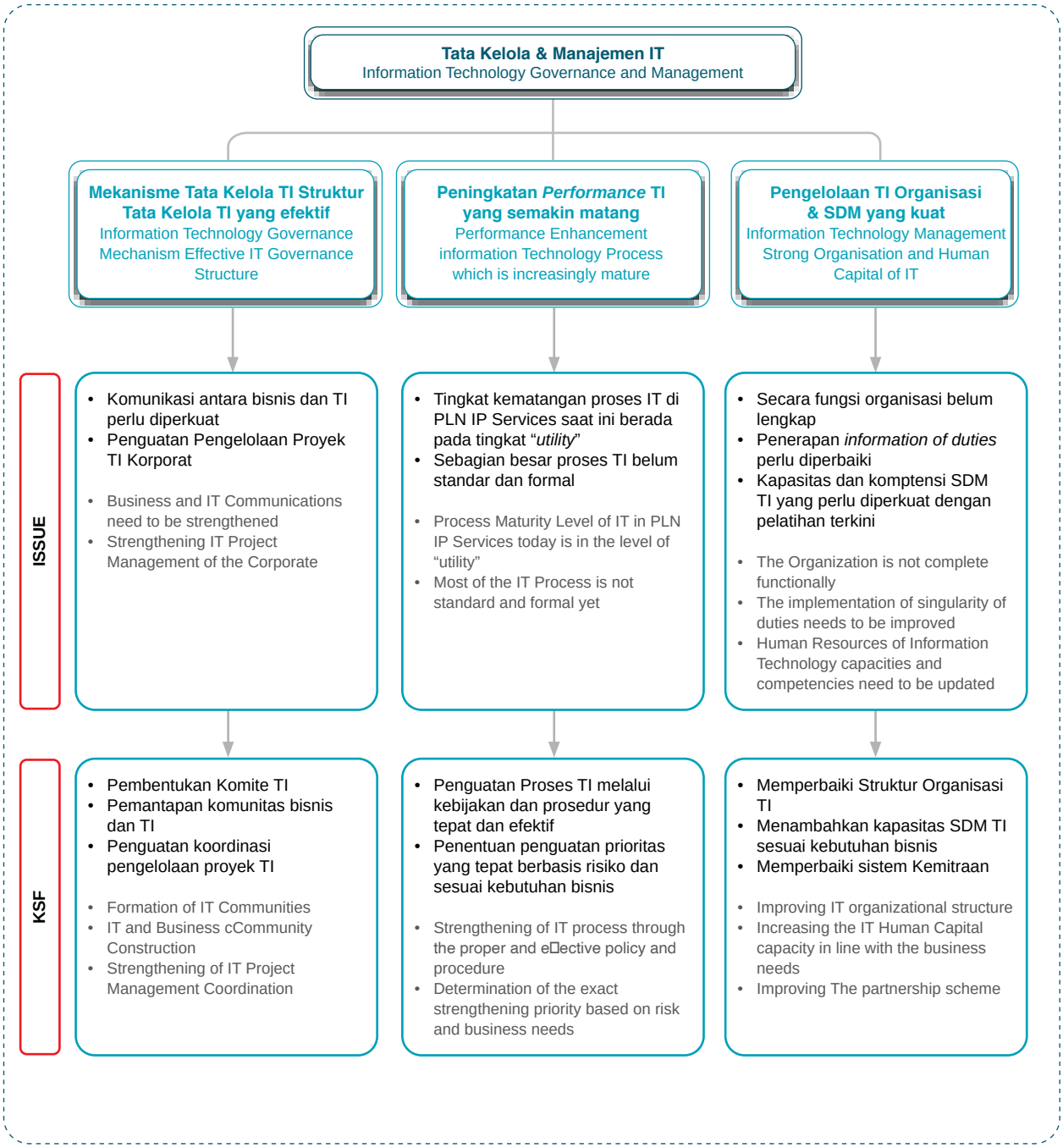
As a form of commitment to IT development, the Company has prepared an Information Technology Master Plan as a guideline for implementing the Information Technology program. Master plan is prepared hence

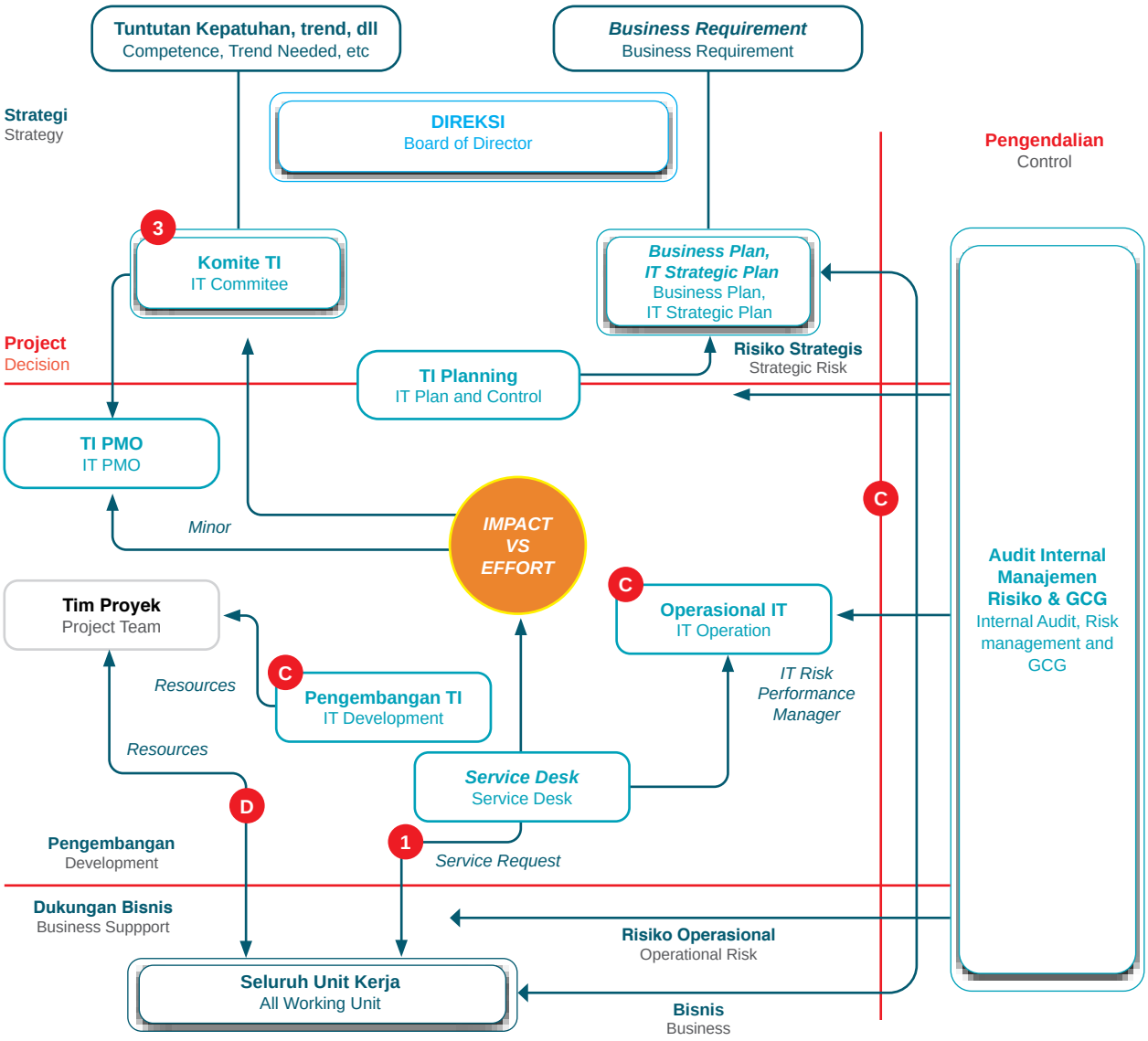
pelaksanaan kegiatan pengelolaan TI Perusahaan lebih terstruktur, terpercaya, aman dan akurat.

Kebijakan mengenai *Master Plan* TI ini ditetapkan dalam Surat Keputusan Direksi Nomor 029.K/CDB/XII/2017. Penyusunan *Master Plan* TI merupakan penggambaran rencana jangka panjang akan kondisi tata kelola dan manajemen ICT PLN IP Services sejak tahun 2018 hingga tahun 2023 untuk mencapai keselarasan pelaksanaan sistem teknologi informasi dalam mendukung visi dan misi Perusahaan.

the implementation of the Company's IT management activities is more structured, reliable, safe and accurate.

The policy regarding the IT master plan is stipulated in the Decree of the Board of Directors Number 029.K/CDB/XII/2017. The IT master plan is a long-term plan for the condition of PLN IP Services ICT governance and management from 2018 to 2023 to achieve harmony in the implementation of the information technology system in supporting the vision and mission of the Company.




Tuntutan Kepatuhan, trend, dll
Competence, Trend Needed, etc
Business Requirement
Business Requirement
Strategi
Strategy
DIREKSI
Board of Director
Pengendalian
Control
3
Komite TI
IT Commitee
Business Plan, IT Strategic Plan
Business Plan, IT Strategic Plan
Project
Decision
TI Planning
IT Plan and Control
Risiko Strategis
Strategic Risk
TI PMO
IT PMO
C
Minor
IMPACT VS EFFORT
C
Operasional IT
IT Operation
Audit Internal Manajemen Risiko & GCG
Internal Audit, Risk management and GCG
Tim Proyek
Project Team
IT Risk Performance Manager
Resources
C
Pengembangan TI
IT Development
Resources
Service Desk
Service Desk
D
1
Pengembangan
Development
Service Request
Dukungan Bisnis
Business Suppport
Risiko Operasional
Operational Risk
Seluruh Unit Kerja
All Working Unit
Bisnis
Business

TATA KELOLA TEKNOLOGI INFORMASI

Tata Kelola Teknologi Informasi (TI) merupakan bagian integral dari tata kelola perusahaan yang bertujuan memastikan bahwa investasi, penggunaan, dan pengelolaan sumber daya TI selaras dengan strategi bisnis dan memberikan nilai tambah secara berkelanjutan. Melalui penerapan tata kelola TI yang efektif, Perusahaan dapat mengelola risiko teknologi secara lebih proaktif, menjaga keamanan data, meningkatkan efisiensi operasional, serta mendorong inovasi digital yang mendukung keunggulan kompetitif.

Untuk memastikan ketahanan dan keberlangsungan operasional Teknologi Informasi, Departemen Sistem Teknologi Informasi (STI) telah menetapkan Surat Keputusan Nomor 095.K/CDB/X/202 tentang Kebijakan dan Standar Sistem Manajemen Keamanan Informasi.

Departemen STI juga telah menyusun dan mengelola Profil Risiko Departemen STI Tahun 2024, yang memuat identifikasi, evaluasi, serta mitigasi atas risiko-risiko utama terkait operasional dan keamanan informasi dengan hal – hal sebagai berikut :

INFORMATION TECHNOLOGY GOVERNANCE

Information Technology (IT) Governance is an integral part of corporate governance, aimed at ensuring that IT investments, usage, and resource management are aligned with the company's business strategy and continuously deliver added value. Through effective IT governance, the company can proactively manage technology-related risks, safeguard data security, improve operational efficiency, and drive digital innovation to support competitive advantage.

To ensure the resilience and continuity of Information Technology operations, the Information Technology Systems (STI) Department has issued Decree Number 095.K/CDB/X/202 concerning the Policy and Standards for the Information Security Management System.

The STI Department has also developed and managed the 2024 STI Department Risk Profile, which includes the identification, assessment, and mitigation of key risks related to operations and information security, as outlined below:

PROFIL RISIKO TEKNOLOGI INFORMASI

INFORMATION TECHNOLOGY RISK PROFILE

No.	Risiko Risk	Pengelolaan Risiko Risk Management	Peluang Opportunity
1.	Pengelolaan data Center Data Center management	1. Melakukan monitoring update antivirus 2. Melakukan monitoring kapasitas storage data center 1. Monitoring antivirus updates 2. Monitoring data center storage capacity	Dengan melakukan update antivirus dan meningkatkan kapasitas *storage* data center dapat mengantisipasi risiko potensial yang dapat merugikan operasional perusahaan dan melindungi perusahaan dari kejadian yang tidak terduga dan diantisipasi sebelum kejadian tersebut benar – benar terjadi. By updating antivirus software and increasing data center storage capacity, the company can anticipate potential risks that may disrupt operations and protect itself from unforeseen events before they occur.
2.	Personil sistem informasi bertahap mengikuti pengembangan kompetensi profesi sistem informasi Gradual participation of information systems personnel in professional competency development	Kompetensi SDM belum sesuai standar kebutuhan perusahaan HC competencies are not yet aligned with company standards	Perusahaan memiliki personil sistem informasi kompeten dan bersertifikasi The Company employs certified and competent information systems personnel.
3.	Implementasi DRC DRC Implementation	Tidak dapat melakukan pemulihan infrastukrur TI pada perusahaan pasca bencana Inability to recover the IT infrastructure after a disaster	Perusahaan mengimplementasikan DRC The Company has implemented a DRC.
4.	Sertifikasi ISO 27001 ISO 27001 certification	Monitoring Sertifikasi ISO 27001 tidak dilaksanakan ISO 27001 certification monitoring is not being carried out	Perusahaan patuh dalam menyelesaikan GAP sertifikasi ISO 27001 The Company is committed to addressing GAPs the ISO 27001 certification.

Perusahaan telah menerapkan mekanisme pelaporan dan pengawasan yang sistematis terhadap berbagai aspek operasional TI, termasuk pengelolaan risiko, insiden, dan kesiapan kapabilitas teknologi. Seluruh risiko utama dan insiden yang terjadi dikompilasi secara rutin dalam laporan bulanan yang disampaikan kepada Manajemen Senior Teknologi Informasi (MSTI), guna memastikan respons yang cepat dan terarah. Selain itu, pelaporan tingkat kematangan TI dilakukan setiap tahun kepada Direktur Utama dan PLN Indonesia Power dalam format *Information Capital Readiness* (ICR), yang menjadi bagian dari pengukuran kapabilitas dan kesiapan teknologi secara menyeluruh. Laporan bulanan tersebut mencakup status risiko terkini, insiden yang terjadi, langkah mitigasi, serta rekomendasi perbaikan yang diperlukan. Direksi juga secara aktif terlibat dalam pengambilan keputusan strategis terkait kebijakan keamanan TI, pembaruan *Disaster Recovery Plan* (DRP), serta investasi teknologi yang bersifat jangka panjang dan strategis.

The company has implemented a systematic reporting and monitoring mechanism for various aspects of IT operations, including risk management, incident handling, and technology capability readiness. All major risks and incidents are compiled regularly in monthly reports submitted to the Senior IT Management (MSTI) to ensure timely and well-directed responses. In addition, the company conducts an annual IT maturity assessment reported to the President Director and PLN Indonesia Power through the Information Capital Readiness (ICR) format, which serves as a comprehensive measure of technology capability and readiness. The monthly report includes the current risk status, recorded incidents, mitigation actions, and recommended improvements. The Board of Directors is also actively involved in making strategic decisions related to IT security policies, updates to the Disaster Recovery Plan (DRP), and long-term, strategic technology investments.

EVALUASI DAN PENINGKATAN BERKELANJUTAN

Perusahaan secara konsisten melakukan evaluasi terhadap efektivitas proses governansi Teknologi Informasi sekurang-kurangnya satu kali dalam setahun melalui audit internal maupun eksternal yang dilakukan oleh PLN Indonesia Power. Hasil dari audit tersebut, termasuk insiden nyata yang terjadi, menjadi dasar penting dalam pembaruan kebijakan, prosedur operasional, serta penguatan infrastruktur keamanan TI guna memastikan sistem pengamanan yang adaptif terhadap dinamika risiko. Selain itu, untuk meningkatkan budaya keamanan informasi di seluruh lapisan organisasi, Perusahaan secara rutin melaksanakan program *Security Awareness* kepada seluruh karyawan setiap bulan melalui berbagai kanal komunikasi, termasuk media sosial internal. Langkah ini bertujuan untuk membangun kesadaran kolektif akan pentingnya perlindungan informasi dan mendorong kepatuhan terhadap kebijakan keamanan yang telah ditetapkan.

EVALUATION AND SUSTAINABILITY IMPROVEMENT

The Company consistently evaluates the effectiveness of its Information Technology governance processes at least once a year through internal and external audits conducted by PLN Indonesia Power. The results of these audits, including any actual incidents, serve as a critical foundation for updating policies, operational procedures, and strengthening IT security infrastructure to ensure an adaptive response to evolving risks. In addition, to foster a strong culture of information security across all levels of the organization, the company regularly conducts monthly Security Awareness programs for all employees. These programs are delivered through various communication channels, including internal social media platforms. This initiative aims to build collective awareness of the importance of information protection and to promote compliance with established security policies.

KINERJA TI TAHUN 2024

IT Performance In 2024

Pencapaian kinerja Divisi Teknologi Informasi pada tahun 2024 adalah sebagai berikut:

Information Technology Division performance achievements in 2024 were:

No.	Program Programs	Uraian Description	Target Target	Realisasi Realization
I	**Program Kerja Non - Rutin** **Non-Routine Work Activity**			
I.1.	**Program Rebranding PT PLN IP Services** **Rebranding Program for PT PLN IP Services**			
I.1.1	*Redesign Website* PT PLN IP Services Website Redesign for PT PLN IP Services	*Redesign Website* PT PLN IP Services Website Redesign for PT PLN IP Services	TW II Q2	Selesai Complate
I.1.2	Perubahan layanan IT Korporat Changes to Corporate IT Services	Layanan Email Email Services	Juli 2024 July 2024	Selesai Complate
		Layanan Aplikasi Korporat Corporate Application Services		Selesai Complate
I.1.3	Perubahan Infrastruktur IT Changes to IT Infrastructure	Layanan Internet Kantor Pusat Head Office Internet Services SSL dan Domain SSL and Domain	Juli 2024 July 2024	Selesai Complate
I.2.	**Non Investasi** **Non-Investment**			
I.2.1	Persiapan ISO 27001 PLN IP Services di Kantor Pusat Preparation of ISO 27001 PLN IP Services in Head Office	Melakukan persiapan dokumen keamanan informasi melalui pendekatan ISO 27001:2015 Preparing security information document through the ISO 27001:2015	TW I Q1	Selesai Complate
I.2.2	Pengadaan Peremajaan *Access Point* Kantor Pusat PT PLN Indonesia Power Services Procurement of Access Point Upgrades at the Head Office of PT PLN Indonesia Power Services	Pengadaan Peremajaan *Access Point* Kantor Pusat PT PLN Indonesia Power Services Procured Access Point upgrades for the Head Office of PT PLN Indonesia Power Services	TW I Q1	Selesai Complate
I.2.3	Pengadaan *Penetration Testing* Testing Penetration Procurement	Melakukan *Penetration Testing* Infrastruktur *Security* PIPS Conducted penetration testing on PIPS security infrastructure	TW IV Q4	Selesai Complate
I.2.	**Pengembangan Aplikasi Bisnis PIPS** **Development of PIPS Business Application**			
I.2.1	Pengembangan Aplikasi *Project Financing* Development of Financing Project Application	*[Code] Modul Invoice Tracking* Development of the Invoice Tracking Module	TW II Q2	Selesai Complate
I.2.2	Implementasi aplikasi Digisign Implementation of Digisign application	[Mekari] Digisign	TW I Q1	Selesai Complate
I.2.3	Pengembangan Aplikasi D'track (*chekidoc*) *hardcopy Development of the D'Track (Chekidoc) application,	Integrasi dengan EBS QR Code Integration with EBS using QR Code	TW II Q2	Selesai Complate
I.2.4	Implementasi aplikasi BG & ITrack Implementation of the BG and iTrack applications	*Ratifikasi aplikasi PIP* Ratification of the PIP application	TW II Q2	Selesai Complate
I.2.5	Pengembangan Aplikasi EBS (*Electronic Bussiness*) Development of the EBS (Electronic Business) application	Melakukan penyempurnaan *Module Sourcing Management* pada program digital moonshoot [*technology leadership*] Enhancement of the Sourcing Management Module under the Digital Moonshoot Program [Technology Leadership]	TW IV Q4	Selesai Complate

No.	Program Programs	Uraian Description	Target Target	Realisasi Realization
I.2.6	Ratifikasi aplikasi AMS PLN Ratification of the AMS PLN application		TW II Q2	Selesai Complate
I.2.7	Pengembangan aplikasi i-morning Development of the i-Morning application	Modul talenta Talent Module	TW III Q3	Selesai Complate
I.2.8	Pengembangan aplikasi mode (*Mobile Code*) Development of the MODE (Mobile Code) application		TW II Q2	Selesai Complate
I.2.8	Integrasi ERP dengan AIE Integration of ERP with AIE	Pembuatan API GL,AP,AR dll Creation of APIs for GL, AP, AR, and others	TW IV Q4	Selesai Complate
	Program Kerja Rutin **Routine Work Activity**			
II.1	**Infrastruktur** **Infrastructure**			
II.1.1	Pengadaan Renewal Jasa Layanan Internet dan IPVPN Kantor Pusat Procurement for the renewal of Internet and IPVPN service contracts at the Head Office	*Renewal Jasa Layanan Internet dan IPVPN Kantor Pusat* Procurement for the renewal of Internet and IPVPN service contracts at the Head Office	TW I Q1	Selesai Complate
II.1.2	Pengadaan Jasa layanan Internet IP transit Link 1 Kantor Pusat PT PLN Indonesia Power Services Procurement of IP Transit Internet Service – Link 1 at the Head Office of PT PLN Indonesia Power Services		TW I Q1	Selesai Complate
II.1.3	Pengadaan Jasa layanan Internet IP transit Link 2 Kantor Pusat PT PLN Indonesia Power Services Procurement of IP Transit Internet Service – Link 2 at the Head Office of PT PLN Indonesia Power Services		TW I Q1	Selesai Complate
II.1.4	Pengadaan Layanan Vitel Unit PLTD Tenau Procurement of Vitel Services for the PLTD Tenau Unit		TW I Q1	Selesai Complate
II.1.5	Pengadaan Layanan Internet Tenau Procurement of Internet Services for the Tenau Site		TW I Q1	Selesai Complate
II.1.6	Pengadaan Layanan Internet Nusa Penida Procurement of Internet Services for the Nusa Penida Site		TW I Q1	Selesai Complate
II.1.7	Pengadaan Renewal IP Public dan ASN PLN IP Services Procurement of Renewal of Public IP and ASN services for PLN IP Services	*Renewal IP Public* & ASN PLN IP Services Renewal Public IP and State Civil Servant of PLN IP Services	TW III Q3	Selesai Complate
II.1.8	Pengadaan *Renewal Lisensi Email Security/ Mail Gateway* Procurement of Email Security/Mail Gateway License Renewal	*Renewal* lisensi email security Renewal Security Email License	TW IV Q4	Selesai Complate
II.1.9	Pengadaan *Renewal Firewall & Bandwidth Management* Procurement of Renewal Firewall & Bandwidth Management	*Renewal ATS Firewall & Bandwidth Management* Renewal ATS Firewall & Bandwidth Management	TW IV Q4	On Hold On Hold
II.1.10	Pengadaan *Renewal* WAN Optimizer Procurement of Renewal Wan Optimizer	*Renewal* ATS WAN Optimizer KP dan Batakan Renewal Wan Optimizer KP and Batakan	TW IV Q4	On Hold On Hold
II.1.11	Pengadaan *Renewal Nimble Storage* Procurement of Renewal Nimble Storage	*Renewal* ATS *Nimble Storage* Renewal ATS Nimble Storage	TW III Q3	Selesai Complate
		Peningkatan layanan media penyimpanan korporat Enhancement of Corporate Data Storage Services	TW III Q3	Selesai Complate

No.	Program Programs	Uraian Description	Target Target	Realisasi Realization
II.1.12	Pengadaan *Renewal* RMA *Network & Server* Procurement of Renewal RMA Network & Server	*Renewal* SmartNet dan RMA *Network & Server* Perangkat Kantor Pusat Smartnet Renewal and RMA Network & Device Server of Head Office	Sebelum nya : TW II Before : Q2 Menjadi : TW III Become : Q3	Selesai Complate
		Penguatan network security kantor pusat PT PLN Indonesia Power Services Terkait dengan peremajaan Firewall Strengthening of Network Security at the Head Office of PT PLN Indonesia Power Services through Firewall Upgrade	TW III Q3	Selesai Complate
II.1.13	Pengadaan Jasa Sewa Laptop PT PLN Indonesia Power Services Tahun 2023 Procurement of Laptop Rent Services of PT PLN Indonesia Power Services	Sewa Laptop Korporat Corporate Rent Laptop	TW I Q1	Selesai Complate
II.1.14	Pengadaan Penambahan Storage Server Kantor Pusat PT PLN IP Services Procurement of Additional Server Storage for the Head Office of PT PLN IP Services	Penambahan storage ssd server Kantor Pusat Additional SSD Storage for Servers at the Head Office	TW IV Q4	Selesai Complate
II.1.15	Pengadaan domain & SSL PLNIPServices .com dan .co.id plnindonesiapowerservices .com dan .co.id Procurement of Domains and SSL Certificates for PLNIPServices .com dan .co.id and PLNIndonesiaPowerServices .com and .co.id		TW I Q1	Selesai Complate
II.1.16	Pengadaan Layanan Internet Workshop MRO Cirebon 2024 Procurement of Internet Services for the MRO Workshop in Cirebon, 2024		TW II Q2	Selesai Complate
II.2	**Software**			
II.2.1	*Renewal* Antivirus Korporat Renewal of Corporate Antivirus	*Renewal* Lisensi Antivirus Korporat (*End Point*) Renewal of Corporate Antivirus License (End Point)	TW II Q2	Selesai Complate
II.2.2	*Renewal ATS Server Software* Renewal of ATS Server Backup	*Renewal License Backup Server Software* Renewal License Backup Server Softwar	TW II Q2	Selesai Complate
II.2.3	*Renewal License JWPlayer* Renewal of JWPlayer License	*Renewal License* JWPlayer Renewal of JWPlayer License	TW III Q3	Selesai Complate
II.2.4	*Renewal Lisensi Creatio* *Renewal of Creatio License*	*Renewal* ATS Lisensi Aplikasi e-Bisnis PLN IP Services (Creatio) Renewal of ATS License for PLN IP Services e-Business Application (Creatio)	TW III Q3	Selesai Complate
II.2.5	Penambahan & *Renewal* Lisensi *Software* Korporat Addition & Renewal of Corporate Software License	Penambahan lisensi Windows, Ms Office, Ms Visio dan Ms. Project dan *Renewal* Adobe Acrobat DC Addition of Windows, Microsoft Office, Microsoft Visio, and Microsoft Project licenses and Renewal of Adobe Acrobat DC	TW II Q2	Selesai Complate
II.2.6	*Renewal* lisensi Virtualisasi *Software* Purchase of Office 365 License	*Renewal* ATS *Software* Virtualisasi (VMware) Renewal of ATS Virtualization Software (VMware)	TW III Q3	Selesai Complate
II.2.7	Pembelian lisensi Office 365 Purchase of Microsoft Office 365 Licenses	Pembelian dan *renewal license* Office 365 (260 User) Purchase and renewal of Office 365 license (260 users)	TW II Q2	Selesai Complate
II.2.8	Pengadaan *Renewal* Lisensi SSL *Certificate* Procurement of Renewal SSL Certificate License	*Renewal* SSL *Certificate* PT PLN Indonesia Power Services *.plnipservices.co.id Renewal of SSL Certificate of PT PLN Indonesia Power Services *plnipservices.co.id	TW III Q3	Selesai Complate

No.	Program Programs	Uraian Description	Target Target	Realisasi Realization
II.2.9	*Renewal CRM pada Website Perusahaan* Renewal of CRM System on the Company Website		TW I Q1	Selesai Complate
II.2.10	*Renewal domain & SSL mroline (.id,.com)* Renewal of Domain and SSL Certificates for mroline (.id, .com)	Renewal SSL Certificate MROline Renewal of SSL Certificate for MROline	TW III Q3	Selesai Complate
II.2.11	*Renewal License Zoom Korporat* Renewal of Corporate Zoom License		TW III Q3	Selesai Complate
II.2.12	Pengadaan *license meeting*.ai (Transkrip notulen meeting) Procurement of Meeting.ai License (for meeting transcript services)	Pengadaan *license meeting*.ai Procurement of Meeting.ai License	TW III Q3	Selesai Complate
II.3	**Maintenance**			
II.3.1	Pengadaan Jasa *Maintenance Services* Infrastruktur Server Pendukung Layanan IT Kantor Pusat PT PLN IP Services Tahun 2024 Procurement of Server Infrastructure Maintenance Services to Support IT Operations at the Head Office of PT PLN IP Services for 2024	*Maintenance Support* untuk Hypervisor dan Produk Microsoft (AD, DNS, DFS, Exchange, Printer Server) Maintenance Support to Hypervisor and Microsoft Product (AD, DNS, DFS, Exchange, Printer Server	TW II Q2	Selesai Complate
II.3.2	Pengadaan Jasa *Maintenance Services* Infrastruktur Network Pendukung Layanan IT Kantor Pusat PT PLN IP Services Tahun 2024 Procurement of Network Infrastructure Maintenance Services to Support IT Operations at the Head Office of PT PLN IP Services for 2024	*Maintenance Support untuk Network Kantor Pusat* Maintenance support for the Head Office network infrastructure	TW II Q2	Selesai Complate
II.3.3	Pengadaan *Maintenance Services* Aplikasi *Manpower Planning* Procurement of Manpower Planning Application Maintenance Services	*Maintenance Local Support* Untuk Aplikasi *Manpower Planning* Maintenance of Local Support for Manpower Planing Application	TW I Q1	Selesai Complate
II.3.4	Pengadaan *Maintenance Services* Aplikasi Maximo Procurement of Maximo Application Maintenance Services	*Maintenance Local Support* Untuk Aplikasi Maximo Maintenance of Local Support for Maximo Application	TW I Q1	Selesai Complate
II.3.5	Pengadaan *Maintenance Services* Aplikasi Creatio Procurement of Creation Application Maintenance Services	*Maintenance Local Support* Untuk Aplikasi EBS Korporat Maintenance of Local Support for Corporate EBS Application	TW III Q3	Selesai Complate
II.3.6	Pengadaan *Maintenance* Aplikasi *College* Procurement of College Application Maintenance	Pengadaan maintenance aplikasi college Procurement of maintenance services for the College application	TW IV Q4	Selesai Complate

PENCAPAIAN TEKNOLOGI INFORMASI

Di tahun 2024, Divisi Teknologi Informasi juga memperoleh beberapa pencapaian dalam proses digitalisasi internal. Pencapaian ini menunjukan konsistensi kinerja Divisi Tim Teknologi Informasi Perusahaan. Pencapaian Divisi Tim Teknologi Informasi di tahun 2024 adalah:

ACHIEVEMENT OF INFORMATION TECHNOLOGY

In 2024, the Information Technology Division also achieved several milestones in the internal digitalization process. These accomplishments demonstrate the consistent performance of the Company's Information Technology Team. The achievements of the Information Technology Team in 2024 are:

a. Tersertifikasi ISO 27001:2022 tentang *Information Security Management System*
b. Digitalisasi proses *End to End* Proses kedalam satu aplikasi AIE (*All in EBS*) yang terintegrasi
c. Digitalisasi proses *time attendance* yang terintegrasi menggunakan aplikasi Comes

a. ISO 27001:2022 Certification on Information Security
b. Management SystemEnd-to-end process digitalization integrated into a single application, AIE (All in EBS)
c. Integrated digitalization of time attendance processes using the Comes application

PENGEMBANGAN KOMPETENSI TEKNOLGI INFORMASI

PLN IP Services memberikan program peningkatan kompetensi bagi karyawan untuk meningkatkan keahlian dan kualitas kinerja karyawan dengan pelatihan/ pendidikan/seminar, agar memiliki keahlian untuk bersaing dalam industri ketenagalistrikan.

Berikut program peningkatan kompetensi dan sertifikasi yang dilaksanakan Departemen Sistem Informasi sepanjang tahun 2024:

COMPETENCY DEVELOPMENT

PLN IP Services provides competency improvement program for employees to improve their skills and quality of performance through training/education/seminars, hence they have the skills to compete in the electricity industry.

Following are the competency and certification improvement programs implemented by the Information System Department throughout 2024:

No.	Materi Pendidikan/Pelatihan/Seminar Education/Training/Seminar Materials	Penyelenggara Organizer
1.	*Opswat* Kelola data dengan efisien menggunakan Oracle SQL Efficient Data Management with Oracle SQL using Opswat	opswat
2.	*Guide to Learn Python with AI at DQLab* Guide to Learning Python with AI at DQLab	INIXINDO
3.	*Adapting Technology for Data Driven Performance Enhancement* Adapting Technology for Data-Driven Performance Enhancement	TRAINING LABORATURIUM
4.	Cobit 2019 Foundation Bongkar Rahasia menjadi DevOps *Engineer* yang Sukses COBIT 2019 Foundation: Unlocking the Secrets to Becoming a Successful DevOps Engineer	ENERGYX TRAINING
5.	*Cobit 2019 Foundation* COBIT 2019 Foundation Certification	andalan
6.	*Engineer* yang Sukses *CyberSecurity Essential at Cisco Networking* Cybersecurity Essentials at Cisco Networking Academy	INIXINDO
7.	*Academy CyberOps Associate by Cisco Networking* CyberOps Associate Certification by Cisco Networking Academy	Cisco Networking Academy
8.	*Academy* Optimasi Layanan TI untuk Memaksimalkan Bisnis Optimizing IT Services to Maximize Business Performance	INIXINDO
9.	*Framework Flutter* Membuat *On Boarding* Developing Mobile App Onboarding Screens Using the Flutter Framework	Cisco Networking Academy
10.	*Screen* Aplikasi *Mobile* Mobile Screen Application	INIXINDO

RENCANA PENGEMBANGAN TI 2025

IT Development Plan In 2025

Sebagai salah satu langkah dalam mendukung Misi perusahaan yaitu "Menyediakan Solusi Energi Yang Terbaik, Terkini, & Terintegrasi" departemen STI akan melakukan *roll over* IT *Master Plan* 2018 – 2021 agar tetap sesuai dengan kebutuhan perusahaan. Selain itu departemen STI dalam meningkatkan kualitas layanan memiliki tagline "*Make IT Simple*" yang terbagi dalam:

OPERASIONAL IT

SUPPORTING

Memberikan pelayanan dalam permasalahan awal yang dihadapi pegawai terkait perangkat kerja IT ataupun aplikasi IT. Penggunaan aplikasi dalam pelaporan pengaduan yang tersentralisasi "*Service Desk*" menjadi salah satu *tools* yang memberikan kemudahan terhadap pegawai dalam melakukan pengaduan layanan.

INFRASTRUKTUR

Teknologi *Hyper Converged* Infrastruktur (HCI) dalam memvirtualisasi semua elemen sistem *hardware* konvensional. Manfaat yang didapatkan dari penggunaan teknologi ini diantaranya adalah :

- *Lower Cost*
- *Flexibility and Scale*
- *Work load consolidation*
- *Data Protection*
- *Automated Infrastructure*

IT GOVERNANCE

Dalam melakukan *monitoring* tata kelola IT yang sesuai dengan Visi dan Misi perusahaan Dept IT menggunakan ICR turunan dari Induk perusahaan, dan menggunakan pendekatan 2P&T (*Process*,*People & Technology*) dalam penerapanannya.

PROSES

Proses tata kelola IT yang berdasarkan kepada ICR turunan dari induk perusahaan adalah sebagai berikut:

As one of the steps in supporting the company's Mission, namely "Providing the Best, Latest, & Integrated Energy Solutions", the STI department will roll over the 2018-2021 IT Master Plan to keep it in line with company needs. In addition, the STI department has a tagline "Make IT Simple" in improving service quality which is divided into:

IT OPERATIONS

SUPPORTING

Providing service for initial problems faced by employees related to IT work tools or IT applications. Application usage in reporting complaints that are centralized "Service Desk" is one of the tools that makes it easy for employees to make service complaints.

INFRASTRUCTURE

Hyper Converged Infrastructure (HCI) technology in virtualizing all elements of conventional hardware system. The benefits of using this technology include:

- Lower Cost
- Flexibility and Scale
- Workload consolidation
- Data Protection
- Automated Infrastructure

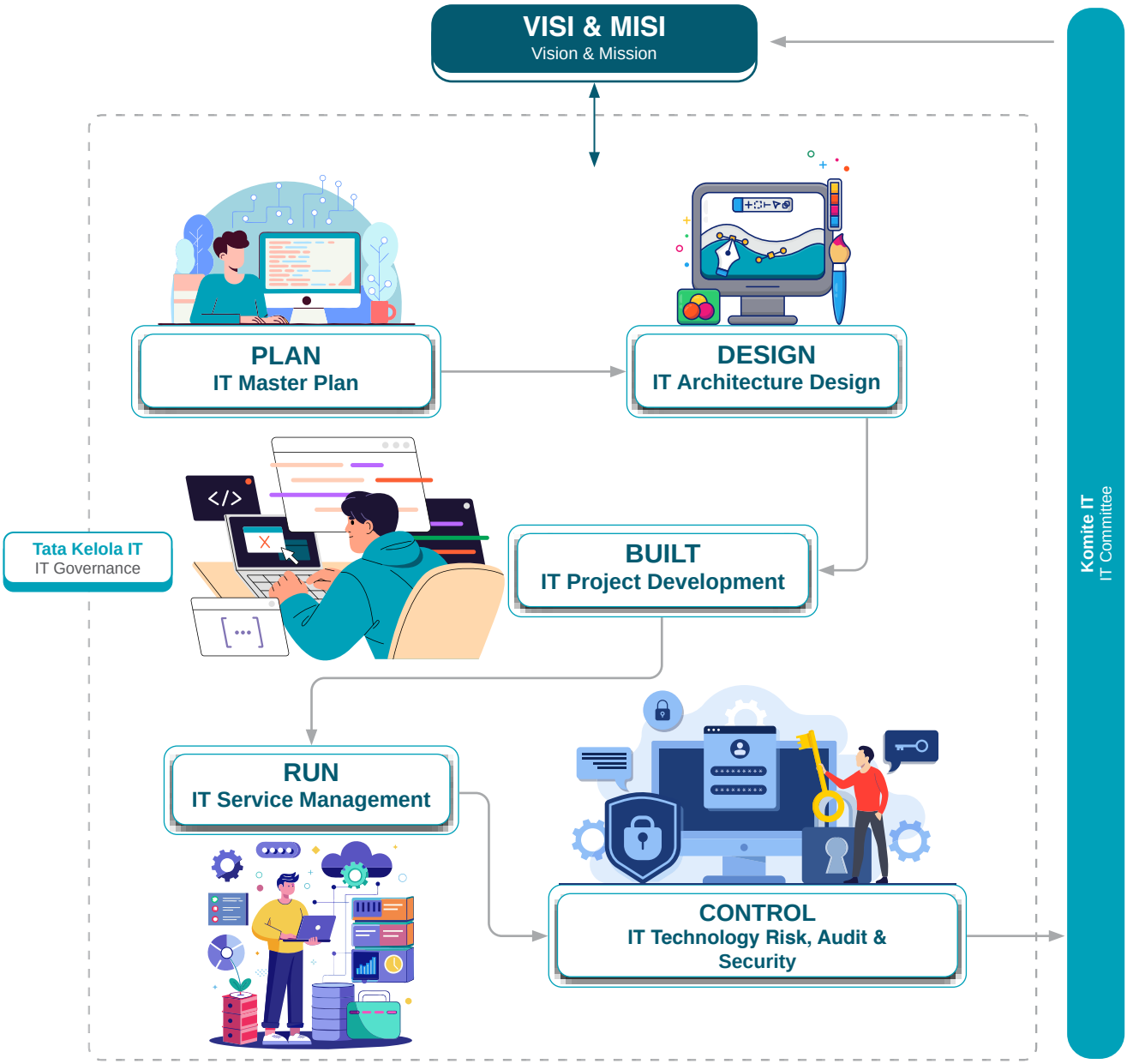
IT GOVERNANCE

In monitoring IT governance in accordance with the company's Vision and Mission, the IT Dept. uses ICR derived from the parent company, and uses the 2P&T (Process,People & Technology) approach in its implementation.

PROCESS

Process of IT governance based on ICR derivatives from the parent company are as follows:

Proses Tata Kelola
Governance Process



PEOPLE

Dalam penerapan proses tata kelola *IT people* yang terlibat berdasarkan dengan struktur Organisasi pada departemen IT dan dibagi berdasarkan masing-masing *jobdesk* yang dimiliki.

IT DIGITAL TRANSFORMATION

Digital Transformation dalam mendukung IT 4.0 pada Perusahaan dengan penerapan penggunaan aplikasi untuk membantu proses kerja yang terbagi dalam:

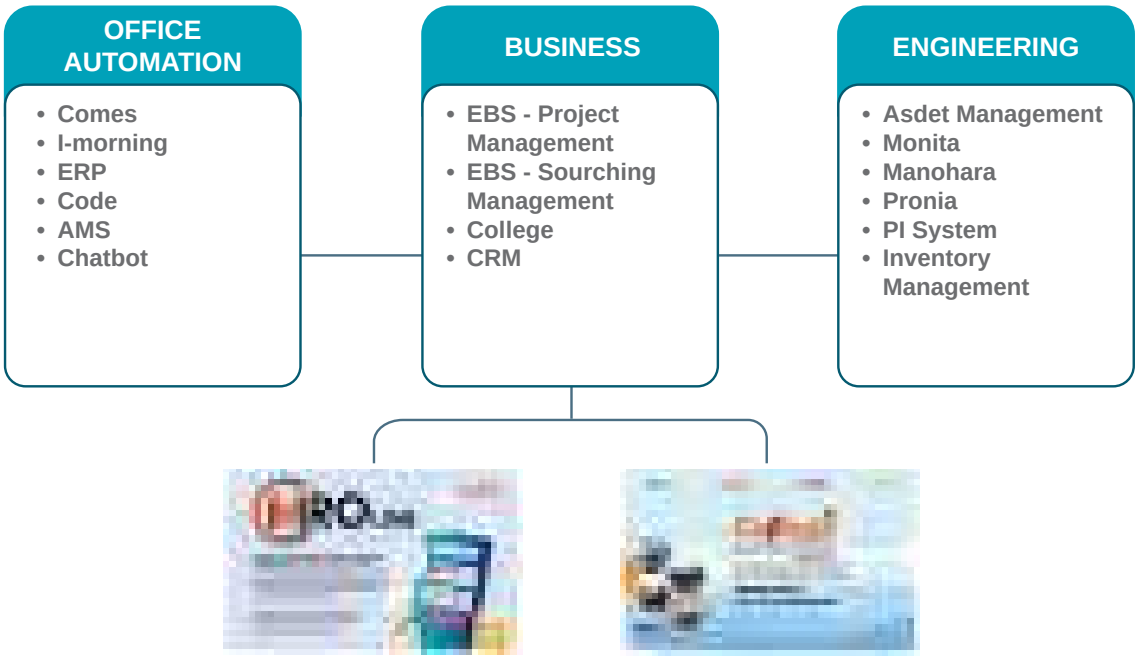
PEOPLE

In implementing the IT governance process the people involved are based on the Organizational structure of the IT department and are divided based on each job desk they have.

IT DIGITAL TRANSFORMATION

Digital Transformation in support of IT 4.0 in the Company with the implementation of application usage to assist work process which divided into:

Aplikasi Perusahaan
Company Application



Untuk mendukung percepatan dalam peningkatan kualitas pelayanan IT, Perusahaan melakukan berbagai langkah, di antaranya:

1. Mencapai target index penilaian 3.50 pada ICR (*Information Capital Readiness*) pada tahun 2023
2. Perencanaan implementasi DRC (*Disaster Recovery Center*) dan DRP (*Disaster Recovery Plan*) pada data center Perusahaan
3. Penambahan Peran *Digital Transformation* pada Departemen IT
4. Surveillance ISO 27001 terkait *Information Security Management*

Selain meningkatkan standar pelayanan departemen IT turut berkontribusi dalam pencarian pendapatan bagi Perusahaan salah satunya dengan menjadi Implementor infrastruktur maupun aplikasi terhadap *customer*. Beberapa *project* yang sudah dilakukan diantaranya adalah:

IMPLEMENTASI REOC DI LUAR PLN GROUP

Dalam tahun 2024 departemen IT berhasil menjadi implementor REOC Non PLN Group. Hal ini tentu menjadi salah satu pencapaian bagi departemen IT dalam pengembangan bisnis yang terkait dengan teknologi, sehingga akan tercipta peluang untuk melakukan pelebaran dari departemen IT yang saat ini fokus terhadap melakukan pelayanan terhadap pegawai menjadi bisnis *IT solutions*.

To support the acceleration in improving the quality of IT services, the Company has taken various steps, including:

1. Reached the target rating index of 3,50 on ICR (Information Capital Readiness) in 2023
2. Planning for the implementation of the DRC (Disaster Recovery Center) and DRP (Disaster Recovery Plan) in the Company's data center
3. Adding the Role of Digital Transformation in the IT Department
4. Surveillance of ISO 27001 related to Information Security Management.

In addition to improving service standards, the IT department also contributes to revenue generation for the Company, one of which is by becoming an implementer of infrastructure and application for customers. Some of the projects that have been carried out include:

IMPLEMENTATION OF REOC OUTSIDE THE PLN GROUP

In 2024 the IT department succeeds in becoming the implementer of the Non PLN Group REOC. This is certainly one of the achievements for the IT department in business development related to technology, hence opportunities will be created to widen the IT department which is currently focused on providing services to employees to become an IT business solutions.

PENELITIAN DAN PENGEMBANGAN
Research and Development

PLN IP Services memiliki Program Kompetisi Karya Inovasi yang merupakan perlombaan/kompetisi antar pegawai dalam membuat tools/peralatan, mekanisme, prosedur, atau sistem baru yang merupakan perbaikan dari suatu proses kerja sebelumnya sehingga proses kerja tersebut menjadi lebih efektif, efisien, dan profitable.

Program ini memiliki tujuan antara lain:
1. Memfasilitasi implementasi ide perbaikan atau improvement pegawai untuk inovasi proses kerja;
2. Membudayakan inovasi yang merupakan salah satu ukuran perilaku profesional pada budaya perusahaan PT PLN IP Services;
3. Menjadikan inovasi sebagai salah satu upaya PT PLN IP Services menuju Learning Organization (Organisasi Pembelajar);
4. Meningkatkan pendapatan perusahaan : Dengan adanya inovasi, pekerjaan bisa menjadi lebih efisien dan tepat waktu, ini bisa mengurangi pengeluaran beban yang lain;
5. Meningkatkan Loyalitas Pelanggan: Inovasi yang menghasilkan produk atau layanan berkualitas lebih tinggi dapat meningkatkan kepuasan dan loyalitas pelanggan.

Dalam Kompetisi yang dilaksanakan memiliki beberapa kategori karya yang dilombakan diantaranya ialah:
1. Pembangkitan
   Penurunan BPP (Biaya Pokok Produksi), Peningkatan Efisiensi, Peningkatan Kinerja Operasi & Pemeliharaan (*Operational Excellence*). (Beroperasi 24 jam).
2. Aplikasi
   Karya Inovasi yang mendukung peningkatan kinerja perusahaan secara menyeluruh menggunakan aplikasi (*software*) berdiri sendiri, tapi tidak berhubungan langsung dengan sistem operasi dan pemeliharaan pembangkitan.
3. *Non-Technical Supporting Management*
   Karya Inovasi yang mendukung peningkatan kinerja perusahaan secara menyeluruh yang berhubungan dengan metode, sistem, dan prosedur tapi tidak berhubungan langsung.

PLN IP Services has an Innovation Project Competition Program, which is a contest among employees to develop new tools, mechanisms, procedures, or systems that improve existing work processes. The aim is to make these processes more effective, efficient, and profitable.

This program aims to:
1. Facilitate the implementation of employee ideas for process improvements and innovations;
2. Promote a culture of innovation as a key aspect of professional behavior within the corporate values of PT PLN IP Services;
3. Position innovation as a strategic effort in PT PLN IP Services' toward a Learning Organization;
4. Increase company revenue by enabling more efficient and timely work processes, thereby reducing operational costs;
5. Enhance customer loyalty through innovations that lead to higher-quality products and services, resulting in improved customer satisfaction.

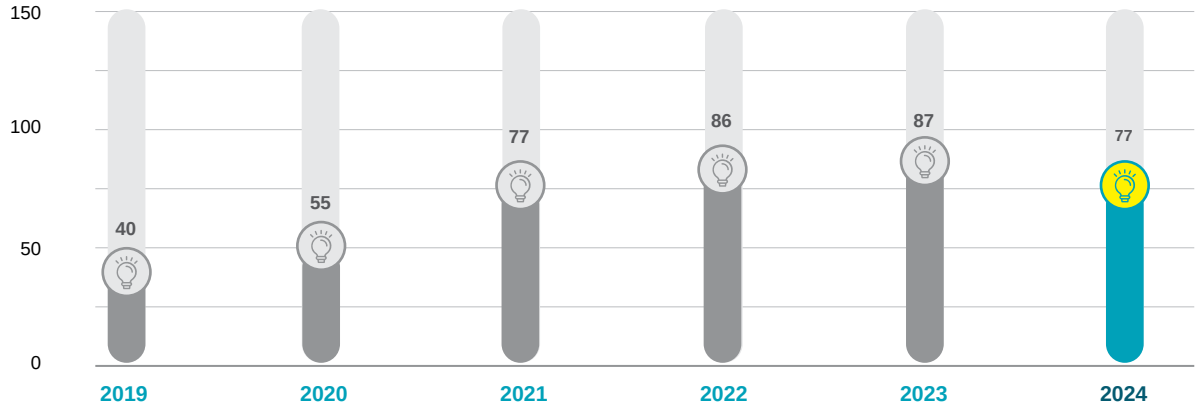
The competition includes several categories of innovation submissions, which are as follows:
1. Power Generation
   Production Costs Reduction (BPP), Improved Efficiency, and Enhanced Operations & Maintenance Performance (Operational Excellence), with 24-hour operations.
2. Application Development
   Innovative projects that contribute to overall company performance improvement through the use of standalone applications (software) that are not directly linked to the operations and maintenance systems of power generation.
3. Non-Technical Supporting Management
   Innovative projects that support overall company performance improvement related to methods, systems, and procedures, but not directly connected to operations.

d. Tech Supporting

Karya Inovasi yang mendukung secara langsung peningkatan kinerja pada pembangkitan dengan menggunakan *software* dan/atau *hardware* yang keberadaannya mempengaruhi operasi.

4. Tech Supporting

Innovative projects that directly enhance power generation performance through the use of software and/or hardware that significantly impact operations.



No	Nama Name	Judul Inovasi Tingkat Korporat Corporate-Level Innovation Title	Hasil Penetapan Juara Winner Announcement
1	Rian nur rohman	*SPINTER – SPINNING SEPARATOR TOOLS CLEANER*	Juara 1 1st Place Winner
2	Moh. Rifai	MODIFIKASI LOGIC PROTEKSI SWRO (*MAGIC PRO*) MODIFICATION OF SWRO PROTECTION LOGIC (MAGIC PRO)	Juara 2 2nd Place Winner
3	Dadang Hidayat	*Management Chain Grate* (*MaCGrate*) Sebagai *Defense Strategy* Dalam Meningkatkan *Reliability* PLTU *Boiler Stoker* Management of Chain Grate (MaCGrate) as a Defense Strategy to Improve Reliability of PLTU Boiler Stoker	Juara 3 3rd Place Winner
4	Ady rahman	*System Monitoring Online Transaction Warehouse Management* Pltu Kalbar-1 (*Storeroom* Kalbar) Online Monitoring System for Warehouse Management Transactions at PLTU Kalbar-1 (Storeroom Kalbar)	Apresiasi Honorable Mention
5	Yuri Mandraguna Septian Pujianto	*GAS DETECTION MONITORING SYSTEM*	Apresiasi Honorable Mention
6	BUDIMAN	*TOOLS* DETEKSI KEBOCORAN AIR PENDINGIN PADA *CYLINDER HEAD ENGINE* WARTSILA W20V32 COOLING WATER LEAK DETECTION TOOL ON WARTSILA W20V32 ENGINE CYLINDER HEAD	Apresiasi Honorable Mention
7	Alexander Firmansyah Watu	MODIFIKASI *VALVEINLETLINEPIPAHOT WATER DISTRIBUSIINLETTO COOLING TOWER FAN CELL* NO 1 DAN 2 UNIT 3 DAN 4 PLTP ULUMBU MODIFICATION OF INLET VALVE LINE FOR HOT WATER DISTRIBUTION TO COOLING TOWER FAN CELLS NO. 1 AND 2, UNITS 3 AND 4, PLTP ULUMBU	Apresiasi Honorable Mention
8	Arief Firmansyah Putera	DIGITALISASI *PREVENTIVE MAINTENANCE CEMS* DIGITALIZATION OF CEMS PREVENTIVE MAINTENANCE	Apresiasi Honorable Mention
9	Riki Rahim	(SE2BE) Pembuatan Sekat-sekat Beton pada Drenase untuk Penanganan Pencemaran (SE2BE) Construction of Concrete Partitions in Drainage Systems for Pollution Control	Apresiasi Honorable Mention

STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

Shareholders Structure and Composition

KOMPOSISI PEMEGANG SAHAM
Shareholders Composition

Pemegang Saham Shareholders	1 Januari 2024 January 1, 2024		31 Desember 2024 December 31, 2024	
	Jumlah Saham Number of Shares	Persentase Kepemilikan Saham Share Ownership Percentage	Jumlah Saham Number of Shares	Persentase Kepemilikan Saham Share Ownership Percentage
Kepemilikan di atas 5% I Ownership above 5%				
PT PLN Indonesia Power	514.867.769	99,99%	514.866.770	99,9999998%
Kepemilikan kurang dari 5% I Ownership less than 5%				
Yayasan Pendidikan dan Kesejahteraan Pegawai PT PLN Indonesia Power	1	0,0000002%	1	0,0000002%
Kepemilikan Masyarakat Public Shareholder	-	-	-	-
Jumlah **Total**	**514.867.769**	**100,00%**	**514.867.770**	**100,00%**

Dalam kurun waktu 3 (tiga) tahun terakhir, PLN IP Services tidak mengalami perubahan atas saham yang ditempatkan.

In the last 3 (three) years, there were no changes on the shares placed by PLN IP Services.

KEPEMILIKAN SAHAM OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Seluruh Anggota Direksi dan Anggota Dewan Komisaris PT PLN Indonesia Power Services tidak ada yang memiliki saham Perusahaan.

DIRECT AND INDIRECT SHARE OWNERSHIP BY THE BOARD OF COMMISSIONERS AND DIRECTORS

None of the members of the Board of Commissioners and Board of Directors of PT PLN Indonesia Power Services owns shares of the Company either directly or indirectly.

KEPEMILIKAN TIDAK LANGSUNG ATAS SAHAM OLEH ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Seluruh Anggota Direksi dan Anggota Dewan Komisaris PT PLN Indonesia Power Services tidak ada yang memiliki kepemilikan tidak langsung atas saham Perusahaan.

INDIRECT SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

None of the members of the Board of Directors or the Board of Commissioners of PT PLN Indonesia Power Services has any indirect ownership of the Company's shares.

KEPEMILIKAN SAHAM BERDASARKAN KLASIFIKASI INSTITUSI
Shares Ownership Based on Institutional Classification

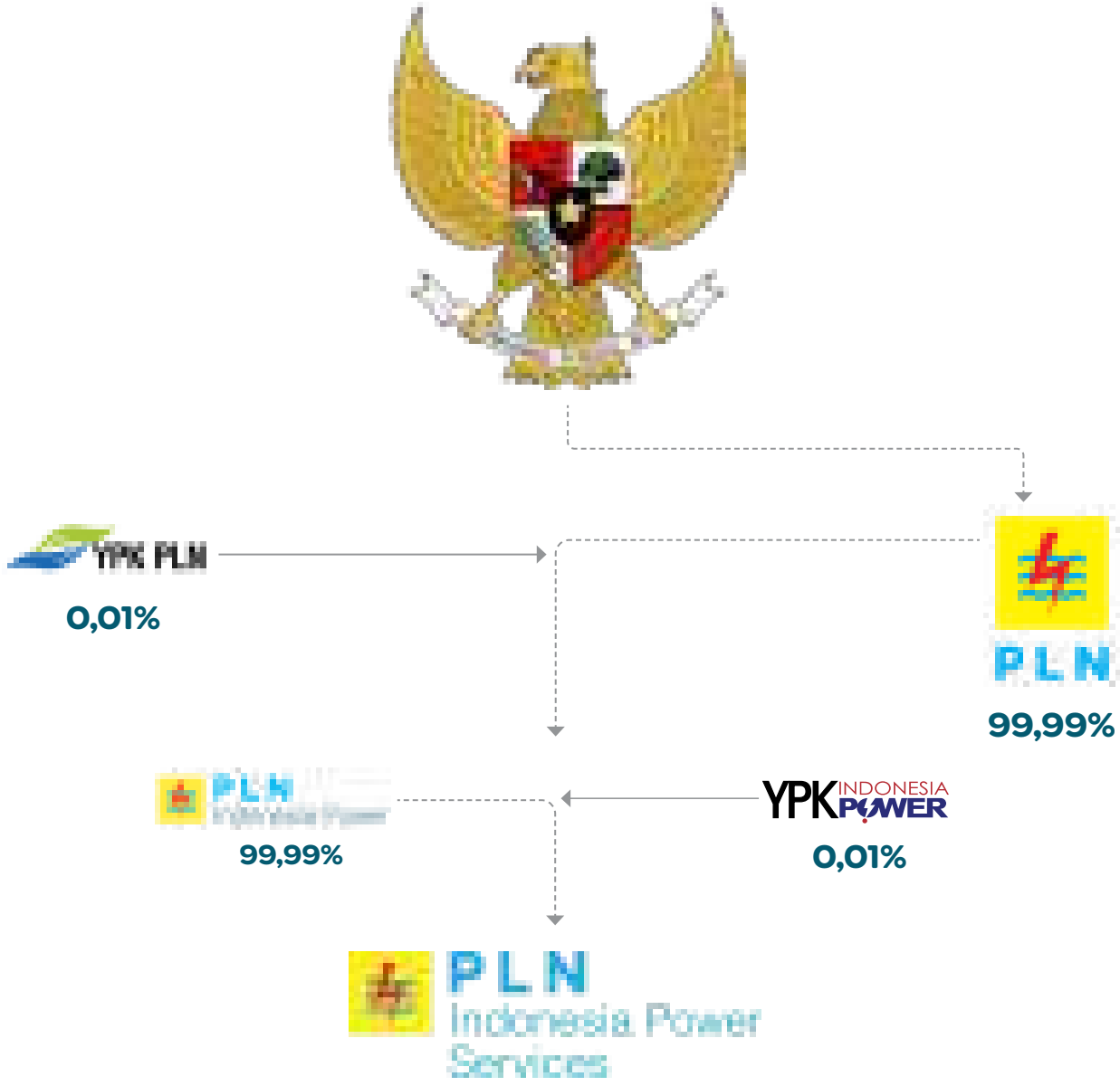
Pemegang Saham Shareholder	Jumlah Saham Number of Shares	Persentase Kepemilikan Saham Share Ownership Percentage
Institusi Lokal **Local Institutions**		
PT PLN Indonesia Power	514.867.769	99,9999998%
Yayasan Pendidikan dan Kesejahteraan Pegawai PT PLN Indonesia Power	1	0,0000002%
Individu Lokal **Local Individuals**	-	-
Institusi Asing **Foreign Institutions**	-	-
Individu Asing **Foreign Individuals**	-	-
Jumlah **Total**	**514.867.770**	**100,00%**



INFORMASI MENGENAI PEMEGANG SAHAM UTAMA DAN PENGENDALI

Information Regarding Main And Controlling Shareholders

STRUKTUR PEMEGANG SAHAM
Shareholders Structure



PROFIL PEMEGANG SAHAM PENGENDALI

PT PLN Indonesia Power merupakan salah satu anak Perusahaan PT PLN (Persero) yang didirikan pada tanggal 3 Oktober 1995 dengan nama PT PLN Pembangkitan Jawa Bali I (PT PJB I). Pada tanggal 8 Oktober 2000, PT PJB I berganti nama menjadi Indonesia Power sebagai penegasan atas tujuan Perusahaan untuk menjadi Perusahaan pembangkit tenaga listrik independen yang berorientasi bisnis murni.

Kegiatan utama bisnis Perusahaan saat ini yakni fokus sebagai penyedia tenaga listrik melalui pembangkitan tenaga listrik dan sebagai penyedia jasa operasi dan pemeliharaan pembangkit listrik yang mengoperasikan pembangkit yang tersebar di Indonesia. Selain mengelola Unit Pembangkit, PT PLN Indonesia Power memiliki 5 Anak Perusahaan, 2 Perusahaan Patungan (*Joint Venture Company*), 1 Perusahaan Asosiasi, 3 Cucu Perusahaan (Afiliasi dari Anak Perusahaan) untuk mendukung strategi dan proses Bisnis Perusahaan.

PROFILE OF CONTROLLING SHAREHOLDERS

PT PLN Indonesia Power is a subsidiary of PT PLN (Persero) which was established on October 3, 1995 under the name PT PLN Pembangkitan Jawa Bali I (PT PJB I). On October 8, 2000, PT PJB I changed its name to Indonesia Power as an affirmation of the Company's objective to become a pure business-oriented independent power company.

The main business activity of the Company at this time is to focus as a provider of electric power through power generation and as a provider of operation and maintenance services for power plants that operate power plants spread across Indonesia. In addition to managing Generating Units, PT PLN Indonesia Power has 5 Subsidiaries, 2 Joint Venture Companies, 1 Associated Company, and 3 Affiliates of Subsidiaries to support the Company's business strategy and processes.

PT PLN Indonesia Power

Jl. Jend. Gatot Subroto Kav. 18 Jakarta Selatan, Indonesia
Telp (+62-21) 5267666
Fax (+62-21) 5252623

Kepemilikan **Ownership**	PT PLN : 99,99% YPK PLN : 0,01%
Total Aset 2024 **Total Assets 2024**	Rp426.760 Juta | Million
Bidang Usaha **Business Fields**	*Subholding* perusahaan pembangkit listrik Subholding power generation company
Status Operasi **Operational Status**	Beroperasi Operating

ENTITAS ANAK DAN ASOSIASI

Subsidiaries and Associated Entity

Hingga 31 Desember 2024, Perusahaan tidak memiliki entitas anak maupun entitas asosiasi. Namun, Perusahaan memiliki dua perusahaan ventura bersama yaitu PT Energi Prima Nusantara dan PT Maxpower Cogindo Batam.

As of December 31, 2024, the Company does not have any subsidiaries or associates. However, the Company has two joint venture companies, namely PT Energi Prima Nusantara and PT Maxpower Cogindo Batam.

PT Energi Prima Nusantara

Jl. Minangkabau Raya No. 28 B. Kelurahan Pasar Manggis Kecamatan Setiabudi, Jakarta Selatan 12970

Kepemilikan **Ownership**	YPK IP : 99,97% PT PLN Indonesia Power Services : 0,03%
Total Aset 2024 **Total Assets 2024**	Rp142.824.292.080
Bidang Usaha **Business Fields**	Pertambangan Energi, Jasa, Angkutan dan Perdagangan Umum Energy Mining, Services, Transportation and General Trading
Status Operasi **Operational Status**	Beroperasi sejak tahun 2001 Operating since 2001

PT Maxpower Cogindo Batam

Jl Jend. Sudirman, Komplek PLN Batam GI Sei Baloi, Sukajadi, Batam Kota.

Kepemilikan **Ownership**	PT Maxpower Indonesia: 70% PT PLN Indonesia Power Services: 30%
Total Aset 2024 **Total Assets 2024**	Rp442.992.761.998
Bidang Usaha **Business Fields**	Ketenagalistrikan Electric Power
Status Operasi **Operational Status**	Beroperasi sejak 12 April 2022 Operating since April 12, 2022

STRUKTUR GRUP PERUSAHAAN

Corporate Group Structure



KRONOLOGIS PENCATATAN SAHAM
Chronology of Share Listing

Hingga akhir tahun 2024, PLN IP Services belum pernah mencatatkan saham di bursa saham, sehingga tidak ada informasi terkait kronologis pencatatan saham, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa saham.

Until the end of 2024, PLN IP Services has never listed its shares on the stock exchange, so there is no information regarding the chronology of share listing, types of corporate action, changes in the number of shares, or the name of stock exchange.

KRONOLOGIS PENCATATAN EFEK LAINNYA
Chronology of Other Securities Listing

Hingga akhir tahun 2024, PLN IP Services belum pernah mencatatkan efek lainnya di Bursa Efek, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi, perubahan jumlah efek, nama bursa maupun peringkat efek.

Until the end of 2024, PLN IP Services has never listed other securities on the Stock Exchange, so there is no information related to the chronology of listing, types of corporate action, changes in the number of securities, exchange name or securities rating.



KANTOR AKUNTAN PUBLIK

Public Accounting Firm

Sebagai salah satu implementasi prinsip GCG adalah transparansi, maka Perusahaan menyediakan informasi keuangan yang berkualitas melalui jasa Kantor Akuntan Publik dan Akuntan Publik dalam kegiatan Jasa Keuangan yang diatur dalam Peraturan Menteri BUMN Per-01/MBU/2011 Pasal 31 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara. Fungsi pengawasan independen terhadap aspek keuangan Perusahaan dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik (KAP).

For transparency as one principle of the GCG implementation, the Company provides quality financial information through the services of Public Accounting Firm and Public Accountant in Financial Services activities as stipulated in the Regulation of Minister of SOEs Per-01/MBU/2011 Article 31 on the Implementation of Good Corporate Governance in State Owned Enterprises. The function of independent supervision of the Company's financial aspects is carried out by External Audit examination conducted by a Public Accounting Firm (KAP).

KAP sebagai organ eksternal berhak memberikan opini terkait kesesuaian penyajian laporan keuangan Perusahaan terhadap Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia. Keberadaan akuntan publik juga diatur di dalam Peraturan Pemerintah No. 20 Tahun 2015 tentang Praktik Akuntan Publik dan Peraturan Menteri Keuangan Nomor: 17/PMK.01/2008 tentang Jasa Akuntan Publik sebagai lembaga profesional yang mendukung Pemerintah mewujudkan perekonomian yang sehat dan efisien.

KAP as an external organ has the right to provide opinions regarding the suitability of the presentation of the Company's financial statements against the Financial Accounting Standards (SAK) that apply in Indonesia. The existence of public accountant is also regulated in Government Regulation no. 20 of 2015 on the Practice of Public Accountant and Regulation of Minister of Finance Number: 17/PMK.01/2008 on Public Accountant Services as professional institution that supports the Government in realizing a sound and efficient economy.

PROSES PENUNJUKAN AKUNTAN PUBLIK

Penunjukan KAP bagi PLN IP Services dilakukan oleh Pemegang Saham Utama yaitu PT PLN Indonesia Power. Untuk menjamin independensi dan kualitas hasil pemeriksaan, Auditor Eksternal yang ditunjuk tidak boleh memiliki benturan kepentingan dengan Perusahaan dan terbebas dari pengaruh Dewan Komisaris/Dewan Pengawas, maupun Direksi atau pihak yang berkepentingan lainnya.

APPOINTMENT PROCESS OF PUBLIC ACCOUNTANT

KAP appointment for PLN IP Services is carried out by the Major Shareholder, PT PLN Indonesia Power. To guarantee the independence and quality of audit results, the appointed External Auditor may not have conflict of interest with the Company and is free from the influence of the Board of Commissioners/Supervisory Board, or the Board of Directors or other interested parties.

AKUNTAN PUBLIK TAHUN 2020-2024

Sebagaimana tercantum dalam Peraturan Pemerintah Republik Indonesia No. 20 Tahun 2015 tanggal 3 April 2015 tentang Praktik Akuntan Publik Pasal 11 yang menyebutkan bahwa pemberi jasa audit umum atas Laporan Keuangan dari suatu entitas dilakukan oleh KAP paling lama untuk 5 (Lima) tahun buku berturut-turut dan oleh seorang Akuntan Publik.

PUBLIC ACCOUNTANT IN 2020-2024

As stated in the Government Regulation of the Republic of Indonesia No. 20 of 2015 April 3, 2015 on the Practice of Public Accountant Article 11 which states that the general audit service provider of the Financial Statements of an entity is conducted by a KAP for maximum of 5 (five) consecutive financial years and by a Public Accountant.

Adapun Kantor Akuntan Publik, Nama Akuntan Publik, alamat, biaya dan jenis jasa, tahun penugasan dan Izin KAP yang mengaudit Laporan Keuangan selama 5 tahun terakhir dapat dilihat melalui tabel di bawah ini:

As for the Public Accounting Firm, Name of the Public Accountant, address, fee and type of service, year of assignment and KAP Permit to audit the Financial Statements for the last 5 years can be seen in the table below:

Periode Penugasan Assignment Period	Nama dan Alamat KAP Name and Address of KAP	Nama Akuntan Name of Accountant	Jenis Jasa yang Diberikan Types of services provided	Opini Audit Audit Opinion	Biaya (Rp Miliar)* Fee (in Billion)*
2024	Rintis, Jumadi, Rianto & Rekan (PwC Indonesia) Gedung WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 Rintis, Jumadi, Rianto & Partners (PwC Indonesia) WTC 3 Building Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920	Firman Sababalat	Audit umum atas Laporan Keuangan Tahunan, Audit Kepatuhan & Audit Evaluasi Kinerja. General audit of the Annual Financial Statement, Compliance Audit & Performance Evaluation Audit.	Wajar dalam semua hal yang material Fair in all material respects	44,00
2023	Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) Gedung WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 Tanudiredja, Wibisana, Rintis & Partners (PwC Indonesia) WTC 3 Building Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920	Firman Sababalat	Audit umum atas Laporan Keuangan Tahunan General audit of Annual Financial Statements	Wajar dalam semua hal yang material Fair in all material respects	46,62
		Firman Sababalat	Ruang lingkup Audit Kepatuhan & Audit Evaluasi Kinerja. Compliance Audit & Performance Evaluation Audit.	Wajar dalam semua hal yang material Fair in all material respects	0,31
2022	Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) Gedung WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 Tanudiredja, Wibisana, Rintis & Partners (PwC Indonesia) WTC 3 Building Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920	Daniel Kohar	Audit umum atas Laporan Keuangan Tahunan General Audit of Annual Financial Statements	Wajar dalam semua hal yang material Fair in all material respects	37,46
2021	Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) Gedung WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 Tanudiredja, Wibisana, Rintis & Partners (PwC Indonesia) WTC 3 Building Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920	Daniel Kohar	Audit umum atas Laporan Keuangan Tahunan General Audit of Annual Financial Statements	Wajar dalam semua hal yang material Fair in all material respects	35,05
2020	Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) Gedung WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 Tanudiredja, Wibisana, Rintis & Partners (PwC Indonesia) WTC 3 Building Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920	Yanto	Audit umum atas Laporan Keuangan Tahunan General Audit of Annual Financial Statements	Wajar Tanpa Pengecualian Fair Without Exception	27,50

* Angka yang tertera merupakan total keseluruhan biaya yang dikeluarkan oleh PT PLN (Persero) sebagai *Holding*, untuk penugasan jasa Akuntan Publik dan Kantor Akuntan Publik PT PLN serta seluruh perusahaan yang tergabung dalam PLN Group.
* The figures shown are the total costs incurred by PT PLN (Persero) as Holding, for the assignment of a Public Accountant and the Public Accounting Firm of PT PLN and all companies that are members of the PLN Group

JASA LAIN DAN BIAYA

Penjelasan mengenai jasa lain selain audit umum, termasuk jenis layanan serta biaya jasa audit kinerja dan audit kepatuhan yang diberikan oleh KAP Rintis, Jumadi, Rianto & Rekan, telah disampaikan secara rinci pada tabel sebelumnya.

KOORDINASI AUDITOR EKSTERNAL DAN KOMITE AUDIT

Komunikasi dan koordinasi yang dilakukan antara Kantor Akuntan Publik, Komite Audit dan Manajemen untuk dapat meminimalisir kendala-kendala yang terjadi selama proses audit berlangsung. Agar proses audit sesuai dengan Standar Profesional Akuntan serta perjanjian kerja dan ruang lingkup audit yang telah ditetapkan dan selesai sesuai dengan target waktu yang telah ditetapkan, secara rutin dilakukan pertemuan-pertemuan yang membahas beberapa permasalahan penting yang signifikan.

Kantor Akuntan Publik akan meminta saran/masukan dari Komite Audit atas area yang mendapat perhatian khusus dari Komite Audit. Pada saat melakukan Audit, Komite Audit dan Kantor Akuntan Publik melakukan diskusi terkait temuan-temuan yang diperoleh KAP. Komite Audit selalu mengevaluasi pelaksanaan audit umum sesuai dengan standar audit yang berlaku.

OTHER SERVICES AND FEES

The description of services other than general audit, including the type of services and the fee for the performance evaluation audit and compliance audit provided by KAP Rintis, Jumadi, Rianto & Rekan, has been detailed in the preceding table.

COORDINATION OF EXTERNAL AUDITOR AND AUDIT COMMITTEE

Communication and coordination is carried out between Public Accounting Firm, Audit Committee and Management in order to minimize the constraints that occur during the audit process. In order for audit process to comply with the Professional Standard for Accountant as well as work agreements and scope of the audit that has been determined and completed according to a predetermined time target, meetings are regularly held to discuss several important significant issues.

The Public Accounting Firm will seek advice/input from Audit Committee on areas that receive special attention from them. During Audit, Audit Committee and Public Accounting Firm held discussions regarding the findings obtained by KAP. Audit Committee always evaluates the implementation of general audits in accordance with the applicable auditing standards.

LEMBAGA/PROFESI PENUNJANG

Supporting Institutions/Professions



AKUNTAN PUBLIK
Public Accountant

Public Accounting Firm Rintis, Jumadi, Rianto & Partners

Alamat Address	WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 Telp : (021) 5099 2901 Email : alfadi.marlay@pwc.co.id
Jasa yang diberikan Services provided	Jasa General Audit, Audit Evaluasi Kinerja, Audit Kepatuhan General Audit Services, Performance Evaluation Audit, Compliance Audit
Biaya Fee	Audit umum atas Laporan Keuangan Tahunan dan jasa lainnya: Rp44,0 miliar Untuk penugasan jasa Akuntan Publik dan Kantor Akuntan Publik PT PLN serta seluruh perusahaan yang tergabung dalam PLN Group. General Audit of Annual Financial Statements and other services: Rp44.0 billion For the assignment of a Public Accountant and the Public Accounting Firm of PT PLN and all companies that are members of the PLN Group.
Periode Penugasan Assignment Period	2024



LEMBAGA SERTIFIKASI
Certification Agency

Bureau Veritas Certification

Alamat Address	A-Point Bina Sentra Jl. Gatot Subroto No.8, RT.8/RW.8, Menteng Dalam, Tebet, Jakarta Selatan 12870 Telp : (021) 29069411 Email : yenny.agustiyani@bureauveritas.com
Jasa yang diberikan Services provided	Jasa Sertifikasi Certification Services
Biaya Fee	Rp228,83 juta Rp228,83 million
Periode Penugasan Assignment Period	2024



PT Teknik Energi Utama

Alamat Address	Jl. Duren Tiga Selatan, RT.14/RW.2 Duren Tiga, Kec. Pancoran, Kota Jakarta Selatan Daerah Khusus Ibukota Jakarta 12760 Telp : (021) 27533094 Email : sekretariat@teu.co.id

LEMBAGA SERTIFIKASI KETENAGALISTRIKAN
Electricity Certification Agency



Shahreza Annaz S.H. M.Kn

Alamat Address	Jl. Hang Lekir 9 No.1, RT.5/RW.6 Gunung, Kec. Kebayoran Baru, Kota Jakarta Selatan Daerah Khusus Ibukota Jakarta 12120 Telp : (021) 7221077 Email : notarinas@gmail.com

NOTARIS
Notary



HAKIT (Himpunan Ahli Pembangkit Tenaga Listrik Indonesia) LPL - HAKIT

Alamat Address	Graha Induk KUD Lantai Dasar Jln. Warung Buncit Raya No. 18-20. Jakarta Selatan 12510 Telp : (021)27531389 Email : faratika.nuraini@hakit.org

ASOSIASI
Association

SITUS WEB PERUSAHAAN
Company Website



Teknologi Informasi saat ini berperan sangat penting dalam penyebaran informasi secara cepat dan luas. *Website*/ Situs web merupakan salah satu media komunikasi yang efektif antara Perusahaan dengan pemegang saham serta pemangku kepentingan. Situs web dapat membantu pemasaran produk dan layanan Perusahaan.

Information Technology currently plays a very important role in disseminating information quickly and widely. Website is one of the effective communication media between the Company and its shareholders and stakeholders. The website can help in marketing the Company's products and services.

Melalui situs web resmi Perusahaan yang beralamat di https://www.plnipservices.co.id/. PLN IP Services berkomitmen untuk memberikan informasi mengenai kinerja terkini secara tepat dan akurat.

Through the Company's official website which is located at https://www.plnipservices.co.id/. PLN IP Services is committed to providing timely and accurate information regarding the latest performance.

Situs web juga dikelola dengan tujuan yang jelas dan menyajikan informasi tentang Perusahaan antara lain:

Website is also managed with clear objectives and provides information about the Company, including:

Uraian Description	**Ketersediaan** Availability	**Keterangan** Description
Informasi pemegang saham sampai dengan pemilik akhir individu Information on shareholder until final individual shareholder	√	Tersedia pada situs web Perseroan Available at Company's website
Struktur grup Perseroan Company group structure	√	Tersedia pada situs web Perseroan Available at Company's website
Analisis kinerja keuangan Analysis on financial performance	√	Tersedia pada situs web Perseroan Available at Company's website
Laporan keuangan tahunan (5 tahun terakhir) Annual financial statements (last 5 years)	√	Tersedia pada situs web Perseroan Available at Company's website
Profil Dewan Komisaris dan Direksi Profiles of Board of Commissioners and Board of Directors	√	Tersedia pada situs web Perseroan Available at Company's websitew





4

ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

TINJAUAN MAKROEKONOMI DAN INDUSTRI

Macroeconomic and Industrial Review

Tahun 2024 diwarnai oleh kompleksitas dinamika ekonomi global yang semakin sulit diprediksi. Ketidakpastian makin diperparah oleh eskalasi konflik geopolitik, kebijakan suku bunga tinggi di negara-negara maju, serta gejolak harga komoditas internasional yang memicu disrupsi rantai pasok. Tekanan ini menghambat laju pertumbuhan ekonomi dunia. Berdasarkan proyeksi *World Economic Outlook* dari International Monetary Fund (IMF), pertumbuhan global tahun ini diperkirakan hanya mencapai 3,3%, lebih rendah dari rerata periode pra pandemi sebesar 3,7% pada 2000–2019. Amerika Serikat mencatatkan ketahanan ekonomi yang relatif stabil, sementara kawasan Eropa dan Tiongkok mengalami tekanan yang signifikan terhadap prospek pertumbuhan[1].

2024 has been marked by increasingly complex and unpredictable global economic conditions. This uncertainty is worsened by rising geopolitical tensions, high interest rate policies in developed countries, and volatile international commodity prices, which have disrupted supply chains. These pressures have slowed global economic growth. According to the World Economic Outlook by the International Monetary Fund (IMF), global growth this year is projected to reach only 3.3%, lower than the pre-pandemic average of 3.7% during the 2000–2019 period. The United States has shown relatively stable economic resilience, while Europe and China are facing significant challenges to their growth prospects[1].

Di tengah tantangan global tersebut, Indonesia berhasil mempertahankan stabilitas pertumbuhan ekonominya. Menurut Badan Pusat Statistik (BPS), pertumbuhan PDB nasional pada tahun 2024 mencapai 5,03% (C-to-C). Pendorong utama berasal dari sektor jasa, yang meningkat sebesar 9,80%, serta konsumsi Lembaga Non Profit yang Melayani Rumah Tangga (PK-LNPRT) yang tumbuh pesat hingga 12,48%. Kenaikan ini didukung oleh berbagai program perlindungan sosial pemerintah yang efektif dalam menjaga tingkat konsumsi masyarakat[2].

Amid these global challenges, Indonesia has managed to maintain stable economic growth. According to the Central Statistics Agency (BPS), the national GDP grew by 5.03% (C-to-C) in 2024. The main drivers of this growth were the services sector, which increased by 9.80%, and household-serving non-profit institutions (NPISHs), which saw a sharp rise of 12.48%. This growth was supported by effective government social protection programs that helped sustain public consumption[2].

Sementara itu, sektor perdagangan internasional menunjukkan gejala pelemahan. Indonesia membukukan surplus neraca perdagangan sebesar 31,04 miliar USD, nilai terendah dalam empat tahun terakhir. Surplus yang menyusut ini terjadi akibat lonjakan impor bahan baku (5,29%) dan barang modal (5,34%), yang mengindikasikan bahwa permintaan industri domestik tetap tinggi. Di sisi lain, ekspor tetap tumbuh (2,29%), meskipun terkendala fluktuasi harga komoditas ekspor unggulan, terutama dari sektor pertambangan. Ketimpangan laju pertumbuhan ekspor dan impor memperlihatkan dinamika konsumsi dan investasi domestik yang tetap aktif[3].

Meanwhile, the international trade sector showed signs of weakening. Indonesia recorded a trade surplus of USD 31.04 billion, the lowest in the past four years. This smaller surplus was caused by a rise in imports of raw materials (5.29%) and capital goods (5.34%), indicating that domestic industrial demand remains strong. On the other hand, exports continued to grow by 2.29%, although they were affected by fluctuations in the prices of key export commodities, especially from the mining sector. The imbalance between export and import growth reflects ongoing activity in domestic consumption and investment[3].

Inflasi domestik tetap berada dalam batas yang dapat dikendalikan. Sepanjang 2024, inflasi tercatat sebesar 1,57%, meski terdapat perbedaan signifikan antarwilayah. Kenaikan harga terjadi terutama pada kelompok makanan dan jasa pribadi, di mana tarif perawatan pribadi melonjak hingga 7,02%. Pemerintah merespons melalui berbagai instrumen penyesuaian, seperti penguatan bantuan sosial dan subsidi energi selektif di wilayah dengan inflasi tinggi. Papua Pegunungan mencatat inflasi tertinggi (5,36%), sedangkan Sulawesi Utara menjadi wilayah dengan inflasi terendah (0,44%)[4].

Nilai tukar Rupiah mengalami volatilitas cukup tinggi sepanjang tahun. Posisi tertinggi tercatat pada Rp15.516,19 per dolar AS (2 Januari 2024), sedangkan posisi terendah terjadi pada Rp16.517,17 per dolar AS (27 Juni 2024). Secara rata-rata, kurs jual berada pada Rp16.092,06, dan kurs beli pada Rp15.931,94 — melemah dibandingkan asumsi APBN 2024 sebesar Rp15.000 per dolar AS. Pelemahan nilai tukar dipicu oleh tren penguatan dolar AS akibat suku bunga tinggi di Amerika Serikat serta reaksi pasar terhadap kebijakan The Fed. Bank Indonesia terus melakukan intervensi untuk menjaga stabilitas pasar valuta asing[5][6].

Keseluruhan kinerja ekonomi nasional pada tahun 2024 dapat dikategorikan stabil dan resilien. Meskipun sektor manufaktur dan pertambangan tertekan oleh ketidakpastian global, kombinasi kebijakan fiskal yang mendukung pertumbuhan dan kebijakan moneter yang responsif terbukti efektif dalam menjaga momentum pemulihan dan membangun ketahanan struktural menuju tahun 2025.

Domestic inflation remained within manageable limits. Throughout 2024, inflation stood at 1.57%, although there were significant differences across regions. Price increases were mainly seen in the food and personal services categories, with personal care costs rising sharply by 7.02%. The government responded with various adjustment measures, such as strengthening social assistance and providing targeted energy subsidies in regions with high inflation. Papua Pegunungan recorded the highest inflation rate at 5.36%, while North Sulawesi had the lowest at 0.44%[4].

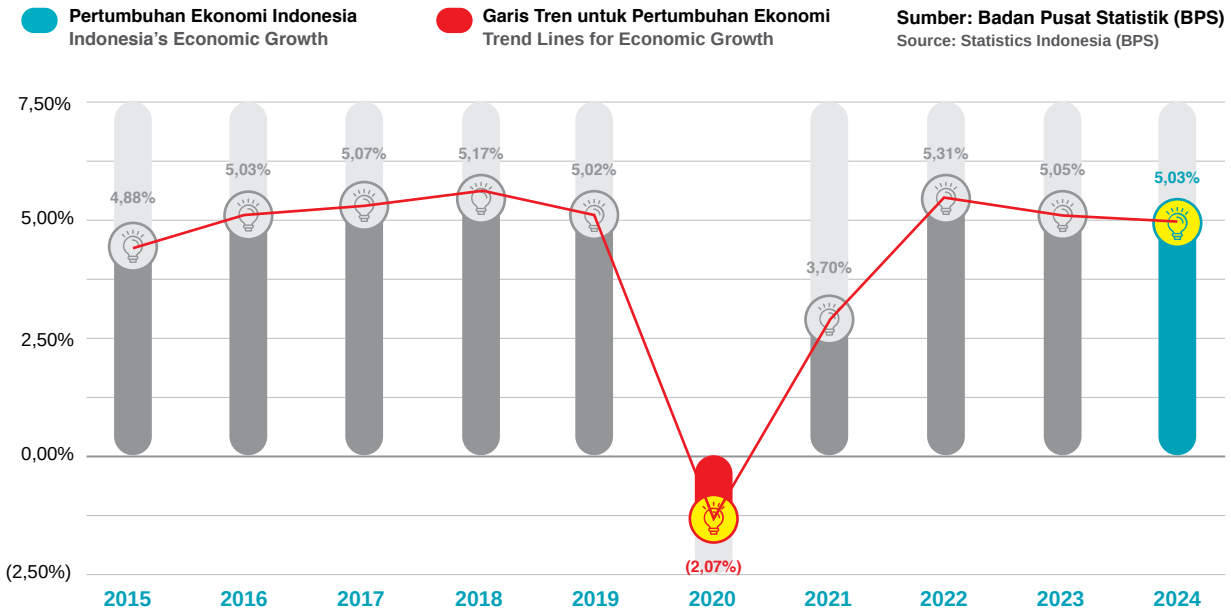
The Rupiah experienced significant volatility throughout the year. The highest exchange rate was recorded at Rp15,516.19 per US dollar on January 2, 2024, while the lowest was Rp16,517.17 on June 27, 2024. On average, the selling rate stood at Rp16,092.06 and the buying rate at Rp15,931.94—both weaker than the 2024 state budget assumption of Rp15,000 per US dollar. This depreciation was driven by the strengthening of the US dollar due to high interest rates in the United States and market responses to the Federal Reserve's policies. Bank Indonesia continued to intervene in the foreign exchange market to maintain stability[5][6].

Overall, Indonesia's economic performance in 2024 can be considered stable and resilient. Although the manufacturing and mining sectors were affected by global uncertainties, the combination of growth-supportive fiscal policies and responsive monetary measures proved effective in maintaining recovery momentum and strengthening structural resilience heading into 2025.

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PERTUMBUHAN EKONOMI INDONESIA DALAM 10 TAHUN TERAKHIR
Indonesia's Economic Growth in the Last 10 Years



TINJAUAN INDUSTRI KETENAGALISTRIKAN
Electricity Industry Overview

Industri ketenagalistrikan Indonesia pada tahun 2024 menunjukkan dinamika yang signifikan, baik dari sisi pencapaian maupun tantangan transformasi energi nasional. Berdasarkan Laporan Statistik PLN 2024, jumlah energi listrik yang terjual mencapai 306.219,42 GWh dengan kontribusi terbesar berasal dari sektor rumah tangga mencapai 42,59% dan industri mencapai 30,11%[1]. Angka ini mencerminkan peningkatan konsumsi listrik seiring dengan pertumbuhan ekonomi nasional pasca-pandemi dan meningkatnya elektrifikasi di berbagai wilayah.

Masih merujuk pada Laporan Statistik PLN 2024, kapasitas terpasang nasional tercatat sebesar 75.936,46 MW, mengalami pertumbuhan sebesar 3,85% dibandingkan tahun sebelumnya[2]. Beban puncak nasional pun naik menjadi 61.287,80 MW, mencerminkan permintaan listrik yang semakin meningkat. Penambahan ini turut diiringi dengan upaya efisiensi sistem, di mana tingkat susut energi menurun menjadi 8,55% dari sebelumnya 8,57%, menunjukkan perbaikan dalam pengelolaan transmisi dan distribusi.[3]

Indonesia's electricity sector in 2024 has experienced significant developments, marked by both achievements and challenges in the country's energy transition. According to the 2024 PLN Statistics Report, total electricity sales reached 306,219.42 GWh. The household sector contributed the largest share at 42.59%, followed by the industrial sector at 30.11%.[1] This reflects a rise in electricity consumption, in line with national economic growth following the pandemic and the expansion of electrification across various regions.

According to the 2024 PLN Statistics Report, Indonesia's total installed electricity capacity reached 75,936.46 MW, showing a growth of 3.85% compared to the previous year.[2] The national peak load also increased to 61,287.80 MW, indicating a rising electricity demand. This growth was accompanied by efforts to improve system efficiency, as energy losses decreased from 8.57% to 8.55%, reflecting better management of transmission and distribution.[3]

Berdasarkan Laporan Kinerja Direktorat Jenderal Ketenagalistrikan Tahun 2024, indeks kemandirian ketenagalistrikan nasional mencapai angka 75,28 atau setara dengan 105,67% dari target tahunan[4]. Hal ini menunjukkan keberhasilan dalam mengurangi ketergantungan terhadap pasokan dan teknologi luar negeri. Selain itu, indeks ketahanan ketenagalistrikan mencapai 89,15 atau 100,78% dari target, menandakan sistem ketenagalistrikan nasional cukup tangguh dalam menghadapi potensi gangguan[4].

Masih dalam dokumen yang sama, capaian indeks efektivitas pembinaan dan pengawasan sebesar 92,42% mencerminkan perbaikan dalam fungsi regulator dalam mengawal kualitas penyelenggaraan ketenagalistrikan4. Sementara itu, keselamatan ketenagalistrikan mengalami lonjakan capaian hingga 122% dari target, menandakan keberhasilan dalam implementasi standar keselamatan kerja di sektor ini.

Berdasarkan Laporan Kinerja Kementerian ESDM Tahun 2024, subsektor ketenagalistrikan menyumbang capaian positif terhadap kinerja strategis nasional, khususnya dalam sasaran peningkatan kemandirian energi dan pengurangan emisi[5]. Realisasi investasi sektor ketenagalistrikan sebesar USD 5,33 miliar bahkan melampaui target hingga 172%4. Hal ini menunjukkan meningkatnya kepercayaan investor terhadap arah kebijakan dan iklim usaha sektor ini.

Namun demikian, tantangan besar tetap ada. Berdasarkan Laporan Ditjen Ketenagalistrikan 2024, wilayah 3T masih menghadapi kendala distribusi yang signifikan, menghambat pencapaian rasio elektrifikasi nasional secara merata4. Hingga akhir 2024, rasio elektrifikasi tercatat sebesar 98,45%, yang meskipun tinggi, masih menyisakan gap di beberapa daerah terpencil.[1]

Berdasarkan paparan RUPTL 2025–2034 yang dirilis pada Mei 2025, pemerintah menargetkan penambahan kapasitas pembangkit sebesar 69,5 GW selama satu dekade ke depan, dengan 61% di antaranya berasal dari energi baru terbarukan (EBT), khususnya surya, air, angin, dan panas bumi6. Ini sejalan dengan Peraturan Menteri ESDM Nomor 10 Tahun 2025 tentang Peta Jalan (*Road Map*) Transisi Energi Sektor Ketenagalistrikan, yang memutuskan untuk percepatan pengakhiran masa operasional PLTU, maksudnya adalah penghentian operasi PLTU sebelum mencapai usia teknis atau masa pakai yang direncanakan.[7]

According to the 2024 Performance Report of the Directorate General of Electricity, the national electricity self-sufficiency index reached 75.28, equivalent to 105.67% of the annual target [4]. This indicates progress in reducing dependence on foreign supply and technology. In addition, the electricity resilience index reached 89.15, or 100.78% of the target, showing that the national electricity system is relatively solid in handling potential disruptions[4].

In the same report, the regulatory effectiveness index reached 92.42%, reflecting improvements in the regulator's role in overseeing the quality of electricity services.4 Meanwhile, the electricity safety performance exceeded the target, reaching 122%, indicating the successful implementation of safety standards in the sector.

According to the 2024 Performance Report of the Ministry of Energy and Mineral Resources, the electricity subsector made a positive contribution to national strategic goals, particularly in increasing energy self-sufficiency and reducing emissions.[5] Investment in the electricity sector reached USD 5.33 billion, exceeding the target by 172%. This reflects growing investor confidence in the sector's policy direction and business climate.

However, significant challenges remain. According to the 2024 Report from the Directorate General of Electricity, underdeveloped, remote, and outermost regions (3T areas) still face major distribution issues, hindering equal progress in achieving nationwide electrification.4 By the end of 2024, the electrification ratio reached 98.45%. Although this is a high figure, it still leaves gaps in several remote areas.[1]

According to the 2025–2034 RUPTL presented in May 2025, the government aims to add 69.5 GW of power generation capacity over the next decade, with 61% of it coming from new renewable energy (NRE) sources, particularly solar, hydro, wind, and geothermal.7 This target aligns with Ministerial Regulation of Energy and Mineral Resources No. 10 of 2025 on the Energy Transition Roadmap for the Electricity Sector, which calls for the accelerated retirement of coal-fired power plants, meaning their operations end before reaching their planned technical lifespan.[7]

Langkah transformatif ini dilandasi oleh kebutuhan untuk menekan emisi gas rumah kaca dan mendukung target *Net Zero Emission* (NZE) pada 2060. Berdasarkan *Outlook* Transisi Energi Indonesia 2025 yang diterbitkan oleh IESR, bauran energi nasional dari EBT masih stagnan di kisaran 14%, jauh dari target 23% pada tahun 2025.[8] Masih tingginya ketergantungan terhadap batubara dan lambatnya eksekusi proyek-proyek pembangkit EBT menjadi penghambat utama.

This transformative step is driven by the need to reduce greenhouse gas emissions and support the Net Zero Emission (NZE) target by 2060. According to the 2025 Indonesia Energy Transition Outlook published by IESR, the share of renewable energy in the national energy mix remains stagnant at around 14%, well below the 23% target set for 2025.[8] The continued reliance on coal and slow implementation of NRE projects are the main obstacles to progress.

Selain kendala teknis, *Outlook* IESR juga menyoroti adanya hambatan regulasi, risiko finansial, dan keterbatasan infrastruktur sebagai faktor yang memperlambat laju transisi energi[8]. Percepatan pemanfaatan energi surya dan geothermal, serta peningkatan investasi pada sistem penyimpanan energi seperti baterai dan pumped storage, menjadi kunci untuk mendorong transisi yang berkeadilan dan inklusif.

In addition to technical challenges, the IESR Outlook also highlights regulatory barriers, financial risks, and infrastructure limitations as factors slowing the pace of the energy transition.[8] Accelerating the use of solar and geothermal energy, along with increased investment in energy storage systems such as batteries and pumped storage, is essential to support a just and inclusive transition.

Upaya memperkuat infrastruktur ketenagalistrikan juga terus dilakukan. Berdasarkan RUPTL 2025–2034, pembangunan transmisi sepanjang 47.758 kms dan gardu induk sebesar 107.950 MVA direncanakan guna memperluas akses dan meningkatkan keandalan pasokan6. Fokus pengembangan diarahkan ke wilayah Indonesia Timur dan luar Jawa, mencakup Sulawesi, Kalimantan, dan Nusa Tenggara.

Efforts to strengthen electricity infrastructure are also ongoing. According to the 2025–2034 RUPTL plans to build 47,758 kilometers of transmission lines and 107,950 MVA substations to expand access and improve supply reliability.6 Development efforts are focused on Eastern Indonesia and areas outside Java, including Sulawesi, Kalimantan, and Nusa Tenggara.

Sejalan dengan itu, menurut Statistik PLN 2024, konsumsi listrik per kapita mencapai 1.411 kWh/kapita1. Capaian ini menunjukkan peningkatan namun masih di bawah rata-rata negara-negara maju dan ASEAN. Untuk mendongkrak angka tersebut, perlu didorong pertumbuhan industri, hilirisasi energi, serta elektrifikasi sektor transportasi dan rumah tangga.

In line with this, the 2024 PLN Statistics Report states that electricity consumption per capita reached 1,411 kWh. While this reflects an increase, it remains below the average of developed countries and ASEAN nations. To raise this figure, it is necessary to promote industrial growth, energy downstream development, and the electrification of the transport and household sectors.

Berdasarkan tinjauan industri ketenagalistrikan di Indonesia di atas, dapat disimpulkan tahun 2024 menjadi momen evaluatif yang menandai fase transisi PLN IP Services dalam memperkuat fondasi ketahanan energi nasional dan mempercepat arah transisi energi. Keberhasilan dalam aspek investasi, penguatan indikator sistem, dan peningkatan elektrifikasi patut diapresiasi. Namun, realisasi bauran EBT yang masih rendah dan ketimpangan akses listrik di daerah 3T menunjukkan perlunya perbaikan koordinasi lintas sektoral, insentif fiskal, dan peningkatan tata kelola.

Based on the review of Indonesia's electricity industry, 2024 can be seen as a pivotal year of evaluation, marking a transition phase for PLN IP Services in strengthening the foundation of national energy resilience and accelerating the energy transition. Achievements in investment, system performance indicators, and electrification progress deserve recognition. However, the low share of NRE in the energy mix and unequal electricity access in 3T areas highlight the need for improved cross-sectoral coordination, fiscal incentives, and better governance.

Dengan demikian, keberlanjutan kinerja sektor ketenagalistrikan di masa mendatang akan sangat ditentukan oleh konsistensi regulasi, kapasitas implementasi, dan sinergi antara pemerintah pusat, daerah, BUMN, dan pelaku usaha. Visi menjadi Perusahaan terpercaya dalam penyediaan solusi bidang energi di pasar global dengan menyediakan solusi layanan energi yang terbaik, terkini dan terintegrasi dapat diwujudkan melalui peningkatan sistem kelistrikan yang andal, terjangkau, inklusif, dan rendah karbon. Hal ini hanya dapat dicapai melalui sinergi kolaborasi, kebijakan yang terukur, partisipatif dan berbasis data.

Therefore, the future sustainability of the electricity sector will largely depend on regulatory consistency, implementation capacity, and effective collaboration among the central and local governments, SOEs, and private sector stakeholders. The vision to become a trusted Company in providing integrated, modern, and high-quality energy solutions in the global market can be realized through the development of a reliable, affordable, inclusive, and low-carbon electricity system. Achieving this requires collaborative synergy, well-designed and participatory policies, and data-driven decision-making.



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8 Indonesia Energy Transition Outlook 2025, IESR, Desember 2024.

TINJAUAN OPERASI PER SEGMEN

Operational Performance Overview by Segment

PT PLN Indonesia Power Services, sebagai anak perusahaan dari PT PLN Indonesia Power, telah menunjukkan kinerja yang kuat dalam penyediaan tenaga listrik dan jasa pemeliharaan pembangkit. Dalam operasinya, perusahaan membagi segmen usahanya menjadi tiga bagian utama: jasa Penyediaan Energi, Jasa *Operation and Maintenance* (O&M), Jasa *Maintenance, Repair & Overhaul* (MRO).

PT PLN Indonesia Power Services, as a subsidiary of PT PLN Indonesia Power, has shown strong performance in power supply and plant maintenance services. In its operations, the company divides its business segments into three main parts: Energy Supply services, Operation and Maintenance (O&M) services, Maintenance, and Repair & Overhaul (MRO) services.

Kontribusi segmen terhadap kinerja keuangan Perusahaan disajikan pada tabel-tabel di bawah ini:

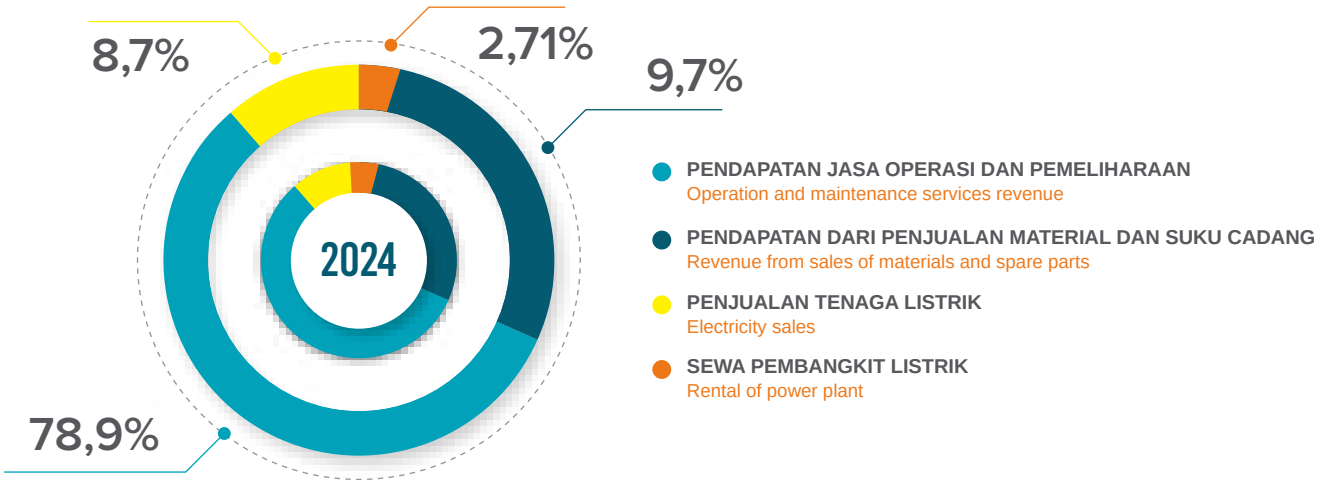
Segment contributions to the Company's financial performance are presented in the tables below:

TABEL KINERJA SEGMEN USAHA PERUSAHAAN
Table of Company's Business Segment Performance

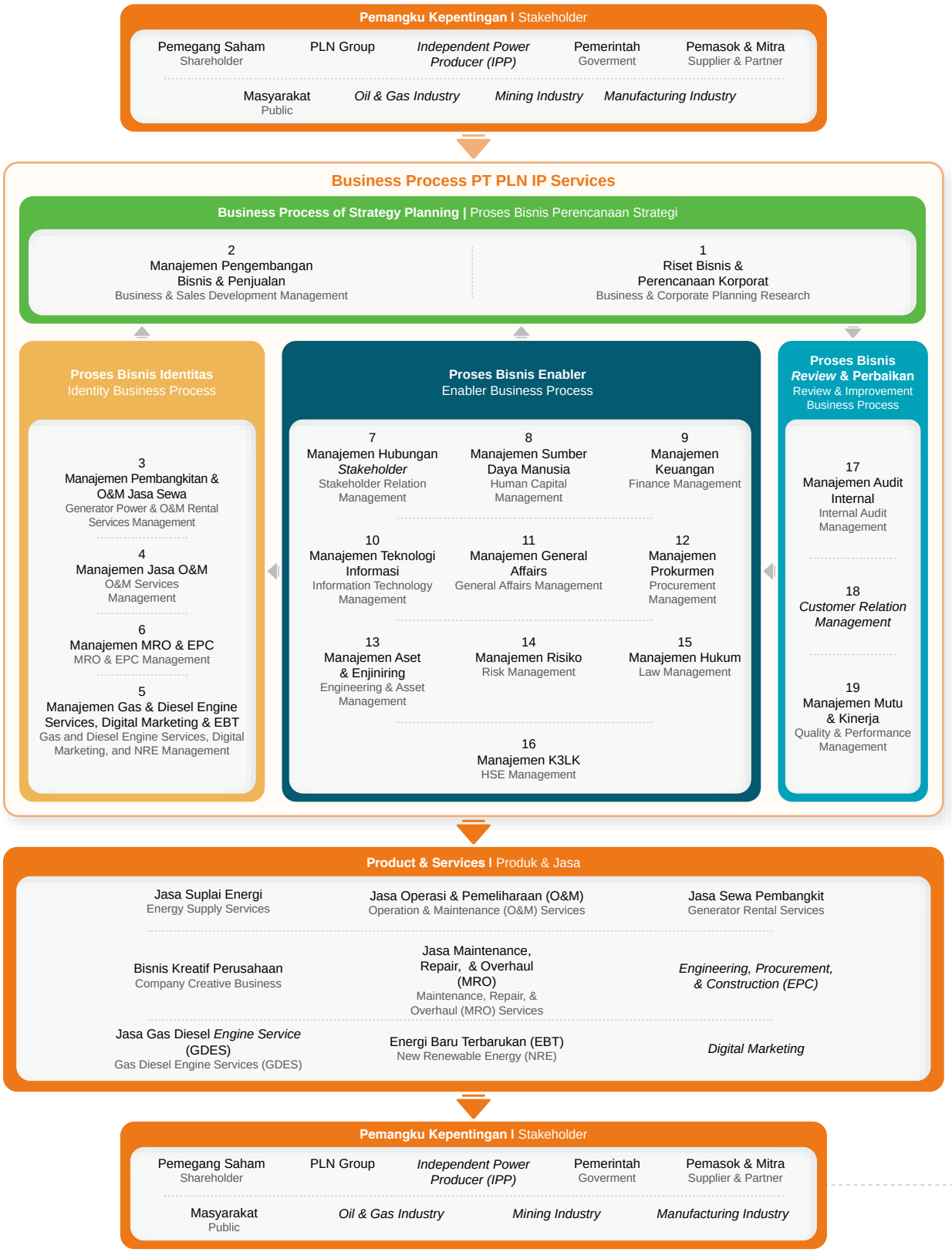
Uraian	2024	2023	Pertumbuhan/ (Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Pendapatan dari Penjualan Material dan Suku Cadang	222.737	202.317	20.420	10,09%	Revenue from sales of materials and spare parts
Pendapatan Jasa Operasi dan Pemeliharaan	1.815.378	1.224.195	591.183	48,29%	Operation and maintenance services revenue
Penjualan Tenaga Listrik	199.934	181.141	18.793	10,37%	Electricity sales
Sewa pembangkit listrik	62.411	-	62.411	100,00%	Rental of power plant
Jumlah Pendapatan Usaha	**2.300.460**	**1.607.653**	**692.807**	**43,09%**	**Total Revenue**

Dalam juta Rupiah | In Rupiah million

PIE CHART KONTRIBUSI PENJUALAN PER-SEGMEN
Sales Contribution Per-Segment Pie Chart



PROSES PRODUKSI
Prdoduction Process



Perusahaan berkomitmen untuk menyediakan produk dan jasa berkualitas bagi para pemangku kepentingan melalui penerapan proses bisnis yang terstruktur, terukur, dan berorientasi pada hasil. Seluruh aktivitas usaha dijalankan secara sistematis, mulai dari tahap perencanaan, pengembangan, produksi, hingga distribusi produk dan layanan kepada pelanggan. Rangkaian proses tersebut dilaksanakan untuk memastikan efisiensi, efektivitas, serta peningkatan nilai tambah, sebagaimana dijelaskan dalam uraian berikut:

A. Proses Bisnis Perencanaan Strategis
   1. Riset bisnis dan perencanaan Korporat
   2. Manajemen Pengembangan Bisnis dan Penjualan

B. Proses Bisnis Identitas
   1. Manajemen pembangkitan dan O&M jasa sewa
   2. Manajemen jasa O&M
   3. Manajemen Gas & Diesel Engine Services, Digital Marketing dan EBT
   4. Manajemen MRO dan EPC

C. Proses Bisnis Enabler
   1. Manajemen hubungan stakeholder
   2. Manajemen sumber daya manusia
   3. Manajemen keuangan
   4. Manajemen teknologi informasi
   5. Manajemen general affairs
   6. Manajemen prokuremen
   7. Manajemen aset & enjiniring
   8. Manajemen risiko
   9. Manajemen hukum
   10. Manajemen K3LK

D. Proses Bisnis Review dan Perbaikan
   1. Manajemen audit internal
   2. Customer relation management
   3. Manajemen mutu dan kinerja

Melalui pelaksanaan proses bisnis yang menyeluruh dan terintegrasi, Perusahaan memastikan bahwa setiap fungsi dan aktivitas berjalan dengan baik untuk mendukung pencapaian visi, misi, serta target kinerja yang telah ditetapkan. Evaluasi dan perbaikan juga diterapkan guna meningkatkan daya saing, kepuasan pelanggan, dan kelangsungan bisnis di tengah dinamika industri yang terus berkembang.

The Company is committed to delivering high-quality products and services to stakeholders through the implementation of structured, measurable, and results-oriented business processes. All business activities are carried out systematically, covering the stages of planning, development, production, and distribution of products and services to customers. These processes are designed to ensure efficiency, effectiveness, and the creation of added value, as outlined in the following description:

A. Strategic Planning Business Process
   1. Business Research and Corporate Planning
   2. Business Development and Sales Management

B. Corporate Identity Business Process
   1. Generation and O&M Rental Services Management
   2. O&M Services Management
   3. Gas & Diesel Engine Services, Digital Marketing, and Renewable Energy Management
   4. MRO and EPC Services Management

C. Enabler Business Process
   1. Stakeholder Relations Management
   2. Human Capital Management
   3. Financial Management
   4. Information Technology Management
   5. General Affairs Management
   6. Procurement Management
   7. Asset and Engineering Management
   8. Risk Management
   9. Legal Management
   10. OHSSE Management

D. Review and Improvement of Business Process
   1. Internal Audit Management
   2. Customer Relationship Management
   3. Quality and Performance Management

Through the implementation of comprehensive and integrated business processes, the Company ensures that each function and activity operates effectively in support of its vision, mission, and established performance targets. Continuous evaluation and improvement are also carried out to enhance competitiveness, customer satisfaction, and business sustainability amid the evolving dynamics of the industry.

SEGMEN PENYEDIAAN ENERGI

PT PLN Indonesia Power Services terus berupaya untuk meningkatkan kinerja pembangkitan energi listrik guna memenuhi kebutuhan tenaga listrik PLN dan mendukung stabilitas pasokan energi listrik nasional. Penyediaan tenaga listrik dilakukan melalui pembangkitan energi listrik dari pembangkit yang dimiliki Perusahaan, yaitu PLTD Tenau dan PLTD Nusa Penida.

ENERGY SUPPLY SEGMENT

PT PLN Indonesia Power Services continues to strive to improve the performance of electrical energy generation to meet PLN's electricity needs and support the stability of the national electricity supply. The provision of electricity is conducted through the generation of electrical energy from the Company's power plants, namely PLTD Tenau and PLTD Nusa Penida.

PRODUKSI TENAGA LISTRIK

PLN IP Services telah berupaya untuk meningkatkan jumlah produksi listrik. Perhitungan Produksi Listrik dapat digambarkan menggunakan *Capacity Factor* (CF) dan jumlah tenaga listrik yang dihasilkan (GWh).

ELECTRICITY PRODUCTION

PLN IP Services has strived to increase the amount of electricity production. Electricity Production Calculation can be described using Capacity Factor (CF) and the amount of electricity produced (GWh).

TABEL *CAPACITY FACTOR* (CF) PEMBANGKIT LISTRIK (%)
Table of Power Plant Capacity Factor (CF) (%)

Unit Pembangkit	2024	2023	Pertumbuhan Growth	Generation Unit
TENAU	55,68	54	3,11%	TENAU
NUSA PENIDA	46,04	62,32	(26,12%)	NUSA PENIDA
MPP PAPUA	70,24	-	100,00%	MPP PAPUA

Sepanjang periode Januari hingga Desember 2024, *Capacity Factor* (CF) unit produksi Tenau berhasil mencapai 55,68%, melampaui target yang telah ditetapkan sebesar 54%.

From January to December 2024, the Capacity Factor (CF) of the Tenau production unit reached 55.68%, exceeding the target of 54%.

Sementara itu, unit produksi Nusa Penida mencatatkan CF sebesar 46,04% pada periode yang sama. Angka ini masih berada di bawah target yang direncanakan, yaitu 65%.

Meanwhile, the Nusa Penida production unit recorded a CF of 46.04% during the same period. This figure remains below the planned target of 65%.

Selain itu, MPP Papua mencatatkan CF sebesar 70,24%, capaian yang tinggi ini dipengaruhi oleh dibukanya pembangkit baru yaitu PLTMG Timika dan PLTMG Merauke dengan masing-masing kapasitas sebesar 10 MW dan 20 MW.

In addition, MPP Papua recorded a CF of 70.24%. This high achievement was influenced by the opening of new power plants, namely PLTMG Timika and PLTMG Merauke, with capacities of 10 MW and 20 MW, respectively.

TABEL PRODUKSI LISTRIK (GWH)
Table of Electricity Production (GWh)

Unit Pembangkit	2024	2023	Pertumbuhan Growth	Generation Unit
TENAU	108,42	210,5	(48,49%)	TENAU
NUSA PENIDA	55,80	54,60	2,20%	NUSA PENIDA
MPP PAPUA	509,88	-	100,00%	MPP PAPUA
Jumlah Produksi Tenaga Listrik	**674,10**	**265,10**	**154,28%**	**Total Electricity Production**

PENJUALAN TENAGA LISTRIK

Pada tahun 2024, penjualan tenaga listrik mencapai total 674,10 GWh, mengalami peningkatan sebesar 154,28% dibandingkan dengan tahun sebelumnya yang sebesar 265,10 GWh. Peningkatan yang signifikan ini mencerminkan hasil dari upaya peningkatan kinerja di masing-masing unit pembangkit.

Realisasi produksi energi listrik dari unit pembangkit Tenau mencapai 108,42 GWh sepanjang tahun 2024, mengalami penurunan 48,49% dibandingkan dengan tahun sebelumnya.

Penjualan energi listrik dari unit pembangkit Nusa Penida mencapai 55,80 GWh sepanjang tahun 2024, mengalami penurunan sebesar 2,20% dibandingkan dengan periode yang sama di tahun 2023.

Selain itu, pada tahun 2024, Perusahaan melakukan pencatatan penjualan energi listrik dari MPP Papua yang mencapai 701,53 GWh dengan pencapaian 92,25% dari target yang ditetapkan sebesar 760,46 GWh.

KINERJA OPERASI PEMBANGKIT LISTRIK

Keberhasilan operasional pembangkit listrik ditentukan oleh berbagai faktor yang mempengaruhi produksi dan penjualan tenaga listrik. Tingkat keandalan pembangkit sangat dipengaruhi oleh pemantauan yang cermat dan pemeliharaan yang efektif. Faktor-faktor ini sangat penting untuk memastikan ketersediaan dan efisiensi pembangkit dalam menyediakan tenaga listrik yang stabil dan andal.

1. **Faktor Ketersediaan**
   Faktor ketersediaan mesin pembangkit diukur berdasarkan dua indikator utama, yaitu :

   a. ***Equivalent Availability Factor* (EAF)**
   Equivalent Availability Factor (EAF) menunjukkan tingkat kesiapan suatu pembangkit untuk beroperasi dalam menghasilkan tenaga listrik. Nilai EAF digunakan untuk menilai faktor ketersediaan pembangkit untuk beroperasi dengan Daya Mampu Netto (DMN) pada periode tertentu. Semakin tinggi nilai EAF, semakin baik tingkat kesiapan pembangkit.

ELECTRICITY SALES

In 2024, electricity sales reached a total of 674.10 GWh, representing an increase of 154.28% compared to 265.10 GWh in the previous year. This significant growth reflects the results of performance improvement efforts across each power generation unit.

Electricity production from the Tenau power plant unit reached 108.42 GWh throughout 2024, a decrease of 48.49% compared to the previous year.

Electricity sales from the Nusa Penida power plant unit amounted to 55.80 GWh in 2024, a decrease of 2.20% compared to the same period in 2023.

In addition, in 2024 the Company began recording electricity sales from the MPP Papua unit, which reached 701.53 GWh, achieving 92.25% of the target set at 760.46 GWh.

POWER PLANT OPERATION PERFORMANCE

The successful operation of a power plant is determined by various factors that affect the production and sale of electricity. The level of plant reliability is greatly influenced by careful monitoring and effective maintenance. These factors are critical to ensure the availability and efficiency of the plant in providing stable and reliable power.

1. **Availability Factor**
   The availability factor of generating machinery is measured based on two main indicators, namely :

   a. **Equivalent Availability Factor (EAF)**
   Equivalent Availability Factor (EAF) shows the level of readiness of a plant to operate in producing electricity. The EAF value is used to assess the plant's availability factor to operate with Net Capable Power ("DMN") at a certain period. The higher the EAF value, the better the readiness level of the plant.

Realisasi kinerja *Equivalent Availability Factor* (EAF) Korporat yang terdiri dari Unit PLTD Nusa Penida, PLTD Tenau, dan MPP Papua periode Januari s/d Desember 2024 disajikan pada tabel berikut:

The realization of the Corporate Equivalent Availability Factor (EAF) performance, consisting of the Nusa Penida Diesel Power Plant (PLTD), Tenau Diesel Power Plant (PLTD), and Papua Mobile Power Plant (MPP) units for the period of January to December 2024, is presented in the following table:

TABEL *EQUIVALENT AVAILABILITY FACTOR* (EAF) PEMBANGKIT LISTRIK (%)
Table of Power Plant Equivalent Availability Factor (EAF) (%)

Unit Pembangkit	2024	2023	Pertumbuhan Growth	Generation Unit
TENAU	65,56	65,56	(30,04%)	TENAU
NUSA PENIDA	94,20	94,20	(4,33%)	NUSA PENIDA
MPP PAPUA	95,39	-	100,00%	MPP PAPUA

b. *Scheduled Outage Factor* (SOF)

Scheduled Outage Factor (SOF) digunakan untuk mengukur tingkat keluarnya pembangkit dari sistem karena pemeliharaan yang telah direncanakan, yaitu *Planned Outage Hour* dan *Maintenance Outage Hour*. Semakin rendah nilai SOF, semakin optimal pembangkit dalam melakukan pemeliharaan yang telah direncanakan.

b. Scheduled Outage Factor (SOF)

Scheduled Outage Factor (SOF) used to measure the level of plant outage from the system due to planned maintenance, namely Planned Outage Hour and Maintenance Outage Hour. The lower the SOF value, the more optimal the plant is in performing planned maintenance.

TABEL *SCHEDULED OUTAGE FACTOR* (SOF) PEMBANGKIT LISTRIK (%)
Table of Power Plant Scheduled Outage Factor (SOF) (%)

Unit Pembangkit	2024	2023	Pertumbuhan Growth	Generation Unit
TENAU	33,68	5,46	516,85%	TENAU
NUSA PENIDA	4,39	1,00	339,00%	NUSA PENIDA
MPP PAPUA	4,50	-	100,00%	MPP PAPUA

2. Faktor Gangguan

Untuk mengetahui gangguan mesin pembangkit diukur berdasarkan indikator *Equivalent Forced Outage Rate* (EFOR). *Equivalent Forced Outage Rate* (EFOR) untuk mengukur tingkat mesin pembangkit keluar paksa atau ketidaksiapan unit untuk beroperasi karena gangguan. Semakin rendah nilai EFOR menunjukkan keandalan unit pembangkit lebih baik dan dapat mengatasi gangguan lebih cepat.

2. Disruption Factor

To determine the disruption of the generating machine, it is measured based on the Equivalent Forced Outage Rate (EFOR) indicator. Equivalent Forced Outage Rate (EFOR) to measure the level of forced outage or unpreparedness of the generating unit to operate due to interference. The lower the EFOR value, the better the reliability of the generating unit and the faster it can overcome disruptions.

Realisasi pencapaian *Equivalent Forced Outage Rate* (EFOR) Korporat yang terdiri dari Unit PLTD Nusa Penida dan PLTD Tenau periode Januari s/d Desember 2024 disajikan pada tabel berikut:

The realization of the Corporate Equivalent Forced Outage Rate (EFOR), consisting of the Nusa Penida Diesel Power Plant (PLTD) and Tenau Diesel Power Plant (PLTD) units for the period of January to December 2024, is presented in the following table:

TABEL *EQUIVALENT FORCED OUTAGE RATE* (EFOR) (%)
Table of Equivalent Forced Outage Rate (EFOR) (%)

Indikator	2024	2023	Pertumbuhan Growth	Indicator
TENAU	1,65	1,32	25,00%	TENAU
NUSA PENIDA	0,19	0,34	(44,12%)	NUSA PENIDA
MPP PAPUA	0,13	-	100%	MPP PAPUA

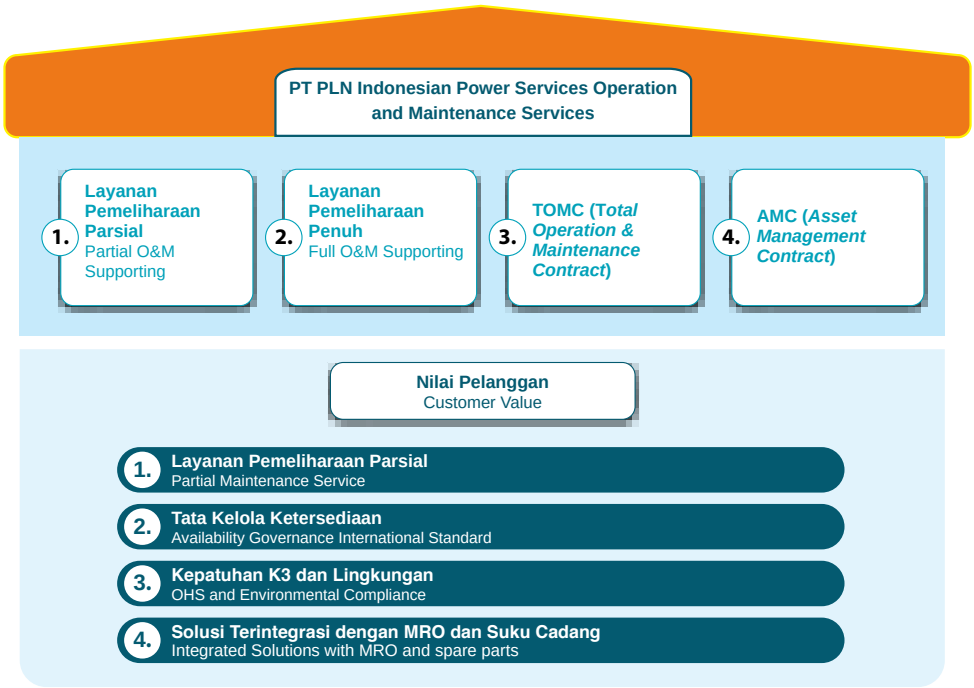
SEGMEN JASA *OPERATION AND MAINTENANCE* (O&M)

PT PLN Indonesia Power Services, atau lebih dikenal sebagai PLN IP Services, memiliki pengalaman yang luas dalam mengelola operasi dan pemeliharaan (O&M) berbagai jenis pembangkit listrik di seluruh Indonesia. Dengan mengelola total 42 unit pembangkit listrik, PLN IP Services telah menjadi pemimpin dalam layanan O&M untuk berbagai jenis pembangkit, termasuk PLTU (Pembangkit Listrik Tenaga Uap), PLTG (Pembangkit Listrik Tenaga Gas), PLTGU (Pembangkit Listrik Tenaga Gas Uap), PLTP (Pembangkit Listrik Tenaga Panas Bumi), PLTA (Pembangkit Listrik Tenaga Air), dan PLTD (Pembangkit Listrik Tenaga Diesel).

OPERATIONS AND MAINTENANCE (O&M) SERVICE SEGMENT

PT PLN Indonesia Power Services, also known as PLN IP Services, has extensive experience in managing the operations and maintenance (O&M) of various types of power plants throughout Indonesia. By managing a total of 42 power plant units, PLN IP Services has become a leader in O&M services for various types of power plants, including coal-fired power plants (PLTU), gas power plants (PLTG), combined cycle power plants (PLTGU), geothermal power plants (PLTP), hydroelectric power plants (PLTA), and diesel power plants (PLTD).

SKEMA LAYANAN O&M PLN IP SERVICES
PLN IP Services O&M Service Scheme



Pada Tahun 2024 Produksi Jasa O&M tidak termasuk dalam KPI Korporat, dan terdiri dari PLTU Sanggau, PLTP Ulumbu, PLTU Sintang dan PLTU Holtekamp. Adapun kinerja unit Pembangkit Jasa *Operation* dan *Maintenance* (O&M) yaitu :

In 2024 O&M Service Production is not included in the Corporate KPI and consists of Sanggau PLTU, Ulumbu PLTP, Sintang PLTU, and Holtekamp PLTU. The performance of the Operation and Maintenance (O&M) Services Plant unit is:

TABEL UNIT PEMBANGKIT JASA O&M (GWH)
Table of O&M Service Generating Units (GWh)

Unit Pembangkit	2024	2023	Pertumbuhan Growth	Generation Unit
Sintang	152,29	128,98	18,07%	Sintang
Sanggau	84,26	96,20	(12,41%)	Sanggau
Holtekamp	52,86	55,04	(3,96%)	Holtekamp
Ulumbu	54,24	57,42	(5,54%)	Ulumbu
Jumlah Produksi Listrik Jasa O&M	**343,65**	**337,64**	**1,78%**	**Total Electricity Production of O&M Services**

Jumlah produksi listrik Jasa O&M mengalami peningkatan sebesar 1,78%, dari 337,64 GWh pada tahun 2023 menjadi 343,65 GWh pada tahun 2024. Unit Sintang berkontribusi pada peningkatan total produksi listrik dengan peningkatan sebesar 18,07%.

Electricity production under O&M Services increased by 1.78%, from 337.64 GWh in 2023 to 343.65 GWh in 2024. The Sintang unit contributed to the overall increase in electricity production, with a growth of 18.07%.

Meskipun demikian, Unit Sanggau, Holtekamp, dan Ulumbu mengalami penurunan produksi listrik dengan penurunan masing-masing sebesar 12,41%, 3,96%, dan 5,54%.

However, the Sanggau, Holtekamp, and Ulumbu units experienced a decline in electricity production, with decreases of 12.41%, 3.96%, and 5.54%, respectively.

SEGMEN *GAS DIESEL ENGINE SERVICES*

Segmen *Gas Diesel Engine Services* berfokus pada pemeliharaan dan operasional mesin-mesin diesel berbahan bakar gas. Layanan ini mencakup instalasi, perawatan rutin, serta perbaikan dan peningkatan kinerja mesin diesel yang digunakan untuk pembangkit listrik. Mesin ini sering digunakan di daerah-daerah terpencil yang memerlukan sumber energi listrik yang handal.

Keunggulan segmen ini adalah efisiensi bahan bakar dan emisi yang lebih rendah dibandingkan mesin diesel konvensional. Layanan ini juga melibatkan pelatihan teknisi lokal untuk memastikan mesin-mesin tersebut selalu terawat dengan baik.

Dengan adanya Segmen *Gas Diesel Engine Services*, diharapkan kebutuhan energi dapat terpenuhi dengan cara yang lebih ramah lingkungan dan mendukung pertumbuhan ekonomi di berbagai wilayah. Segmen ini membantu meningkatkan keandalan dan efisiensi pembangkit listrik, yang pada akhirnya membantu menstabilkan pasokan listrik dan mendukung pembangunan infrastruktur energi.

GAS DIESEL ENGINE SERVICES SEGMENT

The Gas Diesel Engine Services segment focuses on the maintenance and operation of gas-fueled diesel engines. These services include installation, routine maintenance, and repair and performance enhancement of diesel engines used for power generation. These engines are often used in remote areas that require a reliable source of electrical energy.

The advantages of this segment are fuel efficiency and lower emissions compared to conventional diesel engines. The service also involves training local technicians to ensure the machines are always well maintained.

With the Gas Diesel Engine Services segment, it is expected that energy needs can be met in a more environmentally friendly way and support economic growth in various regions. This segment helps improve the reliability and efficiency of power plants, ultimately helping to stabilize electricity supply and support energy infrastructure development.

Pada bidang usaha *Gas Diesel Engine Services*, pekerjaan penyediaan sparepart dan jasa yang sudah terkontrak sampai dengan akhir tahun 2024 dapat terlihat pada tabel berikut:

In the Gas Diesel Engine Services business area, the work of providing spare parts and services that have been contracted until the end of 2024 can be seen in the following table:

No.	Pelanggan Customer	Unit	Jangka Waktu Pekerjaan Term of Work
1.	PT. Indonesia Power	PLTDG Pesanggaran	Januari 2023 - Desember 2024 January 2023 - December 2024
		PLTD Legon Bajak	Desember 2023 - Desember 2024 December 2023 - December 2024
		PLTMG MPP Sorong	Februari 2023 - Desember 2025 February 2023 - December 2025
		PLTD Tello	Desember 2024 December 2024
		PLTA Musi	September 2024 September 2024
		BMPP	Agustus 2024 - September 2024 August 2024 - September 2024
		MPP Jayapura	April 2024 - Desember 2024 April 2024 - December 2024
		PLTG Sei Gelam	Januari 2024 - November 2024 January 2024 - November 2024
		PLTA Tes	Juni 2024 June 2024
		PLTA Saguling	Maret 2024 - Desember 2024 March 2024 - December 2024
		PLTMGU Lombok Peaker	Desember 2024 December 2024
		PLTG Borang	Januari 2024 January 2024
		PLTMG Biak	November 2023 - November 2024 November 2023 - November 2024
		PLTG Sambera	November 2023 - 2024 November 2023 - 2024
		PLTA Singkarak	Juni 2024 June 2024
		PLTA Maninjau	Mei 2025 May 2024
		UBP Barito	September 2024 September 2024
		Mahakam	September 2024 September 2024
2	PT PLN Sektor Pekanbaru	PLTMG Balai Pungut Duri	Juli 2023 - Januari 2024 July 2024 - January 2024
3	PT PLN IP Kamojang POMU	PLTP Ulumbu	September 2024 September 2024
		PLTP Kamojang	Agustus 2023 - Desember 2024 August 2023 - December 2024
4	PT PLN IP Mrica PGU	PLTA Mrica	Juni 2024 - September 2025 June 2024 - September 2025
		PLTGU Priok	Mei 2024 - Desember 2024 May 2024 - December 2024
		PLTA Batang Agam	Maret 2024 - April 2024 March 2024 April 2024
5	PT PLN IP Semarang PGU	PTGU Semarang	Oktober 2023 - Desember 2024 October 2023 - December 2024
6	PT. PLN IP Grati POMU	PLTU Grati	Juni 2023-Desember 2024 July 2023 - December 2024
7	PT PLN IP Cilegon PGU	PLTGU Cilegon	Desember 2023 December 2024
8	Patra Global Niaga	PLTA Jatigede	April 2024 April 2024

No.	Pelanggan Customer	Unit	Jangka Waktu Pekerjaan Term of Work
9	ITH	PLTS Aisin	September 2023 - April 2024 September 2023 - April 2024
10	PT PLN IP UPDK Mahakam	PLTD Sentawar	November 2023 - juni 2024 November 2023 - June 2024
11	PT Star Energy	PLTP Gunung Salak	Oktober 2023 - Agustus 2024 October 2023 - August 2024
12	PT PLN UIW NTB	PLTD Ampenan	Mei 2024 May 2024

SEGMEN *MAINTENANCE REPAIR OVERHAUL* (MRO)

Segmen *Maintenance Repair Overhaul* (MRO) berfokus pada pemeliharaan, perbaikan, dan *overhaul* (perombakan menyeluruh) peralatan dan mesin industri. Layanan MRO mencakup pemeriksaan rutin, perbaikan kerusakan, penggantian suku cadang, dan peningkatan kinerja mesin agar tetap beroperasi dengan efisien dan andal. Segmen ini sangat penting untuk memastikan mesin dan peralatan industri selalu dalam kondisi optimal, meminimalkan *downtime*, dan memperpanjang umur operasional mesin.

Pada tahun ini, segmen MRO kami terus menunjukkan komitmen yang kuat dalam memberikan layanan yang komprehensif dan berkualitas tinggi untuk mendukung operasional dan keandalan unit pembangkit. Berikut adalah berbagai layanan MRO yang kami sediakan:

- **Layanan Modifikasi, Rehabilitasi, dan Relokasi**

  Kami menawarkan layanan yang mencakup pembongkaran, relokasi, perbaikan, instalasi, modifikasi, dan pengujian komisi yang diasuransikan. Dengan tim profesional berpengalaman, kami memastikan bahwa setiap proyek diselesaikan dengan standar tertinggi dan sesuai dengan kebutuhan spesifik pelanggan.

- ***Engineering, Procurement, & Construction* (EPC)**
  Dalam upaya meningkatkan kinerja dan efisiensi unit pembangkit, kami menyediakan layanan teknik, pengadaan, dan konstruksi dengan harga yang kompetitif. Tim EPC kami berfokus pada peningkatan semua unit pembangkit, memastikan bahwa setiap *upgrade* dilakukan secara efisien dan efektif.

MAINTENANCE REPAIR OVERHAUL (MRO) SEGMENT

The Maintenance Repair Overhaul (MRO) segment focuses on the maintenance, repair, and comprehensive overhaul of industrial equipment and machinery. MRO services include routine inspections, repair of damages, replacement of parts, and performance enhancements to ensure machines operate efficiently and reliably. This segment is crucial for keeping industrial machinery in optimal condition, minimizing downtime, and extending the operational lifespan of the equipment.

This year, our MRO segment continued to show a strong commitment to providing comprehensive and high-quality services to support the operation and reliability of generating units. Below are the various MRO services that we provide:

- **Modification, Rehabilitation, and Relocation Services**
  We offer services that include demolition, relocation, repair, installation, modification, and insured commissioning. With a team of experienced professionals, we ensure that every project is completed to the highest standards and according to the specific needs of the customer.

- **Engineering, Procurement, & Construction (EPC)**
  To improve the performance and efficiency of generating units, we provide engineering, procurement, and construction services at competitive prices. Our EPC team focuses on upgrading all generating units, ensuring that each upgrade is conducted efficiently and effectively.

- **Pemeliharaan Berkala / *Overhaul***
  PLN IP Services memberikan layanan pemeliharaan berkala yang mencakup inspeksi menyeluruh serta pemeliharaan mekanikal, elektrikal, dan instrumen & kontrol. Kami memastikan bahwa setiap unit pembangkit tetap dalam kondisi optimal melalui program pemeliharaan yang sistematis dan terjadwal.

- **Kontrak Pemeliharaan Total**
  Layanan pemeliharaan total untuk unit pembangkit meliputi penyediaan suku cadang OEM/non-OEM, bahan habis pakai, peralatan umum, layanan pemeliharaan peralatan, layanan pemeliharaan rutin, serta layanan prediktif dan preventif dalam satu paket untuk periode tertentu. Kontrak ini dirancang untuk memberikan ketenangan pikiran bagi pelanggan dengan memastikan ketersediaan dan keandalan unit pembangkit secara konsisten.

- **Pemecahan Masalah (*Troubleshooting*)**
  Pemecahan masalah di berbagai area unit pembangkit dilakukan oleh ahli profesional dan bersertifikat. Layanan ini mencakup masalah dalam pemantauan, instrumen, analisis getaran, dan inspeksi lapangan. Kami berkomitmen untuk memberikan solusi cepat dan tepat untuk setiap tantangan operasional yang dihadapi.

- **Perbaikan dan Pemulihan (*Breakdown/Recovery Corrective*)**
  Ketika unit pembangkit mengalami masalah, PLN IP Services menyediakan solusi melalui program inspeksi dan pemulihan. Layanan ini memastikan bahwa unit kembali beroperasi dengan cepat dan aman, meminimalkan waktu henti yang dapat mempengaruhi kinerja keseluruhan.

- ***Repair, Reverse Engineering, Repowering & Retrofit***
  Paket layanan kami meliputi retrofit, rekondisi, *reverse engineering*, dan perbaikan lainnya pada unit pembangkit. Dengan pendekatan inovatif dan teknik terbaru, kami memastikan bahwa setiap unit dapat beroperasi dengan efisiensi dan keandalan yang lebih tinggi.

Layanan MRO tersebut dikelompokkan ke dalam 3 bidang usaha yaitu MRO *Repair*, MRO *Overhaul*, dan

- **Periodic Maintenance / Overhaul**
  PLN IP Services provides periodic maintenance services that include thorough inspections and mechanical, electrical, and instrument & control maintenance. We ensure that each generating unit remains in optimal condition through a systematic and scheduled maintenance program.

- **Total Maintenance Contract**
  Total maintenance services for generating units include the provision of OEM/non-OEM spare parts, consumables, general equipment, equipment maintenance services, routine maintenance services, as well as predictive and preventive services in one package for a specified period. This contract is designed to provide peace of mind for the customer by ensuring consistent availability and reliability of the generating unit.

- **Troubleshooting**
  Troubleshooting in different areas of the generating unit is conducted by professional and certified experts. This service covers problems in monitoring, instruments, vibration analysis, and field inspections. We are committed to providing quick and appropriate solutions to any operational challenges encountered.

- **Breakdown and Recovery Corrective**

  When generating units experience problems, PLN IP Services provides solutions through inspection and recovery programs. These services ensure the unit is returned to operation quickly and safely, minimizing downtime that could affect overall performance.

- **Repair, Reverse Engineering, Repowering & Retrofit**
  Our service packages include retrofitting, reconditioning, reverse engineering, and other repairs to generating units. With innovative approaches and the latest techniques, we ensure every unit can operate with higher efficiency and reliability.

MRO Services mapped in the 3 fields namely MRO Repair, MRO Overhaul, and MRO-VO. As for the

MRO-VO. Adapun informasi terkait progres pekerjaan unit MRO yang sudah terkontrak pada tahun 2024 adalah sebagai berikut:

information related to work progress unit of MRO that contracted in 2024 is as follows:

MRO – *REPAIR*

Pada bidang usaha MRO- Repair, pekerjaan yang sudah terkontrak dengan 4 Mitra sampai dengan akhir tahun 2024 sebanyak 40 kontrak. Untuk rinciannya dapat terlihat pada tabel berikut:

MPO - REPAIR

In the MRO- Repair business field, the work that has been contracted with 4 Partners until the end of 2024 is 40 contracts. The details can be seen in the following table:

No.	Mitra Partner	Pelanggan Customer
1.	PT. TAKA TURBOMACHINERY INDONESIA	IP Lontar OMU
		IP UJP Pangkalan Susu
		IP Kamojang POMU
		IP Mrica PGU
		IP Labuan OMU
		IP Barru OMU
		IP Pel. Ratu OMU
		IP Sanggau OMU
		IP MSU
		IP Cilegon OMU
		PT. CDB / PT PIPS
		IP Adipala OMU
		IP Suralaya OMU / BSR
		IP Berau
		PT. Poeser Indonesia
		PT. IP Jambi Payo selincah
		PT. IP Inderalaya
		IP Sintang
		IP Bali / Pesanggaran
	Jumlah | Total	**19**
2.	PT. SINAR SAKTI MATRA NUSANTARA	IP Pns. OMU
		IP Kamojang POMU
		IP Grati OMU
		IP Lontar OMU
		IP Labuan OMU
		IP Pel. Ratu OMU
		IP Adipala OMU
		IP Jeranjang OMU
		IP Barru OMU
		IP Priok PGU
		IP Semarang PGU
		IP Cilegon PGU
		IP SLA PGU / SLA BSR
		IP MSU
		IP Holtekemp
		PT. IPS
		PT. Indo Ridlatama IRP
	Jumlah | Total	**17**

No.	Mitra Partner	Pelanggan Customer
3.	KSO PLN IP SERVICES VARLEY	Barru
		Jabar 2 Palabuhan Ratu
		Labuhan Angin
		MSU
		Suralaya
		Tanjung Balai Karimun
		Teluk Sirih
		UPJP Tg.Priok
	Jumlah | Total	**8**
4.	KSO ANDALAN	Banten 1 Suralaya 8
		Banten 2 Labuan
		Banten 3 Lontar
		Barru
		Berau
		Jabar 2 Palabuhan Ratu
		Jateng 2 Adipala
		Jeranjang
		MSU
		Pangkalan Susu
		Sanggau
		Suralaya
		Tanjung Balai Karimun
		UP Semarang Tb. Lorok
		UPJP Tg.Priok
	Jumlah | Total	**15**
	Grand Total	**40**

MRO – *OVERHAUL*

Realisasi pekerjaan yang sudah terkontrak sebanyak 26 kontrak dengan PLN Group dan 2 kontrak dengan Non PLN Group. Adapun informasi terkait Progres pekerjaan *overhaul* yang sudah terkontrak pada tahun 2024 adalah sebagai berikut:

MRO – OVERHAUL

The realization of the contracted work is 26 contracts with PLN Group and 2 contracts with Non PLN Group. The information related to the progress of overhaul work that has been contracted in 2024 is as follows:

No.	Unit	No.	Unit
PLN Group			
1.	Kantor Pusat IP	14	UBP Jawa Barat 2 Pelabuhan Ratu
2.	UBP CIlegon	15	UBP Bengkulu
3.	UBP Lontar	16	UBP Jambi
4.	UBP Labuan	17	UBP Grati
5.	UBP Kamojang	18	UBP Semarang
6.	UBP KEPRI	19	UBP Teluk Sirih

No.	Unit	No.	Unit
7.	UBP Bukit Tinggi	20	UBP Mrica
8.	UBP Berau	21	UBP Sanggau
9.	UBP Sintang	22	UBP Priok
10.	UBP Bali	23	UBP Keramasan
11	UBP Holtekamp	24	UBP Tello
12.	UBP Jeranjang	25	UBP Jawa Tengah 2 Adipala
13.	UBP Pangkalan Susu	26	UPK Flores
Subtotal : 26			
Non PLN Group			
1.	PLTU Muara Jawa	2	GEO DIPA ENERGY
Subtotal : 2			

MRO-VO

Realisasi pekerjaan MRO-VO yang sudah terkontrak sebanyak 53 kontrak dengan unit kerja sebagai berikut:

MRO-VO

Realization of MRO-VO work that has been contracted is 53 contracts with work units as follows:

No.	Unit	No.	Unit
1.	KANTOR PUSAT PLN IP	27	PT INTI KARYA PERSADA TEHNIK
2.	PERTAMINA EP CEPU	28	PLTU TELUK SIRIH
3.	PLTA SAGULING	29	UBP MAHAKAM
4.	PLTGU CILEGON	30	PLTU TANJUNG BALAI KARIMUN
5.	PLTGU GRATI	31	PLTU BENGKAYANG
6.	PLTGU PRIOK	32	PLTA JATIGEDE
7.	PLTP ULUMBU	33	PLTU BERAU
8.	PLTU ADIPALA	34	PLTU SANGGAU
9.	PLTU ASAM ASAM	35	PLTDG PESANGGARAN – BALI
10.	PLTU BANTEN 1 SURALAYA	36	UBP SEMARANG
11.	PLTU BARRU	37	PLN UIW NTB
12.	PLTU HOLTEKAMP	38	UPDK BUKITTINGGI
13.	PLTU JERANJANG	39	PT HUTAMA KARYA
14.	PLTU LABUAN	40	PT STAR PLUS
15.	PLTU LABUHAN ANGIN	41	UBP KAMOJANG
16.	PLTU LONTAR	42	UBP BENGKULU
17.	PLTU MUARA JAWA	43	PLTU SINTANG
18.	PLTU PANGKALAN SUSU	44	PLTU SURALAYA
19.	PLTU PELABUHAN RATU	45	PT TJB POWER SERVICES
20.	PT ANTAM	46	PLN UIW PAPUA DAN PAPUA BARAT
21.	MSU	47	PT KOMIPO PJB
22	PLTG BORANG	48	G-SERV & TRADING PLE LTD SINGAPORE
23	PLN GEOTHERMAL	49	UBP MRICA
24	PLTP GUNUNG SALAK	50	PT ADHI GUNA PUTERA
25	PLTMG MPP JAYAPURA 50 MW	51	UBP BARITO
26	PT INDONESIA CHEMICAL ALUMINA	52	PLN UPK FLORES SUB UNIT PLTP ULUMBU
		53	PLTP LAHENDONG
Grand Total : 53			

PROFITABILITAS PER SEGMEN

PLN IP Services mencatat pendapatan usaha yang dihasilkan dari 3 bidang usaha yaitu:

- Pendapatan dari penjualan material dan suku cadang
- Pendapatan jasa operasi dan pemeliharaan
- Penjualan tenaga listrik
- Sewa pembangkit listrik

Pada tahun 2024, kontribusi terbesar pendapatan Perusahaan adalah dari bidang usaha Jasa operasi dan pemeliharaan menyumbang 78,91% sedangkan pendapatan dari penjualan material dan suku cadang, penjualan tenaga listrik dan sewa pembangkit listrik masing-masing berkontribusi sebesar 9,68%, 8,59% dan 2,71%.

PROFITABILITY BY SEGMENT

PLN IP Services recorded operating income generated from 3 business fields, namely:

- Revenue from sales of materials and spare parts
- Revenue from operations and maintenance services
- Sales of electricity
- Rental of power plant

In 2024, the largest contribution to the Company's revenue was from the operation and maintenance services business, contributing 78.91%, while revenue from the sale of materials and spare parts, sale of electricity, and rental of power plant respectively contributed 9.68%, 8.59% and 2.71%.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Pendapatan dari penjualan material dan suku cadang	222.737	202.317	20.420	10,09%	Revenue from sales of materials and spare parts
Pendapatan jasa operasi dan pemeliharaan	1.815.378	1.224.195	591.183	48,29%	Operation and maintenance services revenue
Penjualan tenaga listrik	199.934	181.141	18.793	10,37%	Electricity sales
Sewa pembangkit listrik	62.411	-	62.411	100,00%	Rental of power plant
Jumlah Pendapatan Usaha	**2.300.460**	**1.607.653**	**692.807**	**43,09%**	**Total Revenue**
Beban Pokok Pendapatan	(2.015.818)	(1.371.525)	(644.293)	46,98%	Cost of Revenue
Laba Bruto	284.642	236.128	48.514	20,55%	Gross Profit

Dalam juta Rupiah | In Rupiah million

Pada tahun 2024, laba bruto Perusahaan tercatat Rp284,64 miliar mengalami peningkatan dibandingkan tahun sebelumnya yang tercatat Rp236,13 miliar. Peningkatan ini dipengaruhi oleh meningkatnya pendapatan dari masing-masing bidang usaha dibandingkan tahun sebelumnya serta terdapat penambahan bidang usaha yaitu sewa pembangkit listrik.

In 2024, the Company recorded a gross profit of Rp284.64 billion, an increase compared to Rp236.13 billion in the previous year. This growth was driven by higher revenue across all business segments compared to the previous year, as well as the addition of a new business line—power plant rental services.

TINJAUAN KEUANGAN
Financial Review

Tinjauan keuangan yang diuraikan berikut mengacu kepada Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2024 yang disajikan dalam Laporan Tahunan ini. Laporan Keuangan telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan dan mendapat opini menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT PLN Indonesia Power Services tanggal 31 Desember 2024 untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

The following financial review refers to the Financial Statements for the year ended December 31, 2024, as presented in this Annual Report. The Financial Statements have been audited by the Public Accounting Firm Rintis, Jumadi, Rianto & Partners, which issued an unqualified opinion stating that, in all material respects, the financial position of PT PLN Indonesia Power Services as of December 31, 2024, has been fairly presented in accordance with the Indonesian Financial Accounting Standards.

POSISI KEUANGAN

FINANCIAL POSITIONS

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Aset	1.428.802	1.117.351	311.451	27,87%	Assets
Liabilitas	481.864	218.264	263.600	120,77%	Liabilities
Ekuitas	946.938	899.087	47.851	5,32%	Equity

Dalam juta Rupiah | In Rupiah million

Per 31 Desember 2024, realisasi total aset Perusahaan mencapai 117,61% dari target yang ditetapkan dalam RKAP 2024. Sementara itu, realisasi ekuitas dan liabilitas masing-masing tercatat sebesar 112,69% dan 128,64% dari RKAP. Pencapaian tersebut menunjukkan kinerja keuangan yang melampaui target perencanaan, mencerminkan pertumbuhan aset dan struktur permodalan yang lebih kuat sepanjang tahun berjalan.

As of December 31, 2024, the realization of the Company's total assets reached 117.61% of the target set in the 2024 Corporate Work Plan and Budget (RKAP). Meanwhile, the realization of equity and liabilities amounted to 112.69% and 128.64% of the respective targets. These achievements indicate financial performance that exceeded planning targets, reflecting asset growth and a stronger capital structure throughout the year.

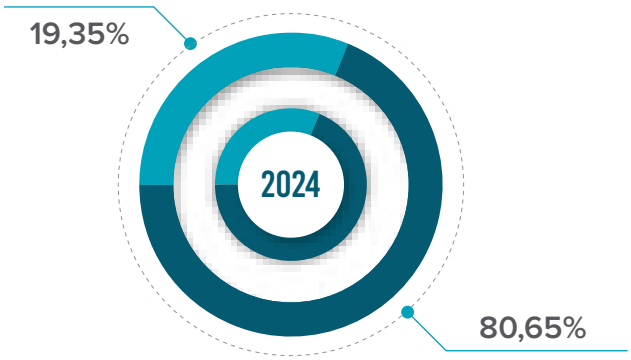
ASET

Sampai dengan akhir tahun 2024, total aset Perusahaan tercatat sebesar Rp1,43 triliun, mengalami peningkatan 27,87% dibandingkan dengan tahun 2023 yang tercatat sebesar Rp1,12 triliun. Peningkatan ini terjadi karena adanya peningkatan pada jumlah aset lancar dengan peningkatan sebesar 50%. Pada tahun 2024, komposisi total aset terdiri dari 80,65% aset lancar dan 19,35% aset tidak lancar.

ASSETS

As of the end of 2024, the Company's total assets was Rp1.43 trillion, representing an increase of 27.87% compared to Rp1.12 trillion recorded in 2023. This overall increase in total assets was primarily driven by a 50% growth in current assets.. In 2024, the composition of total assets consisted of 80.65% current assets and 19.35% non-current assets.

KOMPOSISI ASET
Assets Composition



ASET LANCAR
CURRENT ASSETS

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Kas dan Setara Kas	361.891	227.025	134.866	59,41%	Cash and Cash Equivalents
Deposito berjangka	2.500	2.500	0	0,00%	Time Deposits
Kas yang dibatasi penggunaannya - bagian lancar	22.378	22.900	(522)	(2,28%)	Restricted cash - current portion
Piutang Usaha	652.510	408.483	244.027	59,74%	Trade Receivables
Piutang sewa pembiayaan - bagian lancar	25.396	-	25.396	100,00%	Finance lease receivables - current portion
Piutang Lain-lain	6.121	4.581	1.540	33,62%	Other receivables
Persediaan	8.460	15.649	(7.189)	(45,94%)	Inventories
Pajak Dibayar di Muka – bagian lancar	58.659	70.906	(12.247)	(17,27%)	Prepaid Taxes - current portion
Biaya Dibayar di Muka dan Uang Muka – bagian lancar	14.215	9.475	4.740	50,03%	Prepaid Expenses and Advances - current portion
Aset Lancar Lainnya	222	6.711	(6.489)	(96,69%)	Other Current Assets
Jumlah Aset Lancar	**1.152.352**	**768.230**	**384.122**	**50,00%**	**Total Current Assets**

Dalam Juta Rupiah | In Million Rupiah

Pada tahun 2024, aset lancar mengalami peningkatan 50% atau setara dengan Rp384,12 miliar dari Rp768,23 miliar di tahun 2023 menjadi Rp1,15 triliun di tahun 2024.

Peningkatan jumlah aset lancar pada tahun 2024 dipengaruhi oleh:

- **Kas dan Setara Kas**
  Sampai dengan akhir tahun 2024, nilai kas dan setara kas Perusahaan tercatat sebesar Rp361,89 miliar, meningkat sebesar 59,41% dibandingkan dengan posisi pada akhir tahun 2023 yang sebesar Rp227,03 miliar. Peningkatan ini terutama disebabkan oleh penambahan dana kas yang ditempatkan pada rekening bank untuk menjaga likuiditas perusahaan.

In 2024, current assets increased by 50%, equivalent to Rp384.12 billion, from Rp768.23 billion in 2023 to Rp1.15 trillion in 2024.

The increase in current assets in 2024 was driven by:

- **Cash and Cash Equivalents**
  As of the end of 2024, the Company's cash and cash equivalents was Rp361.89 billion, representing an increase of 59.41% compared to Rp227.03 billion at the end of 2023. This increase was primarily driven by additional funds placed in bank accounts to maintain the Company's liquidity.

- **Piutang Usaha**
  Pada tahun 2024, Perusahaan membukukan saldo piutang usaha sebesar Rp652,51 miliar, meningkat 59,74% dibandingkan tahun 2023 yang tercatat sebesar Rp408,48 miliar. Kenaikan ini disebabkan oleh bertambahnya piutang usaha, baik dari transaksi dengan pihak berelasi maupun pihak ketiga, seiring dengan meningkatnya volume penjualan dan aktivitas operasional.

- **Piutang Sewa Pembiayaan - Bagian Lancar**
  Pada tahun 2024, Perusahaan mulai mencatatkan piutang sewa pembiayaan sebesar Rp25,40 miliar. Pada tahun sebelumnya, tidak terdapat pencatatan atas pos ini. Perubahan ini mencerminkan adanya aktivitas baru terkait transaksi sewa pembiayaan yang mulai dilakukan selama tahun berjalan.

- **Piutang Lain-lain**
  Piutang lain-lain pada tahun 2024 tercatat sebesar Rp6,12 miliar, nilai ini naik 33,62% atau setara Rp1,54 miliar dibandingkan tahun sebelumnya yang sebesar Rp4,58 miliar.

- **Biaya Dibayar DI Muka dan Uang Muka - Bagian Lancar**
  Sampai dengan akhir tahun 2024, jumlah biaya dibayar di muka dan uang muka (bagian lancar) tercatat sebesar Rp14,22 miliar, naik 50,03% dari tahun sebelumnya yang tercatat sebesar Rp9,48 miliar.

- **Trade Receivable**
  In 2024, the Company recorded account receivables of Rp652.51 billion, an increase of 59.74% from Rp408.48 billion in 2023. The growth was due to a rise in receivables from both related parties and third parties, in line with the increase in sales volume and operational activities.

- **Other Receivables**
  In 2024, The Company began recognizing Rp25.40 billion in finance lease receivables.. This account had not been recorded in the previous year. The change reflects new activities related to finance lease transactions initiated during the year.

- **Other Receivables**
  Other receivables in 2024 was Rp6.12 billion, an increase of 33.62% or Rp1.54 billion compared to Rp4.58 billion in the previous year.

- **Prepaid Expenses and Advances - Current Portion**
  As of the end of 2024, prepaid fees and advances (current portion) were recorded at Rp14.22 billion, up 50.03% from Rp9.48 billion in the previous year.

ASET TIDAK LANCAR

NON-CURRENT ASSETS

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Kas yang Dibatasi Penggunaannya - bagian tidak lancar	38	2.083	(2.045)	(98,18%)	Restricted Cash - non current portion
Piutang dari Ventura Bersama	24.406	22.826	1.580	6,92%	Receivables from a Joint Venture
Piutang sewa pembiayaan - bagian tidak lancar	14.162	-	14.162	100,00%	Finance lease receivables - non-current portion
Pajak Dibayar di Muka - bagian tidak lancar	16.095	78.110	(62.015)	(79,39%)	Prepaid Taxes - non current portion
Aset Tetap	153.789	188.370	(34.581)	(18,36%)	Fixed Assets
Aset Hak Guna	5.677	12.784	(7.107)	(55,59%)	Right of Use Assets
Investasi pada Ventura Bersama	12.990	11.057	1.933	17,48%	Investment in Joint Venture

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Aset Pajak Tangguhan	32.039	20.795	11.244	54,07%	Deferred Tax Assets
Aset tidak lancar lainnya	17.254	13.096	4.158	31,75%	Other Non-Current Assets
Jumlah Aset Tidak Lancar	**276.450**	**349.121**	**(72.671,00)**	**(20,82%)**	**Total Non-Current Assets**

Dalam Juta Rupiah | In Million Rupiah

Aset Tidak Lancar PLN IP Services pada tahun 2024 tercatat sebesar Rp276,45 miliar, mengalami penurunan 20,82% dibandingkan dengan tahun 2023 yang tercatat sebesar Rp349,12 miliar. Penurunan ini disebabkan oleh:

- **Kas yang Dibatasi Penggunaannya - Bagian Tidak Lancar**
  Pada tahun 2024, Perusahaan mencatatkan kas yang dibatasi penggunaannya (bagian tidak lancar) sebesar Rp38 juta, mengalami penurunan 98,18% atau setara Rp2,05 miliar dibandingkan tahun sebelumnya yang tercatat Rp2,08 miliar.

- **Pajak Dibayar di Muka - Bagian Tidak Lancar**
  Pada tahun 2024, nilai pajak dibayar di muka (bagian tidak lancar) mengalami penurunan sebesar 79,39% atau setara dengan Rp62,02 miliar, dari Rp78,11 miliar pada tahun 2023 menjadi Rp16,10 miliar pada tahun 2024. Penurunan ini terutama disebabkan oleh berkurangnya jumlah Pajak Pertambahan Nilai (PPN) dan Pajak Penghasilan Badan yang dibayar di muka selama tahun berjalan.

- **Aset Tetap**
  Jumlah aset tetap pada tahun 2024 tercatat sebesar Rp153,79 miliar, jumlah ini mengalami penurunan sebesar 18,36% atau setara Rp34,58 miliar jika dibandingkan dengan tahun sebelumnya yang tercatat Rp188,37 miliar.

- **Aset Hak Guna**
  Pada tahun 2024, nilai aset hak guna tercatat sebesar Rp5,68 miliar, menurun sebesar 55,59% atau Rp7,11 miliar dibandingkan tahun 2023 yang mencapai Rp12,78 miliar. Penurunan ini terutama disebabkan oleh adanya peningkatan reklasifikasi biaya perolehan kendaraan.

In 2024, PLN IP Services recorded non-current assets of Rp276.45 billion, reflecting a decrease of 20.82% compared to Rp349.12 billion in 2023. This decline was attributed to:

- **Restricted Cash – Non-Current Portion**

  In 2024, the Company recorded non-current restricted cash of Rp38 million, a significant decrease of 98.18% or equivalent to Rp2.05 billion compared to Rp2.08 billion in the previous year.

- **Prepaid Taxes – Non-Current Portion**
  In 2024, the value of prepaid taxes (non-current portion) declined by 79.39% or Rp62.02 billion, from Rp78.11 billion in 2023 to Rp16.10 billion in 2024. This decrease mainly due to a lower amount of prepaid Value Added Tax (VAT) and Corporate Income Tax throughout the year.

- **Fixed Assets**
  As of 2024, the Company's fixed assets of Rp153.79 billion, reflecting a decrease of 18.36% or Rp34.58 billion compared to Rp188.37 billion recorded in the previous year.

- **Right-of-Use Assets**
  In 2024, right-of-use assets were recorded at Rp5.68 billion, a decrease of 55.59% or Rp7.11 billion from Rp12.78 billion in 2023. This decline was mainly due to an increase in the reclassification of vehicle acquisition costs.

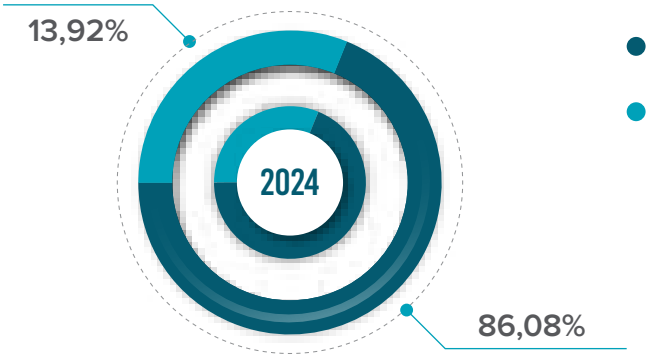
LIABILITAS

Sampai dengan akhir tahun 2024, Perusahaan mencatatkan jumlah liabilitas sebesar Rp481,86 miliar. Jumlah ini mengalami peningkatan sebesar Rp263,60 miliar atau 120,77% dari tahun sebelumnya yang tercatat Rp218,26 miliar. Komposisi liabilitas Perusahaan pada tahun 2024 terdiri dari 86,08% liabilitas jangka pendek dan 13,92% liabilitas jangka panjang.

LIABILITIES

As of December 31, 2024, the Company reported total liabilities of Rp481.86 billion, reflecting an increase of Rp263.60 billion or 120.77% compared to Rp218.26 billion in the previous year. The composition of the Company's liabilities in 2024 comprised 86.08% current liabilities and 13.92% non-current liabilities.

KOMPOSISI LIABILITAS
Liabilities Composition



LIABILITAS JANGKA PENDEK

CURRENT LIABILITIES

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Utang Usaha	74.910	42.577	32.333	75,94%	Trade Payable
Utang Lain-lain	3.990	1.976	2.014	101,92%	Other Payables
Utang Pajak:					Tax Debt:
Pajak Penghasilan Badan	9.322	9.996	(674)	(6,74%)	Corporate Income Tax
Pajak lainnya	41.068	14.144	26.924	190,36%	Other Taxes
Biaya Masih Harus Dibayar	223.953	64.951	159.002	244,80%	Accrued Expenses
Liabilitas Imbalan Kerja - jangka pendek	57.348	31.791	25.557	80,39%	Short term Employee Benefits Liabilities
Liabilitas Sewa – jangka pendek	4.189	6.993	(2.804)	(40,10%)	Lease Liabilities - Current Portion
Jumlah Liabilitas Jangka Pendek	**414.780**	**172.428**	**242.352**	**140,55%**	**Total Non-Current Assets**

Dalam Juta Rupiah | In Million Rupiah

Pada akhir tahun 2024, jumlah Liabilitas Jangka Pendek Perusahaan tercatat Rp414,78 miliar, mengalami peningkatan 140,55% dari tahun 2023 sebesar Rp172,43 miliar. Faktor yang mendorong peningkatan tersebut adalah sebagai berikut:

- **Utang Usaha**
  Pada tahun 2024, utang usaha Perusahaan tercatat sebesar Rp74,91 miliar, mengalami peningkatan sebesar 75,94% dibandingkan tahun 2023 yang sebesar Rp42,58 miliar. Kenaikan ini terutama disebabkan oleh peningkatan utang usaha kepada pihak ketiga maupun pihak berelasi, seiring dengan bertambahnya kebutuhan pembelian bahan baku, suku cadang, serta jasa untuk mendukung kegiatan operasional perusahaan.

- **Utang Lain-lain**
  Pada tahun 2024, Perusahaan mencatatkan utang lain-lain sebesar Rp3,99 miliar, jumlah tersebut naik 101,92% dari tahun sebelumnya yang tercatat Rp1,98 miliar.

- **Utang Pajak Lainnya**
  Utang pajak lainnya pada tahun 2024 mengalami peningkatan 190,36% dari Rp14,14 miliar pada tahun 2023 menjadi Rp41,07 miliar pada tahun 2024. Peningkatan ini dipengaruhi oleh bertambahnya utang pajak pertambahan nilai.

- **Biaya yang Masih Harus Dibayar**
  Pada tahun 2024, biaya yang masih harus dibayar oleh Perusahaan tercatat sebesar Rp223,95 miliar, meningkat sebesar 244,80% dibandingkan tahun sebelumnya yang berjumlah Rp64,95 miliar. Peningkatan ini disebabkan oleh bertambahnya kewajiban pembayaran atas pengadaan barang dan jasa, kegiatan perbaikan dan pemeliharaan, serta program pendidikan dan pelatihan yang dilaksanakan selama tahun 2024.

- **Liabilitas Sewa - Jangka Pendek**
  Pada tahun 2024, liabilitas imbalan kerja jangka pendek tercatat sebesar Rp57,35 miliar, meningkat sebesar 80,39% dibandingkan tahun 2023 yang sebesar Rp31,79 miliar. Peningkatan ini terutama disebabkan oleh bertambahnya kewajiban Perusahaan terkait pembayaran bonus dan insentif atas pencapaian kinerja karyawan selama tahun berjalan.

At the end of 2024, the Company's current liabilities was Rp414.78 billion, an increase of 140.55% from Rp172.43 billion in 2023. The factors contributing to this increase are as follows:

- **Trade Payables**
  In 2024, the Company recorded account payables of Rp74.91 billion, an increase of 75.94% compared to Rp42.58 billion in 2023. This increase was mainly due to an increase in trade payables to both third parties and related parties, in line with the growing needs for raw materials, spare parts, and services to support the Company's operations.

- **Other Payables**
  In 2024, the Company recorded other payables was Rp3.99 billion, a 101.92% increase from Rp1.98 billion in the previous year.

- **Other Tax Payables**
  Other taxes payable increased by 190.36% in 2024, from Rp14.14 billion in 2023 to Rp41.07 billion. This increase was driven primarily by an increase in outstanding value-added tax (VAT) obligations during the year.

- **Accrued Expenses**
  As of 2024, the Company recorded accrued expenses of Rp223.95 billion, representing an increase of 244.80% from Rp64.95 billion in the previous year. The increase mainly due to an increase in outstanding liabilities related to procurement of goods and services, maintenance activities, and employee training and development programs carried out during the year.

- **Lease Liabilities - Current Portion**
  In 2024, current liabilities on employee benefits was Rp57.35 billion, an increase of 80.39% from Rp31.79 billion in 2023. This increase was mainly attributed to the Company's growing obligations related to the provision of bonuses and performance-based incentives for employees during the year.

LIABILITAS JANGKA PANJANG

NON-CURRENT LIABILITIES

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Liabilitas Sewa - jangka panjang	35.463	5.209	30.254	580,80%	Lease Liabilities - Non Current Portion
Liabilitas Imbalan Pascakerja	31.621	40.627	(9.006)	(22,17%)	Post-Employement Benefit Liabilities
Jumlah Liabilitas Jangka Panjang	**67.084**	**45.836**	**21.248**	**46,36%**	**Total Non-Current Liabilities**

Dalam Juta Rupiah | In Million Rupiah

Pada tahun 2024, PLN IP Services mencatatkan liabilitas jangka panjang sebesar Rp67,08 miliar, meningkat sebesar 46,36% dibandingkan tahun 2023 yang tercatat sebesar Rp45,84 miliar. Peningkatan ini terutama disebabkan oleh bertambahnya liabilitas sewa jangka panjang yang berasal dari kerja sama dengan Koperasi Karyawan PLN IPS.

In 2024, PLN IP Services recorded non-current liabilities of Rp67.08 billion, an increase of 46.36% compared to Rp45.84 billion in 2023. This increase was primarily attributable to the rise in long-term lease liabilities resulting from a cooperation agreement with the PLN IPS Employee Cooperative.

EKUITAS

EQUITY

Total ekuitas pada akhir tahun 2024 tercatat sebesar Rp946,94 miliar, meningkat 5,32% dari tahun sebelumnya yang tercatat sebesar Rp899,09 miliar. Hal ini terutama disebabkan oleh peningkatan pada saldo laba yang belum ditentukan penggunaannya dan penghasilan komprehensif lain.

At the end of 2024, total equity was recorded at Rp946.94 billion, an increase of 5.32% compared to Rp899.09 billion in the previous year. This increase was primarily driven by higher retained earnings and other comprehensive income.

Komposisi ekuitas perusahaan pada tahun 2024 meliputi modal saham sebesar Rp514,87 miliar dan tambahan modal disetor sebesar Rp23,72 miliar, yang tetap stabil dibandingkan dengan tahun sebelumnya.

The composition of the Company's equity in 2024 consisted of share capital was Rp514.87 billion and additional paid-in capital of Rp23.72 billion, both of which remained stable compared to the previous year.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Modal Saham	514.868	514.868	0	0,00%	Capital Stock
Tambahan Modal Disetor	23.719	23.719	0	0,00%	Additional paid - In Capital Retained Earnings
Saldo Laba					Retained Earning
Ditentukan Penggunaannya	159.332	159.332	0	0,00%	Appropriated
Belum ditentukan penggunaannya	239.167	203.842	35.325	17,33%	Non-Appropriated
Penghasilan Komprehensif Lain	9.852	(2.674)	12.526	468,44%	Other Comprehensive Income
Total Ekuitas	**946.938**	**899.087**	**47.851**	**5,32%**	**Total Equity**

Dalam Juta Rupiah | In Million Rupiah

LAPORAN LABA (RUGI)

Statement of Profit (Loss)

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
PENDAPATAN USAHA	2.238.049	1.607.653	630.396	39,21%	OPERATING REVENUES
Pendapatan sewa	62.411	-	62.411	100,00%	Lease income
Total pendapatan	**2.300.460**	**1.607.653**	**692.807**	**43,09%**	**Total revenue**
Beban pokok pendapatan	(2.015.818)	(1.371.525)	(644.293)	46,98%	Cost of revenue
LABA BRUTO	**284.642**	**236.128**	**48.514**	**20,55%**	**GROSS PROFIT**
Beban Umum dan Administrasi	(122.646)	(91.269)	(31.377)	34,38%	General and Administrative Expenses
Beban Lain-lain - Bersih	(32.708)	(13.937)	(18.771)	134,68%	Others Expenses - Net
LABA USAHA	**129.288**	**130.922**	**(1.634)**	**(1,25%)**	**OPERATING INCOME**
Penghasilan Keuangan	6.992	5.567	1.425	25,60%	Share of Net Income in Joint Ventures
Bagian Laba Bersih pada Ventura Bersama	1.933	1.585	348	21,96%	Financial Income
Beban Keuangan	(1.961)	(922)	(1.039)	112,69%	Financial Expenses
LABA SEBELUM PAJAK	**136.252**	**137.152**	**(900)**	**(0,66%)**	**PROFIT BEFORE TAX**
Beban pajak penghasilan	(55.379)	(46.055)	(9.324)	20,25%	Income Tax Expense
LABA TAHUN BERJALAN	**80.873**	**91.097**	**(10.224)**	**(11,22%)**	**PROFIT FOR THE YEAR**
(Rugi)/Penghasilan Komprehensif Lain					**Other Comprehensive (Loss)/Income**
Pos-pos yang akan direklasifikasi ke laba rugi:					Items that will be reclassified to profit or loss:
Selisih kurs karena penjabaran laporan keuangan	-	(49)	49	100,00%	Foreign exchange differences on translation of financial statements
Pos-pos yang tidak akan direklasifikasi ke laba rugi:					Items that will not be reclassified to profit or loss:
Pengukuran kembali atas liabilitas imbalan pascakerja	16.059	(800)	16.859	2.107,38%	Remeasurement of employee benefit obligation
Pajak penghasilan terkait	(3.533)	176	(3.709)	2.107,39%	Income tax related
(Rugi)/Penghasilan Komprehensif Lain, Setelah Pajak	**12.526**	**(673)**	**13.199**	**1.961,22%**	**Other Comprehensive (Loss)/Income, net of tax**
Jumlah Penghasilan Komprehensif Tahun Berjalan	**93.399**	**90.424**	**2.975**	**3,29%**	**Total Comprehensive Income For The Year**

Dalam Juta Rupiah | In Million Rupiah

PENDAPATAN USAHA

Pada tahun 2024, pendapatan usaha Perusahaan tercatat sebesar Rp2,30 triliun, meningkat sebesar 43,09% dibandingkan tahun 2023 yang sebesar Rp1,61 triliun. Peningkatan ini didorong oleh pertumbuhan pendapatan dari seluruh lini usaha utama, yaitu penjualan material dan suku cadang, jasa operasi dan pemeliharaan, serta penjualan tenaga listrik. Selain itu, pada tahun 2024 Perusahaan juga mulai mencatatkan kontribusi pendapatan dari lini usaha baru, yaitu penyewaan pembangkit listrik.

REVENUES

In 2024, the Company recorded operating revenue of Rp2.30 trillion, an increase of 43.09% compared to Rp1.61 trillion in 2023. This growth was driven by increased revenue across all core business lines, including the sale of materials and spare parts, operations and maintenance services, and electricity sales. In addition, in 2024, the Company also began to record revenue contributions from a new line of business—power plant rental services.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Pendapatan dari penjualan material dan suku cadang	222.737	202.317	20.420	10,09%	Revenue from Sales of Materials and Spare Parts
Pendapatan jasa operasi dan pemeliharaan	1.815.378	1.224.195	591.183	48,29%	Operating and Maintenance Service Income
Penjualan tenaga listrik	199.934	181.141	18.793	10,37%	Electricity Sales
Sewa pembangkit listrik	62.411	-	62.411	100,00%	Rental of power plant
Jumlah Pendapatan Usaha	**2.300.460**	**1.607.653**	**692.807**	**43,09%**	**Total Operating Revenues**

Dalam Juta Rupiah | In Million Rupiah

BEBAN POKOK PENDAPATAN

Hingga akhir tahun 2024, beban pokok pendapatan Perseroan tercatat sebesar Rp2,02 triliun, meningkat dibandingkan tahun 2023 yang sebesar Rp1,37 triliun. Kenaikan ini terutama disebabkan oleh peningkatan beban terkait kegiatan perbaikan dan pemeliharaan, beban gaji dan tunjangan, beban sewa, serta pembelian bahan bakar dan minyak pelumas guna mendukung operasional perusahaan.

COST OF REVENUES

As of the end of 2024, the Company's cost of revenue was Rp2.02 trillion, an increase compared to Rp1.37 trillion in 2023. This increase was primarily driven by higher expenses related to maintenance and repair activities, salaries and employee benefits, rental costs, as well as the purchase of fuel and lubricants to support the Company's operations.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Perbaikan dan pemeliharaan	1.264.366	734.159	530.207	72,22%	Repair and Maintenance
Gaji dan tunjangan	571.621	530.807	40.814	7,69%	Salaries and Allowances
Penyusutan	74.214	80.691	(6.477)	(8,03%)	Depreciation
Sewa	88.669	14.431	74.238	514,43%	Rental
Bahan bakar dan minyak pelumas	16.948	11.437	5.511	48,19%	Fuel and Lubricant
Jumlah Beban Pokok Pendapatan	**2.015.818**	**1.371.525**	**644.293**	**46,98%**	**Total Cost of Revenue**

Dalam Juta Rupiah | In Million Rupiah



LABA TAHUN BERJALAN

Pada tahun 2024, laba bersih tahun berjalan yang diperoleh Perseroan tercatat sebesar Rp80,87 miliar, menurun sebesar 11,22% dibandingkan tahun 2023 yang mencapai Rp91,10 miliar. Penurunan laba ini terutama disebabkan oleh meningkatnya beban umum dan administrasi, beban lainnya, beban keuangan, serta beban pajak penghasilan yang ditanggung selama tahun berjalan.

PROFIT FOR THE YEAR

In 2024, the Company recorded a net profit for the year of Rp80.87 billion, a decrease of 11.22% compared to Rp91.10 billion in 2023. This decline in profit was primarily due to an increase in general and administrative expenses, other expenses, finance costs, and income tax expenses incurred during the year.

(RUGI)/PENGHASILAN KOMPREHENSIF LAIN

Pada tahun 2024, Perusahaan mencatat penghasilan komprehensif lain sebesar Rp12,53 miliar, jumlah ini mengalami perubahan dari tahun sebelumnya yang mencatatkan rugi komprehensif lain sebesar Rp637 juta. Perubahan ini dipengaruhi oleh adanya pengukuran kembali atas liabilitas imbalan pasca kerja.

OTHER COMPREHENSIVE (LOSS)/ INCOME

In 2024, the Company recorded other comprehensive income of Rp12.53 billion, a significant improvement compared to the previous year, which recorded other comprehensive loss of Rp637 million. This change was primarily driven by the remeasurement of post-employment benefit liabilities.

JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Pada tahun 2024 Perusahaan mencatat jumlah penghasilan komprehensif tahun berjalan sebesar Rp93,40 miliar, meningkat 3,29% dari tahun sebelumnya yang tercatat Rp90,42 miliar.

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

In 2024, the Company recorded total comprehensive income of Rp93.40 billion, an increase of 3.29% compared to Rp90.42 billion in the previous year.

LAPORAN ARUS KAS
Statement of Cash Flows

Pada tahun 2024, Arus kas bersih yang dihasilkan dari aktivitas operasi meningkat sebesar 129,81%. Sementara itu arus kas yang digunakan untuk aktivitas investasi dan pendanaan menunjukkan penurunan masing-masing sebesar 19,39% dan 27,41%.

In 2024, net cash flows generated from operating activities increased by 129.81%. Meanwhile, cash outflows used for investing and financing activities decreased by 19.39% and 27.41%, respectively.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Arus Kas dari Aktivitas Operasi	237.292	103.254	134.038	129,81%	Cash Flow from Operating Activities
Arus Kas dari Aktivitas Investasi	(39.626)	(49.160)	9.534	(19,39%)	Cash Flow from Investing Activities
Arus Kas dari Aktivitas Pendanaan	(62.800)	(86.518)	23.718	(27,41%)	Cash Flow from Financing Activities
Penurunan Bersih Kas dan Setara Kas	134.866	(32.424)	167.290	(515,94%)	Net Decrease in Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	227.025	259.449	(32.424)	(12,50%)	Cash and Cash Equivalents at the Beginning of Year
Kas dan Setara Kas Akhir Tahun	361.891	227.025	134.866	59,41%	Cash and CashEquivalents at the end of Year

Dalam juta Rupiah | In Rupiah million

ARUS KAS DARI AKTIVITAS OPERASI

Pada tahun 2024, arus kas bersih yang diperoleh dari aktivitas operasi tercatat sebesar Rp237,29 miliar, meningkat sebesar 129,81% dibandingkan tahun 2023 yang sebesar Rp103,25 miliar. Peningkatan ini sejalan dengan naiknya pendapatan usaha Perusahaan sepanjang tahun 2024, serta didukung oleh peningkatan penerimaan dari pengembalian pajak yang turut memberikan kontribusi positif terhadap arus kas operasi.

CASH FLOW FROM OPERATING ACTIVITIES

In 2024, net cash flows generated from operating activities was Rp237.29 billion, an increase of 129.81% compared to Rp103.25 billion in 2023. This increase was in line with the Company's higher operating revenue throughout 2024 and was further supported by an increase in tax refund receipts, which contributed positively to operating cash flows.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Penerimaan dari pelanggan	2.010.006	1.668.398	341.608	20,48%	Receipt from customers
Pembayaran kepada pemasok	(1.233.002)	(1.053.370)	(179.632)	17,05%	Payments to suppliers
Pembayaran kepada karyawan	(619.341)	(508.170)	(111.171)	21,88%	Payments to employees
Pembayaran pajak penghasilan badan	(66.243)	(50.670)	(15.573)	30,73%	Payment of corporate income tax
Penerimaan pengembalian pajak	142.421	39.421	103.000	261,28%	Receipts of tax refunds
Penerimaan penghasilan keuangan	5.412	8.567	(3.155)	(36,83%)	Receipt of finance income
Pembayaran beban keuangan	(1.961)	(922)	(1.039)	112,69%	Payment of financial expenses
Kas Bersih Diperoleh dari Aktivitas Operasi	**237.292**	**103.254**	**134.038**	**129,81%**	**Net Cash Generated from Operating Activities**

Dalam Juta Rupiah | In Million Rupiah

ARUS KAS DARI AKTIVITAS INVESTASI

Pada tahun 2024, kas bersih yang digunakan untuk aktivitas investasi tercatat sebesar Rp39,63 miliar, menurun sebesar 19,39% dibandingkan tahun 2023 yang sebesar Rp49,16 miliar. Penurunan ini terutama disebabkan oleh adanya pembatasan penggunaan kas yang ditarik, sehubungan dengan alokasi dana untuk jaminan pelaksanaan proyek.

CASH FLOW FROM INVESTING ACTIVITIES

In 2024, net cash used in investing activities was Rp39.63 billion, a decrease of 19.39% compared to Rp49.16 billion in 2023. This decline was primarily due to restrictions on the use of withdrawn funds, related to the allocation of cash for project performance guarantees.

Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Penarikan/(penempatan) kas yang dibatasi penggunaannya untuk jaminan pelaksanaan	2.567	(24.983)	27.550	(110,27%)	Withdrawal/(placement) of restricted cash for performance bonds
Perolehan aset tetap	(42.193)	(17.236)	(24.957)	144,80%	Acquisition of fixed assets
Penempatan deposito berjangka	-	(2.500)	(2.500)	(100,00%)	Placements of time deposits
Penambahan piutang dari ventura bersama	-	(19.397)	(19.397)	(100,00%)	Additions of receivables from a joint venture
Penerimaan atas pembayaran piutang dari ventura bersama	-	14.956	14.956	(100,00%)	Receipt for payments of receivables from a joint venture
Kas Bersih Digunakan untuk Aktivitas Investasi	**(39.626)**	**(49.160)**	**9.534**	**(19,39%)**	**Net Cash Used for Investing Activities**

Dalam Juta Rupiah | In Million Rupiah

ARUS KAS DARI AKTIVITAS PENDANAAN

Hingga akhir tahun 2024, arus kas bersih yang digunakan untuk aktivitas pendanaan tercatat sebesar Rp62,80 miliar, turun 27,41% dibandingkan tahun 2023 yang sebesar Rp86,52 miliar. Penurunan ini terutama disebabkan oleh berkurangnya jumlah pembayaran dividen selama tahun berjalan.

Pengurangan pembayaran dividen menunjukkan upaya perusahaan untuk menyimpan lebih banyak kas guna menjaga likuiditas dan mengatasi tantangan operasional.

CASH FLOW FROM FINANCING ACTIVITIES

Cash used in financing activities as of the end of 2023 was Rp86.52 billion, down 45.44% from Rp158.57 billion in 2022. This decrease was primarily due to a 46.16% decrease in dividend payments to shareholders and a 37.49% decrease in lease liability payments.

The reduction in dividend payments indicates the company's efforts to conserve more cash to maintain liquidity and address operational challenges.

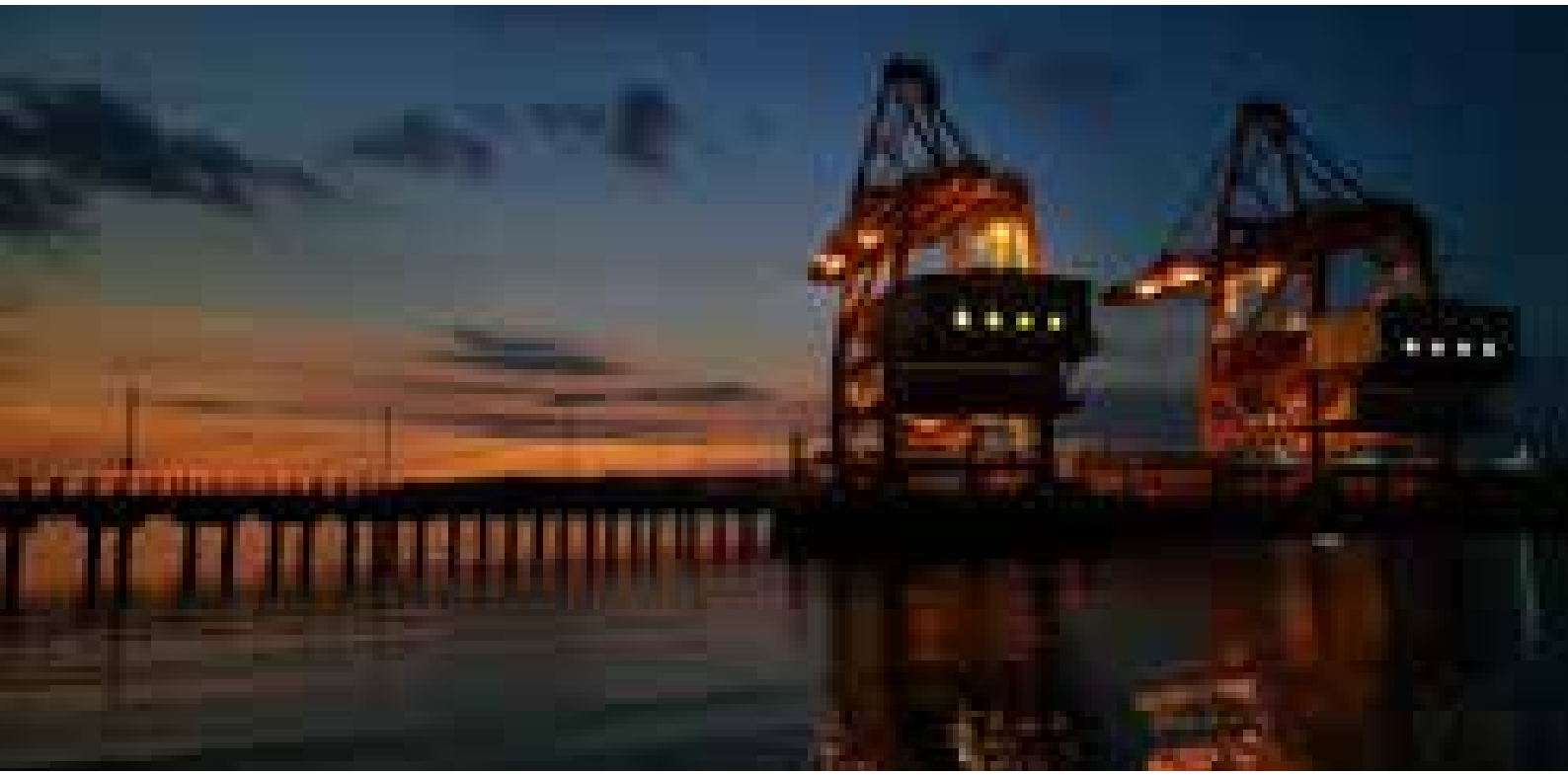
Uraian	2024	2023	Pertumbuhan/(Penurunan) Increase/ (Decrease)		Description
			Rp	%	
Pembayaran dividen	(45.543)	(78.228)	32.685	(41,78%)	Dividend payment
Pembayaran liabilitas sewa	(17.257)	(8.290)	(8.967)	108,17%	Payment of lease liabilities
Kas Bersih Digunakan untuk Aktivitas Pendanaan	**(62.800)**	**(86.518)**	**23.718**	**(27,41%)**	**Net Cash Used for Financing Activities**

Dalam Juta Rupiah | In Million Rupiah

RASIO KEUANGAN UTAMA

Key Financial Ratio

Uraian	2024	2023	2022	Description
Rasio Likuiditas				**Liquidity Ratio**
Rasio Kas	0,87	1,32	0,94	Cash Ratio
Rasio Cepat	2,76	4,36	2,84	Quick Ratio
Rasio Lancar	2,78	4,46	2,88	Current Ratio
Rasio Solvabilitas				**Solvency Ratio**
Rasio Utang terhadap Aset (DAR)	0,34	0,20	0,26	Debt to Assets Ratio (DAR)
Rasio Utang terhadap Ekuitas (DER)	0,51	0,24	0,35	Debt to Equity Ratio (DER)
Rasio Profitabilitas (%)				**Profitability Ratio (%)**
Tingkat Pengembalian Aset (ROA)	6,54%	8,09%	13,29%	Return on Assets (ROA)
Tingkat Pengembalian Ekuitas (ROE)	9,86%	10,06%	17,97%	Return on Equity (ROE)
Profit Margin Rasio	4,17%	5,62%	9,10%	Margin Ratio Profit
Kolektibilitas Piutang				**Accounts Receivable**
Receivables Turnover (kali)	4,22	3,68	4,17	Receivables Turnover (times)
Collection Period (hari)	87	99	88	Collection Period (days)



KEMAMPUAN MEMBAYAR UTANG

Solvability

Kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek maupun jangka panjang tercermin melalui sejumlah rasio keuangan utama, seperti rasio likuiditas, solvabilitas, dan rasio lancar. Perusahaan senantiasa menjaga tingkat kemampuan pembayaran utang secara optimal sebagai bagian dari upaya untuk memastikan kelangsungan usaha serta menjaga kepercayaan pemangku kepentingan.

RASIO LIKUIDITAS

1. **Rasio Kas**
   Rasio kas mencerminkan kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek menggunakan kas dan setara kas yang tersedia. Pada tahun 2024, rasio kas tercatat sebesar 0,87, mengalami penyesuaian dari 1,32 pada tahun 2023. Meskipun terjadi penurunan, rasio ini tetap mencerminkan posisi likuiditas yang relatif sehat, didukung oleh pengelolaan arus kas operasional yang lebih optimal dan alokasi kas yang lebih efisien untuk mendukung kegiatan investasi dan pertumbuhan usaha dimasa mendatang.
2. **Rasio Cepat**
   Rasio cepat mencerminkan kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek dengan menggunakan aset lancar yang paling likuid, tidak termasuk persediaan. Pada tahun 2024, rasio cepat tercatat sebesar 2,76, terdapat penyesuaian dari 4,36 pada tahun 2023. Meskipun terjadi penurunan, rasio ini tetap menunjukkan posisi likuiditas yang kuat, dengan aset lancar yang cukup untuk menutup kewajiban jangka pendek.
3. **Rasio Lancar**
   Rasio lancar menggambarkan kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek dengan menggunakan seluruh aset lancar yang dimiliki. Pada tahun 2024, rasio lancar tercatat sebesar 2,78, mengalami penyesuaian dari 4,46 pada tahun 2023. Meskipun terjadi penurunan, rasio ini tetap berada pada tingkat yang sehat dan mencerminkan kemampuan likuiditas Perusahaan yang kuat.

The Company's ability to meet both short-term and long-term obligations is reflected in several key financial ratios, such as liquidity, solvency, and current ratios. The Company consistently maintains an optimal level of debt repayment capacity as part of its efforts to ensure business continuity and uphold stakeholder confidence.

LIQUIDITY RATIO

1. **Cash Ratio**
   The cash ratio reflects the Company's ability to meet its short-term obligations using available cash and cash equivalents. In 2024, the cash ratio was recorded at 0.87, adjusting from 1.32 in 2023. Despite the decline, the ratio still indicates a relatively healthy liquidity position, supported by more optimized operational cash flow management and more efficient cash allocation to support future investment activities and business growth.
2. **Quick Ratio**
   The quick ratio reflects the Company's ability to meet its short-term obligations using the most liquid current assets, excluding inventories. In 2024, the quick ratio was recorded at 2.76, a slight adjustment from 4.36 in 2023. Despite the decline, this ratio still indicates a strong liquidity position, with sufficient current assets available to cover short-term liabilities.
3. **Current Ratio**
   The current ratio reflects the Company's ability to meet its short-term obligations using all of its current assets. In 2024, the current ratio was recorded at 2.78, a slight adjustment from 4.46 in 2023. Despite the decrease, the ratio remains at a healthy level and indicates the Company's strong liquidity position.

RASIO SOLVABILITAS

1. **Rasio Utang terhadap Aset (DAR)**
   Rasio *Debt to Asset Ratio* (DAR) Perusahaan mengalami penyesuaian dari 0,20 pada tahun 2023 menjadi 0,34 pada tahun 2024. Peningkatan ini mencerminkan adanya tambahan pendanaan melalui utang untuk mendukung kebutuhan pengembangan usaha. Meskipun terjadi peningkatan rasio utang terhadap total aset, struktur permodalan Perusahaan tetap berada pada tingkat yang sehat dan terkendali.

2. **Rasio Utang terhadap Ekuitas (DER)**
   Rasio *Debt to Equity Ratio* (DER) Perusahaan meningkat dari 0,24 pada tahun 2023 menjadi 0,51 pada tahun 2024. Peningkatan ini mencerminkan adanya strategi pendanaan yang seimbang antara penggunaan modal sendiri dan utang, guna mendukung ekspansi serta penguatan operasional perusahaan. Meskipun terjadi peningkatan, rasio DER masih berada dalam batas wajar, mencerminkan struktur permodalan yang sehat dan kemampuan Perusahaan dalam mengelola kewajiban.

Secara keseluruhan, meskipun terjadi penyesuaian pada beberapa rasio likuiditas, peningkatan rasio solvabilitas menunjukkan bahwa Perusahaan tetap berada dalam kondisi keuangan yang solid. Hal ini mencerminkan kemampuan Perusahaan yang tetap kuat dalam memenuhi kewajiban jangka pendek maupun jangka panjang.

SOLVENCY RATIO

1. **Debt to Assets Ratio (DAR)**
   The Company's Debt to Asset Ratio (DAR) increased from 0.20 in 2023 to 0.34 in 2024. This increase reflects additional funding through debt to support business development needs. Despite the rise in the debt-to-asset ratio, the Company's capital structure remains healthy and well-managed.

2. **Debt to Equity Ratio (DER)**
   The Company's Debt to Equity Ratio (DER) increased from 0.24 in 2023 to 0.51 in 2024. This increase reflects a balanced financing strategy between the use of equity and debt to support business expansion and operational strengthening. Despite the increase, the DER remains within a reasonable range, indicating a healthy capital structure and the Company's strong ability to manage its obligations.

Overall, despite adjustments in several liquidity ratios, the increase in solvency ratios indicates that the Company remains in a solid financial position. This reflects the Company's continued strength in meeting both its short-term and long-term obligations.



KOLEKTIBILITAS PIUTANG
Receivables Collectibility

Perusahaan menggunakan Periode Penagihan Rata-rata dan Rasio Perputaran Piutang untuk mengetahui kemampuan Perusahaan dalam menagih piutang. Nilai Periode Penagihan yang kecil mencerminkan semakin cepat Perusahaan dapat menagih piutang dan tingkat Perputaran Piutang mencerminkan tingkat efisiensi modal Perusahaan.

The Company uses the Average Collection Period and Receivables Turnover Ratio to assess its ability to collect receivables. A shorter collection period indicates faster receivables collection, while a higher receivables turnover ratio reflects greater efficiency in the use of the Company's working capital.

Peningkatan rasio perputaran piutang (*Receivables Turnover*) dari 3,68 kali pada tahun 2023 menjadi 4,22 kali pada tahun 2024 mencerminkan peningkatan efektivitas Perusahaan dalam mengelola dan menagih piutang usaha. Rasio ini menunjukkan bahwa Perusahaan semakin cepat dalam mengubah piutang menjadi kas, yang turut berkontribusi pada penguatan likuiditas dan efisiensi arus kas operasional secara keseluruhan.

The increase in the receivables turnover ratio from 3.68 times in 2023 to 4.22 times in 2024 indicates improved effectiveness in managing and collecting trade receivables. This ratio demonstrates that the Company is converting receivables into cash more quickly, contributing to stronger liquidity and improved operational cash flow efficiency.

Penurunan rata-rata periode penagihan (*Collection Period*) dari 99 hari pada tahun 2023 menjadi 87 hari pada tahun 2024 menunjukkan bahwa Perusahaan mampu menagih piutang dalam waktu yang lebih cepat. Hal ini merupakan indikator positif atas efektivitas pengelolaan piutang usaha. Percepatan periode penagihan turut mendukung kelancaran arus kas dan penguatan posisi likuiditas Perusahaan.

The decrease in the average collection period from 99 days in 2023 to 87 days in 2024 shows that the Company is collecting receivables in a shorter timeframe. This is a positive indicator of the Company's receivables management effectiveness. The accelerated collection period supports smoother cash flow and enhances the Company's liquidity position.

Secara keseluruhan, peningkatan rasio perputaran piutang (*Receivables Turnover*) dan percepatan periode penagihan (*Collection Period*) menunjukkan bahwa tingkat kolektibilitas piutang Perusahaan mengalami perbaikan dan mencerminkan efektivitas strategi pengelolaan piutang yang diterapkan. Peningkatan kinerja ini turut berkontribusi terhadap penguatan arus kas operasional dan stabilitas keuangan Perusahaan secara keseluruhan.

Overall, the increase in the receivables turnover ratio and the shortening of the collection period reflect an improvement in the Company's receivables collectability and the effectiveness of its receivables management strategy. This improved performance has contributed to stronger operational cash flow and greater financial stability.

STRUKTUR MODAL DAN KEBIJAKAN STRUKTUR MODAL

Capital Structure and Capital Structure Policy

KEBIJAKAN MANAJEMEN ATAS STRUKTUR PERMODALAN

Kebijakan Perusahaan adalah mempertahankan struktur permodalan yang sehat guna memastikan akses terhadap sumber pendanaan dengan biaya yang wajar. Pendekatan ini mendukung stabilitas keuangan serta memberikan fleksibilitas dalam memenuhi kebutuhan operasional maupun strategi bisnis. Hingga akhir tahun 2024, tidak terdapat perubahan pada struktur modal Perusahaan.

MANAGEMENT POLICY ON CAPITAL STRUCTURE

The Company's policy is to maintain a healthy capital structure to ensure access to funding sources at a reasonable cost. This approach supports financial stability and provides flexibility in meeting both operational needs and business strategies. As of the end of 2024, there were no changes to the Company's capital structure.

DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Pengelolaan modal Perusahaan untuk memastikan terpeliharanya rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Perusahaan mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi, namun Perusahaan tetap menjaga keseimbangan antara ekuitas dan utang secara berkala dan memastikan bahwa seluruh rasio keuangan sudah sesuai.

BASIS FOR SELECTION OF MANAGEMENT POLICY ON CAPITAL STRUCTURE

Management of the Company's capital to ensure the maintenance of sound capital ratio to support the business and maximize returns for shareholders. The Company manages the capital structure and makes adjustment, based on changes in economic condition, but the Company still maintains a balance between equity and debt on a regular basis and ensures that all financial ratios are appropriate.

RINCIAN STRUKTUR MODAL

Struktur modal Perusahaan per 31 Desember 2024 dapat dijelaskan dalam tabel berikut:

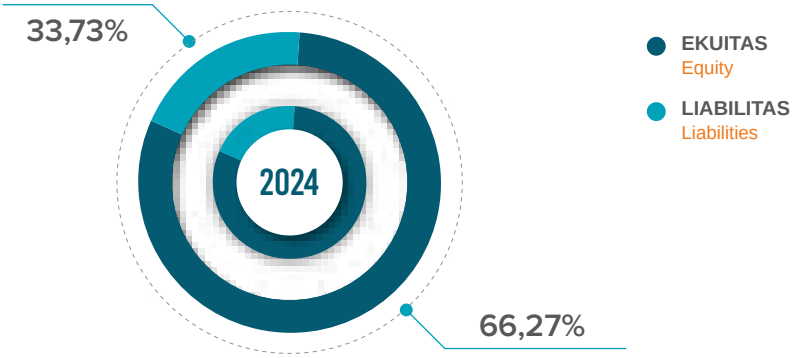
DETAILS ON CAPITAL STRUCTURE

The Company's capital structure as of December 31, 2024 can be explained in the following table:

Uraian	2024		2023		Description
	Rp	%	Rp	%	
Jumlah Liabilitas	481.864	33,73%	218.264	19,53%	Total Liabilities
Ekuitas	946.938	66,27%	899.087	80,47%	Equity
Total Liabilitas dan Ekuitas	**1.428.802**	**100%**	**1.117.351**	**100%**	**Total Liabilities and Equity**
Rasio Jumlah Liabilitas terhadap Ekuitas		**50,89%**		**24,28%**	**Ratio of Total Liabilities to Equity**

Dalam juta Rupiah | In Rupiah million

GRAFIK STRUKTUR MODAL
Graph of CAPITAL STRUCTURE



Struktur modal Perusahaan pada tahun 2024 terdiri dari Liabilitas sebesar Rp481,86 miliar, meningkat dibandingkan tahun 2023. Selain itu struktur modal yang dibiayai dari Ekuitas sebesar Rp946,94 miliar yang lebih tinggi dibandingkan tahun 2023. Komposisi permodalan Perusahaan pada tahun 2024 yaitu terdiri dari 33,73% liabilitas dan 66,27% ekuitas dengan Rasio Utang terhadap Ekuitas sebesar 50,89%. Proporsi ini mencerminkan struktur permodalan yang sehat dan seimbang, serta menunjukkan kemampuan Perseroan dalam mengelola pembiayaan melalui kombinasi modal sendiri dan utang secara optimal.

In 2024, the Company's capital structure consisted of liabilities was Rp481.86 billion, an increase compared to 2023. In addition, equity financing was Rp946.94 billion, also higher than the previous year. The composition of the Company's capital structure in 2024 comprised 33.73% liabilities and 66.27% equity, with a Debt to Equity Ratio (DER) of 50.89%. This proportion reflects a healthy and balanced capital structure, demonstrating the Company's ability to manage its financing through an optimal combination of equity and debt.

MEKANISME *REVIEW* STRUKTUR MODAL

Direksi Perusahaan secara berkala melakukan tinjauan struktur permodalan. Sebagai bagian dari tinjauan ini, Direksi mempertimbangkan biaya permodalan dan risiko yang berhubungan.

Perusahaan berusaha untuk meminimalkan biaya modal sehingga dapat memaksimalkan nilai Perusahaan. Oleh karena itu, kebijakan Grup dalam mencari pendanaan akan selalu memperhitungkan risiko keuangan yang mungkin timbul di masa depan.

CAPITAL STRUCTURE REVIEW MECHANISM

The Board of Directors of the Company periodically conducts a review of the capital structure. As part of this review, the Board of Directors considers the cost of capital and the associated risks.

The Company strives to minimize the cost of capital to maximize the value of the Company. Therefore, the Group's policy in raising funds will always consider the financial risks that may arise in the future.

TINGKAT LIKUIDITAS PERUSAHAAN

Perusahaan senantiasa melakukan monitoring terhadap rasio likuiditas, rasio ini mengindikasikan kemampuan Perusahaan dalam melunasi kewajiban jangka pendeknya. Semakin tinggi rasio likuiditas maka struktur modal akan semakin optimal. Pada tahun 2024, tingkat rasio utang terhadap ekuitas Perusahaan sebesar 50,89%, mengalami peningkatan dari tahun sebelumnya yang sebesar 24,28%.

LIQUIDITY LEVEL OF THE COMPANY

The Company always monitors the liquidity ratio, this ratio indicates the ability of the Company to pay off its short-term obligations. The higher the liquidity ratio, the more optimal the capital structure. In 2024, the Company's Debt to Equity Ratio (DER) was 50.89%, an increase from 24.28% in the previous year.

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Material Bonds for Capital Investment

PT PLN Indonesia Power Services tidak memiliki ikatan yang material untuk investasi barang modal pada tahun 2024 sehingga tidak dapat menyajikan informasi tentang jenis, nilai, tujuan, sumber dana, denominasi, maupun rencana atas investasi barang modal.

PT PLN Indonesia Power Services has no material commitments for capital goods investment in 2024, so it cannot provide information about the type, value, purpose, source of funds, denomination, or plans for capital goods investment.

IKATAN MATERIAL TAHUN 2024

Material Bond of 2024



Pada tahun 2024, Perseroan memiliki sejumlah ikatan material dan potensi kewajiban kontinjensi yang timbul sehubungan dengan kontrak pendapatan bersama pelanggan. Ikatan-ikatan ini mencakup komitmen terhadap pelaksanaan pekerjaan, penyediaan barang dan jasa, serta kewajiban lain yang tercantum dalam perjanjian kontraktual. Berikut adalah uraian mengenai ikatan material dan kontinjensi yang dilakukan oleh Perusahaan pada tahun 2024:

In 2024, the Company had several material commitments and potential contingent liabilities arising in connection with revenue contracts with customers. These commitments include obligations related to the execution of work, the provision of goods and services, as well as other responsibilities stipulated in contractual agreements. Below is a description of the material commitments, including bonds and contingencies, undertaken by the Company in the year 2024:

1. **PT PLN (Persero) Wilayah Nusa Tenggara Barat**
   Pada tanggal 22 Desember 2021, Perusahaan dan PLN menandatangani amandemen perjanjian atas kapasitas pengadaan dan pengoperasian sewa mesin genset MFO menjadi 20 MW di Pringgabaya Lombok Timur dan Jeranjang melalui perjanjian No. 009.Amd/BBC1- CDB/XII/2021. Perjanjian ini telah diamandemen beberapa kali, dengan amandemen terakhir tanggal 13 Desember 2024, tekait dengan perpanjangan jangka waktu perjanjian menjadi 31 Desember 2025.

   Pada tanggal 28 Juni 2024, Perusahaan mengadakan Perjanjian No. 006.Pj/BBC1- IPS/VI/2024 dengan PIP tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Sumbawa dan Bima. Perjanjian ini berlaku sampai dengan 28 Juni 2026. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

2. ***Ministry of Electricity and Water State of Kuwait***
   Pada tahun 2021, Perusahaan mengadakan Perjanjian No. MEW/MW/5620-2020/2021 tanggal 15 April 2021 dengan *Ministry of Electricity and Water State of* Kuwait tentang Pengadaan Jasa Penunjang Operasi dan Pemeliharaan untuk jaringan pembangkit listrik di negara Kuwait. Perjanjian ini telah diamandemen untuk memperpanjang jangka waktu perjanjian ini berlaku sampai dengan tanggal 16 Mei 2025. Sampai dengan tanggal penyelesaian laporan keuangan, perjanjian ini masih dalam proses perpanjangan.

3. **PLN Indonesia Power**
   Pada tanggal 10 Agustus 2018, Perusahaan mengadakan perjanjian No. 330.PJ/061 /IP/2018 dengan PIP tentang penyediaan tenaga listrik kapasitas neto 10 MW di Nusa Penida, Bali. Perjanjian ini telah diamandemen beberapa kali dengan terakhir amandemen untuk memperpanjang jangka waktu perjanjian ini berlaku sampai dengan tanggal 28 Februari 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran penyediaan listrik sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

1. **PT PLN (Persero) West Nusa Tenggara Region**
   On 22 December 2021, the Company and PLN signed an amendment agreement on the procurement and operation of the MFO generator engine rental with a capacity set to 20 MW in Pringgabaya, East Lombok and Jeranjang by agreement No.009.Amd/BBC1-CDB/XII/2021. This agreement has been amended several times, with the latest amendment on 13 December 2024, extending the agreement period until 31 December 2025.

   On 28 June 2024, the Company entered into Agreement No. 006.Pj/BBC1-IPS/VI/2024 with PIP regarding Procurement genset lease 15MW for power plant in region Sumbawa and Bima. The term of the agreement is valid until 28 June 2026. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

2. **Ministry of Electricity and Water State of Kuwait**
   In 2021, the Company entered into Agreement No. MEW/MW/5620-2020/2021 dated 15 April 2021 with the Ministry of Electricity and Water State of Kuwait regarding Procurement of Operation and Maintenance Support services for the electrical power distribution grids in Kuwait. This agreement has been amendment to extend the maturity date of the agreement is 16 May 2025. As at the completion date of the financial statements, this agreement is still in the process of being extended.

3. **PLN Indonesia Power**
   On 10 August 2018, the Company entered into agreement No. 330.PJ/061/IP/2018 with PIP regarding providing electricity with a net capacity of 10 MW in Nusa Penida, Bali. This agreement has been amendment several times, with the latest amendment to extend the maturity date of the agreement is 28 February 2028. Under the agreement, the Company will receive payments for the rental of a generator engine for an amount according to the determined formula.

INVESTASI BARANG MODAL YANG DIREALISASIKAN PADA TAHUN BUKU TERAKHIR

Capital Goods Investment Realized in the Fiscal Year



JENIS DAN NILAI INVESTASI BARANG MODAL

Investasi dalam bentuk barang dan modal merupakan hal penting yang dilakukan untuk menunjang pengembangan kegiatan usaha dan investasi. PLN IP Services menerapkan kecermatan dan kehati-hatian dalam melakukan investasi, seiring dengan pengembangan Perusahaan menuju perusahaan energi kelas dunia.

TYPES AND VALUE OF CAPITAL GOODS INVESTMENT

Investment in capital goods is essential for supporting the development of business activities and investments. PLN IP Services applies careful and prudent investment practices in line with its goal of becoming a world-class energy company.

Jenis Barang Modal	2024	2023	Type of Capital Goods
Tanah	14.530	-	Land
Bangunan Umum dan Prasarana	-	-	Public Buildings and Infrastructure
Perlengkapan pengolahan data dan telekomunikasi	-	-	Data processing and telecommunications equipment
Perlengkapan umum	-	7	General equipment
Instalasi dan Mesin Pembangkit	14.819	7.536	Generator Installation and Machinery
Pekerjaan dalam pelaksanaan	12.844	9.693	Construction in progress
Jumlah	**42.193**	**17.236**	**Total**

Dalam juta Rupiah | in Rupiah million

Pada tahun 2024, nilai investasi barang modal Perusahaan tercatat sebesar Rp42,19 miliar, meningkat sebesar 144,80% atau setara dengan Rp24,96 miliar dibandingkan tahun 2023 yang sebesar Rp17,24 miliar. Peningkatan ini terutama disebabkan oleh penambahan investasi pada aset berupa tanah serta instalasi dan mesin pembangkit yang digunakan untuk mendukung kegiatan operasional dan pengembangan usaha Perusahaan.

In 2024, the Company's capital investment was Rp42.19 billion, an increase of 144.80% or Rp24.96 billion compared to Rp17.24 billion in 2023. This increase was primarily driven by additional investments in assets such as land, as well as power plant installations and machinery, aimed at supporting the Company's operational activities and business development.

TUJUAN INVESTASI BARANG MODAL

Tujuan dari investasi barang modal adalah untuk mendukung operasional Perusahaan dengan mengakuisisi aset hak-guna serta memaksimalkan nilai Perusahaan dengan mempertimbangkan biaya permodalan dan risiko terkait. PLN IP Services melakukan investasi barang modal untuk membeli aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan manfaat di masa depan, serta memenuhi kebutuhan operasional yang sejalan dengan ekspansi bisnis berkelanjutan. Investasi ini difokuskan pada pengembangan proyek-proyek strategis yang dimiliki oleh Perusahaan.

CAPITAL INVESTMENT OBJECTIVES

The purpose of capital goods investment is to support the Company's operations by acquiring right-of-use assets and maximizing the Company's value by considering capital costs and associated risks. PLN IP Services invests in capital goods to purchase fixed assets or enhance the value of existing fixed assets, which are expected to provide future benefits and meet the operational needs in line with sustainable business expansion. These investments are focused on development to support the Company's strategic projects.

SUMBER DANA YANG DIHARAPKAN UNTUK MEMENUHI IKATAN TERSEBUT

PLN IP Services melakukan investasi dalam bentuk barang modal menggunakan sumber dana yang berasal dari hasil usaha. Selain itu, pembiayaan investasi barang modal mengutamakan sumber dana dalam mata uang Rupiah. Manajemen berpendapat bahwa dampak dari fluktuasi mata uang asing tidak berpengaruh signifikan terhadap komitmen investasi barang modal.

Perusahaan berusaha untuk meminimalkan biaya modal guna memaksimalkan nilai Perusahaan. Oleh karena itu, kebijakan dalam mencari pendanaan selalu memperhitungkan risiko keuangan yang mungkin timbul di masa depan. Manajemen berpendapat bahwa nilai buku dari aset dan liabilitas keuangan pada tanggal 31 Desember 2024 diperkirakan sama dengan nilai wajarnya.

EXPECTED FUNDING SOURCES TO FULFILL COMMITMENTS

PLN IP Services invests in capital goods using funds derived from its business operations. Additionally, the financing of capital goods investments prioritizes sources of funds in Indonesian Rupiah. Management believes that the impact of foreign currency fluctuations does not significantly affect the commitments for capital goods investments

The company strives to minimize capital costs to maximize its value. Therefore, the policy in seeking funding always considers potential financial risks that may arise in the future. Management believes that the book value of financial assets and liabilities as of December 31, 2024, approximates their fair value.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Realization of the Use of Public Offering Proceeds



Berdasarkan Akta Notaris No. 01, tanggal 2 Mei 2025 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta, pemegang saham menyetujui perubahan susunan Dewan Komisaris dan Direksi menjadi sebagai berikut:

Based on Notarial Deed No. 01, dated 2 May 2025 of Shahreza Annaz S.H., M.Kn., a Notary in Jakarta, the shareholders agreed to change the composition of the Boards or Commissioners and Directors, which became as follows:

Susunan Direksi Perusahaan :

Jabatan		Nama
Direktur Utama	:	Hari Cahyono
Direktur SDM	:	Imam Adi Prihantoro
Plt. Direktur Bisnis	:	Lasiran
Plt. Direktur Operasi	:	Amir Murtono
Plt. Direktur Keuangan	:	Metty Kronika Indirawati

Composition of the Board of Directors of the Company:

Position		Name
President Director	:	Hari Cahyono
Director of Human Capital	:	Imam Adi Prihantoro
Acting Director of Business	:	Kukuh Pambudi
Acting Director of Operation	:	Amir Murtono
Acting Director of Finance	:	Metty Kronika Indirawati

Susunan Dewan Komisaris Perusahaan :

Jabatan		Nama
Komisaris Utama	:	Khusnul Mubien
Komisaris	:	1. Julita Indah
		2. Masykuri Abdillah
Komisaris Independen	:	Fredy Eko Prasetyo T.

Composition of the Board of Directors of the Company:

Position		Name
President Commissioner	:	Khusnul Mubien
Commissioner	:	1. Julita Indah
	:	2. Masykuri Abdillah
Independent Commissioner	:	Fredy Eko Prasetyo T.

PROSPEK DAN KELANGSUNGAN USAHA
Prospects and Business Continuity

Tahun 2025 diproyeksikan menjadi babak penting dalam transformasi industri ketenagalistrikan Indonesia, seiring dengan konsolidasi agenda transisi energi dan realisasi kebijakan strategis nasional yang mulai diimplementasikan. Dengan kerangka Rencana Umum Penyediaan Tenaga Listrik (RUPTL) 2025–2034 yang telah diterbitkan dan penetapan arah kebijakan bauran energi nasional, industri ketenagalistrikan berada pada momentum yang kuat untuk mendorong pertumbuhan usaha yang inklusif, berkelanjutan, dan bernilai tambah tinggi.[1]

2025 is projected to mark a significant phase in the transformation of Indonesia's electricity industry, in line with the consolidation of the energy transition agenda and the implementation of key national strategic policies. With the issuance of the 2025–2034 Electricity Supply Business Plan (RUPTL) and the establishment of national energy mix policy directions, the electricity sector is well-positioned to drive inclusive, sustainable, and high-value-added business growth.[1]

Peluang usaha yang paling menonjol di tahun 2025 bersumber dari rencana penambahan kapasitas pembangkit sebesar 69,5 GW dalam sepuluh tahun ke depan, dengan 76% di antaranya merupakan pembangkit berbasis energi baru terbarukan (EBT) dan sistem penyimpanan energi.2 Pada tahun pertama implementasi, yakni 2025, PLN dan Independent Power Producer (IPP) diharapkan mulai merealisasikan proyek-proyek utama, termasuk PLTS skala utilitas, PLTA pumped storage, serta proyek *hybrid* berbasis surya dan baterai yang tersebar di beberapa wilayah strategis.

The most prominent business opportunities in 2025 stem from the planned addition of 69.5 GW in power generation capacity over the next ten years, with 76% coming from renewable energy (NRE) and energy storage systems.2 In the first year of implementation, 2025, PLN and Independent Power Producers (IPPs) are expected to begin executing key projects, including utility-scale PLTS, pumped storage PLTA, and solar-battery hybrid projects in several strategic regions.

Pemerintah memproyeksikan kebutuhan investasi pembangkit mencapai lebih dari Rp2.100 triliun selama 2025–2034, dengan lebih dari Rp1.340 triliun ditujukan kepada IPP untuk pengembangan pembangkit EBT.3 Tahun 2025 akan menjadi periode penguncian proyek-proyek besar tersebut, termasuk penetapan skema keuangan, *power purchase agreement* (PPA), dan pembebasan lahan proyek. Dari sisi prospek usaha, ini berarti terbuka ruang besar bagi perusahaan energi, kontraktor EPC, produsen komponen, lembaga pembiayaan hijau, dan mitra teknologi untuk berperan aktif dalam rantai pasok nasional.

The government projects that investment needs for power generation exceed Rp2,100 trillion during the 2025–2034 period, with over Rp1,340 trillion allocated to IPPs for the development of NRE.3 2025 will be a critical period for securing these major projects, including the establishment of financial schemes, power purchase agreements (PPAs), and land acquisition. From a business prospect, this presents significant opportunities for energy companies, EPC contractors, component manufacturers, green financing institutions, and technology partners to play an active role in the national supply chain.

Secara geografis, kawasan Jawa-Madura-Bali tetap menjadi magnet utama investasi, dengan target penambahan EBT sebesar 19,6 GW. Namun, wilayah Sumatera, Sulawesi, dan Kalimantan juga menunjukkan prospek yang kian menarik, terutama untuk proyek hidro, angin, dan bioenergi. Proyek-proyek yang mengutamakan pendekatan *off-grid* atau *hybrid* di daerah 3T (tertinggal, terdepan, dan terluar) juga mulai dilirik oleh pelaku usaha berbasis komunitas dan koperasi energi.4

Geographically, the Java-Madura-Bali region remains the primary investment hub, with a target of adding 19.6 GW of NRE. However, the regions of Sumatra, Sulawesi, and Kalimantan are also showing increasing potential, particularly for hydro, wind, and bioenergy projects. Off-grid or hybrid projects in underdeveloped, frontier, and outermost (3T) areas are also gaining interest from community-based enterprises and energy cooperatives.4

Selain proyek pembangkitan, peluang usaha yang sangat besar juga muncul di sektor transmisi dan distribusi. RUPTL 2025–2034 menargetkan pembangunan jaringan transmisi sepanjang 47.758 kms dan gardu induk sebesar 107.950 MVA.5 Tahun 2025 akan menjadi fase awal dari penyusunan desain teknis, penetapan trase jaringan, dan pelaksanaan pekerjaan fisik secara bertahap. Hal ini menciptakan permintaan besar terhadap jasa survei kelistrikan, studi kelayakan, konstruksi sipil, peralatan transmisi, serta jasa pengawasan dan sertifikasi teknis.

In addition to power generation projects, significant business opportunities are also emerging in the transmission and distribution sectors. The 2025–2034 RUPTL targets the construction of 47,758 kms of transmission lines and 107,950 MVA of substations.5 2025 will mark the initial phase for technical design development, route determination, and the gradual implementation of physical construction. This generates high demand for electrical survey services, feasibility studies, civil construction, transmission equipment, as well as supervision and technical certification services.

Sektor hilir ketenagalistrikan juga diproyeksikan mengalami ekspansi signifikan pada 2025, seiring dengan meningkatnya permintaan listrik yang diproyeksikan mencapai 319 TWh, naik dari 306 TWh pada 2024.6 Pertumbuhan permintaan ini ditopang oleh sektor industri, transportasi listrik, serta pertumbuhan ekonomi yang ditargetkan mencapai 5,3%. Dalam konteks ini, prospek usaha untuk layanan energy retail, smart metering, manajemen energi, dan platform digital kelistrikan akan semakin menjanjikan.

The downstream electricity sector is also projected to undergo significant expansion in 2025, in line with rising electricity demand, which is expected to reach 319 TWh up from 306 TWh in 2024.6 This growth is supported by the industrial sector, electric transportation, and an economic growth target of 5.3%. In this context, business prospects in energy retail services, smart metering, energy management, and digital electricity platforms are becoming increasingly promising.

Ekspansi kendaraan listrik juga menjadi pendorong prospek bisnis sektor ketenagalistrikan. Pemerintah menargetkan peningkatan jumlah kendaraan listrik secara agresif, dengan SPKLU (Stasiun Pengisian Kendaraan Listrik Umum) diproyeksikan bertambah secara eksponensial.7 Tahun 2025 akan menjadi momentum integrasi antara sektor transportasi dan kelistrikan, yang membuka peluang baru bagi perusahaan infrastruktur EV, penyedia aplikasi pengisian daya, produsen peralatan pengisian cepat, serta penyedia sistem manajemen baterai.

The expansion of electric vehicles is also driving business opportunities in the electricity sector. The government has set ambitious targets for increasing the number of EVs, with public charging stations (SPKLUs) expected to grow exponentially.7 2025 will mark a pivotal moment for the integration of the transportation and electricity sectors, creating new opportunities for EV infrastructure companies, charging application providers, fast-charging equipment manufacturers, and battery management system providers.

Dari sisi kebijakan, tahun 2025 diperkirakan akan menjadi tahun awal penerapan skema tarif dinamis dan fleksibel, khususnya untuk pelanggan industri dan komersial.8 Skema ini akan mendorong fleksibilitas konsumsi serta menciptakan insentif bagi pelaku usaha yang mampu mengelola beban listrik secara efisien. Kebijakan ini membuka ruang baru bagi perusahaan penyedia teknologi pengelolaan beban, *software energy analytics*, dan jasa konsultasi efisiensi energi.

From a policy perspective, 2025 is expected to be the first year for implementing dynamic and flexible tariff schemes, especially for industrial and commercial customers.8 This scheme will encourage flexible electricity consumption and provide incentives for businesses that manage their electrical load efficiently. The policy creates new opportunities for companies offering load management technology, energy analytics software, and energy efficiency consulting services.

Pemerintah juga mulai mendorong skema *Renewable Portfolio Standard* (RPS) yang akan mewajibkan pengguna energi besar, seperti kawasan industri dan gedung publik, untuk menyerap listrik dari sumber terbarukan dalam persentase tertentu.9 Pelaksanaan awal RPS di tahun 2025 akan menciptakan pasar *captive power* berbasis EBT, serta memperluas peran aggregator energi hijau di pasar listrik nasional.

The government is also beginning to promote the Renewable Portfolio Standard (RPS) scheme, which will require large energy users such as industrial zones and public buildings to source a certain percentage of their electricity from renewable energy.9 The initial implementation of RPS in 2025 is expected to create a captive power market based on renewable energy and expand the role of green energy aggregators in the national electricity market.

Dalam aspek sosial dan keberlanjutan, pengembangan *green jobs* menjadi daya tarik tersendiri. Tahun 2025 diproyeksikan sebagai awal terbentuknya lapangan kerja ramah lingkungan yang berskala besar di sektor ketenagalistrikan.10 Pekerjaan ini mencakup teknisi pembangkit EBT, ahli baterai, analis data sistem tenaga, dan teknisi SPKLU. Peluang ini secara langsung berdampak pada tumbuhnya ekosistem bisnis pelatihan teknis, sertifikasi kompetensi, dan edutech energi bersih.

In terms of social impact and sustainability, the development of green jobs is becoming an increasingly attractive prospect. 2025 is projected to mark the beginning of large-scale environmentally friendly employment in the electricity sector.10 These jobs include NRE plant technicians, battery specialists, power system data analysts, and EV charging station technicians. This growth directly supports the development of business ecosystems in technical training, competency certification, and clean energy education technology.

Meskipun peluang yang tersedia sangat luas, prospek usaha ketenagalistrikan 2025 tetap harus dihadapi dengan kewaspadaan terhadap sejumlah risiko. Keterbatasan kesiapan infrastruktur jaringan di beberapa daerah dapat memperlambat realisasi proyek. Selain itu, fluktuasi harga komoditas global serta potensi ketidakseimbangan bauran energi karena ketergantungan pada energi fosil masih menjadi tantangan tersendiri. Oleh karena itu, pelaku usaha perlu merumuskan strategi diversifikasi portofolio, penguatan mitigasi risiko proyek, serta membangun aliansi lintas sektor yang adaptif terhadap dinamika kebijakan.

Despite the wide range of available opportunities, the 2025 electricity business prospect must be approached with caution due to several potential risks. Limited grid infrastructure readiness in certain regions may delay project implementation. Additionally, global commodity price fluctuations and the potential imbalance in the energy mix due to continued reliance on fossil fuels remain significant challenges. Therefore, businesses should formulate strategies for portfolio diversification, strengthen project risk mitigation, and build cross-sector alliances that are adaptive to evolving policy dynamics.

Secara keseluruhan, prospek usaha industri ketenagalistrikan Indonesia tahun 2025 sangat menjanjikan, baik dalam hal potensi pasar, insentif kebijakan, maupun daya tarik investasi. Perpaduan antara arah strategis RUPTL, komitmen transisi energi, dan pertumbuhan permintaan domestik membentuk ekosistem usaha yang dinamis dan progresif. Dengan kesiapan aktor-aktor utama dan terobosan regulasi yang mendukung, sektor ketenagalistrikan siap menjadi penggerak pertumbuhan ekonomi hijau Indonesia di tahun-tahun mendatang.

Overall, the business prospects for Indonesia's electricity industry in 2025 are highly promising, supported by strong market potential, policy incentives, and investment appeal. The alignment of the strategic direction set by the RUPTL, the national commitment to energy transition, and growing domestic demand have created a dynamic and forward-looking business ecosystem. With the readiness of key stakeholders and the support of progressive regulatory reforms, the electricity sector is well-positioned to drive Indonesia's green economic growth in the years ahead.

PERBANDINGAN TARGET DAN REALISASI, SERTA PROYEKSI SATU TAHUN KE DEPAN

Comparison of Targets and Realizations, and Projections for the Next Year

PERBANDINGAN TARGET DAN REALISASI

Setiap tahun, PLN IP Services berkomitmen untuk mengukur dan mengevaluasi pencapaian terhadap target yang telah ditetapkan. Pada tahun 2024, perusahaan telah menghadapi berbagai dinamika eksternal dan internal yang mempengaruhi kinerja finansialnya. Berikut adalah perbandingan antara target yang ditetapkan dan pencapaian yang berhasil, serta proyeksi untuk tahun mendatang.

COMPARISON OF TARGET AND REALIZATION

Every year, PLN IP Services is committed to measuring and evaluating its achievements against the set targets. In 2024, the company faced various external and internal dynamics that influenced its financial performance. Here is the comparison between the set targets and the achieved results, along with projections for the upcoming year.

Mata Uang Asing Foreign currency	Target RKAP 2024 2024 RKAP Target	Realisasi 2024 2024 Realization	Realisasi 2023 2023 Realization	Pencapaian RKAP RKAP Achievement	Pertumbuhan (Penurunan) Growth (Decrease)
	a	b	c	b/a	(b-c)/c
Pendapatan Usaha Operating Revenues	1.945.448	2.300.460	1.607.653	118,25%	43,09%
Beban Usaha Operating Expenses	1.751.306	(2.171.172)	(1.476.731)	(123,97%)	47,03%
Laba Usaha Operating Profit	194.142	129.288	130.922	66,59%	(1,25%)
Laba Tahun Berjalan Profit for the Year	115.989	80.873	91.097	69,72%	(11,22%)
Aset Assets	1.214.863	1.428.802	1.117.351	117,61%	27,87%
Liabilitas Liabilities	374.578	481.864	218.264	128,64%	120,77%
Ekuitas Equity	840.285	946.938	899.087	112,69%	5,32%

Dalam Juta Rupiah | In Million Rupiah

PROYEKSI SATU TAHUN KE DEPAN

Adapun target yang telah ditetapkan oleh perusahaan untuk tahun 2025 mendatang adalah berikut:

ONE-YEAR FORWARD PROJECTION

The targets set by the company for the upcoming year 2025 are as follows:

TABEL PROYEKSI SATU TAHUN KE DEPAN
Table of Projection for the Next Year

Uraian	Target RKAP 2025 2025 RKAP Target	Description
Pendapatan Usaha	2.548.681	Operating Revenues
Beban Usaha	2.358.793	Operating Expenses
Laba Usaha	189.888	Operating Profit
Laba Tahun Berjalan	97.696	Profit for the Year
Aset	1.437.830	Assets
Liabilitas	414.185	Liabilities
Ekuitas	1.023.645	Equity
Dividen	25%	Dividend

Dalam juta Rupiah | in Rupiah million

PROYEKSI KEBIJAKAN DIVIDEN KE DEPAN

Kebijakan dividen ke depan mengacu pada keputusan RUPS yang didasarkan pada peraturan perundang-undangan yang berlaku dan relevan.

DIVIDEND POLICY PROJECTION

Future dividend policy will refer to GMS resolutions, based on applicable and relevant laws and regulations.



ASPEK PEMASARAN
Marketing Aspect

Sepanjang tahun 2024, PT PLN Indonesia Power Services menjalankan strategi pemasaran secara terarah dan proaktif dalam rangka memperkuat posisi Perusahaan pasca transformasi *holding-subholding* PLN Group. Sebagai bagian dari strategi "*Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future*" Perusahaan menetapkan *Value Creation & Innovation* sebagai salah satu isu strategis dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024, yang mencakup penguatan pengelolaan aset, sistem manajemen, proses bisnis serta perluasan kemitraan strategis dan pemasaran. Pendekatan ini tidak hanya bertujuan untuk meningkatkan nilai tambah layanan, tetapi juga untuk menjangkau pasar non-PLN dan internasional secara terukur.

Throughout 2024, PT PLN Indonesia Power Services implemented a focused and proactive marketing strategy to strengthen its position following the transformation into a holding-sub-holding structure within the PLN Group. As part of the corporate strategy "Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future" the Company identified Value Creation & Innovation as a strategic priority in the 2024 Corporate Work Plan and Budget (RKAP). This includes enhancing asset management, management systems, business processes, and expanding strategic partnerships and marketing efforts. This approach aims not only to increase the added value of services but also to systematically reach non-PLN and international markets.

STRATEGI PEMASARAN

Sebagai bagian dari transformasi peran internal, PLN IP Services memperkuat kapasitas organisasi melalui peningkatan peran *Business Manager* sebagai ujung tombak aktivitas sales, *key account management* dan hubungan pelanggan. Penguatan ini diwujudkan melalui program pelatihan *Sales and Marketing Development*, pemantauan proyek berjalan, penghematan biaya operasional (*saving* persekot proyek PMU) serta pemetaan sumber vendor dan mitra lokal. Upaya ini diarahkan untuk meningkatkan pemahaman terhadap *business acumen*, memperkuat *customer relationship management* serta mengidentifikasi potensi proyek dari unit PLN maupun pihak eksternal.

Selain peningkatan internal, Perusahaan juga mengimplementasikan strategi agresif untuk menjangkau pasar energi baru dan terbarukan (EBT) seperti geothermal, solar PV, biomassa dan *hydropower*. Strategi ini dijalankan melalui pendekatan langsung kepada Perusahaan strategis seperti Geodipa, *Star Energy* dan Sarulla serta berhasil dikonversi menjadi kontrak proyek *System Integration* (SI) di PLTP Dieng. Inisiatif ini mencerminkan pergeseran peran Perusahaan dari penyedia layanan pendukung menjadi mitra transformasi energi nasional.

MARKETING STRATEGY

As part of its internal role transformation, PLN IP Services has strengthened organizational capacity by enhancing the role of Business Managers as the front line of sales activities, key account management, and customer relations. This enhancement is carried out through the Sales and Marketing Development training program, ongoing project monitoring, operational cost savings (including PMU project advance savings), and mapping of local vendors and partners. These efforts aim to improve business acumen, strengthen customer relationship management, and identify potential projects from both PLN units and external parties.

In addition to internal improvements, the Company has implemented an aggressive strategy to expand into the new renewable energy (NRE) market, including geothermal, solar PV, biomass, and hydropower. This strategy was carried out through direct engagement with key companies of Geodipa, Star Energy, and Sarulla. It also successfully resulted in a System Integration (SI) project contract at PLTP Dieng. This initiative reflects the Company's shift from a support service provider to a strategic partner in the national energy transition.

Untuk memperkuat identitas korporat, PLN IP Services juga melaksanakan program rebranding sebagai bagian dari strategi *Ignite Growth Moonshots*. Program ini meliputi perubahan nama dan logo Perusahaan yang disahkan pada 2 Mei 2024, kampanye digital melalui situs web dan media sosial serta partisipasi dalam forum bisnis internasional seperti Meet Indonesia Business di Vietnam (21–22 Maret 2024). Keseluruhan strategi ini bertujuan membangun *brand awareness*, memperluas jejaring profesional dan meningkatkan kredibilitas Perusahaan di pasar jasa ketenagalistrikan.

PANGAN PASAR

Sebagai tindak lanjut atas arahan pemegang saham dalam RUPS RKAP 2023 (1 Februari 2024), PLN IP Services berhasil melakukan penetrasi pasar non-PLN, termasuk pasar internasional. Fokus ekspansi diarahkan pada layanan *Operation & Maintenance* (O&M) serta peluang investasi strategis, dengan tetap memperhatikan prinsip manajemen risiko.

Salah satu capaian signifikan pada tahun 2024 adalah diterbitkannya kontrak pekerjaan *Provision of Quality Control's Deputation* untuk proyek Daihatsu Engine 12DK32B (3.5 MW) *Crankshaft Assembly* di Lawas Station, Malaysia. Kontrak ini mencerminkan keseriusan Perusahaan dalam menjajaki dan merealisasikan peluang pasar regional. Di sisi lain, Perusahaan terus mendorong pemetaan dan pendekatan ke proyek-proyek potensial dari customer PLN maupun non-PLN, termasuk unit PIP dan mitra lokal di berbagai wilayah.

Pencapaian ini menjadi indikator awal keberhasilan strategi ekspansi pasar yang dirancang secara sistematis dan adaptif terhadap dinamika industri jasa energi, sekaligus menunjukkan respons aktif terhadap kebijakan pemegang saham dan pengawasan Dewan Komisaris.

To strengthen its corporate identity, PLN IP Services carried out a rebranding program as part of the Ignite Growth Moonshots strategy. This program included the official change of the Company's name and logo on May 2, 2024, a digital campaign through the website and social media, as well as participation in international business forums such as Meet Indonesia Business in Vietnam (March 21–22, 2024). The overall strategy aims to build brand awareness, expand professional networks, and enhance the Company's credibility in the power services market.

MARKET SHARE

As a follow-up to the shareholders' directives in the 2023 RKAP General Meeting (February 1, 2024), PLN IP Services successfully expanded into non-PLN markets, including international markets. The expansion focused on Operation & Maintenance (O&M) services and strategic investment opportunities while adhering to sound risk management principles.

One of the key achievements in 2024 was the signing of the contract for the Provision of Quality Control Deputation for the Daihatsu Engine 12DK32B (3.5 MW) Crankshaft Assembly project at Lawas Station, Malaysia. This contract demonstrates the Company's commitment to exploring and realizing opportunities in the regional market. At the same time, the Company continues to actively identify and engage with potential projects from both PLN and non-PLN customers, including PIP units and local partners across various regions.

This achievement serves as an early indicator of the success of a systematically designed market expansion strategy that is adaptive to the dynamics of the energy services industry. It also reflects its active response to shareholder orders and the oversight of the Board of Commissioners.

KEBIJAKAN DAN PEMBAGIAN DIVIDEN

Dividend Policy and Distribution

KEBIJAKAN DIVIDEN

Kebijakan dividen perusahaan mengikuti peraturan yang berlaku dalam Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Sesuai dengan undang-undang ini, perusahaan wajib menyisihkan sebagian laba bersih setiap tahun buku untuk cadangan hingga mencapai minimal 20% dari modal yang telah ditempatkan dan disetor. Pembagian dividen dilakukan berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS).

KRONOLOGIS PEMBAGIAN DIVIDEN

Berdasarkan Surat PIP No. 54/KDS/002/SETPER/IP/2024 tanggal 10 September 2024, pemegang saham mayoritas menyetujui pembagian dividen tunai untuk tahun buku 2023 adalah sebesar Rp45,548 juta. Pada bulan November 2024, Perusahaan melakukan pembayaran sebesar Rp45.543 juta, sedangkan sisanya sebesar Rp5 juta dicatat sebagai utang lain-lain.

DIVIDEND POLICY

The company's dividend policy adheres to prevailing regulations under Law No. 40 of 2007 regarding Limited Liability Companies. According to this law, the company is required to set aside a certain amount of net profit each fiscal year for reserves until the reserve balance reaches at least 20% of the total issued and paid-up capital. Dividend distribution is carried out based on decisions made at the General Meeting of Shareholders (RUPS).

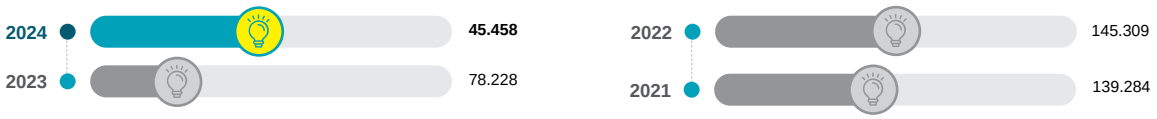
CHRONOLOGY OF DIVIDEND DISTRIBUTION

Based on PIP Letter No. 54/KDS/002/SETPER/IP/2024 dated 10 September 2024, the majority shareholder approved the distribution of cash dividends for the 2023 financial year in the amount of Rp45,548 million. In November 2024, the Company had paid Rp45,543 million, while the remaining Rp5 million was recorded as other payables.

Jenis Barang Modal	Tahun Buku 2024 2024 Fiscal Year	Tahun Buku 2023 2023 Fiscal Year	Tahun Buku 2022 2022 Fiscal Year	Type of Capital Goods
Laba Bersih Tahun Sebelumnya (Rp Juta)	91.097	156.455	145.309	Previous Year's Net Profit (Rp Million)
Jumlah Dividen (Rp Juta)	45.548	78.228	145.309	Total Dividend (Rp Million)
Dividen per Saham (Rp)	88,47	151,94	282,22	Dividend per Share (Rp)
Payout Ratio (%)	50,00%	50,00%	100,00%	Payout Ratio (%)
Tanggal Pengumuman	10 September 2024 Septembaer 10, 2024	5 September 2023 September 5, 2023	5 Agustus 2022 August 5, 2022	Announcement Date
Tanggal Pembayaran	November, 2024 November 2024	30 Oktober 2023 29 November 2023 21 Desember 2023 October 30, 2023 November 29, 2023 December 21, 2023	22 Agustus 2022 August 22, 2022	Payment Date

JUMLAH DIVIDEN YANG DIBAGIKAN
TOTAL OF APPROPRIATED DIVIDEND

Dalam juta Rupiah
In Rupiah million



REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Realization of the Use of Public Offering Proceeds

Hingga 31 Desember 2024, PT PLN Indonesia Power Services belum menjadi perusahaan terbuka (*go public*) atau belum melakukan Penawaran Umum di Bursa Efek, dengan demikian tidak terdapat informasi mengenai total perolehan dana, rencana dan rincian penggunaan dana, saldo dana dan tanggal persetujuan Rapat Umum Pemegang Saham (RUPS) atas perubahan penggunaan dana.

As of December 31, 2024, PT PLN Indonesia Power Services has not yet become a publicly traded company (gone public) or conducted an Initial Public Offering (IPO) on any Stock Exchange, hence there is no information available regarding total funds raised, plans and details of fund usage, fund balances, and the date of approval at the General Meeting of Shareholders (RUPS) regarding changes in fund usage.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI, RESTRUKTURISASI UTANG/MODAL

Material Information Regarding Investment, Expansion, Divestment, Merger/Consolidation, Acquisition, Debt/Capital Restructuring

Keterangan Description	Penjelasan Explanation
Informasi Investasi	Tidak terdapat kegiatan investasi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan investasi pada tahun 2024.
Information on Investment	There are no investment activities so there is no information related to the purpose, value or amount of transactions, source of funds, from the results of investment activities in 2024.
Informasi Ekspansi	Tidak terdapat kegiatan ekspansi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan ekspansi pada tahun 2024.
Information on Expansion	There are no Information on Expansion activities so there is no information related to the purpose, value or amount of transactions, source of funds, from the results of Information on Expansion activities in 2024.
Informasi Divestasi	Tidak terdapat kegiatan divestasi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan divestasi pada tahun 2024.
Information on Divestment	There are no Information on Divestment activities so there is no information related to the purpose, value or amount of transactions, source of funds, from the results of Information on Divestment activities in 2024.
Informasi Akuisisi	Tidak terdapat kegiatan akuisisi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan akuisisi pada tahun 2024.
Information on Acquisition	There are no Information on Acquisition activities so there is no information related to the purpose, value or amount of transactions, source of funds, from the results of Information on Acquisition activities in 2024.
Informasi Restrukturisasi Utang atau Modal	Tidak terdapat kegiatan restrukturisasi utang atau modal sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan ekspansi pada tahun 2024.
Information on Debt and/or Capital Restructuring	There are no Information on Debt and/or Capital Restructuring activities so there is no information related to the purpose, value or amount of transactions, source of funds, from the results of Information on Debt and/or Capital Restructuring activities in 2024.



INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/BERELASI

Material Transaction Information Containing Conflict of Interest and/or Transactions with Affiliated Parties

KEBIJAKAN TRANSAKSI DENGAN PIHAK BERELASI

Perusahaan berkomitmen menjalankan transaksi dengan pihak berelasi secara transparan, adil, dan sesuai dengan prinsip akuntansi yang berlaku, khususnya PSAK No. 224 tentang Pengungkapan Pihak-pihak Berelasi. Transaksi dilakukan berdasarkan prinsip kewajaran (*arm's length*) agar tidak merugikan atau memberikan keuntungan yang tidak seimbang. Informasi material terkait transaksi tersebut diungkapkan dalam catatan atas laporan keuangan untuk memastikan transparansi kepada pemangku kepentingan.

Namun demikian, berdasarkan PMK No. 231/PMK.05/2022 dan amandemennya PMK No. 57/PMK.05/2023, perusahaan dapat mengecualikan pengungkapan atas transaksi dengan entitas yang dikendalikan atau dipengaruhi oleh Pemerintah, seperti yang berada di bawah Kementerian Keuangan atau Kementerian BUMN. Pengecualian ini bertujuan menyederhanakan pelaporan tanpa mengurangi kualitas informasi. Perusahaan tetap berkomitmen mengungkapkan informasi yang relevan dan material untuk menjaga kepercayaan dan memastikan kepatuhan terhadap regulasi.

POLICY ON TRANSACTIONS WITH RELATED PARTIES

The Company is committed to conducting transactions with related parties transparently and fairly, by applicable accounting standards, particularly PSAK No. 224 on Related Party Disclosures. All transactions are carried out based on the arm's length principle to ensure that they do not cause harm or provide unfair advantage to any party. Material information related to these transactions is disclosed in the notes to the financial statements to ensure transparency for stakeholders.

However, under PMK No. 231/PMK.05/2022 and its amendment, PMK No. 57/PMK.05/2023, the Company may be exempt from disclosing transactions with entities that are controlled or influenced by the Government, such as those under the Ministry of Finance or the Ministry of State-Owned Enterprises. This exemption aims to simplify reporting requirements without compromising the quality of information. The Company remains committed to disclosing relevant and material information to maintain stakeholder trust and ensure compliance with applicable regulations.

TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN

Pada tahun 2024, tidak ada transaksi yang melibatkan benturan kepentingan di PT Indonesia Power. Benturan kepentingan terjadi ketika ada perbedaan antara kepentingan ekonomi perusahaan dengan kepentingan ekonomi pribadi dari anggota Direksi, anggota Dewan Komisaris, atau pemegang saham utama yang dapat merugikan perusahaan. PT Indonesia Power dan Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power memiliki hubungan relasional sebagai pemegang saham perusahaan.

TRANSACTIONS CONTAINING CONFLICT OF INTEREST

In 2024, there were no transactions involving conflicts of interest at PT Indonesia Power. Conflict of interest arises when there is a discrepancy between the economic interests of the company and the personal economic interests of members of the Board of Directors, Board of Commissioners, or major shareholders that could potentially harm the company. PT Indonesia Power and the PT Indonesia Power Education and Welfare Foundation have a relational relationship as shareholders of the company.

TRANSAKSI DENGAN PIHAK BERELASI

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Perusahaan dan entitas anak (entitas pelapor):

1. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
   - Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   - Memiliki pengaruh signifikan atas pelapor atau entitas pelapor; atau
   - Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   - Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
   - Satu entitas adalah entitas asosiasi atau ventura Bersama dari entitas lain (atau entitas asosiasi atau ventura Bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
   - Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   - Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   - Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
   - Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam poin 1; atau
   - Orang yang diidentifikasi dalam poin 1 :
     - memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas),

TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Related parties are person or entity related to the Company and its subsidiaries (reporting entities):

1. A person or close family member has relationship with the reporting entity if the person:
   - Has control or joint control over the reporting entity;
   - Has significant influence over the reporter or reporting entity; or
   - Are key management personnel of the reporting entity or parent entity of the reporting entity.

2. An entity is related to the reporting entity if it fulfills one of the following:
   - The entity and the reporting entity are members of the same business group (meaning that each parent subsidiary and subsequent subsidiary are related to each other);
   - One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a business group, of which the other entity is a member);
   - The two entities are joint ventures of the same third party;
   - One entity is a joint venture of the third entity and the other entity is an associate of the third entity;
   - The entity is a post-employment benefit plan for employee benefits from a reporting entity or an entity related to the reporting entity. If the reporting entity is the entity administering the program, then the sponsoring entity is also related to the reporting entity;
   - Entity that is controlled or jointly controlled by the person identified in point 1; or
   - Person identified in point 1 :
     - has significant influence over the entity or key management personnel of the entity (or a parent of the entity),

- Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

3. Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

- he entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

3. Government-related entities are entities that are controlled, jointly controlled, or influenced by the government. Government refers to government, government agencies and similar bodies whether local, national or international.

Seluruh transaksi yang dilakukan dengan pihak-pihak berelasi, baik yang dilakukan dengan atau tidak dengan persyaratan dan kondisi yang sama sebagaimana dilakukan dengan pihak ketiga, diungkapkan dalam laporan keuangan Perusahaan.

All transactions conducted with related parties, whether or not carried out with the same terms and conditions as those carried out with third parties, are disclosed in the Company's financial statements.

KEWAJARAN DILAKUKANNYA TRANSAKSI

PLN IP Services meyakini bahwa semua transaksi tetap dalam batas yang wajar sesuai dengan PSAK Nomor 7 (Revisi 2010) tentang Pengungkapan Pihak-pihak Berelasi. Oleh karena itu, PLN IP Services melakukan transaksi dengan pihak yang berelasi secara adil dan wajar sesuai dengan kebijakan dan persyaratan yang telah disepakati oleh kedua belah pihak.

FAIRNESS FOR THE TRANSACTION

PLN IP Services believes that all transactions remain within reasonable limits as per PSAK No. 7 (Revised 2010) regarding Disclosure of Related Parties. Therefore, PLN IP Services conducts transactions with related parties fairly and reasonably in accordance with the policies and terms agreed upon by both parties.

NAMA DAN SIFAT HUBUNGAN BERELASI
Name and Nature of Relationship

Nama Pihak Berelasi Name of Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transaction
PT Bank Mandiri (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Penempatan kas di bank dan kas yang dibatasi penggunaannya Placement of cash in bank and restricted cash
PT Bank Negara Indonesia (Persero) Tbk	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Penempatan kas di bank, deposito berjangka/kas yang dibatasi penggunaannya Placement of cash in bank, time deposits and restricted cash
PT PLN (Persero)	Pemegang saham utama The ultimate parent entity	Transaksi pendapatan atas penjualan material dan suku cadang dan penjualan tenaga listrik Revenue from sales of material and spare parts and sales of electricity.
PLN Indonesia Power	Pemegang saham Perusahaan Shareholders of the Company	Transaksi pendapatan jasa operasi dan pemeliharaan, penjualan material dan suku cadang Revenue from operation and maintenance services and sales of material and spare parts
YPK Indonesia Power	Pemegang saham Perusahaan Shareholders of the Company	Penyertaan modal Paid-in capital
PT Indo Ridlatama Power	Pihak berelasi lainnya Other related party	Transaksi pendapatan atas penjualan material dan suku cadang Revenue from sales of material and spare parts

Nama Pihak Berelasi Name of Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transaction
PT PLN Indonesia Geothermal	Pihak berelasi lainnya Other related party	Transaksi pendapatan atas penjualan material dan suku cadang Revenue from sales of material and spare parts
PT Artha Daya Coalindo	Pihak berelasi lainnya Other related party	Piutang usaha Trade receivables
PT GCL Indo Tenaga	Pihak berelasi lainnya Other related party	Transaksi pendapatan dari penjualan material dan suku cadang Revenue from sales of material and spare parts
PT Maxpower Cogindo Batam	Ventura bersama Joint venture	Pemberian pinjaman kepada ventura bersama Loans to a joint venture

REALISASI TRANSAKSI PIHAK BERELASI

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Catatan yang relevan sebagai berikut:

REALIZATION OF RELATED PARTY TRANSACTIONS

All significant transactions and balances with related parties are disclosed in the relevant notes as follows:

Uraian	2024		2023		Description
Kas dan setara kas	343.055	11,23%	216.669	10,97%	Cash and cash equivalents
Deposito berjangka	2.500	0,08%	2.500	0,13%	Time deposits
Kas yang dibatasi penggunaannya	22.416	0,73%	24.983	1,26%	Restricted cash
Piutang usaha	548.675	17,96%	327.641	16,83%	Trade receivables
Piutang sewa pembiayaan	39.558	1,30%	-	-	Finance lease receivables
Piutang dari ventura bersama	24.406	0,80%	22.826	1,17%	Receivables from a joint venture
Utang usaha	428	0,01%	-	-	Trade receivables
Jasa operasi dan pemeliharaan	1.595.059	52,22%	1.011.984	51,98%	Operation and maintenance services
Penjualan material dan suku cadang	214.255	7,01%	156.396	8,03%	Sales of material and spare parts
Penjualan tenaga listrik	199.934	6,55%	180.822	9,29%	Sales of electricity
Sewa pembangkit listrik	62.411	2,04%	-	-	Leases of power plant
Pendapatan bunga	1.580	0,05%	3.000	0,15%	Interest income
Jumlah	**3.054.277**	**100,00%**	**1.975.014**	**100,00%**	**Total**

Dalam Juta Rupiah | In Million Rupiah

TUJUAN TRANSAKSI PIHAK BERELASI

Tujuan utama dilakukannya transaksi dengan pihak berelasi secara umum adalah salah satu bentuk dukungan kepada kelancaran bisnis Perusahaan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan berkelanjutan.

PURPOSE OF RELATED PARTY TRANSACTIONS

The main purpose of transactions with related parties in general is a form of support for the smooth running of the Company's business to generate business income and carried out regularly, repeatedly, and continuously.

PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

Mekanisme *review* atas transaksi dengan pihak berelasi telah melalui proses audit baik yang dilakukan oleh auditor internal maupun auditor eksternal. Hal ini adalah sebagai upaya untuk memastikan tingkat kewajaran transaksi dan kesesuaian dengan standar akuntansi yang berlaku umum di Indonesia.

KETERLIBATAN ORGAN PERUSAHAAN DALAM PROSES *REVIEW* TRANSAKSI PIHAK BERELASI

Mekanisme *review* atas transaksi dengan pihak berelasi dilakukan melalui proses audit, baik oleh auditor internal maupun auditor eksternal. Dalam proses audit tersebut, Perusahaan melibatkan Organ Perusahaan diantaranya Dewan Komisaris, Direksi, Komite Audit dan beberapa Divisi yang terkait.

Dewan Komisaris dan Komite Audit berperan dalam memberikan arahan dan masukan kepada Direksi agar transaksi dengan pihak berelasi dapat dilaksanakan sesuai dengan prinsip transaksi yang wajar (*arms-length principle*). Direksi memastikan seluruh transaksi dengan pihak berelasi di sepanjang tahun 2024, telah melalui prosedur yang memadai dan telah dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar (*arms-length principle*). Informasi lebih rinci terkait transaksi pihak berelasi telah diungkapkan dalam Laporan Keuangan Konsolidasian Perusahaan pada Catatan 24.

PERSETUJUAN MELALUI RUPS

Perusahaan menetapkan kebijakan untuk memperoleh persetujuan melalui Rapat Umum Pemegang Saham (RUPS) atas setiap transaksi material dan/atau transaksi yang berpotensi menimbulkan benturan kepentingan.

FULFILLMENT OF RELEVANT RULES AND CONDITIONS

The review mechanism for transactions with related parties has gone through an audit process both by internal auditors and external auditor. This is an effort to ensure the level of fairness of transactions and compliance with generally accepted accounting standards in Indonesia.

INVOLVEMENT OF COMPANY ORGANS IN THE REVIEW PROCESS OF RELATED PARTY TRANSACTIONS

The review mechanism for transactions with related parties is conducted through an audit process, both by internal and external auditors. In the audit process, the Company involves the Company Organs including the Board of Commissioners, Board of Directors, Audit Committee, and several related Divisions.

The Board of Commissioners and Audit Committee play a role in providing direction and input to the Board of Directors so transactions with related parties can be conducted according to the arms-length principle. The Board of Directors ensures that all transactions with associated parties throughout 2024 went through adequate procedures and were performed according to generally accepted business practices and in compliance with the arms-length principle. More detailed information regarding related party transactions has been disclosed in the Company's Consolidated Financial Statements in Note 24.

APPROVAL THROUGH GENERAL MEETING OF SHAREHOLDERS

The Company has established a policy to obtain approval through the General Meeting of Shareholders (GMS) for every material transaction and/or transaction that may involve a conflict of interest.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERDAMPAK TERHADAP PERUSAHAAN

Changes to Regulations that Impact on the Company

PT PLN Indonesia Power Services berkomitmen untuk menjalankan operasionalnya sesuai dengan seluruh peraturan perundang-undangan yang berlaku. Dalam upaya mematuhi ketentuan tersebut, perusahaan secara rutin melakukan peninjauan terhadap peraturan baru maupun perubahan peraturan yang ada.

Pada tahun 2024, tidak terdapat peraturan baru maupun perubahan peraturan yang memberikan dampak signifikan terhadap operasional perusahaan.

PT PLN Indonesia Power Services is committed to operating in compliance with all applicable laws and regulations. To ensure this compliance, the company regularly reviews newly issued regulations as well as any amendments to existing ones.

In 2024, there were no new regulations or amendments that had a significant impact on the company's operations.

PERUBAHAN KEBIJAKAN AKUNTANSI

Changes in Accounting Policy

Pada tahun 2024, Perusahaan menerapkan beberapa amandemen standar akuntansi baru. Penerapan dari amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2024 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan pada tahun berjalan:

- Amandemen PSAK No. 201, "Penyajian Laporan Keuangan - Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang";
- Amandemen PSAK No. 201, "Penyajian Laporan Keuangan - Liabilitas Jangka Panjang dan Kovenan";
- Amandemen PSAK No. 116, "Sewa - Liabilitas Sewa pada Transaksi Jual dan Sewa-balik;
- Amandemen PSAK No. 207, "Laporan Arus Kas" dan PSAK No. 107, "Instrumen Keuangan: Pengungkapan - Pengaturan Pembiayaan Pemasok".

In 2024, the Company implemented several new amendments to accounting standards. The adoption of the following amendments to accounting standards which are effective from 1 January 2024 did not result in substantial changes to the Company's accounting policies and had no material effect on the amounts reported in the financial statements for the current year:

- Amendment to SFAS No. 201, "Presentation of Financial Statements - Classification of Liabilities as Current or Non-current";
- Amendment to SFAS No. 201, "Presentation of Financial Statements - Long-term Liabilities with Covenants";
- Amendment to SFAS No. 116, "Leases - Lease Liability in a Sale and Leaseback";
- Amendment of SFAS No. 207, "Statement of Cash Flows" and SFAS 107, "Financial Instrument: Disclosure - Supplier Finance Agreements".

PERLINDUNGAN RISIKO TERHADAP MATA UANG ASING

Risk Protection Against Foreign Currency

PT PLN Indonesia Power Services memahami pentingnya mengelola risiko yang terkait dengan fluktuasi nilai tukar mata uang asing terhadap nilai Rupiah. Pada tahun 2024, perusahaan telah menerapkan strategi perlindungan untuk mengurangi dampak potensial dari fluktuasi nilai tukar mata uang terhadap keuangan Perusahaan.

Adapun mata uang asing yang relevan dalam operasional perusahaan termasuk Dolar Amerika (US$) dan Dinar Kuwait (KWD). Perusahaan memantau perubahan kurs mata uang ini secara teratur untuk memahami implikasi keuangan yang mungkin timbul.

STRATEGI PERLINDUNGAN

PT PLN Indonesia Power Services mengadopsi berbagai strategi perlindungan, termasuk penggunaan kontrak *forward* dan opsi mata uang, untuk mengamankan nilai tukar mata uang pada tingkat yang dapat diterima. Tujuan utamanya adalah melindungi nilai keuangan perusahaan dari fluktuasi nilai tukar yang tidak terduga.

RISIKO NILAI TUKAR MATA UANG ASING

Pembiayaan dan sebagian besar pengeluaran operasional dilakukan dalam mata uang Rupiah, yang secara tidak langsung memberikan perlindungan alami terhadap eksposur terhadap fluktuasi nilai tukar mata uang asing. Oleh karena itu, manajemen yakin bahwa Perusahaan tidak memiliki eksposur yang signifikan terhadap fluktuasi nilai tukar mata uang asing.

KOMITMEN TERHADAP KEBIJAKAN

Manajemen perusahaan berkomitmen untuk terus memantau dan mengevaluasi strategi perlindungan mata uang asing yang ada, dengan memperhatikan perubahan kondisi pasar. Pendekatan ini mendukung upaya perusahaan dalam meminimalkan risiko keuangan yang mungkin timbul akibat perubahan nilai tukar mata uang.

PT PLN Indonesia Power Services understands the importance of managing risks associated with fluctuations in foreign exchange rates against the Indonesian Rupiah. In 2024, the Company implemented risk mitigation strategies to reduce potential impacts of currency fluctuations on its financial health.

Relevant foreign currencies in the company's operations include the US Dollar (US$) and Kuwaiti Dinar (KWD). The company regularly monitors changes in these exchange rates to understand their financial implications.

RISK MANAGEMENT STRATEGIES

PT PLN Indonesia Power Services adopts various risk management strategies, including the use of forward contracts and currency options, to secure exchange rates at acceptable levels. The primary goal is to protect the company's financial assets from unexpected fluctuations in exchange rates.

FOREIGN EXCHANGE RISK

Most of the company's financing and operational expenditures are conducted in Indonesian Rupiah, indirectly providing a natural hedge against exposure to foreign exchange rate fluctuations. Therefore, management is confident that the company does not have significant exposure to fluctuations in foreign exchange rates.

COMMITMENT TO POLICY

Company management is committed to continuously monitoring and evaluating existing foreign exchange risk management strategies, taking into account changing market conditions. This approach supports the company's efforts to minimize financial risks arising from fluctuations in exchange rates.

Mata Uang Asing	Kurs Rupiah Increase/ Decrease		Foreign currency
	2024 (Rp penuh) (Rp full)	2023 (Rp penuh) (Rp full)	
Dolar Amerika (US$)	16.157	15.439	US Dolar (US$)
Dinar Kuwait (KWD)	63.454	50.220	Dinar Kuwait (KWD)

KONTRIBUSI KEPADA NEGARA

Contribution to the State

Sebagai wujud kontribusi Perusahaan pada kemajuan bangsa dan negara, PLN IP Services telah melakukan kewajiban dalam pembayaran pajak kepada negara, baik PPh Karyawan, PPh Badan, PPN Masa dan PBB. Selain itu juga tidak terdapat keterlambatan penyampaian dokumen kewajiban perpajakan Surat Pemberitahuan (SPT) tahunan dan bulanan, serta tidak terdapat keterlambatan penyampaian dokumen kewajiban pada lembaga regulator.

To contribute to the progress of the nation, PLN IP Services has fulfilled its obligations by paying taxes to the state, including Employee Income Tax (PPh), Corporate Income Tax (PPh Badan), Value Added Tax (PPN), and Land and Building Tax (PBB). Additionally, there were no delays in submitting the required tax documents such as Annual and Monthly Tax Returns (SPT), nor were there any delays in submitting documents to regulatory bodies.

Setoran pajak pada tahun 2024 sejumlah Rp50,39 miliar dengan rincian adalah sebagai berikut:

The tax payments in 2024 was Rp50,39 billion, detailed as follows:

Jenis Pajak	2024	2023	Type of Taxes
PPh Pasal 21	9.322	9.996	Income Tax Article 21
Pajak Lainnya:			Other Taxes
PPN	29.657	4.952	PPN
Pasal 4 (2)	667	723	Article 4 (2)
Pasal 21	5.648	6.847	Article 21
Pasal 23	5.095	1.621	Article 23
Pasal 26	1	1	Article 26
Jumlah	**50.390**	**24.140**	**Total**

Dalam Juta Rupiah | In Million Rupiah

PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN DAN/ ATAU PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN

Management Stock Ownership Program (MSOP) and/or Employee Stock Ownership Program (ESOP)

Hingga akhir tahun 2024, perusahaan belum memiliki kebijakan kompensasi jangka panjang berbasis kinerja untuk manajemen atau karyawan, seperti *Management Stock Ownership Program* (MSOP) atau *Employee Stock Ownership Program* (ESOP). Oleh karena itu, tidak ada informasi terkait jumlah saham atau opsi, jangka waktu pelaksanaan, persyaratan yang berhak, atau harga pelaksanaan.

As of the end of 2024, the company does not have a long-term performance-based compensation policy for management or employees, such as a Management Stock Ownership Program (MSOP) or Employee Stock Ownership Program (ESOP). Therefore, there is no information on the number of shares or options, the implementation period, eligibility requirements, or the exercise price.





5

TATA KELOLA PERUSAHAAN

Corporate Governance

PENDAHULUAN
Introduction

PRINSIP DASAR GOVERNANSI KORPORAT
Corporate Governance Basic Principles

Penerapan Tata Kelola Perusahaan yang Baik merupakan landasan PLN IP Services agar terbentuknya sistem, struktur dan budaya pengelolaan Perusahaan yang bersih dari praktik-praktik yang mungkin merugikan Perusahaan. Prinsip *Good Corporate Governance* diimplementasikan Perusahaan berdasarkan prinsip Transparansi (*Transparency*), Akuntabilitas (*Accountability*), Pertanggungjawaban (*Responsibility*) dan Kewajaran (*Fairness*). Prinsip yang diterapkan oleh Perusahaan tersebut ditujukan untuk menjamin hak-hak Pemegang Saham, Pemangku Kepentingan serta pemenuhannya.

The implementation of Good Corporate Governance is the foundation of PLN IP Services to establish a system, structure, and culture of Company management that is free from practices that may harm the Company. The principles of Good Corporate Governance are implemented by the Company based on the principles of Transparency, Accountability, Responsibility, Independency, and Fairness. The principles applied by the Company are intended to ensure the rights of Shareholders, Stakeholders, and their fulfillment.

Penerapan kelima prinsip dasar diharapkan agar dapat dipahami dan dilaksanakan oleh seluruh jajaran organisasi mulai dari Dewan Komisaris, Direksi, serta seluruh Insan PLN IP Services secara konsisten.

- Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan;
- Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ sehingga pengelolaan perusahaan terlaksana secara efektif;
- Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat;
- Kemandirian (*independency*), yaitu keadaan di mana perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat;
- Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan (*stakeholders*) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

The implementation of the five basic principles is expected to be understood and implemented by all levels of the organization starting from the Board of Commissioners, Board of Directors, and PLN IP Services people consistently.

- Transparency, namely openness in conducting the decision-making process and openness in disclosing material and relevant information about the company;
- Accountability, namely the clarity of functions, implementation and accountability of the Organ so that the management of the company is implemented effectively;
- Responsibility, namely conformity in the management of the company to laws and regulations and sound corporate principles;
- Independency, namely a situation where the company is managed professionally without conflict of interest and influence/pressure from any party that is not following laws and regulations and sound corporate principles;
- Fairness, namely justice and equality in fulfilling the rights of stakeholders arising from agreements and laws and regulations.

IMPLEMENTASI PRINSIP GCG PT PLN INDONESIA POWER SERVICES
Implementation of GCG Principles PT PLN Indonesia Power Services

Prinsip GCG GCG Principles	Penjelasan Description	Implementasi Implementation
Transparansi Transparency	Prinsip transparansi yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi material dan relevan mengenai Perusahaan. Perusahaan akan mematuhi peraturan perundang-undangan yang mengatur masalah keterbukaan informasi yang berlaku bagi Perusahaan. Transparansi juga mencakup hal-hal yang relevan dengan informasi yang dibutuhkan oleh publik berkaitan dengan produk dan aktivitas operasional Perusahaan yang secara potensial dapat mempengaruhi perilaku Pemangku Kepentingan. The principle of transparency is openness in implementing the decision making process and openness in disclosing material and relevant information about the Company.The Company shall comply with laws and regulations governing information disclosure issues applicable to the Company. Transparency also includes matters relevant to the information required by the public in relation to the Company's products and operational activities that potentially influence stakeholder behavior.	Melaksanakan aktivitas keterbukaan informasi melalui pemenuhan kewajiban pelaporan kepada Pemegang Saham, dan melalui pelaporan keuangan dan melalui media komunikasi resmi. Information disclosure activity through responsible reporting compliance to the Shareholders as well as financial reporting and through other official communication media.
Akuntabilitas Accountability	Prinsip akuntabilitas yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ Perusahaan sehingga pengelolaan Perusahaan terlaksana secara efektif. Akuntabilitas berkaitan dengan pelaksanaan tugas dan wewenang yang dimiliki seseorang atau satuan kerja dalam melaksanakan tanggung jawab yang dibebankan Perusahaan. Akuntabilitas ini meliputi penjelasan atas pelaksanaan tugas dan wewenang, pelaporan atas pelaksanaan tugas dan wewenang, serta pertanggungjawaban atas aktivitas dalam melaksanakan tugas dan wewenang tersebut. The principle of accountability is the clarity of functions, implementation and accountability of the Company's Organs which enable the Company's management effectively implemented. Accountability relates to the execution of duties and authorities owned by a person or work unit in carrying out the responsibilities imposed by the Company. This accountability includes explanations of the performance of duties and authorities, reporting on the execution of duties and authorities, and accountability for activities in performing these duties and authorities.	Memiliki struktur tata kelola perusahaan yakni organ utama yang saling menunjang terciptanya pelaksanaan tugas yang transparan dan independen. Perusahaan juga telah melengkapi pedomanpedoman yang berfungsi untuk menjadi panduan penerapan tata kelola perusahaan. Having a corporate governance structure which is the main organ to support implementation of transparent and independent practices. The Company also has manuals as corporate governance implementation guidelines.
Pertanggungjawaban Responsibility	Prinsip pertanggungjawaban yaitu kesesuaian dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The principle of accountability is the suitability in the management of the Company with the prevailing laws and regulations and the principles of sound corporations.	Menerapkan mekanisme tata kelola perusahaan yang bersifat *cross check* untuk memastikan responsibilitas dari masing-masing fungsi struktur tata kelola perusahaan melaksanakan tugas dan tanggung jawabnya sebaik-baiknya tanpa benturan kepentingan dan intervensi. Conducting a corporate governance cross check mechanism is to ensure the responsibilities of each function of the corporate governance structure in their duty and responsibility without conflict of interest and intervention.
Kemandirian Independency	Prinsip kemandirian yaitu keadaan di mana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The principle of independence is the Company professionally managed without conflict of interest and influence/ pressure from any parties which is containing dissension with the prevailing laws, regulations and sound corporate principles.	Perusahaan dikelola secara profesional tanpa adanya benturan kepentingan ataupun intervensi dan dominasi dari pihak manapun. The Company is managed professionally without conflict of interest and intervention from any party.
Kewajaran Fairness	Prinsip kewajaran yaitu keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. The principle of fairness is justice and equality in fulfilling the rights of stakeholders arising under the applicable laws and regulations.	Perusahaan menerapkan kesetaraan kepada segenap Pemangku Kepentingan sesuai dengan peraturan dan perundang-undangan yang berlaku. The Company implements fairness principle to all stakeholders in accordance with prevailing law and regulation.

Selain itu, PLN IP Services juga mengadopsi 4 (empat) pilar Pedoman Umum Governansi Korporat Indonesia (PUG-KI) yang diterbitkan oleh Komite Nasional Kebijakan Governansi dalam implementasi GCG meliputi:

In addition,PLN IP Services also adopts the 4 (four) pillars of the General Guidelines for Indonesian Corporate Governance (PUG-KI) issued by the National Committee for Governance Policy in the implementation of GCG including:

No	Prinsip Dasar Pedoman Umum Governansi Korporat Basic Principles of General Corporate Governance Guidelines	Implementasi Internal Internal Implementation
1	**Perilaku Beretika** Dalam melaksanakan kegiatannya, korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain. **Ethical Behavior** In implementing its activities, the corporation always prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains moral values and trust consistently. Corporations pay attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality (fairness) and are managed independently so that each organ of the company does not dominate the other and cannot be intervened by other parties.	Perusahaan membangun kultur organisasi yang menjunjung tinggi integritas, kejujuran, dan penghormatan terhadap seluruh pemangku kepentingan. Prinsip ini diimplementasikan melalui penetapan Kode Etik dan Etika Bisnis (*Code of Conduct*) yang diberlakukan secara menyeluruh dan disosialisasikan secara aktif kepada seluruh jajaran, termasuk Direksi, Dewan Komisaris, dan karyawan. Sebagai bentuk komitmen personal, seluruh pegawai dan pejabat perusahaan juga diwajibkan menandatangani Pakta Integritas, serta menginternalisasi nilai-nilai AKHLAK BUMN dalam pelaksanaan tugas sehari-hari. Perusahaan mengoperasikan *Whistleblowing System* (WBS) yang independen, terpercaya, dan menjamin kerahasiaan serta perlindungan terhadap pelapor, sebagai sarana pelaporan atas dugaan pelanggaran etika atau integritas. Untuk menjaga akuntabilitas moral, manajemen puncak secara konsisten menerapkan prinsip *tone from the top*, memastikan bahwa nilai-nilai etis bukan hanya menjadi pedoman tertulis, tetapi juga tercermin dalam praktik manajerial dan pengambilan keputusan strategis. Selain itu, prinsip independensi dijaga dengan memastikan bahwa setiap organ perusahaan memiliki fungsi, kewenangan, dan batas tanggung jawab yang jelas serta tidak saling mendominasi. Penguatan budaya etika juga dilakukan melalui pelatihan berkala, pembinaan perilaku kerja yang etis, dan penerapan sistem *disclosure of conflict of interest* untuk mencegah benturan kepentingan dalam pelaksanaan kegiatan usaha. The Company fosters an organizational culture that upholds integrity, honesty, and respect for all stakeholders. This principle is implemented through the establishment of a Code of Ethics and Business Conduct, which is applied company-wide and actively communicated to all levels, including the Board of Directors, Board of Commissioners, and employees. As a personal commitment, all employees and company officials are required to sign an Integrity Pact and internalize the BUMN core values of AKHLAK in their daily duties. The Company also operates an independent and reliable Whistleblowing System (WBS), which ensures confidentiality and protection for whistleblowers, providing a secure channel for reporting suspected violations of ethics or integrity. o uphold moral accountability, senior management consistently applies the principle of 'tone from the top,' ensuring that ethical values are not only stated in written guidelines but are also demonstrated in managerial behavior and strategic decision-making. In addition, the principle of independence is maintained by ensuring that each corporate body has clear functions, authorities, and responsibilities, without overlapping or dominance over one another. The Company also strengthens its ethical culture through regular training, guidance on ethical workplace behavior, and the implementation of a conflict of interest disclosure system to prevent potential conflicts in the conduct of business activities.

No	Prinsip Dasar Pedoman Umum Governansi Korporat Basic Principles of General Corporate Governance Guidelines	Implementasi Internal Internal Implementation
2	**Akuntabilitas** Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan. **Accountability** The Corporation can be accountable for its performance transparently and fairly. For this reason, the Corporation must be managed properly, measurably, and according to corporate interests while still considering the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance.	Perusahaan memastikan bahwa seluruh proses pengambilan keputusan, pelaksanaan kebijakan, dan pertanggungjawaban kinerja dijalankan secara objektif, terukur, dan dapat dievaluasi. Akuntabilitas ini diwujudkan melalui penetapan *Key Performance Indicator* (KPI) di seluruh level organisasi, yang dievaluasi secara berkala dan dilaporkan kepada pemegang saham serta pemangku kepentingan lainnya. Perusahaan juga menjalankan *Assessment* GCG tahunan, baik melalui mekanisme *self-assessment* maupun oleh pihak independen eksternal. Di tingkat operasional, akuntabilitas didukung oleh struktur organisasi yang berbasis fungsi dengan kejelasan tugas, wewenang, dan tanggung jawab. Perusahaan telah menetapkan kewenangan delegasi yang terdokumentasi dan dijalankan secara disiplin sebagai dasar pengambilan keputusan pada setiap tingkatan. Untuk memastikan pengendalian internal yang kuat, perusahaan melibatkan fungsi audit internal, manajemen risiko, dan unit kepatuhan dalam siklus pengawasan yang terintegrasi dan berbasis sistem. Komitmen terhadap akuntabilitas juga ditunjukkan melalui implementasi Sistem Manajemen Anti Penyuapan (SMAP) pada sejumlah unit kerja prioritas, penyelesaian seluruh keputusan Direksi dan Dewan Komisaris secara tepat waktu, serta integrasi sistem pelaporan dan monitoring kinerja berbasis digital. Semua langkah ini ditempuh untuk menciptakan tata kelola yang dapat dipertanggungjawabkan dan sejalan dengan prinsip keberlanjutan. The Company ensures that all decision-making processes, policy implementation, and performance accountability are carried out objectively, measurably, and in a manner that allows for proper evaluation. This accountability is demonstrated through the establishment of Key Performance Indicators (KPIs) at all organizational levels, which are regularly evaluated and reported to shareholders and other stakeholders. The company also conducts an annual Good Corporate Governance (GCG) assessment, either through self-assessment or by engaging independent external parties. At the operational level, accountability is supported by a function-based organizational structure with clearly defined duties, authorities, and responsibilities. The company has established a documented delegation of authority, which is consistently applied as a foundation for decision-making at all levels. To ensure strong internal controls, the company involves internal audit, risk management, and compliance units within an integrated and system-based supervision framework. The Company's commitment to accountability is also reflected in the implementation of the Anti-Bribery Management System (SMAP) across selected priority units, the timely resolution of all decisions made by the Board of Directors and Board of Commissioners, and the integration of digital systems for performance reporting and monitoring. These efforts are aimed at establishing responsible governance aligned with sustainability principles.

No	Prinsip Dasar Pedoman Umum Governansi Korporat Basic Principles of General Corporate Governance Guidelines	Implementasi Internal Internal Implementation
3	**Transparansi** Untuk menjaga objektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya. **Transparency** To maintain objectivity in conducting business, the corporation provides material and relevant information in a manner that is easily accessible and understood by stakeholders. The Corporation takes the initiative to disclose not only matters required by laws and regulations but also matters that are important for decision-making by shareholders, creditors, and other stakeholders.	Perusahaan menjunjung tinggi prinsip keterbukaan informasi dalam menjalankan bisnis sebagai landasan kepercayaan dan objektivitas. Seluruh informasi yang bersifat material dan relevan disampaikan secara tepat waktu dan akurat kepada pemangku kepentingan, baik melalui laporan berkala, publikasi resmi, maupun kanal komunikasi korporat lainnya. Praktik ini tidak hanya memenuhi kewajiban regulatif, tetapi juga mendukung pengambilan keputusan yang bijak dan partisipatif oleh pemegang saham, mitra usaha, maupun masyarakat. Untuk memperkuat implementasi, perusahaan menyampaikan Laporan Kinerja Bulanan, data Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), serta laporan gratifikasi dan kepemilikan saham secara berkala. Selain itu, perusahaan mengembangkan dan mengintegrasikan sistem digital internal seperti D'GCG, yang memfasilitasi proses tata kelola secara elektronik dan memungkinkan akses informasi secara real-time bagi pihak internal dan eksternal yang berkepentingan. Di tingkat struktural, transparansi juga diwujudkan dalam proses pengadaan barang dan jasa yang berbasis sistem, pengungkapan kebijakan remunerasi manajemen, serta pengelolaan konflik kepentingan secara terbuka melalui mekanisme *conflict of interest disclosure*. Fungsi Sekretaris Perusahaan berperan aktif dalam memastikan keterbukaan informasi sesuai prinsip kehati-hatian, sekaligus menjaga konsistensi komunikasi korporat yang kredibel dan bertanggung jawab. The Company upholds the principle of information transparency as a foundation for building trust and objectivity in its business practices. All material and relevant information are communicated accurately and on time to stakeholders through periodic reports, official publications, and other corporate communication channels. This practice not only fulfills regulatory requirements but also supports informed and participative decision-making by shareholders, business partners, and the public. To strengthen this commitment, the company regularly provides Monthly Performance Reports, State Official Wealth Reports (LHKPN), as well as reports on gratuities and share ownership. Additionally, the company has developed and integrated internal digital systems such as D'GCG, which facilitate electronic governance processes and provide real-time access to information for relevant internal and external stakeholders. At the structural level, transparency is also reflected in system-based procurement processes, disclosure of management remuneration policies, and open management of conflicts of interest through a formal conflict of interest disclosure mechanism. The Corporate Secretary plays an active role in ensuring information transparency following the principles of prudence, while maintaining consistent, credible, and responsible corporate communication.

No	Prinsip Dasar Pedoman Umum Governansi Korporat Basic Principles of General Corporate Governance Guidelines	Implementasi Internal Internal Implementation
4	**Keberlanjutan** Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerjasama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan. **Sustainability** The Corporation complies with laws and regulations and is committed to implementing its responsibilities towards society and the environment to contribute to sustainable development by working with all relevant stakeholders to improve their lives in a way that is aligned with business interests and the sustainable development agenda.	Perusahaan memandang keberlanjutan sebagai bagian integral dari strategi bisnis jangka panjang dan mandat kontribusi terhadap pembangunan nasional. Prinsip ini diimplementasikan melalui integrasi aspek *Environmental, Social, and Governance* (ESG) ke dalam Rencana Jangka Panjang Perusahaan (RJPP) dan RKAP, serta melalui pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang terarah dan berdampak. Program-program tersebut dirancang untuk mendukung keseimbangan antara kepentingan bisnis dan kebutuhan masyarakat serta lingkungan. Sebagai wujud nyata komitmen keberlanjutan, perusahaan melaksanakan 13 Program Kepatuhan Terintegrasi PLN Group yang mencakup pengendalian gratifikasi, *Fraud Risk Assessment* (FRA), pengelolaan risiko non-keuangan, pelatihan anti-penyuapan, serta standarisasi kajian kepatuhan dalam proses pengambilan keputusan Direksi. Kegiatan ini turut diperkuat dengan edukasi dan pelibatan pemangku kepentingan melalui berbagai forum, kanal komunikasi internal, dan pelatihan rutin yang membangun kesadaran kolektif terhadap pentingnya keberlanjutan. Selain itu, perusahaan menerapkan sistem manajemen lingkungan dan keselamatan kerja yang sesuai standar (seperti ISO 14001 dan ISO 45001), mengembangkan laporan keberlanjutan sesuai standar *Global Reporting Initiative* (GRI), serta aktif dalam program dekarbonisasi, efisiensi energi, dan pengelolaan limbah ramah lingkungan. Seluruh upaya ini merupakan bagian dari kontribusi aktif perusahaan dalam mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs) secara terukur dan berkesinambungan. The Company views sustainability as an integral part of its long-term business strategy and its mandate to contribute to national development. This principle is implemented through the integration of Environmental, Social, and Governance (ESG) aspects into the Company's Long-Term Plan (RJPP) and Annual Work Plan and Budget (RKAP), as well as through the execution of targeted and impactful Social and Environmental Responsibility (TJSL) programs. These programs are designed to support a balance between business interests and the needs of society and the environment. As a concrete expression of its commitment to sustainability, the company implements 13 Integrated Compliance Programs under the PLN Group. These include gratification control, Fraud Risk Assessment (FRA), management of non-financial risks, anti-bribery training, and the standardization of compliance reviews in the Board of Directors' decision-making process. These efforts are further supported by stakeholder education and engagement through various forums, internal communication channels, and regular training sessions aimed at building collective awareness of the importance of sustainability. The Company implements environmental and occupational health and safety management systems by recognized standards, such as ISO 14001 and ISO 45001. It also develops sustainability reports based on the Global Reporting Initiative (GRI) standards and actively participates in decarbonization, energy efficiency, and environmentally friendly waste management programs. These efforts reflect the company's active contribution to the measurable and continuous achievement of the Sustainable Development Goals (SDGs).

KOMITMEN DAN DASAR PENERAPAN GOVERNANSI KORPORAT
Commitment And Basis Of Corporate Governance Implementation

Sebagai Perusahaan yang telah berkembang pesat dan menyebar hampir di seluruh wilayah kepulauan Indonesia, PLN IP Services meyakini penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*/GCG) merupakan salah satu Indikator penting bagi Pemegang Saham untuk dapat menilai kinerja Perusahaan dan meyakini bahwa Perusahaan telah dikelola dengan baik dan tepat serta diyakini mampu untuk melindungi kepentingan para Pemegang Saham.

As a Company that has grown rapidly and spread across almost all parts of Indonesian archipelago, PLN IP Services believes that the implementation of Good Corporate Governance (GCG) is important indicator for Shareholders to be able to assess the Company's performance and to be convinced that the Company has been managed properly, good, and appropriate as well as believed to be able to protect the interests of Shareholders.

Penerapan ini sangat penting dalam menghadapi persaingan usaha serta iklim bisnis yang semakin kompetitif, guna meningkatkan kepercayaan para *stakeholders* sesuai dengan visi dan misi Perusahaan.

This implementation is very important in facing business competition and an increasingly competitive business climate, in order to increase stakeholders' trust in accordance with the Company's vision and mission.

PLN IP Services berkomitmen secara penuh untuk menjalankan dan mengimplementasikan prinsip-prinsip GCG sebagai landasan dalam menciptakan nilai tambah yang berkelanjutan bagi kepentingan para pemegang saham, masyarakat secara luas, dan berbagai pemangku kepentingan lainnya (pegawai, konsumen, regulator, mitra kerja, dan lain-lain) baik dalam jangka pendek maupun jangka panjang.

PLN IP Services is fully committed to conducting and implementing GCG principles as a basis for creating sustainable added value for the benefit of shareholders, society in general, and various other stakeholders (employees, consumers, regulators, business partners, etc.) both in the short and long term.

DASAR HUKUM PENERAPAN *GOOD CORPORATE GOVERNANCE*

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

- Anggaran Dasar Perusahaan;
- Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas (PT);
- Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara (BUMN);
- Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-02/MBU/02/2015 Tanggal 17 Februari 2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana yang telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-10/ MBU/2020 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara

LEGAL BASIS OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

In implementing GCG practices, the Company refers to several laws and regulations, with the following descriptions:

- Articles of Association of the Company
- Law of Republic of Indonesia No. 40 of 2007 on Limited Liability Companies;
- Law of the Republic of Indonesia No. 19 Year 2003 on State-Owned Enterprises (SOEs);
- Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/02/2015 Dated February 17, 2015, concerning Requirements and Procedures for the Appointment and Discharge of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises as amended by Regulation of the Minister of State-Owned Enterprises Number PER-10/ MBU/2020 concerning Amendments to Regulation of the

Nomor PER 02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara;

- Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/ MBU/06/2020 Tanggal 26 Juni 2020 tentang Perubahan Atas Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-03/ MBU/2012 Tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Anak Perusahaan Badan Usaha Milik Negara;

- Peraturan Menteri Badan Usaha Milik Negara Nomor PER-06/ MBU/04/2021 Tanggal 13 April 2021 tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-12/ MBU/2012 Tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara;

- Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-11/MBU/07/2021 Tanggal 30 Juli 2021 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara;
- Peraturan Menteri Badan Usaha Milik Negara Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Minister of State-Owned Enterprises Number PER 02/MBU/02/2015 concerning Requirements and Procedures for the Appointment and Discharge of Members of the Board of Commissioners and Supervisory Board of State-Owned Enterprises;

- Regulation of the Minister of State-Owned Enterprises Number PER-04/ MBU/06/2020 Dated June 26, 2020, concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-03/ MBU/2012 concerning Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners of Subsidiaries of State-Owned Enterprises;
- Regulation of the Minister of State-Owned Enterprises Number PER-06/ MBU/04/2021 Dated April 13, 2021, concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-12/ MBU/2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
- Regulation of the Minister of State-Owned Enterprises Number PER-11/MBU/07/2021 Dated July 30, 2021, concerning Requirements and Procedures for the Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises;
- Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

KOMITMEN PENERAPAN *GOOD CORPORATE GOVERNANCE*

Dalam penerapan tata kelola perusahaan yang baik, PLN IP Services mengacu kepada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

COMMITMENT OF IMPLEMENTATION GOOD CORPORATE GOVERNANCE

In implementing good corporate governance, PLN IP Services refers to the Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Maka dari itu sebagai bentuk penerapan *corporate citizenship*, Perusahaan sangat memperhatikan penerapan GCG secara terintegrasi dan sistematis dengan berbagai langkah konkret antara lain:

- Menyusun Pedoman Tata Kelola Perusahaan yang Baik di Lingkungan PT Cogindo DayaBersama melalui Keputusan Direksi Nomor: 082.2.K/CDB/XI/2020.
- Senantiasa mematuhi peraturan dan perundang-undangan yang berlaku .
- Memiliki rumusan visi dan misi yang senantiasa disesuaikan dengan kondisi ekonomi, politik dan sosial.
- Memiliki pedoman kode etik dan mematuhi budaya Akhlak BUMN.
- Menerapkan pedoman/*board manual*/ tata laksana kerja bagi Dewan Komisaris dan Direksi.
- Secara berkala menilai penerapan GCG yang telah dilakukan setiap tahunnya dan melakukan peninjauan ulang untuk melakukan peningkatan di tahun berikutnya.
- Pengesahan Rencana Kerja Implementasi *Good Corporate Governance* (GCG) Tahun 2021 oleh Pembina GCG.
- Melaksanakan surveillance ISO 37001:2016.
- Menerbitkan SK Direksi No. 028.1.1.K/CDB/VI/2021 tanggal 14 Juni 2021 tentang Tata Kelola Anti Penyuapan.
- Penandatanganan Pakta Integritas dan Komitmen COC seluruh Pegawai CDB.
- Menerbitkan SK Direksi No 047.1.K/CDB/VII/2022 tentang Pedoman Laporan LHKPN di Lingkungan PT Cogindo DayaBersama.

Therefore, as a form of corporate citizenship implementation, the Company pays close attention to the implementation of GCG in an integrated and systematic manner with various concrete steps including:

- Preparation for Guidelines of Good Corporate Governance within PT Cogindo DayaBersama through the Decree of the Board of Directors Number: 082.2.K/CDB/XI/2020.
- Always comply with applicable laws and regulations.
- Formulate vision and mission that is adaptable to economic, political and social conditions.
- Code of ethics guidelines and SOEs morals culture.
- Guidelines/board manuals/work procedures for the Board of Commissioners and the Board of Directors.
- Periodically assess the implementation of GCG that has been carried out every year and conduct a review to make improvements in the following year.
- Ratification of the 2021 Good Corporate Governance (GCG) Implementation Work Plan by GCG Board.
- Obtained ISO 37001:2016 certification.
- Issuance of Decree of the Board of Directors No. 028.1.1.K/CDB/VI/2021 dated June 14, 2021 on Anti-Bribery Governance.
- Signing of COC Integrity Pact and Commitment of all CDB Employees.
- Decree of the Board of Directors No 047.1.K/CDB/VII/2022 on Guidelines for LHKPN Report within PT Cogindo DayaBersama.

TUJUAN PENERAPAN GCG
Objectives Of Gcg Implementation

PLN IP Services berkomitmen menerapkan prinsip-prinsip GCG secara konsisten dan berkelanjutan sebagaimana diatur dalam Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Tujuan dari penerapan dan pengembangan GCG berdasarkan peraturan tersebut antara lain:

PLN IP Services is committed to implementing GCG principles consistently and continuously as regulated in the Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The objectives of GCG implementation and development based on these regulations include:

- Mengoptimalkan nilai BUMN agar perusahaan memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan BUMN.
- Mendorong pengelolaan BUMN secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Persero/ Organ Perum.
- Mendorong agar Organ Persero/Organ Perum dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial BUMN terhadap Pemangku Kepentingan maupun kelestarian lingkungan di sekitar BUMN
- Meningkatkan kontribusi BUMN dalam perekonomian nasional
- Meningkatkan iklim yang kondusif bagi perkembangan investasi nasional.

- To optimize SOEs value, hence the Company have strong competitiveness, both nationally and internationally, and be able to maintain existence and sustainability to achieve the aims and objectives of SOEs.
- To encourage the management of SOEs in professional, efficient, and effective manner, as well as functions empowerment and increasing the independence of Persero Organs/Perum Organs.
- To encourage Persero Organs/Perum Organs in making decisions and carrying out actions based on high moral values and compliance with laws and regulations, as well as awareness of SOEs' social responsibility towards Stakeholders and environmental sustainability around SOEs.
- Increase the contribution of SOEs in national economy
- To improve conducive climate for the development of national investment.



GCG *ROADMAP* 2019 - 2024



2019

BUILDING GCG PLATFORM
- Skor GCG: 97,01| GCG Score: 97.01
- Integrasi GCG dalam SMT 100% | Integration of GCG in SMT 100%
- 90% Pegawai memahami CoC, WBS dan tindak lanjutnya, jenis gratifikasi I 90% employees comprehending CoC, WBS and following up, type of gratification

2020

STRENGTHEN GCG PLATFORM
- Skor GCG: 89,581 | GCG Score: 89,581
- *Review* Integrasi GCG dalam SMT | Review of GCG Integration in SMT
- Penyusunan Mekanisme Laporan | Preparation of Reporting Mechanism
- 86% Pegawai berkomitmen untuk melaksanakaan GCG | 86% Employees are committed to implementing GCG
- Tersedianya Pelaporan Pengaduan *Online* | Availability of Online Complaint Reporting
- Aplikasi GCG Pro | GCG Pro Application

2021

GCG CULTURE
- Skor GCG: 90 | GCG Score: 90
- Sertifikasi ISO 37001 I ISO 37001 Certification
- Penyusunan *Bribery Risk Assessment* pada setiap bidang | Preparation of Bribery Risk Assessment in each field
- 90% Pegawai berkomitmen untuk melaksanakan GCG | 90% Employees committed to implementing GCG

2022

GCG CULTURE
- Skor GCG: 91 | GCG Score: 91
- Kepatuhan (GRC): 100% | Compliance (GRC): 100%
- SMAP: 2 Unit | SMAP: 2 Units
- Keputusan BOD/BOC: 90% | BOD/BOC Decision
- D'GCG: 1 Fitur I D'GCG: 1 Feature
- Training BOD/BOC: 1x | BOD/BOC Training: 1x
- Training Pengelola: 1x | Manager Training: 1x

2023

CORPORATE CITIZENSHIP (1)
- Skor GCG: 91,2 | GCG Score: 91,2
- Kepatuhan: 100% | Compliance: 100%
- SMAP: 2 Unit | SMAP: 2 Units
- Keputusan BOD/BOC: 100% | BOD/BOC Decision: 100%
- D'GCG: Hp Based I D'GCG: HP Based
- Training BOD/BOC: 1x | BOD/BOC Training: 1x
- Integrated Program *Corporate* dengan ESG | Integrated Corporate Program with ESG

2024

CORPORATE CITIZENSHIP (2)
- Skor GCG: 91,3 | GCG Score: 91,3
- Kepatuhan: 100% | Compliance: 100%
- SMAP: 3 Unit | SMAP: 3 Units
- Keputusan BOD/BOC: 100%| BOD/BOC Decision: 100%
- D'GCG: Integrated D'GCG I D'GCG: Integrated D'GCG
- External GCG *Assessment* | External GCG Assessment

Pada tahun 2024, Perusahaan menindaklanjuti *roadmap* tahun sebelumnya yaitu mengimplementasikan tata kelola perusahaan yang baik menjadi budaya dengan beberapa target yaitu :

1. Hasil *Assessment GCG Score* pada angka 92,03.
2. Kepatuhan melalui budaya GRC dalam setiap bidang terlaksana 100%.
3. Keputusan BOC dan BOD terlaksana dan ditindaklanjut dengan target terlaksana 90%.
4. Terimplementasinya aplikasi D'GCG (Pro – GCG) sebanyak 1 fitur.
5. Terlaksananya *Training* BOD dan BOC sebanyak 1 kali.
6. Terlaksananya *Training* Pengelola sebanyak 1 kali.

In 2024 the Company was followed up the previous year's roadmap, namely implementing good corporate governance into a culture with several targets, namely:

1. Result of the GCG Score Assessment at 92,03.
2. Compliance through GRC culture in every field was implemented 100%.
3. BOD and BOC decisions were implemented and followed up with a target of 90% implementation.
4. Implementation of D'GCG (Pro - GCG) application with 1 feature.
5. Implementation of BOD and BOC Training 1 time.
6. Implementation of Management Training 1 time.

KERANGKA TATA KELOLA (GOVERNANSI) KORPORAT PLN IP SERVICES
Corporate Governance Framework Of Pln Ip Services

Kerangka penerapan tata kelola di PLN IP Services secara umum terbagi menjadi 3 (tiga) bagian, yaitu: *Governance Structure, Governance Process* dan *Governance Outcome* dimana ketiga hal tersebut mampu menjamin efektivitas dalam penerapan GCG Perusahaan.

The framework for implementing governance at PLN IP Services is generally divided into 3 (three) parts: Governance Structure, Governance Process and Governance Outcome where these three things are able to guarantee effectiveness in implementing the Company's GCG.

Governance structure terdiri dari organ dan infrastruktur tata kelola Perusahaan. Organ tersebut meliputi Dewan Komisaris, Direksi, Komite-komite, unit dan satuan kerja Perusahaan. Adapun infrastruktur tata kelola terdiri dari kebijakan dan prosedur, tugas dan fungsi masing-masing organ, dan evaluasi tata kelola.

Governance structure consists of the Company's governance organs and infrastructure. These organs include the Board of Commissioners, Board of Directors, Committees, units and work units of the Company. The governance infrastructure consists of policies and procedures, duties and functions of each organ, as well as evaluation of governance.

Governance process bersinggungan dengan proses implementasi Tata Kelola yang Baik demi menghasilkan *governance outcome* yang diinginkan.

Governance process intersects with the process of Good Governance implementation in order to produce the desired governance outcome.

Governance outcome merupakan gambaran hasil pelaksanaan *governance process* yang dijalankan oleh *governance structure*. *Governance outcome* ditunjukkan melalui berbagai pencapaian Perusahaan atas kinerja perusahaan secara keseluruhan, baik kinerja keuangan, operasional, maupun penghargaan yang diraih.

Governance outcome is an overview of the result of the implementation of the governance process by the governance structure. Governance outcome is shown through the Company's various achievements on overall company performance, both financial, operational and award-winning performance.



GOVERNANCE STRUCTURE	GOVERNANCE PROCESS	GOVERNANCE OUTCOME
Struktur tata kelola yang terdiri dari organ utama dan organ pendukung. The governance structure that consists of main organs and supporting organs.	Proses dan mekanisme kerja dari organ tata kelola. The process and working mechanism of a governance organ.	Hasil dari penerapan tata kelola. The result of governance implementation.
• Organ Utama • Organ Pendukung • Infrastruktur • Main Organs • Supporting Organs • Infrastructure	• Pemenuhan hak Pemegang Saham • Pemenuhan hak Pemangku Kepentingan • Pelaksanaan tugas dan tanggung jawab • Transparansi kondisi keuangan dan non keuangan Perusahaan • Fulfilment of Shareholders' rights • Fulfilment of Stakeholders' rights • Implementation of duties and responsibilities • Transparency of the Company's financial and non-financial conditions	• Memaksimalkan nilai Perusahaan. • Meningkatkan daya saing Perusahaan. • Mendorong pengelolaan Perusahaan secara transparan dan efisien. • Mendorong organ Perusahaan agar menjalankan bisnis dengan dilandasi nilai moral yang tinggi dan kepatuhan terhadap perundang-undangan. • Mengendalikan dan mengarahkan hubungan antar organ Perusahaan. • Mendorong kesadaran akan tanggung jawab sosial perusahaan terhadap Pemangku Kepentingan. • Meningkatkan kepercayaan pasar untuk mendorong pertumbuhan ekonomi nasional. • Maximize the value of the Company. • Increase the competitiveness of the Company. • Encourage the management of the Company transparently and efficiently. • Encourage the organs of the Company to conduct business based on high moral values and compliance with legislation. • Control and direct the relationship between the Company's organs. • Encourage awareness of corporate social responsibility towards Stakeholders. • Increase market confidence to encourage national economic growth.

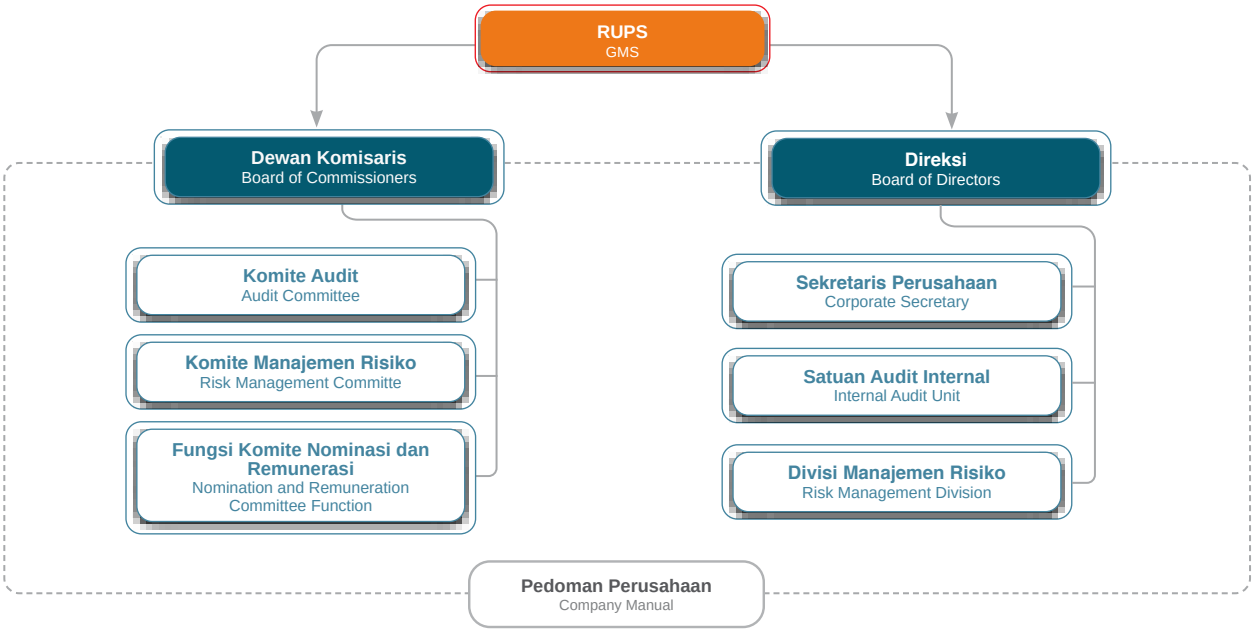
STRUKTUR TATA KELOLA (GOVERNANSI) KORPORAT PLN IP SERVICES
Corporate Governance Structure of PLN IP Services

PLN IP Services merupakan perusahaan yang dibentuk berdasarkan Undang-Undang Republik Indonesia Nomor 40 tahun 2007 tentang Perseroan Terbatas (UU PT) dan memiliki struktur tata kelola sebagai organ perusahaan yang terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Sesuai dengan Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku, setiap organ memiliki peran penting dalam penerapan GCG serta melaksanakan fungsi, tugas, dan tanggung jawab masing-masing demi kepentingan Perusahaan.

PLN IP Services is a company formed under the Law of Republic of Indonesia Number 40 of 2007 on Limited Liability Companies (UU PT) and has a governance structure as a corporate organ consisting of General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors. In accordance with the Company's Articles of Association and applicable laws and regulations, each organ has an important role in implementing GCG and carrying out their respective functions, duties and responsibilities for the benefit of the Company.

RUPS merupakan forum pengambilan keputusan tertinggi bagi Pemegang Saham. Dewan Komisaris melakukan fungsi pengawasan atas jalannya Perusahaan dengan dibantu komite-komite yang dibentuk, dan Direksi melakukan fungsi pengurusan Perusahaan dengan didukung fungsi-fungsi dalam manajemen.

The GMS is the highest decision-making forum for Shareholders. The Board of Commissioners perform supervisory function of the Company with the assistance of established committees, and the Board of Directors perform the management function of the Company supported by management functions.



SOFT STRUCTURE TATA KELOLA (GOVERNANSI) KORPORAT PLN IP SERVICES

Corporate Governance Soft Structure Of PLN IP Services

Dalam rangka mendukung implementasi struktur, dan mekanisme (proses) tata kelola perusahaan, PLN IP Services telah memiliki *soft structure* berupa berbagai kebijakan, pedoman atau prosedur pelaksanaan kegiatan operasional yang disusun sejalan dengan visi, misi, dan nilai-nilai Perusahaan dan secara berkala meninjau kembali perangkat pendukung yang telah ada untuk disesuaikan dengan perkembangan usaha dan *best practices* GCG yang berlaku.

In order to support the implementation of structure and mechanism (process) of corporate governance, PLN IP Services has soft structure in the form of various policies, guidelines or procedures for operational activities implementation that are prepared in line with vision, mission, and values of the Company and periodically review the existing of supporting tools to be adapted to business developments and applicable GCG best practices.

Soft structure GCG yang dimiliki antara lain: Soft structure of GCG include:

Jenis Pedoman Type of Guidelines	Keterangan Description
Anggaran Dasar Articles of Association	1. Akta pendirian No. 25 th 2008 2. Akta pendirian No. 9 th 2022 3. Akta perubahan wewenang direksi No. 8 th 2018 4. Akta penambahan bidang usaha No. 26 th 2020 5. Akta penambahan saham IP ke CDB No. 27 th. 2014 6. Akta Perubahan Anggaran Dasar PT Cogindo DayaBersama No.15 tanggal 12 April 2023 1. Deed of establishment No. 25, 2008 2. Establishment Deed No. 9, 2022 3. Deed of change of authority of the board of directors No. 8, 2018 4. Deed of addition of business fields No. 26, 2020 5. Deed of addition of IP shares to CDB No. 27, 2014 6. Deed of Amendment of the Articles of Association of PT Cogindo DayaBersama No.15 dated April 12, 2023
Pedoman Penerapan GCG Guidelines of GCG Implementation	Surat Keputusan Direksi Nomor: 082.2.K/CDB/XI/2020 tanggal 25 November 2020 Decree of the Board of Directors Number: 082.2.K/CDB/XI/2020 dated November 25, 2020
Board Manual/Pedoman dan Tata Tertib Dewan Komisaris Board Manual/Guidelines and Rules of the Board of Commissioners	Surat Keputusan Bersama No. 053.K/CDB/X/2021 dan No. 004.K/DEKOM-CDB/2021 tanggal 22 Oktober 2021 Joint Decree No. 053.K/CDB/X/2021 and 004.K/DEKOM-CDB/2021 dated October 22, 2021
Pedoman Komite Audit Guidelines of Audit Committee	Surat Keputusan Bersama Dewan Komisaris dan Direksi No.328.K/CDB/XII/2014 tanggal 15 Desember 2014 Joint Decree of the Board of Commissioners and Board of Directors No.328.K/CDB/XII/2014 dated December 15, 2014
Pedoman Komite Manajemen Risiko Guidelines of Audit Committee	Piagam Komite Manajemen Risiko tanggal 26 Oktober 2023 Risk Management Committee dated October 26, 2023
Piagam Audit Internal Internal Audit Charter	Surat Keputusan Bersama Dewan Komisaris dan Direksi No.016.K/CDB/III/2022 dan No. 001.K/DEKOM-CDB/2022 tanggal 14 Maret 2022 Joint Decree of the Board of Commissioners and Board of Directors No.016.K/CDB/III/2022 and No. 001.K/DEKOM-CDB/2022 dated March 14, 2022
Kebijakan Manajemen Risiko Guidelines of Risk Management	Surat Keputusan Direksi Nomor: 162.K/CDB/X/2023 tanggal 31 Oktober 2023 tentang Kebijakan Pedoman Umum Manajemen Risiko Terintegrasi PT Cogindo DayaBersama. Joint Decree of the Board of Directors Number: 162.K/CDB/X/2023 dated October 31, 2023, regarding the General Guidelines Policy for Integrated Risk Management of PT Cogindo DayaBersama.
Pedoman Kode Etik/ Budaya Perusahaan Guidelines of Code of Ethics/ Corporate Culture	Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: 027.K/CDB/V/2021 dan Nomor: 03.K/DEKOM-CDB/2021 tentang Pedoman Budaya Perusahaan Joint Decrees of the Board of Commissioners and Board of Directors Number: 027.K/ CDB/V/2021 and Number: 03.K/DEKOM-CDB/2021 on Guidelines for Corporate Culture
Pedoman Sistem Pelaporan Pelanggaran (WBS) Violation Reporting System Guidelines (WBS)	Surat Keputusan Bersama Direksi dan Dewan Komisaris dengan Nomor 079.K/CDB/XII/2019 dan Nomor 004.K/DEKOM-CDB/2019 tentang Pedoman Pengelolaan Pengaduan Pelanggaran PT Cogindo DayaBersama pada tanggal 9 Desember 2019 yang telah diperbarui dalam Surat Edaran Direksi No. 021/ED/CDB/XI/2021 tanggal 18 November 2021 tentang Tata Cara Penanganan Laporan Pengaduan Pelanggaran. Joint Decree of the Board of Directors and Board of Commissioners with Number 079.K/CDB/XII/2019 and Number 004.K/DEKOM-CDB/2019 on Guidelines for Managing PT Cogindo DayaBersama Violation Complaints on December 9, 2019 which has been updated in Circular of the Board of Directors No. . 021/ED/CDB/XI/2021 dated November 18, 2021 on Procedures for Handling Reporting of Violation Complaints
Pedoman Penerimaan, Pemberian Hadiah/Cinderamata & Hiburan (*Entertainment*) Guidelines for Accepting, Giving Gifts/ Souvenirs & Entertainment	Surat Keputusan Direksi Nomor. 059.K/CDB/IX/2019 tanggal 2 Oktober 2019. Decree of the Board of Directors Number. 059.K/CDB/IX/2019 dated October 2, 2019.
Pedoman Sistem Manajemen Anti Penyuapan Guidelines for Anti-Bribery Management System	SK Direksi No. 028.1.1.K/CDB/VI/2021 tanggal 14 Juni 2021 tentang Tata Kelola Anti Penyuapan. Decree of the Board of Directors No. 028.1.1.K/CDB/VI/2021 dated June 14, 2021 on Anti- Bribery Governance.
Pedoman LHKPN LHKPN Guidelines	No 047.1.K/CDB/VII/2022 tentang Pedoman Laporan LHKPN di Lingkungan PT Cogindo DayaBersama No 047.1.K/CDB/VII/2022 on Guidelines for LHKPN Report within PT Cogindo DayaBersama
Pedoman Budaya Perusahaan Corporate Culture Guidelines	Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: 027.K/CDB/V/2021 dan Nomor: 03.K/DEKOM-CDB/2021 tentang Pedoman Budaya Perusahaan Joint Decrees of the Board of Commissioners and Board of Directors Number: 027.K/ CDB/V/2021 and Number: 03.K/DEKOM-CDB/2021 on Guidelines for Corporate Culture

IMPLEMENTASI GCG PLN IP SERVICES
GCG Implementation of PLN IP Services

Penerapan GCG Perusahaan dimulai dengan kesadaran (*awareness*) bahwa praktik GCG sangat penting diterapkan guna mengoptimalkan nilai Perusahaan dan meningkatkan kepercayaan *Stakeholders* dan *Shareholders* serta mewujudkan bisnis yang berkelanjutan di masa mendatang. GCG merupakan proses yang berkesinambungan dan berkelanjutan, karena itu dibutuhkan komitmen yang penuh dalam penerapannya. Upaya peningkatan penerapan Tata Kelola Perusahaan terus dikembangkan dengan didukung oleh struktur tata kelola perusahaan yang baik dari segi Organ Perusahaan maupun kebijakan yang sejalan dengan nilai-nilai Perusahaan dengan memperhatikan peran dan tanggung jawab Dewan Komisaris, Direksi, maupun karyawan guna terciptanya Tata Kelola Perusahaan yang berkelanjutan.

GCG implementation of the Company's begins with the awareness that GCG practices are very important to conduct in order to optimize the value of the Company and increase the trust of Stakeholders and Shareholders as well as create a sustainable business in the future. GCG is continuous and sustainable process, therefore full commitment is required in its implementation. Efforts to improve the implementation of Corporate Governance continue to be developed supported by a good corporate governance structure in terms of Company Organs and policies that are in line with the Company's values by taking into account the roles and responsibilities of the Board of Commissioners, Board of Directors and employees in order to create sustainable Corporate Governance.

Implementasi GCG secara umum diformulasikan dalam bentuk revitalisasi proses bisnis, serta kegiatan lain yang diwujudkan dalam beberapa aktivitas, antara lain:

1. Menata ulang struktur organisasi Perusahaan agar sesuai dengan *best practices* GCG untuk meningkatkan kinerja Perusahaan;
2. Menyusun pedoman dan kebijakan baru;
3. Menyempurnakan pedoman dan berbagai kebijakan yang telah ada secara berkala;
4. Melakukan *self assessment* dan menindaklanjuti hasil evaluasi maupun rekomendasi yang diberikan;
5. Membangun iklim budaya kerja yang etis dan bertanggung jawab seperti menyusun kebijakan gratifikasi dan anti korupsi;
6. Melakukan sosialisasi penerapan GCG setiap bulannya.

GCG implementation is generally formulated in the form of business process revitalization, as well as other activities that are manifested in several activities, including:

1. Rearranging the Company's organizational structure to comply with GCG best practices to improve the Company's performance;
2. Developing new guidelines and policies;
3. Improving existing guidelines and policies on a regular basis;
4. Conducting self-assessment and follow up on evaluation results and recommendations provided;
5. Building an ethical and responsible work culture climate such as compiling gratuity and anti-corruption policies;
6. Conducting socialization of GCG implementation every month.

PENETAPAN STANDAR KUALITAS GCG

Kualitas GCG Perusahaan senantiasa terus dilakukan dengan menyempurnakan struktur, proses dan mekanisme tata kelola yang berlaku di Perusahaan. Berbagai proses mulai dari rekrutmen, sistem pengendalian internal, pengelolaan risiko, evaluasi kinerja, pengambilan keputusan sampai dengan sistem *reward* dan *punishment* telah disesuaikan dengan prinsip-prinsip GCG.

DETERMINATION OF GCG QUALITY STANDARDS

The quality of the Company's GCG is continuously carried out by improving the structures, processes and governance mechanisms that apply in the Company. Various processes ranging from recruitment, internal control system, risk management, performance evaluation, decision making to the reward and punishment system have been adapted to GCG principles.

Assessment juga dilaksanakan secara berkala untuk semakin meningkatkan kualitas pelaksanaan GCG. PLN IP Services juga senantiasa melakukan perbaikan dan berusaha untuk menindaklanjuti rekomendasi hasil dari *self assessment* yang dilakukan secara independen.

Assessment also carried out periodically to further improve the quality of GCG implementation. PLN IP Services also always makes improvements and to follow up on recommendations from the results of self-assessment that was carried out independently.

SOSIALISASI GCG

PLN IP Services senantiasa berkomitmen untuk meningkatkan nilai perusahaan, kinerja keuangan dan kepercayaan publik serta para pemangku kepentingan. Kegiatan sosialisasi GCG merupakan salah satu dari upaya tersebut untuk memberikan pemahaman kepada karyawan tentang penerapan tata kelola Perusahaan yang baik serta sejauh mana implementasi GCG di PLN IP Services telah dilaksanakan. Berbagai informasi dan kebijakan terkait GCG yang dimiliki oleh Perusahaan antara lain; Pedoman GCG, *Board Manual, Code of Conduct*, Pedoman Pengelolaan Pengaduan Pelanggaran (*Whistleblowing System* - WBS) dan Pedoman Penerimaan, Pemberian Hadiah/Cinderamata & Hiburan (*Entertainment*), dan Pedoman Pengendalian Gratifikasi seluruhnya diinformasikan melalui *website, email* korporat, media sosial dan whatsapp *group*. Bahkan Perusahaan juga membuat *standing banner* yang dapat ditemui di beberapa tempat di dalam kantor dan tempat kerja.

GCG SOCIALIZATION

PLN IP Services is always committed to increasing corporate value, financial performance and trust of the public and stakeholders. GCG socialisation activity is one of efforts to provide employees with an understanding of the implementation of good corporate governance and the extent to which GCG implementation has been carried out at PLN IP Services. Various information and policies related to GCG owned by the Company, among others; GCG Guidelines, Board Manual, Code of Conduct, Guidelines for Complaint Management of Violation (Whistleblowing System - WBS) and Guidelines for Acceptance, Giving Gift/Souvenir & Entertainment, and Gratification Control Guideline all of which informed through website, corporate email, social media and WhatsApp group. The Company even made standing banners that can be found in several places in the office and workplace.

PLN IP Services secara khusus memberikan *quiz* GCG yang dilakukan berkala setiap bulannya sebagai salah satu bentuk internalisasi GCG kepada Pegawai Perusahaan. Hal ini bertujuan agar seluruh karyawan memahami dan menerapkan lima prinsip GCG dalam kegiatan sehari-hari, terlebih dalam pengambilan keputusan harus didasarkan pada nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku.

PLN IP Services specifically provides a GCG quiz which is conducted periodically every month as a form of GCG internalisation for employees. It is intended that all employees understand and apply the five principles of GCG in their daily activities, especially when making decisions based on high moral values and compliance with applicable laws and regulations.

Bentuk sosialisasi lainnya yang dilakukan oleh Perusahaan adalah melakukan *survey* baik kepada karyawan maupun mitra bisnis antara lain:

1. Survey Pemahaman GCG kepada seluruh Pegawai
2. Survey Persepsi Dewan Komisaris dan Direksi
3. Survey Perilaku Etis Pelanggan
4. Survey Perilaku Etis Vendor

Other form of socialisation is conducting survey for both employees and business partners, including:

1. GCG Understanding Survey for all employees
2. Perception Survey of the Board of Commissioners and Board of Directors
3. Customer Ethical Behaviour Survey
4. Vendor Ethical Behaviour Survey

Sepanjang tahun 2024, PLN IP Services telah melakukan sosialisasi GCG melalui :

1. *Quiz* GCG yang dilaksanakan setiap bulan kepada seluruh tingkatan karyawan.
2. Sosialisasi GCG, Gratifikasi dan *Whistleblowing System* melalui grup Whatsapp Group, instagram dan *broadcast* email korporat yang dilakukan 3 (tiga) kali dalam setiap bulan.
3. Sosialisasi Sistem Manajemen Anti Penyuapan yang dilakukan melalui *e-Learning College*.
4. Sosialisasi secara tatap muka melalui *coffee morning* atau *workshop.*

Throughout 2024, PLN IP Services has conducted GCG socialization through :

1. GCG Quiz is conducted every month for all levels of employees.
2. Socialization of GCG, Gratification, and Whistleblowing System through Whatsapp Group, Instagram, and corporate email broadcasts conducted 3 (three) times a month.
3. Socialization of Anti-Bribery Management System conducted through e-Learning College.
4. Face to face socialization by coffee morning or workshop.

Pada setiap akhir tahun, Perusahaan melalui tim terkait melaksanakan survei dan evaluasi atas efektivitas penerapan sosialisasi GCG. Hal tersebut dilakukan Perusahaan bertujuan untuk:

1. Mengetahui seberapa efektif sosialisasi yang telah dilaksanakan selama tahun 2024 terkait pemahaman SMAP, *Fraud, Conflict of Interest,* WBS, dan *Code of Conduct* melalui program SMART TUESDAY.
2. Sebagai bahan evaluasi dalam meningkatkan *awareness* SMAP kepada seluruh pegawai.
3. Untuk mengetahui tingkat pemahaman pegawai tentang implementasi Sistem Manajemen Anti Penyuapan (SMAP) yang telah dilaksanakan di tahun 2024.
4. Mendukung kinerja penerapan implementasi SMAP.

At the end of each year, the Company through the relevant team conducts a survey and evaluation of the effectiveness of the implementation of GCG socialization. This is done by the Company with the aim of:

1. Know how effective the socialization implemented during 2024 related to the understanding of SMAP, Fraud, Conflict of Interest, WBS, and Code of Conduct through the SMART TUESDAY program.
2. As an evaluation material in increasing SMAP awareness to all employees.
3. To determine the level of employee understanding of the implementation of the Anti-Bribery Management System (“SMAP”) implemented in 2024.
4. To support the performance of SMAP implementation.

PENILAIAN PENERAPAN TATA KELOLA (GOVERNANSI) PERUSAHAAN
Assessment Of The Implementation of Corporate Governance

Penerapan GCG di lingkungan PLN IP Services mengalami perkembangan yang sangat berarti setiap tahunnya. Struktur, organ dan mekanisme tata kelola yang diterapkan Perusahaan telah sesuai dengan berbagai standar dan best practices penerapan tata kelola baik yang berlaku di Indonesia maupun di dunia internasional.

GCG implementation within PLN IP Services has experienced significant development every year. The structure, organs and governance mechanism implemented by the Company comply with various standards and best practices for good governance implementation in Indonesia and abroad.

Di tahun 2024, Perusahaan juga masih terus berupaya untuk menyempurnakan penerapan tata kelola dan melakukan penilaian terhadap penerapan GCG secara berkala. Langkah ini dilakukan agar Perusahaan dapat memperoleh gambaran yang lebih jelas terkait kelebihan dan kekurangan dalam penerapan GCG di lingkungan Perusahaan.

In 2024, the Company also continued to strive to improve its governance implementation and conducted regular GCG assessment. This step was taken so that the Company can obtain a clearer picture regarding the advantages and disadvantages of GCG implementation within the Company.

PELAKSANAAN PENILAIAN GCG

Sebagai tindak lanjut dari awareness dan untuk mengukur kualitas penerapan *Good Corporate Governance*, maka Perusahaan melaksanakan asesmen setiap tahun baik yang dilakukan oleh Asesor Independen maupun secara *self-assessment*.

Proses *Self-Assessment* tersebut masih mengacu pada parameter-parameter yang diatur dalam Surat Keputusan Sekretaris Menteri BUMN Nomor 16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Sebagai anak perusahaan BUMN, Perusahaan mengacu dan patuh terhadap peraturan yang dikeluarkan oleh Kementerian Badan Usaha Milik Negara. Sebagaimana diketahui ketentuan Surat Keputusan Sekretaris Menteri BUMN Nomor 16/S.MBU/2012 telah diubah oleh Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dimana ketentuan tersebut belum menyertakan parameter penilaian.

Pada saat *self-assessment*, Perusahaan masih menggunakan parameter peraturan yang lama, diantaranya adalah:

Parameter tersebut mencakup 6 (enam) aspek *governance* yaitu:

- Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan
- Pemegang Saham dan RUPS
- Dewan Komisaris
- Direksi
- Pengungkapan Informasi dan Transparansi
- Aspek Lainnya.

HASIL PENILAIAN PENERAPAN GCG

Perusahaan melakukan penilaian terhadap penerapan tata kelola untuk mengetahui kualitas dan kesesuaiannya. Penilaian proses tata kelola bertujuan untuk menilai efektivitas proses pelaksanaan tata kelola yang baik dan didukung oleh kecukupan struktur dan infrastruktur yang dimiliki sehingga menghasilkan hasil (*outcome*) yang sesuai dengan harapan Pemangku Kepentingan.

IMPLEMENTATION OF GCG ASSESSMENT

As a follow-up to the awareness and to measure the quality of the implementation of Good Corporate Governance, the Company conducts an assessment annually either conducted by an Independent Assessor or by self-assessment.

The Self-Assessment process still refers to the parameters stipulated in the Decree of the Secretary of the Minister of SOEs Number 16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance.

As a subsidiary of SOE, the Company refers and complies with the regulations issued by the Ministry of State-Owned Enterprises. As known, the provisions of the Decree of the Secretary of the Minister of SOEs Number 16/S.MBU/2012 has been amended by the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which provisions do not include assessment parameters.

At the time of self-assessment, the Company still used the parameters of the old regulation, including:

These parameters include 6 (six) governance aspects, namely:

- Commitment to the Implementation of Sustainable Good Corporate Governance
- Shareholders and GMS
- Board of Commissioners
- Board of Directors
- Information Disclosure and Transparency
- Other Aspects.

ASSESSMENT RESULT OF GCG

ImplementationThe Company evaluates the implementation of corporate governance to determine its quality and suitability. Appraisal of governance process aims to assess the effectiveness of good corporate governance process and is supported by adequacy of structure and infrastructure so as to produce result (outcome) that is in accordance with expectations of Stakeholders.

Hasil penilaian nantinya akan menjadi bahan refleksi untuk melakukan perbaikan praktik GCG di masa mendatang. Perbaikan ini dapat dilakukan dalam Perusahaan dan pemutakhiran struktural maupun kebijakan yang diharapkan dapat memberikan dampak positif bagi kinerja operasional maupun keuangan yang sejalan dengan peraturan perundang-undangan yang berlaku, etika bisnis, dan praktik bisnis terbaik.

Assessment results will later become material for reflection to improve GCG practices in the future. These improvements can be made within the Company and structural as well as policy updates are expected to have a positive impact on operational and financial performance in line with applicable laws and regulations, business ethics and best business practices.

Asesmen yang dilakukan pada tahun 2024 menghasilkan saran dan rekomendasi yang dipenuhi dalam upaya melakukan evaluasi dan memaksimalkan praktik terbaik GCG di Perusahaan. Proses penilaian penerapan GCG mencakup evaluasi atas pengembangan penerapan GCG yang telah dilakukan selama 2024 dengan melihat *Area of Improvement* (AoI) atas hasil *self-assessment* GCG di tahun sebelumnya.

Assessment in 2024 resulted in suggestions and recommendations that were fulfilled in an effort to evaluate and maximise GCG best practices at Company. The GCG assessment process includes an evaluation of development of GCG implementation that has been carried out in 2024 by looking at the Area of Improvement (AoI) on the results of GCG self-assessment in previous year.

Pelaksanaan *self-assessment* GCG Tahun 2024 telah diverifikasi dengan perolehan nilai sebesar 92,03 atau 92,03% dari total nilai maksimal yaitu sebesar 100,00 atau 100%. Nilai yang diperoleh menunjukan adanya peningkatan sebesar 0,13 poin bila dibandingkan dengan nilai tahun sebelumnya yaitu 91,90.

The implementation of the 2024 GCG self-assessment has been verified with a score of 92.03 or 92.03% of the total maximum score of 100.00 which is equivalent to 100.00%. The value obtained shows an increase of 0.13 points when compared to the previous year of 91.90.

Secara keseluruhan hasil *self-assessment* implementasi GCG Perusahaan periode Tahun 2024 mendapatkan predikat “Sangat Baik”, dengan rincian sebagai berikut:

Overall, the result of Company’s self-assessment of GCG for the 2024 period received “Very Good” rating, with following details:

No.	Aspek Penilaian Dewan Komisaris Assessment Aspect of the Board of Commissioners	Bobot Weight	Capaian Tahun 2024 Achievement 2024		Keterangan Description
			Skor Score	Capaian Achievement	
1.	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	7,00	6,81	97,28	Sangat Baik Very good
2.	Pemegang Saham dan RUPS/ Pemilik Modal Shareholders and GMS/ Capital Owner	9,00	8,70	96,64	Sangat Baik Very good
3 .	Dewan Komisaris Board of Commissioners	35,00	33,58	95,93	Sangat Baik Very good
4.	Direksi Board of Directors	35,00	33,15	94,72	Sangat Baik Very good
5.	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9,00	6,66	74,05	Sangat Baik Very good
6.	Aspek Lainnya Another Aspect	5,00	3,13	62,50	Sangat Baik Very good
	Jumlah **Total**	**100,00**	**92,03**	**92,03**	

REKOMENDASI DAN SARAN *SELF-ASSESSMENT* GCG PLN IP SERVICES TAHUN 2024

Dari hasil *self-assessment* yang dilakukan oleh Tim Asesmen GCG PLN IP Services tahun 2024 didapatkan beberapa *Areas of Improvement* (AoI) yang dapat menjadi perhatian Perusahaan sebagai bahan untuk meningkatkan setiap masing-masing aspek dari hasil *assessment* implementasi GCG Perusahaan. *Area of Improvement* yang didapatkan adalah sebagai berikut:

RECOMMENDATIONS AND SUGGESTIONS OF GCG SELF ASSESSMENT OF PLN IP SERVICES FOR THE YEAR OF 2024

From the results of the self-assessment conducted by the GCG Assessment Team of Company in 2024, several Areas of Improvement (AoI) obtained which can be the Company's attention as material to improve each aspect of the results of the assessment of Company's GCG implementation. The Areas of Improvement obtained are as follows:

No.	Aspek Penilaian Assessment Aspect	Area Peningkatan Area of Improvement
1.	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	1. Perusahaan memiliki Pedoman Perilaku yang menyatu dengan pedoman budaya dimana merupakan turunan AKHLAK yang kurang sesuai dengan Pemenuhan parameter *Assessment* GCG sehingga Perusahaan perlu untuk memisahkan antara nilai–nilai perusahaan AKHLAK dengan Pedoman Perilaku sesuai dengan Pedoman *Assessment* GCG. 2. Sebagaimana point 1, maka SK Kebijakan terkait Pedoman Perilaku perlu dimutakhirkan dan disahkan oleh Direksi dan Dekom. 1. The Company currently has a Code of Conduct that is integrated with the corporate culture guidelines, both of which are derived from the AKHLAK values. However, this approach does not fully align with the requirements of the GCG Assessment parameters. Therefore, the Company needs to separate the AKHLAK corporate values from the Code of Conduct, in accordance with the GCG Assessment Guidelines. 2. In line with point 1, the policy decree (SK) regarding the Code of Conduct must be updated and formally approved by the Board of Directors and the Board of Commissioners.
2.	Pemegang Saham dan RUPS/ Pemilik Modal Shareholders and GMS/ Capital Owner	1. Mengatur dan menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang Dewan Komisaris. 2. Belum ada sistem/pedoman penilaian kinerja Direksi yang memuat sekurang-kurangnya Indikator Kinerja Utama dan Kriteria Keberhasilan untuk penilaian Direksi secara individu. 3. Belum ada Kontrak Manajemen yang disahkan/disetujui oleh Pemegang Saham/RUPS/ Pemilik Modal untuk Kontrak Manajemen memuat target kinerja individu. 1. Regulate and determine the maximum number of Board of Commissioners positions that may be held by a Board of Commissioners. 2. There is no performance assessment system/guidelines for the Board of Directors that contains at least Key Performance Indicators and Success Criteria for individual assessment of the Board of Directors. 3. There is no Management Contract authorized/approved by Shareholders/GMS/Capital Owners for Management Contracts including individual performance targets.
3 .	Dewan Komisaris/Dewan Pengawas Board of Commissioners/ Supervisory Board	1. Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan dan pemberian nasihat kepada kebijakan dan pelaksanaan sistem teknologi informasi. 2. Belum adanya telaah dari Dewan Komisaris terkait kebijakan pengadaan barang dan jasa beserta pelaksanaannya. 3. Belum ada uraian hasil penilaian kinerja Direksi secara individu dalam laporan pengawasan Dewan Komisaris ke Pemegang Saham secara berkala maupun tahunan. 4. Indikator Pencapaian Kinerja Dewan Komisaris/Dewan Pengawas belum disetujui oleh RUPS setiap tahun. 5. Adanya pembahasan/evaluasi atas hasil penilaian kinerja Dewan Komisaris berikut dengan Komite dibawah Dewan Komisaris dan pembahasan dilakukan dalam media rapat dan didokumentasikan dalam risalah rapat. 6. Ketua Komite dibawah Dewan Komisaris/Dewan Pengawas merupakan anggota Dewan Komisaris/Dewan Pengawas. 1. The Board of Commissioners/Supervisory Board supervises and advises on the policy and implementation of the information technology system. 2. There is no review from the Board of Commissioners regarding the procurement of goods and services policy and its implementation. 3. There is no description of the results of the individual performance assessment of the Board of Directors in the Board of Commissioners' supervisory report to the Shareholders on a regular or annual basis. 4. The Performance Achievement Indicators of the Board of Commissioners/Supervisory Board have not been approved by the GMS every year. 5. There is a discussion/evaluation of the results of the performance assessment of the Board of Commissioners along with the Committee under the Board of Commissioners and the discussion is conducted in the meeting media and documented in the minutes of the meeting. 6. The Chairman of the Committee under the Board of Commissioners/Supervisory Board is a member of the Board of Commissioners/Supervisory Board.

No.	Aspek Penilaian Assessment Aspect	Area Peningkatan Area of Improvement
4.	Direksi Board of Directors	1. SOP proses bisnis inti belum sepenuhnya dilaksanakan secara konsisten dan masih terdapat penyimpangan sebagaimana dimuat dalam Laporan Hasil Audit. 2. Pengadaan menggunakan e-Proc melaksanakan program kemitraan dengan usaha kecil. 3. Menerbitkan *Internal Control Report* mencakup: a. Suatu pernyataan bahwa manajemen bertanggung jawab untuk menetapkan dan memelihara suatu struktur pengendalian intern dan prosedur pelaporan keuangan yang memadai. b. Suatu penilaian atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan pada akhir tahun buku Perusahaan. 4. Ada kebijakan tentang pembinaan usaha kecil. 5. Ada indikator kinerja untuk mengukur keberhasilan pengelolaan PKBL atau CSR atau TJSL. 6. Pelaksanaan kegiatan tanggung jawab sosial sesuai dengan rencana yang ditetapkan dan dapat direalisasikan pelaksanaannya. 7. Perusahaan memiliki rencana kerja untuk melaksanakan program kemitraan dengan usaha kecil. 8. Tersedia anggaran mengenai rencana kerja untuk melaksanakan program kemitraan dengan usaha kecil. 9. Adanya pelaksanaan kegiatan kemitraan sesuai dengan rencana yang ditetapkan realisasi pelaksanaannya. 10. Tidak ada tambahan tunggakan pengembalian dana kemitraan yang dipinjamkan kepada usaha kecil. 11. Ada indikator keberhasilan pelaksanaan tanggung jawab sosial Perusahaan. 12. Ada evaluasi atas pencapaian indikator keberhasilan dengan target-targetnya. 13. SPI/Fungsi Audit Internal dianjurkan untuk melakukan penilaian atas program jaminan kualitas dan peningkatan Fungsi Audit Internal secara keseluruhan. 14. Tingkat objektivitas dan transparansi yang memadai dalam penempatan karyawan pada setiap level jabatan. 15. Laporan kinerja teknologi informasi (termasuk hasil audit TI) dapat disampaikan kepada Dewan Komisaris. 16. Kebijakan remunerasi disempurnakan secara berkala dan disosialisasikan serta dipahami oleh seluruh karyawan. 17. Perusahaan mendefinisikan masalah keluhan pelanggan secara tertulis serta mengimplementasikan tindakan untuk mengatasi penyebab masalah dari keluhan pelanggan. 18. Adanya laporan proses pelaksanaan Tindak Lanjut hasil CSI (*Customer Satisfaction Index*) dan dilaporkan kepada DIreksi.
		1. Core business process SOPs have not been fully implemented consistently and there are still irregularities as stated in the Audit Report. 2. Procurement using e-Proc implementing partnership programs with small businesses. 3. Issuing Internal Control Report includes: a. A statement that management is responsible for establishing and maintaining an adequate internal control structure and financial reporting procedures. b. An assessment of the effectiveness of the internal control structure and financial reporting procedures at the end of the Company's financial year. 4. There is a policy on small business development. 5. There are performance indicators to measure the success of PKBL or CSR or TJSL management. 6. The implementation of social responsibility activities is according to the established plan and can be realized. 7. The company has a work plan to implement partnership programs with small businesses. 8. There is a budget for the work plan to implement partnership programs with small businesses. 9. Implementation of partnership activities is according to the plan and can be realized. 10. There are no additional arrears of repayment of partnership funds loaned to small businesses. 11. There are indicators of successful implementation of corporate social responsibility. 12. There is an evaluation of the achievement of success indicators against targets. 13. SPI / Internal Audit function is encouraged to assess the quality assurance program and the overall improvement of the Internal Audit Function. 14. Adequate level of objectivity and transparency in the placement of employees at each position level. 15. Information technology performance reports (including IT audit results) may be submitted to the Board of Commissioners. 16. Remuneration policies are regularly refined and socialized and understood by all employees. 17. The company defines customer complaint issues in writing and implements actions to address the causes of customer complaints. 18. There is a report on the process of implementing the follow-up of CSI (Customer Satisfaction Index) results and reported to the Board of Directors.

No.	Aspek Penilaian Assessment Aspect	Area Peningkatan Area of Improvement
5.	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	1. Fungsi Komite Nominasi dan Remunerasi masih tergabung dalam Komite Risiko. 2. Perusahaan menang dalam *Annual Report Award* (ARA) 3. Perusahaan berpartisipasi dalam CSR Award dan berupaya mendapatkan penghargaan dalam ajang tersebut. 1. The Nomination and Remuneration Committee function is still incorporated in the Risk Committee 2. Company wins Annual Report Award (ARA) 3. The Company participated in the CSR Award and sought to be recognized in the event.
6	Aspek Lainnya Another Aspect	Pengurus Perusahaan menjadi pembicara di acara-acara seminar atau workshop yang mengatasnamakan Perusahaan. The Company's management becomes a speaker at seminars or workshops on behalf of the Company.

TINDAK LANJUT REKOMENDASI TAHUN SEBELUMNYA

Perusahaan juga telah melakukan monitoring atas tindak lanjut rekomendasi hasil penilaian penerapan GCG tahun sebelumnya sebagai berikut:

FOLLOW-UP ON PREVIOUS YEAR'S RECOMMENDATION

The company has also monitored the follow-up on recommendations from previous year's GCG assessment results as follows:

No.	Kriteria Criteria	Area Peningkatan Tahun 2023 Area of Improvement in 2023	Tindak Lanjut 2024 Follow in 2024
1.	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to Sustainable Implementation of Good Corporate Governance	Perusahaan memiliki Pedoman Perilaku yang dimutakhirkan di tahun 2021 dan merupakan turunan AKHLAK yang kurang sesuai dengan Pemenuhan parameter *Assessment* GCG. Perusahaan perlu untuk memisahkan antara nilai – nilai perusahaan AKHLAK dengan Pedoman Perilaku sesuai dengan Pedoman *Assessment* GCG. The Company has a Code of Conduct which was updated in 2021 and is derivative of AKHLAK which is not in line with Fulfilment of GCG Assessment parameters.The Company needs to separate AKHLAK's corporate values from the Code of Conduct in accordance with the GCG Assessment Guidelines.	Tindak Lanjut sedang dalam proses *review* Pedoman Perilaku yang dipisahkan dengan Peraturan Direksi terkait Budaya Follow-up is in the process of reviewing the Code of Conduct that is separated from the Board of Directors Regulation related to Culture
2.	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and GMS/ Capital Owner	1. Mengatur dan menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh di pegang oleh seorang Dewan Komisaris. 2. Perusahaan menyiapkan pedoman penyusunan RJPP yang disahkan Pemilik/RUPS/Pemilik Modal. 3. Belum ada Kontrak Manajemen yang disahkan/disetujui oleh Pemegang Saham/RUPS/ Pemilik Modal untuk Kontrak Manajemen memuat target kinerja individu. 1. Regulate and determine the maximum number of positions for the Board of Commissioners that may be held by a Commissioner. 2. The Company prepares guidelines for RJPP which are approved by the Owner/GMS/Capital Owner. 3. There is no Management Contract authorized/approved by Shareholders/GMS/Capital Owners for Management Contracts including individual performance targets.	Sudah disampaikan hasil improvementnya kepada Pemegang Saham dan sedang dalam proses tindak lanjut. Improvement results delivered to Shareholders and are in the process of being followed up.

No.	Kriteria Criteria	Area Peningkatan Tahun 2023 Area of Improvement in 2023	Tindak Lanjut 2024 Follow in 2024
3 .	Dewan Komisaris/ Dewan Pengawas Board of Commissioners/ Supervisory Board	1. Dewan Komisaris/Dewan Pengawas melaksanakan pengawasan dan pemberian nasihat terhadap kebijakan dan pelaksanaan sistem teknologi informasi. 2. Belum adanya telaah dari Dewan Komisaris terkait kebijakan pengadaan barang dan jasa beserta pelaksanaannya. 3. Belum ada uraian hasil penilaian kinerja Direksi secara individu dalam laporan pengawasan Dewan Komisaris ke Pemegang Saham secara berkala maupun tahunan. 4. Dewan Komisaris/Dewan Pengawas belum menyampaikan Indikator Pencapaian Kinerja Dewan Komisaris/Dewan Pengawas. 5. Indikator Pencapaian Kinerja Dewan Komisaris/Dewan Pengawas belum disetujui oleh RUPS/Menteri setiap tahun. 6. Adanya pembahasan/evaluasi atas hasil penilaian kinerja Dewan Komisaris berikut dengan Komite dibawah Dewan Komisaris dan pembahasan dilakukan dalam media rapat dan didokumentasikan dalam risalah rapat. 7. Ketua Komite dibawah Dewan Komisaris/Dewan Pengawas merupakan anggota Dewan Komisaris/Dewan Pengawas. 1. The Board of Commissioners/Supervisory Board supervises and provides advice on policies and implementation of information technology systems. 2. There is no review from the Board of Commissioners regarding the procurement of goods and services policy and its implementation. 3. There is no description of the results of the individual performance assessment of the Board of Directors in the Board of Commissioners' supervisory report to the Shareholders on a regular or annual basis. 4. The Board of Commissioners/Supervisory Board has not submitted the Performance Achievement Indicators of the Board of Commissioners/Supervisory Board. 5. The Performance Achievement Indicators of the Board of Commissioners/Supervisory Board have not been approved by the GMS every year. 6. There is a discussion/evaluation of the results of the performance assessment of the Board of Commissioners along with the Committee under the Board of Commissioners and the discussion is conducted in the meeting media and documented in the minutes of the meeting. 7. The Chairman of the Committee under the Board of ommissioners/ Supervisory Board is a memberof the Board of Commissioners/ Supervisory Board.	1. Sudah dimasukkan dalam RKA 2024 2. Disampaikan kepada Pemegang Saham 3. Menjadi perbaikan di tahun 2024 dan sudah ditindaklanjuti 4. Menjadi perbaikan di tahun 2024 dan sudah ditindaklanjuti 5. Menjadi perbaikan di tahun 2024 dan sudah ditindaklanjuti 6. Menjadi perbaikan di tahun 2024 dan sudah ditindaklanjuti 1. Already included in RKA 2024 2. Delivered to Shareholders 3. Improvement in 2024 and has been followed up 4. Improvement in 2024 and has been acted upon 5. Improvement in 2024 and has been followed up 6. Improvement in 2024 and has been followed up

No.	Kriteria Criteria	Area Peningkatan Tahun 2023 Area of Improvement in 2023	Tindak Lanjut 2024 Follow in 2024
4.	Direksi Board of Directors	1. SOP proses bisnis inti belum sepenuhnya dilaksanakan secara konsisten dan masih terdapat penyimpangan sebagaimana dimuat dalam Laporan Hasil Audit. 2. Pengadaan menggunakan e-Proc melaksanakan program kemitraan dengan usaha kecil. 3. Menerbitkan *Internal Control Report* mencakup: a. Suatu pernyataan bahwa manajemen bertanggung jawab untuk menetapkan dan memelihara suatu struktur pengendalian intern dan prosedur pelaporan keuangan yang memadai. b. Suatu penilaian atas efektivitas struktur pengendalian intern dan prosedur pelaporan keuangan pada akhir tahun buku Perusahaan. 4. Ada kebijakan tentang pembinaan usaha kecil. 5. Ada indikator kinerja untuk mengukur keberhasilan pengelolaan PKBL atau CSR atau TJSL. 6. Pelaksanaan kegiatan tanggung jawab sosial sesuai dengan rencana yang ditetapkan dan dapat direalisasikan pelaksanaannya. 7. Perusahaan memiliki rencana kerja untuk melaksanakan program kemitraan dengan usaha kecil. 8. Tersedia anggaran mengenai rencana kerja untuk melaksanakan program kemitraan dengan usaha kecil. 9. Adanya pelaksanaan kegiatan kemitraan sesuai dengan rencana yang ditetapkan realisasi pelaksanaannya. 10. Tidak ada tambahan tunggakan pengembalian dana kemitraan yang dipinjamkan kepada usaha kecil. 11. Ada indikator keberhasilan pelaksanaan tanggung jawab sosial Perusahaan. 12. Ada evaluasi atas pencapaian indikator keberhasilan dengan target-targetnya. 13. SPI/Fungsi Audit Internal dianjurkan untuk melakukan penilaian atas program jaminan kualitas dan peningkatan Fungsi Audit Internal secara keseluruhan. 14. Tingkat objektivitas dan transparansi yang memadai dalam penempatan karyawan pada setiap level jabatan. 15. Laporan kinerja teknologi informasi (termasuk hasil audit TI) dapat disampaikan kepada Dewan Komisaris. 16. Kebijakan remunerasi disempurnakan secara berkala dan disosialisasikan serta dipahami oleh seluruh karyawan. 17. Perusahaan mendefnisikan masalah keluhan pelanggan secara tertulis serta mengimplementasikan tindakan untuk mengatasi penyebab masalah dari keluhan pelanggan. 18. Adanya laporan proses pelaksanaan Tindak Lanjut hasil CSI (*Customer Satisfaction Index*) dan dilaporkan kepada Direksi. 1. Core business process SOPs have not been fully implemented consistently and there are still irregularities as stated in the Audit Report. 2. Procurement using e-Proc implementing partnership programs with small businesses. 3. Issuing Internal Control Report includes: a. statement that management is responsible for establishing and maintaining an adequate internal control structure and fnancial reporting procedures. b. An assessment of the effectiveness of the internal control structure and fnancial reporting procedures at the end of the Company's fnancial year. 4. There is a policy on small business development. 5. There are performance indicators to measure the success of PKBL or CSR or TJSL management. 6. The implementation of social responsibility activities is according to the established plan and can be realized. 7. The company has a work plan to implement partnership programs with small businesses.	Point 1 - 12 Menjadi perbaikan dan ditindaklanjuti di tahun 2024 Point 1 - 12 Improvement and follow up in 2024

No.	Kriteria Criteria	Area Peningkatan Tahun 2023 Area of Improvement in 2023	Tindak Lanjut 2024 Follow in 2024
		8. There is a budget for the work plan to implement partnership programs with small businesses. 9. Implementation of partnership activities is according to the plan and can be realized. 10. There are no additional arrears of repayment of partnership funds loaned to small businesses. 11. There are indicators of successful implementation of corporate social responsibility. 12. There is an evaluation of the achievement of success indicators against targets. 13. SPI / Internal Audit function is encouraged to assess the quality assurance program and the overall improvement of the Internal Audit Function. 14. Adequate level of objectivity and transparency in the placement of employees at each position level. 15. Information technology performance reports (including IT audit results) may be submitted to the Board of Commissioners. 16. Remuneration policies are regularly refned and socialized and understood by all employees. 17. The company defnes customer complaint issues in writing and implements actions to address the causes of customer complaints. 18. There is a report on the process of implementing the follow-up of CSI (Customer Satisfaction Index) results and reported to the Board of Directors.	
5.	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	1. Fungsi Komite Nominasi dan Remunerasi masih tergabung dalam Komite Risiko. 2. Perusahaan menang dalam *Annual Report Award* (ARA) 3. Perusahaan berpartisipasi dalam CSR Award dan berupaya mendapatkan penghargaan dalam ajang tersebut. 1. The Nomination and Remuneration Committee function is still incorporated in the Risk Committee 2. Company wins Annual Report Award (ARA) 3. The Company participated in the CSR Award and sought to be recognized in the event.	1. Menjadi perbaikan di tahun 2024 dan mengikuti ARA di tahun 2024 2. Menjadi perbaikan dan ditindaklanjuti di 2024 1. Improvement in 2024 and follow up with ARA in 2024 2. Improvement and followed up in 2024
6	Aspek Lainnya Another Aspect	Pengurus Perusahaan menjadi pembicara di acara-acara seminar atau workshop yang mengatasnamakan Perusahaan. The Company's management becomes a speaker at seminars or workshops on behalf of the Company.	Pengurus Perusahaan menjadi pembicara di acara-acara seminar atau workshop yang mengatasnamakan Perusahaan. The Company's management becomes a speaker at seminars or workshops on behalf of the Company.

HIGHLIGHT AKTIVITAS PENERAPAN GOVERNANSI KORPORAT 2024

Highlight Of Corporate Governance Implementation Activities In 2024

Penerapan GCG di lingkungan PLN IP Services pada tahun 2024 dilaksanakan secara terstruktur, sistematis, dan berkesinambungan sesuai dengan ketentuan yang ditetapkan oleh Kementerian Badan Usaha Milik Negara (BUMN). Hal ini mengacu pada Peraturan Menteri BUMN Nomor PER-09/MBU/2012 tentang Penerapan GCG pada BUMN yang telah diperbarui melalui Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.

The implementation of Good Corporate Governance (GCG) at PLN IP Services in 2024 has been carried out in a structured, systematic, and continuous manner, following regulations established by the Ministry of State-Owned Enterprises (SOEs). This refers to Ministerial Regulation No. PER-09/MBU/2012 on implementing GCG in SOEs, as amended by Ministerial Regulation No. PER-2/MBU/03/2023 dated March 3, 2023, concerning Governance Guidelines and Significant Corporate Activities of SOEs.

Sebagai bentuk komitmen terhadap prinsip-prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran, mekanisme tata kelola Perusahaan dijalankan melalui perangkat kebijakan utama, yaitu:

1. Pedoman Tata Kelola Perusahaan (GCG Guidelines);
2. *Board Manual*;
3. *Code of Conduct* (Kode Etik Perusahaan);
4. Pedoman *Whistleblowing System* (WBS);
5. Pedoman Penerimaan dan Pemberian Hadiah/ Cinderamata dan Hiburan (*Entertainment Guidelines*);
6. Piagam Audit Internal;
7. Piagam Komite Audit;
8. Piagam Komite Manajemen Risiko.

Pelaksanaan GCG dievaluasi secara periodik, termasuk melalui penyampaian Laporan Kinerja Bulanan kepada pemegang saham sebagai bentuk pelaporan kinerja dan kepatuhan Perusahaan.

PROGRAM KERJA GCG

Seluruh kegiatan implementasi GCG pada tahun 2024 dikelompokkan dalam tiga pilar utama: *System, Performance* dan *People*, sebagai berikut:

1. *System*
   a. Penyusunan dan pelaksanaan Program Kerja GCG 2025.
   b. Pelaksanaan *Assessment* GCG 2024 untuk menilai efektivitas tata kelola tahun sebelumnya.
   c. Pengelolaan dan pemantauan *Area of Improvement* (AoI) berdasarkan hasil *assessment* GCG.
2. *Performance*
   a. Penanganan dan tindak lanjut atas pelaporan gratifikasi dan pengaduan melalui sistem WBS.
   b. Partisipasi dalam ajang penganugerahan.
   c. Pernyataan komitmen oleh Dewan Komisaris dan Direksi serta pelaporan Daftar Khusus Kepemilikan Saham.
   d. Pelaksanaan survei kepatuhan, tata kelola dan kepuasan pelanggan.
   e. Penguatan infrastruktur pendukung.

As part of the Company's commitment to the principles of transparency, accountability, responsibility, independence, and fairness, its governance mechanisms are implemented through the following core policy instruments:

1. Good Corporate Governance (GCG) Guidelines;
2. Board Manual;
3. Code of Conduct;
4. Whistleblowing System (WBS) Guidelines;
5. Guidelines on the Acceptance and Giving of Gifts, Souvenirs, and Entertainment;
6. Internal Audit Charter;
7. Audit Committee Charter;
8. Risk Management Committee Charter.

GCG implementation is regularly evaluated, including through the submission of Monthly Performance Reports to shareholders as a form of performance and compliance reporting.

GCG WORK PROGRAM

All GCG implementation activities in 2024 are organized under three main pillars: System, Performance, and People, as outlined below:

1. System
   a. Development and implementation of the 2025 GCG Work Program.
   b. Execution of the 2024 GCG Assessment to evaluate the effectiveness of the previous year's governance practices.
   c. Management and monitoring of Areas of Improvement (AoI) based on the results of the GCG assessment.
2. Performance
   a. Handling and follow-up of gratuity reports and complaints submitted through the Whistleblowing System.
   b. Participation in awards and recognition programs.
   c. Commitment declarations by the Board of Commissioners and the Board of Directors, along with the reporting of the Special Register of Share Ownership.
   d. Implementation of compliance, governance, and customer satisfaction surveys.
   e. Strengthening of supporting infrastructure.

3. *People*
   a. Program Induction bagi Dewan Komisaris dan Direksi baru.
   b. Pelaksanaan pelatihan GCG untuk organ Perusahaan.
   c. Sosialisasi GCG, gratifikasi, dan sistem WBS di seluruh unit kerja.

Selain itu, rapat Dewan Komisaris dan rapat Komite Audit serta Komite Manajemen Risiko dijadwalkan secara rutin setiap bulan, sebagai bagian dari mekanisme pengawasan dan pengambilan keputusan strategis yang terukur dan terdokumentasi.

IMPLEMENTASI 13 PROGRAM KEPATUHAN TERINTEGRASI PLN GROUP

Pada tahun 2024, Perusahaan memperoleh arahan dari PT Indonesia Power untuk menerapkan 13 Program Kepatuhan Terintegrasi PLN Group sebagai bagian dari penguatan sistem manajemen anti-penyuapan dan kepatuhan regulatif. Ketigabelas program tersebut mencakup:

1. Komitmen dan role model penerapan Sistem Manajemen Anti Penyuapan (SMAP),
2. Kedalaman dan keluasan implementasi SMAP,
3. Infrastruktur pendukung SMAP,
4. *Awareness*, pendidikan, dan pelatihan anti-penyuapan,
5. Kecukupan kebijakan dan peraturan internal terkait SMAP,
6. *Fraud Risk Assessment* (FRA) serta pengendalian keuangan dan non-keuangan,
7. Uji kelayakan dan pengendalian terhadap potensi penyuapan,
8. Pengelolaan gratifikasi secara sistematis,
9. Sistem pengelolaan *Whistleblowing System* (WBS),
10. Pengelolaan pelaporan harta kekayaan penyelenggara negara (LHKPN),
11. Evaluasi kinerja anti-penyuapan (*performance evaluation*),
12. Standarisasi kajian kepatuhan dalam pengambilan keputusan Direksi,
13. Pengelolaan isu kepatuhan terhadap regulasi.

3. People
   a. Induction programs for the new Board of Commissioners and Board of Directors.
   b. Conducting GCG training for the Company's governing bodies.
   c. Socialization of GCG, gratuity, and the WBS system across all work units.

In addition, meetings of the Board of Commissioners, Audit Committee, and Risk Management Committee are scheduled regularly every month, as part of the oversight mechanism and a structured, documented process for strategic decision-making.

IMPLEMENTATION OF THE 13 INTEGRATED COMPLIANCE PROGRAMS OF THE PLN GROUP

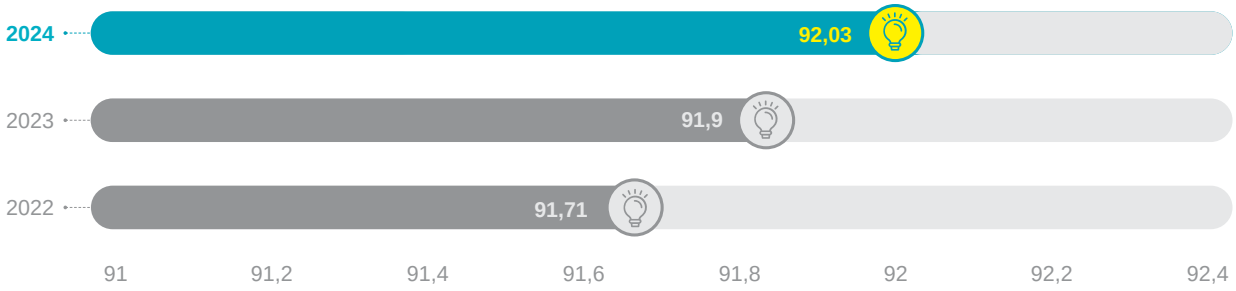
In 2024, the Company received guidance from PT Indonesia Power to implement the 13 Integrated Compliance Programs of the PLN Group as part of strengthening the anti-bribery management system and regulatory compliance. These thirteen programs include:

1. Commitment and role modeling in the implementation of the Anti-Bribery Management System (SMAP),
2. Depth and breadth of ABMS implementation,
3. Supporting infrastructure for SMAP,
4. Awareness, education, and training on anti-bribery,
5. Adequacy of internal policies and regulations related to ABMS,
6. Fraud Risk Assessment (FRA) and controls over financial and non-financial activities,
7. Due diligence and controls to mitigate bribery risks,
8. Systematic management of gratuities,
9. Management of the Whistleblowing System (WBS),
10. Asset disclosure management for state officials (LHKPN),
11. Anti-bribery performance evaluation,
12. Standardization of compliance reviews in the Board of Directors' decision-making,
13. Management of compliance issues related to regulations.

Perusahaan telah mengimplementasi 13 Program Kepatuhan Terintegrasi PLN Group sepanjang tahun 2024, termasuk melakukan pemetaan (*mapping*) atas program-program yang sudah berjalan di tingkat internal, serta menerima masukan dan arahan secara bertahap dari PT Indonesia Power guna memastikan implementasi program-program tersebut berjalan optimal.

The Company has implemented the 13 Integrated Compliance Programs of the PLN Group throughout 2024. This includes mapping existing internal programs and gradually incorporating input and guidance from PT Indonesia Power to ensure optimal implementation of each program.

TREN SKOR ASESMEN GCG
Gcg Assessment Trend Score



TINGKAT KESEHATAN PERUSAHAAN
The Company's Soundness Level

Penilaian atas tingkat kesehatan PLN IP Services dilaksanakan berdasarkan capaian *Key Performance Indicator* (KPI) tahunan yang telah ditetapkan melalui keputusan Rapat Umum Pemegang Saham (RUPS) dan dituangkan dalam Kontrak Manajemen. Penilaian ini bertujuan untuk mengukur kinerja menyeluruh Perusahaan secara objektif dan terukur, sesuai dengan regulasi yang berlaku.

The assessment of PLN IP Services' corporate health is conducted based on the achievement of annual Key Performance Indicators (KPIs), which are established through resolutions of the General Meeting of Shareholders (GMS) and formalized in the Management Contract. This assessment aims to objectively and measurably evaluate the Company's overall performance following applicable regulations.

Perusahaan mengalami perubahan kerangka evaluasi kinerja dan tingkat kesehatan perusahaan sebagai bagian dari penyesuaian terhadap arah kebijakan transformasi Kementerian Badan Usaha Milik Negara (BUMN).

The Company has undergone changes in its performance evaluation framework and corporate health assessment as part of adjustments aligned with the Ministry of State-Owned Enterprises' transformation policy direction.

Sejak tahun 2019, penilaian tingkat kesehatan Perusahaan dilaksanakan berdasarkan Keputusan Menteri BUMN Nomor KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN. Penilaian dilakukan menggunakan pendekatan *Balanced Scorecard* yang mencakup lima perspektif utama:

1. Fokus Pelanggan,
2. Efektivitas Produk dan Proses,
3. Fokus Tenaga Kerja, Keuangan dan Pasar, serta Kepemimpinan,
4. Tata Kelola, serta
5. Tanggung Jawab Kemasyarakatan.

Since 2019, the assessment of the Company's health level has been carried out following the Decree of the Minister of State-Owned Enterprises (SOE) Number KEP-100/MBU/2002 dated June 4, 2002, concerning the Evaluation of SOE Health Levels. The assessment uses a Balanced Scorecard approach, covering five main perspectives:

1. Customer Focus,
2. Product and Process Effectiveness,
3. Workforce, Financial and Market Focus, and Leadership,
4. Governance,
5. Social Responsibility.

Pada tahun 2024, KPI Perusahaan ditetapkan berdasarkan lima formulasi prioritas Kementerian BUMN sebagaimana tertuang dalam Keputusan RUPS Pengesahan RKAP 2024 tanggal 1 Februari 2024, serta merujuk pada Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-11/MBU/11/2020 tanggal 12 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi BUMN. Lima formulasi prioritas tersebut meliputi:

1. Nilai Ekonomi dan Sosial untuk Indonesia,
2. Inovasi Model Bisnis,
3. Kepemimpinan Teknologi,
4. Peningkatan Investasi, dan
5. Pengembangan Talenta.

Sampai akhir tahun 2024, capaian KPI Perusahaan menunjukkan tren yang cukup positif, dengan 22 indikator telah mencapai target, sementara 2 indikator masih memerlukan perbaikan, 1 indikator mendekati target, dan 1 indikator telah dinilai pada Semester I Tahun 2024.

Namun demikian, terdapat beberapa aspek yang masih perlu mendapat perhatian, antara lain:

1. Laba Bersih belum mencapai target yang ditetapkan dalam RKAP Desember 2024, seiring dengan realisasi pendapatan yang berada di bawah proyeksi.
2. EAF PLTD Tenau belum optimal akibat gangguan yang berdampak pada ketersediaan pembangkit.
3. Pengendalian Anggaran Investasi belum sesuai dengan target waktu pelaksanaan karena tingkat penyerapan anggaran berada di bawah kisaran target 95–100%.

Capaian KPI Perusahaan pada tahun 2024 mencapai skor 100,30. Berdasarkan hasil tersebut, tingkat kesehatan Perusahaan dikategorikan dalam klasifikasi SEHAT dengan nilai AAA. Hal ini mencerminkan komitmen kuat manajemen dalam melaksanakan program strategis Perusahaan secara terukur dan selaras dengan arah kebijakan Kementerian BUMN serta prinsip GCG.

In 2024, the Company's Key Performance Indicators (KPIs) were established based on the five priority areas set by the Ministry of State-Owned Enterprises (SOEs), as outlined in the General Meeting of Shareholders' (GMS) Resolution on the Approval of the 2024 Corporate Work Plan and Budget (RKAP) dated February 1, 2024. These priorities also refer to the Decree of the Minister of SOEs of the Republic of Indonesia Number PER-11/MBU/11/2020 dated November 12, 2020, concerning Management Contracts and Annual Management Contracts for SOE Boards of Directors. The five priority areas include:

1. Economic and Social Value for Indonesia,
2. Business Model Innovation,
3. Technology Leadership,
4. Investment Enhancement,
5. Talent Development.

By the end of 2024, the Company's KPI performance showed a generally positive trend, with 22 indicators meeting their targets. However, 2 indicators still require improvement, 1 is approaching the target, and 1 was assessed in the first half of 2024.

Nevertheless, several areas still require attention, including the following:

1. Net Profit did not meet the target set in the 2024 RKAP, in line with revenue realization falling below projections.
2. The EAF of PLTD Tenau was not optimal due to disturbances affecting power plant availability.
3. Investment budget control did not align with the implementation timeline, as the absorption rate remained below the target range of 95–100%.

Despite these challenges, the Company's KPI achievement in 2024 reached a score of 100.30. Based on this result, the Company's health level was classified as HEALTHY with a AAA rating. This reflects the strong commitment of management to executing the Company's strategic programs measurably, aligned with the Ministry of SOEs' policy direction and GCG principles.

No.	Indikator Kinerja Performance Indicator	Nilai Value (%)
1.	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	27.80
2.	Inovasi Model Bisnis Business Model Innovation	42.17
3 .	Kepemimpinan Teknologi Technology Leadership	7.08
4.	Peningkatan Investasi Investment Enhancement	4.85
5	Pengembangan Talenta Talent Development	18.40
	Jumlah **Total**	**100.30**
	NKO PROPORSIONAL	**103,40**



RAPAT UMUM PEMEGANG SAHAM
General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan forum pengambil keputusan bagi pemegang saham, yang dalam struktur GCG mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris sesuai dengan ketentuan peraturan perundang-undangan dan Anggaran Dasar. RUPS merupakan wadah bagi para Pemegang Saham untuk dapat menggunakan haknya dalam mengemukakan pendapat dan memperoleh informasi yang berkaitan dengan Perusahaan sepanjang berhubungan dengan mata acara rapat dan tidak bertentangan dengan kepentingan Perusahaan serta memperhatikan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan.

Tata cara dan prosedur pelaksanaan RUPS yang diselenggarakan mengacu pada:
1. Anggaran Dasar Perusahaan.
2. Undang-Undang No. 40 tahun 2007 Tentang Perseroan Terbatas.
3. Undang Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara.
4. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara.

JENIS RUPS

Di dalam Anggaran Dasar telah dijelaskan adanya 2 (dua) jenis RUPS Perusahaan yaitu:

1. RUPS Tahunan

RUPS ini dilaksanakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku. Agenda utama RUPS Tahunan terdiri dari pengajuan Laporan Keuangan dan Laporan Tahunan dari Direksi untuk disahkan dan disetujui oleh Pemegang Saham, melakukan penunjukan Kantor Akuntan Publik untuk tahun depan, memutuskan penggunaan laba, mengangkat atau memberhentikan anggota Direksi atau anggota Dewan Komisaris dan memutuskan hal-hal lain yang diperlukan.

The General Meeting of Shareholders (GMS) is a decision-making forum for shareholders, which in GCG structure have authority that is not given to the Board of Directors or the Board of Commissioners in accordance with statutory provisions and the Articles of Association. The GMS is a forum for Shareholders to be able to exercise their rights in expressing opinions and obtaining information relating to the Company as long as it relates to meeting agenda and does not conflict with the interests of the Company and takes into account the provisions of the Company's Articles of Association and laws and regulations.

Procedures for GMS implementation refers to:

1. Articles of Association of the Company.
2. Law no. 40 of 2007 on Limited Liability Companies.
3. Law no. 19 of 2003 on State Owned Enterprises.
4. Regulation of the State Minister for State-Owned Enterprises Number: PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises.

TYPES OF GMS

The Articles of Association have explained that there are 2 (two) types of GMS in the Company, namely:

1. Annual GMS

The GMS is held no later than 6 (six) months after the end of the financial year. The main agenda of the Annual GMS consists of submitting Financial Statements and Annual Report from the Board of Directors to be ratified and approved by the Shareholders, appointing Public Accounting Firm for next year, deciding on the use of profit, appointing or dismissing members of the Board of Directors or members of the Board of Commissioners and deciding on other required matters.

2. RUPS Luar Biasa

Pelaksanaan RUPS Luar biasa dapat diselenggarakan kapan saja sesuai keperluan Perusahaan oleh Direksi ataupun Dewan Komisaris, atas permintaan dari Pemegang Saham.

WEWENANG RUPS

RUPS mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris, dalam batas yang ditentukan dalam Undang-Undang UU 40 tahun 2007 tentang Perseroan Terbatas dan/atau anggaran dasar Perusahaan.

Wewenang RUPS antara lain adalah :

1. Mengevaluasi kinerja Dewan Komisaris dan Direksi;
2. Mengesahkan perubahan Anggaran Dasar;
3. Memberikan persetujuan atas Laporan Direksi, Laporan Tugas Pengawasan Dewan Komisaris serta Laporan Keuangan Perusahaan;
4. Menetapkan alokasi penggunaan laba;
5. Menunjuk dan menetapkan biaya jasa akuntan publik;
6. Menetapkan jumlah dan jenis kompensasi serta fasilitas pengurus;
7. Menyetujui Laporan Tahunan termasuk Laporan Keuangan Perusahaan dan Laporan Tugas Pengawasan Dewan Komisaris Perusahaan serta memberikan pelunasan dan pembebasan tanggung jawab (*acquit et decharge*) kepada anggota Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dilakukannya masing-masing;
8. Memberi kuasa dan wewenang kepada Direksi untuk menentukan dan membayar dividen final;
9. Mengambil keputusan-keputusan menyangkut struktur organisasi misalnya perubahan Anggaran Dasar, penggabungan, peleburan, pemisahan, pembubaran dan likuidasi Perusahaan. Mengangkat dan/atau mengubah susunan anggota Direksi dan Dewan Komisaris;
10. Memutuskan remunerasi yakni: penetapan gaji, tunjangan lain serta honorarium Direksi dan Dewan Komisaris Perusahaan;
11. Memberi persetujuan terhadap transaksi yang mengandung benturan kepentingan;

2. Extraordinary GMS

The implementation of an Extraordinary GMS can be held at any time according to the needs of the Company by the Board of Directors or the Board of Commissioners, at the request of Shareholders.

GMS AUTHORITY

The GMS has authorities that are not granted to the Board of Directors or the Board of Commissioners, within boundaries specified in Law 40 of 2007 on Limited Liability Companies and/or the Company's articles of association.

Authorities of the GMS include:

1. Evaluating the performance of the Board of Commissioners and Board of Directors;
2. Approve changes to the Articles of Association;
3. Give approval to the Report of the Board of Directors, Supervisory Report of the Board of Commissioners and Financial Statements of the Company;
4. Determine allocation of the use of profits;
5. Appoint and determine fees for public accountant services;
6. Determine the amount and type of compensation and management facilities;
7. Approve the Annual Report including Financial Statements of the Company and Supervisory Report of the Company's Board of Commissioners and granted release and discharge (acquit et decharge) to members of the Board of Directors and Board of Commissioners for their respective management and supervisory action;
8. Authorize the Board of Directors to determine and pay the final dividend;
9. Make decisions regarding organizational structure, for example changes to the Articles of Association, merger, consolidation, separation, dissolution and liquidation of the Company. Appoint and/or change the composition of members of the Board of Directors and Board of Commissioners;
10. Decide on remuneration, namely: determination of salary, other allowances and honorarium for the Board of Directors and Board of Commissioners of the Company;
11. Approve transaction that contain conflict of interest;

12. Memberikan kuasa dan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik (KAP) dengan memperhatikan rekomendasi dari Komite Audit.

TATA CARA PENYELENGGARAAN RUPS

1. Rapat Umum Pemegang Saham Luar Biasa (selanjutnya disebut "Rapat") akan diselenggarakan dalam Bahasa Indonesia.
2. Rapat akan dipimpin oleh seorang Anggota Dewan Komisaris yang ditunjuk oleh Dewan Komisaris Perusahaan.
3. Ketentuan mengenai Kuorum Rapat diatur pada Anggaran Dasar.
4. Semua acara Rapat dibahas dan dibicarakan secara berkesinambungan.
5. Setelah selesai membicarakan setiap acara Rapat, Pemimpin Rapat akan memberikan kesempatan kepada para pemegang saham atau kuasanya untuk mengajukan pertanyaan, pendapat, usul atau saran sebelum diadakan pemungutan suara mengenai hal yang berhubungan dengan acara Rapat yang dibicarakan.
6. Yang berhak mengajukan pertanyaan dan/atau pendapat dalam Rapat hanyalah para pemegang saham Perusahaan atau kuasanya yang sah yang namanya tercatat dalam Daftar Pemegang Saham Perusahaan sehari sebelum tanggal Pemanggilan RUPS.
7. Pertanyaan:
   - Para pemegang saham yang ingin mengajukan pertanyaan, dipersilahkan untuk mengangkat tangan dan mengisi formulir pertanyaan yang telah dibagikan. Petugas akan mengumpulkan formulir yang sudah diisi oleh penanya, yang mencantumkan nama, jumlah saham yang dimiliki atau diwakili dan pertanyaan yang diajukan.
   - Setelah penanya mengajukan pertanyaan melalui formulir, Pemimpin Rapat akan menjawab atau menanggapinya.
   - Pertanyaan yang akan dijawab adalah pertanyaan yang berkaitan langsung dengan acara Rapat.

12. Authorize the Board of Commissioners to appoint a Public Accounting Firm (KAP) by taking into account recommendations of the Audit Committee.

PROCEDURES FOR ORGANIZING GMS

1. The Extraordinary General Meeting of Shareholders (hereinafter referred as "Meeting") will be held in Indonesian.
2. The meeting will be chaired by a member of the Board of Commissioners appointed by the Company's Board of Commissioners.
3. Provisions regarding the meeting quorum are regulated in the Articles of Association.
4. All Meeting agendas are discussed on an ongoing basis.
5. After discussing each meeting agenda, the Chair of the Meeting will provide an opportunity for shareholders or their proxies to ask questions, opinions, proposals or suggestions before voting on matters related to the discussed of Meeting agenda.
6. Those entitled to ask questions and/or opinions at the Meeting are only the Company's shareholders or their legal proxies whose names are recorded in the Company's Shareholders Register the day before the date of the GMS Invitation.
7. Questions
   - Shareholders who wish to ask questions are welcome to raise their hands and fill out question form that have been distributed. Officers will collect the form that has been filled out by questioner, which includes name, number of shares owned or represented and questions asked.
   - After the questioner submits question via the form, the Chair of the Meeting will answer or respond to it.
   - Questions to be answered are questions directly related to the Meeting agenda.

8. Hak Suara:
   - Hanya para pemegang saham Perusahaan yang namanya tercatat dalam Daftar Pemegang Saham Perusahaan satu hari sebelum tanggal Panggilan atau kuasanya yang berhak untuk mengeluarkan suara.
   - Tiap-tiap saham memberikan hak kepada pemegangnya untuk mengeluarkan 1 (satu) suara.
9. Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat, apabila musyawarah untuk mufakat tidak tercapai, maka dilakukan pemungutan suara.

INFORMASI MENGENAI PEMEGANG SAHAM UTAMA DAN PENGENDALI

Pemegang Saham utama dan pengendali PLN IP Services adalah PT Indonesia Power, dengan kepemilikan saham sebesar 99,99 % dari total saham Perusahaan. Informasi lebih detail terkait kepemilikan saham dapat dilihat pada bagian Profil Perusahaan terkait struktur dan komposisi pemegang saham.

Pemegang Saham tidak mencampuri kegiatan operasional Perusahaan yang menjadi tanggung jawab Direksi sesuai ketentuan Anggaran Dasar Perusahaan dan peraturan perundangan yang berlaku.

Pemegang Saham sebagai pemilik modal, memiliki hak dan tanggung jawab atas Perusahaan sesuai dengan Anggaran Dasar Perusahaan dan peraturan perundang-undangan. Pemegang Saham sebagai pemilik Perusahaan memiliki kepentingan terhadap peningkatan keuntungan Perusahaan, peningkatan nilai Perusahaan dan bagaimana Perusahaan dikelola.

HAK PEMEGANG SAHAM DALAM RUPS

Dalam bab III PERMEN BUMN Nomor: PER-01/MBU/2011, dijelaskan hak-hak dari pemegang saham/pemilik modal sebagai berikut:

1. Hak pemegang saham/pemilik modal yang harus dilindungi, antara lain adalah:
   a. menghadiri dan memberikan suara dalam suatu RUPS, khusus bagi pemegang saham Persero, dengan ketentuan satu saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara;

8. Voting Rights
   - Only the shareholders of the Company whose names are recorded in the Register of Shareholders of the Company one day before the date of the Summons or their proxies are entitled to cast vote.
   - Each share entitles its holder to cast 1 (one) vote.
9. Meeting decisions are made by way of deliberation to reach consensus, if deliberation for consensus is not reached, then the GMS will hold a vote.

INFORMATION REGARDING MAJOR AND CONTROLLING SHAREHOLDER

The main and controlling shareholder of PLN IP Services is PT Indonesia Power, with share ownership of 99.99% of total shares of the Company. More detailed information regarding share ownership can be seen in the Company Profile section regarding structure and composition of shareholders.

Shareholders do not interfere with the Company's operational activities which the responsibility of the Board of Directors in accordance with provisions of the Company's Articles of Association and applicable laws and regulations.

Shareholders as owners of capital, have rights and responsibilities for the Company in accordance with the Company's Articles of Association and laws and regulations. Shareholders as owners of the Company have interest in increasing the Company's profit, increasing the value of the Company and how the Company is managed.

RIGHTS OF SHAREHOLDERS IN GMS

In chapter III PERMEN BUMN Number: PER-01/MBU/2011, the rights of shareholders/capital owners are explained as follows:

1. The rights of shareholders/capital owners that shall be protected include:
   a. attend and vote in GMS, specifically for Persero shareholders, provided that one share entitles the holder to cast one vote;

b. mengambil keputusan tertinggi pada Perum, khusus bagi pemilik modal Perum;
c. memperoleh informasi material mengenai BUMN, secara tepat waktu, terukur, dan teratur;
d. menerima pembagian dari keuntungan BUMN yang diperuntukkan bagi pemegang saham/ pemilik modal dalam bentuk dividen, dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham/modal yang dimilikinya;
e. hak lainnya berdasarkan anggaran dasar dan peraturan perundang-undangan.

2. Pemegang Saham yang namanya tercatat dalam Daftar Pemegang Saham, adalah pemegang saham yang memiliki hak-hak sebagaimana dimaksud pada ayat (1).
3. Hak Pemegang Saham sebagaimana dimaksud pada ayat (1) huruf a dan huruf d, berlaku sepanjang tidak diatur lain dalam undang-undang yang mengatur perseroan terbatas.

b. make the highest decision on Perum, specifically for owners of Perum capital;
c. obtain material information regarding SOEs, in a timely, measurable and regular manner;
d. receive a share of SOEs profits allocated to shareholders/capital owners in the form of dividend, and the remaining assets resulting from liquidation, in proportion to the number of shares/capital owned;
e. other rights based on articles of association as well as laws and regulations.

2. Shareholders whose names are recorded in the Register of Shareholders are shareholders who have the rights referred to in paragraph (1).
3. The rights of Shareholders as referred to in paragraph (1) letter a and d, apply as long as they are not regulated otherwise in the laws governing limited liability companies.

TANGGUNG JAWAB PEMEGANG SAHAM DALAM RUPS

Pemegang Saham melalui RUPS memiliki tanggung jawab untuk:

1. Memberikan persetujuan dan pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP).
2. Memberikan persetujuan atas Laporan Tahunan dan mengesahkan Laporan Keuangan, Laporan Kinerja dan Laporan Pengawasan Dewan Komisaris.

RESPONSIBILITIES OF SHAREHOLDERS IN GMS

Shareholders through the GMS have responsibility to:

1. Give approval and ratify the Company's Work Plan and Budget (RKAP).
2. Approve the Annual Report and ratified the Financial Statements, Performance Report and Supervisory Report of the Board of Commissioners.

PENYELENGGARAAN RUPS TAHUN BUKU
Gms Organization For The Fiscal Year

Sepanjang tahun 2024, Perseroan telah menyelenggarakan 2 (dua) kali Rapat Umum Pemegang Saham, yaitu Rapat Umum Pemegang Saham (RUPS) Tahunan Tentang Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun Buku 2023 yang dilaksanakan pada 1 Februari 2024 dan Rapat Umum Pemegang Saham (RUPS) Tahunan PT PLN Indonesia Power Services Tentang Persetujuan dan Pengesahan Laporan Tahunan Tahun Buku 2023 yang dilaksanakan pada 5 Juli 2024.

Throughout 2024, the Company held two General Meetings of Shareholders (GMS). The first was the Annual GMS for the Approval and Ratification of the Company Work Plan and Budget for Fiscal Year 2023, held on February 1, 2024. The second was the Annual GMS of PT PLN Indonesia Power Services for the Approval and Ratification of the Annual Report for Fiscal Year 2023, held on July 5, 2024.

Selain rapat tersebut, pemegang saham Perseroan juga telah mengambil 4 (empat) keputusan tanpa menyelenggarakan Rapat Umum Pemegang Saham secara fisik, melainkan melalui mekanisme keputusan sirkuler.

In addition, the Company's shareholders made 4 (four) decisions without holding a physical meeting, using a circular resolution mechanism.

Sesuai dengan ketentuan dalam Anggaran Dasar Perseroan, pengambilan keputusan di luar rapat tetap memiliki kekuatan hukum yang sama dan mengikat sebagaimana keputusan yang diambil melalui Rapat Umum Pemegang Saham yang diselenggarakan secara fisik.

Following the Company's Articles of Association, decisions made outside of a physical meeting hold the same legal validity and binding effect as those made during a physical General Meeting of Shareholders.

RAPAT UMUM PEMEGANG SAHAM TAHUNAN

RUPS Tahunan diselenggarakan di Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jalan Jenderal Gatot Subroto Kavling 18 Jakarta Selatan 12950. RUPS Tahunan dihadiri oleh peserta rapat secara tatap muka (berada dalam ruangan pertemuan/meeting) dan juga dihadiri oleh peserta rapat secara dalam jaringan (Daring atau Video Conference atau Vicon atau secara Telekonferensi) melalui *platform Zoom*.

Keputusan tersebut dituangkan dalam dokumen berikut:

1. Akta Berita Acara Rapat Umum Pemegang Saham (RUPS) Tahunan PT PLN Indonesia Power Services Tentang Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun Buku 2023 nomor 3 tanggal 1 Februari 2024.
2. Akta Berita Acara Rapat Umum Pemegang Saham (RUPS) Tahunan PT PLN Indonesia Power Services Tentang Persetujuan dan Pengesahan Laporan Tahunan Tahun Buku 2023 nomor 3 tanggal 5 Juli 2024.

Mata acara dan keputusan yang diambil dalam RUPS Tahunan adalah sebagai berikut:

ANNUAL GENERAL MEETING OF SHAREHOLDERS

TThe Annual GMS was held at the Multipurpose Meeting Room (RSG) of PT PLN Indonesia Power, located at Jalan Jenderal Gatot Subroto Kavling 18, South Jakarta 12950. The meeting was attended by participants both in person (physically present in the meeting room) and virtually through online platforms (Zoom video conference or teleconference).

The decision was documented in the following official records:

1. Minutes Decree of the Annual General Meeting of Shareholders (GMS) of PT PLN Indonesia Power Services regarding the Approval and Ratification of the Company's Work Plan and Budget for Fiscal Year 2023, Deed No. 3 dated February 1, 2024.
2. Minutes Decree of the Annual General Meeting of Shareholders (GMS) of PT PLN Indonesia Power Services regarding the Approval and Ratification of the Annual Report for Fiscal Year 2023, Deed No. 3 dated July 5, 2024.

The agenda and decisions made during the Annual GMS were as follows:

Keputusan Rups Tahunan Yang Diselenggarakan Pada 1 Februari 2024
Decisions Of The Annual Gms Held On February 1, 2024

Mata Acara 1 1st Agenda	Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 Approval and Ratification of the 2024 Company's Work Plan and Budget (RKAP)
Keputusan Decision	RUPS menyetujui dan mengesahkan Rencana Kerja dan Anggaran (RKAP) Perseroan tahun 2024 Setelah menilai RKAP Perseroan Tahun Buku 2024 (dua ribu dua puluh empat) yang diajukan oleh Direksi dan dilakukan pembahasan serta memperhatikan pendapat dan saran Dewan Komisaris, maka RUPS memutuskan menyetujui dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 (dua ribu dua puluh empat) dengan target Laba Bersih sebesar Rp115,99 Miliar (seratus lima belas koma sembilan puluh sembilan miliar Rupiah), rincian perhitungan Laba (Rugi), perhitungan Neraca dan Anggaran Investasi sebagaimana Lampiran 1 dengan catatan atas usulan pengembangan Workshop Motor Listrik agar dilakukan pendalaman kajian terkait pendanaan, kelayakan finansial dan bisnis. Buku RKAP Tahun 2024 (dua ribu dua puluh empat) yang telah mengakomodir masukan-masukan dalam pembahasan RUPS RKAP Tahun 2024 (dua ribu dua puluh empat) tanggal 01-02-2024 (satu Februari dua ribu dua puluh empat) dan telah disetujui oleh Direksi dan Dewan Komisaris, diserahkan kepada Pemegang Saham selambat-lambatnya tanggal 01-03-2024 (satu Maret dua ribu dua puluh empat) beserta Akta Notaris. The GMS approved and ratified the Company's Work Plan and Budget (RKAP) for 2024 After reviewing the 2024 RKAP submitted by the Board of Directors, discussing it, and considering the opinions and suggestions of the Board of Commissioners, the GMS decided to approve and ratify the 2024 Work Plan and Budget with a target net profit of Rp115.99 billion. The detailed calculations for profit (loss), balance sheet, and investment budget are outlined in Annex 1, with a note that the proposal for the Electric Motor Workshop development should undergo further study on funding, financial feasibility, and business viability. The 2024 RKAP book, which has incorporated inputs from the 2024 RKAP GMS held on February 1, 2024 (February first, two-thousand twenty-four), and has been approved by the Board of Directors and the Board of Commissioners, submitted to the shareholders by March 1, 2024, along with the Notarial Deed.
Status Status	Direalisasikan Realized
Mata Acara 2 2nd Agenda	Pemaparan dan Penjelasan *Key Performance Indicator* (KPI) Tahun 2024 Presentation and Explanation of the 2024 Key Performance Indicators (KPI)
Keputusan Decision	RUPS menyetujui dan mengesahkan Kontrak Manajemen/*Key Performance Indicator* (KPI) Tahun 2024 (dua ribu dua puluh empat) Perseroan sebagaimana Lampiran 2 dengan penyesuaian; 1. Target atas EAF dan EFOR Nusa Penida, Tenau dan MPP Papua menyesuaikan target PT PLN Indonesia Power secara korporat. 2. Tambahan indikator pada perspektif *Technology Leadership* terkait R&D dan penerapan teknologi terkait transisi energi. Penetapan indikator dan target berkoordinasi dengan Bidang Corporate Performance PT PLN Indonesia Power. Kontrak Manajemen/*Key Performance Indicator* (KPI) Tahun 2024 (dua ribu dua puluh empat) Perseroan merupakan bagian yang tidak terpisahkan dari Risalah tersebut. The GMS approved and ratified the Company's 2024 (two thousand twenty-four) Management Contract/Key Performance Indicators (KPI) as outlined in Annex 2, with the following adjustments: 1. The targets for EAF and EFOR at Nusa Penida, Tenau, and MPP Papua are aligned with PT PLN Indonesia Power's corporate targets. 2. An additional indicator in the Technology Leadership perspective, focusing on R&D and the application of technologies related to the energy transition. The establishment of these indicators and targets was coordinated with the Corporate Performance Department of PT PLN Indonesia Power. The 2024 Management Contract/Key Performance Indicators (KPI) are an integral part of the meeting minutes.
Status Status	Direalisasikan Realized

Keputusan Rups Tahunan Yang Diselenggarakan Pada 5 Juli 2024
Decisions Of The Annual Gms Held On July 5, 2024

Mata Acara Pertama First Agenda	
Mata Acara 1 1st Agenda	Persetujuan dan Pengesahan Laporan Keuangan Perseroan Tahun Buku 2023 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2023 serta Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledig Acquit Et De Charge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan Pengurusan dan Pengawasan yang Telah Dijalankan selama Tahun Buku 2023. Approval and ratification of the Company's Financial Statements for the 2023 Fiscal Year, including the Supervisory Report of the Board of Commissioners for the same period, as well as the granting of full discharge and release of responsibility (volledig acquit et de charge) to the Board of Directors and Board of Commissioners for the management and supervisory actions carried out during the 2023 Fiscal Year.
Keputusan Decision	1. RUPS Menyetujui dan menerima Laporan Tahunan mengenai keadaan dan Jalannya Perseroan selama Tahun Buku 2023 yang terdiri atas Laporan Keuangan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan yang termuat dalam: a. Laporan Keuangan Perseroan Tahun Buku 2023 yang memuat Laporan Posisi Keuangan, Laporan Laba Rugi Komprehensif, Laporan Arus Kas dan Laporan Perubahan Ekuitas beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan dengan pendapat "Wajar, dalam semua semua hal yang material" sebagaimana dimaksud dalam laporannya Nomor 002288/2.1475/AU.1/02/1789-1/1/VII/2024 tanggal 2 Juli 2024. b. Laporan Kepatuhan terhadap peraturan Perundang-Undangan dan Pengendalian Internal Tahun Buku 2023 Nomor N20240702004/DC2/FSA/2024 tanggal 2 Juli 2024 c. Laporan Evaluasi Kinerja Tahun Buku 2023 Nomor N202407020004/DC2/FSA/2024 tanggal 2 Juli 2024 yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & rekan dengan nilai 100,51 (seratus koma lima satu). 2. RUPS menyetujui dan menerima Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2023. 1. The GMS approved and accepted the Annual Report on the Company's condition and performance during the 2023 Fiscal Year, which includes the Financial Report, Performance Evaluation Report, and Compliance Report. a. The Company's Financial Statements for the 2023 Fiscal Year, which include the Statement of Financial Position, Statement of Comprehensive Income, Cash Flow Statement, and Statement of Changes in Equity along with their accompanying notes, were audited by the Public Accounting Firm Rintis, Jumadi, Rianto & Partners. The audit opinion issued was "Fair in all material respects," as stated in report number 002288/2.1475/AU.1/02/1789-1/1/VII/2024 dated July 2, 2024. b. The Compliance Report on Laws and Regulations and Internal Control for the 2023 Fiscal Year is documented in report number N20240702004/DC2/FSA/2024 dated July 2, 2024. c. The Performance Evaluation Report for the 2023 Fiscal Year is recorded in report number N202407020004/DC2/FSA/2024 dated July 2, 2024, and was audited by the Public Accounting Firm Rintis, Jumadi, Rianto & Partners, with a final score of 100.51 (a hundred point fifty-one) 2. The GMS also approved and accepted the Report on the Supervisory Duties carried out by the Board of Commissioners during the 2023 Fiscal Year.
Status Status	Direalisasikan Realized
Mata Acara Kedua Second Agenda	
Mata Acara 2 2nd Agenda	Penetapan Penggunaan Laba Bersih Tahun Buku 2023. Determination of the Allocation of Net Profit for the 2023 Fiscal Year.
Keputusan Decision	RUPS memberi kuasa kepada Pemegang Saham mayoritas untuk menetapkan Penggunaan Laba Bersih Perseroan Tahun Buku 2023. The GMS authorized the majority shareholder to determine the allocation of the Company's Net Profit for the 2023 Fiscal Year.
Status Status	Direalisasikan Realized
Mata Acara Ketiga third Agenda	
Mata Acara 3 2nd Agenda	Persetujuan Tantiem Tahun Buku 2023 dan Remunerasi Tahun Buku 2024 bagi Direksi dan Dewan Komisaris, serta Bonus Pegawai Tahun Buku 2023. Approval of the 2023 Fiscal Year tantiem and the 2024 Fiscal Year remuneration for the Board of Directors and Board of Commissioners, as well as the 2023 Fiscal Year employee bonus.
Keputusan Decision	RUPS memberi kuasa Pemegang Saham Mayoritas untuk menetapkan Tantiem Tahun Buku 2023 dan Remunerasi Tahun Buku 2024 bagi Direksi dan Dewan Komisaris serta Bonus bagi Pegawai untuk Tahun Buku 2023. The GMS granted authority to the majority shareholder to determine the tantiem for the 2023 fiscal year and the remuneration for the Board of Directors and Board of Commissioners for the 2024 fiscal year, as well as the employee bonus for the 2023 fiscal year.
Status Status	Direalisasikan Realized

Mata Acara Keempat Fourth Agenda	
Mata Acara 4 4nd Agenda	Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2024 Appointment of the Public Accounting Firm to audit the Company's Financial Statements for the 2024 Fiscal Year.
Keputusan Decision	RUPS menetapkan Kantor Akuntan Publik untuk mengaudit Laporan Perseroan Tahun Buku 2024 sama dengan Kantor Akuntan Publik yang mengaudit Laporan PT PLN Indonesia Power Tahun Buku 2024. The GMS appointed the same Public Accounting Firm to audit the Company's Financial Statements for the 2024 fiscal year as the one appointed to audit the Financial Statements of PT PLN Indonesia Power for the same fiscal year.
Status Status	Direalisasikan Realized

KEPUTUSAN PEMEGANG SAHAM SECARA SIRKULER

Pada tahun 2024, Perseroan juga mengambil keputusan secara sirkuler tanpa menyelenggarakan rapat secara fisik. Para pemegang saham telah memberikan persetujuan secara tertulis dan menandatangani keputusan-keputusan yang diajukan. Keputusan yang diambil melalui mekanisme tersebut memiliki kekuatan hukum yang sama dan mengikat sebagaimana keputusan yang diambil secara sah dalam Rapat Umum Pemegang Saham (RUPS), sebagaimana diatur dalam Pasal 20 ayat (5) dan Pasal 25 ayat (10) Anggaran Dasar Perseroan.

Keputusan tersebut dituangkan dalam dokumen berikut:

1. Surat Keputusan Pemegang Saham Secara Sirkuler PT Cogindo DayaBersama nomor 015.K/010/RUPS-CDB/2023 yang ditandatangani pada tanggal 22 Desember 2023 yang dikukuhkan melalui Akta Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor 02 tanggal 5 Januari 2024;
2. Surat Keputusan Pemegang Saham secara sirkuler PT Cogindo DayaBersama No. 002.K/010/RUPS-CDB/2024 20 Maret 2024 tentang Persetujuan perubahan Anggaran Dasar terkait nama dan logo PT Cogindo DayaBersama menjadi PT PLN Indonesia Power Services yang dikukuhkan melalui Akta Pernyataan Keputusan Pemegang Saham Nomor 08 tanggal 19 April 2024;
3. Surat Keputusan Pemegang Saham Secara Sirkuler PT PLN Indonesia Power Services No. 012.K/010/RUPS-PLNIPS/2024 tanggal 17 Desember 2024 tentang Pemberhentian Komisaris Independen yang dikukuhkan melalui Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 24 tanggal 24 Desember 2024.

SHAREHOLDER DECISIONS VIA CIRCULAR RESOLUTION

In 2024, the Company made decisions through a circular resolution without holding a physical meeting. Shareholders provided written approval and signed the proposed decisions. The decisions made through this mechanism hold the same legal validity and binding effect as those made during a duly held General Meeting of Shareholders (GMS), as outlined in Article 20, paragraph (5) and Article 25, paragraph (10) of the Company's Articles of Association.

The decisions are recorded in the following documents:

1. The Circular Resolution of Shareholders of PT Cogindo DayaBersama No. 015.K/010/RUPS-CDB/2023, signed on December 22, 2023, was ratified through the Deed of Statement of Shareholders' Resolution of PT Cogindo DayaBersama No. 02 dated January 5, 2024;
2. The Circular Resolution of Shareholders of PT Cogindo DayaBersama No. 002.K/010/RUPS-CDB/2024 dated March 20, 2024, regarding the approval of amendments to the Articles of Association related to the company's name and logo change to PT PLN Indonesia Power Services, was ratified through the Deed of Statement of Shareholders' Resolution No. 08 dated April 19, 2024;
3. The Circular Resolution of Shareholders of PT PLN Indonesia Power Services No. 012.K/010/RUPS-PLNIPS/2024 dated December 17, 2024, concerning the dismissal of an Independent Commissioner, was ratified through the Deed of Statement of Shareholders' Resolution No. 24 dated December 24, 2024.

Rincian yang diambil dari keputusan-keputusan tersebut di atas disajikan dalam bentuk tabel sebagai berikut:

The details from the above decisions are presented in the table below:

Pernyataan Keputusan Pemegang Saham Pt Pln Indonesia Power Services No. 02 Tanggal 5 Januari 2024
Statement Of Shareholders Decision Of Pt Pln Indonesia Power Services No. 02 On January 5, 2024

Mata Acara 1 1st Agenda	Perubahan Data Pemegang Saham Shareholder Data Changes
Keputusan Decision	Perubahan Data Pemegang Saham Perseroan sesuai ketentuan Pasal 32 ayat 1 huruf a Anggaran Dasar Perseroan sebagai berikut: **SEBELUM**: Pasal 32 ayat 1 huruf a: Modal ditempatkan Perseroan sebagaimana dimaksud dalam Pasal 4 ayat 2 Anggaran Dasar Perseroan telah ditempatkan dan diambil bagian oleh para pemegang saham: 1. PT Indonesia Power sebanyak 514.867.769 (lima ratus empat belas juta delapan ratus enam puluh tujuh ribu tujuh ratus enam puluh sembilan) saham, dengan nilai nominal seluruhnya sebesar Rp514.867.769.000 (lima ratus empat belas milyar delapan ratus enam puluh tujuh juta tujuh ratus enam puluh sembilan ribu Rupiah). 2. Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power sebanyak 1 (satu) saham, dengan nilai nominal seluruhnya sebesar Rp1.000,- (seribu Rupiah). Atau seluruhnya berjumlah 514.867.770 (lima ratus empat belas juta delapan ratus enam puluh tujuh ribu tujuh ratus tujuh puluh) saham dengan nilai nominal seluruhnya sebesar Rp514.867.770.000 (lima ratus empat belas milyar delapan ratus enam puluh tujuh juta tujuh ratus tujuh puluh ribu Rupiah). **SESUDAH**: Pasal 32 ayat 1 huruf a: Modal ditempatkan Perseroan sebagaimana dimaksud dalam Pasal 4 ayat 2 Anggaran Dasar Perseroan telah ditempatkan dan diambil bagian oleh para pemegang saham: 1. PT PLN Indonesia Power sebanyak 514.867.769 (lima ratus empat belas juta delapan ratus enam puluh tujuh ribu tujuh ratus enam puluh sembilan) saham, dengan nilai nominal seluruhnya sebesar Rp514.867.769.000 (lima ratus empat belas milyar delapan ratus enam puluh tujuh juta tujuh ratus enam puluh sembilan ribu Rupiah). 2. Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power sebanyak 1 (satu) saham, dengan nilai nominal seluruhnya sebesar Rp1.000,- (seribu Rupiah). Atau seluruhnya berjumlah 514.867.770 (lima ratus empat belas juta delapan ratus enam puluh tujuh ribu tujuh ratus tujuh puluh) saham dengan nilai nominal seluruhnya sebesar Rp514.867.770.000 (lima ratus empat belas milyar delapan ratus enam puluh tujuh juta tujuh ratus tujuh puluh ribu Rupiah). Changes in the Company's Shareholder Data following Article 32 paragraph 1 letter a of the Company's Articles of Association is as follows: **BEFORE**: Article 32 paragraph 1 letter a: The Company's issued capital, as referred to in Article 4 paragraph 2 of the Articles of Association, has been subscribed and taken up by the shareholders as follows: 1. PT Indonesia Power: 514,867,769 (five hundred fourteen million eight hundred sixty-seven thousand seven hundred sixty-nine) shares, with a total nominal value of Rp514,867,769,000 (five hundred fourteen billion eight hundred sixty-seven million seven hundred sixty-nine thousand Rupiah). 2. Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power: 1 (one) share, with a total nominal value of Rp1,000 (one thousand Rupiah). Thus, the total number of shares is 514,867,770 (five hundred fourteen million eight hundred sixty-seven thousand seven hundred seventy), with a total nominal value of Rp514,867,770,000 (five hundred fourteen billion eight hundred sixty-seven million seven hundred seventy thousand Rupiah). **AFTER**: Article 32 paragraph 1 letter a: The Company's issued capital, as referred to in Article 4 paragraph 2 of the Articles of Association, has been subscribed and taken up by the shareholders as follows: 1. PT PLN Indonesia Power: 514,867,769 (five hundred fourteen million eight hundred sixty-seven thousand seven hundred sixty-nine) shares, with a total nominal value of Rp514,867,769,000 (five hundred fourteen billion eight hundred sixty-seven million seven hundred sixty-nine thousand Rupiah). 2. Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power: 1 (one) share, with a total nominal value of Rp1,000 (one thousand Rupiah). The total number of shares is therefore 514,867,770 (five hundred fourteen million eight hundred sixty-seven thousand seven hundred seventy), with a total nominal value of Rp514,867,770,000 (five hundred fourteen billion eight hundred sixty-seven million seven hundred seventy thousand Rupiah)
Status Status	Direalisasikan Realized

Mata Acara 2 2nd Agenda	Pengangkatan Direksi, Penggantian Direksi dan Penggantian Dewan Komisaris Perseroan Appointment of the Board of Directors, Replacement of the Board of Directors, and Replacement of the Board of Commissioners
Keputusan Decision	1. Memberhentikan dengan segala hormat Tuan Ade Hendratno sebagai Direktur Utama Perseroan dan Tuan R. Triyono Budi Prayitno sebagai Direktur Sumber Daya Manusia Perseroan disertai dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut oleh karenanya Pemegang Saham juga memberikan pelunasan dan pembebasan (*acquit et decharge)* kepada yang bersangkutan sejauh tindakan yang bersangkutan tercermin/ternyata dalam Laporan Tahunan/Perhitungan Tahunan Perseroan yang disetujui/disahkan oleh Rapat Umum Pemegang Saham Perseroan sejak tanggal 31-12-2023 (tigapuluh satu Desember dua ribu dua puluh tiga); 2. Mengangkat dan menetapkan Tuan Hari Cahyono sebagai Direktur Utama Perseroan dan Tuan Imam Adi Prihantoro sebagai Direktur Sumber Daya Manusia Perseroan dengan tugas, hak, kewajiban, kewenangan dan tanggung jawab sesuai dengan lingkup tugas dan tanggung jawab sesuai nomenklatur, dengan masa jabatan 1 (satu) periode sejak 01-01-2024 (satu Januari dua ribu dua puluh empat) sampai dengan 31-12-2026 (tiga puluh satu Desember dua ribu dua puluh enam), dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perseroan; 3. Memberhentikan dengan segala hormat disertai dengan ucapan terima kasih kepada Tuan M. Mursid sebagai anggota Dewan Komisaris Perseroan atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut oleh karenanya Pemegang Saham juga memberikan pelunasan dan pembebasan (*acquit et decharge*) kepada yang bersangkutan sejauh tindakan yang bersangkutan tercermin/ternyata dalam Laporan Tahunan/ Perhitungan Tahunan Perseroan yang disetujui/disahkan oleh Rapat Umum Pemegang Saham Perseroan sejak tanggal 31-12-2023 (tiga puluh satu Desember dua ribu dua puluh tiga; 4. Mengangkat dan menetapkan Nyonya Julita Indah sebagai anggota Dewan Komisaris Perseroan, dengan tugas, hak, kewajiban, kewenangan dan tanggung jawab sesuai dengan lingkup tugas dan tanggung jawab sesuai nomenklatur, dengan masa jabatan 1 (satu) periode sejak tanggal 02-01-2024 (dua Januari dua ribu dua puluh empat) sampai dengan 01-01-2027 (satu Januari dua ribu dua puluh tujuh), dengan tidak mengurangi hak Rapat Umum. Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perseroan; 5. Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: SUSUNAN DIREKSI PERSEROAN 1. Direktur Utama : Hari Cahyono 2. Direktur Sumber Daya Manusia : Imam Adi Prihantoro 3. Direktur Bisnis : Kukuh Pambudi 4. Direktur Operasi : Mulyadi Koto 5. Direktur Keuangan : Hari Muhardani Nasution SUSUNAN DEWAN KOMISARIS 1. Komisaris Utama : Khusnul Mubien 2. Komisaris : Julita Indah 3. Komisaris : Masykuri Abdillah 4. Komisaris Independen : Sunandar 5. Komisaris Independen : Fredy Eko Prasetyo T 1. Respectfully dismissed Mr. Ade Hendratno from his position as President Director of the Company and Mr. R. Triyono Budi Prayitno from his position as Human Capital Director of the Company, with gratitude for their dedication and contributions during their tenure. Accordingly, the Shareholders grant full release and discharge (acquit et decharge) to both individuals for their actions as reflected in the Company's Annual Report and Financial Statements approved by the General Meeting of Shareholders up to December 31, 2023. 2. Appointed and determined Mr. Hari Cahyono as President Director of the Company and Mr. Imam Adi Prihantoro as Human Capital Director of the Company. Both are entrusted with the duties, rights, responsibilities, authorities, and obligations as defined by their respective roles and nomenclature. Their term of office shall be for one (1) period, effective from January 1, 2024, to December 31, 2026, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time following the provisions of the Company's Articles of Association. 3. Respectfully dismissed Mr. M. Mursid from his position as a member of the Board of Commissioners of the Company, with sincere appreciation for his efforts and contributions during his tenure. The Shareholders also grant him full release and discharge (acquit et decharge) for actions as reflected in the Company's Annual Report and Financial Statements approved by the General Meeting of Shareholders up to December 31, 2023. 4. Appointed and determined Mrs. Julita Indah as a member of the Board of Commissioners of the Company, with duties, rights, responsibilities, authorities, and obligations following the scope of her role and nomenclature. Her term of office shall be for one (1) period, effective from January 2, 2024, to January 1, 2027, without prejudice to the right of the General Meeting of Shareholders to dismiss her at any time following the Company's Articles of Association. 5. To avoid any uncertainty, the Shareholders hereby reaffirm the composition of the Board of Directors and Board of Commissioners of the Company as follows: COMPOSITION OF THE BOARD OF DIRECTORS a. President Director : Hari Cahyono b. Director of Human Capital : Imam Adi Prihantoro c. Director of Business : Kukuh Pambudi d. Director of Operation : Mulyadi Koto e. Director of Finance : Hari Muhardani Nasution COMPOSITION OF THE BOARD OF COMMISSIONERS a. President Commissioner : Khusnul Mubien b. Commissioner : Julita Indah c. Commissioner : Masykuri Abdillah d. Independent Commissioner : Sunandar e. Independent Commissioner : Fredy Eko Prasetyo T
Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT Cogindo Dayabersama No. 08 Tanggal 19 April 2024
Statement Of Shareholders Decision of PT Cogindo Dayabersama No. 08 On April 19, 2024

Mata Acara 1 1st Agenda	Perubahan Anggaran Dasar PT Cogindo Dayabersama (“CDB”) dalam rangka Rebranding Perusahaan melalui Perubahan Nama dan Logo Korporat Amendment to the Articles of Association of PT Cogindo Dayabersama (“CDB”) to the Company’s Rebranding Through a Change of Name and Corporate Logo
Keputusan Decision	1. Menyetujui perubahan anggaran Dasar Perseroan terkait nama dan logo menjadi sebagai berikut: Usulan Nama: PT PLN IP Services Usulan Logo:  2. Menyetujui serta mengesahkan tindakan-tindakan yang dilakukan oleh Direksi Perseroan untuk melakukan penyesuaian dokumen-dokumen Perusahaan atau proses lainnya yang dibutuhkan dalam rangka perubahan nama dan logo Perseroan. Sehubungan dengan perubahan Pasal 1 Anggaran Dasar Perseroan, maka penghadap dalam kedudukannya sebagaimana tersebut menyatakan bahwa Pasal 1 Anggaran Dasar disusun kembali sehingga selanjutnya menjadi sebagai berikut: NAMA DAN TEMPAT KEDUDUKAN Pasal 1 a. Perseroan Terbatas ini Bernama: PT PLN INDONESIA POWER SERVICES (Selanjutnya dalam Anggaran Dasar cukup disingkat dengan “Perseroan”), berkedudukan dan berkantor pusat di Jakarta Selatan. b. Perseroan dapat membuka kantor cabang atau kantor perwakilan atau satu-satuan usaha atau unit bisnis di tempat lain satu tingkat di bawah kantor pusat, baik di dalam maupun di luar wilayah Republik Indonesia yang ditetapkan oleh Direksi dengan persetujuan Dewan Komisaris. 1. Approved the amendment to the Company’s Articles of Association regarding the change of name and corporate logo as follows: Proposed Name Proposed Logo Approved and ratified all actions taken by the Company’s Board of Directors to the adjustment of corporate documents or other necessary processes required for the implementation of the Company’s name and logo change. 2. In connection with the amendment to Article 1 of the Company’s Articles of Association, the appearing party, in their respective capacity, hereby states that Article 1 shall be restated in its entirety as follows: NAME AND DOMICILE Article 1 a. The name of this Limited Liability Company is: PT PLN INDONESIA POWER SERVICES (hereinafter referred to in the Articles of Association as the “Company”), with its registered office and principal place located in South Jakarta. b. The Company may establish branch offices, representative offices, business units, or other operational units at locations subordinate to the head office, both within and outside the territory of the Republic of Indonesia, as determined by the Board of Directors with the approval of the Board of Commissioners.
Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 24 Tanggal 24 Desember 2024
Statement Of Shareholders Decision Of PT PLN Indonesia Power Services No. 24 On December 24, 2024

Mata Acara Agenda	Pemberhentian Komisaris Independen Perseroan Dismissal of the Company's Independent Commissioner
Keputusan Decision	1. Memberhentikan dengan segala hormat Tuan Sunandar sebagai Komisaris Independen Perseroan disertai dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut oleh karenanya Pemegang Saham juga memberikan pelunasan dan pembebasan (*acquit et decharge*) kepada yang bersangkutan sejauh tindakan yang bersangkutan tercermin/ternyata dalam Laporan Tahunan Perseroan yang disetujui/disahkan oleh Rapat Umum Pemegang Saham Perseroan. Namun tidak membatasi tanggung jawab pribadi apabila di kemudian hari terdapat hal-hal yang melanggar hukum terkait pelaksanaan tugas selama masa jabatan yang diemban oleh yang bersangkutan. 2. Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: **DIREKSI** Direktur Utama : Hari Cahyono Direktur Sumber Daya Manusia : Imam Adi Prihantoro Direktur Bisnis (Pelaksana Tugas) : Kukuh Pambudi Direktur Operasi : Mulyadi Koto Direktur Keuangan (Pelaksana Tugas) : Hari Muhardani Nasution **DEWAN KOMISARIS** Komisaris Utama : Khusnul Mubien Komisaris : Julita Indah Komisaris : Masykuri Abdillah Komisaris Independen : Fredy Eko Prasetyo T 1. The Shareholders respectfully dismissed Mr. Sunandar from his position as Independent Commissioner of the Company, with sincere appreciation for his contributions and dedication during his tenure. In connection with this, the Shareholders also granted full release and discharge (acquit et decharge) to Mr. Sunandar, insofar as his actions are reflected in the Company's Annual Report as approved and ratified by the General Meeting of Shareholders. However, this discharge does not exempt him from personal liability should any unlawful acts be discovered in the future in relation to the performance of his duties during his term of office. 2. To avoid any uncertainty, the Shareholders hereby confirm the composition of the Company's Board of Directors and Board of Commissioners as follows: **BOARD OF DIRECTORS** President Director : Hari Cahyono Director of Human Capital : Imam Adi Prihantoro Acting Director of Business : Kukuh Pambudi Director of Operation : Mulyadi Koto Acting Director of Finance : Hari Muhardani Nasution **BOARD OF COMMISSIONERS** President Commissioner : Khusnul Mubien Commissioner : Julita Indah Commissioner : Masykuri Abdillah Independent Commissioner : Fredy Eko Prasetyo T
Status Status	Direalisasikan Realized

PENYELENGGARAAN RUPS TAHUN SEBELUMNYA
GMS Organization For The Prior Year

Sepanjang tahun 2023, Perseroan melaksanakan 2 (dua) kali Rapat Umum Pemegang Saham yaitu Rapat Umum Pemegang Saham Laporan Pertanggungjawaban Tahunan (LPT) Tahun Buku 2022 dilaksanakan pada 26 Juni 2023 dan Rapat Umum Pemegang Saham Rencana Jangka Panjang Perusahaan (RKAP) dilaksanakan pada 31 Januari 2023. Selain kedua rapat tersebut, Pemegang saham Perseroan juga mengambil 3 (tiga)

Throughout 2023, the Company held 2 (two) General Meeting of Shareholders, namely General Meeting of Shareholders Annual Accountability Report 2022 held on June 26, 2023 and General Meeting Of Shareholders Company Work Plan And Budget (RKAP) held on January 31, 2023. Besides these two meetings, Shareholders of the Company made 3 (three) decisions without holding the General Meeting of Shareholders physically. As stated in

keputusan tanpa menyelenggarakan Rapat Umum Pemegang Saham secara fisik. Sebagaimana tertuang dalam Anggaran Dasar Perseroan bahwa pengambilan keputusan diluar rapat mempunyai kekuatan yang sama dengan penyelenggaraan Rapat Umum Pemegang Saham secara fisik.

the Articles of Association of the Company, the decision making outside the meeting has the same authority as the General Meeting of Shareholders physically.

RAPAT UMUM PEMEGANG SAHAM TAHUNAN

Pada tanggal 26 Juni 2023, Perseroan menyelenggarakan Rapat Umum Pemegang Saham Tahunan Tahun Buku 2022 di Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jl. Jenderal Gatot Subroto Kav. 18, Jakarta Selatan dan juga diselenggarakan daring (video *conference/teleconference*) melalui *platform zoom*.

Di Dalam Rapat Umum Pemegang Saham Tahunan Tahun Buku 2022 telah dibuat beberapa keputusan yang agendanya sudah diberitahukan secara tertulis sebelum penyelenggaraan RUPS Tahunan berlangsung. Keputusan RUPS Tahunan tersebut tertuang dan disahkan dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 16 yang dibuat dihadapan Shahreza Annaz, S.H., M.Kn., Notaris di Jakarta. Berikut adalah agenda dan keputusan yang diambil dalam rapat:

ANNUAL GENERAL MEETING OF SHAREHOLDERS

On June 26, 2023, the Company held the Annual General Meeting of Shareholders for the 2022 Fiscal Year at the Multipurpose Meeting Room (RSG) of PT PLN Indonesia Power, located at Jl. Jenderal Gatot Subroto Kav. 18, South Jakarta. The meeting was also conducted virtually via video conference/teleconference through the zoom platform.

In the Annual General Meeting of Shareholders Financial Year 2022 has made several decisions that the agendas were informed in writing before the hold of Annual GMS. The Annual GMS stated and ratified in the Deed of Minutes of Annual General Meeting of Shareholders No.16 made before Shahreza Annaz, S.H., M.Kn., Notary in Jakarta. The following are the agenda and decisions made at the meeting:

Keputusan Rups Tahunan Yang Diselenggarakan Pada Tanggal 26 Juni 2023
Decisions Of The Annual Gms Held On February 26, 2023

Mata Acara Pertama First Agenda	
Mata Acara Agenda	Persetujuan dan Pengesahan Laporan Perseroan Tahun Buku 2022 (dua ribu dua puluh dua) termasuk Laporan Pelaksanaan Pengawasan Dewan Komisaris Tahun Buku 2022 (dua ribu dua puluh dua) serta pemberian pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris atas pengelolaan dan pengawasan Tahun Buku 2022 (dua ribu dua puluh dua). Approval and Ratification of the Report of the Company for the financial year 2022 (two thousand twenty-two), including the Board of Commissioners Supervisory Report of the financial year 2022 (two thousand twenty-two), and to release and discharge of all responsibilities (volledig acquit et de charge) to all Board members for the management and supervision of the financial year 2022 (two thousand twenty-two).
	1. RUPS menyetujui dan menerima Laporan Tahunan mengenai adanya keadaan dan jalannya Perseroan selama Tahun buku 2022 (dua ribu dua puluh dua) yang terdiri atas Laporan Keuangan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan. 2. RUPS menyetujui dan menerima Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2022 (dua ribu dua puluh dua). 3. RUPS mengesahkan Laporan Keuangan Perseroan Tahun Buku 2022 (dua ribu dua puluh dua) yang memuat Laporan Posisi Keuangan, Laporan Laba Rugi Komprehensif, Laporan Arus Kas, dan Laporan Perubahan Ekuitas beserta penjelasannya dalam laporan keuangan komersial dan fiskal yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis, dan Rekan (*Pricewaterhousecoopers*) dengan pendapat "Wajar dalam Semua Hal yang Material" sebagaimana dimaksud dalam laporannya Nomor 01107/2.1025/AU.1/02/1130-2/1/VI/2023 tanggal 22-06-2023 (dua puluh dua Juni dua ribu dua puluh tiga). 4. RUPS memberikan pembebasan sepenuhnya (*Volledig Acquit Et De Charge*) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan sesuai dengan tanggung jawab dan tindakan dalam bidang masing-masing yang telah dijalankan selama Tahun Buku 2022 (dua ribu dua puluh dua) sepanjang tindakan-tindakan tersebut tidak bertentangan dengan peraturan perundang-undangan yang berlaku serta termuat dalam Laporan Keuangan yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis, dan Rekan (*Pricewaterhousecoopers*). Pengesahan dan Pembebasan tanggung jawab tersebut tidak melepaskan tanggung jawab hukum terhadap Direksi dan/atau Dewan Komisaris apabila Laporan yang diungkapkan tersebut terbukti melanggar ketentuan dan prosedur hukum yang berlaku dan/atau ternyata dikemudian hari terbukti adanya tindakan yang menyimpang dan/atau merugikan Perseroan.

	1. The GMS approved and accepted the Annual Report on the condition and operation of the Company during the Financial Year 2022 (two thousand twenty-two) consisting of the Financial Report, Performance Evaluation Report, and Compliance Report. 2. The GMS approved and accepted the Report on the Implementation of Supervisory Duties of the Board of Commissioners during the Financial Year 2022 (two thousand twenty-two). 3. The GMS ratified the Financial Statements of the Company for the Financial Year 2022 (two thousand twenty-two) containing the Statements of Financial Position, Statements of Comprehensive Income, Statements of Cash Flows, and Statements of Changes in Equity along with their explanations in the commercial and fiscal financial statements audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis, and Partners (Pricewaterhousecoopers) with the opinion "Reasonable in All Material Matters" as referred to in its report number 01107/2.1025/AU.1. /02/1130-2/1/VI/2023 dated 06-22-2023 (June twenty-two, two thousand twenty-three) 4. The GMS granted a full release (Volledig Acquit Et De Charge) to the Board of Directors and Board of Commissioners of the Company for the management and supervision in line with the responsibilities and actions in their respective fields conducted during the Financial Year 2022 (two thousand twenty-two) as long as such actions are not contrary to the prevailing laws and regulations and are contained in the Financial Statements audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis, and Partners (Pricewaterhousecoopers). The ratification and release of responsibility do not relieve the legal responsibility of the Board of Directors and/or Board of Commissioners if the disclosed report is proven to violate the applicable legal provisions and procedures and/or it is proven in the future that there are actions that deviate and/or disadvantage the Company.
Status Status	Keputusan langsung terealisasi Decision realized immediately
Mata Acara Kedua Second Agendaå	
Mata Acara Agenda	Penetapan Penggunaan Laba Bersih Determination of the Use of Net Income
Keputusan Decision	RUPS memberi kuasa kepada Pemegang Saham mayoritas untuk menetapkan penggunaan Laba Bersih Perseroan Tahun Buku 2022 (dua ribu dua puluh dua) sesuai surat usulan Direksi Perseroan No.2263.DIRUT/000/VI/2023-R tanggal 23-06-2023 (dua puluh tiga Juni dua ribu dua puluh tiga). The GMS authorized the majority Shareholders to determine the use of the Net Income of the Company for Financial Year 2022 (two thousand twenty-two) following the proposal letter of the Board of Directors of the Company No.2263.DIRUT/000/VI/2023-R dated 06-23-2023 (June twenty-three, two thousand twenty-three).
Status Status	Keputusan langsung terealisasi Decision realized immediately
Mata Acara Ketiga Third Agenda	
Mata Acara Agenda	Penetapan Tantiem Tahun Buku 2022 dan Remunerasi Tahun Buku 2022 Bagi Direksi dan Komisaris, Serta Bonus Karyawan. Determination of Tantiem for the Financial Year 2022 and Remuneration for the Financial Year 2022 for the Board of Directors and Board of Commissioners, and Employee Bonuses.
Keputusan Decision	RUPS menetapkan Tantiem Tahun Buku 2022 (dua ribu dua puluh dua) dan Remunerasi Tahun Buku 2023 (dua ribu dua puluh tiga) bagi Direksi dan Dewan Komisaris serta Bonus Gaji karyawan untuk Tahun Buku 2022 (dua ribu dua puluh dua) sesuai surat usulan Direksi Perseroan kepada Pemegang saham Nomor.2264.DIRUT/000/VI/2023-R tanggal 23-06-2023 (dua puluh tiga Juni dua ribu dua puluh tiga). The GMS determined the Tantiem for Financial Year 2022 (two thousand twenty-two) and Remuneration for Financial Year 2023 (two thousand twenty-three) for the Board of Directors and Board of Commissioners as well as Salary Bonus for employees for Financial Year 2022 (two thousand twenty-two) following the letter proposed by the Board of Directors to the shareholders No.2264.DIRUT/000/VI/2023-R dated 06-23-2023 (June twenty-three, two thousand twenty-three).
Status Status	Keputusan langsung terealisasi Decision realized immediately
Mata Acara Keempat Fourth Agenda	
Mata Acara Agenda	Penetapan Kantor Akuntan Publik Untuk Mengaudit Laporan Perseroan Tahun Buku 2023. Appointment of Public Accountant Firm to Audit the Report of the Company for the Financial Year 2023.
Keputusan Decision	RUPS memberi Kuasa kepada Pemegang Saham Mayoritas untuk menetapkan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2023 (dua ribu dua puluh tiga) sesuai surat usulan Direksi Perseroan Nomor. 2265/000/VI/2023-R tanggal 23-06-2023 (dua puluh tiga Juni dua ribu dua puluh tiga). The GMS authorized the Majority Shareholders to determine the Public Accounting Firm for the Audit of the Financial Statements of the Company for the Financial Year 2023 (two thousand twenty-three) following the proposal letter of the Board of Directors of the Company No.2265/000/VI/2023-R dated 06-23-2023 (June twenty-three, two thousand twenty-three).
Status Status	Keputusan langsung terealisasi Decision realized immediately

RAPAT UMUM PEMEGANG SAHAM RENCANA KERJA DAN ANGGARAN PERUSAHAAN (RKAP)

Perseroan melaksanakan RUPS RKAP pada tanggal 31 Januari 2023 yang dilakukan dan dihadiri secara tatap muka di Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jl. Jenderal Gatot Subroto Kav. 18, Jakarta Selatan dan juga diselenggarakan daring (video *conference/teleconference*) melalui *platform Zoom*.

Keputusan yang diambil dalam RUPS tersebut tertuang dan disahkan dalam Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 04 yang dibuat dihadapan Shahreza Annaz, S.H., M.Kn., Notaris di Jakarta. Berikut adalah agenda dan keputusan yang diambil dalam rapat:

GENERAL MEETING OF SHAREHOLDERS COMPANY WORK PLAN AND BUDGET (RKAP)

The Company held the RKAP GMS on January 31, 2023 conducted and attended in person at the Multipurpose Meeting Room (RSG) PT PLN Indonesia Power, Jl. Jenderal Gatot Subroto Kav. 18, South Jakarta and also held online (video confer ence/teleconference) through the Zoom platform.

The decisions made in the GMS are stated and legalized in the Deed of Minutes of the Annual General Meeting of Shareholders No. 04 made before Shahreza Annaz, S.H., M.Kn., Notary in Jakarta. The following are the agenda and decisions made at the meeting:

Keputusan Rups Rkap Yang Diselenggarakan Pada Tanggal 31 Januari 2023
Rkap Gms Decisions Held On January 31, 2023

Mata Acara Pertama First Agenda	
Mata Acara Agenda	RUPS menyetujui dan mengesahkan Rencana Kerja dan Anggaran (RKAP) Perseroan tahun 2023 (dua ribu dua puluh tiga). The GMS approved and ratified the Work Plan and Budget (RKAP) of the Company for the year 2023 (two thousand twenty-three).
Keputusan Decision	Setelah menilai RKAP Perseroan Tahun Buku 2023 (dua ribu dua puluh tiga) yang diajukan oleh Direksi dan dilakukan pembahasan serta memperhatikan pendapat dan saran Dewan Komisaris, maka RUPS memutuskan menyetujui dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 (dua ribu dua puluh tiga) dengan target Laba Bersih sebesar Rp249,961 Miliar (dua ratus empat puluh sembilan koma sembilan ratus enam puluh satu Miliar Rupiah), Neraca dan Investasi. Buku RKAP Tahun 2023 (dua ribu dua puluh tiga) yang telah mengakomodir masukan-masukan dalam pembahasan RUPS RKAP Tahun 2023 (dua ribu dua puluh tiga) tanggal 31-01-2023 (tiga puluh satu Januari dua ribu dua puluh tiga) dan telah disetujui oleh Direksi dan Dewan Komisaris, diserahkan kepada Pemegang Saham selambat-lambatnya tanggal 28-02-2023 (dua puluh delapan Februari dua ribu dua puluh tiga) beserta Akta Notaris. After assessing the Work and Budget Plan (RKAP) of the Company for the Financial Year 2023 (two thousand twenty-three) proposed by the Board of Directors and discussing and considering the opinions and suggestions of the Board of Commissioners, the GMS decided to approve and ratify the Work and Budget Plan (RKAP) for the Year 2023 (two thousand twenty-three) with a Net Profit target of Rp249.961 Billion (two hundred forty-nine point nine hundred sixty-one Billion Rupiah), Balance Sheet and Investment. The RKAP Year 2023 (two thousand twenty-three) which has accommodated inputs in the discussion of the GMS of RKAP Year 2023 (two thousand twenty-three) on 01-31-2023 (January thirty-one two thousand twenty-three) and approved by the Board of Directors and the Board of Commissioners, submitted to the Shareholders no later than 02-28-2023 (February twenty-eight two thousand twenty-three) along with the Notarial Deed.
Status Status	Keputusan langsung terealisasi Decision realized immediately
Mata Acara Kedua Second Agendaå	
Mata Acara Agenda	RUPS menyetujui dan mengesahkan Kontrak Manajemen/*Key Performance Indicator* (KPI) Perseroan tahun 2023 (dua ribu dua puluh tiga) The GMS approved and ratified the Management Contract/Key Performance Indicator (KPI) of the Company for the year 2023 (two thousand twenty-three).
Keputusan Decision	RUPS menyetujui dan mengesahkan Kontrak Manajemen/*Key Performance Indicator* (KPI) Tahun 2023 (dua ribu dua puluh tiga) Kontrak Manajemen/*Key Performance Indicator* (KPI) Tahun 2023 (dua ribu dua puluh tiga) Perseroan merupakan bagian yang tidak terpisahkan dari Risalah tersebut. The GMS approved and ratified the Management Contract/Key Performance Indicator (KPI) Year 2023 (two thousand twenty-three). The Management Contract/Key Performance Indicator (KPI) Year 2023 (two thousand twenty-three) of the Company is an integral part of these Minutes.
Status Status	Keputusan langsung terealisasi Decision realized immediately

KEPUTUSAN PEMEGANG SAHAM SECARA SIRKULER

Pada tahun 2023, Perseroan juga mengambil keputusan secara sirkuler tanpa menyelenggarakan rapat secara fisik. Para pemegang saham telah memberikan persetujuan secara tertulis dan menandatangani keputusan-keputusan atas agenda yang diajukan. Keputusan yang diambil melalui mekanisme tersebut memiliki kekuatan hukum yang sama dan bersifat mengikat, sebagaimana keputusan yang diambil secara sah dalam Rapat Umum Pemegang Saham (RUPS), sesuai dengan ketentuan Pasal 20 ayat (5) dan Pasal 25 ayat (10) Anggaran Dasar Perseroan.

Keputusan tersebut dituangkan dalam dokumen berikut:

1. Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor 02 tanggal 8 Februari 2023,
2. Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor 15 tanggal 12 April 2023, dan
3. Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor 25 tanggal 29 September 2023.

Rincian yang diambil dari keputusan-keputusan tersebut di atas disajikan dalam bentuk tabel sebagai berikut:

SHAREHOLDER DECISIONS BY CIRCULAR RESOLUTION

In 2023, the Company made decisions through a circular resolution without holding a physical General Meeting of Shareholders. The shareholders provided written approvals and signed the resolutions for the proposed matters. Resolutions made through this mechanism carry the same legal validity and binding effect as those lawfully adopted in a General Meeting of Shareholders (GMS), following Article 20, paragraph (5) and Article 25, paragraph (10) of the Company's Articles of Association.

These resolutions are documented in the following:

1. Statement of Shareholders' Resolutions of PT Cogindo DayaBersama No. 02 dated 8 February 2023,
2. Statement of Shareholders' Resolutions of PT Cogindo DayaBersama No. 15 dated 12 April 2023, and
3. Statement of Shareholders' Resolutions of PT Cogindo DayaBersama No. 25 dated 29 September 2023.

Details of the mentioned decisions are presented in the following table:

PERNYATAAN KEPUTUSAN PEMEGANG SAHAM PT COGINDO DAYABERSAMA NO.02 TANGGAL 8 FEBRUARI 2023
PT Cogindo DayaBersama Shareholder Decision Statement No.02 February 8, 2023

No.	Keputusan Decision	Keterangan Description
1.	Menyatakan bahwa seluruh Pemegang Saham dengan suara bulat memutuskan untuk: Memberhentikan dengan segala hormat Nyonya Susiana Mutia dari jabatan Komisaris Utama Perusahaan dari segala tugas dan dan tanggung jawabnya disertai dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut oleh karenanya Pemegang Saham juga memberikan pelunasan dan pembebasan (*acquit et de charge*) kepada yang bersangkutan sejauh Tindakan yang bersangkutan tercermin/ternyata dalam Laporan Tahunan/ Perhitungan Tahunan Perusahaan yang disetujui/disahkan oleh Rapat Pemegang Saham Perusahaan; Stated that all Shareholders unanimously decided to: To honorably dismiss Mrs. Susiana Mutia from the position of President Commissioner of the Company from all duties and responsibilities along with gratitude for all contributions of energy and thought during her tenure, therefore the Shareholders also grant release and discharge (acquit et de charge) to her to the extent that her actions are reflected in the Annual Report/Annual Accounts of the Company approved/separated by the Shareholders' Meeting of the Company;	Keputusan langsung terealisasi Decision realized immediately

No.	Keputusan Decision	Keterangan Description
2.	Memberhentikan dengan segala hormat Tuan Zaenal Mustofa dari jabatan Komisaris Independen Perusahaan dari segala tugas dan tanggung jawabnya disertai dengan ucapan terima kasih atas segala sumbangan tenaga dan pikirannya selama memangku jabatan tersebut oleh karenanya Pemegang Saham juga memberikan pelunasan dan pembebasan (*acquit et de charge*) kepada yang bersangkutan sejauh Tindakan yang bersangkutan tercermin/ternyata dalam Laporan Tahunan/Perhitungan Tahunan Perusahaan yang disetujui/disahkan oleh Rapat Pemegang Saham Perusahaan; To honorably dismiss Mr. Zaenal Mustofa from the position of Independent Commissioner of the Company from all duties and responsibilities along with gratitude for all contributions of energy and thought during his tenure in the position, therefore the Shareholders also grant release and discharge (acquit et de charge) to him to the extent that his actions are reflected in the Annual Report/Annual Accounts of the Company approved/separated by the Shareholders' Meeting of the Company;	Keputusan langsung terealisasi Decision realized immediately
3.	Mengangkat dan menetapkan: a. Tuan Khusnul Mubien sebagai Komisaris Utama; b. Tuan Sunandar sebagai Komisaris Independen; dengan tugas, kewenangan dan hak serta tanggung jawab yang melekat pada jabatan tersebut sesuai ketentuan dalam Anggaran Dasar Perusahaan dan Perubahannya, dengan masa jabatan 1 (satu) periode jabatan sebagaimana dimaksud dalam Anggaran Dasar Perusahaan dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai ketentuan Anggaran Dasar Perusahaan; Appointed and determined: a. Mr. Khusnul Mubien as President Commissioner; b. Mr. Sunandar as Independent Commissioner; with duties, authorities and rights, and responsibilities attached to the position according to the provisions in the Articles of Association of the Company and its Amendments, with a term of office of 1 (one) period of office as referred to in the Articles of Association of the Company without prejudice to the right of the General Meeting of Shareholders to dismiss at any time according to the provisions of the Articles of Association of the Company;	Keputusan langsung terealisasi Decision realized immediately
4.	Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Dewan Komisaris Perusahaan menjadi sebagai berikut: Dewan Komisaris: a. Komisaris Utama : Tuan Khusnul Mubien, b. Komisaris : Tuan Masykuri Abdillah, c. Komisaris: Tuan M. Mursid d. Komisaris Independen : Tuan Sunandar For the avoidance of doubt, the Shareholders hereby reaffirm the composition of the Board of Commissioners of the Company as follows: Board of Commissioners: a. President Commissioner: Mr. Khusnul Mubien, b. Commissioner: Mr. Masykuri Abdillah, c. Commissioner: Mr. M. Mursid d. Independent Commissioner: Mr. Sunandar	Keputusan langsung terealisasi Decision realized immediately
5.	Keputusan tersebut berlaku efektif sejak tanggal 01-02-2023 (satu Februari dua ribu dua puluh tiga) dengan ketentuan apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya. The decision shall be effective as of 02-01-2023 (February one, two thousand twenty-three) provided that if in the future there is any mistake in it, the necessary corrections will be made.	Keputusan langsung terealisasi Decision realized immediately

PERNYATAAN KEPUTUSAN PEMEGANG SAHAM PT COGINDO DAYABERSAMA NO. 15 TANGGAL 12 APRIL 2023
Statement Of Shareholders Decision Of Pt Cogindo Dayabersama No. 15 On April 12, 2023

No.	Keputusan Decision	Keterangan Description
1.	Menyetujui perubahan Anggaran Dasar Pasal 3 ayat (2) tentang Kegiatan Usaha Perseroan sebagaimana tercantum dalam lampiran keputusan tersebut. Approve the amendment to Article 3 paragraph (2) of the Articles of Association regarding the Business Activities of the Company as set out in the attachment to the decision.	Keputusan langsung terealisasi Decision realized immediately
2	Menyetujui perubahan Anggaran Dasar Pasal 11 ayat 8. **SEMULA**: Direksi dapat memutuskan kegiatan-kegiatan dengan nilai per transaksi sebesar maksimal 5% (lima persen) dari ekuitas Perseroan didasarkan pada tahun buku terakhir yang telah diaudit, termasuk kegiatan sebagai berikut: Mengadakan transaksi, kontrak, perjanjian, kesepakatan dan/atau kerjasama dengan pihak lain; Penerbitan *Standby Letter of Credit*/SLBC, *Letter of Credit*/LC yang timbul karena transaksi bisnis; Menerima atau memberikan pinjaman yang tidak bersifat operasional; Menerima pinjaman jangka pendek dari bank atau lembaga keuangan lain. **MENJADI**: Direksi dapat memutuskan kegiatan-kegiatan dengan nilai per transaksi sebesar maksimal 20% (dua puluh persen) dari ekuitas Perseroan didasarkan pada tahun buku terakhir yang telah diaudit, termasuk kegiatan sebagai berikut: Mengadakan transaksi, kontrak, perjanjian, kesepakatan dan/atau kerjasama dengan pihak lain; Penerbitan Standby Letter of Credit/SLBC, Letter of Credit/LC yang timbul karena transaksi bisnis; Menerima atau memberikan pinjaman yang tidak bersifat operasional; Menerima pinjaman jangka pendek dari bank atau lembaga keuangan lain. Approve the amendment to Article 11 paragraph 8 of the Articles of Association. **INITIALLY**: The Board of Directors may decide on activities with a value per transaction of a maximum of 5% (five percent) of the equity of the Company based on the last audited financial year, including the following activities: Conducting transactions, contracts, agreements, deals, and/or cooperation with other parties; Issuance of Standby Letter of Credit/SLBC, Letter of Credit/LC arising from business transactions; Receive or provide loans that are not operational in nature; Receiving short-term loans from banks or other financial institutions. **BECAME**: The Board of Directors may decide on activities with a value per transaction of a maximum of 20% (twenty percent) of the equity of the Company based on the last audited financial year, including the following activities: Conducting transactions, contracts, agreements, deals, and/or cooperation with other parties; Issuance of Standby Letter of Credit/SLBC, Letter of Credit/LC arising from business transactions; Receive or provide loans that are not operational in nature; Receiving short-term loans from banks or other financial institutions.	Keputusan langsung terealisasi Decision realized immediately
3	Menyetujui perubahan Anggaran Dasar Pasal 11 ayat 9. **SEMULA**: Direksi dapat memutuskan kegiatan sebagaimana dimaksud dalam ayat 8 pasal ini setelah terlebih dahulu mendapat persetujuan dari Dewan Komisaris tanpa harus mendapat persetujuan Rapat Umum Pemegang Saham dengan nilai per transaksi yang melebihi batasan dalam ayat 8 pasal ini sampai dengan maksimal 15% (lima belas persen) dari ekuitas Perseroan didasarkan pada tahun buku terakhir yang telah diaudit. **MENJADI**: Direksi dapat memutuskan kegiatan sebagaimana dimaksud dalam ayat 8 pasal ini setelah terlebih dahulu mendapat persetujuan dari Dewan Komisaris tanpa harus mendapat persetujuan Rapat Umum Pemegang Saham dengan nilai per transaksi yang melebihi batasan dalam ayat 8 pasal ini sampai dengan maksimal 40% (empat puluh persen) dari ekuitas Perseroan didasarkan pada tahun buku terakhir yang telah diaudit. Approve the amendment to Article 11 paragraph 9 of the Articles of Association. **INITIALLY**: The Board of Directors may decide on the activities as referred to in paragraph 8 of this article after obtaining approval from the Board of Commissioners without having to obtain approval from the General Meeting of Shareholders with the value per transaction exceeding the limit in paragraph 8 of this article up to a maximum of 15% (fifteen percent) of the equity of the Company based on the last audited financial year. **BECAME**: The Board of Directors may decide on the activities as referred to in paragraph 8 of this article after obtaining approval from the Board of Commissioners without having to obtain approval from the General Meeting of Shareholders with the value per transaction exceeding the limit in paragraph 8 of this article up to a maximum of 40% (fourty percent) of the equity of the Company based on the last audited financial year.	Keputusan langsung terealisasi Decision realized immediately

No.	Keputusan Decision	Keterangan Description
4.	Menyetujui perubahan Anggaran Dasar Pasal 11 ayat 12 huruf a. **SEMULA**: Perbuatan/tindakan Direksi sebagaimana dimaksud pada ayat 8, ayat 9, dan ayat 10 huruf a sampai dengan e pasal ini yang melebihi batasan nilai sebagaimana dimaksud pada ayat 9. **MENJADI**: Perbuatan/tindakan Direksi sebagaimana dimaksud pada ayat 8, ayat 9, dan ayat 10 huruf a sampai dengan e pasal ini yang melebihi batasan nilai sebagaimana dimaksud pada ayat 9, kecuali transaksi Perseroan dengan PT Indonesia Power atau penugasan dari pemegang saham dengan persetujuan dari Dewan Komisaris tanpa harus mendapat persetujuan Rapat Umum Pemegang Saham. Approve the amendment to Article 11 paragraph 12 letters a the Articles of Association. **INITIALLY**: Actions of the Board of Directors as referred to in paragraph 8, paragraph 9, and paragraph 10 letters a through e of this article that exceed the value limit as referred to in paragraph 9. **BECAME**: Actions of the Board of Directors as referred to in paragraph 8, paragraph 9, and paragraph 10 letters a through e of this article that exceed the value limit as referred to in paragraph 9, except for the transaction of the Company with PT Indonesia Power or assignments from shareholders with the approval of the Board of Commissioners without having to obtain approval from the General Meeting of Shareholders.	Keputusan langsung terealisasi Decision realized immediately
5.	Menugaskan Perseroan untuk menyusun prosedur dan/atau tata kelola terkait mekanisme persetujuan kelayakan proyek atau pekerjaan sehubungan dengan adanya perubahan anggaran Dasar terkait Batasan kewenangan dalam rangka memenuhi prinsip *Four Eyes Principle* termasuk dan tidak terbatas pada pembentukan tim evaluasi dan verifikasi atas setiap proyek yang akan dieksekusi oleh Perseroan serta dilaporkan kepada pemegang saham. Assigning the Company to develop procedures and/or governance related to the approval mechanism of project or work feasibility in connection with the amendment of the Articles of Association related to the limitation of authority to fulfill the Four Eyes Principle including and not limited to the establishment of an evaluation and verification team for each project to be implemented by the Company and reported to the shareholders.	Keputusan langsung terealisasi Decision realized immediately

PERNYATAAN KEPUTUSAN PEMEGANG SAHAM PT COGINDO DAYABERSAMA NO.25 TANGGAL 29 SEPTEMBER 2023

PT Cogindo DayaBersama Shareholder Decision Statement No.25 dated 29 September 2023

No.	Keputusan Decision	Keterangan Description
1.	Mengangkat dan menetapkan Tuan Fredy Eko Prasetyo T sebagai Komisaris Independen Perusahaan dengan tugas, kewenangan, dan hak serta tanggungjawab yang melekat pada jabatan tersebut sesuai dengan ketentuan dalam Anggaran Dasar Perusahaan dan Perubahannya, dengan masa jabatan 1 (satu) periode jabatan sebagaimana dimaksud dalam Anggaran Dasar Perusahaan dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai ketentuan Anggaran Dasar Perusahaan; To appoint and determine Mr. Fredy Eko Prasetyo T as Independent Commissioner of the Company with duties, authorities, and rights and responsibilities attached to the position according to the provisions in the Articles of Association of the Company and its Amendments, with a term of office of 1 (one) period as referred to in the Articles of Association of the Company without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time according to the provisions of the Articles of Association of the Company;	Keputusan langsung terealisasi Decision realized immediately
2.	Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Dewan Komisaris Perusahaan menjadi sebagai berikut: a. Komisaris Utama : Tuan Khusnul Mubien b. Komisaris : Tuan Masykuri Abdillah c. Komisaris : Tuan Muhammad Mursid d. Komisaris Independen : Tuan Sunandar e. Komisaris Independen : Tuan Fredy Eko Prasetyo T. For the avoidance of doubt, the Shareholders hereby reaffirm the composition of the Board of Commissioners of the Company as follows: a. President Commissioner: Mr. Khusnul Mubien b. Commissioner : Mr. Masykuri Abdillah c. Commissioner : Mr. Muhammad Mursid d. Independent Commissioner : Mr. Sunandar e. Independent Commissioner : Mr. Fredy Eko Prasetyo T.	Keputusan langsung terealisasi Decision realized immediately
3.	Keputusan ini berlaku efektif sejak ditandatanganinya keputusan ini dengan ketentuan apabila dikemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya This decision shall be effective upon the signing of this decision provided that if in the future there is any mistake in it, the necessary corrections will be made.	Keputusan langsung terealisasi Decision realized immediately

PIHAK INDEPENDEN DALAM PELAKSANAAN RUPS
Independent Party In Gms Implementation

Selama penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Tahun 2024 dan tahun sebelumnya, Perusahaan tidak menunjuk pihak independen untuk melakukan perhitungan suara. Meskipun demikian, seluruh proses pengambilan keputusan dalam RUPS telah dilaksanakan sesuai ketentuan yang berlaku.

During the General Meeting of Shareholders (GMS) in 2024 and previous years, the Company did not appoint an independent party to conduct the vote count. However, all decision-making processes during the GMS were carried out following applicable regulations.

Perhitungan suara dilakukan secara langsung oleh panitia internal Perusahaan dan berada di bawah pengawasan Notaris yang ditunjuk dan hadir dalam RUPS. Proses tersebut berjalan secara tertib, transparan, dapat diverifikasi serta memenuhi prinsip keadilan dan akuntabilitas dalam pengambilan keputusan. Sepanjang penyelenggaraan RUPS, tidak terdapat keberatan atau catatan negatif dari pemegang saham terkait mekanisme pengambilan keputusan, termasuk metode penghitungan suara.

Vote counting was conducted directly by the Company's internal committee under the supervision of a Notary appointed and present at the GMS. The process was carried out in an orderly, transparent, and verifiable manner, and adhered to the principles of fairness and accountability in decision-making. Throughout the GMS proceedings, there were no objections or negative remarks from shareholders regarding the decision-making mechanism, including the voting method.

Langkah ini sejalan dengan praktik tata kelola perusahaan yang baik, proporsional terhadap struktur kepemilikan dan dinamika internal Perusahaan serta tetap memperhatikan prinsip keterbukaan dan perlindungan hak-hak pemegang saham.

This approach aligns with good corporate governance practices, is proportional to the Company's ownership structure and internal dynamics, and remains consistent with the principles of transparency and protection of shareholders' rights.



DIREKSI
The Board of Directors

Direksi merupakan pelaksana dan penanggung jawab atas pengurusan kepentingan Perusahaan sesuai dengan tujuan yang ditetapkan serta mewakili perusahaan baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

The Board of Directors is the executor and person in charge in managing the interests of the Company in accordance with the stated objectives and represent the company both inside and outside the court in accordance with the provisions of the Articles of Association.

Masing-masing anggota Direksi dapat melaksanakan tugas pengambilan keputusan sesuai dengan pembagian tugas dan wewenangnya, namun pelaksanaan tugas oleh masing-masing anggota Direksi tetap merupakan tanggung jawab bersama untuk menciptakan pengelolaan yang efektif dan mencapai hasil yang optimal.

Each member of the Board of Directors can conduct decision-making duty in accordance with the division of duties and authorities, but the implementation of duties by each member of the Board of Directors remains a shared responsibility to create effective management and achieve optimal result.

DASAR HUKUM

1. Undang-Undang No. 40 Tahun 2007 tentang Perusahaan Terbatas.
2. Peraturan Menteri BUMN PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN.
3. Anggaran Dasar Perusahaan

LEGAL BASIS

1. Law no. 40 of 2007 on Limited Liability Companies.
2. Regulation of the Minister of SOEs PER-12/MBU/2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs.
3. Articles of Association of the Company.

PERNYATAAN BAHWA DIREKSI MEMILIKI PEDOMAN ATAU PIAGAM (*CHARTER*) DIREKSI
Statement Of Having The Board Of Directors Guidelines Or Charter

Perusahaan menyatakan bahwa Direksi memiliki Pedoman Kerja (*Charter*) yang ditetapkan secara resmi dan berlaku sebagai dasar dalam melaksanakan tugas, wewenang, serta tanggung jawabnya.

The Company affirms that the Board of Directors has an officially established Work Guideline (Charter), which is the foundation for carrying out its duties, authorities, and responsibilities.

Pedoman kerja tersebut dituangkan dalam *Board Manual*, yaitu dokumen yang menjelaskan secara garis besar hak, kewajiban, tugas, dan wewenang Direksi dan Dewan Komisaris sebagai organ utama Perusahaan, serta mengatur mekanisme hubungan kerja antara kedua organ tersebut secara seimbang dan efektif.

This work guideline is outlined in the Board Manual, a document that broadly defines the rights, obligations, duties, and authorities of the Board of Directors and the Board of Commissioners as the Company's primary governing bodies. It also regulates the working relationship between these two organs in a balanced and effective manner.

Pedoman kerja Direksi secara khusus diatur dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi, yaitu:

The specific work guidelines for the Board of Directors are stipulated in the Joint Decree of the Board of Commissioners and the Board of Directors, namely:

1. SK No. 053.K/CDB/X/2021, dan
2. SK No. 004.K/DEKOM-CDB/2021.

Dokumen tersebut di atas menjadi acuan resmi yang memastikan bahwa seluruh kegiatan pengurusan yang dilakukan oleh Direksi memiliki rujukan yang sah, konsisten dan selaras dengan Anggaran Dasar Perusahaan. Termasuk ketentuan peraturan perundang-undangan yang berlaku serta praktik tata kelola korporat yang transparan dan berintegritas.

Pedoman Kerja Direksi mengatur tata tertib dalam pelaksanaan tugasnya antara lain:

1. Persyaratan, Komposisi dan Masa Jabatan Direksi
2. Pemberhentian dan Hak Pembelaan Diri Anggota Direksi
3. Program Pengenalan dan Pembelajaran bagi Direksi
4. Tugas, Tanggung Jawab, Wewenang, Hak dan Kewajiban
5. Etika Jabatan
6. Etika Berusaha dan Anti Korupsi
7. Hubungan dengan Stakeholder dan pihak eksternal
8. Penetapan Kebijakan
9. Pembagian Tugas Direksi
10. Rapat Direksi
11. Pelaporan dan Pertanggungjawaban Direksi
12. Sekretaris Perusahaan

SUSUNAN ANGGOTA DIREKSI

Sepanjang tahun 2024, manajemen PT PLN Indonesia Power Services dipimpin oleh jajaran Direksi yang memiliki kompetensi profesional serta pengalaman luas di bidang ketenagalistrikan dan layanan operasional. Direksi bertanggung jawab atas pelaksanaan strategi bisnis, pengelolaan operasional, dan pencapaian kinerja perusahaan sesuai dengan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*). Kepemimpinan Direksi juga difokuskan pada penguatan inovasi layanan, efisiensi operasional, dan peningkatan nilai tambah bagi seluruh pemangku kepentingan. Susunan anggota tahun 2024 disajikan dalam tabel berikut.

1. Decree No. 053.K/CDB/X/2021, and
2. Decree No. 004.K/DEKOM-CDB/2021.

These documents serve as the official reference to ensure that all management activities carried out by the Board of Directors are guided by legitimate, consistent, and aligned principles following the Company's Articles of Association, prevailing laws and regulations, and best practices of corporate governance that emphasize transparency and integrity.

Work Guidelines of the Board of Directors regulate the rules of conduct in the fulfilment of their duties, including:

1. Requirements, Composition and Term of Office of the Board of Directors
2. Dismissal and Right to Self-Defense of Members of the Board of Directors
3. Introduction and Learning Program for the Board of Directors
4. Duties, Responsibilities, Authorities, Rights and Obligations
5. Position Ethics
6. Business Ethics and Anti-Corruption
7. Relationship with Stakeholders and external parties.
8. Determination of Policy
9. Division of Duties of the Board of Directors
10. Meeting of the Board of Directors
11. Reporting and Accountability of the Board of Directors
12. Corporate Secretary

COMPOSITION OF THE BOARD OF DIRECTORS

Throughout 2024, the management of PT PLN Indonesia Power Services has been led by a Board of Directors with strong professional competencies and extensive experience in the electricity and operational services sector. The Board of Directors is responsible for executing the company's business strategies, managing operations, and achieving performance targets in accordance with the principles of Good Corporate Governance. Their leadership is also focused on strengthening service innovation, enhancing operational efficiency, and increasing value for all stakeholders. The Board of Directors composition for 2024 is presented in the following table.

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Hari Cahyono	Direktur Utama President Director	Diangkat sebagai Direktur Utama berdasarkan Keputusan Pemegang Saham Secara Sirkuler No.015.K/010/RUPS/CDB/2023 dan dikukuhkan melalui Akta Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024. Appointed as President Director based on Circular Shareholders' Resolution No. 015.K/010/RUPS/CDB/2023 and confirmed by the Shareholders' Resolution Deed of PT Cogindo DayaBersama No. 02 dated January 5, 2024.	2024—2026
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	Diangkat sebagai Direktur Utama berdasarkan Keputusan Pemegang Saham Secara Sirkuler No.015.K/010/RUPS/CDB/2023 dan dikukuhkan melalui Akta Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024. Appointed as President Director based on Circular Shareholders' Resolution No. 015.K/010/RUPS/CDB/2023 and confirmed by the Shareholders' Resolution Deed of PT Cogindo DayaBersama No. 02 dated January 5, 2024.	2024—2026
Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business	Diangkat sebagai Direktur Bisnis berdasarkan Surat Keputusan Pemegang Saham Secara Sirkuler No. 011.K/010/RUPS-CDB/2021 tanggal 19 Agustus 2021 yang dikukuhkan melalui Akta Keputusan Pemegang Saham No. 05 Tanggal 03 September 2021 dan diangkat kembali berdasarkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Surat Keputusan Pemegang Saham No.005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025 yang dikukuhkan melalui Akta Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 02 tanggal 3 Februari 2025. Appointed as Director of Business based on Circular Shareholders' Resolution No. 011.K/010/RUPS-CDB/2021 dated August 19, 2021, and confirmed by the Shareholders' Resolution Deed No. 05. Reappointed as Acting Director of Business based on Shareholders' Resolution No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025, and confirmed by the Shareholders' Resolution Deed of PT PLN Indonesia Power Services No. 02 dated February 3, 2025.	16 Agustus 2024 - 30 April 2025 August 16, 2024 - April 30, 2025
Mulyadi Koto**	Direktur Operasi Director of Operations	Diangkat sebagai Direktur Operasi berdasarkan Surat Keputusan Pemegang Saham Secara Sirkuler No.008.K/010/RUPS-CDB/2022 yang dikukuhkan melalui Akta Keputusan Pemegang Saham No.09 tanggal 12 Juli 2022. Appointed as Director of Operations based on Circular Shareholders' Resolution No. 008.K/010/RUPS-CDB/2022 and confirmed by the Shareholders' Resolution Deed No. 09 dated July 12, 2022.	1 Juli 2022 - 24 Januari 2025 July 1, 2022 - January 20225
Hari Muhardani Nasution**	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Director of Finance	Diangkat sebagai Direktur Keuangan berdasarkan Surat Keputusan Pemegang Saham Secara Sirkuler No. 011.K/010/RUPS-CDB/2021 tanggal 19 Agustus 2021 yang dikukuhkan melalui Akta Keputusan Pemegang Saham No.05 tanggal 3 September 2021. Appointed as Director of Finance based on Circular Shareholders' Resolution No. 011.K/010/RUPS-CDB/2021 dated August 19, 2021, and confirmed by the Shareholders' Resolution Deed No. 05 dated September 3, 2021.	18 Agustus 2024 - 24 Januari 2025 August 18, 2024 - January 24, 2025

Catatan
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.
Notes
*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Direksi sebagai organ perusahaan bertugas dan bertanggung jawab secara kolegial dalam mengelola Perusahaan dan bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors as an organ of the company has collegial duties and responsibilities in managing the company and is tasked with carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the

dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.

KEWAJIBAN DIREKSI

Anggota Direksi wajib mencurahkan tenaga, pikiran dan perhatian secara penuh pada tugas, kewajiban, dan pencapaian tujuan Perusahaan dan menyiapkan rancangan Rencana Jangka Panjang (RJP) bersama dengan Dewan Komisaris untuk mendapatkan pengesahan RUPS. Selain RJP, Direksi juga berkewajiban menyiapkan rancangan Rencana Kerja dan Anggaran Perusahaan (RKAP).

TANGGUNG JAWAB DIREKSI

Direksi bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar pengadilan sesuai ketentuan Anggaran Dasar. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan. Dalam hal Direksi terdiri dari 2 (dua) Anggota Direksi atau lebih, maka tanggung jawab tersebut berlaku secara tanggung renteng bagi setiap Anggota Direksi.

HAK-HAK DIREKSI

1. Mewakili Perusahaan di dalam dan di luar pengadilan, termasuk memberikan informasi kepada publik.
2. Melakukan segala tindakan dan perbuatan baik mengenai pengurusan maupun mengenai pemilikan serta mengikat Perusahaan dengan pihak lain dan atau pihak lain dengan Perusahaan dengan pembatasan-pembatasan tertentu yang telah ditetapkan.
3. Menetapkan kebijakan dalam memimpin dan mengurus Perusahaan.
4. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi para pegawai Perusahaan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS.

aims and objectives of the Company and representing the Company both inside and outside the Court on all matters and all events with boundaries as stipulated in laws and regulations, Articles of Association and/or GMS Resolutions.

OBLIGATION OF THE BOARD OF DIRECTORS

Members of the Board of Directors shall devote their full energy, thought and attention to the duties, obligations and achievement of the Company's goals and prepare a draft Long Term Plan (RJP) together with the Board of Commissioners to obtain approval from the GMS. In addition to the RJP, the Board of Directors is also obliged to prepare a draft Company Work Plan and Budget (RKAP.

RESPONSIBILITY OF THE BOARD OF DIRECTOR

The Board of Directors is fully responsible for managing the Company for the interests and objectives of the Company and for representing the Company both inside and outside the court in accordance with the provisions of the Articles of Association. Each member of the Board of Directors is personally fully responsible for the Company's losses if the person concerned is guilty or negligent in carrying out his duties for the interests and business of the Company. In the event that the Board of Directors consists of 2 (two) or more members of the Board of Directors, then this responsibility applies jointly and severally to each member of the Board of Directors

RIGHTS OF THE BOARD OF DIRECTORS

1. Represent the Company inside and outside of the court, including providing information to the public.
2. Conducting all actions and deeds both regarding management as well as regarding ownership and binding the Company with other parties and or other parties with the Company with certain predetermined boundaries.
3. Establish policies in leading and managing the Company.
4. Regulate the provisions regarding the Company's employment including determination of salary, pension or old age benefits as well as other income for the Company's employees based on the applicable laws and regulations and resolutions of the GMS.

5. Mengangkat dan memberhentikan pegawai Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku.
6. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan di dalam dan di luar pengadilan kepada seseorang atau beberapa orang Anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pegawai Perusahaan baik sendiri maupun bersama-sama atau kepada orang atau badan lain.
7. Menjalankan tindakan-tindakan lain, baik mengenai pengurusan maupun pemilikan, sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan ketetapan RUPS sesuai dengan peraturan perundang-undangan yang berlaku.
8. Menghapuskan Aset Perusahaan yang tidak produktif sampai dengan nilai tertentu yang ditetapkan oleh RUPS yang selanjutnya dilaporkan dan dipertanggungjawabkan dalam RUPS.
9. Menerima gaji berikut fasilitas dan/atau tunjangan lainnya, termasuk santunan purna jabatan yang jumlahnya ditetapkan oleh RUPS.
10. Menerima tantiem apabila Perusahaan menunjukkan peningkatan kinerja yang ditunjukkan dengan pelampauan target yang harus dicapai meskipun belum mempunyai saldo laba yang positif.
11. Dalam menjalankan tugasnya, Direksi berhak memperoleh perlindungan hukum yang menjadi biaya Perusahaan.

WEWENANG DIREKSI

Secara umum, Direksi memiliki wewenang kolektif yang dapat dilimpahkan kepada masing-masing Anggota Direksi untuk hal-hal khusus. Namun demikian, pelimpahan wewenang hanya dapat dilakukan terhadap hal-hal yang bersifat operasional. Adapun untuk hal-hal yang bersifat strategis, kewenangan sepenuhnya tetap berada pada Direksi dan tidak dapat dilimpahkan sebagaimana diatur di dalam Anggaran Dasar Perusahaan.

1. Memutuskan kegiatan-kegiatan dengan nilai per transaksi sebesar maksimal 5% (lima persen) dari ekuitas Perusahaan didasarkan pada tahun buku terakhir yang telah diaudit, termasuk kegiatan sebagai berikut:

5. Appoint and dismiss the Company's employees based on the Company's employment regulation and applicable laws and regulations.
6. Regulate the transfer of authorities of the Board of Directors to represent the Company inside and outside the court to a person or several members of the Board of Directors specifically appointed for that purpose or to one or several employees of the Company either individually or jointly or to other persons or entities.
7. Carry out other actions, both regarding management and ownership, in accordance with the provisions stipulated in the Articles of Association and stipulation of the GMS in accordance with the applicable laws and regulations.
8. Eliminate unproductive Company Assets up to a certain value determined by the GMS which is then reported and accounted for in the GMS.
9. Receive salary and other facilities and/or benefits, including post-employment benefits, the amount of which is determined by the GMS.
10. Receive bonus if the Company shows an increase in performance as indicated by exceeding targets that shall be achieved even though it does not yet have a positive profit balance.
11. In conducting their duties, the Board of Directors has the right to obtain legal protection at the expense of the Company.

AUTHORITIES OF THE BOARD OF DIRECTORS

In general, the Board of Directors has collective authority which can be delegated to each member of the Board of Directors for special matters. However, the delegation of authority can only be carried out on operational matters. As for strategic matters, full authority remains with the Board of Directors and cannot be delegated as stipulated in the Company's Articles of Association.

1. Decide on activities with a maximum per transaction value of 5% (five percent) of the Company's equity based on the last audited financial year, including the following activities:

a. Mengadakan transaksi, kontrak, perjanjian, kesepakatan dan/atau kerjasama dengan pihak lain;
b. Menerbitkan *Standby Letter of Credit* (SBLC) dan *Letter of Credit* (LC) yang timbul karena transaksi bisnis;
c. Menerima atau memberikan pinjaman yang tidak bersifat operasional; dan
d. Menerima pinjaman jangka pendek dari bank atau lembaga keuangan lain.

2. Menetapkan dan menyesuaikan struktur organisasi 1 (satu) tingkat di bawah Direksi setelah mendapatkan persetujuan Dewan Komisaris.

a. Enter into transactions, contracts, agreements, and/or collaborations with other parties;
b. Issuing Standby Letter of Credit (SBLC) and Letter of Credit (LC) arising from business transactions;
c. Receive or provide non-operational loans; and
d. Receive short-term loans from banks or other financial institutions.

2. Establish and adjust the organizational structure 1 (one) level below the Board of Directors after obtaining approval from the Board of Commissioners.

TUGAS TERKAIT RAPAT UMUM PEMEGANG SAHAM

Dalam hubungannya dengan Pemegang Saham, Direksi memiliki tugas dan tanggung jawab sebagai berikut:

1. Wajib menyelenggarakan dan menyimpan Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS serta dokumen-dokumen terkait dengan RUPS sesuai ketentuan peraturan perundang-undangan.
2. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perusahaan berupa laporan kegiatan Perusahaan termasuk laporan keuangan baik dalam bentuk Laporan Tahunan maupun dalam bentuk laporan berkala, serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam Undang-Undang tentang dokumen Perusahaan.
3. Menandatangani Laporan Tahunan, dalam hal Anggota Direksi tidak menandatangani Laporan Tahunan, maka harus disebutkan alasannya.
4. Memanggil dan menyelenggarakan RUPS Tahunan sesuai dengan prosedur yang ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan.
5. Mengumumkan dalam 2 (dua) surat kabar harian berbahasa Indonesia yang terbit dan beredar luas/nasional di wilayah Republik Indonesia mengenai perbuatan hukum untuk mengalihkan atau menjadikan sebagai jaminan utang atau melepaskan hak atas harta kekayaan Perusahaan paling lambat 30 (tiga puluh) hari terhitung sejak dilakukan perbuatan hukum tersebut.

DUTIES RELATED TO THE GENERAL MEETING OF SHAREHOLDERS

In relation to Shareholders, the Board of Directors has the following duties and responsibilities:

1. Obliged to organize and keep the Register of Shareholders, Special List, Minutes of the GMS and documents related to the GMS in accordance with the provisions of laws and regulations.
2. Provide accountability and all information regarding the condition and operation of the Company in the form of reports on the Company's activities including financial statements both in the form of Annual Report and in the form of periodic reports, as well as the Company's financial documents as referred to in the Law on Company document.
3. Sign the Annual Report, in the event that a Member of the Board of Directors does not sign the Annual Report, the reason shall be stated.
4. Summon and convene the Annual GMS in accordance with the procedures stipulated in the Articles of Association and laws and regulations.
5. Announce in 2 (two) daily newspapers in the Indonesian language which are published and circulated widely/nationally in the territory of the Republic of Indonesia regarding legal action to transfer or make as collateral for debt or release rights over the Company's assets no later than 30 (thirty) days from the date of since the legal act was carried out.

6. Mengumumkan dalam 2 (dua) surat kabar harian berbahasa Indonesia yang terbit dan beredar luas/nasional di wilayah Republik Indonesia mengenai rencana penggabungan, peleburan, pengambilalihan, pemisahan dan perubahan badan hukum Perusahaan paling lambat 14 (empat belas) hari sebelum pemanggilan RUPS.
7. Menyediakan bahan RUPS kepada Pemegang Saham secara cuma-cuma.
8. Menyediakan akses serta penjelasan lengkap dan informasi akurat berkenaan dengan penyelenggaraan RUPS agar dapat melaksanakan berdasarkan Anggaran Dasar dan peraturan perundang-undangan.
9. Memberikan Risalah RUPS jika diminta oleh Pemegang Saham.
10. Meminta persetujuan RUPS jika akan dilakukan perubahan Anggaran Dasar.
11. Memastikan pelaksanaan keputusan yang dibuat dalam RUPS.

TUGAS TERKAIT DENGAN DEWAN KOMISARIS

Dalam hubungan dengan Dewan Komisaris, tugas dan kewajiban Direksi adalah:

1. Melaporkan pelaksanaan rencana jangka panjang dan rencana tahunan Perusahaan serta hambatan-hambatan yang ditemui dalam pelaksanaannya.
2. Memastikan bahwa Dewan Komisaris memperoleh informasi yang akurat dan cukup yang memungkinkan Dewan Komisaris melakukan tugasnya mengawasi kinerja Perusahaan, termasuk informasi mengenai rekomendasi dari Auditor Internal. Mekanisme penyampaian informasi kepada Dewan Komisaris dilakukan melalui media antara lain;
    a. Rapat Konsultatif Dewan Komisaris – Direksi, Laporan secara berkala maupun Surat dari Direksi.
    b. Untuk penyampaian informasi yang bersifat segera dapat disampaikan melalui komunikasi langsung (tatap muka dan melalui telepon) maupun melalui media elektronik antara lain; email, pesan singkat dan media lainnya.

6. Announce in 2 (two) daily newspapers in the Indonesian language which are published and circulated widely/nationally in the territory of the Republic of Indonesia regarding the planned merger, consolidation, acquisition, separation and change of legal entity of the Company no later than 14 (fourteen) days prior to the call for the GMS.
7. Provide GMS materials to Shareholders free of charge.
8. Provide access as well as complete explanation and accurate information regarding the implementation of the GMS so that it can be implemented based on the Articles of Association and laws and regulations.
9. Provide Minutes of GMS if requested by Shareholders.
10. Request approval from the GMS if amendment to the Articles of Association is to be made.
11. Ensuring the implementation of resolutions made at the GMS.

DUTIES RELATED TO THE BOARD OF COMMISSIONERS

In relation to the Board of Commissioners, the duties and responsibilities of the Board of Directors are:

1. Reporting on the implementation of the Company's long-term plan and annual plan and the obstacles encountered in its implementation.
2. Ensuring that the Board of Commissioners obtains accurate and sufficient information to enable the Board of Commissioners to fulfill its duties of supervising the Company's performance, including information regarding recommendations from the Internal Auditor. The mechanism for conveying information to the Board of Commissioners is implemented via media, including;
    a. Board of Commissioners – Board of Directors Consultative Meeting, Periodic Report and Letter from the Board of Directors.
    b. Immediate delivery of information can be delivered through direct communication (face to face and by telephone) or through electronic media, including; e-mail, short messages and other media.

c. Penggunaan media komunikasi sebagaimana dimaksud pada no. 2 dan 3 disesuaikan dengan tingkat kerahasiaan informasi yang akan disampaikan.
d. Menghadiri rapat Dewan Komisaris jika diminta dan memberikan informasi sebagaimana dibutuhkan mengenai kondisi aktual Perusahaan.

c. The use of communication media as referred to in no. 2 and 3 adjusted to the level of confidentiality of the information to be conveyed.
d. Attending meetings of the Board of Commissioners when requested and providing information as needed regarding the actual condition of the Company.

TUGAS TERKAIT DENGAN MANAJEMEN RISIKO

1. Menyusun kebijakan manajemen risiko yang memuat: kerangka, tahapan pelaksanaan manajemen risiko, pelaporan risiko dan penanganannya. Kebijakan Manajemen Risiko disosialisasikan kepada seluruh karyawan Perusahaan;
2. Memiliki fungsi yang bertugas melaksanakan program manajemen risiko Terdapat rencana kerja Perusahaan untuk menerapkan kebijakan Manajemen Risiko;
3. Melakukan sosialisasi Kebijakan manajemen risiko kepada seluruh karyawan Perusahaan;
4. Menyusun rencana kerja Perusahaan untuk menerapkan kebijakan manajemen risiko;
5. Melaksanakan program manajemen risiko (program manajemen risiko antara lain mencakup identifikasi dan penanganan risiko pada proses bisnis, proyek maupun usulan tindakan Perusahaan yang harus mendapatkan persetujuan Dewan Komisaris dan/ atau RUPS);
6. Melaksanakan pemantauan terhadap program manajemen risiko; dan
7. Melaporkan pelaksanaan manajemen risiko kepada Dewan Komisaris.

DUTIES RELATED TO RISK MANAGEMENT

1. Develop a risk management policy that includes: framework, stages of risk management implementation, risk reporting and handling. The Risk Management Policy is socialized to all employees of the Company;
2. Has a function in charge of implementing a risk management program. There is a Company work plan to implement Risk Management policy;
3. Socialization of risk management policy to all employees of the Company;
4. Prepare the Company's work plan to implement risk management policy;
5. Conducting risk management program (including identifying and managing risks in business processes, projects and proposed actions of the Company which shall obtain approval from the Board of Commissioners and/or GMS);
6. Implement monitoring of the risk management program; and
7. Reporting the implementation of risk management to the Board of Commissioners.

TUGAS TERKAIT DENGAN PERENCANAAN STRATEGIS DAN EVALUASI KINERJA PERUSAHAAN

1. Menetapkan visi, misi dan nilai-nilai Perusahaan.
2. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
3. Menyiapkan rencana pengembangan Perusahaan, Rencana Kerja dan Anggaran Perusahaan termasuk rencana-rencana lain yang berhubungan dengan pelaksanaan usaha dan kegiatan Perusahaan untuk disampaikan kepada Dewan Komisaris dan Pemegang Saham guna mendapatkan pengesahan RUPS.

DUTIES RELATED TO STRATEGIC PLANNING AND CORPORATE PERFORMANCE EVALUATION

1. Define the vision, mission and values of the Company.
2. Seeking and guaranteeing the implementation of the Company's business and activities in accordance with the aims and objectives and business activities.
3. Prepare the Company's development plan, Work Plan and Company Budget including other plans related to the implementation of the Company's business and activities to be submitted to the Board of Commissioners and Shareholders in order to obtain approval from the GMS.

4. Menyiapkan Rencana Jangka Panjang Perusahaan (RJPP).
5. Menyiapkan Rencana Kerja dan Anggaran Perusahaan (RKAP) sebagai penjabaran rencana tahunan dari RJPP.
6. Mengembangkan manajemen produksi yang berorientasi kepada pasar dengan tetap melaksanakan kewajiban Perusahaan.
7. Mengembangkan manajemen niaga dan pengembangan usaha yang ditujukan pada peningkatan aset Perusahaan.
8. Mengembangkan sistem manajemen berdasarkan kinerja (*Performance Management*).
9. Menyiapkan susunan organisasi Perusahaan lengkap dengan rincian tugasnya.
10. Mengembangkan manajemen sumber daya manusia berbasis kompetensi.
11. Menetapkan remunerasi bagi pegawai untuk memastikan kondisi kesejahteraan yang baik sesuai dengan kemampuan Perusahaan.
12. Mengupayakan tercapainya target-target jangka pendek yang tercantum dalam RKAP.
13. Menindaklanjuti hasil pemeriksaan audit Internal dan audit eksternal (KAP).

4. Prepare the Company's Long Term Plan (RJPP).
5. Prepare the Company's Work Plan and Budget (RKAP) as an elaboration of the annual plan from the RJPP.
6. Developing market-oriented production management while continuing to carry out the Company's obligations.
7. Developing trade management and business development aimed at increasing the Company's assets.
8. Developing management systems based on performance (Performance Management).
9. Prepare the organizational structure of the Company complete with details of its duties.
10. Prepare competency-based human resources management.
11. Determine remuneration for employees to ensure good welfare conditions in accordance with the Company's capabilities.
12. Strive to achieve short-term targets listed in the RKAP.
13. Follow up the results of internal audit and external audit (KAP).

TUGAS TERKAIT DENGAN ANAK PERUSAHAAN DAN/ATAU PERUSAHAAN PATUNGAN

Direksi juga memiliki tugas lain terkait dengan Anak Perusahaan (*Subsidiary Governance*) dan/atau Perusahaan Patungan serta menjalankan tugas dan kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh Rapat Umum Pemegang Saham berdasarkan peraturan perundang-undangan.

DUTIES RELATED TO SUBSIDIARY GOVERNANCE AND/OR JOINT VENTURE COMPANIES

The Board of Directors also has other duties related to Subsidiary Governance and/or Joint Venture Companies and conducts other duties and obligations in accordance with the provisions stipulated in the Articles of Association and determined by the General Meeting of Shareholders based on laws and regulations.

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DIREKSI

Pembagian tugas Direksi ditetapkan oleh RUPS, namun wewenang tersebut dapat dilimpahkan oleh RUPS kepada Dewan Komisaris. Uraian tugas dan tanggung jawab masing-masing Direksi diatur dalam Surat Keputusan Direksi No. SK No.020.K/CDB/IV/2022 tanggal 01 April 2022 tentang Struktur Organisasi PT Cogindo DayaBersama dimana ruang lingkup tugas dan tanggung jawab masing-masing Direksi yaitu sebagai berikut:

DIVISION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The division of duties for the Board of Directors is determined by the GMS, but this authority can be delegated by the GMS to the Board of Commissioners. The description of the duties and responsibilities of each Board of Directors is regulated in the Decree of the Board of Directors No. SK No.020.K/CDB/IV/2022 dated April 1, 2022 on the Organizational Structure of PT Cogindo DayaBersama where the scope of duties and responsibilities of each Board of Directors is as follows:

TUGAS DAN TANGGUNG JAWAB MASING-MASING ANGGOTA DIREKSI
Duties And Responsibilities Of Each Members Of The Boad Of Directors

Nama Name	Jabatan Position	Bidang Tugas Field of Duties
Hari Cahyono	Direktur Utama	Menetapkan arah, kebijakan dan strategi perusahaan jangka panjang dan jangka pendek serta menjaga agar pengelolaan Perusahaan berjalan sesuai dengan arah, kebijakan dan strategi yang telah ditetapkan.
	President Director	Establish long-term and short-term direction, policies and strategies of the company and ensure that the management of the Company goes according to the directions, policies and strategies that have been set.
Imam Adi Prihantoro	Direktur Sumber Daya Manusia	Menerjemahkan kebijakan dan strategi Perusahaan di bidang SDM dan sistem informasi ke dalam proses bisnis, prosedur dan aturan, melaksanakan pembinaan dan pengawasan kegiatan perencanaan SDM, pengembangan organisasi, pengelolaan dan pengembangan sumber daya manusia, pengelolaan hubungan industrial, pengelolaan budaya perusahaan, manajemen perubahan, manajemen pengetahuan, mengelola kegiatan dan mengkoordinasikan penyelenggaraan pendidikan dan pelatihan standar kompetensi Perusahaan, serta melakukan koordinasi sesuai fungsi utama dengan pihak internal dan eksternal dalam pengelolaan kegiatan perusahaan.
	Director of Human Capital	Translate Company policies and strategies in the field of HC and information system into business processes, procedures and rules, carry out guidance and supervision of HC planning activities, organizational development, management and development of human capital, management of industrial relation, management of corporate culture, change management, management knowledge, managing activities and coordinating the implementation of education and training on the Company's competency standards, as well as coordinate according to the main function with internal and external parties in managing company activities.
Kukuh Pambudi*	Direktur Bisnis	Menetapkan kebijakan dan strategi Perusahaan ke dalam proses bisnis, prosedur dan aturan pada fungsi pengembangan produk dan layanan baru, perluasan pasar produk dan layanan eksisting, peningkatan lingkup dan maturitas bisnis pada produk dan layanan eksisting, pengelolaan portofolio bisnis perusahaan, pengelolaan hubungan dan kepuasan pelanggan, melaksanakan pembinaan dan pengawasan atas pelaksanaan kegiatan pengembangan bisnis dan *Customer Relationship Management*, perencanaan proyek bisnis perusahaan, gas dan *diesel engine services* termasuk rencana investasi Perusahaan dan jenis produk Perusahaan serta melakukan koordinasi sesuai dengan fungsi utama dengan pihak internal dan eksternal dalam pengelolaan kegiatan perusahaan.
	Director of Business	Establish Company policies and strategies into business processes, procedures and rules for the function of developing new products and services, expanding the market for existing products and services, increasing the scope and maturity of business on existing products and services, managing the company's business portfolio, managing customer relwationship and satisfaction, carry out guidance and supervision of the implementation of business development activities and Customer Relationship Management, planning company business projects, gas and diesel engine services including the Company's investment plans and types of Company products and coordinate according to the main function with internal and external parties in managing company activities.
Mulyadi Koto**	Direktur Operasi	Menerjemahkan kebijakan dan strategi Perusahaan ke dalam proses bisnis, prosedur dan aturan pada fungsi *asset management*, penyediaan jasa operasi dan pemeliharaan, pelayanan engineering dan inovasi, jasa repairdan pemeliharaan, melaksanakan pembinaan kepatuhan K3 dan Lingkungan, melaksanakan pembinaan dan pengawasan atas pelaksanaan asset management, jasa operasi pemeliharaan, kegiatan layanan *engineering*, perencanaan energi, manajemen energi, *settlement*, transaksi energi, serta hubungan pelanggan serta melakukan koordinasi sesuai dengan fungsi utama dengan pihak internal dan eksternal.
	Director of Operations	Translate the Company policies and strategies into business processes, procedures and rules on the asset management function, providing operations and maintenance services, engineering and innovation services, repair and maintenance services, carrying out OSH and Environmental compliance coaching, carrying out coaching and supervision of the implementation of asset management, maintenance operation services, engineering service activities, energy planning, energy management, settlement, energy transactions, and customer relations as well as coordinate according to the main function with internal and external parties.

Nama Name	Jabatan Position	Bidang Tugas Field of Duties
Hari Muhardani Nasution**	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan)	Menerjemahkan kebijakan dan strategi Perusahaan di bidang keuangan, risiko dan kinerja korporat ke dalam proses bisnis, prosedur dan aturan; melaksanakan pembinaan dan pengawasan kegiatan anggaran, *treasury*, perpajakan, akuntansi, asuransi, pengembangan strategi perusahaan (RJPP), pengelolaan risiko, kinerja perusahaan, penyusunan proses bisnis, pengembangan sistem manajemen korporasi dan sistem manajemen terpadu serta melakukan koordinasi sesuai fungsi utama dengan pihak internal dan eksternal dalam pengelolaan kegiatan perusahaan.
	Acting Director of Finance	Translate Company policies and strategies in the areas of finance, risk and corporate performance into business processes, procedures and rules; carry out guidance and supervision of budget, treasury, taxation, accounting, insurance, corporate strategy development (RJPP), risk management, company performance, preparation of business processes, development of corporate management system and integrated management system as well as coordinate according to the main function with internal and external parties in the management of company activities.

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT DIREKSI, RAPAT DIREKSI BERSAMA DEWAN KOMISARIS, DAN TINGKAT KEHADIRAN ANGGOTA DIREKSI DALAM RAPAT TERSEBUT TERMASUK KEHADIRAN DALAM RUPS

Policy And Implementation Of Meeting Frequency For The Board Of Directors, Joint Meetings With The Board Of Commissioners, And Attendance Of Board Of Directors, Including In The Gms

Sebagai bagian pelaksanaan tugas dan tanggung jawab, Direksi wajib melaksanakan rapat agar meningkatkan efektivitas pengelolaan Perusahaan dan memudahkan dalam pengambilan keputusan yang berkaitan dengan kinerja operasional dan keuangan Perusahaan. Direksi wajib melaksanakan rapat secara internal maupun rapat bersama dengan Dewan Komisaris sebagaimana diatur dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi PT Cogindo DayaBersama Nomor: 053.K/CDB/X/2021 dan Nomor: 004.K/DEKOM-CDB/2021 tentang Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Cogindo DayaBersama. Di dalam *Board Manual* tersebut diatur mengenai kuorum dan etika rapat, mekanisme dan prosedur penyelenggaraan rapat, daftar hadir dan notulensi rapat Dewan Komisaris dan Direksi.

As part of the implementation of duties and responsibilities, the Board of Directors is required to hold meetings to improve the effectiveness of the management of the Company and facilitate decision-making related to the operational and financial performance of the Company. The Board of Directors is required to conduct internal meetings as well as joint meetings with the Board of Commissioners as stipulated in the Joint Decree of the Board of Commissioners and the Board of Directors of PT Cogindo DayaBersama Number: 053.K/CDB/X/2021 and Number: 004.K/DEKOM-CDB/2021 concerning the Board Manual of PT Cogindo DayaBersama. The Board Manual regulates the quorum and ethics of meetings, the mechanism and procedures for organizing meetings, attendance lists, and minutes of meetings of the Board of Commissioners and Board of Directors.

RAPAT DIREKSI

Rapat Direksi adalah rapat yang diselenggarakan oleh Direksi. Keputusan-keputusan yang mengikat dapat diambil di luar Rapat Direksi, sepanjang keputusan itu disetujui secara tertulis dan ditandatangani oleh seluruh Anggota Direksi.

MEETING OF THE BOARD OF DIRECTORS

Meeting of the Board of Directors is a meeting held by the Board of Directors. Binding decisions can be taken outside the meeting of the Board of Directors, as long as the decision is approved in writing and signed by all members of the Board of Directors.

Direksi memiliki kewajiban untuk menyelenggarakan rapat minimal sebulan sekali dan risalah rapat akan dibuat oleh Sekretaris Perusahaan ditandatangani oleh seluruh anggota Direksi untuk kemudian diarsipkan.

The Board of Directors has an obligation to hold a meeting at least once a month and the minutes of the meeting will be prepared by the Corporate Secretary and signed by all members of the Board of Directors to be archived.

Panggilan Rapat Direksi dilakukan secara tertulis atau juga dapat dilakukan melalui media elektronik seperti sms, email dan telepon namun tidak menggugurkan ketentuan untuk melakukan panggilan rapat secara tertulis, oleh anggota Direksi yang berhak mewakili Perusahaan dan disampaikan dalam jangka waktu sekurang-kurangnya 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tanggal rapat.

Summoning for Board of Directors meetings are made in writing or can also be made through electronic media such as sms, email and telephone but do not cancel the provisions for making written meeting calls, by members of the Board of Directors who are entitled to represent the Company and submitted within a period of at least 3 (three) days before the meeting is held or in a shorter time if it is urgent, excluding the date of the summons and the date of the meeting.

Sepanjang tahun 2024, Direksi melangsungkan rapat Direksi sebanyak 45 (empat puluh lima) kali dengan frekuensi kehadiran dan mata acara sebagai berikut:

Throughout 2024, the Board of Directors 45 (fourty five) Board of Directors meetings with the following agenda and frequency of Decision:

FREKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT DIREKSI
Meeting Frequencies and Attendance of Board of Directors

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage	Keterangan Description
1	Hari Cahyono	Direktur Utama President Director Chairman	45	45	100%	-
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	45	45	100%	-
3	Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business	45	42	93%	Tidak Menghadiri Rapat Berdasarkan Surat Kuasa 048. Sku/CDB/II/2024. Not Attending Meeting Based on Power of Attorney 048. SKU/CDB/II/2024.
4	Mulyadi Koto**	Direktur Operasi Director of Operation	45	45	100%	-
5	Hari Muhardani Nasution**	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance	45	45	100%	-

Catatan | **Notes**
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.

MATA ACARA RAPAT DIREKSI
Meeting Agenda of Directors

No.	Mata Acara Agenda	Tanggal Date
1	1. KONSULTATIF; Laporan Kinerja s.d Bulan Desember 2023 CONSULTATIVE – Performance Report up to December 2023. 2. Usulan Materi RUPS RKAP Tahun 2024. Proposal for GMS Materials on the 2024 RKAP.	9 Januari 2024 January 9, 2024
2	Pembahasan KSO Industrial Cleaning Discussion on the Joint Operation (KSO) for Industrial Cleaning.	10 Januari 2024 January 10, 2024
3	Tindak Lanjut Materi RUPS RKAP Tahun 2024 PT CDB Follow-up on GMS Materials for PT CDB's 2024 RKAP.	11 Januari 2024 January 11, 2024
4	Rebranding Perusahaan Melalui Perubahan Nama dan Logo Company Rebranding through Name and Logo Change.	17 Januari 2024 January 17, 2024
5	Rapat Konsultatif Consultative Meeting.	23 Januari 2024 January 23, 2024
6	Project Beyond Kwh Beyond kWh Project.	29 Januari 2024 January 29, 2024
7	1. Safari BOD CDB 2024 CDB BOD Safari 2024. 2. Persetujuan Rencana Kerja Jangka Panjang PT CDB Tahun 2024-2029 Approval of PT CDB's Long-Term Work Plan for 2024–2029 3. Laporan Kinerja s.d Januari 2024 Performance Report up to January 2024	21 Februari 2024 February 21, 2024
8	Rapat Konsultatif Unit Kerja Consultative Meeting with Work Units.	27 Februari 2024 February 27, 2024
9	Konsultatif Project Overseas Consultative – Overseas Project.	8 Maret 2024 March 8, 2024
10	1. Konsultatif; Laporan Kinerja s.d Februari 2024 Consultative – Performance Report up to February 2024. 2. Konsultatif; Struktur Organisasi Consultative – Organizational Structure.	19 Maret 2024 March 19, 2024
11	RADIR TERBATAS LIMITED BOD Meeting.	20 Maret 2024 March 20, 2024
12	1. Usulan HUT Ke 26 PT CDB Proposal for the 26th Anniversary of PT CDB. 2. Laporan Kinerja s.d Februari 2024 Performance Report up to February 2024.	26 Maret 2024 March 26, 2024
13	Laporan Progress Rebranding CDB Progress Report on CDB Rebranding.	2 April 2024 April 2, 2024
14	1. Laporan Kinerja Bulan Maret 2024 Performance Report for March 2024. 2. Konsultatif Direksi Consultative with the Board of Directors.	25 April 2024 April 25, 2024
15	1. Rebranding Logo & Nama Perusahaan Rebranding of Company Logo and Name. 2. KPI DIREKSI Tahun 2024 Board of Directors' KPIs for 2024.	7 Mei 2024 May 7, 2024
16	Pekerjaan Pengadaan Sewa Mesin Procurement of Rental Machines.	14 Mei 2024 May 14, 2024
17	1. Laporan Kinerja Bulan April 2024 Performance Report for April 2024. 2. Project Beyond KWh Beyond kWh Project.	21 Mei 2024 May 21, 2024
18	1. Kontrak Diesel Sewa Diesel Rental Contract. 2. Konsultatif Keuangan Financial Consultation.	28 Mei 2024 May 28, 2024
19	1. 1. Konsultatif Rebranding Rebranding Consultation. 2. 2. RADIR TERBATAS LIMITED BOD Meeting.	30 Mei 2024 May 30, 2024
20	Pembahasan Persiapan RUPS LPT Tahun Buku PT PLNIP Services. Discussion on Preparation of the Annual General Meeting of Shareholders of PT PLNIP Services for the Fiscal Year.	4 Juni 2024 June 4, 2024
21	RADIR TERBATAS-Evaluasi Pimpinan Unit. LIMITED BOD Meeting – Unit Leader Evaluation.	7 Juni 2024 June 7, 2024

No.	Mata Acara Agenda	Tanggal Date
22	KONSULTATIF-Laporan Persiapan Project. CONSULTATIVE – Project Preparation Report.	14 Juni 2024 June 14, 2024
23	RADIR TERBATAS. LIMITED BOD Meeting.	26 Juni 2024 June 26, 2024
24	Persiapan Materi RUPS LPT PIPS Tahun Buku 2023. Preparation of GMS Materials for PIPS 2023 Fiscal Year.	27 Juni 2024 June 27, 2024
25	RADIR TERBATAS. LIMITED BOD Meeting.	2 Juli 2024 July 2, 2024
26	1. Laporan Tindak Lanjut FGD Corporate Charter PT PLN Indonesia Power Services ("PIPS"). Follow-up Report on the Corporate Charter Focus Group Discussion (FGD) of PT PLN Indonesia Power Services (PIPS). 2. Keikutsertaan PT PLN Indonesia Power Services dalam Annual Report Award ("ARA"). Participation of PT PLN Indonesia Power Services in the Annual Report Award (ARA).	9 Juli 2024 July 9, 2024
27	Usulan Konsultatif Keuangan. Consultative Proposal on Financial Matters.	12 Juli 2024 July 12, 2024
28	Laporan Kinerja Perusahaan s.d Juni 2024. Company Performance Report up to June 2024.	23 Juli 2024 July 23, 2024
29	RADIR TERBATAS. LIMITED BOD Meeting.	2 Agustus 2024 August 2, 2024
30	Usulan Project. Project Proposals.	14 Agustus 2024 August 14, 2024
31	1. Pengadaan Sewa Mesin Procurement of Rental Machines. 2. Laporan Hasil Audit Semester I Tahun 2024 Audit Report for the First Half of 2024..	27 Agustus 2024 August 27, 2024
32	Lanjutan Project beyond KwH. Continuation of the Beyond kWh Project.	2 September 2024 September 2, 2024
33	RADIR TERBATAS. LIMITED BOD Meeting.	6 September 2024 September 6, 2024
34	LANJUTAN RADIR TERBATAS Ke-32. Continuation of the 32nd LIMITED BOD Meeting.	9 September 2024 September 9, 2024
35	LANJUTAN RADIR TERBATAS Ke-33. Continuation of the 33rd LIMITED BOD Meeting.	10 September 2024 September 10, 2024
36	Laporan Kinerja s.d Agustus 2024. Performance Report up to August 2024.	20 September 2024 September 20, 2024
37	Tinjauan Management Sistem Manajemen Terpadu. Management Review of the Integrated Management System.	24 September 2024 September 24, 2024
38	1. Penyampaian usulan Update RJPP. Presentation of the Proposed Update to the RJPP. 2. Konsultatif Program Aplikasi AIE & EBS. Consultative Session on the AIE & EBS Application Program.	17 Oktober 2024 October 17, 2024
39	Konsultatif; Laporan Kinerja s.d September 2024. Consultative; Performance Report up to September 2024.	23 Oktober 2024 October 23, 2024
40	Usulan RKAP Tahun 2025. Proposed 2025 RKAP.	4 November 2024 November 4, 2024
41	Laporan Kinerja s.d Oktober 2024. Performance Report up to October 2024.	19 November 2024 November 19, 2024
42	Laporan Pembahasan Kontrak Manajemen Tahun 2025. Report on the 2025 Management Contract Discussion.	25 November 2024 November 25, 2024
43	RADIR TERBATAS. LIMITED BOD Meeting.	11 Desember 2024 December 11, 2024
44	1. Laporan Kinerja s.d November 2024. Performance Report up to November 2024. 2. TERBATAS: Lanjutan Penilaian Kinerja Karyawan LIMITED: Follow-up on Employee Performance Evaluation.	16 Desember 2024 December 16, 2024
45	LANJUTAN Laporan Kinerja s.d November 2024. CONTINUATION: Performance Report up to November 2024.	18 Desember 2024 December 18, 2024

RAPAT DIREKSI BERSAMA DEWAN KOMISARIS

Rapat Direksi dengan dihadiri Dewan Komisaris diselenggarakan sesuai dengan kebutuhan dan berlangsung secara intensif dan transparan dalam rangka membahas laporan-laporan berkala dari Direksi dan/atau untuk membahas suatu permasalahan, memberikan tanggapan, catatan dan nasihat.

Sepanjang tahun 2024, Direksi menyelenggarakan rapat konsultatif bersama Dewan Komisaris sebanyak 12 (dua belas) kali. Pelaksanaan rapat dihadiri oleh Direksi sekaligus Dewan Komisaris dan Sekretaris Dewan Komisaris yang bertugas untuk membuat/mempersiapkan dokumen risalah rapat dan disimpan sebagai arsip.

Berikut rincian frekuensi kehadiran dan mata acara rapat Direksi bersama Dewan Komisaris:

BOARD OF DIRECTORS MEETING WITH THE BOARD OF COMMISSIONERS

Meetings of the Board of Directors attended by the Board of Commissioners are held as needed and take place in an intensive and transparent manner in order to discuss periodic reports from the Board of Directors and/or to discuss an issue, providing feedback, notes and advice.

Throughout 2024, the Board of Directors held 12 (twelve) consultative meetings with the Board of Commissioners. The meetings were attended by the Board of Directors as well as the Board of Commissioners and Secretary to the Board of Commissioners whose job is to prepare the minutes of meetings and keep them as archives.

The following details the frequency of attendance and meeting agenda of the Board of Directors with the Board of Commissioners:

FREKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT DIREKSI BERSAMA DEWAN KOMISARIS
Meeting Frequencies and Attendance of Directors with Board Commissioners

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
Direksi Board of Directors					
1	Hari Cahyono	Direktur Utama President Director	12	12	100%
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	12	12	100%
3	Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business	12	12	100%
4	Mulyadi Koto**	Direktur Operasi Director of Operation	12	12	100%
5	Hari Muhardani Nasution**	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance	12	12	100%
Dewan Komisaris Board of Commissioners					
1	Khusnul Mubien	Komisaris Utama President Commissioner	12	11	92%
2	Julita Indah	Komisaris Commissioner	12	11	92%
3	Masykuri Abdillah	Komisaris Commissioner	12	12	100%
4	Sunandar***	Komisaris Independen Independent Commissioner	12	11	92%
5	Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	12	12	100%

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.
***Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.
***Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

MATA ACARA RAPAT DIREKSI BERSAMA DEWAN KOMISARIS
Meeting Agenda of Directors with Commissioners

No.	Tanggal Date	Mata Acara Agenda
1.	24 Januari 2024 January 24, 2024	1. Materi RUPS RKAP 2024; 2. Penetapan KPI Direksi dan Komite; dan 3. Persiapan tahun buku 2024. 1. 2024 RKAP GMS Materials; 2. Determination of KPIs for the Board of Directors and Committees; and 3. Preparation for the 2024 Fiscal Year.
2.	29 Februari 2024 February 29, 2024	1. Laporan Kinerja s.d Februari 2024; dan 2. Update progress moonshot dan transformasi organisasi. 1. Performance Report up to February 2024; and 2. Progress Update on Moonshot Initiatives and Organizational Transformation.
3.	1 April 2024 April 1, 2024	1. Laporan Kinerja s.d Maret 2024; dan 2. Pemantauan pelaksanaan proyek strategis EPC & DRUPS. 1. Performance Report up to March 2024; and 2. Monitoring of Strategic EPC & DRUPS Project Implementation.
4.	29 April 2024 April 29, 2024	1. Laporan Kinerja s.d April 2024; dan 2. Evaluasi progres ESG dan tindak lanjut audit. 1. Performance Report up to April 2024; and 2. ESG Progress Evaluation and Audit Follow-Up.
5.	31 Mei 2024 May 31, 2024	1. Review Draft Laporan Keuangan dan Laporan Kepatuhan; dan 2. Persiapan RUPS LPT FY 2023. 1. Review of the Draft Financial Statements and Compliance Report; and 2. Preparation for the 2023 Fiscal Year LPT GMS.
6.	21 Juni 2024 June 21, 2024	1. Closing Audit FY 2023; 2. Finalisasi Laporan Keuangan & PWC; dan 3. Validasi Area of Improvement GCG. 1. Closing Audit for Fiscal Year 2023; 2. Finalization of Financial Statements & PWC Report; and 3. Validation of GCG Areas for Improvement.
7.	31 Juli 2024 July 31, 2024	1. Laporan Kinerja Semester I 2024; dan 2. Review Strategis SDM & Talent Development. 1. First Half 2024 Performance Report; and 2. Strategic Review of Human Capital and Talent Development.
8.	29 Agustus 2024 August 29, 2024	1. Review Management; dan 2. Evaluasi DRUPS & Beyond kWh Projects. 1. Management Review; and 2. Evaluation of DRUPS and Beyond kWh Projects.
9.	26 September 2024 September 26, 2024	1. Laporan Kinerja s.d Agustus 2024; dan 2. Progres Investasi & Program ESG Semester II. 1. Performance Report up to August 2024; and 2. Progress on Investments and ESG Programs for the Second Half.
10.	24 Oktober 2024 October 24, 2024	1. Laporan Kinerja s.d September 2024; dan 2. Persiapan RKAP 2025 dan Review Proyeksi Bisnis. 1. Performance Report up to September 2024; and 2. Preparation for the 2025 Budget and Business Projection Review.
11.	29 November 2024 November 29, 2024	1. Laporan Kinerja s.d Oktober 2024; dan 2. Evaluasi Indikator KPI Tahunan. 1. Performance Report up to October 2024; and 2. Evaluation of Annual KPI Indicators.
12.	19 Desember 2024 December 19, 2024	1. Laporan Kinerja s.d November 2024; dan 2. Finalisasi Capaian KPI, Kesimpulan Akhir, dan Outlook 2025. 1. Performance Report up to November 2024; and 2. Finalization of KPI Achievements, Final Conclusions, and 2025 Outlook.

KEHADIRAN DALAM RUPS

Direksi memiliki kewajiban untuk hadir dalam setiap penyelenggaraan Rapat Umum Pemegang Saham (RUPS) guna menjalankan prinsip transparansi, akuntabilitas, serta sebagai bentuk pertanggungjawaban atas kinerja pengelolaan Perusahaan kepada pemegang saham.

ATTENDANCE AT THE GMS

The Board of Directors is obligated to attend every General Meeting of Shareholders (GMS) as part of fulfilling the principles of transparency and accountability, as well as to demonstrate responsibility for the Company's management performance to shareholders.

Sepanjang tahun 2024, Direksi hadir secara lengkap dalam seluruh agenda RUPS yang diselenggarakan, termasuk dalam RUPS Tahunan yang dilaksanakan pada 1 Februari 2024, serta dalam forum-forum pengambilan keputusan yang dilakukan melalui mekanisme keputusan sirkuler oleh pemegang saham.

Throughout 2024, the Board of Directors was present in full at all GMS sessions, including the Annual GMS held on February 1, 2024, and in decision-making forums conducted through circular resolutions by shareholders.

Kehadiran tersebut mencerminkan komitmen Direksi terhadap pelaksanaan tata kelola Perusahaan yang baik dan akuntabel.

This attendance reflects the Board of Directors' commitment to upholding sound and accountable corporate governance practices.

Berikut disajikan rincian kehadiran anggota Direksi dalam RUPS selama tahun 2024:

The following is a summary of the attendance of Board of Directors members at GMS meetings during 2024:

KEHADIRAN ANGGOTA DIREKSI DALAM RAPAT UMUM PEMEGANG SAHAM (RUPS)
Attendance of Board of Directors in General Meeting Shareholders (GMS)

No	Rapat Umum Pemegang Saham (RUPS) Training Type	Tanggal Date	Peserta Participant
1	Rapat Umum Pemegang Saham (RUPS) Tahunan Annual General Meeting Shareholders (AGMS)	1 Februari 2024 February 1, 2024	1. Hari Cahyono 2. Kukuh Pambudi 3. Mulyadi 4. Hari Muhardani Nasution 5. Imam Adi Prihantoro

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI
Training And/Or Competency Development For Members Of The Board Of Directors

Anggota Direksi mengikuti pelatihan yang berkesinambungan untuk memastikan wawasan profesional, kompetensi, dan kemampuan kepemimpinan mereka dapat berkembang selaras dengan perkembangan industri terkini dalam bidangnya masing-masing. Selain itu Direksi yang mengikuti Program Pengembangan Pengetahuan harus mempresentasikan kepada anggota Direksi lainnya.

Members of the Board of Directors attend continuous training to ensure that their professional insights, competencies and leadership skills can develop in line with the latest industry developments in their respective fields. In addition, the Board of Directors participating in the Knowledge Development Program shall make presentations to other members of the Board of Directors.

1. KEBIJAKAN PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI

Perusahaan menyertakan anggota Direksi dalam Program Pengembangan Pengetahuan sebagai bagian dari program peningkatan kompetensi bagi tiap Anggota Direksi. Hal ini telah tertuang dalam Pedoman kerja Direksi Nomor: 053.K/CDB/X/2021, yang bertujuan untuk senantiasa mengembangkan pengetahuan Anggota Direksi agar selalu sesuai dengan perkembangan kebutuhan Perusahaan.

1. POLICY ON TRAINING AND/OR COMPETENCY DEVELOPMENT FOR MEMBERS OF THE BOARD OF DIRECTORS

The Company includes members of the Board of Directors in the Knowledge Development Program as part of the competency improvement program for each member of the Board of Directors. This has been stated in the Work Guidelines for the Board of Directors Number: 053.K/CDB/X/2021, which aims to constantly develop the knowledge of members of the Board of Directors, hence they are always in line with the development needs of the Company.

2. PROGRAM ORIENTASI BAGI ANGGOTA DIREKSI YANG BARU DIANGKAT

Di dalam pedoman kerja Direksi No:053.K/CDB/X/2021, disebutkan bahwa pada saat awal pengangkatan anggota baru Direksi wajib dilakukan program pengenalan dan pembelajaran.

Program Pengenalan dapat berupa presentasi, pertemuan, kunjungan ke unit usaha dan program lain sesuai kebutuhan. Hal ini bertujuan agar Direksi baru dapat bekerja secara selaras dengan organ Perusahaan lainnya.

Program Pengenalan diberikan langsung oleh Direktur Utama sebagai penanggung jawab dengan pemberian materi sebagaimana disebutkan dalam board manual antara lain:

a. Pelaksanaan *Good Corporate Governance* oleh Perusahaan (termasuk penerapan Sistem Manajemen Anti Penyuapan ISO 37001:2016).

b. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya .

c. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.

d. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta Anggaran Dasar.

Induction kepada Direksi telah dilaksanakan pada bulan Januari 2024. Kegiatan ini merupakan bagian dari upaya perusahaan dalam memastikan bahwa seluruh anggota Dewan Komisaris dan Direksi memahami tugas, tanggung jawab, struktur organisasi, serta kebijakan dan prosedur yang berlaku.

Sekretaris Perusahaan bertanggung jawab untuk membuat laporan tentang pelaksanaan Program Pengembangan Pengetahuan dan membandingkannya dengan rencana tahunan dan laporan tersebut disampaikan kepada Dewan Komisaris dan Direksi. Program pelatihan yang dihadiri oleh anggota Direksi pada tahun 2024 adalah sebagai berikut:

2. ORIENTATION PROGRAM FOR NEWLY APPOINTED MEMBERS OF THE BOARD OF DIRECTORS

The Board of Directors' Guidelines No: 053.K/CDB/X/2021 states that at the initial appointment of a new member of the Board of Directors, an induction and learning program shall be carried out.

The Induction Program can be in the form of presentations, meetings, visits to business units and other programs as needed. Such a program is required so that the new Directors can work in harmony with other Company organs.

Induction Program is implemented directly by the President Director as the person in charge by providing material as stated in the manual board including:

a. Implementation of Good Corporate Governance by the Company (including the implementation of the ISO 37001:2016 Anti-Bribery Management System).

b. An overview of the Company in terms of objective, nature, scope of activities, financial and operational performance, strategy, short and long term business plans, competitive position, risk and various other strategic issues.

c. Information relating to delegated authority, internal and external audit, internal control system and policy, including the Audit Committee

d. Information regarding duties and responsibilities of the Board of Commissioners and Board of Directors as well as the Articles of Association.

An induction program for the Board of Directors was conducted in January 2024. This activity is part of the company's efforts to ensure that all members of the Board of Commissioners and the Board of Directors have a clear understanding of their duties, responsibilities, organizational structure, and applicable policies and procedures.

The Corporate Secretary is responsible for preparing a report on the implementation of the Knowledge Development Program and comparing it with the annual plan, also the report is submitted to the Board of Commissioners and the Board of Directors. The training programs attended by members of the Board of Directors in 2024 are as follows:

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG DIIKUTI ANGGOTA DIREKSI DALAM TAHUN BUKU
Training and/or Competency Development Attended by Members of the Board of Directors During the Fiscal Year

NO	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	DIKLAT - Undangan Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen* DIKLAT - Training Invitation of Empowering Strategic Leadership Through Business and Financial Acumen	Dept PSD IP HO	28-29 Oktober 2024 October 28-29, 2024	1. Hari Cahyono 2. Kukuh Pambudi 3. Hari Muhardani Nasution 4. Mulyadi Koto 5. Imam Adi Prihantoro
2	Training Sertifikasi QRGP CRMS QRGP CRMS Certification Training	Dept PSD IP HO Center for Risk Management & Sustainability (CRMS)	13 Agustus 2024 August 13, 2024	1. Hari Cahyono 2. Imam Adi Prihantoro

PENILAIAN DIREKSI TERHADAP KINERJA KOMITE YANG MENDUKUNG PELAKSANAAN TUGAS DIREKSI PADA TAHUN BUKU
Assessment By The Board Of Directors On The Performance Of Committees Supporting The Implementation Of The Board Of Directors' Duties During The Fiscal Year

Perusahaan tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, sehingga tidak ada prosedur penilaian kinerja dan kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat. Namun, dalam rangka mendukung kelancaran tugas, Direksi dibantu oleh organ pendukung yang terdiri dari:

1. Sekretaris Perusahaan
2. Satuan Audit Internal

Evaluasi kinerja bagi unit yang berada di bawah Direksi dilakukan berdasarkan realisasi pelaksanaan tugas, saran dan rekomendasi yang diberikan. Penilaian dilakukan secara *self-assessment* terhadap realisasi pelaksanaan tugas, saran dan rekomendasi yang diberikan.

Pada tahun 2024, Direksi memberikan penilaian sangat baik dan sangat mengapresiasi pelaksanaan program-program kerja terkait tugas dan tanggung jawab Sekretaris Perusahaan dan Satuan Audit Internal.

The Company does not have any committees that support the execution of the Board of Directors' duties. Therefore, there is no performance evaluation procedure or criteria in place, such as annual performance achievements, competencies, or attendance at meetings. However, to support the effective implementation of its responsibilities, the Board of Directors is assisted by supporting organs consisting of:

1. Corporate Secretary
2. Internal Audit Unit

Performance evaluation for units under the Board of Directors is carried out based on the realization of the implementation of duties, suggestions and recommendations provided. Self-assessment conducted for the realization of the implementation of duties, suggestions and recommendations provided.

In 2024, the Board of Directors gave a very good assessment and really appreciates the implementation of work programs related to the duties and responsibilities of the Corporate Secretary and the Internal Audit Unit.

PELAKSANAAN TUGAS DIREKSI PADA TAHUN BUKU
Implementation Of The Board Of Directors' Duties During The Fiscal Year

Dalam menjalankan fungsi pengurusan dan pengambilan keputusan strategis, Direksi melaksanakan tugas dan tanggung jawabnya sepanjang tahun buku secara aktif, terukur, dan sesuai ketentuan peraturan perundang-undangan yang berlaku. Dua aspek utama pelaksanaan tugas Direksi pada tahun buku antara lain kunjungan lapangan dan surat keputusan yang terbit pada tahun buku.

In carrying out its management functions and making strategic decisions, the Board of Directors actively and responsibly performed its duties throughout the fiscal year following applicable laws and regulations. Two key aspects of the Board of Directors' duties during the fiscal year included site visits and the issuance of official decisions.

KUNJUNGAN LAPANGAN

Direksi secara berkala melakukan kunjungan lapangan ke unit-unit kerja sebagai bagian dari upaya pengawasan langsung, pemantauan kinerja operasional, serta penguatan komunikasi dan koordinasi dengan seluruh lini organisasi. Kunjungan ini bertujuan memastikan implementasi kebijakan strategis berjalan sesuai rencana yang ditetapkan.

Selama tahun 2024, Direksi melaksanakan site visit ke unit–unit kerjanya dalam satu tahun dengan rincian sebagai berikut:

SITE VISITS

The Board of Directors conducted regular site visits to operational units as part of its direct supervision efforts, to monitor operational performance, and to strengthen communication and coordination across all levels of the organization. These visits aimed to ensure that the implementation of strategic policies was proceeding as planned.

Throughout 2024, the Board of Directors conducted site visits to its various units visits were carried out during the year, with the following details:

No	Uraian Description	Tanggal Date
	Hari Cahyono Direktur Utama | President Director	
1	Pendampingan DIRUT PIP atas Kunjungan Kedeputian I Kantor Staff Presiden (KSP) dalam Rangka Verifikasi Lapangan Percepatan Penyelesaian Pembangunan Jetty BMPP Nusantara I Ambon di Waai Assistance by President Director of PIP During the Visit of Deputy I, Presidential Staff Office (KSP), for Field Verification Related to the Acceleration of Jetty Construction for BMPP Nusantara I Ambon in Waai	21-22 Januari 2024 January 21-22, 2024
2	Energizing BMPP Nusantara I Ambon di Pelabuhan Waai Energizing of BMPP Nusantara I Ambon at Waai Port	29-30 Januari 2024 January 29-30, 2024
3	Peninjauan Capability Workshop & Project BPMPP Inspection of Workshop Capability and BPMPP Project	22-23 Mei 2024 May 22-23, 2024
4	Lepas Sambut GM Kalbar 1 Serta Kunjungan Kerja BOD Handover Ceremony for the General Manager of Kalbar 1 and Board of Directors' Working Visit	22-26 Juli 2024 July 22-26, 2024
5	Undangan Site Visit PT Sasa Inti Minsel & Narasumber Raker UID Sulutenggo Invitation for Site Visit to PT Sasa Inti Minsel and Participation as Guest Speaker at the UID Sulutenggo Work Meeting	26-27 Agustus 2024 August 26-27, 2024
6	Kunjungan Kerja Komisi VII DPR RI Ke PLTS Nusa Penida Klungkung Working Visit by Commission VII of the House of Representatives (DPR RI) to PLTS Nusa Penida, Klungkung	9-10 September 2024 September 9-10, 2024
7	Undangan Penandatanganan Perjanjian Pengadaan Sewa Mesin Berbahan Bakar HSD/B35 Kapasitas 10 MW di PLTD Golobilas PLN (Persero) UIW NTT Invitation to Signing Ceremony for the Procurement Agreement of 10 MW HSD/B35-Fueled Rental Generators at PLTD Golobilas, PLN (Persero) UIW NTT	18-19 September 2024 September 18-19, 2024
8	Pendampingan Bpk Aminuddin Ma'ruf-WAMEN BUMN Proyek PLTGU Tambak Lorok Blok 3 Support for Mr. Aminuddin Ma'ruf, Deputy Minister of SOEs, During Visit to the PLTGU Tambak Lorok Block 3 Project	20-21 November 2024 November 20-21, 2024

No	Uraian Description	Tanggal Date
	Imam Adi Prihantoro **Direktur Sumber Daya Manusia** | Director of Human Capital	
1	Lepas Sambut GM Kalbar 1 Serta Kunjungan Kerja BOD Handover Ceremony for the General Manager of Kalimantan Barat 1 and Board of Directors' Working Visit	22-26 Juli 2024 July 22-26, 2024
2	Rapat Pembahasan Upaya Peningkatan Keandalan Pembangkit Bali & Nusa Penida Serta Pengembangan SDM PT PLN IP Services Meeting to Discuss Efforts to Improve Power Plant Reliability in Bali and Nusa Penida, and the Development of Human Capital at PT PLN IP Services	22 Oktober 2024 October 22, 2024
	Kukuh Pambudi* **Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis)** | Acting Director of Business	
1	Penandatanganan Bersama Terkait Dokumen Kontrak Pengadaan Jasa Perbantuan Operasi & Pemeliharaan Banten 1 Suralaya Tahun 2024 Joint Signing of the Procurement Contract for Operational & Maintenance Support Services at Banten 1 Suralaya 2024	25 Januari 2024 January 25, 2024
2	Business Meeting Business Meeting	22-23 April 2024 April 22-23, 2024
3	Kunjungan Kerja Direksi Board of Directors' Working Visit	17-19 Juli 2024 July 17-19, 2024
4	Site Visit PLTU Cilegon Diskusi Teknik & PLTU Suralaya 8 untuk Penandatanganan Kontrak VO dengan SRM Suralaya 8 Site Visit to PLTU Cilegon for Technical Discussions & to PLTU Suralaya 8 for Contract Variation Order Signing with SRM Suralaya 8	1 Agustus 2024 August 1, 2024
5	Pembahasan Kerja Tambah Pekerjaan Sistem Energi Primer Discussion on Additional Work for the Primary Energy System	15 Agustus 2024 August 15, 2024
6	Pendampingan DIROPG IP Ke PLN UIW P2B dalam Rangka Pembahasan Pembentukan STO UBP Maluku Papua Assistance for DIROPG IP During Visit to PLN UIW P2B Regarding the Establishment of STO UBP Maluku Papua	21-23 Agustus 2024 August 21-23, 2024
7	Undangan Penandatanganan Perjanjian Pengadaan Sewa Mesin Berbahan Bakar HSD/B35 Kapasitas 10 MW di PLTD Golobilas PLN (Persero) UIW NTT Invitation to Contract Signing for Rental of 10 MW HSD/B35-Fueled Generator Units at PLTD Golobilas, PLN (Persero) UIW NTT	18-19 September 2024 September 18-19, 2024
8	Undangan Rapat Pembahasan Kontrak Jasa Penunjang Operasi & Pemeliharaan Unit Pembangkitan PT PLN Indonesia Power Tahun 2025 Invitation to Meeting on Operation & Maintenance Support Service Contract for PT PLN Indonesia Power Generation Units for 2025	11-12 November 2024 November 11-12, 2024
9	Undangan Penguatan Sistem Kelistrikan Bali Invitation to Discussion on Strengthening Bali's Power System	13-14 November 2024 November 13-14, 2024
10	Pendampingan DIROPG IP Ke Bali Assistance for DIROPG IP During Visit to Bali	15 November November 15, 2024
	Mulyadi Koto** **Direktur Operasi** | Director of Operation	
1	Recovery PLTD Pringgabaya & Pertemuan dgn Management PLN UIW NTB (Bpk Sudjarwo-GM, Bpk Ari-SRM, Bpk Gatut) Recovery of PLTD Pringgabaya & Meeting with PLN UIW NTB Management (Mr. Sudjarwo – General Manager, Mr. Ari – Senior Manager, Mr. Gatut)	21-22 Januari 2024 January 21-22, 2024
2	Energizing BMPP Nusantara I Ambon di Pelabuhan Waai Energizing of BMPP Nusantara I Ambon at Waai Port	29-30 Januari 2024 January 29-30, 2024
3	Pendampingan DEKOM IP Ke Ambon Assisting the Board of Commissioners (DEKOM IP) During Visit to Ambon	19-20 Februari 2024 February 19-20, 2024
4	Site Visit Ke Management PT PLN Tanjung Jati Site Visit to PT PLN Tanjung Jati Management	5-6 Maret 2024 March 5-6, 2024
5	Tinjauan Recovery Unit & Safari Ramadhan Unit Recovery Review & Ramadhan Safari Program	15-17 Maret 2024 March 15-17, 2024
6	Site Visit PLTU Barru Site Visit to PLTU Barru	25-26 Maret 2024 March 25-26, 2024
7	Site Visit & Koordinasi Pembangunan Infrastruktur Sandar dan Penempatan BMPP Nusantara 2 Site Visit and Coordination for Dock Infrastructure Development and Placement of BMPP Nusantara 2	22-26 April 2024 April 22-26, 2024

No	Uraian Description	Tanggal Date
8	Site Visit UBP Keramasan & PLTMG Borang Site Visit to UBP Keramasan & PLTMG Borang	22-25 Mei 2024 May 22-25, 2024
9	Kunjungan Kerja Direksi Sekaligus Penyerahan Business Manager Baru Ke Kalimantan Regional Unit Directors' Working Visit and Handover of New Business Manager to the Kalimantan Regional Unit	22-26 Juli 2024 July 22-26, 2024
10	Evaluasi Pelaksanaan Jasa O&M PLTMG MPP Papua Evaluation of O&M Services Implementation at PLTMG MPP Papua	15-16 Agustus 2024 August 15-16, 2024
11	Mendampingi Dewan Komisaris Site Visit Ke PLTMG Baloi Assisting the Board of Commissioners during the Site Visit to PLTMG Baloi	5-7 September 2024 September 5-7, 2024
12	Overhaul Portfolio; Serious Inspection (SE) Unit 1 PLTU Banten 3 Lontar Overhaul Portfolio: Serious Inspection (SE) of Unit 1, PLTU Banten 3 Lontar	18 September 2024 September 18, 2024
13	Kunjungan Kerja EVP OKI PLN Ke Tarakan dan Bontang Working Visit by PLN EVP OKI to Tarakan and Bontang	26-27 September 2024 September 26-27, 2024
14	Undangan Pembahasan Bersama Terkait Usulan Amandemen Ke-8 Kontrak Jasa O&M PLTMG Nias (Pelaksanaan PM 36K) Invitation for Joint Discussion on the Proposed 8th Amendment to the O&M Service Contract for PLTMG Nias (Implementation of 36K PM)	30 September - 1 Oktober 2024 September 30 - October 1, 2024
15	Undangan Pembahasan Rekonsiliasi Kinerja Periode Tahun Ke-5 PLTD Nias 25 MW Invitation for Performance Reconciliation Discussion for the Year-5 Period of PLTD Nias 25 MW	16-18 Oktober 2024 October 16-18, 2-24
16	Kunjungan BOD Ke PLTU Teluk Sirih, PLTA Singkarak, PLTA Maninjau Board of Directors' Visit to PLTU Teluk Sirih, PLTA Singkarak, and PLTA Maninjau	11-14 November 2024 November 11-14, 2024
17	Undangan Rapat Pembahasan Kontrak PLTD MFO 40 MW Tenau Invitation to Meeting on PLTD MFO 40 MW Tenau Contract Discussion	21-22 November 2024 November 21-22, 2024
18	Undangan Rapat Pembahasan Evaluasi & Rekonsiliasi Tagihan Tambahan Kapasitas Pembangkit Sewa PLN IP Invitation to Meeting on Evaluation and Reconciliation of Additional Charges for PLN IP Rental Power Capacity	25-26 November 2024 November 25-26, 2024
Hari Muhardani Nasution** Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance		
1	Tidak terdapat kunjungan No data availabe	

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.
*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.

SURAT KEPUTUSAN

Dalam pengambilan kebijakan operasional, kebijakan manajemen, pengesahan program kerja, serta penguatan sistem tata kelola.

Sepanjang tahun 2024, Direksi telah menerbitkan 90 (sembilan puluh) Surat Keputusan Direksi sebagai dasar hukum yang berkaitan dengan bisnis Perusahaan dan 45 (empat puluh lima) Peraturan Direksi, dengan uraian sebagai berikut:

DECISION LETTER

In the areas of operational policy-making, management decisions, work program approvals, and governance system strengthening.

Throughout 2024, the Board of Directors issued 90 (ninety) Board Decrees as the legal basis for matters related to the company's business, and 45 (forty-five) Board Regulations, as detailed below:

SURAT KEPUTUSAN DIREKSI PADA TAHUN BUKU
The Board Of Directors Decision In Fiscal Year

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
1	001.K/CDB/I/2024	Pedoman Pembentukan Tim Penilai Karya Inovasi Pt Cogindo Dayabersama Guidelines for the Formation of the Innovation Work Evaluation Team of PT Cogindo DayaBersama	2 Januari 2024 January 2, 2024
2	002.K/CDB/I/2024	Pekerjaan Jasa Perbaikan Trafo Dan Vcb 6,3Kv Jetty Pdb Pelabuhan Ratu Pgu Repair Services for 6.3kV Transformer and VCB at Jetty PDB, Pelabuhan Ratu PGU	3 Januari 2024 January 3, 2024
3	005.K/CDB/I/2024	Jasa Scope Standar Simple Inspection Unit 2 Berau Pgu Tahun 2024. Standard Scope Services for Simple Inspection of Unit 2, Berau PGU 2024	8 Januari 2024 January 8, 2024
4	008.K/CDB/I/2024	Jasa Overhaul Simple Inspection (Si) + Turbin Generator Tahun 2024. Unit 3 Pltu Sintang Overhaul Services: Simple Inspection (SI) and Turbine Generator, Unit 3, PLTU Sintang 2024	11 Januari 2024 January 11, 2024
5	009.K/CDB/I/2024	Penetapan Penghargaan Kecelakaan Nihil (*Zero Accident*) Dan *Perfomance Hse Excellent* Dilingkungan Pt. Cogindo Dayabersama Tahun 2023 Award Determination for Zero Accident and HSE Excellent Performance within PT Cogindo DayaBersama, Year 2023	12 Januari 2024 January 12, 2024
6	010.K/CDB/I/2024	Perubahan Kebijakan Penetapan Penggunaan Alat Pelindung Diri (Apd) Amendment to the Policy on the Use of Personal Protective Equipment (PPE)	12 Januari 2024 January 12, 2024
7	014.K/CDB/I/2024	Fasilitas Rumah Dinas Pegawai Pt Cogindo Dayabersama Company Housing Facilities for Employees of PT Cogindo DayaBersama	18 Januari 2024 January 18, 2024
8	027.K/CDB/I/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa Standar Pemeliharaan Periodik Si Plus Reblading Unit 3 Pltp Ulumbu Implementation Team for Periodic Maintenance Services: SI Plus Reblading, Unit 3, PLTP Ulumbu	1 Februari 2024 February 1, 2024
9	028.K/CDB/II/2024	Sk Tim *Annual Report* Dan Sr Tahun 2023 Decree on the 2023 Annual Report and Sustainability Report (SR) Team	1 Februari 2024 February 1, 2024
10	046.K/CDB/II/2024	Tentang Jasa *Overhaul Simple Imspection* (Si) Unit #2 Pltu Holtekamp Overhaul Services: Simple Inspection (SI), Unit #2, PLTU Holtekamp	19 Februari 2024 February 19, 2024
11	046.1.K/CDB/II/2024	Jasa Pekerjaan Mo Esp Unit 3 Pltu Jeranjang Tahun 2024 Maintenance Service for ESP Unit 3 at PLTU Jeranjang 2024	19 Februari 2024 February 19, 2024
12	047.K/CDB/II/2024	Tentang Bagan Susunan Jabatan Dan Formasi Jabatan Unit Jasa Operasi Dan Pemeliharaan Plts Hybrid Nusa Penida Organizational Structure and Position Formation Chart for the O&M Services Unit at Nusa Penida Hybrid Solar Power Plant (PLTS Hybrid Nusa Penida)	20 Februari 2024 February 20, 2024
13	048.1.K/CDB/II/2024	Jasa Pekerjaan Mo Esp Unit 2 Pltu Jeranjang Tahun 2024 Maintenance Service for ESP Unit 2 at PLTU Jeranjang 2024	20 Februari 2024 February 20, 2024
14	055.K/CDB/II/2024	Tim Pelaksana Pm 20K Pltmg Bontang 30 Mw Implementation Team for the 20K Preventive Maintenance of PLTMG Bontang 30 MW	27 Februari 2024 February 27, 2024
15	061.K/CDB/III/2024	Jasa *Overhaul Simple Inspection Bottom Ash Dan Fly Ash Handling System Unit* #3 Tahun 2024 Overhaul Services: Simple Inspection of Bottom Ash and Fly Ash Handling System, Unit #3 2024	4 Maret 2024 March 4, 2024
16	064.K/CDB/III/2024	Tim Pelaksana Pekerjaan Relokasi Engine Tm2500 Unit #2 Pltg Sambera 1X20 Mw Ke Sistem Tanjung Selor Implementation Team for the Relocation of TM2500 Engine Unit #2 from PLTG Sambera 1x20 MW to the Tanjung Selor System	7 Maret 2024 March 7, 2024
17	065.K/CDB/III/2024	Tim Pelaksana Pekerjaan Kerjasama Layanan Fasilitas Ekstra Untuk Pertamina Ep Papua Field Site Klamono Daya 2,075 Mva Implementation Team for Extra Facility Services Collaboration for Pertamina EP Papua Field, Klamono Site, 2.075 MVA	7 Maret 2024 March 7, 2024
18	066.K/CDB/III/2024	Tim Pelaksana Pekerjaan Pengadaan Dan Pemasangan Pembangkit Listrik Tenaga Surya (Plts) Kapasitas 900.9 Kwp Di Pt Aiia Dan Pt Adsmin Implementation Team for Procurement and Installation of a 900.9 kWp Solar Power Plant (PLTS) at PT AIIA and PT Adsmin	7 Maret 2024 March 7, 2024

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
19	072.K/CDB/III/2024	Tim Percepatan Implementasi *Computerized Maintenance Management System* (Cmms) Aplikasi Maximo Task Force for the Acceleration of Maximo Computerized Maintenance Management System (CMMS) Implementation	13 Maret 2024 March 13, 2024
20	073.K/CDB/III/2024	Tim Pembekalan Makalah Karya Inovasi Pt Cogindo Dayabersama Tingkat Pln Preparation Team for the Innovation Paper Presentation of PT Cogindo DayaBersama at the PLN Level	13 Maret 2024 March 13, 2024
21	079.K/CDB/III/2024	Pembentukan Tim Negoisasi Dan Pembangunan Workshop Konversi Motor Listrik Di Kantor Pusat Pt Cogindo Dayabersama Formation of the Negotiation and Workshop Development Team for Electric Motor Conversion at the Head Office of PT Cogindo DayaBersama	19 Maret 2024 March 19, 2024
22	087.K/CDB/III/2024	Ketentuan Pemberian Tunjangan Perbantuan Pada Jasa Operasi Dan Pemeliharaan (O&M) Perbantuan Provisions for Allowance Distribution for Support Personnel in Operations and Maintenance (O&M) Services	27 Maret 2024 March 27, 2024
23	088.K/CDB/III/2024	Tentang Bagan Susunan Jabatan Dan Formasi Jabatan Unit Jasa Operasi Dan Pemeliharaan Area Mpp Bmpp Organizational Structure and Position Formation Chart for the O&M Services Unit at MPP BMPP Area	27 Maret 2024 March 27, 2024
24	089.1.K/CDB/III/2024	Pengadaan Jasa *Labour Supply Recovery Bearing* Turbin Unit 2 Pltu Muara Jawa Procurement of Labor Supply Services for Turbine Bearing Recovery, Unit 2, Muara Jawa Steam Power Plant (PLTU Muara Jawa)	28 Maret 2024 March 28, 2024
25	094.K/CDB/IV/2024	Tentang Bagan Susunan Jabatan Dan Formasi Jabatan Unit Jasa Operasi Dan Pemeliharaan Pltu Labuhan Angin Organizational Structure and Position Formation Chart for the O&M Services Unit at Labuhan Angin Steam Power Plant (PLTU Labuhan Angin)	2 April 2024 April 2, 2024
26	095.K/CDB/IV/2024	Tentang Bagan Susunan Jabatan Dan Formasi Jabatan Unit Jasa Operasi Dan Pemeliharaan Pltdg, Pltd Dan Pltg Bali Organizational Structure and Position Formation Chart for the O&M Services Unit at PLTDG, PLTD, and PLTG Bali	2 April 2024 April 2, 2024
27	096.K/CDB/IV/2024	Tentang Bagan Susunan Jabatan Dan Formasi Jabatan Unit Jasa Operasi Dan Pemeliharaan Pltp Ulumbu Organizational Structure and Position Formation Chart for the O&M Services Unit at Ulumbu Geothermal Power Plant (PLTP Ulumbu)	2 April 2024 April 2, 2024
28	097.K/CDB/IV/2024	Tentang Bagan Susunan Jabatan Dan Formasi Jabatan Unit Jasa Operasi Dan Pemeliharaan Pltgu Priok Organizational Structure and Position Formation Chart for the O&M Services Unit at Priok Combined-Cycle Power Plant (PLTGU Priok)	2 April 2024 April 2, 2024
29	111.K/CDB/IV/2024	Jasa Tenaga Bantu Kapitlisir Overhaul 24000 Jam Pltmg Unit 1 Dan 2 Merauke Tahun 2024 Technical Support Services for the 24,000-Hour Overhaul Capitalization of PLTMG Units 1 and 2, Merauke 2024	16 April 2024 April 16, 2024
30	112.K/CDB/IV/2024	Tim Pelaksana Kegiatan Jasa *Hot Section Exchang*e Gt#1 Borang Implementation Team for Hot Section Exchange Services of GT#1 at Borang	16 April 2024 April 16, 2024
31	124.K/CDB/IV/2024	Implementasi Safety Observation Dan Kewenangan Stop Work Authority (Swa) Implementation of Safety Observation and Stop Work Authority (SWA)	29 April 2024 April 29, 2024
32	127.K/CDB/V/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa *Set Up Reap Analysis* Ubp Jeranjang Unit 1&2 Implementation Team for REAP Analysis Setup Services at UBP Jeranjang Units 1 & 2	2 Mei 2024 May 2, 2024
33	130.K/PIPServices/V/2024	Pedoman Identitas Perusahaan Corporate Identity Guidelines	2 Mei 2024 May 2, 2024
34	131.K/CDB/V/2024	Tim Pelaksana Kegiatan Jasa Pemeliharaan Periodik Unit 2 Plta Musi Implementation Team for Periodic Maintenance Services of Unit 2 at Musi Hydropower Plant (PLTA Musi)	6 Mei 2024 May 6, 2024
35	132.K/DIR/V/2024	Pedoman Tata Naskah Dinas Dan Kearsipan Official Document and Archiving Guidelines	2 Mei 2024 May 2, 2024
36	133.K/IP Services/V/2024	Pembentukan Tim Pelaksana Pekerjaan Kerjasama Layanan Fasilitas Ekstra Untuk Pertamina Ep Papua Field Site Klamono Daya 2,075 Mva Formation of the Implementation Team for Extra Facility Services Cooperation Project for Pertamina EP Papua Field, Klamono Site, 2.075 MVA	30 Mei 2024 May 30, 2024

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
37	133.K/IPServices/VI/2024	Jasa Perbaikan Temuan *Annual Inpection* Esp Unit 3 Ubp Jeranjang Tahun 2024 Repair Services for Findings from the 2024 Annual Inspection of ESP Unit 3 at UBP Jeranjang	5 Juni 2024 June 5, 2024
38	134.K/IPServices/VI/2024	Pencegahan Dan Penanggulangan Penyalahgunaan Narkotika, Psikotropika Dan Zat Adiktif Lainnya Di Tempat Kerja Prevention and Management of Narcotics, Psychotropic Substances, and Other Addictive Substance Abuse in the Workplace	6 Juni 2024 June 6, 2024
39	135.K/IPServices/VI/2024	Kebijakan Khusus Kawasan Bebas Asap Merokok Special Policy on Smoke-Free Zones	6 Juni 2024 June 6, 2024
40	136.K/IPServices/VI/2024	Kebijakan Khusus Pencegahan Dan Pennaggulangan Hiv/Aids Di Tempat Kerja Special Policy on the Prevention and Management of HIV/AIDS in the Workplace	6 Juni 2024 June 6, 2024
41	137.K/IPServices/VI/2024	Perubahan Susunan Panitia Pembina Keselamatan Dan Kesehatan Kerja (P2K3) Changes to the Occupational Health and Safety Committee (P2K3) Structure	6 Juni 2024 June 6, 2024
42	138.K/IPServices/VI/2024	Tim Pelaksana Kegiatan Jasa Tenaga Bantu Overhaul 36.000 Jam Dan 40.000 Jam Pltmg Mpp Jayapura Unit 1-6 Tahun 2024 Implementation Team for Supporting Manpower Services for 36,000-Hour and 40,000-Hour Overhaul at PLTMG MPP Jayapura Units 1–6 2024	6 Juni 2024 June 6, 2024
43	139.K/IPServices/VI/2024	Perubahan Tim Penanggulangan Keadaan Darurat Changes to the Emergency Response Team	10 Juni 2024 June 10, 2024
44	140.K/PIPS/VI/2024	Pembentukan Tim *Task Force Re-Branding* Pt Pln Indonesia Power Services Formation of the Task Force Team for the Rebranding of PT PLN Indonesia Power Services	13 Juni 2024 June 13, 2024
45	141.K/PIPS/VI/2024	Jasa Tenaga Bantu Teknis Oh Unit 4 Pltp Lahendong 2024 Technical Support Services for Overhaul of Unit 4 at Lahendong Geothermal Power Plant 2024	27 Mei 2024 May 27, 2024
46	142.K/PIPS/VI/2024	Tim Pelaksana Kegiatan Jasa Penyediaan Astek Dan *Supporting* Pelaksanaan Combustion Inspection Gt 2.1 Tahun 2024 Implementation Team for ASTEK Supply Services and Support for Combustion Inspection of GT 2.1 2024	30 Mei 2024 May 30, 2024
47	143.K/PIPS/VI/2024	Tim Pelaksana Kegiatan Pemeliharaan Periodik Mean Inspection Unit 2 Pltu Tanjung Balai Karimun Implementation Team for Periodic Maintenance (Mean Inspection) of Unit 2 at Tanjung Balai Karimun Steam Power Plant	14 Juni 2024 June 14, 2024
48	143.1.K/PIPS/VI/2024	Tim Pelaksana Kegiatan Pekerjaan Recovery Vaccum Low Turbine Unit 2 Ubp Holtekamp Implementation Team for the Recovery Work of Low Turbine Vacuum Unit 2 at UBP Holtekamp	14 Juni 2024 June 14, 2024
49	162K/PIPS/VI/2024	Jasa Tenaga Bantu Teknis Oh Unit 1 Pltp Kamojang 2024 Technical Support Services for Overhaul of Unit 1 at Kamojang Geothermal Power Plant 2024	26 Juni 2024 June 26, 2024
50	164K/PIPS/VI/2024	Penilaian Kinerja Pegawai Pt Pln Indonesia Power Services Semester 2 Tahun 2023 Employee Performance Assessment of PT PLN Indonesia Power Services for the Second Semester of 2023	27 Juni 2024 June 27, 2024
51	165K/PIPS/VII/2024	Tentang Tim Corporate Charter Pln Indonesia Power Services Corporate Charter Team of PLN Indonesia Power Services	8 Juli 2024 July 8, 2024
52	166K/PIPS/VII/2024	Komite Pengelola Anak Perusahaan, Perusahaan Patungan Dan Perusahaan Asosiasi Pt Pln Indonesia Power Services Committee for the Management of Subsidiaries, Joint Ventures, and Associated Companies of PT PLN Indonesia Power Services\	15 Juli 2024 July 15, 2024
53	168K/PIPS/VII/2024	Perubahan Kebijakan Penetapan Penggunaan Alat Pelindung Diri (Apd) Amendment to the Policy on the Use of Personal Protective Equipment (PPE)	17 Juli 2024 July 17, 2024
54	169K/PIPS/VII/2024	Pembentukan Tim Pelaksana Pekerjaan Proyek Perbaikan Dan Utilitas Ex-Pltg Apung Borang Dengan Instalasi Pltg Sambera 20 Mw Formation of the Project Implementation Team for Repair and Utility Work of the Ex-Floating Gas Power Plant (PLTG) Borang with the Installation of 20 MW PLTG Sambera	18 Juli 2024 July 18, 2024

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
55	170.K/PIPS/VII/2024	Jasa Pekerjaan *Overhaul* Esp Unit 2 Unit Bisnis Pembangkitan Jeranjang Tahun 2024 Overhaul Services for ESP Unit 2, Jeranjang Power Generation Business Unit, 2024	22 Juli 2024 July 22, 2024
56	170.1.K/PIPS/VII/2024	Pedoman Pengelolaan Persekot Project Di Lingkungan Pt Pln Indonesia Power Services Guidelines for Project Advance Fund Management within PT PLN Indonesia Power Services	25 Juli 2024 July 25, 2024
57	171.K/PIPS/VII/2024	Tim Pelaksana Kegiatan Jasa *Overhaul Major Inspection* (Mi) Plta Timo Unit 3 Tahun 2024 Implementation Team for Major Inspection Overhaul Services of Unit 3, Timo Hydroelectric Power Plant (PLTA), 2024	29 Juli 2024 July 29, 2024
58	171.1.K/PIPS/VII/2024	Tim Pelaksana Kegiatan Jasa Pemeliharaan *Safety Operatio*n Mro Pltd B Unit 2 Pesanggaran Implementation Team for Maintenance Services of Safety Operation MRO, PLTD B Unit 2, Pesanggaran	29 Juli 2024 July 29, 2024
59	172.K/PIPS/VII/2024	Tim Pelaksana Kegiatan Jasa *Overhaul Major Inspection* (Mi) Plta Jelok Unit 4 Tahun 2024 Implementation Team for Major Inspection Overhaul Services of Unit 4, Jelok Hydroelectric Power Plant (PLTA), 2024	30 Juli 2024 July 30, 2024
60	174.1.K/PIPS/VIII/2024	Jasa Tenaga Bantu Teknis Oh Unit Pltp Darajat 2024 Technical Support Services for Overhaul of Darajat Geothermal Power Plant (PLTP) Unit, 2024	1 Agustus 2024 August 1, 2024
61	175.K/PIPS/VIII/2024	Jasa *Overhaul Major Inspection* Plta Wadaslintang Unit 2 Tahun 2024 Major Inspection Overhaul Services for Unit 2, Wadaslintang Hydroelectric Power Plant (PLTA), 2024	2 Agustus 2024 August 2, 2024
62	176.K/PIPS/VIII/2024	Penujukan Internal Auditor Sistem Manajemen Perusahaan Appointment of Internal Auditors for the Company Management System\	5 Agustus 2024 August 5, 2024
63	180.1.K/PIPS/VIII/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa *Major Overhaul* Plta Singkarak Unit 2 Implementation Team for Major Overhaul Services, Unit 2, Singkarak Hydroelectric Power Plant (PLTA)	15 Agustus 2024 August 15, 2024
64	180.1.1.K/PIPS/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa *Major Overhaul* Plta Singkarak Unit 2 Implementation Team for Major Overhaul Services, Unit 2, Singkarak Hydroelectric Power Plant (PLTA)	15 Agustus 2024 August 15, 2024
65	180.2.K/PIPS/2024	Jasa Pekerjaan *Overhaul* Esp Unit 2 Pltu Jeranjang Overhaul Services for ESP Unit 2, Jeranjang Steam Power Plant (PLTU)	19 Agustus 2024 August 19, 2024
66	180.3.K/PIPS/2024	*Overhaul* 24000 Jam Ssc Unit 3 Ubp Jawa Barat 2 Pelabuhan Ratu 24,000-Hour Overhaul of SSC Unit 3, West Java 2 Pelabuhan Ratu Power Generation Unit (UBP)	19 Agustus 2024 August 19, 2024
67	180.4.K/PIPS/2024	Pedoman Pembentukan Tim Pelaksana *Periodic Maintenance* (Pm) 48.000 Jam Pltd Nusa Penida Guidelines for Forming Implementation Teams for 48,000-Hour Periodic Maintenance (PM) at Nusa Penida Diesel Power Plant (PLTD)	20 Agustus 2024 August 20, 2024
68	181.K/PIPS/2024	Sistem Manajemen Keselamatan Ketenagalistrikan (Smk2) Electrical Safety Management System (SMK2)	21 Agustus 2024 August 21, 2024
69	183.K/PIPS/2024	*Overhaul Major Inspection* Unit 2 Ubp Pltu Sanggau Major Inspection Overhaul of Unit 2, Sanggau Steam Power Plant (PLTU), UBP	2 September 2024 September 2, 2024
70	185.2.K/PIPS/2024	*Overhaul* 24000 Jam Bc 6A Ubp Jawa Barat 2 Pelabuhan Ratu 24,000-Hour Overhaul of STRE A, West Java 2 Pelabuhan Ratu Power Generation Unit (UBP)	5 September 2024 September 5, 2024
71	185.3.K/PIPS/2024	*Overhaul* 24000 Jam Stre A Ubp Jawa Barat 2 Pelabuhan Ratu 24,000-Hour Overhaul of STRE A, West Java 2 Pelabuhan Ratu Power Generation Unit (UBP)	5 September 2024 September 5, 2024
72	185.4.K/PIPS/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa *Major Overhaul* Plta Singkarak Unit 3 Implementation Team for Major Overhaul Services, Unit 3, Singkarak Hydroelectric Power Plant (PLTA)	6 September 2024 September 6, 2024

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
73	187.P/PIPS/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa *Major Overhaul* Plta Singkarak Unit 3 Implementation Team for Major Overhaul Services, Unit 3, Singkarak Hydroelectric Power Plant (PLTA)	12 September 2024 September 12, 2024
74	188.P/PIPS/2024	Kebijakan *Anti Fraud* Anti-Fraud Policy	12 September 2024 September 12, 2024
75	188.1.K/PIPS/2024	Jasa Supporting Pekerjaan *To* (*Top Overhaul*) Pltd 2 Legon Bajak Karimun Jawa Supporting Services for Top Overhaul (TO) of PLTD 2, Legon Bajak, Karimun Jawa	13 September 2024 September 13, 2024
76	188.2.K/PIPS/2024	Jasa Overhaul 16000 Jam *Bottom Ash System & Fly Ash System* Unit #1 Ubp Lontar Tahun 2024 16,000-Hour Overhaul Services for Bottom Ash and Fly Ash Systems, Unit #1, Lontar Power Generation Unit (UBP), 2024	15 September 2024 September 15, 2024
77	188.3.K/PIPS/2024	Pembentukan Tim Pekerjaan Jasa Perbaikan *Splitter* Pada *Exhaust Silincer Duct Ge #2 Pltdg Peaking* Up Pltgu Tanjung Batu Formation of a Service Team for Splitter Repair Work on Exhaust Silencer Duct GE #2, PLTDG Peaking Unit, Tanjung Batu PLTGU	16 September 2024 September 16, 2024
78	190.2.K/PIPS/2024	Jasa Tenaga Bantu Mro Cdb *Overhaul* 36000 Jam Pltmg Biak Unit 1 Tahun 2024 Support Personnel Services for MRO CDB – 36,000-Hour Overhaul, Unit 1, Biak PLTMG, 2024	30 September 2024 September 30, 2024
79	191.K/PIPS/2024	Sk Tim Pelaksana Pm 16.00 Jam Operasi Pltmg 30 Mw Baloi Decree on the Implementation Team for 16,000-Hour PM at 30 MW Baloi PLTMG	4 Oktober 2024 October 4, 2024
80	191.1.K/PIPS/2024	Jasa Tenaga Bantu Teknis Oh Unit 3 Pltp Lahendong 2024 Technical Support Services for Overhaul of Unit 3, Lahendong PLTP, 2024	10 Oktober 2024 October 10, 2024
81	191.2.K/PIPS/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa Standar Pemeliharaan Periodik Simple Inspection Unit 1 Pltp Ulumbu Implementation Team for Periodic Maintenance Services – Simple Inspection Unit 1, Ulumbu PLTP	11 Oktober 2024 October 11, 2024
82	191.3.K/PIPS/2024	Jasa *Annual Inspection Coal Handling* Ubp Jeranjang Annual Inspection Services for Coal Handling, Jeranjang UBP	11 Oktober 2024 October 11, 2024
83	193.2.K/PIPS/2024	Kegiatan Rehabilitasi *Controller Stre* Pltu Banten 2 Labuan Controller Rehabilitation Activities, STRE Unit, Banten 2 Labuan PLTU	18 Oktober 2024 October 18, 2024
84	193.1.K/PIPS/2024	Tim Pelaksana Kegiatan Jasa *Recovery Turbine Unit* 2 Ubp Pltu Berau Tahun 2024 Implementation Team for Turbine Recovery Services, Unit 2, Berau Steam Power Plant (UBP), 2024	21 Oktober 2024 October 21, 2024
85	195.1.K/PIPS/2024	Pengadaan Pekerjaan Rehabilitasi *Stacker Reclaimer* Pltu Teluk Sirih Tahun 2024 Procurement of Stacker Reclaimer Rehabilitation Work, Teluk Sirih PLTU, 2024	30 Oktober 2024 October 6, 2024
86	197.K/PIPS/2024	Tim Inventarisasi Aset Tetap, Persediaa Dan Pdp Pt Pln Ip Services Fixed Asset, Inventory, and Construction-in-Progress Inventory Team, PT PLN IP Services	6 November 2024 November 6, 2024
87	201.K/PIPS/2024	Tim Pelaksana Kegiatan Pengadaan Pekerjaan *Overhaul Combustor Inspection* (Jasbor Ci Gt 1.1 Tahun 2024) Pt Indonesia Power Cilegon *Generation Unit* Implementation Team for Combustor Inspection Overhaul Work (JASBOR CI GT 1.1, 2024), PT Indonesia Power Cilegon Generation Unit	9 November 2024 November 9, 2024
88	202.K/PIPS/2024	Tim Pelaksana Kegiatan Jasa *Overhaul Simple Inspection* (Si) Unit 2 Pltu Sintang Implementation Team for Overhaul Services – Simple Inspection (SI), Unit 2, Sintang PLTU	11 November 2024 November 11, 2024
89	202.1.K/PIPS/2024	Pekerjaan Jasa *Supporting Major Overhaul* St 1.0 Pltgu Indralaya Supporting Services for Major Overhaul ST 1.0, Indralaya PLTGU	15 November 2024 November 15, 2024
90	204.K/PIPS/2024	Tim Pelaksana Kegiatan Pekerjaan Jasa Oh Si Inspeksi Pompa Dan *Blower* Area Bop Pltu Adipala Implementation Team for Overhaul Services – SI for Pump and Blower Inspection in the BOP Area, Adipala PLT	29 November 2024 November 29, 2024

PERATURAN DIREKSI PADA TAHUN BUKU
The Board Of Directors Regulation Letters In The Fiscal Year

No	Nomor Surat Peraturan Regulation Letter Number	Perihal Subject	Tanggal Date
1	129.P/PIPS/V/2024	SK Organisasi Corporate Corporate Organizational Decree	2 Mei 2024 May 2, 2024
2	132.P/PIPS/V/2024	Pedoman Tata Naskah Dinas Dan Kearsipan Guidelines for Official Correspondence and Archiving	2 May 2024 May 2, 2024
3	144.K/PIPS/VI/2024	Organisasi Bali Business Unit Organization of the Bali Business Unit	24 Juni 2024 June 24, 2024
4	145.K/PIPS/VI/2024	Organisasi Nusa Tenggara Timur Business Unit Organization of the East Nusa Tenggara Business Unit	24 Juni 2024 June 24, 2024
5	146.K/PIPS/VI/2024	Organisasi Ulumbu Business Unit Organization of the Ulumbu Business Unit	24 Juni 2024 June 24, 2024
6	147.K/PIPS/VI/2024	Organisasi Kalimantan Barat Business Unit Organization of the West Kalimantan Business Unit	24 Juni 2024 June 24, 2024
7	148.K/PIPS/VI/2024	Organisasi Kalimantan Bagian Timur dan Selatan Business Unit Organization of the East and South Kalimantan Business Unit	24 Juni 2024 June 24, 2024
8	149.K/PIPS/VI/2024	Organisasi Maluku dan Papua Business Unit Organization of the Maluku and Papua Business Unit	24 Juni 2024 June 24, 2024
9	150.K/PIPS/VI/2024	Organisasi Suralaya Business Unit Organization of the Suralaya Business Unit	24 Juni 2024 June 24, 2024
10	151.K/PIPS/VI/2024	Organisasi Labuan-Cilegon Business Unit Organization the Labuan-Cilegon Business Unit	24 Juni 2024 June 24, 2024
11	152.K/PIPS/VI/2024	Organisasi Lontar-Priok Business Unit Organization of the Lontar-Priok Business Unit	24 Juni 2024 June 24, 2024
12	153.K/PIPS/VI/2024	Organisasi Jawa Barat Business Unit Organization of the West Java Business Unit	24 Juni 2024 June 24, 2024
13	154.K/PIPS/VI/2024	Organisasi Jawa Tengah - Jawa Timur Business Unit Organization of the Central and East Java Business Unit	24 Juni 2024 June 24, 2024
14	155.K/PIPS/VI/2024	Organisasi Nusa Tenggara Barat Business Unit Organization of the West Nusa Tenggara Business Unit	24 Juni 2024 June 24, 2024
15	156.K/PIPS/VI/2024	Organisasi Sumatera Bagian Utara Business Unit Organization of the Northern Sumatera Business Unit	24 Juni 2024 June 24, 2024
16	157.K/PIPS/VI/2024	Organisasi Sumatera Bagian Selatan Business Unit Organization of the Southern Sumatera Business Unit	24 Juni 2024 June 24, 2024
17	158.K/PIPS/VI/2024	Organisasi Sulawesi Business Unit Organization of the Sulawesi Business Unit	24 Juni 2024 June 24, 2024
18	159.K/PIPS/VI/2024	Organisasi Overhaul Services Business Unit Organization of the Overhaul Services Business Unit	24 Juni 2024 June 24, 2024
19	160.K/PIPS/VI/2024	Organisasi Project Services Business Unit Organization of the Project Services Business Unit	24 Juni 2024 June 24, 2024
20	161.K/PIPS/VI/2024	Organisasi Overseas Services Business Unit Organization of the Overseas Services Business Unit	24 Juni 2024 June 24, 2024
21	162.P/PIPS/VIII/2024	Kebijakan Anti Fraud di Lingkungan PT PLN IP Services Anti-Fraud Policy within PT PLN IP Services	1 Agustus 2024 August 1, 2024
22	163.P/PIPS/VIII/2024	Peraturan Perusahaan Company Regulations	1 Agustus 2024 August 1, 2024
23	163.1.P/PIPS/VIII/2024	Pedoman Pelaksanaan Pekerjaan Bidang Hukum Di Lingkungan Pt Pln Indonesia Power Services Guidelines for Legal Work Implementation within PT PLN Indonesia Power Services	8 Agustus 2024 August 8, 2024
24	164.P/DIR/PIPS/2024	Profesi Jabatan Position and Job Classification	13 Agustus 2024 August 13, 2024
25	165.P/DIR/PIPS/2024	Perlindungan, Pencegahan, Dan Penanganan Pelecehan Seksual Policy on the Prevention, Protection, and Handling of Sexual Harassment	14 Agustus 2024 August 14, 2024
26	166.1.P/DIR/PIPS/2024	Tim Pelaksana Kegiatan Jasa Penyediaan Astek Dan Supporting Pelaksanaan Preventive Inspection St 2.0 Tahun 2024 Implementation Team for Service Activities in Providing Astek and Supporting Preventive Inspection ST 2.0 in 2024	30 Agustus 2024 August 30, 2024

No	Nomor Surat Peraturan Regulation Letter Number	Perihal Subject	Tanggal Date
27	166.2.P/DIR/PIPS/2024	Ketentuan Honorarium Dan Ketentuan Tunjangan Lainnya Di Lingkungan Dewan Komisaris Pt Pln Indonesia Power Services Regulations on Honorarium and Other Allowances for the Board of Commissioners of PT PLN Indonesia Power Services	30 Agustus 2024 August 30, 2024
28	167P/DIR/PIPS/2024	Perubahan atas Perdir no 129 tentang Organisasi Korporate Amendment to Director's Regulation No. 129 on Corporate Organization	3 September 2024 September 3, 2024
29	168P/DIR/PIPS/2024	Perubahan atas Perdir no 158 tentang Sulawesi Business Unit Amendment to Director's Regulation No. 158 on the Sulawesi Business Unit	3 September 2024 September 3, 2024
30	169P/PIPS/2024	Perubahan atas Perdir no 158 tentang Kalimantan Barat Business Unit Amendment to Director's Regulation No. 158 on the West Kalimantan Business Unit	3 September 2024 September 3, 2024
31	170P/PIPS/2024	Perubahan atas Perdir no 158 tentang Kalimantan Bagian Timur dan Selatan Business Unit Amendment to Director's Regulation No. 158 on the East and South Kalimantan Business Unit	3 September 2024 September 3, 2024
32	171P/PIPS/2024	Sistem Manajemen Talenta Talent Management System	20 September 2024 September 20, 2024
33	172P/PIPS/2024	Organisasi Kantor Pusat Organization of the Head Office	24 September 2024 September 24, 2024
34	173P/PIPS/2024	Pedoman Pelaksanaan Bisnis Stockist Business Stockist Operations Guidelines	30 September 2024 September 30, 2024
35	174P/PIPS/2024	Pedoman Umum Manajemen Persediaan Terintegrasi PT PLN IP Services General Guidelines for Integrated Inventory Management at PT PLN IP Services	10 Oktober 2024 October 10, 2024
36	175P/PIPS/2024	Perubahan atas Perdir no 151 tentang Labuan-Cilegon Business Unit Amendment to Director's Regulation No. 151 on the Labuan-Cilegon Business Unit	10 Oktober 2024 October 10, 2024
37	176P/PIPS/2024	Perubahan atas Perdir no 153 tentang Jawa Barat Business Unit Amendment to Director's Regulation No. 153 on the West Java Business Unit	10 Oktober 2024 October 10, 2024
38	177P/PIPS/2024	Perubahan atas Perdir no 154 tentang Jawa Tengah-Jawa Barat Business Unit Amendment to Director's Regulation No. 154 on the Central and East Java Business Unit	10 Oktober 2024 October 10, 2024
39	178P/PIPS/2024	Perubahan ke dua atas Perdir no 158 tentang Kalimantan Bagian Timur dan Selatan Business Unit Second Amendment to Director's Regulation No. 158 on the East and South Kalimantan Business Unit	5 November 2024 November 5, 2024
40	179P/PIPS/2024	Perubahan atas Perdir no 144 tentang Bali Business Unit Amendment to Director's Regulation No. 144 on the Bali Business Unit	12 November 2024 November 12, 2024
41	180P/PIPS/2024	Ketentuan Honorarium Dan Ketentuan Tunjangan Lainnya Di Lingkungan Dewan Komisaris Pt Pln Indonesia Power Services Regulations on Honorarium and Other Allowances for the Board of Commissioners of PT PLN Indonesia Power Services	14 November 2024 November 14, 2024
42	181P/PIPS/2024	Piagam Audit Internal Terintegrasi PLN IP Services Integrated Internal Audit Charter of PLN IP Services	22 November 2024 November 22, 2024
43	182P/PIPS/2024	Pedoman Audit Internal Perusahaan PLN IP Services Internal Audit Guidelines of PLN IP Services	22 November 2024 November 22, 2024
44	183P/PIPS/2024	Pengganti nomor 178 PERUBAHAN ATAS PERATURAN DIREKSI NOMOR 144.P/PIPS/2024 TENTANG ORGANISASI BALI BUSINESS UNIT Replacement of Regulation NO. 178: AMENDMENT TO DIRECTOR'S REGULATION NO. 144.P/PIPS/2024 ON THE ORGANIZATIONAL STRUCTURE OF THE BALI BUSINESS UNIT	22 November 2024 November 22, 2024
45	185P/PIPS/2024	Human Experience Management System Human Experience Management System	22 November 2024 November 22, 2024

DEWAN KOMISARIS
Board of Commissioners

Dewan Komisaris merupakan organ perusahaan yang memiliki tugas dan tanggung jawab untuk melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar, memberi nasihat kepada Direksi, serta memastikan pelaksanaan prinsip-prinsip tata kelola terselenggara dalam setiap kegiatan usaha di seluruh tingkatan atau jenjang organisasi.

The Board of Commissioners is a company organ that has duties and responsibilities of carrying out general and/or specific supervision in accordance with the Articles of Association, providing advice to the Board of Directors, and ensuring that the implementation of the governance principles is implemented in every business activity at all levels of the organization.

DASAR HUKUM

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Menteri BUMN PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas BUMN.
3. Anggaran Dasar Perusahaan

LEGAL BASIS

1. Law no. 40 of 2007 on Limited Liability Companies.
2. Regulation of the Minister of SOEs PER-12/MBU/2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs.
3. Articles of Association of the Company.

PERNYATAAN BAHWA DEWAN KOMISARIS MEMPUNYAI PEDOMAN ATAU PIAGAM (*CHARTER*)
Statement Of Having The Board Of Directors Guidelines Or Charter

Perusahaan menyatakan bahwa Dewan Komisaris memiliki Pedoman Kerja (*Charter*) yang telah ditetapkan secara resmi sebagai acuan pelaksanaan tugas pengawasan dan pemberian nasihat terhadap Direksi secara profesional dan bertanggung jawab.

The Company affirms that the Board of Directors has an officially established Work Guideline (Charter), which is the foundation for carrying out its duties, authorities, and responsibilities.

Pedoman tersebut tercantum dalam *Board Manual,* yaitu dokumen yang mengatur hak, kewajiban, tugas, dan wewenang Dewan Komisaris serta mekanisme hubungan kerja dengan Direksi sebagai sesama organ utama Perusahaan.

The guidelines are stipulated in the Board Manual, a document that regulates the rights, obligations, duties, and authorities of the Board of Commissioners, as well as the working relationship mechanism with the Board of Directors as fellow key organs of the Company.

Dokumen ini juga menjadi dasar dalam menjaga keseimbangan peran, independensi, serta efektivitas pengawasan terhadap jalannya pengelolaan Perusahaan oleh Direksi. Secara spesifik, pedoman kerja Dewan Komisaris diatur dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi, yaitu:

This document also serves as the basis for maintaining a balanced role, independence, and effective oversight of the Company's management by the Board of Directors. Specifically, the working guidelines for the Board of Commissioners are stipulated in the Joint Decree of the Board of Commissioners and the Board of Directors.

1. SK No. 053.K/CDB/X/2021, dan
2. SK No. 004.K/DEKOM-CDB/2021.

1. Decree No. 053.K/CDB/X/2021, and
2. Decree No. 004.K/DEKOM-CDB/2021.

Dokumen tersebut disusun dan diberlakukan dengan mengacu pada prinsip-prinsip GCG, peraturan perundang-undangan yang berlaku, serta ketentuan dalam Anggaran Dasar Perusahaan.

The document was prepared and enacted following GCG principles, applicable laws and regulations, and the provisions of the Company's Articles of Association.

Keberadaan pedoman ini memperkuat komitmen Dewan Komisaris dalam menjalankan fungsinya secara transparan, independen, dan akuntabel, guna mendukung pencapaian tujuan Perusahaan secara berkelanjutan. Isi pedoman adalah sebagai berikut:

The existence of this guideline reinforces the Board of Commissioners' commitment to carrying out its duties in a transparent, independent, and accountable manner, in support of the Company's sustainable achievement of its goals. The contents of the guidelines are as follows:

1. Persyaratan anggota Dewan Komisaris;
2. Komposisi dan masa jabatan;
3. Program pengenalan dan pembelajaran Dewan Komisaris;
4. Penyusunan rencana kerja;
5. Penyusunan KPI/ pencapaian kinerja;
6. Tanggung jawab;
7. Tugas dan Kewajiban Dewan Komisaris;
8. Wewenang, Etika dan Hak Dewan Komisaris;
9. Rapat;
10. Komite-komite di bawah Dewan Komisaris;
11. Pelaporan;
12. Sekretaris Dewan Komisaris.

1. Requirements for members of the Board of Commissioners;
2. Composition and term of office;
3. Board of Commissioners introduction and learning program;
4. Preparation of work plans;
5. Preparation of KPI/performance achievement;
6. Responsibility;
7. Duties and Obligations of the Board of Commissioners;
8. Authorities, Ethics and Rights of the Board of Commissioners;
9. Meeting;
10. Committees under the Board of Commissioners;
11. Reporting;
12. Secretary to the Board of Commissioners.

SUSUNAN DAN KOMPOSISI DEWAN KOMISARIS

Dewan Komisaris PT PLN Indonesia Power Services menjalankan fungsi pengawasan secara independen terhadap kebijakan, jalannya pengelolaan perusahaan, serta pelaksanaan prinsip Tata Kelola Perusahaan yang Baik sepanjang tahun 2024. Dengan latar belakang keahlian yang beragam, Dewan Komisaris turut memberikan arahan strategis dan masukan konstruktif kepada Direksi dalam rangka menjaga kesinambungan bisnis serta mendukung pencapaian tujuan jangka panjang Perusahaan. Susunan anggota tahun 2024 disajikan dalam tabel berikut:

STRUCTURE AND COMPOSITION OF THE BOARD OF COMMISSIONERS

The Board of Commissioners of PT PLN Indonesia Power Services carried out its supervisory function independently throughout 2024, overseeing company policies, management operations, and the implementation of Good Corporate Governance principles. With diverse professional backgrounds, the Board of Commissioners also provided strategic direction and constructive input to the Board of Directors to ensure business continuity and support the achievement of the Company's long-term goals. The composition of the Board of Commissioners for 2024 is presented in the following table:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Khusnul Mubien	Komisaris Utama President Commissioner	Diangkat sebagai Komisaris Utama berdasarkan Surat Keputusan RUPS 001.K/010/RUPS-CDB/2023 tgl 20 Januari 2023. Appointed as a President Commissioner based on Decree of the GMS 001.K/010/RUPS-CDB/2023 dated January 20, 2023.	2023 - 2026
Julita Indah	Komisaris Commissioner	Diangkat sebagai Komisaris berdasarkan Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama Nomor 02 tanggal 5 Januari 2024. Appointed as Commissioner based on the Shareholders' Decision of PT Cogindo DayaBersama Number 02, dated January 5, 2024.	2024 - Sekarang 2024 - Present
Masykuri Abdillah	Komisaris Commissioner	Diangkat sebagai Komisaris berdasarkan Surat Keputusan RUPS Sirkuler No.008.K/010/RUPS-CDB/2022 Tanggal 27 Juni 2022. Appointed as a Commissioner based on Decree of Circular GMS No.008.K/010/RUPS-CDB/2022 Dated June 27, 2022.	2022 - Sekarang 2022 - Present
Sunandar*	Komisaris Independen Independent Commissioner	Diangkat sebagai Komisaris Independen berdasarkan Surat Keputusan RUPS 001.K/010/RUPS-CDB/2023 tgl 20 Januari 2023. Appointed as a Independent Commissioner based on Decree of the GMS 001.K/010/RUPS-CDB/2023 dated January 20, 2023.	2023 - 2024
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	Diangkat sebagai Komisaris Independen berdasarkan Akta Pernyataan Keputusan Pemegang Saham No.25 tanggal 29 September 2023. Appointed as Independent Commissioner based on the Deed of Shareholder Decision Statements of PT Cogindo DayaBersama No.25 dated September 29, 2023.	2023 - Sekarang 2023 - Present

Catatan | Notes
*Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.
*Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

TUGAS, KEWAJIBAN DAN TANGGUNG JAWAB
Duties, Obligations and Responsibilities

Dewan Komisaris adalah Organ Perusahaan yang bertanggung jawab melakukan tugas pengawasan secara umum dan atau khusus serta memberikan nasihat kepada Direksi dalam menjalankan Perusahaan.

Board Manual menyebutkan bahwa tugas dan kewajiban Dewan Komisaris dalam menjalankan fungsi pengawasan dan penasihatan, yaitu:

TUGAS

1. Meneliti dan menelaah serta menandatangani dalam rangka memberikan persetujuan atau pengesahan atas rencana jangka panjang Perusahaan dan rencana kerja dan anggaran Perusahaan yang disiapkan Direksi, sesuai dengan ketentuan Anggaran Dasar.

The Board of Commissioners is Company Organ that responsible for carrying out supervisory duties in general and/or specifically as well as providing advice to the Board of Directors in running the Company.

The Board Manual states that the duties and responsibilities of the Board of Commissioners in implementing the supervisory and advisory functions are:

DUTIES

1. Examining and reviewing as well as signing in order to give approval or ratification of the Company's long-term plans and work plans and the Company's budget prepared by the Board of Directors, in accordance with the provisions of the Articles of Association.

2. Menyetujui kebijakan anti penyuapan bersama dengan Direksi.
3. Memantau dan memastikan strategi dan kebijakan anti penyuapan organisasi sejalan dengan *Good Corporate Governance* dan telah diterapkan secara efektif dan berkelanjutan.
4. Memastikan kebutuhan sumber daya yang cukup dan tepat yang diperlukan untuk penerapan sistem manajemen anti penyuapan.
5. Melakukan peninjauan informasi dari penerapan sistem manajemen anti penyuapan dan GCG pada saat Tinjauan Dewan Komisaris Bersama dengan Direksi dan tim FKAP.
6. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan.
7. Memastikan bahwa dalam laporan tahunan Perusahaan telah memuat informasi mengenai identitas, pekerjaan-pekerjaan utamanya, jabatan Dewan Komisaris di perusahaan lain, termasuk rapat-rapat yang dilakukan dalam satu tahun buku (rapat Internal maupun rapat gabungan dengan Direksi), serta honorarium, fasilitas, dan/atau tunjangan lain yang diterima dari Perusahaan.
8. Memberikan keputusan atas usulan Direksi yang berdasarkan ketentuan Anggaran Dasar memerlukan persetujuan Dewan Komisaris, dalam jangka waktu 14 (empat belas) hari kerja sejak diterimanya usulan atau penjelasan dan dokumen secara lengkap dari Direksi.
9. Memberikan tanggapan tertulis atas perbuatan Direksi yang berdasarkan ketentuan Anggaran Dasar memerlukan tanggapan tertulis Dewan Komisaris, dalam jangka waktu 14 (empat belas) hari kerja sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi.
10. Memberikan pengawasan dan arahan terhadap Direksi atas implementasi rencana dan kebijakan Perusahaan terkait:
    - Hal-hal penting mengenai perubahan lingkungan bisnis;
    - Pengadaan Barang dan Jasa serta pelaksanaannya;
    - Kebijakan Mutu dan pelayanan;
    - Pengelolaan Anak Perusahaan;
    - Teknologi Informasi;
    - Sumber Daya Manusia (SDM);

2. Approve the anti-bribery policy together with the Board of Directors.
3. Monitor and ensures that the organization's anti-bribery strategy and policies are in line with Good Corporate Governance and have been implemented effectively and sustainably.
4. Ensures the need for sufficient and appropriate resources required for the implementation of the anti-bribery management system.
5. Reviewing information on the implementation of the anti-bribery management system and GCG during the Review by the Board of Commissioners with the Board of Directors and the FKAP team.
6. Research and review the periodic reports and annual report prepared by the Board of Directors and sign the annual report.
7. Ensure that the Company's annual report contains information regarding identity, main jobs, positions of the Board of Commissioners in other companies, including meetings held in one financial year (internal meetings and joint meetings with the Board of Directors), as well as honorarium, facilities, and/or other benefits received from the Company.
8. Make decision on the proposal of the Board of Directors which based on the provisions of the Articles of Association requires the approval of the Board of Commissioners, within 14 (fourteen) working days after receiving the proposal or explanation and complete documents from the Board of Directors.
9. Provide written response to the actions of the Board of Directors which, based on the provisions of the Articles of Association, require a written response from the Board of Commissioners, within 14 (fourteen) working days from receipt of the request or explanation and complete documents from the Board of Directors.
10. Provide oversight and direction to the Board of Directors on the implementation of the Company's plans and policies regarding:
    - Important matters regarding changes in the business environment;
    - Procurement of goods and services and their implementation;
    - Quality and service policy;
    - Subsidiary Management;
    - Information Technology;
    - Human Capital (HC);

- Akuntansi dan penyusunan Laporan Keuangan sesuai dengan standar akuntansi yang berlaku umum di Indonesia (SAK);
- Pelaksanaan perjanjian dengan pihak ketiga;
- Kebijakan dan pelaksanaan *Health, Safety, Security, Environment (HSSE) and Anti Bribery*.

Selain tugas-tugas tersebut diatas, Dewan Komisaris juga memiliki tugas antara lain:

1. Pelaksanaan Tugas berkaitan dengan Rapat Umum Pemegang Saham.
2. Pemberian persetujuan/tanggapan/pendapat Dewan Komisaris terhadap rancangan RJPP.
3. Pemberian persetujuan/tanggapan/pendapat Dewan Komisaris terhadap rancangan RKAP.
4. Tugas Pengawasan Terkait Kepatuhan Direksi Sesuai RKAP dan/atau RJPP.
5. Pengawasan terhadap Pengelolaan Manajemen Risiko.
6. Pengawasan terhadap Pengadaan barang dan jasa.
7. Memberikan arahan Kebijakan Mutu dan Pelayanan.
8. Mengawasi dan memantau Kepatuhan Perusahaan terhadap perjanjian dengan Pihak Ke-3.
9. Pengawasan Terkait Gejala Menurunnya Kinerja Perusahaan.
10. Mengawasi dan memberikan nasehat kepada Direksi atas Sistem Pengendalian Internal
11. Pengawasan Terkait Kebijakan Pengelolaan Anak Perusahaan/ Perusahaan Patungan.
12. Memantau efektivitas pelaksanaan *Good Corporate Governance.*

KEWAJIBAN

1. Mematuhi ketentuan peraturan perundang-undangan, Anggaran Dasar dan keputusan RUPS serta bertindak profesional.
2. Melakukan tugas pengawasan terhadap kebijakan Direksi dalam melaksanakan pengurusan.
3. Perusahaan termasuk pelaksanaan rencana jangka panjang Perusahaan, rencana kerja dan anggaran Perusahaan serta ketentuan-ketentuan Anggaran Dasar dan keputusan RUPS dan peraturan perundang-undangan yang berlaku.
4. Memberikan nasihat kepada Direksi dalam melaksanakan kepengurusan Perusahaan dan tidak dimaksudkan untuk kepentingan pihak/golongan tertentu.

- Accounting and preparation of Financial Statements in accordance with generally accepted accounting standards in Indonesia (SAK);
- Implementation of agreement with third parties;
- Health, Safety, Security, Environment (HSSE) and Anti Bribery policies and implementation.

In addition to the duties mentioned above, the Board of Commissioners also has the following duties:

1. Implementation of Duties related to the General Meeting of Shareholders.
2. Giving approval/response/opinion of the Board of Commissioners for the RJPP draft.
3. Giving approval/response/opinion of the Board of Commissioners for the RKAP draft.
4. Supervisory Duties Related to the Compliance of the Board of Directors According to RKAP and/or RJPP.
5. Supervision of Risk Management Management.
6. Supervision of the procurement of goods and services.
7. Provide direction on Quality and Service Policy.
8. Supervise and monitor the Company's compliance with agreement with third parties.
9. Supervision Regarding Symptom of Declining Company Performance.
10. Supervise and provide advice to the Board of Directors on the Internal Control System.
11. Supervision Related to Subsidiary/Joint Company Management Policy.
12. Monitoring the effectiveness of the implementation of Good Corporate Governance.

OBLIGATION

1. Comply with the provisions of the laws and regulations, the Articles of Association and resolutions of the GMS and act professionally.
2. Carry out supervisory duties on the policies of the Board of Directors in carrying out management.
3. The Company includes the implementation of the Company's long-term plan, the Company's work plan and budget as well as the provisions of the Articles of Association and the resolutions of the GMS and the applicable laws and regulations.
4. Provide advice to the Board of Directors in carrying out the management of the Company and not intended for the benefit of certain parties/groups.

5. Menyusun pembagian tugas antar anggota Dewan Komisaris.
6. Meneliti dan menelaah serta menandatangani rencana jangka panjang Perusahaan dan rencana kerja dan anggaran Perusahaan yang disiapkan Direksi sesuai ketentuan Anggaran Dasar Perusahaan.
7. Menyusun program kerja tahunan Dewan Komisaris dan dimasukkan dalam rencana kerja dan anggaran Perusahaan.
8. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan.
9. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan yang bersangkutan dan Perusahaan lain, termasuk setiap perubahannya.
10. Mengusulkan kepada Rapat Umum Pemegang Saham (RUPS) penunjukan Auditor Eksternal yang akan melakukan pemeriksaan atas buku-buku Perusahaan.
11. Memantau efektivitas praktek *Good Corporate Governance* antara lain dengan mengadakan pertemuan berkala antara Dewan Komisaris dengan Direksi untuk membahas implementasi *Good Corporate Governance*.
12. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat,sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.

5. Arrange division of duties between members of the Board of Commissioners.
6. Research and review and sign off on the Company's long-term plan and the Company's work plan and budget prepared by the Board of Directors in accordance with the provisions of the Company's Articles of Association.
7. Prepare the annual work program of the Board of Commissioners and include it in the Company's work plan and budget.
8. Research and review the periodic reports and annual reports prepared by the Board of Directors and sign the annual report.
9. Report to the Company regarding their and/or family's share ownership in the Company concerned and other Companies, including any changes.
10. 10. Propose to the General Meeting of Shareholders (GMS) the appointment of an External Auditor who will conduct an examination of the Company's books.
11. Monitoring the effectiveness of Good Corporate Governance practices, among others by holding regular meetings between the Board of Commissioners and the Board of Directors to discuss the implementation of Good Corporate Governance.
12. Carry out other obligations in the context of supervisory and advisory duties, as long as they do not conflict with laws and regulations, the Articles of Association and/or GMS decisions.

TANGGUNG JAWAB

Setiap Anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai dalam menjalankan tugasnya. Dalam hal Dewan Komisaris terdiri atas 2 (dua) Anggota Dewan Komisaris atau lebih, maka tanggung jawab tersebut berlaku secara tanggung renteng bagi setiap Anggota Dewan Komisaris. Termasuk dalam perbuatan bersalah atau lalai antara lain:

1. Tidak melakukan pengawasan terhadap pengelolaan Perusahaan dengan itikad baik;
2. Tidak melakukan pengawasan terhadap pengelolaan Perusahaan berdasarkan prinsip kehati-hatian;

RESPONSIBILITIES

Each Member of the Board of Commissioners is personally responsible for the Company's losses if the person concerned is guilty or negligent in carrying out his/her duties. In the event that the Board of Commissioners consists of 2 (two) Members of the Board of Commissioners or more, then the responsibility applies jointly for each Member of the Board of Commissioners. Acts of guilt or negligence include:

1. Does not supervise the management of the Company in good faith;
2. Does not supervise the management of the Company based on the principle of prudence;

3. Mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan Direksi yang menyebabkan terjadinya kerugian;
4. Tidak memberikan nasehat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.

HAK DEWAN KOMISARIS

Hak Dewan Komisaris adalah sebagai berikut:
1. Memperoleh akses atas informasi Perusahaan secara tepat waktu dan lengkap;
2. Meminta penjelasan tentang segala hal yang ditanyakan kepada Direksi mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
3. Meminta bantuan tenaga ahli dalam melaksanakan tugasnya untuk jangka waktu terbatas atas beban Perusahaan, atau membentuk Komite Audit sesuai kebutuhan;
4. Untuk membantu pelaksanaan tugasnya, Dewan Komisaris dapat mengangkat Sekretaris atas beban Perusahaan;
5. Anggota Dewan diberikan honorarium dan tunjangan/fasilitas santunan purna jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan yang berlaku;
6. Mendapatkan fasilitas Perusahaan sesuai dengan hasil penetapan RUPS;
7. Menerima tantiem pada saat Perusahaan menunjukkan peningkatan kinerja yang ditunjukkan dengan pelampauan target yang harus dicapai meskipun belum mempunyai saldo laba yang positif, maka Perusahaan dapat memberikan tantiem untuk anggota Direksi dan Dewan Komisaris serta bonus untuk karyawan sepanjang telah dianggarkan dan diperhitungkan sebagai biaya.

WEWENANG DEWAN KOMISARIS

Dewan Komisaris berwenang untuk menyetujui atau menolak secara tertulis dalam hal:
1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perusahaan.
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan.

3. Having direct or indirect personal interest in the actions of the Board of Directors which caused losses;
4. Not giving advice to the Board of Directors to prevent the loss from arising or continuing.

RIGHTS OF THE BOARD OF COMMISSIONERS

The rights of the Board of Commissioners are as follows:
1. Obtain access to Company information in a timely and complete manner;
2. Asking for explanation of all matters that are asked of the Board of Directors regarding all issues related to the management of the Company;
3. Request the help of experts in carrying out their duties for a limited period of time at the expense of the Company, or form the Audit Committee as needed;
4. To assist in fulfilling their duties, the Board of Commissioners may appoint a Secretary at the expense of the Company;
5. Members of the Board are given honorarium and post-service compensation benefits/facilities, the type and amount of which is determined by the GMS by taking into account the applicable provisions;
6. Obtain the Company's facilities in accordance with the resolutions of the GMS;
7. Receive tantiem when the Company shows an increase in performance as indicated by exceeding the targets that must be achieved even though it does not yet have a positive profit balance, the Company can provide tantiem for members of the Board of Directors and Board of Commissioners as well as bonus for employees as long as they have been budgeted and calculated as expenses.

AUTHORITIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has the authority to approve or reject in writing in matters as follows:
1. To looking at books, letters and other documents, examining cash for verification purpose as well as other securities and check the assets of the Company.
2. Entering the grounds, buildings and offices used by the Company.

3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan.
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.
6. Mengangkat Sekretaris Dewan Komisaris, jika dianggap perlu.
7. Memberhentikan sementara Anggota Direksi sesuai dengan ketentuan Anggaran Dasar.
8. Membentuk Komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan.
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu.
10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar ini.
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan.
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS.

PEMBAGIAN TUGAS DEWAN KOMISARIS

Pembagian tugas di antara anggota Dewan Komisaris dilakukan melalui:

1. Ketentuan yang mengatur tentang kewajiban Dewan Komisaris untuk melakukan pembagian tugas diantara anggota Dewan Komisaris;
2. Penetapan Dewan Komisaris tentang pembagian tugas diantara anggota Dewan Komisaris;
3. Pembagian tugas mencakup seluruh bidang tugas Direksi;
4. Penugasan anggota Dewan Komisaris sebagai ketua/wakil/anggota Komite Dewan Komisaris/ Dewan Pengawas.

3. Request an explanation from the Board of Directors and/or other officials regarding all issues related to the management of the Company.
4. Know all policies and actions that have been and will be carried out by the Board of Directors.
5. Requesting the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend the meetings of the Board of Commissioners.
6. Appoint the Secretary to the Board of Commissioners, if deemed necessary.
7. Temporarily dismiss Member of the Board of Directors in accordance with the provisions of the Articles of Association.
8. Establish committees other than the Audit Committee, if deemed necessary by taking into account the Company's capabilities.
9. Use experts for certain matters and within a certain period of time at the expense of the Company, if deemed necessary.
10. Carry out management actions of the Company under certain conditions for a certain period of time in accordance with the provisions of this Articles of Association.
11. Attending Board of Directors meetings and provide views on matters discussed.
12. Carry out other supervisory authorities as long as they do not conflict with laws and regulations, the articles of association, and/or GMS resolutions.

DIVISION OF DUTIES OF THE BOARD OF COMMISSIONERS

The division of duties among members of the Board of Commissioners is carried out through:

1. Provision governing the obligations of the Board of Commissioners to conduct the division of duties among members of the Board of Commissioners;
2. Determination of the Board of Commissioners regarding the division of duties among members of the Board of Commissioners;
3. Division of duties covers all areas of the duties of the Board of Directors;
4. Assignment of members of the Board of Commissioners as chairman/deputy/member of the Committee of the Board of Commissioners/ Supervisory Board.

Dewan Komisaris melakukan kesepakatan untuk membagi tugas sebagaimana tertuang dalam Berita Acara Kesepakatan Pembagian tugas Dewan Komisaris yang ditandatangani pada tanggal 24 Januari 2024, dengan detail pembagian tugas sebagai berikut:

The Board of Commissioners reached an agreement to delegate responsibilities, as outlined in the Minutes of the Agreement on the Division of Duties of the Board of Commissioners, signed on January 24, 2024. The detailed division of responsibilities is as follows:

TUGAS DAN TANGGUNG JAWAB MASING-MASING ANGGOTA DEWAN KOMISARIS
Duties And Responsibilities Of Each Member Of The Board Of Commissioners

Nama Name	Jabatan Position	Fokus Pengawasan Supervision Focus	Pembagian Pengawasan per Direktorat Supervision Division per Directorate
Khusnul Mubien	Komisaris Utama President Commissioner	Keseluruhan Bidang All Departments	Seluruh Direktorat All Directorates
Julita Indah	Komisaris Commissioner	Manajemen Risiko Risk Management	Direktorat Operasi Operation Directorate
Masykuri Abdillah	Komisaris Commissioner	• SDM & Organisasi • Nominasi dan Remunerasi • HC & Organization • Nomination and Remuneration	Direktorat SDM HC Directorate
Sunandar*	Komisaris Commissioner	Keuangan Finance	Direktorat Keuangan Finance Directorate
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	• Audit • Good Corporate Governance • Audit • GCG	Direktorat Niaga Commercial Directorate

Catatan | Notes
*Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.
*Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT DEWAN KOMISARIS, RAPAT DEWAN KOMISARIS BERSAMA DIREKSI, DAN TINGKAT KEHADIRAN ANGGOTA DIREKSI DALAM RAPAT TERSEBUT TERMASUK KEHADIRAN DALAM RUPS
Policy And Implementation Of Meeting Frequency For The Board Of Commissioners, Joint Meetings With The Board Of Directors, And Attendance Of Board Of Commissioners, Including In The Gms

Sebagai bagian pelaksanaan tugas dan tanggung jawab, Dewan Komisaris wajib melaksanakan rapat agar meningkatkan efektivitas pengelolaan Perusahaan dan memudahkan dalam pengambilan keputusan yang berkaitan dengan kinerja operasional dan keuangan Perusahaan. Dewan Komisaris wajib melaksanakan rapat secara internal maupun rapat bersama dengan Direksi sebagaimana diatur dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi PT Cogindo DayaBersama Nomor: 053.K/CDB/X/2021 dan Nomor: 004.K/DEKOM-CDB/2021 tentang Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Cogindo DayaBersama. Di dalam *Board Manual* tersebut diatur mengenai kuorum dan etika rapat, mekanisme dan prosedur penyelenggaraan rapat, daftar hadir dan notulensi rapat Dewan Komisaris dan Direksi.

As part of the implementation of duties and responsibilities, the Board of Commissioners is required to hold meetings to improve the effectiveness of the management of the Company and facilitate decision-making related to the operational and financial performance of the Company. The Board of Commissioners is required to conduct internal meetings as well as joint meetings with the Board of Directors as stipulated in the Joint Decree of the Board of Commissioners and the Board of Directors of PT Cogindo DayaBersama Number: 053.K/CDB/X/2021 and Number: 004.K/DEKOM-CDB/2021 concerning the Board Manual of PT Cogindo DayaBersama. The Board Manual regulates the quorum and ethics of meetings, the mechanism and procedures for organizing meetings, attendance lists, and minutes of meetings of the Board of Commissioners and Board of Directors.

RAPAT DEWAN KOMISARIS

Dewan Komisaris menyelenggarakan rapat sekurang-kurangnya sekali tiap-tiap bulan yang terdiri dari Rapat Internal Dewan Komisaris yang hanya dihadiri oleh Anggota Dewan Komisaris dan Rapat Dewan Komisaris dengan mengundang Direksi dengan dipimpin oleh Komisaris Utama. Seluruh keputusan Rapat Dewan Komisaris ditetapkan dengan musyawarah untuk mufakat, apabila tidak tercapai kesepakatan maka keputusan ditetapkan dengan suara terbanyak.

Sekretaris Dewan Komisaris bertanggung jawab untuk menyusun dan mendistribusikan agenda serta membantu mengatur dan mempersiapkan rapat, menyiapkan dan memberikan agenda rapat dan materi diskusi.

Sepanjang tahun 2024, Dewan Komisaris melangsungkan 7 (tujuh) kali rapat antar anggota Dewan Komisaris.

Berikut rincian frekuensi kehadiran dan agenda rapat Dewan Komisaris:

MEETING OF THE BOARD OF COMMISSIONERS

The Board of Commissioners holds a meeting at least once every month which consists of an Internal Meeting of the Board of Commissioners attended only by Members of the Board of Commissioners and Meeting of the Board of Commissioners with the Board of Directors led by President Commissioner. All decisions of the Meeting of the Board of Commissioners are determined by deliberation to reach a consensus, if no agreement is reached then the decision is determined by a majority vote.

Secretary to the Board of Commissioners is responsible for preparing and distributing agendas as well as helping organize and prepare meetings, preparing as well as distributing meeting agendas and discussion materials.

Throughout 2024, the Board of Commissioners held 7 (seven) meetings between members of the Board of Commissioners.

The following details the frequency of attendance and meeting agenda of the Board of Commissioners:

FREKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS
Meeting Frequencies and Attendance of Board of Commissioners

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
1	Khusnul Mubien	Komisaris Utama President Commissioner	7	7	100%
2	Julita Indah	Komisaris Commissioner	7	7	100%
3	Masykuri Abdillah	Komisaris Commissioner	7	7	100%
4	Sunandar*	Komisaris Independen Independent Commissioner	7	7	100%
5	Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	7	7	100%

Catatan | Notes
*Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.
*Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

MATA ACARA RAPAT DEWAN KOMISARIS
Meeting Agenda of Commissioners

No.	Mata Acara Agenda	Tanggal Date
1	• Pembahasan KPI dekom • Penetapan Ketua Komite Risiko Dewan Komisaris • Pembahasan Tanggapan Dekom CDB untuk RUPS RKAP • Discussion on the Board of Commissioners' KPIs • Appointment of the Chairman of the Risk Committee under the Board of Commissioners • Discussion on the CDB Board of Commissioners Response for the GMS regarding the 2024 RKAP	23 Januari 2024 January 23, 2024
2.	Tanggapan DEKOM untuk RUPS RKAP Tahun 2024 PT Cogindo DayaBersama Board of Commissioners' Response for the 2024 PT Cogindo DayaBersama RKAP GMS	31 Januari 2024 January 31, 2024
3.	AOI Assessment GCG 2023 aspek Dewan Komisaris GCG 2023 AOI Assessment – Board of Commissioners Aspect	2 April 2024 April 2, 2024
4.	Tanggapan DEKOM untuk RUPS LPT Tahun 2023 PT PLN IP Services Board of Commissioners' Response for the 2023 PT PLN IP Services Annual GMS	27 Juni 2024 June 27, 2024
5.	Honorarium Perangkat Dewan Komisaris Honorarium for the Board of Commissioners' Supporting Personnel	21 Agustus 2024 August 21, 2024
6.	Rencana Penyertaan / Akuisisi Sebagian Saham PLN IP Services ke PT EDU Proposed Investment/Acquisition of Partial Shares of PLN IP Services in PT Energi Duta Utama (EDU)	23 September 2024 September 23, 2024
7.	• Honorarium DEKOM • Masa Jabatan Komite Audit Dewan Komisaris • Agenda Dewan Komisaris bulan Desember 2024 • Honorarium for the Board of Commissioners (DEKOM) • Term of Office for the Audit Committee under the Board of Commissioners • Board of Commissioners' Agenda for December 2024	29 November 2024 November 29, 2024

RAPAT DEWAN KOMISARIS BERSAMA DIREKSI

Rapat Dewan Komisaris dengan dihadiri Direksi diselenggarakan sesuai dengan kebutuhan dan berlangsung secara intensif dan transparan dalam rangka membahas laporan-laporan berkala dari Direksi dan/atau untuk membahas suatu permasalahan, memberikan tanggapan, catatan dan nasehat.

Sepanjang tahun 2024, Dewan Komisaris menyelenggarakan rapat konsultatif bersama Direksi sebanyak 12 (dua belas) kali. Pelaksanaan rapat dihadiri oleh Dewan Komisaris sekaligus Direksi dan Sekretaris Dewan Komisaris yang bertugas untuk membuat/mempersiapkan dokumen risalah rapat dan disimpan sebagai arsip.

Berikut rincian frekuensi kehadiran dan agenda rapat Dewan Komisaris:

MEETING OF THE BOARD OF COMMISSIONERS WITH THE BOARD OF DIRECTORS

Meetings of the Board of Commissioners attended by the Board of Directors are held as needed and take place in an intensive and transparent manner in order to discuss periodic reports from the Board of Directors and/or to discuss an issue, providing feedback, notes and advice.

Throughout 2024, the Board of Commissioners held 12 (twelve) consultative meetings with the Board of Directors. The meetings were attended by the Board of Commissioners as well as the Board of Directors and Secretary to the Board of Commissioners whose job is to prepare the minutes of meetings and keep them as archives.

The following details the frequency of attendance and meeting agenda of the Board of Commissioners:

FREKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT DIREKSI BERSAMA DEWAN KOMISARIS
Meeting Frequencies and Attendance of Directors with Board Commissioners

No	Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
Dewan Komisaris Board of Commissioners					
1	Khusnul Mubien	Komisaris Utama President Commissioner	12	11	92%
2	Julita Indah	Komisaris Commissioner	12	11	92%
3	Masykuri Abdillah	Komisaris Commissioner	12	12	100%
4	Sunandar***	Komisaris Independen Independent Commissioner	12	11	92%
5	Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	12	12	100%
Direksi Board of Directors					
1	Hari Cahyono	Direktur Utama President Director	12	12	100%
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	12	12	100%
3	Kukuh Pambudi**	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business	12	12	100%
4	Mulyadi Koto***	Direktur Operasi Director of Operation	12	12	100%
5	Hari Muhardani Nasution***	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance	12	12	100%

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.
***Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.
***Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

MATA ACARA RAPAT DEWAN KOMISARIS BERSAMA DIREKSI
Meeting Agenda of Commissioners with Directors

No.	Mata Acara Agenda	Tanggal Date
1.	• Penyampaian Kinerja Kumulatif Desember 2023 • Persiapan RUPS RKAP Tahun 2024 PT CDB • Perubahan Nama dan Logo Korporat • Presentation of Cumulative Performance for December 2023 • Preparation for the 2024 Annual GMS of PT CDB • Corporate Name and Logo Change	24 Januari 2024 January 24, 2024
2.	Laporan Kinerja s.d Januari 2024 Performance Report as of January 2024	29 Februari 2024 March 1, 2024
3.	Laporan Kinerja s.d Februari 2024 Performance Report as of February 2024	1 April 2024 April 1, 2024
4.	Laporan Kinerja s.d Maret 2024 Performance Report as of March 2024	29 April 2024 April 29, 2024
5.	Laporan Kinerja s.d April 2024 Performance Report as of April 2024	31 Mei 2024 May 31, 2024
6.	Materi RUPS LPT PT PLN IP Services Tahun Buku 2023 GMS Materials for Fiscal Year 2023 – PT PLN IP Services	21 Juni 2024 June 21, 2024

No.	Mata Acara Agenda	Tanggal Date
7.	Tindaklanjut Arahan DEKOM pada RADEKOM sebelumnya • Laporan Kinerja s.d Juni 2024 Follow-up on Previous Board of Commissioners Meeting Directives Performance Report as of June 2024	31 Juli 2024 July 30, 2024
8.	• Tindaklanjut Arahan DEKOM pada RADEKOM sebelumnya • Laporan Kinerja s.d Juli 2024 • Follow-up on Previous Board of Commissioners Meeting Directives • Performance Report as of July 2024	29 Agustus 2024 August 29, 2024
9.	• Tindaklanjut Arahan Rapat Dewan Komisaris sebelumnya • Laporan Kinerja Agustus 2024 • Usulan Revisi RKAP Tahun 2024 • Tinjauan Manajemen • Rencana Penyertaan / Akuisisi Sebagian Saham PLN IP Services ke PT EDU • Follow-up on Previous Board of Commissioners Meeting Directives • Performance Report as of August 2024 • Proposal for 2024 RKAP Revision • Management Review • Plan for Partial Share Ownership/Acquisition of PLN IP Services in PT EDU	26 September 2024 September 26, 2024
10.	• Laporan Kinerja September 2024 • Usulan Realokasi AKI Tahun 2024 • Rencana Penyertaan / Akuisisi Sebagian Saham PLN IP Services ke PT EDU • Performance Report as of September 2024 • Proposal for 2024 Investment Cash Reallocation (AKI) • Plan for Partial Share Ownership/Acquisition of PLN IP Services in PT EDU	24 Oktober 2024 October 24, 2024
11.	• Tindaklanjut Arahan Rapat Dewan Komisaris sebelumnya • Laporan Kinerja Oktober 2024 • Follow-up on Previous Board of Commissioners Meeting Directives • Performance Report as of October 2024	29 November 2024 November 29, 2024
12.	Laporan Kinerja November 2024 Performance Report as of November 2024	19 Desember 2024 December 19, 2024

KEHADIRAN DALAM RUPS

Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat terhadap kebijakan pengelolaan Perusahaan yang dijalankan oleh Direksi, termasuk dengan menghadiri setiap penyelenggaraan Rapat Umum Pemegang Saham (RUPS) sebagai bentuk pelaksanaan prinsip akuntabilitas dan transparansi Tata Kelola Perusahaan Yang Baik.

Sepanjang tahun 2024, Dewan Komisaris hadir dalam seluruh penyelenggaraan RUPS, termasuk RUPS Tahunan yang dilaksanakan pada 1 Februari 2024, serta mendukung proses pengambilan keputusan melalui mekanisme sirkuler oleh pemegang saham. Kehadiran tersebut merupakan wujud komitmen Dewan Komisaris dalam memberikan pengawasan yang aktif dan konstruktif terhadap jalannya kegiatan korporasi.

ATTENDANCE AT THE GMS

The Board of Commissioners carries out its supervisory and advisory functions on the Company's management policies implemented by the Board of Directors, including attending every General Meeting of Shareholders (GMS) as part of its commitment to upholding the principles of accountability and transparency in Good Corporate Governance.

Throughout 2024, the Board of Commissioners was present at all GMS events, including the Annual GMS held on February 1, 2024, and also supported the decision-making process through circular resolutions by shareholders. This attendance reflects the Board's commitment to providing active and constructive oversight of the Company's operations.

Berikut disajikan rincian kehadiran anggota Dewan Komisaris dalam RUPS selama tahun 2024:

The following table presents the attendance of the Board of Commissioners at GMS throughout 2024:

KEHADIRAN ANGGOTA DEWAN KOMISARIS DALAM RAPAT UMUM PEMEGANG SAHAM (RUPS)
Attendance of Board of Commissioners in General Meeting Shareholders (GMS)

No	Rapat Umum Pemegang Saham (RUPS) Training Type	Tanggal Date	Peserta Participant
1	Rapat Umum Pemegang Saham (RUPS) Tahunan Annual General Meeting Shareholders (AGMS)	1 Februari 2024 February 1, 2024	1. Khusnul Mubien 2. Masykuri Abdullah 3. Fredy Eko Prasetyo T.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DEWAN KOMISARIS
Training And/Or Competency Development For Members Of The Board Of Commissioners

Anggota Dewan Komisaris mengikuti pelatihan yang berkesinambungan untuk memastikan wawasan profesional, kompetensi, dan kemampuan kepemimpinan mereka dapat berkembang selaras dengan perkembangan industri terkini dalam bidangnya masing-masing. Selain itu Direksi yang mengikuti Program Pengembangan Pengetahuan harus mempresentasikan kepada anggota Direksi lainnya.

Members of the Board of Commissioners attend continuous training to ensure that their professional insights, competencies and leadership skills can develop in line with the latest industry developments in their respective fields. In addition, the Board of Commissioners participating in the Knowledge Development Program shall make presentations to other members of the Board of Commissioners.

1. KEBIJAKAN PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DEWAN KOMISARIS

Perusahaan memfasilitasi program peningkatan kapabilitas bagi Anggota Dewan Komisaris, agar dapat memperbaharui informasi tentang perkembangan terkini dari aktivitas bisnis Perusahaan, dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas Dewan Komisaris. Hal tersebut telah diatur dalam Pedoman Kerja Dewan Komisaris Nomor: 004.K/DEKOM-CDB/2021. Setiap anggota Dewan Komisaris berhak menentukan program pelatihan untuk kemudian mempresentasikan materi pelatihan yang telah didapat kepada anggota Dewan Komisaris lainnya.

1. POLICY ON TRAINING AND/OR COMPETENCY DEVELOPMENT FOR MEMBERS OF THE BOARD OF COMMISSIONERS

The company facilitates a capability building program for members of the Board of Commissioners, hence they are able to update information on latest developments in the Company's business activities, and other knowledge related to the implementation of the duties of the Board of Commissioners. This has been regulated in the Work Guidelines for the Board of Commissioners Number: 004.K/DEKOM-CDB/2021. Each member of the Board of Commissioners has the right to determine the training program to then present the training material that has been obtained to other members of the Board of Commissioners.

2. PROGRAM ORIENTASI BAGI ANGGOTA DEWAN KOMISARIS YANG BARU DIANGKAT

Program Pengenalan kepada Dewan Komisaris yang baru diangkat bertujuan untuk memberikan pengetahuan mengenai Perusahaan, agar dapat memahami tugas dan tanggung jawab sebagai

2. ORIENTATION PROGRAM FOR NEWLY APPOINTED MEMBERS OF THE BOARD OF COMMISSIONERS

The Induction Program for the newly appointed Board of Commissioners aims to provide knowledge about the Company, in order to understand the duties and responsibilities of the Board of Commissioners

Dewan Komisaris dan proses bisnis Perusahaan yang dilaksanakan oleh Direksi, sehingga dapat bekerja selaras dengan Organ Perusahaan lainnya. Kebijakan program ini tercantum dalam Pedoman Kerja Dewan Komisaris No. 004.K/DEKOM-CDB/2021. Komisaris Utama bertanggung jawab atas pelaksanaan program pengenalan bagi Anggota Dewan Komisaris yang baru diangkat, dengan pemberian materi program pengenalan antara lain:

1. Pelaksanaan *Good Corporate Governance* oleh Perusahaan (termasuk penerapan Sistem Manajemen Anti Penyuapan ISO 37001:2016 di Perusahaan).
2. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, resiko dan berbagai 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 Anggaran Dasar.

Induksi terhadap Dewan Komisaris telah dilaksanakan pada bulan Januari 2024. Kegiatan ini merupakan bagian dari upaya perusahaan dalam memastikan bahwa seluruh anggota Dewan Komisaris dan Direksi memahami tugas, tanggung jawab, struktur organisasi, serta kebijakan dan prosedur yang berlaku.

Sepanjang tahun 2024, Dewan Komisaris telah mengikuti program pelatihan sebagai berikut:

and the Company's business processes carried out by the Board of Directors and to be able to work in harmony with other Company Organs. This program policy is listed in the Board of Commissioners Work Guidelines No. 004.K/DEKOM-CDB/2021. The President Commissioner is responsible for implementing the induction program for newly appointed members of the Board of Commissioners, by providing induction program materials including as follows:

1. Implementation of Good Corporate Governance by the Company (including the implementation of the ISO 37001:2016 Anti-Bribery Management System in the Company).
2. An overview of the Company in terms of objective, nature, scope of activities, financial and operational performance, strategy, short and long term business plans, competitive position, risk and various other strategic issues.
3. Information relating to delegated authority, internal and external audit, internal control system and policies, including the Audit Committee.
4. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as the Articles of Association.

The induction program for the Board of Commissioners was conducted in January 2024. This initiative is part of the company's efforts to ensure that all members of the Board of Commissioners and the Board of Directors fully understand their duties, responsibilities, organizational structure, and applicable policies and procedures.

Throughout 2024, the Board of Commissioners has attended the following training programs:

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG DIIKUTI ANGGOTA DEWAN KOMISARIS DALAM TAHUN BUKU
Training and/or Competency Development Attended by Members of the Board of Commissioners During the Fiscal Year

NO	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	Training Sertifikasi QRGP CRMS QRGP CRMS Certification Training	Center for Risk Management & Sustainability (CRMS)	13 Agustus 2024 August 13, 2024	Julita Indah

PENILAIAN KINERJA DIREKSI DAN DEWAN KOMISARIS SERTA MASING-MASING ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Performance Assessement Of The Board Of Directors And The Board Of Commissioners, Including Each Individual Member

Dewan Komisaris telah melakukan penilaian kinerja Direksi secara individual dan kolegial melalui laporan triwulan dan Rapat gabungan bersama Dewan Komisaris. Sedangkan penilaian kinerja Dewan Komisaris dilakukan oleh pemegang saham Perusahaan, berdasarkan pencapaian Indikator Kinerja Utama atau *Key Performance Indicators* (KPI) Dewan Komisaris yang termuat dalam Kontrak Manajemen antara Dewan Komisaris dengan Pemegang Saham.

The Board of Commissioners has assessed the performance of the Board of Directors individually and collegially through quarterly reports and joint meetings with the Board of Commissioners. While the performance assessment of the Board of Commissioners is carried out by the Company's shareholders, based on the achievement of the Board of Commissioners' Key Performance Indicators (KPI) contained in the Management Contract between the Board of Commissioners and the Shareholders.

1. PROSEDUR PELAKSANAAN PENILAIAN KINERJA

Penilaian kinerja Direksi dilakukan oleh Dewan Komisaris secara kolegial dan individual berdasarkan laporan triwulanan serta melalui rapat Direksi bersama Dewan Komisaris. Penilaian ini mencakup seluruh anggota Direksi dan dilaksanakan secara berkala setiap tahun.

Sementara itu, penilaian terhadap kinerja Dewan Komisaris dilakukan oleh Pemegang Saham, antara lain melalui Rapat Umum Pemegang Saham (RUPS). Dalam RUPS, Pemegang Saham menyampaikan penilaian secara menyeluruh melalui pemberian pelunasan dan pembebasan tanggung jawab (*acquit et decharge*) atas pengurusan dan pengawasan yang telah dilakukan sepanjang tahun buku berjalan.

Penilaian terhadap kinerja Direksi dan Dewan Komisaris juga didukung melalui proses *self-assessment Good Corporate Governance* (GCG) yang mengacu pada Keputusan Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012.

1. PERFORMANCE ASSESSMENT PROCEDURE

The performance of the Board of Directors is assessed by the Board of Commissioners both collectively and individually, based on quarterly reports and joint meetings between the Directors and Commissioners. This assessment includes all members of the Board of Directors and is conducted regularly on an annual basis.

Meanwhile, the performance of the Board of Commissioners is assessed by the Shareholders, primarily through the General Meeting of Shareholders (GMS). During the GMS, Shareholders provide a comprehensive assessment by granting full discharge and release from responsibility (acquit et decharge) for the management and supervisory duties carried out during the fiscal year.

In addition, the performance assessment of both the Board of Directors and the Board of Commissioners is supported by a self-assessment process on Good Corporate Governance (GCG), which refers to the Decree of the Secretary of the Minister of State-Owned Enterprises Number SK-16/S.MBU/2012.

2. KRITERIA YANG DIGUNAKAN SEPERTI CAPAIAN KINERJA SELAMA TAHUN BUKU, KOMPETENSI DAN KEHADIRAN DALAM RAPAT

Kriteria penilaian terhadap Direksi dan Dewan Komisaris mengacu pada:

2. CRITERIA USED, SUCH AS PERFORMANCE ACHIEVEMENT DURING THE FISCAL YEAR, COMPETENCE, AND MEETING ATTENDANCE

The assessment criteria for the Board of Directors and the Board of Commissioners are based on the following:

a. *Capaian Key Performance Indicator* (KPI) yang telah ditetapkan dalam Kontrak Manajemen bersama Pemegang Saham, mencakup indikator finansial dan operasional;
b. Kehadiran dalam rapat sesuai ketentuan perundang-undangan dan Anggaran Dasar;
c. Kompetensi dan kontribusi strategis, termasuk dalam pengambilan keputusan, pemberian arahan, dan pengawasan; dan
d. Parameter *self-assessment* GCG, sebagaimana ditetapkan dalam SK-16/S.MBU/2012.

Aspek Penilaian Direksi meliputi:

a. Pengelolaan Perusahaan sesuai peraturan dan Anggaran Dasar;
b. Perencanaan dan pencapaian target operasional dan keuangan;
c. Pengendalian internal dan manajemen risiko;
d. Penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham; dan
e. Penyelenggaraan RUPS serta efektivitas rapat Direksi dan komunikasi korporat.

Aspek Penilaian Dewan Komisaris meliputi:

a. Pelaksanaan tugas pengawasan dan pemberian nasihat;
b. Keterlibatan dalam evaluasi dan pengangkatan Direksi;
c. Pengawasan terhadap implementasi RJPP, RKAP, dan kebijakan anak usaha;
d. Pencegahan benturan kepentingan dan penguatan GCG; dan
e. Keaktifan dalam rapat dan peran Komite Penunjang.

3. PIHAK YANG MELAKUKAN PENILAIAN

a. Dewan Komisaris melakukan penilaian terhadap kinerja Direksi;
b. Pemegang Saham melakukan penilaian terhadap kinerja Dewan Komisaris;
c. Rapat Umum Pemegang Saham (RUPS) memberikan pengesahan dan pemberian a*cquit et decharge* atas pengelolaan oleh Direksi dan pengawasan oleh Dewan Komisaris; dan

a. Achievement of Key Performance Indicators (KPIs) as outlined in the Management Contract with the Shareholders, covering both financial and operational indicators;
b. Attendance at meetings following applicable laws and the Company's Articles of Association;
c. Competence and strategic contribution, including decision-making, direction, and oversight; and
d. GCG self-assessment parameters, as stipulated in Decree SK-16/S.MBU/2012.

Assessment aspects for the Board of Directors include:

a. Management of the Company in compliance with regulations and the Articles of Association;
b. Planning and achievement of operational and financial targets;
c. Internal control and risk management;
d. Timely communication and reporting to the Board of Commissioners and Shareholders; and
e. Conducting General Meetings of Shareholders (GMS), as well as the effectiveness of Board meetings and corporate communication.

Assessment aspects for the Board of Commissioners include:

a. Execution of oversight and advisory functions;
b. Involvement in the assessment and appointment of Directors;
c. Oversight of the implementation of the Long-Term Plan (RJPP), Annual Work Plan and Budget (RKAP), and subsidiary policies;
d. Prevention of conflicts of interest and strengthening of GCG practices; and
e. Active participation in meetings and the role of supporting committees.

3. PARTY RESPONSIBLE FOR THE ASSESSMENT

a. The Board of Commissioners assesses the performance of the Board of Directors;
b. The Shareholders assess the performance of the Board of Commissioners;
c. The General Meeting of Shareholders (GMS) approves and grants acquit et decharge for the management conducted by the Board of Directors and the supervision carried out by the Board of Commissioners; and

d. *Self-assessment* GCG dilaksanakan oleh Perusahaan dengan mengacu pada standar evaluasi yang ditetapkan Kementerian BUMN.

d. The Company conducts a GCG self-assessment based on the assessment standards determined by the Ministry of SOEs.

PENILAIAN DIREKSI DAN DEWAN KOMISARIS BERDASARKAN *KEY PERFORMANCE INDICATOR*

Landasan penilaian kinerja Anggota Dewan Komisaris dan Direksi dijabarkan dalam *Key Performance Indicators* (KPI) Manajemen dan menjadi suatu Kontrak Manajemen antara Pemegang saham dengan Dewan Komisaris Perusahaan.

Target-target yang telah disepakati bersama tertuang dalam Kontrak Manajemen berdasarkan *Key Performance Indicators* (KPI) mencakup aspek finansial dan operasional Perusahaan.

Hasil penilaian kinerja berdasarkan *Key Performance Indicator* pada tahun 2024 telah diperoleh skor KPI sebagai berikut:

ASSESSMENT OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS BASED ON KEY PERFORMANCE INDICATORS\

The basis for the performance assessment of members of the Board of Commissioners and Board of Directors is outlined in the Management Key Performance Indicators (KPI) and becomes a Management Contract between the shareholders and the Board of Commissioners of the Company.

The mutually agreed targets set out in the Management Contract based on Key Performance Indicators (KPIs) cover the financial and operational aspects of the Company.

The performance assessment results based on the Key Performance Indicators (KPI) for the year 2024 are as follows:

PENILAIAN KINERJA BERDASARKAN *KEY PERFORMANCE INDICATOR*
Performance Assessment Based On Key Performance Indicators

No	Indikator Kinerja Performance Indicator	Satuan Unit	Target Target	Bobot Weight	Realisasi Realization	Pencapaian Achievement	Nilai Score
A	**Nilai Ekonomi dan Sosial untuk Indonesia I** **Economic and Social Values for Indonesia**						
1	Laba bersih Net Profit	Rp Miliar | Rp Billion	115,99	6,00	93,40	80,52%	4,83
2	Ketersediaan RJPP terbaru Availability of the latest RJPP	Waktu | Time	Juni 2024	3,00	Juni	100,00%	3,00
3	*Equivalent Forced Outage Rate* (“EFOR”) Equivalent Forced Outage Rate (“EFOR”)						
	a. EFOR Nusa Penida 1-13 EFOR Nusa Penida 1-13	%	1,52	2,00	0,14	110,00%	2,20
	b. EFOR MPP Papua EFOR MPP Papua	%	1,10	2,00	0,13	110,00%	2,20
	c. EFOR Tenau EFOR Tenau	%	1,99	2,00	1,65	110,00%	2,20
4	*Equivalent Availability Factor* (EAF) Equivalent Availability Factor (EAF)						
	a. EAF Nusa Penida 1-13 EAF Nusa Penida 1-13	%	91,00	2,00	94,20	103,51%	2,07
	b. EAF MPP Papua EAF MPP Papua	%	90,34	2,00	95,38	105,58%	2,11
	c. EAF Tenau EAF Tenau	%	80,00	2,00	65,56	81,95%	1,64
5	Survey Kepuasan Pelanggan Custumer Satisfaction Survey	Score	85,00	4,00	85,55	100,65%	4,03
6	Pemenuhan *Service Level Agreement* (SLA) Fullfilment of Service Level Agreement (SLA)						

No	Indikator Kinerja Performance Indicator	Satuan Unit	Target Target	Bobot Weight	Realisasi Realization	Pencapaian Achievement	Nilai Score
	a. Jasa O&M O&M Services	Score	98,00	3,00	99,99	102,03%	3,06
	b. MRO Services (Segmen OH) MRO Services (OH Segment)	Score	90,00	3,00	99,91	110,00%	3,30
B	***Business Model Innovation*** **Business Model Innovation**						
1	Jumlah Kontrak Bisnis di Luar PLN Group Total Bussiness Contract outside PLN Group	Jumlah Total	12	6,00	17,00	110,00%	6,60
2	Jumlah Kontrak Bisnis Baru di Luar Negeri Total New Bussiness Contract in Overseas	Jumlah Total	2	6,00	3,00	110,00%	6,60
3	Sinergi Sinergy						
	a. Sinergi PLN IP Grup (Unit dan AP) PLN IP Grup Sinergy (Unit & Subsidiaries)	Rp Miliar Rp Billion	436,89	5,00	923,98	110,00%	5,50
	b. Sinergi PLN Grup PLN Gorup Sinergy	Rp Miliar Rp Billion	35,87	5,00	207,74	110,00%	5,50
4	*Technology Leadership* Technology Leadership	Rp Milia Rp Billion	216,00	8,00	259,68	110,00%	8,80
5	Penyelesaian Penugasan Accomplishment of Assignment	%	100,00	5,00	100,00	100,00%	5,00
6	*Maturity* Manajemen Risiko Risk Maturity Management	Level	3,58	4,00	3,73	104,19%	4,17
C	***Technology Leadership*** **Technology Leadership**						
1	*ICR (Information Capital Readiness)*	Score	2,5	4,00	2,55	102,00%	4,08
2	*Implementasi Modul Sourcing Management* pada aplikasi *Electronic* Sourcing Management Module Implementation in Electronic Applications	%	100	3,00	100,00	100,00%	3,00
D	**KEUANGAN DAN PASAR** **FINANCE AND MARKETS**						
1	Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2024 Control of Investment Budget Utilization in accordance with the 2024 RKAP	%	95 - 100	5,00	92,21	97,07%	4,85
E	***Unleash Talent*** **Unleash Talent**						
1	HCR HCR	%	100,00	5,00	100,00	100,00%	5,00
2	OCR OCR	%	100,00	5,00	97,55	97,55%	4,88
3	Pemenuhan Kompetensi Inti untuk bisnis Beyond kWh Core Competency Fullfilment for Beyond kWh business	%	100,00	4,00	100,00	100,00%	4,00
4	Produktifitas Pegawai Employee Productivity	Rp Juta/ Pegawai Rp Million/ Employee	35,96	4,00	41,76	110,00%	4,40
F	***Compliance*** **Compliance**						
1	*Compliance (GCG, CSR, Safety, Security, & Environment, SPI, Reporting)* Compliance (GCG, CSR, Safety, Security, & Environment, SPI, Reporting)	Nilai Pengurang max -5 Maximum Deduction Value -5	-	-			-
	JUMLAH **TOTAL**			**100,00**			**103,02**

KPI DIREKSI PADA TAHUN 2024
The Director's KPI value in 2024

No.	Indikator Kinerja Performance Indicator	Direktur Operasional Director of Operational (%)	Direktur Sumber Daya Manusia Director of Human Capital (%)	Direktur Bisnis Director of Business (%)	Direktur Keuangan Director of Finance (%)
1	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	50,50	22,16	26,05	32,02
2	Inovasi Model Bisnis Business Model Innovation	34,23	24,17	69,17	47,17
3	Kepemimpinan Teknologi Technology Leadership	0,00	0,00	0,00	4,00
4	Peningkatan Investasi Investment Enhancement	9,71	0,00	4,85	4,85
5	Pengembangan Talenta Talent Development	6,00	53,80	4,40	4,40
	Jumlah Bobot **Total Weight**	**100,44**	**100,13**	**104,47**	**92,44**
	NKO Proposional **Proportional NKO**	**100,43**	**100,13**	**104,47**	**102,71**

PENCAPAIAN KPI DEWAN KOMISARIS 2024
The Board Of Commissioners Outgoing Letters In The Fiscal Year

No.	Program Kerja Work Program	Kuantitas/ Tolok ukur Quantity/Benchmark		Nilai Perolehan Acquistion Score	
		Setahun A year	Bobot Weight	Kriteria Criteria	Nilai Score
1	*Review* dan tanggapan Rencana Perusahaan Review and Feedback on the Company's Plan	1 kali setahun Once a year	7	Terdapat Pembahasan pada masing- masing Rapat (RKAP, KPI, RIP, RKAP) Discussions were held in all meetings (RKAP,w KPI, RIP, RKAP).	7
				Terdapat Pembahasan 50% dari Rapat tersebut (RKAP, KPI, RIP, RKAP) Discussions were held in 50% of the meetings (RKAP, KPI, RIP, RKAP).	4
				Terdapat Pembahasan 25% dari Rapat tersebut (RKAP, KPI, RIP, RKAP) Discussions were held in 25% of the meetings (RKAP, KPI, RIP, RKAP).	2
				Tidak Terdapat Rapat Pembahasan No discussion meetings were held.	0
		14 hari 14 days	3	50% dokumen diatas 21 hari kerja 50% documents more than 21 working days	1
				50% dokumen di atas 14 s.d 21 hari kerja 50% documents more than 14 to 21 working days	**2**
				14 hari kerja atau kurang 14 working days or less	**3**

No.	Program Kerja Work Program	Kuantitas/ Tolok ukur Quantity/Benchmark		Nilai Perolehan Acquistion Score	
		Setahun A year	Bobot Weight	Kriteria Criteria	Nilai Score
2	*Review* dan tanggapan kinerja Perusahaan Review and Feedback on the Company's Performance	12 kali setahun 12 times a year	12	10s.d.12kali 10 to 12 times	12
				75 s.d 9 kali 75 to 9 times	9
				Dibawah 7 kali Under 7 times	6
3	*Review* tindaklanjut hasil/ temuan Audit Internal/ Eksternal oleh DEKOM atau Komite Audit. Review of follow-up actions on internal and external audit findings by the Board of Commissioners or the Audit Committee.	1 kali setahun Once a year	5	5	5
		1 kali setahun Once a year	5	5	5
4	Memberitanggapan tertulis/ persetujuan/ nasehat/ saran/teguran/ kepada Direksi. Provide written responses, approvals, advice, suggestions, or warnings to the Board of Directors.	Usulan Direksi ditanggapi Proposals from the Board of Directors are responded.	15	Dokumen: Documents:	
				lebih dari 75% more than 75%	15
				50% s.d 75% 50% to 75%	10
				Dibawah 50% under 50%	5
5	Capaian Skor minimum 95% A minimum score achievement of 95%.	Capaian Skor minimum 95% A minimum score achievement of 95%.	10	Persentase Pencapaian Skor KPI: Percentage of KPI Score Achievement	
				>95%	10
				Diatas 90 sampai dengan 95 Above 90 to 95	8
				Diatas 85 sampai dengan 90 Above 85 to 90	5
				<85	0
	DEWAN KOMISARIS DENGAN RUPS BOARD OF COMMISSIONERS AND GMS				
6	Pemenuhan Pelaksanaan Program Kerja DEKOM & Komite Fulfillment of the Work Program Implementation by the Board of Commissioners and Committees	Terlaksana >80% >80% Implemented	8	Tercapai 50% 50% Achieved	5
				Tercapai >80% 80% Achieved	8
7	Menyampaikan pendapat/usul Dewan Komisaris kepada Pemegang Saham/RUPS Submission of opinions and/or recommendations from the Board of Commissioners to the Shareholders/GMS	Penyampaian Pendapat kepada RUPS Submission of Opinions to the GMS	10	50% dokumen diatas 21 hari kerja 50% documents more than 21 working days	3
				50% dokumen di atas 14 s.d 21 hari kerja 50% documents more than 14 to 21 working days	7
				14 hari kerja atau kurang 14 working days or less	10
8	Menyampaikan laporan tentang tugas pengawasan Dewan Komisaris Submission of the Board of Commissioners' supervisory report.	1 Laporan Setahun 1 Report a year	5	Laporan Pengawasan Tahun 2022 2022 Supervisory Report	5
9	RUPS GMS	2 kali setahun 2 times a year	4	Kuorum pada RUPS RKAP Quorum at the GMS RKAP	2
				Kuorum pada RUPS LPT Quorum at the GMS LPT	2

No.	Program Kerja Work Program	Kuantitas/ Tolok ukur Quantity/Benchmark		Nilai Perolehan Acquistion Score	
		Setahun A year	Bobot Weight	Kriteria Criteria	Nilai Score
	INTERNAL DEWAN KOMISARIS BOARD OF COMMISSIONERS INTERNAL				
10	Repat Dewan Komisaris Board of Commissioners Meetings	6 kali setahun 6 times a year	10	Diatas 5 kali atau lebih Above 5 times or more	10
				3 s.d 5 kali 3 to 5 times	8
				dibawah 3 kali under 3 times	0
11	Pengenalan/induksi/ peningkatan kompetensi Introduction / Induction / Competency Development	1 kali setahun Once a year	2	Dibawah 1 kali | Under 1 time	0
				1 kali atau lebih 1 times or more	2
12	Pengelolaan GCG GCG Management	1 kali setahun Once a year	1	1 kali setahun Once a year	1
		Capaian Skor minimum 80% 80% Minimum Score Achievement	3	Dibawah 80 under 80%	2
				80% atau lebih 80% or more	3
	TOTAL		**100**		

PENILAIAN KINERJA OLEH RUPS

Pelaksanaan penilaian kinerja Dewan Komisaris dan Direksi dilakukan dalam Rapat Umum Pemegang Saham dimana RUPS akan memberikan pelunasan dan pembebasan (*acquit et decharge*) tanggung jawab sepenuhnya kepada Direksi atas pengurusan yang telah dijalankan selama satu periode kepada Dewan Komisaris dan Direksi.

Pada Rapat Umum Pemegang Saham (RUPS) Tahunan, seluruh Pemegang Saham dengan suara bulat menilai baik atas kinerja Dewan Komisaris dan Direksi yang tercermin dari tindakan dan laporan tahunan/perhitungan tahunan Perusahaan yang disetujui/disahkan oleh RUPS untuk kemudian memberikan pelunasan dan pembebasan (*acquit et decharge*) kepada Dewan Komisaris dan Direksi.

PERFORMANCE ASSESSMENT BY GMS

Performance assessment of the Board of Commissioners and the Board of Directors is carried out at the General Meeting of Shareholders where the GMS will provide full release and discharge (acquit et decharge) of responsibility to the Board of Directors for the management that has been carried out for one period to the Board of Commissioners and Board of Directors.

At the Annual General Meeting of Shareholders (GMS), all Shareholders unanimously expressed a positive assessment of the performance of the Board of Commissioners and the Board of Directors. This assessment was reflected in the approved and ratified annual report and financial statements of the Company. As a result, the GMS granted full release and discharge (acquit et decharge) to the Board of Commissioners and the Board of Directors.

PENILAIAN DEWAN KOMISARIS TERHADAP KINERJA KOMITE YANG MENDUKUNG PELAKSANAAN TUGAS DEWAN KOMISARIS PADA TAHUN BUKU

Assessment By The Board Of Commissioners On The Performance Of Committees Supporting The Implementation Of The Board Of Commissioners' Duties During The Fiscal Year

Dalam rangka mendukung efektivitas pelaksanaan fungsi pengawasan, Dewan Komisaris telah membentuk dua komite di bawahnya, yaitu Komite Audit dan Komite Manajemen Risiko. Komite-komite ini berperan penting dalam memberikan masukan, pengawasan, dan rekomendasi sesuai ruang lingkup tugas masing-masing. Oleh karena itu, Dewan Komisaris secara berkala melaksanakan evaluasi atas kinerja dan pelaksanaan tugas komite-komite tersebut sebagai bagian dari mekanisme tata kelola perusahaan yang baik.

To support the effective execution of its supervisory function, the Board of Commissioners has established two committees under its oversight: the Audit Committee and the Risk Management Committee. These committees play a critical role in providing input, oversight, and recommendations within the scope of their respective responsibilities. Accordingly, the Board of Commissioners conducts regular evaluations of the performance and activities of these committees as part of the Company's good corporate governance practices.

Komite-komite di bawah Dewan Komisaris yang telah dibentuk untuk mendukung pelaksanaan tugas pengawasan adalah:

The committees established under the Board of Commissioners to support its supervisory duties are:

1. Komite Audit
2. Komite Manajemen Risiko

1. Audit Committee
2. Risk Management Committee

Penilaian Dewan Komisaris terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku mencakup informasi mengenai prosedur penilaian kinerja serta kriteria yang digunakan, antara lain: capaian kinerja selama tahun buku, kompetensi, dan kehadiran dalam rapat.

The Board of Commissioners assesses the performance of these committees annually. The assessment includes the assessment procedure and the criteria used, such as performance achievements during the financial year, the competence of committee members, and their attendance at meetings.

1. PROSEDUR PENILAIAN KINERJA

Penilaian kinerja terhadap Komite Audit dan Komite Manajemen Risiko dilakukan secara berkala oleh Dewan Komisaris, paling sedikit satu kali dalam 1 (satu) tahun dan pada akhir masa jabatan masing-masing komite.

Penilaian ini dilakukan berdasarkan pelaksanaan tugas dan tanggung jawab sebagaimana diatur dalam pedoman kerja dan ruang lingkup fungsi masing-masing komite.

Hasil penilaian digunakan sebagai dasar pertimbangan dalam pemberhentian dan/atau pengangkatan kembali anggota komite untuk periode berikutnya. Proses ini merupakan bagian integral dari mekanisme evaluasi dan pengawasan kinerja organ pendukung Dewan Komisaris secara menyeluruh.

1. PERFORMANCE ASSESSMENT PROCEDURE

The performance of the Audit Committee and the Risk Management Committee is assessed regularly by the Board of Commissioners, at least once a year and at the end of each committee's term.

The assessment is based on the implementation of duties and responsibilities outlined in the respective committee's charter and scope of functions.

The results of the assessment serve as a basis for considering the dismissal and/or reappointment of committee members for the next term. This process is an integral part of the overall performance review and oversight mechanism of the Board of Commissioners' supporting bodies.

2. KRITERIA YANG DIGUNAKAN SEPERTI CAPAIAN KINERJA SELAMA TAHUN BUKU, KOMPETENSI DAN KEHADIRAN DALAM RAPAT

Penilaian kinerja Komite Audit dan Komite Manajemen Risiko dilakukan berdasarkan sejumlah kriteria yang telah ditetapkan, antara lain:

a. Capaian kinerja selama tahun buku 2024, yang diukur melalui pemenuhan *Key Performance Indicator* (KPI) yang telah ditetapkan dan disepakati di awal tahun;
b. Kompetensi teknis dan kontribusi substansial dalam memberikan masukan, saran, dan rekomendasi kepada Dewan Komisaris, sesuai dengan ruang lingkup tugas masing-masing komite; dan
c. Kehadiran dan partisipasi aktif dalam rapat, yang mencerminkan komitmen terhadap pelaksanaan fungsi pengawasan dan pengendalian internal.

2. THE CRITERIA USED INCLUDE PERFORMANCE ACHIEVEMENTS DURING THE FISCAL YEAR, COMPETENCE, AND MEETING ATTENDANCE.

The performance of the Audit Committee and the Risk Management Committee is assessed based on several established criteria, including:

a. Achievement of performance targets during the 2024 fiscal year, measured by the fulfillment of agreed Key Performance Indicators (KPIs) set at the beginning of the year;
b. Technical competence and meaningful contributions in providing input, advice, and recommendations to the Board of Commissioners, in line with each committee's scope of duties; and
c. Attendance and active participation in meetings, reflecting a commitment to carrying out supervisory and internal control functions.

KOMITE AUDIT

Komite Audit bertanggung jawab untuk membantu Dewan Komisaris dalam melakukan pengawasan terhadap pelaksanaan fungsi audit internal dan eksternal, termasuk aspek pelaporan keuangan, sistem pengendalian internal, kepatuhan terhadap hukum dan peraturan, serta penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*/GCG).

Sepanjang tahun 2024, Komite Audit telah menyelenggarakan rapat sebanyak 12 (dua belas) kali guna membahas temuan audit, pelaksanaan audit internal, serta efektivitas pengendalian internal.

AUDIT COMMITTEE

The Audit Committee is responsible for assisting the Board of Commissioners in overseeing the implementation of both internal and external audit functions. This includes monitoring financial reporting, internal control systems, compliance with laws and regulations, and the application of Good Corporate Governance (GCG) principles.

Throughout 2024, the Audit Committee held 12 (twelve) meetings to discuss audit findings, the execution of internal audits, and the effectiveness of internal controls.

FUNGSI NOMINASI DAN REMUNERASI

Sepanjang tahun 2024, fungsi Nominasi dan Remunerasi dijalankan oleh Komite Manajemen Risiko. Sepanjang tahun 2024, Komite Manajemen Risiko telah melaksanakan perannya dalam fungsi nominasi dan remunerasi melalui pembahasan penilaian kinerja Direksi, usulan remunerasi berbasis kinerja, serta pengembangan kerangka kerja pengelolaan talenta yang sejalan dengan arah strategis Perusahaan.

NOMINATION AND REMUNERATION FUNCTION

Throughout 2024, the Nomination and Remuneration function was carried out by the Risk Management Committee. During the year, the Committee fulfilled this role by discussing the performance evaluation of the Board of Directors, proposing performance-based remuneration, and developing a talent management framework aligned with the Company's strategic direction.

KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko bertugas untuk memastikan bahwa sistem manajemen risiko PLN IP Services dapat mengidentifikasi, menilai, dan memitigasi risiko secara memadai dan terukur.

Pada tahun 2024, Komite ini telah menyelenggarakan rapat sebanyak 8 (delapan) kali, dengan cakupan topik utama mencakup risiko pasar, risiko operasional, risiko kredit, serta keamanan siber dan risiko strategis lainnya.

EVALUASI DAN KINERJA KOMITE

Berdasarkan hasil evaluasi kinerja tahun 2024, Dewan Komisaris menilai bahwa Komite Audit dan Komite Manajemen Risiko telah menjalankan tugas dan fungsinya secara optimal dan efektif.

Komite Audit dinilai berhasil menjalankan peran pengawasan terhadap pelaksanaan audit internal maupun eksternal, serta meningkatkan efektivitas sistem pengendalian internal dan kepatuhan terhadap peraturan.

Komite Manajemen Risiko dinilai telah menjalankan dua peran strategis secara terpadu, yakni sebagai pengendali risiko perusahaan dan sebagai pelaksana fungsi Nominasi dan Remunerasi. Dalam kedua peran tersebut, Komite secara aktif memberikan rekomendasi dan pertimbangan yang substansial terkait pengelolaan risiko strategis, serta sistem nominasi dan remunerasi yang berorientasi pada pencapaian kinerja dan keberlanjutan Perusahaan.

Dewan Komisaris menyampaikan apresiasi atas kontribusi aktif dan profesionalisme kedua komite dalam mendukung pelaksanaan fungsi pengawasan serta penguatan tata kelola perusahaan yang berkelanjutan dan terintegrasi.

RISK MANAGEMENT COMMITTEE

The Risk Management Committee is responsible for ensuring that the risk management system of PLN IP Services is capable of adequately identifying, assessing, and mitigating risks in a measurable and controlled manner.

In 2024, the Committee held 8 (eight) meetings, focusing on key topics such as market risk, operational risk, credit risk, cybersecurity, and other strategic risks.

COMMITTEE EVALUATION AND PERFORMANCE

Based on the 2024 performance evaluation, the Board of Commissioners concluded that both the Audit Committee and the Risk Management Committee have carried out their duties and responsibilities effectively and optimally.

The Audit Committee was assessed to have successfully fulfilled its oversight role in both internal and external audit processes, while also contributing to the improvement of internal control systems and compliance with regulations.

The Risk Management Committee is considered to have effectively carried out its two strategic roles in an integrated manner: as the Company's risk controller and as the body responsible for the Nomination and Remuneration function. In both capacities, the Committee actively provided substantial recommendations and considerations related to the management of strategic risks, as well as a nomination and remuneration system focused on performance achievement and the Company's long-term sustainability.

The Board of Commissioners extends its appreciation for the active contributions and professionalism of both committees in supporting the supervisory function and strengthening sustainable and integrated corporate governance.

KOMISARIS INDEPENDEN
Independent Commissioner

Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara, menyebutkan bahwa setiap perusahaan harus memiliki Komisaris Independen sekurang-kurangnya 30% dari jumlah seluruh anggota Dewan Komisaris.

Regulation of the State Minister for State-Owned Enterprises Number: PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, states that each company shall have an Independent Commissioner of at least 30% of total members of the Board of Commissioners.

Komisaris Independen adalah anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain dan/atau pemegang saham pengendali, atau hubungan dengan Perusahaan yang dapat mempengaruhi kemampuan yang bersangkutan untuk bertindak independen.

An Independent Commissioner is a member of the Board of Commissioners who do not have financial, management, share ownership and/or kinship with member of the Board of Directors, other member of the Board of Commissioners and/or controlling shareholder, or relationship with the Company that may affect the person's ability to act independently.

KRITERIA PENENTUAN KOMISARIS INDEPENDEN

Komisaris Independen harus memenuhi persyaratan sebagai berikut:
1. Tidak bekerja rangkap sebagai Direktur di perusahaan lainnya yang terafiliasi dengan perusahaan yang bersangkutan;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perusahaan;
3. Tidak memiliki hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perusahaan;
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perusahaan.

CRITERIA FOR DETERMINING INDEPENDENT COMMISSIONER

Independent Commissioner shall meet the following requirements:
1. Not working concurrently as a Director in another company affiliated with the company concerned;
2. Does not have shares either directly or indirectly in the Company;
3. Has no affiliation with the Company, member of the Board of Commissioners, member of the Board of Directors or major shareholder of the Company;
4. Has no direct or indirect business relationship with the Company's business activities.

PERNYATAAN INDEPENDENSI KOMISARIS INDEPENDEN
Statement Of Independence Of The Independent Commissioner

No.	Aspek Independensi Independence Aspect	Sunandar*		Fredy Eko Prasetyo T.	
		Ya Yes	Tidak No	Ya Yes	Tidak No
1	Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Jasa Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat. Not an insider of the Public Accounting Firm, Legal Consultant Service Office, Public Appraisal Service Office, or other parties that provide insurance services, non-insurance services, appraisal services, and/or other consulting services to the Company within the last 6 (six) months before appointment	√		√	

No.	Aspek Independensi Independence Aspect	Sunandar*		Fredy Eko Prasetyo T.	
		Ya Yes	Tidak No	Ya Yes	Tidak No
2	Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months, except for Independent Commissioner.	√		√	
3	Tidak memiliki saham langsung maupun tidak langsung pada Perseroan. Has no direct or indirect shares in the Company.	√		√	
4	Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors or major shareholders of the Company.	√		√	
5	Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha Perseroan. Has no business relationship, either directly or indirectly, related to the Company's business activities.	√		√	
6	Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Has no serve as administrators of political parties, officials, and government.	√		√	

Catatan | Notes
*Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.
*Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

PELAKSANAAN TUGAS DEWAN KOMISARIS PADA TAHUN BUKU
Implementation Of Duties Of The Board Of Commissioners In Fiscal Year

Sepanjang tahun buku 2024, Dewan Komisaris telah melaksanakan tugas pengawasan dan pemberian nasihat kepada Direksi secara aktif dan profesional. Dewan Komisaris turut menerbitkan memberikan tanggapan serta rekomendasi terhadap laporan dan isu strategis yang disampaikan oleh Direksi, serta menindaklanjuti hal-hal yang memerlukan perhatian khusus.

Selain itu, Dewan Komisaris juga telah menjalankan fungsinya dalam memberikan persetujuan atas keputusan-keputusan strategis, termasuk jenis keputusan yang memerlukan persetujuan Dewan Komisaris, sebagaimana diatur dalam Anggaran Dasar dan peraturan perundang-undangan, antara lain: pengesahan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), rencana investasi strategis, aksi korporasi yang berdampak material, serta pengangkatan dan pemberhentian pejabat tertentu di bawah Direksi.

Throughout the 2024 fiscal year, the Board of Commissioners actively and professionally carried out its supervisory and advisory duties to the Board of Directors. The Board of Commissioners provided responses and recommendations on reports and strategic issues presented by the Board of Directors, and followed up on matters requiring special attention.

In addition, the Board of Commissioners performed its authority in approving strategic decisions, including those that require the Board's approval as stipulated in the Articles of Association and relevant laws and regulations. These include, among others: the approval of the Company's Long-Term Plan (RJPP), the Work Plan and Budget (RKAP), strategic investment plans, material corporate actions, and the appointment or dismissal of certain officials below the Board of Directors.

Sepanjang tahun 2024, Dewan Komisaris telah menerbitkan 32 dokumen korespondensi dalam bentuk surat resmi. Dari jumlah tersebut, sebanyak 12 dokumen diantaranya merupakan Surat Keputusan Dewan Komisaris serta 20 dokumen Surat Keluar Dewan Komisaris.

Throughout 2024, the Board of Commissioners issued a total of 32 official correspondence documents. Of these, 12 were Board of Commissioners Resolutions and 20 were outgoing letters.

Rincian korespondensi ini mencerminkan pelaksanaan peran dan tanggung jawab Dewan Komisaris secara aktif dan berkesinambungan sepanjang periode pelaporan. Seluruh pelaksanaan tugas tersebut diuraikan dan disajikan dalam tabel-tabel sebagai berikut:

This correspondence reflects the active and continuous performance of the Board of Commissioners' roles and responsibilities during the reporting period. The execution of these duties is detailed and presented in the following tables.

SURAT KEPUTUSAN DEWAN KOMISARIS PADA TAHUN BUKU
The Board Of Commisioners Decision In Fiscal Year

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
1	02/DEKOM CDB/2024	Rekomendasi Tanggapan Tertulis Dewan Komisaris untuk Rebranding Perusahaan melalui Perubahan Nama dan Logo Korporat Written Recommendation from the Board of Commissioners regarding the Company's Rebranding through the Change of Corporate Name and Logo	26 Januari 2024 January 26, 2024
2	05/DEKOM PIPS/2024	Tanggapan Tertulis Komisaris atas Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2024 Written Response from the Board of Commissioners on the Appointment of the Public Accounting Firm for the Audit of the 2024 Financial Statements	3 Juli 2024 July 3, 2024
3	06/DEKOM PIPS/2024	Tanggapan Tertulis Komisaris atas Usulan Persetujuan Tantiem Tahun Buku 2023 dan Remunerasi Tahun Buku 2024 bagi Direksi dan Komisaris serta Bonus Karyawan Tahun Buku 2023 Written Response from the Board of Commissioners on the Proposal for Approval of Tantiem for Fiscal Year 2023 and Remuneration for the Board of Directors and Commissioners, as well as Employee Bonuses for Fiscal Year 2023	3 Juli 2024 July 3, 2024
4	07/DEKOM PIPS/2024	Tanggapan Tertulis Komisaris untuk Pembagian Laba Bersih Tahun 2023 Written Response from the Board of Commissioners on the Distribution of Net Profit for Fiscal Year 2023	3 Juli 2024 July 3, 2024
5	08/DEKOM PIPS/2024	Buku Laporan Pelaksanaan Tugas DEKOM Report Book on the Execution of Duties by the Board of Commissioners	3 Juli 2024 July 3, 2024
6	10/DEKOM PIPS/2024	Penunjukan PLT DIRBNS dan PLT DIRKEU Appointment of Acting Director of Business and Acting Director of Finance	16 Agustus 2024 August 16, 2024
7	11/DEKOM PIPS/2024	Honorarium Perangkat DEKOM Honorarium for Members of the Board of Commissioners' Supporting Organs	21 Agustus 2024 August 21, 2024
8	14/DEKOM PIPS/2024	Tanggapan Tertulis Dekom untuk Persetujuan pada Penawaran Jasa O&M PLTU Soma Karimun 2 x 31 MW selama 5 Tahun Written Response from the Board of Commissioners for the Approval of the O&M Service Proposal for Soma Karimun PLTU 2 x 31 MW for 5 years	3 Oktober 2024 October 3, 2024
9	15/DEKOM PIPS/2024	Tanggapan Tertulis Dekom untuk Rekomendasi dan Persetujuan Usulan Revisi RKAP 2024 Written Response from the Board of Commissioners regarding the Recommendation and Approval of the Proposed Revision to the 2024 RKAP	3 Oktober 2024 October 3, 2024
10	17/DEKOM PIPS/2024	Tanggapan Tertulis Dewan Komisaris atas Usulan Realokasi Anggaran Kas Investasi (AKI) Tahun 2024 Written Response from the Board of Commissioners regarding the Proposed Reallocation of the 2024 Investment Cash Budget (AKI)	29 Oktober 2024 October 29, 2024
11	18/DEKOM PIPS/2024	Tanggapan Tertulis DEKOM tentang Penyertaan Saham PT PLN Indonesia Power Services (PIPS) pada PT Energi Duta Utama (EDU) Written Response from the Board of Commissioners on the Equity Participation of PT PLN Indonesia Power Services (PIPS) in PT Energi Duta Utama (EDU)	11 April 2024 April 11, 2024
12	20/DEKOM PIPS/2024	Keputusan Dewan Komisaris tentang Ketentuan Honorarium dan Ketentuan Tunjangan lainnya di lingkungan PT PLN Indonesia Power Services Decision of the Board of Commissioners regarding the Provisions on Honorariums and Other Allowances within PT PLN Indonesia Power Services	20 Desember 2024 December 20, 2024

SURAT KELUAR DEWAN KOMISARIS PADA TAHUN BUKU
The Board Of Commissioners Outgoing Letters In The Fiscal Year

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
1	01/DEKOM CDB/2024	Permintaan Penyampaian Pengenalan Perusahaan Request for Company Introduction Presentation	5 Januari 2024 January 5, 2024
2	02/DEKOM CDB/2024	Rekomendasi Tanggapan Tertulis Dewan Komisaris untuk Rebranding Perusahaan melalui Perubahan Nama dan Logo Korporat Recommendation and Written Response from the Board of Commissioners on the Company Rebranding through Changes to the Corporate Name and Logo	26 Januari 2024 January 26, 2024
3	03/DEKOM CDB/2024	Persetujuan Izin Melaksanakan Umroh DIRBNS Approval of Umrah Leave for the Director of Business	19 Februari 2024 February 19, 2024
4	04/DEKOM CDB/2024	Usulan KPI DEKOM Tahun 2024 Proposal for the 2024 KPIs of the Board of Commissioners	26 Maret 2024 March 26, 2024
5	05/DEKOM PIPS/2024	Tanggapan Tertulis Komisaris atas Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2024 Written Response from the Board of Commissioners on the Appointment of a Public Accounting Firm for the Audit of the Company's Financial Statements for Fiscal Year 2024	3 Juli 2024 July 3, 2024
6	06/DEKOM PIPS/2024	Tanggapan Tertulis Komisaris atas Usulan Persetujuan Tantiem Tahun Buku 2023 dan Remunerasi Tahun Buku 2024 bagi Direksi dan Komisaris serta Bonus Karyawan Tahun Buku 2023 Written Response from the Board of Commissioners on the Proposed Approval of Tantiem for Fiscal Year 2023 and Remuneration for Fiscal Year 2024 for the Board of Directors and Commissioners, as well as Employee Bonus for Fiscal Year 2023	3 Juli 2024 July 3, 2024
7	07/DEKOM PIPS/2024	Tanggapan Tertulis Komisaris untuk Pembagian Laba Bersih Tahun 2023 Written Response from the Board of Commissioners on the Allocation of Net Profit for 2023	3 Juli 2024 July 3, 2024
8	08/DEKOM PIPS/2024	Buku Laporan Pelaksanaan Tugas DEKOM Report Book on the Implementation of the Board of Commissioners' Duties	3 Juli 2024 July 3, 2024
9	09/DEKOM PIPS/2024	Kunjungan Komite Audit Audit Committee Visit	22 Juli 2024 July 22, 2024
10	10/DEKOM PIPS/2024	Penunjukan PLT DIRBNS dan PLT DIRKEU Appointment of Acting Director of Business and Acting Director of Finance=	16 Agustus 2024 August 16, 2024
11	11/DEKOM PIPS/2024	Honorarium Perangkat DEKOM Honorarium for the Board of Commissioners' Supporting Officers	21 Agustus 2024 August 21, 2024
12	12/DEKOM PIPS/2024	Persetujuan Ijin Dinas LN Approval of Official Overseas Travel Request	26 Agustus 2024 August 26, 2024\
13	13/DEKOM PIPS/2024	Kunjungan Dewan Komisaris Visit by the Board of Commissioners	9 April 2024 April 9, 2024
14	14/DEKOM PIPS/2024	Tanggapan Tertulis Dekom untuk Persetujuan pada Penawaran Jasa O&M PLTU Soma Karimun 2 x 31 MW selama 5 Tahun Written Response from the Board of Commissioners for Approval of the O&M Service Proposal for Soma Karimun Coal-Fired Power Plant 2 x 31 MW for a 5-Year Period	3 Oktober 2024 October 3, 2024
15	15/DEKOM PIPS/2024	Tanggapan Tertulis Dekom untuk Rekomendasi dan Persetujuan Usulan Revisi RKAP 2024 Written Response from the Board of Commissioners for Recommendation and Approval of the Proposed Revision to the 2024 RKAP	3 Oktober 2024 October 3, 2024
16	16/DEKOM PIPS/2024	Kunjungan Komite Audit Audit Committee Visit	14 Oktober 2024 October 14, 2024
17	17/DEKOM PIPS/2024	Tanggapan Tertulis Dewan Komisaris atas Usulan Realokasi Anggaran Kas Investasi (AKI) Tahun 2024 Written Response from the Board of Commissioners Regarding the Proposed Reallocation of the 2024 Investment Cash Budget (AKI)	29 Oktober 2024 October 29, 2024

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
18	18/DEKOM PIPS/2024	Tanggapan Tertulis DEKOM tentang Penyertaan Saham PT PLN Indonesia Power Services (PIPS) pada PT Energi Duta Utama (EDU) Written Response from the Board of Commissioners on the Equity Participation of PT PLN Indonesia Power Services (PIPS) in PT Energi Duta Utama (EDU)	11 April 2024 April 11, 2024
19	19/DEKOM PIPS/2024	Asuransi Purna Jabatan Post-Employment Insurance	11 July 2024 July 11, 2024
20	20/DEKOM PIPS/2024	Keputusan Dewan Komisaris tentang Ketentuan Honorarium dan Ketentuan Tunjangan lainnya di lingkungan PT PLN Indonesia Power Services Board of Commissioners' Resolution on Honorarium and Other Allowance Provisions within PT PLN Indonesia Power Services	20 Desember 2024 December 20, 2024

TANGGAPAN DEWAN KOMISARIS DAN PROGRES TINDAK LANJUTNYA
Board Of Commissioners Response And Follow-Up Progress

No	Tanggapan Dewan Komisaris Board of Commissioners Response	Progress Tindak Lanjut Follow-Up Progress	Persentase Percentage
	Tindak Lanjut Tanggapan Dewan Komisaris pada RUPS LPT 2020, 30 Juni 2021 Follow-Up on the Board of Commissioners' Responses at the LPT GMS 2020, June 30, 2021		
1	Direksi Perseroan memastikan kesiapan Sumber Daya Manusia untuk mengeksekusi project dalam dan luar negeri. The Company's Board of Directors ensures the Human Capital readiness to execute domestic and international projects.	Tersedianya pemenuhan SDM eksternal pada bisnis Perusahaan. Availability of External Human Capital to Support the Company's Business	85
2	Usaha penyelesaian Settlement efforts	Perseroan telah melakukan upaya-upaya pengembangan kompetensi pegawai dengan melaksanakan program-program training peningkatan keahlian; 1. Training Pabrikan/manufaktur; 2. Sertifikasi keahlian Ketenagalistrikan; 3. Sertifikasi Keahlian K3 dan Lingkungan; 4. sertifikasi profesi Nasional dan Internasional; 5. Program kesiapan Bahasa Asing, dan lain-lain utk mendukung kesiapan bisnis di dalam dan luar negeri. The Company has undertaken various initiatives to develop employee competencies by implementing training programs aimed at enhancing skills, including: 1. Manufacturer or factory-based technical training; 2. Certification in electrical power expertise; 3. Certification in OHS, and environmental management; 4. National and international professional certifications; 5. Foreign language readiness programs and other relevant training to support business operations both domestically and internationally.	100
	Tindak Lanjut Tanggapan Dewan Komisaris pada RUPS RKAP 2024, 1 Februari 2024 Follow-Up on the Board of Commissioners' Responses at the RKAP GMS 2024, February 1, 2024		
3	Menyusun inovasi bisnis untuk meningkatkan pendapatan dan market share bisnis di luar PLN Grup dan pasar global (*Global Innovative Growth*). Develop innovative business strategies to increase revenue and market share outside the PLN Group and in global markets (Global Innovative Growth).	Melakukan Langkah-langkah strategis untuk mengusahakan pertumbuhan pendapatan usaha lebih besar daripada pertumbuhan beban usaha. Strategic initiatives have been taken to ensure that business revenue growth exceeds the growth of operating expenses.	100
4	Melakukan Langkah-langkah strategis untuk mengusahakan pertumbuhan pendapatan usaha lebih besar daripada pertumbuhan beban usaha. Implement strategic initiatives to achieve revenue growth that exceeds operating expenses.	Melakukan Langkah-langkah strategis untuk mengusahakan pertumbuhan pendapatan usaha lebih besar daripada pertumbuhan beban usaha. Strategic initiatives have been taken to ensure that business revenue growth exceeds the growth of operating expenses.	100

No	Tanggapan Dewan Komisaris Board of Commissioners Response	Progress Tindak Lanjut Follow-Up Progress	Persentase Percentage
5	Meningkatkan dan melanjutkan kegiatan operasional pembangkitan dengan target kinerja yang ekselen (*Performance Excellence*), menggunakan teknologi digital yang telah diterapkan serta menjalankan tata Kelola pembangkit sesuai dengan kaidah best practice. Enhance and continue power generation operations focusing on achieving Performance Excellence, utilizing implemented digital technologies, and applying power plant governance by best practices.	Sudah dilakukan pengembangan untuk dapat disesuaikan pada aplikasi manohara sesuai dengan kebutuhan OSU (100%). Development has also been carried out to ensure full (100%) compatibility with the Manohara application, in alignment with OSU requirements.	100
6	Meningkatkan komunikasi dan koordinasi antar perusahaan PLN IP Group dan PLN Group dalam upaya sinergi antar perusahaan. Strengthen communication and coordination among PLN IP Group companies and the broader PLN Group to promote synergy.	1. Customer Gathering PT CDB dengan PLN IP Dirops Batubara 22 - 23 Februari 2. Acara workshop sinergi unit DIROP Gas PLN IP tanggal 7 Maret 2024 3. Konsinyering Piutang dan Potensi Denda Pajak PT PLN IP Services tanggal 17 September 2024 4. Postingan pada media sosial 159 postingan 5. Acara launching rebranding Tanggal 29 Mei 2024 6. Partisipasi PLN IP Services dalam ELectricity Connect yang dihadiri oleh seluruh PLN Group dan Mitra terkait. 1. Customer Gathering between PT CDB and PLN IP Coal Operations, held on February 22–23, 2024. 2. Synergy Workshop for PLN IP Gas Operations Unit, conducted on March 7, 2024. 3. Consignment meeting on Accounts Receivable and Potential Tax Penalties of PT PLN IP Services, held on September 17, 2024. 4. A total of 159 posts were published on social media platforms. 5. Rebranding launch event held on May 29, 2024. 6. Participation of PLN IP Services in the Electricity Connect event, attended by the entire PLN Group and relevant partners.	100
7	Meningkatkan pemantauan atas proses pelaksanaan pekerjaan dan menyiapkan kontingensi pemenuhan *service level agreement* (SLA) dalam rangka menjaga dan meningkatkan kepuasan pelanggan. Improve monitoring of project implementation processes and prepare contingency plans to meet service level agreements (SLAs) to maintain and enhance customer satisfaction.	MK3J 1. Tersedianya Monitoring Pemenuhan SLA. 2. Evaluasi Kendala dan TL kepada Dept. terkait . MKIT 1. Penggunaan online spreadsheet SLA (https://docs.google.com/spreadsheet s/d/119HfDLmLTSSZ3CV1EuOGRC3El5r4waE/ edit?gid=628276456#gid=628276456). 2. Rutin Pelaksanaan Monthly Meeting Unit Kerja. MK3J 1. Availability of SLA Fulfillment Monitoring. 2. Evaluation of obstacles and follow-up actions directed to the relevant departments. MKIT 1. Utilization of an online SLA spreadsheet (https://docs.google.com/spreadsheets/d/119HfDLmLTSSZ3CV1EuOGRC3El5r4waE/edit?gid=628276456#gid=628276456). 2. Regular implementation of monthly meetings for work units.	100

No	Tanggapan Dewan Komisaris Board of Commissioners Response	Progress Tindak Lanjut Follow-Up Progress	Persentase Percentage
8	Melakukan pembenahan terhadap tata kelola SDM operasional, yang meliputi pemutakhiran data masing-masing personel, memastikan terjaganya standar kompetensi/kualifikasi maupun profesionalisme dari setiap personel, akselerasi pelaksanaan maupun pemenuhan pendidikan/pelatihan pada segala bidang bisnis Perusahaan dalam upaya pencapaian tingkat kinerja Perusahaan yang lebih baik. Improve the governance of operational human capital, including updating personnel data, ensuring that each employee meets the required competency, qualification, and professionalism standards, and accelerating the implementation and fulfillment of education and training across all business areas to support better overall company performance.	Program pemutakhiran aplikasi I morning, master data dan datacore. The program includes updating the I Morning application, master data, and DataCore.	80
9	Melakukan review dan monitor secara berkala terhadap hasil Kajian pemetaan Risiko RKAP Tahun 2024 dan prognosa pencapaian kinerja operasional Tahun 2024 secara komprehensif sehingga mitigasinya dapat terukur dalam upaya mencapai target kinerja yang lebih baik dan tidak hanya berupa statement/ pernyataan. Conduct regular reviews and monitoring of the 2024 RKAP Risk Mapping Assessment and the forecast of operational performance achievements to ensure comprehensive and measurable mitigation efforts supporting achieving performance targets, rather than relying solely on statements.	APP : Update penajaman prognosa laba rugi 100%. APP : Profit and loss update forecast completed 100%.	100
10	Direksi Perseroan agar memaksimalkan fungsi pengendalian internal dalam semua aspek serta memastikan terpenuhinya GCG, compliance, kesesuaian terhadap peraturan, serta kelengkapan *Standard Operation Procedure*. The Company's Board of Directors is expected to optimize internal control functions across all areas and ensure compliance with GCG, regulatory requirements, and the completeness of Standard Operating Procedures (SOPs).	Realisasi November dilaporkan pada tanggal 8 Desember 2024. November results were reported on December 8, 2024.	100
11	Direksi Perseroan agar memastikan pelaksanaan protokol kesehatan dan memastikan daya K3L pada seluruh kegiatan di lingkungan perusahaan. The Company's Board of Directors is also expected to ensure the implementation of health protocols and the enforcement of HSE standards in all company activities.	Tersedianya Monitoring Program Awareness K3. Monitoring of the OHS Awareness Program is available.	100
Tindak Lanjut Tanggapan Dekom RUPS LPT 2023, 5 Juli 2024 Follow-Up on the Board of Commissioners' Responses at the LPT GMS 2023, July 5, 2024			
12	Direksi Perseroan agar menyusun dan mengimplementasikan strategi peningkatan EAF dan penurunan EFOR dalam rangka mendukung sistem ketenagalistrikan. The Company's Board of Directors is expected to develop and implement strategies to improve the EAF and reduce the EFOR supporting the national electricity system.	Workshop Turbocharge di bulan Agustus 2024 Turbocharge Workshop in August 2024	100
13	Direksi Perseroan agar menyusun roadmap secara komprehensif atas skema bisnis yang kompetitif untuk peningkatan penjualan Beyond Kwh dan dilaksanakan monitoring secara periodik serta dilaksanakan evaluasi *improvement* strategi bisnis. The Company's Board of Directors should formulate a comprehensive roadmap for a competitive business scheme to increase Beyond kWh sales, ensure periodic monitoring, and conduct evaluations to improve the business strategy.	Roadmap beyond kwh 2025-2028 sudah disampaikan ke KP IP 17 Juli 2024 Roadmap beyond kwh 2025-2028 has been submitted to KP IP on July 17, 2024	100
14	Direksi Perseroan agar menyusun dan melaksanakan strategi optimalisasi beban usaha dengan mempertahankan *customer satisfaction* dan *engagement* pegawai. The Company's Board of Directors should establish and implement strategies to optimize operating expenses while maintaining customer satisfaction and employee engagement.	Telah tersedia Survey Satisfaction dan Engagement Pegawai. Employee Satisfaction and Engagement Survey is available.	100

No	Tanggapan Dewan Komisaris Board of Commissioners Response	Progress Tindak Lanjut Follow-Up Progress	Persentase Percentage
15	Direksi Perseroan agar menyusun dan menyiapkan strategi termasuk *roadmap* secara komprehensif terhadap penurunan piutang perusahaan serta berperan aktif dalam berkoordinasi dengan Customer. The Company's Board of Directors is expected to develop and prepare a comprehensive strategy and roadmap to reduce accounts receivable and actively coordinate with customers.	Tersedianya Monitoring Piutang serta tindak lanjutnya. Availability of Accounts Receivable Monitoring and Follow-up.	100
16	Direksi Perseroan agar menyusun *lesson learned* pada seluruh aktifitas korporat Tahun 2023 dalam rangka mempertahankan dan meningkatkan kinerja. The Company's Board of Directors should compile and document lessons learned from all corporate activities in 2023 to sustain and improve performance.	Mengevaluasi realisasi KPI 2023 dengan menganalisis profil risiko, dan membuat perbandingan dengan tahun 2024 serta menentukan mitigasi risiko atas pencapaian KM 2023 dan 2024. Evaluated the achievement of 2023 KPIs by analyzing and comparing the risk profile with 2024, while identifying risk mitigation measures for the 2023 and 2024 performance targets.	100
17	Direksi Perseroan agar mendukung langkah bisnis eksisting dan rencana Holding - *Sub Holding Wave* 2 yang dimiliki PT PLN Indonesia Power khususnya dan PT PLN (Persero) umumnya. The Company's Board of Directors is expected to support the existing business initiatives and the Holding–Sub-Holding Wave 2 plans of PT PLN Indonesia Power specifically, and PT PLN (Persero) in general.	Monitoring Program dan Sasaran Utama 2024. Monitoring 2024 Programs and Key Objectives.	100
18	Direksi Perseroan agar menyiapkan kompetensi SDM yang meliputi kepemimpinan, kemampuan teknis, interpersonal skill serta aspek-aspek lain yang relevan dalam pelaksanaan tugas jabatannya untuk mendukung program *Human Capital Readiness*. The Company's Board of Directors is expected to develop human capital competencies, including leadership, technical expertise, interpersonal skills, and other relevant aspects required for effective job performance, supporting the Human Capital Readiness program.	Pemenuhan HCR OCR sesuai target. Ensured HCR OCR targets were met as planned.	100
19	Direksi Perseroan memastikan seluruh kegiatan dari laporan *Area of Improvement* (AOI) agar ditindaklanjuti secara menyeluruh untuk mendukung kinerja perusahaan. The Company's Board of Directors must ensure that all activities outlined in the Area of Improvement (AOI) reports are fully followed up to support the company's performance.	1. Tersedia 2. Telah disampaikan 1. Available 2. Has been submitted	100
20	Direksi Perseroan agar mengambil Langkah-langkah yang diperlukan terkait dengan situasi perkembangan terkini yang mempengaruhi jalannya operasi perusahaan. The Company's Board of Directors should take appropriate actions in response to current developments that may impact the company's operations.	MRSR : 1. Penyusunan Risk Appetite MRSR : 1. Risk Appetite Preparation	100
21	Direksi Perseroan agar memaksimalkan fungsi pengendalian internal dalam semua aspek serta memastikan terpenuhinya GCG, *compliance*, kesesuaian terhadap peraturan, serta kelengkapan *Standard Operation Procedure*. The Company's Board of Directors must optimize internal control functions across all areas and ensure compliance with GCG, regulatory requirements, and completing Standard Operating Procedures (SOPs).	Terlaksananya monitoring program kegiatan. Program activity monitoring has been implemented.	100
22	Direksi Perseroan agar memastikan pelaksanaan protokol kesehatan dan memastikan peningkatan budaya K3L pada seluruh kegiatan di lingkungan perusahaan. The Company's Board of Directors is also responsible for ensuring the implementation of health protocols and promoting a strong HSE culture throughout all company activities.	Tersedianya Monitoring Program Awareness K3. OHS Awareness Program monitoring is available.	100

NOMINASI DAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Nomination of The Board of Directors and Commissioners

Anggota Direksi merupakan perwakilan dari PT Indonesia Power yang berfungsi sebagai pengelola perusahaan sedangkan Dewan Komisaris merupakan perwakilan yang berfungsi dalam menjalankan pengawasan dan memberikan nasihat kepada Direksi. Peraturan terkait nominasi bagi Direksi dan Dewan Komisaris tercantum dalam kebijakan yang dikeluarkan oleh induk perusahaan dalam Keputusan Direksi Nomor: 118.K/010/IP/2021 Tentang Pedoman Pengelolaan Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi PT Indonesia Power.

Members of the Board of Directors are representatives of PT Indonesia Power who function as company managers while the Board of Commissioners is a representative whose function is to carry out supervision and provide advice to the Board of Directors. Regulations regarding nominations for the Board of Directors and Board of Commissioners are listed in the policies issued by the parent company in the Decree of the Board of Directors Number: 118.K/010/IP/2021 Concerning Guidelines for Managing Subsidiaries, Joint Ventures and Associated Companies of PT Indonesia Power.

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi berhak mendapatkan sejumlah remunerasi dan fasilitas lainnya termasuk santunan purna jabatan ataupun tantiem. Kebijakan pemberian remunerasi dan fasilitas lainnya bagi Dewan Komisaris dan Direksi mengacu kepada keputusan dari Pemegang Saham sebagaimana ditetapkan dalam RUPS dengan memperhatikan hasil kajian yang dilakukan oleh Perusahaan.

In carrying out their duties and responsibilities, the Board of Commissioners and the Board of Directors are entitled to a number of remuneration and other facilities including retirement benefits or tantiem. The policy on providing remuneration and other facilities for the Board of Commissioners and Board of Directors refers to the decision of the Shareholders as determined in the GMS by taking into account results of the review by the Company.

PROSEDUR NOMINASI DIREKSI DAN DEWAN KOMISARIS

Nomination Procedure Of The Board Of Directors And Board Of Commissioners

KEBIJAKAN NOMINASI ANGGOTA DIREKSI DAN/ ATAU ANGGOTA DEWAN KOMISARIS

1. Direksi

a. Dasar Hukum

i. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

ii. Peraturan Menteri BUMN PER-12/ MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas BUMN.

iii. Anggaran Dasar Perusahaan.

NOMINATION POLICY FOR MEMBERS OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS

1. Board of Directors

a. Legal Basis

i. Law no. 40 of 2007 on Limited Liability Companies.

ii. Regulation of the Minister of SOEs PER-12/MBU/2012 dated August 24, 2012 on the Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs.

iii. Articles of Association of the Company.

b. Pedoman Kerja Direksi

Pedoman Kerja Direksi (*Board Manual)* merupakan acuan tata laksana atas tugas dan tanggung jawab Direksi. Pedoman kerja Direksi diperbarui pada tanggal 22 Oktober 2021 dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi No. 053.K/CDB/X/2021.

Pedoman Kerja Direksi mengatur tata tertib dalam pelaksanaan tugasnya antara lain:

i. Persyaratan, Komposisi dan Masa Jabatan Direksi;
ii. Pemberhentian dan Hak Pembelaan Diri Anggota Direksi;
iii. Program Pengenalan dan Pembelajaran bagi Direksi;
iv. Tugas, Tanggung Jawab, Wewenang, Hak dan Kewajiban;
v. Etika Jabatan;
vi. Etika Berusaha dan Anti Korupsi;
vii. Hubungan dengan Stakeholder dan pihak eksternal;
viii. Penetapan Kebijakan;
ix. Pembagian Tugas Direksi;
x. Rapat Direksi;
xi. Pelaporan dan Pertanggungjawaban Direksi;
xii. Sekretaris Perusahaan.

c. Kriteria dan Persyaratan Keanggotaan Direksi

Di dalam Pedoman telah disebutkan bahwa persyaratan yang harus dipenuhi oleh seorang calon Anggota Direksi ditetapkan di dalam Anggaran Dasar Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan disesuaikan dengan kebutuhan dan sifat bisnis Perusahaan.

Yang dapat diangkat menjadi Anggota Direksi adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatannya pernah:

b. Work Guidelines for The Board of Directors

Work Guidelines (Board Manual) of the Board of Directors is a reference for the management of duties and responsibilities of the Board of Directors. Work guidelines of the Board of Directors updated on October 22, 2021 in the Joint Decree of the Board of Commissioners and Board of Directors No. 053.K/CDB/X/2021.

Work Guidelines of the Board of Directors regulate the rules of conduct in the fulfilment of their duties, including:

i. Requirements, Composition and Term of Office of the Board of Directors;
ii. Dismissal and Right to Self-Defense of Members of the Board of Directors;
iii. Introduction and Learning Program for the Board of Directors;
iv. Duties, Responsibilities, Authorities, Rights and Obligations;
v. Position Ethics;
vi. Business Ethics and Anti-Corruption;
vii. Relationship with Stakeholders and external parties;
viii. Determination of Policy;
ix. Division of Duties of the Board of Directors;
x. Meeting of the Board of Directors;
xi. Reporting and Accountability of the Board of Directors;
xii. Corporate Secretary.

c. Criteria and Requirements for Membership of The Board of Directors

In the Guidelines it has been stated that the requirements that shall be met by a candidate for Member of the Board of Directors are stipulated in the Company's Articles of Association in accordance with applicable laws and regulations and adapted to the needs and nature of the Company's business.

Those who can be appointed as Members of the Board of Directors are individuals who are capable of fulfilling legal actions, unless within 5 (five) years prior to their appointment:

i. Dinyatakan pailit;
ii. Menjadi Anggota Direksi atau Anggota Direksi yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit; atau
iii. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

Persyaratan lain sebagai anggota Direksi adalah:
i. Memiliki keahlian, pengalaman serta persyaratan lain berdasarkan peraturan perundangan;
ii. Anggota Direksi dilarang memangku jabatan rangkap sebagaimana tersebut dibawah ini, yaitu:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
2. Anggota Dewan Komisaris/Dewan Pengawas pada Badan Usaha Milik Negara;
3. Jabatan struktural dan fungsional lainnya pada instansi/lembaga pemerintah pusat dan/atau daerah;
4. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan, pengurus dan/atau calon/anggota legislatif; dan atau
5. Jabatan lain yang dapat menimbulkan benturan kepentingan

d. Penilaian Kelayakan dan Kepatutan Direksi
Sebelum diangkat dan ditetapkan sebagai anggota Direksi, setiap calon anggota Direksi harus lulus dalam uji kelayakan dan kepatutan dan mendapatkan persetujuan dari PT Indonesia Power. Per 31 Desember 2024, seluruh anggota Direksi telah mendapat persetujuan dari PT Indonesia Power.

e. Masa Jabatan
Masa jabatan Direksi ditentukan oleh Pemegang Saham dalam RUPS yaitu selama 3 tahun dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perusahaan.

i. Declared bankrupt;
ii. Being a member of the Board of Directors or a member of the Board of Directors who is found guilty of causing a company to be declared bankrupt; or
iii. Convicted of committing a crime that is detrimental to state finance and/or related to financial sector.

Other requirements as members of the Board of Directors are:
i. Have expertise, experience and other requirements based on laws and regulations;

ii. Member of the Board of Directors are prohibited from holding multiple positions as mentioned below, namely:
1. Member of the Board of Directors in State Owned Enterprise, Regional Owned Enterprise, Private Owned Enterprise;
2. Member of the Board of Commissioners/Supervisory Board in a State-Owned Enterprise;
3. Other structural and functional position in central and/or regional government agency/institution;
4. Other positions in accordance with the provisions of laws and regulations, administrator and/or candidate/member of the legislature; and or
5. Other positions that may cause a conflict of interest.

d. Fit and Proper Test of The Board of Directors
Prior to being appointed as a member of the Board of Directors, each prospective member of the Board of Directors shall pass the fit and proper test and obtain approval from PT Indonesia Power. As of December 31, 2024, all members of the Board of Directors have received approval from PT Indonesia Power.

e. Term of Office
The term of office of the Board of Directors is determined by the Shareholders at the GMS, namely for 3 years without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time in accordance with the provisions of the Company's Articles of Association.

Jabatan Anggota Direksi akan berakhir jika:

i. Meninggal Dunia,
ii. Masa jabatan berakhir,
iii. Diberhentikan berdasarkan keputusan Rapat Umum Pemegang Saham, atau
iv. Tidak lagi memenuhi persyaratan sebagai anggota Direksi berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan.

Apabila seorang Anggota Direksi berhenti atau diberhentikan sebelum masa jabatannya berakhir, maka masa jabatan penggantinya adalah sisa masa jabatan Anggota Direksi yang digantikannya demikian juga halnya bila terdapat penambahan Anggota Direksi, maka masa jabatan Anggota Direksi tersebut akan berakhir bersamaan dengan berakhirnya masa jabatan Anggota Direksi lainnya yang telah ada.

Pada akhir masa jabatannya Direksi harus membuat laporan yang disebut Memori Akhir Jabatan yang memuat secara lengkap informasi mengenai masalah penting yang dihadapi dan keputusan yang diambil, langkah-langkah yang telah diambil serta proyeksi kondisi Perusahaan di masa yang akan datang.

Memori Akhir Jabatan dibuat oleh masing-masing Anggota Direksi sesuai dengan lingkup bidang yang menjadi tanggung jawabnya sedangkan Memori Akhir Jabatan Direktur Utama mencakup seluruh bidang secara terintegrasi.Memori Akhir Jabatan disampaikan oleh Direksi yang telah selesai masa jabatannya kepada Direksi yang baru pada saat serah terima jabatan sebagai dokumen penting dalam Program Pengenalan Direksi.

f. Mekanisme Pengunduran Diri dan Pemberhentian Direksi

Seorang Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perusahaan dengan tembusan kepada Pemegang Saham, Dewan Komisaris dan

The position of a Member of the Board of Directors will end if:

i. Passed away,
ii. The term of office ends,
iii. Dismissed based on the resolution of the General Meeting of Shareholders, or
iv. No longer fulfills the requirements as a member of the Board of Directors based on the provisions of the Articles of Association and laws and regulations.

If a member of the Board of Directors resigns or is dismissed before his/her term of office ends, the term of office of the replacement is the remaining term of office of the member of the Board of Directors he/she replaced. Likewise, if there is an additional member of the Board of Directors, then the term of office of the member of the Board of Directors will end simultaneously with the end of the term of office of the other member of the Board of Directors who has existed.

At the end of their term, each member of the Board of Directors must prepare a report known as the End-of-Term Memorandum. This report must contain comprehensive information on key issues faced, decisions made, actions taken, and future projections for the Company.

Each Board of Directors prepares its own End-of-Term Memorandum based on its respective areas of responsibility, while the President Director prepares a consolidated memorandum covering all areas. The completed memorandum is handed over by the outgoing Directors to the incoming Board of Directors during the official handover process and serves as an essential document for the Board of Directors' Introduction Program.

f. Mechanism of Resignation and Dismissal of The Board of Directors

Member of the Board of Directors has right to resign from his/her position by notifying in writing regarding his/her intention to the Company with copies to the Shareholders, the Board of Commissioners and other members of the Board

anggota Direksi Perusahaan lainnya paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya dan berkewajiban untuk menyampaikan pertanggungjawaban atas tindakan-tindakannya yang belum diterima pertanggungjawabannya oleh RUPS.

of Directors of the Company no later than 30 (thirty) days before the date of his/her resignation and is obliged to convey accountability for his/her actions that have not yet been accepted by the GMS.

2. Dewan Komisaris

a. Dasar Hukum

i. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

ii. Peraturan Menteri BUMN PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas BUMN.

iii. Anggaran Dasar Perusahaan.

b. Pedoman Kerja Dewan Komisaris

Pedoman kerja merupakan acuan tata tertib dan tata laksana Dewan Komisaris dalam melakukan tugas, wewenang, tanggung jawab dan kewajibannya menjalankan Perusahaan. Perusahaan telah memiliki Pedoman Kerja Dewan Komisaris Perusahaan dalam Surat Keputusan Bersama No. 053.K/CDB/X/2021 dan 004.K/DEKOM-CDB/2021 tanggal 22 Oktober 2021. Isi pedoman adalah sebagai berikut:

i. Persyaratan anggota Dewan Komisaris

ii. Komposisi dan masa jabatan

iii. Program pengenalan dan pembelajaran Dewan Komisaris

iv. Penyusunan rencana kerja

v. Penyusunan KPI/ pencapaian kinerja

vi. Tanggung jawab

vii. Tugas dan Kewajiban Dewan Komisaris

viii. Wewenang, Etika dan Hak Dewan Komisaris

ix. Rapat

x. Komite-komite di bawah Dewan Komisaris

xi. Pelaporan

xii. Sekretaris Dewan Komisaris

2. Board of Commissioners

a. Legal Basis

i. Law no. 40 of 2007 on Limited Liability Companies.

ii. Regulation of the Minister of SOEs PER-12/MBU/2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners/Supervisory Board of SOEs.

iii. Articles of Association of the Company.

b. Work Guidelines for The Board of Commissioners

Work guidelines is a reference for the rules and procedures of the Board of Commissioners in conducting their duties, authorities, responsibilities and obligations to run the Company. The Company already has Work Guidelines for the Company's Board of Commissioners in the Joint Decree No. 053.K/CDB/X/2021 and 004.K/DEKOM-CDB/2021 dated October 22, 2021. The contents of the guideline are as follows:

i. Requirements for members of the Board of Commissioners

ii. Composition and term of office

iii. Board of Commissioners introduction and learning program

iv. Preparation of work plans

v. Preparation of KPI/performance achievement

vi. Responsibility

vii. Duties and Obligations of the Board of Commissioners

viii. Authorities, Ethics and Rights of the Board of Commissioners

ix. Meeting

x. Committees under the Board of Commissioners

xi. Reporting

xii. Secretary to the Board of Commissioners

c. Kriteria dan Proses Pengangkatan Dewan Komisaris

Anggota Dewan Komisaris adalah orang perseorangan yang memenuhi persyaratan sebagaimana tercantum dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi No.053.K/CDB/X/2021 dan No.004.K/DEKOM-CDB/2021 tentang Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Cogindo DayaBersama, persyaratannya antara lain adalah:

i. Yang dapat diangkat menjadi Anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum.
ii. Memiliki Memiliki kemampuan untuk mempertimbangkan suatu masalah secara memadai.
iii. Memiliki kemampuan untuk membahas permasalahan tanpa campur tangan manajemen.
iv. Mampu bekerja sama sebagai Anggota Dewan Komisaris.
v. Pengangkatan Anggota Dewan Komisaris dilakukan dengan mempertimbangkan integritas, dedikasi, memahami masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen, memiliki pengetahuan yang memadai di bidang usaha Perusahaan, dan dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya serta persyaratan lain berdasarkan peraturan perundang-undangan.
vi. Anggota Dewan Komisaris harus profesional, yaitu berintegritas dan memiliki kemampuan sehingga dapat menjalankan fungsinya dengan baik termasuk memastikan bahwa Direksi telah memperhatikan kepentingan semua pemangku kepentingan.
vii. Dewan Komisaris memenuhi persyaratan khusus yaitu kompetensi dan hal-hal lain yang dipersyaratkan bagi Anggota Dewan Komisaris sesuai kompleksitas Perusahaan dengan tetap memperhatikan efektivitas dalam pengambilan keputusan.

c. Criteria and Process for The Appointment of The Board of Commissioners

Members of the Board of Commissioners are individuals who fulfill the requirements as stated in the Joint Decree of the Board of Commissioners and the Board of Directors No.053.K/CDB/X/2021 dan No.004.K/DEKOM-CDB/2021 concerning the Board Manual of PT Cogindo DayaBersama, the requirements include:

i. Those who can be appointed as a Member of the Board of Commissioners are individuals who are capable of carrying out legal actions.
ii. Have the ability to consider a problem adequately.
iii. Have the ability to discuss issues without management intervention.
iv. Able to work together as a Member of the Board of Commissioners.
v. The appointment of members of the Board of Commissioners is implemented by considering integrity, dedication, understanding of the Company's management issues related to one of management functions, having adequate knowledge in the field of the Company's business, and being able to provide sufficient time to do their duties as well as other requirements based on laws and regulations.
vi. Members of the Board of Commissioners shall be professional, namely with integrity and have the ability so that they can carry out their functions properly, including ensuring that the Board of Directors has paid attention to the interests of all stakeholders
vii. The Board of Commissioners fulfil special requirements, namely competence and other matters required for Members of the Board of Commissioners according to the complexity of the Company while still paying attention to effectiveness in decision making.

viii. Mempunyai latar belakang dan/atau pengetahuan sekurang-kurangnya di bidang akuntan dan keuangan.

d. Penilaian Kelayakan dan Kepatutan Dewan Komisaris

Sebelum diangkat dan ditetapkan sebagai anggota Dewan Komisaris, setiap calon anggota Dewan Komisaris harus lulus dalam uji kelayakan dan kepatutan dan mendapatkan persetujuan dari PT Indonesia Power. Per 31 Desember 2024, seluruh anggota Dewan Komisaris telah mendapat persetujuan dari PT Indonesia Power

e. Masa Jabatan

Masa jabatan seorang anggota Dewan Komisaris terhitung sejak ditutupnya atau tanggal yang ditetapkan oleh RUPS yang mengangkatnya dan berakhir pada penutupan RUPS Tahunan yang ke-3 (ketiga) setelah tanggal pengangkatannya, namun tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan para Anggota Dewan Komisaris sewaktu-waktu.

Setelah masa jabatannya berakhir, Anggota Dewan Komisaris dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan. Ketentuan ini juga berlaku untuk Komisaris Independen yang diangkat sesuai keputusan RUPS.

Pemberhentian Anggota Dewan Komisaris diatur sesuai Anggaran Dasar Perusahaan dan masa jabatan anggota Dewan Komisaris berakhir apabila:

i. Masa jabatan berakhir
ii. Mengundurkan diri
iii. Tidak lagi memenuhi persyaratan sebagai Dewan Komisaris berdasarkan Anggaran Dasar dan peraturan perundang-undangan lainnya
iv. Meninggal dunia
v. Diberhentikan berdasarkan RUPS
vi. Anggota Dewan Komisaris dapat diberhentikan oleh RUPS berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan.

viii. Have background and/or knowledge of at least accounting and finance.

d. Fit and Proper Test of The Board of Commissioners

Prior to being appointed as a member of the Board of Commissioners, each prospective member of the Board of Commissioners shall pass the fit and proper test and obtain approval from PT Indonesia Power. As of December 31, 2024, all members of the Board of Commissioners have received approval from PT Indonesia Power.

e. Term of Office

The term of office of member of the Board of Commissioners starts from the closing or the date determined by the GMS that appointed him/her and ends at the closing of the 3rd (third) Annual GMS after the date of his/her appointment, but does not reduce the right of the General Meeting of Shareholders to dismiss Members of the Board of Commissioners at any time.

After their term of office ends, Members of the Board of Commissioners may be reappointed by the GMS for 1 (one) term of office. This provision also applies to Independent Commissioners appointed pursuant to a GMS resolution.

Dismissal of members of the Board of Commissioners is regulated in accordance with the Company's Articles of Association and the term of office of members of the Board of Commissioners ends when:

i. The term of office ends
ii. Resigned
iii. No longer fulfills the requirements as a member of the Board of Commissioners based on the Articles of Association and other laws and regulations
iv. Passed away
v. Dismissed based on the GMS
vi. Members of the Board of Commissioners may be dismissed by the GMS based on other reasons deemed appropriate by the GMS for the interest and objective of the Company.

Pada akhir masa jabatannya Dewan Komisaris harus membuat laporan yang disebut Memori Akhir Jabatan yang merupakan dokumen penting dalam Program Pengenalan Dewan Komisaris.

At the end of their term of office, the Board of Commissioners shall make a report called Memorandum of Term of Service which is an important document in the Board of Commissioners Introduction Program.

f. Mekanisme Pengunduran Diri dan Pemberhentian Dewan Komisaris

Seorang anggota Dewan Komisaris berhak mengundurkan diri sebelum masa jabatannya berakhir dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Perusahaan dengan tembusan kepada Pemegang Saham, Direksi dan anggota Dewan Komisaris lainnya sekurang-kurangnya 30 (tiga puluh hari) sebelum tanggal pengunduran dirinya dan Perusahaan wajib menyelenggarakan RUPS dalam jangka waktu yang sama setelah diterimanya Surat Pengunduran Diri, untuk menindaklanjuti masalah tersebut atau bila tidak, pengunduran diri akan dianggap sah tanpa memerlukan persetujuan RUPS.

f. Mechanism of Resignation and Dismissal of The Board of Commissioners

A member of the Board of Commissioners has right to resign before his/her term of office ends by notifying in writing regarding his/her intention to the Company with copies to Shareholders, Board of Directors and other members of the Board of Commissioners at least 30 (thirty days) prior to the date of his/her resignation and the Company is required to hold a GMS within the same period after receipt of resignation letter, to follow up on the matter or otherwise, the resignation will be considered valid without requiring the approval of the GMS.

Sebelum pengunduran diri berlaku efektif, Dewan Komisaris yang bersangkutan tetap berkewajiban untuk menyelesaikan tugas dan tanggung jawabnya sesuai dengan Anggaran Dasar.

Before the resignation becomes effective, the relevant Board of Commissioners is still obliged to complete its duties and responsibilities in accordance with the Articles of Association.

PROSES NOMINASI ANGGOTA DIREKSI DAN/ATAU ANGGOTA DEWAN KOMISARIS

1. Menyusun komposisi dan kebutuhan jabatan anggota Direksi dan/atau Dewan Komisaris berdasarkan analisis struktur dan kebutuhan organisasi;
2. Menetapkan kebijakan dan kriteria nominasi, termasuk evaluasi terhadap kompetensi teknis, kepemimpinan, dan reputasi profesional calon;
3. Membantu pelaksanaan evaluasi kinerja anggota Direksi dan/atau Dewan Komisaris berdasarkan tolok ukur yang telah disusun dan disepakati, sebagai dasar pertimbangan kelayakan pengangkatan atau penggantian;
4. Menyusun dan merekomendasikan program pengembangan kapasitas, termasuk orientasi awal dan pelatihan lanjutan bagi anggota baru maupun petahana; dan

NOMINATION PROCESS FOR MEMBERS OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS

1. Formulating the composition and position requirements for members of the Board of Directors and/or the Board of Commissioners based on an analysis of the organizational structure and needs;
2. Establishing nomination policies and criteria, including the evaluation of candidates' technical competencies, leadership qualities, and professional reputation;
3. Supporting the performance evaluation of members of the Board of Directors and/or the Board of Commissioners using agreed-upon benchmarks, as a basis for considering their appointment or replacement;
4. Developing and recommending capacity-building programs, including initial orientation and ongoing training for both new and existing members; and

5. Menelaah dan mengusulkan calon anggota Direksi dan/atau Dewan Komisaris yang memenuhi syarat untuk disampaikan kepada Dewan Komisaris dan diajukan dalam RUPS untuk memperoleh persetujuan pemegang saham.

SUKSESI DIREKSI DAN DEWAN KOMISARIS

Suksesi Dewan Komisaris dan Direksi merupakan proses strategis yang dirancang untuk memastikan kesinambungan kepemimpinan Perusahaan secara sistematis dan terencana. Dalam konteks fungsi nominasi dan remunerasi, suksesi bukan sekadar penggantian jabatan, melainkan bagian integral dari penerapan GCG guna menjaga arah kebijakan strategis, stabilitas organisasi, dan efektivitas pengambilan keputusan di tingkat tertinggi.

Berdasarkan Surat Keputusan Direksi PT Indonesia Power No.118.K/010/IP/2021 tentang Pedoman Pengelolaan Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi PT Indonesia Power, proses suksesi dilaksanakan melalui tahapan yang mencakup identifikasi kebutuhan kepemimpinan berdasarkan tantangan bisnis dan rencana jangka panjang Perusahaan, pemetaan kompetensi calon, seleksi internal maupun eksternal, serta pelaksanaan uji kelayakan dan kepatutan (*fit and proper test*) terhadap kandidat yang memenuhi kualifikasi.

Secara umum prosedur pengangkatan pegawai PT Indonesia Power sebagai Direktur pada anak perusahaan, perusahaan patungan dan perusahaan asosiasi PT Indonesia Power adalah:

a. Direksi diangkat berdasarkan perimbangan keahlian, integritas, kepemimpinan, pengalaman, perilaku dan dedikasi untuk mengembangkan usaha dalam rangka kemajuan perusahaan. Mekanisme pemilihan antara lain dilakukan dengan uji kelayakan dan kepatutan (*fit and proper test*) oleh tim penguji sesuai kriteria penilaian Direksi yang ditetapkan dalam ketentuan, serta dinyatakan memenuhi persyaratan jabatan oleh Komite Jabatan PT Indonesia Power;
b. Memperoleh rekomendasi tertulis dari Dewan Komisaris PT Indonesia Power dan persetujuan tertulis dari RUPS PT Indonesia Power berdasarkan usulan Direksi PT Indonesia Power;

5. Reviewing and proposing qualified candidates for the Board of Directors and/or the Board of Commissioners to be submitted to the Board of Commissioners and presented at the GMS for shareholder approval.

SUCCESSION OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

The succession of the Board of Commissioners and Board of Directors is a strategic process designed to ensure the continuity of corporate leadership in a systematic and well-planned manner. In the context of the nomination and remuneration functions, succession is not merely the replacement of positions, but an integral part of implementing GCG. It helps maintain strategic direction, organizational stability, and effective decision-making at the highest level.

According to the Decree of the Board of Directors of PT Indonesia Power No. 118.K/010/IP/2021 concerning the Guidelines for the Management of Subsidiaries, Joint Ventures, and Associates of PT Indonesia Power, the succession process includes several key stages: identifying leadership needs based on business challenges and the Company's long-term plan, assessing the competencies of potential candidates, conducting internal and external selection, and carrying out a fit and proper test for qualified candidates.

In general, the procedure for appointing PT Indonesia Power employees as Directors in its subsidiaries, joint ventures, and associate companies is as follows:

a. Board of Directors are appointed based on a balanced assessment of expertise, integrity, leadership, experience, conduct, and dedication to advancing the business and supporting the company's growth. The selection process includes a fit and proper test conducted by an evaluation team, following the criteria set out in the applicable regulations, and the candidate must be declared eligible for the position by the Nomination Committee of PT Indonesia Power;
b. The appointment must receive a written recommendation from the Board of Commissioners of PT Indonesia Power and written approval from the General Meeting of Shareholders (GMS) of PT Indonesia Power, based on a proposal from the Board of Directors of PT Indonesia Power;

c. Disetujui oleh pemegang saham lainnya dan dituangkan dalam Keputusan Rapat Umum Pemegang Saham (RUPS) anak perusahaan, perusahaan patungan dan perusahaan asosiasi yang bersangkutan;
d. Pegawai PT Indonesia Power yang ditugaskan sebagai Direksi anak perusahaan, perusahaan patungan dan perusahaan asosiasi mendapat surat tugas dari PT Indonesia Power.

c. Approval from other shareholders is also required and must be formalized through a resolution of the GMS of the respective subsidiary, joint venture, or associate company;
d. Employees of PT Indonesia Power who are assigned to serve as Directors in these entities receives an official assignment letter from PT Indonesia Power.

PROSEDUR DAN PELAKSANAAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS
Remuneration Procedures And Implementation For The Board Of Directors And The Board Of Commissioners

1. **KEBIJAKAN REMUNERASI ANGGOTA DIREKSI DAN/ATAU ANGGOTA DEWAN KOMISARIS**

Kebijakan Remunerasi Dewan Komisaris dan Direksi ditetapkan oleh Pemegang Saham melalui mekanisme RUPS memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan antara lain:

1. Peraturan Menteri BUMN No. PER-04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
2. Peraturan Menteri BUMN No. PER-02/MBU/06/2016 tanggal 20 Juni 2016 tentang Perubahan atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
3. Peraturan Menteri BUMN No. PER-01/MBU/06/2017 tanggal 19 Juni 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
4. Peraturan Menteri BUMN No. PER-06/MBU/06/2018 tanggal 4 Juni 2018 tentang Perubahan Ketiga atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.

1. **REMUNERATION POLICY FOR MEMBERS OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS**

The Remuneration Policy for the Board of Commissioners and Board of Directors is determined by the Shareholders through the GMS mechanism by considering the provisions of the Articles of Association and laws and regulations, including:

1. PER-04/MBU/2014 dated March 10, 2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Board of Trustees of SOEs.
2. PER-02/MBU/06/2016 dated June 20, 2016 on the Amendment to the Minister of SOEs Regulation Number PER-04/MBU/2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs.
3. PER-01/MBU/06/2017 dated June 19, 2017 on the Second Amendment to the Regulation of the Minister of SOEs Number PER-04/MBU/2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs.
4. PER-06/MBU/06/2018 dated June 4, 2018 on the Third Amendment to the Minister of SOEs Regulation Number PER-04/MBU/2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs.

5. Peraturan Menteri BUMN Nomor PER-01/MBU/05/2019 Tentang Perubahan Keempat atas Peraturan Menteri BUMN No. PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.

5. SOEs Minister Regulation Number PER-01/MBU/05/2019 on the Fourth Amendment to SOEs Minister Regulation No. PER-04/MBU/2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners and Supervisory Board of SOEs.

2. PROSEDUR PENETAPAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Kebijakan Remunerasi Dewan Komisaris dan Direksi ditetapkan oleh Pemegang Saham melalui mekanisme RUPS memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan sebagaimana disebutkan di atas.

2. PROCEDURE FOR DETERMINING REMUNERATION FOR THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

Remuneration Policy for the Board of Commissioners and Board of Directors is determined by the Shareholders through the GMS mechanism by taking into account the provisions of the Articles of Association and the laws and regulations as stated above.

3. STRUKTUR REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Dewan Komisaris dan Direksi menerima remunerasi tetap dan tidak tetap. Sesuai Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 sebagaimana telah diubah dengan Peraturan Menteri BUMN No. PER-13/MBU/09/2021, struktur remunerasi Dewan Komisaris dan Direksi Perusahaan terdiri dari:

1. Gaji/Honorarium;
2. Tunjangan;
3. Fasilitas kesehatan, komunikasi dan lainnya; serta
4. Tantiem/Insentif Kinerja.

3. REMUNERATION STRUCTURE FOR THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

The Board of Commissioners and the Board of Directors receive fixed and variable remuneration. In accordance with the Minister of SOEs Regulation Number: PER-13/MBU/09/2021 as amended by the Minister of SOEs Regulation No. PER-01/MBU/05/2019, the remuneration structure for the Company's Board of Commissioners and the Board of Directors consists of:

1. Salary/Honorarium;
2. Benefits;
3. Health, communication and other facilities;
4. Tantiem/Performance Incentive.

4. BESARNYA REMUNERASI MASING-MASING ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Besaran remunerasi bagi Dewan Komisaris dan Direksi, dalam hal ini gaji Direktur Utama sebagai variabel utama, ditetapkan dengan mempertimbangkan beberapa faktor di bawah ini:

1. Pencapaian target;
2. Pendapatan Perusahaan;
3. Aktiva Perusahaan;
4. Kondisi, tingkat kesehatan dan kemampuan keuangan Perusahaan;

4. AMOUNT OF REMUNERATION FOR EACH MEMBER OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

The amount of remuneration for the Board of Commissioners and Board of Directors, in this case the President Director's salary as the main variable, is determined by considering the following factors:

1. Achievement of target;
2. Company Revenue;
3. Company Assets;
4. Condition, level of soundness and financial capability of the Company;

5. Tingkat inflasi;
6. Faktor-faktor lain yang relevan (*merit system*), termasuk termasuk tingkat penghasilan yang berlaku umum dalam industri sejenis; dan
7. Tidak boleh bertentangan dengan peraturan perundang-undangan.

Pemberian remunerasi bagi Dewan komisaris dan Direksi PT PLN Indonesia Power Services mengacu pada Peraturan Menteri BUMN Nomor PER-01/MBU/05/2019 Tentang Perubahan Keempat atas Peraturan Menteri BUMN No. PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN. Komponen remunerasi untuk setiap anggota Dewan Komisaris terdiri dari gaji, tunjangan, fasilitas, dan tantiem.

Sesuai Peraturan tersebut gaji Direksi menjadi variabel utama sebagai perhitungan besaran gaji/honorarium bagi Dewan Komisaris dan Anggota Direksi Lainnya.

1. Direktur Utama : Berdasarkan Keputusan Menteri dan menjadi Acuan Utama (100%).
2. Direktur SDM : Sebesar 90% dari gaji Direktur Utama.
3. Direksi Lainnya : Sebesar 85% dari gaji Direktur Utama
4. Komisaris Utama : Sebesar 45% dari gaji Direktur Utama.
5. Komisaris Lainnya : Sebesar 90% dari gaji Komisaris Utama.

5. Inflation rate;
6. Other relevant factors (merit system), including income levels that are generally accepted in similar industries; and
7. Shall not conflict with laws and regulations.

Provi sion of remuneration for the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services refers to the Minister of SOEs Regulation Number PER-01/MBU/05/2019 on the Fourth Amendment to the Minister of SOEs Regulation No. PER-04/MBU/2014 on Guidelines for Determining Income for the Board of Directors, Board of Commissioners and Supervisory Board of SOEs. Remuneration component for each member of the Board of Commissioners consists of salary, benefits, facilities and tantiem.

In accordance with this regulation, the salary of the Board of Directors is the main variable for calculating the amount of salary/honorarium for the Board of Commissioners and other members of the Board of Directors.

1. President Director : Based on Ministerial Decree and become Main Reference (100%).
2. Director of HR: 90% of the President Director's salary.
3. Other Directors: 85% of the President Director's salary.
4. President Commissioner : 45% of the President Director's salary.
5. Other Commissioners: 90% of the President Commissioner's salary.

Jenis Penghasilan Income Type	**Direksi** Board of Directors	**Dewan Komisaris** Board of Commissioners	**Keterangan** Note
Honorarium **Honorarium**			
	• Direktur Utama : Berdasarkan Keputusan Menteri dan menjadi Acuan Utama (100%) • Direktur SDM : Sebesar 90% dari gaji Direktur Utama • Direksi Lainnya : Sebesar 85% dari gaji Direktur Utama	• Komisaris Utama : Sebesar 45% dari gaji Direktur Utama • Komisaris Lainnya : Sebesar 90% dari gaji Komisaris Utama	Sesuai Permen BUMN Nomor PER-13/MBU/09/2021
	• President Director: Based on Ministerial Decree and become Main Reference (100%) • Director of Human Capital: 90% of the salary of the President Director • Other Directors: 85% of the President Director's salary	• President Commissioner: 45% of the salary of the President Director • Other Commissioners: 90% of the President Commissioner's salary	According to SOEs Ministerial Regulation Number PER-13/MBU/09/2021

Jenis Penghasilan Income Type	Direksi Board of Directors	Dewan Komisaris Board of Commissioners	Keterangan Note
Tunjangan **Allowance**			
Tunjangan Hari Raya Holiday Allowance	1 (satu) kali honorarium 1 (one) time honorarium	1 (satu) kali honorarium 1 (one) time honorarium	Sesuai Permen BUMN Nomor PER-13/ MBU/09/2021 In accordance to SOEs Ministerial Regulation Number PER-13/ MBU/09/2021
Asuransi Purna Jabatan Post-Employment Insurance	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun The premium borne by the company is 25% of salary in 1 year	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun The premium borne by the company is 25% of salary in 1 year	Sesuai Permen BUMN Nomor PER-13/ MBU/09/2021 In accordance to SOEs Ministerial Regulation Number PER-13/ MBU/09/2021
Tunjangan Transportasi Transportation Allowance	20% dari honorarium per bulan 20% of the monthly honorarium	20% dari honorarium per bulan 20% of the monthly honorarium	Sesuai Permen BUMN Nomor PER-13/ MBU/09/2021 In accordance to SOEs Ministerial Regulation Number PER-13/ MBU/09/2021
Fasilitas **Facility**			
Fasilitas Kesehatan Medical Facility	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*) In the form of health insurance or reimbursement of medical expense (at cost)	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*) In the form of health insurance or reimbursement of medical expense (at cost)	Sesuai Permen BUMN Nomor PER-13/ MBU/09/2021 In accordance to SOEs Ministerial Regulation Number PER-13/ MBU/09/2021
Fasilitas Bantuan Hukum Legal Aid Facility	Sebesar Pemakaian (*at cost*) Amount of Use (at cost)	Sebesar Pemakaian (*at cost*) Amount of Use (at cost)	Sesuai Permen BUMN Nomor PER-13/ MBU/09/2021 In accordance to SOEs Ministerial Regulation Number PER-13/ MBU/09/2021
Tantiem Tantiem	Penetapan tantiem sesuai dengan Peraturan Menteri BUMN dengan mempertimbangkan peningkatan kinerja dan kemampuan perusahaan dan diberikan dalam bentuk tunai Tantiem is determined in accordance with the SOEs Ministerial Regulation by taking into account increase in the company's performance and capabilities and is given in cash		

Pada tahun buku 2024, jumlah kompensasi yang dibayarkan kepada Dewan Komisaris dan Perangkat Dewan Komisaris tercatat sebesar Rp3,00 miliar, sedangkan kepada Direksi Perusahaan sebesar Rp6,78 miliar, sehingga total remunerasi mencapai Rp9,78 miliar. Seluruh kompensasi tersebut diklasifikasikan sebagai imbalan kerja jangka pendek sesuai standar akuntansi yang berlaku. Penurunan ini dapat mencerminkan penyesuaian terhadap kebijakan remunerasi, capaian kinerja, atau strategi efisiensi perusahaan dalam periode yang bersangkutan., telah sesuai dengan struktur remunerasi dalam Peraturan Menteri BUMN Nomor 13/ MBU/09/2021.

In the 2024 fiscal year, total compensation paid to the Board of Commissioners and its supporting bodies amounted to Rp3.00 billion, while the compensation for the Company's Board of Directors was Rp6.78 billion. This brings the total remuneration to Rp9.78 billion. All compensation was classified as short-term employee benefits by applicable accounting standards. The decrease may reflect adjustments in the remuneration policy, performance achievements, or the Company's efficiency strategy during the reporting period. The remuneration structure is in line with the provisions of the Minister of State-Owned Enterprises Regulation No. 13/ MBU/09/2021.

KEBERAGAMAN DIREKSI DAN DEWAN KOMISARIS

Diversity of The Board of Directors and The Board of Commissioners

Perusahaan menganggap keberagaman keanggotaan Dewan Komisaris dan Direksi sebagai bagian penting dari Tata Kelola Perusahaan. Hal tersebut termasuk beragam pengalaman, latar belakang pendidikan, dan kesetaraan gender. Ini merupakan hal positif yang diperlukan untuk proses pengambilan sebuah keputusan.

The Company considers the membership diversity of the Board of Commissioners and the Board of Directors as an important part of Corporate Governance. This includes diverse experiences, educational backgrounds, and gender equality. This is a positive thing that is needed for the process of making a decision.

Penilaian Perusahaan akan perlunya keberagaman komposisi memberikan alternatif pemecahan masalah dan mendorong pengambilan keputusan yang lebih objektif dan komprehensif, dengan mempertimbangkan unsur keberagaman dari bidang keilmuan, kompetensi, usia, keahlian, pengalaman kerja, dan gender agar paradigma dalam pengambilan keputusan menjadi lebih luas.

The Company's assessment of the need for diversity in composition provides alternative solutions to problems and encourages more objective and comprehensive decision-making, taking into account elements of diversity in scientific field, competence, age, expertise, work experience, and gender so that the paradigm in decision-making becomes broader.

ASPEK KEBERAGAMAN DIREKSI DAN DEWAN KOMISARIS
Diversity Aspect Director and Commissioners

No	Aspek Keberagaman Diversity Aspects	Deskripsi Description	Menerapkan Apply
1	Kemampuan Competence	Mampu menjalankan tugas dan tanggung jawab secara efektif. Capable of performing duties and responsibilities effectively.	Telah Diterapkan Has been Applied
2	Keahlian Expertise	Memiliki keahlian di bidang yang relevan dengan bisnis perusahaan. Has expertise in areas relevant to the company's business	Telah Diterapkan Has been Applied
3	Pengetahuan Knowledge	Memahami industri, pasar, dan peraturan perundang-undangan. Understands the industry, market, and applicable laws and regulations.	Telah Diterapkan Has been Applied
4	Pengalaman Experience	Memiliki pengalaman di posisi kepemimpinan atau bidang terkait. Has experience in leadership roles or related fields.	Telah Diterapkan Has been Applied
5	Usia Age	Rentang usia yang beragam untuk mendapatkan perspektif yang luas. Represents a diverse age range to ensure a broad perspective.	Telah Diterapkan Has been Applied
6	Latar Belakang Budaya Cultural Background	Memahami dan menghargai keragaman budaya. Understands and respects cultural diversity.	Telah Diterapkan Has been Applied
7	Gender Gender	Mendorong kesetaraan gender dalam posisi kepemimpinan. Promotes gender equality in leadership positions.	Telah Diterapkan Has been Applied

Keberagaman Direksi dan Dewan Komisaris PLN IP Services yang menjabat pada tahun 2024 dapat dilihat pada tabel berikut ini:

The diversity of the Board of Directors and the Board of Commissioners of PLN IP Services who served in 2024 can be seen in the following table:

KEBERAGAMAN SUSUNAN DIREKSI DAN DEWAN KOMISARIS
Diversity Aspect Director and Commissioners

No	Nama Name	Jabatan Position	Usia (tahun) Age (years)	Jenis Kelamin Gender	Latar Belakang Profesional Professional Background	Latar Belakang Budaya Culture Background
Direksi Board of Directors						
1	Hari Cahyono	Direktur Utama President Director	51 tahun 51 years old	Pria Male	Insinyur senior di bidang pembangkitan listrik dengan keahlian strategis dalam manajemen aset dan operasi pembangkit. Senior engineer in power generation, with strategic expertise in asset management and power plant operations.	Jawa Javanese
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	46 tahun 46 years old	Pria Male	Praktisi pengembangan SDM dengan keahlian di bidang talenta, rekrutmen, dan transformasi kepemimpinan berbasis kerangka *Baldrige*. Human capital development practitioner, specializing in talent management, recruitment, and leadership transformation based on the Baldrige framework.	Jawa Javanese
3	Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business (Previously Director of Business)	48 tahun 48 years old	Pria Male	Insinyur teknis pembangkitan listrik dengan keahlian dalam manajemen operasi dan mitigasi risiko berbasis standar SNI. Technical engineer in power generation, with expertise in operational management and risk mitigation aligned with SNI standards.	Jawa (Banyumasan) Javanese (Banyumasan)
4	Mulyadi Koto**	Direktur Operasi Director of Operation	50 tahun 50 years old	Pria Male	Profesional pembangkitan listrik dengan kepemimpinan operasional di PLTGU dan kompetensi manajemen risiko berbasis SNI. Power generation professional with operational leadership experience in combined cycle power plants (PLTGU) and risk management competence based on SNI standards	Betawi (multi-etnis) Betawi (multi-ethnic)
5	Hari Muhardani Nasution**	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance (Previously Director of Finance)	48 tahun 48 years old	Pria Male	Profesional keuangan dengan dasar ekonomi dan hukum, berpengalaman dalam litigasi korporasi dan manajemen keuangan strategis. Finance professional with a background in economics and law, experienced in corporate litigation and strategic financial management.	Lampung

No	Nama Name	Jabatan Position	Usia (tahun) Age (years)	Jenis Kelamin Gender	Latar Belakang Profesional Professional Background	Latar Belakang Budaya Culture Background
Dewan Komisaris Board of Directors						
1	Khusnul Mubien	Komisaris Utama President Commissioner	56 tahun 56 years old	Pria Male	Eksekutif senior bidang keuangan dan perencanaan strategis dengan kepakaran di pengendalian kinerja korporat dan manajemen risiko. Senior executive in finance and strategic planning, with expertise in corporate performance control and risk management.	Jawa Javanese
2	Julita Indah	Komisaris Commissioner	51 tahun 51 years old	Wanita Female	Eksekutif niaga dan pengadaan dengan pengalaman kepemimpinan di manajemen bisnis, transmisi, dan pengelolaan rantai pasok kelistrikan. Commercial and procurement executive, with leadership experience in business management, power transmission, and electricity supply chain operations.	Betawi (multi-etnis) Betawi (multi-ethnic)
3	Masykuri Abdillah	Komisaris Commissioner	54 tahun 54 years old	Pria Male	Akademisi dan pakar studi Islam dengan keahlian dalam hukum muamalah, tata kelola syariah, dan hubungan antaragama lintas nasional. Academic and expert in Islamic studies, with specialization in Islamic commercial law (muamalah), sharia governance, and interfaith relations across nations.	Jawa Javanese
4	Sunandar***	Komisaris Independen Independent Commissioner	54 tahun 54 years old	Pria Male	Birokrat senior bidang kebijakan publik dan pengembangan usaha BUMN dengan pengalaman lintas sektor industri strategis nasional. Senior bureaucrat in public policy and SOE business development, with cross-sector experience in national strategic industries.	Betawi (multi-etnis) Betawi (multi-ethnic)
5	Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	46 tahun 46 years old	Pria Male	Praktisi media dan manajemen agribisnis dengan pengalaman di komunikasi publik, kewirausahaan, dan fungsi pengawasan. Media and agribusiness practitioner with experience in public communication, entrepreneurship, and governance oversight functions.	Betawi (multi-etnis) Betawi (multi-ethnic)

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.
***Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.
***Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

INDEPENDENSI DAN TRANSPARANSI DIREKSI DAN DEWAN KOMISARIS

Independence And Transparency Of The Board Of Directors And The Board Of Commissioners

Benturan kepentingan merupakan suatu kondisi yang dapat mempengaruhi pertimbangan pribadi dan/atau menyingkirkan profesionalisme dan integritas Dewan Komisaris dan Direksi dalam melaksanakan tugas, sehingga berimplikasi pada pencapaian kinerja dan citra Perusahaan dalam jangka panjang. Oleh karena hal tersebut, Perusahaan telah menyusun Pedoman Benturan Kepentingan PLN IP Services yang dicantumkan dalam board manual.

Conflict of interest is a condition that can affect personal judgment and/or undermine professionalism and integrity of the Board of Commissioners and the Board of Directors in carrying out their duties, thus having implications for achieving the performance and image of the Company in the long term. Because of this, the Company has prepared a Conflict of Interest Guideline for PLN IP Services which is included in the board manual.

PENGELOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS DAN DIREKSI

Kebijakan Benturan kepentingan memberikan panduan bagaimana mengetahui, mencegah dan mengatasi benturan kepentingan serta prosedur pengungkapan kemungkinan adanya benturan kepentingan dalam rangka menjamin pengelolaan Perusahaan yang baik. Pedoman Benturan Kepentingan diatur dalam Surat Keputusan bersama Dewan Komisaris dan Direksi SK No. 003.K/DEKOM-CDB/2020 dan SK No. 064.K/CDB/VI/2020.

Dalam menjalankan fungsi, tugas, dan tanggung jawabnya, anggota Dewan Komisaris dan Direksi wajib menjaga independensi dan menghindari segala bentuk benturan kepentingan, baik untuk kepentingan pribadi, kelompok dan golongan tertentu.

Peraturan yang ditetapkan baik bagi anggota Direksi maupun Dewan Komisaris untuk menghindari benturan kepentingan yaitu:

1. Dilarang melakukan transaksi yang mempunyai benturan kepentingan.
2. Harus mengungkapkan kepada Perusahaan semua kepemilikan sahamnya, baik saham Perusahaan maupun saham Perusahaan lain yang selanjutnya akan dicatat di dalam Daftar Khusus.
3. Wajib melakukan pengungkapan dalam hal terjadi benturan kepentingan, dan Anggota Dewan

CONFLICT OF INTEREST MANAGEMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The Conflict of Interest Policy guides how to identify, prevent, and manage conflicts of interest, and the procedures for disclosing potential conflicts. This policy aims to ensure sound corporate governance. The guidelines on conflicts of interest are outlined in the Joint Decree of the Board of Commissioners and the Board of Directors, Decree No. 003.K/DEKOM-CDB/2020 and Decree No. 064.K/CDB/VI/2020.

In fulfilling their functions, duties and responsibilities, members of the Board of Commissioners and Board of Directors shall maintain independence and avoid any form of conflict of interest, whether for personal and group interests.

The rules set for both members of the Board of Directors and the Board of Commissioners to avoid conflict of interest are:

1. It is prohibited to conduct transactions that have a conflict of interest.
2. Shall disclose to the Company all of its shareholdings, both the Company's shares and other Company's shares which will then be recorded in the Special Register.
3. Required to make disclosures in the event of a conflict of interest, and Members of the Board

Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan yang berkaitan dengan hal tersebut.

4. Dalam pelaksanaan tugas dan pengambilan keputusan, Direksi maupun Dewan komisaris tidak boleh dipengaruhi oleh pihak lain yang dapat menyebabkan penyalahgunaan wewenang dan pengambilan keputusan yang tidak tepat. Keputusan diambil semata-mata untuk kepentingan terbaik Perusahaan dan bukan untuk kepentingan pribadi.

of Commissioners concerned may not involve themselves in the decision-making process related to this matter.

4. In carrying out their duties and making decisions, the Board of Directors and the Board of Commissioners shall not be influenced by other parties which can lead to abuse of authority and inappropriate decision-making. Decisions are taken solely for the best interests of the Company and not for personal gain.

Selain memiliki pedoman, Perusahaan juga mewajibkan seluruh anggota Dewan Komisaris dan Direksi untuk untuk menandatangani Surat Pernyataan komitmen dan daftar khusus yang dimiliki.

In addition to having guidelines, the Company also requires all members of the Board of Commissioners and Board of Directors to sign a Statement of Commitment and a special register.

SURAT PERNYATAAN KOMITMEN
STATEMENT OF COMMITMENT

Nama Name	Jabatan Position	Tanggal Penandatanganan Pernyataan Komitmen Signing Date of Statement of Commitment
Direktur Director		
Hari Cahyono	Direktur Utama President Director	2 Juli 2024 July 2, 2024
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	2 Juli 2024 July 2, 2024
Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business (Previously Director of Business)	2 Juli 2024 July 2, 2024
Mulyadi Koto**	Direktur Operasi Director of Operation	2 Juli 2024 July 2, 2024
Hari Muhardani Nasution**	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance (Previously Director of Finance)	2 Juli 2024 July 2, 2024
Dewan Komisaris Board of Directors		
Khusnul Mubien	Komisaris Utama President Commissioner	2 Juli 2024 July 2, 2024
Julita Indah	Komisaris Commissioner	2 Juli 2024 July 2, 2024
Masykuri Abdillah	Komisaris Commissioner	2 Juli 2024 July 2, 2024
Sunandar***	Komisaris Independen Independent Commissioner	2 Juli 2024 July 2, 2024
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	2 Juli 2024 July 2, 2024

Catatan | Notes
*Ditetapkan sebagai Pelaksana Tugas Direktur Bisnis berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 02 tanggal 3 Februari 2025.
**Menjabat hingga 24 Januari 2025, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 02 tanggal 3 Februari 2025.
***Menjabat hingga 17 Desember 2024, sebagaimana ditegaskan dalam Akta Pernyataan Keputusan Pemegang Saham PLN IP Services Nomor 24 tanggal 24 Desember 2024.

*Appointed as Acting Director of Business based on the Shareholders' Decision of PT PLN Indonesia Power Services Number 02, dated February 3, 2025.
**Served until January 24, 2025, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 02 dated February 3, 2025.
***Served until December 17, 2024, as stated in the Shareholders' Decision Statement Deed of PLN IP Services Number 24 dated December 24, 2024.

HUBUNGAN KERJA DEWAN KOMISARIS DAN DIREKSI

Working Relationship of the Board of Commissioners and the Board of Directors



Dalam rangka terciptanya hubungan kerja antara Dewan Komisaris dan Direksi yang harmonis guna mendukung pencapaian kinerja Perusahaan, diperlukan adanya persamaan persepsi dan komunikasi antara keduanya yang senantiasa dilandasi oleh suatu mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan dalam arti bahwa Dewan Komisaris dan Direksi sebagai jabatan kolektif yang merepresentasikan keseluruhan anggota-anggotanya sehingga setiap hubungan kerja antara Anggota Dewan Komisaris dengan Anggota Direksi harus diketahui oleh Anggota yang lain.

In order to create a harmonious working relationship between the Board of Commissioners and the Board of Directors to support the achievement of the Company's performance, it is necessary to have an equal perception and communication between the two which is always based on a standard mechanism or correspondence which can be accounted for in the sense that the Board of Commissioners and the Board of Directors are collective position that represent all of its members, hence every working relationship between Members of the Board of Commissioners and Members of the Board of Directors shall be known by other Members.

Penjelasan mengenai hubungan kerja antara Dewan Komisaris dan Direksi PT PLN Indonesia Power Services dijelaskan secara rinci dalam *board manual* yang ditandatangani bersama pada tanggal 24 Juni 2019.

An explanation of the working relationship between the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services is explained in detail in the board manual which was jointly signed on June 24, 2019.

Hubungan kerja antara Dewan Komisaris dengan Direksi harus menerapkan prinsip-prinsip sebagai berikut:

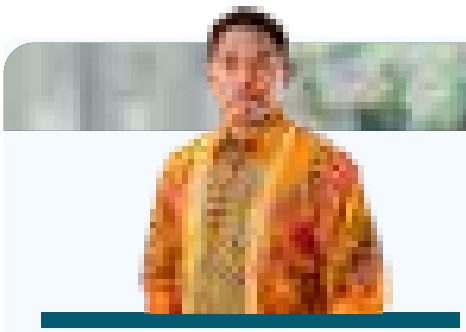
1. Dewan Komisaris menghormati tanggung jawab dan wewenang Direksi dalam mengelola Perusahaan sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar Perusahaan.
2. Direksi menghormati tanggung jawab dan wewenang Dewan Komisaris untuk melakukan pengawasan dan memberikan nasihat terhadap kebijakan pengelolaan Perusahaan.
3. Setiap hubungan kerja antara Dewan Komisaris dengan Direksi merupakan hubungan yang bersifat formal kelembagaan, dalam arti senantiasa dilandasi oleh suatu mekanisme baku atau korespondensi yang dapat dipertanggung jawabkan.
4. Hubungan kerja yang bersifat informal dapat dilakukan oleh masing-masing Anggota Dewan Komisaris dan Anggota Direksi, namun tidak dapat dipakai sebagai kebijakan yang dapat dipertanggungjawabkan.
5. Dewan Komisaris berhak memperoleh informasi Perusahaan secara akurat, memenuhi syarat kecukupan dan tepat waktu.
6. Direksi bertanggungjawab atas akurasi, kecukupan dan ketepatan waktu penyampaian informasi Perusahaan kepada Dewan Komisaris.
7. Dewan Komisaris dan Direksi menyepakati hubungan kerja antara organ Komisaris dan organ Direksi.

The working relationship between the Board of Commissioners and the Board of Directors shall apply the following principles:

1. The Board of Commissioners respect the responsibility and authority of the Board of Directors in managing the Company as stipulated in the laws and regulations and the Company's Articles of Association.
2. The Board of Directors respect the responsibility and authority of the Board of Commissioners to supervise and provide advice on the Company's management policies.
3. Every working relationship between the Board of Commissioners and the Board of Directors is a formal institutional relationship, in the sense that it is always based on a standard mechanism or correspondence that can be accounted for.
4. Informal working relationship can be implemented by each Member of the Board of Commissioners and Member of the Board of Directors, but cannot be used as an accountable policy.
5. The Board of Commissioners has right to obtain Company information accurately, meets the adequacy and timely requirements.
6. The Board of Directors is responsible for the accuracy, adequacy and timeliness of submitting Company information to the Board of Commissioners.
7. The Board of Commissioners and the Board of Directors agree on a working relationship between organs of the Board of Commissioners and the Board of Directors.

SEKRETARIS DEWAN KOMISARIS
Secretary to The Board of Commissioners

PROFIL SEKRETARIS DEWAN KOMISARIS
Profile of Secretary to The Board of Commissioners



Aswindo

Sekretaris Dewan Komisaris
Secretary of the Board of Commissioners

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Tangerang
Tangerang

Usia
Age
Usia 39 tahun per 31 Desember 2024
39 years old as of December 31, 2024

Periode
2022-sekarang

Dasar Hukum Pengangkatan
SK DEKOM Nomor 001.K/DEKOM-CDB/2019 Tanggal 15 Maret 2019

Riwayat Pendidikan
S1 Teknik Sipil Universitas Sebelas Maret Surakarta (2008)

Riwayat Pekerjaan
- Manager of Contract and Customer Relation II, PT Indonesia Power (2019)
- Manajer Komersial dan Hubungan Pelanggan II, PT Indonesia Power (2017-2019)
- Manajer Komersial dan Hubungan Pelanggan II, PT Indonesia Power (2017)
- Ahli Madya Pengembangan Bisnis Jasa Pembangkitan, PT Cogindo DayaBersama (2015)

Hubungan Afiliasi
Tidak Ada

Kepemilikan Saham di PLN IP Services
Tidak Ada

Period
2022-present

Legal Basis of Appointment
SK DEKOM Number 001.K/DEKOM-CDB/2019 Dated March 15, 2019

Educational Background
Bachelor of Civil Engineering from Sebelas Maret University, Surakarta (2008)

Professional Experience
- Manager of Contract and Customer Relations II, PT Indonesia Power (2019)
- Commercial Manager and Customer Relations II, PT Indonesia Power (2017-2019)
- Commercial Manager and Customer Relations II, PT Indonesia Power (2017)
- Associate Expert in Generation Service Business Development, PT Cogindo DayaBersama (2015)

Affiliation Relationship
None

Share Ownership at PLN IP Services
None

Sekretaris Dewan Komisaris merupakan organ pendukung Dewan Komisaris yang diangkat dan diberhentikan oleh Dewan Komisaris untuk membantu kelancaran pekerjaan dan memberikan dukungan kepada Dewan Komisaris dalam menjalankan tugas dan fungsinya.

Secretary to the Board of Commissioners is a supporting organ for the Board of Commissioners who is appointed and dismissed by the Board of Commissioners to assist in the seamless running of work and to provide support to the Board of Commissioners in carrying out its duties and functions.

TUGAS DAN TANGGUNG JAWAB
Duties and Responsibilities

Sekretaris Dewan Komisaris mempunyai fungsi untuk memberikan dukungan administratif dan kesekretariatan kepada Dewan Komisaris guna memperlancar pelaksanaan tugas-tugas Dewan Komisaris.

The Secretary to the Board of Commissioners has function of providing administrative and secretarial support to the Board of Commissioners in order to facilitate the implementation of the duties of the Board of Commissioners.

Tugas Sekretaris Dewan Komisaris antara lain:

1. Menyelenggarakan kegiatan di bidang kesekretariatan dalam lingkungan Dewan Komisaris.
2. Mengkoordinir penyediaan informasi yang dibutuhkan Dewan Komisaris, seperti laporan berkala dari Direksi (Laporan Bulanan, Laporan Triwulanan, Laporan Tahunan, Laporan Hasil Pemeriksaan SPI) serta laporan/informasi lainnya mengenai Perusahaan.
3. Menyelenggarakan rapat Dewan Komisaris, termasuk tetapi tidak terbatas pada penyiapan dan pengiriman undangan, penyampaian materi rapat serta pembuatan risalah rapat.
4. Mengadministrasikan risalah rapat dan dokumen Dewan Komisaris lainnya serta mengirimkan hasil-hasil keputusan rapat kepada pihak-pihak yang berkepentingan.

Duties of Secretary to the Board of Commissioners include:

1. Organizing secretarial activities within the Board of Commissioners.
2. Coordinating the provision of information needed by the Board of Commissioners, such as periodic reports from the Board of Directors (Monthly Reports, Quarterly Reports, Annual Report, Result of SPI Inspection Report) as well as other reports/ information regarding the Company.
3. Organizing meetings of the Board of Commissioners, including but not limited to prepare and send invitation, submit meeting materials and prepare minutes of meetings.
4. Administer the minutes of meetings and other documents of the Board of Commissioners and send the results of the meeting decision to interested parties.

PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS
Implementation of Duties of the Secretary to the Board of Commissioners

1. Mengatur pertemuan internal/rapat Dewan Komisaris, pertemuan dengan Direksi dan /atau pertemuan dengan Pemegang Saham.
2. Menyelenggarakan kegiatan dibidang kesekretariatan dalam lingkungan Dewan Komisaris.
3. Mengkoordinir penyediaan informasi yang dibutuhkan Dewan Komisaris seperti laporan berkala dari Direksi (Laporan Bulanan, Laporan Triwulanan, Laporan Tahunan, Laporan Hasil Audit Internal) serta laporan/informasi lainnya mengenai perusahaan).
4. Menyelenggarakan Rapat Dewan Komisaris termasuk tetapi tidak terbatas pada penyiapan dan pengiriman undangan, penyampaian materi rapat serta pembuatan risalah rapat.
5. Mengadministrasikan risalah rapat dan dokumen Dewan Komisaris lainnya serta mengirimkan hasil – hasil keputusan rapat kepada pihak – pihak yang berkepentingan.

1. Organizing internal meetings of the Board of Commissioners, meetings with the Board of Directors and/or meetings with Shareholders.
2. Conducting secretarial activities within the Board of Commissioners.
3. Coordinating the provision of information needed by the Board of Commissioners such as periodic reports from the Board of Directors (Monthly Report, Quarterly Report, Annual Report, Internal Audit Result Report) as well as other reports/information regarding the company).
4. Organizing meetings of the Board of Commissioners including but not limited to preparing and send invitations, delivering meeting materials and preparing minutes of meetings.
5. Administering the minutes of meetings and other documents of the Board of Commissioners and send the results of the meeting decisions to interested parties.

DEWAN PENGAWAS SYARIAH
Sharia Supervisory Board



Perusahaan tidak memiliki Dewan Pengawas Syariah karena kegiatan usaha atau bidang usaha Perusahaan tidak menjalankan prinsip syariah sebagaimana tertuang dalam anggaran dasar sepanjang tahun 2024.

Oleh karena itu, persyaratan terkait Dewan Pengawas Syariah, seperti nama anggota, dasar hukum pengangkatan, periode penugasan, tugas dan tanggung jawab, serta mekanisme pemberian nasihat dan pengawasan terhadap pemenuhan prinsip syariah di pasar modal, tidak relevan untuk diterapkan pada Perusahaan.

Perusahaan memastikan bahwa governansi korporat tetap sejalan dengan peraturan yang berlaku dan prinsip governansi korporat yang baik sesuai dengan kegiatan usahanya.

The Company has no Sharia Supervisory Board because the Company's business activities or line of business do not comply with sharia principles as stated in the articles of association throughout 2024.

Therefore, requirements related to the Sharia Supervisory Board, such as the names of members, legal basis for appointment, period of assignment, duties and responsibilities, and mechanism for providing advice and supervision on the fulfillment of sharia principles in the capital market, are not relevant to be applied to the Company.

The Company ensures that corporate governance remains in line with applicable regulations and good corporate governance principles in line with its business activities.

KOMITE AUDIT
Audit Committee

PROFIL KOMITE AUDIT
Profil of Audit Committee

Andri Yunaldi

Ketua Komite Audit
Chairman of the Audit Committee

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age	Periode Period
Indonesia Indonesian	Jakarta Jakarta	Usia 56 tahun per 31 Desember 2024 56 years old as of December 31, 2024	Periode 1 1st Period 2024—2025

Dasar Hukum Pengangkatan

Diangkat sebagai Ketua Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. 006.K/DEKOM-CDB/2024 tanggal 2 Desember 2024.

Riwayat Pendidikan

- S1-Profesi Psikologi, Universitas Indonesia (1993)
- S2 Bidang Manajemen SDM, Universitas Indonesia (2008)

Riwayat Pekerjaan

- Senior Audit Eksekutif Kantor Pusat I PT PLN (Persero) (2018)
- Kepala Pengembangan Sistem Kualitas Audit pada Satuan Pengawasan Intern PT PLN (Persero) Kantor Pusat (2017-2018)
- Vice President Karir PT PLN (Persero) Kantor Pusat (2016-2017)
- Vice President Rekrutmen PT PLN (Persero) Kantor Pusat (2015-2016)

Sertifikasi

- QRGP SNI Manajemen Risiko 18 Oktober
- Manajemen SDM, Investasi dan Risiko Perusahaan

Rangkap Jabatan

Tidak Ada

Hubungan Afiliasi

Tidak Ada

Kepemilikan Saham di PLN IP Services

Tidak Ada

Legal Basis of Appointment

Appointed as a Chairman of the Audit Committee based on Appointed based on the Decree of the Board of Commissioners No. 006.K/DEKOM-CDB/2024 dated December 2, 2024.

Educational Background

- Bachelor in Psychology, University of Indonesia (1993)
- Master of Human Capital Management, University of Indonesia (2008)

Professional Experience

- Executive Senior Audit at the Head Office I of PT PLN (Persero) (2018)
- Head of Audit Quality System Development at Internal Control Unit of PT PLN (Persero) Head Office (2017-2018)
- Vice President of Career at PT PLN (Persero) Head Office (2016-2017)
- Vice President Recruitment at PT PLN (Persero) Head Office (2015-2016)

Certification

- QRGP SNI Risk Management, October 18
- HC Management, Investment and Corporate Risk

Concurrent Position

None

Affiliation Relationship

None

Share Ownership at PLN IP Services

None

Fredy Eko Prasetyo T

Anggota Komite Audit
Member of the Audit Committee

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age	Periode Period
Indonesia Indonesian	Jakarta Jakarta	Usia 46 tahun per 31 Desember 2024 46 years old as of December 31, 2024	2023 - Sekarang 2023 - Present

Dasar Hukum Pengangkatan

Diangkat sebagai anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. 006.K/DEKOM-CDB/2024 tanggal 2 Desember 2024

Riwayat Pendidikan

- Sarjana Ekonomi di STIE IBMI (2010)
- Jurnalis di Institut Ilmu Sosial dan Ilmu Politik Jakarta (1993-1999)

Riwayat Pekerjaan

- General Manager di Bu Tani Rice (2018-Sekarang)
- Contributor di Tabloid Negarawan untuk Sumatera Utara (2015-2017)
- Staf Ahli Media Center di DPRD Labuhanbatu (2013)

Sertifikasi

Sertifikasi *Qualified Risk Governance Professional* (QRGP) LSP MKS

Rangkap Jabatan

- Komisaris Independen di PT PLN Indonesia Power Services (2023-2026)
- General Manager di Bu Tani Rice (2018-Sekarang)

Keahlian

Pelatihan *Qualified Risk Governance Professional* (QRGP) CRMS

Hubungan Afiliasi

Tidak Ada

Kepemilikan Saham di PLN IP Services

Tidak Ada

Legal Basis of Appointment

Appointed as a member of the Audit Committee based on the Decree of the Board of Commissioners No. 006.K/DEKOM-CDB/2024 dated December 2, 2024

Educational Background

- Bachelor of Economic in STIE IBMI (2010)
- Journalist in Jakarta Institute of Social and Political Sciences (1993-1999)

Professional Experience

- General Manager of Bu Tani Rice (2018-Present)
- Contributor in Negarawan Tabloid for North Sumatera (2015-2017)
- Media Expert Staff Center of DPRD Labuhanbatu (2013)

Certification

EQualified Risk Governance Professional (QRGP) LSP MKS Certification

Concurrent Position

- Independent Commissioner of PT PLN Indonesia Power Services (2023-2026)
- General Manager of Bu Tani Rice (2018-Present)

Expertise

Qualified Risk Governance Professional (QRGP) CRMS Training

Affiliation Relationship

None

Share Ownership at PLN IP Services

None

Imam Subakti

Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan
Citizenship
Indonesia
Indonesian

Domisili
Domicile
Semarang
Semarang

Usia
Age
Usia 52 tahun per 31 Desember 2024
52 years old as of December 31, 2024

Periode
Period
Periode 1
1st Period
2023—2025

Dasar Hukum Pengangkatan

Diangkat sebagai anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. 006.K/DEKOM-CDB/2024 tanggal 2 Desember 2024.

Riwayat Pendidikan

- Sarjana Elektronika STT Fatahillah Cilegon (2008)

Riwayat Pekerjaan

- Wakil Presiden Manajemen Kontrak Dan Hubungan Pelanggan I (2023-Sekarang)
- Eksekutif Bidang Administrasi Kp Tugas Karya Ke Pt Pln (2019-2022)
- Manajer Unit Jasa Pembangkitan Pltu Jeranjang (2017-2018)
- Manajer Unit Jasa Pembangkitan Pltu Holtekamp (2016-2017)
- Ahli Madya Keamanan Korporat (2015-2016)

Sertifikasi

Elektronika

Rangkap Jabatan

Wakil Presiden Manajemen Kontrak Dan Hubungan Pelanggan I

Hubungan Afiliasi

Tidak Ada

Kepemilikan Saham di PLN IP Services

Tidak Ada

Legal Basis of Appointment

Appointed as a Member of the Audit Committee based on Appointed based on the Decree of the Board of Commissioners No. 006.K/DEKOM-CDB/2024 dated December 2, 2024.

Educational Background

- Bachelor's Degree in Electronics, STT Fatahillah Cilegon (2008)

Professional Experience

- Vice President Contract Management And Customer Relations I (2023-present)
- Executive of Administration Division of Works Task Force to PT PLN (2019-2022)
- Unit Manager of Generation Services Jeranjang PLTU (2017-2018)
- Unit Manager of Holtekamp PLTU (2016-2017)
- Corporate Security Associate Expert (2015-2016)

Certification

Electrical

Concurrent Position

Vice President Contract Management And Customer Relations I

Affiliation Relationship

None

Share Ownership at PLN IP Services

None

Komite Audit adalah komite yang dibentuk oleh Dewan Komisaris untuk membantu pelaksanaan tugas dan fungsi Dewan Komisaris dalam memastikan bahwa sistem pengendalian internal Perusahaan telah berfungsi secara efisien dan efektif serta pelaksanaan praktik *Good Corporate Governance* di dalam Perusahaan.

Pembentukan Komite Audit PLN IP Services sesuai dengan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

DASAR HUKUM

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
3. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana diubah terakhir dengan Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012.
4. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara.

PEDOMAN KERJA/PIAGAM KOMITE AUDIT

Piagam Komite Audit merupakan acuan tata laksana tugas bagi anggota Komite yang mengatur akan keberadaan, kedudukan, kewenangan, tugas, dan tanggung jawab Komite sebagai panduan dalam menjalankan tugasnya. Piagam Komite Audit telah disahkan oleh Dewan Komisaris dan Direksi pada Surat Keputusan Bersama Direksi dan Dewan Komisaris Nomor 016.K/CDB/III/2022 dan Nomor 001.K/DEKOM-CDB/2022 tentang Piagam Audit Internal Terintegrasi (*Integrated Internal Audit Chapter*).

Audit Committee is a committee formed by the Board of Commissioners to assist the implementation of the duties and functions of the Board of Commissioners in ensuring that the Company's internal control system functions efficiently and effectively and implements Good Corporate Governance practices within the Company.

The establishment of tthe Audit Committee of PLN IP Services is in accordance with the Regulation of the State Minister for State-Owned Enterprises Number: PER-12/MBU/2012 on Supporting Organs for the Board of Commissioners/Supervisory Board for State-Owned Enterprises.

LEGAL BASIS

1. Law Number 40 of 2007 on Limited Liability Companies.
2. Law number 19 of 2003 on State Owned Enterprises.
3. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises as last amended by Number: PER-09/MBU/2012 dated July 6, 2012.
4. Regulation of the Minister of State-Owned Enterprises Number: PER-12/MBU/2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

WORK GUIDELINES/CHARTER OF THE AUDIT COMMITTEE

The Audit Committee Charter serves as an operational guideline for committee members, outlining the existence, position, authority, duties, and responsibilities of the Committee as a reference in carrying out its functions. The Audit Committee Charter was approved by the Board of Commissioners and the Board of Directors through Joint Decree Number 016.K/CDB/III/2022 and Number 001.K/DEKOM-CDB/2022 concerning the Integrated Internal Audit Charter.

Piagam (*Charter*) Komite Audit mengatur mengenai:
1. Fungsi dan tugas pokok Komite Audit;
2. Anggota dan organisasi Komite Audit;
3. Kode etik Komite Audit;
4. Rapat Komite Audit;
5. Masa jabatan Komite Audit
6. Honorarium dan pembebanan biaya.

KRITERIA ANGGOTA KOMITE AUDIT

Kriteria bagi anggota Komite Audit antara lain harus bebas dari segala potensi benturan kepentingan yang dapat menggangu independensi dan obyektivitas pendapatnya atas permasalahan yang dihadapi, bersifat independen dan tidak memiliki rangkap jabatan di dalam dan di luar Perusahaan yang dapat mempengaruhi kemampuan mereka untuk bertindak independen dalam setiap pengambilan keputusan.

Persyaratan lainnya :
1. Memiliki integritas yang baik serta pengetahuan dan pengalaman kerja yang cukup di bidang audit serta bidang lainnya yang dipandang perlu sehingga dapat melaksanakan fungsi secara optimal.
2. Tidak memiliki kepentingan dan hubungan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan.
3. Mampu bekerjasama dan berkomunikasi secara efektif dan memiliki komitmen yang kuat dalam menjalankan tugasnya.
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
5. Anggota Komite Audit yang berasal dari luar Perusahaan tidak mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga baik menurut garis lurus maupun garis ke samping dengan anggota Dewan Komisaris dan anggota Direksi.
6. Anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris tidak boleh merangkap sebagai:
   - Anggota Dewan Komisaris pada BUMN/ perusahaan lain.
   - Sekretaris/staf Sekretariat Dewan Komisaris/ perusahaan lain.
   - Anggota Komite lain pada perusahaan dan/atau
   - Anggota Komite pada BUMN/perusahaan lain.

Audit Committee Charter regulates:
1. Main functions and duties of the Audit Committee;
2. Members and organization of the Audit Committee;
3. Code of ethics of the Audit Committee;
4. Meetings of the Audit Committee;
5. Term of office of the Audit Committee
6. Honorarium and fees.

CRITERIA FOR MEMBERS OF THE AUDIT COMMITTEE

Criteria for members of the Audit Committee, among others, shall be free from any potential conflict of interest that can interfere with the independence and objectivity of their opinions on the problems they face, are independent and do not have multiple positions inside and outside the Company which can affect their ability to act independently in every decision making.

Other requirements :
1. Have good integrity as well as sufficient knowledge and work experience in the field of audit and other fields deemed necessary so that they can implement their functions optimally.
2. Do not have personal interest and relationship that can have negative impact and conflict of interest on the Company.
3. Able to cooperate and communicate effectively and have strong commitment in carrying out their duties.
4. Can provide sufficient time to complete the duties.
5. Member of the Audit Committee who come from outside the Company do not have blood and kinship ties to the third degree either in a straight line or sideways with member of the Board of Commissioners and member of the Board of Directors.
6. Member of the Audit Committee who are not member of the Board of Commissioners may not concurrently serve as:
   - Member of the Board of Commissioners in SOEs/other companies.
   - Secretary/staff of the Secretariat of the Board of Commissioners/other companies.
   - Other Committee members in the company and/ or
   - Committee member at SOEs/other companies.

7. Salah seorang dari anggota Komite Audit harus memiliki latar belakang pendidikan akuntansi atau keuangan dan salah seorang lainnya harus memahami industri dilingkungan Perusahaan.

KEBIJAKAN DAN BESARAN REMUNERASI BAGI KOMITE AUDIT

Anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris diberikan honorarium sesuai kebijakan remunerasi yang ditetapkan oleh Dewan Komisaris PT PLN Indonesia Power Services.

Penetapan tersebut mempertimbangkan ruang lingkup tugas, tanggung jawab, frekuensi rapat, serta kontribusi yang diberikan oleh masing-masing anggota komite, dengan tetap memperhatikan prinsip kewajaran, kepatuhan terhadap ketentuan perundang-undangan, dan praktik tata kelola perusahaan yang baik.

PENILAIAN KINERJA KOMITE AUDIT

Kinerja Komite Audit dievaluasi oleh Dewan Komisaris setiap akhir tahun berdasarkan realisasi pelaksanaan tugas, Jumlah dan kajian analisis serta rekomendasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja dan Anggaran Komite Audit. Penilaian kinerja Komite Audit tersebut dilaporkan kepada Dewan Komisaris dalam laporan Komite Audit. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Audit untuk periode jabatan berikutnya.

SUSUNAN ANGGOTA KOMITE AUDIT

Anggota Komite Audit terdiri dari sekurang-kurangnya satu orang anggota Dewan Komisaris, dan sekurang-kurangnya 3 (tiga) orang anggota lainnya yang berasal dari luar Perusahaan dengan masa jabatan yang diberikan tidak akan melebihi masa jabatan anggota Dewan Komisaris.

Susunan anggota Komite Audit sampai dengan 31 Desember 2024 adalah sebagai berikut:

7. One member of the Audit Committee must have an educational background in accounting or finance and another must understand the industry within the Company.

POLICY AND AMOUNT OF REMUNERATION FOR THE AUDIT COMMITTEE

Audit Committee members who are not part of the Board of Commissioners are granted an honorarium based on the remuneration policy determined by the Board of Commissioners of PT PLN Indonesia Power Services.

This determination considers the scope of duties, responsibilities, frequency of meetings, and the contributions made by each committee member while upholding the principles of fairness, compliance with applicable laws and regulations, and good corporate governance practices.

PERFORMANCE ASSESSMENT OF THE AUDIT COMMITTEE

The performance of the Audit Committee is evaluated by the Board of Commissioners at the end of each year based on the realization of the implementation of duties, number and analysis review as well as recommendation and completion of work programs listed in the Audit Committee Work Plan and Budget. The Audit Committee performance assessment is reported to the Board of Commissioners in the Audit Committee report. The result of this assessment will be used as material for consideration for the Board of Commissioners to reappoint and/or dismiss members of the Audit Committee for the next term of office.

COMPOSITION OF MEMBERS OF THE AUDIT COMMITTEE

Members of the Audit Committee consist of at least one member of the Board of Commissioners, and at least 3 (three) other members from outside the Company whose term of office will not exceed the term of office of members of the Board of Commissioners.

The composition of the Audit Committee as of December 31, 2024, is as follows:

Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office
Andri Yunaldi	Ketua Chairman	Diangkat sebagai Ketua Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. 006.K/DEKOM-CDB/2024 tanggal 2 Desember 2024 Appointed as a Chairman of the Audit Committee based on Appointed based on the Decree of the Board of Commissioners No. 006.K/DEKOM-CDB/2024 dated December 2, 2024	Periode 1 1st Period 2024—2025
Fredy Eko Prasetyo T.	Anggota Komite Audit Member of Audit Committee	Diangkat sebagai anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. 006.K/DEKOM-CDB/2024 tanggal 2 Desember 2024 Appointed as a Member of the Audit Committee based on Appointed based on the Decree of the Board of Commissioners No. 006.K/DEKOM-CDB/2024 dated December 2, 2024	Periode 1 1st Period 2023—2025
Imam Subakti	Anggota Komite Audit Member of Audit Committee	Diangkat sebagai anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. 006.K/DEKOM-CDB/2024 tanggal 2 Desember 2024 Appointed as a Member of the Audit Committee based on Appointed based on the Decree of the Board of Commissioners No. 006.K/DEKOM-CDB/2024 dated December 2, 2024	Periode 1 1st Period 2023—2025

PERNYATAAN INDEPENDENSI KOMITE AUDIT
Statement Of Independence Of The Audit Committee

Anggota Komite Audit menyatakan bahwa pelaksanaan tugas dan tanggung jawab Anggota Komite Audit dijalankan secara independen sesuai dengan ketentuan yang berlaku:

1. Surat Keputusan Bersama Dewan Komisaris dan Direksi No.328.K/CDB/XII/2014 tentang Pembentukan Komite Audit tanggal 15 Desember 2014;
2. POJK Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit; dan
3. Pedoman Umum Governansi Korporat Indonesia (PUG-KI) 2021.

Members of the Audit Committee declare that they have carried out their duties and responsibilities independently and following the applicable regulations, including:

1. Joint Decree of the Board of Commissioners and the Board of Directors No. 328.K/CDB/XII/2014 on the Establishment of the Audit Committee dated December 15, 2014;
2. POJK No. 55/POJK.04/2015 on the Establishment and Implementation Guidelines for the Audit Committee; and
3. Indonesian Corporate Governance Manual (PUG-KI) 2021.

Anggota Komite Audit tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, maupun hubungan keluarga dengan anggota Direksi, Dewan Komisaris, pemegang saham pengendali atau afiliasi Perusahaan yang dapat memengaruhi independensi Komite Audit. Anggota Komite Audit juga tidak terlibat dalam pengambilan keputusan operasional Perusahaan, sehingga fungsi pengawasan yang Anggota Komite Audit jalankan bersifat independen dan fokus, sesuai dengan Pedoman atau Piagam Komite Audit yang mencakup peninjauan laporan keuangan, pemantauan efektivitas sistem pengendalian internal, evaluasi kepatuhan terhadap peraturan serta penanganan laporan pelanggaran (*whistleblowing*).

Members of the Audit Committee have no financial, managerial, share ownership, or family relationships with members of the Board of Directors, the Board of Commissioners, controlling shareholders, or the Company's affiliates that could affect the independence of the Audit Committee. They are also not involved in the Company's operational decision-making, ensuring the supervisory role remains independent and focused. This aligns with the Audit Committee Charter, which outlines responsibilities such as reviewing financial statements, monitoring the effectiveness of internal control systems, evaluating regulatory compliance, and handling whistleblowing reports.

Dalam menjalankan peran, Anggota Komite Audit berkomitmen untuk mematuhi dan menerapkan Pedoman Komite Audit, menjunjung tinggi prinsip governansi korporat yang baik seperti etika, transparansi, akuntabilitas dan keberlanjutan, serta menghindari konflik kepentingan dan memberikan rekomendasi secara objektif demi kepentingan Perusahaan. Pernyataan ini dibuat sebagai bentuk tanggung jawab dan komitmen Anggota Komite Audit dalam mendukung penerapan governansi korporat yang disampaikan dalam Laporan Tahunan 2024.

In carrying out their duties, Audit Committee members are committed to adhering to and implementing the Audit Committee Charter, upholding the principles of good corporate governance, namely ethics, transparency, accountability, and sustainability, while avoiding conflicts of interest and providing objective recommendations in the best interest of the Company. This statement reflects the responsibility and commitment of the Audit Committee in supporting corporate governance practices, as presented in the 2024 Annual Report.

No	Aspek Independensi Independence Aspect	Andri Yunaldi		Fredy Eko Prasetyo T		Imam Subakti	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1	Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Jasa Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat. Not an insider of the Public Accounting Firm, Legal Consultant Service Office, Public Appraisal Service Office, or other parties that provide insurance services, non-insurance services, appraisal services, and/or other consulting services to the Company within the last 6 (six) months before appointment	√		√		√	
2	Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months, except for Independent Commissioner.	√		√		√	
3	Tidak memiliki saham langsung maupun tidak langsung pada Perseroan. Has no direct or indirect shares in the Company.	√		√		√	
4	Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors or major shareholders of the Company.	√		√		√	
5	Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha Perseroan. Has no business relationship, either directly or indirectly, related to the Company's business activities.	√		√		√	
6	Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Has no serve as administrators of political parties, officials, and government.	√		√		√	

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG TELAH DIIKUTI DALAM TAHUN BUKU
Training And/Or Competency Development Attended During The Fiscal Year

Perusahaan menyertakan anggota Komite Audit untuk mengikuti pendidikan dan/atau pelatihan dengan tujuan untuk meningkatkan keahlian dan kompetensi masing-masing anggota sebagaimana tertuang dalam Piagam Komite Audit (*Board Charter*).

The Company gives members of the Audit Committee to participate in education and/or training with the aim of improving the skills and competence of each member as stated in the Audit Committee Charter (Board Charter).

Sampai dengan 31 Desember 2024, Anggota Komite Audit tidak mengikuti pelatihan dan/atau peningkatan kompetensi.

As of December 31, 2024, the Audit Committee members have not attended in any training or competency development programs.

URAIAN TUGAS DAN TANGGUNG JAWAB
Description Of Duties And Responsibilities

Komite Audit bertugas membantu Dewan Komisaris dalam melaksanakan tugas pengawasan dengan melakukan penelaahan atas hasil pemeriksaan oleh Auditor Internal dan Auditor Eksternal termasuk memantau pelaksanaan *Good Corporate Governance* (GCG) dalam pengelolaan Perusahaan dengan tugas pokoknya adalah sebagai berikut:

1. Menelaah program audit tahunan yang disusun Auditor Internal dan Auditor Eksternal.
2. Melakukan penelaahan atas kecukupan pemeriksaan yang dilakukan oleh Auditor Internal dan Auditor Eksternal.
3. Memberikan masukan kepada Dewan Komisaris mengenai tindak lanjut temuan audit, termasuk temuan signifikan yang belum ditindak lanjuti secara tuntas.
4. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan.
5. Perusahaan seperti Laporan Keuangan, Proyeksi dan Informasi Keuangan lainnya.
6. Memberikan saran kepada Manajemen melalui Dewan Komisaris mengenai berbagai hal yang dapat meningkatkan kelancaran dan efektivitas proses audit.

The Audit Committee is tasked with assisting the Board of Commissioners in performing its supervisory duties by reviewing the results of examinations by the Internal Auditor and External Auditor including monitoring the implementation of Good Corporate Governance (GCG) in the management of the Company with its main duties as follows:

1. Review the annual audit program prepared by the Internal Auditor and External Auditor.
2. Review the adequacy of audits conducted by the Internal Auditor and External Auditor.
3. Provide input to the Board of Commissioners on follow-up of audit findings, including significant findings that have not been followed up.
4. Review the financial information that will be issued by the Company such as Financial Statements, Projections and other Financial Information.
5. Provide advice to Management through the Board of Commissioners on matters that can improve the smoothness and effectiveness of the audit process.
6. Provide input to the Board of Commissioners on changes and improvements to the Audit Committee Charter.

7. Memberikan masukan kepada Dewan Komisaris mengenai perubahan dan penyempurnaan Piagam Komite Audit. Mengevaluasi hasil pemantauan Auditor Internal atas tindak lanjut hasil audit dan menelaah kecukupan sumber daya serta kualifikasi tenaga Auditor Internal.
8. Bersama tim seleksi memilih Auditor Eksternal yang akan melakukan audit dan mengusulkan agar dilakukan penggantian Auditor Eksternal apabila yang sedang bertugas dinilai tidak kompeten.
9. Memantau pelaksanaan *Good Corporate Governance* (GCG) dan melakukan evaluasi hasil *assesment* berkala atas penerapan GCG guna memastikan prinsip-prinsip GCG diterapkan dalam pengelolaan Perusahaan oleh organ Perusahaan termasuk organ pendukungnya.
10. Melakukan evaluasi dan memberikan rekomendasi tentang penyempurnaan sistem dan kelengkapan GCG Perusahaan terutama berkenaan dengan:
    - Pedoman Tata Kelola Perusahaan (*GCG Code*)
    - Pedoman Etika Perusahaan (*Code of Conduct*)
    - *Statement of Corporate Intent* (SCI)
    - Tata laksana kerja Direksi dan Dewan Komisaris (*Board Manual*)
    - *Road Map* dan laporan tentang pelaksanaan GCG sebagai bagian dari Laporan Tahunan di Perusahaan.
11. Membuat laporan tertulis dan memberikan paparan kepada Dewan Komisaris atas setiap pelaksanaan penugasan yang disertai dengan rekomendasi dari Komite secara terpisah yang khusus ditujukan kepada Dewan Komisaris.

7. Evaluate the results of the Internal Auditor's monitoring of follow-up audit results and review the adequacy of resources and qualifications of Internal Auditor personnel.
8. Together with the selection team, select the External Auditor who will conduct the audit and propose a replacement for the External Auditor if the current one is considered incompetent.
9. Monitor the implementation of Good Corporate Governance (GCG) and evaluate the results of periodic assessments of GCG implementation to ensure GCG principles are applied in the management of the Company by the organs of the Company including its supporting organs.
10. Evaluate and provide recommendations on improving the system and completeness of the Company's COG, especially with regard to:
    - Guidelines for Corporate Governance (GCG Mode)
    - Code of Conduct
    - Statement of Corporate Intent (SCI)
    - Board of Directors and Board of Commissioners work procedures (Board Manual)
    - Road Map and report on GCG implementation as part of the Annual Report of the Company.
11. Make a written report and provide a presentation to the Board of Commissioners on each implementation of the assignment accompanied by recommendations from the Committee specifically addressed to the Board of Commissioners.

PERNYATAAN BAHWA TELAH MEMILIKI PEDOMAN ATAU PIAGAM (*CHARTER*)
Statement Of Having A Guideline Or Charter

Anggota Komite Audit menyatakan bahwa Komite Audit telah memiliki Pedoman atau Piagam Komite Audit yang disusun sesuai dengan peraturan perundang-undangan yang berlaku:

1. Surat Keputusan Bersama Dewan Komisaris dan Direksi No.328.K/CDB/XII/2014 tentang Pembentukan Komite Audit tanggal 15 Desember 2014;
2. Peraturan Otoritas Jasa Keuangan Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit; dan

Members of the Audit Committee confirm that the Committee has an Audit Committee Charter, which has been prepared following applicable laws and regulations, including:

1. Joint Decree of the Board of Commissioners and the Board of Directors No. 328.K/CDB/XII/2014 on the Establishment of the Audit Committee, dated December 15, 2014;
2. Financial Services Authority Regulation No. 55/POJK.04/2015 on the Establishment and Guidelines for the Work Implementation of the Audit Committee; and

3. Pedoman Umum Governansi Korporat Indonesia (PUG-KI) tahun 2021.
4. Surat Keputusan Bersama Direksi dan Dewan Komisaris Nomor 016.K/CDB/III/2022 dan Nomor 001.K/DEKOM-CDB/2022 tentang Piagam Audit Internal Terintegrasi (*Integrated Internal Audit Chapter*).

3. Indonesian Corporate Governance Manual (PUG-KI) 2021.
4. Joint Decree of the Board of Directors and the Board of Commissioners Number 016.K/CDB/III/2022 and Number 001.K/DEKOM-CDB/2022 concerning the Integrated Internal Audit Charter.

Dokumen ini menjadi panduan kerja Komite Audit dalam menjalankan tugas dan tanggung jawab secara transparan dan akuntabel, dengan mengedepankan prinsip-prinsip governansi korporat yang baik seperti etika, akuntabilitas, transparansi, dan keberlanjutan. Isi Pedoman atau Piagam tersebut mencakup ketentuan mengenai tugas, tanggung jawab, dan wewenang Komite Audit; komposisi dan struktur keanggotaan; tata cara kerja dan kebijakan rapat; sistem pelaporan kegiatan; penanganan pengaduan atas dugaan pelanggaran laporan keuangan; serta masa tugas anggota Komite Audit.

This document is a working guideline for the Audit Committee in carrying out its duties and responsibilities in a transparent and accountable manner, guided by the principles of good corporate governance, namely ethics, accountability, transparency, and sustainability. The Charter outlines provisions regarding the duties, responsibilities, and authority of the Audit Committee; the composition and structure of its membership; procedures and policies for meetings; activity reporting systems; handling of complaints related to suspected financial reporting violations; and the term of office for Audit Committee members.

Anggota Komite Audit berkomitmen untuk mematuhi dan menerapkan pedoman ini sebagai bagian dari upaya mendukung Tata Kelola Perusahaan yang Baik, serta memastikan pelaksanaan tugas Komite Audit secara optimal demi keberhasilan operasional dan pencapaian visi serta misi strategis Perusahaan.

Members of the Audit Committee are committed to complying with and implementing this Charter as part of their efforts to support Good Corporate Governance and to ensure the effective performance of the Audit Committee's duties in contributing to the Company's operational success and the achievement of its strategic vision and mission.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT DAN TINGKAT KEHADIRAN ANGGOTA DALAM RAPAT TERSEBUT
Policy and Amount of Remuneration for the Audit Committee

Komite Audit wajib menyelenggarakan rapat secara berkala paling kurang 1 (satu) kali dalam 3 (tiga) bulan. Sepanjang tahun 2024, Komite Audit telah melangsungkan rapat sebanyak 12 (dua belas) kali dengan frekuensi kehadiran dan agenda sebagai berikut:

The Audit Committee must hold meetings regularly, at least once every three months. Throughout 2024, the Audit Committee held a total of 12 (twelve) meetings, with the attendance rate and agenda details as follows:

REKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT KOMITE AUDIT
Meeting Frequencies and Attendance of Audit Committee

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Andri Yunaldi	Ketua Chairman	12	12	100%
Fredy Eko Prasetyo T	Anggota Member	12	12	100%
Imam Subakti	Anggota Member	12	12	100%

MATA ACARA RAPAT KOMITE AUDIT
Meeting Agenda Of Audit Committee

No.	Mata Acara Agenda	Tanggal Date
1	• Penyampaian Kinerja Kumulatif Desember 2023 • Persiapan RUPS RKAP Tahun 2024 PT CDB • Perubahan Nama dan Logo Korporat • Presentation of Cumulative Performance as of December 2023 • Preparation for the 2024 RKAP GMS of PT CDB • Corporate Name and Logo Change	24 Januari 2024 January 24, 2024
2	Laporan Kinerja s.d Januari 2024 Performance Report as of January 2024	1 Maret 2024 March 1, 2024
3	Laporan Kinerja s.d Februari 2024 Performance Report as of February 2024	1 April 2024 April 1, 2024
4	Laporan Kinerja s.d Maret 2024 Performance Report as of March 2024	29 April 2024 April 29, 2024
5	Laporan Kinerja s.d April 2024 Performance Report as of April 2024	31 Mei 2024 May 1, 2024
6	Materi RUPS LPT PT PLN IP Services Tahun Buku 2023 GMS Materials for PT PLN IP Services for Fiscal Year 2023	21 Juni 2024 June 21, 2024
7	• Tindaklanjut Arahan DEKOM pada RADEKOM sebelumnya • Laporan Kinerja s.d Juni 2024 • Follow-up on the Board of Commissioners' Directives from the Previous BOD Meeting • Performance Report as of June 2024	30 Juli 2024 July 30, 2024
8	• Tindaklanjut Arahan DEKOM pada RADEKOM sebelumnya • Laporan Kinerja s.d Juli 2024 • Follow-up on the Board of Commissioners' Directives from the Previous BOD Meeting • Performance Report as of July 2024	29 Agustus 2024 August 29, 2024
9	• Tindaklanjut Arahan Rapat Dewan Komisaris sebelumnya • Laporan Kinerja Agustus 2024 • Usulan Revisi RKAP Tahun 2024 • Tinjauan Manajemen • Rencana Penyertaan / Akuisisi Sebagian Saham PLN IP Services ke PT EDU • Follow-up on the Previous Board of Commissioners' Meeting Directives • Performance Report for August 2024 • Proposed Revision of the 2024 Work Plan and Budget (RKAP) • Management Review • Planned Investment / Partial Share Acquisition of PLN IP Services by PT EDU	26 September 2024 September 26, 2024
10	• Laporan Kinerja September 2024 • Usulan Realokasi AKI Tahun 2024 • Rencana Penyertaan / Akuisisi Sebagian Saham PLN IP Services ke PT EDU • Performance Report for September 2024 • Proposal for Reallocation of the 2024 Investment Budget (AKI) • Planned Investment / Partial Share Acquisition of PLN IP Services by PT EDU	24 Oktober 2024 October 24, 2024
11	• Tindaklanjut Arahan Rapat Dewan Komisaris sebelumnya • Laporan Kinerja Oktober 2024 • Follow-up on the Previous Board of Commissioners' Meeting Directives • Performance Report for October 2024	29 November 2024 November 29, 2024
12	Laporan Kinerja November 2024 Performance Report as of November 2024	19 December 2024 December 19, 2024

URAIAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT PADA TAHUN BUKU SESUAI DENGAN YANG DICANTUMKAN DALAM PEDOMAN ATAU PIAGAM (*CHARTER*) KOMITE AUDIT

Summary Of Audit Committee Activities During The Fiscal Year By The Audit Committee Charter

1. Komite Audit telah melaksanakan rapat secara internal antar anggota komite sebanyak 12 (dua belas)kali.
2. Melakukan penyusunan program kerja komite Audit tahun Anggaran 2025.
3. Melaksanakan pelatihan anggota Komite Audit untuk pembinaan dan peningkatan kompetensi.
4. Melakukan *review* terhadap *Board Manual* Komite Audit untuk tahun 2024.
5. Melaporkan hasil temuan dan tindak lanjut untuk adanya pelaporan gratifikasi/WBS setiap semester kepada pemegang saham.
6. Melakukan penilaian GCG secara *self assessment* bersama Tim *Assessment* dan melaporkan hasil kepada Dewan Komsiaris.
7. Komite Audit juga melakukan monitoring untuk *Area of Improvement* (AOI) sebagai hasil rekomendasi dari penilaian sendiri GCG Perusahaan.

1. The Audit Committee has conducted internal meetings between committee members 12 (twelve) times.
2. Prepared the Audit committee work program for the 2025 Fiscal Year.
3. Carried out training for members of the Audit Committee for coaching and competency improvement.
4. Conducted a review of the Audit Committee's Maluan Board for 2024.
5. Reported findings and follow-up for reporting gratuities/WBS every semester to shareholders.
6. Conducted self-assessment of GCG with the Assessment Team and reported the results to the Board of Commissioners.
7. The Audit Committee also monitors the Area of Improvement (AOI) as result of recommendations from the Company's GCG self-assessment.



PELAKSANA FUNGSI KOMITE NOMINASI DAN REMUNERASI

Implementing Functions of The Nomination and Remuneration Committee

PT PLN Indonesia Power Services belum membentuk Komite Nominasi dan Remunerasi, hal ini dikarenakan fungsi nominasi dan remunerasi secara keseluruhan masih dapat dijalankan oleh Komite Manajemen Risiko.

URAIAN TUGAS DAN TANGGUNG JAWAB

Fungsi nominasi dan remunerasi di lingkungan PLN IP Services dijalankan secara langsung oleh Komite Manajemen Risiko. Dalam pelaksanaan fungsi tersebut, Komite Manajemen Risiko memiliki tugas dan tanggung jawab untuk menyusun dan mengembangkan sistem remunerasi yang adil, wajar, dan kompetitif, serta memberikan saran kepada Rapat Umum Pemegang Saham (RUPS) terkait sistem penilaian kinerja dan usulan remunerasi bagi Direksi dan Dewan Komisaris. Tugas ini dijalankan secara konsisten dalam rangka memastikan bahwa pemberian remunerasi serta pengelolaan proses nominasi dilakukan secara profesional dan sejalan dengan kinerja serta kontribusi masing-masing individu.

PERNYATAAN BAHWA TELAH MEMILIKI PEDOMAN ATAU PIAGAM (*CHARTER*)

Fungsi nominasi dan remunerasi yang dilaksanakan oleh Komite Manajemen Risiko telah memiliki landasan formal yang tertuang dalam *Board Manual* atau Pedoman Kerja Dewan Komisaris dan Direksi, sebagaimana diatur dalam Surat Keputusan Bersama Nomor: 053.K/CDB/X/2021 dan Nomor: 004.K/DEKOM-CDB/2021. Dokumen tersebut memuat ketentuan mengenai pelaksanaan tugas Dewan Komisaris, termasuk mekanisme rapat, proses pemberian pertimbangan terhadap nominasi dan remunerasi, serta relasi kerja dengan Direksi dan Pemegang Saham.

PT PLN Indonesia Power Services has not established a Nomination and Remuneration Committee, as these functions are carried out directly by the Risk Management Committee.

DESCRIPTION OF DUTIES AND RESPONSIBILITIES

The nomination and remuneration functions within PLN IP Services are handled directly by the Risk Management Committee. In carrying out these functions, the Risk Management Committee is responsible for designing and developing a fair, reasonable, and competitive remuneration system. It also provides recommendations to the General Meeting of Shareholders (GMS) regarding the performance evaluation system and proposed remuneration for the Board of Directors and the Board of Commissioners. These responsibilities are performed consistently to ensure that the nomination process and remuneration distribution are conducted professionally and aligned with each individual's performance and contribution.

STATEMENT OF HAVING A GUIDELINE OR CHARTER

The nomination and remuneration functions carried out by the Risk Management Committee are formally governed by the Board Manual or the Working Guidelines of the Board of Commissioners and the Board of Directors, as stipulated in the Joint Decree No. 053.K/CDB/X/2021 and No. 004.K/DEKOM-CDB/2021. This document outlines the provisions for the duties of the Board of Commissioners, including meeting procedures, the process for providing input on nomination and remuneration matters, and the working relationship with the Board of Directors and Shareholders.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT DAN TINGKAT KEHADIRAN ANGGOTA DALAM RAPAT TERSEBUT

Komite Manajemen Risiko yang menjalankan fungsi Nominasi dan Remunerasi melaksanakan rapat secara berkala untuk membahas berbagai agenda strategis, termasuk yang berkaitan dengan fungsi nominasi dan remunerasi. Sepanjang tahun 2024, Komite menyelenggarakan rapat secara internal maupun bersama Dewan Komisaris dan Direksi dengan tetap memenuhi ketentuan kuorum, tata cara rapat, dan dokumentasi notulensi sesuai pedoman. Meskipun tidak terdapat rapat khusus yang dipisahkan untuk fungsi nominasi dan remunerasi, isu tersebut menjadi bagian dari pembahasan dalam rapat-rapat Komite Manajemen Risiko secara kolektif.

URAIAN SINGKAT PELAKSANAAN KEGIATAN PADA TAHUN BUKU

Pada tahun buku 2024, Komite Manajemen Risiko telah menjalankan kegiatan dalam rangka fungsi nominasi dan remunerasi dengan menyusun sistem remunerasi yang mengacu pada indikator kinerja yang terukur. Komite Manajemen Risiko juga memberikan masukan kepada Pemegang Saham terkait pengesahan sistem penilaian kinerja dan kompensasi Direksi, serta melakukan pengawasan terhadap implementasi kontrak manajemen. Semua proses ini dilaksanakan dalam forum rapat Komite Manajemen Risiko, sebagai bagian dari tugas pengawasan dan pemberian nasihat strategis kepada Direksi.

ALASAN TIDAK DIBENTUKNYA KOMITE

Sampai dengan akhir tahun 2024, Perusahaan belum membentuk Komite Nominasi dan Remunerasi secara terpisah. Hal ini dikarenakan fungsi nominasi dan remunerasi sepenuhnya masih dijalankan secara langsung oleh Komite Manajemen Risiko, sebagaimana diatur dalam ketentuan internal Perusahaan. Pelaksanaan fungsi ini tetap mengacu pada prinsip Tata Kelola Perusahaan yang Baik, serta memperhatikan kesesuaian dengan ketentuan peraturan perundang-undangan yang berlaku.

POLICY AND IMPLEMENTATION OF MEETING FREQUENCY AND MEMBER ATTENDANCE

The Risk Management Committee, which also carries out the Nomination and Remuneration functions, holds regular meetings to discuss various strategic agendas, including those related to nomination and remuneration matters. Throughout 2024, the Committee conducted both internal meetings and joint sessions with the Board of Commissioners and the Board of Directors, in compliance with quorum requirements, meeting procedures, and proper documentation of minutes by established guidelines. Although there were no separate meetings specifically dedicated to nomination and remuneration, these issues were addressed as part of the collective discussions within the Risk Management Committee meetings.

SUMMARY OF ACTIVITIES DURING THE FISCAL YEAR

In the 2024 fiscal year, the Risk Management Committee carried out its duties related to the nomination and remuneration function by formulating a remuneration system based on measurable performance indicators. The Committee also provided input to the Shareholders regarding the approval of the performance evaluation and compensation system for the Board of Directors and oversaw the implementation of the management contract. All these processes were conducted through meetings of the Risk Management Committee as part of their supervisory role and strategic advisory function to the Board of Directors.

REASON FOR NOT ESTABLISHING THE COMMITTEE

As of the end of 2024, the Company has not established a separate Nomination and Remuneration Committee. This is because the nomination and remuneration functions are still fully carried out directly by the Risk Management Committee, following the Company's internal regulations. The implementation of these functions continues to adhere to the principles of Good Corporate Governance and remains aligned with applicable laws and regulations.

PIHAK YANG MELAKSANAKAN FUNGSI NOMINASI DAN REMUNERASI

Fungsi nominasi dan remunerasi dilaksanakan secara langsung oleh Komite Manajemen Risiko tanpa pembentukan komite khusus. Komite Manajemen Risiko menjalankan peran ini berdasarkan mandat yang tertuang dalam Board Manual, serta menyampaikan pertimbangan dan rekomendasi kepada Pemegang Saham sebagai bentuk pelaksanaan tanggung jawab pengawasan dan evaluasi terhadap sistem remunerasi dan kinerja Direksi.

PARTIES RESPONSIBLE FOR CARRYING OUT NOMINATION AND REMUNERATION FUNCTIONS

The nomination and remuneration functions are carried out directly by the Risk Management Committee without establishing a dedicated committee. The Committee performs this role based on the mandate outlined in the Board Manual and provides input and recommendations to the Shareholders as part of its supervisory and evaluative responsibilities over the remuneration system and the performance of the Board of Directors.



KOMITE MANAJEMEN RISIKO
Risk Management Committee

PROFIL KOMITE MANAJEMEN RISIKO
Profile of the Risk Management Committee

Julita Indah

Ketua Komite Manajemen Risiko
Chairman of Risk Management Committee

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age	Periode Period
Indonesia Indonesian	Jakarta	Usia 54 tahun per 31 Desember 2024 54 years old as of December 31, 2024	Periode 1 1st Period 2024—2026

Dasar Hukum Pengangkatan

Diangkat sebagai Ketua Komite Manajemen Risiko berdasarkan Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services No: 001.K/DEKOM-CDB/2024 Tanggal 24 Januari 2024

Riwayat Pendidikan

- S2 Bidang Sumber Daya Manusia - STIE Kampus Ungu (2007)
- S1 Listrik (2003)

Sertifikasi

QRGP (*Qualified RIsk Governance Professional*)

Riwayat Pekerjaan

- Expert Manajemen Niaga pada Direktorat Retail dan Niaga PT PLN (Persero) Kantor Pusat (2022)

Rangkap Jabatan

- Ketua Komite Risiko dan Remunerasi PT PLN Indonesia Power Services (2024 – sekarang)
- Executive Vice President Pengadaan Transmisi, Gardu Induk, dan Material Terpusat PT PLN (Persero) (2022-Sekarang)

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Kepemilikan Saham di PLN IP Services

Tidak Ada

Legal Basis of Appointment

Appointed as Chairman of the Risk Management Committee based on the Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-CDB/2024 dated January 24, 2024.

Educational Background

- Master's Degree in Human Capital from STIE Kampus Ungu (2007)
- Bachelor's Degree in Electrical Engineering (2003)

Certification

QRGP (Qualified RIsk Governance Professional)

Professional Experience

- Management of Trade Expert on Retail Directorate and Trade in PT PLN (Persero) Head Office (2022)

Concurrent Position

- Chairman of the Risk and Remuneration Committee, PT PLN Indonesia Power Services (2024–Present)
- Executive Vice President of Transmission, Substation, and Centralized Material Procurement, PT PLN (Persero) (2022–Present)

Affiliation Relationship

Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Share Ownership at PLN IP Services

None

Mursaid

Anggota Komite Manajemen Risiko
Member of Risk Management Committee

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age	Periode Period
Indonesia Indonesian	Jakarta Jakarta	Usia 61 tahun per 31 Desember 2024 61 years old as of December 31, 2024	Periode 1 1st Period 2019—2026

Dasar Hukum Pengangkatan

Diangkat sebagai Anggota Komite Manajemen Risiko berdasarkan Surat Keputusan Dewan Komisaris No.003.K/DEKOM-CDB/2019.

Riwayat Pendidikan

S1 Administrasi Lembaga Administrasi Negara Jakarta (1994)

Sertifikasi

QRGP (*Qualified RIsk Governance Professional*)

Riwayat Pekerjaan

- Manager of Corporate Subsidiaries and Business Development Risk Management PT Indonesia Power, (2019)
- Manager Risiko Korporat, AP dan Pengembangan Bisnis PT Indonesia Power, (2017)
- Ahli Manajemen Risiko, PT Indonesia Power, (2016 -2017)
- Ahli Manajemen Risiko Korporat Pt Indonesia Power, (2015)

Rangkap Jabatan

Tidak Ada

Hubungan Afiliasi

Tidak Ada

Kepemilikan Saham di PLN IP Services

Tidak Ada

Legal Basis of Appointment

Appointed as a Member of Risk Management Committee based on Decree of the Board of Commissioners No.003.K/DEKOM-CDB/2019.

Educational Background

Bachelor's Degree Administration, Lembaga Administrasi Negara Jakarta (1994)

Certification

QRGP (Qualified RIsk Governance Professional)

Professional Experience

- Manager of Corporate Subsidiaries and Business Development Risk Management of PT Indonesia Power (2019)
- Manager of Corporate Risk, AP and Business Development of PT Indonesia Power (2017)
- Risk Management Expert of PT Indonesia Power (2016 -2017)
- Corporate Risk Management Expert of PT Indonesia Power (2015)

Concurrent Position

None

Affiliation Relationship

None

Share Ownership at PLN IP Services

None

Sigit Ariefiatmoko

Anggota Komite Manajemen Risiko
Member of Risk Management Committee

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age	Periode Period
Indonesia Indonesian	Jakarta Jakarta	Usia 48 tahun per 31 Desember 2024 48 years old as of December 31, 2024	Periode 1 1st Period 2024—2026

Dasar Hukum Pengangkatan

Diangkat sebagai Anggota Komite Manajemen Risiko berdasarkan berdasarkan Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services No: 002.K/DEKOM CDB/2024 Tanggal 3 April 2024

Riwayat Pendidikan

- S1 Teknik Mesin Universitas Trisaksti (2000)

Sertifikasi

Tidak Ada

Riwayat Pekerjaan

- VP Commerce and Customer Relationship I (2019 – 2022)
- Kepala Divisi Pelayan dan Settelmen 1 PT Indonesia Power (2017 – 2019)
- Kepala DIvisi Energi Primer 2 PT Indonesia Power (2016 – 2017)
- General Manager UP Mrica PT Indonesia Power (2015 – 2016)

Rangkap Jabatan

- VP Contract and Customer Relationship 2 PT PLN Indonesia Power Services (2023 – sekarang)
- Anggota Komite Risiko dan Remunerasi PT Artha Daya Coalindo (2019 – sekarang)

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.

Kepemilikan Saham di PLN IP Services

Tidak Ada

Legal Basis of Appointment

Appointed as a Member of the Risk Management Committee based on the Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 002.K/DEKOM-CDB/2024 dated April 3, 2024.

Educational Background

- Bachelor's Degree in Mechanical Engineering from Trisakti University (2000)

Certification

None

Professional Experience

- Vice President of Commerce and Customer Relationship I (2019 – 2022)
- Head of Service and Settlement Division 1 at PT Indonesia Power (2017 – 2019)
- Head of Primary Energy Division 2 at PT Indonesia Power (2016 – 2017)
- General Manager of UP Mrica at PT Indonesia Power (2015 – 2016)

Concurrent Position

- Vice President of Contract and Customer Relationship 2 at PT PLN Indonesia Power Services (2023 – present)
- Member of the Risk and Remuneration Committee at PT Artha Daya Coalindo (2019 – present)

Affiliation Relationship

Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Share Ownership at PLN IP Services

None

Di dalam rangka penerapan praktek Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) serta untuk memperoleh hasil, manfaat dan dampak positif yang optimal dari kinerja Perusahaan sesuai tugas pokok dan fungsinya yaitu bahwa Perusahaan wajib mengelola kegiatan usahanya dengan hemat, berdaya guna dengan mentaati peraturan perundang-undangan yang berlaku, maka Dewan Komisaris Perusahaan membentuk Komite Manajemen Risiko yang berfungsi membantu Dewan Komisaris didalam melaksanakan tugas-tugasnya.

In the context of implementing Good Corporate Governance practices and to obtain optimal results, benefits and positive impacts from the Company's performance according to its main duties and functions, namely that the Company is required to manage its business activities sparingly, efficiently by complying with laws and statutory regulations apply, the Company's Board of Commissioners form a Risk Management Committee which functions to assist the Board of Commissioners in carrying out their duties.

DASAR HUKUM

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
3. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana diubah terakhir dengan Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012.
4. Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas Badan Usaha Milik Negara.

LEGAL BASIS

1. Law Number 40 of 2007 on Limited Liability Companies.
2. Law number 19 of 2003 on State Owned Enterprises.
3. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises as last amended by Number: PER-09/ MBU/2012 dated July 6, 2012.
4. Regulation of the Minister of State-Owned Enterprises Number: PER-12/MBU/2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.

PEDOMAN KERJA/PIAGAM KOMITE MANAJEMEN RISIKO

Pedoman kerja merupakan acuan tata tertib dan tata laksana Komite Manajemen Risiko dalam melaksanakan tugas dan tanggung jawabnya. Perusahaan telah menyusun pedoman kerja yang disahkan pada tanggal 19 Desember 2013 dan telah diperbaharu pada tanggal 26 Oktober 2023 yang mengatur antara lain:

1. Fungsi
2. Tugas Pokok
3. Tanggung Jawab
4. Kewajiban
5. Rapat
6. Etika Kerja

WORK GUIDELINES/RISK MANAGEMENT COMMITTEE CHARTER

Work guideline is a reference for the rules and procedures for the Risk Management Committee in carrying out its duties and responsibilities. The Company has developed work guidelines which was approved on December 19, 2013 and updated on October 26, 2023 that regulate among others:

1. Function
2. Main Duties
3. Responsibility
4. Liability
5. Meeting
6. Work Ethics

KRITERIA ANGGOTA KOMITE MANAJEMEN RISIKO

Keanggotaan Komite Manajemen Risiko haruslah bebas dari segala potensi benturan kepentingan yang dapat menggangu independensi dan obyektivitas pendapatnya atas permasalahan yang dihadapi. Di dalam pedoman kerja Komite Manajemen Risiko, tercantum bahwa seluruh anggota Komite Manajemen Risiko bersifat independen dan tidak memiliki rangkap jabatan di dalam dan di luar Perusahaan yang dapat mempengaruhi kemampuan mereka untuk bertindak independen.

KEBIJAKAN DAN BESARAN REMUNERASI BAGI KOMITE MANAJEMEN RISIKO

Anggota Komite Manajemen Risiko yang bukan merupakan Komisaris diberikan honorarium berdasarkan kebijakan yang ditetapkan oleh Dewan Komisaris PT PLN Indonesia Power Services.

Penetapan honorarium tersebut mempertimbangkan ruang lingkup tugas, tanggung jawab, dan kontribusi anggota komite, serta mengacu pada prinsip kewajaran, transparansi, dan ketentuan perundang-undangan yang berlaku.

PENILAIAN KINERJA KOMITE MANAJEMEN RISIKO

Kinerja Komite Manajemen Risiko dievaluasi oleh Dewan Komisaris setiap akhir tahun berdasarkan realisasi atas penyelesaian program kerja, kontribusi terhadap pencapaian target Perusahaan, jumlah analisis serta pemberian rekomendasi, kerjasama dan keaktifan kegiatan tim, dan pengelolaan anggaran yang dilaporkan kepada Dewan Komisaris dalam Laporan Komite Manajemen Risiko termasuk pencantuman risalah rapat yang memuat saran, rekomendasi dan masukan terkait dengan pelaksanaan tugas komite.

Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Manajemen Risiko untuk periode jabatan berikutnya.

WORK GUIDELINES/CHARTER OF THE AUDIT COMMITTEE

Membership of the Risk Management Committee shall be free from any potential conflict of interest that could interfere with the independence and objectivity of its opinion on the problems it faces. In the Risk Management Committee work guidelines, it is stated that all members of the Risk Management Committee are independent and do not have multiple positions inside and outside the Company which may affect their ability to act independently.

POLICY AND AMOUNT OF REMUNERATION FOR THE RISK MANAGEMENT COMMITTEE

Members of the Risk Management Committee who are not part of the Board of Commissioners are granted an honorarium following the policy established by the Board of Commissioners of PT PLN Indonesia Power Services.

The determination of the honorarium considers the scope of duties, responsibilities, and contributions of each committee member, while adhering to the principles of fairness, transparency, and applicable laws and regulations.

PERFORMANCE ASSESSMENT OF RISK MANAGEMENT COMMITTEE

The performance of the Risk Management Committee is evaluated by the Board of Commissioners at the end of each year based on the realization of work program completion, contribution to achieving the Company's targets, number of analyzes and recommendations, cooperation and active team activities, and budget management reported to the Board of Commissioners in the Risk Management Committee Report including inclusion of the minutes of meetings containing suggestions, recommendations and input related to the implementation of the committee's duties.

This assessment result will become material for consideration for the Board of Commissioners to reappoint and/or dismiss members of the Risk Management Committee for the next term of office. .

SUSUNAN KOMPOSISI KOMITE AUDIT

Per 31 Desember 2024, susunan dan komposisi keanggotaan Komite Manajemen Risiko adalah sebagai berikut:

RISK MANAGEMENT COMMITTEE COMPOSITION

As of December 31, 2024, the structure and composition of the Risk Management Committee membership is as follows:

SUSUNAN ANGGOTA KOMITE MANAJEMEN RISIKO
Composition Member of the Risk Management Committee

Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office
Julita Indah	Ketua Komite Manajemen Risiko Chairman of Risk Management Committee	Diangkat sebagai Ketua Komite Manajemen Risiko berdasarkan Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services No: 001.K/DEKOM-CDB/2024 Tanggal 24 Januari 2024 Appointed as Chairman of the Risk Management Committee based on the Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-CDB/2024 dated January 24, 2024.	Periode 1 1st Period 2024—2026
Mursaid	Anggota Komite Manajemen Risiko Member of Risk Management Committee	Diangkat sebagai Ketua Komite Manajemen Risiko berdasarkan Surat Keputusan Dewan Komisaris No.003.K/DEKOM-CDB/2019 Appointed as a Chairman of Risk Management Committee based on Decree of the Board of Commissioners No.003.K/DEKOM-CDB/2019	Periode 1 1st Period 2019—2026
Sigit Ariefiatmoko	Anggota Komite Manajemen Risiko Member of Risk Management Committee	Diangkat sebagai Anggota Komite Manajemen Risiko berdasarkan berdasarkan Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services No: 002.K/DEKOM CDB/2024 Tanggal 3 April 2024 Appointed as a Member of the Risk Management Committee based on the Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 002.K/DEKOM-CDB/2024 dated April 3, 2024.	Periode 1 1st Period 2024—2026

PERNYATAAN INDEPENDENSI KOMITE MANAJEMEN RISIKO
Statement Of Independence Of The Risk Management Committee

Anggota Komite Manajemen Risiko menyatakan bahwa dalam menjalankan tugas dan tanggung jawab, Komite Manajemen Risiko senantiasa menjunjung tinggi prinsip independensi serta mematuhi ketentuan peraturan perundang-undangan yang berlaku, termasuk peraturan Otoritas Jasa Keuangan dan Pedoman Umum Tata Kelola Perusahaan.

Members of the Risk Management Committee affirm that in carrying out their duties and responsibilities, they consistently uphold the principle of independence and comply with applicable laws and regulations, including those issued by the Financial Services Authority (OJK) and the General Guidelines for Good Corporate Governance.

Anggota Komite Manajemen Risiko tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, atau hubungan keluarga dengan pihak-pihak di dalam Perusahaan seperti Direksi, Dewan Komisaris, pemegang saham pengendali, maupun afiliasi, yang dapat memengaruhi objektivitas dan independensi dalam melaksanakan fungsi pengawasan terhadap penerapan manajemen risiko, sistem pengendalian internal, dan kepatuhan.

The members declare that they have no financial, managerial, share ownership, or family relationships with any parties within the Company such as the Board of Directors, Board of Commissioners, controlling shareholders, or affiliates that could affect their objectivity and independence in overseeing the implementation of risk management, internal control systems, and compliance functions.

Anggota Komite Manajemen Risiko juga tidak terlibat dalam pengambilan keputusan operasional Perusahaan. Dengan demikian, pengawasan yang dilakukan sepenuhnya bersifat independen, fokus pada penilaian efektivitas manajemen risiko, kecukupan pengendalian internal, serta kepatuhan terhadap regulasi yang berlaku, sesuai dengan Pedoman atau Piagam Komite Manajemen Risiko.

Members of the Risk Management Committee are not involved in the Company's operational decision-making processes. As a result, their oversight remains fully independent. It is focused on evaluating the effectiveness of risk management, the adequacy of internal controls, and compliance with applicable regulations, following the Risk Management Committee Charter or Guidelines.

Dalam menjalankan fungsi ini, Anggota Komite Manajemen Risiko berkomitmen untuk senantiasa menjaga integritas, menghindari konflik kepentingan, serta memberikan rekomendasi yang objektif, konstruktif, dan berdasarkan prinsip kehati-hatian. Anggota Komite Manajemen Risiko mendukung terciptanya budaya risiko yang sehat, pengendalian yang efektif, serta kepatuhan yang konsisten di seluruh tingkatan organisasi. Pernyataan ini merupakan bentuk tanggung jawab dalam mendukung Tata Kelola Perusahaan Yang Baik dan akan disampaikan dalam Laporan Tahunan 2024.

In performing this role, the Committee members are committed to maintaining integrity, avoiding conflicts of interest, and providing objective and constructive recommendations based on prudence. They support the development of a strong risk culture, effective internal controls, and consistent compliance across all levels of the organization. This statement reflects their accountability in promoting Good Corporate Governance and will be included in the 2024 Annual Report.

PERNYATAAN INDEPENDENSI KOMITE MANAJEMEN RISIKO
Statement of Independence of the Risk Management Committee

No	Aspek Independensi Independence Aspect	Julita Indah		Mursaid		Sigit Ariefiatmoko	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
1	Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Jasa Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa asuransi, jasa non asuransi, jasa penilai dan/atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat. Not an insider of the Public Accounting Firm, Legal Consultant Service Office, Public Appraisal Service Office, or other parties that provide insurance services, non-insurance services, appraisal services, and/or other consulting services to the Company within the last 6 (six) months before appointment	√		√		√	
2	Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali Komisaris Independen. Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company within the last 6 (six) months, except for Independent Commissioner.	√		√		√	
3	Tidak memiliki saham langsung maupun tidak langsung pada Perseroan. Has no direct or indirect shares in the Company.	√		√		√	
4	Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan. Has no affiliation with members of the Board of Commissioners, members of the Board of Directors or major shareholders of the Company.	√		√		√	

No	Aspek Independensi Independence Aspect	Julita Indah		Mursaid		Sigit Ariefiatmoko	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
5	Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha Perseroan. Has no business relationship, either directly or indirectly, related to the Company's business activities.	√		√		√	
6	Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Has no serve as administrators of political parties, officials, and government.	√		√		√	

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG TELAH DIIKUTI DALAM TAHUN BUKU
Training And/Or Competency Development Attended During The Fiscal Year

Perusahaan memberikan kesempatan kepada seluruh anggota Komite Manajemen Risiko untuk mengikuti berbagai program pengembangan kompetensi berupa pendidikan, pelatihan, maupun workshop sesuai dengan bidang keahliannya guna meningkatkan kompetensi untuk mendukung pelaksanaan tugasnya.

The Company provides opportunities for all members of the Risk Management Committee to participate in various competency development programs in the form of education, training, and workshop in accordance with their areas of expertise in order to improve competence to support the implementation of their duties.

Program pengembangan kompetensi yang diikuti oleh anggota Komite Manajemen Risiko pada tahun 2024 adalah sebagai berikut:

The competency development programs that are followed by members of the Risk Management Committee in 2024 are as follows:

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG DIIKUTI ANGGOTA KOMITE MANAJEMEN RISIKO DALAM TAHUN BUKU
Training and/or Competency Development Attended by Members of the Risk Management Committee During the Fiscal Year

NO	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	Training Sertifkasi QRGP CRMS QRGP CRMS Certifcation Training	CRMS	13 Agustus 2024 August 13, 2024	Julita Indah

URAIAN TUGAS DAN TANGGUNG JAWAB
Description Of Duties And Responsibilities

Komite Manajemen Risiko bertugas membantu Dewan Komisaris dalam melaksanakan tugas pengawasan dengan melakukan penelaahan terhadap Kajian Risiko atas kelayakan kegiatan yang direncanakan oleh Manajemen Perusahaan dan termasuk melakukan penelaahan terhadap kebijakan di bidang Nominasi & Remunerasi.

The Risk Management Committee is tasked with assisting the Board of Commissioners in carrying out their supervisory duties by reviewing the Risk Assessment on the feasibility of activities planned by the Company's Management and including reviewing policies in the field of Nomination & Remuneration.

Adapun tugas dan tanggung jawab Komite Manajemen Risiko sebagai berikut:

The duties and responsibilities of the Risk Management Committee are as follows:

TUGAS YANG BERKAITAN DENGAN ASPEK KAJIAN RISIKO

1. Memberikan masukan kepada Dewan Komisaris berupa penilaian terhadap pelaksanaan manajemen risiko serta kajian risiko yang dilakukan oleh manajemen Perusahaan pada :
   - Kegiatan perencanaan Perusahaan
   - Kegiatan Investasi Perusahaan
   - Kegiatan Operasi Perusahaan
2. Membuat laporan kepada Dewan Komisaris
3. Memberikan masukan kepada Dewan Komisaris mengenai perubahan dan penyempurnaan Piagam Komite Manajemen Risiko
4. Memantau dan memastikan bahwa semua kegiatan Perusahaan yang ada di dalam RJPP dan RKAP telah memperhatikan prinsip-prinsip manajemen risiko.
5. Memberikan rekomendasi kepada manajemen Perusahaan melalui Dewan Komisaris tentang berbagai hal yang dapat meningkatkan kelancaran dan efektivitas proses kajian risiko.

DUTIES RELATED TO ASPECT OF RISK ASSESSMENT

1. Provide input to the Board of Commissioners in the form of an assessment of the implementation of risk management and risk studies conducted by the Company's management on:
   - Company planning activities
   - Company Investment Activities
   - Company Operational Activities
2. Make a report to the Board of Commissioners
3. Provide input to the Board of Commissioners regarding changes and improvements to the Risk Management Committee Charter
4. Monitor and ensure that all of the Company's activities in the RJPP and RKAP have taken into account the principles of risk management.
5. Provide recommendations to the Company's management through the Board of Commissioners on various matters that can improve the smoothness and effectiveness of the risk assessment process.

TUGAS YANG BERKAITAN DENGAN ASPEK NOMINASI DAN REMUNERASI

1. Memberikan rekomendasi atas prosedur nominasi dan kriteria seleksi.
2. Memberikan rekomendasi tentang sistem penggajian dan pemberian tunjangan bagi Anggota Dewan Komisaris dan Direksi serta :
   - Penilaian terhadap system yang diberlakukan
   - Opsi yang diberikan, antara lain opsi saham
   - Sistem Pensiun dan
   - Sistem Kompensasi serta manfaat lainnya dalam hal pengurangan pegawai
3. Menyampaikan laporan secara berkala kepada Dewan Komisaris mengenai kegiatan komite Nominasi dan Remunerasi.
4. Menyampaikan hasil *review* atas kebijakan yang terkait dengan sistem nominasi dan remunerasi
5. Memberikan masukan kepada Dewan Komisaris mengenai tindak lanjut hasil evaluasi, terutama terhadap kebijakan yang mempunyai dampak keuangan yang signifikan.
6. Melaporkan kendala kendala dan hambatan dalam proses evaluasi.

DUTIES RELATED TO NOMINATION AND REMUNERATION ASPECT

1. Provide recommendation on nomination procedures and selection criteria.
2. Provide recommendation regarding the payroll system and provision of benefits for Members of the Board of Commissioners and Board of Directors as well as:
   - Evaluation of the implemented system
   - Options granted include stock options
   - Pension System and
   - Compensation System as well as other benefits in terms of employee reduction
3. Submit periodic reports to the Board of Commissioners regarding the activities of the Nomination and Remuneration Committee.
4. Deliver results of a review of policies related to the nomination and remuneration system
5. Provide input to the Board of Commissioners regarding follow-up on evaluation results, especially on policies that have significant financial impact.
6. Reporting constraints and obstacles in the evaluation process.

7. Memberikan masukan kepada Dewan Komisaris apabila diperlukan adanya perubahan atau penyempurnaan Piagam Komite Nominasi dan Remunerasi.
8. Memantau dan memastikan bahwa semua kebijakan di bidang nominasi dan remunerasi telah memperhatikan berbagai aspek yang terkait dan relevan.
9. Memberikan rekomendasi kepada Direksi/ Manajemen Eksekutif untuk merancang dan melaksanakan kebijakan nominasi dan remunerasi yang efektif.
10. Memberikan saran kepada Manajemen melalui Dewan Komisaris mengenai berbagai hal yang dapat meningkatkan kelancaran dan efektivitas Perusahaan yang terkait dengan sistem nominasi dan remunerasi.

7. Provide input to the Board of Commissioners when it is necessary to amend or improve the Nomination and Remuneration Committee Charter.
8. Monitor and ensure that all policies in the field of nomination and remuneration have taken into account various related and relevant aspects.
9. Provide recommendations to the Board of Directors/ Executive Management to design and implement effective nomination and remuneration policies.
10. Provide advice to Management through the Board of Commissioners regarding various matters that can improve the smoothness and effectiveness of the Company related to the nomination and remuneration system.

PERNYATAAN BAHWA TELAH MEMILIKI PEDOMAN ATAU PIAGAM (*CHARTER*)
Statement Of Having A Guideline Or Charter

Anggota Komite Manajemen Risiko menyatakan bahwa Komite Manajemen Risiko telah memiliki Pedoman atau Piagam Komite Manajemen Risiko yang disusun berdasarkan peraturan perundang-undangan yang berlaku, termasuk ketentuan dari Otoritas Jasa Keuangan serta prinsip governansi korporat.

Members of the Risk Management Committee confirm that the Committee has established a Risk Management Committee Charter, developed following applicable laws and regulations, including provisions set by the Financial Services Authority (OJK) and corporate governance principles.

Komite Manajemen Risiko telah memiliki Pedoman atau Piagam (*Charter*) yang disahkan dan ditandatangani pada tanggal 26 Oktober 2023 sebagai dasar formal dalam menjalankan fungsi pengawasan dan pengelolaan risiko perusahaan secara transparan, akuntabel, dan sejalan dengan prinsip tata kelola yang baik. Piagam ini memuat sepuluh bab yang meliputi: Pendahuluan; Maksud dan Tujuan; Fungsi dan Tugas Pokok; Kewajiban, Tanggung Jawab, dan Wewenang; Struktur Keanggotaan; Kode Etik; Mekanisme Rapat; Penilaian Kinerja; Honorarium dan Pembebanan Biaya; serta Penutup. Piagam tersebut disusun sebagai pedoman pelaksanaan yang bersifat mengikat bagi seluruh pihak yang terlibat dalam fungsi Komite Manajemen Risiko.

The Risk Management Committee has established a Charter, formally approved and signed on October 26, 2023, as the official foundation for carrying out its oversight and risk management functions in a transparent, accountable manner, and in line with good corporate governance principles. The Charter consists of ten chapters, covering: Introduction; Purpose and Objectives; Functions and Main Duties; Obligations, Responsibilities, and Authorities; Membership Structure; Code of Conduct; Meeting Procedures; Performance Evaluation; Honorarium and Cost Allocation; and Closing Provisions. This Charter serves as a binding guideline for all parties involved in the Risk Management Committee's operations.

Pedoman atau Piagam tersebut menjadi dasar pelaksanaan tugas dan tanggung jawab Komite Manajemen Risiko dalam memastikan bahwa sistem manajemen risiko, pengendalian internal, dan kepatuhan berjalan secara efektif, terstruktur, dan selaras dengan

This Charter is the foundation for the Committee's duties and responsibilities in ensuring that risk management, internal control, and compliance systems are implemented effectively, systematically, and in alignment with the Company's strategic objectives. The document

tujuan strategis Perusahaan. Dokumen ini dirancang untuk mendukung kinerja Perusahaan yang berkelanjutan dengan mengedepankan identifikasi, mitigasi, dan pemantauan risiko secara proaktif dan terintegrasi.

is designed to support sustainable company performance by promoting proactive and integrated risk identification, mitigation, and monitoring.

Isi Pedoman atau Piagam mencakup ketentuan mengenai struktur dan keanggotaan Komite Manajemen Risiko, tugas dan wewenang dalam meninjau kebijakan manajemen risiko dan pengendalian internal, mekanisme koordinasi dengan unit kerja terkait, pelaksanaan rapat serta pelaporan kegiatan kepada Dewan Komisaris.

The Charter outlines provisions regarding the structure and membership of the Risk Management Committee, its duties and authorities in reviewing risk management and internal control policies, coordination mechanisms with relevant work units, the conduct of meetings, and the reporting of activities to the Board of Commissioners.

Anggota Komite Manajemen Risiko berkomitmen untuk mematuhi dan menerapkan Pedoman Komite Manajemen Risiko sebagai bagian dari upaya memperkuat tata kelola Perusahaan yang transparan, akuntabel, dan berorientasi pada pengelolaan risiko yang efektif. Pernyataan ini disusun sebagai bentuk pertanggungjawaban atas pelaksanaan fungsi pengawasan yang diemban dan akan disampaikan dalam Laporan Tahunan 2024.

Members of the Risk Management Committee are committed to adhering to and implementing the Charter as part of the Company's efforts to strengthen transparent, accountable governance and effective risk management. This statement is prepared as part of the Committee's accountability for its supervisory role and will be included in the 2024 Annual Report.

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT DAN TINGKAT KEHADIRAN ANGGOTA DALAM RAPAT TERSEBUT

Policy And Implementation Of Meeting Frequency And Member Attendance

Dalam melaksanakan tugas dan tanggung jawabnya, anggota Komite Manajemen Risiko mengacu kepada Piagam Komite Manajemen Risiko tanggal 25 Oktober 2023 termasuk penyelenggaraan rapat. Rapat Komite Manajemen Risiko dapat dilaksanakan dengan tata cara sebagai berikut:

In carrying out its duties and responsibilities, members of the Risk Management Committee refer to the Risk Management Committee Charter dated October 25, 2023, including holding meetings. Risk Management Committee meetings can be held in the following manner:

1. Rapat Komite Manajemen Risiko akan dilaksanakan dalam jangka waktu sekurang-kurangnya 1 (satu) kali dalam satu bulan.
2. Melakukan pertemuan dengan pihak Unit Manajemen Risiko sekurang-kurangnya 1 (satu) kali dalam satu bulan.
3. Rapat berkala dengan Dewan Komisaris sekurang-kurangnya 1 (satu) kali dalam 2 (dua) bulan.
4. Dalam pelaksanaan rapat Komite Manajemen Risiko dapat mengundang manajemen eksekutif melalui Unit Manajemen Risiko (UMR).

1. Risk Management Committee meetings will be held at least 1 (one) time a month.
2. Conduct meetings with the Risk Management Unit at least 1 (one) time a month.
3. Periodic meetings with the Board of Commissioners at least 1 (one) time in 2 (two) months.
4. In holding meetings, the Risk Management Committee may invite Executive Management through the Risk Management Unit ("UMR").

Sepanjang tahun 2024, Komite Manajemen Risiko telah melangsungkan 8 (delapan) kali rapat internal dengan agenda dan frekuensi kehadiran sebagaimana dijabarkan dalam tabel berikut ini:

Throughout 2024, the Risk Management Committee has held 8 (eight) internal meetings with the agenda and frequency of attendance as described in the following table:

FREKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT KOMITE MANAJEMEN RISIKO
Meeting Frequencies and Attendance of Risk Management Committee

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Percentage
Julita Indah	Ketua Chairman	8	6	75%
Mursaid	Anggota Member	8	8	100%
Sigit Ariefiatmoko	Anggota Member	8	8	100%

MATA ACARA RAPAT KOMITE MANAJEMEN RISIKO
Meeting Agenda of Risk Management Committee

No.	Mata Acara Agenda	Tanggal Date
1	Evaluasi Tahunan Penerapan *Enterprise Risk Management* (ERM) Annual Evaluation of Enterprise Risk Management (ERM) Implementation	27 Februari 2024 February 27, 2024
2	Pemetaan Risiko Strategis ESG dan Energi Hijau Mapping of Strategic ESG and Green Energy Risks	7 Mei 2024 May 7, 2024
3	Tinjauan Risiko Investasi Proyek dan Bisnis Baru Risk Review of Project Investments and New Business Initiatives	25 Juni 2024 June 25, 2024
4	Pemutakhiran *Risk Register* dan *Heatmap* Perusahaan Update of Corporate Risk Register and Heatmap	26 Juli 2024 July 26, 2024
5	Kesiapan Respons Risiko Operasional Readiness for Operational Risk Response	16 Agustus 2024 August 16, 2024
6	Revieu Atas Audit Temuan Risiko Internal dan Tindak Lanjut Review of Internal Risk Audit Findings and Follow-Up Actions	23 Agustus 2024 August 23, 2024
7	Sosialisasi Penerapan *Risk Appetite Statement* (RAS) Socialization of the Risk Appetite Statement (RAS) Implementation	30 Agustus 2024 August 30, 2024
8	Integrasi Sistem Informasi Risiko dan ESG Integration of Risk and ESG Information Systems	13 Desember 2024 December 13, 2024
9	Persetujuan Rencana Kerja & Anggaran Komite Tahun Berikutnya Approval of the Committee's Work Plan and Budget for the Following Year	24 Desember 2024 December 24, 2024

URAIAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT PADA TAHUN BUKU SESUAI DENGAN YANG DICANTUMKAN DALAM PEDOMAN ATAU PIAGAM (*CHARTER*) KOMITE AUDIT
Summary Of Risk Management Committee Activities During The Fiscal Year By The Risk Management Committee Charter

PROGRAM KERJA

1. Memberikan masukan kepada Dewan Komisaris berupa penelaahan terhadap pelaksanaan Manajemen Risiko serta Kajian Risiko yang dilakukan oleh Manajemen Perseroan pada:
   a. Kegiatan perencanaan Perseroan;
   b. Kegiatan investasi Perseroan; dan
   c. Kegiatan operasi Perseroan.
2. Memantau dan memastikan bahwa semua kegiatan Perseroan yang ada di dalam RJP dan RKAP telah memperhatikan prinsip-prinsip Manajemen Risiko.

WORK PROGRAM

1. Provide input to the Board of Commissioners in the form of reviewing the implementation of Risk Management and Risk Assessment conducted by the Company's Management on:
   a. The Company's planning activities;
   b. The Company's investment activities; and
   c. The Company's operational activities.
2. Monitor and ensure that all of the Company's activities in the RJP and RKAP have taken into account the principles of risk management.

3. Memberikan masukan kepada Dewan Komisaris mengenai tindak lanjut hasil evaluasi, terutama terhadap kebijakan yang mempunyai dampak keuangan yang signifikan.
4. Memberikan rekomendasi kepada Manajemen Perseroan melalui Dewan Komisaris untuk merancang dan melaksanakan kebijakan Manajemen Risiko, termasuk berbagai hal yang dapat meningkatkan kelancaran dan efektivitas proses kajian risiko.
5. Memberikan masukan kepada Dewan Komisaris mengenai perubahan dan penyempurnaan Piagam Komite Manajemen Risiko.
6. Memberi rekomendasi tentang sistem penggajian dan pemberian tunjangan bagi Anggota Dewan Komisaris dan Direksi serta:
   a. Penilaian terhadap sistem yang diberlakukan;
   b. Opsi yang diberikan, antara lain opsi saham;
   c. Sistem Pensiun; dan
   d. Sistem kompensasi serta manfaat lainnya dalam hal pengurangan pegawai.
7. Memberikan rekomendasi kepada Direksi/ Manajemen Eksekutif untuk merancang dan melaksanakan kebijakan Nominasi dan Remunerasi yang efektif, termasuk berbagai hal yang dapat meningkatkan kelancaran dan efektivitas Perseroan yang terkait dengan sistem Nominasi dan Remunerasi.
8. Membuat laporan tertulis dan melakukan paparan kepada Dewan Komisaris.
9. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan yang berlaku.

PERTEMUAN/RAPAT BERKALA

1. Rapat koordinasi Komite Manajemen Risiko dengan Manajemen Risiko Perusahaan dilaksanakan dalam jangka waktu sekurang-kurangnya 1 (satu) kali dalam satu bulan.
2. Dalam pelaksanaan rapat Komite Manajemen Risiko dapat mengundang Manajemen Perseroan melalui Manajemen Risiko Perusahaan untuk memberikan informasi yang diperlukan.

3. Provide input to the Board of Commissioners regarding follow-up on evaluation results, especially on policies that have significant financial impact.
4. Provide recommendations to the Company's Management through the Board of Commissioners to design and implement Risk Management policies, including various matters that can improve the smoothness and effectiveness of the risk assessment process.
5. Provide input to the Board of Commissioners regarding changes and improvements to the Risk Management Committee Charter.
6. Provide recommendations regarding the system of remuneration and provision of allowances for Members of the Board of Commissioners and Board of Directors as well as:
   a. Assessment of the system in place;
   b. Options granted include stock options;
   c. Pension System; and
   d. Compensation system and other benefits in terms of employee reduction.
7. Provide recommendations to the Board of Directors/ Executive Management to design and implement effective Nomination and Remuneration policies, including various matters that can improve the smoothness and effectiveness of the Company related to the Nomination and Remuneration system.
8. Make written reports and make presentations to the Board of Commissioners.
9. Carry out other tasks assigned by the Board of Commissioners as long as they are within the scope of duties and obligations of the Board of Commissioners based on provisions of the applicable laws and regulations.

PERIODIC MEETINGS / MEETINGS:

1. Coordination meeting between the Risk Management Committee and the Company's Risk Management is held at least 1 (one) time in a month.
2. In carrying out the meeting the Risk Management Committee may invite the Company's Management through the Company's Risk Management to provide the necessary information.

KOMITE LAIN YANG DIMILIKI PERUSAHAAN

Other Committees Of The Company

Sebagai bagian dari komitmen Perusahaan dalam menerapkan prinsip governansi korporat yang baik, sampai tahun 2024 tidak dibentuk komite yang mendukung fungsi dan tugas Direksi. Namun tetap memiliki komite-komite yang dibentuk untuk mendukung pelaksanaan tugas dan tanggung jawab anggota Dewan Komisaris.

Komite yang mendukung fungsi dan tugas Dewan Komisaris ini bertujuan untuk menyempurnakan implementasi prinsip-prinsip governansi korporat yang baik dalam seluruh kegiatan operasional Perusahaan dan keberadaannya telah sesuai dengan ketentuan-ketentuan yang berlaku.

As part of the Company's commitment to implementing good corporate governance principles, no committees will be formed to support the functions and duties of the Board of Directors until 2024. However, there are still committees formed to support the implementation of the duties and responsibilities of members of the Board of Commissioners.

The Committee supports the functions and duties of the Board of Commissioners to enhance the implementation of good corporate governance principles in all operational activities of the Company and its existence complies with the prevailing regulations.

1. PIHAK YANG MENDUKUNG FUNGSI DAN TUGAS DIREKSI

Direksi tidak membentuk komite khusus untuk mendukung pelaksanaan tugas dan tanggung jawabnya dalam pengelolaan operasional Perusahaan sampai tahun 2024. Meski demikian, Direksi didukung oleh Sekretaris Perusahaan dan Unit Manajemen Risiko dan Audit Internal, yang berperan penting dalam membantu Direksi melaksanakan pengelolaan Perusahaan secara bertanggung jawab dan profesional.

A. SEKRETARIS PERUSAHAAN

Berfungsi sebagai penghubung utama antara Perusahaan dengan pemangku kepentingan, memastikan kepatuhan terhadap regulasi, serta mendukung pelaksanaan kegiatan administrasi dan governansi korporat.

B. SATUAN AUDIT INTERNAL

Berperan dalam mengevaluasi dan meningkatkan efektivitas pengendalian internal, pengelolaan risiko, serta proses governansi korporat Perusahaan.

1. PARTIES THAT SUPPORT THE FUNCTIONS AND DUTIES OF THE BOARD OF DIRECTORS

The Board of Directors does not form any special committees to support the implementation of its duties and responsibilities in managing the Company's operations until 2024. However, the Board of Directors is supported by the Corporate Secretary and Risk Management and Internal Audit Unit, who have an important role in assisting the Board of Directors to manage the Company responsibly and professionally.

A. CORPORATE SECRETARY

Serves as the main liaison between the Company and its stakeholders, ensures regulatory compliance, and supports the implementation of corporate administration and governance activities.

B. INTERNAL AUDIT UNIT

Role in evaluating and improving the effectiveness of the Company's internal control, risk management, and corporate governance processes.

Direksi menilai bahwa kedua organ pendukung tersebut telah memadai untuk memastikan pelaksanaan operasional Perusahaan yang efektif, efisien, dan sesuai dengan prinsip-prinsip governansi korporat yang baik.

The Board of Directors assess that both supporting organs are adequate to ensure the Company's operations are effective, efficient, and in accordance with the principles of good corporate governance.

2. KOMITE YANG MENDUKUNG FUNGSI DAN TUGAS DEWAN KOMISARIS

Guna menunjang pelaksanaan tugas pengawasan, pemberian nasihat, serta rekomendasi terhadap operasional Perusahaan, Dewan Komisaris membentuk komite-komite pendukung sebagai perangkat penting dalam fungsi pengawasan. Komite yang dimiliki oleh Dewan Komisaris meliputi:

A. KOMITE AUDIT

Bertugas membantu Dewan Komisaris dalam mengawasi dan mengevaluasi laporan keuangan, sistem pengendalian internal, audit, serta kepatuhan terhadap peraturan perundang-undangan.

Keberadaan Komite Audit telah disesuaikan dengan ketentuan POJK Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit.

*) Informasi lengkap tentang Komite Audit disajikan pada bab 5 (lima) halaman 397 bagian Komite Audit pada Laporan Tahunan ini.

B. FUNGSI NOMINASI DAN REMUNERASI

Sampai 31 Desember 2024, Perusahaan belum membentuk Komite Nominasi dan Remunerasi, sehingga fungsi nominasi dan remunerasi di lingkungan PLN IP Services dijalankan secara langsung oleh Komite Manajemen Risiko. Komite ini bertugas memberikan rekomendasi terkait kebijakan nominasi dan suksesi anggota Direksi dan Dewan Komisaris, serta kebijakan remunerasi yang berkeadilan dan kompetitif.

2. COMMITTEES THAT SUPPORT THE FUNCTIONS AND DUTIES THE BOARD OF COMMISSIONERS

To support the implementation of supervisory duties, providing advice and recommendations on the Company's operations, the Board of Commissioners formed supporting committees as an important part of their supervisory function. Committees owned by the Board of Commissioners include:

A. AUDIT COMMITTEE

Tasked with assisting the Board of Commissioners in supervising and evaluating financial statements, internal control systems, audits, and compliance with laws and regulations.

The Audit Committee's existence has been adjusted to the provisions of POJK Number 55/POJK.04/2015 regarding the Establishment and Implementation Guidelines for the Audit Committee.

*) Detailed information about the Audit Committee is presented in chapter 5 (five) page 397 of the Audit Committee section of this Annual Report.

B. NOMINATION AND REMUNERATION FUNCTION

As of December 31, 2024, the Company had not yet established a Nomination and Remuneration Committee. Therefore, the nomination and remuneration functions within PLN IP Services were carried out directly by the Risk Management Committee. This committee is responsible for providing recommendations on nomination and succession policies for members of the Board of Directors and Board of Commissioners, as well as fair and competitive remuneration policies.

Keberadaan Komite Nominasi dan Remunerasi sesuai dengan ketentuan POJK Nomor 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik.

*) Informasi lengkap tentang Komite Nominasi dan Remunerasi disajikan pada bab 5 (lima) halaman 374 bagian Komite Nominasi dan Remunerasi pada Laporan Tahunan ini.

The existence of the Nomination and Remuneration Committee is in line with the provisions of POJK Number 34/POJK.04/2014 regarding the Nomination and Remuneration Committee of Issuer or Public Company.

*) Detailed information on the Nomination and Remuneration Committee is presented in chapter 5 (five) page 374 of the Nomination and Remuneration Committee section of this Annual Report.

C. KOMITE MANAJEMEN RISIKO

Bertugas membantu Dewan Komisaris dalam melakukan pemantauan dan evaluasi atas pelaksanaan manajemen risiko Perusahaan, termasuk efektivitas kebijakan, sistem, dan proses pengelolaan risiko yang dijalankan oleh Direksi.

Keberadaan Komite Manajemen Risiko telah disesuaikan dengan prinsip Tata Kelola Perusahaan yang Baik dan praktik terbaik manajemen risiko, serta mengacu pada ketentuan peraturan perundang-undangan yang relevan.

*) Informasi lengkap tentang Pelaksana yang menjalankan Fungsi Nominasi dan Remunerasi disajikan pada bab 5 (lima) halaman 374 bagian Komite Nominasi dan Remunerasi pada Laporan Tahunan ini.

C. RISK MANAGEMENT COMMITTEE

The Risk Management Committee is responsible for assisting the Board of Commissioners in monitoring and evaluating the implementation of the Company's risk management, including the effectiveness of the policies, systems, and processes carried out by the Board of Directors.

The existence of the Risk Management Committee aligns with the principles of Good Corporate Governance, best practices in risk management, and applicable regulatory requirements.

*) Detailed information about the party responsible for carrying out the Nomination and Remuneration Function is presented in Chapter 5, page 374, under the Nomination and Remuneration Committee section of this Annual Report.

Komite-komite ini dibentuk untuk memastikan bahwa Dewan Komisaris dapat menjalankan fungsi pengawasan secara independen, transparan, dan akuntabel sesuai dengan prinsip-prinsip governansi korporat yang baik.

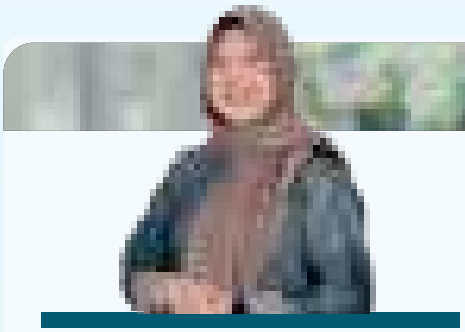
These committees were formed to ensure that the Board of Commissioners can carry out its supervisory function independently, transparently, and accountably in line with the principles of good corporate governance.

Dengan pihak yang mendukung fungsi dan tugas Direksi serta komite-komite yang mendukung fungsi Dewan Komisaris, Perusahaan berkomitmen untuk terus memperkuat governansi korporat yang baik guna mendukung keberlanjutan usaha dan menciptakan nilai tambah bagi seluruh pemangku kepentingan.

With parties that support the functions and duties of the Board of Directors and committees that support the functions of the Board of Commissioners, the Company is committed to continuing to strengthen good corporate governance to support business sustainability and create added value for all stakeholders.

SEKRETARIS PERUSAHAAN
Corporate Secretary

PROFIL PEJABAT SEKRETARIS PERUSAHAAN
Profile of Corporate Secretary



Ulfa Milany

Sekretaris Perusahaan
Corporate Secretary

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age
Indonesia Indonesian	Bekasi Bekasi	Usia 46 tahun per 31 Desember 2024 46 years old as of December 31, 2024

Periode
2022-2024

Dasar Hukum Pengangkatan
SK Direksi No 030.K/CDB-SDM/VII/2019

Riwayat Pendidikan
S1 Ilmu Sosial Politik Universitas Pasundan Bandung (2000)

Riwayat Pekerjaan
- Eksekutif Bidang SDM Kantor Pusat Tugas Karya Ke PT CDB (2019)
- Manajer GCG (2017-2019)
- Ahli GCG dan Informasi Korporat (2015-2017)
- Ahli Perencanaan Fasilitas (2014-2015)
- Manajer Stakeholder Relation (2010-2014)
- Supervisor Senior Perpustakaan dan Publikasi (2010)

Rangkap Jabatan
Tidak Ada

Sertifikasi
Tidak Ada

Hubungan Afiliasi
Tidak Ada

Kepemilikan Saham di PLN IP Services
Tidak Ada

Period
2022-2024

Legal Basis of Appointment
Decree of the Board of Directors No 030.K/CDB-SDM/VII/2019

Educational Background
Bachelor's Degree in Social and Political Sciences, Pasundan University Bandung (2000)

Professional Experience
- Executive of HC Headquarter Work Assignment to PT CDB (2019)
- GCG Manager (2017-2019)
- GCG and Corporate Information Expert (2015-2017)
- Facility Planning Expert (2014-2015)
- Stakeholder Relations Manager (2010-2014)
- Library and Publications Senior Supervisor (2010)

Concurrent Position
None

Certification
None

Affiliation Relationship
None

Share Ownership at PLN IP Services
None

Sekretaris Perusahaan berperan penting dalam memfasilitasi komunikasi antar organ Perusahaan, hubungan antara Perusahaan dengan Pemegang Saham dan Pemangku Kepentingan lainnya serta memastikan kepatuhan Perusahaan terhadap peraturan perundang-undangan yang berlaku.

Corporate Secretary plays an important role in facilitating communication between the Company's organs, relationship between the Company and Shareholders and other Stakeholders as well as ensuring the Company's compliance with applicable laws and regulations.

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama, serta bertanggung jawab langsung kepada Direktur Utama. Pengangkatan Sekretaris Perusahaan berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER -01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan PER-09/ MBU/2012, dimana Perusahaan wajib menunjuk dan mengangkat Sekretaris Perusahaan yang bertanggung jawab kepada Direksi. Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama, serta bertanggung jawab langsung kepada Direktur Utama.

The Corporate Secretary is appointed and dismissed by the President Director, and is directly responsible to the President Director. Corporate Secretary appointment based on the Minister of State-Owned Enterprises Regulation No. PER -01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by PER-09/MBU/2012, where the Company is required to appoint a Corporate Secretary who is responsible to the Board of Directors. The Corporate Secretary is appointed and dismissed by the President Director, and is directly responsible to the President Director.

Sekretaris Perusahaan mempunyai fungsi utama dalam penanganan fungsi sekretariat perusahaan, hubungan kemasyarakatan, penerapan *Good Corporate Governance* dan serta dalam rangka menjaga citra perusahaan.

Corporate Secretary has the main function of handling the corporate secretariat functions, public relation, implementation of Good Corporate Governance and also in order to maintain the corporate image.

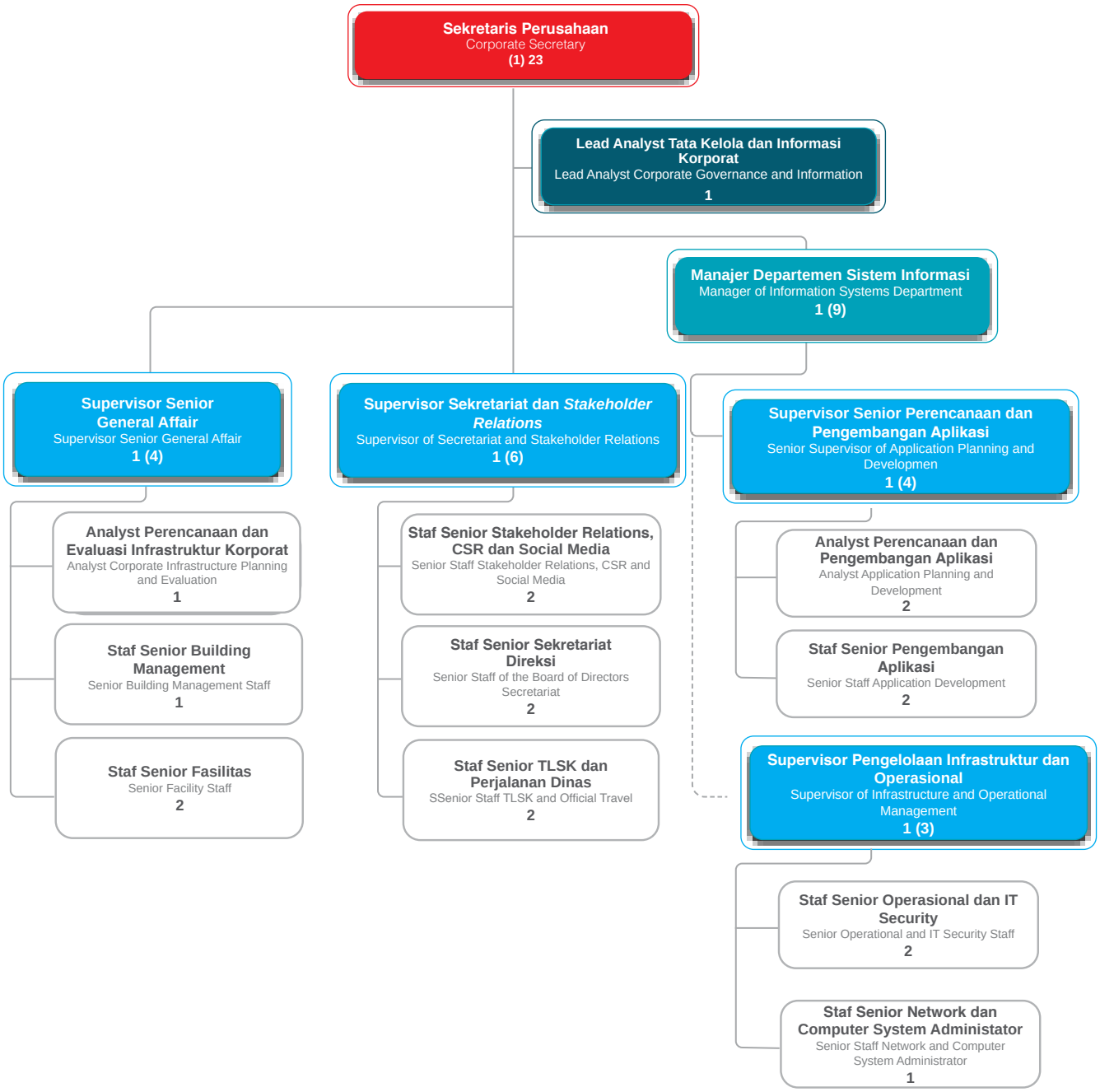
DASAR HUKUM

- Undang Undang Republik Indonesia No. 40 Tahun 2007 tentang Perusahaan Terbatas;
- Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara, sebagaimana telah diubah dengan PER-09/ MBU/2012;
- Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

LEGAL BASIS

- Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies;
- Regulation of the State Minister for SOEs No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, as amended by PER-09/MBU/2012;
- Regulation of the Minister of State for State-Owned Enterprises Number: PER-12/MBU/2012 on Supporting Organs for the Board of Commissioners/ Supervisory Board for State-Owned Enterprises.

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN
Organizational Structure of Corporate Secretary



URAIAN TUGAS DAN TANGGUNG JAWAB
Duties And Responsibilities

TUGAS POKOK

Merumuskan dan melaksanakan kebijakan dan standarisasi teknis, menyusun dan melaksanakan rencana dan program kerja strategis, mengelola sumber daya dan kompetensi, menerapkan GCG dan *cost effectiveness*, mengelola K3 dan risiko, melakukan inovasi dan perbaikan berkesinambungan serta melakukan koordinasi dengan pemangku kepentingan di bidang kerja Sekretaris Perusahaan.

FUNGSI SEKRETARIS PERUSAHAAN

1. Pengelolaan kelancaran dan ketepatan aliran informasi atas *message* BOD, BOC dan Pemegang Saham serta keteraturan *schedule* BOD;
2. Penyelenggaraan dan pembinaan GCG;
3. Pengelolaan perizinan/persetujuan serta *monitoring* dan *reporting* progres pelaksanaan program-program strategis, RKAP dan LPT kepada BOC dan/atau Pemegang Saham;
4. Pengelolaan efektivitas seluruh aktivitas administrasi, perijinan-perijinan, *reporting*, pengarsipan dan dokumentasi serta kesekretariatan korporat;
5. Penyelenggaraan aktivitas perkantoran, termasuk pengelolaan property, transportasi, perjalanan dinas serta pemenuhan kebutuhan kerumahtanggaan;
6. Penyelenggaraan kegiatan *shareholder relation*, *Corporate Communication & Image Management* serta *Community Relation Management*;
7. Pengelolaan *corporate image* yang positif, melalui upaya komunikasi dengan pihak eksternal (*market*/publik dan komunitas industri) serta pihak internal (Pegawai dan Pemegang Saham);
8. Pengelolaan *website*, *media relation* dan *sponsorship*;
9. Penyelenggaraan aktivitas protokoler;
10. Pengelolaan pelaporan *whistleblowing*;
11. Perencanaan dan pengembangan strategi sistem dan teknologi informasi sesuai kebutuhan perusahaan;
12. Penetapan peran *information technology* perusahaan (kebijakan, fungsi, *value*);

MAIN DUTIES

Main duties of Corporate Secretary is as follows formulate and implement policies and technical standardization, formulate and implement strategic work plans and programs, manage resources and competencies, implement GCG and cost effectiveness, manage OHS and risk, innovate and improve continuously and coordinate with stakeholders in the field of work of the Corporate Secretary.

CORPORATE SECRETARY FUNCTION

1. Management of the flow and accuracy of information on the message of the Board of Directors, Board of Commissioners and Shareholders as well as the regularity of the Board of Directors schedule;
2. Implementation and development of GCG;
3. Management of permits/approvals as well as monitoring and reporting the progress of the implementation of strategic programs, RKAP and LPT to the Board of Commissioners and/or Shareholders;
4. Management of the effectiveness of all administrative activities, licenses, reporting, filing and documentation as well as corporate secretarial;
5. Organization of office activities, including property management, transportation, official travel and fulfillment of housekeeping needs;
6. Organizing shareholder relations activities, Corporate Communication & Image Management and Community Relation Management;
7. Management of a positive corporate image, through communication efforts with external parties (market/public and industrial community) and internal parties (employees and shareholders);
8. Website management, media relations and sponsorship;
9. Organization of protocol activities;
10. Management of whistleblowing reporting;
11. Planning and development of information technology and system strategies according to company needs;
12. Determination of the company's information technology role (policy, function, value);

13. Penyediaan *master plan* IT sebagai *guideline* dalam pendayagunaan sistem informasi dan pengembangannya;
14. Perencanaan kebutuhan sumber daya teknologi informasi (SOM, *software*, data, *hardware*);
15. Pengembangan teknologi informasi (data sistem informasi, aplikasi, infrastruktur dan sistem keamanan);
16. Perancangan implementasi serta pemeliharaan sistem informasi perusahaan yang terintegrasi yang mampu mendukung upaya perusahaan dalam rangka meningkatkan kinerja;
17. Pengelolaan *database system* perusahaan berbasis teknologi informasi di dalamnya adalah infrastruktur *knowledge center* Perusahaan;
18. Pengelolaan kegiatan identifikasi dan analisis risiko teknologi informasi;
19. Pengelolaan *Data Center* dan *Disaster Recovery Center*.

13. Provision of IT master plan as a guideline in information system utilization and development;
14. Planning the needs of information technology resources (SOM, software, data, hardware);
15. Development of information technology (information system data, applications, infrastructure and security systems);
16. Designing implementation and maintenance of an integrated corporate information system that is able to support the efforts of the company to improve performance;
17. Management of the Company's database system based on information technology, including the Company's knowledge center infrastructure;
18. Management of information technology risk identification and analysis activities;
19. Management of Data Center and Disaster Recovery Center.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG TELAH DIIKUTI DALAM TAHUN BUKU
Training And/Or Competency Development Attended During The Fiscal Year

Perusahaan memberi kesempatan bagi Sekretaris Perusahaan untuk meningkatkan kompetensi dan keahlian diri dalam program pengembangan kompetensi berupa pendidikan, pelatihan maupun seminar.

The Company provides opportunities for the Corporate Secretary to improve competence and self-expertise in competency development programs in the form of education, training and seminar.

Sepanjang tahun 2024, berikut merupakan program pengembangan kompetensi yang diikuti oleh Sekretaris Perusahaan yaitu:

Throughout 2024, the following are competency development programs followed by the Corporate Secretary:

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG DIIKUTI SEKRETARIS PERUSAHAAN DALAM TAHUN BUKU
Training and/or Competency Development Attended by the Corporate Secretary During the Fiscal Year

No.	Jenis Pelatihan Training Type	Penyelenggara Organizer	Tanggal Date	Waktu Time
1.	Workshop Standar Profesi Corporate Secretary (*Offline*) Workshop of Corporate Secretary Professional Standards	Indonesia Corporate Secretary Association (ICSA)	13-14 November 2024 November 13-14, 2024	09.00-17.30 WIB

URAIAN SINGKAT PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN PADA TAHUN BUKU
Brief Description Of The Corporate Secretary's Duties Performed In The Fiscal Year

Sebagaimana program kerja yang telah direncanakan di awal tahun, Sekretaris Perusahaan telah melaksanakan tugas dengan rincian sebagai berikut :

1. Sebagai pejabat penghubung (*liaison officer*) meliputi hubungan Perusahaan dengan Pemegang Saham, regulator, lembaga lain dan publik;
2. Penanggung jawab seluruh aktivitas kesekretariatan Perusahaan;
3. Mengikuti perkembangan peraturan-peraturan yang berlaku dan memastikan Perusahaan untuk mematuhi peraturan tersebut;
4. Membuat perencanaan, pelaksanaan dan pengendalian kegiatan komunikasi terhadap publik internal dan eksternal;
5. Membuat dokumentasi;
6. Mengawasi implementasi GCG dan aktivitas TJSL.

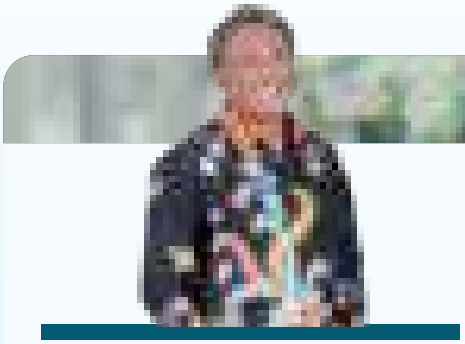
In accordance with the work program planned at the beginning of the year, the Corporate Secretary has carried out the following tasks:

1. As a liaison officer covering the Company's relationship with Shareholders, regulators, other institutions and the public;
2. In charge of all secretarial activities of the Company;
3. Following the development of applicable regulations and ensuring the Company to comply with these regulations;
4. Planning, implementing and controlling communication activities towards internal and external public;
5. Creating documentation;
6. Supervising the implementation of GCG and CSR activities.



SATUAN AUDIT INTERNAL
Internal Audit Unit

PROFIL PEJABAT SATUAN AUDIT INTERNAL
Profile of Internal Audit Unit Officers



Yakobus Krisna B.

Kepala Satuan Audit Internal
Head of Internal Audit Unit

Kewarganegaraan Citizenship	Domisili Domicile	Usia Age
Indonesia Indonesian	Semarang Semarang	Usia 51 tahun per 31 Desember 2024 51 years old as of December 31, 2024

Periode
Periode 1 2022—2025

Dasar Hukum Pengangkatan
SK Direksi No. 1064.K/020/IP/2022 tanggal 19 Juli 2022

Riwayat Pendidikan
S1 Ilmu Ekonomi Universitas 17 Agustus 1945 (UNTAG) Semarang

Riwayat Pekerjaan
- Kepala Satuan Audit Internal (KSAI) PT Cogindo DayaBersama (Juli 2022 s.d sekarang)
- Auditor of Compliance and Consultation PT Indonesia Power (1 Januari 2022 – Juli 2022)
- Audit Konsultasi dan Kepatuhan PT Indonesia Power (1 Januari 2022 – 31 Desember 2021)

Rangkap Jabatan
Tidak Ada

Sertifikasi
- Pelatihan Audit Internal
- Auditor Internal Sistem Manajemen *International Organization for Standardization* (ISO) (9001, 50001 & 55001
- Auditor Internal SMK3
- Sertifikasi Prokurmen / PBJ
- Diklat dan Sertifikasi Audit Forensik (CFrA)
- Financial Shenanigans

Hubungan Afiliasi
Tidak Ada

Kepemilikan Saham di PLN IP Services
Tidak Ada

Period
1st Period 2022—2025

Legal Basis of Appointment
Decree of the Board of Directors No. 1064.K/020/IP/2022 dated July 19, 2022

Educational Background
Bachelor of Economics from University of 17 August 1945 (UNTAG) Semarang

Professional Experience
- Head of Internal Audit Unit (KSAI) of PT Cogindo DayaBersama (July 2022 until present)
- Auditor of Compliance and Consultation of PT Indonesia Power (January 1, 2022 – July 2022)
- Consulting and Compliance Audit of PT Indonesia Power (1 Januari 2022 – 31 Desember 2021)

Concurrent Position
None

Certification
- Internal Audit Training
- Internal Auditor for International Organization for Standardization (ISO) Management System (9001, 50001 & 55001)
- Internal Auditor SMK3
- Procurement / PBJ Certification
- Forensic Audit Training and Certification (CFrA)
- Financial Shenanigans

Affiliation Relationship
None

Share Ownership at PLN IP Services
None

Perusahaan membentuk Satuan Audit Internal yang merupakan aparat pengawas intern Perusahaan sebagaimana diatur dalam Undang-undang No.19 Tahun 2003 pasal 67 ayat 1. Satuan Audit Internal (SAI) merupakan organ pendukung yang berfungsi dalam melakukan evaluasi terhadap pelaksanaan manajemen risiko dan penerapan GCG di dalam Perusahaan. Internal Audit merupakan aparat pengawas yang bersifat profesional serta independen dalam menjalankan tugas dan tanggung jawabnya untuk meningkatkan kinerja Perusahaan.

The Company established an Internal Audit Unit which is the Company's internal supervisory apparatus as stipulated in Law No. 19 of 2003 article 67 paragraph 1. The Internal Audit Unit (SAI) is a supporting organ that functions in evaluating the implementation of risk management and the implementation of GCG within Company. Internal Audit is a supervisory apparatus that is professional and independent in carrying out its duties and responsibilities to improve the Company's performance.

DASAR HUKUM

- Undang Undang Republik Indonesia Nomor 19 tahun 2003 Tentang Badan Usaha Milik Negara.
- Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
- Surat Keputusan Direksi dan Dewan Komisaris Nomor : 089.K/CDB/XII/2020 Tentang Piagam Audit Internal PT Cogindo Daya Bersama
- Anggaran Dasar Perusahaan beserta perubahannya.

LEGAL BASIS

- Law of the Republic of Indonesia Number 19 of 2003 on SOEs.
- Regulation of the Minister of State-Owned Enterprises Number PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023, on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
- Decree of the Board of Directors and Board of Commissioners Number: 089.K/CDB/XII/2020 on PT Cogindo DayaBersama's Internal Audit Charter
- The Company's Articles of Association and their amendments.

PIAGAM AUDIT INTERNAL

Piagam Audit Internal (*Internal Audit Charter*) merupakan pernyataan formal bersama antara Satuan Audit Internal dengan Dewan Direksi dan Dewan Komisaris PT PLN Indonesia Power Services yang memberikan kewenangan dan tanggung jawab kepada Satuan Audit Internal untuk melaksanakan tugas dan fungsi audit dalam Perusahaan.

INTERNAL AUDIT CHARTER

Internal Audit Charter is a joint formal statement between the Internal Audit Unit and the Board of Directors and Board of Commissioners of PT PLN Indonesia Power Services which gives authority and responsibility to the Internal Audit Unit to carry out audit duties and functions within the Company.

Perusahaan menyusun Piagam Audit Internal yang disahkan pada tanggal 21 Desember 2020 dan diperbaharui pada tanggal 14 Maret 2022 melalui Surat Keputusan Bersama Direksi dan Dewan Komisaris PT Cogindo DayaBersama Nomor : 016.K/CDB/III/2022 dan Nomor : 001.K/DEKOM-CDB/2022. Dengan mempertimbangkan Standar Profesional Audit Intern yang dibuat oleh FK-SAI perusahaan dan/

The company prepared an Internal Audit Charter that was approved on December 21, 2020, and updated on March 14, 2022, through the Joint Decree of the Board of Directors and Board of Commissioners of PT Cogindo DayaBersama Number: 016.K/CDB/III/2022 and Number: 001.K/DEKOM-CDB/2022. By considering the Internal Audit Professional Standards made by the FK-SAI of the company and/or the Consortium of Professional

atau Konsorsium Organisasi Profesi Audit Intern atau *International Professional Practices Framework Of Internal Auditing*.

Piagam Audit Internal Perusahaan ini berisikan antara lain:

1. Pendahuluan
2. Struktur
3. Tugas dan Tanggung Jawab serta Lingkup Pekerjaan
4. Wewenang
5. Pelaporan
6. Audit Internal Terintegrasi
7. Penggunaan Jasa External Untuk Mendukung Tugas Internal Audit
8. Komunikasi Audit
9. Standar Pelaksanaan Tugas Audit Internal, Kode Etik dan Program *Quality Assurance*
10. Pertanggungjawaban Satuan Audit Internal.

PRINSIP-PRINSIP POKOK SATUAN AUDIT INTERNAL

Berdasarkan Standar Internasional Praktik Profesional Audit Internal yang dikeluarkan oleh *The Institute of Internal Auditors*, prinsip-prinsip pokok Satuan Audit Internal adalah sebagai berikut:

1. Mengimplementasikan kompetensi dan kecermatan profesi.
2. Objektif dan bebas dari pengaruh yang tidak semestinya (independen).
3. Selaras dengan strategi tujuan dan risiko organisasi.
4. Diposisikan secara layak dan didukung sumber daya memadai.
5. Menunjukan kualitas dan perbaikan berkelanjutan.
6. Berkomunikasi secara efektif.
7. Memberi keyakinan berbasis risiko.
8. Menunjukan integritas.
9. Berwawasan, proaktif dan fokus pada masa depan, dan
10. Mendorong perbaikan organisasi.

VISI, MISI DAN TUJUAN SATUAN AUDIT INTERNAL

1. Visi:
   Menjadi auditor internal yang memiliki integritas dan profesional tinggi untuk menjadi mitra strategis manajemen dan berkontribusi bagi terwujudnya tata kelola Perusahaan yang efektif dan efisien serta dapat memberi nilai tambah bagi Perusahaan.

Organizations for Internal Auditing or the International Professional Practices Framework of Internal Auditing.

The Company's Internal Audit Charter contains, as follows:

1. Introduction
2. Structure
3. Duties and Responsibilities and Scope of Work
4. Authority
5. Reporting
6. Integrated Internal Audit
7. Use of External Services to Support Internal Audit Duties
8. Audit Communication
9. Internal Audit Task Implementation Standards, Code of Ethics and Quality Assurance Program
10. Accountability of the Internal Audit Unit.

CORE PRINCIPLES OF INTERNAL AUDIT UNIT

Based on the International Standards for Professional Practice of Internal Audit issued by The Institute of Internal Auditors, the main principles of SAI are as follows:

1. Implement professional competence and accuracy.
2. Objective and free from undue influence (independent).
3. Aligned with the strategic goals and risks of the organization.
4. Properly positioned and supported by adequate resources.
5. Demonstrate quality and continuous improvement.
6. Communicate effectively.
7. Providing risk-based confidence.
8. Demonstrate integrity.
9. Insightful, proactive and focused on the future, and
10. Drive organizational improvement.

VISION, MISSION AND OBJECTIVES OF THE INTERNAL AUDIT UNIT

1. Vision:
   Become an internal auditor who has high integrity and professionalism to become a strategic management partner and contribute to the realization of effective and efficient corporate governance and can provide added value to the Company.

2. Misi:
   Aktif melakukan kegiatan pengawasan terhadap semua aktivitas organisasi Perusahaan dalam peningkatan kinerja Perusahaan dengan memberikan *assurance*, saran, pandangan secara objektif dan berbasis risiko berlandaskan prinsip *Good Corporate Governance*.

3. Tujuan:
   Satuan Audit Internal membantu Direktur Utama untuk menentukan efektivitas dari kebijakan dan strategi yang telah disusun, dan dijalankan oleh Manajemen sehingga tercapai hal-hal sebagai berikut:
   1. Informasi operasi, manajerial, finansial yang signifikan sudah akurat, dapat diandalkan dan tepat waktu.
   2. Tindakan-tindakan pegawai sudah sesuai dengan kebijakan, standar, prosedur, hukum dan peraturan yang berlaku.
   3. Sumber daya diperoleh secara ekonomis, digunakan secara efisien, dan diberdayakan serta dilindungi secara memadai.
   4. Prinsip *Good Corporate Governance* (GCG) yang telah ada, dilaksanakan secara memadai.
   5. Risiko-risiko Perusahaan telah dimutakhirkan dan dikelola secara efektif untuk mencapai sasaran Perusahaan.
   6. Memastikan program-program, rencana dan tujuan Perusahaan tercapai.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA SATUAN AUDIT INTERNAL

Satuan Audit Internal dipimpin oleh seorang kepala yang bertanggung jawab kepada Direktur Utama. Kepala Satuan Audit Internal diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan dari Dewan Komisaris dan merupakan pejabat satu tingkat di bawah Direksi yang memiliki hubungan fungsional dengan Komite Audit.

2. Mission:
   Actively carry out supervisory activities on all activities of the Company's organization in improving the Company's performance by providing assurance, advice, views in an objective and risk-based manner based on the principles of Good Corporate Governance.

3. Objective:
   The Internal Audit Unit assists the President Director to determine the effectiveness of the policies and strategies that have been prepared and implemented by Management hence the following things are achieved:
   1. Significant operational, managerial and financial information is accurate, reliable and timely.
   2. Employee actions are in accordance with applicable policies, standards, procedures, laws and regulations.
   3. Resources are obtained economically, used efficiently, and adequately empowered and protected.
   4. The existing principles of Good Corporate Governance (GCG) are adequately implemented.
   5. The Company's risks have been updated and managed effectively to achieve the Company's goals.
   6. Ensuring that the Company's programs, plans and objectives are achieved.

THE PARTY APPOINT AND DISMISS THE HEAD OF THE INTERNAL AUDIT UNIT

The Internal Audit Unit is led by the Head who is responsible to the President Director. The Head of the Internal Audit Unit is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners and is an official one level below the Board of Directors who has a functional relationship with the Audit Committee.

RUANG LINGKUP SATUAN AUDIT INTERNAL

Ruang lingkup Audit Internal yaitu memberikan keyakinan yang memadai (*reasonable assurance*), konsultasi, menguji efektivitas manajemen risiko, pengendalian internal dan proses *governance* yang meliputi:

1. Penelaahan atas profil risiko, pengendalian serta ketaatan pada kebijakan, rencana, prosedur, dan peraturan perundang-undangan yang berdampak signifikan terhadap operasional Perusahaan.
2. Penelaahan atas akurasi, kecermatan dan ketelitian informasi keuangan dan non-keuangan baik manual maupun terkomputerisasi serta cara yang digunakan untuk mengidentifikasi, mengukur, mengklasifikasi dan melaporkan informasi tersebut secara akurat dan tepat waktu.
3. Penelaahan atas cara pengadaan, penggunaan dan pengamanan aset dan melakukan verifikasi terhadap eksistensi aset.
4. Penilaian atas pelaksanaan sistem informasi manajemen.
5. Penelaahan atas operasi Perusahaan guna memastikan tingkat konsistensi dengan sasaran yang ingin dicapai dan rencana yang disusun.
6. Melakukan investigasi dan audit khusus terhadap kasus yang berindikasi adanya kecurangan (*fraud*).
7. Penelaahan atas Manajemen Aset Perusahaan guna meningkatkan kualitas produk yang dihasilkan maupun kualitas lingkungan dimana Perusahaan beroperasi.
8. Penelaahan atas mekanisme governance yang dilakukan oleh Manajemen guna memastikan program dan Implementasi yang dilakukan oleh Manajemen telah sesuai dengan nilai-nilai Perusahaan, *Enterprise Risk Management* dan prinsip-prinsip *Good Corporate Governance*.

SUSUNAN ANGGOTA SATUAN AUDIT INTERNAL TAHUN BUKU

Satuan Audit Internal dikepalai oleh Kepala Satuan Audit Internal dengan membawahi Lead Auditor Korporat, Auditor IT dan Teknik dan Auditor Administrasi sebagaimana diatur dalam Surat Keputusan Bersama Direksi dan Dewan Komisaris PT Cogindo DayaBersama Nomor : 016.K/CDB/III/2022 dan Nomor : 001.K/DEKOM-CDB/2022 tanggal 14 Maret 2022. Struktur organisasi di bawah Kepala SAI diatur dalam suatu Keputusan Direksi.

SCOPE OF INTERNAL AUDIT UNIT

The scope of Internal Audit is providing reasonable assurance, consulting, testing the effectiveness of risk management, internal control and governance processes which include:

1. Review of risk profile, control and adherence to policies, plans, procedures and laws and regulations that have significant impact on the Company's operations.
2. Review the accuracy and thoroughness of financial and non-financial information both manual and computerized and the methods used to identify, measure, classify and report this information accurately and in a timely manner.
3. Reviewing the procedures for procuring, using and securing assets and verifying the existence of assets.
4. Assessment of the implementation of management information systems.
5. Review of the Company's operations to ensure the level of consistency with the goals to be achieved and the plans drawn up.
6. Conduct special investigation and audit of cases indicating fraud.
7. Review of the Company's Asset Management in order to improve the quality of the products produced and the quality of the environment in which the Company operates.
8. Review of governance mechanisms carried out by Management to ensure programs and implementation carried out by Management are in accordance with the Company's values, Enterprise Risk Management and the principles of Good Corporate Governance.

COMPOSITION OF MEMBER OF THE INTERNAL AUDIT FOR THE FISCAL YEAR

The Internal Audit Unit is headed by the Head of the Internal Audit Unit with oversight of the Lead Corporate Auditor, IT and Engineering Auditor and Administrative Auditor as regulated in the Joint Decree of the Board of Directors and Board of Commissioners of PT Cogindo DayaBersama Number: 016.K/CDB/III/2022 and Number: 001.K/DEKOM-CDB/2022 on March 14, 2022. The organizational structure under the Head of SAI is regulated in a Decree of the Board of Directors.

Dalam pelaksanaan fungsi harian Kepala Satuan Audit Internal secara struktur dibantu oleh 10 (sepuluh) orang personil yang masing-masing telah memiliki sertifikasi sebagaimana tabel berikut ini:

In the implementation of daily functions the Head of the Internal Audit Unit is structurally assisted by 10 (ten) personnel each of which has been certified as shown in the following table:

No.	Nama Name	Jabatan Position	Sertifikasi Certification
1	Yakobus Krisna B.	Kepala Satuan Audit Internal Head of Internal Unit	• Pelatihan Audit Internal • Auditor Internal Sistem Manajemen *International Organization for Standardization* (ISO) (9001, 50001 & 55001) • Auditor Internal SMK3 • Sertifikasi Procurement / PBJ • Internal Audit Training • Internal Auditor for International Organization for Standardization (ISO) Management System (9001, 50001 & 55001) • Internal Auditor SMK3 • Procurement / PBJ Certification
2	M. Akib Mapahir	Lead Korporat Bidang 2 Lead Corporate Auditor – Area 2	• Audit Kecurangan • • Sertifikasi Auditor Madya • Fraud Audit • Intermediate Auditor Certification
3	Rizqi Isnur Awaluddin	Lead Korporat Bidang 1 Lead Corporate Auditor – Area 1	• Dasar-dasar Audit • Audit Basic • Audit Basics • Audit Basics
4	Iswandi Lodde	Lead Auditor Konsultasi Consultation Lead Auditor	• Audit Kecurangan • Sertifikasi Auditor Madya • Operational Audit • Intermediate Auditor Certification
5	Barly Qomaruzzaman	Auditor Teknik Engineering Auditor	• Audit Kecurangan • Sertifikasi Auditor Madya • Operational Audit • Intermediate Auditor Certification
6	Arya Aryatna Bagja	Auditor Teknik Engineering Auditor	• Audit Operasional • Sertifikasi Auditor Muda • Operational Audit • Junior Auditor Certification
7	Himawan Septiaryanto	Auditor IT & Teknik IT & Technical Auditor	• Audit Operasional • Sertifikasi Auditor Muda • Operational Audit • Junior Auditor Certification
8	Adya Danar Retha Prabara	Auditor Administrasi Administration Auditor	• Audit Operasional • Sertifikasi Auditor Muda • Operational Audit • Junior Auditor Certification
9	Lukman Neno	Auditor Administrasi Administration Auditor	• Dasar-dasar Audit • Audit Basic • Audit Basics • Audit Basics
10	Faisal	Auditor Teknik Engineering Auditor	• Dasar-dasar Audit • Audit Basic • Audit Basics • Audit Basics

INDEPENDENSI DAN OBJEKTIVITAS SATUAN INTERNAL AUDIT UNIT
Training And/Or Competency Independence and Objectivity of Internal Audit Unit

INDEPENDENSI

Auditor internal harus memiliki independensi dalam melakukan aktivitas audit, mengemukakan pandangan serta pemikiran sesuai dengan profesinya dan standar yang berlaku.

Dalam menegakkan independensinya, audit internal:
1. Mampu mengemukakan pandangan dan pemikirannya tanpa pengaruh ataupun tekanan dari pihak manapun.
2. Memiliki kebebasan dalam menetapkan metode, cakupan, cara, teknik dan pendekatan audit disertai dengan keahlian yang memadai dan kecermatan profesional.
3. Tidak melakukan kegiatan yang bersifat operasional di luar aktivitas audit.

OBJEKTIVITAS

1. Auditor internal harus memiliki sikap mental independen dalam melaksanakan aktivitas audit. Sikap mental tersebut tercermin dari laporan yang lengkap, obyektif serta berdasarkan analisis yang cermat.
2. Auditor internal harus bebas dari pertentangan kepentingan atas objek atau kegiatan yang diaudit. Apabila auditor intern mempunyai pertentangan kepentingan, maka yang bersangkutan harus menyatakan keterkaitannya dan tidak ditugaskan untuk melaksanakan audit terhadap objek dan kegiatan tersebut.

INDEPENDENCE

Internal auditor must have independence in carrying out audit activities, express views and thoughts in accordance with his/her profession and applicable standards.

In upholding its independence, internal audit:
1. Must be able to express his/her views and thoughts without influence or pressure from any party.
2. Has freedom to determine the methods, scope, techniques and audit approaches accompanied by adequate expertise and professional rigor.
3. Not carrying out operational activities other than audit activities.

OBJECTIVITY

1. Internal auditor must have an independent mental attitude in carrying out audit activities. This mental attitude is reflected in a report that is complete, objective and based on careful analysis.
2. Internal auditor must be free from conflict of interest over the object or activity being audited. If the internal auditor has a conflict of interest, then the person concerned must declare his/her relationship and is not assigned to carry out an audit of the object and activity.

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG DIIKUTI DALAM TAHUN BUKU
Training And/Or Competency Development Attended During The Fiscal Year

Perusahaan memberikan kesempatan kepada personil Satuan Audit Internal untuk mengikuti pelatihan/ pendidikan yang dapat meningkatkan kemampuan dan keahliannya untuk mendukung kegiatan operasional Perusahaan. Sepanjang tahun 2024, SAI telah mengikuti pelatihan sebagai berikut:

The Company provides opportunities for Internal Audit Unit personnel to attend training/education that can improve their abilities and expertise to support the Company's operational activities. Throughout 2024, SAI has participated in the following training:

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI YANG DIIKUTI KEPALA SATUAN AUDIT INTERNAL DALAM TAHUN BUKU

Training and/or Competency Development Attended by the Head of the Internal Audit Unit During the Fiscal Year

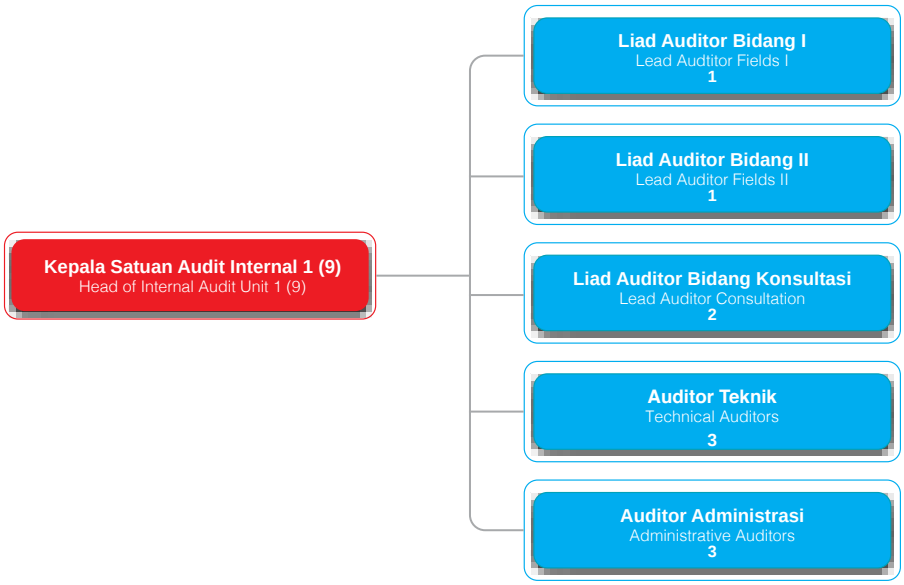
No	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	Audit Operasional Operational Audit	PPA&K	14-24 Januari 2024 January 14-24, 2024	1. Arya Aryatna Bagja 2. Himawan Septiaryanto 3. Adya Danar R.P.
2	Audit Kecurangan Fraud Audit	PPA&K	18-23 Januari 2024 January 18-23, 2024	1. M Akib Mapahir 2. Iswandi Lodde 3. Barly QOmaruzzaman
3	Sertifikasi Auditor Madya Intermediate Auditor Certification	LSPAI	24 Januari 2024 January 24, 2024	1. M Akib Mapahir 2. Iswandi Lodde 3. 3. Barly Qomaruzzaman
4	Sertifikasi Auditor Muda Junior Auditor Certification	LSPAI	24 Januari 2024 January 24, 2024	1. Arya Aryatna Bagja 2. Himawan Septiaryanto 3. Adya Danar R.P.
5	Dasar-Dasar Audit Audit Basics	PPA&K	19-29 Februari 2024 February 19-29, 2024	Lukman Neno
6	Diklat Sertifikasi Audit Forensik (Sertifikasi CFRA) Forensic Audit Certification Training (CFRA Certification)	STIE BPKP	5-16 Agustus 2024 August 5-16, 2024	Y. Krisnu Brayanto
7	Dasar-Dasar Audit Audit Basics	PPA&K	17-27 September 2024 September 17-27, 2023	Rizqi Isnur Awaluddin
8	Dasar-Dasar Audit Audit Basics	PPA&K	11-21 November 2024 November 11-21, 2024	Faisal
9	Pelatihan Financial Shenanigans Training on Financial Shenanigans	Kanaka Training, Consulting & Outbound	23-24 Desember 2024 December 23-24, 2024	Y. Krisnu Brayanto

STRUKTUR ORGANISASI AUDIT INTERNAL DAN JUMLAH PEGAWAI

Structure And Position Of Internal Audit Unit

Berdasarkan Surat Keputusan Direksi Nomor : 021.K/CDB/IV/2022 Tanggal 1 April 2022 Tentang Bagan Susunan Jabatan dan Formasi Pegawai Kantor Pusat PT PLN Indonesia Power Services, bagan struktur organisasi Satuan Audit Internal adalah sebagai berikut:

Based on the Decree of the Board of Directors Number: 021.K/CDB/IV/2022 Dated April 1, 2024, Regarding the Chart of Position Structure and Employee Formation of PT PLN Indonesia Power Services Head Office, the organizational structure chart of the Internal Audit Unit is as follows:



Berdasarkan bagan struktur jabatan di atas terlihat bahwa Satuan Audit Internal dikepalai oleh Kepala Satuan Audit Internal dengan membawahi Lead Auditor Bidang 2 orang, *Lead Auditor* Konsultasi 1 orang, Auditor Teknik 3 orang dan Auditor Administrasi 3 orang.

Based on the position structure chart above, it can be seen that the Internal Audit Unit is headed by the Head of the Internal Audit Unit with 2 Lead Auditor Fields, 1 Lead Auditor Consultation, 3 Technical Auditors and 3 Administrative Auditors.

URAIAN TUGAS DAN TANGGUNG JAWAB
Description Of Duties And Responsibilities

Tugas dan tanggung jawab Audit Internal adalah memastikan terlaksananya pengawasan (melalui kegiatan pengujian, penilaian, pelaporan, dan pemberian saran atau rekomendasi) serta pemberian konsultasi yang independen dan objektif terhadap efektivitas pengelolaan risiko dan pengendalian proses tata kelola kegiatan operasional dalam mencapai sasaran Perusahaan berdasarkan prinsip GCG (*Good Corporate Governance*), dengan tugas pokok sebagai berikut:

1. Menguji dan mengevaluasi pelaksanaan dan pengendalian intern di perusahaan sesuai dengan kebijakan perusahaan.
2. Melakukan kegiatan audit internal yang meliputi pengujian, penilaian, pelaporan, dan pemberian saran atau rekomendasi untuk memastikan tata kelola perusahaan telah dilaksanakan secara efektif dan efisien dengan pengendalian risiko secara optimal, serta telah mematuhi peraturan perundang-undangan dan prinsip-prinsip GCG.
3. Memastikan dan memonitor secara langsung terhadap kebijakan, ketentuan, sistem dan prosedur serta kegiatan usaha yang dilakukan terutama pada kegiatan pengadaan dan investasi telah sesuai dengan peraturan perundang-undangan yang berlaku.
4. Mengelola kegiatan audit perusahaan yang dilaksanakan oleh pihak eksternal serta secara proaktif membina hubungan baik dengan auditor eksternal.
5. Mengembangkan rencana audit tahunan yang dituangkan dalam Program Kerja Audit Tahunan (PKAT) yang fleksibel dengan menggunakan metodologi pendekatan risiko.
6. Melaksanakan Program Kerja Audit Tahunan (PKAT) termasuk segala tugas-tugas lain yang diminta oleh Direktur Utama dan Dewan Komisaris melalui Direktur Utama.
7. Secara berkesinambungan mengembangkan kompetensi para auditor dengan pengetahuan, keahlian dan pengalaman yang cukup serta sertifikasi profesional.

Duties and responsibilities of the Internal Audit are to ensure the implementation of supervision (through testing, assessment, reporting and providing advice or recommendations) as well as providing independent and objective consultation on the effectiveness of risk management as well as control of operational governance processes in achieving the Company's goals based on GCG principles (Good Corporate Governance), with the following primary duties:

1. Test and evaluate the implementation and internal control in the company according to company policy.
2. Conducting internal audit activities which include testing, evaluating, reporting, and providing advice or recommendation to ensure that corporate governance has been implemented effectively and efficiently with optimal risk control, and has complied with laws and regulations and GCG principles.
3. Ensure and directly monitor the policies, provisions, system and procedure as well as business activities carried out especially in procurement and investment activities in accordance with the applicable laws and regulations.
4. Managing company audit activities by external parties and proactively fostering good relations with external auditors.
5. Develop an annual audit plan as outlined in a flexible Annual Audit Work Program (PKAT) using a risk approach methodology.
6. Carry out the Annual Audit Work Program (PKAT) including all other duties requested by the President Director and the Board of Commissioners through the President Director.
7. Continuously developing the competence of auditors with sufficient knowledge, expertise and experience as well as professional certification.

8. Berperan aktif dalam pengawasan mekanisme pelaksanaan *Code of Conduct* serta pencegahan tindakan kecurangan (*fraud*).
9. Melakukan audit investigasi terhadap indikasi kecurangan di dalam organisasi dan menginformasikan hasilnya kepada Direktur Utama.
10. Memberikan jasa konsultasi kepada pemilik proses bisnis atas permintaan pemilik proses bisnis atau atas inisiatif Auditor Internal dalam rangka mengidentifikasi kecukupan pengendalian internal yang akan diterapkan untuk menjamin tercapainya sasaran Perusahaan. Dalam melaksanakan peran "*Consulting*" tersebut, Auditor Internal melaporkan kepada Kepala Satuan Audit Internal sebelum dan sesudah pelaksanaan pekerjaan. Terkait hal ini tugas Auditor Internal hanya memberikan jasa konsultansi sesuai dengan standar profesi, sedangkan tanggung jawab atas pelaksanaan hasil konsultasi tetap berada pada pemilik proses bisnis dan tidak mengurangi wewenang Auditor Internal untuk melaksanakan fungsi tugas *assurance*-nya. Untuk menjamin objektivitas atas hasil audit maka Auditor Internal tidak boleh melaksanakan audit terhadap kegiatan yang merupakan hasil konsultasinya.
11. Melaporkan isu-isu penting yang berhubungan dengan proses pengendalian kegiatan Perusahaan, unit usaha dan afiliasinya.

WEWENANG SATUAN INTERNAL AUDIT

Satuan Audit Internal dalam melaksanakan fungsinya berwenang untuk:

1. Menyusun, mengubah dan melaksanakan kebijakan audit internal termasuk antara lain menetapkan sistem dan prosedur, serta lingkup pelaksanaan audit dengan persetujuan Direksi dan Dewan Komisaris PT PLN Indonesia Power Services.
2. Melakukan audit terhadap semua kegiatan unit kerja, fungsi dalam organisasi Perusahaan, baik yang tertuang dalam rencana tahunan, maupun yang menjadi perhatian Direktur Utama dan Dewan Komisaris PT PLN Indonesia Power Services.
3. Melakukan audit terhadap badan usaha afiliasi Perusahaan atas perintah dari Direktur Utama PT PLN Indonesia Power Services selaku Kuasa Pemegang Saham.
4. Dapat mengakses dan melakukan forensik seluruh data dan informasi yang relevan dengan tupoksi unit

8. Playing an active role in overseeing the mechanism for implementing the Code of Conduct and preventing fraud.
9. Conduct an investigative audit of indication of fraud within the organization and inform the results to the President Director.
10. Provide consulting services to business process owners at the request of business process owners or on the initiative of the Internal Auditor in order to identify the adequacy of internal control to be implemented to ensure the achievement of the Company's goals. In carrying out the "Consulting" role, the Internal Auditor reports to the Head of the Internal Audit Unit before and after the implementation of work. In this regard, the task of the Internal Auditor is only to provide consulting services in accordance with professional standards, while the responsibility for implementing the results of the consultation remains with the business process owner and does not reduce the authority of the Internal Auditor to carry out his/her assurance function. To ensure objectivity on audit results, Internal Auditors may not carry out audits of activities that are the result of their consultations.
11. Report on important issues related to the process of controlling the activities of the Company, its business units and affiliates.

INTERNAL AUDIT UNIT AUTHORITIES

In carrying out its functions, the Internal Audit Unit is authorized to:

1. Develop, amend and implement internal audit policies including determining system and procedure, as well as the scope of audit implementation with the approval of the Board of Directors and Board of Commissioners of PT PLN Indonesia Power Services.
2. Conduct an audit of all work unit activities, functions within the Company's organization, both those contained in the annual plan, as well as those that come to the attention of the President Director and the Board of Commissioners of PT PLN Indonesia Power Services.
3. Conducting audits of the Company's affiliated business entities on orders from the President Director of PT PLN Indonesia Power Services as the Shareholders' Attorney.
4. Can access and conduct forensics of all data and information relevant to the duties and functions of

kerja dan pegawai yang tersimpan dalam peralatan kerja, antara lain yang tidak terbatas pada fungsi, aktivitas, data, dokumen, korespondensi, laporan, aset, dan hal-hal lain yang berkaitan dengan penyelenggaraan audit.

5. Memperoleh informasi dan penjelasan dari setiap pejabat/pegawai Perusahaan yang berkaitan dengan penyelenggaraan audit dan pihak pejabat/pegawai dimaksud harus segera menanggapi kebutuhan tersebut.
6. Membantu penyidikan terhadap aspek yang dapat menimbulkan kerugian bagi Perusahaan, seperti penipuan, pemalsuan, penggelapan, pencurian, pembongkaran, perampokan dan bentuk kecurangan lainnya.
7. Melakukan pemeriksaan kepada vendor/rekan kerja Perusahaan atau pihak-pihak yang berkaitan dengan kejadian hanya terbatas pada konfirmasi dan klarifikasi baik secara administratif maupun fisik di lapangan.
8. Mengalokasikan sumber daya, menyusun jadwal, memilih objek audit, menentukan lingkup kerja dan menerapkan teknik-teknik yang dibutuhkan untuk mencapai tujuan audit.
9. Jika diperlukan Satuan Audit Internal dapat meminta bantuan dari ahli/profesional dari dalam maupun luar Perusahaan atas biaya Perusahaan.
10. Wewenang Satuan Audit Internal sebatas pada penilaian dan analisa atas aktivitas yang diaudit, dalam hal pelaksanaan dan akibat dari aktivitas yang diaudit merupakan tanggung jawab manajemen.

work units and employees stored in work equipment, including but not limited to functions, activities, data, documents, correspondence, reports, assets, and other matters related to the implementation of the audit.

5. Obtain information and explanation from every official/employee of the Company related to the implementation of the audit and the said official/employee must immediately respond to these needs.
6. Assist in investigation of aspects that may cause harm to the Company, such as fraud, counterfeiting, embezzlement, theft, demolition, robbery and other forms of fraud.
7. Examination of vendors/work partners of the Company or parties related to the incident is limited to confirmation and clarification both administratively and physically in the field.
8. Allocating resources, preparing schedules, selecting audit objects, determining the scope of work and implementing the techniques needed to achieve audit objectives.
9. If necessary, the Internal Audit Unit may request assistance from experts/professionals from within or outside the Company at the expense of the Company.
10. Authority of the Internal Audit Unit is limited to the assessment and analysis of the activities being audited, in terms of the implementation and consequences of the activities being audited are management's responsibility.

KODE ETIK AUDITOR INTERNAL
Code of Ethics of Internal Auditor

Kode etik Auditor Internal merupakan aturan perilaku yang melekat pada diri/lembaga Auditor internal. Aturan perilaku tersebut berlaku baik di dalam tugas maupun di luar tugas. Dalam melaksanakan tugasnya, Auditor Internal senantiasa mengacu pada Standar dan kode etik audit internal dari *The Institute Internal Auditors* (IIA) yang mencakup 4 (empat) prinsip yang relevan dengan profesi dan suasana praktik internal auditing, dan dijabarkan dalam 12 (dua belas) aturan perilaku.

Auditor Internal diharapkan menerapkan dan menegakkan prinsip-prinsip kode etik sebagai berikut:

Code of ethics of the Internal Auditor is a code of conduct inherent in the Internal Auditor's self/institution. These rules of conduct apply both on and off duty. In carrying out their duties, the Internal Auditor always refers to the internal audit standards and code of ethics from The Institute Internal Auditors (IIA) which include 4 (four) principles relevant to the profession and internal auditing practice environment, and are spelled out in 12 (twelve) rules of conduct .

Internal Auditor is expected to implement and uphold the following code of ethics principles:

INTEGRITAS

Integritas Auditor internal mendasari kepercayaan para pengguna temadap pertimbangannya.

1. Melaksanakan pekerjaannya dengan kejujuran, kesungguhan dan tanggung jawab.
2. Mentaati hukum dan membuat pengungkapan sesuai hukum dan profesinya.
3. Sadar untuk tidak terlibat dalam aktivitas ilegal apapun, atau terlibat dalam tindakan yang dapat mendiskreditkan profesi audit internal atau organisasinya.
4. Menghormati dan berkontribusi kepada tujuan organisasi yang sah dan etis.

OBJEKTIVITAS

Auditor Internal menunjukkan objektivitas profesional tingkat tertinggi dalam mengumpulkan, mengevaluasi dan mengkomunikasikan informasi tentang kegiatan atau proses yang sedang diperiksa. Auditor Internal membuat penilaian yang seimbang dari semua keadaan yang relevan dan tidak dipengaruhi oleh kepentingan-kepentingan mereka sendiri atau pun orang lain dalam membuat penilaian.

1. Tidak boleh berpartisipasi dalam kegiatan atau hubungan apapun yang dapat atau patut diduga dapat mengurangi kemampuannya untuk melakukan penilaian secara obyektif. Termasuk dalam hal ini adalah kegiatan atau hubungan yang mungkin bertentangan dengan kepentingan organisasi.
2. Tidak boleh menerima bentuk apapun yang dapat atau patut diduga dapat mempengaruhi pertimbangan profesionalnya.
3. Mengungkapkan semua fakta-fakta penting yang diketahuinya, yaitu fakta-fakta yang jika tidak diungkapkan dapat mendistorsi pelaporan dari kegiatan yang sedang diperiksa.

KERAHASIAAN

Auditor Internal menghormati nilai dan kepemilikan informasi yang mereka terima dan tidak mengungkapkan informasi tanpa izin kecuali ada ketentuan perundang-undangan atau kewajiban profesional untuk melakukannya.

1. Bersikap hati-hati dalam menggunakan dan menjaga informasi yang diperoleh dalam pelaksanaan tugasnya.

INTEGRITY

The integrity of the Internal Auditor underlies the trust of users in their judgment.

1. Conducting his/her work with honesty, sincerity and responsibility.
2. Obey the law and make legal and professional disclosures.
3. Be aware not to be involved in any illegal activity, or to be involved in any action that could discredit the internal audit profession or its organization.
4. Respect and contribute to the organization's legitimate and ethical goals.

OBJECTIVITY

Internal auditor demonstrate the highest level of professional objectivity in collecting, evaluating and communicating information about the activities or processes being examined. Internal Auditor make a balanced assessment of all relevant circumstances and are not influenced by their own interests or those of others in making the assessment.

1. May not participate in any activity or relationship that can or should be suspected of impairing his or her ability to make an objective assessment. Included in this are activities or relationships that may conflict with the interests of the organization.
2. May not accept any form that can or should be suspected of influencing professional judgment.
3. Disclose all important facts that are known, namely facts which, if not disclosed, could distort the reporting of the activity that is being examined.

CONFIDENTIALITY

Internal Auditors respect the value and ownership of the information they receive and do not disclose information without permission unless there is a statutory provision or professional obligation to do so.

1. Be careful in using and maintaining the information obtained in the performance of their duties.

2. Tidak boleh menggunakan informasi untuk mendapatkan keuntungan pribadi atau untuk hal-hal yang dapat merugikan tujuan organisasi.

2. May not use information for personal gain or for things that can be detrimental to organizational goals.

KOMPETENSI

Auditor Internal menerapkan pengetahuan, keterampilan dan pengalaman yang diperlukan dalam pelaksanaan layanan audit internal.

1. Hanya melakukan jasa yang dapat diselesaikan dengan menggunakan pengetahuan, keahlian dan pengalaman yang dimilikinya.
2. Melakukan kegiatan audit sesuai dengan Standar Internasional Praktik Profesional Audit Internal.
3. Senantiasa meningkatkan keahlian dan efektivitas serta kualitas dari jasa yang diberikan.

COMPETENCE

Internal auditor apply the knowledge, skills and experience required in the implementation of internal audit services.

1. Only perform services that can be completed using the knowledge, expertise and experience they have.
2. Conduct audit activities in accordance with the International Standards for the Professional Practice of Internal Audit.
3. Constantly improve skills and effectiveness as well as the quality of the services provided.

PERNYATAAN BAHWA TELAH MEMILIKI PEDOMAN ATAU PIAGAM (*CHARTER*) SATUAN AUDIT INTERNAL

Statement Of Having A Guidelines Or Charter Of Internal Audit Unit

Anggota Satuan Audit Internal menyatakan bahwa Satuan Audit Internal telah memiliki Pedoman atau Piagam Audit Internal yang disusun dan ditetapkan berdasarkan peraturan perundang-undangan yang berlaku, termasuk standar profesional audit internal, serta prinsip-prinsip Tata Kelola Perusahaan yang Baik.

The members of the Internal Audit Unit confirm that the unit has an Internal Audit Charter, which has been prepared and established following applicable laws and regulations, professional internal audit standards, and the principles of Good Corporate Governance.

Piagam Audit Internal ini berfungsi sebagai pedoman kerja resmi bagi Satuan Audit Internal dalam melaksanakan peran pengawasan secara independen dan objektif terhadap efektivitas pengendalian internal, manajemen risiko, serta kepatuhan terhadap kebijakan dan regulasi perusahaan. Piagam ini menjadi dasar dalam memastikan bahwa proses audit dilakukan secara sistematis, akuntabel, dan selaras dengan tujuan strategis Perusahaan.

This Charter serves as the official guideline for the Internal Audit Unit in carrying out its role of independent and objective oversight. It supports the effectiveness of internal control, risk management, and compliance with company policies and regulations. The Charter provides a foundation to ensure that audit activities are conducted in a systematic, accountable, and goal-aligned manner with the Company's strategic objectives.

Di dalam Piagam tersebut diatur secara jelas struktur dan kedudukan Satuan Audit Internal, ruang lingkup audit, tugas dan tanggung jawab, independensi dan objektivitas auditor, kode etik, metodologi audit, serta hubungan kerja dengan Komite Audit dan Auditor Eksternal.

The Charter clearly defines the Internal Audit Unit's structure and position, the scope of audits, roles and responsibilities, auditor independence and objectivity, the code of ethics, audit methodology, and the working relationship with the Audit Committee and External Auditors.

Kami berkomitmen untuk menjalankan tugas sesuai dengan pedoman tersebut dalam rangka memperkuat pengawasan internal, meningkatkan akuntabilitas dan transparansi, serta mendukung terciptanya tata kelola

We are committed to performing our duties following this Charter to strengthen internal oversight, enhance accountability and transparency, and support the establishment of effective and sustainable corporate

Perusahaan yang efektif dan berkelanjutan. Pernyataan ini merupakan bentuk pertanggungjawaban kami atas pelaksanaan fungsi audit internal dan akan disampaikan sebagai bagian dari Laporan Tahunan 2024.

governance. This statement reflects our accountability in fulfilling the internal audit function and will be included in the 2024 Annual Report.

URAIAN SINGKAT PELAKSANAAN TUGAS UNIT AUDIT INTERNAL PADA TAHUN BUKU
Brief Description Of The Implementation Of Internal Audit Unit Duties In The Fiscal Year

METODOLOGI AUDIT

Metodologi pelaksanaan audit yang dilakukan oleh Satuan Audit Internal telah menggunakan pendekatan *Risk Based Internal Audit* (RBIA) yang digunakan dalam rangka memberikan jaminan bahwa risiko telah dikelola dalam batasan risiko yang telah ditetapkan manajemen pada tingkatan korporasi.

AUDIT METHODOLOGY

The audit implementation methodology carried out by the Internal Audit Unit has used the Risk Based Internal Audit (RBIA) approach which is used in order to provide assurance that risks have been managed within the risk limits set by management at the corporate level.

HUBUNGAN DENGAN KOMITE AUDIT DAN AUDIT EKSTERNAL

Hubungan dengan Komite Audit mencakup aktivitas sebagai berikut:

1. Mengadakan pertemuan dengan Komite Audit sedikitnya 1 (satu) kali sebulan atau lebih jika diperlukan untuk memastikan efektivitas pengendalian dan pengawasan secara umum.
2. Dalam rangka melaksanakan fungsi pengawasan, Satuan Audit Internal menyampaikan Laporan Hasil Audit kepada Dewan Komisaris setiap akhir periode pemeriksaan melalui Komite Audit.
3. Dewan Komisaris dapat meminta Auditor Internal untuk melaksanakan tugas audit khusus melalui Direktur Utama.
4. Melaporkan hasil audit khusus kepada Direktur Utama dengan tembusan kepada Dewan Komisaris melalui Komite Audit.
5. Menyampaikan Program Kerja Audit Tahunan (PKAT) kepada Dewan Komisaris melalui Komite Audit.
6. Dalam hal terdapat kejadian dimana Direksi telah melakukan sesuatu yang melebihi toleransi risiko Perusahaan, seperti tidak sesuai SOP dan kebijakan Perusahaan, KSAI akan melakukan diskusi dengan Direksi yang bersangkutan tentang alasan keputusan tersebut diambil, dan melaporkan kejadian tersebut kepada Dewan Komisaris melalui Komite Audit.

RELATIONSHIP WITH THE AUDIT COMMITTEE AND EXTERNAL AUDIT

Relationship with the Audit Committee includes the following activities:

1. Hold meetings with the Audit Committee at least 1 (once) a month or more if necessary to ensure the effectiveness of control and supervision in general.
2. In order to carry out the supervisory function, the Internal Audit Unit submits an Audit Result Report to the Board of Commissioners at the end of each inspection period through the Audit Committee.
3. The Board of Commissioners may request the Internal Auditor to conduct a special audit assignment through the President Director.
4. Reporting the result of a special audit to the President Director with a copy to the Board of Commissioners through the Audit Committee.
5. Deliver the Annual Audit Work Program (PKAT) to the Board of Commissioners through the Audit Committee.
6. In the event that there is an incident where the Board of Directors has done something that exceeds the Company's risk tolerance, such as not according to SOP and Company policies, KSAI will hold discussions with the Board of Directors concerned about the reasons for the decision being taken, and report the incident to the Board of Commissioners through the Audit Committee.

Hubungan dengan Auditor Eksternal mencakup aktivitas sebagai berikut:

1. Satuan Audit Internal mendukung kelancaran tugas Auditor Eksternal termasuk dalam penyediaan informasi, dokumen, data dalam pelaksanaan audit dengan persetujuan Direktur Utama.
2. Satuan Audit Internal melakukan koordinasi dan monitoring terhadap seluruh Unit Kerja Perusahaan atas tindak lanjut temuan Auditor Eksternal.

Relationship with the External Auditor include the following activities:

1. The Internal Audit Unit supports the seamless running of the External Auditor duties including in providing information, document, data in conducting audit with the approval of the President Director.
2. The Internal Audit Unit coordinates and monitors all of the Company's Work Units on the follow-up of the External Auditor's findings.

PELAKSANAAN TUGAS TAHUN BUKU

Pertanggungjawaban Satuan Audit Internal disampaikan langsung kepada Direktur Utama. Kegiatan Satuan Audit Internal sepanjang tahun 2024 telah sesuai dengan Program Kerja Audit Tahunan (PKAT) tahun 2024 sebagai berikut:

DUTIES IMPLEMENTATION IN FISCAL YEAR

The responsibility of the Internal Audit Unit is conveyed directly to the President Director. The activities of the Internal Audit Unit throughout 2024 are in accordance with the 2024 Annual Audit Work Program (PKAT), as follows:

PELAKSANAAN TUGAS SATUAN AUDIT INTERNAL PADA TAHUN BUKU
Internal Audit Unit Duties Implementation In The Fiscal Year

No.	Unit/Area Audit Audit Unit/Area	Progres Progress	Tanggal Pelaksanaan Implementation Date
I	**UNIT KERJA | Work Unit**		
1	PLTU BERAU	Terlaksana Implemented	29 Jan. s.d 09 Feb. 2024 January 29 to February 09, 2024
2	PLTU SANGGAU	Terlaksana Implemented	26 Feb. s.d 08 Maret 2024 February 26 to March 08, 2024
3	PLTU SINTANG	Terlaksana Implemented	26 Feb. s.d 08 Maret 2024 February 26 to March 08, 2024
4	PLTU LABUHAN ANGIN	Terlaksana Implemented	26 Feb. s.d 08 Maret 2024 February 26 to March 08, 2024
5	PLTU Labuan	Terlaksana Implemented	01 s.d 12 Juli 2024 July 01-12, 2024
6	PLTU Pelabuhan Ratu dan Sub Unit Pelabuhan Ratu PLTU and Sub-unit	Terlaksana Implemented	15 s.d 26 Juli 2024 July 15-26, 2024
7	PLTU Adipala dan Sub Unit Adipala PLTU and Sub-unit	Terlaksana Implemented	19 s.d 30 Agustus 2024 August 19-30, 2024
8	PLTU Lontar dan Sub Unit Lontar PLTU and Sub-unit	Terlaksana Implemented	19 s.d 30 Agustus 2024 August 19-30, 2024
9	PLTD Nusa Penida, PTDG Area Bali, PGU & PLTS Nusa Penida Nusa Penida PLTD, PTDG in Bali Areas, Nusa Penida PGU & PLTS	Terlaksana Implemented	09 s.d 20 September 2024 September 09-20, 2024
10	PLTU Suralaya & PLGU Cilegon	Terlaksana Implemented	04 s.d 15 November 2024 November 04-15, 2024
II	**Dept Kantor Pusat**		
1.	PROJECT CONSTRUCTION & MAINTENANCE SERVICES UNIT	Terlaksana Implemented	01 s.d 19 April 2024 April 01-19, 2024
2.	DEPT. PENGEMBANGAN SDM, KNOWLEDGE MANAGEMENT DAN BUDAYA PERUSAHAAN HC DEVELOPMENT, KNOWLEDGE MANAGEMENT AND CORPORATE CULTURE DEPARTMENT	Terlaksana Implemented	13 s.d 31 Mei 2024 May 13-31, 2024
3.	DEPT. PROKURMEN PROCUREMENT DEPARTMENT	Terlaksana Implemented	17 s.d 15 November 2024 November 17-15, 2024

TEMUAN DAN TINDAK LANJUT TAHUN BUKU

Monitoring tindak lanjut Hasil Audit pada tahun 2023 adalah sebagai berikut :

FINDINGS AND FOLLOW UP IN FISCAL YEAR

Follow-up monitoring of Audit Results in 2023 is as follows:

No.	Unit/Area Aud Audit Area/Unit	Jumlah AOI AOI Total	Jumlah Rekomendasi Total Recommendations	Jumlah Rekomendasi Selesai Total Recommendations Completed	Jumlah Rekomendasi Dalam Proses Total Recommendations In Process	Target Waktu Penyelesaian Target Completion Time
I	**UNIT KERJA** **Work Unit**					
1	PLTU BERAU	4	11	11	0	01 Juni 2024 June 01, 2024
2	PLTU SANGGAU	4	10	10	0	26 Mei 2024 May 26, 2024
3	PLTU SINTANG	2	6	6	0	17 Mei 2024 May 17, 2024
4	PLTU LABUHAN ANGIN	2	4	4	0	20 Maret 2023 March 20, 2024
5	PLTU Labuan	1	2	2	0	30 Agustus 2024 August 30, 2024
6	PLTU Pelabuhan Ratu dan Sub Unit	1	4	4	0	9 November 2024 November 9, 2024
7	PLTU Adipala dan Sub Unit	2	5	5	0	31 Oktober 2024 October 31, 2024
8	PLTU Lontar dan Sub Unit	2	4	4	0	14 Agustus 2024 August 14, 2024
9	PLTD Nusa Penida, PLTS Nusa Penida, PLTDG Area Bali PGU	2	6	6	0	03 Desember 2024 December 03, 2024
10	PLTU Suralaya & PLTUG Cilegon	1	2	2	0	31 Desember 2024 December 31, 2024
II	**DEPT KANTOR PUSAT** **Head Office Department**					
1.	PROJECT CONSTRUCTION & MAINTENANCE SERVICES UNIT PROJECT CONSTRUCTION & MAINTENANCE SERVICES UNIT	4	12	12	0	29 November 2024 November 29, 2024
2.	DEPT. PENGEMBANGAN SDM, KNOWLEDGE MANAGEMENT DAN BUDAYA PERUSAHAAN HC DEVELOPMENT, KNOWLEDGE MANAGEMENT AND CORPORATE CULTURE	4	10	2	8	28 Februari 2025 February 28, 2024
3.	DEPT PROKURMEN (PKM) PROCUREMENT DEPARTMENT (PKM)					

KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT DENGAN DIREKSI, DEWAN KOMISARIS, DAN/ATAU KOMITE AUDIT

Policy And Implementation Of Meeting Frequency With The Board Of Directors, Board Of Commissioners, And/Or Audit Committee

Satuan Audit Internal menyelenggarakan rapat secara berkala dengan Direksi, Dewan Komisaris, dan/atau Komite Audit. Sepanjang tahun 2024, Satuan Audit Internal telah melangsungkan rapat sebanyak 16 (enam belas) kali dengan frekuensi kehadiran dan agenda sebagai berikut:

The Internal Audit Unit holds regular meetings with the Board of Directors, the Board of Commissioners, and/or the Audit Committee. Throughout 2024, the Internal Audit Unit conducted a total of 16 (sixteen) meetings, with attendance and agenda details as follows:

FREKUENSI PELAKSANAAN DAN TINGKAT KEHADIRAN RAPAT KEPALA SATUAN AUDIT INTERNAL DENGAN DIREKSI, DEWAN KOMISARIS, DAN/ATAU KOMITE AUDIT

Meeting Frequencies and Attendance of Head of Internal Audit Unit with Directors, Commissioners, and/or Audit Committee

No.	Nama Nama	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
1	Yakobus Krisna B.	Kepala Satuan Audit Internal Head of Internal Unit	16	16	100%
2	M. Akib Mapahir	Lead Korporat Bidang 2 Lead Corporate Auditor – Area 2	16	16	100%
3	Rizqi Isnur Awaluddin	Lead Korporat Bidang 1 Lead Corporate Auditor – Area 1	16	16	100%
4	Iswandi Lodde	Lead Auditor Konsultasi Consultation Lead Auditor	16	16	100%
5	Barly Qomaruzzaman	Auditor Teknik Engineering Auditor	16	16	100%
6	Arya Aryatna Bagja	Auditor Teknik Engineering Auditor	16	16	100%
7	Himawan Septiaryanto	Auditor IT & Teknik IT & Technical Auditor	16	16	100%
8	Adya Danar Retha Prabara	Auditor Administrasi Administration Auditor	16	16	100%
9	Lukman Neno	Auditor Administrasi Administration Auditor	16	16	100%
10	Faisal	Auditor Teknik Engineering Auditor	16	16	100%

MATA ACARA RAPAT KEPALA SATUAN AUDIT INTERNAL DENGAN DIREKSI, DEWAN KOMISARIS, DAN/ATAU KOMITE AUDIT

Meeting Agenda of Head of Internal Audit Unit with Directors, Commissioners, and/or Audit Committee

No.	Mata Acara Agenda	Tanggal Date
1	Rapat Internal Bulan Januari January Internal Meetin	30 Januari 2024 January 30, 2024
2	Rapat Internal Bulan Februari February Internal Meeting	28 Februari 2024 February 28, 2024
3	Rapat Koordinasi Awal Tahun, Evaluasi Hasil Audit Tahun Sebelumnya & Rencana Audit Tahunan Annual Kick-Off and Coordination Meeting: Evaluation of Previous Year's Audit Results & Annual Audit Planning	Maret 2024 March 2024
4	Rapat Internal Bulan Maret March Internal Meeting	25 Maret 2024 March 25, 2024

No.	Mata Acara Agenda	Tanggal Date
5	Rapat Internal Bulan April April Internal Meeting	29 April 2024 April 29, 2024
6	Rapat Internal Bulan Mei May Internal Meeting	27 Mei 2024 May 27, 2024
7	Rapat Internal Bulan Juli July Internal Meeting	26 Juli 2024 July 26, 2024
8	Rapat Internal Bulan Agustus August Internal Meeting	27 Agustus 2024 August 27, 2024
9	Reviu Progress Semester I & Tindak Lanjut Temuan Audit, Pengendalian Risiko, dan Kepatuhan GCG Mid-Year Review: Audit Findings Follow-Up, Risk Control, and GCG Compliance	Juni 2024 June 2024
10	Rapat Internal Bulan Juni June Internal Meeting	26 Juni 2024 June 26, 2024
11	Evaluasi Efektivitas Sistem Pengendalian Internal & Review Isu Strategis Evaluation of Internal Control System Effectiveness & Review of Strategic Issues	1 September 2024 September 1, 2024
12	Rapat Internal Bulan September September Internal Meeting	26 September 2024 September 26, 2024
13	Rapat Internal Bulan Oktober October Internal Meeting	17 Oktober 2024 October 17, 2024
14	Rapat Internal Bulan November November Internal Meeting	25 November 2024 November 25, 2024
15	Rapat Evaluasi Akhir Tahun, Capaian Audit Internal, Rencana Penguatan Tahun Depan Year-End Evaluation Meeting: Internal Audit Achievements & Strengthening Plan for the Upcoming Year	Desember 2024 December 20, 2024
16	Rapat Internal Bulan Desember December Internal Meeting	12 Desember 2024 December 12, 2024



SISTEM PENGENDALIAN INTERNAL

Internal Control System

Sistem Pengendalian Internal Perusahaan mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER- 01/ MBU/2011 Pasal 26 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara.

Penerapan Sistem Pengendalian Internal dilakukan pada semua lini bisnis dengan sistem berjenjang dari ujung kegiatan sampai dengan kompilasi pelaporan pada Perusahaan dan pelaksanaannya dipengaruhi oleh Dewan Komisaris, Direksi serta seluruh pejabat sebagai suatu proses yang dirancang untuk memberikan keyakinan yang memadai mengenai pencapaian tujuan dalam kategori:

1. Pengendalian kegiatan operasi yang efektif dan efisien;
2. Pengendalian keuangan dan keandalan laporan keuangan;
3. Ketaatan terhadap hukum dan peraturan yang berlaku;
4. Penjagaan terhadap aset.

Perusahaan menerapkan sistem pengendalian internal yang efektif dengan melibatkan Dewan Komisaris, Direksi, dan seluruh pegawai dalam Perusahaan untuk menetapkan suatu sistem pengendalian *intern* yang efektif dalam rangka mengamankan investasi dan aset Perusahaan, dengan melibatkan Audit Internal melalui identifikasi dan evaluasi berdasarkan standar maupun pedoman yang dikembangkan *Institute of Internal Auditors* (IIA).

The Company's Internal Control System refers to the Regulation of the Minister of State for State-Owned Enterprises No. PER- 01/MBU/2011 Article 26 on the Implementation of Good Corporate Governance in State-Owned Enterprises.

The implementation of the Internal Control System is carried out in all business lines with a tiered system from the end of the activity to the compilation of reports to the Company and its implementation is influenced by the Board of Commissioners, Board of Directors and all officials as a process designed to provide adequate assurance regarding the achievement of objectives in the following categories:

1. Effective and efficient control of operational activities;
2. Financial control and reliability of financial statements;
3. Compliance with applicable laws and regulations;
4. Safeguarding assets.

The Company implements an effective internal control system by involving the Board of Commissioners, Board of Directors and all employees in the Company to establish an effective internal control system in order to safeguard the Company's investments and assets, involving Internal Audit through identification and evaluation based on standards and guidelines developed by the Institute of Internal Auditors (IIA).

PENGENDALIAN KEUANGAN DAN OPERASIONAL, SERTA KEPATUHAN TERHADAP PERATURAN PERUNDANG-UNDANGAN LAINNYA

Financial And Operational Controls, And Compliance With Other Applicable Laws And Regulations

Sistem pengendalian keuangan diterapkan Perusahaan dengan cara menyediakan informasi keuangan bagi setiap tingkatan Manajemen, para Pemegang Saham, serta Pemangku Kepentingan yang dijadikan dasar pengambilan keputusan ekonomi. Sistem ini dapat digunakan oleh manajemen untuk merencanakan dan mengendalikan kegiatan operasi Perusahaan.

The Company implements an effective internal control system by involving the Board of Commissioners, Board of Directors and all employees in the Company to establish an effective internal control system in order to safeguard the Company's investments and assets, involving Internal Audit through identification and evaluation based on standards and guidelines developed by the Institute of Internal Auditors (IIA).

Sementara itu, sistem pengendalian operasional dilakukan dengan cara menerapkan kebijakan dan prosedur yang secara langsung digunakan untuk mencapai sasaran dan target serta menjamin atau menyediakan laporan keuangan yang tepat serta menjamin ditaatinya atau dipatuhinya hukum dan peraturan.

The Company implements a financial control system by providing financial information for each level of Management, Shareholders and Stakeholders which is used as the basis for making economic decisions. This system can be used by management to plan and control the Company's operations.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL DENGAN KERANGKA COSO

Perusahaan memiliki sistem pengendalian intern yang sesuai dengan kerangka kerja yang diakui secara internasional, yakni *Committee of Sponsoring Organizations of the Treadway Commission* (COSO). Menurut COSO, Sistem Pengendalian Internal merupakan proses yang melibatkan Dewan Komisaris, Direksi, serta personil lainnya. Hal ini sejalan Dengan Sistem Pengendalian Internal yang ada di Perusahaan yang terus membangun sistem kontrol organisasi dengan melibatkan seluruh sumber daya manusia yang dimiliki.

COMPATIBILITY OF THE INTERNAL CONTROL SYSTEM WITH THE COSO FRAMEWORK

The Company has an internal control system in accordance with an internationally recognized framework, namely the Committee of Sponsoring Organizations of the Treadway Commission (COSO). According to COSO, the Internal Control System is a process that involves the Board of Commissioners, Board of Directors, and other personnel. This is in line with the Internal Control System in the Company which continues to build an organizational control system by involving all of its human capital.

Tujuan operasional berkaitan dengan efektivitas dan efisiensi operasi dan tujuan pelaporan berkaitan dengan kepentingan pelaporan keuangan yang memenuhi kriteria andal, tepat waktu, transparan dan persyaratan lain yang ditetapkan. Sedangkan tujuan kepatuhan berkaitan dengan kepatuhan Perusahaan terhadap hukum dan Peraturan Perundang-undangan.

Operational objectives relate to the effectiveness and efficiency of operations and reporting objectives relate to the interests of financial reporting that meet reliable, timely, transparent criteria and other stipulated requirements. Meanwhile, the purpose of compliance is related to the Company's compliance with laws and regulations.

Menurut COSO, unsur-unsur pengendalian intern meliputi komponen-komponen sebagai berikut.

1. Lingkungan pengendalian;
2. Penilaian risiko;
3. Aktivitas pengendalian;
4. Informasi dan Komunikasi;
5. Kegiatan pemonitoran.

According to COSO, the elements of internal control include the following components.

1. Control environment;
2. Risk assessment;
3. Control activities;
4. Information and Communication;
5. Monitoring activities.

Komponen Pengendalian Internal versi COSO COSO version of Internal Control Component	Penjelasan Explanation	Penerapan di PLN IP Services Deployment in PLN IP Services
Lingkungan pengendalian	Lingkungan pengendalian adalah rangkaian standar, proses dan struktur yang menjadi dasar dalam pelaksanaan *Internal Control* di seluruh organisasi. Terdapat lima prinsip yang terkait dengan komponen ini yaitu: • Organisasi menunjukkan komitmen terhadap integritas dan nilai-nilai etika • *Board of Directors* menunjukkan independensi dari manajemen dan melaksanakan pengawasan terhadap pengembangan dan pelaksanaan *Internal Control*. • Dengan pengawasan *Board*, manajemen menetapkan struktur, bentuk pelaporan, tanggung jawab dan otoritas yang diperlukan dalam rangka pencapaian tujuan. • Organisasi menetapkan komitmen dalam menarik, mengembangkan, dan mempertahankan individu yang kompeten dalam rangka pencapaian tujuan. • Organisasi memegang individu yang bertanggungjawab dalam *Internal Control* dalam rangka pencapaian tujuan.	Lingkungan pengendalian di Perusahaan diselenggarakan dengan: 1. Integritas dan nilai etika; 2. Komitmen terhadap kompetensi; 3. Kepemimpinan yang kondusif; 4. Pembentukan struktur Perusahaan yang sesuai dengan kebutuhan; 5. Pendelegasian wewenang dan tanggung jawab yang tepat; 6. Penyusunan dan penerapan kebijakan pembinaan sumber daya manusia yang mendukung pencapaian tujuan Perusahaan; 7. Hubungan kerja yang baik pada seluruh unit kerja di lingkungan PLN IP Services.
Control environment	Control environment is a set of standards, processes and structures that form the basis for the implementation of Internal Control throughout the organization. There are five principles associated with this component, namely: • The organization demonstrates a commitment to integrity and ethical values • The Board of Directors demonstrates independence from management and exercises supervision of the development and implementation of Internal Control. • Under the Board supervision, management determines the structure, reporting forms, responsibilities and authorities needed to achieve objectives. • The organization establish a commitment in attracting, developing and retaining competent individuals in order to achieve goals. • The organization holds individuals who are responsible for Internal Control in order to achieve goals.	Control environment in the Company is organized by: Integrity and ethical values; 1. Commitment to competence; 2. Conducive leadership; 3. Formation of corporate structure according to needs; 4. Appropriate delegation of authority and responsibility; 5. Formulation and implementation of human capital development policies that support the achievement of corporate goals; 6. Good working relationship in all work units within PLN IP Services.
Penaksiran risiko	Penilaian risiko melibatkan proses yang dinamis dan berulang untuk mengidentifikasi dan menganalisis risiko untuk mencapai tujuan, serta membentuk dasar mengenai bagaimana risiko harus dikelola. Terdapat empat prinsip yang berkaitan dengan komponen ini yaitu: • Organisasi menentukan tujuan yang spesifik sehingga memungkinkan untuk dilakukan identifikasi dan penilaian risiko yang terkait dengan tujuan. • Organisasi mengidentifikasi risiko yang terkait dengan pencapaian tujuan di seluruh entitas dan menganalisis risiko untuk menjadi dasar bagaimana risiko akan diperlakukan. • Organisasi mempertimbangkan potensi fraud dalam penilaian risiko. • Organisasi mengidentifikasi dan menilai perubahan yang akan memengaruhi sistem pengendalian internal secara signifikan.	Penetapan tujuan Perusahaan memuat pernyataan dan arahan yang spesifik, terukur, dapat dicapai, realistis, dan terikat waktu serta dikomunikasikan ke seluruh pegawai, dengan tetap berpedoman pada peraturan perundang-undangan yang berlaku. Setiap unit dan Departemen telah menyusun profil risiko serta upaya mitigasi yang diperlukan.

Komponen Pengendalian Internal versi COSO COSO version of Internal Control Component	**Penjelasan** Explanation	**Penerapan di PLN IP Services** Deployment in PLN IP Services
Risk assessment	Risk assessment involves a dynamic and iterative process to identify and analyze risks to achieve objectives, and forms the basis for how risks should be managed. There are four principles related to this component, namely: • The organization determine specific objectives so that it is possible to identify and assess the risks associated with the objectives. • The organization identify the risks associated with achieving its objectives across the entity and analyzes the risks to form the basis of how the risks will be treated. • The organization considers the potential for fraud in risk assessment. • The organization identify and assesses changes that will significantly affect the internal control system.	Setting company goals contains specific, measurable, achievable, realistic and time-bound statements and directions and is communicated to all employees, while still guided by the applicable laws and regulations.Each unit and department has developed a risk profile and required mitigation efforts.
Kegiatan pengendalian	Aktivitas Pengendalian merupakan tindakan yang ditetapkan dengan prosedur dan kebijakan untuk meyakinkan bahwa manajemen telah mengarah untuk memitigasi risiko dalam rangka pencapaian tujuan. Terdapat tiga prinsip dalam komponen ini yaitu: • Organisasi memilih dan mengembangkan aktivitas pengendalian yang berkontribusi terhadap mitigasi risiko sampai pada tingkat yang dapat diterima dalam rangka pencapaian tujuan. • Organisasi memilih dan mengembangkan aktivitas pengendalian secara umum terkait teknologi dalam rangka pencapaian tujuan. • Organisasi menyebarkan aktivitas pengendalian melalui kebijakan dan prosedur dalam pengimplementasiannya.	Kegiatan Pengendalian dilakukan melalui hal-hal sebagai berikut namun tidak terbatas pada: • Tinjauan Direksi atas kinerja Perusahaan; • Pembinaan sumber daya manusia; • Pengendalian atas pengelolaan sistem informasi; • Pengendalian fisik atas aset; • Pemisahan fungsi; • Pengendalian atas pengelolaan keuangan.
Control activities	Control activities are actions that are determined by procedures and policies to ensure that management has directed risk mitigation in order to achieve objectives. There are three principles in this component, namely: • The organization selects and develops control activities that contribute to risk mitigation to an acceptable level in order to achieve objectives. • The organization selects and develops general control activities related to technology in order to achieve objectives. • he organization deploys control activities through policies and procedures for implementation.	Control activities are carried out through the following but not limited to: • Board of Directors' review of the Company's performance; • Development of human capital; • Control over management of information system; • Physical control over assets; • Separation of functions; • Control over financial management.
Informasi dan komunikasi	Informasi diperlukan dalam rangka pelaksanaan tanggung jawab *Internal Control* nya dalam rangka pencapaian tujuan. Sedangkan komunikasi terjadi baik secara internal maupun eksternal dengan menyediakan informasi yang diperlukan dalam rangka pelaksanaan *Internal Control* sehari-hari. Terdapat tiga prinsip dalam komponen ini yaitu: • Organisasi memperoleh dan menggunakan informasi yang berkualitas dan relevan dalam rangka mendukung fungsi dari komponen lain dalam *Internal Control*. • Organisasi secara internal mengkomunikasikan informasi, termasuk tujuan dan tanggung jawab *Internal Control* dalam rangka mendukung fungsi dari komponen lain dari *Internal Control*. • Organisasi berkomunikasi dengan pihak eksternal terkait hal yang mempengaruhi fungsi dari komponen lain dalam *Internal Control*.	Setiap unit kerja wajib mengidentifikasi, mencatat, dan mengkomunikasikan informasi yang berkaitan dengan pelaksanaan tugas pokok dan fungsinya dalam waktu dan bentuk (format) yang tepat untuk memudahkan pelaksanaan, pengendalian dan pertanggungjawabannya.Komunikasi atas informasi wajib diselenggarakan secara efektif baik komunikasi di lingkungan Perusahaan maupun komunikasi dengan pihak luar yang terkait dalam program, proyek, dan kegiatan lainnya termasuk penganggaran. 1. Menerapkan berbagai bentuk dan sarana komunikasi dengan pegawai dan pihak lain yang terkait, antara lain melalui dan tidak terbatas pada: • Penyusunan buku Pedoman pelaksanaan kebijakan dan prosedur; • Surat Edaran; • Memorandum; • Pengumuman; • Pemanfaatan Intranet dan internet; • Arahan lisan

Komponen Pengendalian Internal versi COSO COSO version of Internal Control Component	Penjelasan Explanation	Penerapan di PLN IP Services Deployment in PLN IP Services
		2. Mengelola, mengembangkan, dan memperbaharui sistem informasi untuk meningkatkan kegunaan dan keandalan komunikasi secara terus menerus.
Information and Communication	Information is needed in order to carry out its Internal Control responsibilities in order to achieve goals. Meanwhile, communication occurs both internally and externally by providing the necessary information in the context of the daily implementation of Internal Control. There are three principles in this component, namely: • The organization obtain and use quality and relevant information in order to support the functions of other components in Internal Control. • The organization internally communicates information, including the objectives and responsibilities of Internal Control in order to support the functions of other components of Internal Control. • The organization communicates with external parties regarding matters that affect the function of other components in Internal Control.	Each work unit is required to identify, record and communicate information related to the implementation of its main duties and functions in the right time and format to facilitate its implementation, control and accountability.Communication of information must be carried out effectively both within the Company and with external parties involved in programs, projects and other activities including budgeting. 1. Implement various forms and means of communication with employees and other related parties, including but not limited to: • Compilation of a guidebook for the implementation of policies and procedures; • Circular letter; • Memorandum; • Announcement; • Utilization of Intranet and internet; • Oral direction 2. Manage, develop and update information systems to improve the usability and reliability of communication on an ongoing basis.
Pemantauan	Evaluasi berkelanjutan, terpisah, atau kombinasi keduanya untuk memastikan seluruh komponen *Internal Control* ada dan berfungsi. Terdapat dua prinsip dalam komponen ini yaitu: • Organisasi memilih, mengembangkan, dan melaksanakan evaluasi berkelanjutan dan/ atau terpisah untuk memastikan seluruh komponen *Internal Control* ada dan berfungsi. • Organisasi mengevaluasi dan mengkomunikasikan defisiensi *Internal Control* pada pihak yang bertanggung jawab agar diambil tindakan korektif.	Pemantauan dilaksanakan melalui: 1. Pemantauan rutin terhadap kegiatan yang sedang berjalan (*on going monitoring*), diselenggarakan melalui kegiatan pengelolaan rutin, supervisi, pembandingan, rekonsiliasi, dan tindakan-tindakan lain yang terkait dalam pelaksanaan tugas. 2. Evaluasi oleh unit terpisah/independen (*separate evaluation*), selain dilakukan oleh Audit Internal yang ditunjuk dan ditetapkan oleh Perusahaan juga dapat dilakukan oleh Auditor Eksternal termasuk Kantor Akuntan Publik sesuai dengan peraturan perundang-undangan yang berlaku.
Monitoring	Continuous evaluation, separate, or a combination of both to ensure all Internal Control components are present and functioning. There are two principles in this component, namely: • The organization select, develop, and carry out ongoing and/or separate evaluation to ensure that all Internal Control components are present and functioning. • The organization evaluates and communicates Internal Control deficiencies to the responsible party so that corrective action is taken.	Monitoring is implemented through: 1. Routine monitoring of ongoing activities (on-going monitoring), carried out through routine management activities, supervision, comparison, reconciliation, and other actions related to the implementation of tasks. 2. Evaluation by a separate/independent unit (separate evaluation), apart from being carried out by an Internal Audit appointed and determined by the Company, can also be conducted by an External Auditor including a Public Accounting Firm in accordance with the applicable laws and regulations.

TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL
Overview Of Of Internal Control System Effectiveness

Evaluasi atas efektivitas Sistem Pengendalian Internal Perusahaan selama tahun buku 2024 telah dilakukan secara menyeluruh melalui serangkaian kegiatan audit. Kegiatan tersebut meliputi Audit Operasional (termasuk aspek produksi dan keuangan), *Assessment* atas Implementasi GCG, Audit Sistem Mutu, Audit Sistem Manajemen Keselamatan dan Kesehatan Kerja serta Lingkungan (SMK3L), dan Audit Teknologi Informasi (IT). Setiap kegiatan tersebut dirancang untuk menilai efektivitas pengendalian terhadap proses operasional, pelaporan keuangan, serta kepatuhan terhadap kebijakan dan peraturan internal maupun eksternal.

Berdasarkan hasil evaluasi sepanjang tahun 2024, Sistem Pengendalian Internal Perusahaan dinyatakan telah berjalan secara efektif dalam mendukung pelaksanaan kegiatan operasional yang terkontrol dan dalam upaya mitigasi risiko secara proaktif. Hasil evaluasi juga menunjukkan bahwa sistem pengendalian yang diterapkan mampu memberikan dukungan terhadap pencapaian tujuan perusahaan melalui peningkatan efisiensi, keandalan informasi, serta kepatuhan terhadap regulasi.

Perusahaan menyadari bahwa efektivitas pengendalian internal harus senantiasa ditingkatkan seiring dengan berkembangnya kompleksitas lingkungan bisnis. Oleh karena itu, Perusahaan tetap berkomitmen untuk terus melakukan perbaikan dan penyempurnaan terhadap kebijakan, prosedur, dan mekanisme pengendalian internal. Evaluasi yang dilakukan selama tahun berjalan menjadi pondasi penting bagi Perusahaan dalam memperkuat sistem pengendalian yang adaptif dan berdaya saing, guna mendukung keberlangsungan pertumbuhan bisnis yang berkelanjutan.

The effectiveness of the Company's Internal Control System for the 2024 fiscal year was thoroughly evaluated through a series of audit activities. These included Operational Audits (covering both production and financial aspects), an Assessment of GCG implementation, Quality System Audits, Audits of the Occupational Health, Safety, and Environmental Management System (SMK3L), and Information Technology (IT) Audits. Each of these activities was designed to assess the effectiveness of controls over operational processes, financial reporting, and compliance with internal policies and external regulations.

Based on the evaluation conducted throughout 2024, the Company's Internal Control System has been found to operate effectively in supporting well-controlled operational activities and proactive risk mitigation. The evaluation results also indicate that the implemented control system effectively supports achieving corporate objectives by enhancing efficiency, ensuring the reliability of information, and maintaining compliance with regulations.

The Company recognizes that the effectiveness of internal control must continually be improved in line with the increasing complexity of the business environment. Therefore, the Company remains committed to continuously enhancing its internal control policies, procedures, and mechanisms. The evaluations conducted throughout the year serve as a critical foundation for strengthening an adaptive and competitive control system to support sustainable business growth.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Statement Of The Board Of Directors And/Or The Board Of Commissioners On The Adequacy Of The Internal Control System

Direksi dan Dewan Komisaris menyatakan bahwa penerapan Sistem Pengendalian Internal merupakan bagian yang tidak terpisahkan dari praktik Tata Kelola Perusahaan yang Baik (GCG). Sistem ini dirancang untuk memberikan keyakinan memadai atas tercapainya tujuan perusahaan melalui proses operasional yang efektif dan efisien, keandalan pelaporan, serta kepatuhan terhadap ketentuan yang berlaku.

The The Board of Directors and Board of Commissioners affirm that the implementation of the Internal Control System is an integral part of Good Corporate Governance (GCG) practices. This system is designed to provide reasonable assurance of the company's ability to achieve its objectives through effective and efficient operations, reliable reporting, and compliance with applicable regulations.

Direksi bertanggung jawab atas konsistensi implementasi sistem pengendalian internal di seluruh organisasi, sedangkan Dewan Komisaris, melalui Komite Audit, menjalankan fungsi pengawasan atas efektivitasnya. Hasil evaluasi tahun buku 2024 menunjukkan bahwa sistem pengendalian internal telah berjalan secara memadai dalam menjaga keamanan aset, akuntabilitas, dan kepatuhan operasional.

The Board of Directors is responsible for ensuring consistent implementation of the internal control system across the organization, while the Board of Commissioners, through the Audit Committee, performs oversight of its effectiveness. The evaluation for the 2024 fiscal year indicates that the internal control system has been functioning adequately in safeguarding assets, ensuring accountability, and supporting operational compliance

Namun demikian, Dewan Komisaris menilai bahwa sistem pengendalian internal masih dalam tahap pengembangan. Audit internal terus dilakukan pada berbagai unit, dan perbaikan terhadap sistem, prosedur, serta proses bisnis terus dilanjutkan. Laporan audit keuangan oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan menyatakan bahwa laporan keuangan disajikan secara wajar dalam semua hal yang material, sementara audit kepatuhan menyimpulkan bahwa perusahaan mematuhi seluruh ketentuan yang material. Penilaian kinerja juga menunjukkan kondisi "Sehat" dengan nilai 103,02.

However, the Board of Commissioners recognizes that the internal control system is still in the development stage. Internal audits continue to be conducted across various units, and improvements to systems, procedures, and business processes are ongoing. The financial audit conducted by the Public Accounting Firm Rintis, Jumadi, Rianto & Partners concluded that the financial statements were fairly presented in all material respects, while the compliance audit confirmed that the company complied with all material regulations. Performance evaluation results also indicated a "Healthy" status, with a score of 103.02.

Perusahaan telah memiliki kerangka pengendalian yang meliputi visi–misi yang dijabarkan dalam RJPP dan RKAP, struktur organisasi yang mendukung, panduan GCG, serta mekanisme pengukuran target yang dikaji secara berkala oleh Direksi dan Dewan Komisaris. Hal ini mencerminkan komitmen berkelanjutan perusahaan untuk menjaga efektivitas pengendalian internal dan mendukung pencapaian tujuan strategis secara berkelanjutan.

The Company has established a control framework that includes a clear vision and mission, outlined in the Long-Term Plan (RJPP) and Annual Work Plan and Budget (RKAP), a supportive organizational structure, GCG guidelines, and a target measurement mechanism reviewed regularly by the Board of Directors and Board of Commissioners. This reflects the company's ongoing commitment to maintaining the effectiveness of internal controls and supporting the sustainable achievement of strategic objectives.

SISTEM MANAJEMEN RISIKO

Risk Management ystem

Setiap perusahaan pastinya memiliki tujuan atau visi misi. Strategi perusahaan dalam mencapai tujuan tersebut, pastinya tak akan terlepas dari berbagai risiko. Kehadiran manajemen risiko perusahaan atau *Enterprise Risk Management* (ERM) sangat berperan penting dalam mengelola risiko yang mungkin dihadapi sebuah perusahaan.

Every company certainly has a goal or vision and mission. The company's strategy in achieving these goals, certainly will not be separated from various risks. The presence of enterprise risk management (ERM) plays an important role in managing the risks that a company may face.

Pengelolaan risiko di lingkungan PLN IP Services mempertimbangkan perubahan lingkungan baik eksternal maupun internal sehingga diperlukan pengelolaan semua risiko secara sistematis, terstruktur dan komprehensif dalam rangka meningkatkan kepastian tercapainya tujuan dan sasaran Perusahaan, baik dalam Rencana Jangka Panjang Perusahaan (RJPP) maupun Rencana Kerja dan Anggaran Perusahaan (RKAP).

Risk management within PLN IP Services takes into account environmental changes both external and internal so that it is necessary to manage all risks in a systematic, structured and comprehensive manner in order to increase certainty of achieving the Company's goals and objectives, both in the Company's Long Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP).

Penerapan Manajemen Risiko bertujuan agar tercipta budaya sadar risiko di perusahaan sehingga Manajemen Risiko menjadi bagian integral dalam setiap kegiatan bisnis Perusahaan. Hal tersebut memiliki pengertian bahwa dalam setiap kegiatan bisnis selalu memperhitungkan risiko yang melekat dari setiap keputusan bisnis yang dipilih dan menjaga perusahaan dari masalah yang kemungkinan akan terjadi.

Implementation of Risk Management aims to create a culture of risk awareness in the company so that Risk Management becomes an integral part of every business activity of the Company. This has the meaning that in every business activity always takes into account the risks inherent in every business decision chosen and protects the company from problems that are likely to occur.

PENGANGKATAN DAN PEMBERHENTIAN PEMIMPIN DEPARTEMEN RISET BISNIS, PERENCANAAN STRATEGI PERUSAHAAN, RISIKO DAN SISTEM MANAJEMEN TERPADU

Departemen Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan Sistem Manajemen Terpadu dipimpin oleh seorang manajer yang ditunjuk dan diberhentikan oleh Direksi Perusahaan, untuk memastikan implementasi dan menjaga proses manajemen risiko dapat berjalan secara baik dan dengan pengendalian yang efektif dan efisien. Manajer Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan Sistem Manajemen Terpadu secara berkala akan melaporkan pelaksanaannya kepada Direksi.

APPOINTMENT AND DISMISSAL OF THE HEAD OF BUSINESS RESEARCH, CORPORATE STRATEGIC PLANNING, RISK, AND INTEGRATED MANAGEMENT SYSTEM DEPARTMENT

The Business Research, Corporate Strategic Planning, Risk, And Integrated Management System Department is led by a manager who is appointed and dismissed by the Company's Board of Directors, to ensure the implementation and keep the risk management process running well and with effective and efficient control. The Business Research, Corporate Strategic Planning, Risk, And Integrated Management System manager will periodically report on its implementation to the Board of Directors.

FUNGSI UTAMA

Merumuskan dan melaksanakan kebijakan dan standarisasi teknis, menyusun dan melaksanakan rencana dan program kerja strategis, mengelola sumber daya dan kompetensi, menerapkan GCG dan *cost effectiveness*, mengelola K3 dan risiko, melakukan inovasi dan perbaikan berkesinambungan serta melakukan koordinasi dengan pemangku kepentingan di bidang kerja riset bisnis, perencanaan strategi perusahaan, risiko dan sistem manajemen terpadu Perusahaan berdasarkan prinsip *Good Corporate Governance* (GCG) dan Sistem Manajemen Anti Penyuapan (SMAP).

TANGGUNG JAWAB UTAMA

1. Menyusun rencana kerja dan anggaran departemen
2. Mengelola penyusunan strategic and *business planning* termasuk perencanaan pengalokasian sumberdaya serta *roll over* setiap tahunnya.
3. Mengendalikan realisasi strategic inisiatif dan program kerja Perusahaan dalam mempertahankan dan/meningkatkan pertumbuhan dengan upaya mendayagunakan sumber daya perusahaan melalui pengembangan portofolio bisnis.
4. Pengkalkulasian risiko atas kejadian/event yang berpotensi mempengaruhi perusahaan, sehingga pengelolaan risiko benar pada level yang dikehendaki serta memberikan "*reasonable assurance*" terhadap upaya pencapaian tujuan perusahaan.
5. Mengelola pelaksanaan standarisasi bisnis proses dan manajemen risiko perusahaan berikut rumusan *Key Performance Indicator* (KPI) mulai dari tingkat korporat, departemen, unit kerja hingga individu Pegawai agar selaras dengan strategi Perusahaan.
6. Mengelola kegiatan pengukuran, pelaporan dan pembinaan manajemen risiko korporat, satuan kerja, unit kerja dan unit usaha Perusahaan.
7. Pengukuran, pelaporan dan pembinaan kinerja korporat, satuan kerja, unit kerja dan unit usaha Perusahaan.
8. Pengembangan dan penyelarasan sistem manajemen korporat dengan strategi bisnis Perusahaan.

MAIN FUNCTION

To formulate and implement policies and technical standards, develop and execute strategic plans and work programs, manage resources and competencies, apply Good Corporate Governance (GCG) and cost-effectiveness principles, oversee occupational health, safety, and risk management, drive continuous innovation and improvement, and coordinate with stakeholders in the areas of business research, corporate strategic planning, risk management, and the Company's integrated management systems, by the principles of GCG and the Anti-Bribery Management System (SMAP).

MAIN RESPONSIBILITY

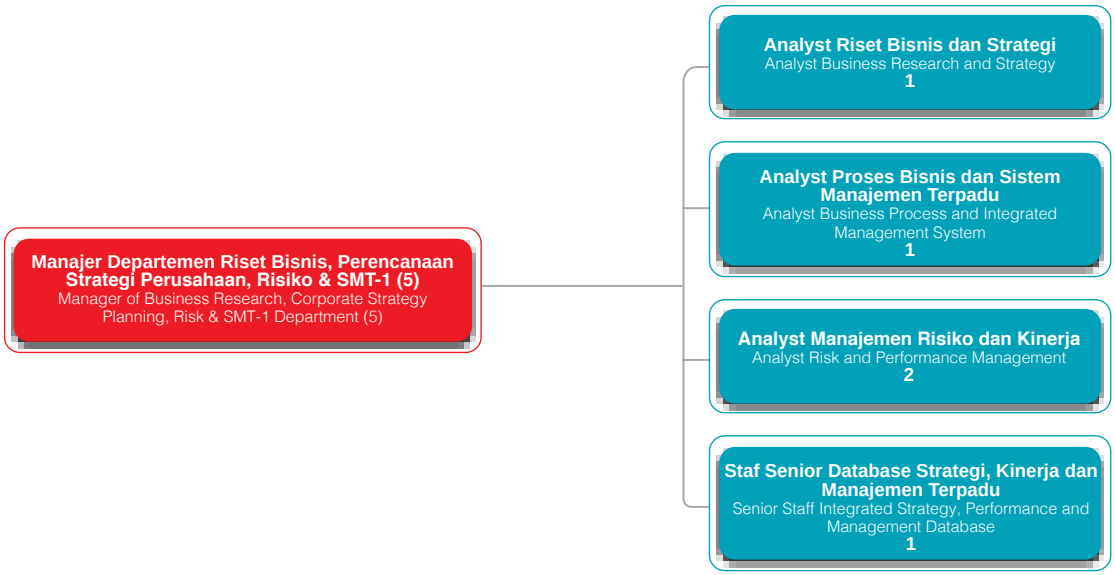
1. Prepare departmental work plans and budgets.
2. Manage the development of strategic and business planning, including resource allocation and annual roll-over planning.
3. Oversee the implementation of strategic initiatives and corporate work programs to maintain and/or enhance growth by optimizing the Company's resources through business portfolio development.
4. Assess risks related to events or incidents that may impact the Company, ensuring risk is managed at the desired level and providing reasonable assurance toward achieving corporate objectives.
5. Manage the implementation of standardized business processes and corporate risk management, including the formulation of Key Performance Indicators (KPIs) at the corporate, departmental, unit, and individual employee levels to ensure alignment with the Company's strategy.
6. Manage the implementation of standardized business processes and risk management, including the development of Key Performance Indicators (KPIs) at the corporate, departmental, unit, and individual levels to ensure alignment with the Company's strategy.
7. Oversee the measurement, reporting, and development of corporate risk management across departments, work units, and business units.
8. Conduct performance measurement, reporting, and improvement across the corporate level, departments, work units, and business units.

9. Pengelolaan kebijakan *quality management* dan sistem manajemen terpadu berikut pengawalan program implementasi, penyelenggaraan asesmen, dan pengelolaan tindak lanjut pengembangannya.
10. Pengelolaan *corporate database* dan informasi yang valid, up to date terstandarisasi dan komprehensif yang mencakup seluruh aspek potensi dan performansi Perusahaan yang diperlukan dalam perencanaan strategis dan pengendalian manajemen tingkat korporasi.
11. Mengelola kepatuhan terhadap kebijakan Lingkungan dan K3 (LK3) manajemen pengamanan serta sistem pengamanan informasi di area kerjanya.
12. Mengelola kegiatan pembinaan dan pengembangan bawahan (*coaching, counseling and mentoring*) yang meliputi peningkatan pengetahuan, kemampuan dan kemauan kerja bawahan serta pengaturan tugas-tugas, usulan training dan penilaian kinerja masing-masing bawahan sesuai bidang tugasnya.

9. Develop and align the corporate management system with the Company's business strategy.
10. Manage the corporate database and ensure the availability of valid, up-to-date, standardized, and comprehensive information covering all aspects of the Company's potential and performance, to support strategic planning and corporate-level management control.
11. Oversee compliance with Environmental and OHS policies, security management, and information security systems within the work area.
12. Manage coaching, counseling, and mentoring activities for subordinates, including enhancing their knowledge, skills, and work motivation, as well as assigning tasks, recommending training, and evaluating individual performance based on their responsibilities.

STRUKTUR DAN KEDUDUKAN DEPARTEMEN RISET BISNIS, PERENCANAAN STRATEGI PERUSAHAAN, RISIKO DAN SISTEM MANAJEMEN TERPADU

Structure And Position Of The Department Of Business Research, Corporate Strategy Planning, Risk, And Integrated Management System



SUSUNAN ANGGOTA DEPARTEMEN RISET BISNIS, PERENCANAAN STRATEGI PERUSAHAAN, RISIKO DAN SISTEM MANAJEMEN TERPADU

Perusahaan menyadari bahwa pengelolaan Manajemen Risiko harus diterapkan di semua unit kerja, di mana setiap pegawai memiliki peranan dalam mengelola dan memastikan penerapan manajemen risiko. Untuk mendukung hal tersebut dibuat suatu Struktur yang berada dibawah Direktur Utama yaitu Departemen Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan SMT dipimpin oleh seorang Manajer Departemen dan bertanggung jawab langsung kepada Direktur Utama.

Hingga akhir tahun 2024, formasi Departemen Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan Sistem Manajemen Terpadu terdiri dari 5 (lima) orang dengan komposisi sebagai berikut:

MEMBER COMPOSITION OF DEPARTMENT OF BUSINESS RESEARCH, CORPORATE STRATEGY PLANNING, RISK, INTEGRATED MANAGEMENT SYSTEM

The Company realizes that risk management must be implemented in all work units, where each employee has a role in managing and ensuring the implementation of risk management. To support this, a structure was created which is under the President Director, namely the Business Research, Corporate Planning Strategy, Risk and SMT Department led by the Department Manager and directly responsible to the President Director.

Until the end of 2024,, the formation of the Business Research, Corporate Strategic Planning, Risk, And Integrated Management System Department of 5 (five) people with the following composition:

No.	Nama Name	Jabatan Position	Sertifikasi Certification
1.	Agus Supriyono	Manager Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan Sistem Manajemen Terpadu Manager of Business Research, Corporate Planning Strategy, Risk and Integrated Management System	*Ceritified Risk Management Professional* (CRMP)
2.	Anton Kurniawan	Analis Manajemen Risiko dan Kinerja Risk Management and Performance Analyst	*Enterprise Risk Management Associate Professional* (ERMAP)
3.	Ricky Rinaldi Putra	Analis Proses Bisnis & Sistem Manajemen Terpadu Integrated Business Process & Management System Analyst	-
4.	Ade Mayliana	Analis Manajemen Risiko dan Kinerja Risk Management and Performance Analyst	*Qualified Risk Management Analyst* (QRMA)
5.	Veryzal Danang Nugraha	Analis Riset Bisnis dan Strategi Business Research and Strategy Analyst	*Certified Risk Management Officer* (CRMO)

GAMBARAN UMUM MENGENAI SISTEM MANAJEMEN RISIKO PERUSAHAAN
General Overview Regarding The Company Risk Management System

KEBIJAKAN MANAJEMEN RISIKO

Perusahaan berupaya maksimal dalam melakukan penerapan Manajemen Risiko secara bertahap sesuai dengan pertumbuhan skala usaha, diselaraskan dengan perkembangan metoda pengelolaan risiko terkini serta dengan berlakunya peraturan dari Kementerian BUMN nomor PER-01/MBU/2011 tentang Penerapan *Good Corporate Governance* (GCG) dan Peraturan Menteri BUMN Nomor PER-09/MBU/2012, pada pasal 25 tentang Manajemen Risiko yang wajib menerapkan:

RISK MANAGEMENT POLICY

The Company's making maximum efforts in implementing Risk Management in stages in accordance with the growth of business scale, aligned with the development of the latest risk management methods and with the enactment of regulations from the Ministry of SOEs number PER-01/MBU/2011 on the Implementation of Good Corporate Governance (GCG) and the Regulation of the Minister of SOEs Number PER-09/MBU/2012, in article 25 on Risk Management which is required to apply:

1. Direksi, dalam setiap pengambilan keputusan/ tindakan korporasi, harus mempertimbangkan risiko usaha.
2. Direksi wajib membangun dan melaksanakan program manajemen risiko korporasi secara terpadu yang merupakan bagian dari pelaksanaan program GCG.
3. Pelaksanaan program manajemen risiko dapat dilakukan, dengan:
   - Membentuk unit kerja tersendiri yang ada di bawah Direksi; atau
   - Memberi penugasan kepada unit kerja yang ada dan relevan untuk menjalankan fungsi manajemen risiko.
4. Direksi wajib menyampaikan laporan profil risiko dan penanganannya bersamaan dengan laporan berkala Perusahaan.

Selain itu, PLN IP Services juga menyesuaikan diri dengan perkembangan standarisasi praktik *Enterprise Risk Management* (ERM) secara internasional, kebijakan manajemen risiko PLN IP Services disusun dengan mengadopsi standar internasional ISO 31000:2018 *Risk Management – Guidelines*.

1. SK No. 162.K/CDB/X/2023 tanggal 31 Oktober 2023, Pedoman Umum Manajemen Risiko Terintegrasi PT Cogindo DayaBersama.
2. SK No.021/ED/CDB/VII/2020 tanggal 29 Juli 2020, Pedoman Penyusunan Dokumen Manajemen Risiko
3. SK No.023/ED/CDB/VII/2020 tanggal 29 Juli 2020, Taksonomi Risiko PT Cogindo DayaBersama
4. SK No.073.K/CDB/VIII/2020 tanggal 5 Agustus 2020, Manual Manajemen Risiko
5. Kebijakan Pedoman Umum Manajemen Risiko Terintegrasi yang ditetapkan melalui Keputusan Direksi Nomor: 162.K/IP SERVICES/X/2023 tanggal 31 Oktober 2023.

PRINSIP PENERAPAN ENTERPRISE RISK MANAGEMENT

Prinsip-prinsip manajemen risiko yang digunakan PLN IP Services sebagai landasan dalam penerapan manajemen risiko di Perusahaan, yaitu:

1. Terintegrasi (*Integrated*);
2. Terstruktur dan komprehensif (*Structured and Comprehensive*);
3. Disesuaikan dengan Kondisi Perusahaan (*Customized*);
4. Inklusif (*Inclusive*);

1. The Board of Directors, in making every corporate decision/action, must consider business risks.
2. The Board of Directors is required to develop and implement an integrated corporate risk management program which is part of the implementation of the GCG program.
3. Implementation of a risk management program can be carried out by:
   - Establish a separate work unit under the Board of Directors; or
   - Assign an existing and relevant work unit to carry out the risk management function.
4. The Board of Directors must submit a risk profile report and its handling together with the Company's periodic reports.

In addition, PLN IP Services also adapted to the development of standardization of international Enterprise Risk Management (ERM) practice, PLN IP Services's risk management policies are prepared by adopting international standards ISO 31000:2018 Risk Management - Guidelines.

1. Decree No. 162.K/CDB/X/2023 on October 31, 2023, General Guidelines for Integrated Risk Management PT Cogindo DayaBersama.
2. Decree No.021/ED/CDB/VII/2020 dated July 29, 2020, Guidelines for Preparing Risk Management Documents
3. Decree No.023/ED/CDB/VII/2020 dated July 29, 2020, Risk Taxonomy of PT Cogindo DayaBersama
4. Decree No.073.K/CDB/VIII/2020 dated August 5, 2020, Risk Management Manual.
5. Policy for Integrated Risk Management stipulated through the Decree of the Board of Directors Number: 162.K/IP SERVICES/X/2023 on October 31, 2023.

PRINCIPLES OF IMPLEMENTATION OF ENTERPRISE RISK MANAGEMENT

The risk management principles used by PLN IP Services as a basis for implementing risk management in the Company are:

1. Integrated (Integrated);
2. Structured and Comprehensive;
3. Adjusted to Company Conditions (Customized);
4. Inclusive;

5. Dinamis (*Dynamic*);
6. Tersedia informasi terbaik (*Best available information*);
7. Faktor manusia dan budaya (*Human and Cultural Factors*);
8. Perbaikan berkelanjutan (*Continual Improvement*).

5. Dynamic;
6. Best available information;
7. Human and Cultural Factors;
8. Continual Improvement.

SISTEM INFORMASI MANAJEMEN RISIKO

Penerapan manajemen risiko di PLN IP Services dilakukan sesuai dengan ISO 31000:2018, yaitu dengan melakukan Penilaian Risiko (*Risk Assessment)* melalui tahapan proses identifikasi, analisis, evaluasi, perencanaan mitigasi, *review* dan *monitoring* secara menyeluruh di setiap divisi baik di Kantor Pusat maupun unit. Kegiatan Penilaian Risiko disusun untuk mendapatkan Profil Risiko yang kemudian menjadi dasar bagi Dewan Direksi dalam pengambilan keputusan dan penyusunan kebijakan Perusahaan. Pemetaan Risiko dilakukan setiap tahun sebelum melaksanakan aktivitas pengelolaan usaha dan disahkan dalam RUPS RKAP. Tujuan dan kebijakan pemetaan profil ini adalah untuk memastikan bahwa sumber daya Perusahaan cukup tersedia untuk operasi dan pengembangan bisnis termasuk untuk mengelola risiko keuangan dan usaha mitigasi risiko berbagai aspek terkait. Pengelolaan risiko mengacu pada Kebijakan Pedoman Umum Manajemen Risiko Terintegrasi PT Cogindo DayaBersama yang ditetapkan melalui Keputusan Direksi Nomor: 162.K/CDB/X/2023 tanggal 31 Oktober 2023.

RISK MANAGEMENT INFORMATION SYSTEM

The implementation of risk management in PLN IP Services is conducted according to ISO 31000:2018, namely by conducting a Risk Assessment through the stages of the process of identification, analysis, evaluation, mitigation planning, review, and monitoring as a whole in each division both at the Head Office and units. Risk Assessment activities are structured to obtain a Risk Profile which then becomes the basis for the Board of Directors in making decisions and formulating Company policies. Risk Mapping is conducted annually before implementing business management activities and is authorized in the GMS RKAP. The purpose and policy of this profile mapping is to ensure the resources of the Company are sufficiently available for business operations and development including managing financial risks and risk mitigation efforts of various related aspects. Risk management refers to the General Guidelines Policy for Integrated Risk Management of PT Cogindo DayaBersama stipulated through the Decree of the Board of Directors Number: 162.K/CDB/X/2023 on October 31, 2023.

PETA JALAN MANAJEMEN RISIKO
Risk Management Roadmap

Aspek Aspect	2022	2023	2024	2025	2026
Maturity Level	2.85	2.95	3.10	3.20	3.30
Kepemimpinan Leadership	Menentukan arah dan kebijakan risiko dalam organisasi serta menilai tingkat kematangan implementasi Manajemen Risiko. Establishing the direction and risk policies within the organization, and assessing the maturity level of Risk Management implementation.	Menilai keselarasan kebijakan, prosedur, rencana dan strategi sesuai konteks internal dan eksternal perusahaan. Assess the alignment of policy, procedure, plan and strategy according to the company's internal and external context.	Melakukan Update Kebijakan / Prosedur Manajemen Risiko Updating Risk Management Policy/ Procedure	Optimalkan risiko dengan diperhitungkan/ *calculated risk* demi mempercepat pencapaian tujuan organisasi. Optimizing risk with calculated risk in order to accelerate the achievement of organizational goals.	Menyediakan pendanaan jangka panjang untuk penerapan manajemen risiko dalam strategi keuangan organisasi. Provide long-term funding for the implementation of risk management in the organization's financial strategy.

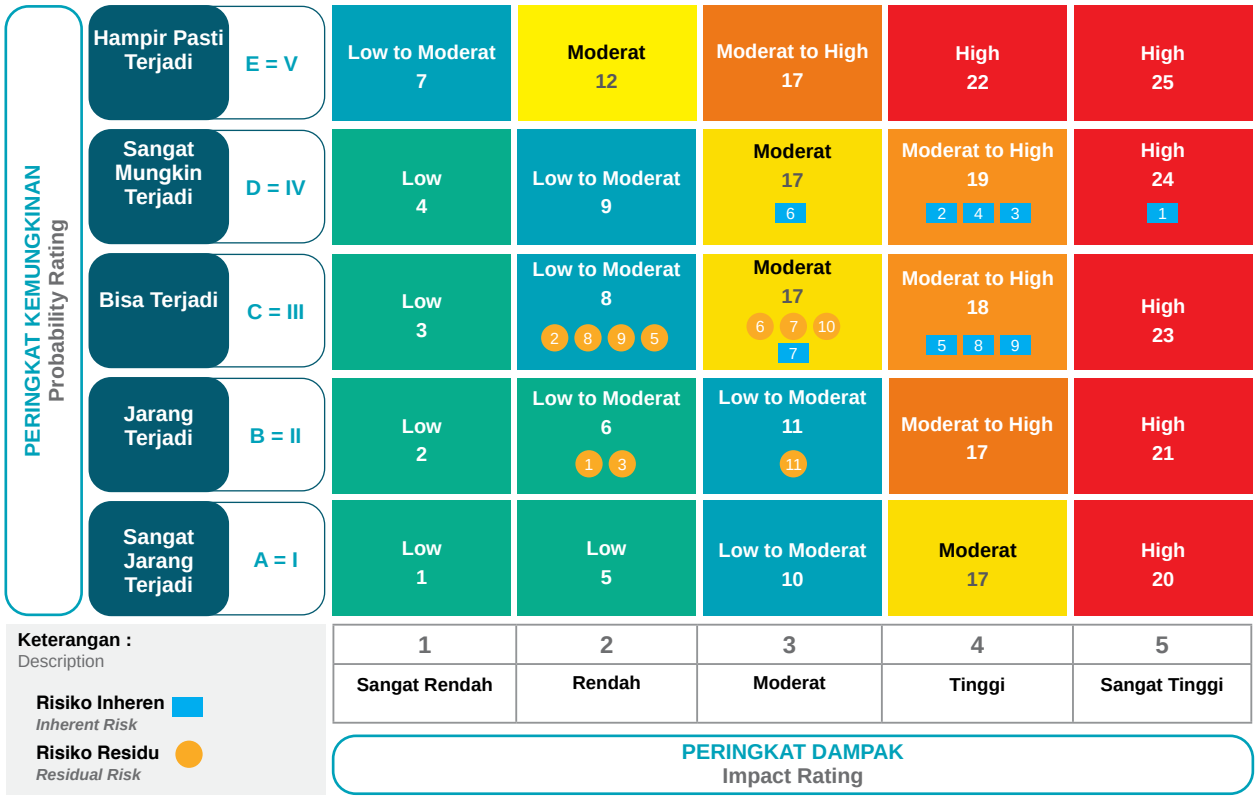
Aspek Aspect	2022	2023	2024	2025	2026
Maturity Level	2.85	2.95	3.10	3.20	3.30
Kerangka Kerja Framework	Pengembangan *Enterprise Architecture* (Risiko proses bisnis) Development of Enterprise Architecture (Business process risk)	Integrasi dalam manajemen risiko dalam tata kelola, kepemimpinan dan komitmen perusahaan Integration of risk management in corporate governance, leadership and commitment	*Update* dan mengembangkan SOP Berbasis Risiko Update and develop Risk Based SOPs	*Review* Mekanisme Kerja Pengelolaan Manajemen Risiko Review of the Risk Management Work Mechanism	*Review* desain organisasi dan konteksnya, penegasan komitmen manajemen risiko, penetapan peran, kewenangan, tanggung jawab dan akuntabilitas, alokasi sumber daya. Review of organizational design and context, confirmation of risk management commitment, determination of roles, authority, responsibility and accountability, allocation of resources.
Proses Process	Aplikasi IRMA mulai digunakan untuk membuat monitoring profil risiko IRMA application has been used to monitor risk profile	Aplikasi IRMA konsisten digunakan untuk membuat dan memonitoring profil risiko RMA application is consistently used to create and monitor risk profile	Aplikasi IRMA digunakan untuk pengambilan keputusan strategis IRMA application is used for strategic decision making	*Review* Unit dan Korporat terkait Eksisting Kontrol dan Progress Mitigasi Unit and Corporate Review regarding Existing Control and Mitigation Progress	*Review* penetapan, Pengelolaan dan Pengawasan *Risk Profile* di Level Operasional Review of establishment, management and supervision of risk profile at the operational level
Budaya dan SDM Culture And HC	*Project Risk capacity building* Project Risk capacity building	Kajian dan Updates Struktur Organisasi Manajemen Risiko Review and Update of Risk Management Organizational Structure	Mengelola proses asimilasi budaya sadar risiko yang positif Manage the assimilation process of a positive risk-aware culture	Kultivasi budaya risiko yang efektif dalam proses pengelolaan risiko di organisasi Cultivating an effective risk culture in the risk management process in the organization	Mengembangkan *Risk Quis, RM News,* dan *Benchmark* Developing Risk Quis, RM News, and Benchmark

JENIS RISIKO DAN CARA PENGELOLAANNYA
Risk Types And Their Management Method

Sejalan dengan penerapan Manajemen Risiko yang efektif dan efisien di tingkat korporat, maka telah dilakukan update Profil Risiko Tahun 2024 sesuai dengan hasil auditor dari PT Indonesia Power sebagai berikut:

In line with the implementation of effective and efficienRisk Management at the corporate level, the 2024 Risk Profile has been updated according to the result of the auditor from PT Indonesia Power as follows:

RINGKASAN PROFIL RISIKO 2024
Summary Of The 2024 Risk Profile



No.	Deskripsi Risiko	Tingkat Risiko Residu Residue Risk Level	Tingkat Risiko Target Target Risk Level	Risk Description
1.	Penurunan pendapatan Perusahaan dalam Periode tahun berjalan	Tinggi (24) High (24)	Rendah ke Moderat (6) Low to Moderate (6)	Decline in Company revenue during the current year.
2.	Gagal melaksanakan penugasan pengembangan Portofolio bisnis.	Moderat ke Tinggi (19) Moderate to High (19)	Rendah ke Moderat (8) Low to Moderate (8)	Failure to execute business portfolio development assignments.
3.	Jumlah SDM yang tersedia belum memenuhi kebutuhan Perusahaan.	Moderat ke Tinggi (19) Moderate to High (19)	Rendah ke Moderat (6) Low to Moderate (6)	Insufficient number of human capital to meet the Company's needs.
4.	Kompetensi SDM belum memenuhi standar best practice.	Moderat ke Tinggi (19) Moderate to High (19)	Rendah ke Moderat (11) Low to Moderate (11)	Employee competencies do not yet meet industry best practice standards.
5.	Gagal melakukan pengembangan usaha.	Moderat ke Tinggi (18) Moderate to High (18)	Rendah ke Moderat (8) Low to Moderate (8)	Failure in business development efforts.
6.	Kenaikan anggaran Operasional Expense (OPEX) ekstrim.	Moderat (14) Moderate (14)	Moderat (13) Moderate (13)	Significant increase in Operational Expenditure (OPEX).
7.	Gagal memenangkan tender.	Moderat (13) Moderate (13)	Moderat (13) Moderate (13)	Failure to win project tenders.
8.	Menurunnya reputasi Perusahaan di mata pelanggan.	Moderat ke Tinggi (18) Moderate to High (18)	Rendah ke Moderat (8) Low to Moderate (8)	Decline in the Company's reputation among customers.
9.	Terjadi kecelakan kerja.	Moderat ke Tinggi (18) Moderate to High (18)	Rendah ke Moderat (8) Low to Moderate (8)	Occurrence of workplace accidents.
10.	*Outage* akibat ketidaksiapan peralatan pembangkit.	-	Moderat (13) Moderate (13)	Outages are caused by unprepared power generation equipment.

PROFIL RISIKO KORPORAT PADA TAHUN BUKU
Corporate Risk Profile in the Fiscal Year

No	Sasaran Objective	Taksonomi Risiko Risk Taxonomy	Deskripsi Risiko Risk Description	Penyebab Risiko Risk Causes	Tingkat Risiko Risk Level	Rencana Mitigasi Risiko Risk Mitigation Plan
1	Peningkatan Value Creation IP SERVICES sebagai AP Sub Holding PLN IP melalui peningkatan kompetensi dan layanan terutama jasa OM, MRO dan EPC dalam mendukung bisnis induk Perusahaan. Enhancing the value creation of IP SERVICES as an AP Sub-Holding of PLN IP by improving competencies and service quality, particularly in O&M, MRO, and EPC services, to support the parent Company's business.	O.4.2 - Ketersediaan Pembangkit O.4.2 - Power Plant Availability	*Outage* akibat ketidaksiapan peralatan pembangkit Power plant outages due to equipment unavailability	Terjadi kerusakan katastropik pada mesin pembangkit Catastrophic damage occurred to power generation equipment	Moderate to High (18)	Melakukan rehabilitasi pada mesin pembangkit yang mengalami katastropik Rehabilitate power generation equipment that has experienced catastrophic failure
2		S.4.4 - Penugasan S.4.4 - Assignment	Gagal melaksanakan penugasan pengembangan Failure to carry out assigned development projects	Kompetensi SDM untuk melakukan eksekusi penugasan project beyond kWh belum sesuai kualifikasi Human capital competencies for executing Beyond kWh projects do not yet meet required qualifications	Low to Moderate (8)	Mendapatkan supporting dari OEM brand dan bekerja sama dalam partisipasi tender dan project di PLN dan Non PLN Group Obtain support from OEM brands and collaborate in tender participation and PLN and non-PLN groups
3		O.8.2 - Organisasi O.8.3 - Organizational	Jumlah SDM yang tersedia belum memenuhi kebutuhan perusahaan Insufficient human capital to meet company needs	Sistem talent pool masih belum mengakomodir kebutuhan pengembangan bisnis The talent pool system has not fully accommodated business development needs	Low to Moderate (6)	Pengembangan modul Talent dalam I-Morning Develop the Talent module within the I-Morning system
4		O.8.3 - Organisasi O.8.3 - Organizational	Kompetensi SDM belum memenuhi standar best practice Employee competencies do not yet meet best practice standards	Arahan pemegang saham untuk mengembangkan bisnis Beyond kWh Shareholders have directed the company to expand into Beyond kWh business	Low to Moderate (11)	1. Pengembangan kompetensi jasa OM, MRO, EPC untuk EBT; 2. Pengembangan kompetensi digital bisnis: MRO *Marketplace*, *College* dan *Colext* 1. Develop competencies in O&M, MRO, and EPC services for NRE 2. Strengthen digital business capabilities, including MRO Marketplace, College, and Colext
5	Peningkatan market share Jasa O&M, MRO dan EPC di industri oil & gas, petrochemical, mining dan IPP serta menambah portofolio EBT. Expanding market share in O&M, MRO, and EPC services within the oil & gas, petrochemical, mining, and IPP industries, as well as growing the NRE portfolio.	F.6.1 - Pendapatan Usaha F.6.1 - Operating Revenue	Penurunan pendapatan perusahaan dalam tahun berjalan Decline in company revenue during the current year	Gagal mendapatkan kontrak baru jasa O&M, MRO, EPC dan digital bisnis Failure to secure new contracts in O&M, MRO, EPC, and digital business services	Moderate to High (18)	1. Memperluas pasar dan meningkatkan jumlah kontrak jasa PLN, Non PLN, dan overseas; 2. Peningkatan peran Branch Manager sebagai Sales, Key Account; 3. Marketing untuk EBT customer seperti Geothermal, Solar PV, Biomass 1. Expand market reach and increase service contract acquisition with PLN, non-PLN, and overseas 2. Enhance the role of Branch Managers as Sales Leads and Key Account Managers 3. Target marketing efforts towards NRE customers such as geothermal, solar PV, and biomass sectors

No	Sasaran Objective	Taksonomi Risiko Risk Taxonomy	Deskripsi Risiko Risk Description	Penyebab Risiko Risk Causes	Tingkat Risiko Risk Level	Rencana Mitigasi Risiko Risk Mitigation Plan
6		S.5.2 - Sustainable	Gagal melakukan pengembangan usaha Failure to expand business operations	Belum mempunyai portofolio di bidang DRUPS No existing portfolio in the DRUPS sector	Moderate (13)	Eksekusi proyek EPC DRUPS di Pertamina dan memperoleh pasar baru DRUPS Execute EPC DRUPS projects with Pertamina and secure new DRUPS market opportunities
7		F.7.2 - Operational Expense	Kenaikan anggaran operasional perusahaan (OPEX) Increase in company operational expenses (OPEX)	Penambahan pegawai signifikan, belum optimalnya implementasi *Asset Management* dan digitalisasi biaya operasional Significant employee additions, with suboptimal implementation of asset management and digitalization of operational costs	Moderate (13)	Akuisisi EDU; 2. Digitalisasi RKAP; 3. Implementasi SBU dan pengembangan infrastruktur IT 1. Acquire EDU 2. Digitize the RKAP 3. Implement SBU and upgrade IT infrastructure
8	Peningkatan competitive advantage IP SERVICES melalui Talent Capacity & Capability Building, Business Process Improvement, Digitalization. Strengthening IP SERVICES' competitive advantage through Talent Capacity and Capability Development, Business Process Improvement, and Digitalization Initiatives.	F.4.2 - Tender F.4.2 - Tender	Gagal memenangkan tender Failure to win tenders	Persyaratan administrasi tender belum lengkap Incomplete administrative requirements for tender submissions	Moderate (13)	Maintain Sertifikasi ISO 9001, 14001, 45001, SMAP 37001, dan SMK3 Maintain Certifications for ISO 9001, ISO 14001, ISO 45001, SMAP 37001, and SMK3
9		S.2.2 - Reputasi Pelanggan S.2.2 - Customer Reputation	Menurunnya reputasi perusahaan di mata pelanggan Decline in the company's reputation among customers	Belum ada penanganan keluhan secara komprehensif Lack of a comprehensive complaint-handling system	Low to Moderate (8)	Pengembangan CRM application dan Business Research Intelligent System Develop a CRM application and Business Research Intelligence System
10	*Zero Accident* unit-unit yang dikelola dan Implementasi ESG sesuai dengan Road Map. Achieving zero accidents in all managed units and implementing ESG in line with the established Road Map.	O.3.1 - Kecelakaan Kerja O.3.1 - Workplace Accidents	Terjadi kecelakaan kerja Workplace accidents occurrence	Gap awareness K3L dan pengelolaan risiko di unit peralihan Gaps in HSE awareness and risk management at transitioning units	Low to Moderate (8)	HSE & Risk Campaign untuk Peningkatan Awareness K3 dan Manajemen Risiko HSE and Risk Campaigns to enhance Awareness of OHS and Risk Management

PROGRES PELAKSANAAN MITIGASI RISIKO PADA TAHUN BUKU
Risk Mitigation Implementation Progress in the Fiscal Year

No.	Rencana Mitigasi Risiko Risk Mitigation Plan	PIC	Realisasi 2024 2024 Realization	Keterangan Description
1	Mendapatkan *supporting* dari OEM *brand* dan bekerja sama dalam partisipasi tender dan project di PLN dan Non PLN Group Obtain support from OEM brands and collaborate on tender participation and project the PLN and non-PLN groups	MPKM	100%	Sudah memiliki MOU dengan PT Thuan Hai Energy Corporation Vietnam A MoU has been signed with PT Thuan Hai Energy Corporation, Vietnam.
2	Pengembangan modul Talent dalam I-Morning Develop the Talent module within the I-Morning platform	MSTI	100%	Sudah terdapat modul Talent di aplikasi I-Morning The Talent module is now available in the I-Morning application.
3	Pengembangan kompetensi jasa OM, MRO dan EPC untuk bisnis EBT Enhance competencies in O&M, MRO, and EPC services for the NRE sector	MPMB	50%	Training terdaftar, tertunda karena menunggu kuota peserta Training have been registered but are pending due to participant quota requirements.
4	Pengembangan kompetensi Digital Bisnis: MRO M*arketplace, College* dan Colext untuk mendukung revenue baru Strengthen digital business capabilities including MRO Marketplace, College, and Colext to support new revenue streams	MPMB	100%	Aplikasi MROLine telah digunakan internal dan dipromosikan, College telah bekerja sama dengan Udiklat & TEU The MROLine application is being used internally and has been promoted; the College has collaborated with Udiklat and TEU.
5	Memperluas pasar dan meningkatkan jumlah kontrak pekerjaan jasa O&M, MRO, EPC, EBT dan digital business PLN group, Non PLN Group dan overseas melalu skema bisnis yang lebih kompetitif Expand the market and increase the number of service contracts in O&M, MRO, EPC, EBT, and digital business with PLN Group, non-PLN entities, and international clients through more competitive business schemes	MBBC	100%	Sudah mengikuti beberapa tender, menang PLTS Batun, ikut tender Forklift PT ICA Several tenders have been participated in, with a win for the Batun PLTS project and PT ICA forklift tender.
6	Peningkatan peran Branch Manager Strengthening Branch Manager's role	BM	100%	Training sales & marketing telah dilakukan, mapping vendor tersedia Sales and marketing training has been conducted, and vendor mapping is available.
7	Aggressive marketing untuk EBT Aggressive marketing for the NRE	MBBC	100%	Pendekatan ke Geodipa, Star Energy, Sarulla, dan proyek PLTP Dieng Engagements have been initiated with Geodipa, Star Energy, Sarulla, and Dieng PLTP project.
8	IP SERVICES sebagai centralized support PLN IP IP SERVICES as the centralized support for PLN IP	BBC, MKIT, MK3J	100%	Proposal MRO >50 MW disusun, inspection unit 1 PLTU Lontar dan GT 3.1 Priok selesai A proposal for MRO services above 50 MW prepared; inspection for Unit 1 of PLTU Lontar and GT 3.1 Priok has been completed.
9	Penggunaan software/aplikasi engineering untuk MRO Utilizing engineering software/applications to support MRO activities	MPMU	50%	Koordinasi penggunaan aplikasi Maximo, TOR update tersedia, implementasi lanjut di 2025 Coordination for the use of the Maximo application; an updated TOR is available, with further implementation planned for 2025.
10	Prioritas proyek dengan Profitability Index tinggi Prioritizing projects with a high Profitability Index	MBBC	100%	Pelaksanaan O&M Bontang 30 MW, proyek VO MRO profit >10%, proyek KSO ISS O&M of the 30 MW Bontang project carried out; the VO MRO project yielded over 10% profit; and the ISS KSO.
11	Pengembangan workshop IP SERVICES Developing IP SERVICES workshops	MPMU	100%	Rewinding & welding dikaji, menunggu potensi pasar dari unit BM Rewinding and welding processes are under review, pending market potential from the BM unit.
12	Strategic partnership Atlas Copco dan partner lainnya Strategic partnerships with Atlas Copco and other key partners	MBBC	100%	MOU dengan AJLS, persiapan JV dengan Nomac MoU has been signed with AJLS, and Joint Venture preparations with Nomac.
13	Pembentukan KSO untuk rekondisi diesel/gas engine Forming KSO for diesel/gas engine reconditioning	MBBC	100%	MOU lama digunakan, rencana konsorsium genset 2025 An existing MoU is being utilized, with plans for a genset consortium in 2025.
14	Inisiasi penambahan aset pembangkit EBT Initiating the addition of NRE generation assets	MBBC	100%	Rekomendasi tidak tambah aset, fokus jasa O&M dan MRO It is recommended not to add new assets and to focus on O&M and MRO services.
15	Pengembangan layanan CEMS dan H2 Plant Facility Expanding services in CEMS and H2 Plant Facilities	MK3J	80%	Training CEMS selesai, H2 Plant belum terlaksana CEMS training was completed, while the H2 Plant has not yet been implemented.

No.	Rencana Mitigasi Risiko Risk Mitigation Plan	PIC	Realisasi 2024 2024 Realization	Keterangan Description
16	Peningkatan brand image / rebranding Brand image and rebranding enhancement	SPR	100%	Rebranding selesai 2 Mei 2024, pameran Vietnam terlaksana Rebranding was completed on May 2, 2024, and Vietnam exhibition was successfully carried out.
17	Eksekusi project EPC DRUPS Execution of the EPC DRUPS project	MPPC	85%	Sipil selesai, commissioning Januari 2025 Civil completed, with commissioning scheduled for January 2025.
18	Peran KSO/JO sebagai centralized repair unit KSO/JO's Role as a centralized repair unit	PD KSO	100%	KSO aktif, repair rotor sukses, price setter tetap KSO is active, the rotor repair was successful and remains the price setter.
19	Utilisasi Simulator PLTU & PLTD/MG sebagai Training Center PLTU and PLTD/MG simulators utilization as a Training Center	MPMB	100%	Training PLTMG jalan, PLTU tertunda karena masalah booting PLTMG training is ongoing, while PLTU training is delayed due to booting issues.
20	Inisiasi pengelolaan O&M-MRO pasca HSH O&M-MRO management initiation after the HSH	MKIT	100%	Mapping unit HSH, STO disiapkan, potensi di banyak PLTU/PLTMG HSH unit mapping and STO preparation are underway, with potential across multiple PLTU and PLTMG sites.
21	Inisiasi Workshop, Office dan Warehouse Indonesia Timur Workshop, Office, and Warehouse initiation in Eastern Indonesia	MKIT	100%	Workshop turbocharger, pelatihan manajemen aset, kontrol inventori Turbocharger workshop, asset management training, and inventory control.
22	Overhaul PLTU 300MW dan PLTG 100MW A 300MW PLTU and a 100MW PLTG Overhaul	MPOS	100%	STO sudah disusun, OH Lontar dan GT 3.1 Priok dijadwalkan Sept 2024 The STO has been prepared, with the Lontar OH and GT 3.1 Priok scheduled for September 2024.
23	Sinergi IP SERVICES – MSU IP Services-MSU Synergy	MPOS	100%	Kerja sama teknisi CDB, OJT selesai Okt 2024 Collaboration with CDB technicians and OJT is expected to be completed by October 2024.
24	Peran KSO Bisnis dan Operasi KSO's Role in Business and Operations	PD KSO	100%	KSO ikut proyek OH IP, harga pembanding, kepercayaan meningkat KSO is involved in the IP OH, serving as a price benchmark, and has gained increased trust.
25	Implementasi CMMS untuk Work Order & Inventory CMMS Implementation for Work Orders & Inventory	MPMU	65%	Draft SK dan flow proses tersedia, lanjut 2025 Decree (SK) draft and process flow is available, with further implementation planned for 2025.
26	Eksekusi PLTS AISIN 900 kWp AISIN 900 kWp PLTS project execution	MPPC	100%	Proyek selesai, SLO tertunda karena IUPTLS dari owner The project has been completed, but the SLO is delayed due to the owner's IUPTLS license.
27	Relokasi PLTG Sanbera & EPC lainnya Sanbera PLTG and other EPC projects relocatios	MPPC	100%	DED selesai, tunggu approval RAB, relokasi Kaltimtara direncanakan The DED has been completed; approval for the RAB is pending, and relocation to Kaltimtara is being planned.
28	Inisiasi akuisisi EDU Initiation of EDU acquisition	MBBC	80%	Due Diligence oleh Lemtek UI masih berjalan Due diligence by Lemtek UI is still in progress.
29	Keandalan PLTD Tenau & Nusa Penida Tenau and Nusa Penida PLTD reliability improvement	MKIT	100%	Gangguan ditangani, PM engine dijadwal Des 2024 Disruptions were resolved, and engine PM is scheduled for December 2024.
30	Digitalisasi RKAP & pengendalian anggaran RKAP and budget control processes digitalization	MAPP	100%	Dashboard realisasi RKAP aktif The RKAP realization dashboard is active and in use.
31	Implementasi SBU Jasa O&M dan Energy Supply O&M Services and Energy Supply SBU Implementation	MAPP	100%	Realisasi biaya s.d. Agustus, utilisasi aplikasi RKAP Budget realization up to August, with the RKAP application being utilized.
32	Pengembangan infrastruktur IT IT Infrastructure development	MSTI	100%	SOC & DRP selesai, DRC dijadwalkan 2025 The SOC and DRP are completed, while the DRC is scheduled for 2025.
33	Maintain Sertifikasi ISO dan SMK3 ISO and SMK3 certification maintenance	MRSR	100%	Audit eksternal ISO 9001, 37001, 14001, 45001 selesai External audits for ISO 9001, 37001, 14001, and 45001 were completed.
34	Pengembangan CRM & Business Research CRM & Business Development	LAAE	100%	Aplikasi CRM siap disosialisasikan The CRM application is ready for socialization.
35	Implementasi ESG dan Green Building ESG and Green Building Implementation	SPR	100%	Roadmap ESG berjalan, FRA & FRP TW IV selesai The ESG roadmap is in progress, with the FRA and FRP for Q4 completed.
36	HSE & Risk Campaign K3 dan manajemen risiko HSE and Risk Campaign on OHS and Risk Management	MK3J	100%	Sosialisasi dilakukan rutin harian, mingguan, bulanan Socialization activities are conducted regularly on a daily, weekly, and monthly basis.

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO PERUSAHAAN
Review Of The Effectiveness Of The Company's Risk Management System

Tinjauan atas efektivitas sistem manajemen risiko perusahaan dilakukan melalui evaluasi dan penilaian terhadap implementasi manajemen risiko yang mengacu pada *Roadmap* Manajemen Risiko Tahun 2022–2026. Direksi Perusahaan memastikan bahwa seluruh upaya mitigasi risiko bisnis yang sedang berjalan dilaksanakan sesuai dengan rencana, serta mengambil langkah antisipatif apabila terdapat indikasi potensi risiko yang dapat memengaruhi pencapaian target RKAP Tahun 2024. Hasil evaluasi dan tindak lanjut atas risiko-risiko tersebut dilaporkan secara berkala.

The effectiveness of the Company's risk management system is reviewed through evaluations and assessments of its implementation, based on the 2022–2026 Risk Management Roadmap. The Company's Board of Directors ensures that all ongoing business risk mitigation efforts are carried out according to plan and takes proactive measures if there are indications of potential risks that may affect the achievement of the 2024 Corporate Work Plan and Budget (RKAP) targets. The evaluation results and follow-up actions on identified risks are reported regularly.

TINGKATAN RISK MANAGEMENT MATURITY
Risk Management Maturity Level



1 INITIAL

Bersifat *ad-hoc*, infrastruktur belum ada, tergantung insiatif pada personil

Ad-hoc in nature, infrastructure does not yet exist, depending on the initiative of personnel

2 REPEATABLE

Kebijakan sudah ada, proses sudah berulang, namun belum sebagai suatu sistem dan belum terlembagakan dan masih tergantung pada personil

Policies are in place, processes are repeatable, but not yet as a system and not yet institutionalized and still dependent on personnel.

3 DEFINED

Kebijakan, standar, proses telah ditetapkan dan terlembagakan, sudah ada keseragaman/ keselarasan proses, metodologi telah dimulai

Policies, standards, processes established and institutionalized, uniformity/alignment of processes in place, methodology initiated.

4 MANAGED

Risiko dikelola secara kuantitatif, sistem dan metodologi diterapkan, agregasi pada *enterprise-wide*. Penerapan Manajemen Risiko telah memberikan nilai tambah bagi Perusahaan dan telah membudaya

Risks managed quantitatively, systems t and methodologies implemented, aggregation on an enterprisewide basis. The implementation of Risk Management has added value to the Company and has become a culture.

5 OPTIMIZING

Pengelolaan risiko menjadi kekuatan daya saing Perusahaan, penekanan pada mengambil peluang (*taking & exploiting opportunities*)

Risk management becomes the strength of the Company's competitiveness, with an emphasis on taking & exploiting opportunities.

Level	Keterangan Description
1 Ad Hoc	Berdokumen dalam keadaan perubahan dinamis, tergantung pada individu perorangan. Documents are in a state of dynamic change, depending on the individual person.
2 Preliminary	Risiko didefinisikan dengan cara yang berbeda dan dikelola dalam silo. Kedisiplinan dalam proses tidal ketat. Risks are defined in different ways and managed in silos. Discipline in the process is not strict.
3 Defined	Kerangka penilaian/tanggapan umum terhadap risiko mulai teratur. Pemimpin eksekutif memberi pandangan terhadap risiko yang dihadapi organisasi secara keseluruhan. Pelaksanaan rencana diimplementasikan dengan memprioritaskan risiko yang tinggi. A general risk assessment/response framework begins to be organized. Executive leaders provide insight into the risks encountering the organization as a whole. Implementation plans are implemented by prioritizing high risks.
4 Integrated	Aktivitas manajemen risiko organisasi terkoordinasi di seluruh area bisnis menggunakan perangkat manajemen risiko dan proses yang umum apabila diperlukan, tengan pemantauan risiko keseluruhan organisasi, pengukuran dan pelaporan. Organizational risk management activities are coordinated across business areas using common risk management tools and processes where appropriate, with organization-wide risk monitoring, measurement and reporting.
5 Optimized	Mendiskusikan risiko bersama dengang perencanaan strategis, alokasi modal dan dalam pengambilan keputusan *shear hard*. Sistem peringatan dini untuk memberitahukan dewan dan manajemen apabila risiko berada diatas batas yang ditetapkan. Discuss risks along with strategic planning, capital allocation, and hard shear decision-making. Early warning system to notify the board and management when risks are above a set limit.

PENILAIAN *MATURITY LEVEL* MANAJEMEN RISIKO

Pengukuran *maturity level* (tingkat kematangan) penerapan manajemen risiko Perusahaan mengacu pada kriteria yang ditetapkan oleh Perusahaan induk yaitu dengan mengacu ISO 31000 : 2018. Berdasarkan hal tersebut, tingkat kematangan Manajemen Risiko PLN IP Services masih di *level Preliminary* dengan skor *Risk Maturity Level* sebesar 3,73 mencapai target 100%.

RISK MANAGEMENT MATURITY LEVEL ASSESSMENT

Measurement of the maturity level of the Company's risk management implementation refers to the criteria set by the Holding Company, namely by referring to ISO 31000: 2018. Based on this, PLN IP Services's Risk Management maturity level is still at the Preliminary level with a Risk Maturity Level score of 3.14 reaching the target of 100%.

EVALUASI PENERAPAN MANAJEMEN RISIKO

Berdasarkan hasil evaluasi sepanjang tahun buku 2024, sistem manajemen risiko Perusahaan dinilai telah berjalan secara efektif dalam mengidentifikasi, mengelola, dan memantau risiko-risiko signifikan yang berpotensi memengaruhi kinerja dan keberlanjutan usaha. Dewan Komisaris dan Direksi berkomitmen untuk terus berperan melakukan pemeliharaan dan penyempurnaan sistem secara berkelanjutan, termasuk melalui peningkatan kebijakan manajemen risiko serta pengembangan kompetensi tim terkait, guna memastikan kesiapan menghadapi tantangan risiko di masa mendatang.

Peran Komisaris secara keseluruhan dalam hal Manajemen Risiko adalah:

1. Melakukan penilaian terhadap pelaksanaan manajemen risiko di Perusahaan.
2. Melakukan kajian risiko atas kelayakan kegiatan yang direncanakan oleh Manajemen Perusahaan.
3. Melakukan penilaian terhadap kegiatan Perusahaan yang memiliki potensi risiko yang dapat mempengaruhi kinerja Perusahaan melalui hasil kajian dan penilaian yang telah dilakukan oleh Komite.

EVALUATION OF RISK MANAGEMENT IMPLEMENTATION

Based on the evaluation conducted throughout the 2024 fiscal year, the Company's risk management system has been assessed as effective in identifying, managing, and monitoring significant risks that may impact performance and business sustainability. The Board of Commissioners and the Board of Directors remain committed to continuously maintaining and improving the system, including enhancing risk management policies and developing the competencies of relevant teams, to ensure readiness in facing future risk challenges.

The overall role of the Board of Commissioners in terms of Risk Management is:

1. Assessing the implementation of risk management in the Company.
2. Conducting a risk aqwwqassessment on the feasibility of activities planned by the Company's Management.
3. Conducting an assessment of the Company's activities with potential risks that may affect the Company's performance through the results of studies and assessments conducted by the Committee.

Sedangkan peran Direksi antara lain:

1. Menyusun kebijakan manajemen risiko yang memuat: kerangka, tahapan pelaksanaan manajemen risiko, pelaporan risiko dan penanganannya. Kebijakan Manajemen Risiko disosialisasikan kepada seluruh karyawan Perusahaan;
2. Memiliki fungsi yang bertugas melaksanakan program manajemen risiko Terdapat rencana kerja Perusahaan untuk menerapkan kebijakan Manajemen Risiko;
3. Melakukan sosialisasi Kebijakan manajemen risiko kepada seluruh karyawan Perusahaan;
4. Menyusun rencana kerja Perusahaan untuk menerapkan kebijakan manajemen risiko;
5. Melaksanakan program manajemen risiko (program manajemen risiko antara lain mencakup identifikasi dan penanganan risiko pada proses bisnis, proyek maupun usulan tindakan Perusahaan yang harus mendapatkan persetujuan Dewan Komisaris dan/ atau RUPS);
6. Melaksanakan pemantauan terhadap program manajemen risiko;
7. Melaporkan pelaksanaan manajemen risiko kepada Dewan Komisaris.

The roles of the Board of Directors include:

1. Develop a risk management policy that contains: the framework, stages of risk management implementation, risk reporting, and handling. The Risk Management Policy is socialized to all employees of the Company;
2. Having a function in charge of implementing the risk management program there is a Company work plan to implement the Risk Management policy;
3. Conduct socialization of risk management policy to all employees of the Company;
4. Develop the Company's work plan to implement the risk management policy;
5. Implement the risk management program (the risk management program includes, among others, the identification and handling of risks in business processes, projects, and proposed Company actions that must be approved by the Board of Commissioners and/or GMS);
6. Monitoring the risk management program;
7. Reporting the implementation of risk management to the Board of Commissioners.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Statement By The Board Of Directors, Board Of Commissioners, And/Or Audit Committee On The Adequacy Of The Risk Management System

PT PLN Indonesia Power Services telah menerapkan sistem manajemen risiko sebagai bagian integral dari GCG, meliputi kebijakan, tahapan pelaksanaan, serta pelaporan dan pemantauan yang dilakukan secara sistematis. Proses identifikasi dan penanganan risiko dilaksanakan pada berbagai aktivitas strategis dan operasional, serta dilaporkan secara berkala oleh Direksi kepada Dewan Komisaris. Evaluasi tahun buku 2024 menunjukkan bahwa sistem manajemen risiko telah berjalan secara memadai dan mampu mendukung kesinambungan usaha.

Namun demikian, Dewan Komisaris menilai bahwa kajian risiko terhadap rencana investasi dan kegiatan strategis masih perlu ditingkatkan secara kualitas dan cakupan. Untuk itu, Direksi diminta menyusun kajian risiko secara lebih rinci, akuntabel, dan komprehensif, serta memastikan pelaksanaan mitigasi dan pemutakhiran dokumen manajemen risiko secara berkala, guna menjamin pencapaian sasaran perusahaan secara berkelanjutan.

PT PLN Indonesia Power Services has implemented a risk management system as an integral part of Good Corporate Governance (GCG), covering policies, implementation stages, as well as systematic reporting and monitoring. Risk identification and mitigation processes are carried out across various strategic and operational activities and are reported regularly by the Board of Directors to the Board of Commissioners. The evaluation of the 2024 fiscal year indicates that the risk management system has been functioning adequately and supports business continuity.

However, the Board of Commissioners notes that the quality and scope of risk assessments for investment plans and strategic initiatives need further improvement. Therefore, the Board of Directors is requested to prepare more detailed, accountable, and comprehensive risk assessments and to ensure the regular implementation of mitigation measures and updates to risk management documentation, to support the sustainable achievement of corporate objectives.

PERKARA HUKUM YANG BERDAMPAK MATERIAL
Material Legal Matters

Perusahaan selalu berupaya untuk melaksanakan governansi korporat yang baik dan kepatuhan terhadap peraturan yang berlaku, serta memenuhi komitmen dengan mitra usaha. Dalam hal terjadi perbedaan pendapat yang berpotensi menjadi perkara hukum, Perusahaan berupaya yang terbaik untuk dapat menyelesaikannya musyawarah guna menghindari timbulnya perkara hukum. Selama tahun buku 2024, Perusahaan tidak menghadapi perkara hukum.

The Company consistently strives to uphold good corporate governance, comply with applicable regulations, and honor its commitments to business partners. In the event of disagreements that may lead to legal disputes, the Company makes every effort to resolve such matters through deliberation to avoid legal proceedings. Throughout the 2024 fiscal year, the Company did not face any legal cases.

SANKSI ADMINISTRATIF
Administrative Sanctions

Selama tahun buku 2024, Perusahaan tidak menerima sanksi administratif material dari instansi pemerintah yang berdampak terhadap kelangsungan usaha.

Selain itu, tidak terdapat sanksi administratif yang dikenakan kepada Perseroan, anggota Direksi, maupun anggota Dewan Komisaris oleh Otoritas Jasa Keuangan maupun otoritas lainnya sepanjang tahun buku.

Throughout the 2024 fiscal year, the Company did not receive any material administrative sanctions from government authorities that could affect its business continuity.

In addition, no administrative sanctions were imposed on the Company, members of the Board of Directors, or members of the Board of Commissioners by the Financial Services Authority or any other regulatory body during the fiscal year.

KEBIJAKAN *INSIDER TRADING*
Nsider Trading Policy

PLN IP Services merupakan perusahaan tertutup yang tidak memperdagangkan saham kepada publik, Perusahaan tetap mematuhi seluruh peraturan perundang-undangan yang berlaku, termasuk ketentuan mengenai larangan penyalahgunaan informasi orang dalam (*insider trading*). Perusahaan memastikan bahwa Direksi, Dewan Komisaris, dan insan PLN IP Services tidak menggunakan informasi material yang belum tersedia untuk publik guna memperoleh keuntungan pribadi. Pengendalian dilakukan melalui penerapan kode etik, kebijakan kepatuhan internal, dan sosialisasi prinsip GCG.

PLN IP Services is a privately held company that does not trade its shares publicly. Nevertheless, the Company complies with all applicable laws and regulations, including provisions prohibiting the misuse of insider information (insider trading). The Company ensures that the Board of Directors, Board of Commissioners, and all personnel of PLN IP Services do not use non-public material information for personal gain. Controls are implemented through the enforcement of the code of ethics, internal compliance policies, and continuous dissemination of GCG principles.

HAK-HAK PEMEGANG SAHAM
Shareholders' Right

Perusahaan merupakan perusahaan tertutup dimana pemegang saham merupakan pihak utama dalam struktur kepemilikan perusahaan, yang memiliki sejumlah hak penting sebagai bentuk partisipasi dan perlindungan atas kepemilikannya. Hak-hak ini diatur dalam peraturan perundang-undangan yang berlaku serta anggaran dasar perusahaan, dengan tujuan menjaga keadilan dan transparansi dalam pengelolaan Perusahaan sebagaimana diatur dalam Pengelolaan Interaksi Korporasi antara PT PLN Indonesia Power dengan Anak Perusahaan (*Corporate Charter*).

Corporate Charter dirancang untuk memastikan bahwa PT PLN Indonesia Power dan anak perusahaan-nya bekerjasama secara optimal dalam mencapai tujuan strategis dan target kinerja. *Corporate Charter* memberikan pemahaman komprehensif mengenai lingkup dan peran strategis setiap organ Perusahaan. Beberapa peran utama pemegang saham antara lain adalah:

1. Hak untuk menghadiri dan memberikan suara dalam Rapat Umum Pemegang Saham (RUPS);
2. Hak untuk memperoleh informasi yang akurat, relevan, dan tepat waktu terkait kinerja dan kondisi perusahaan; serta
3. Hak atas pembagian dividen sesuai keputusan RUPS dan hasil usaha Perusahaan.

Selain itu, tujuan dari Dokumen *Corporate Charter* ini adalah:

1. Sebagai pedoman dalam mengatur tugas dan wewenang masing-masing entitas dalam PT PLN Indonesia Power dan anak perusahaan, serta membagi peran antara Direksi, manajemen dan pemegang saham.
2. Memastikan keselarasan visi dan misi seluruh anak perusahaan untuk mencapai sinergi yang lebih kuat antara PT PLN Indonesia Power dan anak perusahaan demi tercapainya tujuan strategis PT PLN Indonesia Power.
3. Sebagai mekanisme untuk mewujudkan prinsip-prinsip *Good Corporate Governance* (GCG) dalam pengelolaan anak perusahaan.

The Company is a privately held entity in which shareholders serve as the primary stakeholders in its ownership structure. They hold several key rights that ensure their participation and protect their ownership interests. These rights are governed by applicable laws and regulations, as well as the Company's Articles of Association. The aim is to uphold fairness and transparency in corporate governance, in line with the Corporate Charter that regulates the interaction between PT PLN Indonesia Power and its subsidiaries.

The Corporate Charter is designed to ensure that PT PLN Indonesia Power and its subsidiaries collaborate effectively to achieve strategic objectives and performance targets. It provides a comprehensive understanding of the scope and strategic roles of each corporate body. Among the key roles of shareholders are the following:

1. The right to attend and vote in the General Meeting of Shareholders (GMS);
2. The right to obtain accurate, relevant, and timely information regarding the company's performance and condition; and
3. The right to receive dividends by the resolutions of the GMS and the Company's financial results.

In addition, the objectives of this Corporate Charter document are as follows:

1. To serve as a guideline in defining the duties and authorities of each entity within PT PLN Indonesia Power and its subsidiaries, including the division of roles between the Board of Directors, management, and shareholders.
2. To ensure alignment of the vision and mission across all subsidiaries, fostering stronger synergy between PT PLN Indonesia Power and its subsidiaries in achieving the company's strategic objectives.
3. To function as a mechanism for implementing the principles of GCG in the management of subsidiaries.

4. Menjamin bahwa semua keputusan strategis diambil berdasarkan pedoman yang telah disepakati, untuk menghindari potensi konflik kepentingan dan memastikan keputusan yang diambil selalu sejalan dengan tujuan perusahaan.

5. Dalam praktik tata kelola perusahaan yang baik (*Good Corporate Governance*), Perusahaan senantiasa berupaya menciptakan iklim keterbukaan dan akuntabilitas, sehingga pemegang saham dapat menjalankan hak-haknya secara maksimal. Dengan memastikan hak-hak tersebut terlindungi, Perusahaan dapat membangun kepercayaan jangka panjang dan menjaga stabilitas hubungan dengan para investor dan pemangku kepentingan lainnya serta meningkatkan efisiensi melalui spesialisasi fungsi dan optimalisasi rantai nilai.

Dengan adanya Dokumen *Corporate Charter* ini, diharapkan dalam pengambilan keputusan menjadi lebih cepat, inovasi teknologi lebih mudah diadopsi, serta sinergi antar entitas dapat ditingkatkan untuk memperluas akses dan kualitas layanan listrik. Transformasi ini menjadi bagian penting dari upaya Perusahaan dan Holding dalam mendukung ketahanan energi nasional dan transisi menuju energi yang lebih bersih dan berkelanjutan.

4. To ensure that all strategic decisions are made based on agreed-upon guidelines, helping to prevent potential conflicts of interest and ensuring that all decisions align with the company's overall objectives.

5. In implementing Good Corporate Governance (GCG), the Company consistently strives to foster a climate of transparency and accountability, enabling shareholders to fully exercise their rights. By safeguarding these rights, the Company aims to build long-term trust, maintain stable relationships with investors and other stakeholders, and enhance efficiency through functional specialization and value chain optimization.

With the issuance of this Corporate Charter document, decision-making processes are expected to become more efficient, technological innovations more easily adopted, and synergy among entities strengthened to improve access to and the quality of electricity services. This transformation plays a vital role in supporting the Company and the Holding's efforts to enhance national energy security and facilitate the transition toward cleaner and more sustainable energy.

KODE ETIK
Code of Conduct

PT PLN Indonesia Power Services telah menetapkan Kode Etik tertulis yang berlaku secara formal sebagai bagian dari sistem pengendalian internal dan kepatuhan. Kode Etik ini menjadi pedoman perilaku bagi seluruh Insan PLN IP Services dalam menjalankan tugas dan tanggung jawabnya, serta berfungsi sebagai instrumen pencegahan terhadap praktik yang tidak etis, seperti korupsi, penyalahgunaan wewenang, dan benturan kepentingan.

PT PLN Indonesia Power Services has formally established a written Code of Conduct as part of its internal control and compliance system. This Code of Conduct is a behavioral guideline for all PLN IP Services personnel in carrying out their duties and responsibilities, and functions as a preventive tool against unethical practices such as corruption, abuse of authority, and conflicts of interest.

Dalam Kode Etik diatur bahwa setiap pelaksanaan tugas oleh Direksi, Dewan Komisaris, karyawan, maupun pihak pendukung organ Perusahaan, harus dilandasi dengan itikad baik, tanggung jawab, dan kehati-hatian. Kode Etik juga menetapkan standar profesionalisme yang harus dijunjung tinggi, khususnya dalam menghadapi situasi benturan kepentingan, termasuk kewajiban untuk menghindari dan/atau melaporkan potensi konflik yang dapat memengaruhi objektivitas dan independensi dalam pengambilan keputusan.

The Code of Conduct stipulates that all actions by the Board of Directors, Board of Commissioners, employees, and supporting corporate bodies must be carried out with good faith, responsibility, and prudence. It also sets forth standards of professionalism that must be upheld, particularly in situations involving conflicts of interest, including the obligation to avoid and/or report any potential conflicts that may compromise objectivity and independence in decision-making.

Sebagai bagian dari komitmen terhadap budaya kerja yang selaras dengan visi dan misi Perusahaan, Perusahaan secara konsisten menerapkan dan menginternalisasi nilai-nilai AKHLAK ke dalam perilaku organisasi melalui penerapan Kode Etik secara menyeluruh. Kode Etik ini tidak hanya menjadi acuan dalam berperilaku profesional di lingkungan internal, tetapi juga dalam berinteraksi dengan para pemangku kepentingan (*stakeholders*).

As part of its commitment to a work culture aligned with the Company's vision and mission, the Company consistently applies and internalizes the AKHLAK values into organizational behavior through the comprehensive implementation of the Code of Conduct. This Code serves not only as a guide for professional conduct within the organization but also in interactions with stakeholders.

Dengan demikian, Pedoman Perilaku (Kode Etik) merupakan salah satu perangkat utama dalam kerangka Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*). Fungsinya adalah untuk menetapkan standar perilaku tertinggi yang mendorong terciptanya budaya integritas dan etika di seluruh lini organisasi Perusahaan, serta memperkuat kepercayaan pemangku kepentingan melalui tata kelola yang bertanggung jawab dan transparan.

Accordingly, the Code of Conduct functions as a key component of the Company's Good Corporate Governance (GCG) framework. It establishes the highest standards of conduct to promote a culture of integrity and ethical behavior across all levels of the organization, while also strengthening stakeholder trust through responsible and transparent governance.

PEDOMAN KODE ETIK

Pedoman Perilaku telah ditetapkan dalam Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: 027.K/CDB/V/2021 dan No. 03.K/DEKOM-CDB/2021 tanggal 17 Mei 2021 tentang Pedoman Budaya Perusahaan.

Pedoman Budaya Perusahaan mengatur tentang tata nilai dalam menciptakan iklim kerja yang dapat mendukung visi dan misi Perusahaan yang disusun berdasarkan nilai-nilai luhur yang berkembang di lingkungan Perusahaan dan diyakini mempunyai pengaruh yang positif untuk menciptakan suasana yang kondusif.

MAKSUD DAN TUJUAN

Maksud ditetapkannya Keputusan ini adalah :

1. Agar tersedianya acuan dan pedoman mengenai cara berpikir dan bertindak setiap Pegawai serta cara Perusahaan menjalankan bisnisnya.
2. Sebagai dasar dan pedoman bagi Pegawai dalam menjalankan Budaya Perusahaan yang merupakan bagian dari mekanisme pembuat dan pengontrol sikap dan tingkah laku Pegawai di Perusahaan.
3. Sebagai upaya penyempurnaan nilai-nilai sebelumnya sehingga lebih mendorong dan mendukung tercapainya visi dan misi Perusahaan.
4. Sebagai upaya menyamakan persepsi dan pemahaman mengenai Tata Nilai Perusahaan dan komponennya yang merupakan hasil dari penyelarasan Tata Nilai di PLN Group.

Tujuan ditetapkannya perubahan Pedoman Budaya Perusahaan adalah:

1. Agar Pegawai memiliki perilaku yang dapat mendukung pencapaian visi dan misi Perusahaan dan mencerminkan identitas Perusahaan secara khas/spesifik.
2. Memastikan Budaya Perusahaan yang kondusif untuk meningkatkan motivasi dan kinerja Pegawai.
3. Mewujudkan Budaya Perusahaan yang sejalan dengan Rencana Jangka Panjang Perusahaan (RJPP) dan mendorong tercapainya target Perusahaan.
4. Memastikan Budaya Perusahaan yang mendukung Perusahaan untuk tumbuh dan terus berkelanjutan.

CODE OF CONDUCT GUIDE

The Code of Conduct has been stipulated in the Joint Decree of the Board of Commissioners and Board of Directors Number: 027.K/CDB/V/2021 and No. 03.K/DEKOM-CDB/2021 dated May 17, 2021 on Guidelines for Corporate Culture.

The Corporate Culture Guidelines regulate the values in creating a work climate that can support the Company's vision and mission which are prepared based on the noble values that develop in the Company's environment and are believed to have a positive influence to create a conducive atmosphere.

PURPOSE AND OBJECTIVE

The purpose of enactment of this decision are:

1. To provide reference and guideline regarding how each employee think and act and how the Company runs its business.
2. As a basis and guideline for Employees in carrying out the Corporate Culture which is part of the mechanism for making and controlling the attitude and behavior of Employees in the Company.
3. As an effort to improve previous values so that they encourage and support the achievement of the Company's vision and mission.
4. As an effort to equalize perception and understanding of the Company's Values and its component which are the result of alignment of Values in the PLN Group.

The objectives of the changes to the Corporate Culture Guidelines are:

1. So that employees have behavior that can support the achievement of the vision and mission of the Company and reflect the unique/specific identity of the Company.
2. Ensuring conducive Corporate Culture to increase Employee motivation and performance.
3. Creating Corporate Culture that is in line with the Company's Long Term Plan (RJPP) and encourage the achievement of the Company's targets.
4. Ensuring Corporate Culture that supports the Company to grow and be sustainable.

POKOK-POKOK KODE ETIK
Principles Of The Code Of Conduct

Kode etik PLN IP Services merupakan bentuk komitmen Perusahaan dalam menerapkan integritas sebagai salah satu dari prinsip tata kelola perusahaan yang baik. Kode etik adalah bentuk perwujudan dari nilai-nilai budaya perusahaan AKHLAK yang menjadi jiwa dan pedoman setiap Insan PLN IP Services dalam berpikir, bertindak/bekerja, dan melakukan kegiatan bisnis yang terangkum ke dalam 2 Etika Perusahaan yakni:

1. Etika Pegawai, adalah sekumpulan norma atau nilai yang ditetapkan oleh Perusahaan sebagai suatu standar perilaku Insan PLN IP Services dalam aktivitas kerja sehari-hari.
2. Etika Bisnis, adalah sekumpulan norma atau nilai etis yang sesuai dengan kaidah hukum yang berlaku dan ditetapkan oleh Perusahaan untuk Insan PLN IP Services dalam menjalankan kegiatan bisnis.

The PLN IP Services code of conduct is a form of the Company's commitment to implementing integrity as one of the principles of good corporate governance. The code of conduct is a form of embodiment of AKHLAK's corporate cultural values which are the soul and guideline for every PLN IP Services People in thinking, acting/working, and conducting business activities which are summarized in 2 Corporate Ethics, namely:

1. Employee Ethics, is a set of norms or values set by the Company as a standard of behavior for PLN IP Services People in their daily work activities.
2. Business Ethics, is a set of ethical norms or values that are in accordance with applicable legal principles and are determined by the Company for PLN IP Services Individuals in carrying out business activities.

PENGUNGKAPAN KEPATUHAN BAHWA KODE ETIK BERLAKU BAGI SELURUH LEVEL ORGANISASI

Kepatuhan pada hukum dan peraturan perundang-undangan merupakan tuntutan perilaku bisnis dan norma-norma yang berlaku di masyarakat yang wajib dilaksanakan oleh seluruh pengurus dan pegawai Perusahaan sejalan dengan prinsip *Good Corporate Governance* (GCG). Kode etik PLN IP Services berlaku bagi seluruh pegawai, termasuk anggota Dewan Komisaris dan Direksi tanpa memandang jabatannya dalam perusahaan, dan berlaku setiap saat dalam melakukan kegiatan bisnis.

COMPLIANCE DISCLOSURE THAT THE CODE OF CONDUCT APPLIES TO ALL ORGANIZATIONAL LEVELS

Compliance with laws and regulations is a demand for business behavior and norms that apply in society that must be implemented by all management and employees of the Company in line with the principles of Good Corporate Governance (GCG). PLN IP Services's code of conduct applies to all employees, including members of the Board of Commissioners and Board of Directors regardless of their position in the company, and applies at all times in conducting business activities.

KOMITMEN TERHADAP PEDOMAN PERILAKU

Seluruh insan PLN IP Services harus bertanggung jawab dan berkewajiban untuk berperilaku etis dan benar, oleh karenanya diberikan kewajiban untuk membaca, memahami dan mematuhi ketentuan-ketentuan yang telah diatur di dalam Pedoman Perilaku.

Penandatanganan komitmen COC telah dilaksanakan oleh seluruh pegawai yang menyatakan akan mematuhi Pedoman Perilaku. Lembar pernyataan komitmen dapat diakses oleh seluruh pegawai melalui melalui Aplikasi *I-morning* terintegrasi.

COMMITMENT TO THE CODE OF CONDUCT

All PLN IP Services people must be responsible and obliged to behave ethically and correctly, therefore they are given the obligation to read, understand and comply with the provisions set out in the Code of Conduct.

The COC commitment signing was carried out by all employees who stated that they would comply with the Code of Conduct. The commitment statement sheet can be accessed by all employees through the integrated I-morning Application.

BENTUK SOSIALISASI KODE ETIK DAN UPAYA PENEGAKANNYA
Forms Of Code Of Conduct Socialization And Enforcement Efforts

Perusahaan telah melaksanakan sosialisasi Kode Etik secara menyeluruh kepada seluruh karyawan, organ Perusahaan, serta pihak-pihak terkait yang berinteraksi langsung dengan kegiatan usaha. Sosialisasi ini dilakukan secara sistematis melalui berbagai media komunikasi internal, antara lain pelatihan, orientasi pegawai baru, penyampaian berkala melalui surat elektronik (*email*), media sosial Perusahaan, dan pertemuan daring (*online meeting*).

The Company has conducted a comprehensive dissemination of the Code of Conduct to all employees, corporate bodies, and other relevant parties directly involved in its business activities. This dissemination has been carried out systematically through various internal communication channels, including training sessions, new employee orientation, regular email updates, the Company's social media platforms, and online meetings.

Upaya ini bertujuan untuk memastikan bahwa seluruh Insan PLN IP Services memahami dan menerapkan nilai-nilai etika yang telah ditetapkan dalam Pedoman Perilaku (Kode Etik) sebagai bagian dari budaya kerja yang selaras dengan prinsip GCG.

This initiative aims to ensure that all members of PLN IP Services understand and apply the ethical values outlined in the Code of Conduct as an integral part of the corporate culture, in alignment with GCG principles.

Sebagai bentuk penguatan implementasi, Perusahaan mendorong penegakan Kode Etik secara konsisten dengan menerapkan mekanisme pengawasan dan pemberian sanksi terhadap setiap pelanggaran, sesuai dengan ketentuan yang berlaku. Melalui pendekatan ini, Perusahaan berkomitmen menciptakan lingkungan kerja yang profesional, transparan, dan berintegritas tinggi.

To strengthen implementation, the Company promotes consistent enforcement of the Code of Conduct by applying monitoring mechanisms and imposing sanctions for any violations, by applicable regulations. Through this approach, the Company is committed to fostering a professional, transparent, and highly ethical work environment.

No	Tanggal Date	Topik Topic	Deskripsi Decsription
1	3 Januari 2024 January 3, 2024	GCG, Gratifikasi, WBS GCG, Gratuities, WBS	Sosialisasi melalui WhatsApp Group COIN & email korporat Socialization through the COIN WhatsApp Group and corporate email
2	10 Januari 2024 January 10, 2024	GCG, Gratifikasi, WBS GCG, Gratuities, WBS	Sosialisasi melalui WhatsApp Group COIN & email korporat Socialization through the COIN WhatsApp Group and corporate email
3	24 Januari 2024 January 24, 2024	GCG, Gratifikasi, WBS GCG, Gratuities, WBS	Sosialisasi melalui WhatsApp Group COIN & email korporat Socialization through the COIN WhatsApp Group and corporate email
4	25 Januari 2024 January 25, 2024	GCG	Pelaksanaan Quiz GCG sebagai bentuk internalisasi kepada pegawai Implementation of the GCG Quiz as a means of internalizing GCG to employees.
5	30 Juli 2024 July 30, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
6	10 Desember 2024 December 10, 2024	13 Program Kepatuhan 13 Compliance Programs	Sosialisasi kepada Eksekutif Kantor Pusat Socialization to Head Office Executives

JENIS PELANGGARAN DAN SANKSI

Pencapaian visi dan misi Perusahaan memerlukan partisipasi dan kedisiplinan dari seluruh karyawan dengan disiplin, cekatan dan terampil dalam melaksanakan pekerjaan untuk pengambilan keputusan, penempatan rencana atau dasar kebijakan khususnya menyangkut perilaku kedisiplinan seperti, kelalaian dalam bekerja, keterlambatan kerja, kehadiran kerja dan tingkat kehadiran karyawan.

Pelaksanaan Pedoman Perilaku merupakan langkah-langkah untuk menegakkan peraturan dalam pencapaian tujuan organisasi. Penerapan peraturan yang tegas dalam praktik yang sama terhadap bawahan dan memberikan sanksi yang tegas pada karyawan yang telah melanggar peraturan yang dibuat. Untuk mengantisipasi berbagai kendala/hambatan tersebut diperlukan adanya tingkatan dan jenis konsekuensi bagi pelanggar kode etik di lingkungan kerja.

Perusahaan berkomitmen untuk memberikan penghargaan terhadap pelaksanaan Pedoman perilaku sebagai bagian dari penilaian kinerja demikian pula sebaliknya, akan memberikan sanksi atas pelanggaran yang dilakukan.

BERITA ACARA PEMERIKSAAN

Keputusan pemberian tindakan disiplin kepada pegawai dilakukan setelah melalui proses pemeriksaan dan klarifikasi yang dilakukan oleh KP2DP (Komite Pemeriksa Pelanggaran Disiplin Pegawai) dan dihadiri oleh para saksi, yang hasil akhirnya disampaikan dalam bentuk Berita Acara Pemeriksaan untuk ditandatangani pihak-pihak yang terkait.

TYPES OF VIOLATION AND SANCTION

Achieving the Company's vision and mission requires participation and discipline of all employees with discipline, agility and skill in fulfilling work for decision making, placement of plans or basic policies, especially regarding disciplinary behavior such as negligence at work, late for work, work attendance and employee attendance level.

Implementation of the Code of Conduct are steps to enforce regulation in achieving organizational goals. Implementation of strict regulation in the same practice to subordinates and provide strict sanction to employees who have violated the regulations made. To anticipate these various obstacles/barriers, it is necessary to have levels and types of consequences for violators of the code of conduct in the work environment.

The Company is committed to rewarding the implementation of the Code of Conduct as part of performance assessment and vice versa, will provide sanction for violation committed.

MINUTES OF EXAMINATION

The decision to grant disciplinary action to employees was made after going through an examination and clarification process carried out by KP2DP (Committee for Examination of Employee Discipline Violations) and attended by witness, the final result of which submitted in the form of Minutes of Examination to be signed by the parties concerned.

Pelanggaran Violation	Sanksi/Hukuman Sanction/Punishment
Pelanggaran Ringan Salah satu pelanggaran yang dilakukan adalah terlambat masuk kerja dan/atau pulang sebelum waktunya lebih dari 4 (empat) kali dalam sebulan dan/atau 12 (dua belas) kali dalam setahun dengan alasan yang tidak dapat dipertanggungjawabkan dan tanpa ijin dari atasan)	**Sanksi disiplin ringan:** Peringatan tertulis selama 6 (enam) bulan Mendapatkan nilai kinerja maksimal 2 (tidak memenuhi target kinerja) dalam 1 (satu) semester penilaian.
Minor Violation One of the violations committed is being late for work and/or leaving prematurely more than 4 (four) times a month and/or 12 (twelve) times a year for reason that cannot be accounted for and without permission from superior)	**Minor disciplinary sanctions:** Written warning for 6 (six) months Get a maximum performance score of 2 (does not meet the performance target) in 1 (one) assessment semester.

Pelanggaran Violation	Sanksi/Hukuman Sanction/Punishment
Pelanggaran Sedang Salah satu contohnya adalah kedapatan melanggar disiplin ringan lebih dari 1 (satu) pelanggaran di waktu yang sama dan mangkir kerja selama lebih dari 3 (tiga) hari berturut-turut **Moderate Violation** One example is being caught violating minor discipline for more than 1 (one) violation at the same time and being absent from work for more than 3 (three) consecutive days	**Sanksi disiplin sedang:** Peringatan tertulis selama 6 (enam) bulan; Mendapatkan nilai kinerja maksimal 2 (tidak memenuhi target kinerja) dalam 2 (dua) semester penilaian. **Moderate disciplinary sanctions:** • Written warning for 6 (six) months; • Get a maximum performance score of 2 (does not meet performance targets) in 2 (two) assessment semesters.
Pelanggaran Berat Pelanggaran yang dilakukan adalah dinyatakan bersalah dan dijatuhi pidana penjara berdasarkan putusan pengadilan yang telah mempunyai kekuatan hukum tetap karena melakukan tindak pidana, tidak termasuk pelanggaran lalu lintas) **Serious Violation** Violation committed is found guilty and sentenced to imprisonment based on a court decision that has permanent legal force for committing a crime, not including traffic offense)	**Sanksi disiplin berat:** Peringatan tertulis selama 6 (enam) bulan; Penurunan jenjang jabatan secara permanen dengan Keputusan Direksi dan/atau; Mendapatkan nilai kinerja maksimal 2 (tidak memenuhi target kinerja) dalam 3 (tiga) semester penilaian; Memungkinkan dijatuhi Pemutusan Hubungan kerja atas Keputusan Direksi. **Serious disciplinary sanctions:** • Written warning for 6 (six) months; • Permanent demotion by decision of the Board of Directors and/or; • Get a maximum performance score of 2 (does not meet performance targets) in 3 (three) assessment semesters; • Possibility of being subject to Termination of Employment by Decision of the Board of Directors.

Untuk setiap pelanggaran dalam setiap tingkatan hukuman yang diberikan PLN IP Services menetapkan: Pegawai yang dijatuhi dan sedang menjalani sanksi disiplin ditetapkan sebagai berikut:

1. Tidak dapat dipromosikan selama sanksi disiplin diberlakukan;
2. Tidak dapat mengikuti program pendidikan, pelatihan dan/atau pengembangan individu, serta melakukan perjalanan dinas kecuali atas ijin pengelolaan pembinaan;
3. Bagi Pegawai dalam masa percobaan (Pegawai TKWT Proyeksi organik) yang melanggar Peraturan Disiplin, Pegawai tersebut ini dianggap tidak memenuhi persyaratan untuk diangkat sebagai Pegawai dan dilakukan pemutusan hubungan kerja tanpa melalui penetapan lembaga penyelesaian perselisihan hubungan industrial.

For each violation at each level of punishment given PLN IP Services stipulates: Employees who have been sentenced and are currently undergoing disciplinary sanctions are determined as follows:

1. Cannot be promoted as long as disciplinary sanctions are imposed;
2. Not being able to take part in education, training and/or individual development program, as well as going on business trip except with the permission of management;
3. For employees on probation (organic Projection TKWT employees) who violate the Disciplinary Regulation, this employee is considered not meeting the requirement to be appointed as an employee and termination of employment is conducted without going through the establishment of an industrial relations dispute resolution institution.

JUMLAH PELANGGARAN DAN SANKSI

No.	Jenis Pelanggaran	Jenis Sanksi Type of Sanction	Jumlah Pegawai terkena sanksi Number of employees affected by sanction	Type of Violation
1.	Kehadiran	SP 1/SP 2	6 / 1	Attendance
2.	Pelanggaran atas larangan pada Pedoman Disiplin	SP 1	3	Violation of the prohibition on the Discipline Guideline
		SP 2	2	
		SP 3	0	

PERNYATAAN BAHWA KODE ETIK BERLAKU BAGI ANGGOTA DIREKSI, ANGGOTA DEWAN KOMISARIS, DAN KARYAWAN PERUSAHAAN

Statement That The Code Of Conduct Applies To Members Of The Board Of Directors, Members Of The Board Of Commissioners, And Company Employees

Perusahaan menyatakan bahwa Kode Etik Perusahaan berlaku secara menyeluruh dan bersifat mengikat bagi seluruh anggota Direksi, Dewan Komisaris, dan seluruh karyawan, tanpa pengecualian. Penerapan Kode Etik ini mencerminkan komitmen kuat Perusahaan dalam membangun dan memelihara lingkungan kerja yang menjunjung tinggi etika, integritas, dan profesionalisme, sebagai landasan utama dalam mewujudkan tata kelola Perusahaan yang bersih, transparan, dan akuntabel.

The Company affirms that its Code of Conduct applies universally and is binding on all members of the Board of Directors, the Board of Commissioners, and all employees, without exception. Implementing the Code of Conduct reflects the Company's strong commitment to fostering and maintaining a work environment that upholds ethics, integrity, and professionalism as the foundation for clean, transparent, and accountable corporate governance.

Kode Etik menjadi pedoman perilaku bagi seluruh Insan PLN IP Services dalam berinteraksi di lingkungan internal maupun eksternal. Dengan menjalankan prinsip-prinsip etika yang konsisten, seluruh jajaran Perusahaan turut berkontribusi dalam memperkuat reputasi dan kepercayaan pemangku kepentingan terhadap Perusahaan.

The Code of Conduct serves as a behavioral guide for all members of PLN IP Services in their interactions both within the organization and with external parties. By consistently adhering to ethical principles, all levels of the Company contribute to strengthening its reputation and building stakeholder trust.

Sebagai bentuk nyata dari komitmen tersebut, setiap karyawan diwajibkan untuk menandatangani Lembar Pernyataan Kepatuhan terhadap Standar Etika dan *Code of Corporate Governance*. Tindakan ini menegaskan keterlibatan aktif dan tanggung jawab pribadi setiap individu dalam mematuhi standar etika yang telah ditetapkan, sekaligus memperkuat budaya Perusahaan yang berlandaskan pada prinsip-prinsip GCC.

As a concrete expression of this commitment, every employee is required to sign a Statement of Compliance with the Ethical Standards and the Code of Corporate Governance. This action affirms each individual's active involvement and personal responsibility in adhering to the established ethical standards, while reinforcing the Company's culture based on the principles of GCG.

PEMBERIAN DANA UNTUK KEGIATAN POLITIK DAN SOSIAL

Provision of Funding for Political and Social Activities

Pedoman kode etik Perusahaan menyebutkan adanya larangan dalam mengeluarkan dana untuk menyumbang aktivitas politik meskipun Perusahaan memberikan kebebasan kepada karyawan untuk berpartisipasi dalam kegiatan politik yang sah di Indonesia, akan tetapi tidak diperkenankan meninggalkan tugas dan kewajibannya sebagai karyawan perusahaan serta tidak diperkenankan untuk menggunakan fasilitas Perusahaan atau hal-hal lain yang terkait dengan atribut Perusahaan untuk aktivitas politik.

Dalam Pedoman Anti Penyuapan telah disebutkan pasal terkait pemberian donasi bahwa:

1. Donasi kepada pihak eksternal dapat diberikan dengan memenuhi kelengkapan dokumen yang dipersyaratkan antara lain, namun tidak terbatas pada dokumen pengajuan, tanda terima penyerahan donasi, dan laporan pertanggungjawaban donasi dari Perusahaan.
2. Dukungan lain (*sponsorship*) kepada pihak eksternal dapat diberikan dengan memenuhi kelengkapan dokumen yang dipersyaratkan antara lain, namun tidak terbatas pada proposal pengajuan, komitmen pertanggungjawaban penggunaan dukungan lain, dan tanda terima penyerahan dukungan lain.
3. Donasi dan/atau dukungan lain yang diberikan wajib dilaporkan kepada UPG kecuali terhadap:
    - Pemberian donasi dan dukungan lain kepada individu/korporasi/perusahaan dalam rangka kegiatan resmi Perusahaan yang memenuhi persyaratan sebagaimana dimaksud pada huruf d dan huruf e di atas;
    - Pemberian donasi dicatat secara akurat dan sebenarnya di dalam pembukuan Perusahaan; dan/atau
    - Pemberian donasi dengan tujuan penggunaan donasi yang jelas dan/atau memiliki dokumen pendukung yang memadai.

The Company's code of conduct guidelines state that there is a prohibition on spending funds to contribute to political activities, even though the Company gives freedom to employees to participate in legal political activities in Indonesia, but is not allowed to leave their duties and obligations as company employees and is not allowed to use Company facilities or other things. -Other matters related to the Company's attributes for political activity.

The Anti-Bribery Guidelines have stated an article related to donations that:

1. Donation to external parties can be made by fulfilling the completeness of the required documents, including, but not limited to application document, donation receipt, and donation accountability report from the Company.
2. Other support (sponsorship) to external parties can be provided by fulfilling the completeness of the required documents, including, but not limited to submission of proposal, commitment to accountability for the use of other support, and receipt of delivery of other support.
3. Donation and/or other support provided must be reported to UPG except for:
    - Provision of donation and other support to individual/corporation/company in the context of official Company activities that meet the requirements referred to in letter d and letter e above;
    - Donation recorded accurately and truthfully in the Company's books; and/or
    - Giving donation with a clear purpose of using donation and/or having adequate supporting documents.

PENGELOLAAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

Management of State Official Wealth Report (LHKPN)

Sebagai Perusahaan yang dimiliki oleh Pemerintah, PT PLN Indonesia Power Services wajib mentaati peraturan perundang-undangan yang mengikat. Salah satu bentuk peraturan perundang-undangan yang dilandasi oleh semangat pemberantasan korupsi dan tindakan penyimpangan internal adalah kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN).

As a company owned by the Government, PT PLN Indonesia Power Services is required to comply with binding laws and regulations. One form of legislation that is based on the spirit of eradicating corruption and acts of internal deviation is the obligation to the state official wealth report (LHKPN).

Perusahaan senantiasa menghimbau pejabat dalam jenjang tertentu untuk melapor dan mematuhi peraturan pemerintah dengan melakukan pendaftaran dan pemeriksaan terhadap Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi Republik Indonesia. Perusahaan juga berkomitmen akan memberikan sanksi kepada pejabat wajib lapor yang belum menyampaikan LHKPN. Sebagai bentuk komitmen, PLN IP Services melakukan *review* dan penyesuaian kembali atas aturan LHKPN di lingkungan Perusahaan. Pada tanggal 2 Juli 2022, Direksi Perusahaan telah menandatangani Surat Keputusan Direksi PT Cogindo DayaBersama Nomor: 047.1.K/CDB/VII/2022 tentang Pedoman Laporan Harta Kekayaan Pejabat di Lingkungan PT Cogindo Daya Bersama.

The Company always encourages officials at certain levels to report and comply with government regulations by register and examine the State Official Wealth Report (LHKPN) to the Corruption Eradication Commission of the Republic of Indonesia. The Company is also committed to imposing sanction on mandatory reporting officials who have not submitted their LHKPN. As a form of commitment, PLN IP Services has reviewed and readjusted the LHKPN regulation within the Company. On July 2, 2022, the Company's Board of Directors signed the Decree of the Board of Directors of PT Cogindo DayaBersama Number: 047.1.K/CDB/VII/2022 on Guidelines for Reporting the Wealth of Officials in the Environment of PT Cogindo Daya Bersama.

Perusahaan selalu menghendaki agar para insan PLN IP Services bekerja dengan rasa integritas yang kuat dan selalu berpedoman pada berbagai peraturan perundang-undangan untuk mendukung implementasi "PLN IP Services Bersih" sebagai wujud penerapan prinsip tata kelola perusahaan yang baik (GCG) secara konsisten dan berkelanjutan. Hal tersebut dapat memperkuat posisi Perusahaan dalam menghadapi persaingan usaha dan menjaga kepercayaan serta kredibilitas Perusahaan dengan pemerintah, pemegang saham, pelanggan, mitra kerja dan pemangku kepentingan lainnya.

The Company always encourages PLN IP Services people to work with a strong sense of integrity and is always guided by various laws and regulations to support the implementation of "PLN IP Services Bersih" as a form of consistent and sustainable implementation of the principles of good corporate governance (GCG). This can strengthen the Company's position in facing business competition and maintain the trust and credibility of the Company with the government, shareholders, customers, work partners and other stakeholders.

DASAR HUKUM

Dasar hukum penyampaian LHK terdiri dari:

1. UU No. 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari KKN
2. UU No. 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi
3. UU No. 40 Tahun 2007 tentang Perseroan Terbatas
4. Peraturan KPK Nomor 7 Tahun 2016 tentang Tata Cara Pendaftaran Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggaraan Negara (LHKPN)
5. Peraturan Direksi PT PLN Nomor 0074.P/DIR/2017 tentang Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan PT PLN (Persero)
6. Surat Keputusan Direksi PT Cogindo DayaBersama Nomor: No 047.1.K/CDB/VII/2022 tentang Pedoman Laporan Harta Kekayaan Pejabat di Lingkungan PT Cogindo DayaBersama
7. Anggaran Dasar PT PLN Indonesia Power Services

PEJABAT WAJIB LAPOR LHK

Berdasarkan Surat Keputusan Direksi PT Cogindo DayaBersama Nomor: No 047.1.K/CDB/VII/2022, pejabat yang berkewajiban untuk melapor LHKPN di Perusahaan terdiri:

1. Dewan Komisaris dimana dalam pengelolaannya mengikuti pengelolaan pada instansi asal;
2. Direksi;
3. Pegawai pada Jenjang Eksekutif;
4. Pegawai yang memangku jabatan penyelia atas yang pendaftaran Wajib Laporan LHKPNnya dilakukan secara bertahap berdasarkan arahan dari PT Indonesia Power.

MEKANISME PELAPORAN LHK

Mekanisme pelaporan harta kekayaan pejabat Perusahaan adalah sebagai berikut:

1. Menyampaikan LHK kepada KPK pada saat:
   a. Wajib LHK yang pertama kali menjabat, wajib melaporkan LHK paling lambat 3 (tiga) bulan sejak secara resmi menduduki jabatan
   b. Wajib LHK yang diangkat kembali setelah berakhirnya masa jabatan wajib melaporkan LHK paling lambat 3 (tiga) bulan sejak secara resmi menduduki jabatan

LEGAL BASIS

Legal basis for submitting LHK consists of:

1. Law no. 28 of 1999 on State Officials who are Clean and Free from KKN
2. Law no. 30 of 2002 on the Corruption Eradication Commission
3. Law no. 40 of 2007 on Limited Liability Companies
4. KPK Regulation Number 7 of 2016 on Procedures for Registration of Announcement and Examination of the State Officials Wealth (LHKPN)
5. Regulation of the Board of Directors of PT PLN Number 0074.P/DIR/2017 on Guidelines for State Officials Wealth Report (LHKPN) within PT PLN (Persero)
6. Decree of the Board of Directors of PT Cogindo DayaBersama Number: No 047.1.K/CDB/VII/2022 on Guidelines for State Officials Wealth Report in the Environment of PT Cogindo DayaBersama
7. Articles of Association of PT Cogindo DayaBersama

MANDATORY REPORTING OFFICIALS OF LHK

Based on the Decree of the Board of Directors of PT Cogindo DayaBersama Number: 061.K/CDB/X/2019, officials who are obliged to report LHKPN at the Company consist of:

1. The Board of Commissioners a, whose management follows the management of the original institution;
2. Board of Directors;
3. Employees at the Executive Level;
4. Employees who hold upper supervisory positions whose mandatory LHKPN Report registration is carried out in stages based on direction from PT Indonesia Power.

REPORTING MECHANISM OF LHK

The mechanism for reporting the wealth of Company officials is as follows:

1. Submit LHK to KPK when:
   a. LHK obligatory who first takes office, must report LHK no later than 3 (three) months after officially taking office
   b. Mandatory LHK reappointed after the end of the term of office must report LHK no later than 3 (three) months after officially occupying the position

c. Wajib LHK yang berhenti atau pensiun dari jabatannya wajib melaporkan LHK paling lambat 3 (tiga) bulan sejak saat berakhirnya jabatan
d. Sewaktu-waktu atas permintaan KPK

2. Wajib LHK melaporkan LHK secara periodik setiap 1 (satu) tahun sekali atas Harta Kekayaan yang diperoleh sejak tanggal 1 Januari sampai dengan tanggal 31 Desember paling lambat tanggal 31 Maret tahun berikutnya kepada KPK
3. Penyampaian LHK kepada KPK dilakukan dengan menggunakan formulir Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang ditetapkan oleh KPK melalui aplikasi e-LHKPN pada alamat https://elhkpn.kpk.go.id
4. Dokumen pendukung yang harus dilampirkan oleh Direksi dan Pegawai Perusahaan antara lain:

a. Salinan dokumen yang menerangkan kepemilikan harta kekayaan pada lembaga keuangan yang kemudian di unggah ke dalam aplikasi e-LHKPN
b. Lembar Surat Kuasa bermeterai Rp6.000,00 wajib diisi sesuai nama dalam KTP dan ditandatangani masing-masing oleh Wajib Lapor, pasangan (istri/suami), dan seluruh anak yang ditanggung yang kemudian dicetak, ditandatangani dan dikirimkan kepada KPK dengan alamat:

Direktorat Pendaftaran dan Pemeriksaan LHKPN Gedung Merah Putih KPK Jl. Kuningan Persada Kav. 4 Setiabudi - Jakarta 12950

5. Dalam hal Wajib LHK tidak melaporkan LHK atau tidak memenuhi kewajibannya sebagaimana dimaksud dalam Peraturan ini, maka Wajib LHK dikenakan sanksi disiplin pegawai berdasarkan Peraturan yang berlaku di lingkungan PLN IP Services.

c. LHK obligatory who stops or retires from his position must report LHK no later than 3 (three) months from the end of his position
d. From time to time at the request of the KPK

2. It is mandatory for LHK to report LHK periodically every 1 (one) year for the assets acquired from January 1 to December 31, no later than March 31 of the following year to the KPK
3. Submission of LHK to the KPK is carried out using the State Officials Wealth Report (LHKPN) form determined by the KPK through the e-LHKPN application at the address https://elhkpn.kpk.go.id
4. Supporting documents that must be attached by the Board of Directors and Employees of the Company include:

a. Copy of documents explaining ownership of assets in financial institutions which are then uploaded into the e-LHKPN application
b. Power of Attorney with a stamp duty of Rp6000.00 must be filled in according to the name on the KTP and signed by the Compulsory Reporter, spouse (wife/husband), and all dependent children which are then printed, signed and sent to the KPK with address:

Directorate of LHKPN Registration and Inspection KPK Red and White Building Jl. Kuningan Persada Kav. 4 Setiabudi - Jakarta 12950

5. In the event that the LHK Compulsory does not report LHK or does not fulfill his/her obligation as referred to in this Regulation, then the LHK Compulsory is subject to employee disciplinary sanction based on the regulation in force within PLN IP Services.

PENGELOLA LHK

Direksi telah menunjuk Lead Analyst Tata Kelola Informasi Korporat sebagai Admin Pengelola LHK PT PLN Indonesia Power Services.

Tugas dan tanggung jawab dari Admin Pengelola LHK PT PLN Indonesia Power Services adalah :

1. Memfasilitasi PT PLN Indonesia Power Services dalam sosialisasi pemahaman serta teknik pelaporannya sesuai pedoman LHKPN kepada wajib LHKPN, di lingkungan PT PLN Indonesia Power Services;
2. Monitoring dan evaluasi kepatuhan wajib LHKPN di PT PLN Indonesia Power Services dalam pelaporan LHKPN.

LAPORAN LHKPN TAHUN 2024

Kegiatan pengiriman pelaporan LHKPN dilaksanakan pada tanggal 28 Mei 2024. Seluruh pejabat wajib lapor sebanyak 112 orang telah menyusun dan menyampaikan LHKPN secara tepat waktu sesuai peraturan perundang-undangan yang berlaku.

LHK MANAGER

The Board of Directors has appointed a Corporate Information Governance Lead Analyst as PT PLN Indonesia Power Services LHK Management Admin.

Duties and responsibilities of PT PLN Indonesia Power Services LHK Management Admin are:

1. Facilitating PT PLN Indonesia Power Services in socializing its understanding and reporting techniques according to LHKPN guidelines to LHKPN obligatory, within PT PLN Indonesia Power Services;
2. Monitoring and evaluation of mandatory LHKPN compliance at PT PLN Indonesia Power Services in LHKPN reporting.

LHKPN REPORT IN 2024

The submission of the LHKPN was carried out on May 28, 2024. All 112 designated reporting officials prepared and submitted their LHKPN on time, following the applicable laws and regulations.



TRANSPARANSI PRAKTIK *BAD CORPORATE GOVERNANCE*

Transparency of Bad Corporate Governance Practice

LAPORAN ATAS AKTIVITAS PERUSAHAAN YANG MENCEMARI LINGKUNGAN

Hingga akhir tahun 2024, PT PLN Indonesia Power Services tidak pernah mendapatkan adanya laporan atas aktivitas Perusahaan yang mencemari lingkungan. Perusahaan memberikan perhatian terhadap lingkungan dan telah menerapkan ISO 14001:2015 terkait Sistem Manajemen Lingkungan dan Direksi senantiasa memastikan pelaksanaan protokol peningkatan budaya dan lingkungan (K3L) pada seluruh kegiatan di lingkungan Perusahaan.

REPORT ON COMPANY ACTIVITY THAT POLLUTE THE ENVIRONMENT

Until the end of 2024, PT PLN Indonesia Power Services has never received any report on the Company's activities that pollute the environment. The Company pays attention to the environment and has implemented ISO 14001:2015 related to the Environmental Management System and the Board of Directors always ensure the implementation of culture and environment improvement (K3L) protocol in all activities within the Company.

PENGUNGKAPAN PEMENUHAN KEWAJIBAN PERPAJAKAN

PLN IP Services merupakan perusahaan yang taat terhadap peraturan penundang-undangan dan senantiasa memenuhi kewajiban pembayaran dan juga pelaporan pajak, baik pajak penghasilan, pajak badan maupun pajak-pajak lainnya. ada tahun 2024, Perusahaan telah membayar pajak sebesar Rp50,39 miliar sebagai wujud kontribusi kepada negara.

DISCLOSURE OF FULFILLMENT OF TAX OBLIGATION

The Company complies with laws and regulations and always fulfills tax payment and reporting obligations, both income tax, corporate tax and other taxes. In 2024, the Company paid Rp50.39 billion in taxes as a form of contribution to the state.

KESESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN STANDAR AKUNTANSI KEUANGAN (SAK)

Dalam penyusunan Laporan Tahunan dan Laporan Keuangan Perusahaan, informasi, analisa dan pembahasan kinerja telah mengacu pada Laporan Keuangan Perusahaan untuk tahun-tahun yang berakhir 31 Desember 2023 dan 31 Desember 2024 yang telah diaudit oleh Rintis, Jumadi, Rianto & Rekan (PwC Indonesia).

Laporan keuangan Perusahaan disusun dan disajikan sesuai Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") Ikatan Akuntan Indonesia.

CONFORMITY OF PRESENTATION OF ANNUAL REPORT AND FINANCIAL STATEMENTS WITH APPLICABLE REGULATIONS AND FINANCIAL ACCOUNTING STANDARDS (SAK)

In preparing the Company's Annual Report and Financial Statements, information, analysis and discussion of performance have referred to the Company's Financial Statements for the year ended December 31, 2023 and December 31, 2024 which have been audited by Rintis, Jumadi, Rianto & Partners (PwC Indonesia).

The Company's financial statements are prepared and presented in accordance with Indonesian Financial Accounting Standards (SAK), namely Statements of Financial Accounting Standards (PSAK), which include Statements and Interpretations issued by the Financial Accounting Standards Board ("DSAK") of the Indonesian Chartered Accountants.

KASUS TERKAIT DENGAN BURUH DAN KARYAWAN

Perusahaan tidak memiliki permasalahan baik pidana maupun perdata terkait buruh dan karyawan di sepanjang tahun 2024.

CASE RELATED TO LABOR AND EMPLOYEES

The Company has no criminal or civil problems related to employees throughout 2024.

KESESUAIAN BUKU LAPORAN TAHUNAN DAN LAPORAN TAHUNAN DIGITAL

Perusahaan senantiasa melakukan pengecekan sebelum mengunggah Laporan Tahunan untuk memastikan kesesuaian data antara Laporan Tahunan *hardcopy* dengan *softcopy*. Laporan Tahunan PLN IP Services Tahun 2024 baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web resmi Perusahaan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perusahaan.

COMPATIBILITY OF ANNUAL REPORT BOOK AND DIGITAL ANNUAL REPORT

The Company always checks before uploading the Annual Report to ensure data conformity between the hardcopy and softcopy Annual Report. PLN IP Services's 2024 Annual Report, whether submitted to shareholders, stakeholders, or uploaded to the Company's official website, is in accordance with the Annual Report book printed and published by the Company.



KEBIJAKAN PEMBERIAN KOMPENSASI JANGKA PANJANG BERBASIS KINERJA

Policy On Performance-Based Long-Term Compensation

Hingga tanggal 31 Desember 2024, PLN IP Services, yang merupakan entitas dengan kepemilikan mayoritas oleh PT Indonesia Power (99,99%) dan Yayasan Pendidikan dan Kesejahteraan Pegawai PT Indonesia Power (0,01%), belum memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja, baik dalam bentuk *Management Stock Ownership Program* (MSOP) untuk manajemen, maupun *Employee Stock Ownership Program* (ESOP) untuk karyawan.

As of December 31, 2024, PLN IP Services, an entity majority-owned by PT Indonesia Power (99.99%) and the Education and Welfare Foundation of PT Indonesia Power Employees (0.01%) has not established a performance-based long-term compensation policy. This includes the absence of a Management Stock Ownership Program (MSOP) for management and an Employee Stock Ownership Program (ESOP) for employees.

Sebagai akibat dari belum ditetapkannya kebijakan tersebut, selama tahun buku 2024 tidak terdapat implementasi program MSOP maupun ESOP. Dengan demikian, tidak tersedia informasi terkait:

As a result of the absence of such a policy, no MSOP or ESOP programs were implemented during the 2024 fiscal year. Accordingly, there is no information available regarding:

1. Jumlah saham dan/atau opsi yang dialokasikan,
2. Jangka waktu pelaksanaan program,
3. Persyaratan bagi karyawan atau manajemen yang berhak mengikuti program,
4. Harga pelaksanaan atau metode penetapan harga saham.

1. The number of shares and/or options allocated,
2. The duration of the program,
3. Requirement for employees or management to participate in the program,
4. The exercise price or the method used to determine the share price.

Ke depan, Perusahaan akan mempertimbangkan pengembangan kebijakan kompensasi jangka panjang berbasis kinerja sebagai bagian dari strategi untuk memperkuat sistem insentif yang selaras dengan pertumbuhan usaha, peningkatan daya saing, dan pencapaian kinerja berkelanjutan.

Going forward, the Company will consider developing a performance-based long-term compensation policy as part of its strategy to strengthen an incentive system aligned with business growth, enhanced competitiveness, and the achievement of sustainable performance.

Sebagai bentuk komitmen terhadap penerapan *Good Corporate Governance* (GCG), PLN IP Services akan terus mengkaji dan menyesuaikan sistem kompensasi berbasis kinerja guna memastikan keselarasan antara pemberian insentif, pencapaian kinerja, dan tujuan jangka panjang perusahaan. Upaya ini diharapkan dapat mendukung terwujudnya Perusahaan yang kompetitif dan mampu menjalankan prinsip-prinsip GCG secara konsisten dan berstandar global.

As part of its commitment to implementing Good Corporate Governance (GCG), PLN IP Services will continue to review and adjust its performance-based compensation system to ensure alignment between incentive distribution, performance outcomes, and the Company's long-term goals. This effort is expected to support the Company in becoming more competitive while consistently upholding globally recognized GCG principles.

KEBIJAKAN PENGUNGKAPAN INFORMASI MENGENAI KEPEMILIKAN SAHAM ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Policy On Disclosure Of Share Ownership By Members Of The Board Of Directors And Board Of Commissioners

Sampai dengan tanggal 31 Desember 2024, Perusahaan belum memiliki kebijakan pengungkapan informasi mengenai kepemilikan saham oleh anggota Direksi dan anggota Dewan Komisaris, baik dalam hal kepemilikan awal maupun perubahan atas kepemilikan saham pada Perusahaan.

Dengan tidak adanya kebijakan tersebut, Perusahaan belum melakukan pengungkapan informasi mengenai kepemilikan saham oleh anggota Direksi dan Dewan Komisaris dalam jangka waktu paling lambat 3 (tiga) hari kerja sejak terjadinya transaksi kepemilikan maupun perubahan kepemilikan, sebagaimana seharusnya dilakukan sesuai prinsip keterbukaan informasi.

Selain itu, tidak terdapat pelaksanaan atas kebijakan dimaksud, termasuk dalam hal dokumentasi, pelaporan, atau publikasi terkait kepemilikan saham oleh anggota organ Perusahaan sepanjang tahun buku yang berakhir pada 31 Desember 2024.

Sebagai bentuk komitmen terhadap penerapan praktik terbaik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG), Perusahaan akan melakukan kajian dan pengembangan kebijakan-kebijakan yang memperkuat transparansi dan akuntabilitas organ Perusahaan. Langkah ini diharapkan berdampak positif dalam mewujudkan Perusahaan yang mampu menerapkan prinsip-prinsip GCG secara konsisten dan berstandar global.

As of December 31, 2024, the Company has not yet established a policy for disclosing information on share ownership by members of the Board of Directors and the Board of Commissioners, including initial ownership and any subsequent changes in shareholding within the Company.

In the absence of such a policy, the Company has not disclosed information regarding share ownership or changes in ownership by members of the Board of Directors and Board of Commissioners within the required period of no later than three (3) business days following the transaction, as should be done by the principles of information transparency.

Additionally, there has been no implementation of this policy, including documentation, reporting, or publication related to share ownership by members of the Company's governing bodies throughout the fiscal year ending December 31, 2024.

As part of its commitment to adopting best practices in Good Corporate Governance (GCG), the Company will review and develop policies that enhance the transparency and accountability of its governing bodies. This effort is expected to have a positive impact on establishing the Company as an organization that consistently applies GCG principles following global standards.

SISTEM PELAPORAN PELANGGARAN
Whistleblowing System

PT PLN Indonesia Power Services memiliki *Whistleblowing System* (WBS) merupakan salah satu bentuk komitmen Perusahaan dalam mendukung penerapan GCG yang baik dan praktik bisnis yang berintegritas. Sistem pelaporan pelanggaran diterapkan oleh PLN IP Services dengan komitmen dari Dewan Komisaris, Direksi dan seluruh pegawai dalam rangka mewujudkan visi Perusahaan.

WBS disediakan oleh Perusahaan sebagai saluran komunikasi yang memfasilitasi *whistleblower*/pelapor untuk melaporkan kejadian atau dugaan terkait dengan tindakan *fraud*, pelanggar kebijakan, penyuapan/pinjam-meminjam uang dengan *customer*, pelecehan seksual, pencurian/ penggelapan, kecurangan laporan keuangan, aktivitas ilegal dan pelanggaran kode etik lainnya yang melibatkan karyawan Perusahaan dan/atau dengan pihak-pihak terkait yang terjaga kerahasiaan identitas pelapornya.

Whistleblowing System berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan dalam Perusahaan sekaligus bentuk peningkatan perlindungan *stakeholders* dalam rangka menjamin hak-hak nya dalam berhubungan dengan Perusahaan .

DASAR HUKUM

1. Undang-Undang Republik Indonesia Nomor 8 Tahun 1999 tentang Perlindungan Konsumen;
2. Peraturan Pemerintah Republik Indonesia Nomor 71 Tahun 2000 tentang Tata Cara Pelaksanaan Peran Serta Masyarakat dan Pemberian Penghargaan dalam Pencegahan dan Pemberantasan Tindak Pidana Korupsi;
3. Peraturan Menteri Negara BUMN : PER-01/ MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara (BUMN);
4. Pedoman Sistem Pengaduan Pelanggaran Tahun 2008 oleh Komite Nasional Kebijakan *Governance* (KNKG);

PT PLN Indonesia Power Services has a Whistleblowing System (WBS) which is a form of the Company's commitment to supporting the implementation of GCG and business practices with integrity. The violation reporting system is implemented by PLN IP Services with commitment from the Board of Commissioners, Board of Directors and all employees in order to realize the Company's vision.

The WBS is provided by the Company as a communication channel that facilitate whistleblower/reporter to report incident or allegation related to acts of fraud, policy violation, bribery/borrowing money with customer, sexual harassment, theft/embezzlement, fraudulent financial statements, illegal activities and other violations of code of conduct involving Company employees and/or with related parties whose identity of the whistleblower is kept confidential.

The Whistleblowing System function as a means of prevention, disclosure of violation or acts of fraud within the Company as well as a form of increasing the protection of stakeholders in order to guarantee their rights in dealing with the Company.

LEGAL BASIS

1. Law of the Republic of Indonesia Number 8 of 1999 on Consumer Protection;
2. Government Regulation of the Republic of Indonesia Number 71 of 2000 on Procedures for Implementing Community Participation and Giving Award in the Prevention and Eradication of Criminal Acts of Corruption;
3. Regulation of the Minister of State Owned Enterprises: PER-01/MBU/2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises (BUMN);
4. Guidelines for the 2008 Violation Complaint System by the National Committee on Governance Policy (KNKG);

5. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
6. Keputusan Bersama Direksi dan Dewan Komisaris Nomor: 079.K/CDB/XII/2019 dan Nomor : 004.K/DEKOM-CDB/2019 tentang Pedoman Pengelolaan Pengaduan Pelanggaran (*Whistleblowing*) PT PLN Indonesia Power Services;
7. Keputusan Bersama Komisaris dan Direksi No.004.K/DEKOM-CDB/XII/2015 dan No.036.K/ CDB/XII/2015 tentang Pedoman penerimaan, pemberian hadian/ cinderamata & hiburan (*entertainment*) di lingkungan PT PLN Indonesia Power Services;
8. Keputusan Bersama Direksi PT PLN Indonesia Power Services Nomor 014.K/CDB/III/2019 tentang Pedoman Budaya Perusahaan PT PLN Indonesia Power Services;
9. Keputusan Bersama Direksi dan Komisaris PT PLN Indonesia Power Services Nomor: 082.2.K/CDB/XI/2020 tentang Pedoman Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) di Lingkungan PT Cogindo DayaBersama;
10. Keputusan Direksi PT PLN Indonesia Power ServicesNomor: 074.K/CDB/XI/2019 tentang Pedoman Disiplin Pegawai PT PLN Indonesia Power Services.

PEDOMAN SISTEM PELAPORAN PELANGGARAN

Bentuk komitmen Perusahaan dalam implementasi GCG antara lain adalah memperhatikan kepentingan setiap stakeholders berdasarkan asas kewajaran dan kesetaraan sesuai prinsip GCG. Pengaduan pelanggaran harus diselesaikan secepatnya sesuai mekanisme untuk menghindari perselisihan yang berlarut-larut. Oleh karena itu Perusahaan telah menetapkan dan mengesahkan Pedoman Pengelolaan Pengaduan Pelanggaran dalam Surat Keputusan Bersama Direksi dan Dewan Komisaris dengan Nomor 079.K/CDB/ XII/2019 dan Nomor 004.K/DEKOM-CDB/2019 tentang Pedoman Pengelolaan Pengaduan Pelanggaran PT PLN Indonesia Power Services pada tanggal 9 Desember 2019 yang telah diperbarui dalam Surat Edaran Direksi No. 021/ED/CDB/XI/2021 tanggal 18 November 2021 tentang Tata Cara Penanganan Pelaporan Pengaduan Pelanggaran.

Sistematika dari isi pedoman antara lain menjelaskan:

1. Pendahuluan
2. Ketentuan umum Penanganan Pengaduan Pelanggaran

5. PT PLN Indonesia Power Services's Articles of Association and their amendment;
6. Joint Decree of the Board of Directors and Board of Commissioners Number: 079.K/CDB/XII/2019 and Number: 004.K/DEKOM-CDB/2019 on Guidelines for Whistle Blowing Management of PT PLN Indonesia Power Services;
7. Joint Decree of Board of Commissioners and Board of Directors No.004.K/DEKOM-CDB/XII/2015 and No.036.K/CDB/XII/2015 on Guidelines for receiving, giving gift/souvenir & entertainment within PT PLN Indonesia Power Services;
8. Joint Decree of the Board of Directors of PT PLN Indonesia Power Services Number 014.K/CDB/III/2019 on PT PLN Indonesia Power Services Corporate Culture Guidelines;
9. Joint Decree of the Board of Directors and Board of Commissioners of PT PLN Indonesia Power Services Number: 082.2.K/CDB/XI/2020 on Guidelines for Good Corporate Governance within PT Cogindo DayaBersama;
10. Decree of the Board of Directors of PT PLN Indonesia Power Services Number: 074.K/CDB/XI/2019 on Guidelines for Employee Discipline of PT PLN Indonesia Power Services.

VIOLATION REPORTING SYSTEM GUIDELINE

The form of the Company's commitment to implementing GCG includes paying attention to the interest of each stakeholder based on the principles of fairness and equality in accordance with GCG principles. Violation complaint must be resolved as soon as possible according to the mechanism to avoid protracted dispute. Therefore the Company has established and ratified the Guidelines for Management of Complaints of Violation in the Joint Decree of the Board of Directors and the Board of Commissioners Number 079.K/CDB/XII/2019 and Number 004.K/DEKOM-CDB/2019 on Guidelines for Management of Violation Complaint of PT PLN Indonesia Power Services on December 9, 2019 which has been updated in the Circular Letter of the Board of Directors No. 021/ED/CDB/XI/2021 dated November 18, 2021 on Procedures for Handling Report of Violation Complaint.

Systematic of the content of the guideline include explaining:

1. Introduction
2. General Provision for Handling Violation Complaint

3. Pengelolaan Pengaduan Pelanggaran.
4. Perlindungan, Apresiasi dan Sanksi.
5. Penutup.
6. Lampiran

Kebijakan Pengelolaan Pengaduan Pelanggaran ini diberlakukan bagi pihak internal maupun eksternal PLN IP Services dengan ketentuan sebagai berikut:

a. Pelapor pelanggaran yang dapat dilakukan oleh Dewan Komisaris, Organ Penunjang Dewan Komisaris, Direksi, dan seluruh Pegawai di lingkungan PLN IP Services maupun *stakeholders* lainnya dalam menjalankan hubungan kerja sesuai dengan standar etika yang berlaku di PT PLN Indonesia Power Services.
b. Oknum pelaku pelanggaran yang diduga dilakukan oleh anggota Dewan Komisaris, Organ Penunjang Dewan Komisaris, Direksi, dan seluruh Pegawai di lingkungan PLN IP Services.

PUBLIKASI DAN SOSIALISASI WBS

Perusahaan mempublikasikan pedoman kebijakan Pengaduan Pelanggaran serta mensosialisasikannya dalam Bahasa Indonesia dan Bahasa Inggris kepada seluruh Insan PLN IP Services maupun *Stakeholders* melalui berbagai media Perusahaan, antara lain:

1. Mendistribusikan dokumen kebijakan/pedoman kepada masing-masing pegawai;
2. *Website* Perusahaan sehingga mudah diakses siapa saja, dimana saja dan kapan saja;
3. Forum internal Pegawai, workshop, intranet, brosur, banner, maupun Laporan Tahunan.

Selain itu sosialisasi WBS di lingkungan PLN IP Services dilakukan secara berkesinambungan antara lain melalui media sosial yang dimiliki oleh Perusahaan dan pelaksanaan Quiz sebagai bentuk internalisasi kepada pegawai Perusahaan setiap bulan, untuk memberi pemahaman atas kebijakan WBS kepada seluruh Insan PLN IP Services sehingga diharapkan penerapannya akan lebih efektif di kemudian hari.

3. Management of Violation Complaint.
4. Protection, Appreciation and Sanction.
5. Closing
6. Appendix

This Violation Complaint Management Policy applies to internal and external parties of PLN IP Services with the following conditions:

a. Reporting violation that can be carried out by the Board of Commissioners, Supporting Organs of the Board of Commissioners, Board of Directors, and all employees within PT PLN IP Services and other stakeholders in carrying out work relationship in accordance with the ethical standard that apply at PT PLN Indonesia Power Services
b. The perpetrator of the violation allegedly committed by members of the Board of Commissioners, Supporting Organs of the Board of Commissioners, Board of Directors, and all employees within PLN IP Services.

PUBLICATION AND SOCIALIZATION OF THE WBS

The Company publish the Violation Complaint policy guideline and socialize them in Indonesian and English to all PLN IP Services Employees and stakeholders through various Company media, including:

1. Distribute policy/guideline document to each employee;
2. Company website so that it can be easily accessed by anyone, anywhere and anytime;
3. Internal employee forum, workshop, intranet, brochure, banner, and annual report.

In addition, WBS socialization within PLN IP Services is carried out continuously, including through social media owned by the Company and the implementation of Quiz as a form of internalization for Company employees every month, to provide an understanding of WBS policies to all PLN IP Services Employees so that it is hoped that their implementation will be more effective in the future.

SOSIALISASI SISTEM PELAPORAN PELANGGARAN
Whistleblowing System Socialization

No	Tanggal Date	Topik Topic	Deskripsi Decsription
1	3 Januari 2024 January 3, 2024	GCG, Gratifikasi, WBS GCG, Gratuities, WBS	Sosialisasi melalui WhatsApp Group COIN & email korporat Socialization through the COIN WhatsApp Group and corporate email
2	10 Januari 2024 January 10, 2024	GCG, Gratifikasi, WBS GCG, Gratuities, WBS	Sosialisasi melalui WhatsApp Group COIN & email korporat Socialization through the COIN WhatsApp Group and corporate email
3	24 Januari 2024 January 24, 2024	GCG, Gratifikasi, WBS GCG, Gratuities, WBS	Sosialisasi melalui WhatsApp Group COIN & email korporat Socialization through the COIN WhatsApp Group and corporate email
4	2 Juli 2024 July 2, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
5	9 Juli 2024 July 9, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
6	16 Juli 2024 July 16, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
7	23 Juli 2024 July 23, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
8	30 Juli 2024 July 30, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
9	5 November 2024 November 5, 2024	Gratifikasi, COI, WBS Gratuities, COI, WBS	Sosialisasi rutin via WhatsApp Group & email Regular socialization via WhatsApp Group & email
10	12 November 2024 November 12, 2024	Gratifikasi, COI, WBS Gratuities, COI, WBS	Sosialisasi rutin via WhatsApp Group & email Regular socialization via WhatsApp Group & email
11	19 November 2024 November 19, 2024	Gratifikasi, COI, WBS Gratuities, COI, WBS	Sosialisasi rutin via WhatsApp Group & email Regular socialization via WhatsApp Group & email
12	26 November 2024 November 26, 2024	Gratifikasi, COI, WBS Gratuities, COI, WBS	Sosialisasi rutin via WhatsApp Group & email Regular socialization via WhatsApp Group & email

CARA PENYAMPAIAN LAPORAN PELANGGARAN
Method Of Reporting Violation

Mekanisme Penyampaian Laporan Pelanggaran

1. Perusahaan wajib menerima Pengaduan Pelanggaran dari pihak internal maupun eksternal.
2. Perusahaan wajib menindaklanjuti Pengaduan Pelanggaran dari Pelapor yang mencantumkan identitas maupun tanpa identitas (anonim) yang disertai dengan Bukti Pendukung atas laporan pelanggaran yang disampaikan.
3. Perusahaan memiliki beberapa media untuk menyampaikan Pengaduan jika seseorang mengetahui adanya pelanggaran terhadap kebijakan manajemen atau perilaku yang ia anggap sebagai perilaku yang dapat dilaporkan, yaitu sebagai berikut:
   a. Pegawai/pihak Eksternal dapat menyampaikan pengaduan kepada Direksi dan atau Fungsi Kepatuhan Perusahaan.

Mechanism for Submission of Violation Report

1. The Company is required to receive Whistleblowing Complaint from internal and external parties.
2. The Company is required to follow up on Violation Complaint from Whistleblower who include identity or without identity (anonymous) accompanied by Supporting Evidence for the violation report submitted.
3. The Company has several media to submit Complaint if someone knows there is a violation of management policies or behavior that he/she considers as behavior that can be reported, namely as follows:

a. Employees/external parties can submit complaint to the Board of Directors and/or the Compliance Function of the Company.

- Surat resmi yang ditujukan kepada Dewan Komisaris/ Direksi/ Fungsi Kepatuhan ke alamat kantor Pusat : U.p Tim Pengelola Pengaduan Pelanggaran, Jl. Pasar Minggu Kav. 190, Jakarta Selatan 12510

- Melalui *email* Perusahaan: wbs@plnipservices.co.id
- Telepon: +62 21 521 4515
- *Website* : http://www.plnipservices.co.id

b. Apabila terlapor adalah pegawai (Eksekutif, Supervisor, dan Pelaksana) disampaikan melalui:
   - Direksi PLN IP Services
   - Fungsi kepatuhan PLN IP Services
   - *Email* Perusahaan: wbs@plnipservices.co.id
   - Surat resmi yang ditujukan kepada Direksi/ Fungsi Kepatuhan, dengan cara diantar langsung atau melalui pos ke kantor pusat sesuai alamat diatas.
c. Apabila terlapor adalah oknum Direksi, Dewan Komisaris dan Organ Penunjang Dewan Komisaris, dapat disampaikan langsung kepada Dewan Komisaris melalui:
   - Fungsi Kepatuhan PLN IP Services
   - *Email* Perusahaan; wbs@plnipservices.co.id
   - Menyampaikan surat resmi yang ditujukan kepada Dewan Komisaris, dengan cara diantar langsung, atau melalui pos ke Perusahaan sesuai alamat diatas.
d. Pegawai/Eksternal dapat menyampaikan pengaduan melalui Media komunikasi yang disediakan oleh Perusahaan yang dikelola oleh seorang Admin dari Fungsi Kepatuhan Perusahaan.
e. Setelah Pengaduan diterima, maka pengaduan tersebut wajib diteruskan kepada Fungsi kepatuhan sesuai dengan ketentuan mengenai kerahasiaan yang ditetapkan dalam Kebijakan ini.

Informasi yang diberikan Pelapor akan ditindaklanjuti dengan mudah jika memenuhi unsur 5W1H yaitu meliputi:

- Official letter addressed to the Board of Commissioners/ Board of Directors/ Compliance Function to the address of the Head office: U.p Tim Pengelola Pengaduan Pelanggaran Jl. Pasar Minggu Kav. 190, Jakarta Selatan 12510
- Via corporate email: wbs@plnipservices.co.id
- Telephone: +62 21 521 4515
- Website : http://www.plnipservices.co.id

b. If the reported party is an employee (Executive, Supervisor, and Executor) it is submitted via:
   - Board of Directors of PLN IP Services
   - Compliance function of PLN IP Services
   - Company Email: wbs@plnipservices.co.id
   - Official letter addressed to the Board of Directors/Compliance Function, by direct delivery or by post to the head office according to the address above
c. If the reported person is a member of the Board of Directors, Board of Commissioners and Supporting Organs of the Board of Commissioners, it can be submitted directly to the Board of Commissioners via:
   - Compliance function ofPLN IP Services
   - Company Email; wbs@plnipservices.co.id
   - Deliver official letters addressed to the Board of Commissioners, by direct delivery, or by post to the Company according to the address above.
d. Employees/Externals can submit complaints through the communication media provided by the Company which is managed by an Admin from the Company Compliance Function.
e. After the complaint is received, the complaint must be forwarded to the compliance function in accordance with the provisions regarding confidentiality set out in this Policy.

Information provided by the reporter will be addressed promptly if it includes the 5W1H elements, which are:

1. *WHAT*
   Pelanggaran yang terjadi
2. *WHEN*
   Kapan Pelanggaran tersebut dilakukan
3. *WHERE*
   Tempat Pelanggaran tersebut dilakukan
4. *WHO*
   Siapa yang melakukan atau terlibat dalam pelanggaran tersebut
5. *WHY*
   Mengapa Pelanggaran tersebut terjadi
6. *HOW*
   Bagaimana Pelanggaran tersebut dilakukan (modus, cara, dsb)

Atas penyampaian laporan, Direksi akan menindaklanjuti dengan upaya investigasi untuk mendapatkan kebenaran atas laporan tersebut dan selanjutnya laporan akan dilengkapi dengan bukti-bukti yang diperlukan untuk proses lebih lanjut.

1. WHAT
   The violation that occurred
2. WHEN
   The time the violation took place
3. WHERE
   The location where the violation happened
4. WHO
   The person(s) involved or responsible for the violation
5. WHY
   The reason the violation occurred
6. HOW
   The method or manner in which the violation was carried out

Upon receiving the report, the Board of Directors will follow up with an investigation to verify the accuracy of the report. The report will then be supplemented with the necessary evidence for further action.

PERLINDUNGAN BAGI PELAPOR
Protection For Whistleblower

1. Perusahaan berkewajiban untuk melindungi Pelapor.
2. Perlindungan Pelapor memiliki manfaat atas kepastian perlakuan terhadap pelapor serta jaminan atas kerahasiaan Pelapor sehingga mendorong keberanian melaporkan Pelanggaran.
3. Pelapor dapat mengadukan apabila mendapatkan balasan berupa tekanan atau ancaman atau tindakan balasan lain yang dialaminya. Pengaduan harus disampaikan kepada Tim Pengelola Pengaduan Pelanggaran melalui mekanisme yang telah ditetapkan. Dalam hal masalah ini tidak dapat dipecahkan secara internal, Pelapor dijamin haknya untuk membawa ke lembaga independen di luar Perusahaan seperti misalnya mediator, lembaga perlindungan saksi dan korban atas biaya Perusahaan.
4. Perusahaan memberikan perlindungan kepada Pelapor meliputi: pemecatan yang tidak adil, penurunan jabatan atau pangkat, pelecehan atau diskriminasi dalam segala bentuknya serta catatan yang merugikan dalam file data pribadinya (*personal file record*).
5. Perusahaan memberikan jaminan kerahasiaan identitas Terlapor sampai berubah pada status terperiksa.

1. The Company is obliged to protect the Whistleblower.
2. Whistleblower Protection has the benefit of ensuring the treatment of the complainant and guaranteeing the confidentiality of the whistleblower so that it encourages the courage to report violation.
3. Whistleblower can complain if they receive a response in the form of pressure or threat or other retaliatory action they experience. Complaint must be submitted to the Whistleblowing Management Team through a predetermined mechanism. In the event that this problem cannot be resolved internally, the Whistleblower is guaranteed the right to bring it to independent institution outside the Company such as mediator, witness and victim protection agencies at the expense of the Company.
4. The Company provides protection to the Whistleblower including: unfair dismissal, demotion or promotion, harassment or discrimination in all its forms and detrimental records in the personal data file (personal file record).
5. The Company guarantees the confidentiality of the Reported Party's identity until it changes to examiner status.

PENANGANAN PENGADUAN
Complaint Handling

JENIS PENGADUAN

Insan PLN IP Services diwajibkan untuk melaporkan terjadi aktivitas dengan indikasi terdapat pelanggaran terhadap kebijakan Perusahaan. Perilaku yang dapat dilaporkan antara lain:

1. Tidak jujur, curang atau korup, termasuk suap atau kegiatan lainnya;
2. Adalah aktivitas ilegal (seperti pencurian, penjualan atau penggunaan obat-obatan, kekerasan, pelecehan atau intimidasi, kerusakan pidana pada properti atau pelanggaran hukum negara bagian atau federal lainnya);
3. Tidak etis atau melanggar kebijakan Perusahaan (seperti mengubah catatan atau data Perusahaan secara tidak jujur, mengadopsi praktik akuntansi yang dipertanyakan atau dengan sengaja melanggar pedoman etika Perusahaan atau kebijakan atau prosedur lain);
4. Berpotensi merugikan atau membahayakan Perusahaan, karyawan Perusahaan atau pihak ketiga, seperti praktik kerja yang tidak aman, kerusakan lingkungan, risiko kesehatan, atau penyalahgunaan properti atau sumber daya Perusahaan;
5. Sama dengan penyalahgunaan wewenang;
6. Dapat menyebabkan kerugian finansial bagi Perusahaan atau merusak reputasinya atau sebaliknya merugikan kepentingan Perusahaan;
7. Melibatkan pelecehan, diskriminasi, viktimisasi, atau intimidasi; atau
8. Melibatkan segala bentuk ketidakwajaran yang serius lainnya.

COMPLAINT TYPE

PLN IP Services Employees required to report activity with indication of violation of Company policy. Reportable behavior includes:

1. Dishonest, fraudulent or corrupt, including bribery or other activities;
2. Is an illegal activity (such as theft, sale or use of drugs, violence, harassment or intimidation, criminal damage to property or violation of other state or federal laws);
3. Unethical or violating Company policy (such as dishonestly altering Company records or data, adopting questionable accounting practices or knowingly violating Company ethics guidelines or other policies or procedures);
4. Potential harm or harm to the Company, Company employees or third parties, such as unsafe work practices, environmental damage, health risk, or misuse of Company property or resources;
5. Same with abuse of authority;
6. Can cause financial loss to the Company or damage its reputation or otherwise harm the interest of the Company;
7. Involves harassment, discrimination, victimization, or intimidation; or
8. Involves any other serious form of impropriety.

SANKSI

Pemberian sanksi kepada karyawan yang melakukan pelanggaran serta pemberian apresiasi bagi pelapor merupakan bentuk dukungan atas penerapan sistem pelaporan pelanggaran di Perusahaan. Pemberian sanksi maupun apresiasi dilakukan sesuai dengan peraturan perundang-undangan dan peraturan disiplin pegawai yang telah ditetapkan antara lain berupa teguran lisan, teguran tertulis, penurunan jabatan hingga pemberhentian kerja.

SANCTIONS

Giving sanction to employees who commit violation and giving appreciation to whistleblower is a form of support for the implementation of whistleblowing system in the Company. Sanction and appreciation is fulfilled in accordance with laws and regulations and employee disciplinary regulation that have been stipulated, including verbal warning, written reprimand, demotion to termination of employment.

TINDAK LANJUT PELAPORAN

1. Tim Pengelola Pengaduan Pelanggaran wajib melakukan verifikasi atas laporan yang masuk dalam waktu 30 (tiga puluh) hari kerja kepada Pelapor ataupun pihak-pihak terkait. Admin dapat meminta Pelapor untuk bekerjasama memberikan informasi melalui Form Pengaduan WBS (Lampiran I) dan Pelapor dapat memberikan informasi tambahan, jika ada. Kegiatan Verifikasi Pengaduan dapat diperpanjang paling lama 30 (tiga puluh) hari kerja berikutnya. Hasil Verifikasi dimuat dalam Berita Acara Hasil Verifikasi dan dilaporkan kepada Direksi.
2. Direksi dan Dewan Komisaris mempelajari laporan dan kesimpulan dari Tim Pengelola Pengaduan Pelanggaran beserta bukti awal yang ada, dan kemudian menetapkan, apakah Pengaduan perlu ditindaklanjuti ke tahap Investigasi atau tidak (ditutup).
3. Berita Acara Hasil Verifikasi yang akan diproses ke tahap Investigasi disampaikan / diteruskan oleh Direksi kepada Tim Investigasi.
4. Terkait Pengaduan Pelanggaran yang melibatkan oknum Pegawai maka Tim Investigasi akan ditetapkan lebih lanjut dalam Keputusan Direksi.
5. Terkait pengaduan pelanggaran yang melibatkan oknum Direksi, Dewan Komisaris, dan Organ Penunjang Dewan Komisaris, maka Tim Investigasi akan ditetapkan lebih lanjut dalam Keputusan Dewan Komisaris.
6. Tim Investigasi melakukan proses Investigasi atas Pengaduan yang diterima dalam waktu 30 (tiga puluh) hari kerja. Bila dipandang perlu, masa kerja ini dapat diperpanjang paling lama untuk 30 (tiga puluh) hari kerja berikutnya. Hasil Investigasi dimuat dalam Berita Acara Hasil Investigasi dan dilaporkan kepada Direksi maupun Dewan Komisaris sesuai dengan jalur dan level pelaku Pelanggaran.
7. Direksi dan Dewan Komisaris mempelajari laporan dan kesimpulan dari Tim Investigasi jalur terkait, dan kemudian memberikan keputusan kepada Tim Pengelola Pengaduan Pelanggaran jalur terkait, apakah Pengaduan perlu ditindaklanjuti atau tidak (ditutup).
8. Apabila Tim Pengelola Pengaduan Pelanggaran jalur terkait setelah mendapatkan keputusan dari Direksi dan/atau Dewan Komisaris menyatakan terbukti

REPORTING FOLLOW UP

1. The Whistleblowing Management Team is required to verify the incoming report within 30 (thirty) working days to the Reporting Party or related parties. Admin can ask the Rapporteur to cooperate in providing information through the WBS Complaint Form (Attachment I) and the Whistleblower can provide additional information, if any. Complaint Verification activity can be extended for maximum of the next 30 (thirty) working days. Verification result contained in the Minutes of Verification Result and reported to the Board of Directors.
2. The Board of Directors and Board of Commissioners study the report and conclusion of the Whistleblowing Management Team along with the initial available evidence, and then determine whether the Complaint needs to be followed up to the Investigation stage or not (closed).
3. Minutes of Verification Result which will be processed to the Investigation stage are submitted/forwarded by the Board of Directors to the Investigation Team.
4. Regarding Complaint of Violation involving unscrupulous Employees, the Investigation Team will be further determined in Decree of the Board of Directors.
5. Regarding complaint of violation involving individual members of the Board of Directors, Board of Commissioners and Supporting Organs of the Board of Commissioners, the Investigation Team will be further determined in Decision of the Board of Commissioners.
6. The Investigation Team conduct an Investigation process on Complaint received within 30 (thirty) working days. If deemed necessary, this working period can be extended for a maximum of the next 30 (thirty) working days. Investigation result contained in the Minutes of Investigation Result and reported to the Board of Directors and the Board of Commissioners according to the path and level of the perpetrator of the Violation.
7. The Board of Directors and the Board of Commissioners study the report and conclusion of the Investigation Team in the related line, and then make decision to the Violation Complaint Management Team in the related line, whether the Complaint needs to be followed up or not (closed).
8. If the Whistleblowing Management Team for Complaint of Violation related channels after obtaining decision from the Board of Directors and/

adanya Pelanggaran oleh Terlapor maka Direksi dan/atau Dewan Komisaris harus menindaklanjuti sesuai dengan peraturan dan hukum yang berlaku.

or Board of Commissioners state that there has been evidence of a violation by the Reported Party, the Board of Directors and/or Board of Commissioners must follow up in accordance with applicable laws and regulations.

9. Hasil Investigasi terbukti adanya pelanggaran disiplin oleh Pegawai maka ditindaklanjuti melalui sidang disiplin oleh Komite Pemeriksa Pelanggaran Disiplin Pegawai (KP2DP) sesuai ketentuan yang berlaku di Perusahaan.

9. Investigation result proved that there was a disciplinary violation by the employee, so it was followed up through a disciplinary hearing by the Committee to Examine Employee Discipline Violations (KP2DP) according to the provisions in force in the Company.

10. Hasil Investigasi terbukti adanya pelanggaran oleh Pegawai, oknum Direksi, Dewan Komisaris dan Organ Penunjang Dewan Komisaris yang mengarah ke tindak pidana, maka akan ditindaklanjuti dengan proses hukum yang berlaku kepada lembaga penegak hukum dengan Direksi sebagai pejabat penyerah perkara.

10. Investigation result shows that there have been violation by employees, members of the Board of Directors, Board of Commissioners and Supporting Organs of the Board of Commissioners that lead to criminal acts, then this will be followed up with legal process that apply to law enforcement agencies with the Board of Directors as the official who submit the case.

11. Hasil Investigasi menunjukkan tidak terbukti adanya Pelanggaran oleh Terlapor, maka Terlapor dinyatakan tidak bersalah.

11. Investigation result shows that there is no evidence of any violation by the Reported Party, so the Reported Party was declared innocent.

PIHAK YANG MENGELOLA PENGADUAN
Party Responsible For Handling Complaints

1. Fungsi Kepatuhan bertanggung jawab dalam melakukan pengelolaan pengaduan pelanggaran.
2. Direksi membentuk Tim Pengelola Pengaduan Pelanggaran yang telah ditetapkan dalam Surat Keputusan Direksi Nomor 080.K/CDB/XII/2019 Tentang Susunan Tim Pengelola Pengaduan Pelanggaran (*Whistleblowing*) PT PLN Indonesia Power Services tanggal 9 Desember 2019.

1. The Compliance Function is responsible for managing complaint of violation.
2. The Board of Directors formed a Whistleblowing Management Team as stipulated in the Decree of the Board of Directors Number 080.K/CDB/XII/2019 on the Composition of PT PLN Indonesia Power Services Whistleblowing Management Team December 9, 2019.

TIM PENGELOLA PENGADUAN PELANGGARAN

VIOLATION COMPLAINT MANAGEMENT TEAM

1. Tim Pengelola WBS untuk tingkat terduga pelaku pelanggaran : Pegawai Jenjang Eksekutif
   WBS Management Team for the level of suspected perpetrator of violation: Executive level staff

Ketua Head	:	Direktur Utama President Director
Anggota Member	:	Direktur SDM Director of Human Capital
	:	Direktur Keuangan Director of Finance
	:	Direktur Bisnis Director of Business
	:	Direktur Operasi Director of Operations
Admin Pengaduan Complaint Admin	:	*Lead Analyst* Tata Kelola dan Informasi Korporat Lead Analyst of Corporate Governance and Information

2. Tim Pengelola WBS untuk tingkat terduga pelaku pelanggaran : Pegawai Jenjang Supervisor dan Pelaksana
WBS Management Team for the level of suspected perpetrator of violation: Supervisor and Implementer level staff

Ketua Head	:	Kepala Satuan Audit Internal Internal Head of Internal Audit Unit
Anggota Member	:	*Lead Analyst* Hukum Bisnis dan Korporat Lead Analyst of Business and Corporate Law
	:	*Manager* Organisasi, Perencanaan & Talenta Organization, Planning and Talent Manager
	:	*Manager Human Capital Management* Human Capital Management Manager
	:	Sekretaris Perusahaan Corporate Secretary
Admin Pengaduan Complaint Admin	:	*Lead Analyst* Tata Kelola dan Informasi Korporat Lead Analyst of Corporate Governance and Information

3. Tim Pengelola WBS untuk tingkat terduga adalah oknum Direksi, Dewan Komisaris dan Organ Penunjang Dewan Komisaris, dibentuk dan ditetapkan oleh Dewan Komisaris yang terdiri dari perwakilan Komite audit dan pihak lain yang diperlukan sesuai dengan kompetensi dan keahliannya.

3. WBS Management Team for the unexpected level are members of the Board of Directors, Board of Commissioners and Supporting Organs of the Board of Commissioners, formed and determined by the Board of Commissioners consisting of representatives of the audit Committee and other parties as needed according to their competence and expertise.

3. Tim Pengelola WBS untuk tingkat terduga pelaku pelanggaran : Pegawai Jenjang Supervisor dan Pelaksana
WBS Management Team for the level of suspected perpetrator of violation: Supervisor and Implementer level staff

Ketua Head	:	Kepala Satuan Audit Internal Head of Internal Audit Unit
Anggota Member	:	Lead Analyst Hukum Bisnis dan Korporat Lead Analyst of Business and Corporate Law
	:	Lead Auditor Teknik Lead Technical Auditor
	:	Anggota tambahan yang ditunjuk Direksi Additional members appointed by the Board of Directors

TUGAS TIM PENGELOLA PENGADUAN PELANGGARAN

1. Tim Pengelola Pengaduan Pelanggaran menerima laporan pengaduan pelanggaran yang disampaikan oleh Admin Pengaduan.
2. Tim Pengelola Pengaduan Pelanggaran melakukan verifikasi yang merupakan kegiatan untuk mencari kebenaran awal terhadap adanya indikasi pelanggaran dari bukti pendukung serta dokumen yang disampaikan dan dokumen lain yang berkaitan dengan Pengaduan Pelanggaran yang disampaikan.
3. Tim Pengelola Pengaduan Pelanggaran pemanggilan/melakukan klarifikasi kepada Terlapor atas Dugaan Pelanggaran yang masuk untuk

DUTIES OF THE WHISTLEBLOWING MANAGEMENT TEAM

1. The Whistleblowing Management Team receive report of complaint of violation submitted by Complaint Admin.
2. The Whistleblowing Management Team conduct verification which is an activity to seek the initial truth of indication of violation from supporting evidence and submitted document and other documents related to the submitted Violation Complaint.
3. The Whistleblowing Management Team summon/ clarify the Reported Party regarding the Alleged Violation entered to ensure the principle of the

menjamin azas praduga tidak bersalah pihak Terlapor dan melakukan klarifikasi kepada Pelapor (jika Pelapor bersedia diungkap identitasnya) untuk memastikan terbukti atau tidaknya dugaan pelanggaran tersebut.

4. Tim Pengelola Pengaduan Pelanggaran dengan bukti pendukung/dokumen awal yang masuk dan hasil klarifikasi dengan Terlapor membuat laporan verfikasi dalam waktu 30 (tiga puluh) hari kerja dan dapat diperpanjang paling lama 30 (tiga puluh) hari kerja berikutnya yang dituangkan dalam Berita Acara Hasil Verifikasi dan disampaikan kepada Direksi.
5. Tim Pengelola Pengaduan Pelanggaran melakukan pemantauan tindak lanjut Pengaduan Pelanggaran
6. Tim Pengelola Pengaduan Pelanggaran menyampaikan laporan secara berkala Pengaduan Pelanggaran yang masuk, yang diinvestigasi, dan yang telah dianggap selesai kepada Direksi.

TUGAS TIM INVESTIGASI PENGADUAN PELANGGARAN

1. Tim Investigasi Pengaduan Pelanggaran menerima tugas dari Direksi atas Pengaduan Pelanggaran berdasarkan Berkas/Dokumen dan Berita Acara yang dibuat oieh Tim Pengelola Pengaduan Pelanggaran untuk melakukan investigasi yaitu merupakan serangkaian kegiatan untuk membuktikan dan mendapatkan kepastian adanya hubungan antara terduga pelaku Pelanggaran dengan tindakan yang dilakukannya adalah benar telah melanggar hukum dan kebijakan dan standar yang ditetapkan oleh PT PLN Indonesia Power Services atas kasus dugaan pelanggaran tersebut.
2. Tim Investigasi melakukan proses Investigasi atas Pengaduan yang diterima dalam waktu 30 (tiga puluh) hari kerja. Bila dipandang perlu, masa kerja ini dapat diperpanjang paling lama untuk 30 (tiga puluh) hari kerja berikutnya.
3. Tim Investigasi melakukan investigasi yang diperlukan untuk melihat kasus pelanggaran tersebut serta dampaknya baik secara materiil atau non materiil terhadap Perusahaan, jika diperlukan memanggil Terlapor dan Pihak-pihak lainnya yang terkait dalam dugaan pelanggaran tersebut.

presumption of innocence of the Reported party and clarify with the Whistleblower (if the Whistleblower is willing to reveal his/her identity) to ensure whether or not the alleged violation is proven.

4. The Whistleblowing Management Team with supporting evidence/initial document that came in and result of clarification with the Reported Party makes a verification report within 30 (thirty) working days and can be extended for a maximum of the next 30 (thirty) working days as set forth in the Minutes of Result Verification and submitted to the Board of Directors.
5. The Whistleblowing Management Team monitors the follow-up of Violation Complaint
6. The Whistleblowing Management Team submit regular reports on incoming, investigated, and considered completed Violation Complaint to the Board of Directors.

DUTIES OF THE WHISTLEBLOWING INVESTIGATION TEAM

1. The Whistleblowing Investigation Team receive assignment from the Board of Directors on Violation Complaint based on Files/Documents and Minutes made by the Whistleblowing Management Team to conduct an investigation, which is a series of activities to prove and obtain certainty that there is a relationship between the alleged perpetrator of the Violation and the actions it has taken are has truly violated the law and the policies and standards set by PT PLN Indonesia Power Services for the alleged violation case.
2. The Investigation Team conducts an Investigation process on Complaints received within 30 (thirty) working days. If deemed necessary, this working period can be extended for a maximum of the next 30 (thirty) working days.
3. The Investigation Team conduct the necessary investigation to look at the violation case and its impact both materially and non-materially on the Company, if necessary summon the Reported Party and other parties involved in the alleged violation.

TUGAS ADMIN PENGADUAN

1. Admin Pengaduan bertugas untuk melakukan penerimaan pengaduan pelanggaran yang masuk pada media WBS.
2. Admin Pengaduan, meregister, memilah dan meneruskan laporan kepada Tim Pengelola Pengaduan Pelanggaran serta menjamin/menjaga identitas Pelapor, dengan catatan penerima Pengaduan Pelanggaran memuat sekurangnya :
   a. Tanggal Penerimaan
   b. Petugas Penerima
   c. Deskripsi Singkat
3. Admin Pengaduan bertugas sebagai penghubung komunikasi jika Pelapor tidak ingin diungkapkan Identitasnya selama proses Pengaduan Pelanggaran
4. Admin Pengaduan melakukan administrasi seluruh proses Pengaduan Pelanggaran, dan menyampaikannya kepada Tim Pengelola Pengaduan Pelanggaran

DUTIES OF COMPLAINT ADMIN

1. The Complaint Admin is tasked with receiving complaints of violation that enter the WBS media.
2. Complaint Admin, register, sort and forward report to the Whistleblowing Management Team and guarantee/maintain the identity of the Whistleblower, provided that the recipient of the Whistleblowing Complaint contains at least:
   a. Receipt date
   b. Receiving Officer
   c. Short Description
3. The Complaint Admin serves as a communication liaison if the Whistleblower does not want his/her Identity disclosed during the Whistleblowing process
4. The Complaints Admin administer the entire Whistleblowing Process, and submit it to the Whistleblowing Management Team.



HASIL DARI PENANGANAN PENGADUAN
Results Of Complaint Handling

JUMLAH PENGADUAN YANG MASUK DAN DIPROSES DALAM TAHUN BUKU

Sepanjang tahun buku 2024, PT PLN Indonesia Power Services menerima 2 (dua) laporan pengaduan yang disampaikan melalui sistem *Whistleblowing System* (WBS), masing-masing pada bulan Juni dan September 2024. Seluruh laporan telah diterima, di-registrasi, dan diproses sesuai prosedur internal yang berlaku.

Tidak terdapat pengaduan yang berkaitan dengan indikasi penyuapan, gratifikasi, fraud, atau penyalahgunaan fasilitas dan kewenangan lainnya. Berdasarkan hasil verifikasi, kedua pengaduan dinyatakan valid namun tidak mengandung unsur pelanggaran berat, sehingga tidak memerlukan eskalasi lebih lanjut.

TINDAK LANJUT PENGADUAN

Seluruh pengaduan yang diterima telah ditindaklanjuti secara tuntas dan diselesaikan 100% dalam tahun yang sama. Proses penanganan dilakukan melalui mekanisme penelusuran internal oleh unit terkait, dengan dukungan fungsi pengawasan dan kepatuhan. Hasil evaluasi menunjukkan bahwa tidak terdapat pelanggaran terhadap kode etik, prosedur, maupun peraturan Perusahaan.

Dengan demikian, kedua kasus tersebut telah ditutup (*status closed*) dan didokumentasikan sebagai bagian dari laporan pengawasan tahunan. Hal ini mencerminkan komitmen Perusahaan dalam merespons setiap bentuk pengaduan secara profesional, akuntabel, dan tepat waktu, serta memperkuat budaya keterbukaan dan integritas di seluruh lini organisasi.

NUMBER OF COMPLAINTS RECEIVED AND PROCESSED DURING THE FISCAL YEAR

Throughout the 2024 fiscal year, PT PLN Indonesia Power Services received two (2) whistleblowing reports through the Whistleblowing System (WBS), submitted in June and September 2024. All reports were received, registered, and processed by applicable internal procedures.

There were no complaints related to indications of bribery, gratuities, fraud, or misuse of facilities and authority. Based on the verification results, both reports were deemed valid but did not involve serious violations and therefore did not require further escalation.

FOLLOW-UP ACTIONS ON THE COMPLAINT

All complaints received were thoroughly followed up and 100% resolved within the same year. The handling process was carried out through internal investigations by the relevant units, supported by oversight and compliance functions. The evaluation results confirmed that there were no violations of the company's code of ethics, procedures, or regulations.

As a result, both cases have been officially closed and documented as part of the annual supervision report. This reflects the Company's commitment to addressing every complaint in a professional, accountable, and timely manner, while reinforcing a culture of transparency and integrity across all levels of the organization.



KEBIJAKAN ANTI KORUPSI DAN PENGENDALIAN GRATIFIKASI

Anti-Corruption Policy and Gratification Control

Perusahaan telah menerbitkan keputusan terbaru pada SK Direksi No. 028.1.1.K/CDB/VI/2021 tanggal 14 Juni 2021 tentang Tata Kelola Anti Penyuapan, yang penyusunannya disesuaikan dengan Sistem Manajemen Anti Penyuapan (SMAP) SNI ISO 370001:2016.

The Company has issued the latest Decree of the Board of Directors No. 028.1.1.K/CDB/VI/2021 dated June 14, 2021 on Anti-Bribery Governance, the preparation of which is adjusted to the (SMAP) SNI ISO 370001:2016 Anti-Bribery Management System.

Berdasarkan Inpres No.10 tahun 2016, SMAP dapat membantu organisasi mengendalikan praktek penyuapan dengan cara mencegah, mendeteksi, melaporkan dan menangani penyuapan. SNI ISO 37001:2016 SMAP juga dapat digunakan untuk menanamkan budaya anti-suap dalam sebuah organisasi atau institusi baik negara maupun swasta dan dapat mendeteksi potensi penyuapan, sehingga institusi bisa melakukan pencegahan sejak dini.

Based on Presidential Instruction No. 10 of 2016, the Anti-Bribery Management System (SMAP) helps organizations control bribery practices by preventing, detecting, reporting, and addressing bribery. The SNI ISO 37001:2016 SMAP standard can also be used to establish an anti-bribery culture within both public and private organizations and to identify potential bribery risks, allowing institutions to take early preventive measures.

Saat ini Perusahaan juga saat ini sedang menjalankan SNI ISO 37001: 2016 SMAP agar penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/ GCG) semakin lebih baik. Dengan menerapkan sistem manajemen anti-penyuapan menunjukan bahwa Perusahaan memiliki komitmen terhadap integritas dan dapat menjadi mitra yang dapat dipercaya, loyal, dan dapat diandalkan.

Currently, the Company is implementing the SNI ISO 37001:2016 SMAP to further improve its Good Corporate Governance (GCG) practices. By adopting this anti-bribery management system, the Company demonstrates its commitment to integrity and positions itself as a trustworthy, loyal, and reliable partner.

Selain itu, Perusahaan juga melakukan tinjau ulang terhadap pedoman gratifikasi dan memandang bahwa pedoman tersebut masih sesuai dengan kondisi Perusahaan sehingga belum membutuhkan pembaruan apapun dan Perusahaan masih menerapkan segala aturan yang disebutkan dalam Surat Keputusan Direksi Nomor.059.K/CDB/IX/2019 tanggal 2 Oktober 2019.

In addition, the Company has also reviewed the gratification guidelines and believes that these guidelines are still in accordance with the Company's conditions, hence they do not require any updates and the Company is still implementing all the rules stated in the Decree of the Board of Directors Number.059.K/CDB/IX/2019 dated October 2, 2019.

Kebijakan anti korupsi bermanfaat untuk memastikan agar kegiatan usaha perusahaan telah dilakukan secara legal, prudent, dan sesuai dengan prinsip-prinsip tata kelola yang baik. Kebijakan tersebut dapat merupakan bagian dalam kode etik, ataupun dalam bentuk tersendiri. Kebijakan tersebut antara lain dapat meliputi program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), *fraud*, suap dan/

The anti-corruption policy is useful for ensuring that the company's business activities are carried out legally, prudently, and in accordance with the principles of good governance. The policy can be part of the code of conduct, or in a separate form. These policies may include, among other things, programs and procedures fulfilled in overcoming corrupt practice, kickback, fraud, bribery and/or gratuity in public companies. The scope of

atau gratifikasi dalam perusahaan terbuka. Lingkup dari kebijakan tersebut menggambarkan pencegahan perusahaan terbuka terhadap segala praktik korupsi, baik memberi maupun menerima dari pihak lain.

this policy describes the prevention of public companies from all corrupt practices, both giving and receiving from other parties.

Perusahaan melakukan sosialisasi terkait kebijakan anti korupsi dan gratifikasi secara berkala melalui media sosial dan whatsapp group.

The Company periodically socializes anti-corruption and gratification policies through social media and whatsapp groups.

PROGRAM DAN PROSEDUR YANG DILAKUKAN DALAM MENGATASI PRAKTIK KORUPSI, BALAS JASA (*KICKBACKS*), FRAUD, SUAP DAN/ATAU GRATIFIKASI

Programs And Procedures To Address Corruption, Kickbacks, Fraud, Bribery, And/Or Gratification

PEDOMAN ANTI PENYUAPAN/SISTEM MANAJEMEN ANTI PENYUAPAN (SMAP)

Dalam upaya meningkatkan integritas dan penguatan terhadap sistem pengendalian internal dan mencegah terjadinya penyuapan di lingkungan Perusahaan, Direksi dan Dewan Komisaris telah mengesahkan pedoman anti korupsi dalam SK Direksi No. 028.1.1.K/CDB/VI/2021 tanggal 14 Juni 2021 tentang Tata Kelola Anti Penyuapan sesuai dengan SMAP – ISO 37001:2016.

Ruang lingkup Peraturan ini adalah sebagai berikut:

1. Pelaksana Tata Kelola Anti Penyuapan.
2. Jenis-jenis Praktik Penyuapan.
3. Hadiah, Jamuan, Donasi, dan Keuntungan Serupa.
4. Hubungan dengan Pihak Eksternal.
5. Penerapan Tata Kelola Anti Penyuapan.
6. Budaya Anti Penyuapan. .
7. Strategi Proaktif untuk Pencegahan Penyuapan.
8. Strategi Proaktif untuk Pendeteksian Penyuapan.
9. Strategi Reaktif.
10. Sanksi.

Penerapan program anti penyuapan di lingkungan Perusahaan dimaksudkan untuk mencegah, mendeteksi, dan menindaklanjuti terjadinya Penyuapan, sehingga memberikan efek jera agar tidak terjadi praktik penyuapan dalam proses bisnis Perusahaan. Budaya anti Penyuapan dilakukan dengan menerapkan *zero tolerance* terhadap Penyuapan yang dilakukan oleh setiap Insan CDB dan penghargaan atas integritas dan perilaku etis.

Pedoman Anti Penyuapan berlaku bagi seluruh Insan CDB dan mencakup seluruh proses bisnis Perusahaan baik di tingkat Kantor Pusat, Unit Induk, Pusat- pusat Unit Pelaksana, Unit Layanan, Anak Perusahaan, Perusahaan Terafiliasi dan Mitra. Pegawai yang melakukan pelanggaran terkait Peraturan ini termasuk melakukan tindakan Penyuapan dikenakan sanksi sesuai dengan Peraturan Disiplin Pegawai dan perundang-undangan yang berlaku.

GUIDELINES FOR ANTI-BRIBERY/ANTI-BRIBERY MANAGEMENT SYSTEM (SMAP)

In an effort to improve integrity and strengthen the internal control system and prevent bribery within the Company, the Board of Directors and Board of Commissioners have ratified anti-corruption guidelines in the Decree of the Board of Directors No. 028.1.1.K/CDB/VI/2021 dated June 14, 2021 on Anti-Bribery Governance in accordance with SMAP – ISO 37001:2016.

The scope of this Regulation is as follows:

1. Implementing Anti-Bribery Governance.
2. Types of Bribery Practice.
3. Gift, Entertainment, Donation and Similar Benefits.
4. Relation with External Parties.
5. Implementation of Anti-Bribery Governance.
6. Anti-Bribery Culture.
7. Proactive Strategy for Bribery Prevention.
8. Proactive Strategy for Bribery Detection.
9. Reactive Strategy.
10. Sanction.

The implementation of an anti-bribery program within the Company is intended to prevent, detect and follow up on the occurrence of bribery, thus providing a deterrent effect so that bribery does not occur in the Company's business processes. An anti-bribery culture is carried out by implementing zero tolerance for bribery committed by all CDB people and respect for integrity and ethical behavior.

The Anti-Bribery Guidelines apply to all CDB people and cover all of the Company's business processes at the Head Office, Main Unit, Implementing Unit Center, Service Unit, Subsidiaries, Affiliated Companies and Partners. Employees who commit violation related to this Regulation, including committing act of Bribery, are subject to sanction in accordance with the Employee Discipline Regulation and applicable laws.

Pengendalian dan pemantauan atas keefektifan SMAP dilakukan secara proaktif oleh FKAP, fungsi *Compliance*, SPI, dengan dievaluasi dan ditinjau oleh Dewan Pengarah dan Manajemen Puncak.

Control and monitoring of the effectiveness of SMAP is proactively conducted by FKAP, Compliance function, SPI, by being evaluated and reviewed by the Board of Commissioners and Top Management.

PENGENDALIAN GRATIFIKASI

Perusahaan juga memiliki kebijakan Direksi tentang Pedoman pengendalian gratifikasi yang disahkan dalam Surat Keputusan Direksi Nomor: 059.K/CDB/IX/2019 pada tanggal 2 Oktober 2019. Kebijakan ini dirancang untuk mencegah penerimaan, permintaan, penawaran, dan pemberian gratifikasi oleh seluruh Insan PLN IP Services (dan Anak Perusahaan serta Perusahaan Terafiliasi) dimana tawaran, penyediaan, atau penerimaan tersebut adalah atau layak dapat dianggap sebagai penyuapan.

Kebijakan terkait dengan pengendalian gratifikasi telah dikomunikasikan kepada Dewan Komisaris, dan seluruh Pegawai Perusahaan. Disamping itu, disosialisasikan kepada para Pemangku Kepentingan melalui *website* Apabila ada penerimaan hadiah/bingkisan tidak terhindarkan maka pegawai yang bersangkutan dapat menyampaikan laporan beserta hadiah/bingkisan tersebut kepada Sekretaris Perusahaan dengan mengisi formulir yang disediakan selambat-lambatnya 30 hari setelah penerimaan. Sekretaris Perusahaan telah menerima laporan penerimaan Hadiah/bingkisan yang tidak terhindarkan dari mitra kerja.

GRATIFICATION CONTROL

The Company also has policy of the Board of Directors regarding Guidelines for controlling gratification which was ratified in the Decree of the Board of Directors Number: 059.K/CDB/IX/2019 on October 2, 2019. This policy is designed to prevent the receipt, request, offer and giving of gratuities by all PLN IP Services People (and its Subsidiaries and Affiliated Companies) where the offer, provision or acceptance is or is appropriate can be considered as a bribe.

Policies related to gratification control have been communicated to the Board of Commissioners, and all Company Employees. In addition, it is socialized to Stakeholders through the website. If there is an unavoidable receipt of a gift/parcel, the employee concerned can submit a report along with the gift/parcel to the Corporate Secretary by filling out the form provided no later than 30 days after receipt. Corporate Secretary has received report on receipt of gifts that are unavoidable from work partner.

PRINSIP DASAR PENGENDALIAN GRATIFIKASI

1. Semua Insan PLN IP Services dan/atau Keluarga dilarang untuk meminta, menerima, atau menawarkan gratifikasi secara langsung maupun tidak langsung, selain yang dilakukan berdasarkan persyaratan dan prosedur yang diatur dalam Kebijakan ini.
2. Semua Insan PLN IP Services dan/atau Keluarga dilarang meminta atau menerima secara langsung ataupun tidak langsung Gratifikasi dari *Stakeholders*, Mitra Kerja dan/atau Pihak Ketiga karena jabatan Insan PLN IP Services dan berlawanan dengan kewajiban atau tugas Insan PLN IP Services yang diterima di dalam negeri maupun luar negeri dan yang dilakukan dengan sarana elektronik atau tanpa sarana elektronik.

BASIC PRINCIPLES OF GRATIFICATION CONTROL

1. All PLN IP Services People and/or Family are prohibited from ask, receive, or offer gratification directly or indirectly, other than those carried out based on the requirements and procedures set out in this Policy.

2. All PLN IP Services People and/or Family are prohibited from ask or receive directly or indirectly Gratification from Stakeholders, Work Partners and/or Third Parties because of the position of PLN IP Services People and contrary to the obligations or duties of PLN IP Services People received domestically or abroad and carried out by electronic means or without electronic means.

3. Semua Insan PLN IP Services dan/atau Keluarga bertanggung jawab mencegah dan mengupayakan sistem pencegahan korupsi di lingkungan Perusahaan.
4. Terhadap pemberian gratifikasi yang tidak sesuai dengan ketentuan yang diatur dalam pedoman ini, Insan PLN IP Services dan/atau Keluarga wajib melakukan penolakan secara sopan dan santun atas pemberian Gratifikasi dengan memberikan penjelasan tentang Pedoman ini kepada pihak pemberi.
5. Atas penerimaan, pemberian dan penolakan gratifikasi yang telah dilakukan maka Insan PLN IP Services tersebut harus melaporkan kepada UPG.

3. All members of PLN IP Services and/or their family are responsible for prevent and pursue a corruption prevention system within the Company.
4. Regarding the giving of gratuities that are not in accordance with the provision stipulated in the guidelines, PLN IP Services people and/or the Family required to refuse the provision of Gratification by provide an explanation of the Guidelines to the giver.
5. For the acceptance, giving and refusal of gratuities that have been carried out, the PLN IP Services People must report to UPG.

No	Kebijakan Sistem Manajemen Perusahaan Company Management System Policy	
1	Memprioritaskan pemenuhan persyaratan pelanggan, peraturan perundang-undangan, dan persyaratan lain yang berlaku, berkaitan dengan aspek Mutu, Aset, Keselamatan, Kesehatan Kerja, Lingkungan, Anti Korupsi (termasuk anti penyuapan) dan Keamanan Informasi.	Prioritizing compliance with customer requirements, applicable laws and regulations, and other relevant obligations related to Quality, Asset Management, Occupational Health and Safety, Environment, Anti-Corruption (including anti-bribery), and Information Security.
2	Mencapai visi, misi dan strategi perusahaan serta memberikan pelayanan terbaik untuk kepuasan seluruh pelanggan dan pemangku kepentingan dengan meningkatkan efisiensi dan efektivitas Sistem Manajemen Perusahaan secara berkelanjutan melalui implementasi Sistem Manajemen Mutu, Aset, Keselamatan dan Kesehatan Kerja, lingkungan, Anti Korupsi dan Keamanan Informasi secara konsisten.	Committed to achieving the company's vision, mission, and strategic objectives by delivering the best possible service to ensure the satisfaction of all customers and stakeholders. This is pursued by continuously improving the efficiency and effectiveness of the Company's Management System through the consistent implementation of Quality, Asset, Occupational Health and Safety, Environmental, Anti-Corruption, and Information Security Management Systems.
3	Selalu berupaya untuk meningkatkan kompetensi dan kepedulian karyawan dengan menyediakan pelatihan yang sesuai, dan memotivasi seluruh karyawan untuk senantiasa berperan dan berkontribusi pada pencapaian sasaran perusahaan.	Continuously striving to enhance employee competence and awareness by providing appropriate training and encouraging all employees to actively participate and contribute to the achievement of corporate goals.
4	Selalu berupaya menurunkan risiko Mutu, Aset, Keselamatan dan Kesehatan Kerja, lingkungan, Korupsi (Penyuapan), menjaga kerahasiaan, menjamin integritas dan ketersediaan informasi serta berperan aktif meningkatkan pencapaian kinerja perusahaan.	Consistently striving to reduce risks related to Quality, Assets, Occupational Health and Safety, Environment, and Corruption (including bribery), while safeguarding confidentiality, ensuring the integrity and availability of information, and actively contributing to improved company performance.
5	Penyediaan kondisi kerja yang aman, nyaman dan sehat dengan melakukan upaya pencegahan terhadap kecelakaan kerja dengan target *zero accident* dan Penyakit Akibat Kerja (PAK), pencegahan kerusakan aset, pencemaran lingkungan dan penggunaan sumber daya yang berkelanjutan serta bersikap *Zero Tolerance* pada segala bentuk korupsi (termasuk penyuapan) dengan melibatkan pekerja dan semua pihak yang berkepentingan secara aktif melalui proses konsultasi dan partisipasi.	Committed to providing a safe, comfortable, and healthy working environment by preventing workplace accidents, targeting zero accidents and occupational diseases (ODs), as well as preventing asset damage, environmental pollution, and promoting sustainable use of resources. The company upholds a Zero Tolerance policy towards all forms of corruption (including bribery), actively involving employees and all relevant stakeholders through consultation and participation processes.

PENGELOLAAN GRATIFIKASI

Pengelolaan gratifikasi dilakukan oleh Unit Pengendalian Gratifikasi (UPG) dimana struktru keanggotaannya diatur dalam Surat Keputusan Direksi. UPG dibantu oleh Admin Unit yang ditunjuk atau melekat pada jabatannya.

GRATIFICATION MANAGEMENT

Gratification management is carried out by the Gratification Control Unit (UPG) where the membership structure is regulated in Decree of the Board of Directors. UPG is assisted by an Admin Unit appointed or attached to his/her position.

PELAPORAN DAN SANKSI

Apabila diketahui adanya Insan PLN IP Services menerima/memberi Gratifikasi yang tidak diperbolehkan atau berpotensi terjadinya penyalahgunaan wewenang/jabatan dan Insan PLN IP Services dimaksud tidak melaporkannya maka dapat dilaporkan melalui mekanisme *Whistleblowing System*.

Program *Whistleblowing* sebagai sarana pelaporan pelanggaran juga diharapkan dapat menekan pelaksanaan praktek gratifikasi dan menghimbau para karyawan, mitra kerja, nasabah serta *stakeholder* lainnya untuk melaporkan bila mencurigai adanya praktek tersebut.

Sepanjang tahun 2024, secara berkala setiap bulannya Perusahaan menyampaikan pelaporan terkait gratifikasi kepada Pemegang Saham.

REPORTING AND SANCTION

If it is known that PLN IP Services People receive/give Gratification that is not permitted or has the potential for abuse of authority/position and the intended PLN IP Services People do not report it, it can be reported through the Whistleblowing System mechanism.

It is also hoped that the whistleblowing program as a means of reporting violation can suppress the implementation of gratuity practice and encourage employees, work partners, customers and other stakeholders to report if they suspect this practice.

Throughout 2024, periodically every month the Company submits reports related to gratification to Shareholders.

PELATIHAN/SOSIALISASI ANTI KORUPSI KEPADA KARYAWAN PERUSAHAAN
Anti-Corruption Training And Awareness For Company Employees

SOSIALISASI KEBIJAKAN PENGENDALIAN GRATIFIKASI

Untuk memastikan bahwa Pedoman Pengendalian Gratifikasi ini diketahui oleh seluruh Insan PLN IP Services dan *Stakeholders*, maka ditugaskan kepada seluruh Insan PLN IP Services untuk melakukan hal-hal sebagai berikut:

1. Mencantumkan ketentuan larangan penerimaan dan/atau pemberian Gratifikasi pada setiap dokumen dalam proses Pekerjaan yang terkait dengan *Stakeholders*.
2. Mencantumkan ketentuan larangan penerimaan, pemberian Gratifikasi pada setiap pengumuman dalam proses pengadaan barang dan jasa dan atau pada kontrak pengadaan barang dan jasa serta pada setiap dokumen yang disampaikan kepada Mitra Kerja.
3. Menugaskan kepada Unit di lingkungan Perusahaan yang memiliki hubungan kerja dengan Mitra Kerja untuk melakukan penyampaian Pedoman Gratifikasi kepada seluruh pihak terkait dalam mata rantai *supply chain management* (penyedia barang dan jasa, pabrikan, agen, distributor, konsultan, auditor/asesor dan pelanggan serta *Stakeholders* lainnya) di lingkungannya melalui sosialisasi, internalisasi, diskusi, FGD, multi *stakeholders* forum, dan *collective action* tentang Pedoman Pengendalian Gratifikasi.

SOCIALIZATION OF GRATIFICATION CONTROL POLICY

To ensure that all PLN IP Services People and Stakeholders know this Gratification Control Guideline, all PLN IP Services People are assigned to do the following:

1. Include provisions prohibiting the acceptance and/or giving of Gratification in every document in the Work process related to Stakeholders.
2. Include provisions prohibiting acceptance, giving gratuities in every announcement in the process of procuring goods and services and or in contracts for the procurement of goods and services as well as in every document submitted to Work Partners.
3. Assign Units within the Company that have a working relationship with Work Partners to submit Gratification Guidelines to all parties involved in the supply chain management chain (goods and service providers, manufacturers, agents, distributors, consultants, auditors/assessors and customers as well as Other stakeholders) in their environment through outreach, internalization, discussion, FGDs, multi-stakeholder forum, and collective action on Gratification Control Guidelines.

SOSIALISASI ANTIKORUPSI PADA TAHUN BUKU
Anti Corruption Socialization

No	Tanggal Date	Topik Topic	Deskripsi Decsription
1	5 Februari 2024 February 5, 2024	SMAP, 4 NO's	Coffee Morning oleh Dirut – Sosialisasi SMAP dan 4 NO's Coffee Morning with the President Director – Socialization of SMAP and the 4 NO's
2	7 Februari 2024 February 7, 2024	SMAP	Sosialisasi SMAP oleh VP RCS PLN IP dalam Rapat Kerja Socialization of the SMAP by the VP of RCS PLN IP during a Work Meeting
3	29 Februari 2024 February 29, 2024	SMAP, Fraud	Workshop SMAP dan Fraud SMAP and Fraud Workshop
4	5 Maret 2024 March 5, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi rutin Regular Socialization
5	19 Maret 2024 March 19, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi rutin Regular Socialization
6	22 Maret 2024 March 22, 2024	Fraud	Sosialisasi Monitoring FRP dan FRA Monitoring of FRP and FRA Socialization
7	27 Maret 2024 March 27, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi rutin Regular Socialization
8	31 Maret 2024 March 31, 2024	Gratifikasi Gratuities	Sosialisasi video edukatif tentang gratifikasi Socialization of educational videos on gratuities
9	2 April 2024 April 2, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
10	16 April 2024 April 16, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
11	23 April 2024 April 23, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
12	30 April 2024 April 30, 2024	Gratifikasi, Fraud, IDD Gratuities, Fraud, IDD	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
13	7 Mei 2024 May 7, 2024	Fraud, Gratifikasi, COI Fraud, Gratuities, COI	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
14	14 Mei 2024 May 14, 2024	Fraud, Gratifikasi, COI Fraud, Gratuities, COI	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
15	21 Mei 2024 May 21, 2024	Fraud, Gratifikasi, COI Fraud, Gratuities, COI	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
16	28 Mei 2024 May 28, 2024	Fraud, Gratifikasi, COI Fraud, Gratuities, COI	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
17	4 Juni 2024 June 4, 2024	COI, SMAP, Fraud	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
18	11 Juni 2024 June 11, 2024	COI, SMAP, Fraud	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
19	19 Juni 2024 June 19, 2024	COI, SMAP, Fraud	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
20	25 Juni 2024 June 25, 2024	COI, SMAP, Fraud	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
21	2 Juli 2024 July 2, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
22	9 Juli 2024 July 9, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
23	16 Juli 2024 July 16, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
24	23 Juli 2024 July 23, 2024	WBS, SMAP, 4 NO's, 13 Program Kepatuhan WBS, SMAP, 4 NO's, and 13 Compliance Programs	Sosialisasi via WhatsApp Group & email Socialization via WhatsApp Group & email
25	6 Agustus 2024 August 6, 2024	IDD, SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
26	13 Agustus 2024 August 13, 2024	IDD, SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
27	20 Agustus 2024 August 20, 2024	IDD, SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email

No	Tanggal Date	Topik Topic	Deskripsi Decsription
28	27 Agustus 2024 August 27, 2024	IDD, SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
29	3 September 2024 September 3, 2024	SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
30	10 September 2024 September 10, 2024	SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
31	17 September 2024 September 17, 2024	SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
32	24 September 2024 September 24, 2024	SMAP	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
33	Oktober 2024 October 2024	SMAP	Sosialisasi melalui aplikasi College Socialization through the College application
34	6 November 2024 November 6, 2024	SMAP	Sosialisasi untuk Admin Unit Kerja secara offline Offline Socialization for Unit Work Administrators
35	3 Desember 2024 December 3, 2024	Gratifikasi, SMAP, Fraud, LHKPN Gratuities, SMAP, Fraud, LHKPN	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
36	17 Desember 2024 December 17, 2024	Gratifikasi, SMAP, Fraud, LHKPN Gratuities, SMAP, Fraud, LHKPN	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email
37	17 Desember 2024 December 24, 2024	Gratifikasi, SMAP, Fraud, LHKPN Gratuities, SMAP, Fraud, LHKPN	Sosialisasi rutin via WhatsApp Group & email Routine socialization via WhatsApp Group & email

TINDAK LANJUT PELAPORAN GRATIFIKASI PADA TAHUN BUKU
Gratification Reporting Follow-Up in the Fiscal Year

No	Periode Gratifikasi Gratification Date	Tanggal Pelaporan Reporting Date
1	Desember 2023 December 2023	10 Januari 2024 January 10, 2024
2	Januari 2024 January 2024	10 Februari 2024 February 10, 2024
3	Februari 2024 February 2024	12 Maret 2024 March 12, 2024
4	Maret 2024 March 2024	5 April 2024 April 5, 2024
5	April 2024 April 2024	8 Mei 2024 May 8, 2024
6	Mei 2024 May 2024	11 Juni 2024 June 11, 2024
7	Juni 2024 June 2024	10 Juli 2024 July 10, 2024
8	Juli 2024 July 2024	12 Agustus 2024 August 12, 2024
9	Agustus 2024 August 2024	10 September 2024 September 10, 2024
10	September 2024 September 2024	10 Oktober 2024 October 10, 2024
11	Oktober 2024 October 2024	10 November 2024 November 10, 2024
12	November 2024 November 2024	8 Desember 2024 December 8, 2024

KOMITMEN MANAJEMEN PT PLN INDONESIA POWER SERVICES TENTANG SISTEM MANAJEMEN ANTI PENYUAPAN

Dalam rangka penerapan SNI ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP) serta mewujudkan PT PLN Indonesia Power Services sebagai Perusahaan yang lean dan berintegritas, maka seluruh Direksi dan Dewan Komisaris PT PLN Indonesia Power Services menyatakan komitmen pada tanggal 2 Juli 2024, sebagai berikut:

1. Menjunjung tinggi nilai integritas dan berpegang teguh pada pedoman *Good Corporate Governance* (GCG), Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) dan prinsip 4 NO's yaitu:
   a. *No Bribery* (tidak boleh ada suap menyuap dan pemerasan);
   b. *No Kickback* (tidak boleh ada komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya);
   c. *No Gif* (tidak boleh ada hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku);
   d. *No Luxurious Hospitality* (tidak boleh ada penyambutan dan jamuan yang berlebihan).
2. Selalu berupaya meningkatkan dan memperbaiki secara berkelanjutan Sistem Manajemen Anti Penyuapan pada setiap proses bisnis agar sejalan dengan prinsip-prinsip GCG, pedoman perilaku dan etika bisnis perusahaan.
3. Menjalankan prinsip kepatuhan terhadap ketentuan dan peraturan, dan setiap pelanggaran akan dikenakan sanksi sesuai ketentuan dan peraturan yang berlaku.
4. Tidak memperkenankan Insan PLN IP Services dan *stakeholder* perusahaan untuk melanggar kode etik perusahaan dan prinsip 4 NO's yang berkaitan dengan tugasnya di PT PLN Indonesia Power Services.
5. Menghindari konflik kepentingan dan mendeklarasikan setiap konflik kepentingan yang menimbulkan risiko *fraud*.
6. Mengajak Insan PLN IP Services dan stakeholder untuk selalu menerapkan prinsip 4 NO's dan pembangunan bisnis yang berintegritas di PT PLN Indonesia Power Services.

MANAGEMENT COMMITMENT OF PT PLN INDONESIA POWER SERVICES ON THE ANTI-BRIBERY MANAGEMENT SYSTEM

In support of the implementation of SNI ISO 37001:2016 on the Anti-Bribery Management System (SMAP), and to realize PT PLN Indonesia Power Services as a lean and integrity-driven company, the Board of Directors and Board of Commissioners hereby declare their commitment, dated July 2, 2024, as follows:

1. Uphold the value of integrity and adhere strictly to the principles of Good Corporate Governance (GCG), the Code of Conduct, and the 4 NO's principles, which are:
   a. No Bribery: No bribery or extortion of any kind is allowed.
   b. No Kickback: No commissions or tokens of appreciation, whether in cash or other forms, are permitted.
   c. No Gift: No gifts or gratuities that violate applicable laws and regulations are allowed.
   d. No Luxurious Hospitality: No excessive or lavish entertainment or hospitality is permitted.
2. Continuously improve and enhance the Anti-Bribery Management System across all business processes to align with GCG principles, the company's Code of Conduct, and business ethics.
3. Adhere to all applicable laws and regulations, with any violations subject to sanctions by prevailing rules.
4. Prohibit all PLN IP Services personnel and stakeholders from violating the company's Code of Conduct and the 4 NO's principles in their roles and responsibilities.
5. Avoid conflicts of interest and disclose any situation that may lead to a conflict of interest or potential fraud.
6. Encourage all PLN IP Services employees and stakeholders to consistently uphold the 4 NO's principles and promote a culture of integrity in business operations.

7. Bersedia mematuhi dan melaksanakan Komitmen Sistem Manajemen Anti Penyuapan dengan sungguh-sungguh.

Demikian pernyataan Komitmen Manajemen terhadap Sistem Manajemen Anti Penyuapan (SMAP) ini dibuat sebagai bentuk kesungguhan dan tanggung jawab dalam mendukung terwujudnya budaya antisuap di lingkungan PT PLN Indonesia Power Services.

7. Fully commit to complying with and implementing the Anti-Bribery Management System sincerely and consistently.

This statement reflects the Management's firm commitment to the Anti-Bribery Management System (SMAP) as a demonstration of sincerity and responsibility in fostering an anti-bribery culture within PT PLN Indonesia Power Services.



KOMITMEN MANAJEMEN PT PLN INDONESIA POWER SERVICES
TENTANG
SISTEM MANAJEMEN ANTI PENYUAPAN (SMAP)

Dalam rangka menerapkan SNI ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP) untuk mewujudkan PT PLN Indonesia Power Services yang *lean*, dengan ini Manajemen PT PLN Indonesia Power Services berkomitmen:

1. Menjunjung tinggi nilai integritas dan berpegang teguh pada pedoman *Good Corporate Governance* (GCG), Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) dan prinsip **4 *NO's*** yaitu :
   a. ***No Bribery*** (tidak boleh ada suap menyuap dan pemerasan);
   b. ***No Kickback*** (tidak boleh ada komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya);
   c. ***No Gift*** (tidak boleh ada hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku);
   d. ***No Luxurious Hospitality*** (tidak boleh ada penyambutan dan jamuan yang berlebihan).
2. Selalu berupaya meningkatkan dan memperbaiki secara berkelanjutan Sistem Manajemen Anti Penyuapan pada setiap proses bisnis agar sejalan dengan prinsip-prinsip GCG, pedoman perilaku dan etika bisnis perusahaan.
3. Menjalankan prinsip kepatuhan terhadap ketentuan dan peraturan, dan setiap pelanggaran akan dikenakan sanksi sesuai ketentuan dan peraturan yang berlaku.
4. Tidak memperkenankan Insan PLN IP Services dan stakeholder perusahaan untuk melanggar kode etik perusahaan dan prinsip 4 NO's yang berkaitan dengan tugasnya di PT PLN Indonesia Power Services.
5. Menghindari konflik kepentingan dan mendeklarasikan setiap konflik kepentingan yang menimbulkan risiko fraud.
6. Mengajak Insan PLN IP Services dan stakeholder untuk selalu menerapkan prinsip 4 NO's dan pembangunan bisnis yang berintegritas di PT PLN Indonesia Power Services.
7. Bersedia mematuhi dan melaksanakan Komitmen Sistem Manajemen Anti Penyuapan dengan sungguh-sungguh.

Demikian Komitmen Sistem Manajemen Anti Penyuapan ini ditandatangani dengan penuh tanggung jawab.

Jakarta, 2 Juli 2024

KOMISARIS UTAMA	KOMISARIS	KOMISARIS	KOMISARIS INDEPENDEN	
	JULITA INDA	MASYKURI ABDILLAH	SUNANDAR	REDY EKO PRASETYO T.
DIREKTUR UTAMA	DIREKTUR SUMBER DAYA MANUSIA	DIREKTUR KEUANGAN	DIREKTUR OPERASI	DIREKTUR BISNIS
		HARI MUHARDANI NASUTION		KUKUH PAMBUDI

PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN

Implementation Of Corporate Governance Guidelines

Sebagai entitas yang menjalankan fungsi strategis dalam penyediaan layanan kelistrikan, PLN IP Services senantiasa berkomitmen untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) secara konsisten, terukur, dan berkelanjutan.
Penerapan prinsip-prinsip tersebut tidak hanya ditujukan untuk memenuhi ketentuan regulasi yang berlaku, namun juga sebagai fondasi dalam membangun kepercayaan pemangku kepentingan, meningkatkan kinerja korporat, serta memperkuat daya saing jangka panjang.

Dalam pelaksanaannya, Perusahaan mengacu pada berbagai pedoman tata kelola yang berlaku di tingkat nasional dan regional, termasuk Pedoman Tata Kelola Perusahaan Terbuka yang diatur oleh Otoritas Jasa Keuangan (OJK), Pedoman Umum Governansi Korporat Indonesia yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG), serta kerangka ASEAN *Corporate Governance Scorecard* (ACGS).

Perusahaan juga memastikan bahwa seluruh penerapan prinsip dan praktik GCG dilakukan secara menyeluruh di setiap tingkatan organisasi, dengan tetap menjaga kepatuhan terhadap nilai-nilai etika dan integritas.

Adapun bentuk konkret penerapan atas berbagai pedoman tersebut dapat dijelaskan sebagai berikut:

Sebagai entitas yang menjalankan fungsi strategis dalam penyediaan layanan kelistrikan, PLN IP Services senantiasa berkomitmen untuk menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik (Good Corporate Governance/GCG) secara konsisten, terukur, dan berkelanjutan.
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Adapun bentuk konkret penerapan atas berbagai pedoman tersebut dapat dijelaskan sebagai berikut:

PENERAPAN PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA (REKOMENDASI POJK NOMOR 21/POJK.04/2015)

Implementation Of Public Company Corporate Governance Guidelines (Recommendations Of Pojk Regulation No. 21/Pojk.04/2015)

PLN IP Services telah mengimplementasikan prinsip-prinsip tata kelola perusahaan sesuai dengan ketentuan dalam Peraturan Otoritas Jasa Keuangan No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan untuk Emiten atau Perusahaan Publik.

PLN IP Services has implemented corporate governance principles following the provisions of Financial Services Authority Regulation No. 21/POJK.04/2015 concerning the Implementation of Corporate Governance Guidelines for Issuers or Public Companies.

Penerapan pedoman ini dilakukan sebagai bagian dari komitmen Perusahaan dalam memastikan praktik tata kelola yang menjunjung tinggi transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran.

This implementation reflects the Company's commitment to upholding governance practices based on the principles of transparency, accountability, responsibility, independence, and fairness.

Secara berkala, Perusahaan melakukan evaluasi internal atas implementasi pedoman ini guna mengidentifikasi area yang memerlukan penguatan serta untuk menjamin keselarasan dengan perubahan regulasi dan ekspektasi pemangku kepentingan.

The Company regularly conducts internal evaluations of the implementation of these guidelines to identify areas for improvement and to ensure alignment with regulatory changes and stakeholder expectations.

PENERAPAN PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA (REKOMENDASI SE OJK NOMOR 32/SEOJK.04/2015)

Implementation Of Public Company Corporate Governance Guidelines (Recommendations Of Ojk Circular Letter No. 32/Seojk.04/2015)

PLN IP Services telah melaksanakan penerapan Pedoman Tata Kelola Perusahaan Terbuka sesuai dengan ketentuan Pasal 3 POJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka.

PLN IP Services has implemented the Corporate Governance Guidelines for Public Companies following Article 3 of POJK Regulation No. 21/POJK.04/2015 on the Implementation of Corporate Governance Guidelines for Public Companies.

Sebagai bentuk transparansi dan akuntabilitas, Perusahaan menyampaikan informasi atas implementasi rekomendasi sebagaimana tercantum dalam SE OJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, yang dijabarkan sebagai berikut:

As part of its commitment to transparency and accountability, the Company discloses information on the implementation of the recommendations outlined in OJK Circular Letter No. 32/SEOJK.04/2015 on the Corporate Governance Guidelines for Public Companies, as detailed below:

BERDASARKAN SURAT EDARAN OTORITAS JASA KEUANGAN NOMOR 32 /SEOJK.04/2015 TENTANG PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

Based on the Circular Letter of the Financial Services Authority Number 32/SEOJK.04/2015 on the Guidelines for the Governance of Public Companies

No	Rekomendasi Recommendation	Penerapan Implementation
Aspek Aspect	**Hubungan Perusahaan Terbuka Dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham** **The Relationship Between Public Companies And Shareholders In Ensuring Shareholders' Rights**	
Prinsip Principle	Meningkatkan Nilai Penyelenggaran Rapat Umum Pemegang Saham (RUPS). Enhance the Effectiveness of General Meetings of Shareholders (GMS).	
1	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (*voting*) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. A Public Company has established technical procedures for collecting votes in open and confidential, that prioritize independence and the interests of shareholders.	Telah Dilaksanakan Has been Implemented
2	Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPS Tahunan. All members of the Board of Directors and the Board of Commissioners of the Public Company attend the Annual GMS.	Telah Dilaksanakan Has been Implemented
3	Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun. A summary of the minutes of the AGMS is made available on the Public Company's website for a minimum of one (1) year.	Telah Dilaksanakan Has been Implemented

No	Rekomendasi Recommendation	Penerapan Implementation
Prinsip Principle	Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. Improve the quality of communication between Public Companies and Shareholders or Investors.	
4	Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. A Public Company has a communication policy for engaging with shareholders or investors.	Telah Dilaksanakan Has been Implemented
5	Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam Situs Web. The Public Company discloses this communication policy on its website.	Telah Dilaksanakan Has been Implemented
Aspek **Aspect**	**Fungsi Dan Peran Dewan Komisaris** **Functions And Roles Of The Board Of Commissioners**	
Prinsip Principle	Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. Strengthen the Membership and Composition of the Board of Commissioners.	
1	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. The number of members on the Board of Commissioners is determined based on the condition of the Public Company.	Telah Dilaksanakan Has been Implemented
2	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the Board of Commissioners considers the diversity of skills, knowledge, and experience required.	Telah Dilaksanakan Has been Implemented
Prinsip Principle	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris. Improve the performance and accountability of the Board of Commissioners.	
3	Dewan Komisaris mempunyai kebijakan penilaian sendiri *(self assessment)* untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to evaluate its performance.	Telah Dilaksanakan Has been Implemented
4	Kebijakan penilaian sendiri *(self assessment)* untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. This self-assessment policy is disclosed to assess the Board of Commissioners in the Public Company's Annual Report.	Telah Dilaksanakan Has been Implemented
5	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. The Board of Commissioners has a policy regarding the resignation of any members involved in financial crimes.	Telah Dilaksanakan Has been Implemented
6	Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses Nominasi anggota Direksi. The Board of Commissioners, or the committee responsible for Nomination and Remuneration functions, establishes a succession policy for the nomination process of Board of Directors members.	Telah Dilaksanakan Has been Implemented
Aspek **Aspect**	**Fungsi Dan Peran Direksi** **Functions And Roles Of The Board Of Directors**	
Prinsip Principle	Memperkuat Keanggotaan dan Komposisi Direksi. Strengthen the Membership and Composition of the Board of Directors.	
1	Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan. The number of members on the Board of Directors is determined based on the condition of the Public Company and the effectiveness of decision-making processes.	Telah Dilaksanakan Has been Implemented
2	Penentuan komposisi anggota Direksi memperhatikan, keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the Board of Directors considers the diversity of skills, knowledge, and experience required.	Telah Dilaksanakan Has been Implemented
3	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors responsible for accounting or finance must possess expertise and/or knowledge in accounting.	Telah Dilaksanakan Has been Implemented
Prinsip Principle	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. Improve the performance and accountability of the Board of Directors.	
4	Direksi mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to evaluate its performance.	Telah Dilaksanakan Has been Implemented
5	Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan Terbuka. This self-assessment policy is disclosed to assess the Board of Directors in the Public Company's Annual Report.	Telah Dilaksanakan Has been Implemented
6	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy requiring the resignation of any member involved in financial crimes.	Telah Dilaksanakan Has been Implemented

No	Rekomendasi Recommendation	Penerapan Implementation
Aspek Aspect	**Partisipasi Pemangku Kepentingan** **Stakeholders Participation**	
Prinsip Principle	Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan. Enhance Corporate Governance Aspect through Stakeholder Participation.	
1	Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. The Public Company has a policy to prevent insider trading.	Telah Dilaksanakan Has been Implemented
2	Perusahaan Terbuka memiliki kebijakan anti korupsi dan *anti fraud*. The Public Company has anti-corruption and anti-fraud policies in place.	Telah Dilaksanakan Has been Implemented
3	Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. The Public Company has a policy on the selection and development of suppliers or vendors.	Telah Dilaksanakan Has been Implemented
4	Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. The Public Company has a policy to ensure the fulfillment of creditors' rights.	Telah Dilaksanakan Has been Implemented
5	Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*. The Public Company has a whistleblowing system policy.	Telah Dilaksanakan Has been Implemented
6	Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The Public Company has a policy for providing long-term incentives to the Board of Directors and employees.	Telah Dilaksanakan Has been Implemented
Aspek Aspect	**Keterbukaan Informasi** **Information Disclosure**	
Prinsip Principle	Meningkatkan Pelaksanaan Keterbukaan Informasi. Improve the implementation of information disclosure practices.	
1	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain Situs Web sebagai media keterbukaan informasi. The Public Company makes broader use of information technology, beyond its website, as a means of disclosing information.	Telah Dilaksanakan Has been Implemented
2	Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali. The Public Company's Annual Report discloses the ultimate beneficial owners holding at least 5% (five percent) of the Company's shares, additionally those disclosed through major and controlling shareholders.	Telah Dilaksanakan Has been Implemented

PEDOMAN UMUM GOVERNANSI KORPORAT INDONESIA
General Guidelines For Indonesian Corporate Governance

Komite Nasional Kebijakan Governansi (KNKG) telah memutakhirkan Pedoman Umum Governansi Korporat Indonesia (PUGKI) pada tahun 2021.

Sebagai bentuk komitmen terhadap penerapan tata kelola perusahaan yang beretika, akuntabel, transparan, dan berkelanjutan, PLN IP Services secara konsisten mengacu pada delapan prinsip dasar governansi korporat Indonesia. Prinsip-prinsip tersebut dijalankan secara berkesinambungan untuk memperkuat struktur dan proses tata kelola perusahaan, dengan rincian sebagai berikut:

The National Committee on Governance Policy (KNKG) updated the Indonesian Corporate Governance Code (PUGKI) in 2021.

As part of its commitment to ethical, accountable, transparent, and sustainable corporate governance, PLN IP Services consistently refers to the eight fundamental principles of Indonesian corporate governance. These principles are applied continuously to strengthen the Company's governance structure and processes, as outlined below:

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1. Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Roles and Responsibilities of the Board of Directors and Board of Commissioner**			
1.1. Peran dan Tanggung Jawab Direksi **Roles and Responsibilities of the Board of Director**			
1.1.1. Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi sebagai berikut: To achieve sustainable value creation, the Board of Directors carries out its leadership role and seeks to achieve the following governance outcomes:	√		
a. berdaya saing dan berfokus ke kinerja jangka panjang; to be competitive and focused on longterm performance;	√		
b. beretika dan bertanggung jawab dalam menjalankan bisnis; to be ethical and responsible in conducting business;	√		
c. berkontribusi positif terhadap masyarakat dan lingkungan; serta to have positive contributions to the community and the environment; as well as	√		
d. berkemampuan dalam bertahan dan bertumbuh (*corporate resilience*) to be able to survive and grow (corporate resilience)	√		
1.1.2. Direksi harus memastikan bahwa misi, visi, tujuan, sasaran, strategi, dan rencana tahunan dan jangka menengah korporasi konsisten dengan tujuan jangka panjang, dengan memanfaatkan inovasi dan teknologi secara efektif. The Board of Directors must ensure that the corporate mission, vision, goals, objectives, strategies, as well as annual and mid-term plans are consistent with long-term goals, by effectively utilizing innovation and technology.	√		
1.1.3. Direksi memastikan bahwa korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan visi, misi, tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan dan standar yang berlaku. The Board of Directors ensures that the corporation implements an appropriate and effective risk management and internal control system that is aligned with the corporate vision, mission, goals, objectives and strategies, as well as complying with applicable laws and regulations and standards.	√		
1.1.4. Direksi memastikan integritas akuntansi dan sistem pelaporan keuangan korporasi dan pengungkapan yang tepat waktu dan akurat atas semua informasi material mengenai korporasi. The Board of Directors ensures that the integrity of the corporate accounting and financial reporting system and the timely and accurate disclosure of all material information about the corporation	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.1.5. Direksi memastikan pelaporan keberlanjutan telah disusun sebagaimana mestinya. The Board of Directors ensures that sustainability reporting has been prepared properly.	√		
1.1.6. Direksi membangun kerangka kerja untuk governansi teknologi informasi (TI) korporasi yang selaras dengan kebutuhan dan prioritas bisnis korporasi, mendorong peluang dan kinerja bisnis, memperkuat manajemen risiko, serta mendukung tujuan dan strategi korporasi. The Board of Directors builds a framework for corporate information technology (IT) governance that is aligned with corporate business needs and priorities, drives business opportunities and performance, strengthens risk management, as well as supports corporate goals and strategies.	√		
1.1.7. Bagi korporasi yang menjalankan kegiatan usaha berdasarkan prinsip Syariah, Direksi perlu memastikan kewenangan dan ketersediaan perangkat pendukung yang memadai agar Dewan Pengawas Syariah dapat menjalankan perannya dengan efektif. For corporations conducting business activities based on Sharia principles, the Board of Directors needs to ensure the authority and availability of adequate supporting tools, allowing the Sharia Supervisory Board to carry out its role effectively.		√	Perseroan tidak menjalankan kegiatan usaha berdasarkan prinsip syariah sehingga Perseroan tidak membutuhkan perangkat pendukung termasuk Dewan Pengawas Syariah yang bertugas mengawasi implementasi prinsip usaha syariah. The Company does not conduct its business activities based on Sharia principles; therefore, it does not require supporting structures, including a Sharia Supervisory Board, to oversee the implementation of Sharia business practices.
1.1.8. Piagam Direksi secara periodik ditinjau. Piagam mencakup antara lain pembagian peran Direktur secara individual dapat diatur di Piagam Direksi atau dengan surat keputusan Direksi. The Board of Directors' Charter is periodically reviewed. The Charter includes, among others, the delegation of roles for the Directors individually, which can be regulated in the Board of Directors' Charter or by a decision letter of the Board of Directors.	√		
1.1.9. Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan. The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in a financial crime and are proven to have made a mistake.	√		
1.2. Penilaian Kinerja - Direksi dan Anggotanya **Performance Assessment – Board of Directors and its Members**			
1.2.1. Dewan Komisaris melakukan evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu direktur. The Board of Commissioners conducts an annual formal evaluation in an objective and independent manner to determine the effectiveness of the Board of Directors and each individual Director.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.2.2. Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi, bertanggung jawab menentukan kriteria evaluasi kinerja dan menilai kinerja Direktur Utama dan anggota Direksi lainnya. The Board of Commissioners, with due observance of the Nomination and Remuneration Committee, is responsible for determining performance assessment criteria and assessing the performance of the President Director and other members of the Board of Directors.	√		
1.3. Peran dan Tanggung Jawab Dewan Komisaris **Roles and Responsibilities of the Board of Commissioners**			
1.3.1. Dewan Komisaris mereviu strategi korporasi paling tidak setiap tahun dan menyetujui misi, visi dan strategi korporasi yang dirumuskan oleh Direksi. Dewan Komisaris juga mereviu, memberikan saran dan menyetujui rencana bisnis dan rencana keuangan jangka panjang dan rencana keuangan jangka pendek korporasi. Dewan Komisaris memberikan advis dan melakukan pemantauan kepada Direksi atas pengelolaan implementasinya. Direksi dan Dewan Komisaris terlibat dalam keputusan yang sangat penting bagi korporasi, diatur dalam anggaran dasar korporasi. The Board of Commissioners reviews the corporate strategy at least annually and approves the corporate mission, vision and strategy formulated by the Board of Directors. The Board of Commissioners also reviews, provides advice, and approves longterm business and financial plans and the company's short-term financial plans. The Board of Commissioners provides advice and monitors the Board of Directors on the management of its implementation. The Board of Directors and Board of Commissioners are involved in decisions that are very important for the corporation, as regulated in the articles of association of the company.	√		
1.3.2. Jenis keputusan yang memerlukan persetujuan Dewan Komisaris harus diungkapkan dalam laporan tahunan The types of decisions that require the approval of the Board of Commissioners must be disclosed in the annual report.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.3.3. Dengan memperhatikan rekomendasi Komite Nominasi dan Remunerasi, Dewan Komisaris mengusulkan kepada, dan untuk diputuskan oleh, RUPS pengangkatan dan/atau pemberhentian anggota Direksi dan anggota Dewan Komisaris. Dalam mengusulkan hal di atas, Dewan Komisaris memperhatikan keberagaman, unsur non diskriminatif dan memberikan kesempatan yang sama tanpa membedakan suku, agama, ras, antar golongan dan gender. Dewan Komisaris memastikan proses pencalonan dan pemilihan anggota Direksi dan anggota Dewan Komisaris adalah formal dan transparan. Taking into account the recommendation of the Nomination and Remuneration Committee, the Board of Commissioners proposes to, and to be resolved by, the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners. In proposing the above, the Board of Commissioners takes into account the diversity, non-discriminatory elements, as well as provides equal opportunities regardless of ethnicity, religion, race, class and gender. The Board of Commissioners ensures a formal and transparent selection and nomination process for members of the Board of Directors and members of the Board of Commissioners.	√		
1.3.4. Dewan Komisaris atau Komite yang menjalankan fungsi nominasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. Setiap tahun Dewan Komisaris meninjau pelaporan pelaksanaan rencana pengembangan dan suksesi yang disampaikan Direktur Utama. The Board of Commissioners or Committees conducting the nomination function formulate a succession policy in the process of nominating members of the Board of Directors. Every year, the Board of Commissioners reviews the report on the implementation of the development and succession plans submitted by the President Director.	√		
1.3.5. Dewan Komisaris a). mengajukan kepada RUPS, yang dapat didahului oleh usulan dari Komite yang menjalankan fungsi remunerasi, besaran remunerasi anggota Direksi dan anggota Dewan Komisaris yang selaras dengan pengembangan korporasi yang berkelanjutan dan kepentingan jangka panjang korporasi dan pemegang saham; b). secara berkala mereviu sistem remunerasi Direksi dan Dewan Komisaris. The Board of Commissioners a). submit to the GMS, which may be preceded by recommendation from Committees conducting the remuneration function, the amount of remuneration for members of the Board of Directors and members of the Board of Commissioners, in line with sustainable corporate development and the long-term interests of the corporation and shareholders; b). periodically reviewing the remuneration system for the Board of Directors and Board of Commissioners.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.3.6. Dewan Komisaris mengawasi efektivitas kebijakan governansi korporat dan implementasinya serta mengusulkan perubahan jika diperlukan. The Board of Commissioners oversees the effectiveness of corporate governance policies and the implementation, as well as proposing changes if necessary.	√		
1.3.7. Dewan Komisaris memantau dan mengarahkan agar korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan, kode perilaku dan standar yang berlaku. The Board of Commissioners monitors and directs the company to implement the appropriate and effective risk management and internal control systems that are aligned with the corporate goals, objectives and strategies as well as complying with laws and regulations, codes of conduct, and applicable standards.	√		
1.3.8. Dewan Komisaris mengawasi dan mengarahkan agar tercapai integritas akuntansi dan sistem pelaporan keuangan korporat, serta independensi fungsi audit internal dan eksternal. The Board of Commissioners supervises and directs the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions	√		
1.3.9. Dewan Komisaris memantau, mereviu dan menyetujui laporan tahunan dan laporan keberlanjutan Korporasi serta memastikan integritasnya, serta mengawasi proses pengungkapan dan pengkomunikasian korporasi. The Board of Commissioners monitors, reviews, and approves the annual report and sustainability report of the company, and ensures their integrity, as well as oversees the company's disclosure and communication process.	√		
1.3.10. Piagam Dewan Komisaris secara periodik ditinjau. The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	√		
1.3.11. Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan. The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	√		
1.3.12. Komisaris independen sangat diharapkan untuk dapat berkontribusi dalam diskusi yang jujur, obyektif, aktif dan konstruktif pada rapat Dewan Komisaris. Independent commissioners are highly expected to be able to contribute to honest, objective, active, and constructive discussions at meetings of the Board of Commissioners	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.3.13. Komisaris Utama berperan sebagai koordinator Dewan Komisaris dan memastikan efektivitasnya. Komisaris Utama mendorong budaya keterbukaan dan dialog konstruktif yang memungkinkan berbagai pandangan diungkapkan, termasuk mengkoordinasi penetapan agenda rapat dewan yang tepat dan memastikan waktu yang cukup tersedia untuk mendiskusikan semua agenda. Selain itu, juga harus ada kesempatan bagi Dewan Komisaris untuk bertemu dengan jajaran Direksi dan manajemen senior. The President Commissioner acts as the coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner promotes a culture of transparency and constructive dialogue that allows a variety of views to be expressed, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. In addition, there should also be opportunities for the Board of Commissioners to meet with the Board of Directors and senior management.	√		
1.4. Pembentukan Komite **Establishment of Committees**			
1.4.1. Korporasi memiliki komite-komite di bawah Dewan Komisaris sekurang-kurangnya terdiri dari: Komite Audit, Komite Nominasi dan Remunerasi dan Komite Pemantau Manajemen Risiko. The Corporation has committees under the Board of Commissioners, consisting of at least: the Audit Committee, Nomination and Remuneration Committee, and Risk Management Monitoring Committee.		√	Sampai 31 Desember 2024, Perusahaan belum membentuk Komite Nominasi dan Remunerasi, sehingga fungsi nominasi dan remunerasi di lingkungan PLN IP Services dijalankan secara langsung oleh Komite Manajemen Risiko. As of December 31, 2024, the Company had not yet established a Nomination and Remuneration Committee. Therefore, the nomination and remuneration functions within PLN IP Services were carried out directly by the Risk Management Committee.
1.4.2. Dewan Komisaris memastikan bahwa anggota Komite Audit seluruhnya independen dan komite lain yang dibentuk Dewan Komisaris adalah mayoritas dari pihak independen, serta semua anggota komite memiliki kompetensi, berkomitmen, serta memiliki wewenang yang memadai untuk menjalankan perannya secara efektif dan independen. The Board of Commissioners ensures that all members of the Audit Committee are independent and the majority of other committees established by the Board of Commissioners are independent parties, and all members of the committee are competent, committed, and have sufficient authority to perform their roles in an effective and independent manner	√		
1.4.3. Untuk memastikan pemantauan atas pelaksanaan tugas Komite Audit berjalan obyektif dan independen, Komisaris Utama tidak boleh menjadi ketua Komite Audit, kecuali dalam keadaan luar biasa yang harus dijelaskan dalam laporan tahunan. To ensure the monitoring on the implementation of duties of the Audit Committee is carried out in an objective and independent manner, the President Commissioner is not allowed to be the chairman of the Audit Committee, except in extraordinary circumstances, which must be explained in the annual report.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.5. Penilaian Kinerja - Dewan Komisaris dan Anggotanya **Performance Assessment – Board of Commissioners and its Member**			
1.5.1. Dewan Komisaris melakukan evaluasi formal tahunan secara objektif untuk menentukan efektivitas Dewan, komitenya, dan setiap individu komisaris. The Board of Commissioners conducts an annual formal evaluation objectively to determine the effectiveness of the Board, its committees, and each individual Commissioner.	√		
1.6. Benturan Kepentingan **Conflicts of Interest**			
1.6.1. Anggota Direksi yang mempunyai rangkap jabatan di luar korporasi, harus mendapatkan persetujuan dari Dewan Komisaris. Seorang Komisaris memberi tahu Dewan Komisaris dan ketua komite yang menjalankan fungsi nominasi, sebelum menerima penunjukan baru sebagai direktur atau komisaris dari korporasi terbuka, jabatan direktur lainnya atau posisi lain dengan komitmen waktu yang signifikan. Members of the Board of Directors with concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner notifies the Board of Commissioners and the chairman of the committee carrying out the nomination function, prior to accepting a new appointment as Director or Commissioner of a public company, other Director positions or other positions with a significant time commitment.	√		
1.6.2. Dewan Komisaris memantau dan mengelola potensi benturan kepentingan manajemen, anggota Direksi, Dewan Komisaris dan pemegang saham, termasuk penyalahgunaan aset korporasi dan penyalahgunaan dalam transaksi pihak berelasi. Komisaris yang memiliki benturan kepentingan tidak turut serta dalam pemantauan dan pengambilan keputusan atas potensi benturan kepentingan yang melibatkan Komisaris atau afiliasi Komisaris yang bersangkutan. The Board of Commissioners monitors and manages potential conflicts of interest for management, members of the Board of Directors, Board of Commissioners and shareholders, including misuse of corporate assets and misuse in related party transactions. Commissioners with conflicts of interest do not participate in monitoring and making decisions on potential conflicts of interest involving the Commissioners or affiliates of the Commissioners concerned.	√		
1.7. Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris **Competency Improvement of Members of the Board of Directors and Board of Commissioners**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
1.7.1. Dewan Komisaris memastikan bahwa anggota Direksi dan Dewan Komisaris memahami peran dan tanggung jawab mereka, karakteristik dan operasi korporasi, peraturan perundang-undangan dan standar yang relevan serta kewajiban lain yang berlaku. Direksi melalui sekretaris korporasi mendukung semua anggota Direksi dan Dewan Komisaris dalam memperbarui dan menyegarkan keterampilan dan pengetahuan mereka yang diperlukan untuk menjalankan peran mereka di Dewan. The Board of Commissioners ensures that members of the Board of Directors and Board of Commissioners understand their roles and responsibilities, characteristics and operations of the corporation, relevant laws and regulations and other applicable standards and obligations. The Board of Directors through the corporate secretary supports all members of the Board of Directors and Board of Commissioners in updating and refreshing the required skills and knowledge to carry out their roles on the Board.	√		
2. Komposisi dan Remunerasi Direksi dan Dewan Komisaris **Composition and Remuneration of the Board of Directors and Board of Commissioners**			
2.1. Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris **Composition of the Board of Directors and Board of Commissioner**			
2.1.1. Dalam menentukan kandidat calon direktur, Dewan Komisaris melalui Komite Nominasi dan Remunerasi tidak hanya mengandalkan rekomendasi dari Dewan Komisaris, manajemen atau pemegang saham mayoritas. Dewan Komisaris melalui Komite Nominasi dan Remunerasi dapat menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat. In determining prospective candidates for Directors, the Board of Commissioners through the Nomination and Remuneration Committee does not only rely on recommendations from the Board of Commissioners, management or majority shareholders. The Board of Commissioners through the Nomination and Remuneration Committee can use independent sources to determine qualified candidates.	√		
2.1.2. Dewan Komisaris memastikan bahwa kriteria dalam menyeleksi anggota Direksi mencakup paling tidak pengetahuan, kemampuan, dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran Direksi serta memperhatikan terpenuhinya keberagaman Direksi. The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the required knowledge, abilities, and expertise to properly meet the role of the Board of Directors and takes into account the fulfillment of the diversity of the Board of Directors.	√		
2.1.3. Kebijakan korporasi tentang keberagaman pada, Direksi dan Dewan Komisaris diungkapkan dalam Laporan Tahunan. The corporate policy regarding diversity among the Board of Directors and Board of Commissioners is disclosed in the Annual Report	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
2.1.4. Dewan Komisaris memastikan bahwa kebijakan dan prosedur untuk seleksi dan nominasi Komisaris adalah jelas dan transparan sehingga dapat menghasilkan komposisi Dewan yang diinginkan. Dewan Komisaris menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat. The Board of Commissioners ensures that the policies and procedures for the selection and nomination of Commissioners are clear and transparent in order to produce the desired Board composition. The Board of Commissioners uses independent sources to determine qualified candidates.	√		
2.1.5. Dewan Komisaris/Komite yang menjalankan fungsi nominasi menetapkan prosedur dan kriteria nominasi yang konsisten dengan matriks keahlian Dewan Komisaris yang telah disetujui Dewan Komisaris dan memastikan bahwa profil kandidat memenuhi persyaratan yang ditetapkan dalam matriks keahlian dan kriteria nominasi. The Board of Commissioners/Committee that performs the nomination function establishes nomination procedures and criteria that are consistent with the Board of Commissioners' expertise matrix, which has been approved by the Board of Commissioners and ensures that the candidate profile meets the established requirements in the expertise matrix and nomination criteria.	√		
2.1.6. Dewan Komisaris/Komite yang menjalankan fungsi nominasi menetapkan prosedur dan kriteria nominasi yang konsisten dengan matriks keahlian Dewan Komisaris yang telah disetujui Dewan Komisaris dan memastikan bahwa profil kandidat memenuhi persyaratan yang ditetapkan dalam matriks keahlian dan kriteria nominasi. The Board of Commissioners/Committee that performs the nomination function establishes nomination procedures and criteria that are consistent with the Board of Commissioners' expertise matrix, which has been approved by the Board of Commissioners and ensures that the candidate profile meets the established requirements in the expertise matrix and nomination criteria.	√		
2.1.7. Komposisi Dewan Komisaris harus dibentuk sedemikian rupa sehingga anggota -anggotanya secara kelompok mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan jender yang dibutuhkan untuk memenuhi secara tepat peran Dewan Komisaris. The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of abilities, skills, knowledge, experience, age, cultural background, and gender needed to properly fulfill the role of the Board of Commissioners.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
2.1.8. Untuk memampukan Dewan Komisaris dalam memberikan advis dan supervisi secara independen kepada Direksi dan untuk peran-peran yang terdapat potensi benturan kepentingan, Dewan Komisaris terdiri dari Komisaris Independen yang cukup jumlahnya, dengan masa jabatan yang dibatasi dan terdapat pengungkapan Jangka waktu keanggotaan Dewan Komisaris serta independensi mereka dari sudut pandang korporasi. To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles with potentials for conflicts of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with a limited term of office and there is disclosure of the term of membership of the Board of Commissioners and their independence from a corporate perspective.	√		
2.1.9. Tanggung jawab dan peran Komite Nominasi dan Remunerasi termasuk namun tidak terbatas pada: The responsibilities and roles of the Nomination and Remuneration Committee include, but are not limited to, the following:			
a. Menyusun pedoman untuk memastikan bahwa semua komisaris mengalokasikan waktu yang cukup kepada korporasi agar dapat menjalankan tanggung jawab mereka secara efektif. Pedoman tersebut mencakup diantaranya: Develop guidelines to ensure that all commissioners allocate sufficient time to the corporation to effectively fulfill their responsibilities. These guidelines include, but are not limited to, the following:			
i. Dalam penunjukan komisaris utama, Komite Nominasi dan Remunerasi menyiapkan uraian spesifikasi pekerjaan, termasuk persyaratan komitmen waktu yang juga mempertimbangkan kebutuhan komitmen waktu pada saat krisis. Adanya komitmen signifikan lainnya di luar korporasi harus diungkapkan kepada dewan komisaris sebelum penunjukan dan diungkapkan dalam laporan tahunan. Perubahan komitmen harus segera dilaporkan kepada dewan komisaris dan dampaknya dijelaskan dalam laporan tahunan berikutnya. In the appointment of the President Commissioner, the Nomination and Remuneration Committee prepares a detailed job specification, including time commitment requirements that also take into account the demands during times of crisis. Any significant external commitments must be disclosed to the Board of Commissioners before appointment and must also be disclosed in the annual report. Any changes to such commitments must be promptly reported to the Board of Commissioners and explained in the following annual report.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
ii. Dalam penunjukan anggota komisaris, Komite Nominasi dan Remunerasi menetapkan syarat dan ketentuan penunjukan anggota komisaris. Syarat dan ketentuan ini tersedia untuk dilakukan pemeriksaan. Komitmen waktu yang diharapkan dicantumkan dalam Surat penunjukan anggota komisaris dan anggota komisaris harus memiliki waktu yang cukup untuk memenuhi komitmen waktu yang diharapkan. Adanya komitmen signifikan lainnya di luar korporasi harus diungkapkan kepada dewan komisaris sebelum penunjukan, beserta indikasi komitmen waktu yang diperlukan dan dewan komisaris harus diberitahu jika terdapat perubahan atas komitmen tersebut. In appointing members of the Board of Commissioners, the Nomination and Remuneration Committee sets the terms and conditions of appointment. These terms and conditions must be made available for review. The expected time commitment must be specified in the appointment letter for each member, and members must ensure they have sufficient time to meet the expected commitments. Any significant external obligations must be disclosed to the Board of Commissioners before appointment, along with an indication of the time commitment required, and any changes to these commitments must be promptly reported to the Board.	√		
b. Secara proaktif memimpin dan bertanggungjawab atas pengembangan, implementasi, dan reviu berkelanjutan atas perencanaan suksesi direksi dan dewan komisaris. Proactively lead and take responsibility for the development, implementation, and ongoing review of succession planning for the Board of Directors and the Board of Commissioners.		√	Dalam implementasinya, pelaksanaan suksesi Direksi dilaksanakan oleh Dewan Komisaris/Komite yang menjalankan fungsi Nominasi, Remunerasi dan *Good Corporate Governance*. Namun, perencanaan suksesi Dewan Komisaris dilaksanakan oleh PT PLN Indonesia Power selaku induk Perseroan. In its implementation, the succession of the Board of Directors is carried out by the Board of Commissioners and/or the Committee responsible for Nomination, Remuneration, and Good Corporate Governance functions. However, the succession planning for the Board of Commissioners is conducted by PT PLN Indonesia Power as the Parent Company.
c. Secara proaktif memimpin dan bertanggung jawab atas pengembangan, implementasi, dan reviu berkelanjutan atas perencanaan suksesi direksi dan dewan komisaris. Proactively lead and take responsibility for the development, implementation, and ongoing review of succession planning for the Board of Directors and the Board of Commissioners.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
d. "Menjunjung tinggi prinsip independensi dalam menangani benturan kepentingan (dan potensi benturan kepentingan) di antara anggota komite dalam pelaksanaan tugas Komite. Uphold the principle of independence in handling conflicts of interest (and potential conflicts of interest) among committee members in carrying out the Committee's duties."		√	Sampai dengan tahun 2024, Perseroan belum menunjuk atau bekerja sama dengan pihak ke-3 atau konsultan indpenden nominasi. Proses nominasi Direksi Perseroan dilakukan oleh Komite Nominasi, Remunerasi dan *Good Corporate Governance* dan untuk Dewan Komisaris kewanangannya di berikan kepada induk Perseroan yaitu PT PLN Indonesia Power. As of 2024, the Company has not appointed or collaborated with any third party or independent nomination consultant. The nomination process for the Company's Directors is conducted by the Nomination, Remuneration, and Good Corporate Governance Committee, while the authority for nominating members of the Board of Commissioners is assigned to the Company's parent entity, PT PLN Indonesia Power.
2.2. Remunerasi Direksi dan Dewan Komisaris **Remuneration of the Board of Directors and Board of Commissioners**			
2.2.1. Kebijakan remunerasi anggota Direksi terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Remunerasi Direksi harus diusulkan, dapat dengan melalui Komite Nominasi dan Remunerasi, oleh Dewan Komisaris untuk diputuskan oleh RUPS. Jumlah remunerasi yang diusulkan kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Direksi dan situasi ekonomi serta kinerja korporasi. The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The Board of Directors' remuneration must be proposed, through the Nomination and Remuneration Committee, by the Board of Commissioners to be resolved by the GMS. The amount of remuneration proposed to the GMS is determined by taking into account the role of each member of the Board of Directors and the economic situation as well as corporate performance	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
2.2.2. Kebijakan remunerasi anggota Dewan Komisaris terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Jumlah remunerasi yang diusulkan Dewan Komisaris kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Dewan Komisaris dan situasi ekonomi serta kinerja korporasi. Di samping itu juga harus dipertimbangkan posisinya sebagai Komisaris Utama dan ketua serta keanggotaannya dalam komite-komite. The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of longterm goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by taking into account the role of each member of the Board of Commissioners and the economic situation as well as corporate performance. In addition, consideration should also be given to his/her position as President Commissioner and chairman as well as membership in committees.	√		
2.2.3. Untuk memastikan bahwa paket remunerasi ditentukan berdasarkan prestasi, kualifikasi dan kompetensi direktur dan komisaris dengan memperhatikan kinerja operasi korporasi, kinerja individu dan kondisi pasar, Komite Nominasi dan Remunerasi memastikan bahwa terdapat prosedur yang adil dan transparan untuk menetapkan kebijakan remunerasi anggota Direksi dan Dewan Komisaris. To ensure that the remuneration package is determined based on the achievements, qualifications, and competencies of the Directors and Commissioners by taking into account the performance of corporate operations, individual performance, and market conditions, the Nomination and Remuneration Committee ensures that there are fair and transparent procedures for establishing remuneration policies for members of the Board of Directors and Board of Commissioners.	√		
3. Hubungan Kerja antara Direksi dengan Dewan Komisaris **Work Relationship between the Board of Directors and Board of Commissioners**			
3.1. Sifat Hubungan Kerja **Nature of Work Relationship**			
3.1.1. Terdapat diskusi yang terbuka antara Direksi dengan Dewan Komisaris serta di antara para anggota Direksi dan para anggota Dewan Komisaris. Namun, tetap penting menjaga kerahasiaan informasi agar tidak terjadi kebocoran informasi rahasia. There are open discussions between the Board of Directors and the Board of Commissioners and between members of the Board of Directors and members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information to ensure that confidential information does not leak.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
3.1.2. Sesuai dengan tugas dan perannya masing-masing, Direksi bekerjasama dengan Dewan Komisaris dalam merumuskan misi, visi dan strategi korporasi dan secara reguler membahas pengimplementasiannya. In accordance with their respective duties and roles, the Board of Directors cooperates with the Board of Commissioners in formulating the corporate missions, visions and strategies, and regularly discusses the implementation.	√		
3.1.3. Sekretaris Korporasi memiliki peran penting dalam mendukung efektivitas hubungan kerja antara Direksi dengan Dewan komisaris, mendorong implementasi praktek governansi korporat yang baik, termasuk komunikasi yang efektif dengan pemegang saham dan pemangku kepentingan lainnya. The Corporate Secretary has a crucial role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.	√		
3.2. Akses informasi Dewan Komisaris **Access to Information for the Board of Commissioners**			
3.2.1. Direksi bertanggung jawab untuk memastikan Dewan Komisaris mendapatkan akses informasi yang akurat, relevan dan tepat waktu. Dewan Komisaris sendiri memastikan bahwa ia memperoleh informasi yang memadai. Direksi menyediakan informasi kepada Dewan Komisaris secara teratur, tanpa penundaan dan secara komprehensif tentang semua masalah yang relevan dengan korporasi. Dewan Komisaris sewaktu waktu dapat meminta Direksi untuk memberikan informasi tambahan. The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant, and timely information. The Board of Commissioners itself ensures that it obtains sufficient information. The Board of Directors provides information to the Board of Commissioners regularly, without delay, and comprehensively on all matters relevant to the corporation. The Board of Commissioners may at any time request additional information to the Board of Directors.	√		
3.2. Tanggung Jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi **Responsibilities of the Board of Directors and Board of Commissioners on Impacts of the Structure**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
3.3.1. Dampak struktur kepemilikan terhadap korporasi. Direksi dan Dewan Komisaris mempertimbangkan tanggung jawabnya dalam konteks struktur kepemilikan saham dan hubungan antar-pemegang saham korporasi yang mungkin berdampak terhadap pengelolaan dan operasi korporasi. The impact of the ownership structure on the corporation. The Board of Directors and the Board of Commissioners consider their responsibilities in the context of the shareholding structure and relationships between corporate shareholders, which may have an impact on corporate management and operations.	√		
4. Perilaku Etis dan bertanggung jawab **Etchical and Responsible Conduct**			
4.1. Pedoman Etika dan Perilaku **Code of Conduct**			
4.1.1. Pernyataan ini dituangkan dalam Pedoman Perilaku dan Etika Usaha yang harus secara jelas mengungkapkan harapan korporasi bahwa setiap anggota Direksi dan Dewan Komisaris serta karyawan akan: This statement is set forth in the Code of Conduct and Business Ethics, which must clearly state the corporate expectation that each member of the Board of Directors and Board of Commissioners and employees will:			
a. Bertindak untuk kepentingan terbaik korporasi; Act in the best interests of the corporation;	√		
b. Bertindak dengan jujur dan dengan integritas berstandar tinggi; Act honestly and with a high standard of integrity;	√		
c. Bersikap independen dan bertindak berdasarkan informasi yang lengkap, dengan itikad baik, dengan uji tuntas dan kehati-hatian. Be independent and act based on complete information, in good faith, with due diligence and prudence;	√		
d. Mematuhi peraturan perundang-undangan yang berlaku bagi korporasi dan operasinya; Comply with laws and regulations that apply to the corporation and its operations;	√		
e. Menghindari tindakan yang melanggar peraturan perundang-undangan atau tindakan yang tidak etis berdasarkan pedoman etika korporasi; Avoiding actions that violate laws and regulations or unethical actions based on corporate ethics guidelines;	√		
f. Tidak terlibat atau berpartisipasi dalam kegiatan apapun yang akan menimbulkan benturan kepentingan dengan kepentingan terbaik korporasi atau yang akan berdampak negatif terhadap reputasi korporasi; Not involved or participating in any activities that will create a conflict of interest with the best interests of the corporation or which will have a negative impact on the reputation of the corporation;	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
g. Tidak mengambil manfaat atas properti atau informasi yang dimiliki korporasi, kepemilikan aset lainnya atau pelanggannya untuk kepentingan pribadi atau yang menyebabkan kerugian bagi korporasi dan pelanggannya. Do not take advantage of property or information owned by the corporation, ownership of other assets or its customers for personal gain or which causes harm to the corporation and its customers	√		
h. Tidak memanfaatkan jabatannya atau peluang yang dihasilkan oleh jabatannya untuk kepentingan pribadi. Does not take advantage of the position or opportunities generated by the position for personal gain	√		
i. Menghindari perbuatan meminta atau menerima dari pihak ketiga pembayaran, gratifikasi atau keuntungan lain untuk dirinya sendiri atau untuk orang lain yang menimbulkan benturan kepentingan/ memberikan keuntungan kepada pihak ketiga secara melanggar peraturan perundang-undangan. Avoiding the act of asking for or receiving from third parties payments, gratuities, or other benefits for themselves or for other people that will lead to conflicts of interest/ provide benefits to third parties by violating the laws and regulations;	√		
j. Menghormati perbedaan pendapat dan hak-hak setiap anggota Direksi, Dewan Komisaris, dan karyawan. Respect differences of opinion and the rights of each member of the Board of Directors, Board of Commissioners and employees;	√		
k. Memastikan pengungkapan yang lengkap, adil, akurat, tepat waktu, dan dapat dipahami dalam laporan dan dokumen yang disampaikan korporasi kepada regulator dan dalam komunikasi publik lainnya. Ensuring full, fair, accurate, timely, and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications;	√		
4.1.2. Direksi menetapkan kebijakan dan praktik anti pencucian uang dan pendanaan terorisme, anti suap, anti korupsi, anti kecurangan (*anti fraud*), keterlibatan dalam politik dengan mengacu pada standar nasional atau internasional mengenai anti pencucian uang, anti suap, anti korupsi, anti kecurangan atau standar terkait lainnya. The Board of Directors establishes policies and practices on anti-money laundering and financing of terrorism, anti-bribery, anticorruption, anti-fraud, political involvement with reference to the national or international standards regarding anti-money laundering, anti-bribery, anti-corruption, anti-fraud or other related standards.	√		
4.2. Nilai – nilai dan Budaya Organisasi **Corporate Values and Culture**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
4.2.1. Korporasi mengartikulasikan, menumbuhkan dan mengungkapkan budaya dan nilai nilai korporasi The corporation articulates, fosters, and discloses corporate culture and value	√		
4.3. Komunikasi dan Penegakan Pedoman Etika, Nilai-nilai dan Budaya **Enforcement and Communication of the Code of Ethics, Values, and Culture**			
4.3.1. Pedoman perilaku dan kode etik korporasi dikomunikasikan secara efektif kepada Direksi, Dewan Komisaris, serta seluruh karyawan, diintegrasikan ke dalam strategi dan operasi korporasi termasuk sistem manajemen risiko dan struktur remunerasi, serta ditegakkan. The corporate code of conduct and code of ethics are communicated effectively to the Board of Directors, Board of Commissioners and all employees, integrated into corporate strategy and operations, including risk management system and remuneration structure, as well as being enforced.	√		
5. Manajemen Risiko, Pengendalian Internal dan Kepatuhan **Risk Management, Internal Control, and Compliance**			
5.1. Pengendalian Internal dan Kepatuhan **Internal Control and Compliance**			
5.1.1. Direksi melakukan reviu secara berkala atas ketepatan desain dan efektivitas operasional sistem governansi, pengelolaan risiko, pengendalian internal dan kepatuhan korporasi dan melaporkan pelaksanaan dan hasil reviu kepada para pemegang saham melalui laporan tahunan Korporasi. The Board of Directors periodically reviews the accuracy of designs and operational effectiveness of the governance system, risk management, internal control, and corporate compliance and reports the implementation and results of the review to shareholders through the annual report of the Corporation.	√		
5.2. Manajemen Risiko **Risk Management**			
5.2.1. Strategi dan risiko merupakan satu kesatuan, diungkapkan secara transparan, masuk ke dalam pelaksanaan tugas dan tanggung jawab Direksi dan Dewan Komisaris, serta dalam diskusi di rapat Dewan Komisaris dan Direksi. Strategy and risk is a unity, disclosed in a transparent manner, included in the implementation of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at the meetings of the Board of Commissioners and Board of Directors.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
5.2.2. Komite Pemantau Manajemen Risiko membantu pelaksanaan tugas Dewan Komisaris dengan menciptakan mekanisme yang transparan, fokus, dan independen dalam pengawasan manajemen risiko korporasi. The Risk Management Oversight Committee assists the implementation of the duties of the Board of Commissioners by creating a transparent, focused, and independent mechanism for oversight of corporate risk management	√		
5.3. Integrasi Governansi, Manajemen Risiko dan Kepatuhan **Integration of Governance, Risk Management, and Compliance**			
5.3.1. Direksi membangun sistem governansi, manajemen risiko, dan kepatuhan (GRC) yang terintegrasi, dengan menangani berbagai ketidakpastian secara terpadu dan dengan integritas yang tinggi, untuk meyakinkan bahwa korporasi dapat mencapai tujuannya. The Board of Directors establishes an integrated governance, risk management and compliance (GRC) system, by handling various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its objectives.	√		
5.3.2. Direksi memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan. The Board of Directors ensures that the division in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.	√		
5.4. Audit Internal **Internal Audit**			
5.4.1. Dewan Komisaris melalui Komite Audit memantau dan memastikan bahwa fungsi audit internal membantu korporasi untuk mencapai tujuannya dengan membawa pendekatan yang objektif dan disiplin untuk mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan governansi korporat. The Board of Commissioners through the Audit Committee oversees and ensures that the internal audit function assists the corporation in achieving its goals through an objective and disciplined approach in order to evaluate and improve the effectiveness of risk management, internal control, and corporate governance.	√		
6. Pengungkapan dan Transparansi **Disclosure and Transparency**			
6.1. Kebijakan Pengungkapan **Policy and Disclosure**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
6.1.1. Korporasi memiliki kebijakan dan prosedur pengungkapan dan transparansi yang memastikan pengungkapan informasi material dan menjaga informasi sensitif serta rahasia korporasi The corporation has disclosure and transparency policies and procedures that ensure the disclosure of material information and safeguard sensitive information as well as corporate secrets.	√		
6.1.2. Hak pemegang saham untuk memperoleh secara teratur dan tepat waktu informasi material yang relevan tentang korporasi harus dipenuhi. Shareholders' right to obtain regularly and timely relevant material information regarding the corporation must be me.	√		
6.2. Laporan Keuangan dan Keberlanjutan **Financial and Sustainability Reports**			
6.2.1. Korporasi mengungkapkan sistem dan prosedur untuk memastikan bahwa laporan keuangan interim yang tidak diaudit atau direviu oleh auditor eksternal secara material adalah akurat, lengkap, dan memberikan investor informasi yang tepat untuk membuat keputusan investasi yang tepat. The corporation discloses systems and procedures to ensure that interim financial reports that are not materially audited or reviewed by external auditors are accurate, complete, and provide investors with the right information to make the right investment decisions	√		
6.2.2. Komite Audit memastikan kualitas audit laporan keuangan yang dilaksanakan oleh auditor eksternal. Kegiatan ini termasuk merekomendasikan penunjukan, penunjukan kembali dan, jika perlu, pemberhentian dan remunerasi auditor eksternal. The Audit Committee ensures the quality of audits on financial report carried out by external auditors. This activity includes recommending the appointment, reappointment and, if necessary, the termination and remuneration of the external auditor.	√		
6.2.3. Laporan keberlanjutan harus disiapkan dan diungkapkan dengan akurat dan disusun sesuai kerangka pelaporan keberlanjutan nasional atau internasional. The sustainability report shall be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
6.2.4. Korporasi menerbitkan laporan tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu pemegang saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan. The corporation issues an integrated annual report that places historical performance into context and describes the risks, opportunities, and prospects of the corporation in the future, which will subsequently assist shareholders and stakeholders to understand the strategic goals of the corporation and its progress in creating sustainable valu.	√		
6.3. Diseminasi Informasi **Dissemination of Information**			
6.3.1. Saluran penyebaran informasi harus menyediakan akses yang setara, tepat waktu, dan relatif murah untuk informasi yang relevan bagi pengguna. Channels for the dissemination of information should provide users with equitable, timely, and relatively inexpensive access to relevant information.	√		
6.3.2. Korporasi memastikan bahwa pernyataan tahunan terhadap penerapan Pedoman Umum Governansi Korporat Indonesia, termasuk penjelasan atas penerapan atas masing-masing Rekomendasi dan Panduan tersedia di situs web selama jangka waktu minimal lima tahun. The corporation ensures that an annual statement on the implementation of the Indonesian General Guidelines for Corporate Governance, including an explanation on the implementation of each Recommendation and Guideline is available on the website for a minimum period of five years	√		
6.3.3. Untuk korporasi yang terdaftar di pasar modal di yurisdiksi selain yurisdiksi asal, peraturan perundang-undangan atas governansi korporat yang berlaku harus di diungkapkan dengan jelas. Dalam hal cross listing, kriteria dan prosedur cross listing, kriteria dan prosedur untuk mengakui persyaratan listing untuk listing utama harus transparan dan didokumentasikan. For corporations listed on the capital market in jurisdictions other than the jurisdiction of origin, applicable laws and regulations on corporate governance must be clearly disclosed. In the case of cross listing, the criteria and procedures for cross listing, criteria and procedures for recognizing the listing requirements for the primary listing must be transparent and documented	√		
7. Perlindungan terhadap Hak-Hak Pemegang Saham **Protection of the Rights of Shareholders**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
7.1. Hak Pemegang Saham **Rights of Shareholders**			
7.1.1. Korporasi memiliki suatu kebijakan komunikasi yang memfasilitasi dan mendorong partisipasi pemegang saham atau investor The corporation has a communication policy that facilitates and encourages shareholder or investor participation.		√	Perseroan belum memiliki kebijakan terkait komunikasi dengan pemegang saham dan investor. Namun, Perseroan telah memfasilitasi keterlibatan komunikasi dengan pemegang saham dan investor selain melalui penyelenggaraan RUPST, dimana Perseroan memberikan beberapa fasilitas media agar pemegang saham dan investor dapat memperbaharui informasi mereka terkait Perseroan. Hal ini telah diungkapkan pada Laporan Tahunan 2024. The Company has not yet established a formal policy regarding communication with shareholders and investors. However, the Company has facilitated engagement with shareholders and investors beyond the Annual General Meeting of Shareholders (AGMS) by providing various media channels through which they can access updated information about the Company. This has been disclosed in the 2024 Annual Report.
7.1.2. Korporasi yang merupakan entitas induk memastikan bahwa kebijakan governansi korporatnya berlaku bagi entitas anak dan entitas sepengendali yang di dalamnya investasi korporasi adalah signifikan. Corporations that are parent entities ensure that their corporate governance policies apply to subsidiaries and entities under common control in which their investment is significant.	√		Perseroan mengimplementasikan Kebijakan Tata Kelola Terintegrasi yang ditetapkan oleh PT PLN Indonesia Power selaku entitas induk, Perseroan dapat memastikan bahwa prinsip-prinsip tata kelola yang baik turut diimplementasikan secara konsisten oleh anak perusahaannya. Pendekatan ini mendukung terciptanya sinergi tata kelola yang selaras dan berkesinambungan di seluruh lini usaha. The Company implements the Integrated Governance Policy established by PT PLN Indonesia Power as the parent entity. This ensures that the principles of good corporate governance are consistently applied across its subsidiaries. This approach supports the creation of aligned and sustainable governance synergy throughout all business lines.
7.2. Perlakuan Adil Terhadap Pemegang Saham **Fair Treatment of Shareholders**			
7.2.1. Korporasi memiliki aturan dan prosedur yang memastikan a). semua pemegang saham dari seri yang sama dalam satu kelas saham harus diperlakukan setara, b).pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memperoleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya. Corporations have rules and procedures that ensure a). all shareholders of the same series in one class of shares must be treated equally, b). disclosure of said rules and procedures, as well as disclosure of capital structure and arrangements that allow certain shareholders to gain influence or control that is disproportionate to their share ownership.			
a. Semua pemegang saham dari seri yang sama dalam satu kelas saham harus diperlakukan setara, All shareholders holding the same series within a class of shares must be treated equally,	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
b. Pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memeroleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya. The corporation must disclose the rules and procedures governing this principle, as well as disclose the capital structure and any arrangements that allow certain shareholders to exercise influence or control disproportionate to their share ownership.	√		
7.2.2. Korporasi memiliki aturan dan prosedur yang memastikan transaksi pihak berelasi disetujui dan dilaksanakan sedemikian rupa yang dapat meyakinkan bahwa benturan kepentingan telah dikelola dengan tepat, dan melindungi kepentingan korporasi dan pemegang saham. The corporation has rules and procedures that ensure related party transactions are approved and carried out in such a way as to ensure that conflicts of interest are properly managed, and protect the interests of the corporation and shareholders.	√		Perseroan tidak memiliki prosedur dan aturan khusus yang mengatur mengenai transaksi pihak berelasi. Namun dalam penerapannya, Perseroan sebagai Perusahaan Terbuka mengacu kepada Peraturan Otoritas Jasa Keuangan Nomor 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan serta telah mengungkapkan sifat dan hubungan dari transaksi berelasi telah diungkapkan pada Laporan Keuangan dan Laporan Tahunan serta keterbukaan Informasi yang mengacu kepada POJK Nomor 31/POJK.04/2015 tentang Keterbukaan Atas Informasi atau Fakta Material oleh Emiten atau Perusahaan Publik. The Company does not have specific internal procedures and rules governing related party transactions. However, in practice, as a publicly listed company, it refers to the Financial Services Authority Regulation No. 42/POJK.04/2020 on Affiliate Transactions and Conflict of Interest Transactions. The Company has disclosed the nature and relationships of related party transactions in its Financial Statements, Annual Report, and Information Disclosure, following Financial Services Authority Regulation No. 31/POJK.04/2015 on Disclosure of Material Information or Facts by Issuers or Public Companies.
7.2.3. Korporasi memiliki dan mengungkapkan kebijakan untuk mencegah terjadinya insider trading. Korporasi memiliki aturan yang jelas mengenai perdagangan apa pun dalam saham korporasi yang dilakukan oleh direktur, komisaris dan orang dalam untuk memastikan bahwa siapapun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak/belum tersedia di pasar.	√		
7.3. Rapat Umum Pemegang Saham **General Meeting of Shareholders**			
7.3.1. Korporasi melakukan panggilan RUPS dengan agenda dan materi RUPS selengkap dan sedini mungkin (paling lambat 28 hari sebelum RUPS) untuk memberikan waktu dan materi yang cukup bagi pemegang saham untuk mempelajari dengan baik agenda rapat. Undangan rapat dan seluruh informasi RUPS diungkapkan melalui sarana elektronik seperti melalui situs web korporasi The corporation implement the notice for GMS with the agenda and materials for the GMS as completely and as early as possible (no later than 28 days prior to the GMS) to provide sufficient time and material for shareholders to properly study the meeting agenda. Meeting invitations and all GMS information are disclosed through electronic means, such as through the corporate website.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
7.3.2. Korporasi memiliki dan mengungkapkan aturan dan prosedur yang memfasilitasi pemegang saham dalam berpartisipasi dan memberikan suara secara efektif di RUPS. The corporation has established and disclosed rules and procedures that facilitate shareholders to participate and vote effectively at the GMS.	√		
7.3.3. Pemegang saham berpartisipasi efektif dalam menetapkan penunjukan anggota Direksi dan Dewan Komisaris Shareholders participate effectively to determine the appointment of members of the Board of Directors and Board of Commissioners.	√		
7.3.4. Korporasi memastikan transparansi dan akuntabilitas auditor eksternal di RUPS. The corporation ensures the transparency and accountability of the external auditor at the GMS.	√		
7.3.5. Penyampaian hasil pemungutan suara dan ringkasan risalah RUPS secara lengkap diumumkan ke publik pada hari kerja berikutnya. Submission of voting results and a complete summary of the minutes of the GMS will be announced to the public on the following working day.	√		
8. Perlindungan terhadap Hak-Hak Pemegang Saham **Appreciation for Stakeholders**			
8.1. Keterlibatan Pemangku Kepentingan Kunci (*stakeholder engagement*) **Stakeholders Engagement**			
8.1.1. Korporasi melalui Sekretaris Korporasi melaksanakan komunikasi yang regular, transparan dan efektif dengan pemangku kepentingan kunci serta melibatkan mereka untuk memahami harapan dan keluhan mereka serta dampak korporasi terhadap mereka. The corporation through the Corporate Secretary carries out regular, transparent, and effective communication with key stakeholders as well as involves them to understand their hopes and complaints as well as the impact of the corporation on them.	√		
8.2. Integrasi Keberlanjutan dalam Model Bisnis **Integration of Sustainability in Business Models**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
8.2.1. Dewan Komisaris bersama-sama dengan Direksi bertanggung jawab, akuntabel dan transparan atas governansi keberlanjutan, termasuk menetapkan strategi, prioritas, dan target keberlanjutan korporasi. Direksi dan Dewan Komisaris memasukkan pertimbangan keberlanjutan ketika menjalankan perannya, termasuk antara lain dalam pengembangan dan implementasi strategi korporasi, rencana bisnis, rencana aksi utama dan manajemen risiko. The Board of Commissioners together with the Board of Directors are responsible, accountable and transparent for sustainability governance, including in terms of establishing corporate sustainability strategies, priorities and targets. The Board of Directors and Board of Commissioners incorporate sustainability considerations when carrying out their roles, including by developing and implementing corporate strategies, business plans, main action plans, and risk management.	√		
8.3. Integrasi Keberlanjutan dalam Model Bisnis **Protection for Stakeholders**			
8.3.1. Direksi memastikan dan mengungkapkan bahwa operasi korporasi mencerminkan penerapan standar etika, tanggung jawab sosial dan lingkungan yang tinggi di seluruh korporasi dan memastikan bahwa kebijakan dan prosedur yang tepat diterapkan untuk menghormati serta mematuhi hak-hak pemangku kepentingan. The Board of Directors ensures and discloses that corporate operations reflect the application of high standards of ethics, social and environmental responsibility throughout the corporation and ensures that appropriate policies and procedures are implemented to respect and comply with the rights of stakeholders		√	
8.3.2. Direksi mendorong karyawan bekerja untuk kepentingan jangka panjang korporasi dan mengedepankan keberlanjutan. The Board of Directors encourages employees to work for the long-term interests of the corporation and prioritizes sustainability		√	

PERNYATAAN *BAD CORPORATE GOVERNANCE*
Statement Of Bad Corporate Governance

Sepanjang tahun 2024, PLN IP Services tidak melakukan praktik *bad corporate governance* yang berpotensi mengganggu penerapan Tata Kelola Perusahaan yang Baik.

Throughout 2024, PLN IP Services did not engage in any practices of poor corporate governance that could hinder the implementation of Good Corporate Governance.

Perusahaan secara konsisten berupaya untuk mematuhi ketentuan peraturan perundang-undangan yang berlaku serta menjaga integritas dalam seluruh proses tata kelola.

The Company consistently strives to comply with all applicable laws and regulations and to uphold integrity in all governance processes.

Sebagai bukti atas komitmen tersebut, berikut disajikan informasi terkait ketidakadaan praktik *bad corporate governance* sepanjang tahun pelaporan:

As evidence of this commitment, the following information confirms the absence of poor corporate governance practices during the reporting year:

No	Keterangan Description	Praktik Practice
1	Adanya laporan sebagai perusahaan yang mencemari lingkungan. Reported involvement of the Company in environmental pollution.	Nihil
2	Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, anggota Direksi dan/ atau anggota Dewan Komisaris yang sedang menjabat yang tidak diungkapkan dalam Laporan Tahunan. Ongoing significant legal matters involving the Company, its subsidiaries, members of the Board of Directors and/or Board of Commissioners that are not disclosed in the Annual Report.	Nihil
3	Tidak terdapat pengungkapan segmen operasi pada perusahaan listed. Absence of operational segment disclosures for the listed company.	Nihil
4	Terdapat ketidaksesuaian antara Laporan Tahunan *hardcopy* dengan Laporan Tahunan *softcopy*. Inconsistencies between the hard copy and soft copy versions of the Annual Report.	Nihil
5	Ketidaksesuaian penyajian Laporan Tahunan dan Laporan Keuangan dengan peraturan yang berlaku dan SAK. Non-compliance in the presentation of the Annual Report and Financial Statements with applicable regulations and SAK.	Nihil



PENERAPAN TATA KELOLA PERUSAHAAN LAINNYA

Implementation of Other Corporate Governance

Untuk meningkatkan efektivitas, efisiensi, pertumbuhan dan keberlanjutan perusahaan, Perusahaan telah menyusun pedoman dan acuan penerapan Tata Kelola, Risiko dan Kepatuhan (*Governance, Risk and Compliance* (GRC), beserta tim pengelolanya dalam SK No. Nomor : 011.K/CDB/III/2022 perihal Kebijakan Umum Penerapan Tata Kelola, Manajemen Risiko Dan Kepatuhan/*Governance, Risk And Compliance* (GRC) Di Lingkungan PT PLN Indonesia Power Services.

To increase the effectiveness, efficiency, growth and sustainability of the company, the Company has developed guidelines and references for the implementation of Governance, Risk and Compliance (GRC), along with its management team in SK No. Number: 011.K/CDB/III /2022 regarding the General Policy for Implementation of Governance, Risk Management and Compliance / Governance, Risk and Compliance (GRC) within PT PLN Indonesia Power Services.



PLN INDONESIA POWER SERVICES BERSIH

Pln Indonesia Power Services Bersih

PLN Indonesia Power Services Bersih merupakan program implementasi GCG yang melibatkan seluruh Stakeholder baik internal maupun eksternal. PLN Indonesia Power Services Bersih selaras dengan program "PLN Bersih" dan "IP Bersih" yang bertujuan menjadikan PLN dan afiliasinya bebas korupsi, kolusi, dan nepotisme pada tahun 2016. PLN Indonesia Power Services Bersih dilaksanakan di semua Organ Perusahaan, Pegawai, Pejabat, dan Pemangku Kepentingan. PLN Indonesia Power Services Bersih memiliki 4 pilar, yaitu Partisipasi, Integritas, Transparansi, dan Akuntabilitas (PITA) selaras dengan Prinsip GCG. Pedoman dalam menghadapi adanya praktik gratifikasi diatur dalam Keputusan Direksi No. 059.K/CDB/IX/2019.

PLN Indonesia Power Services Bersih is a GCG implementation program that involves all stakeholders, both internal and external. This program aligns with the "PLN Bersih" and "IP Bersih" initiatives, which aim to make PLN and its affiliates free from corruption, collusion, and nepotism since 2016. PLN Indonesia Power Services Clean is carried out across all company bodies, employees, officials, and stakeholders. The program is built on four pillars: Participation, Integrity, Transparency, and Accountability (PITA), which align with the principles of GCG. Guidelines for addressing gratification practices are regulated in the Board of Directors' Decree No. 059.K/CDB/IX/2019.

PLN Indonesia Power Services Bersih memiliki 4 Pilar PITA yang selaras dengan prinsip GCG yaitu:

The four PITA pillars of PLN Indonesia Power Services Clean are by GCG principles:

P

Partisipasi
Participation

Prinsip partisipasi diwujudkan dalam bentuk Komitmen Integritas Internal Perusahaan, *collective action* yang menjadi komitmen bersama Perusahaan dengan mitra kerja dan multi stakeholders forum.

The principle of participation is manifested in the form of the Company's Internal Integrity Commitment, collective action which is a joint commitment between the Company and its work partner and multi-stakeholder forum.

I

Integritas
Integrity

Prinsip integritas diwujudkan dalam bentuk kepatuhan terhadap *Code of Conduct* (Budaya Perusahaan, ketentuan gratifikasi dan benturan kepentingan). Prinsip integritas juga diterapkan untuk meningkatkan layanan terhadap pelanggan dan mitra kerja.

The principle of integrity is manifested in the form of compliance with the Code of Conduct (Corporate Culture, gratuity provision and conflict of interest). Integrity principle is also applied to improve service to customer and business partner.

T

Transparansi
Transparency

Prinsip transparansi menjadi dasar bagi Perusahaan untuk selalu responsif terhadap permintaan layanan informasi publik. Perusahaan memberikan kemudahan terhadap permintaan informasi publik dan senantiasa meningkatkan keterbukaan informasi publik.

The principle of transparency is the basis for the Company to always be responsive to requests for public information services. The Company provides convenience to requests for public information and always improves public information disclosure.

A

Akuntabilitas
Accoountability

Prinsip akuntabilitas diwujudkan dalam bentuk *complaint handling mechanism* yang responsif, opini audit yang sangat baik, *Whistleblowing System* dan pengelolaan gratifikasi yang kredibel.

The principle of accountability is manifested in the form of a responsive complaint handling mechanism, an excellent audit opinion, a credible Whistle Blowing System and gratuity management.

AKSES INFORMASI DAN DATA PERUSAHAAN

Access To Company Information And Data

KEBIJAKAN TRANSPARANSI INFORMASI PUBLIK

Kebijakan Transparansi Informasi Publik PLN Indonesia Power Services berisi batasan-batasan Informasi Perusahaan yang diperbolehkan untuk menjadi konsumsi public atau materi publik yang dikecualikan dari seluruh Informasi yang wajib diinformasikan ke publik yang diatur dalam SK No. 031.K/CDB/XI/2015 tentang Pelayanan, Pengungkapan dan Keterbukaan Informasi Publik di Lingkungan PLN Indonesia Power Services.

Perusahaan bertanggung jawab memberikan informasi Komitmen secara transparan dengan tetap menjaga kerahasiaan kegiatan bisnis dan operasional sebagai bentuk penerapan prinsip GCG. Pengelolaan dan Keterbukaan akan informasi tentang PLN IP Services sangat penting dalam membangun citra Perusahaan di mata publik khususnya para *stakeholder*. Perusahaan senantiasa memberikan informasi yang aktual dan bermanfaat dengan memperhatikan ketentuan terkait untuk menjawab kebutuhan masyarakat dan pelanggan akan informasi kegiatan Perusahaan yang terkini.

Informasi mengenai hal-hal tersebut dipublikasikan pada laman situs jejaring, yaitu www.plnipservices.co.id, Laporan Tahunan dan media sosial.

KEBIJAKAN PENGELOLAAN DAN PENGGUNAAN MEDIA SOSIAL DAN SOSIAL GRUP

Perusahaan telah membuat kebijakan terkait pengelolaan dan penggunaan media sosial dan sosial grup dalam Surat Keputusan Direksi Nomor. 085.K/CDB/IX/2022 tanggal 13 September 2022 tentang Pengelolaan Media Sosial, yang bertujuan untuk meningkatkan komunikasi dan penyebaran informasi bagi pihak eksternal dan internal, juga untuk memperkenalkan/ mempromosikan/ membangun branding Perusahaan serta menjaga citra Perusahaan.

Perusahaan senantiasa memberikan informasi secara tepat waktu, relevan, memadai, jelas, akurat, dan mudah diakses oleh seluruh pemangku kepentingan melalui banyak cara, antara lain:

PUBLIC INFORMATION TRANSPARENCY POLICY

The Public Information Transparency Policy of PLN Indonesia Power Services outlines the types of corporate information that may be disclosed to the public, as well as information that is exempt from disclosure, following the regulations governing mandatory public disclosures. This policy is established under Decree No. 031.K/CDB/XI/2015 concerning the Provision, Disclosure, and Transparency of Public Information within PLN Indonesia Power Services.

The Company is responsible for providing Commitment information in a transparent manner while maintaining the confidentiality of business and operational activities as a form of implementing GCG principles. Management and Disclosure of information about PLN IP Services is very important in building the Company's image in the eyes of the public, especially stakeholders. The Company always provides actual and useful information by taking into account related regulations to answer the needs of the public and customers for the latest information on the Company's activities.

Information regarding these matters is published on the Company website, www.plnipservices.co.id, Annual Report, and social media.

POLICY ON THE MANAGEMENT AND USE OF SOCIAL MEDIA AND SOCIAL GROUPS

The Company has made policies regarding the management and use of social media and social groups in the Decree of the Board of Directors Number. 085.K/CDB/IX/2022 dated September 13, 2022 on the Management of Social Media, which aims to improve communication and socialization of information for external and internal parties, as well as to introduce/promote/build Company's branding and maintain Company's image.

The Company always provides information in a timely, relevant, adequate, clear, accurate and easily accessible way for all stakeholders in many ways, including:

1. MEDIA ELEKTRONIK/MEDIA SOSIAL

Departemen Sekretaris Perusahaan bertanggung jawab atas pengelolaan media elektronik dan media sosial. Penambahan dan pengurangan akun senantiasa ditinjau secara berkala sesuai kebutuhan Perusahaan dan pembuatan akun di Tingkat Unit Kerja dapat dilakukan dengan persetujuan Sekretaris Perusahaan.

2. WHATSAPP INTERNAL PERUSAHAAN

Perusahaan juga menggunakan aplikasi WhatsApp sebagai wadah komunikasi internal Perusahaan yang dikelola oleh Manajemen. Hal ini dilakukan guna meningkatkan komunikasi internal Perusahaan dalam menyampaikan informasi-informasi kepada para pegawai secara lebih intens, lebih cepat dan lebih luas lagi.

3. MEDIA CETAK

Kemudahan mencari informasi di media elektronik saat ini sudah banyak digunakan, tetapi penggunaan media cetak harian juga tetap dijadikan salah satu sarana penyampaian informasi Perusahaan, selain mematuhi aturan regulator juga dapat memberikan informasi kepada masyarakat yang masih belum dapat memanfaatkan media elektronik.

Perusahaan juga masih memberikan informasi kinerja Perusahaan dalam bentuk laporan keuangan dan laporan tahunan yang secara *transparant* dilaporkan kepada pemegang saham. Bentuk pelaporan kepada pemegang saham antara lain:

1. Laporan Kinerja Bulanan
2. Laporan setiap 3 bulan (triwulan)
3. Laporan Manajemen
4. Pemberitaan di media massa terkait keterbukaan informasi akan kegiatan Perusahaan
5. Laporan Tahunan

1. ELECTRONIC MEDIA/SOCIAL MEDIA

Corporate Secretary Department is responsible for managing electronic media and social media. Account additions and reductions are regularly reviewed according to the Company's needs and account creation at the Work Unit Level can be carried out with the approval of the Corporate Secretary.

2. COMPANY INTERNAL WHATSAPP

The Company also use WhatsApp application as a means of internal company communication managed by management. This is done in order to improve the Company's internal communication in conveying information to employees more intensely, faster and more broadly.

3. MEDIA CETAK

The ease of finding information on electronic media is now widely used, but the use of daily print media is also still used as a means of conveying Company information. In addition to complying with regulatory rules it can also provide information to the public who are still unable to utilize electronic media.

The Company also still provides information on the Company's performance in the form of financial statements and annual report which are reported transparently to shareholders. Forms of reporting to shareholders include:

1. Monthly Performance Report
2. Report every 3 months (quarterly)
3. Management Report
4. Coverage in the mass media regarding information disclosure regarding the Company's activities
5. Annual Report

Facebook	PLN Indonesia Power Services
Instagram	@plnindonesiapower
YouTube	PLN Indonesia Power Services
LinkedIn	PLN Indonesia Power Services
Website Perusahaan	www.plnipservices.co.id
Email	info@plnipservices.co.id
Telepon	+62 21 2178 9990 (ext. 1202)





6

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsbility

KINERJA EKONOMI

Economic Performance



> ***PLN IP Services berkomitmen untuk membentuk sistem rantai pasokan yang berkelanjutan dan bertanggung jawab***
>
> PLN IP Services is committed to establishing a sustainable and responsible supply chain system

Perusahaan terus berupaya mengoptimalkan kinerja ekonomi sampai dengan akhir tahun 2023 melalui pembangkit listrik yang dimiliki yaitu PLTD Nusa Penida dan PLTD Tenau dengan total capaian produksi listrik sebesar 201,52 GWh dan berhasil melakukan penjualan energi listrik sebesar 265,10 GWh. Selain itu, PLN IP Services juga memiliki beberapa pembangkit energi baru terbarukan (EBT) diantaranya PLTU Sanggau, PLTU Sintang, PLTU Holtekamp, dan PLTP Ulumbu yang memproduksi listrik menggunakan energi panas bumi dan uap sebagai sumber tenaga penggerak turbin untuk menghasilkan listrik sebagai langkah untuk meningkatkan pembakit EBT demi ketersediaan energi bersih dan berkelanjutan.

The Company strives to optimize economic performance until the end of 2023 through its power plants, namely Nusa Penida PLTD and Tenau PLTD with a total electricity production achievement of 201.52 GWh and successfully sold 265.10 GWh of electrical energy. In addition, PLN IP Services also has several new renewable energy (“EBT”) plants including Sanggau PLTU, Sintang PLTU, Holtekamp PLTU, and Ulumbu PLTP which produce electricity using geothermal energy and steam as a source of turbine propulsion to produce electricity as a step to increase EBT plants for the availability of clean and sustainable energy.

Dalam menjalankan usahanya, PLN IP Services menerapkan prinsip-prinsip keberlanjutan dalam setiap kegiatan usahanya untuk menghasilkan produk dan layanan berkualitas terbaik dan memberikan nilai tambah dalam melayani kebutuhan pelanggan dengan kualitas terbaik, produktivitas tinggi, efisiensi biaya, serta diikuti dengan reputasi yang baik. Sejalan dengan Kebijakan Keberlanjutan Perusahaan, PLN IP Services berkomitmen untuk membentuk sistem rantai pasokan yang berkelanjutan dan bertanggung jawab. PLN IP Services menerapkan skema kemitraan dengan pihak ketiga mandiri. Pendekatan ini tidak hanya memastikan

In running its business, PLN IP Services implements sustainability principles in each of its business activities to produce the best quality products and services and provide added value in serving customer needs with the best quality, high productivity, cost efficiency, and followed by a good reputation. In line with the Sustainability Policy of the Company, PLN IP Services is committed to establishing a sustainable and responsible supply chain system. PLN IP Services implements a partnership scheme with independent third parties. This approach not only ensures the sustainability of the production supply of labor and tools but also contributes to improving the

keberlanjutan suplai produksi tenaga kerja dan alat-alat yang dibutuhkan, namun juga turut berkontribusi dalam meningkatkan standar hidup masyarakat dengan meningkatkan kualitas bahan baku yang pada akhirnya berdampak pada produktivitas masyarakat.

KINERJA PRODUKSI DAN KEUANGAN

PLN IP Services berhasil mencatatkan realisasi produksi energi listrik yaitu sebesar 161,21 GWh dengan pencapaian 53,77% dari target Rencana Kerja dan Anggaran Perusahaan (RKAP) yaitu sebesar 299,79 GWh. Meskipun realisasi produksi belum mencapai target, penjualan energi listrik berhasil memenuhi target yang telah ditetapkan, yakni sebesar 299,79 GWh.

Perusahaan mencatatkan pendapatan usaha sebesar Rp2,30 triliun dengan pencapaian 118,25% dari target RKAP yaitu sebesar Rp1,95 triliun. Selain itu, Perusahaan mencatatkan laba tahun berjalan pada tahun 2024 sebesar Rp80,87 miliar dengan pencapaian 69,72% dari target RKAP yaitu sebesar Rp115,99miliar.

KONTRIBUSI EKONOMI TIDAK LANGSUNG

Dalam menjalankan kegiatan usahanya, PLN IP Services selalu memperhatikan kepedulian terhadap lingkungan hidup, hak pekerja, dan hak asasi manusia (HAM). Demi kelancaran usaha, Perusahaan bekerja sama dengan produsen bahan industrial dan berbagai pemasok untuk memenuhi kebutuhan aktivitas operasional Perusahaan. Dalam menjalin kerja sama dengan pemasok, PLN IP Services berupaya untuk menggandeng pemasok nasional, yakni pemasok yang secara geografis tinggal dan beroperasi di Indonesia. Kebijakan tersebut diambil sejalan dengan komitmen Perusahaan untuk memberdayakan segenap potensi yang ada di Tanah Air. Pelibatan penyedia lokal dan penggunaan tenaga kerja lokal merupakan dampak ekonomi tidak langsung yang terus dikelola dan dihadirkan PLN IP Services bagi pemangku kepentingan. Hal ini bertujuan untuk mendorong pembangunan ekonomi yang berpengaruh pada peningkatan kemandirian dan kesejahteraan masyarakat maupun pemangku kepentingan lainnya akibat dari berlangsungnya operasi Perusahaan.

community's standard of living by improving the quality of raw materials, which in turn impacts the community's productivity.

PRODUCTION AND FINANCIAL PERFORMANCE

PLN IP Services recorded electricity production of 161.21 GWh, achieving 53.77% of the Company's Work Plan and Budget (RKAP) target of 299.79 GWh. Although the production target was not fully met, electricity sales successfully reached the set target of 299.79 GWh.

The company reported operating revenue of Rp2.30 trillion, achieving 118.25% of the RKAP target of Rp1.95 trillion. Additionally, the company reported a net profit of Rp80.87 billion in 2024, representing 69.72% of the RKAP target of Rp115.99 billion.

INDIRECT ECONOMIC CONTRIBUTION

In running its business activities, PLN IP Services always pays attention to environmental concerns, workers' rights, and human rights. For the smooth running of its business, the Company cooperates with industrial material producers and various suppliers to fulfill the needs of the operational activities of the Company. In establishing cooperation with suppliers, PLN IP Services strives to cooperate with national suppliers, namely suppliers who geographically live and operate in Indonesia. This policy is in line with the Company's commitment to empower all potentials in the country. The involvement of local suppliers and the use of local labor are indirect economic impacts that PLN IP Services continues to manage and present to stakeholders. This aims to encourage economic development that has an effect on increasing the independence and welfare of the community and other stakeholders as a result of the operation of the Company.

Kinerja Lingkungan Hidup
Environmental Performance

PENGELOLAAN LINGKUNGAN BERKELANJUTAN

Untuk mengarahkan, mendorong, mengendalikan, dan mengatur pengelolaan lingkungan yang berkelanjutan, PLN IP Services telah menerapkan kebijakan dan sistem manajemen lingkungan yang komprehensif. Alat-alat ini dirancang untuk memastikan semua kegiatan yang dijalankan oleh PLN IP Services mematuhi dan memenuhi semua perundang-undangan serta peraturan terkait lingkungan yang berlaku, serta sebagai pedoman untuk mengukur dan mengelola program-program perusahaan terkait perbaikan lingkungan.

Kebijakan Pengelolaan Lingkungan PLN IP Services:

- Kebijakan Keselamatan dan Kesehatan Kerja serta Lingkungan
- Pedoman Penerapan *Green Power Plant*
- Manajemen pembangkit terkait Manajemen Efisiensi
- Pedoman Manajemen Efisiensi Listrik Pembangkit Thermal
- Kebijakan *Integrated Management System* (IMS)
- Kebijakan Pengelolaan Limbah B3 dan Non B3
- Komitmen Menjaga Ekosistem dan Pelestarian untuk Keberlanjutan Planet

PLN IP Services telah menerapkan Sistem Manajemen Lingkungan yang mengacu pada ISO 14001:2015 yang terintegrasi dengan PLN IP Services *Integrated Management System*. Pengelolaan dan pemantauan lingkungan merupakan bagian dari Sistem Manajemen Lingkungan yang mengacu pada Peta Jalan Transformasi Lingkungan PLN IP Services. Kegiatan ini bertujuan untuk mengukur efektivitas pelaksanaan pengelolaan lingkungan guna memitigasi dampak negatif dan memaksimalkan dampak positif terhadap lingkungan.

Dalam proses perencanaan lingkungan hidup, perusahaan mengedepankan AMDAL dan UKL-UPL, serta peraturan perundangan lain yang relevan. Pada proses pengelolaan lingkungan hidup, PLN IP Services menjaga baku mutu dan standar kualitas lingkungan yang ditetapkan pemerintah. Dalam proses pemantauan

SUSTAINABLE ENVIRONMENTAL MANAGEMENT

To direct, encourage, control, and regulate sustainable environmental management, PLN IP Services has implemented comprehensive environmental policies and management systems. These tools are designed to ensure that all activities carried out by PLN IP Services comply with and meet all applicable environmental laws and regulations, serving as guidelines to measure and manage the company's environmental improvement programs.

Environmental Management Policies of PLN IP Services:

- Occupational Health and Safety and Environmental Policy
- Green Power Plant Implementation Guidelines
- Power Plant Management related to Efficiency Management
- Thermal Power Plant Efficiency Management Guidelines
- Integrated Management System (IMS) Policy
- B3 and Non B3 Waste Management Policy
- Commitment to Ecosystem Maintenance and Preservation for Planet Sustainability

PLN IP Services has implemented an Environmental Management System based on ISO 14001:2015, integrated with the PLN IP Services Integrated Management System. Environmental management and monitoring are part of the Environmental Management System, referencing the PLN IP Services Environmental Transformation Roadmap. These activities aim to measure the effectiveness of environmental management implementation to mitigate negative impacts and maximize positive impacts on the environment.

In the environmental planning process, the company prioritizes AMDAL (Environmental Impact Analysis) and UKL-UPL (Environmental Management and Monitoring Plans), as well as other relevant regulations. In the environmental management process, PLN IP Services maintains government-determined environmental quality

lingkungan, perusahaan mematuhi mekanisme pelaporan pemantauan lingkungan yang mencakup kualitas air, kualitas udara, dan tingkat kebisingan. Hasil pemantauan dilaporkan kepada Kementerian Lingkungan Hidup dan Kehutanan (KLHK), Dinas Lingkungan Hidup, dan Kementerian Energi dan Sumber Daya Mineral (KESDM) secara berkala.

Selama periode pelaporan, tidak pernah terjadi pelanggaran terhadap peraturan perundang-undangan dalam bidang lingkungan hidup.

KEGIATAN TANGGUNG JAWAB LINGKUNGAN

PLN IP Services berkomitmen untuk memastikan kepatuhan terhadap pengelolaan lingkungan melalui kegiatan pendampingan dan pemantauan secara rutin. Komitmen ini diwujudkan dalam Program Pengembangan Pembangkit Ramah Lingkungan (*Green Power Plant*) yang bertujuan untuk memastikan PLN IP Services beroperasi secara andal, aman, dan ramah lingkungan. Program *Green Power Plant* merupakan salah satu program strategis yang dirancang untuk meningkatkan manfaat ekonomi, sosial, dan lingkungan, guna mendukung keberlanjutan usaha jangka panjang.

Selama tahun 2024, beberapa inisiatif telah dilaksanakan untuk mewujudkan visi *Green Power Plant*, antara lain:

1. **Pemantauan, Pemeriksaan, Evaluasi, dan Pembinaan:**
   Kegiatan pengelolaan lingkungan dilakukan secara rutin di seluruh unit pembangkit untuk memastikan kepatuhan dan peningkatan berkelanjutan.

2. **Pendampingan, Pemeriksaan, dan Koordinasi:**
   Dukungan diberikan dalam penyusunan Dokumen *Comply Regulation* dan *Beyond Compliance*, memastikan kepatuhan terhadap peraturan lingkungan dan berusaha mencapai standar yang lebih tinggi.

3. **Peningkatan Kompetensi Personil:**
   Upaya dilakukan untuk meningkatkan kompetensi personil di bidang lingkungan melalui program pelatihan dan sertifikasi khusus.

4. **Penghijauan:**
   Berbagai jenis pohon endemik ditanam di sekitar unit pembangkit untuk mereduksi emisi dan meningkatkan indeks keanekaragaman hayati.

standards. In the environmental monitoring process, the company adheres to environmental monitoring reporting mechanisms, which include water quality, air quality, and noise levels. The monitoring results are periodically reported to the Ministry of Environment and Forestry (KLHK), the Environmental Agency, and the Ministry of Energy and Mineral Resources (KESDM).

During the reporting period, there were no violations of environmental laws and regulations.

ENVIRONMENTAL CSR ACTIVITIES

PLN IP Services is committed to ensuring environmental compliance through regular guidance and monitoring activities. This commitment is embodied in the Green Power Plant Development Program, which aims to ensure PLN IP Services operates reliably, safely, and in an environmentally friendly manner. The Green Power Plant initiative is a strategic program designed to enhance economic, social, and environmental benefits, thereby supporting the long-term sustainability of the business.

Throughout 2024, several initiatives were undertaken to realize the Green Power Plant vision, including:

1. **Monitoring, Inspection, Evaluation, and Guidance:**
   Regular environmental management activities were conducted across all power generation units to ensure compliance and continuous improvement.

2. **Assistance, Inspection, and Coordination:**
   Support was provided in the preparation of Comply Regulation and Beyond Compliance documents, ensuring adherence to environmental regulations and striving for standards beyond compliance.

3. **Personnel Competency Enhancement:**
   Efforts were made to improve the environmental competencies of personnel through specialized training and certification programs.

4. **Reforestation Efforts:**
   Various endemic tree species were planted in the vicinity of power generation units to reduce emissions and enhance biodiversity indices.

5. **Penghargaan Prestasi Pengelolaan Lingkungan:** Penghargaan diberikan kepada unit yang berhasil mencapai kinerja pengelolaan lingkungan yang baik, mendorong perbaikan berkelanjutan dan penerapan praktik terbaik.

6. **Kunjungan dan Koordinasi Eksternal:** Kunjungan dan koordinasi dengan pihak eksternal terkait bidang lingkungan dilakukan untuk menyelaraskan dan meningkatkan praktik pengelolaan lingkungan.

Melalui inisiatif-inisiatif ini, PLN IP Services terus berupaya untuk memajukan pengelolaan lingkungan, mendukung keberlanjutan operasional, dan berkontribusi terhadap tujuan lingkungan nasional.

PENGELOLAAN DAN EFISIENSI ENERGI

PLN IP Services secara konsisten menghitung intensitas energi untuk mengevaluasi efisiensi penggunaan energi di seluruh operasional Perusahaan. Rasio intensitas energi dihitung berdasarkan total produksi listrik, yang mencerminkan seberapa efisien energi digunakan dalam proses produksi.

Selain itu, penggunaan energi fosil selama tahun 2024 mencapai 1.402.217,60 Gigajoule, yang menunjukkan peningkatan signifikan sebesar 75,31% dibandingkan konsumsi energi fosil sebesar 1.861.945,97 Gigajoule pada tahun 2023. Kenaikan ini menegaskan pentingnya upaya berkelanjutan untuk mengoptimalkan efisiensi energi dan mengurangi ketergantungan pada bahan bakar fosil.

5. **Environmental Management Achievement Awards:** Recognition was given to units that excelled in environmental management performance, encouraging continuous improvement and best practices.

6. **External Coordination and Visits:** Engagements and coordination with external parties were conducted to align and enhance environmental practices.

Through these initiatives, PLN IP Services continues to foster environmental stewardship, supporting operational sustainability and contributing to national environmental goals.

ENERGY MANAGEMENT

PLN IP Services consistently measures energy intensity to evaluate the efficiency of energy usage across the Company's operations. The energy intensity ratio is calculated based on total electricity production, reflecting how efficiently energy is used in the production process.

Additionally, fossil energy consumption in 2024 amounted to 1,402,217.60 Gigajoules, showing a significant increase of 75,31% compared to fossil energy consumption of 1,861,945.97 Gigajoules in 2023. This increase underscores the importance of ongoing efforts to optimize energy efficiency and reduce dependence on fossil fuels.

> **Pada tahun 2024, rasio intensitas energi Perusahaan mencapai 9.464,49 GJ/GWh, mengalami peningkatan sebesar 2% dibandingkan tahun 2023 yang mencatatkan rasio sebesar 9.375,67 GJ/GWh.**
>
> In 2024, the Company's energy intensity ratio reached 9,464.49 GJ/GWh, an increase of 2% compared to 2023 which recorded a ratio of 9,375.67 GJ/GWh.



Melalui komitmen ini, PLN IP Services terus berupaya untuk meningkatkan praktik pengelolaan energi, mendukung keberlanjutan operasional, dan berkontribusi terhadap tujuan efisiensi energi nasional.

Through this commitment, PLN IP Services continues to strive to enhance energy management practices, support operational sustainability, and contribute to national energy efficiency goals.

PENGEMBANGAN PEMBANGKIT ENERGI BARU TERBARUKAN

Energi Baru Terbarukan (EBT) merupakan *green energy* yang bersumber dari air, panas bumi, tenaga surya, gelombang air laut, biomassa, biofuel, hingga yang berasal dari sampah, memiliki potensi untuk dikembangkan menjadi energi listrik. Sampai dengan akhir tahun 2023, PLN IP Services memiliki 2 pembangkit yang menggunakan EBT sebagai sumber energi, yaitu PLTS Nusa Penida dan PLTP Ulumbu yang memproduksi listrik menggunakan tenaga surya dan energi panas bumi sebagai sumber energi untuk menghasilkan listrik dengan total kapasitas sebesar 14 MW.

NEW & RENEWABLE ENERGY POWER PLANT DEVELOPMENT

New Renewable Energy (EBT) is green energy sourced from water, geothermal, solar power, seawater waves, biomass, biofuels, to those derived from waste, has the potential to be developed into electrical energy. Until the end of 2023, PLN IP Services has 2 power plants that use EBT as an energy source, namely PLTS Nusa Penida and PLTP Ulumbu which produce electricity using solar power and geothermal energy as a energy source to produce electricity with a total capacity of 14 MW.

Pengembangan pembangkit berbasis EBT merupakan bagian dari komitmen strategis PLN IP Services untuk mendukung transisi menuju energi bersih dan berkelanjutan. Selain mengurangi ketergantungan penggunaan pada bahan bakar fosil, penggunaan EBT turut berkontribusi penurunan emisi karbon dan dampak lingkungan negatif lainnya.

The development of EBT-based power plants is part of PLN IP Services' strategic commitment to support the transition towards clean and sustainable energy. In addition to reducing dependence on fossil fuels, the use of EBT contributes to lowering carbon emissions and other negative environmental impacts.

PENGELOLAAN SUMBER DAYA AIR

PLN IP Services berkomitmen melakukan upaya untuk menggunakan air dengan bijak dan sesuai kebutuhan. Sampai dengan akhir 2024, PLN IP Services belum memiliki mekanisme daur ulang air. Namun demikian, PLN IP Services tetap memprioritaskan pelestarian sumber daya air dengan melakukan efisiensi penggunaan air dengan cara menggunakan teknologi ramah lingkungan seperti penggunaan keran air otomatis dan penggunaan kloset hemat air serta melakukan kampanye untuk meningkatkan kesadaran karyawan agar memiliki perilaku efisien dalam menggunakan air.

WATER RESOURCES MANAGEMENT

PLN IP Services is committed to prudent and sustainable water usage practices. As of the end of 2024, PLN IP Services has not yet implemented a water recycling mechanism. Nevertheless, PLN IP Services prioritizes the conservation of water resources by enhancing water use efficiency through eco-friendly technologies such as automatic faucets and water-saving toilets. The company also conducts awareness campaigns among employees to promote efficient water usage behaviors.

Pada periode tahun 2024, intensitas penggunaan air tetap sebesar 0,02 megaliter/GWh, meningkat dibandingkan tahun sebelumnya yang tercatat 0,01 megaliter/GWh, seiring dengan peningkatan konsumsi air menjadi 2,29 megaliter dari sebelumnya 2,40 megaliter di tahun 2023. Meski volume konsumsi sedikit menurun, penurunan

In 2024, the water consumption intensity increased to 0.02 megaliters/GWh, compared to 0.01 megaliters/GWh in the previous year. This increase occurred despite a slight decrease in total water consumption, from 2.40 megaliters in 2023 to 2.29 megaliters in 2024. The higher intensity was due to a decline in electricity production,

produksi listrik dari 201,52 GWh di tahun 2023 menjadi 150,76 GWh pada tahun 2024 menyebabkan intensitas penggunaan air per unit produksi menjadi lebih tinggi.

PLN IP Services juga melakukan pengujian atas pengelolaan air limbah domestik dengan standar baku mutu yang berlaku sesuai dengan Peraturan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor 68 Tahun 2016 Tentang Baku Mutu Air Limbah Domestik.

PLN IP Services melakukan pengujian sesuai dengan ketentuan dan dianalisa melalui laboratorium yang terakreditasi Komite Akreditasi Nasional (KAN). Pada tahun 2024, hasil pengukuran kualitas air limbah PLN IP Services menunjukan bahwa hasil pemeriksaan kualitas air limbah telah memenuhi baku mutu dari seluruh parameter yang diukur.

PENGELOLAAN LIMBAH CAIR

Kegiatan produksi yang dijalankan oleh PLN IP Services menghasilkan limbah cair yang harus dikelola dengan baik. Untuk memastikan pemenuhan ketaatan terhadap baku mutu pengelolaan limbah cair, limbah tersebut dianalisis secara periodik. Sesuai dengan Peraturan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik, kualitas air limbah yang dihasilkan tidak boleh melebihi standar yang telah ditetapkan.

PLN IP Services memahami pentingnya pemantauan dan pengelolaan limbah cair secara ketat. Jika terdapat poin-poin dalam hasil analisis yang tidak memenuhi kriteria baku mutu, maka langkah-langkah peningkatan pengelolaan limbah cair harus segera diambil. Hal ini mencakup evaluasi dan penerapan teknologi serta metode baru untuk memastikan bahwa limbah cair yang dihasilkan memenuhi semua standar lingkungan yang berlaku.

PENGELOLAAN EMISI UDARA

PLN IP Services melakukan pemantauan dan pengukuran serta pengendalian proses agar seluruh emisi gas buang yang dikeluarkan oleh Unit Pembangkitan yang dikelola sesuai dengan Peraturan Menteri Lingkungan Hidup dan Kehutanan No.15 Tahun 2019 tentang Baku Mutu Emisi Pembangkit Listirk Tenaga Termal. Pengelolaan emisi udara meliputi kegiatan inventarisasi Emisi Gas

from 201.52 GWh in 2023 to 150.76 GWh in 2024, which resulted in greater water use per unit of production.

PLN IP Services also conducts regular testing of domestic waste water management practices according to the standard quality regulations specified in the Ministry of Environment and Forestry Regulation of the Republic of Indonesia No. 68/2016 concerning Domestic Wastewater Quality Standards.

PLN IP Services conducts testing in accordance with regulations and analyzes them through laboratories accredited by the National Accreditation Committee (KAN). In 2024, the results of water quality testing for PLN IP Services showed compliance with the quality standards across all measured parameters.

LIQUID WASTE MANAGEMENT

Production activities conducted by PLN IP Services produce liquid waste that needs to be managed properly. To ensure compliance with the quality standards of liquid waste management, the waste is analyzed periodically. According to the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia Number 68 of 2016 concerning Domestic Wastewater Quality Standards, the quality of wastewater produced must not exceed the predetermined standards.

PLN IP Services understands the importance of strict monitoring and management of liquid waste. If there are points in the analysis results that do not meet the quality standard criteria, then steps to improve the management of liquid waste must be taken immediately. This includes evaluating and implementing new technologies and methods to ensure that the effluent produced meets all applicable environmental standards.

AIR EMISSION MANAGEMENT

PLN IP Services conducts monitoring and measurement and process control so that all exhaust emissions released by the managed Generating Unit are following the Minister of Environment and Forestry Regulation Number 15 of 2019 on Emission Quality Standards for Thermal Power Plants. The air emission management programs include inventory of greenhouse gas emissions (GGE),

Rumah Kaca (GRK), program verifikasi dan sertifikasi data *baseline* emisi GRK, inventarisasi emisi gas buang, program inisiatif penurunan emisi dan bahan perusak ozon, dan mekanisme pembangunan bersih.

INVENTARISASI EMISI GAS RUMAH KACA (GRK)

Selama tahun 2024, PLN IP Services menghasilkan intensitas emisi GRK sebesar 0,00000224 mg/Nm³ per kWh, berdasarkan perhitungan rata-rata emisi bulanan dari parameter utama. Nilai ini digunakan sebagai tolok ukur performa lingkungan operasional pembangkit thermal.

PROGRAM INISIATIF PENURUNAN EMISI DAN BAHAN PERUSAK OZON

Lapisan ozon adalah lapisan gas yang melindungi bumi dari radiasi sinar ultraviolet (UV). Namun, lapisan ini dapat mengalami penipisan akibat penggunaan Bahan Perusak Ozon (BPO) atau *Ozone-Depleting Substances* (ODS) seperti *klorofluorokarbon* (CFC), *hidrofluorokarbon* (HFC), dan *hidroklorofluorokarbon* (HCFC). Emisi BPO dapat berasal dari penggunaan peralatan seperti pendingin ruangan (*air conditioner*), lemari pendingin (*freezer*), dan alat pemadam api ringan (*fire extinguisher*).

Sebagai wujud komitmen PLN IP Services untuk menciptakan lingkungan yang lestari dan mencapai karbon netral, serta mendukung komitmen Pemerintah Indonesia dalam Protokol Montreal untuk melindungi lapisan ozon melalui penghapusan penggunaan BPO, selama tahun 2023, PLN IP Services tidak menggunakan BPO dalam kegiatan operasional maupun aktivitas kantor. Oleh karena itu, dalam laporan ini tidak terdapat perhitungan terkait volume produksi, impor, maupun ekspor BPO.

PENGELOLAAN LIMBAH

Dalam menjalankan operasional, PLN IP Services tidak terlepas dari timbulnya limbah yang berpotensi menimbulkan dampak negatif pada lingkungan. Untuk mengelola limbah dengan efektif, PLN IP Services mengkategorikan limbah yang dihasilkan dari kegiatan pembangkit menjadi tiga jenis utama: limbah B3 (bahan berbahaya dan beracun), limbah non-B3 (non-bahan beracun dan berbahaya), dan limbah cair.

GGE base line data verification and certification program, inventory of exhaust gas emissions, emission and ozone-depleting substance (ODS) reduction initiative, and clean development Mechanism (CDM).

INVENTORY OF GREENHOUSE GAS EMISSIONS (GGE)

In 2024, PLN IP Services recorded a greenhouse gas (GHG) emission intensity of 0.00000224 mg/Nm³ per kWh, based on the monthly average of key emission parameters. This figure serves as a benchmark for evaluating the environmental performance of thermal power plant operations.

EMISSION AND OZONE-DEPLETING SUBSTANCE (ODS) REDUCTION INITIATIVE

The ozone layer is a layer of gas that protects the earth from ultraviolet (UV) radiation. However, this layer can deplete due to the use of Ozone Depleting Substances (ODS) such as chlorofluorocarbons (CFCs), hydrofluorocarbons (HFCs), and hydrochlorofluorocarbons (HCFCs). The ODS emissions can come from the use of equipment such as air conditioners, freezers, and fire extinguishers.

As a form of PLN IP Services' commitment to creating a sustainable environment and achieving carbon neutrality, and supporting the commitment of the Government of Indonesia in the Montreal Protocol to protect the ozone layer through the elimination of the use of ODSs, during 2023, PLN IP Services does not use ODSs in operational activities or office activities. Therefore, in this report there are no calculations related to the volume of ODS production, imports, or exports.

WASTE MANAGEMENT

In running its operations, PLN IP Services is inseparable from the generation of waste that has the potential to negatively impact the environment. To manage waste effectively, PLN IP Services categorizes waste produced from power plant activities into three main types: hazardous and toxic waste (B3), non-B3 waste (non-toxic and hazardous), and liquid waste.

Untuk mengatasi tantangan pengelolaan limbah, PLN IP Services menerapkan pendekatan sistem 3R (*Reuse, Reduce, dan Recycle*) guna meminimalkan dampak lingkungan. Selain itu, pengelolaan limbah juga dilakukan dengan bekerja sama dengan pihak ketiga yang memiliki kompetensi dan izin resmi dalam penanganan limbah.

PENGELOLAAN LIMBAH B3

PLN IP Services melakukan pengelolaan limbah Bahan Berbahaya dan Beracun (B3) yang dihasilkan dari kegiatan produksi listrik dan pemeliharaan pembangkit. Limbah B3 tersebut mencakup pelumas bekas, majun bekas, serta limbah B3 lainnya seperti *sludge oil*, kemasan bekas B3, filter oil bekas, bahan kimia kadaluwarsa, lampu TL bekas, limbah klinis, aki bekas, *sludge* IPAL, resin bekas, dan limbah terkontaminasi B3 lainnya. Proses penyimpanan limbah B3 dilakukan sesuai dengan ketentuan peraturan dan izin yang dimiliki oleh masing-masing unit pembangkit.

Selama tahun 2024, jumlah limbah B3 PLN IP Services yang diangkut dari tempat penyimpanan Perusahaan menuju lokasi pengelola (pihak ketiga) sebanyak 72.262 ton. Untuk limbah B3 yang tidak dapat dimanfaatkan sendiri, limbah B3 perusahaan diangkut oleh pihak ketiga yang memiliki izin dari Kementerian Perhubungan dan rekomendasi pengangkutan dari Kementerian Lingkungan Hidup. Perusahaan tidak mengimpor maupun mengekspor limbah B3.

Pada tahun 2024, jumlah limbah B3 yang dihasilkan oleh PLN IP Services tercatat sebanyak 68,5051 ton, menurun signifikan sebesar 88,27% dibandingkan tahun 2023 yang mencatatkan timbulan limbah sebesar 454,28 ton. Penurunan ini mencerminkan keberhasilan upaya efisiensi operasional serta penerapan sistem pencatatan dan pengelolaan limbah yang lebih sistematis dan terkendali.

Dengan komitmen terhadap pengelolaan limbah yang berkelanjutan, Perusahaan berusaha meminimalkan dampak lingkungan dari kegiatan operasionalnya dengan kerjasama antara Perusahaan dengan pengelola pihak ketiga berizin untuk memastikan limbah terkelola dengan baik dan sesuai dengan regulasi. Upaya ini selaras dengan komitmen Perusahaan untuk mencapai lingkungan berkelanjutan dan operasional yang bertanggung jawab.

To overcome the challenges of waste management, PLN IP Services applies the 3R system approach (Reuse, Reduce, and Recycle) to minimize environmental impacts. In addition, waste management is also conducted in collaboration with third parties who have competence and official licenses in waste handling.

HAZARDOUS AND TOXIC (B3) WASTE MANAGEMENT

PLN IP Services manages Hazardous and Toxic Waste (B3) generated from its electricity production and power plant maintenance activities. This includes used lubricants, spent catalysts, as well as other B3 waste such as sludge oil, used B3 packaging, used filter oil, expired chemicals, used fluorescent lamps, clinical waste, used batteries, IPAL sludge, used resins, and other contaminated B3 waste. The storage of B3 waste complies with regulations and permits held by each power plant unit.

In 2024, PLN IP Services transported 72,262 tons of B3 waste from its storage facilities to disposal sites managed by third parties. For B3 waste that cannot be utilized internally, the company collaborates with third-party transporters authorized by the Ministry of Transportation and endorsed for transport by the Ministry of Environment. The company does not import or export B3 waste.

In 2024, PLN IP Services generated a total of 68.5051 tons of hazardous and toxic waste (B3 waste), representing an 88.27% decrease compared to the 454.28 tons recorded in 2023. This reduction reflects the success of operational efficiency efforts and the implementation of a more systematic and controlled waste recording and management system.

With a commitment to sustainable waste management, the Company strives to minimize the environmental impact of its operations by collaborating with licensed third-party managers to ensure that waste is managed properly and following regulations. This effort is in line with the commitment of the Company to achieve a sustainable environment and responsible operations.

PENGELOLAAN LIMBAH NON B3

PLN IP Services juga mengelola limbah non Bahan Berbahaya dan Beracun (B3) yang dihasilkan dari berbagai kegiatan operasional. Limbah non B3 ini meliputi berbagai jenis material seperti limbah domestik, limbah kertas, limbah plastik, limbah kayu, dan limbah logam yang dihasilkan dari aktivitas sehari-hari di unit-unit pembangkit.

Proses pengelolaan limbah non B3 dilakukan dengan mematuhi standar prosedur operasional yang telah ditetapkan. Unit-unit pembangkit PLN IP Services menjalankan program pengelolaan limbah non B3 dengan memisahkan, mengurangi, dan mengelola limbah sesuai dengan karakteristiknya. Pendekatan ini tidak hanya mematuhi peraturan yang berlaku tetapi juga mendukung upaya perusahaan dalam meminimalkan dampak lingkungan dari kegiatan operasionalnya.

Selama tahun 2024, PLN IP Services berhasil mengelola limbah non B3 dengan efektif dan efisien. Proses ini mencakup pemantauan secara rutin terhadap kuantitas dan kualitas limbah, serta penggunaan teknologi ramah lingkungan dalam pengelolaan limbah. Perusahaan terus meningkatkan praktik pengelolaan limbah non B3 untuk mendukung keberlanjutan operasional dan memastikan bahwa limbah yang dihasilkan dikelola secara bertanggung jawab sesuai dengan standar yang berlaku.

Limbah non B3 yang dihasilkan dan dikelola oleh pihak ketiga selama tahun 2024 sebanyak 68,51 ton. Perusahaan mengambil peran langsung dalam mengurangi timbunan limbah non-B3 untuk menjaga kelestarian lingkungan dengan berbagai cara, diantaranya:

1. Menerapkan prinsip 3R (*reduce, reuse, recycle*).
2. Mengolah limbah organik.
3. Mendaur ulang sampah kertas dan sampah non organik lainnya serta menyalurkan sampah yang tidak dapat dimanfaatkan kembali ke tempat pembuangan akhir (TPA).

NON-HAZARDOUS AND NON-TOXIC (NON-B3) WASTE MANAGEMENT

PLN IP Services also manages non-Hazardous and Toxic Waste (non-B3) generated from various operational activities. This non-B3 waste includes various materials such as domestic waste, paper waste, plastic waste, wood waste, and metal waste generated from daily activities at power plant units.

The management process of non-B3 waste follows established operational procedures. PLN IP Services power plant units implement a non-B3 waste management program by separating, reducing, and managing waste according to its characteristics. This approach not only complies with applicable regulations but also supports the company's efforts to minimize environmental impacts from its operational activities.

In 2024, PLN IP Services successfully managed non-B3 waste effectively and efficiently. This process includes regular monitoring of the quantity and quality of waste, as well as the use of environmentally friendly technologies in waste management. The company continues to improve its practices in non-B3 waste management to support operational sustainability and ensure that waste generated is responsibly managed according to applicable standards.

Non-B3 waste managed by third parties during 2024 amounted to 68,51 tons. The company plays a direct role in reducing the accumulation of non-B3 waste to preserve the environment through various methods, including:

1. Implementing the 3R principle (reduce, reuse, recycle).
2. Processing organic waste.
3. Recycling paper waste and other non-organic waste and disposing of non-recyclable waste at final disposal sites (TPA).



PENANGANAN TUMPAHAN

PLN IP Services berkomitmen untuk menjaga kelestarian lingkungan dari dampak negatif yang dapat timbul dari kegiatan operasional perusahaan. Salah satu aspek penting yang dikelola secara ketat adalah penanganan limbah cair, yang memiliki potensi mencemari lingkungan jika tidak ditangani dengan baik. PLN IP Services telah menetapkan standar tindakan yang ketat dalam pengelolaan limbah cair untuk mencegah terjadinya tumpahan.

Selama tahun 2024, hasil dari upaya pengelolaan yang baik adalah tidak tercatatnya insiden tumpahan di seluruh pembangkit PLN IP Services. Hal ini menunjukkan efektivitas dari sistem pengelolaan risiko yang diterapkan oleh perusahaan dalam menghadapi potensi risiko lingkungan.

PELESTARIAN LINGKUNGAN DAN KEANEKARAGAMAN HAYATI

PLN IP Services berkomitmen untuk memastikan operasinya tidak hanya andal dan aman, tetapi juga ramah lingkungan. Salah satu upaya nyata dalam mendukung komitmen ini adalah melalui Program Pengembangan Pembangkit Ramah Lingkungan, yang dikenal sebagai *Green Power Plant*. Program ini dirancang untuk memperkuat perlindungan lingkungan dengan cara yang berkelanjutan.

HANDLING OF SPILLAGE

PLN IP Services is committed to preserving the environment from negative impacts that can arise from the operational activities of the Company. One important aspect that is strictly managed is the handling of liquid waste, which potentially pollutes the environment if not handled properly. PLN IP Services has set strict standards of action in liquid waste management to prevent spills.

During 2024, the result of good management efforts was no recorded spill incidents at all PLN IP Services plants. This shows the effectiveness of the risk management system implemented by the company in dealing with potential environmental risks.

PRESERVATION OF THE ENVIRONMENT AND BIODIVERSITY

PLN IP Services is committed to ensuring its operations are not only reliable and safe but also environmentally friendly. One of the concrete efforts in supporting this commitment is through the Green Power Plant Development Program, known as Green Power Plant. This program is designed to strengthen environmental protection in a sustainable way.

Salah satu inisiatif utama dalam *Green Power Plant* adalah kegiatan penghijauan di sekitar Unit Pembangkit. PLN IP Services aktif menanam pohon-pohon endemik yang tidak hanya memberikan manfaat estetika, tetapi juga memiliki dampak positif dalam mereduksi emisi dan meningkatkan indeks keanekaragaman hayati di area tersebut.

One of the main initiatives in the Green Power Plant is the reforestation activities around the Generating Unit. PLN IP Services actively plants endemic trees that not only provide aesthetic benefits but also positively impact emissions reduction and increase the biodiversity index in the area.

JUMLAH DAN MATERI PENGADUAN MASALAH LINGKUNGAN

Selama periode pelaporan, PLN IP Services tidak menerima pengaduan terkait masalah lingkungan dari masyarakat sekitar dan pemangku kepentingan lainnya. Hal ini mencerminkan komitmen perusahaan dalam menjalankan operasionalnya dengan mematuhi semua regulasi lingkungan yang berlaku. Sebagai hasil dari ketaatan ini, PLN IP Services tidak dikenakan sanksi non-moneter atau denda terkait ketidakpatuhan terhadap Undang-undang dan peraturan lingkungan.

NUMBER AND MATERIAL OF ENVIRONMENTAL PROBLEM COMPLAINTS

During the reporting period, PLN IP Services did not receive any complaints related to environmental issues from the surrounding community and other stakeholders. This reflects the commitment of the company to conducting its operations in compliance with all applicable environmental regulations. As a result of this compliance, PLN IP Services was not subject to any non-monetary sanctions or fines related to non-compliance with environmental laws and regulations.

BIAYA PENGELOLAAN LINGKUNGAN

PLN IP Services menerapkan Kebijakan Keberlanjutan yang menjadi panduan/pedoman dalam menjalankan seluruh kegiatan operasional, dengan fokus pada aspek keselamatan, kesehatan, keamanan, dan lingkungan. Kebijakan ini menggarisbawahi prinsip-prinsip pencegahan, pengelolaan risiko sepanjang daur hidup, kepatuhan terhadap regulasi, partisipasi aktif, perlindungan lingkungan, serta peningkatan berkelanjutan.

ENVIRONMENTAL MANAGEMENT EXPENSE

PLN IP Services implements a Sustainability Policy that guides all operational activities, with a focus on safety, health, security, and the environment. This policy underlines the principles of prevention, life-cycle risk management, regulatory compliance, active participation, environmental protection, and continuous improvement.

Pada tahun 2024, PLN IP Services mengalokasikan dana sebesar Rp3,74 miliar untuk biaya yang terkait dengan pengelolaan lingkungan hidup. Pengeluaran ini direalisasikan untuk mendukung implementasi kebijakan keberlanjutan perusahaan, termasuk:

1. Pemantauan Upaya Pengelolaan Lingkungan dan Upaya Pemantauan Lingkungan Hidup (UKL-UPL)
2. Pengelolaan Limbah B3 dan Non B3
3. Pengelolaan dan Pemantauan Udara Emisi
4. Pengelolaan dan Pemantauan Kualitas Air
5. Pengurangan dan Pemanfaatan Limbah Non B3 melalui *composting*
6. Penanaman Tanaman Energi, Perindang, Pelindung, dan Tanaman Hias Area Unit

In 2024, PLN IP Services allocated Rp3.74 bilion for costs related to environmental management. This expenditure was realized to support the implementation of the sustainability policy of the Company, including:

1. Monitoring of Environmental Management Efforts and Environmental Monitoring Efforts (“UKL-UPL”)
2. B3 and Non B3 Waste Management
3. Air Emission Management and Monitoring
4. Water Quality Management and Monitoring
5. Reduction and Utilization of Non B3 Waste through composting
6. Planting Energy, Shade, Protective, and Ornamental Plants Unit Area

KINERJA SOSIAL

Performance on Social Aspects

PT PLN Indonesia Power Services berkomitmen untuk memenuhi tanggung jawab sosialnya, yang mencakup aspek pelanggan, ketenagakerjaan, keselamatan kerja, dan kontribusi kepada masyarakat. Memastikan hak-hak, keamanan, dan keselamatan pelanggan serta karyawan adalah prioritas utama karena hal ini berhubungan langsung dengan kinerja operasional dan keuangan Perusahaan.

PT PLN Indonesia Power Services is committed to fulfilling its social responsibilities, which include aspects of customers, employment, work safety, and contributions to society. Ensuring the rights, security, and safety of customers and employees is a top priority as this is directly related to the operational and financial performance of the Company.

Sebagai agen perubahan, Perusahaan secara konsisten mengimplementasikan prinsip tanggung jawab sosial. Perusahaan berupaya memberikan kontribusi signifikan terhadap pembangunan ekonomi masyarakat dan peningkatan kualitas hidup komunitas lokal, serta tetap menjaga kesejahteraan karyawan.

As an agent of change, the Company consistently implements the principle of social responsibility. The Company strives to contribute significantly to the economic development of society and improve the quality of life of local communities while maintaining employee welfare.

KINERJA SOSIAL ASPEK PELANGGAN

PT PLN Indonesia Power Services memperlakukan setiap pelanggan dengan bermartabat, sesuai dengan kultur dan nilai-nilai Perusahaan yang mengedepankan relasi timbal balik berdasarkan kemitraan dan persahabatan jangka panjang. Selain itu, Perusahaan juga fokus pada inovasi berkelanjutan dalam pengembangan produk dan layanan.

Secara internal, Perusahaan mengambil langkah-langkah progresif dalam menjalankan bisnis di sektor usaha. Upaya ini bertujuan untuk memastikan kepuasan pelanggan maksimal, yang merupakan prioritas utama Perusahaan.

KEGIATAN TANGGUNG JAWAB SOSIAL ASPEK PELANGGAN

Perusahaan telah mengembangkan produk dengan mengembangkan kebutuhan dari berbagai segmen pelanggan. Untuk menjamin kualitas dan mutu produk yang ditawarkan, Perusahaan selalu menerima saran dan masukan untuk peningkatan mutu serta memperhatikan dan menanggapi dengan baik keluhan pelanggan sesuai dengan pedoman layanan. Selain itu, untuk menjamin keakuratan informasi, produk dan layanan yang ditawarkan oleh Perusahaan selalu disertai informasi yang akurat.

SOCIAL PERFORMANCE ON CUSTOMER ASPECT

PT PLN Indonesia Power Services treats every customer with dignity, following the culture and values of the Company that prioritizes reciprocal relationships based on long-term partnerships and friendships. In addition, the Company also focuses on continuous innovation in product and service development.

Internally, the Company is taking progressive steps in conducting business in the business sector. These efforts are aimed at ensuring maximum customer satisfaction, which is the top priority of the Company.

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES ON CUSTOMER ASPECT

The Company manufactured its products by anticipating the needs of various market segments. To ensure the quality and consistency of its products, the Company is always open to suggestions and feedback for quality improvement, and it pays attention to and responds properly to customer complaints in line with service standards. Furthermore, to ensure information accuracy, the Company's products and services are always accompanied with accurate information

SURVEI KEPUASAN PELANGGAN

PT PLN Indonesia Power Services berkomitmen untuk memastikan bahwa pelanggannya menerima produk dan layanan yang memuaskan. Untuk mendukung komitmen ini, Perusahaan secara rutin mengadakan survei kepuasan pelanggan. Hasil survei tersebut digunakan sebagai masukan penting untuk perbaikan dan pengambilan keputusan strategis Perusahaan.

Pada tahun 2024, indeks kepuasan pelanggan mencapai 85,55 poin, meningkat 0,16 poin dari 85,39 poin pada tahun 2023. Peningkatan ini menunjukkan bahwa pelanggan sangat puas dengan produk dan layanan yang diberikan oleh Perusahaan. Temuan ini memotivasi Perusahaan untuk terus berupaya memberikan yang terbaik bagi pelanggan, sekaligus berkontribusi terhadap peningkatan kualitas dan kemajuan Indonesia.

INFORMASI PRODUK DAN SARANA KOMUNIKASI PELANGGAN

PT PLN Indonesia Power Services secara berkala memastikan ketersediaan dan kemudahan akses informasi terkait produk. Informasi ini dapat diakses melalui situs web resmi PLN IP Services di www.plnipservices.co.id dan laporan tahunan Perusahaan. Pelanggan juga memiliki kesempatan untuk berinteraksi langsung dengan Perusahaan, menyampaikan keluhan, pertanyaan, saran, dan umpan balik mengenai tingkat kepuasan terhadap produk dan layanan yang diberikan oleh PLN IP Services.

TANGGUNG JAWAB PENGEMBANGAN PRODUK BERKELANJUTAN

Untuk terus mengembangkan dan berinovasi dalam produk yang berkelanjutan, PT PLN Indonesia Power Services berkomitmen untuk menjamin kualitas dan mutu produk yang ditawarkan. Perusahaan senantiasa menerima saran dan masukan guna meningkatkan mutu, serta tetap mempertimbangkan standar keselamatan dan kesehatan demi menjamin produk yang aman dan berkualitas. Selain itu, Perusahaan selalu berupaya memperhatikan dan menanggapi keluhan pelanggan dengan baik, sesuai dengan pedoman layanan yang berlaku.

CUSTOMER SATISFACTION SURVEY

PT PLN Indonesia Power Services is committed to ensuring its customers receive satisfactory products and services. To support this commitment, the Company regularly conducts customer satisfaction surveys. The results of the survey are used as an important input for the improvement and strategic decision-making of the Company.

In 2024, the customer satisfaction index reached 85.55 poin, an increase of 0.16 point from 85.59 point in 2023. This increase shows that customers are very satisfied with the products and services provided by the Company. This finding motivates the Company to continue to strive to provide the best for customers while contributing to the improvement ofquality and progress in Indonesia.

INFORMATION ABOUT PRODUCTS AND COMMUNICATION CHANNEL AVAILABLE FOR CUSTOMERS

PT PLN Indonesia Power Services regularly ensures the availability and ease of access to product-related information. This information can be accessed through the official website of PLN IP Services at www.plnipservices.co.id and the Company's annual report. Customers also have the opportunity to interact directly with the Company, submitting complaints, questions, suggestions, and feedback regarding the level of satisfaction with the products and services provided by PLN IP Services.

RESPONSIBILITY FOR SUSTAINABLE PRODUCT DEVELOPMENT

To continuously develop and innovate in sustainable products, PT PLN Indonesia Power Services is committed to ensuring the quality and quality of the products offered. The Company always welcomes suggestions and input to improve quality and continues to consider safety and health standards to ensure safe and quality products. In addition, the Company always strives to pay attention and respond to customer complaints properly, according to applicable service guidelines.

KESEHATAN DAN KESELAMATAN PELANGGAN

PT PLN Indonesia Power Services berkomitmen untuk menyediakan produk yang aman dan berkualitas kepada para pelanggannya. Layanan yang ditawarkan memenuhi standar keselamatan dan kesehatan yang ketat. Setiap tahapan, mulai dari perizinan, sertifikasi, fabrikasi hingga distribusi, dilakukan dengan cermat untuk memastikan keamanan pelanggan.

Dengan fokus pada peningkatan ekonomi dan memberikan layanan terbaik, Perusahaan memastikan bahwa produk dan layanan yang disediakan tidak hanya memenuhi kebutuhan masyarakat tetapi juga dilakukan secara adil dan aman.

MEKANISME PENYAMPAIAN DAN PENANGANAN PENGADUAN PELANGGAN

Sebagai bagian dari upaya perlindungan pelanggan dan pemberian layanan optimal, PLN IP Services menyediakan mekanisme penanganan pengaduan pelanggan yang dapat diakses melalui laman situs Perusahaan, khususnya pada menu “Hubungi Kami.”

Semua produk dan layanan Perusahaan dipastikan telah memenuhi peraturan perundangan yang berlaku dan dievaluasi keamanannya secara berkala. Komitmen Perusahaan terhadap kualitas dan keamanan produk telah membuahkan hasil yang baik, terbukti dengan tidak adanya tuntutan terkait ketidakpatuhan terhadap undang-undang dan peraturan di bidang ekonomi dan sosial. Selain itu, selama tahun pelaporan, tidak ada produk yang ditarik kembali.

KINERJA SOSIAL ASPEK KETENAGAKERJAAN

PT PLN Indonesia Power Services berkomitmen untuk memperluas kegiatan operasionalnya melalui kerja sama dan kesempatan kerja yang setara dengan individu-individu yang memiliki daya saing tinggi dan determinasi untuk menghadapi tantangan. Perusahaan memandang pendidikan dan pelatihan sebagai kebijakan strategis dalam meningkatkan kualitas karyawan, yang pada akhirnya memberikan manfaat besar bagi kemajuan Perusahaan.

CUSTOMER HEALTH AND SAFETY

PT PLN Indonesia Power Services is committed to providing safe and quality products to its customers. The services offered comply with strict safety and health standards. Every stage, from licensing, certification, and manufacturing to distribution, is carefully conducted to ensure customer safety.

With a focus on improving the economy and providing the best services, the Company ensures that the products and services provided not only satisfy the needs of the community but are also conducted in a fair and safe manner.

MECHANISM FOR FILING AND HANDLING CUSTOMER COMPLAINTS

As part of customer protection efforts and optimal service delivery, PLN IP Services provides a customer complaint handling mechanism that can be accessed through the website of the Company, specifically on the “Contact Us” menu.

All of the products and services of the Company are ensured to comply with the prevailing laws and regulations and are regularly evaluated for safety. The commitment of the Company to product quality and safety has yielded good results, as proven by the absence of claims related to non-compliance with laws and regulations in the economic and social fields. In addition, during the reporting year, no products were recalled.

SOCIAL PERFORMANCE ON EMPLOYMENT ASPECT

PT PLN Indonesia Power Services is committed to expanding its operations through cooperation and equal employment opportunities with individuals who have high competitiveness and determination to encounter challenges. The Company considers education and training as a strategic policy in improving the quality of employees, which in turn provides great benefits for the progress of the Company.

Oleh karena itu, Perusahaan secara teratur mengadakan berbagai pelatihan, termasuk pelatihan profesional, sertifikasi, dan peningkatan motivasi karyawan. Program peningkatan kompetensi ini diharapkan dapat meningkatkan kepuasan dan loyalitas karyawan terhadap Perusahaan. Selain itu, Perusahaan memberikan kesempatan kepada seluruh karyawan untuk melanjutkan pendidikan mereka, mendapatkan promosi, mengembangkan karir, dan memperoleh berbagai hak lainnya yang tercantum dalam Perjanjian Kerja Bersama (PKB) sesuai dengan peraturan dan perundangan yang berlaku. Perusahaan juga menjunjung tinggi lingkungan kerja yang layak dan aman sebagai wujud kepedulian terhadap kesejahteraan dan kenyamanan seluruh karyawan.

Therefore, the Company regularly conducts several training programs, including professional training, certification, and employee motivation enhancement. This competency improvement program is expected to increase employee satisfaction and loyalty to the Company. In addition, the Company provides opportunities for all employees to continue their education, get promotions, develop their careers, and obtain various other rights stated in the Collective Labor Agreement (CLA) according to the prevailing rules and regulations. The Company also upholds a decent and safe working environment as a form of concern for the welfare and comfort of all employees.

KESETARAAN DAN KESEMPATAN KERJA

PT PLN Indonesia Power Services mengedepankan prinsip keragaman, kesetaraan, dan nondiskriminasi. Perusahaan tidak membedakan gender, ras, agama, suku, dan golongan dalam seluruh tingkatan karyawan dan manajemen, baik dalam proses penerimaan karyawan maupun dalam sistem remunerasi dan jabatan.

Lingkungan kerja yang beragam menjadi kekuatan Perusahaan, memungkinkan kolaborasi ide yang efektif untuk menciptakan inovasi dalam produk dan layanan kelistrikan bagi pelanggan. Kinerja dan kemajuan karir karyawan dinilai secara objektif berdasarkan evaluasi kinerja yang transparan.

PT PLN Indonesia Power Services membangun budaya Perusahaan yang berlandaskan prinsip kesetaraan, sehingga selama tahun 2023 tidak terdapat insiden diskriminasi dalam lingkungan kerja Perusahaan.

PEMENUHAN KETENTUAN TERKAIT TENAGA KERJA ANAK DAN KERJA PAKSA

PT PLN Indonesia Power Services menghargai hak asasi manusia sebagai hak dasar dan kebebasan yang dimiliki setiap individu di seluruh dunia. Perusahaan memperhatikan batas usia minimal karyawan untuk memastikan tidak ada karyawan di bawah usia yang ditentukan bekerja di lingkungan Perusahaan. Selain itu, Perusahaan menerapkan kebijakan yang melarang kerja paksa, yaitu praktik memaksa seseorang untuk bekerja dengan ancaman hukuman apapun, karena individu tersebut tidak berpartisipasi secara sukarela.

EQUALITY AND EMPLOYMENT OPPORTUNITY

PT PLN Indonesia Power Services prioritizes the principles of diversity, equality, and nondiscrimination. The Company does not differentiate between gender, race, religion, ethnicity, and class at all levels of employees and management, both in the recruitment process and in the remuneration and position system.

A diverse work environment is the strength of the Company, enabling effective collaboration of ideas to create innovations in electrical products and services for customers. Employee performance and career advancement are objectively assessed based on transparent performance evaluations.

PT PLN Indonesia Power Services builds a corporate culture based on the principle of equality, so that during 2023 there are no incidents of discrimination in the work environment of the Company.

COMPLIANCE WITH THE REGULATION ON CHILD WORKER AND FORCED LABOR

PT PLN Indonesia Power Services respects human rights as a basic right and freedom that every individual has around the world. The Company pays attention to the minimum age limit of employees to ensure that there are no employees under the specified age working in the environment of the Company. In addition, the Company implements a policy that prohibits forced labor, which is the practice of forcing an individual to work under the threat of any penalty, because the individual does not participate voluntarily.

PEMENUHAN ATAS UPAH MINIMUM REGIONAL

PLN IP Services menghargai kinerja dan prestasi karyawan melalui sistem remunerasi yang disusun dengan baik. Kebijakan remunerasi dan tunjangan di PLN IP Services bukan hanya sebagai strategi untuk mempertahankan produktivitas sumber daya manusia, tetapi juga sebagai bentuk apresiasi terhadap kontribusi karyawan.

Semua karyawan tetap di PLN IP Services memiliki hak untuk menerima upah *entry level* yang setara atau bahkan lebih tinggi dari Upah Minimum Provinsi yang ditetapkan oleh pemerintah. Prinsip kesetaraan dan keadilan dijunjung tinggi, sehingga remunerasi disesuaikan dengan hasil kerja dan kompetensi masing-masing karyawan.

PLN IP Services tidak melakukan diskriminasi dalam pemberian remunerasi dan upah entry level antara karyawan pria dan wanita. Setiap karyawan, tanpa memandang jenis kelamin, memiliki kesempatan yang sama untuk menerima remunerasi yang setara, dengan perbandingan 1:1 untuk setiap kategori jabatan.

KEGIATAN TANGGUNG JAWAB SOSIAL KETENAGAKERJAAN

PLN IP Services aktif mengambil langkah-langkah keberlanjutan dalam aspek ketenagakerjaan sebagai bagian dari komitmen Perusahaan untuk memastikan kesempatan yang setara tanpa diskriminasi, memenuhi hak-hak sosial karyawan, mengimplementasikan, meningkatkan pelatihan Keselamatan dan Kesehatan Kerja (K3) untuk mengurangi tingkat kecelakaan kerja, memberikan jaminan pensiun, dan memberikan cuti sesuai dengan peraturan yang berlaku.

PENGEMBANGAN KOMPETENSI PEGAWAI

Perusahaan secara aktif mengadakan program pendidikan dan pelatihan untuk seluruh karyawan dengan tujuan meningkatkan kemampuan, keahlian, dan kualitas sumber daya manusia (SDM). Pelaksanaan program ini diharapkan dapat meningkatkan efektivitas dan produktivitas karyawan, serta mendorong pengembangan karir mereka.

COMPLIANCE WITH THE REGULATION ON REGIONAL MINIMUM WAGE

PLN IP Services values employee performance and achievements through a well-organized remuneration system. The remuneration and benefits policy at PLN IP Services is not only a strategy to maintain human capital productivity, but also a form of appreciation for employee contributions.

All permanent employees in PLN IP Services have the right to receive entry-level wages equal to or even higher than the Provincial Minimum Wage set by the government. The principles of equality and fairness are upheld, so that remuneration is adjusted to the work results and competencies of each employee.

PLN IP Services does not discriminate in the provision of remuneration and entry-level wages between male and female employees. Every employee, regardless of gender, has the same opportunity to receive equal remuneration, in a ratio of 1:1 for each position category.

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES RELATED TO EMPLOYMENT

PLN IP Services actively takes sustainability steps in the aspect of employment as part of the commitment of the Company to ensure equal opportunities without discrimination, fulfill the social rights of employees, implement zero accidents, improve Occupational Safety and Health (OHS) training to reduce the rate of work accidents, provide pension insurance, and provide leave according to applicable regulations.

EMPLOYEE COMPETENCY BUILDING

The Company actively conducts education and training programs for all employees with the aim of improving the capabilities, skills, and quality of human capital (HC). The implementation of this program is expected to increase employee effectiveness and productivity, as well as encourage their career development.

Selama tahun 2024, Perusahaan telah melaksanakan berbagai program peningkatan kompetensi seperti sertifikasi, seminar, lokakarya, dan pelatihan bagi para karyawan. Anggaran yang dialokasikan untuk pengembangan SDM pada tahun ini mencapai Rp22,5 miliar. Jumlah karyawan yang berpartisipasi dalam pelatihan dan pengembangan kemampuan mencapai 4.289 orang.

During the year, the Company has implemented several competency improvement programs such as certifications, seminars, workshops, and training for employees. The budget allocated for HC development this year reached Rp22.5 billion. The number of employees who participated in training and skills development reached 4,289 people.

PROGRAM KESEHATAN DAN KESELAMATAN KERJA

Perusahaan menganggap karyawan sebagai mitra yang berarti dalam perjalanan kesuksesannya, dan dengan demikian, Perusahaan meneguhkan komitmennya untuk menyediakan lingkungan kerja yang mendukung bagi setiap karyawan untuk berkembang secara optimal. Pemimpin Perusahaan memberikan dukungan penuh kepada karyawan di garis depan dengan memberikan dukungan moral, semangat, dan fasilitas yang diperlukan untuk mencapai tujuan bersama.

Perusahaan juga memprioritaskan implementasi dan pengawasan penuh terhadap semua aspek terkait Keselamatan dan Kesehatan Kerja (K3). Hal ini mencakup tanggung jawab untuk melindungi karyawan serta menyediakan lingkungan kerja yang aman, nyaman, dan kondusif. Pendekatan ini diwujudkan melalui penerapan Sistem Manajemen yang mengacu pada peraturan nasional dan persyaratan lainnya.

Manajemen K3 di Perusahaan dimulai dengan melakukan identifikasi potensi bahaya dari setiap aktivitas atau area kerja. Setiap bahaya yang teridentifikasi dievaluasi risikonya, dengan mempertimbangkan tingkat kemungkinan dan konsekuensi yang mungkin terjadi. Hasil dari proses identifikasi bahaya dan penilaian risiko tersebut didokumentasikan dalam Identifikasi Bahaya dan Penilaian Risiko (IBPR), yang menjadi dasar untuk menentukan upaya mitigasi guna mengurangi risiko terjadinya kecelakaan atau penyakit akibat kerja.

Selama tahun 2024, tidak tercatat adanya kecelakaan fatal atau penyakit akibat kerja. Sebagai bagian dari komitmennya untuk mencegah kecelakaan, Perusahaan secara terus-menerus melakukan perbaikan pada program pencegahan kecelakaan dengan tujuan mencapai *zero accident*.

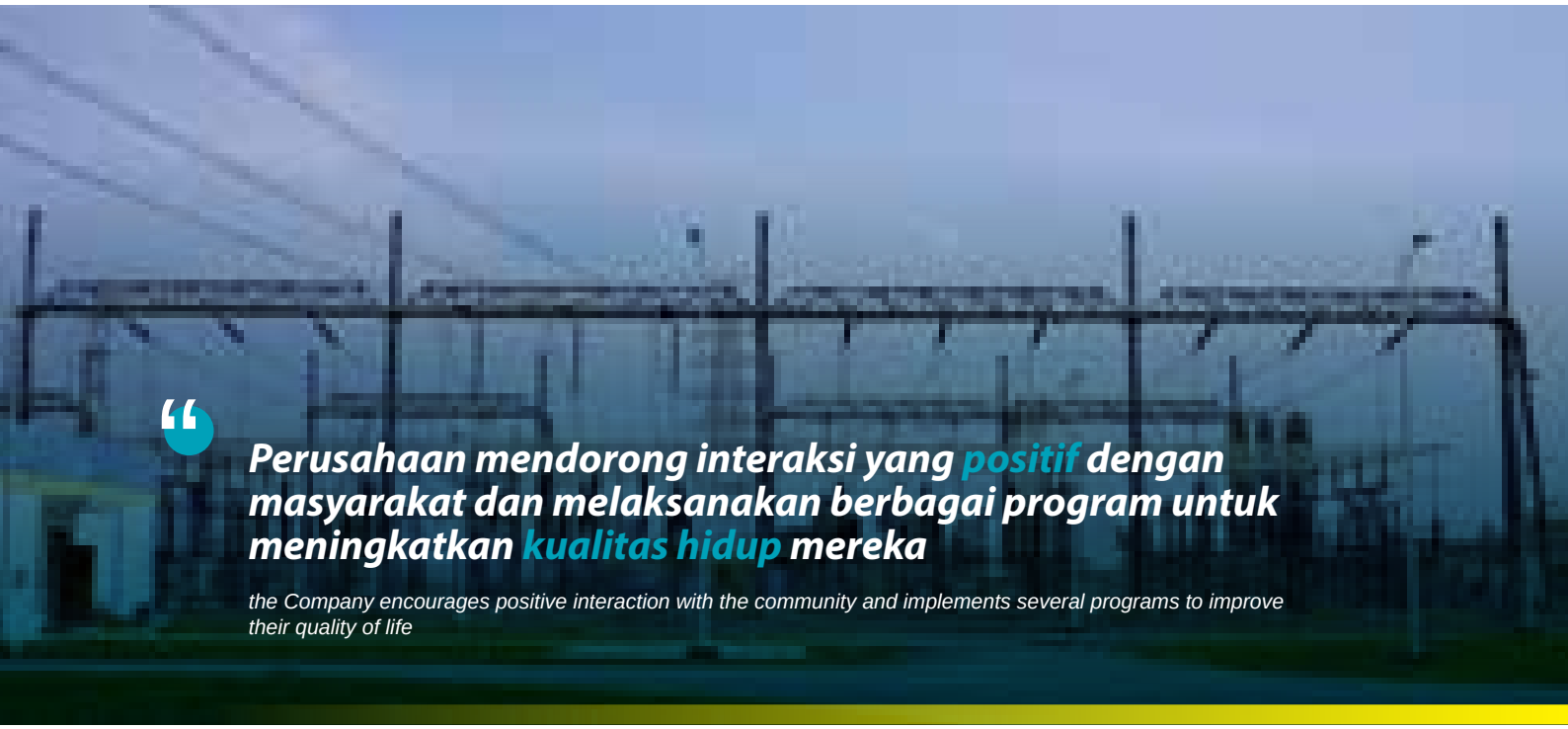
OCCUPATIONAL HEALTH AND SAFETY PROGRAM

The Company considers employees as meaningful partners in its journey of success, and therefore the Company affirms its commitment to provide a supportive work environment for each employee to develop optimally. The leaders of the Company give full support to the frontline employees by providing moral support, encouragement, and facilities needed to achieve common goals.

The Company also prioritizes the full implementation and supervision of all aspects related to Occupational Safety and Health (OHS). This includes the responsibility to protect employees and provide a safe, comfortable, and conducive working environment. This approach is realized through the implementation of a Management System that refers to national regulations and other requirements.

The Company's OHS management starts with the identification of potential hazards from each activity or work area. Each identified hazard is evaluated for its risk, by considering the level of likelihood and consequences that may occur. The results of the hazard identification and risk assessment process are documented in the Hazard Identification and Risk Assessment ("IBPR"), which serves as the basis for determining mitigation efforts to reduce the risk of occupational accidents or diseases.

During 2023, no fatal accidents or occupational diseases were recorded. As part of its commitment to prevent accidents, the Company continuously improves its accident prevention program with the aim of achieving zero accidents.



> ***Perusahaan mendorong interaksi yang positif dengan masyarakat dan melaksanakan berbagai program untuk meningkatkan kualitas hidup mereka***
>
> *the Company encourages positive interaction with the community and implements several programs to improve their quality of life*

MANFAAT KEGIATAN TANGGUNG JAWAB SOSIAL KETENAGAKERJAAN SERTA UPAYA MENDUKUNG PEMBANGUNAN BERKELANJUTAN

Pelaksanaan tanggung jawab sosial terkait ketenagakerjaan merupakan langkah penting dalam menciptakan manfaat bagi PLN IP Services, karyawan, dan pihak-pihak terkait lainnya. Bagi Perusahaan, hal ini dianggap sebagai komitmen jangka panjang untuk menjaga keberlanjutan operasional, memenuhi tanggung jawab kepada pemegang saham, serta meningkatkan efisiensi dengan mengurangi biaya pengelolaan ketenagakerjaan. Manfaat dari inisiatif tanggung jawab sosial terhadap ketenagakerjaan antara lain:

1. Meningkatkan kepuasan dan keterlibatan karyawan.
2. Memastikan kepatuhan terhadap peraturan ketenagakerjaan yang berlaku.
3. Menciptakan lingkungan kerja yang aman dan sehat bagi karyawan, pengunjung, dan mitra kerja.
4. Melindungi aset produksi dari kerusakan yang dapat merugikan Perusahaan.
5. Mengurangi kerugian akibat kecelakaan kerja atau penyakit terkait pekerjaan.

BENEFITS OF CSR ACTIVITIES RELATED TO EMPLOYMENT AND SUPPORTS FOR SUSTAINABLE DEVELOPMENT

The implementation of social responsibility related to employment is an important step in creating benefits for PLN IP Services, employees, and other related parties. For the Company, this is considered a long-term commitment to maintain operational sustainability, fulfill responsibilities to shareholders, and improve efficiency by reducing labor management costs. The benefits of social responsibility initiatives towards employment include:

1. Increase employee satisfaction and engagement.
2. Ensure compliance with applicable labor regulations.
3. Create a safe and healthy working environment for employees, visitors, and partners.
4. Protect production assets from damage that could harm the Company.
5. Reduce losses due to occupational accidents or work-related diseases.

Selain manfaat langsung tersebut, kegiatan tanggung jawab sosial terkait ketenagakerjaan juga diharapkan memberikan dampak positif secara tidak langsung terhadap pembangunan berkelanjutan, termasuk praktik produksi yang bertanggung jawab, pemberdayaan gender, dan penciptaan lapangan kerja yang layak.

In addition to these direct benefits, labor-related social responsibility activities are also expected to have indirect positive impacts on sustainable development, including responsible production practices, gender empowerment, and decent job creation.

KINERJA SOSIAL ASPEK MASYARAKAT

PLN IP Services berkomitmen tinggi dalam mengoptimalkan dampak positif dan manfaat bersama kepada seluruh pemangku kepentingan, termasuk masyarakat. Berdasarkan hasil analisis pemangku kepentingan, masyarakat merupakan salah satu pemangku kepentingan kunci yang perlu mendapatkan perhatian khusus. Masyarakat yang berdaya dan memiliki hubungan baik dengan Perusahaan akan sangat mendukung aktivitas Perusahaan dalam jangka panjang serta akan menjadi aktor yang mendukung pembangunan berkelanjutan.

SOCIAL PERFORMANCE ON COMMUNITY ASPECT

PLN IP Services is highly committed to optimizing positive impacts and shared benefits to all stakeholders, including the community. Based on the results of the stakeholder analysis, the community is one of the key stakeholders that needs special attention. Communities that are empowered and have a good relationship with the Company will greatly support the activities of the Company in the long term and will become supporting actors for sustainable development.

Pelaksanaan TJSL di PLN IP Services didorong oleh rasa tanggung jawab PLN IP Services dalam aspek ekonomi, sosial, dan lingkungan kepada seluruh pemangku kepentingan yang mengacu kepada ISO 26000 sebagai best practice dan Peraturan Kementerian BUMN terkini, yaitu:

1. Peraturan Menteri BUMN PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
2. Peraturan Menteri Badan Usaha Milik Negara PER6/MBU/09/2022 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.

The implementation of TJSL in PLN IP Services is driven by PLN IP Services' sense of responsibility in economic, social, and environmental aspects to all stakeholders, which refers to ISO 26000 as best practice and the latest Ministry of SOE Regulations, namely:

1. Regulation of the Minister of SOEs PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs of State-Owned Enterprises.
2. Regulation of the Minister of State-Owned Enterprises PER6/MBU/09/2022 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2021 concerning Social and Environmental Responsibility Programs of State-Owned Enterprises.

KEGIATAN TANGGUNG JAWAB SOSIAL KEMASYARAKATAN

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perusahaan difokuskan untuk memberikan dampak positif kepada masyarakat sekitar yang berada dalam wilayah operasional Perusahaan. Perusahaan aktif melibatkan tokoh-tokoh masyarakat lokal untuk mengidentifikasi permasalahan yang dihadapi masyarakat, sehingga program TJSL yang diimplementasikan dapat memberikan solusi yang sesuai dan bermanfaat.

CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

The Social and Environmental Responsibility (CSR) program of the Company is focused on providing positive impacts to the surrounding communities within the Company's operational areas. The Company actively involves local community leaders to identify problems encountered by the community, so that the CSR programs implemented can provide appropriate and useful solutions.

Partisipasi aktif komunitas lokal memiliki kontribusi signifikan terhadap kemajuan dan kelancaran aktivitas bisnis Perusahaan. Sebagai hasilnya, Perusahaan mendorong interaksi yang positif dengan masyarakat dan melaksanakan berbagai program untuk meningkatkan kualitas hidup mereka. Beberapa program yang telah dilaksanakan mencakup pengembangan ekonomi kreatif, pelatihan keahlian, penciptaan lapangan kerja, serta berbagai program pemberdayaan masyarakat.

Pada tahun 2024, Perusahaan mengalokasikan dana sebesar 2,15 miliar untuk mendukung pelaksanaan kegiatan tanggung jawab sosial dan kemasyarakatan ini.

MANFAAT KEGIATAN TANGGUNG JAWAB SOSIAL KEMASYARAKATAN SERTA UPAYA MENDUKUNG PEMBANGUNAN BERKELANJUTAN

Implementasi program Tanggung Jawab Sosial dan Lingkungan (TJSL) diarahkan untuk mencapai Tujuan Pembangunan Berkelanjutan (TPB) dengan tujuan memperkuat hubungan yang harmonis antara Perusahaan dan masyarakat sebagai salah satu pihak yang terlibat. Program TJSL ini diharapkan dapat menghasilkan efek positif yang mendukung peningkatan kesehatan masyarakat, pengembangan keterampilan dan perekonomian mereka, serta mempromosikan pembangunan infrastruktur nasional. Selain itu, program ini juga bertujuan untuk mendorong inisiatif swadaya dalam membangun perumahan yang layak, meningkatkan fasilitas pendidikan, dan memperbaiki kualitas sarana ibadah.

DAMPAK OPERASI TERHADAP MASYARAKAT SEKITAR

Perusahaan melaksanakan upaya penanggulangan dampak negatif keberadaan kawasan industri Perusahaan dengan berlandaskan kepada perundangan yang berlaku serta melibatkan manajemen lingkungan untuk menjamin bahwa kegiatan Perusahaan tidak mempengaruhi masyarakat. Hingga saat ini tidak ada dampak negatif yang terjadi akibat kegiatan TJSL ini. Hal ini didukung dengan tidak terdapatnya aduan dari masyarakat terkait penyelenggaraan kegiatan TJSL.

The active participation of local communities has a significant contribution to the progress and smooth running of the business activities of the Company. As a result, the Company encourages positive interaction with the community and implements several programs to improve their quality of life. Some of the programs implemented include creative economy development, skills training, job creation, and several community empowerment programs.

In 2024, the Company allocated 2.15 bilion to support the implementation of these social and community responsibility activities.

BENEFITS OF CSR ACTIVITIES AND SUPPORTS FOR SUSTAINABLE DEVELOPMENT

The implementation of the Social and Environmental Responsibility (CSR) program is directed towards achieving the Sustainable Development Goals (SDGs) with the aim of strengthening the harmonious relationship between the Company and the community as one of the parties involved. This CSR program is expected to have a positive effect that supports the improvement of community health, development of their skills and economy, as well as promoting the development of national infrastructure. In addition, the program also aims to encourage self-help initiatives in building decent housing, improving educational facilities, and improving the quality of religious facilities.

CORPORATE OPERATION IMPACT TO THE SURROUNDING COMMUNITIES

The Company employs environmental management to guarantee that its operations do not have a detrimental influence on the local population and to mitigate the negative effects of its industrial area. This CSR action has not yet had any negative effects. This is confirmed by the lack of public complaints about the execution of CSR efforts.

Di samping menjalankan program CSR, Perusahaan berinovasi untuk melaksanakan pemberdayaan masyarakat melalui kegiatan CSV (*Creating Shared Value*), yang merupakan pengembangan dari kegiatan CSR perusahaan. Program CSV ini melibatkan masyarakat penerima manfaat dan para pemangku kepentingan dalam seluruh rangkaian kegiatan, mulai dari perencanaan program, implementasi dan monitoring kegiatan, hingga evaluasi kendala dan pencapaian selama pelaksanaan yang dapat dijadikan sebagai dasar pengambilan keputusan di masa depan. Peran penting CSV adalah memberikan solusi yang holistik dan membawa manfaat yang lebih luas dengan memberdayakan masyarakat secara langsung.

PENGADUAN MASYARAKAT

Perusahaan telah mengembangkan mekanisme pengaduan bagi masyarakat yang juga mencakup isu sosial dan lingkungan di lingkungan wilayah operasi. Perusahaan telah menjalankan *whistleblowing system*. Masyarakat dapat melaporkan pengaduannya secara tertulis melalui:

Email : wbs@plnipservices.co.id
Telepon :+62 21 521 4515
Website : https://www.plnipservices.co.id

Semua surat pengaduan akan ditindaklanjuti oleh divisi terkait dengan melakukan verifikasi atas keluhan yang diterima. Sepanjang tahun 2024, Perusahaan menerima/tidak menerima keluhan dari masyarakat atas hal-hal yang bertentangan dengan etika, integritas, norma-norma dan dugaan pelanggaran peraturan atau tindakan yang mengganggu lingkungan hidup, dan lainnya.

In addition to conducting CSR programmes, the Company innovates to empower the community via CSV (Creating Shared Value) initiatives, which are the evolution of CSR programmes. This CSV programme engages beneficiary communities and stakeholders in a variety of activities, beginning with programme planning, implementation, and monitoring of activities, and concluding with an evaluation of implementation constraints and accomplishments that can be used as a basis for future decisions. CSV's main function is to give comprehensive answers and to empower the community directly in order to bring about broader advantages.

COMMUNITY COMPLAINTS

In addition to addressing social and environmental concerns in its working region, the Company has devised a process for community complaints. The Company has created a procedure for reporting misconduct. The public may submit written concerns through:

Email : wbs@plnipservices.co.id
Telephone :+62 21 521 4515
Website : https://www.plnipservices.co.id

The appropriate division will follow up on all complaint letters by validating the complaints received. Throughout 2024, the Company receives/does not receive public complaints involving concerns contradictory to ethics, integrity, norms, and alleged breaches of rules or acts that affect the environment, among others.

PENGUNGKAPAN LAPORAN KEBERLANJUTAN

Sustainability Report Disclosure

Sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, laporan terkait tanggung jawab sosial dan lingkungan memuat penjelasan strategi keberlanjutan, profil singkat Emiten atau Perusahaan Publik, penjelasan Direksi, tata kelola keberlanjutan, kinerja keberlanjutan, verifikasi tertulis dari pihak independen (jika ada), lembar umpan balik (*feedback*) untuk pembaca (jika ada), dan tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya. Semua elemen ini bertujuan untuk memberikan gambaran komprehensif mengenai komitmen dan pencapaian perusahaan dalam aspek keberlanjutan sosial dan lingkungan. Informasi tersebut diungkapkan terpisah dalam Laporan Keberlanjutan (*Sustainability Report*).

As stipulated in Financial Services Authority Regulation No. 51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Institutions, Issuers, and Public Companies, the report on social and environmental responsibilities includes explanations of sustainability strategies, brief profiles of the Issuer or Public Company, Director's explanations, sustainability governance, sustainability performance, written verification from independent parties (if any), feedback sheets for readers (if any), and the Issuer or Public Company's responses to feedback from the previous year's report. These elements aim to provide a comprehensive overview of the company's commitments and achievements in social and environmental sustainability. This information is disclosed separately in the Sustainability Report.

SURAT PERNYATAAN ANGGOTA DIREKSI DAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2024 PT PLN INDONESIA POWER SERVICES

Statement of Board of Directors And Board of Commissioners Members on Accountability for the Annual Reports 2024 of PT PLN Indonesia Power Services

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2024 PT PLN INDONESIA POWER SERVICES

Statement of Members of Board of Directors on the Accountability for the 2024 Annual Report PT PLN Indonesia Power Services

Kami yang bertandatangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT PLN Indonesia Power Services tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan ini.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 30 Juni 2025

We, the undersigned, testify that all information in the Annual Report of PT PLN Indonesia Power Services for 2024 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report and Financial Report of the Company.

This statement is hereby made in all truthfulness.

Jakarta, June 30, 2025

Direksi
Board of Directors

Hari Cahyono
Direktur Utama
President Director

Imam Adi Prihantoro
Direktur Sumber Daya Manusia
Director of Human Capital

Lasiran
Plt. Direktur Bisnis
Acting Director of Business

Amir Murtono
Plt. Direktur Operasi
Acting Director of Operations

Metty Kronika Indirawati
Plt. Direktur Keuangan
Acting Director of Finance

SURAT PERNYATAAN DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2024 PT PLN INDONESIA POWER SERVICES

Statement of Members of Board of Commissioners on the Accountability for the 2024 Annual Report PT PLN Indonesia Power Services

Kami yang bertandatangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT PLN Indonesia Power Services tahun 2024 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan ini.

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Jakarta, June 30, 2025

Dewan Komisaris
Board of Commissioners

Khusnul Mubien
Komisaris Utama
President Commissioner

Masykuri Abdillah
Komisaris
Commissioner

Fredy Eko Prasetyo T
Komisaris Independen
Independent Commissioner

Julita Indah
Komisaris
Commissioner

Catatan | Notes
*) Ibu Julita Indah menjabat hingga 30 Juni 2025
*) Ms. Julita Indah serves until June 30, 2025.

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REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

SEOJK Reference Number 16/SEOJK.04/2021:
Form and Content of the Annual Report of Issuers
or Public Companies

REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

Keterangan	Halaman Page	Description
I. Ketentuan Umum		**I. General Disclosure**
1. Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:		1. In this Financial Services Authority Circular Letter what is meant by:
a. Laporan Tahunan adalah laporan pertanggungjawaban direksi dan dewan komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan emiten atau perusahaan publik.	√	a. Annual Report is a report on the accountability of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within a period of 1 (one) financial year to the General Meeting of Shareholders based on the provisions of the Financial Services Authority Regulation regarding the Annual Report of Issuers or Public Companies.
b. Emiten adalah pihak yang melakukan penawaran umum.	√	b. Issuers are parties who make public offerings.
c. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan.	√	c. Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp. 3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.
d. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik.	√	d. Public Company is an Issuer that has made a public offering of equity securities or a Public Company.
e. Laporan Keberlanjutan (*Sustainability Report*) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan.	√	e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business.
f. Direksi:		f. Board of Directors
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang undangan mengenai badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that runs the management of the legal entity as referred to in the laws and regulations concerning the legal entity.
g. Dewan Komisaris:		g. Board of Commissioners
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Dewan Komisaris sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or Public Company in the form of a limited liability company is the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies; and

Keterangan	Halaman Page	Description
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melakukan pengawasan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang undangan mengenai badan hukum tersebut	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is the organ that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.
h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:	√	h. General Meeting of Shareholders hereinafter abbreviated as GMS:
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; dan	√	1) For an Issuer or Public Company in the form of a limited liability company is the GMS as referred to in the Financial Services Authority Regulation concerning the Plan and Organizing of the General Meeting of Shareholders of a Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang tidak diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that has authority that could not be given to an organ that carries out management and supervisory functions, within the limits specified in the laws and/or articles of association governing the legal entity.
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	2. The Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making an investment decision, and is a means of monitoring an issuer or public company.
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	3. Along with the development of the Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through an annual report.
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.	√	4. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.
5. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.	√	5. This Circular Letter of the Financial Service Agency serves guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report.
II. Bentuk Laporan Tahunan		**II. Format of Annual Report**
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	√	1. Annual Report should be presented in the printed format and in electronic document copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	√	3. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood;
4. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam *portable document format* (PDF).	√	4. The Annual Report presented in electronic document format is the Annual Report converted into portable document format.
III. Isi Laporan Tahunan		**III. Format of Annual Report**
1. Laporan Tahunan paling sedikit memuat:	√	1. Annual Report should contain at least the following information:
a. Ikhtisar data keuangan penting;		a. Summary of key financial information;
b. Informasi saham (jika ada);		b. Stock information (if any);
c. Laporan Direksi;		c. The Board of Directors report;
d. Laporan Dewan Komisaris;		d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;		e. Profile of Issuer or Public Company;

Keterangan	Halaman Page	Description
f. Analisis dan pembahasan manajemen;		f. Management Discussion and Analysis
g. Tata kelola Emiten atau Perusahaan Publik;		g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;		h. Corporate social and environmental responsibility of the Issuer or Public Company;
i. Laporan keuangan tahunan yang telah diaudit; dan		i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;		j. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;
2. Uraian Isi Laporan Tahunan		2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:		**a. Summary of Key Financial Information** Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since the commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) Pendapatan/penjualan;	14	1) Income/sales;
2) Laba bruto;	14	2) Gross profit;
3) Laba (rugi);	14	3) Profit (loss);
4) Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	14	4) Total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) Total laba (rugi) komprehensif;	14	5) Total comprehensive profit (loss);
6) Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	14	6) Total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
7) Laba (rugi) per saham;	N/A	7) Earning (loss) per share;
8) Jumlah aset;	12	8) Total assets;
9) Jumlah liabilitas;	13	9) Total liabilities;
10) Jumlah ekuitas;	13	10) Total equities;
11) Rasio laba (rugi) terhadap jumlah aset;	15	11) Profit (loss) to total assets ratio;
12) Rasio laba (rugi) terhadap ekuitas;	15	12) Profit (loss) to equities ratio;
13) Rasio laba (rugi) terhadap pendapatan/ penjualan;	15	13) Profit (loss) to income ratio;
14) Rasio lancar;	15	14) Current ratio;
15) Rasio liabilitas terhadap ekuitas;	15	15) Liabilities to equities ratio;
16) Rasio liabilitas terhadap jumlah aset; dan	15	16) Liabilities to total assets ratio; and
17) Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	15	17) Other information and financial ratios relevant to the Issuer or Public Company and type of industry;
b. Informasi saham Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:	19	**b. Stock Information** Stock Information for Public Company at least contains:
1) Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat:	N/A	1) Shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) Jumlah saham yang beredar;	N/A	a) Number of outstanding shares;
b) Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	N/A	b) Market capitalization based on the price at the Stock Exchange where the shares listed on
c) Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	N/A	c) Highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
d) Volume perdagangan pada Bursa Efek tempat saham dicatatkan;	N/A	d) Share volume at the Stock Exchange where the shares listed on;

Keterangan	Halaman Page	Description
Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	N/A	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
2) Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	19	2) In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a) Tanggal pelaksanaan aksi korporasi;	N/A	a. Date of corporate action;
b) Rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham;	N/A	b. Stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c) Jumlah saham beredar sebelum dan sesudah aksi korporasi;	N/A	c. Number of outstanding shares prior to and after corporate action;
d) Jumlah efek konversi yang dilaksanakan (jika ada); dan	N/A	d. Number of conversion shares proceed (if any); and
e) Harga saham sebelum dan sesudah aksi korporasi;	N/A	e. Share price prior to and after corporate action;
3) Dalam hal terjadi penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut; dan	20	3) In the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4) Dalam hal penghentian sementara perdagangan saham (*suspension*) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (*delisting*) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut.	20	4) In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
c. Laporan Direksi Laporan Direksi paling sedikit memuat uraian singkat mengenai:	48-65	**c. The Board of Directors Report** The Board of Directors Report should at least contain the following items:
1) Kinerja Emiten atau Perusahaan Publik, paling sedikit memuat:		1) The performance of the Issuer or Public Company, at least covering:
a) Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	54-56	a) Strategy and strategic policies of the Issuer or Public Company;
b) Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	56-57	b) The Board of Directors roles in formulating strategies and strategic policies of Issuers or Public Companies;
c) Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	57-59	c) The process carried out by the Board of Directors to ensure the implementation of the Issuer or Public Company strategy;
d) Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan	59	d) Comparison between achievement of results and targets; or Public Company; and
e) Kendala yang dihadapi Emiten atau Perusahaan Publik;	59-60	e) Challenges faced by the Issuer or Public Company;
2) Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan	60-61	2) Description on business prospects; or Public Company; and
3) Penerapan tata kelola Emiten atau Perusahaan Publik.	62-63	3) Implementation of good corporate governance by Issuer or Public Company;

Keterangan	Halaman Page	Description
d. Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:	66-77	**d. The Board of Commissioners Report** The Board of Commissioners Report should at least contain the following items:
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	67-71	1) Assessment of the performance of the Board of Directors in managing the Issuer or the Public Company, including the supervision of the Board of Commissioners in the formulation and implementation of the strategy of the Issuer or Public Company carried out by the Board of Directors;
2) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan	71-72	2) View on the business prospects of the Issuer or Public Company as established by the Board of Directors; and
3) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.	72-73	3) View on the implementation of the corporate governance by the Issuer or Public Company;
e. Profil Emiten atau Perusahaan Publik Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:		**e. Profile of the Issuer or Public Company** Profile of the Issuer or Public Company should cover at least:
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	80-81	1) Name of Issuer or Public Company, including change of name, the reason for the change, and the effective date of the change of name during the year under review;
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	80-81	2) Access to Issuer or Public Company, including branch office or representative office, where the public can have access of information of the Issuer or Public Company, which include:
a) Alamat;	√	a) Address;
b) Nomor telepon;	√	b) Telephone number;
c) Alamat surat elektronik; dan	√	c) E-mail address; and
d) Alamat Situs Web;	√	d) Website address;
3) Riwayat singkat Emiten atau Perusahaan Publik;	82-85	3) Brief history of the Issuer or Public Company;
4) Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (*corporate culture*) atau nilai-nilai perusahaan;	86-93	4) Vision and mission of the Issuer or Public Company as well as corporate culture or values;
5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	94-99	5) Line of business according to the latest Articles of Association, and types of products and/or services produced;
6) Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.	100-105	6) The operational area of the Issuer or Public Company; operational area is the area or district for implementing operational activities or the range of the company's operational activities.
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;	106-107	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;
8) Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	99	8) A list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;
9) Profil Direksi, paling sedikit memuat:	108-118	9) The Board of Directors profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a) Name and short description of duties and functions;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship;
e) Riwayat pendidikan dan/atau sertifikasi;	√	e) education;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:

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(1) Dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
(2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	√	(2) Concurrent position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(3) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan	√	g) Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	117-118	h) Changes in the composition of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the Board of Directors, this matter shall be disclosed;
10) Profil Dewan Komisaris, paling sedikit memuat:	119-126	10) The Board of Commissioners profiles, at least include:
a) Nama dan jabatan;	√	a) Name;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship;
e) Riwayat pendidikan dan/atau sertifikasi;	√	e) Education;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:
(1) Dasar hukum pengangkatan sebagai anggota Dewan Komisaris;	√	(1) Legal basis for appointment as member of the Board of Commissioners
(2) Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	(2) Legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
(3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	√	(3) Concurrent position, as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
(4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	(4) Working experience and period in and outside the Issuer or Public Company;

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g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut;	√	g) Disclosure of affiliation with other members of the Board of Commissioners, members of the Board of Directors, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan	124	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods; and
i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	125-126	i) Changes in the composition of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;
11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	126	11) In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	144-146	12) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the financial year; Disclosure of information can be presented in table form.
13) Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:	181-184	13) Names of shareholders and ownership percentage at the end of the fiscal year, including:
a) Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	181	a) Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan	181	b) Members of the Board of Directors and the Board of Commissioners who own shares in Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and
c) Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; Informasi di atas dapat disajikan dalam bentuk tabel.	181	c) Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	181	14) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners; In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	182	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;	√	a) Ownership of local institutions;

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b) Kepemilikan institusi asing;	√	b) Ownership of foreign institutions;
c) Kepemilikan individu lokal; dan	√	c) Ownership of local individual; and
d) Kepemilikan individu asing;	√	d) Ownership of foreign individual;
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	183-184	16) Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	185-186	17) Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any); For subsidiaries, include the addresses of the said subsidiaries;
18) Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);	187	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
19) Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	187	19) Chronology of securities listing in addition to the said security in point 18), which at least should contain the name of the Securities, year of issuance, date of maturity, bid price, and rating of the securities (if any);
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi:	188-190	20) Information on public accounting services (AP) and public accounting firms (KAP) and their networks/associations/allies includes:
a) Nama dan alamat;	√	a) Name and address
b) Periode penugasan;	√	b) Assignment period
c) Informasi jasa audit dan/atau non audit yang diberikan;	√	c) Information on audit and/or non-audit services provided;
d) Biaya jasa (*fee*) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	√	d) Audit and/or non-audit fee for each assignment given during the financial year; and
e) Dalam hal AP dan KAP beserta jaringan/ asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	188-190	e) In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and Disclosure of information on AP and KAP services and their networks/associations/allies can be presented in table form.
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP.	191-192	21) Name and address of capital market supporting institutions and/or professions other than AP and KAP.
f. Analisis dan Pembahasan Manajemen Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:	199-261	**f. Management Discussion and Analysis** Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1) Tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	202-216	1) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	205; 207-209	a) Production, which includes process, capacity and its development;
b) Pendapatan/penjualan; dan	202; 206; 216	b) Income/sales; and

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c) Profitabilitas;	216	c) Profitability;
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	217-228	2) Comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:
a) Aset lancar, aset tidak lancar, dan total aset;	217-220	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	221-223	b) Short term liabilities, long term liabilities, total liabilities;
c) Ekuitas;	223	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	224-226	d) Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) Arus kas;	227-228	e) Cash flows;
3) Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	229-231	3) The capacity to pay debts by including the computation of relevant ratios;
4) Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	232	4) Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) Struktur modal (*capital structure*) dan kebijakan manajemen atas struktur modal (*capital structure*) tersebut disertai dasar penentuan kebijakan dimaksud;	233-234	5) Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	235-236	6) Discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	N/R	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	N/R	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	N/R	c) Currency of denomination; and
d) Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	N/R	d) Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	237-238	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	237	a) Type of investment of capital goods;
b) Tujuan investasi barang modal; dan	238	b) Objective of the investment of capital goods; and
c) Nilai investasi barang modal yang dikeluarkan;	237-238	c) Value of the investment of capital goods;
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	239	8) Material Information and facts that occurring after thedate of the accountant's report (if any);
9) Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	240-242	9) Information on the prospects of the Issuer or the Company in connection with industry,economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	243	10) Comparison between target/projection at beginning of year and result (realization), concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (*capital structure*); atau	√	c) Capital structure; or
d) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	d) Others that deemed necessary for the Issuer or Public Company;
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	244	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:

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a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (*capital structure*); atau	√	c) Capital structure; or
d) Kebijakan dividen; atau	√	d) Dividend policy; or
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	e) Others that deemed necessary for the Issuer or Public Company;
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	245-246	12) Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit:	247	13) Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;	√	a) Dividend policy, which includes information on the percentage of dividends distributed to net income;
b) Tanggal pembayaran dividen kas dan/ atau tanggal distribusi dividen non kas;	√	b) The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c) Jumlah dividen per saham (kas dan/atau non kas); dan	√	c) Amount of cash per share (cash and/or non cash); and
d) Jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.	√	d) The amount of dividends paid per year; Disclosure of information can be presented in table form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.
14) Realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:	248	14) Use of proceeds from Public Offerings, under the condition of:
a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	N/R	a) During the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	N/R	b) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;
15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:	248-254	15) Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, along others include:
a) Tanggal, nilai, dan objek transaksi;	252-253	a) Transaction date, value, and object;
b) Nama pihak yang melakukan transaksi;	252-253	b) Name of transacting parties;
c) Sifat hubungan Afiliasi (jika ada);	252-253	c) Nature of affiliate relationship (if any);
d) Penjelasan mengenai kewajaran transaksi;	252	d) Description of the fairness of the transaction;
e) Pemenuhan ketentuan terkait; dan	254	e) Compliance with related rules and regulations; and
f) Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:		f) In the event that there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:

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(1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arm's length principle*); dan	254	(1) A statement from the Board of Directors that the affiliate transaction has conducted through adequate procedures to ensure that the affiliate transaction is in line with generally accepted business practices, among others, by complying with the arm's length principle; and
(2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arm's length principle*);	254	(2) The Board of Commissioners and the audit committee roles in carrying out adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arm's length principle;
g) Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.	253	g) For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliate transactions or material transactions are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously; In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.
h) Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut;	254	h) For disclosure of affiliate transactions and/or conflict of interest transactions resulting from the implementation of affiliate transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	250	i) in the event that there is no affiliate transaction and/or conflict of interest transaction, then this matter shall be disclosed;
16) Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	255	16) Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	255	17) Changes in the accounting policy, rationale and impact on the financial statement (if any).
g. Tata Kelola Emiten atau Perusahaan Publik Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	291-311	**g. Corporate Governance of the Issuer or Public Company** Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	295-311	1) GMS, at least contains:
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	295-311	a) Information on the resolution from the AGM of the previous 1 (one) year, covering:
(1) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	295-311	(1) Resolutions of the GMS in the financial year and 1 (one) year before the financial year are realized in the financial year; and

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(2) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	311	(2) Resolutions of the GMS for the financial year and 1 (one) year prior to the financial year that have not been realized and the reasons for not realizing them;
b) Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	311	b) In the event that the Issuer or Public Company uses an independent party in GMS to calculate the votes, then this matter shall be disclosed;
2) Direksi, paling sedikit memuat:	312-340	2) The Board of Directors, covering:
a) Tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel.	320-322	a) Duties and responsibilities of each member of the Board of Directors; Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in table.
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam (*charter*) Direksi;	312-313	b. A statement that the Board of Directors has guidelines or charter for the Board of Directors;
c) Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.	322-328	c) Policies and frequency of Board of Directors meetings, joint meetings of the Board of Directors with the Board of Commissioners, and the attendance of members of the Board of Directors in the meeting including attendance at the GMS; Information on the attendance of members of the Board of Directors at the meeting of the Board of Directors, joint meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Direksi:	328-330	d) Training and/or competency of members of the Board of Directors:
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	328-329	(1) Policies related to training and/or the competence improvement of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	330	(2) Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);
e) Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	330	e) The Board of Directors' assessment of the committees' performance that support the implementation of the Board of Directors' duties for the financial year shall at least contain:
(1) Prosedur penilaian kinerja; dan	330	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	330	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
f) Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	330	f) In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, then this shall be disclosed.
3) Dewan Komisaris, paling sedikit memuat:	341-373	3) The Board of Commissioners, at least contains:
a) Tugas dan tanggung jawab Dewan Komisaris;	343-349	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter)* Dewan Komisaris;	341-342	b) Statement that the Board of Commissioner has already have the board manual or charter;

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c) Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel.	349-354	c) Policies and the frequency of the Board of Commissioners meetings, joint meetings of the Board of Commissioners with the Board of Directors and the attendance of members of the Board of Commissioners at the meeting including attendance at the GMS; Information on the attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	354-355	d) Training and/or competency improvement of members of the Board of Commissioners:
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	354-355	(1) Policies on training and/or the competency improvement of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	355	(2) Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any);
e) Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat:	364-369	e) Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least contain:
(1) Prosedur pelaksanaan penilaian kinerja;	364	(1) Procedure for the implementation of performance assessment;
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	364-365	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
(3) Pihak yang melakukan penilaian; dan	364	3. Assessor; and
f) Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	363-365	f) The Board of Commissioners' assessment of the Committees' performance that support the implementation of the duties of the Board of Commissioners in the financial year includes:
(1) Prosedur penilaian kinerja; dan	363	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	364	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings;
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:	374-386	4) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:
a) Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	374-382	a) Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and
b) Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	383-386	b) Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, including:
(1) Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	384	(1) The procedure for determining the remuneration of the Board of Directors and the Board of Commissioners;

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(2) Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	384	(2) The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and
(3) Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	384-386	(3) The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in table.
5) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	396	5) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) Nama;	396	a. Name;
b) Dasar hukum pengangkatan dewan pengawas syariah;	396	b) Legal basis of appointment of Sharia Supervisory Board;
c) Periode penugasan dewan pengawas syariah;	396	c) Term of office of Sharia Supervisory Board;
d) Tugas dan tanggung jawab dewan pengawas syariah; dan	396	d) Duty and responsibility of Sharia Supervisory Board and;
e) Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik;	396	e) Frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles of the Issuer or Public Company in the Capital Market;
6) Komite Audit, mencakup antara lain:	397-409	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	397-399	a) Name and position in the committee;
b) Usia;	397-399	b) Age;
c) Kewarganegaraan;	397-399	c) Citizenship;
d) Riwayat pendidikan;	397-399	d) Education background;
e) Riwayat jabatan, meliputi informasi:	397-399	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	397-399	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	397-399	(2) Concurrent position, as a member of Board of Commissioners, member of Board of Directors, and/or member of the committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	397-399	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	397-399	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi Komite Audit;	403-404	g) Statement of independence of the Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	405	h) Training and competency development participated in during the book year (if any);
i) Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan	407-408	i) Policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee; and
j) Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (*charter*) Komite Audit;	409	j) The activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	410-412	7) Committee or remuneration and nomination functions of Issuer or Public Company at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	410-412	a) Name and position in the committee;
b) Usia;	410-412	b) Age;
c) Kewarganegaraan;	410-412	c) Citizenship;
d) Riwayat pendidikan;	410-412	d) Education background;

Keterangan	Halaman Page	Description
e) Riwayat jabatan, meliputi informasi:	410-412	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	410-412	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	410-412	(2) Concurrent position, as a member of Board of Commissioners, member of Board of Directors, and/or member of the committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	410-412	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	410-412	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	410-412	g) Independence statement of Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	410-412	h) Training and/or competency development participated in during the book year (if any);
i) Uraian tugas dan tanggung jawab;	410-412	i) Description of Duties and Responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*);	410-412	j) A statement that already has charter or guidelines;
k) Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	410-412	k) Policies and frequency of meeting and attendence level at the meeting;
l) Uraian singkat pelaksanaan kegiatan pada tahun buku; dan	410-412	l) Description of duties implementation during the book year; and
m) Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	410-412	m) In the event that nomination and remuneration committee is not formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:
(1) Alasan tidak dibentuknya komite; dan	410-412	(1) The reason why does not form the committee; and
(2) Pihak yang melaksanakan fungsi nominasi dan remunerasi;	410-412	(2) The party who carries out the nomination and remuneration function;
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:	413-425	8) Other committees owned by the Issuer or Public Company in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	413-415	a) Name and position in the committee;
b) Usia;	413-415	b) Age;
c) Kewarganegaraan;	413-415	c) Citizenship;
d) Riwayat pendidikan;	413-415	d) Education background;
e) Riwayat jabatan, meliputi informasi:	413-415	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	413-415	(1) Legal basis of appoinment as member of Committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	413-415	(2) Concurrent position, as a member of Board of Commissioners, member of Board of Directors, and/or member of the committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	413-415	(3) Work experience and period of time both inside and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	413-415	f) Periode and tenure of Committee member;
g) Pernyataan independensi komite;	418-420	g) Statement of independence of Committee;

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h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan	420	h) Training and/or Competency Development participated in during the book year (if any); and
i) Uraian tugas dan tanggung jawab;	420-422	i) Description of Duties and Responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite;	422-423	j) Statement that already have work guideline and board charter;
k) Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan	423-424	k) Policies and frequency of meetings, and attendance level at the meetings; and
l) Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	424-425	l) Description of Duties Implementation during the book year;
9) Sekretaris perusahaan, paling sedikit memuat:	429-434	9) Corporate Secretary, including:
a) Nama;	429	a) Name;
b) Domisili;	429	b) Domicile;
c) Riwayat jabatan, meliputi:	429	c) History of position, including:
(1) Dasar hukum penunjukan sebagai sekretaris perusahaan; dan	429	(1) Legal basis for the appointment as Corporate Secretary; and
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	429	(2) Working experience and period in and outside the Issuer or Public Company;
d) Riwayat pendidikan;	429	d) Education background;
e) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan	433	e) Training and competency development participated in during the book year; and
f) Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	434	f) Brief description on the implementation of duties of the Corporate Secretary in the year under review;
10) Unit audit internal, paling sedikit memuat:	435-452	10) Internal Audit Unit, among others including:
a) Nama kepala unit audit internal;	435	a) Name of Head of Internal Audit Unit;
b) Riwayat jabatan, meliputi:	435	b) History of position, including:
(1) Dasar hukum penunjukan sebagai kepala unit audit internal; dan	435	(1) Legal basis for the appointment as Head of Internal Audit Unit; and
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	435	(2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	435, 439-440	c) Qualification or certification as internal auditor (if any);
d) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;	441-442	d) Traning and/or Competency Development participated in during the book year;
e) Struktur dan kedudukan unit audit internal;	442-443	e) Structure and position of Internal Audit Unit;
f) Uraian tugas dan tanggung jawab;	443-445	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) unit audit internal; dan	447-448	g) a statement that the Internal Audit Unit has already had Internal Audit Unit charter; and
h) Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	448-452	h) Brief description of the duties implementation of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;
11) Uraian mengenai sistem pengendalian internal (*internal control*) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	453-459	11) Description on internal control system adopted by the Issuer or Public Company, at least covering:
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan	453-454	a) Financial and operational control, and compliance to the other prevailing rules; and

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b) Tinjauan atas efektivitas sistem pengendalian internal; dan	458	b) Review on the effectiveness of internal control systems; and
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	459	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	460-474	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	463-466	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya;	466-471	b) Types of risk and the management;
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan	472-474	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company; and
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	474	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;
13) Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat:	475	13) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:
a) Pokok perkara/gugatan;	475	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	475	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	475	c) Potential impacts on the condition of the Issuer or Public Company;
14) Informasi tentang sanksi administratif/ sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);	475	14) Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	478-484	15) Information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	480	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	481	b) Socialization of the code of conduct and enforcement; and
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	484	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (*management stock ownership program/ MSOP*) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program/ESOP*); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (*management stock ownership program/MSOP*) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program/ESOP*), informasi yang diungkapkan paling sedikit memuat:	492	16) A brief description of the policy for providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (ESOP) and/or program employee stock ownership (ESOP); In terms of providing compensation in the form of a management stock ownership program (ESOP) and/or employee stock ownership program (ESOP), the information disclosed must at least contain:
a) Jumlah saham dan/atau opsi;	492	a) Number of share and/or option;
b) Jangka waktu pelaksanaan;	492	b) Period;
c) Persyaratan karyawan dan/atau manajemen yang berhak; dan	492	c) The requirement for eligible employee and/ or management; and
d) Harga pelaksanaan atau penentuan harga pelaksanaan;	492	d) exercised price;

Keterangan	Halaman Page	Description
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:	493	17) Description of employee or management stock ownership program of the Issuer or Public Company, among others contains:
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan	493	a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and
b) Pelaksanaan atas kebijakan dimaksud;	493	b) Implementation of that policy;
18) Uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, paling sedikit memuat:	494-506	18) A description of whistleblowing system at the Issuer or Public Company, among others include:
a) Cara penyampaian laporan pelanggaran;	497-499	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	499	b) Protection for the whistleblower;
c) Penanganan pengaduan;	500-502	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	502-505	d) Unit responsible for handling of violation report; and
e) Hasil dari penanganan pengaduan, paling sedikit:	506	e) Results from violation report handling, at least includes:
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	506	(1) Number of complaints received and processed during the fiscal year; and
(2) Tindak lanjut pengaduan;	506	(2) Follow up of complaints;
Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (*whistleblowing system*), maka diungkapkan mengenai hal tersebut.	N/A	In the event that the Issuer or Public Company does not have a whistleblowing system, it is disclosed regarding this matter
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	508-516	19) A description of the anti-corruption policy of the Issuer or Public Company, at least contains;
a) Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (*kickbacks*), fraud, suap dan/ atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	509-510	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies; and
b) Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	512-514	b) Anti-corruption training/socialization to employees of Issuers or Public Companies; In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy are explained.
20) Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	517-520	20) Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	518-520	a) Statement regarding the recommendation that has been implemented; and/or
b) Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	518-520	b) Description of recommendation that has not been implemented, along with the reason and alternatives of implementation (if any);
Pengungkapan informasi dapat disajikan dalam bentuk tabel.		Disclosure of information can be presented in table.
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik		**h. Social and Environmental Responsibility of the Issuer or Public Company**

Keterangan	Halaman Page	Description
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:		1) Information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, containing at least :
a) Penjelasan strategi keberlanjutan;		a) Sustainability strategy explanation;
b) Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);		b) Sustainability aspects overview (economic, social and environmental);
c) Profil singkat Emiten atau Perusahaan Publik;		c) Brief Profile of Issuers or Public Company;
d) Penjelasan Direksi;		d) The Board of Directors explanation;
e) Tata kelola keberlanjutan;		e) Sustainability Governance;
f) Kinerja keberlanjutan;		f) Sustainability performance;
g) Verifikasi tertulis dari pihak independen, jika ada;		g) Written verification from an Independent Party (if any);
h) Lembar umpan balik (*feedback*) untuk pembaca, jika ada; dan		h) Feedback sheet for stakeholders (if any);
i) Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;		i) The Issuer or Public Company response to the previous year's report feedback;
2) Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;		2) The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Attachment II which is an integral part of this Financial Services Authority Circular Letter;
3) Informasi Laporan Keberlanjutan (*Sustainability Report*) pada angka 1) dapat:		3) Information on the Sustainability Report in number 1) shall be;
a) Diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau		a) Is disclosed in other relevant sections outside of the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or
b) Merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik;		b) Referring to other sections outside the social and environmental responsibility section while still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as profile of Issuer or Public Company;
4) Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan;		4) The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;
5) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus:		5) In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the said Sustainability Report must:
a) Memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan		a) Contains all the information as referred to in number 1); and

Keterangan	Halaman Page	Description
b) Disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;		b) Compiled according to the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;
6) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan		6) In the event that the Sustainability Report is presented separately from the Annual Report, then the social and environmental responsibility section contains information that information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and
7) Penyampaian Laporan Keberlanjutan (*Sustainability Report*) yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.		7) Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the submission of the Annual Report.
i. Laporan Keuangan Tahunan yang Telah Diaudit Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek.		**i. Audited Financial Statements** The annual financial statements contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.
j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.		**j. Statement Letter of Members of the Board of Directors and the Board of Commissioners regarding Responsibility for the Annual Report** Statement letters from members of the Board of Directors and members of the Board of Commissioners regarding responsibilities for the Annual Report are prepared in accordance with the format of Statement Letters from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report as contained in Appendix I which is an integral part of this Circular Letter of the Financial Services Authority.

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KRITERIA
ANNUAL REPORT AWARD

Annual Report Award Criteria

KRITERIA ANNUAL *REPORT AWARDS*

Annual Report Award Criteria

Keterangan	Halaman Page	Description
1. Uraian Isi Laporan Tahunan		**1. Annual Report Content**
1. Laporan keuangan tahunan yang telah diaudit	619-688	1. Annual Audited Financial Statements
2. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan	575-577	2. Statement of the Board of Directors and the Board of Commissioners on Responsibility for the Annual Report
2. Ikhtisar data keuangan penting		**2. Summary of Key Financial Data**
Informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Perusahaan tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun		Comparative Financial Information for the Past Three Fiscal Years or Since Commencement of Business Activities (if less than Three Years)
Informasi memuat antara lain:	15	Information contains the following:
1. Rasio laba (rugi) terhadap jumlah aset	15	1. Profit (Loss) to Total Assets Ratio
2. Rasio laba (rugi) terhadap ekuitas	15	2. Profit (Loss) to Equity Ratio
3. Rasio laba (rugi) terhadap pendapatan/ penjualan	15	3. Profit (Loss) to Revenue/Sales Ratio
4. Rasio lancar	15	4. Current Ratio
5. Rasio liabilitas terhadap ekuitas	15	5. Debt to Equity Ratio
6. Rasio liabilitas terhadap jumlah aset	15	6. Debt to Total Assets Ratio
7. Informasi dan rasio keuangan lainnya yang relevan dengan Perusahaan dan jenis industrinya		7. Other Relevant Financial Information and Ratios Pertinent to the Company and Its Industry
3. Informasi Saham (Jika Ada)	19	**3. Share Information (If Applicable)**
1. Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir	N/A	1. Shares Issued for Each Quarter Presented in Comparative Form Over the Last Two Fiscal Years
1. Jumlah saham yang beredar	N/A	1. Number of Outstanding Shares
2. Kapitalisasi pasar berdasarkan harga pada bursa efek tempat sahamdicatatkan	N/A	2. Market Capitalization Based on Stock Exchange Price
3. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan	N/A	3. Highest, Lowest, and Closing Share Prices Based on Stock Exchange Price
4. Volume perdagangan pada bursa efek tempat saham dicatatkan	N/A	4. Trading Volume on the Stock Exchange Where the Shares Are Listed
2. Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal	20	2. In the Event of Corporate Actions Affecting Shares (e.g., Stock Splits, Reverse Stock Splits, Stock Dividends, Bonus Shares, Changes in Nominal Value, Issuance of Convertible Securities, Capital Increases or Reductions)
1. tanggal pelaksanaan aksi korporasi	N/A	1. Date of Corporate Action Execution
2. rasio pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham	N/A	2. Ratio of Stock Splits, Reverse Stock Splits, Stock Dividends, Bonus Shares, Issuance of Convertible Securities, and Changes in Nominal Value
3. jumlah saham beredar sebelum dan sesudah aksi korporasi	N/A	3. Number of Outstanding Shares Before and After Corporate Actions
4. jumlah efek konversi yang dilaksanakan (jika ada)	N/A	4. Number of Convertible Securities Executed (if any)

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3. Dalam hal terjadi penghentian sementara perdagangan saham (suspension) dan/atau pembatalan pencatatan saham (delisting) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (suspension) dan/ atau pembatalan pencatatan saham (delisting) tersebut	N/A	3. In the Event of Suspension and/or Delisting of Shares During the Fiscal Year, the Reasons Must Be Disclosed
4. Dalam hal penghentian sementara perdagangan saham (suspension) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (delisting) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (suspension) dan/ atau pembatalan pencatatan saham (delisting) tersebut	20	4. If Suspension and/or Delisting Continues Until the End of the Reporting Period, Actions Taken to Resolve Such Matters Must Be Disclosed
4. Laporan Direksi	48-65	**4. Report of the Board of Directors**
1. Kinerja Perusahaan		1. Board of Commissioners' Report
1. strategi dan kebijakan strategis Perusahaan	54-56	1. Corporate Strategies and Strategic Policies
2. peranan Direksi dalam perumusan strategi dan kebijakan strategis Perusahaan	56-57	2. Role of the Board of Directors in Formulating Corporate Strategies and Strategic Policies
3. proses yang dilakukan Direksi untuk memastikan implementasi strategi	57-59	3. Process Undertaken by the Board of Directors to Ensure Implementation of Strategies
4. perbandingan antara hasil yang dicapai dengan yang ditargetkan Perusahaan	59	4. Comparison Between Achieved and Targeted Results
5. kendala yang dihadapi	59-60	5. Challenges Encountered
2. Gambaran tentang prospek usaha Perusahaan	60-61	2. Description of the Company's Business Prospects
3. Penerapan governansi Perusahaan	62-63	3. Implementation of Corporate Governance
5. Laporan Dewan Komisaris	66-77	**5. Report of the Board of Commissioners**
1. Penilaian terhadap kinerja direksi mengenai pengelolaan Perusahaan, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Perusahaan	67-71	1. Assessment of the Board of Directors' Performance Including Supervision of the Formulation and Implementation of Corporate Strategies
2. Pandangan atas prospek usaha Perusahaan yg disusun oleh Direksi	71-72	2. Views on the Company's Business Prospects Prepared by the Board of Directors
3. Pandangan atas penerapan governansi Perusahaan	72-73	3. Views on the Implementation of Corporate Governance
6. Profil Perusahaan		**6. Company Profile**
1. Akses terhadap Perusahaan termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Perusahaan	80-81	1. Access to the Company Including Branch Offices or Representative Offices Providing Public Access to Company Information
1. alamat	V	1. Address
2. nomor telepon	V	2. Telephone Number
3. alamat surat elektronik	V	3. Email Address
4. alamat situs web	V	4. Website Address
2. Riwayat singkat Perusahaan	82-85	2. Brief History of the Company
3. Visi dan misi Perusahaan serta budaya perusahaan (corporate culture) atau nilai-nilai perusahaan;	86-93	3. Vision and Mission Statements and Corporate Culture or Company Values
4. Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan	94-99	4. Business Activities According to the Latest Articles of Association, Activities Carried Out During the Fiscal Year, and Types of Goods and/or Services Produced
5. Wilayah operasional Perusahaan; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan	100-105	5. Operational Areas of the Company; Scope or Areas of Operational Activities
6. Struktur organisasi Perusahaan dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan	106-107	6. Organizational Structure Diagram, at Least up to One Level Below the Board of Directors Including Committees under the Board of Directors and Board of Commissioners (if any), with Names and Positions

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7. Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan	99	7. List of Membership in National and International Industry Associations Related to Sustainable Finance
8. Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel	144-146	8. Number of Employees by Gender, Position, Age, Education Level, and Employment Status (Permanent/Contract) During the Fiscal Year (May be Presented in Table Form)
9. Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/ asosiasi/aliansinya meliputi:	188-190	9. Information on the Use of Public Accountant (PA) and Public Accounting Firm (PAF) Services and Their Networks/Associations/Alliances, Including:
1. Nama dan alamat	V	1. Name and Address
2. Periode penugasan	V	2. Period of Engagement
3. informasi jasa audit yang diberikan;	V	3. Information on Audit Services Provided
4. biaya jasa (fee) audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	V	4. Audit Fee for Each Assignment During the Fiscal Year
5. informasi jasa non audit yang diberikan;	188-190	5. Information on Non-Audit Services Provided
6. biaya jasa (fee) non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	188-190	6. Non-Audit Fee for Each Assignment During the Fiscal Year
7. Catatan: dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut (atas poin A.1.6.9.e & f)	188-190	7. Note: If the PA and PAF along with their Networks/Associations/Alliances Do Not Provide Non-Audit Services, Such Information Must Be Disclosed
10. Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP	191-192	10. Name and Address of Other Capital Market Supporting Institutions and/or Professions Besides PA and PAF
7. Profil Direksi	108-118	**7. Company Profile**
1. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab	V	1. Name and position following duties and responsibilities;
2. Usia	V	2. Age;
3. Kewarganegaraan	V	3. Nationality;
4. Riwayat pendidikan dan/atau sertifikasi	V	4. Educational background and/or certifications;
5. Riwayat jabatan, meliputi informasi	V	5. Career history, including:
1. dasar hukum pengangkatan sebagai anggota Direksi pada Perusahaan yang bersangkutan	V	1. Legal basis for appointment as a member of the Board of Directors in the Company;
2. Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Perusahaan.	V	2. Concurrent positions held, whether as a member of the Board of Directors, Board of Commissioners, committee member, or any other position within or outside the Company.
3. Catatan: Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut (atas poin A.1.7.5.b)	V	3. (Note: If a Director does not hold any concurrent position, this must also be disclosed.)
4. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	V	4. Work experience along with the period of service, both within and outside the Company;
6. Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi.	V	6. Affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders, and controlling parties, either directly or indirectly, including disclosure of the names of affiliated parties.
Catatan: Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Perusahaan mengungkapkan hal tersebut (atas poin A.1.7.6)	108-118	Note: In the event that a member of the Board of Directors has no affiliation relationship, the Company shall disclose this (as per point A.1.7.6).
7. Perubahan komposisi anggota Direksi dan alasan perubahannya.	117	7. Changes in the composition of the Board of Directors members and the reasons for the changes.

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"Catatan: (atas poin A.1.7.7) 1. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut 2. Dalam hal perubahan komposisi anggota Direksi terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi yang terakhir dan sebelumnya;"	117-118	"Note: (as per point A.1.7.7) 1. If there is no change in the composition of the Board of Directors, this should be disclosed. 2. If changes in the composition of the Board of Directors occur after the end of the fiscal year until the deadline for submitting the Annual Report, the composition listed in the Annual Report should include both the current and previous members of the Board of Directors."
8. Profil Dewan Komisaris	119-126	**8. Company Profile**
1. Nama dan jabatan	V	1. Name and position;
2. Usia	V	2. Age;
3. Kewarganegaraan	V	3. Nationality;
4. Riwayat pendidikan dan/atau sertifikasi	V	4. Educational background and/or certifications;
5. Riwayat jabatan, meliputi informasi	V	5. Career history, including:
1. Dasar hukum pengangkatan sebagai anggota Dewan Komisaris	V	1. Legal basis for appointment as a member of the Board of Commissioners;
2. Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Perusahaan yang bersangkutan	V	2. Legal basis for the initial appointment as an Independent Commissioner within the Company;
3. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Perusahaan.	V	3. Concurrent positions held, whether as a member of the Board of Commissioners, Board of Directors, committee member, or any other position within or outside the Company.
Catatan: Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut (atas poin A.1.8.5.c)	V	(Note: If a member of the Board of Commissioners does not hold any concurrent position, this must be disclosed.)
4. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	V	4. Work experience, including the period of service, both within and outside the Company;
6. Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi;	V	6. Affiliation with other members of the Board of Commissioners, major shareholders, and controlling parties, either directly or indirectly, including disclosure of the names of affiliated parties.
Catatan: Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Perusahaan mengungkapkan hal tersebut (atas poin A.1.8.6)	V	(Note: If a member of the Board of Commissioners has no affiliation, this must be disclosed.)
7. Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode	124	7. Statement of independence for Independent Commissioners who have served more than two terms;
8. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya.	125-126	8. Changes in the composition of the Board of Commissioners and the reasons for such changes.
Catatan: (atas poin A.1.8.8) 1. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut 2. Dalam hal perubahan komposisi anggota Direksi terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Dewan Komisaris yang terakhir dan sebelumnya;	126	(Note: as per point A. 1.8.8) 1. If there are no changes in the composition of the Board of Commissioners, this must be disclosed; 2. If changes in the Board of Commissioners occur after the end of the financial year but before the submission of the Annual Report, the Annual Report must include both the latest and the previous composition of the Board.)
9. Informasi pemegang saham		**9. Shareholder Information**
1. Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:	181-184	1. The names of shareholders and their ownership percentages at the beginning and end of the financial year, which include:
1. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Perusahaan	181	1. Shareholders holding 5% (five percent) or more of the Company's shares;
2. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Perusahaan.	181	2. Members of the Board of Directors and the Board of Commissioners who own shares in the Company.

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Catatan: Dalam hal seluruh anggota Direksi dan/ atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut (atas poin A.1.9.1.b)	181	3. (Note: If none of the Directors and/or Commissioners own shares, this must be disclosed.)
4. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik	181	4. Public shareholder groups, meaning groups of shareholders each holding less than 5% (five percent) of the Company's or Public Company's shares.
2. Persentase kepemilikan tidak langsung atas saham Perusahaan oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris;	181	2. The percentage of indirect ownership of the Company's shares by members of the Board of Directors and the Board of Commissioners at the beginning and end of the financial year, including information on shareholders listed on the shareholder register for indirect ownership by Directors and Commissioners.
Catatan: Dalam hal seluruh anggota Direksi dan/ atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Perusahaan, maka diungkapkan mengenai hal tersebut (atas poin A.1.9.2)	181	Note: If none of the Directors and/or Commissioners have indirect ownership of the Company's shares, this must be disclosed. (as per point A. 1.9.2)
3. Jumlah pemegang saham dan persentase kepemilikan, berdasarkan klasifikasi	182	3. The number of shareholders and percentage of ownership, classified as follows:
1. kepemilikan institusi lokal	V	1. Local institutional ownership;
2. kepemilikan institusi asing	V	2. Foreign institutional ownership;
3. kepemilikan individu lokal	V	2. Local individual ownership;
4. kepemilikan individu asing	V	2. Foreign individual ownership.
4. Informasi mengenai pemegang saham utama dan pengendali Perusahaan, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	183-184	4. Information on the Company's principal and controlling shareholders, whether directly or indirectly, is presented in the form of a diagram or chart showing ownership structure down to the ultimate individual owners.
5. Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Perusahaan memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama. Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut	185-186	5. Names of subsidiaries, associates, and joint venture entities where the Company has joint control (if any), along with details such as ownership percentage, line of business, total assets, operational status, and for subsidiaries, the address of the entity.
6. Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada)	187	6. A chronology of share listings, including the number of shares, nominal value, and offering prices from the initial listing to the end of the financial year, and the name of the stock exchange where the Company's shares are listed. This also includes any stock splits, reverse stock splits, stock dividends, bonus shares, changes in nominal value, and the execution of convertible securities, capital increases, and reductions (if any).
7. Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud sebelumnya, yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/ imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada)	187	7. Information on the listing of other securities, besides the aforementioned shares, that have not matured during the financial year, which must at least include the name of the security, year of issuance, interest rate/yield, maturity date, offering value, and credit rating (if any).
10. Analisa dan Pembahasan Manajemen		**10. Management Discussion and Analysis**
1. Tinjauan operasi per segmen usaha sesuai Kegiatan Usaha Perusahaan, meliputi	202-216	1. Review of Operations by Business Segment, Including:
1. Produksi, yg meliputi proses, kapasitas, dan perkembangannya	205; 207-209	1. Production (Processes, Capacity, and Developments)
2. Pendapatan/penjualan	205; 206; 216	2. Revenue/Sales
3. Profitabilitas	216	3. Profitability
2. Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut,	217-228	2. Comprehensive Financial Performance Including Comparison Over the Last Two Fiscal Years, Explanations for Changes and Their Impacts:
1. Aset lancar, aset tidak lancar, dan total aset	217-220	1. Current Assets, Non-Current Assets, and Total Assets

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2. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas	221-223	2. Short-Term Liabilities, Long-Term Liabilities, and Total Liabilities
3. Ekuitas	223	3. Equity
4. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi), komprehensif; dan	224-226	4. Revenue/Sales, Expenses, Profit (Loss), Other Comprehensive Income, and Total Comprehensive Profit (Loss)
5. Arus kas	227-228	4. Cash Flows
3. Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan	229-231	3. Debt Payment Capability by Presenting Relevant Ratios
4. Tingkat kolektibilitas piutang perusahaan dengan menyajikan perhitungan rasio yang relevan	232	4. Receivables Collectibility Level by Presenting Relevant Ratios
5. Struktur modal (capital structure) dan kebijakan manajemen atas struktur modal disertai dasar penentuan kebijakan dimaksud	233-234	5. Capital Structure and Capital Structure Management Policies Including Basis for Policy Determination
6. Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan	235-236	6. Discussion on Material Commitments for Capital Goods Investment Including:
1. Tujuan dari ikatan tersebut	N/R	1. Objectives of Such Commitments
2. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut	N/R	2. Expected Funding Sources
3. Mata uang yang menjadi denominasi	N/R	3. Currency Denomination
4. Langkah yang direncanakan Perubahaan untuk melindungi risiko dari posisi mata uang asing yang terkait	N/R	4. Planned Measures to Mitigate Currency Risks
7. Bahasan mengenai investasi barang modal yang yang direalisasikan dalam tahun buku terakhir:	237-238	7. Discussion on Realized Capital Goods Investment During the Fiscal Year Including:
1. Jenis investasi barang modal	237	1. Types of Capital Goods Invested
2. Tujuan investasi barang modal	238	2. Objectives of Capital Goods Investment
3. Nilai investasi barang modal yang dikeluarkan	237-238	3. Value of Capital Goods Investment
8. Prospek usaha dari Perusahaan dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya	240-242	8. Business Prospects of the Company Considering Industry Conditions, General Economy, and International Markets with Supporting Quantitative Data from Credible Sources
9. Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi)	243	9. Comparison of Initial Targets/Projections with Realization:
1. Pendapatan/penjualan	V	1. Revenue/Sales
2. Laba (rugi)	V	2. Profit (Loss)
3. Struktur modal (capital structure)	V	3. Capital Structure
4. Hal lainnya yang dianggap penting bagi Perusahaan	V	4. Other Important Matters to the Company
10. Target/proyeksi yang ingin dicapai Perusahaan untuk 1 (satu) tahun mendatang,	244	10. Targets/Projections for the Next Fiscal Year Including:
1. Pendapatan/penjualan	V	1. Revenue/Sales
2. Laba (rugi)	V	2. Profit (Loss)
3. Struktur modal (capital structure)	V	3. Capital Structure
4. Kebijakan dividen	V	4. Dividend Policy
5. Hal lainnya yang dianggap penting bagi Perusahaan	V	5. Other Important Matters to the Company
11. Aspek pemasaran atas barang dan/atau jasa Perusahaan, paling sedikit mengenai Strategi pemasaran dan Pangsa pasar	245-246	11. Marketing Aspects of the Company's Goods and/or Services Including:
12. Uraian mengenai dividen selama 2 (dua) tahun buku terakhir	247	12. Dividend Information Over the Last Two Fiscal Years

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1. Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;	V	1. The following information is disclosed regarding the Company's dividends over the past two financial years:
2. Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	V	2. The payment date of cash dividends and/or the distribution date of non-cash dividends;
3. Jumlah dividen per saham (kas dan/atau non kas); dan	V	3. The amount of dividends per share (cash and/or non-cash); and
4. Jumlah dividen per tahun yang dibayar;	V	4. The total dividends paid per year.
Catatan: Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut	V	Note: If the Issuer or Public Company has not distributed dividends in the last two financial years, this must also be disclosed.
13. Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan	248	13. Realization of Use of Proceeds from Public Offerings, Including:
1. Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku	N/R	1. If during the fiscal year, the Issuer is required to submit a report on the realization of fund usage, the cumulative realization of the use of proceeds from the public offering must be disclosed up to the end of the fiscal year.
2. Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut	N/R	2. If there are any changes in the use of proceeds as stipulated in the Financial Services Authority Regulation regarding the report on the realization of public offering proceeds, the Issuer must explain such changes.
14. Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku	248-254	14. Material information (if any) related to activities such as investment, expansion, divestment, merger or consolidation, acquisition, debt or capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions during the fiscal year.
1. Tanggal, nilai, dan objek transaksi	252-253	1. Transaction Date, Value, and Object
2. Nama pihak yang melakukan transaksi;	252-253	2. Name of Transaction Counterparty
3. Sifat hubungan afiliasi (jika ada);	252-253	3. Nature of Affiliated Relationship (If Any)
4. Penjelasan mengenai kewajaran transaksi;	252	4. Explanation on Fairness of Transaction
5. Pemenuhan ketentuan terkait; dan	254	5. Compliance with Related Regulations
6. Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Perusahaan juga mengungkapkan informasi:		6. In the event of affiliated relationships, in addition to disclosing the information as stated in points a) to e), the Company shall also disclose the following:
7. Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle);	254	7. A statement from the Board of Directors confirming that the affiliated transactions have followed adequate procedures to ensure they were conducted by generally accepted business practices, including adherence to the arm's-length principle;
8. Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (arms-length principle);	254	8. The role of the Board of Commissioners and the audit committee is to ensure that such affiliated transactions are carried out with proper procedures and by the arm's-length principle;
9. usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan;	254	9. If the affiliated or material transaction is part of regular business activities intended to generate operating revenue and is carried out routinely, repeatedly, and/or continuously, a clarification must be added to confirm that such transaction is part of the Company's regular business operations;

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10. Catatan: Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut (atas point A.1.10.14.g)	254	10. Note: If the affiliated or material transaction has been disclosed in the annual financial statements, the relevant reference to that disclosure must be provided; (as point A.1.10.14.g)
11. Untuk pengungkapan transaksi afiliasi dan/ atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi tersebut	254	11. For disclosure of affiliated and/or conflict of interest transactions resulting from those already approved by independent shareholders, the Company must include the date of the General Meeting of Shareholders (GMS) that approved the transaction;
12. Catatan: dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut; (atas point A.1.10.14.i)	250	12. Note: If no affiliated and/or conflict of interest transactions occurred, this must also be stated; (as per point A. 1.10.14.i)
15. Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perusahaan dan dampaknya terhadap laporan keuangan (jika ada);	255	15. Changes in Laws and Regulations with Significant Impact on the Company and Their Effects on the Financial Statements (If Any)
VI. Good Corporate Governance		**VI. Good Corporate Governance**
1. Pengungkapan terkait RUPS:	291-311	1. Disclosure Related to the General Meeting of Shareholders (GMS):
a. Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku	295-311	a. Information on GMS Resolutions During the Fiscal Year and the Prior Year
b. Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku	295-311	b. Realization of GMS Resolutions During the Fiscal Year
c. Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan	295-311	c. Unrealized GMS Resolutions and Reasons for Non-Realization
d. Dalam hal Perusahaan menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	311	d. If an Independent Party Was Appointed to Count Votes at the GMS, Disclosure of Such Appointment
2. Pengungkapan terkait Direksi	312-340	2. Disclosure Related to the Board of Directors:
1. ugas dan tanggung jawab masing masing anggota Direksi;	320-322	1. Duties and Responsibilities of Each Director
2. Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi	312-313	2. Statement Confirming the Existence of a Board Charter
3. Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran direksi dalam rapat Direksi dan rapat Direksi bersama Dewan Komisaris, dan dalam RUPS (dapat disajikan dalam bentuk tabel).	322-328	3. The Company has a policy regarding the frequency of Board of Directors meetings and joint meetings with the Board of Commissioners. This includes the attendance of Board members at these meetings, and their presence at the General Meeting of Shareholders (GMS). Information on the attendance of Directors at Board meetings, joint meetings with the Board of Commissioners, and the GMS may be presented in a table format.
4. Kebijakan terkait frekuensi rapat Direksi dan rapat Direksi bersama Dewan Komisaris	322-323; 326; 327-328	4. Policies related to the frequency of Board of Directors meetings and joint Board of Directors meetings with the Board of Commissioners
5. c2) Frekuensi pelaksanaan rapat Direksi dan rapat Direksi bersama Dewan Komisaris	323; 326; 328	5. Frequency of implementation of Board of Directors meetings and joint Board of Directors meetings with the Board of Commissioners
6. Informasi tingkat kehadiran direksi dalam rapat direksi, rapat direksi dekom, RUPS	323; 326; 328	6. Information on the level of attendance of directors in board of directors meetings, joint meeting with board of commissioners, GMS
7. Pelatihan dan/atau peningkatan kompetensi anggota Direksi	328-330	7. Training and/or increasing the competence of members of the Board of Directors
8. Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada);	328-329	8. Training and/or competency development attended by members of the Board of Directors during the financial year (if any)

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9. Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada)	330	9. Training and/or competency development attended by members of the Board of Directors during the financial year (if any)
10. Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku	330	10. The Board of Directors' assessment of the performance of the committees that support the implementation of the Board of Directors' duties in the financial year
11. Prosedur penilaian kinerja	330	11. Performance appraisal procedures
12. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat	330	12. The criteria used include performance achievements during the financial year, competence and attendance at meetings.
13. Catatan: Dalam hal Perusahaan tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut (atas point A.1.11.2.e1 & e2)	330	13. Note: In the event that the Company does not have a committee that supports the implementation of the Board of Directors' duties, this must be disclosed (in points A.1.11.2.e1 & e2).
3. Pengungkapan terkait Dewan Komisaris	341-373	3. Disclosure Related to the Board of Commissioners:
1. Tugas dan tanggung jawab Dewan Komisaris;	343-349	1. Duties and Responsibilities of the Board of Commissioners
2. Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris	341-342	2. Statement Confirming the Existence of a Board of Commissioners Charter
3. Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS;	349-354	3. Policies and Implementation of Meeting Frequency and Attendance of the Board of Commissioners' Meetings and Joint Meetings with the Board of Directors, Including GMS Attendance
4. Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris	354-355	4. Training and/or competency improvement for members of the Board of Commissioners
5. Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat	354-355	5. Policy on training and/or competency improvement for members of the Board of Commissioners, including orientation program for newly appointed members of the Board of Commissioners
6. Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada)	355	6. Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any)
7. Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris	356-362	7. Performance assessment of the Board of Directors and the Board of Commissioners and each member of the Board of Directors and members of the Board of Commissioners
8. Prosedur pelaksanaan penilaian kinerja;	356	8. Procedures for conducting performance assessment;
9. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	356-357	9. Criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
4. Pengungkapan terkait Nominasi dan remunerasi Direksi dan Dewan Komisaris	357-358	4. Disclosure of the Nomination and Remuneration of the Board of Directors and the Board of Commissioners
1. Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris;	363-365	1. Nomination Procedures: A brief explanation of the policies and process for nominating members of the Board of Directors and/or Board of Commissioners.
2. Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	363	2. Remuneration Procedures and Implementation of the Board of Directors and the Board of Commissioners, including:
3. Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	364	3. The procedures for determining the remuneration of the Board of Directors and the Board of Commissioners.
4. Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/ bonus dan lainnya; dan	374-386	1. The remuneration structure, includes salary, allowances, bonuses, and other benefits.
2. Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris;	374-382	2. The amount of remuneration received by each member of the Board of Directors and the Board of Commissioners.
5. Pengungkapan terkait Dewan pengawas syariah, bagi Perusahaan yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar	383-386	4. Disclosure Regarding the Sharia Supervisory Board for companies operating based on Sharia principles as stated in their Articles of Association

Keterangan	Halaman Page	Description
1. nama	384	1. Name;
2. dasar hukum pengangkatan dewan pengawas syariah	384	2. Legal basis for the appointment of the Sharia Supervisory Board;
3. periode penugasan dewan pengawas syariah	384-386	3. Term of assignment of the Sharia Supervisory Board;
4. Tugas dan tanggung jawab dewan pengawas syariah;	396	4. Duties and responsibilities of the Sharia Supervisory Board;
5. Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Perusahaan.	396	5. Frequency and method of providing advice, guidance, and supervision regarding the Company's compliance with Sharia principles in the capital market.
6. Pengungkapan terkait Komite audit	397-409	6. Disclosure Related to Audit Committee, Including:
1. Nama dan jabatannya dalam keanggotaan komite	397-399	1. Name and Position
2. Usia	397-399	2. Age
3. Kewarganegaraan	397-399	3. Nationality
4. Riwayat pendidikan	397-399	4. Educational Background
5. Riwayat jabatan	397-399	5. Work History
6. Dasar hukum penunjukan sebagai anggota komite	397-399	6. Legal Basis for Appointment
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	397-399	7. Concurrent positions held, whether as a member of the Board of Commissioners, Board of Directors, committee member, or other roles (if any);
8. Catatan: Dalam tidak ada rangkap jabatan, maka diungkapkan mengenai hal tersebut (atas point A.1.11.6.e2)	397-399	8. Note: If no concurrent positions are held, this must also be disclosed (based on point A.1.11.6.e2).
9. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan;	397-399	9. Work experience along with the periods of service, both within and outside the Company;
10. Periode dan masa jabatan anggota komite audit	397-399	10. Period and term of office of the audit committee members;
11. Pernyataan independensi komite audit	403-404	11. Statement of independence of the audit committee;
12. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	405	12. Training and/or competency development attended during the financial year (if any);
13. Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut;	407-408	13. Policy and implementation regarding the frequency of audit committee meetings and attendance rates of audit committee members at such meetings;
14. Pelaksanaan kegiatan komite audit pada tahun buku	409	14. Activities carried out by the audit committee during the financial year.
7. Pengungkapan terkait Komite atau fungsi nominasi dan remunerasi Perusahaan.	410-412	7. Disclosures regarding the Company's nomination and remuneration committee or function.
1. nama dan jabatannya dalam keanggotaan komite	410-412	1. name and position in the committee membership
2. usia	410-412	2. age
3. kewarganegaraan	410-412	3. nationality
4. riwayat pendidikan	410-412	4. educational background
5. riwayat jabatan	410-412	5. job history
6. dasar hukum penunjukan sebagai anggota komite	410-412	6. legal basis of appointment as a committee member
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	410-412	7. Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or member of the committee and other positions (if any);
8. Catatan: Dalam tidak ada rangkap jabatan, maka diungkapkan mengenai hal tersebut; (A.1.11.7a.e2)	410-412	8. Note: In the absence of dual positions, this is disclosed; (A.1.11.7a.e2)
9. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	410-412	9. Work experience and time period both inside and outside the Company

Keterangan	Halaman Page	Description
10. periode dan masa jabatan anggota komite audit	410-412	10. period and term of office of audit committee members
11. Pernyataan independensi komite;	410-412	11. Committee independence statement;
12. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	410-412	12. training and/or competency improvement that has been undertaken in the financial year (if any)
13. uraian tugas dan tanggung jawab	410-412	13. job description and responsibilities
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	410-412	14. statement that has guidelines or a charter
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	410-412	15. Policy and implementation of meeting frequency and level of member attendance at these meetings;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	410-412	16. A brief description of the implementation of activities in the financial year;
17. Catatan: Dalam hal tidak dibentuk komite:	410-412	17. Note: In case a committee is not formed:
18. Alasan tidak dibentuknya komite	410-412	18. Reasons for not forming a committee
19. Pihak yang melaksanakan fungsi nominasi dan remunerasi	410-412	19. Parties carrying out nomination and remuneration functions
7. Pengungkapan terkait Komite atau fungsi nominasi dan remunerasi Perusahaan.	410-412	7. Disclosures regarding the Company's nomination and remuneration committee or function.
1. nama dan jabatannya dalam keanggotaan komite	410-412	1. name and position in the committee membership
2. usia	410-412	2. age
3. kewarganegaraan	410-412	3. nationality
4. riwayat pendidikan	410-412	4. educational background
5. riwayat jabatan	410-412	5. job history
6. dasar hukum penunjukan sebagai anggota komite	410-412	6. legal basis of appointment as a committee member
7. rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	410-412	7. Concurrent positions, either as a member of the Board of Commissioners, member of the Board of Directors, and/or member of the committee and other positions (if any);
8. Catatan: Dalam tidak ada rangkap jabatan, maka diungkapkan mengenai hal tersebut (atas point A.1.11.7b.e2);	410-412	8. Note: In the absence of dual positions, this is disclosed; (A.1.11.7a.e2)
9. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	410-412	9. Work experience and time period both inside and outside the Company
10. periode dan masa jabatan anggota komite audit	410-412	10. period and term of office of audit committee members
11. Pernyataan independensi komite;	410-412	11. Committee independence statement;
12. "pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)"	410-412	12. training and/or competency improvement that has been undertaken in the financial year (if any)
13. uraian tugas dan tanggung jawab	410-412	13. job description and responsibilities
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	410-412	14. statement that has guidelines or a charter
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	410-412	15. Policy and implementation of meeting frequency and level of member attendance at these meetings;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	410-412	16. A brief description of the implementation of activities in the financial year;
17. Catatan: Dalam hal tidak dibentuk komite:	410-412	17. Note: In case a committee is not formed:
18. Alasan tidak dibentuknya komite	410-412	18. Reasons for not forming a committee
19. Pihak yang melaksanakan fungsi nominasi dan remunerasi	410-412	19. Parties carrying out nomination and remuneration functions
8. Pengungkapan terkait Komite Manajemen Risiko	413-425	8. Disclosure Related to the Risk Management Committee, Including:
1. nama dan jabatannya dalam keanggotaan komite	413-415	1. Name and Position in the Committee

Keterangan	Halaman Page	Description
2. *usia*	413-415	2. Age
3. kewarganegaraan	413-415	3. Nationality
4. riwayat pendidikan	413-415	4. Educational Background
5. riwayat jabatan	413-415	5. Work History
6. dasar hukum penunjukan sebagai anggota komite	413-415	6. Legal Basis for Appointment
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	413-415	7. Concurrent positions held, including as a member of the Board of Commissioners, Board of Directors, committee member, or other positions (if any);
8. Catatan: Dalam tidak ada rangkap jabatan, maka diungkapkan mengenai hal tersebut (atas point A.1.11.8a.e2);	413-415	8. Note: If no concurrent positions are held, this must be disclosed (based on point A.1.11.8a. e2).
9. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	413-415	9. Work experience and periods of service both within and outside the Company;
10. periode dan masa jabatan anggota komite manajemen risiko	413-415	10. Period and term of office of the risk management committee members;
11. Pernyataan independensi komite;	418-420	11. Statement of independence of the committee members;
12. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	420	12. Training and/or competency development attended during the financial year (if any);
13. uraian tugas dan tanggung jawab	420-422	13. Description of the duties and responsibilities;
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	422-423	14. Statement confirming the existence of a guideline or charter;
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	423-424	15. Policy and implementation regarding the frequency of meetings and attendance rates of committee members;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	424-425	16. Summary of activities carried out during the financial year;
8. Pengungkapan terkait Komite lain yang dimiliki Perusahaan dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugasDewan Komisaris:	426-428	8. Disclosure Related to Other Committees Supporting the Board of Directors or the Board of Commissioners (If Any), Including:
1. nama dan jabatannya dalam keanggotaan komite	426-428	1. Name and Position in the Committee
2. usia	426-428	2. Age
3. kewarganegaraan	426-428	3. Nationality
4. riwayat pendidikan	426-428	4. Educational Background
5. riwayat jabatan	426-428	5. Work History
6. dasar hukum penunjukan sebagai anggota komite	426-428	6. Legal Basis for Appointment
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	426-428	7. Concurrent positions held, including as a member of the Board of Commissioners, Board of Directors, committee member, or other roles (if any);
8. Catatan: Dalam tidak ada rangkap jabatan, maka diungkapkan mengenai hal tersebut;	426-428	8. Note: If there are no concurrent positions, this must be disclosed.
9. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	426-428	9. Work experience and duration of service, both within and outside the Company;
10. periode dan masa jabatan anggota komite lain	426-428	10. Period and term of office of the members of the other committees;
11. Pernyataan independensi komite;	426-428	11. Statement of the committee's independence;
12. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	426-428	12. Training and/or professional development attended by committee members during the financial year (if any);
13. uraian tugas dan tanggung jawab	426-428	13. Description of the committee's duties and responsibilities;

Keterangan	Halaman Page	Description
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	426-428	14. Statement confirming the existence of a guideline or charter;
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	426-428	15. Policy and implementation of meeting frequency, and the attendance rate of members at those meetings;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	426-428	16. Summary of the committee's activities during the financial year.
9. Pengungkapan terkait Sekretaris perusahaan	429-434	9. Disclosure Related to Corporate Secretary, Including:
1. Nama	429	1. Name
2. Domisili	429	2. Domicile
3. Riwayat jabatan	429	3. Work History
4. Dasar hukum penunjukan sebagai sekretaris perusahaan	429	4. Legal Basis for Appointment
5. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	429	5. Work Experience Inside and Outside the Company
6. Riwayat pendidikan	429	6. Educational Background
7. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku	433	7. Training and/or Competency Development Attended During the Fiscal Year
8. Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	434	8. Summary of the Corporate Secretary's Activities During the Fiscal Year
10. Pengungkapan terkait Unit audit internal, paling sedikit memuat	435-452	
a. Nama kepala unit audit internal	435	a. Name of the Head of Internal Audit Unit
b. Riwayat jabatan	435	b. Work History
b1. Dasar hukum penunjukan sebagai kepala unit audit internal	435	b1. Legal Basis for Appointment
b2. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	435	b3. Work Experience Inside and Outside the Company
d. Kualifikasi atau sertifikasi sebagai profesi audit internal	435, 439-440	c. Qualifications or Certifications in Internal Auditing
d. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku	441-442	d. Training and/or Competency Development Attended During the Fiscal Year
e. Struktur dan kedudukan unit audit internal;	442-443	e. Structure and Position of Internal Audit Unit
f. Uraian tugas dan tanggung jawab;	443-445	f. Description of Duties and Responsibilities
g. Pernyataan bahwa telah memiliki pedoman atau piagam (charter) unit audit internal	447-448	g. Statement Confirming the Existence of an Internal Audit Charter
h. Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	448-452	h. Summary of Internal Audit Activities During the Fiscal Year Including Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee
11. Uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Perusahaan	453-459	11. Description of the Internal Control System Implemented by the Company:
a. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya;	453-454	a. Financial and operational controls, as well as compliance with applicable laws and regulations;
b. Tinjauan atas efektivitas sistem pengendalian internal	458	b. A review of the effectiveness of the internal control system;
c. Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	459	c. A statement from the Board of Directors and/or the Board of Commissioners regarding the adequacy of the internal control system.
12. Uraian mengenai Sistem manajemen risiko yang diterapkan oleh Perusahaan	460-474	12. Description of the Risk Management System Implemented by the Company:
a. Gambaran umum mengenai sistem manajemen risiko Perusahaan;	463-466	a. A general overview of the Company's risk management system;

Keterangan	Halaman Page	Description
b. Jenis risiko dan cara pengelolaannya;	466-471	b. The types of risks faced and how they are managed;
c. Tinjauan atas efektivitas sistem manajemen risiko Perusahaan	472-474	c. A review of the effectiveness of the Company's risk management system;
d. Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	474	d. A statement from the Board of Directors and/or the Board of Commissioners or the Audit Committee regarding the adequacy of the risk management system;
13. Informasi tentang sanksi administratif/sanksi yang dikenakan kepada Perusahaan, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku	475	13. Information on any administrative sanctions or penalties imposed on the Company, members of the Board of Commissioners, or members of the Board of Directors by the Financial Services Authority (OJK) or other authorities during the financial year.
14. Informasi mengenai kode etik Perusahaan	478-484	14. Public Accountant
a. Pokok-pokok kode etik	480	a. Key principles of the Code of Conducts;
b. Bentuk sosialisasi kode etik dan upaya penegakannya	481	b. Methods of disseminating and enforcing the Code of Conducts;
c. Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Perusahaan	484	c. A statement that the Code of Conducts applies to members of the Board of Directors, the Board of Commissioners, and all employees of the Company;
15. Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Perusahaan (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP)	492	15. A brief description of any policies related to long-term performance-based compensation for management and/or employees, if applicable, such as a Management Stock Ownership Program (MSOP) and/or an Employee Stock Ownership Program (ESOP).
16. Dalam hal terdapat pemberian kompensasi berupa program kepemilikan saham oleh manajemen (management stock ownership program/MSOP) dan/atau program kepemilikan saham oleh karyawan (employee stock ownership program/ESOP), informasi yang diungkapkan paling sedikit memuat: (atas point A.1.11.16)	492	16. If compensation is provided through a Management Stock Ownership Program (MSOP) and/or an Employee Stock Ownership Program (ESOP), the disclosed information must include at a minimum:
a. jumlah saham dan/atau opsi	492	a. The number of shares and/or options granted;
b. jangka waktu pelaksanaan	492	b. The exercise period;
c. persyaratan karyawan dan/atau manajemen yang berhak	492	c. The eligibility criteria for employees and/or management; and
d. harga pelaksanaan atau penentuan harga pelaksanaan	492	d. The exercise price or the method for determining the exercise price.
17. Uraian singkat mengenai kebijakan pengungkapan informasi mengenai	493	17. A brief description of the Company's policy on the disclosure of information regarding
a. Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka;	493	a. Share ownership by members of the Board of Directors and the Board of Commissioners, no later than three (3) working days after the acquisition or any change in ownership of shares in the Public Company;
b. Pelaksanaan atas kebijakan dimaksud	493	b. Implementation of the said policy.
18. Uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di Perusahaan:	494-506	18. Description of the Company's Whistleblowing System:
a. Cara penyampaian laporan pelanggaran;	497-499	a. Procedures for submitting reports of violations;
b. Perlindungan bagi pelapor;	499	b. Protection measures for whistleblowers;
c. Penanganan pengaduan;	500-502	c. Procedures for handling complaints;
d. Pihak yang mengelola pengaduan;	502-505	d. Parties responsible for managing complaints;
e. Hasil dari penanganan pengaduan:	506	e. Outcomes of complaint handling, including:

Keterangan	Halaman Page	Description
e1. Jumlah pengaduan yang masuk dan diproses dalam tahun buku	506	e1. Number of complaints received and processed during the financial year;
e2. Tindak lanjut pengaduan;	506	e2. Follow-up actions taken.
Catatan: Dalam hal Perusahaan tidak memiliki sistem pelaporan pelanggaran (whistleblowing system), maka diungkapkan mengenai hal tersebut. (atas point A.1.11.18)	N/A	Note: If the Company does not have a whistleblowing system, this must be disclosed accordingly (referring to point A.1.11.18).
19. Uraian mengenai kebijakan anti korupsi Perusahaan	508-516	19. Description of corporate social responsibility related to employment, health and work safety, including information about
a. Program dan prosedur yang dilakukan	509-510	a. Programs and procedures implemented
b. Pelatihan/sosialisasi anti korupsi kepada karyawan Perusahaan;	512-514	b. Anti-corruption training or awareness programs conducted for Company employees
Catatan: Dalam hal Perusahaan tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud (atas point A.1.11.19)	N/A	Note: If the Company does not have an anti-corruption policy, an explanation must be provided regarding the absence of such a policy (referring to point A.1.11.19).
20a. Penerapan atas pedoman governansi Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi:	517-545	20a. The implementation of governance guidelines for Public Companies or Issuers that issue equity securities, including:
a. Pernyataan mengenai rekomendasi yang telah dilaksanakan	518-520	a. Statement regarding the recommendations that have been implemented;
b. Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut	518-520	b. Evidence or explanation demonstrating that the company has implemented the recommendation.
c. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif	518-520	c. Explanation for Recommendations Not Yet Implemented, Including Reasons and Alternatives
20b. Pengungkapan terkait penerapan atas pedoman governansi Perusahaan dengan pendekatan "comply or explain " atau "apply or explain ", meliputi:	520-544	20b. Disclosure regarding the implementation of the Company's governance guidelines using a "comply or explain" or "apply or explain" approach, including:
a. Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	520-544	a. Statement regarding the recommendations that have been implemented; and/or
b. Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut	520-544	b. Evidence or explanation demonstrating that the company has implemented the recommendation.
c. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif	520-544	c. Explanation for Recommendations Not Yet Implemented, Including Reasons and Alternatives

LAPORAN KEUANGAN KONSOLIDASIAN

Consolidated Financial Statement

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PT PLN INDONESIA POWER SERVICES

LAPORAN KEUANGAN/
FINANCIAL STATEMENTS

31 DESEMBER 2024/
31 DECEMBER 2024

PLN Indonesia Power Services

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB
ATAS LAPORAN KEUANGAN
PADA TANGGAL 31 DESEMBER 2021
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL 31 DESEMBER 2021

DIRECTORS' STATEMENT LETTER
REGARDING TO THE RESPONSIBILITY
ON THE FINANCIAL STATEMENTS
AS AT 31 DECEMBER 2021
AND FOR THE YEARS ENDED
31 DECEMBER 2021

Kami yang bertandatangan dibawah ini / We the undersigned:

1. Nama / Name
Jabatan kantor / Office address

Alamat Domisili sesuai KTP atau kartu identitas lain / Domicile as stated in ID Card

Nomor telepon / Phone number
Jabatan / Position

Alamat Kantor
Jl. Raya Pasar Minggu No. 10C, RT 010/ 1, Pasaran
Benda, Kec. Pasar Minggu, Jakarta Selatan 12510
Jalan Tembus Link Raya M.H.Thamrin Blok C Barat
RT.RW. 005/013, Kelurahan Lirik, Kecamatan Lirik
Kota Depok
+6221 2 Hidin
Direktur Utama / President Director

2. Nama / Name
Jabatan kantor / Office address

Alamat Domisili sesuai KTP atau kartu identitas lain / Domicile as stated in ID Card

Nomor telepon / Phone number
Jabatan / Position

Wisma Kemala Indonesia
Jl. Raya Pasar Minggu No. 10C, RT 010/ 1, Pasaran
Benda, Kec. Pasar Minggu, Jakarta Selatan 12510
Komplek Bekasi Plus
RT.RW. 005/008, Kelurahan Pondok Pinang
Kecamatan Kebayoran Lama
021-5816141
PLT. Direktur Keuangan / Acting As Director of Finance

menyatakan bahwa / declare that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT PLN Indonesia Power Services ("Perusahaan").

1. We are responsible for the preparation and presentation of the financial statements of PT PLN Indonesia Power Services ("the Company").

2. Laporan keuangan Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

2. The Company's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.

3. a. Semua informasi dalam Laporan Keuangan telah dimuat secara lengkap dan benar.

3. a. All information has been disclosed in a complete and truthful manner in the Company's financial statements.

b. Laporan Keuangan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material.

b. The Company's financial statements do not contain misleading material information or facts, and do not omit material information or facts.

4. Kami bertanggung jawab atas sistem pengendalian internal dalam Perusahaan.

4. We are responsible for the internal control system of the Company.

Demikian pernyataan ini dibuat dengan sebenarnya. / Thus this statement letter is made truthfully.

Dwi Zulianto
Direktur Utama
President Director

Wita Eunike Ardiwardi
PLT. Direktur Keuangan
Acting As Director of Finance

PLN Indonesia Power Services Kantor Pusat
Jl. Raya Pasar Minggu No. 10C Jakarta Selatan 12510 Indonesia

T. (021) 2199000 W www.indonesiapower.co.id

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LAPORAN AUDITOR INDEPENDEN
ATAS LAPORAN KEUANGAN

INDEPENDENT AUDITORS' REPORT
TO THE SHAREHOLDERS OF

PT PLN INCONESIA POWER SERVICES

Opini

Kami telah mengaudit laporan keuangan PT PLN Indonesia Power Services ("Perusahaan"), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perusahaan tanggal 31 Desember 2024, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut dijelaskan lebih lanjut dalam paragraf Tanggung Jawab Auditor Terhadap Audit atas Laporan Keuangan pada bagian lain. Kami independen terhadap Perusahaan sesuai dengan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya sesuai dengan peraturan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan dasar bagi opini audit kami.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Opinion

We have audited the financial statements of PT PLN Indonesia Power Services (the "Company"), which comprise the statement of financial position as at 31 December 2024, and the statements of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2024, and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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PT PLN INDONESIA POWER SERVICES
Lampiran 1/1 *Schedule*

LAPORAN POSISI KEUANGAN
PADA TANGGAL 31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2024	2023	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	5	361,891	227,025	*Cash and cash equivalents*
Deposito berjangka	6	2,500	2,500	*Time deposits*
Kas yang dibatasi penggunaannya - bagian lancar	7	22,378	22,900	*Restricted cash - current portion*
Piutang usaha	8	652,510	408,483	*Trade receivables*
Piutang sewa pembiayaan - bagian lancar	9	25,396	-	*Finance lease receivables - current portion*
Piutang lain-lain		6,121	4,581	*Other receivables*
Persediaan		8,460	15,649	*Inventory*
Pajak dibayar di muka - bagian lancar	23a	58,659	70,906	*Prepaid taxes - current portion*
Biaya dibayar di muka dan uang muka		14,215	9,475	*Prepaid expenses and advances*
Aset lancar lainnya	10	222	6,711	*Other current assets*
JUMLAH ASET LANCAR		**1,152,352**	**768,230**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Kas yang dibatasi penggunaannya - bagian tidak lancar	7	38	2,083	*Restricted cash - non-current portion*
Piutang dari ventura bersama	11	24,406	22,826	*Receivables from a joint venture*
Piutang sewa pembiayaan - bagian tidak lancar	9	14,162	-	*Finance lease receivables - non-current portion*
Pajak dibayar di muka - bagian tidak lancar	23a	16,095	78,110	*Prepaid taxes - non-current portion*
Aset tetap	12	153,789	188,370	*Fixed assets*
Aset hak-guna	13a	5,677	12,784	*Right-of-use assets*
Investasi pada ventura bersama	14a	12,990	11,057	*Investments in a joint venture*
Aset pajak tangguhan	23d	32,039	20,795	*Deferred tax assets*
Aset tidak lancar lainnya	10	17,254	13,096	*Other non-current assets*
JUMLAH ASET TIDAK LANCAR		**276,450**	**349,121**	***TOTAL NON-CURRENT ASSETS***
JUMLAH ASET		**1,428,802**	**1,117,351**	***TOTAL ASSETS***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

PT PLN INDONESIA POWER SERVICES
Lampiran 1/2 *Schedule*

LAPORAN POSISI KEUANGAN
PADA TANGGAL 31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2024
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2024	2023	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha	15	74,910	42,577	*Trade payables*
Utang lain-lain		3,990	1,976	*Other payables*
Utang pajak penghasilan badan	23b	9,322	9,996	*Corporate income tax payable*
Utang pajak lainnya	23b	41,068	14,144	*Other taxes payable*
Biaya yang masih harus dibayar	16	223,953	64,951	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	17	57,348	31,791	*Short-term employee benefit liabilities*
Liabilitas sewa - jangka pendek	13b	4,189	6,993	*Lease liabilities - current portion*
JUMLAH LIABILITAS JANGKA PENDEK		**414,780**	**172,428**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas sewa - jangka panjang	13b	35,463	5,209	*Lease liabilities - non-current portion*
Liabilitas imbalan pascakerja	17	31,621	40,627	*Post-employement benefit liabilities*
JUMLAH LIABILITAS JANGKA PANJANG		**67,084**	**45,836**	***TOTAL NON-CURRENT LIABILITIES***
JUMLAH LIABILITAS		**481,864**	**218,264**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp1.000 (nilai penuh) per saham Modal dasar: ditempatkan dan disetor 514.867.770 lembar saham	18	514,868	514,868	*Capital stock - par value of Rp1,000 (full amount) per share Authorised: subscribed and paid 514,867,770 shares*
Tambahan modal disetor		23,719	23,719	*Additional paid-in capital*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya	19a	159,332	159,332	*Appropriated*
Belum ditentukan penggunaannya		239,167	203,842	*Unappropriated*
Penghasilan/(rugi) komprehensif lain		9,852	(2,674)	*Other comprehensive income/(loss)*
JUMLAH EKUITAS		**946,938**	**899,087**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**1,428,802**	**1,117,351**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

PT PLN INDONESIA POWER SERVICES
Lampiran 2 *Schedule*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah)

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2024
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	2024	2023	
Pendapatan usaha	20a	2,238,049	1,607,653	*Revenue*
Pendapatan sewa	20b	62,411	-	*Lease income*
Total pendapatan		**2,300,460**	**1,607,653**	***Total revenue***
Beban pokok pendapatan	21	(2,015,818)	(1,371,525)	*Cost of revenue*
LABA BRUTO		**284,642**	**236,128**	***GROSS PROFIT***
Beban umum dan administrasi	22	(122,646)	(91,269)	*General and administrative expenses*
Beban lain-lain - neto		(32,708)	(13,937)	*Other expenses - net*
LABA USAHA		**129,288**	**130,922**	***OPERATING INCOME***
Penghasilan keuangan		6,992	5,567	*Finance income*
Bagian atas laba bersih pada ventura bersama	14a	1,933	1,585	*Share in net profit of a joint venture*
Biaya keuangan	13	(1,961)	(922)	*Finance costs*
LABA SEBELUM PAJAK		**136,252**	**137,152**	***PROFIT BEFORE TAX***
Beban pajak penghasilan	23c	(55,379)	(46,055)	*Income tax expense*
LABA TAHUN BERJALAN		**80,873**	**91,097**	***PROFIT FOR THE YEAR***
Penghasilan/(rugi) komprehensif lain				***Other comprehensive income/(loss)***
Pos-pos yang akan direklasifikasi ke laba rugi:				*Items that will be reclassified to profit or loss:*
Selisih kurs karena penjabaran laporan keuangan	14a	-	(49)	*Exchange difference due to financial statements translation*
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				*Items that will not be reclassified to profit or loss:*
Pengukuran kembali atas liabilitas imbalan pascakerja	17	16,059	(800)	*Remeasurement on post-employment benefit liabilities*
Pajak penghasilan terkait	23d	(3,533)	176	*Related income tax*
Penghasilan/(rugi) komprehensif lain, setelah pajak		**12,526**	**(673)**	***Other comprehensive income/(loss), net of tax***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**93,399**	**90,424**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

PT PLN INDONESIA POWER SERVICES
Lampiran 3 *Schedule*

LAPORAN PERUBAHAN EKUITAS
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah)

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED
31 DECEMBER 2024
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Subscribed and paid-up share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Saldo laba/ *Retained earnings*		Penghasilan komprehensif lain/ *Other comprehensive income*		Jumlah ekuitas/ *Total equity*	
				Ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*	Selisih kurs karena penjabaran laporan keuangan/ *Difference in foreign currency translation of the financial statements*	Pengukuran kembali atas program manfaat pasti/ *Remeasurement on defined benefit plans*		
Saldo pada tanggal 1 Januari 2023		514,868	23,719	159,332	190,973	1,166	(3,167)	886,891	***Balance as at 1 January 2023***
Laba tahun berjalan		-	-	-	91,097	-	-	91,097	*Profit for the year*
Rugi komprehensif lain tahun berjalan		-	-	-	-	(49)	(624)	(673)	*Other comprehensive loss for the year*
Jumlah penghasilan komprehensif tahun berjalan		-	-	-	91,097	(49)	(624)	90,424	*Total comprehensive income for the year*
Dividen	19b	-	-	-	(78,228)	-	-	(78,228)	*Dividends*
Saldo pada tanggal 31 Desember 2023		**514,868**	**23,719**	**159,332**	**203,842**	**1,117**	**(3,791)**	**899,087**	***Balance as at 31 December 2023***
Laba tahun berjalan		-	-	-	80,873	-	-	80,873	*Profit for the year*
Penghasilan komprehensif lain tahun berjalan		-	-	-	-	-	12,526	12,526	*Other comprehensive income for the year*
Jumlah penghasilan komprehensif tahun berjalan		-	-	-	80,873	-	12,526	93,399	*Total comprehensive income for the year*
Dividen	19b	-	-	-	(45,548)	-	-	(45,548)	*Dividends*
Saldo pada tanggal 31 Desember 2024		**514,868**	**23,719**	**159,332**	**239,167**	**1,117**	**8,735**	**946,938**	***Balance as at 31 December 2024***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

PT PLN INDONESIA POWER SERVICES
Lampiran 4 *Schedule*

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah)

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2024
(Expressed in millions of Rupiah

	Catatan/ *Notes*	2024	2023	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan		2,010,006	1,668,398	*Receipts from customers*
Pembayaran kepada pemasok		(1,233,002)	(1,053,370)	*Payments to suppliers*
Pembayaran kepada karyawan		(619,341)	(508,170)	*Payments to employees*
Pembayaran pajak penghasilan badan		(66,243)	(50,670)	*Payments of corporate income tax*
Penerimaan pengembalian *Receipts of Value-Added* Pajak Pertambahan Nilai	23e	142,421	39,421	*Tax refunds*
Penerimaan dari penghasilan keuangan		5,412	8,567	*Receipts of finance income*
Pembayaran beban keuangan	13	(1,961)	(922)	*Payments of finance expenses*
Kas bersih diperoleh dari aktivitas operasi		**237,292**	**103,254**	***Net cash generated from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOW FROM INVESTING ACTIVITIES***
Penarikan/(penempatan) kas yang dibatasi penggunaannya untuk jaminan pelaksanaan	7	2,567	(24,983)	*Withdrawal/(placement) of restricted cash for performance bonds*
Perolehan aset tetap	12	(42,193)	(17,236)	*Purchase of fixed assets*
Penempatan deposito berjangka	6	-	(2,500)	*Placements of time deposits*
Penambahan piutang dari ventura bersama	11	-	(19,397)	*Additions of receivables from a joint venture*
Penerimaan atas pembayaran piutang dari ventura bersama	11	-	14,956	*Receipts for payments of receivables from a joint venture*
Kas bersih digunakan untuk aktivitas investasi		**(39,626)**	**(49,160)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOW FROM FINANCING ACTIVITIES***
Pembayaran dividen	19b	(45,543)	(78,228)	*Payments of dividends*
Pembayaran liabilitas sewa	27b	(17,257)	(8,290)	*Payment of lease liabilities*
Kas bersih digunakan untuk aktivitas pendanaan		**(62,800)**	**(86,518)**	***Net cash used in financing activities***
KENAIKAN/(PENURUNAN) BERSIH KAS DAN SETARA KAS		**134,866**	**(32,424)**	***NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN		227,025	259,449	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN		**361,891**	**227,025**	***CASH AND CASH EQUIVALENTS AT THE END OF YEAR***

Lihat Catatan 27 untuk penyajian informasi arus kas Perusahaan.

Refer to Note 27 for the presentation of the Company's cash flow information.

CATATAN ATAS LAPORAN KEUANGAN
31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM

a. Pendirian dan Informasi Umum

PT PLN Indonesia Power Services (dahulu PT Cogindo Daya Bersama) ("Perusahaan") didirikan di Jakarta berdasarkan Akta Notaris No. 52 tanggal 15 April 1998 dan Akta perubahan No. 67 tanggal 28 Desember 1998, keduanya dibuat dihadapan SP. Henny Singgih, S.H., Notaris di Jakarta. Akta pendirian ini telah disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-3669-HT.01.01.Th.99 tanggal 8 Maret 1999.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir diubah berdasarkan Akta Notaris No. 15 tanggal 12 April 2023 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta tentang perubahan kegiatan usaha Perusahaan yang telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0073902.AH.01.11.Tahun 2023 tanggal 14 April 2023.

Perusahaan berdomisili di Jakarta dengan unit bisnis pembangkit yang berlokasi di Bali dan Nusa Tenggara Timur. Kantor pusat Perusahaan berkedudukan di Gedung Cogindo, Jl. Raya Pasar Minggu No. 190, Jakarta Selatan.

Perusahaan bergerak dalam bisnis ketenagalistrikan, perindustrian terkait ketenagalistrikan, jasa dan perdagangan. Perusahaan mulai beroperasi secara komersial pada tahun 1999.

Entitas induk pengendali Perusahaan adalah Perusahaan Perseroan (Persero) PT Perusahaan Listrik Negara ("PLN").

Pada tanggal 31 Desember 2024 dan 2023, jumlah karyawan Perusahaan termasuk karyawan yang penugasan dari PT PLN Indonesia Power ("PIP") adalah masing-masing berjumlah 4.652 (tidak diaudit) dan 4.305 (tidak diaudit).

1. GENERAL

a. Establishment and general information

PT PLN Indonesia Power Services (formerly PT Cogindo Daya Bersama) (the "Company") was established in Jakarta based on Notarial Deed No. 52 dated 15 April 1998 and Deed of Amendment No. 67 dated 28 December 1998, both of SP. Henny Singgih, S.H., a Notary in Jakarta. The Company's Deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in Decision Letter No. C2-3669-HT.01.01.Th.99 dated 8 Maret 1999.

The Company's Articles of Association have been amended several times, most recently by Notarial Deed No.15, dated 12 April 2023 of Shahreza Annaz S.H., M.Kn., Notary in Jakarta regarding changes to business activities of the Company which has been notified to the Minister of Law and Human Rights of the Republic of Indonesia and confirmed as received in Decree No. AHU-0073902.AH.01.11.Tahun 2023 dated 14 April 2023.

The Company is domiciled in Jakarta, and the power plant business unit is located in Bali and East Nusa Tenggara. The Company's main office is located in Cogindo Building, Jl. Raya Pasar Minggu No. 190, Jakarta Selatan.

The Company is engaged in the electricity business, power industry business, services and wholesale business. The Company commenced its commercial operations in 1999.

The Company's controlling parent entity is Perusahaan Perseroan (Persero) PT Perusahaan Listrik Negara ("PLN").

As at 31 December 2024 and 2023, the number of the Company's employees including employees seconded from PT PLN Indonesia Power ("PIP") amounted to 4,652 (unaudited) and 4,305, respectively (unaudited).

1. UMUM (lanjutan)

b. Susunan pengurus dan informasi lain

Pada tanggal 31 Desember 2024 dan 2023, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

***1. GENERAL** (continued)*

b. Management and other information

As at 31 December 2024 and 2023, the composition of the Company's Boards of Commissioners and Directors was as follows:

	2024	**2023**	
Komisaris Utama	Khusnul Mubien	Khusnul Mubien	*President Commissioner*
Komisaris	Julita Indah	Masykuri Abdillah	*Commissioner*
Komisaris	Masykuri Abdillah	Muhammad Mursid	*Commissioner*
Komisaris Independen	Sunandar	Sunandar	*Independent Commissioner*
Komisaris Independen	Fredy Eko Prasetyo	Fredy Eko Prasetyo	*Independent Commissioner*
Direktur Utama	Hari Cahyono	Ade Hendratno	*President Director*
Direktur Bisnis	Kukuh Pambudi	Kukuh Pambudi	*Director of Business*
Direktur Operasi	Mulyadi	Mulyadi	*Director of Operation*
Direktur Sumber Daya Manusia	Imam Adi Prihantoro	R. Triyono Budi	*Director of Human Resources*
Direktur Keuangan	Hari Muhardani Nasution	Hari Muhardani Nasution	*Director of Finance*

2. PENERAPAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN ("PSAK") BARU DAN AMANDEMEN

Penerapan dari amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2024 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan pada tahun berjalan:

- Amandemen PSAK No. 201, "Penyajian Laporan Keuangan - Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang";
- Amandemen PSAK No. 201, "Penyajian Laporan Keuangan - Liabilitas Jangka Panjang dan Kovenan";
- Amandemen PSAK No. 116, "Sewa - Liabilitas Sewa pada Transaksi Jual dan Sewa-balik;
- Amandemen PSAK No. 207, "Laporan Arus Kas" dan PSAK No. 107, "Instrumen Keuangan: Pengungkapan - Pengaturan Pembiayaan Pemasok".

2. NEW AND AMENDMENTS STATEMENTS OF FINANCIAL ACCOUNTING STANDARD ("SFAS")

The adoption of the following amendments to accounting standards which are effective from 1 January 2024 did not result in substantial changes to the Company's accounting policies and had no material effect on the amounts reported in the cfinancial statements for the current year:

- *Amendment to SFAS No. 201, "Presentation of Financial Statements - Classification of Liabilities as Current or Non-current";*
- *Amendment to SFAS No. 201, "Presentation of Financial Statements - Long-term Liabilities with Covenants";*
- *Amendment to SFAS No. 116, "Leases - Lease Liability in a Sale and Leaseback";*
- *Amendment of SFAS No. 207, "Statement of Cash Flows" and SFAS 107, "Financial Instrument: Disclosure - Supplier Finance Agreements".*

2. PENERAPAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN ("PSAK") BARU DAN AMANDEMEN (lanjutan)

Standar baru dan amandemen yang telah diterbitkan, berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2025, tapi penerapan dini diperkenankan, adalah sebagai berikut:

- PSAK No. 117, "Kontrak Asuransi"
- Amandemen PSAK No. 117, "Kontrak Asuransi" tentang penerapan awal PSAK No. 117 dan PSAK No. 109 - informasi komparatif
- Amandemen PSAK No. 221 "Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran.

Pada tanggal penyelesaian laporan keuangan ini, Perusahaan sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru dan amandemen pada laporan keuangan Perusahaan.

2. NEW AND AMENDMENTS STATEMENTS OF FINANCIAL ACCOUNTING STANDARD ("SFAS") *(continued)*

New standard and amendments issued effective for the financial year beginning on 1 January 2025, but early adoption is permitted, are as follows:

- *SFAS No. 117, "Insurance Contracts"*
- *Amendment to SFAS No. 117, "Insurance Contracts" about initial application of SFAS No. 117 and SFAS No. 109 - comparative information*
- *Amendment to SFAS No. 221, "The Effects of Changes in Foreign Exchange Rates - Lack of exchangeability".*

As at the completion date of these financial statements, the Company is evaluating the potential impact of the new standard and amendments on the Company's financial statements.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Berikut ini adalah kebijakan akuntansi material yang diterapkan dalam penyusunan laporan keuangan Perusahaan. Kebijakan ini telah diaplikasikan secara konsisten terhadap semua tahun yang disajikan, kecuali dinyatakan lain.

a. Kepatuhan terhadap Standar Akuntansi Keuangan ("SAK")

Laporan keuangan Perusahaan telah disusun dan disajikan berdasarkan Standar Akuntansi Keuangan di Indonesia.

b. Dasar penyusunan laporan keuangan

Dasar penyusunan laporan keuangan, kecuali untuk laporan arus kas adalah dasar akrual. Laporan keuangan disusun dan disajikan berdasarkan asumsi kelangsungan usaha dan dengan pengukuran nilai historis, kecuali beberapa akun tertentu disusun berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas disusun menggunakan metode langsung dengan mengklasifikasikan arus kas berdasarkan aktivitas operasi, investasi dan pendanaan.

3. MATERIAL ACCOUNTING POLICY INFORMATION

Presented below are the material accounting policies adopted in preparing the financial statements of the Company. These policies have been consistently applied to all of the years presented, unless otherwise stated.

a. Compliance with the Financial Accounting Standards ("FAS")

The Company's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.

b. Basis of preparation of financial statements

The financial statements, except for the statements of cash flows, are prepared on the accrual basis of accounting. The preparation and presentation of the financial statements are based on the going concern assumption and the measurement basis is historical cost, except for certain accounts that have been measured on the basis described in the related accounting policies.

The statement of cash flows has been prepared using the direct method by classifying cash flows on the basis of operating, investing and financing activities.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Dasar penyusunan laporan keuangan (lanjutan)

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Perusahaan. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area di mana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan diungkapkan di Catatan 4.

c. Penjabaran mata uang asing

i. Mata uang fungsional dan penyajian

Akun-akun yang disertakan dalam laporan keuangan diukur menggunakan mata uang dari lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional").

Laporan keuangan disajikan dalam Rupiah ("Rp") yang merupakan mata uang fungsional dan penyajian Perusahaan. Laporan keuangandisajikan dalam Rupiah ("Rp") yang merupakan mata uang fungsional dan penyajian Perusahaan. Angka-angka dalam laporan keuangan ini dibulatkan menjadi jutaan Rupiah, kecuali dinyatakan lain.

ii. Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal transaksi.

Pada tanggal pelaporan, setiap aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah menggunakan kurs penutup. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir tahun pelaporan diakui di dalam laba rugi.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***b. Basis of preparation of financial statements** (continued)*

The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. Those areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

c. Foreign currency translation

i. Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

The financial statements are presented in Rupiah ("Rp" or "IDR"), which is the functional currency and the presentation currency of the Company. Thefinancial statements are presented in Rupiah ("Rp" or "IDR"), which is the functional currency and the presentation currency of the Company. Figures in the financial statements are rounded in millions of Rupiah, unless otherwise stated.

ii. Transactions and balances

Foreign currency transactions are translated into Rupiah using the exchange rates prevailing at the date of the transactions.

As at the reporting date, monetary assets and liabilities denominated in foreign currency are translated into Rupiah using the closing exchange rate. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Penjabaran mata uang asing (lanjutan)

ii. **Transaksi dan saldo** (lanjutan)

Kurs yang digunakan pada tanggal laporan posisi keuangan, berdasarkan kurs penutup yang berlaku pada tanggal laporan posisi keuangan yang diterbitkan Bank Indonesia, adalah sebagai berikut:

	2024	2023	
Dolar Amerika Serikat ("Dolar AS" atau "AS$")	16,157	15,439	*United States Dollars ("US Dollars" or "US$")*
Dinar Kuwait (KWD)	63,454	50,220	*Kuwaiti Dinar (KWD)*

*) dalam jumlah penuh *in full amount *)*

d. Transaksi dengan pihak berelasi

Perusahaan melakukan transaksi dengan pihak-pihak berelasi sesuai yang didefinisikan oleh PSAK No. 224 "Pengungkapan Pihak-pihak Berelasi".

Saldo dan transaksi yang material antara Perusahaan dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan yang relevan. Perusahaan memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

Entitas yang berelasi dengan Pemerintah termasuk entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan yang merupakan pemegang saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian Badan Usaha Milik Negara ("BUMN") sebagai kuasa pemegang saham.

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam catatan yang relevan.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***c. Foreign currency translation** (continued)*

***ii. Transactions and balances** (continued)*

As at the statement of financial position dates, the exchange rates used, based on the exchange rates prevailing at the date of statement of financial position published by Bank Indonesia, were as follows:

d. Transactions with related parties

The Company has entered into transactions with certain related parties as defined under SFAS No. 224 "Related Party Disclosures".

Significant transactions and balances of the Company with the Government of the Republic of Indonesia and Government-related entities are disclosed in the relevant notes to the financial statements. The Company elected to disclose the transactions with Government-related entities, using the exemption from general related party disclosure requirements.

Government-related entities include entities that are controlled or significantly influenced by the Ministry of Finance which are the shareholders of the entity or an entity controlled by the Government of the Republic of Indonesia, represented by the Ministry of State-Owned Enterprise ("SOE") as the shareholder's representative.

All significant transactions and balances with related parties are disclosed in the relevant notes.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengaturan bersama

Berdasarkan PSAK No. 111, "Pengaturan Bersama", investasi dalam pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama. Klasifikasi tersebut tergantung pada hak dan kewajiban kontraktual masing-masing investor, dan bukan pada struktur hukum pengaturan bersama. Perusahaan memiliki operasi bersama dan ventura bersama.

Operasi bersama

Perusahaan mengakui hak langsungnya atas aset, liabilitas, pendapatan dan beban dari operasi bersama dan bagiannya atas setiap aset, liabilitas, pendapatan dan beban yang dimiliki atau ditanggung bersama. Ini telah dimasukkan dalam laporan keuangan di bawah judul yang sesuai. Rincian operasi bersama dijelaskan dalam Catatan 14(b).

Ventura bersama

Ventura bersama merupakan pengaturan bersama antara beberapa pihak yang melakukan kesepakatan pengendalian bersama yang memiliki hak atas aset neto pengaturan tersebut. Ventura bersama ini menggunakan metode ekuitas dikurangi kerugian penurunan nilai, jika ada.

- **Akuisisi**

  Investasi atas ventura bersama pada awalnya diakui sebesar biaya perolehan. Biaya perolehan diukur berdasarkan nilai wajar aset yang diserahkan, instrumen ekuitas yang diterbitkan atau liabilitas yang timbul atau diambil alih pada tanggal akuisisi, ditambah biaya yang berhubungan langsung dengan akuisisi.

  Goodwill pada akuisisi ventura bersama merupakan selisih lebih yang terkait dengan biaya perolehan investasi pada ventura bersama dengan bagian Perusahaan atas nilai wajar neto aset teridentifikasi dari ventura bersama dan dimasukkan dalam jumlah tercatat investasi.

- **Metode ekuitas**

  Dalam menerapkan metode ekuitas, bagian Perusahaan atas laba rugi ventura bersama setelah perolehan diakui dalam laba rugi, dan bagian Perusahaan atas penghasilan komprehensif lain setelah tanggal perolehan diakui dalam penghasilan komprehensif lain. Perubahan dan penerimaan distribusi dari ventura bersama setelah tanggal perolehan disesuaikan terhadap nilai tercatat investasi.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

e. Joint arrangements

Under SFAS No. 111, "Joint Arrangements", investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement. The Company has joint operations and joint venture.

Joint operations

The Company recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the financial statements under the appropriate headings. Details of the joint operation are set out in Note 14(b).

Joint venture

A joint venture is a joint arrangement in which the parties that share joint control have rights to the net assets of the arrangement. Joint ventures are accounted for using the equity method less impairment losses, if any.

- ***Acquisitions***

  Investment in a joint venture is initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued or liabilities incurred or assumed as at the date of exchange, plus costs directly attributable to the acquisition.

  Goodwill on acquisition of a joint venture represents the excess of the cost of acquisition of the joint venture over the Company's share of the fair value of the identifiable net assets of the joint venture and is included in the carrying amount of the investment.

- ***Equity method of accounting***

  In applying the equity method of accounting, the Company's share of its joint venture's post-acquisition profit or loss is recognised in profit or loss and its share of post-acquisition other comprehensive income is recognised in other comprehensive income. These post-acquisition movements and distributions received from a joint venture are adjusted against the carrying amounts of the investment.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengaturan bersama (lanjutan)

Ventura bersama (lanjutan)

- **Metode ekuitas** (lanjutan)

Jika bagian Perusahaan atas rugi ventura bersama, sama dengan atau melebihi kepentingannya pada ventura bersama, termasuk piutang tidak lancar tanpa jaminan, maka Perusahaan menghentikan pengakuan bagiannya atas rugi lebih lanjut, kecuali Perusahaan memiliki kewajiban untuk melakukan pembayaran atau telah melakukan pembayaran atas nama ventura bersama.

Keuntungan yang belum direalisasi atas transaksi antara Perusahaan dengan ventura bersama dieliminasi sebesar bagian Perusahaan dalam ventura bersama tersebut. Kerugian yang belum direalisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti penurunan nilai atas aset yang ditransfer. Kebijakan akuntansi ventura bersama akan disesuaikan, apabila diperlukan, agar konsisten dengan kebijakan akuntansi Perusahaan. Dividen yang akan diterima dari ventura bersama diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Perusahaan menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai atas investasi pada ventura bersama. Jika bukti tersebut ada, maka Perusahaan menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat atas investasi pada ventura bersama dan mengakui selisih tersebut pada laba rugi.

- Pelepasan

Investasi pada ventura bersama dihentikan pengakuannya apabila Perusahaan tidak lagi memiliki pengaruh signifikan. Perusahaan mengukur investasi yang tersisa sebesar nilai wajar. Selisih antara jumlah tercatat investasi yang tersisa pada tanggal hilangnya pengaruh signifikan dan nilai wajarnya diakui dalam laba rugi. Keuntungan dan kerugian yang timbul dari pelepasan sebagian atau dilusi yang timbul pada investasi pada ventura bersama dimana pengaruh signifikan masih dipertahankan diakui dalam laba rugi dan hanya suatu bagian proporsional atas jumlah yang telah diakui sebelumnya pada penghasilan komprehensif lain yang direklasifikasi ke laba rugi.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***e. Joint arrangements** (continued)*

Joint venture (continued)

- ***Equity method of accounting** (continued)*

When the Company's share of the losses of a joint venture equal or exceeds its interest in the joint venture, including any other unsecured non-current receivables, the Company does not recognise further losses, unless it has obligations to make or has made payments on behalf of the joint venture.

Unrealised gains on transactions between the Company and its joint venture are eliminated to the extent of the Company's interest in the joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the asset being transferred. The accounting policies of the joint venture have been changed where necessary to ensure consistency with the accounting policies adopted by the Company. Dividend receivables from a joint venture are recognised as reductions in the carrying amounts of the investment.

At each reporting date, the Company determines whether there is any objective evidence that the investment in a joint venture is impaired. If any such evidence exists, the Company calculates the amount of impairment as the difference between the recoverable amount of the joint venture and its carrying amount and recognises the amount in profit or loss.

- Disposal

An investment in a joint venture is derecognised when the Company loses significant influence and any retained equity interest in the entity is remeasured at its fair value. The difference between the carrying amount of the retained interest at the date when significant influence is lost and its fair value is recognised in profit or loss. Gains and losses arising from partial disposal or dilution of an investment in a joint venture in which significant influence is retained are recognised in profit or loss, and only a proportionate share of the amount previously recognised in other comprehensive income is reclassified to profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan

i. Klasifikasi, pengakuan dan pengukuran

Perusahaan mengklasifikasikan aset keuangannya dalam kategori pengukuran berikut ini:

- aset keuangan diukur pada biaya perolehan diamortisasi, dan
- aset keuangan diukur pada nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

Klasifikasi ini tergantung pada model bisnis Perusahaan dan persyaratan kontraktual arus kas pada saat menentukan apakah arus kasnya semata-mata dari pembayaran pokok dan bunga.

Perusahaan menentukan klasifikasi aset keuangan pada pengakuan awal:

(i) Aset keuangan diukur pada biaya perolehan diamortisasi

Klasifikasi ini berlaku untuk instrumen utang yang dikelola dalam model bisnis "dimiliki untuk mendapatkan arus kas" dan memiliki arus kas yang memenuhi kriteria "semata-mata dari pembayaran pokok dan bunga".

Pada pengakuan awal, piutang usaha yang tidak memiliki komponen pendanaan yang signifikan, diakui sebesar harga transaksi. Aset keuangan lainnya awalnya diakui sebesar nilai wajar dikurangi biaya transaksi yang terkait. Aset keuangan ini selanjutnya diukur sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Keuntungan atau kerugian pada penghentian atau modifikasi asset keuangan yang dicatat yang dicatat pada biaya perolehan diamortisasi diakui pada laba rugi.

(ii) Aset keuangan diukur pada nilai wajar melalui laba rugi

Klasifikasi ini berlaku untuk aset keuangan berikut. Dalam semua kasus, biaya transaksi dibebankan pada laba rugi:

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

f. Financial assets

i. Classification, recognition and measurement

The Company classifies its financial assets into the following measurement categories:

- *financial assets measured at amortised cost, and*
- *financial assets measured at fair value through profit or loss ("FVTPL") or through other comprehensive income ("FVOCI").*

The classification depends on the Company's business model and the contractual terms of the cash flows when determining whether their cash flows are solely payment of the principal and interest.

The Company determines the classification of its financial assets at initial recognition:

(i) Financial assets measured at amortised cost

This classification applies to debt instruments which are held under a "hold to collect" business model and which have cash flows that meet the SPPI criteria.

At initial recognition, trade receivables that do not have a significant financing component are recognised at their transaction price. Other financial assets are initially recognised at fair value plus related transaction costs. They are subsequently measured at amortised cost using the effective interest method. Any gains or losses on derecognition or modification of a financial asset held at amortised cost are recognised in profit or loss.

(ii) Financial assets measured at FVTPL

The classification applies to the following financial assets. In all cases, transaction costs are immediately expensed in profit or loss:

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

i. Klasifikasi, pengakuan dan pengukuran (lanjutan)

(ii) Aset keuangan diukur pada nilai wajar melalui laba rugi (lanjutan)

- Instrumen utang yang tidak memiliki kriteria biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain. Keuntungan atau kerugian nilai wajar selanjutnya akan dicatat pada laba rugi.
- Investasi ekuitas yang dimiliki untuk diperdagangkan atau dimana pilihan penghasilan komprehensif lain tidak berlaku. Keuntungan atau kerugian nilai wajar dan penghasilan dividen terkait diakui pada laba rugi.
- Derivatif yang bukan merupakan instrumen lindung nilai. Keuntungan atau kerugian nilai wajar selanjutnya diakui pada laba rugi.

(iii) Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain

Klasifikasi ini berlaku untuk aset keuangan berikut ini:

- Instrumen utang yang dikelola dengan model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual dan menjual dan di mana arus kasnya memenuhi kriteria "semata-mata dari pembayaran pokok dan bunga".

  Perubahan nilai wajar aset keuangan ini dicatat pada penghasilan komprehensif lain, kecuali pengakuan keuntungan atau kerugian penurunan nilai, pendapatan bunga (termasuk biaya transaksi menggunakan metode suku bunga efektif), keuntungan atau kerugian yang timbul dari penghentian dan keuntungan dan kerugian dari selisih kurs diakui pada laba rugi. Ketika aset keuangan dihentikan, keuntungan atau kerugian nilai wajar kumulatif yang sebelumnya diakui pada penghasilan komprehensif lain direklasifikasi pada laba rugi.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

***i. Classification, recognition and measurement** (continued)*

(ii) Financial assets measured at FVTPL (continued)

- *Debt instruments that do not meet the criteria of amortised cost or FVOCI. Subsequent fair value gains or losses are recognised in profit or loss.*
- *Equity investments that are held for trading or where FVOCI election has not been applied. All fair value gains or losses and related dividend income are recognised in profit or loss.*
- *Derivatives that are not designated as a hedging instrument. All subsequent fair value gains or losses are recognised in profit or loss.*

(iii) Financial assets measured at FVOCI

This classification applies to the following financial assets:

- *Debt instruments that are held under a business model where they are held for collection of contractual cash flows and also for sale ("collect and sell") and which have cash flows that meet the SPPI criteria.*

  All movements in the fair value of these financial assets are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest revenue (including transaction costs by applying the effective interest method), gains or losses arising on derecognition and foreign exchange gains and losses that are recognised in profit or loss. When the financial asset is derecognised, the cumulative fair value gains or losses previously recognised in other comprehensive income are reclassified to profit or loss.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

i. Klasifikasi, pengakuan dan pengukuran (lanjutan)

(iii) Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan)

Klasifikasi ini berlaku untuk aset keuangan berikut ini: (lanjutan)

- Investasi ekuitas dimana Perusahaan telah memilih secara tak terbatalkan untuk menyajikan keuntungan dan kerugian nilai wajar dari revaluasi pada penghasilan komprehensif lain.

  Pilihan dapat didasarkan pada investasi individu, namun, tidak berlaku pada investasi ekuitas yang dimiliki untuk diperdagangkan. Keuntungan atau kerugian nilai wajar dari revaluasi investasi ekuitas, termasuk komponen selisih kurs, diakui pada penghasilan komprehensif lain. Ketika investasi ekuitas dihentikan pengakuannya, keuntungan atau kerugian nilai wajar yang sebelumnya diakui dalam penghasilan komprehensif lain tidak direklasifikasi pada laba rugi. Dividen diakui dalam laba rugi ketika hak untuk menerima pembayaran telah ditetapkan.

Perusahaan mereklasifikasi investasi utang jika dan hanya jika model bisnis untuk mengelola aset tersebut berubah.

ii. Penghentian Pengakuan

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari investasi tersebut telah jatuh tempo atau telah ditransfer dan Perusahaan telah mentransfer secara substansial seluruh risiko dan manfaat atas kepemilikan aset.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

***i. Classification, recognition and measurement** (continued)*

(iii) Financial assets measured at FVOCI (continued)

This classification applies to the following financial assets: (continued)

- *Equity investments where the Company has irrevocably elected to present fair value gains and losses on revaluation in other comprehensive income.*

  The election can be made for each individual investment; however, it is not applicable to equity investments held for trading. Fair value gains or losses on the revaluation of such equity investments, including any foreign exchange component, are recognised in other comprehensive income. When the equity investment is derecognised, there is no reclassification of fair value gains or losses previously recognised in other comprehensive income to profit or loss. Dividends are recognised in profit or loss when the right to receive payment is established.

The Company reclassifies debt investments, if, and only if, the business model for managing those assets changes.

ii. Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

iii. Penurunan nilai aset keuangan

Pada setiap periode pelaporan, Perusahaan menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Perusahaan menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspetasian ("KKE"). Dalam melakukan penilaian, Perusahaan membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi yang tersedia pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

Perusahaan menerapkan pendekatan umum untuk mengukur KKE untuk seluruh saldo aset keuangan. Pendekatan disederhanakan termasuk penelahaan perubahan signifikan risiko kredit sejak pengakuan awal. Penelaahan KKE termasuk asumsi mengenai risiko gagal bayar dan tingkat kerugian ekspektasian. Untuk mengukur KKE, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan jatuh tempo yang serupa, terkecuali kepada piutang-piutang yang dapat dinilai sendiri KKEnya.

iv. Saling hapus antar instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya disajikan dalam laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan terdapat maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

iii. Impairment of financial assets

At each reporting date, the Company assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Company uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses ("ECL"). To make that assessment, the Company compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, which is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, that is indicative of significant increases in credit risk since initial recognition.

The Company applies the general approach to measuring ECL for all financial assets. The simplified approach incorporates a review for any significant increase in counterparty credit risk since initial recognition. The ECL reviews include assumptions about the risk of default and expected loss rates. To measure the ECL, trade receivables have been Companyed based on similar credit risk characteristics and the days past due, with the exception of the receivables that can be assessed at their own rating of ECL.

iv. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Kas dan setara kas

Kas dan setara kas mencakup kas, kas di bank dan deposito berjangka dengan jangka waktu jatuh tempo tiga bulan atau kurang.

h. Piutang usaha

Piutang usaha adalah jumlah terutang dari pelanggan atas penjualan listrik, sewa genset, operasi dan pemeliharaan dan material atau jasa yang diberikan dalam kegiatan usaha biasa.

Piutang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, jika dampak pendiskontoan signifikan, dikurangi dengan provisi atau penurunan nilai.

Kerugian penurunan nilai piutang disajikan sebagai bagian dari beban usaha pada laba rugi. Jumlah yang selanjutnya dapat dipulihkan kembali atas piutang yang sebelumnya telah dihapusbukukan, dikreditkan pada laba rugi terhadap item baris yang sama.

Lihat Catatan 3f untuk informasi lebih lanjut mengenai kebijakan penentuan jumlah cadangan kerugian piutang Perusahaan.

i. Aset tetap

Perusahaan menganalisis fakta dan keadaan untuk masing-masing jenis tanah dan hak atas tanah dalam menentukan akuntansi untuk masing-masing tanah dan hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomis yang mendasarinya. Jika tanah dan hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Perusahaan, melainkan mengalihkan hak untuk menggunakan aset pendasar, Perusahaan menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK No. 116, “Sewa”. Jika tanah dan hak atas tanah secara substansi menyerupai pembelian tanah, maka Perusahaan menerapkan PSAK No. 216, “Aset tetap” yaitu tanah dan hak atas tanah diakui sebesar harga perolehan dan tidak disusutkan.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

g. Cash and cash equivalents

Cash and cash equivalents include cash on hand, cash in banks and time deposits with original maturity of three months or less.

h. Trade receivables

Trade receivables are amounts due from customers for electricity, rental genset, operation and maintenance and materials sold or services performed in the ordinary course of business.

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.

The impairment losses on receivables are presented as part of operating expenses in profit or loss. Subsequent recoveries of amounts previously written off are credited against the same line item.

See Note 3f for further information regarding the policy on the determination of the amount for the loss allowance on the Company’s receivables.

i. Fixed assets

The Company analyses the facts and circumstances for each type of land and land rights in determining the accounting for each of these land and land rights so that it can accurately represent an underlying economic event or transaction. If the land and land rights do not transfer control of the underlying assets to the Company, but gives the rights to use the underlying assets, the Company applies the accounting treatment of these transactions as leases under SFAS No. 116, “Leases”. If the land and land rights are substantially similar to land purchases, the Company applies SFAS No. 216, “Property, plant and equipment” under which land and land rights are recognised at cost and not depreciated.

CATATAN ATAS LAPORAN KEUANGAN
31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024
(Expressed in millions of Rupiah, unless otherwise stated)

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Aset tetap (lanjutan)

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diinginkan agar aset siap digunakan sesuai intensi manajemen.

Penyusutan dihitung dengan menggunakan metode garis lurus. Penyusutan atas aset tetap berdasarkan estimasi masa manfaat sebagai berikut:

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

i. Fixed assets *(continued)*

Fixed assets are initially recognised at cost, which comprises its purchase price and any cost directly attributable to bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

Depreciation is calculated using the straight-line method. Fixed assets are depreciated based on the following estimated useful lives:

	Tahun/*Year*	
Bangunan umum dan prasarana	10 - 25	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	5 - 10	*Telecommunication and data processing equipment*
Perlengkapan umum	2 - 5	*General equipment*
Instalasi dan mesin pembangkit	2 - 16	*Installations and power plants*

Masa manfaat ekonomis dan metode penyusutan aset tetap ditelaah, jika diperlukan, setidaknya disesuaikan, pada setiap akhir tahun buku. Dampak dari setiap revisi diakui dalam laba rugi, ketika perubahan terjadi.

The useful lives and depreciation methods of fixed assets are reviewed and adjusted if appropriate, at the end of each financial year. The effects of any revisions are recognised in profit or loss, when the changes arise.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan apabila nilai tercatat aset lebih besar daripada estimasi jumlah yang dapat dipulihkan (Catatan 3j).

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 3j).

Beban perbaikan dan pemeliharaan dibebankan pada laba rugi pada saat terjadinya. Biaya-biaya lain yang terjadi selanjutnya yang timbul untuk menambah, mengganti atau memperbaiki aset tetap diakui sebagai biaya perolehan aset jika dan hanya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke entitas dan biaya perolehan aset dapat diukur secara andal.

The costs of repairs and maintenance are charged to profit or loss as incurred. Subsequent costs incurred to add, replace part of, or service an item of fixed assets, are recognised as assets if and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Aset yang tidak digunakan lagi atau dijual, nilai tercatatnya dikeluarkan dari laporan keuangan dan keuntungan atau kerugian dari penjualan aset tetap tersebut diakui dalam laba rugi.

For assets which are no longer utilised or sold, the carrying amount is eliminated from the financial statements and resulting gains or losses on disposal of fixed assets are recognised in profit or loss.

Pekerjaan dalam pelaksanaan merupakan biaya-biaya yang berhubungan langsung dengan pembangunan aset tetap. Pekerjaan dalam pelaksanaan dinyatakan sebesar biaya perolehan, termasuk biaya pinjaman selama masa pembangunan dari pinjaman yang digunakan untuk pembangunan, beban penyusutan aset tetap yang digunakan dalam pekerjaan pembangunan dan biaya pengujian ketika aset dapat berfungsi setelah dikurangi penjualan listrik ketika masa uji coba. Pekerjaan dalam pelaksanaan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat selesai dan siap digunakan. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

Construction in progress represents costs directly attributable to the construction of fixed asset. Construction in progress is stated at cost, which includes borrowing costs during construction on debts incurred to finance the construction, depreciation of fixed assets used in the construction and cost of testing whether the asset is functioning properly after deducting sales of electricity during the commissioning period. Construction in progress is transferred to the respective fixed asset account when completed and ready for use. Depreciation is charged from the date on which the assets are ready for use in the manner intended by management.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Penurunan nilai aset nonkeuangan

Aset yang memiliki masa manfaat yang terbatas diamortisasi diuji ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya pelepasan dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas yang dapat diidentifikasi. Aset nonkeuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

Pembalikan rugi penurunan nilai untuk aset selain *goodwill* diakui jika dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali dilakukan. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi. Pembalikan tersebut tidak boleh mengakibatkan nilai tercatat aset melebihi biaya perolehan disusutkan sebelum adanya pengakuan penurunan nilai pada tanggal pembalikan dilakukan. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

k. Utang usaha

Utang usaha adalah kewajiban untuk membayar barang atau jasa yang diperoleh dari pemasok dalam kegiatan usaha biasa. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek bila pembayaran dilakukan dalam jangka waktu satu tahun atau kurang. Jika tidak, utang tersebut akan disajikan sebagai liabilitas jangka panjang.

Utang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya amortisasi dengan menggunakan metode bunga efektif.

l. Provisi

Provisi diakui ketika Perusahaan memiliki kewajiban kini (baik bersifat hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, kemungkinan besar Perusahaan diharuskan menyelesaikan kewajiban dan estimasi andal mengenai jumlah kewajiban tersebut dapat dibuat.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

j. Impairment of non-financial assets

Assets that have a definite useful life are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. For the purposes of assessing impairment, assets are Companyed at the lowest levels for which there are separately identifiable cash flows. Non-financial assets other than goodwill that suffer impairment are reviewed for a possible reversal of the impairment at each reporting date.

Reversal of impairment losses for assets other than goodwill is recognised if and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal of impairment losses will be immediately recognised in profit or loss. The reversal should not result in the carrying amount of an asset exceeding what the depreciated cost would have been had the impairment not been recognised as the date on which the impairment was reversed. Impairment losses relating to goodwill would not be reversed.

k. Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

l. Provision

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event and it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Provisi (lanjutan)

Provisi diukur pada nilai kini dari estimasi terbaik manajemen atas pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan. Tingkat diskonto yang digunakan untuk menentukan nilai kini adalah tingkat diskonto sebelum pajak, yang mencerminkan penilaian pasar kini atas nilai waktu uang dan risiko yang terkait dengan liabilitas tersebut. Peningkatan provisi sehubungan dengan berlalunya waktu diakui sebagai beban keuangan.

Jika sebagian atau seluruh pengeluaran untuk menyelesaikan provisi diganti oleh pihak ketiga, maka penggantian itu diakui hanya pada saat timbul keyakinan bahwa penggantian pasti akan diterima jika entitas menyelesaikan kewajiban. Penggantian tersebut diakui sebagai aset yang terpisah. Jumlah yang diakui sebagai penggantian tidak boleh melebihi nilai provisi.

m. Sewa

Perusahaan sebagai pesewa

Ketika Perusahaan bertindak sebagai pesewa, Perusahaan akan mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Perusahaan membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak, maka merupakan sewa operasi.

Pendapatan sewa dari kegiatan operasi sewa dimana Perusahaan bertindak sebagai pesewa diakui sebagai pendapatan secara garis lurus selama masa sewa. Biaya langsung awal yang terjadi saat mendapatkan sewa operasi ditambahkan pada nilai tercatat aset pendasar dan diakui sebagai beban selama masa sewa dengan basis yang sama dengan pendapatan sewa. Aset terkait yang disewakan ditampilkan di laporan posisi keuangan berdasarkan sifatnya.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

l. Provision *(continued)*

The provision is measured at the present value of the management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liabilities. The increase in the provision due to the passage of time is recognised as finance cost.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

m. Lease

The Company as a lessor

When the Company acts as a lessor, it will classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Company makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, the lease is classified as a finance lease; if not, it is an operating lease.

Rental income from operating leases where the Company acts as a lessor is recognised as income on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as an expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial statements based on their nature.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa

Penentuan apakah suatu perjanjian merupakan, atau mengandung, sewa dibuat berdasarkan substansi perjanjian itu sendiri dan penilaian apakah pemenuhan atas perjanjian bergantung dari penggunaan aset tertentu atau aset, dan apakah perjanjian memberikan hak untuk menggunakan aset.

Perusahaan menyewa aset tetap tertentu, yang kontrak sewanya dibuat untuk periode tetap dari dua hingga tiga tahun tetapi mungkin memiliki opsi ekstensi. Kontrak dapat berisi komponen sewa dan non sewa berdasarkan harga relatif yang berdiri sendiri.

Sewa diakui sebagai aset hak pakai dan liabilitas terkait pada tanggal di mana aset sewaan tersedia untuk digunakan oleh Perusahaan.

Aset dan liabilitas yang timbul dari sewa pada awalnya diukur dengan basis nilai kini. Liabilitas sewa termasuk nilai bersih sekarang dari pembayaran sewa berikut:

- Pembayaran tetap (termasuk pembayaran tetap secara substansi), dikurangi piutang insentif sewa;
- Pembayaran sewa variabel yang didasarkan pada indeks atau tingkat, pada awalnya diukur menggunakan indeks atau tingkat pada tanggal mulai;
- Jumlah yang diperkirakan akan dibayarkan oleh penyewa berdasarkan jaminan nilai residu;
- Harga pelaksanaan dari opsi pembelian jika penyewa cukup yakin untuk menggunakan opsi tersebut; dan
- Pembayaran penalti karena penghentian awal sewa, kecuali jika Perusahaan cukup pasti untuk tidak menghentikan lebih awal.

Pembayaran sewa yang harus dilakukan berdasarkan opsi perpanjangan tertentu juga termasuk dalam pengukuran liabilitas.

Pembayaran sewa didiskontokan dengan menggunakan suku bunga implisit dalam sewa. Jika tarif tidak dapat segera ditentukan, di mana hal tersebut secara umum terjadi pada sewa dalam Perusahaan, suku bunga pinjaman inkremental penyewa digunakan, yaitu tarif yang harus dibayar oleh penyewa untuk meminjam dana yang diperlukan untuk memperoleh aset dengan nilai yang sama dengan aset hak guna dalam lingkungan ekonomi serupa dengan syarat dan ketentuan yang serupa.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

The Company as a lessee

The determination of whether an arrangement is, or contains, a lease is made based on the substance of the arrangement and an assessment of whether fulfilment of the arrangement is dependent on the use of a specific asset or assets, and whether the arrangement conveys a right to use the asset.

The Company leases certain property, plant and equipment, for which the rental contracts are typically made for fixed periods of two to three years but they may have extension options. A contract may contain both lease and non-lease components based on their relative standalone prices.

Leases are recognised as a right-of-use asset and a corresponding liability at the date on which the leased asset is available for use by the Company.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- *Fixed payments (including in-substance fixed payments), less any lease incentives receivable;*
- *Variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;*
- *Amounts expected to be payable by the lessee under residual value guarantees;*
- *The exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and*
- *Payment of penalties for early termination of the lease, unless the Company is reasonably certain not to terminate early.*

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If the rate cannot be readily determined, which is generally the case for leases in the Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa (lanjutan)

Untuk menentukan suku bunga pinjaman tambahan, Perusahaan:

- jika memungkinkan, menggunakan pembiayaan pihak ketiga terkini yang diterima oleh penyewa individu sebagai titik awal, disesuaikan untuk mencerminkan perubahan kondisi pembiayaan sejak pembiayaan pihak ketiga diterima;
- menggunakan pendekatan build-up yang dimulai dengan suku bunga bebas risiko yang disesuaikan dengan risiko kredit untuk sewa yang dimiliki oleh Perusahaan, yang tidak memiliki pembiayaan pihak ketiga baru-baru ini; dan
- membuat penyesuaian spesifik untuk sewa, misalnya jangka waktu, negara, mata uang dan keamanan.

Perusahaan dihadapkan pada potensi kenaikan di masa depan dalam pembayaran sewa variabel berdasarkan indeks atau tarif, yang tidak termasuk dalam liabilitas sewa sampai diberlakukan. Ketika penyesuaian pembayaran sewa berdasarkan indeks atau suku bunga mulai berlaku, liabilitas sewa dinilai kembali dan disesuaikan dengan aset hak-guna.

Pembayaran sewa dialokasikan antara biaya pokok dan keuangan. Biaya keuangan dibebankan pada laporan laba rugi selama masa sewa sehingga menghasilkan suku bunga periodik yang konstan atas sisa saldo liabilitas untuk setiap tahun.

Aset hak pakai diukur pada biaya perolehan yang terdiri dari berikut ini:

- jumlah pengukuran awal liabilitas sewa;
- pembayaran sewa yang dilakukan pada atau sebelum tanggal dimulainya dikurangi insentif sewa yang diterima;
- biaya langsung awal; dan
- biaya restorasi.

Aset hak-guna umumnya disusutkan sepanjang waktu yang lebih pendek antara lama masa manfaat aset dan jangka waktu sewa menggunakan metode garis lurus. Jika cukup yakin untuk melaksanakan opsi pembelian, aset hak-guna disusutkan selama masa manfaat aset yang mendasarinya.

Aset hak-guna juga mengalami penurunan nilai (Catatan 3j).

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

***The Company as a lessee** (continued)*

To determine the incremental borrowing rate, the Company:

- *where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;*
- *uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Company, which does not have recent third-party financing; and*
- *makes adjustments specific to the lease, e.g. term, country, currency and security*

The Company is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each year.

Right-of-use assets are measured at cost comprising the following:

- *the amount of the initial measurement of the lease liability;*
- *any lease payments made at or before the commencement date less any lease incentives received;*
- *any initial direct costs; and*
- *restoration costs.*

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Company is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying assets' useful life.

The right-of-use assets are also subject to impairment (Note 3j).

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa (lanjutan)

Pembayaran terkait dengan sewa jangka pendek dan sewa aset bernilai rendah diakui atas dasar garis lurus sebagai beban dalam laporan laba rugi. Sewa jangka pendek adalah sewa dengan masa sewa 12 bulan atau kurang. Aset bernilai rendah terdiri dari peralatan umum.

Opsi perpanjangan dan terminasi

Opsi perpanjangan dan terminasi termasuk dalam sejumlah sewa properti dan peralatan di seluruh Perusahaan. Istilah-istilah ini digunakan untuk memaksimalkan fleksibilitas operasional dalam hal pengelolaan kontrak. Mayoritas opsi perpanjangan dan terminasi yang dimiliki hanya dapat dilaksanakan oleh Perusahaan dan bukan oleh pemberi sewa masing-masing.

Sewa jangka-pendek

Perusahaan memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang. Perusahaan mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Subsewa

Perusahaan, sebagai penyewa aset hak-guna tertentu, juga menyewakan kembali aset tersebut ke pihak lain. Dalam transaksi ini, Perusahaan bertindak sebagai intermediate lessor. Ketika Perusahaan bertindak sebagai intermediate lessor, maka Perusahaan mengklasifikasikan subsewa sebagai sewa pembiayaan atau sewa operasi sebagai berikut:

- jika sewa utama adalah sewa jangka pendek dimana Perusahaan, sebagai penyewa, maka subsewa diklasifikasikan sebagai sewa operasi;
- sebaliknya, subsewa diklasifikasi dengan mengacu pada aset hak guna yang timbul dari sewa utama, daripada mengacu pada aset pendasar.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

***The Company as a lessee** (continued)*

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise general equipment.

Extension and termination options

Extension and termination options are included in a number of property, plant, and equipment leases across the Company. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Company and not by the respective lessor.

Short-term leases

The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Sublease

The Company, as a lessee of certain right-of-use assets, also subleases these assets to other parties. In this transaction, the Company acts as an intermediate lessor. When the Company acts as an intermediate lessor, it shall classify the sublease as a finance lease or an operating lease as follows:

- *if the head lease is a short-term lease where the Company is the lessee, the sublease shall be classified as an operating lease;*
- *otherwise, the sublease is classified by reference to the right-of-use asset arising from the head lease, rather than by reference to the underlying asset*

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa (lanjutan)

Ketika intermediate lessor mengklasifikasikan subsewa sebagai sewa pembiayaan, maka intermediate lessor:

- menghentikan pengakuan aset hak-guna untuk aset tetap tertentu yang disewakan kembali ke penyewa dan mengakui piutang sewa pembiayaan;
- mengakui selisih antara aset hak-guna dan piutang sewa pembiayaan tersebut di laba rugi;
- tetap mengakui liabilitas sewa yang berhubungan dengan aset tetap tertentu tersebut.

Selama masa subsewa, intermediate lessor mengakui penghasilan keuangan dari subsewa dan beban keuangan dari sewa utamanya.

n. Imbalan kerja

Imbalan pascakerja

Skema pensiun diklasifikasikan sebagai program iuran pasti atau program imbalan pasti, tergantung pada substansi ekonomi dari syarat dan kondisi utama program tersebut. Program iuran pasti adalah program pensiun yang mewajibkan Perusahaan membayar sejumlah iuran tertentu kepada entitas yang terpisah. Perusahaan tidak memiliki kewajiban hukum atau konstruktif untuk membayar iuran lebih lanjut jika entitas tersebut tidak memiliki aset yang cukup untuk membayar seluruh imbalan atas jasa yang diberikan pekerja pada tahun berjalan dan tahun-tahun sebelumnya. Program imbalan pasti adalah program pensiun yang bukan merupakan program iuran pasti. Program imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya berdasarkan pada satu atau lebih faktor seperti usia, masa kerja, dan kompensasi.

Perusahaan harus mencadangkan jumlah minimal imbalan pensiun sesuai dengan Peraturan-peraturan Ketenagakerjaan atau Peraturan Perusahaan ("PP"), mana yang lebih tinggi. Karena Peraturan-peraturan Ketenagakerjaan atau PP menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya, program pensiun berdasarkan Peraturan-peraturan Ketenagakerjaan atau PP adalah program imbalan pasti.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

***The Company as a lessee** (continued)*

When an intermediate lessor classifies the sublease as a finance lease, the intermediate lessor:

- *derecognises right-of-use assets for certain fixed assets leased back to lessees and recognises finance lease receivables;*
- *recognises the difference between the right-of-use asset and the finance lease receivable in profit or loss;*
- *continues to recognises rental liabilities related to certain fixed assets.*

During the term of the sublease, the intermediate lessor recognises both finance income on the sublease and interest expense on the head lease.

n. Employee benefits

Post-employment benefits

Pension schemes are classified as either defined contribution plans or defined benefit plans, depending on the economic substance of the plan as derived from its principal terms and conditions. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. The Company has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior years. A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive upon retirement, usually dependent on one or more factors such as age, years of service and compensation.

The Company is required to provide a minimum amount of pension benefit in accordance with Manpower Regulations or the Company's Regulation (the "CR"), whichever is higher. Since the Manpower Regulation or the CR sets the formula for determining the minimum amount of benefits, in substance pension plans under the Manpower Regulations or the CR represent defined benefit plans.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Imbalan kerja (lanjutan)

Imbalan pascakerja (lanjutan)

Sehubungan dengan program imbalan pasti, liabilitas diakui pada laporan posisi keuangan setara dengan nilai kini kewajiban imbalan pasti pada akhir tahun pelaporan dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Imbalan pascakerja terdiri dari imbalan pesangon dan penghargaan purna jabatan.

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga obligasi korporat berkualitas tinggi dalam denominasi mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun. Apabila tidak terdapat pasar aktif untuk obligasi korporat tersebut, digunakan bunga obligasi pemerintah.

Biaya jasa lalu diakui segera dalam laba rugi. Keuntungan dan kerugian atas kurtailmen atau penyelesaian suatu program imbalan pasti diakui pada saat kurtailmen atau penyelesaian tersebut terjadi.

Pengukuran kembali yang timbul dari penyesuaian pengalaman dan perubahan asumsi-asumsi aktuarial dibebankan atau dikreditkan pada ekuitas dalam laporan penghasilan komprehensif lain pada tahun dimana beban tersebut terjadi.

Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak kerja dibayarkan ketika pekerja diberhentikan, atau ketika pekerja menerima tawaran imbalan dari entitas atas terminasi kontrak kerja. Perusahaan mengakui pesangon pemutusan kontrak kerja pada tanggal yang lebih dahulu dari: (i) ketika Perusahaan tidak bisa lagi membatalkan penawaran pesangon; dan (ii) ketika Perusahaan mengakui biaya untuk restrukturisasi yang berada dalam lingkup PSAK No. 237, "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi" dan melibatkan pembayaran pesangon pemutusan kontrak kerja. Dalam hal pekerja menerima tawaran imbalan dari entitas atas terminasi kontrak kerja, pesangon pemutusan kontrak kerja diukur berdasarkan ekspektasi jumlah karyawan yang menerima penawaran tersebut. Pesangon pemutusan kontrak kerja yang jatuh tempo lebih dari 12 bulan setelah tanggal pelaporan didiskontokan ke nilai kini.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***n. Employee benefits** (continued)*

Post-employment benefits (continued)

The liability recognised in the statement of financial position in respect of defined benefit pension plans is equivalent to the present value of the defined benefit obligation at the end of the reporting year less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the Projected Unit Credit method. Post-employment benefits consist of severance benefits and employment awards.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms of maturity approximating the terms of the related pension obligations. When there is no deep market for such bonds, the market rates of government bonds are used.

Past service costs are recognised immediately in profit or loss. Gains or losses on the curtailment or settlement of a defined benefit plan are recognised in profit or loss when the curtailment or settlement occurs.

Remeasurements arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in the statement of other comprehensive income in the year in which they arise.

Termination benefits

Termination benefits are payable when employment is terminated by the Company or when the employee accepts a compensation offer from the entity for terminating the employment contract. The Company recognises termination benefits at the earlier of the following dates: (i) when the Company can no longer withdraw the offer of those benefits; and (ii) when the Company recognises costs for a restructuring that is within the scope of SFAS No. 237, "Provisions, Contingent Liabilities and Contingent Assets" and involves the payment of termination benefits. In the case the employee accepts an offer of compensation from the entity upon termination of the employment contract, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Modal saham

Saham biasa dikelompokkan sebagai ekuitas, dan biaya langsung yang berkaitan dengan penerbitan saham baru atau opsi disajikan sebagai pengurang ekuitas, setelah dikurangi pajak, dari jumlah yang diterima.

p. Pembagian dividen

Pembagian dividen kepada pemegang saham Perusahaan diakui sebagai liabilitas dalam laporan keuangan Perusahaan dalam periode ketika pembagian dividen telah diumumkan.

q. Pengakuan pendapatan dan beban

Pengakuan pendapatan

Pengakuan pendapatan harus memenuhi 5 (lima) langkah analisa sebagai berikut:

1. Identifikasi kontrak dengan pelanggan;
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan;
3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Perusahaan membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak;
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin; dan
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

o. Share capital

Ordinary shares are classified as equity and incremental costs directly attributable to the issuance of new shares are shown in equity as deduction, net of tax, from the proceeds.

p. Dividend distributions

Dividend distributions to the Company's shareholders are recognised as liabilities in the financial statements in the period when the dividends are declared.

q. Revenue and expense recognition

Revenue recognition

Revenue recognition has to fulfil five steps of assessment, as follows:

1. *Identify contract(s) with a customer;*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;*
3. *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Company estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period;*
4. *Allocate the transaction price to each performance obligation on the basis of the relative standalone selling prices of each distinct good or service promised in the contract. Where these are not directly observable, the relative standalone selling price is estimated based on expected cost plus margin; and*
5. *Recognise revenue when the performance obligation is satisfied by transferring the promised good or service to the customer (which is when the customer obtains control of the goods or services).*

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Pengakuan pendapatan dan beban (lanjutan)

Pengakuan pendapatan (lanjutan)

Kewajiban pelaksanaan dapat dipenuhi dengan cara sebagai berikut:

a) Pada waktu tertentu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
b) Sepanjang waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam sepanjang waktu, Perusahaan memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

Penjualan tenaga listrik

Pendapatan penjualan listrik diakui berdasarkan pemakaian energi listrik (kWh) yang dipasok kepada PLN dengan menggunakan tarif yang ditetapkan dalam perjanjian jual beli tenaga listrik. Perusahaan mengakui pendapatan atas kewajiban pelaksanaan telah dipenuhi dalam sepanjang waktu ketika listrik dikonsumsi PLN.

Pendapatan jasa operasi dan pemeliharaan pembangkit tenaga listrik

Perusahaan mengakui pendapatan atas kewajiban pelaksanaan telah dipenuhi dalam suatu periode waktu hanya jika Perusahaan dapat mengukur dengan andal atas penyelesaian kewajiban pelaksanaan. Dalam keadaan tertentu, Perusahaan mungkin tidak dapat mengukur hasil atas kewajiban pelaksanaan secara wajar, tetapi Perusahaan berekspektasi untuk memulihkan biaya yang timbul dalam memenuhi kewajiban pelaksanaan. Dalam keadaan tersebut, Perusahaan mengakui pendapatan hanya sebatas biaya yang timbul sampai saat yang dapat mengukur hasil kewajiban pelaksanaan secara wajar.

Pendapatan jasa operasi dan pemeliharaan juga diakui ketika kontrol atas jasa tersebut telah diberikan dan diterima oleh pelanggan.

Pendapatan dari penjualan material dan suku cadang

Penjualan dari material dan suku cadang diakui pada setiap penjualan individu ketika kontrol telah beralih ke pelanggan dan telah Perusahaan telah menyelesaikan kewajiban pelaksanaan.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***q. Revenue and expense recognition** (continued)*

***Revenue recognition** (continued)*

A performance obligation may be satisfied at the following:

a) A point in time (typically for promises to transfer goods to a customer); or
b) Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Company selects an appropriate measure of progress to determine the amount of revenue that should be recognised as the performance obligation is satisfied.

Sales of electricity

Revenue from the sale of electricity is recognised based on electricity usage (kWh) to PLN using the tariff stipulated in the power purchase agreement. The Company recognises revenue for a performance obligation satisfied over time when electricity is consumed by PLN.

Rendering of services on operation and maintenance of power plant

The Company recognises revenue for a performance obligation satisfied over time only if the Company can reasonably measure its progress towards complete satisfaction of the performance obligation. In some circumstances, the Company may not be able to reasonably measure the outcome of a performance obligation, but the Company expects to recover the costs incurred in satisfying the performance obligation. In those circumstances, the Company recognises revenue only to the extent of the costs incurred until such time that it can reasonably measure the outcome of the performance obligation.

Revenues from services on maintenance and operations are also recognised when control over the services is completed and accepted by the customer.

Revenue from sales of material and spare parts

Sales of material and spare parts are recognised on each individual sale when control transfers to the customers and the Company has completed the performance obligations.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Pengakuan pendapatan dan beban (lanjutan)

Pengakuan beban

Beban diakui pada saat terjadi dengan menggunakan dasar akrual.

r. Pajak penghasilan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laba rugi, kecuali jika pajak itu terkait dengan kejadian atau transaksi yang diakui di penghasilan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, beban pajak tersebut masing-masing diakui pada penghasilan komprehensif lain atau secara langsung dicatat ke ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku pada tanggal pelaporan keuangan dan dihitung berdasarkan tarif pajak yang berlaku.

Manajemen secara periodik mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan sehubungan dengan situasi dimana aturan pajak yang berlaku membutuhkan interpretasi atas peraturan pajak yang berlaku. Jika perlu, manajemen menentukan provisi dibentuk berdasarkan jumlah yang diharapkan akan dibayar pada otoritas pajak.

Pajak penghasilan tangguhan diakui, dengan menggunakan metode liabilitas untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan. Pajak penghasilan tangguhan ditentukan menggunakan tarif dan peraturan pajak yang berlaku atau yang secara substansial telah berlaku pada akhir tahun pelaporan dan diharapkan diterapkan jika aset pajak penghasilan tangguhan direalisasikan atau liabilitas pajak tangguhan diselesaikan.

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasikan dengan perbedaan temporer yang masih dapat dimanfaatkan.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***q. Revenue and expense recognition** (continued)*

Expenses recognition

Expenses are recognised as incurred on an accrual basis

r. Income tax

Tax expense comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax expense is recognised in other comprehensive income or directly in equity, respectively.

The current income tax charge is calculated on the basis of the tax laws that have been enacted as at the reporting date and computed using the prevailing tax rates.

Management periodically evaluates the positions taken in Annual Tax Returns with respect to situations in which the applicable tax regulations are subject to interpretation. It establishes a provision where appropriate on the basis of the amounts expected to be paid to the tax authorities.

Deferred income tax is recognised using the liability method on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is determined using the tax rate and laws that have been enacted or substantially enacted at the end of the reporting year and is expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI SIGNIFIKAN

Penyusunan laporan keuangan yang sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan manajemen untuk membuat estimasi, pertimbangan dan asumsi yang mempengaruhi jumlah aset dan liabilitas yang dilaporkan dan pengungkapan aset dan liabilitas kontinjensi pada tanggal laporan keuangan, serta jumlah pendapatan dan beban selama tahun pelaporan. Estimasi, asumsi dan pertimbangan tersebut dievaluasi secara terus menerus dan berdasarkan pengalaman historis dan faktor-faktor lainnya, termasuk harapan peristiwa di masa datang yang diyakini wajar berdasarkan kondisi yang ada.

Perusahaan telah mengidentifikasi hal-hal berikut dimana diperlukan pertimbangan, estimasi dan asumsi signifikan dan dimana hasil aktual dapat berbeda dari estimasi tersebut jika menggunakan asumsi dan kondisi yang berbeda dan dapat mempengaruhi secara material hasil keuangan atau posisi keuangan Perusahaan yang dilaporkan dalam tahun mendatang.

Sewa

Perusahaan mengevaluasi, berdasarkan PSAK No. 116 “Sewa”, apakah secara substansial risiko dan manfaat yang terkait dengan kepemilikan aset beralih, yang mensyaratkan Perusahaan membuat pertimbangan dan estimasi dari pengalihan risiko dan manfaat terkait dengan aset yang disewa.

Dalam menentukan jangka waktu sewa, Perusahaan mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan).

Pesewa

Sehubungan dengan Kesepakatan Bersama antara Perusahaan dengan PIP, serta PLN dan pihak ketiga yang secara khusus terkait dengan Perjanjian Sewa Pembangkit Listrik Tenaga Diesel (“PLTD”) (Catatan 9), manajemen mengevaluasi kesepakatan tersebut dengan menggunakan pertimbangan dan asumsi dalam menentukan jumlah minimum pembayaran sewa dan tingkat bunga implisit. Atas kajian tersebut, Perusahan mengklasifikasikan kesepakatan tersebut sebagai sewa pembiayaan.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

The preparation of financial statements in conformity with Indonesian Financial Accounting Standards requires management to make estimates, judgements and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the reporting date and the reported amounts of revenue and expenses during the reporting year. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Company has identified the following matters under which significant judgements, estimates and assumptions are made and where actual results may differ from these estimates under different assumptions and conditions and may materially affect the financial results or financial position of the Company as reported in future years.

Leases

The Company evaluates, based on SFAS No. 116, “Leases”, whether the risk and rewards incidental to ownership are substantially transferred which requires the Company to make judgements and estimates of the transfer of the risks and rewards of the leased assets.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

Lessor

In relation to the Joint Agreement between the Company and PIP, as well as PLN and third parties specifically related to the Rental Agreement of Diesel Power Plant (“PLTD”) (Note 9), management evaluates the agreement by using judgments and assumptions to determine the minimum lease payments and the implicit interest rate. Based on this assessment, the Company classifies the agreement as a finance lease.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI SIGNIFIKAN (lanjutan)

Sewa (lanjutan)

Penyewa

Penentuan apakah suatu perjanjian mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk mendapatkan secara substansial seluruh manfaat ekonomis dari penggunaan aset identifikasian dan hak untuk mengarahkan penggunaan aset identifikasian, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

Karena Perusahaan tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Perusahaan sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir.

Dalam menentukan suku bunga pinjaman inkremental, Perusahaan mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Perusahaan, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu di mana sewa dimasukkan, dan mata uang di mana pembayaran sewa ditentukan.

Kepentingan dalam pengaturan bersama

Pertimbangan diperlukan untuk menentukan ketika Perusahaan memiliki pengendalian bersama, yang membutuhkan penilaian mengenai aktivitas yang relevan dan ketika keputusan yang berkaitan dengan aktivitas tersebut membutuhkan persetujuan dengan suara bulat. Perusahaan menentukan bahwa aktivitas yang relevan untuk pengaturan bersama adalah aktivitas yang berkaitan dengan operasi dan pengambilan keputusan modal dari pengaturan tersebut.

Pertimbangan juga diperlukan untuk mengklasifikasikan pengaturan bersama sebagai pengendalian bersama atau ventura bersama. Pengklasifikasian pengaturan tersebut mengharuskan Perusahaan untuk menilai hak dan kewajiban yang timbul dari pengaturan tersebut. Secara khusus, Perusahaan mempertimbangkan:

- Struktur dari pengaturan bersama - apakah dibentuk melalui kendaraan terpisah.
- Ketika pengaturan tersebut terstruktur melalui kendaraan terpisah, Perusahaan juga mempertimbangkan hak dan kewajiban yang timbul dari:
  a. Bentuk legal dari kendaraan terpisah;
  b. Persyaratan dari perjanjian kontraktual; dan
  c. Fakta dan kondisi lainnya, jika relevan.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

Leases (continued)

Lessee

Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to obtain substantially all the economic benefits from use of the asset throughout the period of the use and the right to direct the use of the asset, even if the right is not explicitly specified in the arrangement.

Since the Company could not readily determine the implicit rate, management uses the Company's incremental borrowing rate as a discount rate. There are a number of factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates.

In determining the incremental borrowing rate, the Company considers the following main factors: the Company's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.

Interest in joint arrangements

Judgement is required to determine when the Company has joint control, which requires an assessment of the relevant activities and when the decisions relating to those activities require unanimous consent. The Company has determined that the relevant activities for its joint arrangements are those relating to the financial, operating and capital decisions of the arrangement.

Judgement is also required to classify a joint arrangement as either a joint operation or a joint venture. Classifying the arrangement requires the Company to assess its rights and obligations arising from the arrangement. Specifically, it considers:

- *The structure of the joint arrangement - whether it is structured through a separate vehicle.*
- *When the arrangement is structured through a separate vehicle, the Company also considers the rights and obligations arising from:*
  a. The legal form of the separate vehicle;
  b. The terms of the contractual arrangement; and
  c. Other facts and circumstances, when relevant.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI SIGNIFIKAN (lanjutan)

Kepentingan dalam pengaturan bersama (lanjutan)

Penilaian ini sering membutuhkan pertimbangan yang signifikan. Kesimpulan yang berbeda mengenai pengendalian bersama dan apakah suatu pengaturan adalah sebuah operasi bersama atau ventura bersama, dapat memiliki dampak material terhadap laporan keuangan.

Provisi atas KKE piutang usaha dan aset keuangan lainnya

Penerapan PSAK No. 109 mengakibatkan perubahan penilaian atas estimasi dan pertimbangan akuntansi yang signifikan terkait dengan penyisihan kerugian penurunan nilai piutang. Perusahaan menerapkan pendekatan disederhanakan untuk mengukur KKE yang menggunakan penyisihan kerugian ekspektasian seumur hidup untuk piutang.

Dalam menentukan KKE, manajemen diharuskan untuk menggunakan pertimbangan dalam menentukan apa yang dianggap sebagai peningkatan signifikan dalam risiko kredit dan dalam membuat asumsi dan estimasi untuk memasukkan informasi yang relevan tentang peristiwa masa lalu, kondisi saat ini, dan prakiraan kondisi ekonomi. Pertimbangan telah diterapkan dalam menentukan umur dan titik pengakuan awal piutang. Tingkat provisi tertentu dievaluasi oleh manajemen berdasarkan faktor-faktor yang mempengaruhi kolektibilitas piutang.

Dalam kasus ini, Perusahaan menggunakan penilaian berdasarkan fakta dan keadaan terbaik yang tersedia, termasuk namun tidak terbatas pada hubungan dengan pelanggan dan status kredit mereka berdasarkan laporan kredit pihak ketiga dan faktor pasar yang diketahui, untuk mencatat cadangan khusus untuk pelanggan terhadap jumlah yang jatuh tempo. dalam jumlah yang diharapkan untuk dikumpulkan. Cadangan spesifik ini dievaluasi kembali dan disesuaikan karena informasi tambahan yang diterima mempengaruhi jumlah yang diestimasi.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

Interest in joint arrangements (continued)

This assessment often requires significant judgement. A different conclusion on joint control and also whether the arrangement is a joint operation or a joint venture, may materially impact the financial statements.

Provision for ECL of trade receivables and other financial assets

The implementation of SFAS No. 109 resulted in a change to the assessment of the significant accounting estimates and judgements related to provision for loss impairment of receivables. The Company applies a simplified approach to measure ECL which uses a lifetime expected loss allowance for the receivables.

In determining ECL, management is required to exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Judgement has been applied in determining the lifetime and point of initial recognition of receivables. A certain provision rate is evaluated by management based on factors that affect the collectability of the receivable.

The level of a specific provision is evaluated by management on the basis of factors that affect the collectability of the accounts. In these cases, the Company uses judgement based on the best available facts and circumstances, including but not limited to the relationship with the customers and their credit status based on third party credit reports and known market factors, to record specific reserves for customers against amounts due in that it expects to collect. These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI SIGNIFIKAN (lanjutan)

Taksiran masa manfaat ekonomis aset tetap

Masa manfaat setiap aset tetap, Perusahaan ditentukan berdasarkan periode kegunaan yang diharapkan dari aset tersebut. Estimasi ini ditentukan berdasarkan evaluasi teknis internal dan pengalaman atas aset sejenis. Masa manfaat setiap aset direviu secara periodik dan disesuaikan apabila prakiraan berbeda dengan estimasi sebelumnya karena keausan, keusangan teknis dan komersial, hukum atau keterbatasan lainnya atas pemakaian aset.

Namun terdapat kemungkinan bahwa hasil operasi dimasa mendatang dapat dipengaruhi secara signifikan oleh perubahan atas jumlah serta periode pencatatan beban yang diakibatkan karena perubahan faktor yang disebutkan di atas.

Perubahan masa manfaat aset tetap dapat mempengaruhi jumlah biaya penyusutan yang diakui dan nilai tercatat aset tetap.

Imbalan pascakerja

Nilai kini kewajiban pensiun tergantung pada sejumlah faktor yang ditentukan berdasarkan basis dari aktuaria dengan menggunakan sejumlah asumsi. Asumsi yang digunakan dalam menentukan beban/(pendapatan) bersih untuk pensiun termasuk tingkat diskonto, perubahan remunerasi masa depan, tingkat pengurangan karyawan, tingkat harapan hidup dan tahun sisa yang diharapkan dari masa aktif karyawan. Setiap perubahan dalam asumsi-asumsi ini akan berdampak pada nilai tercatat atas kewajiban pensiun.

Perusahaan menentukan tingkat diskonto yang sesuai pada setiap akhir tahun. Tingkat suku bunga inilah yang digunakan untuk menentukan nilai kini dari estimasi arus kas keluar masa depan yang akan dibutuhkan untuk memenuhi kewajiban pensiun. Dalam menentukan tingkat diskonto yang sesuai, Perusahaan menggunakan tingkat suku bunga obligasi korporat berkualitas tinggi (atau obligasi pemerintah, dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan memiliki waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo kewajiban pensiun yang bersangkutan.

Asumsi kunci lainnya untuk kewajiban pensiun didasarkan sebagian pada kondisi pasar saat ini.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

Estimated useful lives of fixed assets

The useful life of each item of the Company's fixed asset, is estimated based on the period over which the asset is expected to be available for use. Such estimation is based on internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the asset.

It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above.

A change in the estimated useful life of any item of fixed asset would affect the recorded depreciation expense and the carrying values of property, plant, and equipment.

Post-employment benefits

The present value of the pension obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate, future remuneration changes, employee attrition rates, life expectancy and the expected remaining service years of employees. Any changes in these assumptions will have an impact on the carrying amount of the pension obligation.

The Company determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the related pension obligation. In determining the appropriate discount rate, the Company considers the interest rates of high quality corporate bonds (or government bonds, if there is no deep market for high quality corporate bonds) that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation.

Other key assumptions for pension obligation benefits are based in part on current market conditions.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI SIGNIFIKAN (lanjutan)

Pajak penghasilan

Perhitungan beban pajak penghasilan Perusahaan memerlukan pertimbangan dan asumsi dalam menentukan pengurangan beban tertentu selama proses pengestimasian. Semua pertimbangan dan estimasi yang dibuat manajemen dapat dipertanyakan oleh Direktorat Jenderal Pajak ("DJP"). Sebagai akibatnya, terjadi ketidakpastian dalam penentuan pajak. Resolusi posisi pajak yang diambil oleh Perusahaan, melalui negosiasi dengan otoritas pajak yang relevan dapat berlangsung bertahun-tahun dan sangat sulit untuk memprediksi hasil akhirnya. Apabila terdapat perbedaan perhitungan pajak dengan jumlah yang telah dicatat, perbedaan tersebut akan berdampak pada pajak penghasilan dan pajak tangguhan dalam tahun dimana penentuan pajak tersebut dibuat.

Aset pajak tangguhan, termasuk yang timbul dari rugi fiskal dan perbedaan temporer, diakui apabila dianggap lebih mungkin daripada tidak bahwa mereka dapat diterima kembali, dimana hal ini tergantung pada kecukupan pembentukan laba kena pajak di masa depan. Asumsi atas pembentukan laba kena pajak sangat dipengaruhi oleh estimasi dan asumsi manajemen atas tingkat penjualan dan biaya-biaya terkait yang terdapat risiko ketidakpastian, sehingga ada kemungkinan perubahan estimasi dan asumsi tersebut akan mengubah proyeksi laba kena pajak di masa mendatang.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

Income tax

The calculations of income tax expense for the Company require judgements and assumptions in determining the deductibility of certain expenses during the estimation process. All judgements and estimates made by management may be challenged by the Directorate General of Taxation ("DGT"). As a result, the ultimate tax determination becomes uncertain. The resolution of tax positions taken by the Company, through negotiations with the relevant tax authorities, can take several years to complete and in some cases, it is difficult to predict the ultimate outcome. Where the final outcome of these matters is different from the amounts initially recorded, such differences will have an impact on the income tax and deferred income tax provision in the year in which this determination is made.

Deferred tax assets, including those arising from tax losses carried forward and temporary differences, are recognised only where it is considered more likely than not that they will be recovered, which is dependent on the generation of sufficient future taxable profits. The assumptions about the generation of future taxable profits are heavily affected by the level of sales and the associated costs which are subject to risk and uncertainty. Hence, there is a possibility that changes in circumstances will alter the projected future taxable profits.

5. KAS DAN SETARA KAS / ***5. CASH AND CASH EQUIVALENTS***

	2024	2023	
Kas	18	-	*Cash on hand*
Kas di bank			*Cash in banks*
Pihak berelasi (Catatan 24)			*Related parties (Note 24)*
Rupiah			*Rupiah*
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	243,087	195,748	*PT Bank Negara Indonesia (Persero) Tbk ("BNI")*
PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")	87,488	17,984	*PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")*
AS$			*US$*
Bank Mandiri	12,389	2,413	*Bank Mandiri*
BNI	91	524	*BNI*
Pihak ketiga			*Third party*
KWD			*KWD*
National Bank of Kuwait	18,818	10,356	*National Bank of Kuwait*
Sub-jumlah	361,873	227,025	*Sub-total*
Jumlah	**361,891**	**227,025**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

CATATAN ATAS LAPORAN KEUANGAN
31 DESEMBER 2024
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2024
(Expressed in millions of Rupiah, unless otherwise stated)

6. DEPOSITO BERJANGKA / *6. TIME DEPOSITS*

	2024	2023	
Deposito berjangka			*Time deposits*
Pihak berelasi (Catatan 24)			*Related party (Note 24)*
Rupiah			*Rupiah*
BNI	**2,500**	**2,500**	*BNI*
Tingkat bunga deposito berjangka per tahun	2.75%	2.75%	*Interest rates per annum on time deposits*
Jangka waktu	6 bulan/ *months*	6 bulan/ *months*	*Maturity period*

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

7. KAS YANG DIBATASI PENGGUNAANNYA / *7. RESTRICTED CASH*

	2024	2023	
Pihak berelasi (Catatan 24)			*Related parties (Note 24)*
Rupiah			*Rupiah*
BNI	15,309	5,431	*BNI*
Bank Mandiri	7,107	8,807	*Bank Mandiri*
AS$			*US$*
Bank Mandiri	-	10,745	*Bank Mandiri*
Jumlah	**22,416**	**24,983**	***Total***
Dikurangi: jangka pendek	**(22,378)**	**(22,900)**	***Less: current portion***
Bagian jangka panjang	**38**	**2,083**	***Non-current portion***

Kas yang dibatasi penggunaannya dipergunakan sebagai jaminan pelaksanaan untuk pengadaan dengan beberapa pelanggan.

Restricted cash is used as performance bond in relation to procurement with several customers.

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

8. PIUTANG USAHA / *8. TRADE RECEIVABLES*

	2024	2023	
Pihak berelasi (Catatan 24)	548,675	327,641	*Related parties (Note 24)*
Pihak ketiga	122,528	92,666	*Third parties*
Jumlah	671,203	420,307	*Total*
Cadangan atas KKE	(18,693)	(11,824)	*Allowance for ECL*
Jumlah, neto	**652,510**	**408,483**	***Total, net***

Analisa umur piutang usaha adalah sebagai berikut:

The aging analysis of trade receivables is as follows:

	2024	2023	
Belum jatuh tempo	115,062	271,939	*Not yet due*
Sudah jatuh tempo			*Past due*
1 - 30 hari	356,101	71,407	*1 - 30 days*
31 - 60 hari	74,005	21,007	*31 - 60 days*
61 - 90 hari	35,370	8,056	*61 - 90 days*
Diatas 90 hari	90,665	47,898	*> 90 days*
Jumlah	**671,203**	**420,307**	***Total***

Mutasi cadangan KKE adalah sebagai berikut:

The movement of the allowance for ECL is as follows:

	2024	2023	
Saldo awal	11,824	16,260	*Beginning balance*
Penambahan	6,869	-	*Additions*
Pembalikan cadangan KKE	-	(4,436)	*Reversals of ECL*
Saldo akhir	**18,693**	**11,824**	***Ending balance***

Penambahan/(pembalikan) provisi atas KKE disajikan oleh Perusahaan sebagai bagian dari beban umum dan administrasi (Catatan 22).

The additions/(reversals) of provision for ECL is presented by the Company as part of general and administrative expenses (Note 22).

Manajemen berpendapat bahwa cadangan atas kerugian kredit ekspektasian yang dibentuk cukup untuk menutupi KKE dari piutang usaha pada tanggal 31 Desember 2024 dan 2023.

Management believes that the allowance for ECL of trade receivables is sufficient to cover the ECL of trade receivables as at 31 December 2024 and 2023.

9. PIUTANG SEWA PEMBIAYAAN / *9. FINANCE LEASE RECEIVABLES*

Pada tahun 2024, Perusahaan menyewakan genset milik PT Anekajaya Langgengsentosa kepada PLN melalui mekanisme subsewa. Mengacu kepada kontrak sewa, masa sewa akan berakhir pada tanggal 30 Juni 2026.

In 2024, the Company leased a generator owned by PT Anekajaya Langgengsentosa to PLN through a sublease mechanism. Referring to the lease contract, the lease period will end on 30 June 2026.

Tabel berikut menyajikan analisa jatuh tempo piutang sewa pembiayaan dan menunjukkan pembayaran sewa tidak didiskontokan yang akan diterima pada tahun pelaporan:

The following table presents the maturity analysis of finance lease receivables that shows the undiscounted finance lease payments to be received in the reporting years:

	2024	2023	
Jatuh tempo dalam waktu:			*Due within:*
Tidak lebih dari satu tahun	27,436	-	*Not later than a year*
Lebih dari satu tahun dan tidak lebih dari tiga tahun	14,480	-	*More than one year and not later than three years*
Jumlah piutang sewa pembiayaan yang tidak didiskontokan	41,916	-	*Total undiscounted finance lease receivables*
Dikurangi: penghasilan keuangan yang ditangguhkan	(2,358)	-	*Less: unearned finance income*
Nilai kini piutang sewa pembiayaan	39,558	-	*Present value of finance lease receivables*
Dikurangi: bagian jatuh tempo dalam satu tahun	**(25,396)**	**-**	***Less: current portion***
Bagian jangka panjang	**14,162**	**-**	***Non-current portion***

Mutasi piutang sewa pembiayaan adalah sebagai berikut:

The movements in the finance lease receivables are as follows:

	Jumlah/ *Amount*	
Saldo 1 Januari 2024	-	*Balance as at 1 January 2024*
Penambahan	50,927	*Additions*
Pendapatan keuangan dari piutang sewa pembiayaan	1,587	*Finance income from finance lease receivables*
Penerimaan dari piutang sewa pembiayaan	(12,956)	*Receipts of finance lease receivables*
Saldo 31 Desember 2024	**39,558**	***Balance as at 31 December 2024***

Atas transaksi subsewa di atas, Perusahaan mencatat penghasilan subsewa sebesar Rp6.585 di laba rugi.

Regarding the sublease transaction above, the Company recognized sublease income of Rp6,585 in profit or loss.

Berdasarkan penilaian manajemen, manajemen Perusahaan berpendapat bahwa penyisihan KKE tidak material. Oleh karena itu, penyisihan KKE tidak diperlukan.

Based on management's assessment, the management is of the opinion that the allowance for ECLs is not material. Therefore, the allowance for ECLs is considered not necessary.

Lihat Catatan 24 untuk informasi rincian saldo dan transaksi dengan pihak berelasi.

Refer to Note 24 for information on the details of balances and transactions with related parties.

10. ASET TIDAK LANCAR LAINNYA / *10. OTHER NON-CURRENT ASSETS*

	2024	2023	
Uang jaminan	15,968	10,831	*Security deposits*
Perangkat lunak	1,282	2,265	*Software*
Lainnya	226	6,711	*Others*
Jumlah	**17,476**	**19,807**	***Total***
Dikurangi: jangka pendek	**(222)**	**(6,711)**	***Less: current portion***
Bagian jangka panjang	**17,254**	**13,096**	***Non-current portion***

Uang jaminan merupakan dana yang ditahan sehubungan dengan jaminan atas proyek pekerjaan operasi dan pemelihaaran (Catatan 25).

A security deposit represents funds held in connection with a guarantee for the operation and maintenance project (Note 25).

11. PIUTANG DARI VENTURA BERSAMA / *11. RECEIVABLES FROM A JOINT VENTURE*

	2024	2023	
PT Maxpower Cogindo Batam ("MCB")	**24,406**	**22,826**	*PT Maxpower Cogindo Batam ("MCB")*

Pada tanggal 18 Februari 2022, Perusahaan melakukan perjanjian pinjaman jangka panjang dengan MCB, dimana Perusahaan memberikan fasilitas pinjaman dengan limit maksimal sebesar Rp35.826 dengan bunga per tahunnya sebesar 7,55%. Jatuh tempo pinjaman adalah 29 November 2030. Pinjaman ini digunakan untuk pembiayaan proyek Pembangkit Listrik Tenaga Mesin Gas ("PLTMG") Baloi 30 MW. Berdasarkan perjanjian pinjaman bank yang dilakukan oleh MCB, MCB tidak diperbolehkan untuk melakukan pembayaran sebelum MCB melunasi pinjaman banknya.

On 18 February 2022, the Company entered into a long-term loan agreement with MCB, where the Company provided a loan facility with a maximum limit of Rp35,826 with annual interest of 7.55%. The maturity date of the loan is 29 November 2030 and can be extended according to the agreement of the parties. These loans are used to finance the 30 MW Baloi Gas Engine Power Plant ("PLTMG") project. According to the bank loan agreement, MCB is not permitted to make any payments until MCB has fully repaid its bank loan.
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Pada tanggal 31 Desember 2024, saldo piutang terdiri dari pokok pinjaman dan bunga masing-masing sebesar Rp20.870 (2023: Rp20.870) dan Rp3.536 (2023: Rp1.956).

As at 31 December 2024, the outstanding receivables consisted of principal and interest amounts totaling Rp20,870 (2023: Rp20,870) and Rp3,536 (2023: Rp1,956), respectively.

Berdasarkan penilaian atas cadangan KKE, manajemen berpendapat bahwa penyisihan atas KKE atas piutang dari ventura bersama tidak material. Oleh karena itu, penyisihan atas KKE dianggap tidak diperlukan pada tanggal 31 Desember 2024 dan 2023.

Based on the assessment of allowance for ECL, the management is of the opinion that the provision for ECL of receivables from a joint venture is not material. Therefore, a provision for ECL is considered not necessary as at 31 December 2024 and 2023.

Lihat Catatan 24 untuk informasi transaksi dengan pihak berelasi.

Refer to Note 24 for the information of the transactions related parties.

12. ASET TETAP / *12. FIXED ASSETS*

	2024				
	31 Desember/ *December* 2023	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**31 Desember/ *December* 2024**	
Biaya perolehan					***Acquisition costs***
Tanah	55,091	14,530	-	69,621	*Land*
Bangunan umum dan prasarana	21,990	-	-	21,990	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	19,297	-	-	19,297	*Telecommunication and data processing equipment*
Perlengkapan umum	58,335	-	-	58,335	*General equipment*
Instalasi dan mesin pembangkit	711,526	14,819	-	726,345	*Installations and power plants*
Subjumlah	866,239	29,349	-	895,588	*Subtotal*
Pekerjaan dalam pelaksanaan	9,693	12,844	-	22,537	*Construction in progress*
Jumlah	875,932	42,193	-	918,125	*Total*
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan umum dan prasarana	5,558	1,012	-	6,570	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	13,255	2,587	-	15,842	*Telecommunication and data processing equipment*
Perlengkapan umum	31,362	8,611	-	39,973	*General equipment*
Instalasi dan mesin pembangkit	637,387	64,564	-	701,951	*Installations and power plants*
Jumlah	687,562	76,774	-	764,336	*Total*
Jumlah tercatat	**188,370**			**153,789**	***Net carrying value***

	2023				
	31 Desember/ *December* 2022	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**31 Desember/ *December* 2023**	
Biaya perolehan					***Acquisition costs***
Tanah	55,091	-	-	55,091	*Land*
Bangunan umum dan prasarana	21,990	-	-	21,990	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	19,297	-	-	19,297	*Telecommunication and data processing equipment*
Perlengkapan umum	58,328	7	-	58,335	*General equipment*
Instalasi dan mesin pembangkit	703,990	7,536	-	711,526	*Installations and power plants*
Subjumlah	858,696	7,543	-	866,239	*Subtotal*
Pekerjaan dalam pelaksanaan	-	9,693	-	9,693	*Construction in progress*
Jumlah	858,696	17,236	-	875,932	*Total*
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan umum dan prasarana	4,526	1,032	-	5,558	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	9,972	3,283	-	13,255	*Telecommunication and data processing equipment*
Perlengkapan umum	22,066	9,296	-	31,362	*General equipment*
Instalasi dan mesin pembangkit	567,365	70,022	-	637,387	*Installations and power plants*
Jumlah	603,929	83,633	-	687,562	*Total*
Jumlah tercatat	**254,767**			**188,370**	***Net carrying value***

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

Beban penyusutan selama tahun berjalan dialokasikan sebagai berikut:

Depreciation expense during the year is allocated as follows:

	2024	2023	
Beban pokok pendapatan (Catatan 21)	71,329	76,964	*Cost of revenue (Note 21)*
Beban umum dan administrasi (Catatan 22)	5,445	6,669	*General and administrative expenses (Note 22)*
Jumlah	**76,774**	**83,633**	***Total***

Instalasi dan mesin pembangkit diasuransikan kepada PT Asuransi Perisai Listrik Nasional terhadap risiko kerusakan dan kemungkinan risiko lainnya dengan jumlah pertanggungan sebesar Rp281.398 pada tanggal 31 Desember 2024. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Installation and power plant were insured against breakdown and other possible risks with PT Asuransi Perisai Listrik Nasional with insurance coverage of Rp281,398 as at 31 December 2024. Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Berdasarkan hasil kajian, manajemen berpendapat bahwa tidak terdapat indikasi penurunan nilai tercatat pada aset tetap pada tanggal 31 Desember 2024 dan 2023.

Based on the assessment result, the management is of the opinion that there was no indication of impairment in value of fixed assets as at 31 December 2024 and 2023.

13. SEWA / *13. LEASES*

Perusahaan memiliki kontrak sewa untuk kendaraan yang digunakan dalam operasinya. Sewa kendaraan memiliki masa sewa lebih dari satu tahun.

The Company has lease contracts for vehicles used in its operations. Leases of vehicles have lease terms of more than one year.

a. Aset hak-guna / *a. Right-of-use assets*

	2024				
	31 Desember/ *December 2022*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassification* Pengurangan/ *Deductions*	31 Desember/ *December 2023*	
Biaya perolehan					***Acquisition costs***
Kendaraan	23,601	44,341	(52,952)*	14,990	*Vehicles*
Akumulasi penyusutan					***Accumulated depreciation***
Kendaraan	(10,817)	(7,107)	8,611	(9,313)	*Vehicles*
Jumlah tercatat	**12,784**			**5,677**	***Net carrying value***

*) Direklas ke piutang sewa pembiayaan sebesar Rp44.341

**) Reclassified to finance lease receivables amounted to Rp44,341*

	2023				
	31 Desember/ *December 2022*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	31 Desember/ *December 2023*	
Biaya perolehan					***Acquisition costs***
Kendaraan	28,689	7,807	(12,895)	23,601	*Vehicles*
Akumulasi penyusutan					***Accumulated depreciation***
Kendaraan	(16,010)	(7,702)	12,895	(10,817)	*Vehicles*
Jumlah tercatat	**12,679**			**12,784**	***Net carrying value***

13. SEWA (lanjutan) / ***13. LEASES*** *(continued)*

a. Aset hak-guna (lanjutan) / ***a. Right-of-use assets*** *(continued)*

Beban penyusutan selama tahun berjalan dialokasikan sebagai berikut:

Depreciation expense during the year is allocated as follows:

	2024	2023	
Beban pokok pendapatan (Catatan 21)	2,885	3,727	*Cost of revenue (Note 21)*
Beban umum dan administrasi (Catatan 22)	4,222	3,975	*General and administrative expenses (Note 22)*
Jumlah	**7,107**	**7,702**	***Total***

Berdasarkan hasil kajian, manajemen berpendapat bahwa tidak terdapat indikasi penurunan nilai tercatat pada nilai aset hak-guna pada tanggal 31 Desember 2024 dan 2023.

Based on the assessment result, the management is of the opinion that there was no indication of impairment in value of right-of-use assets as at 31 December 2024 and 2023.

b. Utang sewa / ***b. Lease liabilities***

Tabel dibawah ini menunjukan rincian liabilitas sewa dalam laporan posisi keuangan Perusahaan:

The table below shows details of lease liabilities in the Company's statement of financial position:

	2024	2023	
Koperasi Karyawan Cogindo	39,652	12,202	*Koperasi Karyawan Cogindo*
Dikurangi:			***Less:***
Bagian jangka pendek	**(4,189)**	**(6,993)**	***Current portion***
Bagian jangka panjang	**35,463**	**5,209**	***Non-current portion***

Laporan laba rugi Perusahaan menyajikan saldo berikut berkaitan dengan sewa:

The Company's statement of profit or loss show the following amounts related to lease:

	2024	2023	
Beban yang berkaitan dengan sewa jangka pendek (termasuk dalam beban pokok pendapatan dan biaya umum dan administrasi)	91,195	14,431	*Expenses relating to short-term leases (included in cost of revenue and general and administrative expenses)*
Beban bunga	1,961	922	*Interest expense*
Biaya yang berkaitan dengan sewa aset bernilai rendah yang bukan merupakan sewa jangka pendek (termasuk dalam biaya umum dan administrasi)	57	681	*Expenses relating to leases of low-value assets that are not short-term leases (included in general and administrative expenses)*

Total arus kas keluar untuk sewa selama tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 masing-masing adalah Rp110.470 dan Rp24.324.

The total cash outflow for leases for the years ended 31 December 2024 and 2023 were Rp110,470 and Rp24,324, respectively.

14. KEPENTINGAN DALAM ENTITAS LAIN / *14. INTERESTS IN OTHER ENTITIES*

a. Investasi pada ventura bersama / *a. Investments in a joint venture*

Rincian investasi pada ventura bersama adalah sebagai berikut:

Details of the investments in a joint venture are as follows:

Nama entitas ventura bersama/ *Name of joint venture*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Awal operasi komersial/ *Start of commercial operations*	Persentase penyertaan/ *Percentage of ownership* 2024	2023
PT Maxpower Cogindo Batam ("MCB")	Jakarta	Pembangkit tenaga listrik, aktivitas penunjang kelistrikan, perdagangan mesin, suku cadang dan perlengkapannya/ *Electricity supplier, electrical support activities, sale of of machinery, spare parts and accessories*	2022	30.00	30,00

Investasi pada ventura bersama dicatat oleh Perusahaan dengan metode ekuitas. Perusahaan ventura bersama adalah perusahaan nonpublik dan tidak ada kuotasi harga pasar yang tersedia untuk saham mereka.

The investments in a joint venture is recorded by the Company using the equity method. The joint venture company is a private company and there was no quoted market price available for its shares.

Perusahaan memiliki perwakilan Direksi dan Komisaris di dalam ventura bersama di atas.

The Company has representation on the Boards of Directors and Commissioners of the above joint venture.

Mutasi investasi pada entitas ventura bersama adalah sebagai berikut:

The movements in investments in a joint venture were as follows:

	2024				
	Jumlah tercatat 1 Januari 2024/ *Carrying Amount 1 January 2024*	Bagian atas laba bersih/ *Share in net income*	Bagian atas penghasilan komprehensif lainnya/ *Share of other comprehensive income*	Jumlah tercatat 31 Desember 2024/ *Carrying amount 31 December 2024*	
MCB	11,057	1,933	-	12,990	*MCB*

	2023				
	Jumlah tercatat 1 Januari 2023/ *Carrying Amount 1 January 2023*	Bagian atas laba bersih/ *Share in net income*	Bagian atas penghasilan komprehensif lainnya/ *Share of other comprehensive income*	Jumlah tercatat 31 Desember 2023/ *Carrying amount 31 December 2023*	
MCB	9,521	1,585	(49)	11,057	*MCB*

Berikut ini adalah ringkasan informasi keuangan entitas ventura bersama Perusahaan pada tanggal 31 Desember 2024 dan 2023:

The following tables contain the summary of the financial information of the Company's joint venture as at 31 December 2024 and 2023:

	2024	2023	
Kas dan setara kas	2,722	3,990	*Cash and cash equivalents*
Aset lancar lainnya	96,317	28,432	*Other current assets*
Jumlah aset lancar	99,039	32,422	*Total current assets*
Aset tidak lancar	337,376	402,130	*Non-current assets*

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan) / *14. INTERESTS IN OTHER ENTITIES (continued)*

a. Investasi pada ventura bersama (lanjutan) / ***a. Investments in a joint venture*** *(continued)*

Berikut ini adalah ringkasan informasi keuangan entitas ventura bersama Perusahaan pada tanggal 31 Desember 2024 dan 2023: (lanjutan)

The following tables contain the summary of the financial information of the Company's joint venture as at 31 December 2024 and 2023: (continued)

	2024	2023	
Liabilitas lancar lainnya	66,821	28,680	*Other current liabilities*
Jumlah liabilitas lancar	66,821	28,680	*Total current liabilities*
Liabilitas keuangan	235,000	292,324	*Financial liabilities*
Liabilitas tidak lancar lainnya	91,294	76,691	*Other non-current liabilities*
Jumlah liabilitas tidak lancar	326,294	369,015	*Total non-current liabilities*
Aset bersih	**43,300**	**36,857**	***Net assets***
% kepemilikan	30%	30%	*% of ownership*
Nilai tercatat investasi pada ventura bersama	**12,990**	**11,057**	***Carrying amount of investments in a joint venture***

	2024	2023	
Pendapatan	61,056	64,067	*Revenue*
Beban pokok pendapatan	(21,661)	(9,851)	*Cost of revenue*
Beban operasi	(6,107)	(5,225)	*Operating expenses*
Penghasilan keuangan	164	44	*Finance income*
Beban keuangan	(28,326)	(39,768)	*Finance costs*
Pendapatan lain-lain, neto	970	2,444	*Other income, net*
Beban pajak penghasilan	(1,341)	(2,577)	*Income tax expense*
Laba tahun berjalan	**4,755**	**9,134**	*Profit for the year*
% kepemilikan efektif	30%	30%	*% of effective ownership*
Bagian Perusahaan atas laba bersih tahun berjalan	**1,427**	**2,740**	***The Company's share in net income for the year***
Penyesuaian metode ekuitas	506	(1,155)	*Adjustments of equity method*
Bagian Perusahaan atas laba bersih, setelah penyesuaian	**1,933**	**1,585**	***The Company's share in net income, after adjustments***
Rugi komprehensif lain	-	(163)	*Other comprehensive loss*
Bagian Perusahaan atas (rugi)/ penghasilan komprehensif lainnya dari ventura bersama	**-**	**(49)**	***The Company's share of other comprehensive (loss)/income from joint venture***

Manajemen Perusahaan berpendapat bahwa tidak ada kejadian atau perubahan keadaan yang mengindikasikan penurunan permanen nilai wajar investasi pada tanggal 31 Desember 2024 dan 2023.

The Company's management is of the opinion that there are no events or changes of circumstances which indicate a permanent decline in the fair value of the investments as at 31 December 2024 and 2023.

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan)

b. Kerja Sama Operasi

Perusahaan melakukan perjanjian Kerja Sama Operasi (”KSO”) dengan beberapa pihak ketiga di bidang pemeliharaan dan perbaikan diantaranya adalah:

a. PT Sinar Sakti Matra Nusantara (KSO Cogindo - Matra) dengan memiliki kepentingan sebesar 60% dan jangka waktu kerja sama hingga 12 Desember 2027.

b. PT Taka Turbomachinery Indonesia (KSO Cogindo – Taka) dengan memiliki kepentingan sebesar 60% dan jangka waktu kerja sama hingga 3 Oktober 2025.

c. PT Andalan Fluid System (KSO Cogindo – Andalan) dengan memiliki kepentingan sebesar 60% dan jangka waktu kerja sama hingga15 Desember 2025.

d. PT ISS Indonesia (“ISS”/KSO Cogindo - ISS) dengan memiliki kepentingan sebesar 55% dan jangka waktu kerja sama hingga 31 Desember 2027.

e. PT Varley Indonesia (“Varley”/KSO Cogindo - Varley) dengan memiliki kepentingan sebesar 60% dan jangka waktu kerja sama tanggal 29 Januari 2026.

Lokasi usaha utama seluruh kerjasama operasi ini berada di Indonesia.

Berdasarkan perjanjian KSO, Perusahaan memiliki hak atas aset serta tanggung jawab terhadap kewajiban, termasuk hak atas pendapatan dan beban dalam operasi bersama sehingga Perusahaan mengakui, dalam kaitannya dengan kepentingannya atas operasi bersama:

- Aset sebesar Rp20.231
- Liabilitas sebesar Rp13.252
- Pendapatan sebesar Rp107.649
- Beban sebesar Rp110.699

14. INTERESTS IN OTHER ENTITIES *(continued)*

b. Joint operations

The Company entered into a Joint Operation Agreements (“JOA”) with several third parties in the field of maintenance and repair in the following partnerships:

a. PT Sinar Sakti Matra Nusantara (KSO Cogindo - Matra), with interest of 60% and the agreement will expire on 12 December 2027.

b. PT Taka Turbomachinery Indonesia (KSO Cogindo – Taka), with interest of 60% and the agreement will expire on 3 October 2025.

c. PT Andalan Fluid System (KSO Cogindo – Andalan), with interest of 60% and the agreement will expire on 15 December 2025.

d. PT ISS Indonesia ("ISS"/KSO Cogindo - ISS), with interest of 55% and the agreement will expire on 31 December 2027.

e. PT Varley Indonesia ("Varley"/KSO Cogindo - Varley), with interest of 55% and the agreement will expire on 29 January 2026.

All the principal place of business of the joint operations is in Indonesia.

Under JOA, the Company has right to the assets and obligations for the liabilities including entitlements to revenue and expenses in each joint operation, therefore, the Company recognises in relation to its interest in joint operations as follows:

- *Assets to Rp20,231*
- *Liabilities amounted to Rp13,252*
- *Revenue amounted to Rp107,649*
- *Expenses amounted to Rp110,699*

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan) / *14. INTERESTS IN OTHER ENTITIES (continued)*

c. Kerja Sama Operasi (lanjutan) / ***c. Joint operations** (continued)*

Berikut ini adalah ringkasan informasi keuangan operasi bersama Perusahaan pada tanggal 31 Desember 2024 dan 2023:

The following tables contain the summary of the financial information of the Company's joint operations as at 31 December 2024 and 2023:

	KSO-ISS		KSO-Taka		KSO-Matra		Lain-lain/*Others*		
	31 Desember/ *December* 2024	31 Desember/ *December* 2023	31 Desember/ *December* 2024	31 Desember/ *December* 2023	31 Desember/ *December* 2024	31 Desember/ *December* 2023	31 Desember/ *December* 2024	31 Desember/ *December* 2023	
Kas dan setara kas	13,048	10,712	4,284	709	3,252	1,185	2,113	1,519	*Cash and cash equivalents*
Aset lancar	11,701	12,007	11,003	7,167	2,055	3,665	94	883	*Current assets*
Jumlah aset lancar	24,749	22,719	15,287	7,876	5,307	4,850	2,207	2,402	***Total current assets***
Aset tidak lancar	1,177	782	-	-	-	-	-	-	***Non-current assets***
Liabilitas lancar lainnya	11,910	10,650	8,456	5,146	2,176	2,798	537	853	*Other current liabilities*
Jumlah liabilitas lancar	11,910	10,650	8,456	5,146	2,176	2,798	537	853	***Total current liabilities***
Liabilitas tidak lancar	-	12,851	-	-	-	-	-	-	*Non current liabilities*
Aset bersih	**14,016**	**-**	**6,831**	**2,730**	**3,131**	**2,052**	**1,670**	**1,549**	***Net assets***

15. UTANG USAHA / *15. TRADE PAYABLES*

	2024	2023	
Pihak ketiga	74,482	42,577	*Third parties*
Pihak berelasi	428	-	*Related parties*
Total	**74,910**	**42,577**	***Total***

Utang usaha sehubungan dengan pembelian bahan bakar, suku cadang dan jasa.

Trade payables arise from purchases of fuel, spareparts and services.

16. BIAYA YANG MASIH HARUS DIBAYAR / *16. ACCRUED EXPENSES*

	2024	2023	
Pengadaan barang dan jasa	206,622	49,257	*Purchase of goods and services*
Perbaikan dan pemeliharaan	12,628	8,883	*Repairs and maintenance*
Pendidikan dan pelatihan	2,104	1,123	*Education and training*
Lain-lain	2,599	5,688	*Others*
Jumlah	**223,953**	**64,951**	***Total***

17. LIABILITAS IMBALAN KERJA / *17. EMPLOYEE BENEFITS LIABILITIES*

Perhitungan aktuaria atas imbalan pensiun dan imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, dihitung oleh kantor konsultan aktuaria terdaftar, Kantor Konsultan Aktuaria Tubagus Syafrial dan Amran Nangasan dalam laporannya masing-masing tertanggal 6 Juni 2025 dan 9 Maret 2024.

The actuarial calculations of pension benefits and other long-term employee benefits for the years ended 31 December 2024 and 2023 were calculated by a registered actuarial consulting firm, Kantor Konsultan Aktuaria Tubagus Syafrial dan Amran Nangasan based on its reports dated 6 June 2025 and 9 March 2024.

	2024	2023	
Program pensiun	36,831	40,959	*Pension plan*
Bagian jangka panjang	**(31,621)**	**(40,627)**	***Non-current portion***
Bagian jangka pendek	5,210	332	*Current portion*
Bonus dan insentif prestasi kerja	52,138	31,459	*Bonuses and incentives performance-based*
Jumlah bagian jangka pendek	**57,348**	**31,791**	***Total current portion***
Beban diakui di laba rugi: (Catatan 22)			***Expenses recognised in profit or loss:*** *(Note 22)*
Beban pensiun manfaat pasti	**12,757**	**11,488**	*Defined benefit pension expense*
Pengukuran kembali program pensiun manfaat pasti diakui di penghasilan komprehensif lain: Program pensiun manfaat pasti	**(16,059)**	**800**	*Remeasurement on defined benefit pension program recognised in other comprehensive income: Defined benefit pension program*

Program pensiun manfaat pasti / *Defined benefit pension program*

Perusahaan menyelenggarakan program pensiun imbalan pasti untuk semua karyawan tetap. Program pensiun ini memberikan imbalan pensiun yang ditentukan berdasarkan penghasilan dasar pensiun dan masa kerja karyawan.

The Company provides a defined benefit pension program for all permanent employees. This pension program provides pension benefits that are determined based on the employee's basic pension income and years of service.

Mutasi kewajiban pensiun manfaat pasti selama tahun berjalan adalah sebagai berikut:

The movements in the defined benefit pension liabilities during the years were as follows:

	2024	2023	
Saldo awal	40,959	30,356	*Beginning balance*
Dibebankan ke laba rugi			*Charged to profit or loss:*
Biaya jasa kini	9,988	9,308	*Current service cost*
Biaya bunga	2,769	2,180	*Interest expense*
Kerugian/(keuntungan) aktuaria dari perubahan:			*Actuarial losses/(gains) from changes in:*
Asumsi demografik	(8,393)	-	*Demographic assumptions*
Asumsi keuangan	(8,844)	2,405	*Financial assumptions*
Penyesuaian atas pengalaman	1,178	(1,605)	*Experience adjustments*
Jumlah	37,657	42,644	*Total*
Pembayaran manfaat	(826)	(1,685)	*Benefit paid*
Saldo akhir	**36,831**	**40,959**	***Ending balance***

17. LIABILITAS IMBALAN KERJA (lanjutan) / ***17. EMPLOYEE BENEFITS LIABILITIES*** *(continued)*

Mutasi beban program pensiun manfaat pasti selama tahun berjalan adalah sebagai berikut:

The movements in the defined benefit pension program expense during the years were as follows:

	2024	2023	
Biaya jasa kini	9,988	9,308	*Current service cost*
Biaya bunga	2,769	2,180	*Interest expense*
Jumlah	**12,757**	**11,488**	***Total***

Asumsi-asumsi utama yang digunakan dalam menentukan liabilitas imbalan pascakerja adalah sebagai berikut:

The principal assumptions used were in determining the defined benefit obligation as follows:

	2024	2023	
Tingkat diskonto	7.14%	6.99%	*Discount rate*
Tingkat kenaikan gaji per tahun	5.66%	7.12%	*Salary increase rate per annum*
Tabel mortalitas	TMI-IV 2019	CSO-1958	*Mortality table*
Usia pensiun normal	56 tahun/*years*	56 tahun/*years*	*Normal retirement age*

Melalui program pensiun imbalan pascakerja, Perusahaan menghadapi sejumlah risiko signifikan sebagai berikut:

1) Perubahan tingkat diskonto
   Penurunan pada tingkat diskonto menyebabkan kenaikan liabilitas program.
2) Tingkat kenaikan gaji
   Liabilitas imbalan pensiun Perusahaan berhubungan dengan tingkat kenaikan gaji, dan semakin tinggi tingkat kenaikan gaji akan menyebabkan semakin besarnya liabilitas.

Through its defined benefit obligation, the Company is exposed to a number of significant risks which are detailed below:

1) Changes in discount rate
   A decrease in the discount rate will increase plan liabilities.
2) Salary growth rate
   The Company's pension obligations are linked to the salary growth rate, and a higher salary growth rate will lead to higher liabilities.

Durasi rata-rata tertimbang kewajiban imbalan pasti pada akhir tahun pelaporan Perusahaan adalah 22,72 tahun.

The weighted average duration of the defined benefits plan obligation at the end of the reporting year for the Company is 22.72 years.

Sensitivitas dari liabilitas imbalan pascakerja terhadap perubahan asumsi utama pada tanggal 31 Desember 2024 adalah sebagai berikut:

The sensitivity of the defined benefit obligations to changes in the principal assumptions as at 31 December 2024 is as follows:

	Perubahan asumsi/ *Change in assumption*	Dampak terhadap liabilitas imbalan pasti/ *Impact on defined benefit obligation* — Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1%	(3,804)	4,509	*Discount rate*
Tingkat kenaikan gaji	1%	4,810	(4,508)	*Salary increase rate*

Perkiraan analisis jatuh tempo yang diharapkan dari imbalan pascakerja yang tidak terdiskonto pada tanggal 31 Desember 2024 adalah sebagai berikut:

Expected maturity analysis of undiscounted post-employment benefits as at 31 December 2024 is as follows:

	Kurang dari 1 tahun *Less than a year*	1 sampai 2 tahun *Between 1 - 2 years*	2 sampai 5 tahun *Between 2 - 5 years*	Lebih dari 5 tahun *More than 5 years*	Jumlah/ *Total*	
Imbalan pascakerja	**196**	**1,072**	**2,615**	**1,551,374**	**1,555,257**	*Post-employement benefits*

Manajemen Perusahaan berpendapat bahwa estimasi liabilitas imbalan pasca kerja adalah cukup untuk menutupi seluruh persyaratan imbalan pasca kerja yang diatur dalam Peraturan Ketenagakerjaan atau PP.

The management of the Company is of the opinion that the estimated liability provided for post-employment benefits is adequate to cover all post-employment benefits requirements of the Manpower Regulations or CR.

18. MODAL SAHAM / *18. SHARE CAPITAL*

	2024 dan/*and* 2023			
	Jumlah saham/ *Number of shares*	**Persentase pemilikan/ *Percentage of ownership***	**Jumlah modal disetor/ *Total paid-in capital***	
Pemegang saham				***Shareholders***
PIP	514,867,769	99.99%	514,867	*PIP*
Yayasan Pendidikan dan Kesejahteraan - PT Indonesia Power ("YPK IP")	1	0.01%	1	*Yayasan Pendidikan and Kesejahteraan - PT Indonesia Power ("YPK IP")*
Jumlah	**514,867,770**	**100%**	**514,868**	***Total***

19. SALDO LABA YANG DICADANGKAN DAN DIVIDEN / *19. APPROPRIATED RETAINED EARNINGS AND DIVIDENDS*

a. Cadangan umum / *a. General reserve*

Berdasarkan Undang-Undang Perseroan Terbatas Republik Indonesia No. 40/2007, Perusahaan diharuskan untuk membuat penyisihan cadangan umum hingga sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh.

Pursuant to Indonesian Limited Liability Company Law of the Republic of Indonesia No. 40/2007, the Company is required to establish a general reserve amounting to at least 20% of the Company's issued and fully paid capital.

Pada tanggal 31 Desember 2024 dan 2023, cadangan umum yang telah dibentuk dari saldo laba adalah sebesar Rp159.332.

As at 31 December 2024 and 2023, the balance of a general reserve of Rp159,332, which was appropriated from retained earnings.

b. Dividen / *b. Dividends*

Berdasarkan Surat PIP No. 54/KDS/002/SETPER/IP/2024 tanggal 10 September 2024, pemegang saham mayoritas menyetujui pembagian dividen tunai untuk tahun buku 2023 adalah sebesar Rp45.548. Pada bulan November 2024, Perusahaan melakukan pembayaran sebesar Rp45.543, sedangkan sisanya sebesar Rp5 dicatat sebagai utang lain-lain.

Based on PIP Letter No. 54/KDS/002/SETPER/IP/2024 dated 10 September 2024, the majority shareholder approved the distribution of cash dividends for the 2023 financial year in the amount of Rp45,548. In November 2024, the Company had paid Rp45,543, while the remaining Rp5 was recorded as other payables.

Berdasarkan Surat PIP No. 3914/MNJ.01.02/PLNIP010000/2023-R, tanggal 5 September 2023, pemegang saham mayoritas menyetujui pembagian dividen tunai untuk tahun buku 2022 sebesar Rp78.228. During 2023, the Company has fully paid dividends.

Based on PIP Letter No. 3914/MNJ.01.02/PLNIP010000/2023-R dated 5 September 2023, the majority shareholder approved the distribution of cash dividends for the 2022 financial year in the amount of Rp78,228. Selama tahun 2023, Perusahaan telah membayar dividen tersebut.

20. PENDAPATAN USAHA / *20. REVENUE*

a. Pendapatan dengan kontrak pelanggan / *a. Revenue from contract with customers*

	2024	2023	
Jasa operasi dan pemeliharaan	1,815,378	1,224,195	*Operation and maintenance services*
Penjualan material dan suku cadang	222,737	202,317	*Sales of material and spareparts*
Penjualan tenaga listrik	199,934	181,141	*Sales of electricity*
Jumlah	**2,238,049**	**1,607,653**	***Total***

Pendapatan sebesar Rp2.015.312 (2023: Rp1,405,336) diakui sepanjang waktu dan Rp222.737 (2023: Rp202.317) pada waktu tertentu.

Revenue of Rp2,015,312 (2023: Rp1,405,336) has been recognised by overtime and Rp222,737 (2023: Rp202,317) by a point in time.

b. Penghasilan sewa / *b. Rental income*

	2024	2023	
Sewa pembangkit listrik	**62,411**	**-**	*Rental of power plant*

Lihat Catatan 24 untuk informasi transaksi dengan pihak berelasi.

Refer to Note 24 for the information of the transactions related parties.

21. BEBAN POKOK PENDAPATAN / *21. COST OF REVENUE*

	2024	2023	
Perbaikan dan pemeliharaan	1,264,366	734,159	*Repairs and maintenance*
Gaji dan tunjangan	571,621	530,807	*Salaries and allowances*
Penyusutan (Catatan 12 dan 13)	74,214	80,691	*Depreciation (Notes 12 and 13)*
Sewa	88,669	14,431	*Rental*
Bahan bakar dan minyak pelumas	16,948	11,437	*Fuel and lubricant*
Jumlah	**2,015,818**	**1,371,525**	***Total***

22. BEBAN UMUM DAN ADMINISTRASI / *22. GENERAL AND ADMINISTRATIVE EXPENSES*

	2024	2023	
Gaji dan tunjangan	66,374	51,372	*Salaries and allowances*
Imbalan pascakerja (Catatan 17)	12,757	11,488	*Post-employment benefits (Note 17)*
Penyusutan (Catatan 12 dan 13)	9,667	10,644	*Depreciation (Notes 12 and 13)*
Penyisihan/(pemulihan) atas KKE atas piutang	6,869	(4,436)	*Provision/(recovery) for ECL of receivables*
Beban pajak	3,304	8,756	*Tax expense*
Lain-lain	23,675	13,445	*Others*
Jumlah	**122,646**	**91,269**	***Total***

23. PERPAJAKAN / *23. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

	2024	2023	
Pajak Pertambahan Nilai ("PPN")	58,659	123,489	*Value-Added Tax ("VAT")*
Pajak Penghasilan Badan ("PPh Badan"):			*Corporate Income Tax ("CIT"):*
2022	-	9,432	*2022*
2016	16,095	16,095	*2016*
Jumlah	74,754	149,016	*Subtotal*
Dikurangi: bagian lancar	**(58,659)**	**(70,906)**	***Less: current portion***
Bagian tidak lancar	**16,095**	**78,110**	***Non-current portion***

b. Utang pajak / *b. Taxes payable*

	2024	2023	
PPh Badan:			*CIT:*
Pasal 29			*Article 29*
2023	3,345	9,996	*2023*
2024	4,626	-	*2024*
Pasal 25 *Article 25*	1,351	-	
Sub-jumlah	9,322	9,996	*Sub-total*
PPN	29,657	4,952	*VAT*
Pajak lainnya:			*Other taxes:*
Pasal 21	5,648	6,847	*Article 21*
Pasal 23	5,095	1,621	*Article 23*
Pasal 4(2)	667	723	*Article 4(2)*
Pasal 26	1	1	*Article 26*
Sub-jumlah	41,068	14,144	*Sub-total*
Jumlah	**50,390**	**24,140**	***Total***

c. Beban pajak penghasilan / *c. Income tax expense*

	2024	2023	
Pajak penghasilan kini	58,490	51,903	*Current income tax*
Pajak penghasilan tangguhan	(14,777)	(11,957)	*Deferred income tax*
Penyesuaian pajak tahun lalu	11,666	6,109	*Prior year tax adjustments*
Jumlah	**55,379**	**46,055**	***Total***

23. PERPAJAKAN (lanjutan) / ***23. TAXATION*** *(continued)*

c. Beban pajak penghasilan (lanjutan) / ***c. Income tax expense*** *(continued)*

Perhitungan beban pajak penghasilan kini adalah sebagai berikut: / *The calculation of current income tax expense is as follows:*

	2024	2023	
Laba sebelum pajak	136,252	137,152	*Profit before tax*
Koreksi fiskal:			***Fiscal correction:***
Penyusutan aset tetap	36,007	37,195	*Provision for Depreciation of fixed assets*
Sewa	27,450	(1,028)	*Lease*
Bonus	20,677	12,895	*Bonus*
Penyisihan imbalan pascakerja	8,635	9,803	*post-employment benefits*
Aset hak-guna	7,107	(106)	*Right-of-use assets*
Penyisihan KKE	6,869	(4,436)	*Provision for ECL*
Penyisihan/(pemulihan) penurunan nilai persediaan dan persediaan usang	(20)	21	*Provision/(recovery) for decline in value of inventories and inventory obsolescence*
Piutang sewa pembiayaan	(39,558)	-	*Finance lease receivables*
Penghasilan bunga yang telah dikenakan pajak final	(3,824)	(1,741)	*Finance income subject to final tax*
Beban yang tidak dapat dikurangkan secara pajak	66,270	46,166	*Non-deductible expenses*
	129,613	98,769	
Laba kena pajak	265,865	235,921	*Taxable income*
Beban pajak penghasilan kini dengan tarif 22%	58,490	51,903	*Current income tax expense at tax rate of 22%*
Dikurangi:			*Less:*
Pembayaran pajak penghasilan di muka:			*Payments of prepaid tax:*
Pasal 22	2,764	3,703	*Article 22*
Pasal 23	32,615	22,864	*Article 23*
Pasal 25	18,485	15,340	*Article 25*
Sub-jumlah	53,864	41,907	*Sub-total*
Jumlah kurang bayar pajak kini	**4,626**	**9,996**	***Total underpayment of current tax***

Rekonsiliasi antara beban pajak penghasilan dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak adalah sebagai berikut: / *The reconciliation between income tax expense and the theoretical tax amount on the Company's profit before tax is as follows:*

	2024	2023	
Laba sebelum pajak	136,252	137,152	*Profit before tax*
Beban pajak dengan tarif pajak yang berlaku 22%	29,975	30,173	*Tax expense at prevailing tax rate of 22%*
Penghasilan bunga yang telah dikenakan pajak final	(841)	(383)	*Finance income subject to final tax*
Beban yang tidak dapat dikurangkan secara pajak	14,579	10,156	*Non-deductible expenses*
Penyesuaian pajak tahun lalu	11,666	6,109	*Prior year tax adjustments*
Jumlah	**55,379**	**46,055**	***Total***

23. PERPAJAKAN (lanjutan) / ***23. TAXATION*** *(continued)*

d. Pajak tangguhan / ***d. Deferred tax***

Rincian aset pajak tangguhan Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Details of the Company's deferred tax assets as at 31 December 2024 and 2023 are as follows:

	31 Desember/*December* 2024				
	1 Januari/ *January* 2024	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dibebankan ke penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember/ *December* 2024	
Aset pajak tangguhan					***Deferred tax assets***
Bonus	6,917	4,549	-	11,466	*Bonus*
Aset tetap	2,371	7,921	-	10,292	*Fixed assets*
Liabilitas sewa	2,684	6,039	-	8,723	*Lease liabilities*
Liabilitas imbalan pasca kerja	9,012	1,899	(3,533)	7,378	*Post-employment benefits liabilities*
Cadangan atas KKE	2,601	1,511	-	4,112	*Allowance for ECL*
Penyisihan penurunan nilai dan persediaan usang	23	(4)	-	19	*Allowance for decline in inventories and obsolescence*
Aset hak-guna	(2,813)	1,564	-	(1,249)	*Right-of-use assets*
Piutang sewa pembiayaan	-	(8,702)	-	(8,702)	*Financial lease receivables*
Jumlah	**20,795**	**14,777**	**(3,533)**	**32,039**	***Total***

	31 Desember/*December* 2023				
	1 Januari/ *January* 2023	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dibebankan ke penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember/ *December* 2023	
Aset pajak tangguhan					***Deferred tax assets***
Liabilitas imbalan kerja	6,679	2,157	176	9,012	*Post-employment benefits liabilities*
Bonus	4,080	2,837	-	6,917	*Bonus*
Cadangan KKE	3,577	(976)	-	2,601	*Allowance for ECL*
Aset tetap	(5,812)	8,183	-	2,371	*Fixed assets*
Liabilitas sewa	2,910	(226)	-	2,684	*Lease liabilities*
Penyisihan penurunan nilai atas persediaan dan persediaan usang	18	5	-	23	*Allowance for decline in inventories and obsolescence*
Aset hak-guna	(2,790)	(23)	-	(2,813)	*Right-of-use assets*
Jumlah	**8,662**	**11,957**	**176**	**20,795**	***Total***

Manajemen percaya bahwa aset pajak tangguhan dapat direalisasikan dalam periode realisasi yang diharapkan. Analisis aset pajak tangguhan adalah sebagai berikut:

Management believes that the deferred tax assets could be realised within the expected realisation period. The analysis of deferred tax assets is as follows:

	2024	2023	
- Akan direalisasikan dalam waktu 12 bulan	10,224	4,106	*Will be realised with - 12 months*
- Akan direalisasikan setelah waktu 12 bulan	21,815	16,689	*Will be realised after - 12 months*
Jumlah	**32,039**	**20,795**	***Total***

e. Surat ketetapan pajak / ***e. Tax assessment letters***

Pada bulan Januari 2024, Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") atas PPh Badan untuk tahun pajak 2020 sebesar Rp11.152 beserta sanksi administrasi sebesar Rp4.710. Perusahaan telah melakukan pembayaran atas jumlah tersebut pada bulan April 2024 dan disajikan sebagai bagian dari beban pajak penghasilan.

In January 2024, the Company received an Underpayment Tax Assessment Letter ("SKPKB") for CIT for the fiscal year 2020 amounting to Rp11,152 and an administration sanction of Rp4,710. The Company had paid this amount in April 2024 and presented as part of income tax expense.

23. PERPAJAKAN (lanjutan)

e. Surat ketetapan pajak (lanjutan)

Pada bulan Agustus 2024, Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") atas PPh Badan untuk tahun pajak 2022 sebesar Rp4.845 beserta sanksi administrasi sebesar Rp1.685. Perusahaan telah melakukan pembayaran atas jumlah tersebut pada bulan September 2024.

Selama tahun 2024, Perusahaan juga menerima Surat Keputusan Pengembalian Kelebihan Pajak atas PPN untuk periode pajak 2022, Januari 2023 sampai Desember 2023, Januari 2024, Februari 2024, Mei 2024 sampai dengan Agustus 2024 sebesar Rp142.421 yang telah diterima oleh Perusahaan pada tahun 2024.

Pada bulan Januari 2025, Perusahaan menerima SKPLB atas PPN untuk masa pajak September 2024 sebesar Rp4.705. Sampai dengan tanggal penyelesaian laporan keuangan ini, Perusahaan belum menerima pengembalian tersebut. Sampai dengan tanggal penyelesaian laporan keuangan ini, Perusahaan sedang dalam proses audit oleh DJP atas PPN untuk periode pajak Oktober 2024 sampai Desember 2024.

Berdasarkan bukti pemindahbukuan yang dikeluarkan oleh Direktorat Jenderal Pajak pada tahun 2024, nilai PPh Badan dibayar dimuka untuk tahun pajak 2022 dipindahbukukan menjadi pembayaran pajak penghasilan di muka pasal 25 untuk masa pajak Agustus 2024 sampai dengan Desember 2024 sebesar Rp8.918. Selisih nilai sebesar Rp514 disajikan sebagai bagian dari beban pajak penghasilan.

Perusahaan menerima Surat Ketetapan Pajak No. 00012/206/16/051/2020 untuk tahun pajak 2016 yang menetapkan menetapkan kurang bayar PPh badan sebesar Rp13.042 beserta sanksi administrasi sebesar Rp5.697 (dengan jumlah Rp18.739). Perusahaan telah melakukan pembayaran atas jumlah tersebut pada bulan Maret 2021. Perusahaan menerima Rp1.732 atas ketetapan tersebut dan Perusahaan mengajukan surat keberatan atas nilai sisanya dan mencatat Rp16.095 sebagai pajak dibayar dimuka pada tanggal 31 Desember 2021. Pada tahun 2022, keberatan Perusahan ditolak dan Perusahaan telah mengajukan banding. Sampai dengan tanggal penyelesaian laporan keuangan ini, Perusahaan belum menerima hasil banding tersebut.

***23. TAXATION** (continued)*

***e. Tax assessment letters** (continued)*

In August 2024, the Company received an Underpayment Tax Assessment Letter ("SKPKB") for CIT for the fiscal year 2022 amounting to Rp4,845 and an administration sanction of Rp1,685. The Company had paid this amount in September 2024.

During 2024, the Company also received a Decision for Preliminary Tax Refund for VAT for fiscal periods of 2022, January 2023 until December 2023, January 2024, February 2024, May 2024 until August 2024 amounting to Rp142,421 which were received by the Company in 2024.

In January 2025, the Company received a SKPLB for VAT for fiscal period September 2024 amounting to Rp4,705. Up to the completion date of these financial statements, the Company has not received the refund. Up to the completion date of these financial statements, the Company is being audited by the DGT regarding VAT for the fiscal periods October 2024 until December 2024.

Based on the proof of transfer issued by the Directorate General of Taxes in 2024, the prepaid corporate income tax for the 2022 fiscal year was reclassified as prepaid income tax article 25 for the period from August 2024 to December 2024 amounting to Rp8,918. The difference of Rp514 was presented as part of the income tax expense.

The Company received Tax Assessment Letter No. 00012/206/16/051/2020 for the fiscal year 2016 which identified an underpayment of CIT of Rp13,042 and administration sanction of Rp5,697 (with a total amount of Rp18,739). The Company had paid this amount in March 2021. The Company accepted Rp1,732 of the assessment and the Company filed an objection letter for the remaining amount and recorded Rp16,095 as prepaid tax as at 31 December 2021. In 2022, the Company's objection was rejected, and the Company has filed an appeal. Up to the completion date of these financial statements, the Company has not received the appeal result.

23. PERPAJAKAN (lanjutan)

f. Administrasi

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, Perusahaan yang berdomisili di Indonesia menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. DJP Indonesia dapat menetapkan atau mengubah pajak dalam batas waktu lima tahun saat terutangnya pajak.

g. Aturan Model Pilar Dua Organisation for Economic Cooperation and Development ("OECD")

Peraturan Menteri Keuangan No. 136 Tahun 2024 (PMK-136) telah disahkan di Indonesia, yurisdiksi dimana Perusahaan didirikan, dan akan berlaku mulai 1 Januari 2025. PMK-136 belum efektif pada tanggal 31 Desember 2024.

Perusahaan sedang dalam proses menilai apakah mereka termasuk dalam cakupan model Pilar Dua dan apakah ada eksposur terhadap PMK-136 ketika peraturan tersebut mulai berlaku. Karena kompleksitas dalam menerapkan PMK-136 dan menghitung pendapatan GloBE, dampak kuantitatif dari PMK-136 yang disahkan belum dapat diperkirakan secara wajar.

***23. TAXATION** (continued)*

f. Administration

Under the taxation laws of Indonesia, the Company which is domiciled in Indonesia calculate and pay tax on the basis of self assessment. The DGT may assess or amend taxes within five years of the time the tax becomes due.

g. Organisation for Economic Cooperation and Development ("OECD") Pillar Two Model Rules

The Ministry of Finance Regulation No. 136 Year 2024 (PMK-136) was enacted in Indonesia, the jurisdiction in which the Company is incorporated, and will come into effect from 1 January 2025. The PMK-136 is not yet effective at 31 December 2024.

The Company is in the process of assessing whether they are within the scope of Pillar Two model and if there is any exposure to the PMK-136 for when it comes into effect. Due to the complexities in applying the PMK-136 and calculating GloBE income, the quantitative impact of the enacted PMK-136 is not yet reasonably estimable.

24. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI

Sifat hubungan dan transaksi dengan pihak berelasi

Berikut ini adalah daftar pihak berelasi yang memiliki transaksi dengan Perusahaan:

24. THE BALANCE AND TRANSACTIONS WITH RELATED PARTIES

Nature of relationship and transactions with related parties

Below is the list of related parties with which the Company has transactions:

Pihak-pihak berelasi/ ***Related parties***	**Sifat hubungan/** ***Nature of relationship***	**Sifat transaksi/** ***Nature of transactions***
Bank Mandiri	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas di bank dan kas yang dibatasi penggunaannya/ *Placement of cash in bank and restricted cash*
BNI	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas di bank, deposito berjangka/ kas yang dibatasi penggunaannya/ *Placement of cash in bank, time deposits and restricted cash*
PLN	Pemegang saham utama/ *The ultimate parent entity*	Transaksi pendapatan atas penjualan material dan suku cadang dan penjualan tenaga listrik/ *Revenue from sales of material and spare parts and sales of electricity.*
PIP	Pemegang saham Perusahaan/ *Shareholders of the Company*	Transaksi pendapatan jasa operasi dan pemeliharaan, penjualan material dan suku cadang, dan sewa pembangkit Listrik/ *Revenue from operation and maintenance services, sales of material and spare parts and lease of power plant*
YPK IP	Pemegang saham Perusahaan/ *Shareholders of the Company*	Penyertaan modal/ *Paid-in capital*
PT PLN Nusantara Power ("PNP")	Pihak berelasi lainnya/ *Other related party*	Transaksi pendapatan dari penjualan material dan suku cadang/ *Revenue from sales of material and spare parts*

24. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan) / *THE BALANCE AND TRANSACTIONS WITH RELATED PARTIES (continued)*

Sifat hubungan dan transaksi dengan pihak berelasi (lanjutan) / ***Nature of relationship and transactions with related parties** (continued)*

Pihak-pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat transaksi/ *Nature of transactions*
PT Indo Ridlatama Power ("IRP")	Pihak berelasi lainnya / *Other related party*	Transaksi pendapatan atas penjualan material dan suku cadang/ *Revenue from sales of material and spare parts*
PT PLN Indonesia Geothermal ("IGEO")	Pihak berelasi lainnya / *Other related party*	Transaksi pendapatan atas penjualan material dan suku cadang/ *Revenue from sales of material and spare parts*
PT GCL Indo Tenaga ("GCL")	Pihak berelasi lainnya/ *Other related party*	Transaksi pendapatan dari penjualan material dan suku cadang/ *Revenue from sales of material and spare parts*
PT Artha Daya Coalindo ("ADC")	Pihak berelasi lainnya/ *Other related party*	Piutang usaha/*Trade receivables*
MCB	Ventura bersama/ *Joint venture*	Pemberian pinjaman kepada ventura bersama/ *Loans to a joint venture*

Rincian saldo dan transaksi dengan pihak berelasi / ***Details of balances and transactions with related parties***

Rincian saldo dan transaksi dengan pihak berelasi adalah sebagai berikut: / *Details of balances and transactions with related parties are as follows:*

	2024	2023	
Kas dan setara kas (Catatan 5)			***Cash and cash equivalents** (Note 5)*
BNI	243,178	196,272	*BNI*
Bank Mandiri	99,877	20,397	*Bank Mandiri*
Jumlah	**343,055**	**216,669**	***Total***
Deposito berjangka (Catatan 6)			***Time deposits** (Note 6)*
BNI	**2,500**	**2,500**	*BNI*
Kas yang dibatasi penggunaannya (Catatan 7)			***Restricted cash** (Note 7)*
BNI	15,309	5,431	*BNI*
Bank Mandiri	7,107	19,552	*Bank Mandiri*
Jumlah	**22,416**	**24,983**	***Total***
Piutang usaha (Catatan 8)			***Trade receivables** (Note 8)*
PIP	491,209	305,606	*PIP*
PLN	51,374	18,032	*PLN*
IGEO	6,092	2,888	*IGEO*
ADC	-	516	*ADC*
PNP	-	361	*PNP*
GCL	-	238	*GCL*
Jumlah	**548,675**	**327,641**	***Total***
Piutang sewa pembiayaan (Catatan 9)			***Finance Lease receivables** (Note 9)*
PLN	39,558	-	*PLN*
Piutang dari ventura bersama (Catatan 11)			***Receivables from a joint venture** (Note 11)*
MCB	**24,406**	**22,826**	*MCB*

24. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

24. THE BALANCE AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

Rincian saldo dan transaksi dengan pihak berelasi (lanjutan)

Details of balances and transactions with related parties *(continued)*

	2024	2023	
Utang usaha (Catatan 15)			***Trade payables*** *(Note 15)*
PIP	**428**	**-**	*PIP*
Pendapatan usaha			***Revenue***
Jasa operasi dan pemeliharaan			*Operation and maintenance services*
PIP	1,536,092	1,011,984	*PIP*
PLN	32,404	-	*PLN*
IRP	349	-	*IRP*
MCB	26,214	-	*MCB*
Jumlah	**1,595,059**	**1,011,984**	**Total**
Penjualan material dan suku cadang			*Sales of material and spare parts*
PIP	186,288	134,172	*PIP*
PNP	10,144	13,858	*PNP*
PLN	9,870	8,234	*PLN*
IGEO	6,070	132	*IGEO*
IRP	1,831	-	*IRP*
GCL	52	-	*GCL*
Jumlah	**214,255**	**156,396**	***Total***
Penjualan tenaga listrik			*Sales of electricity*
PLN	158,942	155,776	*PLN*
PIP	40,992	25,046	*PIP*
Jumlah	**199,934**	**180,822**	***Total***
Sewa pembangkit listrik			***Leases of power plant***
PLN	**62,411**	**-**	*PLN*
Pendapatan bunga			***Interest income***
MCB	**1,580**	**3,000**	*MCB*

Kompensasi manajemen kunci

Jumlah kompensasi yang dibayarkan kepada Dewan Komisaris dan Direksi Perusahaan tahun 2024 dan 2023 adalah masing-masing sebesar Rp8.221 dan Rp9.837. Seluruh kompensasi kepada Dewan Komisaris dan Direksi Perusahaan tersebut merupakan imbalan kerja jangka pendek.

Key management compensation

Total remuneration paid to the Company's Boards of Commissioners and Directors in 2024 and 2023 amounting to Rp8,221 and Rp9,837, respectively. All the compensation to the Company's Boards of Commissioners and Directors represents short-term employee benefits.

25. PERJANJIAN DAN KOMITMEN PENTING

25. SIGNIFICANT AGREEMENTS AND COMMITMENTS

Perusahaan memiliki beberapa kontrak pendapatan dengan pelanggan yang material diantaranya adalah sebagai berikut:

The Company has several material revenue contracts with customers, including the following:

a. PT PLN (Persero) Wilayah Nusa Tenggara Barat

Pada tanggal 22 Desember 2021, Perusahaan dan PLN menandatangani amandemen perjanjian atas kapasitas pengadaan dan pengoperasian sewa mesin genset MFO menjadi 20 MW di Pringgabaya Lombok Timur dan Jeranjang melalui perjanjian No. 009.Amd/BBC1-CDB/XII/2021.

a. PT PLN (Persero) Region Nusa Tenggara Barat

On 22 December 2021, the Company and PLN signed an amendment agreement on the procurement and operation of the MFO generator engine rental with a capacity set to 20 MW in Pringgabaya, East Lombok and Jeranjang by agreement No.009.Amd/BBC1-CDB/XII/2021.

25. PERJANJIAN DAN KOMITMEN PENTING (lanjutan)

a. PT PLN (Persero) Wilayah Nusa Tenggara Barat (lanjutan)

Perjanjian ini telah diamandemen beberapa kali, dengan amandemen terakhir tanggal 13 Desember 2024, tekait dengan perpanjangan jangka waktu perjanjian menjadi 31 Desember 2025.

Pada tanggal 28 Juni 2024, Perusahaan mengadakan Perjanjian No. 006.Pj/BBC1-IPS/VI/2024 dengan PIP tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Sumbawa dan Bima. Perjanjian ini berlaku sampai dengan 28 Juni 2026. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

b. Ministry of Electricity and Water State of Kuwait

Pada tahun 2021, Perusahaan mengadakan Perjanjian No. MEW/MW/5620-2020/2021 tanggal 15 April 2021 dengan Ministry of Electricity and Water State of Kuwait tentang Pengadaan Jasa Penunjang Operasi dan Pemeliharaan untuk jaringan pembangkit listrik di negara Kuwait. Perjanjian ini telah diamandemen untuk memperpanjang jangka waktu perjanjian ini berlaku sampai dengan tanggal 16 Mei 2025. Sampai dengan tanggal penyelesaian laporan keuangan, perjanjian ini masih dalam proses perpanjangan.

c. PIP

Pada tanggal 10 Agustus 2018, Perusahaan mengadakan perjanjian No. 330.PJ/061 /IP/2018 dengan PIP tentang penyediaan tenaga listrik kapasitas neto 10 MW di Nusa Penida, Bali. Perjanjian ini telah diamandemen beberapa kali dengan terakhir amandemen untuk memperpanjang jangka waktu perjanjian ini berlaku sampai dengan tanggal 28 Februari 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran penyediaan listrik sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

25. SIGNIFICANT AGREEMENTS AND COMMITMENTS *(continued)*

a. PT PLN (Persero) Region Nusa Tenggara Barat (continued)

This agreement has been amended several times, with the latest amendment on 13 December 2024, extending the agreement period until 31 December 2025.

On 28 June 2024, the Company entered into Agreement No. 006.Pj/BBC1-IPS/VI/2024 with PIP regarding Procurement genset lease 15MW for power plant in region Sumbawa and Bima. The term of the agreement is valid until 28 June 2026. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

b. Ministry of Electricity and Water State of Kuwait

In 2021, the Company entered into Agreement No. MEW/MW/5620-2020/2021 dated 15 April 2021 with the Ministry of Electricity and Water State of Kuwait regarding Procurement of Operation and Maintenance Support services for the electrical power distribution grids in Kuwait. This agreement has been amendment to extend the maturity date of the agreement is 16 May 2025. As at the completion date of the financial statements, this agreement is still in the process of being extended.

c. PIP

On 10 August 2018, the Company entered into agreement No. 330.PJ/061/IP/2018 with PIP regarding providing electricity with a net capacity of 10 MW in Nusa Penida, Bali. This agreement has been amendment several times, with the latest amendment to extend the maturity date of the agreement is 28 February 2028. Under the agreement, the Company will receive payments for the rental of a generator engine for an amount according to the determined formula.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL

a. Kategori dan klasifikasi instrumen keuangan

Pada tanggal 31 Desember 2024, Perusahaan mengklasifikasikan kas dan setara kas, deposito berjangka, kas yang dibatasi penggunaannya, piutang usaha, piutang lain-lain, piutang dari ventura bersama, uang jaminan dan piutang sewa pembiayaan sebesar Rp1.125.370 (2023: Rp701.229) sebagai aset keuangan diukur pada biaya perolehan diamortisasi.

Pada tanggal 31 Desember 2024, Perusahaan mengklasifikasikan utang usaha, utang lain-lain, biaya yang masih harus dibayar dan liabilitas sewa sebesar Rp342.505 (2023: Rp121.706) sebagai liabilitas keuangan diukur pada biaya perolehan diamortisasi.

b. Tujuan dan kebijakan manajemen risiko keuangan

Tujuan dan kebijakan manajemen risiko keuangan Perusahaan adalah untuk memastikan bahwa sumber daya keuangan yang memadai tersedia untuk operasi dan pengembangan bisnis, serta untuk mengelola risiko keuangan, antara lain risiko pasar (termasuk risiko nilai tukar mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Perusahaan beroperasi dengan pedoman yang telah ditentukan oleh Dewan Direksi.

Perusahaan menggunakan berbagai metode untuk mengukur risiko yang dihadapinya, metode ini mencakup analisis sensitivitas dalam hal suku bunga dan analisis umur piutang untuk risiko kredit.

i. Risiko pasar

a. Risiko tingkat suku bunga

Pada tanggal 31 Desember 2024, aset keuangan dan liabilitas keuangan Perusahaan yang dipengaruhi oleh suku bunga mengambang adalah kas di bank, deposito berjangka, kas yang dibatasi penggunaannya. Risiko pengaruh suku bunga mengambang tidak signifikan.

Perusahaan menganalisis eksposur suku bunga secara dinamis. Berbagai skenario didorong dengan mempertimbangkan pembiayaan kembali, pembaruan dan alternatif pembiayaan.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT

a. Categories and classes of financial instruments

As at 31 December 2024, the Company classified its cash and cash equivalents, time deposits, restricted cash, trade receivables, other receivables, security deposits and receivables from a joint venture and finance lease receivables amounting to Rp1,125,370 (2023: Rp701,229) as financial assets at amortised cost.

As at 31 December 2024, the Company classified its trade payables, other payables, accrued expenses and lease liabilities amounting to Rp342,505 (2023: Rp121,706) as financial liabilities measured at amortised cost.

b. Financial risk management objectives and policies

The Company's overall financial risk management and policies aim to ensure that adequate financial resources are available for the operation and development of its business, while managing its exposure to financial risk, which is market risk (including foreign exchange risk and interest rate risk) credit risk and liquidity risk. The Company operates within defined policies that are approved by the Board of Directors.

The Company uses various methods to measure the risks it faces. These methods include sensitivity analysis in terms of interest rates and ageing of receivables analysis for credit risk.

i. Market risk

a. Interest rate risk

As at 31 December 2024, the Company's financial assets and financial liabilities affected by floating interest rates consist of cash in banks, time deposits, and restricted cash. The risk arising from floating interest rates is not significant.

The Company analyses interest rate exposure dynamically. Various scenarios are considered by taking into account refinancing, renewals, and alternative financing options.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

i. Risiko pasar (lanjutan)

b. Risiko nilai tukar mata uang asing

Pembiayaan dan sebagian besar pengeluaran operasional dalam mata uang Rupiah, yang secara tidak langsung merupakan lindung nilai alami atas eksposur fluktuasi nilai tukar mata uang asing. Dengan demikian, manajemen berkeyakinan bahwa Perusahaan tidak memiliki eksposur yang signifikan terhadap fluktuasi nilai tukar mata uang asing.

ii. Risiko kredit

Risiko kredit timbul dari risiko kegagalan pihak ketiga untuk memenuhi kewajiban kontraktual yang dapat mengakibatkan kerugian keuangan kepada Perusahaan. Eksposur risiko kredit Perusahaan timbul terutama atas piutang usaha dari pelanggan. Untuk aset keuangan lainnya seperti kas di bank, deposito berjangka, kas yang dibatasi penggunaannya, Perusahaan mengelola rekening pada beberapa bank dengan reputasi baik dengan tujuan meminimalkan risiko kredit dan untuk menghindari konsentrasi kas yang signifikan dengan satu institusi. Perusahaan menempatkan dana di bank yang kredibel (Catatan 5, 6 dan 7).

Perusahaan mengelola eksposur risiko kredit dari kas di bank, deposito berjangka, kas yang dibatasi penggunaannya dengan memantau reputasi dan peringkat kredit masing-masing pihak.

Jumlah tercatat aset keuangan pada laporan keuangan setelah dikurangi dengan penyisihan untuk KKE mencerminkan eksposur Perusahaan terhadap risiko kredit. Pada tanggal 31 Desember 2024, total maksimum eksposur dari risiko kredit adalah Rp1.125.370 (2023: Rp701.229) yang terutama berasal dari kas di bank, deposito berjangka, kas yang dibatasi penggunaannya, piutang usaha, piutang lain-lain, piutang dari ventura bersama, uang jaminan dan piutang sewa pembiayaan.

Tujuan Perusahaan adalah untuk mencapai pertumbuhan pendapatan yang berkelanjutan dengan meminimalkan kerugian yang dapat terjadi karena meningkatnya eksposur risiko kredit.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

i. Market risk *(continued)*

b. Foreign exchange risk

Financing and the majority of operational expenditures are denominated in Rupiah, which indirectly serves as a natural hedge against foreign exchange rate fluctuation exposure. Therefore, management believes that the Company does not have significant exposure to foreign currency exchange rate fluctuations.

ii. Credit risk

Credit risk arises from the risk of third parties failing to fulfill their contractual obligations, which could result in financial losses to the Company. The Company's exposure to credit risk primarily arises from trade receivables from customers. For other financial assets such as cash in banks, time deposits, and restricted cash, the Company manages accounts with several reputable banks to minimize credit risk and avoid significant cash concentration with a single institution. The Company places funds in credible banks (Notes 5, 6, and 7).

The Company manages credit risk exposure from cash in banks, time deposits, and restricted cash by monitoring the reputation and credit ratings of each counterparty.

The carrying amount of financial assets in the financial statements, net of allowance for ECL, reflects the Company's exposure to credit risk. As at 31 December 2024, the total maximum exposure to credit risk was Rp1,125,370 (2023: Rp701,229), primarily arising from cash in banks, time deposits, restricted cash, trade receivables, other receivables, receivables from joint ventures, security deposits and finance lease receivables.

The Company's objective is to achieve sustainable revenue growth by minimising potential losses arising from increased exposure to credit risk.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

ii. Risiko kredit (lanjutan)

Pelanggan utama Perusahaan adalah PLN dan PIP. Untuk tahun-tahun yang berakhir 31 Desember 2024 dan 2023, PLN dan PIP memberikan kontribusi 88% (2023: 84%) dari jumlah penjualan bersih. Manajemen berkeyakinan bahwa risiko kredit terbatas karena risiko kegagalan kredit PLN dan PIP rendah dimana Perusahaan telah secara legal terikat dalam perjanjian dengan PLN dan PIP untuk penjualan listrik dan pelaksanaan jasa lainnya.

Aset keuangan tertentu dinilai secara individu untuk penurunan nilai dan jika ditemukan terjadi penurunan nilai, rugi penurunan nilai harus diterapkan secara individu.

Kualitas kredit aset keuangan Perusahaan dinilai dan dikelola berdasarkan peringkat internal. Kualitas kredit dimonitor dengan menggunakan Sistem Peringkat Perusahaan. Sistem peringkat dinilai dan diperbarui secara berkala untuk menjaga akurasi dan konsistensi peringkat risiko. Kualitas kredit dan Sistem Peringkat dinilai sebagai berikut:

- Tingkat tinggi

  Aset keuangan tingkat tinggi meliputi kas dan setara kas kepada pihak ketiga atau bank yang memiliki kualitas kredit yang baik. Oleh sebab itu, risiko kredit adalah minimal. Untuk piutang usaha, pelanggan maupun pihak berelasi dapat diberi peringkat tingkat tinggi jika tidak memiliki kesulitan keuangan, tidak terjadi pelanggaran kontrak, tidak ada pemberian keringanan dan memiliki kelangsungan usaha.

- Tingkat rendah

  Aset keuangan peringkat rendah termasuk piutang usaha yang tidak diklasifikasikan sebagai tingkat tinggi. Untuk piutang usaha, pelanggan dapat diberi peringkat rendah jika pelanggan memiliki kesulitan keuangan, melakukan pelanggaran kontrak, menerima pemberian keringanan, dan tidak memiliki kelangsungan usaha.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

ii. Credit risk *(continued)*

The Company's customers are PLN and PIP. For the years ended 31 December 2024 and 2023, the sales from PLN and PIP make up 88% (2023: 84%) of the total net revenues. Management believes that the credit risk is limited because the credit default of PLN and PIP is low because the Company has a legally binding agreement with PLN and PIP for electricity sales transactions and other services.

Certain financial assets are individually assessed for impairment and, if found to be impaired, the impairment loss should be applied individually.

The credit quality of the Company's financial assets is assessed and managed using internal ratings. The credit quality is monitored using the Company's rating system. The rating system is assessed and updated regularly to maintain accurate and consistent risk rating. The credit quality and the rating system are as follows:

- *High grade*

  High-grade financial assets include cash and cash equivalents held with third parties or banks with good credit quality. Therefore, the credit risk is minimal. For trade receivables, customers or related parties may be classified as high-grade if they do not have financial difficulties, have not breached contracts, have not been granted concessions, and be able to continue as a going concern.

- *Low grade*

  Low grade financial assets include trade receivables that are not classified as high grade. For trade receivables, a customer is given a low-grade rating if it is deemed to have financial difficulty, there is a breach of contract, there are waivers, and it will not be able to continue as a going concern.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

ii. Risiko kredit (lanjutan)

Pada tanggal 31 Desember 2024 dan 2023, kualitas kredit semua aset keuangan Perusahaan berada dalam klasifikasi tingkat tinggi.

Nilai tercatat aset keuangan pada laporan keuangan setelah dikurangi dengan penyisihan atas kerugian kredit ekspektasian mencerminkan eksposur Perusahaan terhadap risiko kredit.

iii. Risiko likuiditas

Risiko likuiditas didefinisikan sebagai risiko bahwa Perusahaan akan menghadapi kesulitan dalam memenuhi kewajiban terkait dengan liabilitas keuangan yang diselesaikan dengan pembayaran kas atau aset keuangan lainnya. Tanggung jawab utama manajemen risiko likuiditas terletak pada Dewan Direksi, yang telah membangun kerangka manajemen risiko likuiditas yang sesuai untuk persyaratan manajemen likuiditas dan pendanaan jangka pendek, menengah dan jangka panjang Perusahaan.

Selanjutnya, Perusahaan juga memelihara kecukupan dana dengan cara untuk mempertahankan kecukupan jumlah kas dan setara kas yang mudah dikonversi menjadi uang tunai ketika mengalami gangguan yang tak terduga dari penagihan kas.

Tabel dibawah ini menganalisa liabilitas keuangan Perusahaan pada tanggal pelaporan berdasarkan kelompok jatuh temponya dari sisa periode hingga tanggal jatuh tempo kontraktual. Jumlah yang diungkapkan dalam tabel ini adalah nilai arus kas kontraktual yang tidak terdiskonto termasuk estimasi pembayaran bunga:

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

ii. Credit risk *(continued)*

As at 31 December 2024 and 2023, all the Company's financial assets are classified as high grade.

The carrying amount of financial assets recorded in the financial statements after deducting the allowance for ECL represents the Company's exposure to credit risk.

iii. Liquidity risk

Liquidity risk is defined as the risk that the Company will encounter difficulty in meeting its obligations associated with financial liabilities that are settled by delivering cash or other financial assets. The ultimate responsibility for liquidity risk management is in the Board of Directors, which has built an appropriate liquidity risk management framework for the management of the Company's short, medium and long-term funding and liquidity management requirements.

Furthermore, the Company maintains sufficient funds by maintaining adequate amounts of cash and cash equivalents that can be easily converted into cash when experiencing unexpected disruptions from cash collection.

The table below analyses the Company's financial liabilities at the reporting date into relevant maturity Companying based on the remaining period to the contractual maturity date. The amounts disclosed in this table represents contractual undiscounted cash flows including estimated interest payments:

	2024				
	Dalam satu tahun/ *Within one year*	**Lebih dari satu tahun tetapi tidak lebih dari tiga tahun/ *Over one year but not longer than three years***	**Lebih dari tiga tahun tetapi tidak lebih dari lima tahun/ *Over three years but not longer than five years***	**Jumlah/ *Total***	
Utang usaha	74,910	-	-	74,910	*Trade payables*
Utang lain-lain	3,990	-	-	3,990	*Other payables*
Biaya yang masih harus dibayar	223,953	-	-	223,953	*Accrued expenses*
Liabilitas sewa	6,052	35,712	-	41,764	*Lease liabilities*
Jumlah	**308,905**	**35,712**	**-**	**344,617**	***Total***

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

b. Financial risk management objectives and policies *(continued)*

iii. Risiko likuiditas (lanjutan)

iii. Liquidity risk *(continued)*

	2023				
	Dalam satu tahun/ *Within one year*	**Lebih dari satu tahun tetapi tidak lebih dari tiga tahun/ *Over one year but not longer than three years***	**Lebih dari tiga tahun tetapi tidak lebih dari lima tahun/ *Over three years but not longer than five years***	**Jumlah/ *Total***	
Utang usaha	42,577	-	-	42,577	*Trade payables*
Utang lain-lain	1,976	-	-	1,976	*Other payables*
Biaya yang masih harus dibayar	64,951	-	-	64,951	*Accrued expenses*
Liabilitas sewa	7,584	5,429	-	13,013	*Lease liabilities*
Jumlah	**117,088**	**5,429**	**-**	**122,517**	***Total***

c. Manajemen risiko modal

Perusahaan mengelola risiko modal untuk memastikan bahwa mereka akan mampu untuk melanjutkan kelangsungan usaha dan untuk memastikan pemenuhan batasan rasio kecukupan modal. Struktur modal Perusahaan terdiri dari ekuitas pemegang saham, yang terdiri dari modal saham, tambahan modal disetor dan saldo laba.

Direksi Perusahaan secara berkala melakukan tinjauan struktur permodalan Perusahaan. Sebagai bagian dari tinjauan ini, Direksi mempertimbangkan biaya permodalan dan risiko yang berhubungan.

Perusahaan berusaha untuk meminimalkan biaya modal sehingga dapat memaksimalkan nilai Perusahaan. Oleh karena itu, kebijakan Perusahaan dalam mencari pendanaan akan selalu memperhitungkan risiko keuangan yang mungkin timbul di masa depan.

c. Capital risk management

The Company manages capital risk to ensure that it will be able to continue as a going concern and to ensure compliance with the covenants of the capital adequacy ratio. The Company's capital structure consists of equity shareholders that comprise capital share, additional paid-in capital and retained earnings.

The Board of Directors of the Company periodically reviews the Company's capital structure. As part of this review, the Board of Directors considers the cost of capital and related risks.

The Company seeks to minimise the cost of capital, in order to maximise the Company's value. Therefore, the Company's policy in seeking funding will always take into account the financial risks that may arise in the future.

d. Estimasi nilai wajar

Manajemen berpendapat bahwa nilai buku dari aset dan liabilitas keuangannya diperkirakan sama dengan nilai wajar dari aset dan liabilitas keuangan tersebut pada tanggal 31 Desember 2024 dan 2023.

d. Estimated fair value

Management is of the opinion that the carrying value of its financial assets and financial liabilities approximates the fair value of the financial assets and liabilities as at 31 December 2024 and 2023.

27. INFORMASI ARUS KAS / *27. CASH FLOW INFORMATION*

a. Transaksi non-kas / *a. Non-cash transactions*

Tabel dibawah ini menunjukan transaksi non-kas Perusahaan selama tahun berjalan sebagai berikut:

The table below shows the Company's non-cash transactions during the year as follows:

	2024	2023	
Penambahan piutang sewa pembiayaan melalui aset hak-guna	44,341	-	*Additions of finance lease receivables through right-of-use assets*
Perolehan aset hak-guna melalui liabilitas sewa	-	7,807	*Additions of right-of-use assets through lease liabilities*

b. Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan / *b. Reconciliation of liabilities arising from financing activities*

Tabel dibawah ini menunjukan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 sebagai berikut:

The table below sets out the reconciliation of the liabilities arising from financing activities for the years ended 31 December 2024 and 2023, as follows:

		Perubahan transaksi non kas/ *Non-cash changes*			
	Saldo awal/ *Beginning balance*	Arus kas/ *Cash flows*	Sewa baru/ *New leases*	Perubahan lainnya/ *Other changes*	Jumlah/ *Total*
2024					
Liabilitas sewa	**12,202**	**(17,257)**	**44,341**	**366**	**39,652**

		Perubahan transaksi non kas/ *Non-cash changes*			
	Saldo awal/ *Beginning balance*	Arus kas/ *Cash flows*	Sewa baru/ *New leases*	Perubahan lainnya/ *Other changes*	Jumlah/ *Total*
2023					
Liabilitas sewa	**13,230**	**(8,290)**	**7,807**	**(545)**	**12,202**

28. PERISTIWA SETELAH PERIODE PELAPORAN / *28. EVENT AFTER REPORTING PERIOD*

Berdasarkan Akta Notaris No. 01, tanggal 2 Mei 2025 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta, pemegang saham menyetujui perubahan susunan Dewan Komisaris dan Direksi menjadi sebagai berikut:

Based on Notarial Deed No. 01, dated 2 May 2025 of Shahreza Annaz S.H., M.Kn., a Notary in Jakarta, the shareholders agreed to change the composition of the Boards or Commissioners and Directors, which became as follows:

Komisaris Utama	Khusnul Mubien	*President Commissioner*
Komisaris	Julita Indah	*Commissioner*
Komisaris	Masykuri Abdillah	*Commissioner*
Komisaris Independen	Fredy Eko Prasetyo T.	*Independent Commissioner*
Direktur Utama	Hari Cahyono	*President Director*
Direktur Sumber Daya Manusia	Imam Adi Prihantoro	*Director of Human Resources*
Plt. Direktur Bisnis	Lasiran	*Acting Director of Business*
Plt. Direktur Operasi	Amir Murtono	*Acting Director of Operation*
Plt. Direktur Keuangan	Metty Kronika Indirawati	*Acting Director of Finance*

29. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN ATAS LAPORAN KEUANGAN

Penyusunan laporan keuangan merupakan tanggung jawab manajemen, dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 25 Juni 2025.

29. MANAGEMENT'S RESPONSIBILITY AND APPROVAL OF FINANCIAL STATEMENTS

The preparation of the financial statements was the responsibilities of the management and were approved by the Directors and authorised for issue on 25 June 2025.

2024
Laporan Tahunan
Annual Report

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