2025 Laporan Tahunan
Annual Report

PLN
Indonesia Power
Services

Enhancing **Core Competencies** for **Sustaining Business** Continuity and Accelerating **Green Energy Transition**

Meningkatkan Kompetensi Inti untuk Menjaga Keberlangsungan Bisnis dan Mempercepat Transisi Energi Hijau



PT PLN Indonesia Power Services

Penjelasan Tema
Theme Explanation



Tahun 2025 menjadi titik penting bagi PLN IP Services dalam merumuskan kembali arah pertumbuhan di tengah sektor energi yang bergerak semakin cepat. Keandalan layanan, efisiensi, kecepatan eksekusi, dan kemampuan beradaptasi tidak lagi menjadi pilihan, melainkan kebutuhan dasar agar Perusahaan tetap relevan dalam ekosistem ketenagalistrikan nasional. Dalam situasi tersebut, penguatan kompetensi inti menjadi jawaban strategis untuk menjaga kesinambungan bisnis sekaligus memperkokoh peran Perusahaan sebagai mitra layanan energi yang andal.

Penguatan tersebut tidak berhenti pada pemeliharaan kemampuan yang telah dimiliki, tetapi bergerak menuju perluasan kapabilitas yang lebih terintegrasi. PLN IP Services memperkuat Operation & Maintenance (O&M), Maintenance, Repair & Overhaul (MRO), pengelolaan proyek, kesiapsiagaan pembangkit, pengembangan sumber daya manusia, serta digitalisasi proses kerja. Setiap

The year 2025 became an important point for PLN IP Services to redefine its growth direction amid an energy sector that continues to move at a faster pace. Service reliability, efficiency, execution speed, and adaptability are no longer optional advantages, but essential requirements for the Company to remain relevant within the national electricity ecosystem. In this context, strengthening core competencies serves as a strategic response to sustain business continuity while reinforcing the Company's role as a reliable energy service partner.

This strengthening goes beyond maintaining existing capabilities; it represents a movement toward broader and more integrated service capacity. PLN IP Services continues to enhance Operation & Maintenance (O&M), Maintenance, Repair & Overhaul (MRO), project management, power plant readiness, human capital development, and work process digitalization. Each initiative is



langkah diarahkan agar Perusahaan mampu menjawab kebutuhan pelanggan, mendukung transformasi PLN Group, dan membangun kesiapan menghadapi peluang pertumbuhan baru di tengah perubahan teknologi dan pola kebutuhan energi.

Melalui fondasi kompetensi yang semakin matang, PLN IP Services menempatkan keberlanjutan bisnis dan transisi energi hijau sebagai satu arah pertumbuhan yang saling memperkuat. Perusahaan memahami bahwa menjaga layanan hari ini harus berjalan seiring dengan kesiapan memasuki model bisnis energi masa depan. Melalui tema "**Meningkatkan Kompetensi Inti untuk Menjamin Keberlangsungan Bisnis dan Mempercepat Transisi ke Energi Hijau**," PLN IP Services menegaskan komitmennya untuk menjaga keandalan, memperkuat daya saing, dan mendukung solusi energi yang lebih hijau, terintegrasi, dan berkelanjutan.

directed toward enabling the Company to respond to customer needs, support the transformation agenda of PLN Group, and prepare for new growth opportunities amid technological advancement and changing energy demand.

With a stronger competency foundation, PLN IP Services positions business continuity and the green energy transition as two mutually reinforcing directions of growth. The Company recognizes that maintaining reliable services today must go hand in hand with readiness to enter future energy business models. Through the theme "**Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition**," PLN IP Services reaffirms its commitment to maintaining reliability, strengthening competitiveness, and supporting greener, more integrated, and sustainable energy solutions.

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 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.

This Annual Report published in accordance with Law Number 40 of 2007 on Limited Liability Companies and Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023, dated March 3, 2023, concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

Laporan Tahunan ini memuat kata "PLN IP Services", "Perusahaan", "Perseroan", "PT PLN Indonesia Power Services", "PLN IP Services" dan "PT PLN Indonesia Power Services" yang didefinisikan sebagai PT PLN Indonesia Power Services, 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", "PT PLN Indonesia Power Services", "PLN IP Services" and "PT PLN Indonesia Power Services"which defined as PT PLN Indonesia Power Services, 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.

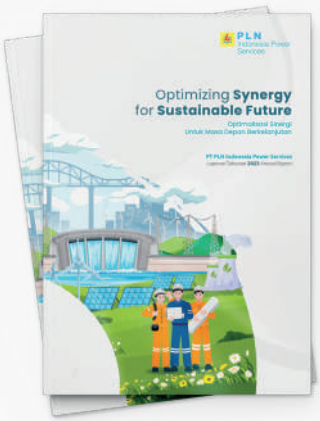
Kesinambungan Tema
Theme Continuity

2024 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



Menghadapi dinamika industri energi yang semakin kompetitif, PLN IP Services memperkuat daya saing melalui transformasi identitas dan perluasan bisnis menjadi penyedia solusi energi terintegrasi. Didukung organisasi yang adaptif, SDM unggul, dan tata kelola yang agile, Perusahaan terus mendorong inovasi, ekspansi pasar, dan pertumbuhan berkelanjutan. Melalui tema “Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future,” PLN IP Services menegaskan komitmennya sebagai perusahaan solusi energi yang siap bersaing di pasar global.

In response to the increasingly complex and competitive energy landscape, PLN IP Services has strengthened its competitiveness through corporate rebranding and the expansion of its core business into integrated energy solutions. Supported by an adaptive organization, highly competent human capital, and agile governance, the Company continues to drive innovation, market expansion, and sustainable growth. Through the theme, “Rebranding, Expanding Core and Growing Rapidly to Build a Sustainable Future,” PLN IP Services reaffirms its commitment to becoming a dynamic and adaptive energy solutions provider capable of competing in the global market.



2023 Optimizing Synergy for Sustainable Future
Optimalisasi Sinergi untuk Masa Depan Berkelanjutan

PLN IP Services memperkuat pertumbuhan berkelanjutan melalui inovasi digital yang meningkatkan efektivitas operasional, sinergi bisnis, serta brand awareness. Pemanfaatan teknologi digital dan analisis data mendukung penciptaan nilai bagi Perusahaan, masyarakat, dan lingkungan, termasuk melalui perluasan akses layanan, penciptaan lapangan kerja, dan pengurangan emisi karbon. Komitmen ini sejalan dengan upaya Perusahaan dalam mewujudkan pembangunan yang berkelanjutan.

PLN IP Services strengthens sustainable growth through digital innovation that enhances operational effectiveness, business synergies, and brand awareness. The adoption of digital technologies and data analytics supports value creation for the Company, society, and the environment, including through expanded service accessibility, job creation, and carbon emission reduction. This commitment reflects the Company’s ongoing efforts to contribute to sustainable development.



2022 Strengthening Performance Through Digitalization
Memperkuat Kinerja Melalui Digitalisasi

Sebagai bagian dari PLN Group, Cogindo memiliki fleksibilitas untuk bergerak lebih adaptif dan kompetitif dalam mengembangkan bisnis. Dengan memanfaatkan peluang dan menjawab tantangan yang ada, Perusahaan terus memperkuat kapabilitas guna menghadapi perubahan ekonomi dan perkembangan teknologi yang berlangsung semakin cepat. Melalui strategi transformasi yang terarah, Cogindo berupaya menjaga daya saing dan keberlanjutan di era digital.

As part of the PLN Group, Cogindo has the flexibility to operate more adaptively and competitively in advancing its business. By capitalizing on opportunities and addressing emerging challenges, the Company continues to strengthen its capabilities to navigate rapid economic and technological changes. Through a focused transformation strategy, Cogindo strives to maintain its competitiveness and ensure sustainable growth in the digital era.

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Pencapaian Penting 2025
2025 Key Achievements

Laba Tahun Berjalan
Profit for the Year

▲ 79,18%

Rp **144,91** miliar billion

Pendapatan Usaha
Revenues

▲ 4,13%

Rp **2,40** triliun trillion

Survei Pengalaman Karyawan
Employee Experience Survey

82% Sangat Terlibat
Highly Engaged

Jumlah Unit yang Dikelola
Number of Units Managed

63 unit
unit

Kecelakaan Kerja 2025
Work Accident 2025

Zero Accident

Pencapaian Indikator Kinerja Utama
Key Performance Indicator

103,38

meningkat dari tahun sebelumnya
Increased compared to the previous year

Equivalent Availability Factor (EAF)

94,01%

▲ 16,46%

Equivalent Forced Outage Rate (EFOR)

0,57%

▲ 168,31%

Schedule Outage Factor (SOF)

5,59%

▲ 156,31%

Produktivitas Pegawai
Employee Productivity

Rp **496,47**
juta I million

2024 : Rp593,05 juta I million

Service Level Agreement (SLA)

99,94%

▼ 0,05%

Customer Satisfaction Index (CSI)

86,20%

▲ 0,76%


Energi Baru
untuk Indonesia Maju



Ikhtisar Utama
Main Highlights



01

2025
Laporan Tahunan
Annual Report

Ikhtisar Data Keuangan Penting
Important Financial Highlights

Aset
Assets

Uraian Description	2025	2024	2023
Aset Lancar **Current Assets**			
Kas dan Setara Kas Cash and Cash Equivalents	335.642	361.891	227.025
Deposito Berjangka Time Deposits	10.000	2.500	2.500
Kas yang Dibatasi Penggunaannya - bagian lancar Restricted cash - current portion	9.662	22.378	22.900
Piutang Usaha Accounts Receivable	753.662	652.510	408.483
Piutang sewa pembiayaan - bagian lancar Finance lease receivables - current portion	168.960	25.396	-
Piutang Lain-lain Other receivables	1.621	6.121	4.581
Persediaan Inventories	11.333	8.460	15.649
Pajak Dibayar Dimuka – bagian lancar Prepaid Taxes - current portion	125.781	58.659	70.906
Biaya Dibayar Dimuka dan Uang Muka – bagian lancar Prepaid Expenses and Advances - current portion	6.228	14.215	9.475
Aset Lancar Lainnya Other Current Assets	85	222	6.711
Jumlah Aset Lancar **Total Current Assets**	**1.422.974**	**1.152.352**	**768.230**
Aset Tidak Lancar **Non-Current Assets**			
Kas yang Dibatasi Penggunaannya - bagian tidak lancar Restricted Cash - non current portion	-	38	2.083
Piutang dari Ventura Bersama Receivable from Joint Ventures	25.982	24.406	22.826
Piutang sewa pembiayaan - bagian tidak lancar Finance lease receivables - non-current portion	180.828	14.162	-
Pajak Dibayar di Muka - bagian tidak lancar Prepaid Tax - non-current portion	9.657	16.095	78.110
Aset Tetap Fixed Assets	130.377	153.789	188.370
Aset Hak-Guna Right of Use Assets	1.444	5.677	12.784
Investasi pada Ventura Bersama Investment in Joint Venture	19.243	12.990	11.057
Aset Pajak Tangguhan Deferred Tax Assets	44.381	32.039	20.795
Aset tidak lancar lainnya Other Non-Current Assets	17.375	17.254	13.096
Jumlah Aset Tidak Lancar **Total Non-Current Assets**	**429.287**	**276.450**	**349.121**
Total Aset **Total Assets**	**1.852.261**	**1.428.802**	**1.117.351**

Dalam juta Rupiah I In Rupiah million

Liabilitas dan Ekuitas
Liabilities and Equity

Uraian Description	2025	2024	2023
Liabilitas Jangka Pendek **Current Liabilities**			
Utang Usaha Trade Payable	29.512	74.910	42.577
Utang Lain-lain Other Payables	11.710	3.990	1.976
Utang Pajak **Tax Debt**			
Pajak Penghasilan Badan Corporate Income Tax	2.871	9.322	9.996
Pajak lainnya Other Taxes	30.973	41.068	14.144
Biaya Masih Harus Dibayar Accrued Expenses	245.984	223.953	64.951
Liabilitas Imbalan Kerja - jangka pendek Short term Employee Benefits Liabilities	86.424	57.348	31.791
Liabilitas Sewa – jangka pendek Lease Liabilities - Current Portion	154.426	4.189	6.993
Jumlah Liabilitas Jangka Pendek **Total Current Liabilities**	**561.900**	**414.780**	**172.428**
Liabilitas Jangka Panjang **Non-Current Liabilities**			
Liabilitas Sewa - jangka panjang Lease Liabilities - Non Current Portion	167.253	35.463	5.209
Liabilitas Imbalan Pascakerja Post-Employement Benefit Liabilities	84.456	31.621	40.627
Jumlah Liabilitas Jangka Panjang **Total Non-Current Liabilities**	**251.709**	**67.084**	**45.836**
Total Liabilitas **Total Liabilities**	**813.609**	**481.864**	**218.264**
Ekuitas **Equity**			
Modal Saham Capital Stock	514.868	514.868	514.868
Tambahan Modal Disetor Additional paid - In Capital Retained Earnings	23.719	23.719	23.719
Saldo Laba Retained Earning			
Ditentukan Penggunaannya Appropriated	159.332	159.332	159.332
Belum ditentukan penggunaannya Non-Appropriated	337.077	239.167	203.842
Laba/(Rugi) Komprehensif Lain Other Comprehensive Profit/(Loss)	3.656	9.852	(2.674)
Total Ekuitas **Total Equity**	**1.038.652**	**946.938**	**899.087**
Total Liabilitas dan Ekuitas **Total Liabilities and Equity**	**1.852.261**	**1.428.802**	**1.117.351**

Dalam juta Rupiah I In Rupiah million

Laba (Rugi) dan Penghasilan Komprehensif Lainnya
Consolidated Profit and Other Comprehensive Income

Uraian Description	2025	2024	2023
Laba (Rugi) dan Penghasilan Komprehensif Lainnya **Consolidated Profit and Other Comprehensive Income**			
Pendapatan Usaha **Revenues**	2.395.455	2.300.460	1.607.653
Beban Pokok Pendapatan Cost of Revenue	(2.072.058)	(2.015.818)	(1.371.525)
Laba Bruto **Gross Profit**	**323.397**	**284.642**	**236.128**
Beban Umum dan Administrasi General and Administrative Expenses	(153.046)	(122.646)	(91.269)
Penghasilan Sewa dari Subsewa Sublease Rental Income	32.677	6.585	-
Beban Lain-Lain - Bersih Others Expenses - Net	(12.409)	(39.293)	(13.937)
Laba Usaha **Operating Income**	**190.619**	**129.288**	**130.922**
Penghasilan Keuangan Financial Income	22.027	6.992	5.567
Bagian Laba Bersih pada Ventura Bersama Share of Net Income in Joint Ventures	6.253	1.933	1.585
Biaya Keuangan Financial Expenses	(10.963)	(1.961)	(922)
Laba Sebelum Pajak **Profit Before Tax**	**207.936**	**136.252**	**137.152**
Beban pajak penghasilan Income Tax Expense	(63.026)	(55.379)	(46.055)
Laba Tahun Berjalan **Profit for the Year**	**144.910**	**80.873**	**91.097**
(Kerugian)/Penghasilan Komprehensif Lain Other Comprehensive (Loss)/Income			
Pos-pos yang akan direklasifikasikan ke laba rugi: Items that will be reclassified to profit or loss:			
Selisih kurs karena penjabaran laporan keuangan Foreign exchange differences on translation of financial statements	-	-	(49)
Pos-pos yang tidak akan direklasifikasikan ke laba rugi: Items that will not be reclassified to profit or loss:			
Pengukuran kembali atas liabilitas imbalan pascakerja Remeasurement on post-employment benefit liabilities	(7.944)	16.059	(800)
Pajak penghasilan terkait Income tax related	1.748	(3.533)	176
Penghasilan/(Rugi) Komprehensif Lain Other Comprehensive Income/(Loss), Net of Tax	(6.196)	12.526	(673)
Jumlah Penghasilan Komprehensif Tahun Berjalan **Total Comprehensive Income for The Year**	**138.714**	**93.399**	**90.424**

Dalam juta Rupiah I In Rupiah million

Arus Kas
Cash Flows

Uraian Description	2025	2024	2023
ARUS KAS **CASH FLOWS**			
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	112.019	237.292	103.254
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(13.041)	(39.626)	(49.160)
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	(125.227)	(62.800)	(86.518)

Uraian Description	2025	2024	2023
Penurunan Bersih Kas dan Setara Kas Net Decrease in Cash and Cash Equivalents	(26.249)	134.866	(32.424)
Kas dan Setara Kas Awal tahun Cash and Cash Equivalents at the Beginning of the Year	361.891	227.025	259.449
Kas dan Setara Kas Akhir tahun Cash and Cash Equivalents at the End of the Year	335.642	361.891	227.025

Dalam juta Rupiah I In Rupiah million

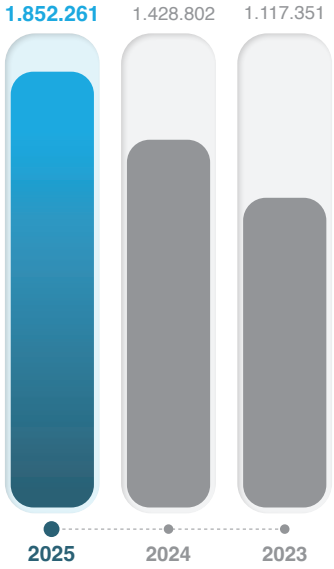
Rasio Keuangan
Financial Ratios

Uraian Description	2025	2024	2023
Rasio Likuiditas **Liquidity Ratio**			
Rasio Kas Cash Ratio	0,60	0,87	1,32
Rasio Cepat Quick Ratio	2,51	2,76	4,36
Rasio Lancar Current Ratio	2,53	2,78	4,46
Rasio Solvabilitas **Solvency Ratio**			
Rasio Utang terhadap Aset (DAR) Liabilities to Assets Ratio (DAR)	0,44	0,34	0,20
Rasio Utang terhadap Ekuitas (DER) Liabilities to Equity Ratio (DER)	0,78	0,51	0,24
Rasio Profitabilitas (%) **Profitability Ratio (%)**			
Tingkat Pengembalian Aset (ROA) Return on Assets (ROA)	7,82%	5,66%	8,15%
Tingkat Pengembalian Ekuitas (ROE) Return on Equity (ROE)	13,95%	8,54%	10,13%
Profit Margin Rasio Net Profit Margin	6,05%	3,52%	5,67%
Kolektibilitas Piutang **Accounts Receivable**			
Trade Receivables Turnover Trade Receivables Turnover	3,32	4,22	3,68
Collection Period (hari) Collection Period (days)	110	87	99

Catatan I Notes

Cash Ratio	: Kas dan Setara Kas ÷ Liabilitas Jangka Pendek	Cash Ratio	: Cash and Cash Equivalent ÷ Current Liabilities
Quick Ratio	: Aset Lancar dikurangi Persediaan ÷ Liabilitas Jangka Pendek	Quick Ratio	: (Current Assets - Inventory) ÷ Current Liabilities
Current Ratio	: Aset Lancar ÷ Liabilitas Jangka Pendek	Current Ratio	: Current Assets ÷ Current Liabilities
Liabilities to Assets	: Total Liabilitas ÷ Total Aset	Liabilities to Assets	: Total Liabilities ÷ Total Assets
Liabilities to Equity	: Total Liabilitas ÷ Total Ekuitas	Liabilities to Equity	: Total Liabilities ÷ Total Equity
ROA	: Laba Tahun Berjalan ÷ Total Aset	ROA	: Profit for the Year ÷ Total Assets
ROE	: Laba Tahun Berjalan ÷ Total Ekuitas	ROE	: Profit for the Year ÷ Total Equity
Net Profit Margin	: Laba Tahun Berjalan ÷ Total Pendapatan	Net Profit Margin	: Profit for the Year ÷ Total Revenue
Trade Receivables Turnover	: Pendapatan Usaha ÷ Rata-rata Piutang Usaha Neto	Trade Receivables Turnover	: Revenue ÷ Average Net Trade Receivables
Collection Period	: 365 hari ÷ Receivables Turnover	Collection Period	: 365 Days ÷ Receivables Turnover

Total Aset
Total Assets



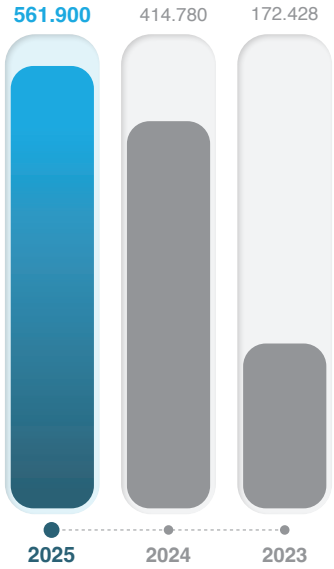
Jumlah Aset Lancar
Total Current Assets



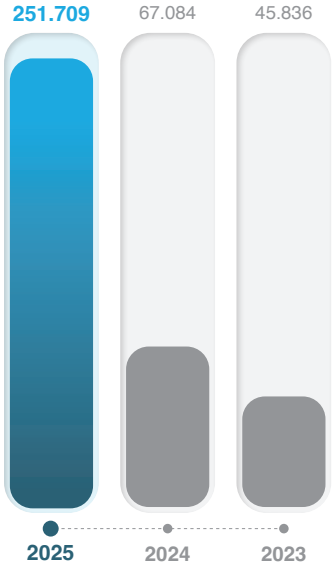
Jumlah Aset Tidak Lancar
Total Non Current Assets



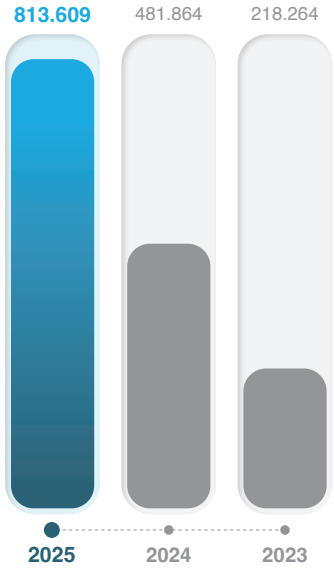
Total Liabilitas jangka pendek
Total Current Liabilities



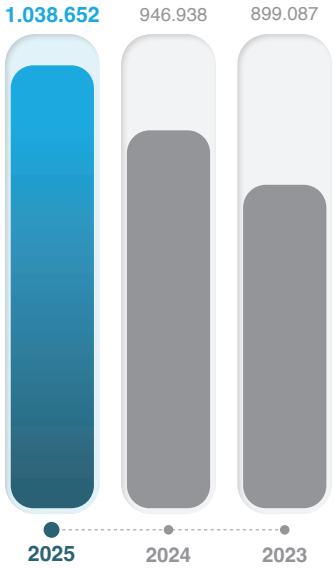
Total Liabilitas jangka Panjang
Total Non-Current Liabilities



Total liabilitas
Total Liabilities



Total ekuitas
Total Equity



Pendapatan Usaha
Revenue



Laba Tahun Berjalan
Profit for the Year

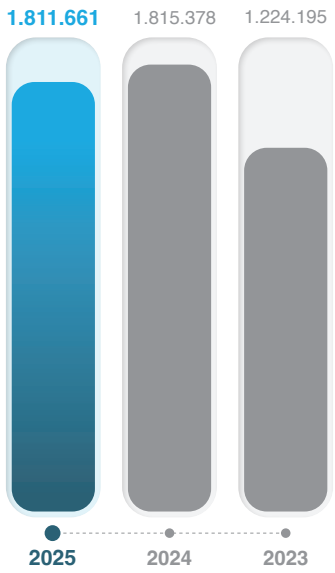


Ikhtisar Kinerja Operasional dan Bisnis
Operational and Business Highlights

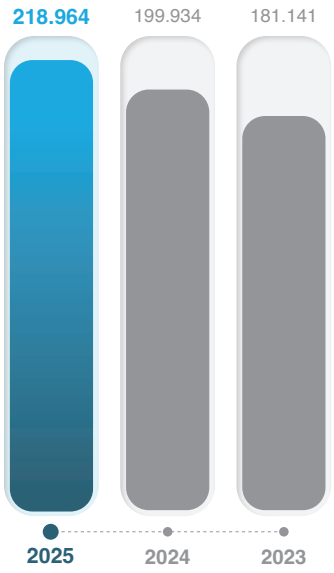
Uraian Description	2025	2024	2023
Equivalent Availability Factor (EAF) (%) Equivalent Availability Factor (EAF) (%)	94,01	80,46	96,09
Equivalent Forced Outage Rate (EFOR) (%) Equivalent Forced Outage Rate (EFOR) (%)	0,56	0,84	0,75
Skor Asesmen GCG (poin) GCG Assessment Score (points)	92,08	92,03	91,90

Uraian Description	2025	2024	2023
Penjualan Tenaga Listrik (Rp juta) Sales of Electricity (Rp million)	218.964	199.934	181.141
Jasa Operasi dan Pemeliharaan (Rp juta) Operation and Maintenance Services (Rp million)	1.811.661	1.815.378	1.224.195
Penjualan Material dan Suku Cadang (MRO Services) (Rp Juta) Sales of materials and spare parts (MRO Services) (Rp million)	301.374	222.737	202.317
Pendapatan Sewa Pembangkit Listrik Rental of power plant	63.456	62.411	-
Jumlah Pendapatan (Rp juta) **Total Revenue (Rp million)**	**2.395.455**	**2.300.460**	**1.607.653**

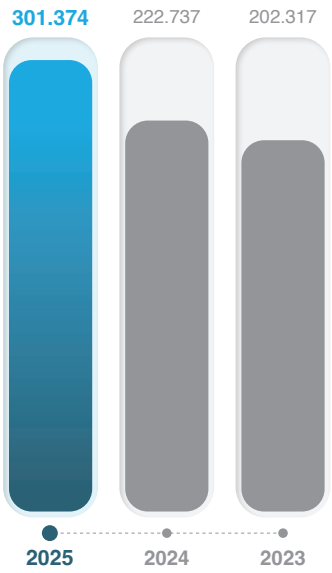
Jasa O&M
O&M Services



Penjualan Tenaga Listrik
Electric Power Sales



MRO Services
MRO Services



Jaringan Usaha
Business Network

Uraian Description	2025	2024	2023
PLTU PLTU	27	27	18
PLTG/U PLTG/U	5	4	4
PLTD/G PLTD/G	4	5	5

Uraian Description	2025	2024	2023
PLTMG PLTMG	16	13	11
PLTP PLTP	4	4	2
PLTA PLTA	3	4	1
PLHS PLHS	1	1	0
Jaringan Distribusi Distribution Network	0	0	1
BMPP BMPP	2	2	1
PLTMH PLTMH	1	0	0
Jumlah **Total**	**63**	**60**	**43**

Informasi Saham
Share Highlights

Hingga akhir tahun 2025, 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 2025, 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 2025, 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, 2025, 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 2025, Perusahaan tidak melakukan aksi korporasi terkait pencatatan saham. Oleh karena itu, tidak terdapat informasi yang dapat disampaikan terkait aktivitas tersebut.

Throughout 2025, 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 2025, 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 2025, 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
Significant Event

Januari I January



10-11 Januari January 2025

PLN IP Services Menggelar Workshop K3L dengan Meningkatkan Kapasitas SDM untuk Mendukung SMK3 dan Manajemen Lingkungan

PLN IP Services Holds an Occupational Safety, Health, and Environment (K3L) Workshop to Enhance Human Resource Capacity in Support of the Occupational Safety, Health, and Environment Management System (SMK3) and Environmental Management

PLN IP Services menyelenggarakan Workshop K3L dalam rangka Bulan Keselamatan dan Kesehatan Kerja (K3) Nasional 2025 dengan tema "Penguatan Kapasitas Sumber Daya Manusia dalam Mendukung Sistem Manajemen K3 (SMK3) dan Manajemen Lingkungan." Kegiatan ini bertujuan untuk memperkuat budaya K3L, meningkatkan kompetensi sumber daya manusia, serta mendorong penerapan sistem manajemen keselamatan dan lingkungan yang unggul di seluruh unit pembangkit.

PLN IP Services organized an OHS Workshop as part of the 2025 National Occupational Safety and Health (OSH) Month with the theme "Strengthening Human Resource Capacity to Support the Occupational Safety and Health Management System (SMK3) and Environmental Management." This activity aims to strengthen the K3L culture, improve human resource competencies, and encourage the implementation of superior safety and environmental management systems across all power generation units.



14 Januari January 2025

PLN IP Services Mendorong Penguatan Budaya K3 untuk Mewujudkan Zero Harm Zero Loss pada Bulan K3 Nasional 2025

PLN IP Services Promotes Strengthening the OSH Culture to Achieve Zero Harm Zero Loss During National OSH Month 2025

PLN Indonesia Power Services menyelenggarakan Apel Bulan K3 Nasional 2025 secara hybrid dengan tema penguatan kapasitas sumber daya manusia dalam mendukung penerapan Sistem Manajemen K3 (SMK3) menuju produktivitas dan budaya kerja "Zero Harm Zero Loss." Kegiatan ini juga diisi dengan penandatanganan Komitmen Bersama K3, peluncuran 7 Rules HSE dan E-Safety Report, serta pemberian penghargaan Excellent HSE Performance 2024 kepada unit-unit berprestasi.

PLN Indonesia Power Services held a hybrid National OSH Month 2025 Rally with the theme of strengthening human resource capacity to support the implementation of the Occupational Safety and Health Management System (OSHMS) toward productivity and a "Zero Harm Zero Loss" work culture. The event also featured the signing of a Joint OSH Commitment, the launch of the 7 HSE Rules and the E-Safety Report, as well as the presentation of the 2024 Excellent HSE Performance awards to high-performing units.



15 Januari January 2025

PLN IP Services Raih Penghargaan EBTKE, Bukti Komitmen pada Energi Berkelanjutan

PLN IP Services Wins EBTKE Award, Demonstrating Commitment to Sustainable Energy

PLN Indonesia Power Services melalui Unit Berau meraih penghargaan pada ajang Apresiasi Kinerja Stakeholder EBTKE yang diselenggarakan oleh Direktorat Jenderal EBTKE Kementerian ESDM dalam kategori Efisiensi Energi. Penghargaan ini mencerminkan komitmen Perseroan dalam mendukung transisi energi nasional, meningkatkan efisiensi energi, serta mendorong pengembangan energi baru dan terbarukan yang berkelanjutan.

PLN Indonesia Power Services, through its Berau Unit, received an award at the EBTKE Stakeholder Performance Appreciation event organized by the Directorate General of EBTKE of the Ministry of Energy and Mineral Resources in the Energy Efficiency category. This award reflects the Company's commitment to supporting the national energy transition, improving energy efficiency, and promoting the development of sustainable new and renewable energy.



21 Januari January 2025

PLN IP Services Dukung 37 Infrastruktur Ketenagalistrikan Nasional melalui Layanan O&M Services

PLN IP Services Supports 37 National Power Infrastructure Projects through O&M Services

PLN IP Services menunjukkan komitmennya dalam mendukung pembangunan ketenagalistrikan nasional melalui layanan Operation & Maintenance (O&M) pada 37 infrastruktur ketenagalistrikan yang diresmikan oleh Presiden Prabowo Subianto. Dengan pengalaman lebih dari 26 tahun dan pengelolaan pembangkit berkapasitas lebih dari 21.500 MW, Perseroan terus berperan sebagai mitra strategis dalam menjaga keandalan pasokan listrik serta mendukung transisi energi berkelanjutan.

PLN IP Services demonstrates its commitment to supporting national power infrastructure development through Operation & Maintenance (O&M) services for 37 power infrastructure projects inaugurated by President Prabowo Subianto. With over 26 years of experience and managing power plants with a capacity exceeding 21,500 MW, the Company continues to serve as a strategic partner in ensuring the reliability of electricity supply and supporting a sustainable energy transition.



22 Januari January 2025

PLN IP Services Adakan Donor Darah untuk Tingkatkan Kesehatan dan Kepedulian Sosial pada Bulan K3 Nasional

PLN IP Services Holds Blood Drive to Promote Health and Social Responsibility During National Occupational Safety and Health Month

Dalam rangka memperingati Bulan K3 Nasional 2025, PLN IP Services bekerja sama dengan Palang Merah Indonesia (PMI) menyelenggarakan kegiatan donor darah di Kantor Pusat dan seluruh unit kerja Perseroan. Kegiatan ini merupakan wujud kepedulian sosial serta komitmen Perseroan dalam mendukung kesehatan, keselamatan, dan terciptanya lingkungan kerja yang sehat dan produktif.

To commemorate National Occupational Safety and Health Month 2025, PLN IP Services, in collaboration with the Indonesian Red Cross (PMI), is organizing blood drives at the Company's headquarters and all of its operational units. This initiative reflects the Company's social responsibility and commitment to supporting health, safety, and the creation of a healthy and productive work environment.

Februari I Februari



3 Februari February 2025

PLN IP Services Berkolaborasi dengan PT PLN (Persero) UIW Papua dan Papua Barat Wujudkan Kelistrikan Andal di Bintuni

PLN IP Services Collaborates with PT PLN (Persero) Papua and West Papua Regional Headquarters to Ensure Reliable Electricity Supply in Bintuni

PLN IP Services dan PT PLN (Persero) Unit Induk Wilayah Papua dan Papua Barat menandatangani kontrak pengadaan sewa pembangkit diesel untuk memperkuat keandalan pasokan listrik di Bintuni, Papua Barat. Kerja sama ini merupakan bentuk komitmen Perseroan dalam mendukung sistem kelistrikan nasional serta menunjang pertumbuhan ekonomi dan kebutuhan masyarakat di wilayah tersebut.

PLN IP Services and PT PLN (Persero) Regional Headquarters for Papua and West Papua have signed a contract for the lease of diesel power plants to strengthen the reliability of the electricity supply in Bintuni, West Papua. This collaboration demonstrates the Company's commitment to supporting the national electricity system and fostering economic growth and meeting the needs of the community in the region.



5 Februari February 2025

PLN IP Services menggelar Sertijab dan Pisah Sambut Direksi

PLN IP Services Holds Handover Ceremony and Farewell Reception for Executive Directors

PLN IP Services menyelenggarakan acara Serah Terima Jabatan (Sertijab) dan Pisah Sambut Direksi Operasi dan Keuangan sebagai bagian dari proses regenerasi kepemimpinan perusahaan. Kegiatan ini mencerminkan komitmen Perseroan dalam memperkuat tata kelola perusahaan yang profesional dan berkelanjutan guna mendukung pengembangan bisnis dan peningkatan kinerja Perseroan.

PLN IP Services held a handover ceremony and farewell reception for the Executive Directors of Operations and Finance as part of the company's leadership succession process. This event reflects the Company's commitment to strengthening professional and sustainable corporate governance to support business development and improve the Company's performance.



18-19 Februari February 2025

PLN IP Services Optimis Hadapi Tantangan 2025 dengan Perkuat Core Competency

PLN IP Services Confident in Tackling 2025 Challenges by Strengthening Core Competencies

PT PLN Indonesia Power Services menyelenggarakan Rapat Kerja Awal Tahun 2025 dengan tema "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition" sebagai forum penyusunan strategi perusahaan menghadapi tantangan bisnis dan transisi energi hijau. Kegiatan ini menegaskan komitmen Perseroan dalam memperkuat kompetensi inti, meningkatkan daya saing, serta mendukung pengembangan bisnis dan keberlanjutan energi di masa mendatang.

PT PLN Indonesia Power Services held its 2025 Early-Year Work Meeting under the theme "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating the Green Energy Transition" as a forum for developing corporate strategies to address business challenges and the green energy transition. This event underscores the Company's commitment to strengthening core competencies, enhancing competitiveness, and supporting future business development and energy sustainability.



21 Februari February 2025

PLN IP dan PLN IP Services Berkolaborasi Gelar IP Pintar 2025 dalam Mendukung Pendidikan

PLN IP and PLN IP Services Collaborate to Launch IP Pintar 2025 in Support of Education

PLN Indonesia Power bersama PLN Indonesia Power Services kembali menyelenggarakan Program IP Pintar (Internship, Assessment, and Certification) 2025 sebagai bentuk komitmen dalam mendukung dunia pendidikan dan pengembangan kompetensi siswa SMK di Indonesia. Program ini diikuti oleh 150 siswa dari 34 SMK yang akan menjalani pembelajaran dan pelatihan di 22 unit kerja PLN Indonesia Power guna meningkatkan kesiapan kerja dan kompetensi industri.

PLN Indonesia Power and PLN Indonesia Power Services are once again organizing the IP Pintar (Internship, Assessment, and Certification) 2025 Program as a demonstration of their commitment to supporting education and the development of vocational high school students' competencies in Indonesia. This program involves 150 students from 34 vocational high schools who will undergo learning and training at 22 PLN Indonesia Power work units to improve their work readiness and industrial competencies.



22 Februari February 2025

Sambut Bulan Suci, PLN IP Services Gelar Tarhib Ramadhan dan Berbagi Keberkahan

In Celebration of the Month of Ramadan, PLN IP Services Holds a Tarhib Ramadan Event and Shares Blessings

PLN IP Services menyelenggarakan acara Tarhib Ramadhan bersama Ustadz Tino Wardani yang diikuti oleh seluruh pegawai sebagai momentum mempererat kebersamaan dan menyambut bulan suci Ramadhan. Kegiatan ini juga diisi dengan santunan kepada anak yatim sebagai wujud kepedulian sosial dan komitmen Perseroan dalam mengamalkan nilai-nilai kebersamaan dan kebermanfaatan bagi masyarakat.

PLN IP Services organized a Tarhib Ramadhan event with Ustadz Tino Wardani, attended by all employees as a moment to strengthen unity and welcome the holy month of Ramadhan. The event also included a donation to orphans as a manifestation of the Company's social responsibility and commitment to upholding the values of unity and community service.



26 Februari February 2025

Kolaborasi PLN IP Services dan PT PLN (Persero) UIW NTB Perkuat Pasokan Listrik di NTB

Collaboration Between PLN IP Services and PT PLN (Persero) UIW NTB Strengthens Electricity Supply in NTB

PLN IP Services menandatangani perjanjian kerja sama dengan PT PLN (Persero) UIW Nusa Tenggara Barat untuk pengadaan sewa mesin berbahan bakar HSD/Bio Diesel berkapasitas 9 MW di PLTD Dompu. Kerja sama ini bertujuan untuk memperkuat keandalan pasokan listrik di wilayah NTB guna mendukung pertumbuhan ekonomi dan kebutuhan energi yang terus meningkat.

PLN IP Services signed a cooperation agreement with PT PLN (Persero) UIW Nusa Tenggara Barat for the lease of a 9 MW HSD/Biodiesel-fueled generator at the Dompu Diesel Power Plant. This collaboration aims to strengthen the reliability of the electricity supply in the NTB region to support economic growth and meet the ever-increasing energy needs.

Maret I March



1 Maret March 2025

PLN IP Services Kelola O&M PLTMG Jayapura dan Merauke, Dukung Keandalan Kelistrikan Papua dan Papua Barat

PLN IP Services Manages O&M for the Jayapura and Merauke Gas-Fired Power Plants, Supporting the Reliability of the Power Grid in Papua and West Papua

PLN IP Services kembali memperoleh kepercayaan untuk mengelola operasi dan pemeliharaan (O&M) PLTMG Jayapura Peaker 40 MW dan PLTMG Merauke I 20 MW guna mendukung keandalan sistem kelistrikan di Papua dan Papua Barat. Kepercayaan ini mencerminkan kompetensi dan pengalaman Perseroan dalam pengelolaan pembangkit listrik serta komitmennya dalam menyediakan layanan operasional dan pemeliharaan yang andal dan berkelanjutan.

PLN IP Services has once again been entrusted to manage the operations and maintenance (O&M) of the 40 MW Jayapura Peaker Gas-Fired Power Plant and the 20 MW Merauke I Gas-Fired Power Plant to support the reliability of the power grid in Papua and West Papua. This trust reflects the Company's competence and experience in power plant management, as well as its commitment to providing reliable and sustainable operational and maintenance services.



13 Maret March 2025

PLN IP Services mengadakan Kajian Ramadhan dalam Rangka Mempererat Kebersamaan

PLN IP Services Holds a Ramadan Seminar to Strengthen Unity

PLN IP Services menyelenggarakan Kajian Ramadan 1446 H bertema "Syukur Menyinari Hati, Berkah Menyertai Langkah" yang diikuti oleh seluruh pegawai secara hybrid sebagai upaya memperkuat nilai spiritual, integritas, dan kebersamaan di lingkungan Perseroan. Kegiatan ini juga dirangkaikan dengan penyerahan santunan kepada Yayasan Cinta Qur'an sebagai wujud kepedulian sosial dan komitmen Perseroan dalam berbagi keberkahan di bulan Ramadan.

PLN IP Services organized a Ramadan Seminar for the year 1446 H with the theme "Gratitude Illuminates the Heart, Blessings Accompany Our Steps," attended by all employees in a hybrid format as an effort to strengthen spiritual values, integrity, and unity within the Company. This event was also combined with the presentation of donations to the Cinta Qur'an Foundation as a manifestation of the Company's social responsibility and commitment to sharing blessings during the month of Ramadan.



19 Maret March 2025

PLN IP Services Siaga Ramadhan dan Idul Fitri untuk Memastikan Keandalan Kelistrikan dengan Check Point Kesiapan

PLN IP Services on Standby for Ramadan and Eid al-Fitr to Ensure Electrical Reliability with Readiness Check Points

PLN IP Services menyelenggarakan Check Point Kesiapan Keamanan Kelistrikan dalam rangka memastikan keandalan pasokan listrik selama Ramadan dan Idul Fitri 1446 H. Kegiatan yang melibatkan 32 unit pembangkit ini bertujuan untuk memastikan kesiapan operasional, penerapan prosedur keamanan, mitigasi risiko, serta keandalan sistem kelistrikan selama periode siaga.

PLN IP Services conducted an Electrical Safety Readiness Check Point to ensure the reliability of the electricity supply during Ramadan and Eid al-Fitr 1446 H. This activity, involving 32 power generation units, aims to ensure operational readiness, the implementation of safety procedures, risk mitigation, and the reliability of the electrical system during the standby period.



24 Maret March 2025

PLN IP Services Kawal Keandalan Pembangkit Jelang Idul Fitri Pastikan Pasokan listrik di Ambon Stabil

PLN IP Services Ensures Power Plant Reliability Ahead of Eid al-Fitr to Guarantee Stable Electricity Supply in Ambon

Vice President Pengendalian Pembangkit Subholding dan Anak Perusahaan PT PLN (Persero) melakukan kunjungan kerja ke BMPP Nusantara 1 dan PLTMG Ambon Peaker yang dikelola penuh oleh PLN IP Services untuk memastikan kesiapan operasional selama masa siaga Ramadan dan Idulfitri 1446 H. Kunjungan ini menegaskan komitmen Perseroan dalam menjaga keandalan pasokan listrik, penerapan standar keselamatan kerja, serta peningkatan kualitas pengelolaan operasi dan pemeliharaan pembangkit.

The Vice President of Power Plant Control for Subholdings and Subsidiaries at PT PLN (Persero) conducted a working visit to BMPP Nusantara 1 and the Ambon Peaker Gas-Fired Power Plant, both of which are fully managed by PLN IP Services, to ensure operational readiness during the Ramadan and Eid al-Fitr 1446 H standby period. This visit underscores the Company's commitment to maintaining the reliability of the electricity supply, enforcing workplace safety standards, and improving the quality of power plant operations and maintenance management.

April I April



9 April 2025

PLN IP Services Gelar Halal Bihalal Guna Pererat Silaturahmi

PLN IP Services Holds Halal Bihalal Event to Strengthen Bonds

PLN IP Services menyelenggarakan kegiatan Halal Bihalal 1446 H secara hybrid yang diikuti oleh seluruh pegawai sebagai momentum mempererat silaturahmi, memperkuat kebersamaan, dan membangun semangat baru dalam mendukung kinerja Perseroan. Kegiatan ini juga dirangkaikan dengan pelepasan pegawai purna tugas serta penyerahan Surat Keputusan (SK) Level Eksekutif sebagai bentuk apresiasi dan penguatan struktur organisasi perusahaan.

PLN IP Services held a hybrid Halal Bihalal event for the year 1446 H, attended by all employees, as an opportunity to strengthen bonds, foster a sense of unity, and build renewed enthusiasm in support of the Company's performance. The event also included a farewell ceremony for retiring employees and the presentation of Executive-Level Decrees as a form of appreciation and to strengthen the company's organizational structure.



15 April 2025

PLN IP Services Rayakan 27 Tahun Perjalanan Luar Biasa dengan Menegaskan Komitmen pada Penguatan Kompetensi dan Transisi Energi Hijau

PLN IP Services Celebrates 27 Years of Extraordinary Journey by Reaffirming Commitment to Strengthening Competencies and Green Energy Transition

PLN Indonesia Power Services merayakan Hari Ulang Tahun ke-27 dengan tema "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition" sebagai momentum memperkuat kompetensi inti dan mendukung transisi energi berkelanjutan. Perayaan ini mencerminkan komitmen Perseroan untuk terus meningkatkan kualitas layanan, menjaga keberlanjutan bisnis, serta memperkuat sinergi dan semangat kebersamaan seluruh insan perusahaan.

PLN Indonesia Power Services celebrated its 27th Anniversary with the theme "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition" as a momentum to strengthen core competencies and support sustainable energy transition. This celebration reflects the Company's commitment to continuously improve service quality, ensure business continuity, and strengthen synergy and a spirit of unity among all employees.



23 April 2025

PLN IP Services Siap Dorong Transformasi Bisnis PLN Group dan Perkuat Kapabilitas Beyond kWh

PLN IP Services Ready to Drive the PLN Group's Business Transformation and Strengthen Beyond-kWh Capabilities

PLN Indonesia Power Services menerima kunjungan Direktur Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) serta Direktur Pengembangan Bisnis dan Niaga PLN Indonesia Power sebagai bentuk penguatan sinergi dan dukungan terhadap transformasi bisnis PLN Group. Kunjungan ini menegaskan peran strategis PLN IP Services dalam pengembangan bisnis beyond kWh, pengelolaan operasi dan pemeliharaan pembangkit, serta penciptaan nilai tambah yang berkelanjutan di lingkungan PLN Group.

PLN Indonesia Power Services hosted a visit from the Director of Corporate Planning and Business Development at PT PLN (Persero) and the Director of Business and Commercial Development at PLN Indonesia Power as part of efforts to strengthen synergy and support the PLN Group's business transformation. This visit underscores the strategic role of PLN IP Services in developing beyond-kWh business, managing power plant operations and maintenance, and creating sustainable value within the PLN Group.



25 April 2025

PLN IP Services Tegaskan Komitmen Dukung Transisi Energi Nasional di Solartech Indonesia 2025

PLN IP Services Affirms Commitment to Supporting the National Energy Transition at Solartech Indonesia 2025

PLN IP Services berpartisipasi dalam ajang Solartech Indonesia 2025 sebagai bentuk komitmen dalam mendukung percepatan transisi energi bersih dan berkelanjutan di Indonesia. Dalam kegiatan tersebut, Perseroan menampilkan berbagai proyek energi terbarukan, termasuk EPC PLTS dan layanan Operation & Maintenance (O&M) pembangkit listrik tenaga surya.

PLN IP Services participated in the Solartech Indonesia 2025 event as a demonstration of its commitment to supporting the acceleration of a clean and sustainable energy transition in Indonesia. During the event, the Company showcased various renewable energy projects, including solar power plant EPC and Operation & Maintenance (O&M) services for solar power plants.

Mei I May



8 Mei May 2025

PLN IP Services Gelar Sertijab dan Pisah Sambut Direktur Bisnis

PLN IP Services Holds Handover Ceremony and Farewell Reception for Business Director

PLN IP Services menyelenggarakan acara Serah Terima Jabatan (Sertijab) dan Pisah Sambut Direktur Bisnis sebagai bagian dari proses transisi dan penguatan kepemimpinan perusahaan. Pergantian kepemimpinan ini diharapkan dapat memperkuat pengembangan bisnis, meningkatkan daya saing, serta mendukung transformasi dan keberlanjutan usaha Perseroan.

PLN IP Services held a handover ceremony and farewell reception for the Business Director as part of the company's leadership transition and strengthening process. This leadership change is expected to bolster business development, enhance competitiveness, and support the Company's transformation and business sustainability.



9 Mei May 2025

PLN IP Services Memperoleh Penghargaan Diamond di IRCA 2025 atas Kepatuhan Regulasi yang Strategis dan Tata Kelola Unggul

PLN IP Services Receives Diamond Award at IRCA 2025 for Strategic Regulatory Compliance and Excellent Governance

PLN Indonesia Power Services meraih penghargaan kategori "Diamond" Most Strategic Enterprise in Regulatory Compliance – Electricity Prosper A pada ajang Indonesia Regulatory Compliance Awards (IRCA) 2025 yang diselenggarakan oleh Hukum Online. Penghargaan ini mencerminkan komitmen Perseroan dalam menerapkan kepatuhan hukum dan tata kelola perusahaan yang baik secara berkelanjutan sebagai bagian dari strategi bisnis perusahaan.

PLN Indonesia Power Services received the "Diamond" award in the category of "Most Strategic Enterprise in Regulatory Compliance – Electricity Prosper A" at the Indonesia Regulatory Compliance Awards (IRCA) 2025, organized by Hukum Online. This award reflects the Company's commitment to continuously implementing legal compliance and good corporate governance as part of its business strategy.



20 Mei May 2025

PLN IP Services menggelar Upacara Harkitnas ke-117 untuk Bangkitkan Semangat Nasionalme

PLN IP Services Holds the 117th National Awakening Day Ceremony to Revive Nationalist Spirit

PLN IP Services menyelenggarakan Upacara Peringatan Hari Kebangkitan Nasional ke-117 dengan tema "Bangkit Bersama Wujudkan Indonesia Kuat" sebagai bentuk penguatan semangat kebangsaan dan komitmen terhadap pembangunan nasional. Kegiatan ini juga menegaskan peran Perseroan dalam mendukung transformasi energi nasional melalui peningkatan kompetensi, inovasi, dan layanan yang berkelanjutan.

PLN IP Services held the 117th National Awakening Day Commemoration Ceremony with the theme "Rise Together to Realize a Strong Indonesia" as a means of strengthening national spirit and commitment to national development. This event also underscores the Company's role in supporting national energy transformation through enhanced competencies, innovation, and sustainable services.

Juni I June



10 Juni June 2025

Semangat Berbagai Idul Adha, PLN IP Services Tebar Manfaat Lewat Berkurban
In the Spirit of Eid al-Adha, PLN IP Services Spreads Goodwill Through Sacrificial Offerings

Dalam rangka Hari Raya Iduladha 1446 H, PLN IP Services menyalurkan 89 hewan kurban yang didistribusikan melalui unit-unit kerja di berbagai wilayah operasional perusahaan. Kegiatan ini merupakan wujud komitmen Perseroan dalam menjalankan tanggung jawab sosial serta mempererat hubungan dengan masyarakat di sekitar wilayah operasional.

In celebration of Eid al-Adha 1446 H, PLN IP Services distributed 89 sacrificial animals through its operational units across the company's service areas. This initiative reflects the Company's commitment to fulfilling its social responsibilities and strengthening ties with communities in the areas where it operates.



13 Juni June 2025

Peringati Hari Lingkungan Hidup, PLN IP Services Unit PLTD Tenau dan PLN UIW NTT Gelar Aksi "ZERO WASTE WARRIORS" di Ekowisata Mangrove Oesapa
Commemorating World Environment Day, PLN IP Services' Tenau PLTD Unit and PLN UIW NTT Host "ZERO WASTE WARRIORS" Event at Oesapa Mangrove Ecotourism Site

PLN Indonesia Power Services melalui Unit PLTD Tenau bersama PT PLN (Persero) UIW NTT menyelenggarakan kegiatan lingkungan bertajuk "ZERO WASTE WARRIORS" di kawasan Ekowisata Mangrove Oesapa, Kupang, dalam rangka memperingati Hari Lingkungan Hidup. Kegiatan ini merupakan bentuk komitmen Perseroan terhadap pelestarian lingkungan pesisir melalui aksi bersih-bersih sampah plastik dan peningkatan kesadaran lingkungan bagi pegawai dan masyarakat sekitar.

PLN Indonesia Power Services, through the Tenau PLTD Unit, together with PT PLN (Persero) UIW NTT, organized an environmental event titled "ZERO WASTE WARRIORS" at the Oesapa Mangrove Ecotourism area in Kupang to commemorate World Environment Day. This event represents the Company's commitment to coastal environmental conservation through plastic waste cleanup efforts and raising environmental awareness among employees and the surrounding community.

Juli I July



3 Juli July 2025

Konsisten Dukung Energi Terbarukan PLN IP Services Memperoleh Penghargaan The Best O&M Company in Renewable Energy di IBEA 2025
Consistently Supporting Renewable Energy: PLN IP Services Wins "The Best O&M Company in Renewable Energy" Award at IBEA 2025

PLN Indonesia Power Services meraih penghargaan "The Best O&M Company on Renewable Energy" pada ajang Indonesia Best Electricity Award (IBEA) 2025 sebagai pengakuan atas keunggulan layanan operasi dan pemeliharaan pembangkit energi baru dan terbarukan. Perseroan juga menjadi finalis kategori "The Best EPC Company on Renewable Energy", yang mencerminkan komitmen dalam mendukung transisi energi melalui penguatan teknologi, pengembangan SDM, dan ekspansi bisnis regional.

PLN Indonesia Power Services received the "The Best O&M Company in Renewable Energy" award at the Indonesia Best Electricity Award (IBEA) 2025 in recognition of its excellence in the operation and maintenance of new and renewable energy power plants. The company was also a finalist in the "The Best EPC Company in Renewable Energy" category, reflecting its commitment to supporting the energy transition through technological advancement, human resource development, and regional business expansion.



4 Juli July 2025

PLN IP Services Unit Nusa Penida Dukung Pengelolaan Sampah di Kawasan Suci Melalui Program CSR
PLN IP Services Nusa Penida Unit Supports Waste Management in Sacred Areas Through a CSR Program

PLN IP Services Unit Nusa Penida menyalurkan bantuan tempat sampah di kawasan Pura Dalem Ped dan Pura Goa Giri Putri sebagai bagian dari program Corporate Social Responsibility (CSR). Kegiatan ini merupakan wujud komitmen Perseroan dalam mendukung pelestarian lingkungan, menjaga kebersihan kawasan suci, serta memperkuat hubungan harmonis dengan masyarakat sekitar wilayah operasional.

PLN IP Services' Nusa Penida Unit distributed trash bins in the areas of Pura Dalem Ped and Pura Goa Giri Putri as part of its Corporate Social Responsibility (CSR) program. This initiative reflects the Company's commitment to supporting environmental conservation, maintaining the cleanliness of sacred sites, and strengthening harmonious relations with communities in the vicinity of its operational areas.



21 Juli July 2025

PLM Perkuat Keandalan Listrik di Kawasan Timur, Tinjau Langsung BMPP Nusantara 1 yang Dioperasikan oleh PLN IP Services

PLN Strengthens Electricity Reliability in Eastern Regions, Conducts On-Site Inspection of BMPP Nusantara 1 Operated by PLN IP Services

Jajaran pimpinan PT PLN (Persero) melakukan kunjungan kerja ke BMPP Nusantara 1 di Maluku Tengah sebagai bagian dari upaya memperkuat keandalan sistem kelistrikan di kawasan timur Indonesia. Kunjungan ini menegaskan peran strategis PLN Indonesia Power Services dalam pengoperasian dan pemeliharaan pembangkit terapung guna mendukung penyediaan energi yang andal dan berkelanjutan.

The leadership of PT PLN (Persero) conducted a working visit to BMPP Nusantara 1 in Central Maluku as part of efforts to strengthen the reliability of the electricity system in eastern Indonesia. This visit underscores the strategic role of PLN Indonesia Power Services in the operation and maintenance of floating power plants to support the provision of reliable and sustainable energy.



31 Juli July 2025

Sinergi PLN IP Services dan PLN UIW NTT Hadirkan Solusi Kelistrikan Andal untuk Indonesia Timur

Synergy Between PLN IP Services and PLN UIW NTT Delivers Reliable Power Solutions for Eastern Indonesia

PLN Indonesia Power Services menandatangani perjanjian kerja sama dengan PT PLN (Persero) UIW Nusa Tenggara Timur untuk pengadaan sewa mesin pembangkit berbahan bakar HSD/B35 berkapasitas 15 MW guna memperkuat sistem kelistrikan di wilayah Flores dan sekitarnya. Kerja sama ini mencerminkan sinergi antar PLN Group dalam mendukung penyediaan pasokan listrik yang andal, efisien, dan berkelanjutan di wilayah Nusa Tenggara Timur.

PLN Indonesia Power Services signed a cooperation agreement with PT PLN (Persero) UIW Nusa Tenggara Timur for the procurement of a 15 MW HSD/B35-fueled power generation unit to strengthen the power system in the Flores region and surrounding areas. This collaboration reflects the synergy within the PLN Group in supporting the provision of reliable, efficient, and sustainable electricity supply in the Nusa Tenggara Timur region.

Agustus I August



4 Agustus August 2025

IP Pintar 2025 Kolaborasi PLN IP dan PLN IP Services, Cetak Generasi Muda Tangguh dalam Semangat Kemerdekaan

IP Pintar 2025: A Collaboration Between PLN IP and PLN IP Services to Foster a Resilient Young Generation in the Spirit of Independence

PLN Indonesia Power Services bersama PLN Indonesia Power kembali menyelenggarakan Program IP Pintar 2025 sebagai bentuk komitmen dalam mendukung pengembangan pendidikan dan peningkatan kompetensi generasi muda di sektor ketenagalistrikan. Sebanyak 150 siswa dari 34 SMK di 22 unit kerja berhasil menyelesaikan program internship, asesmen, dan sertifikasi yang mencakup pelatihan ketenagalistrikan, K3, operasi dan pemeliharaan pembangkit, hingga sertifikasi kompetensi profesional.

PLN Indonesia Power Services, together with PLN Indonesia Power, is once again organizing the IP Pintar 2025 Program as a demonstration of its commitment to supporting educational development and enhancing the competencies of the younger generation in the electricity sector. A total of 150 students from 34 vocational high schools across 22 operational units successfully completed the internship, assessment, and certification program, which included training in the electricity sector, occupational safety and health (K3), power plant operations and maintenance, and professional competency certification.



13 Agustus August 2025

PLN IP Services Gelar Performance Review Tengah Tahun 2025 Sebagai Langkah Percepatan Transisi Energi

PLN IP Services Holds 2025 Mid-Year Performance Review to Accelerate the Energy Transition

PLN Indonesia Power Services menyelenggarakan Performance Review Tengah Tahun 2025 dengan tema "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition" sebagai langkah strategis untuk memperkuat kinerja perusahaan dan mendukung percepatan transisi energi hijau. Kegiatan ini menegaskan komitmen PLN IP Services dalam meningkatkan kompetensi inti, digitalisasi, sinergi, serta kapabilitas SDM guna menjaga keberlanjutan bisnis dan mendukung pelaksanaan agenda strategis PLN Group.

PLN Indonesia Power Services held its 2025 Mid-Year Performance Review under the theme "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating the Green Energy Transition" as a strategic step to strengthen the company's performance and support the acceleration of the green energy transition. This event underscores PLN IP Services' commitment to improving core competencies, digitalization, synergy, and human resource capabilities to ensure business continuity and support the implementation of the PLN Group's strategic agenda.



14 Agustus August 2025

PLN IP Services Tampilkan Inovasi All In EBS sebagai Bukti Nyata Transformasi Digital di NO-CODE DAY Jakarta

PLN IP Services Showcases All In EBS Innovation as Tangible Evidence of Digital Transformation at NO-CODE DAY Jakarta

PLN IP Services berpartisipasi dalam acara NO-CODE DAY Jakarta sebagai bentuk komitmen perusahaan dalam mempercepat transformasi digital di sektor energi. Dalam kesempatan tersebut, PLN IP Services memperkenalkan inovasi All In EBS (AIE), platform terintegrasi berbasis no-code yang mendukung efisiensi, transparansi, dan percepatan proses bisnis perusahaan.

PLN IP Services participated in the NO-CODE DAY Jakarta event as a demonstration of the company's commitment to accelerating digital transformation in the energy sector. During the event, PLN IP Services introduced the All In EBS (AIE) innovation, an integrated no-code platform that supports efficiency, transparency, and the acceleration of the company's business processes.



14 Agustus August 2025

PLN IP Services Rayakan Kemerdekaan dengan Meriah dan Penuh Semangat

PLN IP Services Celebrates Independence Day with Enthusiasm and Spirit

PLN Indonesia Power Services menyelenggarakan puncak perayaan HUT Kemerdekaan RI ke-80 dengan tema "Bersatu Berdaulat, Rakyat Sejahtera, Indonesia Maju" yang diikuti oleh seluruh pegawai di Kantor Pusat dan unit kerja perusahaan. Kegiatan ini dimeriahkan dengan berbagai perlombaan olahraga dan hiburan sebagai upaya mempererat kebersamaan, meningkatkan sportivitas, serta menumbuhkan semangat kolaborasi dan nasionalisme di lingkungan perusahaan.

PLN Indonesia Power Services held the highlight of its celebrations for the 80th Anniversary of Indonesian Independence under the theme "United and Sovereign, Prosperous People, Advanced Indonesia," attended by all employees at the company's headquarters and operational units. The event featured various sports competitions and entertainment activities aimed at strengthening camaraderie, promoting sportsmanship, and fostering a spirit of collaboration and nationalism within the company.



22 Agustus August 2025

PLN IP Services Bersama PLN UIW NTT Bersinergi Menerangi Indonesia Timur melalui Perluasan Kerja Sama Pengadaan Sewa Mesin Pembangkit

PLN IP Services and PLN UIW NTT Collaborate to Light Up Eastern Indonesia Through Expanded Cooperation on the Procurement of Leased Power Generation Units

PLN IP Services bersama PT PLN (Persero) UIW Nusa Tenggara Timur menandatangani kerja sama pengadaan sewa mesin pembangkit berbahan bakar HSD/Biosolar dengan total kapasitas 16 MW di wilayah Adonara, Sumba Barat Daya, dan Flores. Kerja sama ini merupakan langkah strategis untuk memperkuat keandalan pasokan listrik di Nusa Tenggara Timur serta mendukung pertumbuhan ekonomi dan kawasan strategis, termasuk Labuan Bajo.

PLN IP Services and PT PLN (Persero) UIW Nusa Tenggara Timur signed a cooperation agreement for the procurement of leased power generation units fueled by HSD/Biosolar with a total capacity of 16 MW in the regions of Adonara, Southwest Sumba, and Flores. This partnership is a strategic step to strengthen the reliability of electricity supply in East Nusa Tenggara and support economic growth and strategic regions, including Labuan Bajo.

September I September



8 September September 2025

Top #5 Star GRC PLN IP Services Sabet 3 Penghargaan Bukti Kuatnya Tata Kelola Perusahaan

PLN IP Services Wins 3 Top #5 Star GRC Awards, Demonstrating Strong Corporate Governance

PLN Indonesia Power Services meraih penghargaan Top GRC Awards 2025 #5 Star sebagai bentuk pengakuan atas konsistensi perusahaan dalam menerapkan tata kelola, manajemen risiko, dan kepatuhan secara berkelanjutan. Selain itu, perusahaan juga memperoleh penghargaan The High Performing Board of Commissioner on GRC 2025 serta The Most Committed GRC Leader 2025 yang diberikan kepada Direktur Utama PLN IP Services, Hari Cahyono.

PLN Indonesia Power Services received the 2025 Top GRC Awards #5 Star in recognition of the company's consistent and sustainable implementation of corporate governance, risk management, and compliance. In addition, the company also received the 2025 High-Performing Board of Commissioners on GRC Award and the 2025 Most Committed GRC Leader Award, presented to PLN IP Services CEO Hari Cahyono.



9 September September 2025

Coffee Morning PLN IP Services Menyatukan Kebersamaan, Menyalakan Semangat Grit dan Syukur

PLN IP Services Coffee Morning: Fostering Unity, Igniting Grit and Gratitude

PLN IP Services kembali menyelenggarakan kegiatan Coffee Morning sebagai sarana mempererat silaturahmi, memperkuat kebersamaan, serta menumbuhkan budaya kerja yang positif di lingkungan perusahaan. Melalui kegiatan ini, PLN IP Services mendorong insan perusahaan untuk menumbuhkan kegigihan, menjaga integritas, dan memperkuat semangat kolaborasi guna mendukung keberlanjutan bisnis perusahaan.

PLN IP Services once again held a Coffee Morning event as a means to strengthen relationships, foster a sense of togetherness, and cultivate a positive work culture within the company. Through this event, PLN IP Services encourages employees to cultivate perseverance, maintain integrity, and strengthen the spirit of collaboration to support the company's business sustainability.



11 September September 2025

PLN IP Services Pasok Tambahan 10 MW untuk Keandalan Energi di Sorong

PLN IP Services Supplies an Additional 10 MW to Ensure Energy Reliability in Sorong

PLN IP Services bersama PT PLN (Persero) UIW Papua dan Papua Barat menandatangani kerja sama pengadaan sewa pembangkit diesel berkapasitas 10 MW untuk memperkuat keandalan sistem kelistrikan Sorong. Kerja sama ini menegaskan sinergi PLN Group dalam mendukung pemenuhan kebutuhan listrik yang andal dan berkelanjutan di wilayah timur Indonesia.

PLN IP Services, together with PT PLN (Persero) UIW Papua and West Papua, signed a cooperation agreement for the lease of a 10 MW diesel power plant to strengthen the reliability of Sorong's electricity system. This collaboration underscores the synergy within the PLN Group in supporting the fulfillment of reliable and sustainable electricity needs in eastern Indonesia.



18 September September 2025

80 Tahun PMI Tebarkan Kebaikan Lewat Donor Darah Bersama PLN IP Services

80 Years of PMI Spreading Goodness Through Blood Donation with PLN IP Services

PLN Indonesia Power Services menyelenggarakan kegiatan donor darah dalam rangka memperingati Hari PMI ke-80 bekerja sama dengan PMI Kota Tangerang dengan target 100 pendonor. Kegiatan ini merupakan wujud kepedulian sosial perusahaan sekaligus upaya memperkuat semangat kebersamaan, solidaritas, dan kontribusi kemanusiaan di lingkungan kerja.

PLN Indonesia Power Services organized a blood donation drive to commemorate the 80th Anniversary of the Indonesian Red Cross (PMI) in collaboration with the PMI of Tangerang City, with a target of 100 donors. This activity reflects the company's social responsibility and serves as an effort to strengthen the spirit of togetherness, solidarity, and humanitarian contribution within the workplace.



25 September 2025

PLN IP Services Gelar SPKI 2025 Wujudkan Inovasi Berkelanjutan

PLN IP Services Holds SPKI 2025 to Foster Sustainable Innovation

PLN Indonesia Power Services menyelenggarakan Seleksi Penghargaan Karya Inovasi (SPKI) 2025 bertema "Innovation For High Quality Growth" sebagai upaya memperkuat budaya inovasi dan meningkatkan daya saing perusahaan di tengah transisi energi. Kegiatan yang diikuti 31 unit kerja dengan 76 karya inovasi ini menghasilkan PLTU Kalbar 1 sebagai Juara 1, serta menjadi wadah pengembangan inovasi berkelanjutan di lingkungan PLN IP Services.

PLN Indonesia Power Services is hosting the 2025 Innovation Award Selection (SPKI) under the theme "Innovation for High-Quality Growth" as part of its efforts to strengthen a culture of innovation and enhance the company's competitiveness amid the energy transition. The event, which involved 31 work units and 76 innovation projects, named the Kalbar 1 Coal-Fired Power Plant as the First Place Winner and serves as a platform for fostering sustainable innovation within PLN IP Services.



28 September 2025

Fun Run, Fun Energy PLN IP Services Ikut Serta InPower Fun Run 2025

Fun Run, Fun Energy: PLN IP Services Participates in the InPower Fun Run 2025

PLN Indonesia Power Services berpartisipasi dalam kegiatan InPower Fun Run 2025 PLN Indonesia Power sebagai bentuk dukungan terhadap budaya hidup sehat, sportivitas, dan kebersamaan di lingkungan perusahaan. Kegiatan ini juga menjadi simbol komitmen PLN IP Services dalam mendukung perjalanan transisi energi berkelanjutan melalui semangat kolaborasi dan wellness pegawai.

PLN Indonesia Power Services participated in the InPower Fun Run 2025 organized by PLN Indonesia Power as a form of support for a culture of healthy living, sportsmanship, and camaraderie within the company. This event also symbolizes PLN IP Services' commitment to supporting the journey toward sustainable energy transition through the spirit of collaboration and employee wellness.



29 September 2025

PLN IP Services Kembali Perluas Kerja Sama Global, Gandeng GSSC Saudi untuk Pengembangan Layanan Energi

PLN IP Services Expands Global Partnerships Again, Teaming Up with Saudi GSSC to Develop Energy Services

PLN IP Services menandatangani Memorandum of Understanding (MoU) dengan GSSC Saudi sebagai langkah strategis untuk menjajaki kerja sama pengembangan layanan energi dan operasi pemeliharaan pembangkit di kawasan Timur Tengah. Kolaborasi ini diharapkan dapat memperluas pasar internasional PLN IP Services sekaligus mendukung penguatan sektor ketenagalistrikan di Arab Saudi melalui pemanfaatan keahlian dan pengalaman perusahaan di bidang O&M.

PLN IP Services signed a Memorandum of Understanding (MoU) with GSSC Saudi as a strategic step to explore cooperation in the development of energy services and power plant maintenance operations in the Middle East. This collaboration is expected to expand PLN IP Services' international market while supporting the strengthening of the electricity sector in Saudi Arabia through the utilization of the company's expertise and experience in the O&M sector.

Oktober I October



1 Oktober October 2025

Teguhkan Semangat Persatuan Menuju Indonesia Raya, PLN IP Services Gelar Upacara Peringatan Hari Kesaktian Pancasila

Strengthening the Spirit of Unity Toward a Greater Indonesia, PLN IP Services Holds a Ceremony to Commemorate Pancasila Day

PLN IP Services menyelenggarakan Upacara Peringatan Hari Kesaktian Pancasila di Kantor Pusat dan seluruh unit kerja sebagai bentuk penguatan komitmen terhadap nilai-nilai Pancasila dan persatuan bangsa. Mengusung tema "Pancasila Perekat Bangsa Menuju Indonesia Raya", kegiatan ini menjadi momentum bagi insan PLN IP Services untuk terus mengamalkan nilai-nilai kebangsaan dalam mendukung kemajuan perusahaan dan negara.

PLN IP Services held a ceremony to commemorate Pancasila Day at its headquarters and all work units as a way to reinforce its commitment to the values of Pancasila and national unity. Under the theme "Pancasila: The Binding Force of the Nation Toward a Greater Indonesia," this event serves as a moment for PLN IP Services employees to continue upholding national values in support of the company's and the nation's progress.



1 Oktober October 2025

Kolaborasi Nyata, PLN IP Services Tandatangani Kesepakatan Substansi PKB 2025-2027 Sebagai Tonggak Baru

Strengthening Collaboration: PLN IP Services Signs the Substantive Agreement for the 2025–2027 Collective Labor Agreement

PT PLN Indonesia Power Services (PLN IP Services) melaksanakan Penandatanganan Kesepakatan Substansi Perjanjian Kerja Bersama (PKB) tahun 2025–2027 yang dirangkaikan dengan Komitmen Transformasi Perusahaan serta Perayaan Hari Ulang Tahun (HUT) ke-1 Serikat Pekerja PLN IP Services.

PT PLN Indonesia Power Services (PLN IP Services) held the Signing of the Substantive Agreement for the 2025–2027 Collective Labor Agreement (CLA), which was conducted in conjunction with the Company's Transformation Commitment and the 1st Anniversary Celebration of the PLN IP Services Labor Union.



3 Oktober October 2025

Nyalakan Semangat HLN ke-80 PLN IP Services Resmi Luncurkan Energy Kalcer On The Move: Run & Walk

Igniting the Spirit of the 80th National Electricity Day, PLN IP Services Officially Launches "Energy Kalcer On The Move: Run & Walk"

PLN Indonesia Power Services meluncurkan program "Energy Kalcer On The Move: Run & Walk" bekerja sama dengan PLN IP Services Runner dengan target challenge 80 KM dalam rangka memperingati Hari Listrik Nasional ke-80. Program ini merupakan bagian dari implementasi wellness pegawai untuk mendorong gaya hidup sehat, memperkuat kebersamaan, serta meningkatkan produktivitas dan semangat kerja insan perusahaan.

PLN Indonesia Power Services launched the "Energy Kalcer On The Move: Run & Walk" program in collaboration with PLN IP Services Runner, with a 80-km challenge target to commemorate the 80th National Electricity Day. This program is part of the employee wellness initiative to promote a healthy lifestyle, strengthen camaraderie, and boost productivity and work morale among company staff.



3 Oktober October 2025

Inovasi dan Integritas, PLN IP Services Kembali Ukir Prestasi Raih Penghargaan Most Innovative In-House Counsel Team 2025 di Sektor MRO

Innovation and Integrity: PLN IP Services Achieves Another Milestone by Winning the "Most Innovative In-House Counsel Team 2025" Award in the MRO Sector

PLN Indonesia Power Services meraih penghargaan "Indonesia's Most Innovative In-House Counsel Team 2025" pada sektor Maintenance Repair & Overhaul (MRO) dalam ajang In-House Counsel Awards (IHCA) 2025. Penghargaan ini menjadi pengakuan atas inovasi serta kontribusi strategis Departemen Legal dan Kepatuhan PLN IP Services dalam mendukung tata kelola, kepatuhan hukum, dan keberlanjutan bisnis perusahaan.

PLN Indonesia Power Services received the "Indonesia's Most Innovative In-House Counsel Team 2025" award in the Maintenance, Repair & Overhaul (MRO) sector at the 2025 In-House Counsel Awards (IHCA). This award recognizes the innovation and strategic contributions of the Legal and Compliance Department at PLN IP Services in supporting corporate governance, legal compliance, and business sustainability.



6 Oktober October 2025

Bangun Generasi Unggul PLN IP Services & SMKN 1 Cirebon Kolaborasi Cetak Tenaga Pendidik Berkompeten di Bidang Kelistrikan

Building a Generation of Excellence: PLN IP Services & SMKN 1 Cirebon Collaborate to Train Competent Educators in the Field of Electrical Engineering

PLN Indonesia Power Services melalui Tim MRO Services memberikan pelatihan kepada guru produktif Teknik Kelistrikan SMKN 1 Cirebon terkait penggunaan insulation tester dan Ingress Protection (IP) test. Kegiatan ini merupakan bentuk kontribusi perusahaan dalam mendukung peningkatan kompetensi tenaga pendidik vokasi serta penguatan kualitas pendidikan dan keselamatan kerja di bidang ketenagalistrikan.

PLN Indonesia Power Services, through its MRO Services Team, provided training to vocational teachers in the Electrical Engineering program at SMKN 1 Cirebon on the use of insulation testers and Ingress Protection (IP) testing. This initiative represents the company's contribution to enhancing the competencies of vocational educators and strengthening the quality of education and workplace safety in the electrical sector.



8 Oktober October 2025

Perkuat Budaya K3 PLN IP Services Gelar Pelatihan ISO 45001:2018 & Auditor Internal

To Strengthen the Occupational Safety and Health Culture, PLN IP Services Holds ISO 45001:2018 & Internal Auditor Training

PLN Indonesia Power Services menyelenggarakan pelatihan Overview ISO 45001:2018 & Internal Auditor Training Based on ISO 19011:2018 bagi tim K3 unit sebagai upaya memperkuat penerapan budaya keselamatan dan kesehatan kerja di seluruh operasional perusahaan. Kegiatan ini bertujuan meningkatkan kompetensi penerapan SMK3 dan kemampuan audit internal guna mendukung perbaikan berkelanjutan serta penguatan budaya safety di lingkungan kerja.

PLN Indonesia Power Services organized an ISO 45001:2018 Overview & Internal Auditor Training Based on ISO 19011:2018 for the unit's OSH team as part of efforts to strengthen the implementation of occupational safety and health culture across the company's operations. This initiative aims to enhance competencies in implementing the Occupational Safety and Health Management System (OSHMS) and internal audit capabilities to support continuous improvement and the reinforcement of a safety culture in the workplace.



9 Oktober October 2025

Raih 4 Prestasi Internasional PLN IP Services Buktikan Komitmen Good Corporate Governance (GCG) & Transparansi Perusahaan

PLN IP Services Wins 4 International Awards, Demonstrating Its Commitment to Good Corporate Governance (GCG) and Corporate Transparency

PLN IP Services meraih empat penghargaan internasional dalam Vision Award LACP Annual Report Competition 2025 atas Laporan Tahunan 2024. Pencapaian ini mencerminkan komitmen Perseroan terhadap penerapan GCG, transparansi, dan penguatan daya saing global.

PLN IP Services has won four international awards at the LACP Annual Report Competition 2025 for its 2024 Annual Report. This achievement reflects the Company's commitment to implementing GCG, transparency, and strengthening global competitiveness.



13 Oktober October 2025

From Awareness to Action, PLN IP Services Gelar Risk Culture 2025 Bangun Fondasi Keberlanjutan Bisnis

From Awareness to Action: PLN IP Services Hosts Risk Culture 2025 to Build the Foundation for Business Sustainability

PLN Indonesia Power Services menyelenggarakan Risk Culture 2025 bertema "From Awareness, to Action" guna memperkuat budaya risiko dan implementasi Enterprise Risk Management (ERM) berbasis ISO 31000. Kegiatan ini menegaskan komitmen Perseroan dalam membangun budaya sadar risiko untuk mendukung keberlanjutan bisnis dan keandalan operasional.

PLN Indonesia Power Services hosted Risk Culture 2025 under the theme "From Awareness to Action" to strengthen its risk culture and the implementation of ISO 31000-based Enterprise Risk Management (ERM). This initiative underscores the Company's commitment to fostering a risk-aware culture to support business sustainability and operational reliability.



16 Oktober October 2025

Wapres RI Meninjau Keandalan BMPP Nusantara I di Ambon

Vice President of the Republic of Indonesia Visits BMPP Nusantara I in Ambon to Review Its Operational Reliability

Wakil Presiden RI Gibran Rakabuming Raka meninjau BMPP Nusantara I di Ambon, pembangkit berkapasitas 58 MW yang menjadi penopang pasokan listrik di Maluku. Keandalan operasional pembangkit didukung oleh PLN IP Services melalui layanan Operation & Maintenance (O&M).

Vice President of the Republic of Indonesia Gibran Rakabuming Raka visited BMPP Nusantara I in Ambon, a 58 MW power plant that plays a vital role in ensuring a reliable electricity supply across Maluku. The plant's operational reliability is supported by PLN IP Services through its Operation & Maintenance (O&M) services.



17 Oktober October 2025

Sinergi Terang untuk Bangka Belitung, Kolaborasi PLN UIW Babel & PLN IP Services Wujudkan Tambahan 15 MW untuk Energi Andal dan Berkelanjutan

Bright Synergy for Bangka Belitung: Collaboration Between PLN UIW Babel and PLN IP Services Delivers an Additional 15 MW of Reliable and Sustainable Energy

PLN IP Services menjalin kerja sama strategis dengan PT PLN (Persero) Unit Induk Wilayah Bangka Belitung melalui pengadaan sewa pembangkit diesel berbahan bakar biosolar berkapasitas 15 MW di PLTU Air Anyir. Kerja sama ini bertujuan memperkuat keandalan pasokan listrik di Bangka Belitung sekaligus mendukung transisi energi berkelanjutan.

PLN IP Services has established a strategic partnership with PT PLN (Persero) Bangka Belitung Regional Headquarters through the procurement of a 15 MW bio-diesel-fueled diesel power plant at the Air Anyir Power Plant. This collaboration aims to strengthen the reliability of electricity supply in Bangka Belitung while supporting the transition to sustainable energy.



24 Oktober October 2025

Transformasi Harmonis untuk Keberlanjutan, PLN IP Services Resmi Menandatangani PKB 2025-2027

Harmonious Transformation for Sustainability: PLN IP Services Officially Signs the 2025–2027 Collective Bargaining Agreement

PLN IP Services melaksanakan Penandatanganan PKB Periode 2025–2027 sebagai bentuk kesepakatan hubungan industrial antara manajemen dan Serikat Pekerja. Kesepakatan ini menegaskan komitmen perusahaan dalam menciptakan hubungan kerja yang harmonis, produktif, dan berkelanjutan untuk mendukung kesejahteraan pegawai dan keberlanjutan bisnis.

PLN IP Services held the signing ceremony for the 2025–2027 Collective Bargaining Agreement as a form of industrial relations agreement between management and the Labor Union. This agreement reaffirms the company's commitment to fostering harmonious, productive, and sustainable working relationships to support employee well-being and business sustainability.



27 Oktober October 2025

Hari Listrik Nasional ke-80, PLN IP Services Teguhkan Komitmen Transformasi Energi Berkelanjutan

Commemorating the 80th National Electricity Day, PLN IP Services Reaffirms Its Commitment to a Sustainable Energy Transition

PLN IP Services memperingati Hari Listrik Nasional (HLN) ke-80 dengan menggelar upacara bersama seluruh insan perusahaan sebagai bentuk refleksi dan penguatan komitmen terhadap transformasi sektor ketenagalistrikan. Momentum ini menegaskan peran perusahaan dalam mendukung keandalan listrik nasional melalui inovasi, kolaborasi, dan peningkatan kinerja operasional.

PLN IP Services commemorated the 80th National Electricity Day (HLN) by holding a ceremony with all company employees as a way to reflect on and reinforce its commitment to the transformation of the electricity sector. This occasion underscores the company's role in supporting national electricity reliability through innovation, collaboration, and improved operational performance.



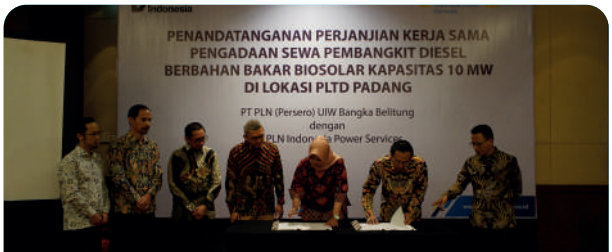
27 Oktober October 2025

Coffee Morning Spesial HLN ke-80, PLN IP Services Hadirkan Inovasi dan Kolaborasi

80th National Electricity Day Special Coffee Morning: PLN Indonesia Power Services Showcases Innovation and Collaboration

PLN Indonesia Power Services memperingati Hari Listrik Nasional (HLN) ke-80 melalui Coffee Morning serta peluncuran fitur NyaMan pada aplikasi COMES untuk memperkuat komunikasi dua arah dan budaya kerja kolaboratif. Kegiatan ini juga diisi program Energy Kalcer On The Move yang menumbuhkan gaya hidup sehat serta kontribusi terhadap keberlanjutan lingkungan.

PLN Indonesia Power Services commemorated the 80th National Electricity Day (HLN) with a Coffee Morning event and the launch of the NyaMan feature on the COMES app to strengthen two-way communication and a collaborative work culture. The event also featured the "Energy Kalcer On The Move" program, which promotes a healthy lifestyle and contributes to environmental sustainability.



31 Oktober October 2025

PLN IP Services Berkolaborasi dengan PLN UIW Babel Menghadirkan Daya 10 MW

PLN IP Services Collaborates with PLN UIW Babel to Provide 10 MW of Power

PT PLN Indonesia Power Services (PLN IP Services) resmi menandatangani Perjanjian Kerja Sama Pengadaan Sewa Pembangkit Diesel Berbahan Bakar Biosolar Berkapasitas 10 MW yang berlokasi di PLTD Padang, Belitung. Penandatanganan kerja sama ini menjadi langkah strategis dalam menjaga kontinuitas pasokan listrik di Pulau Belitung yang memiliki sistem kelistrikan tersendiri (isolated system). Kolaborasi ini juga menjadi bukti nyata sinergi antara PLN IP Services dan PT PLN (Persero) Unit Induk Wilayah Bangka Belitung (PLN UIW Babel) dalam mendukung misi PLN Group menghadirkan listrik yang andal, efisien, dan berkelanjutan di seluruh pelosok Indonesia.

PT PLN Indonesia Power Services (PLN IP Services) officially signed a Cooperation Agreement for the Lease of a 10 MW Biosolar-Fueled Diesel Power Plant located at the Padang Diesel Power Plant (PLTD) in Belitung. The signing of this agreement marks a strategic step in ensuring the continuity of electricity supply on Belitung Island, which operates on an isolated power system. This collaboration also serves as tangible evidence of the synergy between PLN IP Services and PT PLN (Persero) Bangka Belitung Regional Headquarters (PLN UIW Babel) in supporting the PLN Group's mission to deliver reliable, efficient, and sustainable electricity to every corner of Indonesia.

November I November



2 November November 2025

PLN IP Services Dukung Transisi Energi Lewat Partisipasi di PLN Electric Run 2025

PLN IP Services Supports the Energy Transition Through Participation in the PLN Electric Run 2025

PLN Indonesia Power Services berpartisipasi dalam PLN Electric Run 2025 melalui komunitas IP Services Runner sebagai bagian dari dukungan terhadap transisi energi dan gaya hidup sehat. Kegiatan ini menegaskan komitmen perusahaan dalam mendorong pengurangan emisi karbon serta mendukung inisiatif energi hijau dan keberlanjutan PLN Group.

PLN Indonesia Power Services participated in the PLN Electric Run 2025 through the IP Services Runner community as part of its support for the energy transition and a healthy lifestyle. This initiative underscores the company's commitment to promoting carbon emission reduction and supporting the PLN Group's green energy and sustainability initiatives.



3 November 2025

PLN IP Services Perkuat Pengembangan EBT melalui Sinergi dengan PT Jorindo Agung

PLN IP Services Strengthens Renewable Energy Development Through Collaboration with PT Jorindo Agung

PT PLN Indonesia Power Services (PLN IP Services) terus memperkuat langkah nyata dalam mendukung transisi energi nasional. Komitmen tersebut diwujudkan melalui penandatanganan Nota Kesepahaman (MoU) antara PLN IP Services dengan PT Jorindo Agung tentang kerja sama dalam pengembangan pembangkit listrik berbasis Energi Baru Terbarukan (EBT) serta pembangkit lainnya.

PT PLN Indonesia Power Services (PLN IP Services) continues to take concrete steps to support the national energy transition. This commitment was formalized through the signing of a Memorandum of Understanding (MoU) between PLN IP Services and PT Jorindo Agung regarding cooperation in the development of power plants based on Renewable Energy (EBT) as well as other power plants.



7 November 2025

PLN IP Services berkolaborasi dengan PLN UIW NTB Hadirkan Pembangkit Biodiesel 3 MW di Lunyuk

PLN IP Services Collaborates with PLN UIW NTB to Launch a 3 MW Biodiesel Power Plant in Lunyuk

Dalam upaya memperkuat keandalan pasokan listrik di wilayah Nusa Tenggara Barat, PLN Indonesia Power Services (PLN IP Services) bersama PT PLN (Persero) Unit Induk Wilayah Nusa Tenggara Barat (UIW NTB) resmi menandatangani Perjanjian Pengadaan Sewa Pembangkit Berbahan Bakar HSD/Biodiesel berkapasitas 3 MW di PLTD Lunyuk, Kabupaten Sumbawa. Penandatanganan kerja sama ini menjadi langkah nyata dalam mendukung ketersediaan energi yang andal, efisien, dan berkelanjutan bagi masyarakat di wilayah sistem isolasi. Proyek ini juga diharapkan dapat memperkuat sistem kelistrikan NTB sekaligus mendorong pertumbuhan ekonomi daerah.

In order to strengthen the reliability of electricity supply in the West Nusa Tenggara region, PLN Indonesia Power Services (PLN IP Services) and PT PLN (Persero) West Nusa Tenggara Regional Headquarters (UIW NTB) officially signed a Lease Agreement for a 3 MW HSD/Biodiesel-Fueled Power Plant at the Lunyuk Diesel Power Plant (PLTD) in Sumbawa Regency. The signing of this cooperation agreement marks a concrete step toward supporting a reliable, efficient, and sustainable energy supply for communities in isolated grid areas. This project is also expected to strengthen the NTB power system while driving regional economic growth.



10 November 2025

Terus Bergerak, Lanjutkan Perjuangan PLN IP Services Gelar Upacara Hari Pahlawan, Nyalakan Semangat Juang untuk Terangi Negeri

Keep Moving Forward, Continue the Struggle: PLN IP Services Holds Heroes' Day Ceremony to Ignite the Spirit of Struggle to Light Up the Nation

PLN Indonesia Power Services memperingati Hari Pahlawan 2025 dengan menggelar upacara bertema "Pahlawanku Teladanku, Terus Bergerak, Melanjutkan Perjuangan" di seluruh unit kerja. Momentum ini menegaskan komitmen perusahaan untuk meneladani nilai kepahlawanan dalam menjaga keandalan listrik dan mendukung transisi energi berkelanjutan bagi Indonesia.

PLN Indonesia Power Services commemorated Heroes' Day 2025 by holding a ceremony themed "My Heroes, My Role Models: Keep Moving Forward, Continue the Struggle" across all its operational units. This event underscores the company's commitment to embodying the values of heroism in ensuring electricity reliability and supporting a sustainable energy transition for Indonesia.



12 November 2025

Sinergi untuk Keberlanjutan, PLN IP Services Perkuat Komitmen Integritas di Vendor Gathering 2025

Synergy for Sustainability: PLN IP Services Reinforces Commitment to Integrity at the 2025 Vendor Gathering

PLN Indonesia Power Services menyelenggarakan Vendor Gathering 2025 bertema "Partnering with Integrity for Sustainable Business & Accelerated Energy Transition" untuk memperkuat sinergi dengan mitra kerja berbasis integritas dan kepatuhan. Kegiatan ini menegaskan komitmen perusahaan dalam membangun ekosistem kemitraan yang transparan, profesional, dan berkelanjutan guna mendukung transisi energi nasional.

PLN Indonesia Power Services hosted the 2025 Vendor Gathering under the theme "Partnering with Integrity for Sustainable Business & Accelerated Energy Transition" to strengthen synergy with business partners based on integrity and compliance. This event underscores the company's commitment to building a transparent, professional, and sustainable partnership ecosystem to support the national energy transition.



20 November 2025

PLN IP Services Unjuk Solusi Energi Terpercaya di ELECTRICITY CONNECT 2025

PLN IP Services Showcases Reliable Energy Solutions at ELECTRICITY CONNECT 2025

PLN IP Services berpartisipasi dalam Electricity Connect 2025 dengan menampilkan kapabilitas layanan terintegrasi, mulai dari Operation & Maintenance (O&M) untuk lebih dari 60 pembangkit hingga MRO, EPC, Energy Supply, DRUPS, dan Strategic Parts guna mendukung kebutuhan energi berbagai sektor industri.

PLN IP Services participated in Electricity Connect 2025, showcasing its integrated service capabilities, ranging from Operation & Maintenance (O&M) for more than 60 power plants to Maintenance, Repair & Overhaul (MRO), Engineering, Procurement & Construction (EPC), Energy Supply, DRUPS, and Strategic Parts, supporting the energy needs of various industrial sectors.



24 November 2025

Keselamatan Menjadi Komitmen Bersama PLN IP Services Berbagi Pengalaman Terbaik HSE di Forum Pertamina EP Cepu

Safety Is a Shared Commitment: PLN IP Services Shares Best HSE Practices at the Pertamina EP Cepu Forum

PLN Indonesia Power Services menjadi pembicara dalam HSSE Contractor Forum PT Pertamina EP Cepu Zona 12 dengan materi penguatan budaya HSE melalui digitalisasi dan keberlanjutan bisnis. Kegiatan ini menegaskan komitmen perusahaan dalam penerapan standar keselamatan, kesehatan, dan lingkungan serta penguatan posisi sebagai penyedia solusi energi yang andal dan berkelanjutan.

PLN Indonesia Power Services served as a speaker at the HSSE Contractor Forum of PT Pertamina EP Cepu Zone 12, presenting on strengthening HSE culture through digitalization and business sustainability. This event underscores the company's commitment to implementing safety, health, and environmental standards, as well as reinforcing its position as a reliable and sustainable energy solutions provider.



27 November 2025

Green Energy: The Way of Life PLN IP Services Perkuat Transformasi Budaya Berkelanjutan untuk Menyalakan Energi Hijau

Green Energy: The Way of Life PLN IP Services Strengthens Sustainable Cultural Transformation to Power Green Energy

PLN Indonesia Power Services menyelenggarakan Culture Fest 2025 bertema "Green Energy: The Way of Life" sebagai upaya memperkuat budaya perusahaan berbasis kolaborasi, integritas, dan gaya hidup energi hijau. Kegiatan ini menegaskan komitmen perusahaan dalam mendorong transformasi budaya kerja yang adaptif, efisien, dan berkelanjutan di seluruh insan perusahaan.

PLN Indonesia Power Services is hosting Culture Fest 2025 under the theme "Green Energy: The Way of Life" as part of its efforts to strengthen a corporate culture rooted in collaboration, integrity, and a green energy lifestyle. This event underscores the company's commitment to driving an adaptive, efficient, and sustainable transformation of work culture across the entire organization.



28 November 2025

Gold Rank ASRRAT 2025 PLN IP Services Torehkan Capaian Keberlanjutan Dua Tahun Beruntun

PLN IP Services Earns ASRRAT 2025 Gold Rank, Marking Two Consecutive Years of Sustainability Achievements

PLN Indonesia Power Services meraih Gold Rank ASRRAT 2025 untuk kedua kalinya secara berturut-turut atas komitmen dalam penerapan praktik keberlanjutan berbasis ESG. Pencapaian ini menegaskan konsistensi perusahaan dalam mengintegrasikan aspek lingkungan, sosial, dan tata kelola ke dalam operasional bisnis yang berkelanjutan.

PLN Indonesia Power Services has earned the ASRRAT 2025 Gold Rank for the second consecutive year for its commitment to implementing ESG-based sustainability practices. This achievement underscores the company's consistency in integrating environmental, social, and governance aspects into its sustainable business operations.

Desember I December



3 Desember December 2025

Kunjungan Aggreko International dalam rangka Penguatan Kolaborasi Layanan Energi

Aggreko International Visit to Strengthen Energy Services Collaboration

PLN Indonesia Power Services menerima kunjungan Top Manajemen Aggreko International, perusahaan global penyedia solusi energi terkemuka. Kunjungan tersebut dihadiri oleh Direktur Utama PLN IP Services, Hari Cahyono, bersama President Africa, Middle East, Asia and Australia Pacific Aggreko, Johan de Villiers. Kunjungan ini menjadi momentum penting dalam memperkuat hubungan kerja sama yang telah terjalin antara PLN IP Services dan Aggreko. Melalui pertemuan ini, kedua pihak menegaskan komitmen untuk terus memperluas kolaborasi dalam penyediaan layanan energi yang andal, efisien, dan mampu menjawab kebutuhan industri energi yang terus berkembang.

PLN Indonesia Power Services hosted a visit from the top management of Aggreko International, a leading global provider of energy solutions. The visit was attended by the President Director of PLN IP Services, Hari Cahyono, along with Aggreko's President for Africa, the Middle East, Asia, and the Australia-Pacific region, Johan de Villiers. This visit marks an important milestone in strengthening the existing partnership between PLN IP Services and Aggreko. Through this meeting, both parties reaffirmed their commitment to continue expanding their collaboration in providing reliable, efficient energy services capable of meeting the needs of the ever-evolving energy industry.



4 Desember December 2025

Transformasi Digital PLN IP Services sabet TOP DIGITAL Implementation 2025 #Stars5

PLN IP Services' Digital Transformation Wins TOP DIGITAL Implementation 2025 #Stars5

Di penghujung tahun 2025, PLN Indonesia Power Services (PLN IP Services) kembali membuktikan peran strategisnya dalam mengakselerasi transformasi dan digitalisasi bisnis. Konsistensi perusahaan dalam mengimplementasikan berbagai solusi digital berhasil mengantarkan PLN IP Services meraih prestasi gemilang pada ajang Top Digital Awards 2025. Top Digital Awards merupakan ajang penghargaan tahunan yang diselenggarakan oleh Majalah IT Works, mengusung tema "Driving Operational Excellence Through Intelligent Digital Transformation", yang menekankan pentingnya pemanfaatan teknologi cerdas untuk meningkatkan efektivitas operasional.

At the end of 2025, PLN Indonesia Power Services (PLN IP Services) once again demonstrated its strategic role in accelerating business transformation and digitalization. The company's consistency in implementing various digital solutions successfully led PLN IP Services to achieve a remarkable feat at the Top Digital Awards 2025. The Top Digital Awards is an annual awards ceremony organized by IT Works Magazine, featuring the theme "Driving Operational Excellence Through Intelligent Digital Transformation," which emphasizes the importance of leveraging smart technology to enhance operational effectiveness.



5 Desember December 2025

PLN IP Services Kawal Keandalan Listrik Sumut dan Hadir Menguatkan Insan Pembangkit serta Warga yang Terdampak Bencana

PLN IP Services Ensures Reliable Power Supply in North Sumatra and Supports Power Plant Staff and Affected Residents

PLN IP Services merespons cepat banjir di Sumatera Utara dengan memastikan keandalan operasional PLTU Labuhan Angin dan PLTU Pangkalan Susu tetap terjaga melalui peninjauan langsung manajemen. Selain menjaga keandalan listrik, perusahaan juga menyalurkan bantuan kemanusiaan bagi masyarakat dan pegawai terdampak sebagai wujud kepedulian sosial di tengah bencana.

PLN IP Services responded swiftly to the floods in North Sumatra by ensuring the operational reliability of the Labuhan Angin and Pangkalan Susu coal-fired power plants remained intact through on-site management inspections. In addition to maintaining power reliability, the company also distributed humanitarian aid to affected communities and employees as a demonstration of social responsibility during the disaster.



12 Desember December 2025

PLN IP Services Dukung Aksi Lingkungan di HUT ke-13 PLN Indonesia Power UBP Lontar

PLN IP Services Supports Environmental Initiatives at the 13th Anniversary of PLN Indonesia Power UBP Lontar

PLN Indonesia Power Services berpartisipasi dalam kegiatan "Tunas Hijau & Aksi Bersih Pantai" di UBP Lontar melalui penanaman mangrove dan pembersihan lingkungan pesisir. Kegiatan ini mencerminkan komitmen perusahaan dalam mendukung keberlanjutan lingkungan dan transisi energi melalui kolaborasi serta tanggung jawab sosial.

PLN Indonesia Power Services participated in the "Tunas Hijau & Aksi Bersih Pantai" event at UBP Lontar by planting mangroves and cleaning up the coastal environment. This initiative reflects the company's commitment to supporting environmental sustainability and the energy transition through collaboration and social responsibility.



14 Desember December 2025

Siaga Nataru PLN IP Services Perkuat Keandalan Backbone Kelistrikan Pulau Ambon

Christmas and New Year's Readiness: PLN IP Services Strengthens the Reliability of Ambon Island's Power Grid

PLN IP Services mendukung pengamanan pasokan listrik Maluku dan Maluku Utara menjelang Nataru 2026 melalui kesiapan operasional PLTMG Ambon Peaker dan BMPP Nusantara 1. Upaya ini menegaskan komitmen perusahaan dalam menjaga keandalan sistem kelistrikan berbasis Operation & Maintenance (O&M) untuk menjamin pasokan listrik yang aman dan andal bagi masyarakat.

PLN IP Services supported the security of the electricity supply in Maluku and North Maluku ahead of the 2026 Christmas and New Year holidays through the operational readiness of the Ambon Peaker PLTMG and BMPP Nusantara 1. This effort underscores the company's commitment to maintaining the reliability of the electricity system through Operation & Maintenance (O&M) to ensure a safe and reliable electricity supply for the community.



17 Desember December 2025

PLN IP Services Sukses Relokasi dan Operasikan PLTG Tanjung Selor 20 MW, Perkuat Keandalan Kelistrikan Kalimantan Utara

PLN IP Services Successfully Relocates and Operates the 20 MW Tanjung Selor Gas-Fired Power Plant, Strengthening the Reliability of North Kalimantan's Power Grid

PLN IP Services bersama PLN Indonesia Power berhasil merelokasi dan mengoperasikan PLTG Tanjung Selor berkapasitas 20 MW untuk memperkuat keandalan sistem kelistrikan Kalimantan Utara. Proyek ini mencerminkan optimalisasi aset pembangkitan serta komitmen perusahaan dalam menghadirkan operasi yang andal, aman, dan berkelanjutan dengan capaian zero accident.

PLN IP Services, in collaboration with PLN Indonesia Power, has successfully relocated and commissioned the 20 MW Tanjung Selor Gas-Fired Power Plant to enhance the reliability of North Kalimantan's power system. This project reflects the optimization of generation assets as well as the company's commitment to delivering reliable, safe, and sustainable operations with a zero accident record.



19 Desember December 2025

Apel Siaga NATARU PLN IP Services Siap Jaga Keandalan Listrik Nasional

PLN IP Services Holds Christmas and New Year Readiness Ceremony to Ensure National Power Supply Reliability

PLN Indonesia Power Services melaksanakan Apel Siaga Natal 2025 dan Tahun Baru 2026 untuk memastikan kesiapan operasional seluruh pembangkit dalam menjaga keandalan pasokan listrik nasional. Kegiatan ini menegaskan komitmen perusahaan dalam mendukung kontinuitas layanan listrik melalui penguatan kesiapan sistem, keselamatan kerja, dan respons cepat di seluruh wilayah operasional.

PLN Indonesia Power Services held a Christmas 2025 and New Year 2026 Readiness Briefing to ensure the operational readiness of all power plants in maintaining the reliability of the national electricity supply. This event emphasized the company's commitment to supporting the continuity of electricity services through enhanced system readiness, workplace safety, and rapid response across all operational areas.

Penghargaan dan Sertifikasi
Award and Certifications

Penghargaan
Award



Kepatuhan Regulasi Terbaik Peringkat Diamond

Bidang Penghargaan
Award Scope : *Indonesia Regulatory Compliance Awards 2025 (IRCA)*

Lembaga/Badan (yang memberikan)
Institution/Body (who present) : Hukum Online

Tahun perolehan
Year : 2025
2025

Penghargaan
Award



Best O&M Company in Renewable Energy

Bidang Penghargaan
Award Scope : *IBEA Award*

Lembaga/Badan (yang memberikan)
Institution/Body (who present) : Majalah Listrik Indonesia

Tahun perolehan
Year : 2025
2025

Penghargaan
Award



Indonesia Most Innovative in House Counsel

Bidang Penghargaan
Award Scope : *Indonesia Regulatory Compliance Awards 2025 (IRCA)*

Lembaga/Badan (yang memberikan)
Institution/Body (who present) : Hukum Online

Tahun perolehan
Year : 2025
2025

Penghargaan
Award



Gold Rank

Bidang Penghargaan
Award Scope : *Vision Award 2025*

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

Tahun perolehan
Year : 2025
2025

Penghargaan
Award



Top 100 Regional Ranking: 58 (Asia-Pacific)

Bidang Penghargaan Award Scope	: *Vision Award 2025*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: LACP
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



Country-Based Honors: Top 20 Indonesian Reports of 2024

Bidang Penghargaan Award Scope	: *Vision Award 2025*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: LACP
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



Technical Achivement Award

Bidang Penghargaan Award Scope	: *Vision Award 2025*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: LACP
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



Top GRC Award 2025

Bidang Penghargaan Award Scope	: • TOP GRC Awards 2025 – Recipient of the #5 Star Award • The Most Committed GRC Leader 2025 • The High Performing Board of Commissioner on GRC 2025.
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: Business News
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



Gold Rank

Bidang Penghargaan Award Scope	: *ASRRAT*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: NCCR
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



TOP DIGITAL Implementation 2025 # Stars 5

Bidang Penghargaan Award Scope	: *TOP DIGITAL Implementation 2025 # Stars 5*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: Top Digital Award 2025
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



TOP Leader on Digital Implementation 2025

Bidang Penghargaan Award Scope	: *Top Digital Award 2025*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: Business News
Tahun perolehan Year	: 2025 2025

Penghargaan
Award


MENTERI KETENAGAKERJAAN
REPUBLIK INDONESIA

Piagam Penghargaan

Dengan ini Menteri Ketenagakerjaan Republik Indonesia Memberi Penghargaan Kepada :

PT PLN INDONESIA POWER SERVICES PLTMG MPP
TIMIKA
Papua Tengah

Sebagai Perusahaan Penerima Penghargaan Program Pencegahan dan Penanggulangan HIV-AIDS di Tempat Kerja dengan kategori GOLD

Berdasarkan Keputusan Menteri Ketenagakerjaan Republik Indonesia Nomor 45 Tahun 2026

Jakarta, Februari 2026
Menteri Ketenagakerjaan
Republik Indonesia

Prof. Yassierli, Ph.D.

Program Pencegahan dan Penanggulangan HIV-AIDS Tahun 2025

Bidang Penghargaan Award Scope	: *HIV-AIDS*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	: Menteri Ketenagakerjaan RI Minister of Manpower of RI
Tahun perolehan Year	: 2025 2025

Penghargaan
Award



PROPER Biru Tahun 2025

Bidang Penghargaan Award Scope	*PROPER Biru Tahun 2025*
Lembaga/Badan (yang memberikan) Institution/Body (who present)	Kementerian Lingkungan Hidup dan Kehutanan (KLHK) RI Ministry of Environment and Forestry of RI
Tahun perolehan Year	2025 2025

Sertifikasi
Certifications



ISO 45001:2018

Bidang Sertifikasi
Scope of Certifications

Provision of Electricity Generation and Supply

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

PT BVI

Tahun perolehan Year	**Masa berlaku** Validity period
02 Januari 2020 January 2, 2020	29 Januari 2026 January 29, 2026

Sertifikasi
Certifications



ISO 9001:2015

Bidang Sertifikasi
Scope of Certifications

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

Tahun perolehan Year	**Masa berlaku** Validity period
23 September 2020 September 23, 2020	2025

Sertifikasi
Certifications



ISO 14001:2015

Bidang Sertifikasi
Scope of Certifications

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	5 November 2026 November 5, 2026

Sertifikasi
Certifications



ISO 37001:2016

Bidang Sertifikasi
Scope of Certifications

Information *Security Management System 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
2024	2027

Sertifikasi
Certifications



Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja

Occupational Health and Safety Management System Certificate

Bidang Sertifikasi
Scope of Certifications

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
2025	2027





Laporan Manajemen
Management Report



02

2025
Laporan Tahunan
Annual Report


HARI CAHYONO
Direktur Utama
President Director

Laporan Direksi
Board of Director Report

Pada 2025, PLN IP Services memperluas jejak layanan energi dengan menjaga keandalan sistem, memperkuat tata kelola, dan menyiapkan portofolio masa depan. Kami melangkah lebih percaya diri menuju pertumbuhan yang relevan, tangguh, dan berkelanjutan.

In 2025, PLN IP Services expanded its energy services footprint by safeguarding system reliability, strengthening governance, and preparing its future portfolio. We move forward with greater confidence toward growth that is relevant, resilient, and sustainable.

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

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa. Atas rahmat dan karunia-Nya, Direksi PT PLN Indonesia Power Services (PLN IP Services) dapat menyampaikan Laporan Tahunan Tahun Buku 2025 sebagai bentuk pertanggungjawaban atas pelaksanaan fungsi pengurusan, pencapaian kinerja, penguatan tata kelola, dan arah strategis Perseroan sepanjang tahun berjalan. Laporan ini disusun untuk memberikan gambaran yang utuh mengenai dinamika usaha, capaian, tantangan, serta langkah Direksi dalam menjaga keandalan layanan dan memperkuat nilai jangka panjang Perseroan.

Our deepest gratitude to God Almighty for the blessing and grace bestowed upon us, which enable the Board of Directors of PT PLN Indonesia Power Services (PLN IP Services) to present the 2025 Annual Report as our responsibility in managing the Company, delivering business performance, strengthening corporate governance, and enhancing the strategic priorities during the year. This report provides a comprehensive overview of business development, outstanding achievements, challenges, and initiatives conducted by the Board of Directors in delivering service reliability and creating sustainable long-term value for the Company and the stakeholders.

Tahun 2025 menjadi periode penting bagi PLN IP Services untuk melanjutkan transformasi pasca rebranding melalui disiplin eksekusi yang lebih kuat dan akurat. Setelah fondasi identitas dan perluasan peran diperkuat pada tahun 2024, Direksi mengarahkan fokus Perseroan pada pengendalian kinerja bulanan, penguatan keandalan (reliability), penyelesaian isu kontraktual dan operasional, perluasan portofolio layanan energi, serta penajaman rencana jangka menengah melalui RKAP dan RJPP 2026-2030.

The year 2025 is crucial for PLN IP Services to continue our post-rebranding transformation with stronger and more accurate discipline. The Board of Directors focuses on controlling monthly performance, strengthening reliability, resolving contractual and operational issues, expanding the energy services portfolio, and sharpening the medium-term plan through the 2026-2030 Company's Budget and Long-Term plans after the identity foundation and expansion were strong in 2024.

Dengan dukungan pemegang saham, Dewan Komisaris, insan Perseroan, mitra usaha, dan seluruh pemangku kepentingan, PLN IP Services terus memperkuat posisinya sebagai penyedia solusi layanan energi yang andal, adaptif, kompetitif, dan berorientasi keberlanjutan dalam ekosistem ketenagalistrikan nasional maupun regional.

With the support from stakeholders, the Board of Commissioners, our teams, business partners, and all stakeholders, PLN IP Services continues to strengthen its position as a provider of reliable, adaptive, competitive, and sustainability-oriented energy service solutions in the national and regional electricity ecosystem.

Tinjauan Makroekonomi 2025

Perekonomian global tahun 2025 bergerak dalam ruang pertumbuhan yang terbatas, dipengaruhi oleh ketidakpastian kebijakan perdagangan, tekanan geopolitik, volatilitas harga komoditas, serta arah kebijakan moneter negara maju yang belum sepenuhnya longgar. International Monetary Fund memperkirakan pertumbuhan ekonomi global berada pada kisaran 3,3%, menunjukkan bahwa pemulihan dunia masih berlangsung hati-hati dan diiringi risiko terhadap arus modal, rantai pasok, dan keputusan investasi lintas negara.

Di tengah tekanan eksternal tersebut, perekonomian Indonesia tetap menunjukkan ketahanan. Ekonomi nasional tahun 2025 tumbuh sebesar 5,11% secara *cumulative-to-cumulative*, meningkat dibandingkan tahun 2024 sebesar 5,03%. Produk Domestik Bruto atas dasar harga berlaku mencapai Rp23.821,1 triliun, dengan PDB per kapita sebesar Rp83,7 juta atau setara USD5.083,4. Pertumbuhan ini memperlihatkan bahwa permintaan domestik, aktivitas produksi, dan kinerja ekspor masih mampu menopang perekonomian nasional.

Struktur pertumbuhan nasional juga menunjukkan perbaikan pada sektor produksi. Industri pengolahan tetap menjadi kontributor terbesar terhadap PDB, dengan kontribusi meningkat dari 18,98% pada tahun 2024 menjadi 19,07% pada tahun 2025. Kinerja perdagangan internasional turut menguat, tercermin dari surplus neraca perdagangan sebesar USD 41,05 miliar, lebih tinggi dibandingkan tahun 2024 sebesar USD31,04 miliar. Nilai ekspor tercatat USD282,91 miliar, sedangkan impor mencapai USD241,86 miliar.

Stabilitas harga domestik tetap terjaga meskipun tekanan meningkat dibandingkan tahun 2024. Inflasi tahunan Desember 2025 tercatat sebesar 2,92%, dengan inflasi inti sebesar 2,38%. Di sisi lain, nilai tukar Rupiah masih menjadi perhatian karena ditutup pada level Rp16.782 per dolar AS per 31 Desember 2025, lebih lemah dibandingkan asumsi APBN. Secara keseluruhan, kondisi makroekonomi 2025 memberikan fondasi yang relatif kuat, namun tetap menuntut kehati-hatian dalam pengelolaan biaya, perencanaan investasi, dan pengendalian risiko usaha.

Tinjauan Industri Kelistrikan 2025

Industri ketenagalistrikan Indonesia pada tahun 2025 memasuki fase penguatan kapasitas sekaligus percepatan transisi sistem energi. Permintaan listrik meningkat sejalan dengan pertumbuhan aktivitas ekonomi, bertambahnya jumlah pelanggan, dan meluasnya pemanfaatan listrik dalam kegiatan rumah tangga, industri, bisnis, dan layanan publik. Berdasarkan PLN Statistics 2025, energi listrik yang

2025 Macroeconomic Overview

The global economy in 2025 moves slowly, caused by uncertainty in trade policy, geopolitical pressures, commodity price volatility, and the monetary policy stance in developed countries that is still stringent. The International Monetary Fund predicts that global economic growth is at 3.3%, indicating that world recovery is prudent and causing risks in capital flows, supply chains , and investment decisions across many countries.

Amidst these external pressures, the Indonesian economy continues to show resilience. The national economy in 2025 will grow by 5.11% cumulative-to-cumulative, an increase compared to 2024 of 5.03%. Gross Domestic Product at current prices reached Rp23,821.1 trillion, with GDP per capita of Rp83.7 million or the equivalent of USD 5,083.4. This growth shows that domestic demand, production activities and export performance are still able to support the national economy.

The national growth structure also shows improvements in the production sector. The processing industry remains the largest contributor to GDP, with its contribution increasing from 18.98% in 2024 to 19.07% in 2025. International trade performance also strengthened, reflected in the trade balance surplus of USD 41.05 billion, higher than in 2024 of USD 31.04 billion. The export value was recorded at USD282.91 billion, while imports reached USD241.86 billion.

Domestic price stability remains maintained amidst increasing pressure compared to 2024. Annual inflation in December 2025 was recorded at 2.92%, with core inflation at 2.38%. On the other hand, the Rupiah exchange rate is still a concern because it closed at Rp16,782 per US dollar as of December 31 2025, weaker than the APBN assumption. Overall, macroeconomic conditions in 2025 provide a relatively strong foundation, but still require caution in cost management, investment planning and business risk control.

2025 Electricity Industry Overview

In 2025, Indonesia's electricity industry will enter a phase of strengthening capacity as well as accelerating the energy system transition. Demand for electricity increases in line with the growth of economic activity, the increase in the number of customers, and the widespread use of electricity in household, industrial, business and public service activities. Based on PLN Statistics 2025, electrical energy

terjual mencapai 317.691,86 GWh, dengan kelompok rumah tangga sebagai kontributor terbesar sebesar 134.563,85 GWh atau 42,36%, diikuti kelompok industri sebesar 95.103,38 GWh atau 29,94%.

Dari sisi penyediaan, sistem ketenagalistrikan nasional menunjukkan peningkatan kapasitas untuk mengimbangi kebutuhan listrik yang terus bertumbuh. Produksi total PLN, termasuk sewa, beli, dan proyek, mencapai 354.928,06 GWh. Total kapasitas terpasang dalam sistem PLN, termasuk pembangkit sewa dan *independent power producer*, tercatat sebesar 80.189,32 MW pada akhir Desember 2025. Beban puncak juga meningkat menjadi 65.133,90 MW atau naik 6,27% dibandingkan tahun 2024. Kenaikan ini menunjukkan bahwa sistem kelistrikan nasional menghadapi kebutuhan ganda: menjaga kecukupan pasokan sekaligus meningkatkan efisiensi dan keandalan sistem.

Dalam cakupan nasional, kapasitas terpasang pembangkit listrik Indonesia meningkat sekitar 7 GW menjadi 107,51 GW. Konsumsi listrik per kapita juga naik dari 1.411 kWh pada tahun 2024 menjadi 1.584 kWh pada tahun 2025. Peningkatan tersebut memperlihatkan perluasan pemanfaatan listrik sebagai infrastruktur utama bagi aktivitas ekonomi dan kehidupan masyarakat, meskipun dorongan lanjutan masih dibutuhkan melalui hilirisasi industri, elektrifikasi transportasi, digitalisasi ekonomi, serta pemanfaatan listrik produktif di wilayah luar Jawa.

Arah transisi energi mulai menunjukkan kemajuan. Bauran Energi Baru Terbarukan nasional mencapai 15,75%, dengan total kapasitas terpasang pembangkit EBT sebesar 15.630 MW. Pada sektor ketenagalistrikan, bauran EBT mencapai 16,3%, lebih tinggi dari target RUKN sebesar 15,9%. Namun, ketergantungan terhadap energi fosil masih menjadi tantangan struktural yang perlu dikelola secara bertahap.

RUPTL PT PLN (Persero) Tahun 2025-2034 memperkuat arah jangka menengah sektor kelistrikan melalui rencana penambahan kapasitas pembangkit sebesar 69,5 GW, terdiri atas 42,6 GW EBT, 10,3 GW sistem penyimpanan energi, dan 16,6 GW pembangkit fosil. Pengembangan Green Super Grid sepanjang 47.758 kms dan gardu induk berkapasitas 107.950 MVA juga menjadi agenda penting untuk menghubungkan sumber energi baru dengan pusat beban. Bagi PLN IP Services, dinamika ini membuka ruang bagi penguatan layanan O&M, MRO, *asset management, commissioning*, pemeliharaan jaringan, solusi sistem *isolated*, serta layanan pendukung transisi energi.

sold reached 317,691.86 GWh, with the household group as the largest contributor at 134,563.85 GWh or 42.36%, followed by the industrial group at 95,103.38 GWh or 29.94%.

From the supply side, the national electricity system shows an increase in capacity to keep up with growing electricity needs. PLN's total production, including rental, purchase and projects, reached 354,928.06 GWh. The total installed capacity in the PLN system, including rental generators and independent power producers, was recorded at 80,189.32 MW at the end of December 2025. Peak load also increased to 65,133.90 MW or an increase of 6.27% compared to 2024. This increase shows that the national electricity system faces a dual need: maintaining adequate supply while increasing system efficiency and reliability.

In national scope, Indonesia's installed power generation capacity increased by around 7 GW to 107.51 GW. Per capita electricity consumption also increased from 1,411 kWh in 2024 to 1,584 kWh in 2025. This increase shows the expansion of the use of electricity as the main infrastructure for economic activities and people's lives, although further encouragement is still needed through industrial downstreaming, transportation electrification, economic digitalization, as well as the productive use of electricity in areas outside Java.

The direction of the energy transition is starting to show progress. The national New and Renewable Energy mix reached 15.75%, with a total installed capacity of EBT generators of 15,630 MW. In the electricity sector, the EBT mix reached 16.3%, higher than the National Electricity Master Plan target of 15.9%. However, dependence on fossil energy is still a structural challenge that needs to be managed gradually.

2025-2034 Electricity Power Supply Business Plan of PT PLN (Persero) strengthens the medium-term direction of the electricity sector through plans to increase generating capacity by 69.5 GW, consisting of 42.6 GW of EBT, 10.3 GW of energy storage systems, and 16.6 GW of fossil generators. The development of a Green Super Grid with a length of 47,758 kms and a substation with a capacity of 107,950 MVA is also an important agenda for connecting new energy sources with load centers. For PLN IP Services, this dynamic opens up space for strengthening O&M, MRO, asset management, commissioning, network maintenance, isolated system solutions and energy transition support services.

Analisis Kinerja 2025

Sepanjang tahun 2025, PLN IP Services menjalankan agenda pengurusan Perseroan dengan menempatkan kesinambungan kinerja, keandalan layanan, perluasan portofolio bisnis, pengendalian risiko, serta penguatan tata kelola sebagai prioritas utama. Tahun 2025 menjadi fase lanjutan dari transformasi pasca *rebranding*, ketika identitas baru Perseroan mulai diterjemahkan lebih jauh ke dalam disiplin eksekusi, perluasan mandat usaha, dan penguatan peran dalam ekosistem ketenagalistrikan nasional maupun regional.

Kinerja Perseroan tahun 2025 dapat dibaca melalui empat simpul utama. Pertama, dari aspek keuangan, Perseroan berhasil memenuhi bahkan melampaui sebagian besar target yang telah ditetapkan dalam RKAP 2025. Pendapatan usaha mencapai Rp2,40 triliun atau 101,37% dari target RKAP, sementara laba usaha mencapai Rp190,62 miliar atau 100,39% dari target. Pencapaian yang lebih tinggi terlihat pada laba tahun berjalan yang mencapai Rp144,91 miliar atau 148,33% dari target RKAP, mencerminkan efektivitas strategi Perseroan dalam meningkatkan profitabilitas melalui optimalisasi pendapatan, pengendalian biaya, serta peningkatan efisiensi operasional.

Kedua, dari sisi posisi keuangan, total aset mencapai Rp1,85 triliun atau 128,82% dari target RKAP, sedangkan ekuitas mencapai Rp1,04 triliun atau 101,47% dari target. Adapun liabilitas sebesar Rp813,61 miliar atau 196,44% dari target RKAP terutama dipengaruhi oleh peningkatan liabilitas sewa dan kewajiban operasional sebagai konsekuensi dari meningkatnya aktivitas bisnis dan pengembangan usaha sepanjang tahun berjalan.

Ketiga, Kinerja operasional terus diperkuat melalui peningkatan peran PLN IP Services dalam mendukung program SOLID PLN, pengembangan bisnis baru (*developing new edge*), penguatan portofolio *Diesel Rental Unit Power Services* (DRUPS), pelaksanaan proyek *Engineering, Procurement, and Construction* (EPC) relokasi pembangkit, perluasan layanan sewa pembangkit, *Operation and Maintenance* (O&M), *Maintenance, Repair and Overhaul* (MRO), *asset management*, serta dukungan terhadap sistem kelistrikan *isolated*. Kehadiran Perseroan pada berbagai wilayah strategis menunjukkan komitmen dalam menjaga keandalan pasokan listrik yang menjadi fondasi bagi aktivitas ekonomi, industri, pemerintahan, layanan publik, dan masyarakat.

Keempat, kualitas pengelolaan perusahaan terus diperkuat melalui peningkatan disiplin pemantauan kinerja, penyelesaian isu kontraktual, penguatan manajemen risiko

2025 Performance Analysis

Throughout 2025, PLN IP Services will carry out a company management agenda by placing performance sustainability, service reliability, business portfolio expansion, risk control and strengthening governance as top priorities. 2025 will be the next phase of the post-rebranding transformation, when the Company's new identity will begin to be translated further into execution discipline, expansion of business mandate, and strengthening of its role in the national and regional electricity ecosystem.

The Company's performance in 2025 can be read through four main nodes. First, from the financial aspect, the Company succeeded in meeting or exceeding most of the targets set in the 2025 Company's Budget Plan. Operating income reached Rp2.40 trillion or 101.37% of the Company's Budget Plan target, while operating profit reached Rp190.62 billion or 100.39% of the target. Higher achievement was seen in profit for the year which reached Rp144.91 billion or 148.33% of the Company's Budget Plan target, reflecting the effectiveness of the Company's strategy in increasing profitability through optimizing revenue, controlling costs, and increasing operational efficiency.

Second, in terms of financial position, total assets reached Rp1.85 trillion or 128.82% of the Company's Budget Plan target, while equity reached Rp1.04 trillion or 101.47% of the target. The liabilities of Rp813.61 billion or 196.44% of the Company's Budget Plan target were mainly influenced by an increase in rental liabilities and operational liabilities as a consequence of increased business activity and business development throughout the year.

Third, operational performance continues to be strengthened through increasing the role of PLN IP Services in supporting the SOLID PLN program, developing new business (developing new edge), strengthening the Diesel Rental Unit Power Services (DRUPS) portfolio, implementing Engineering, Procurement and Construction (EPC) projects for generator relocation, expanding generator rental services, Operation and Maintenance (O&M), Maintenance, Repair and Overhaul (MRO), asset management, as well as support for isolated electricity systems. The Company's presence in various strategic areas shows its commitment to maintaining the reliability of electricity supply which is the foundation for economic, industrial, government, public services and community activities.

Fourth, the quality of company management continues to be strengthened through increasing discipline in performance monitoring, resolving contractual issues, strengthening risk

dan tata kelola, pengembangan kompetensi sumber daya manusia, serta percepatan transformasi digital. Sepanjang tahun 2025, Perseroan melakukan implementasi dan penyempurnaan berbagai aplikasi digital, antara lain *All in EBS* (AIE), *People Project* (Penugasan Pegawai Project), STAR sebagai *platform* asesmen kompetensi dan kepribadian pegawai, serta NyaMan (Tanya Management) sebagai media komunikasi manajemen. Berbagai inisiatif tersebut menjadi bagian dari upaya Perseroan membangun proses bisnis yang lebih efektif, terintegrasi, dan adaptif terhadap perkembangan bisnis.

Pengendalian kinerja dilakukan secara konsisten melalui evaluasi laporan kinerja bulanan yang memberikan gambaran komprehensif mengenai pencapaian keuangan, operasional, kontrak, proyek strategis, serta tindak lanjut atas arahan Pemegang Saham dan Dewan Komisaris. Evaluasi yang dilakukan secara berkesinambungan sejak akhir tahun 2024 hingga sepanjang tahun 2025 menjadi instrumen penting untuk mengidentifikasi deviasi, mempercepat penyelesaian isu strategis, serta memastikan seluruh sumber daya perusahaan diarahkan pada pencapaian sasaran korporasi.

Kualitas perencanaan juga menjadi fondasi penting dalam mendukung kinerja Perseroan. Pembahasan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025, penyusunan materi RUPS RKAP, simulasi prognosa, usulan revisi RKAP, penyusunan RKAP tahun berikutnya, hingga penyusunan Rencana Jangka Panjang Perusahaan (RJPP) 2026–2030 menunjukkan bahwa Direksi menempatkan proses perencanaan sebagai instrumen strategis dalam pengambilan keputusan. Dengan pendekatan tersebut, sasaran bisnis, kebutuhan operasional, strategi pengembangan usaha, dan mitigasi risiko dapat dikelola secara lebih terintegrasi.

Pada aspek pengembangan usaha, Perseroan berhasil memperluas pasar melalui peningkatan bisnis *Beyond* kWh, yang ditandai dengan perolehan empat kontrak internasional di tiga negara, yaitu Vietnam, Malaysia, dan Kamboja, serta penjajakan kerja sama di Brunei Darussalam dan Arab Saudi. Selain itu, Perseroan juga memperkuat peluang bisnis melalui partisipasi dalam tender PLN Batam, pengembangan skema *Asset Management Contract Sintang*, penguatan kemitraan strategis, serta optimalisasi pengelolaan anak perusahaan dan perusahaan patungan. Pencapaian tersebut menunjukkan keberhasilan Perseroan dalam memperluas sumber pertumbuhan di luar pasar domestik.

management and governance, developing human resource competencies, and accelerating digital transformation. Throughout 2025, the Company will implement and improve various digital applications, including All in EBS (AIE), People Project (Employee Assignment Project), STAR as a platform for assessing employee competency and personality, and NyaMan (Tanya Management) as a management communication medium. These various initiatives are part of the Company's efforts to build business processes that are more effective, integrated and adaptive to business developments.

Performance control is carried out consistently through evaluation of monthly performance reports which provide a comprehensive picture of financial, operational, contract and strategic project achievements, as well as follow-up to directions from Shareholders and the Board of Commissioners. Evaluations carried out continuously from the end of 2024 to throughout 2025 were an important instrument for identifying deviations, accelerating the resolution of strategic issues, and ensuring that all company resources are directed towards achieving corporate targets.

The quality of planning is also an important foundation in supporting the Company's performance. Discussion of the Company's Work Plan and Budget for 2025, preparation of RKAP GMS materials, simulation of the prognosis, proposed revision of the Company's Budget Plan, preparation of the following year's Budget Plan, and preparation of the 2026–2030 Company's Long Term Plan (RJPP) shows that the Board of Directors places the planning process as a strategic instrument in decision making. With this approach, business goals, operational needs, business development strategies and risk mitigation can be managed in a more integrated manner.

In the business development aspect, the Company succeeded in expanding the market by increasing the Beyond kWh business, which was marked by the acquisition of four international contracts in three countries, namely Vietnam, Malaysia and Cambodia, as well as exploring cooperation in Brunei Darussalam and Saudi Arabia. Apart from that, the Company is also strengthening business opportunities through participation in the PLN Batam tender, developing the Sintang Asset Management Contract scheme, strengthening strategic partnerships, and optimizing the management of subsidiaries and joint ventures. This achievement shows the Company's success in expanding sources of growth outside the domestic market.

Di bidang operasional, Perseroan berhasil memperkuat layanan O&M, EPC, dan sewa pembangkit, sekaligus menyelesaikan sembilan proyek Energi Baru Terbarukan (EBT) yang meliputi pengadaan baterai PLTS, revitalisasi PLTS, pengembangan *Prototype Battery Energy Storage System* (BESS), instalasi PLTS, serta penyediaan material gangguan PLTS tersebar. Salah satu pencapaian strategis adalah keberhasilan relokasi dan pengoperasian PLTG Tanjung Selor 1 × 20 MW, yang merupakan relokasi Unit 2 PLTG Sambera, Kalimantan Timur, menuju Sistem Tanjung Selor, Kalimantan Utara. Dalam proyek tersebut, Perseroan berperan sebagai pelaksana utama bersama PLN Indonesia Power dengan ruang lingkup pekerjaan yang meliputi pekerjaan sipil, dismantling, transportasi peralatan utama, *assembling*, pengujian, hingga commissioning. Penyelesaian proyek dengan capaian zero accident semakin memperkuat kapabilitas Perseroan dalam pengelolaan proyek EPC, optimalisasi aset pembangkitan, dan peningkatan keandalan sistem kelistrikan nasional.

In the operational sector, the Company succeeded in strengthening O&M, EPC and generator rental services, as well as completing nine New Renewable Energy (EBT) projects which included procurement of Solar Power Plant batteries, revitalization of Solar Power Plant, development of Prototype Battery Energy Storage System (BESS), Solar Power Plant installation, as well as provision of distributed Solar Power Plant disruption materials. One of the strategic achievements is the successful relocation and operation of the Tanjung Selor 1 × 20 MW Gas Power Plant, which is the relocation of Unit 2 of Sambera Gas Power Plant, East Kalimantan, to the Tanjung Selor System, North Kalimantan. In this project, the Company acts as the main implementer together with PLN Indonesia Power with the scope of work covering civil work, dismantling, transportation of main equipment, assembling, testing, and commissioning. Completion of the project with zero accident achievement further strengthens the Company's capabilities in managing EPC projects, optimizing generation assets, and increasing the reliability of the national electricity system.

Di tengah agenda ekspansi bisnis, Perseroan tetap menjaga keseimbangan antara pertumbuhan dan pengelolaan risiko melalui penyelesaian berbagai isu kontraktual dan operasional, termasuk penyelesaian kontrak Kuwait, penyelesaian klaim, pengelolaan bank garansi, pekerjaan *overhaul, variant order*, penambahan portofolio sewa pembangkit *Inter Temporary Capacity* (ITC) sebesar 106,96 MW melalui PLTD, PLTMG, dan *mobile genset*, keberlangsungan usaha PLTD Tenau, kepatuhan lingkungan PLTD Tello, serta evaluasi kontrak jasa O&M. Berbagai langkah tersebut menunjukkan komitmen Perseroan dalam menjaga kualitas layanan sekaligus memperkuat disiplin komersial.

In the midst of the business expansion agenda, the Company continues to maintain a balance between growth and risk management by resolving various contractual and operational issues, including settlement of the Kuwait contract, settlement of claims, management of bank guarantees, overhaul work, variant orders, addition of the Inter Temporary Capacity (ITC) generator rental portfolio of 106.96 MW through Diesel Power Plant, Gas Engine Power Plant and mobile generators, business continuity of Tenau Diesel Power Plant, environmental compliance of Tello Diesel Power Plant, and evaluation of O&M service contracts. These various steps demonstrate the Company's commitment to maintaining service quality while strengthening commercial discipline.

Penguatan tata kelola perusahaan juga terus menjadi perhatian utama Direksi. Berbagai pencapaian di bidang *Governance, Risk, and Compliance* (GRC) seperti *Top GRC Award 5 Stars*, peningkatan kepatuhan terhadap regulasi, implementasi digitalisasi, serta penguatan budaya risiko menjadi bukti bahwa tata kelola telah menjadi salah satu keunggulan kompetitif Perseroan. Komitmen tersebut diperkuat melalui pelaksanaan *Vendor Gathering* berbasis integritas, penguatan *Contractor Safety Management System* (CSMS), penerapan *Integrity Due Diligence*, implementasi Sistem Manajemen Anti Penyuapan (SMAP), serta peningkatan kepatuhan mitra kerja di seluruh rantai pasok.

Strengthening corporate governance also continues to be the Board of Directors' main concern. Various achievements in the field of Governance, Risk and Compliance (GRC), such as the Top GRC Award 5 Stars, increasing compliance with regulations, implementing digitalization, and strengthening risk culture are proof that governance has become one of the Company's competitive advantages. This commitment is strengthened through implementing an integrity-based Vendor Gathering, strengthening the Contractor Safety Management System (CSMS), implementing Integrity Due Diligence, implementing an Anti-Bribery Management System (SMAP), as well as increasing partner compliance throughout the supply chain.

Sebagai bagian dari komitmen terhadap keberlanjutan, Perseroan juga mulai mengonsolidasikan implementasi aspek *Environmental, Social, and Governance* (ESG)

As part of its commitment to sustainability, the Company has also begun consolidating the implementation of Environmental, Social, and Governance (ESG) aspects

melalui pembentukan Tim Implementasi ESG periode 2026–2030. Langkah ini menjadi fondasi penting dalam membangun sistem pengelolaan keberlanjutan yang lebih terintegrasi, terukur, dan selaras dengan strategi bisnis Perseroan. Ke depan, Perseroan akan terus memperkuat kualitas pengungkapan kinerja melalui penyajian indikator kuantitatif yang lebih komprehensif, meliputi aspek keuangan, profitabilitas, arus kas, kinerja operasional, emisi, energi, pengelolaan limbah, keselamatan dan kesehatan kerja, serta dampak program keberlanjutan, sehingga kinerja Perseroan dapat diukur secara lebih objektif, transparan, dan dapat diperbandingkan.

through the establishment of the ESG Implementation Team for the 2026–2030 period. This initiative serves as an important foundation for developing a more integrated and measurable sustainability management system that is aligned with the Company's business strategy. Going forward, the Company will continue to strengthen the quality of its performance disclosures by presenting more comprehensive quantitative indicators covering financial performance, profitability, cash flow, operational performance, emissions, energy, waste management, occupational health and safety, and the impacts of sustainability programs. This will enable the Company's performance to be measured in a more objective, transparent, and comparable manner.

Strategi dan Kebijakan Strategis

Tahun 2025 merupakan fase konsolidasi strategis bagi PLN IP Services setelah transformasi identitas dan penguatan positioning Perseroan pada tahun 2024. Pada periode ini, Perseroan mengarahkan kebijakan perusahaan tidak hanya pada penguatan citra dan perluasan mandat bisnis, tetapi juga pada peningkatan disiplin eksekusi, penguatan keandalan operasional, diversifikasi portofolio layanan energi, serta penguatan fondasi organisasi guna mendukung pertumbuhan yang berkelanjutan. Dalam kerangka tersebut, RKAP Tahun 2025, penyusunan RKAP tahun berikutnya, serta penyusunan usulan RJPP 2026–2030 menjadi instrumen strategis untuk memastikan kesinambungan antara sasaran jangka pendek dan arah pengembangan Perseroan dalam jangka menengah dan panjang.

Strategies and Strategic Policies

The year 2025 marked a phase of strategic consolidation for PLN IP Services following the transformation of its identity and the strengthening of the Company's positioning in 2024. During this period, the Company directed its corporate policies not only toward enhancing its image and expanding its business mandate, but also toward improving execution discipline, strengthening operational reliability, diversifying its energy service portfolio, and reinforcing its organizational foundation to support sustainable growth. Within this framework, the 2025 Annual Work Plan and Budget (RKAP), the preparation of the following year's RKAP, and the formulation of the proposed 2026–2030 Long-Term Corporate Plan (RJPP) served as strategic instruments to ensure continuity between short-term targets and the Company's medium- and long-term development direction.

Strategi bisnis Perseroan difokuskan pada penguatan bisnis inti sekaligus penciptaan sumber pertumbuhan baru yang memberikan nilai tambah. Layanan *Operation and Maintenance* (O&M), *Maintenance, Repair and Overhaul* (MRO), penyediaan sewa pembangkit, asset management, serta jasa ketenagalistrikan tetap menjadi pilar utama dalam menjaga keandalan operasional dan keberlangsungan usaha. Sejalan dengan perkembangan industri energi, Perseroan juga memperluas pengembangan layanan beyond kWh, EPC, Proyek EBT, digitalisasi layanan, serta kemitraan strategis yang mendukung penguatan ekosistem ketenagalistrikan. Langkah ini mencerminkan komitmen Perseroan untuk mempertahankan keunggulan pada bisnis yang telah mapan sekaligus meningkatkan daya saing pada peluang usaha masa depan.

The Company's business strategy is focused on strengthening its core business while creating new sources of growth that deliver added value. Operation and Maintenance (O&M), Maintenance, Repair and Overhaul (MRO), power plant rental services, asset management, and electricity-related services remain the key pillars in maintaining operational reliability and business continuity. In line with developments in the energy industry, the Company is also expanding the development of beyond-kWh services, EPC, renewable energy projects, service digitalization, and strategic partnerships that support the strengthening of the electricity ecosystem. This approach reflects the Company's commitment to maintaining excellence in its established businesses while enhancing competitiveness in future business opportunities.

Dalam menjalankan strategi ekspansi, Perseroan menerapkan prinsip kehati-hatian dengan mengedepankan aspek kesiapan organisasi, keberlanjutan nilai, serta pengelolaan risiko yang *prudent*. Setiap peluang investasi dan pengembangan usaha dievaluasi secara komprehensif

In carrying out its expansion strategy, the Company applies a prudent approach by prioritizing organizational readiness, sustainable value creation, and sound risk management. Every investment and business development opportunity is evaluated comprehensively based on contract readiness,

berdasarkan kesiapan kontrak, kapasitas sumber daya, dukungan pembiayaan, profil risiko, dan kemampuan eksekusi. Dengan pendekatan tersebut, pengembangan portofolio tidak hanya ditujukan untuk meningkatkan skala usaha, tetapi juga memperkuat kapabilitas teknis, operasional, komersial, dan tata kelola perusahaan.

resource capacity, financing support, risk profile, and execution capability. Through this approach, portfolio development is aimed not only at increasing business scale, but also at strengthening the Company's technical, operational, commercial, and governance capabilities.

Keandalan layanan tetap menjadi prioritas utama dalam implementasi strategi Perseroan. Pengelolaan layanan pada berbagai wilayah dengan karakteristik sistem kelistrikan yang beragam memerlukan kesiapan sumber daya, percepatan *commissioning*, dukungan teknis yang responsif, pengendalian jadwal yang disiplin, serta koordinasi lintas fungsi yang efektif. Oleh karena itu, kebijakan operasional difokuskan untuk memastikan bahwa pertumbuhan bisnis berjalan selaras dengan peningkatan kualitas layanan, penerapan aspek keselamatan dan kesehatan kerja (K3), kepatuhan terhadap regulasi, serta terjaganya keandalan pasokan listrik, khususnya pada sistem *isolated* dan wilayah dengan tingkat kebutuhan keandalan yang tinggi.

Service reliability remains a key priority in the implementation of the Company's strategy. Managing services across various regions with diverse electricity system characteristics requires resource readiness, accelerated commissioning, responsive technical support, disciplined schedule control, and effective cross-functional coordination. Accordingly, operational policies are focused on ensuring that business growth remains aligned with improved service quality, the implementation of occupational health and safety (OHS), regulatory compliance, and the reliability of electricity supply, particularly in isolated systems and areas with high reliability requirements.

Di sisi lain, Perseroan terus memperkuat fondasi organisasi melalui pengembangan kompetensi sumber daya manusia, percepatan transformasi digital, penguatan tata kelola data, peningkatan penerapan GCG, kepatuhan, serta manajemen risiko yang terintegrasi. Upaya tersebut menjadi landasan penting agar pertumbuhan usaha didukung oleh sistem organisasi yang adaptif, transparan, akuntabel, dan berorientasi pada keberlanjutan usaha.

At the same time, the Company continues to strengthen its organizational foundation through human capital competency development, accelerated digital transformation, stronger data governance, enhanced implementation of Good Corporate Governance (GCG), compliance, and integrated risk management. These efforts serve as an important foundation to ensure that business growth is supported by an adaptive, transparent, accountable, and sustainability-oriented organization.

Melalui implementasi strategi dan kebijakan tersebut, Perseroan optimistis dapat memperkuat daya saing, meningkatkan nilai tambah bagi seluruh pemangku kepentingan, serta mewujudkan pertumbuhan yang sehat, berkelanjutan, dan selaras dengan transformasi sektor ketenagalistrikan nasional.

Through the implementation of these strategies and policies, the Company is optimistic that it can strengthen its competitiveness, increase added value for all stakeholders, and achieve healthy, sustainable growth in alignment with the transformation of the national electricity sector.

Peranan Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Direksi menjalankan peran sentral dalam merumuskan arah strategis Perseroan melalui forum formal, mekanisme pengambilan keputusan, dan evaluasi yang berkelanjutan. Pembahasan RKAP 2025, materi RUPS RKAP, simulasi prognosa, usulan revisi rencana kerja, penyusunan RKAP tahun berikutnya, serta usulan RJPP 2026-2030 menunjukkan bahwa Direksi tidak hanya menyetujui dokumen perencanaan, tetapi juga menguji asumsi, membaca risiko, menetapkan prioritas, dan memastikan keselarasan antara target usaha, kebutuhan operasional, dan mandat pemegang saham.

Role of the Board of Directors in Formulating Strategies and Strategic Policies

The Board of Directors plays a central role in formulating the Company's strategic direction through formal forums, decision-making mechanisms, and continuous evaluation. Discussions on the 2025 RKAP, materials for the General Meeting of Shareholders on the RKAP, forecast simulations, proposed revisions to the work plan, preparation of the following year's RKAP, and the proposed 2026–2030 RJPP demonstrate that the Board of Directors does not merely approve planning documents, but also tests assumptions, assesses risks, sets priorities, and ensures alignment among business targets, operational needs, and the shareholders' mandate.

Dalam proses perumusan strategi, Direksi menjaga keseimbangan antara pertumbuhan dan pengendalian. Setiap peluang penguatan bisnis dan pengembangan portofolio diarahkan agar tetap sejalan dengan kesiapan kontrak, sumber daya, pembiayaan, tata kelola, mitigasi risiko, dan kapasitas eksekusi. Dengan pendekatan tersebut, strategi Perseroan tidak hanya merespons peluang pasar, tetapi juga memastikan bahwa setiap arah pertumbuhan dapat dijalankan secara aman, terukur, dan bernilai tambah.

In the strategy formulation process, the Board of Directors maintains a balance between growth and control. Each opportunity to strengthen the business and develop the portfolio is directed to remain aligned with contract readiness, resources, financing, governance, risk mitigation, and execution capacity. Through this approach, the Company's strategy not only responds to market opportunities, but also ensures that every growth direction can be executed safely, measurably, and with added value.

Direksi juga menempatkan tata kelola sebagai kerangka pengaman dalam setiap perumusan kebijakan. Prinsip GCG, manajemen risiko, kepatuhan, integritas, keselamatan kerja, dan keberlanjutan diintegrasikan ke dalam proses pengambilan keputusan agar strategi Perseroan memiliki dasar rasional, kesiapan implementasi, serta kontribusi terhadap penciptaan nilai jangka panjang. Dengan peran tersebut, Direksi bertindak tidak hanya sebagai perumus strategi, tetapi juga sebagai pengarah transformasi Perseroan menuju perusahaan layanan energi yang andal, adaptif, kompetitif, dan berkelanjutan.

The Board of Directors also positions governance as a safeguard framework in every policy formulation process. The principles of GCG, risk management, compliance, integrity, occupational safety, and sustainability are integrated into the decision-making process so that the Company's strategy has a rational basis, implementation readiness, and contributes to long-term value creation. In this role, the Board of Directors acts not only as the strategy formulator, but also as the driver of the Company's transformation toward a reliable, adaptive, competitive, and sustainable energy services company.

Proses yang Dilakukan Direksi untuk Memastikan Implementasi Strategi

Implementasi strategi dikawal melalui siklus pengendalian yang konsisten, terutama melalui pembahasan kinerja bulanan sebagai ruang evaluasi atas capaian, deviasi, isu prioritas, dan tindak lanjut arahan Pemegang Saham maupun Dewan Komisaris. Melalui mekanisme tersebut, Direksi dapat membaca perkembangan kinerja secara berkala, menetapkan langkah korektif, serta memastikan bahwa pelaksanaan rencana kerja tetap sejalan dengan target korporat dan kebutuhan operasional Perseroan.

Processes Undertaken by the Board of Directors to Ensure Strategy Implementation

Strategy implementation is overseen through a consistent control cycle, primarily through monthly performance discussions that serve as a forum for evaluating achievements, deviations, priority issues, and follow-up actions on directives from the Shareholders and the Board of Commissioners. Through this mechanism, the Board of Directors is able to monitor performance developments periodically, determine corrective actions, and ensure that the execution of the work plan remains aligned with corporate targets and the Company's operational needs.

Direksi juga memastikan bahwa strategi tidak berhenti pada tingkat perencanaan, tetapi diturunkan ke dalam koordinasi lintas fungsi. Unit operasi, keuangan, pengadaan, legal, SDM, engineering, risiko, K3L, dan sekretariat perusahaan diarahkan untuk bergerak dalam kerangka kerja yang selaras, sehingga penguatan bisnis, keandalan layanan, pengendalian risiko, dan tata kelola tidak berjalan secara terpisah. Pendekatan ini penting agar setiap isu yang muncul dapat ditindaklanjuti secara tepat melalui pembagian tanggung jawab, percepatan keputusan, dan pengendalian sumber daya.

The Board of Directors also ensures that strategy does not stop at the planning level, but is cascaded into cross-functional coordination. Operations, finance, procurement, legal, human capital, engineering, risk, HSE, and corporate secretary functions are directed to operate within an aligned framework, so that business strengthening, service reliability, risk control, and governance are not carried out in silos. This approach is essential to ensure that emerging issues can be addressed appropriately through clear allocation of responsibilities, accelerated decision-making, and effective resource control.

Pada tingkat pelaksanaan, Direksi mengawal strategi melalui pemantauan proyek, forum koordinasi, kunjungan kerja, serta pembahasan isu lapangan yang membutuhkan keputusan cepat. Keberhasilan relokasi dan pengoperasian

At the implementation level, the Board of Directors oversees the strategy through project monitoring, coordination forums, site visits, and discussions on field issues that require prompt decisions. The successful relocation and operation

PLTG Tanjung Selor 1 x 20 MW menjadi salah satu contoh pengawalan implementasi strategi yang menuntut koordinasi teknis, kesiapan operasi, pengendalian keselamatan, dan kolaborasi lintas pihak. Dengan proses tersebut, strategi Perseroan dijalankan sebagai siklus manajemen yang bergerak dari perencanaan, pelaksanaan, pemantauan, evaluasi, hingga perbaikan berkelanjutan.

of the Tanjung Selor Gas Turbine Power Plant 1 x 20 MW is one example of strategic implementation oversight that required technical coordination, operational readiness, safety control, and cross-party collaboration. Through this process, the Company's strategy is implemented as a management cycle that moves from planning, execution, monitoring, and evaluation to continuous improvement.

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 2025:

Comparison Between Results Achieved and Targets Set

To ensure performance accountability and the effectiveness of strategic target achievement, as well as to provide an objective overview of the Company's level of success, the following presents a comparison between the results achieved during the 2025 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 Description	Target RKAP 2025 2025 RKAP Target	Realisasi 2025 2025 Realization	Pencapaian RKAP RKAP Achievement
Pendapatan Usaha Operating Revenues	2.363.144	2.395.455	101,37%
Beban Usaha Operating Expenses	(2.173.257)	(2.237.513)	102,96%
Laba Usaha Operating Profit	189.888	190.619	100,39%
Laba Tahun Berjalan Profit for the Year	97.696	144.910	148,33%
Aset Assets	1.437.830	1.852.261	128,82%
Liabilitas Liabilities	414.185	813.609	196,44%
Ekuitas Equity	1.023.645	1.038.652	101,47%

Dalam Juta Rupiah I In Million Rupiah

Kendala yang Dihadapi

Sepanjang tahun 2025, PLN IP Services menghadapi sejumlah kendala yang memerlukan pengendalian intensif agar agenda pertumbuhan tetap berjalan sejalan dengan kualitas layanan dan kesehatan usaha. Kompleksitas utama muncul dari kebutuhan menjaga keandalan operasi di berbagai wilayah dengan karakter sistem kelistrikan yang berbeda, terutama pada sistem *isolated* dan wilayah yang membutuhkan keandalan tinggi. Kondisi tersebut menuntut kesiapan teknis, percepatan *commissioning*, dukungan suku cadang, ketepatan jadwal pemeliharaan, serta koordinasi lapangan yang konsisten.

Challenges Faced

Throughout 2025, PLN IP Services faced a number of challenges that required intensive control to ensure that its growth agenda remained aligned with service quality and business health. The main complexity arose from the need to maintain operational reliability across various regions with different electricity system characteristics, particularly in isolated systems and areas requiring a high level of reliability. These conditions required technical readiness, accelerated commissioning, spare parts availability, timely maintenance schedules, and consistent field coordination.

Di sisi kontraktual dan komersial, Direksi mencermati sejumlah isu yang berkaitan dengan penyelesaian klaim, bank garansi, pekerjaan *overhaul, variant order*, sewa pembangkit, serta evaluasi kontrak jasa O&M. Tantangan

From a contractual and commercial perspective, the Board of Directors closely monitored several issues related to claims settlement, bank guarantees, overhaul works, variation orders, power plant rentals, and the evaluation

tersebut menunjukkan bahwa perluasan portofolio harus selalu diimbangi dengan disiplin administrasi, kualitas kontrak, kepastian hukum, dan pengendalian *working capital*. Dengan pengendalian yang memadai, pertumbuhan usaha dapat dijalankan tanpa menambah tekanan yang tidak perlu terhadap arus kas, biaya, dan kualitas pengakuan pendapatan.

Penguatan organisasi juga menjadi perhatian penting. Perluasan bisnis O&M, MRO, sewa pembangkit, *assets management*, layanan beyond kWh, dan inisiatif energi bersih menuntut kesiapan SDM, struktur kerja, kapabilitas teknis, serta kecepatan pengambilan keputusan yang semakin tinggi. Karena itu, Direksi mendorong penguatan pelatihan, pemetaan formasi, pengembangan kompetensi, digitalisasi proses, serta peningkatan kualitas data dan pelaporan. Langkah ini diperlukan agar pertumbuhan usaha tidak hanya besar secara volume, tetapi juga sehat secara eksekusi, terukur secara kinerja, dan kuat secara tata kelola.

Gambaran Tentang Prospek Usaha

Direksi memandang prospek usaha PLN IP Services tetap positif sejalan dengan pertumbuhan kebutuhan listrik, implementasi RUPTL 2025-2034, penguatan jaringan, elektrifikasi transportasi, pemerataan akses listrik, dan percepatan transisi energi. Rencana penambahan kapasitas pembangkit sebesar 69,5 GW, yang mencakup 42,6 GW EBT dan 10,3 GW sistem penyimpanan energi, membuka ruang usaha yang luas bagi layanan operasi dan pemeliharaan, inspeksi teknis, pengujian keandalan, rekayasa, pengelolaan aset pembangkit, serta dukungan teknis bagi proyek energi rendah karbon.

Peluang juga semakin besar dari penguatan transmisi dan distribusi. Pembangunan *Green Super Grid* sepanjang 47.758 kms dan gardu induk 107.950 MVA akan mendorong kebutuhan terhadap jasa survei, konstruksi, pengujian peralatan, sertifikasi teknis, pemeliharaan jaringan, dan pengawasan proyek. Di sektor hilir, peningkatan konsumsi listrik per kapita, pertumbuhan kendaraan listrik, kebutuhan SPKLU, smart metering, manajemen beban, audit energi, dan layanan efisiensi energi membuka ruang baru bagi Perseroan untuk mengembangkan layanan yang lebih berbasis data dan kebutuhan pelanggan.

Dengan modal kompetensi teknis, pengalaman operasi di berbagai wilayah, serta penguatan tata kelola dan digitalisasi proses, PLN IP Services memiliki peluang untuk mengonversi prospek industri menjadi pertumbuhan usaha

of O&M service contracts. These challenges demonstrate that portfolio expansion must always be balanced with administrative discipline, contract quality, legal certainty, and working capital control. With adequate control, business growth can be carried out without creating unnecessary pressure on cash flow, costs, and the quality of revenue recognition.

Organizational strengthening was also an important area of focus. The expansion of O&M, MRO, power plant rental, asset management, beyond-kWh services, and clean energy initiatives requires stronger human capital readiness, work structures, technical capabilities, and faster decision-making. Accordingly, the Board of Directors encouraged stronger training programs, workforce formation mapping, competency development, process digitalization, and improvements in data quality and reporting. These measures are necessary to ensure that business growth is not only larger in volume, but also sound in execution, measurable in performance, and robust in governance.

Business Outlook

The Board of Directors views the business outlook for PLN IP Services as positive, in line with growing electricity demand, the implementation of the 2025–2034 Electricity Supply Business Plan (RUPTL), grid strengthening, transportation electrification, broader access to electricity, and the acceleration of the energy transition. The planned addition of 69.5 GW of power generation capacity, including 42.6 GW from renewable energy and 10.3 GW from energy storage systems, creates broad business opportunities for operation and maintenance services, technical inspections, reliability testing, engineering, power plant asset management, and technical support for low-carbon energy projects.

Opportunities are also expanding through the strengthening of transmission and distribution infrastructure. The development of a 47,758-kms Green Super Grid and 107,950 MVA of substations will drive demand for survey services, construction, equipment testing, technical certification, network maintenance, and project supervision. In the downstream sector, increasing electricity consumption per capita, the growth of electric vehicles, demand for public electric vehicle charging stations, smart metering, load management, energy audits, and energy efficiency services are opening new opportunities for the Company to develop services that are more data-driven and customer-oriented.

With its technical capabilities, operational experience across various regions, and continued strengthening of governance and process digitalization, PLN IP Services is well positioned to convert industry prospects into reliable,

yang andal, efisien, inklusif, dan berkelanjutan. Ke depan, kemampuan Perseroan dalam menjaga kualitas eksekusi, membangun kemitraan strategis, mengendalikan risiko, dan beradaptasi terhadap kebutuhan energi bersih akan menjadi faktor penting dalam memperkuat daya saing dan relevansi Perseroan di tengah perubahan industri ketenagalistrikan.

efficient, inclusive, and sustainable business growth. Going forward, the Company's ability to maintain execution quality, build strategic partnerships, manage risks, and adapt to clean energy needs will be key factors in strengthening its competitiveness and relevance amid the transformation of the electricity industry.

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 Description	Target 2026 2026 Target
Pendapatan/Penjualan Revenue/Sales	2.839.838
Laba (Rugi) Profit (Loss)	140.277
Ekuitas Equity	1.097.449
Liabilitas Liabilities	480.534

Penerapan Tata Kelola Perusahaan

PLN IP Services menempatkan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) sebagai fondasi dalam menjalankan fungsi pengurusan, pengawasan, pengendalian risiko, dan pengambilan keputusan strategis. Bagi Direksi, GCG tidak hanya dipahami sebagai kewajiban kepatuhan, tetapi sebagai sistem nilai dan mekanisme manajerial yang memastikan setiap langkah Perseroan dapat dijalankan secara transparan, akuntabel, bertanggung jawab, independen, dan wajar.

Sepanjang tahun 2025, penguatan tata kelola dijalankan melalui penyempurnaan struktur, kebijakan, proses bisnis, dokumentasi keputusan, serta mekanisme pengendalian internal. Direksi memastikan bahwa pembahasan kinerja, pengelolaan kontrak, pengembangan bisnis, penanganan risiko, pengadaan, kepatuhan lingkungan, serta hubungan dengan pemangku kepentingan dilakukan melalui proses yang tertib dan dapat dipertanggungjawabkan. Dengan demikian, tata kelola menjadi alat pengarah agar ekspansi portofolio, penguatan keandalan, dan transformasi organisasi tetap berada dalam koridor kepatuhan dan mitigasi risiko.

Pelaksanaan *Assessment* GCG Tahun Buku 2025 menjadi salah satu indikator penting dalam menilai kualitas tata kelola Perseroan. Berdasarkan hasil assessment tersebut, PLN IP Services memperoleh skor 92,08 dengan klasifikasi "Sangat Baik". Capaian ini menunjukkan bahwa penerapan GCG telah berjalan pada aspek komitmen terhadap tata kelola, hubungan dengan pemegang saham dan RUPS,

Implementation of Corporate Governance

PLN IP Services positions Good Corporate Governance (GCG) as the foundation for carrying out management, oversight, risk control, and strategic decision-making functions. For the Board of Directors, GCG is understood not only as a compliance obligation, but also as a value system and managerial mechanism that ensures every corporate action is carried out transparently, accountably, responsibly, independently, and fairly.

Throughout 2025, governance strengthening was carried out through improvements to structures, policies, business processes, decision documentation, and internal control mechanisms. The Board of Directors ensured that performance discussions, contract management, business development, risk management, procurement, environmental compliance, and stakeholder relations were conducted through orderly and accountable processes. In this way, governance served as a guiding instrument to ensure that portfolio expansion, reliability improvement, and organizational transformation remained within the framework of compliance and risk mitigation.

The GCG Assessment for the 2025 fiscal year served as one of the key indicators in evaluating the quality of the Company's governance. Based on the assessment results, PLN IP Services achieved a score of 92.08 with a "Very Good" classification. This achievement demonstrates that GCG implementation has been carried out across aspects such as commitment to governance, relationships with

pelaksanaan fungsi Dewan Komisaris, pelaksanaan fungsi Direksi, keterbukaan informasi, serta aspek tata kelola lainnya. Hasil tersebut juga memperkuat keyakinan bahwa tata kelola menjadi prasyarat penting dalam menjaga kepercayaan pemegang saham, mitra, pelanggan, dan pemangku kepentingan.

Bagi Direksi, hasil *assessment* bukan merupakan titik akhir, melainkan dasar untuk memperkuat kualitas pengurusan secara berkelanjutan. Rekomendasi perbaikan menjadi bahan evaluasi untuk meningkatkan disiplin dokumentasi, kualitas rapat, tindak lanjut survei pelanggan, pengisian jabatan, pengelolaan teknologi informasi, serta penyempurnaan kebijakan internal. Dengan pendekatan tersebut, GCG tidak berhenti sebagai hasil penilaian tahunan, tetapi menjadi siklus pembelajaran dan perbaikan organisasi.

Penguatan tata kelola memperoleh pengakuan eksternal melalui raihan tiga penghargaan dalam *TOP GRC Awards 2025*, yaitu *TOP GRC Awards 2025 #5 Star, The High Performing Board of Commissioner on GRC 2025,* dan *The Most Committed GRC Leader 2025* yang diberikan kepada Direktur Utama PLN IP Services. Capaian ini menunjukkan bahwa penerapan *governance, risk, and compliance* telah menjadi bagian penting dari penguatan ketahanan perusahaan, pengendalian risiko, kepatuhan, dan kualitas pengambilan keputusan.

Direksi juga memperluas penguatan tata kelola ke aspek integritas, kepatuhan mitra, keselamatan kerja, dan keberlanjutan. Upaya tersebut dijalankan melalui penguatan *Contractor Safety Management System, Integrity Due Diligence,* komitmen terhadap Sistem Manajemen Anti Penyuapan, serta konsolidasi agenda *Environmental, Social, and Governance* melalui pembentukan Tim Implementasi ESG periode 2026-2030. Dengan langkah tersebut, tata kelola tidak hanya berfungsi sebagai instrumen kepatuhan, tetapi juga sebagai fondasi untuk menjaga kepercayaan pemangku kepentingan dan nilai jangka panjang Perseroan.

Perubahan Komposisi Anggota Direksi dan Alasan Perubahannya

Perubahan komposisi Direksi pada tahun 2025 merupakan bagian dari dinamika pengurusan Perseroan dan penyelarasan kebutuhan organisasi dengan arah strategis Perseroan. Berdasarkan Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 05 tanggal 24 Januari 2025, Pemegang Saham memberhentikan

shareholders and the General Meeting of Shareholders, the implementation of the Board of Commissioners' functions, the implementation of the Board of Directors' functions, information disclosure, and other governance aspects. The result also reinforces the view that governance is an essential prerequisite for maintaining the trust of shareholders, partners, customers, and other stakeholders.

For the Board of Directors, the assessment result is not an endpoint, but a basis for continuously strengthening the quality of management. Improvement recommendations serve as evaluation material to enhance documentation discipline, meeting quality, follow-up on customer surveys, position fulfillment, information technology management, and the refinement of internal policies. Through this approach, GCG is not limited to an annual assessment outcome, but becomes a continuous cycle of organizational learning and improvement.

Governance strengthening also received external recognition through three awards at the TOP GRC Awards 2025: TOP GRC Awards 2025 #5 Star, The High Performing Board of Commissioners on GRC 2025, and The Most Committed GRC Leader 2025, which was awarded to the President Director of PLN IP Services. These achievements demonstrate that the implementation of governance, risk, and compliance has become an important part of strengthening corporate resilience, risk control, compliance, and the quality of decision-making.

The Board of Directors also expanded governance strengthening to the areas of integrity, partner compliance, occupational safety, and sustainability. These efforts were carried out through the strengthening of the Contractor Safety Management System, Integrity Due Diligence, commitment to the Anti-Bribery Management System, and the consolidation of the Environmental, Social, and Governance agenda through the establishment of the ESG Implementation Team for the 2026–2030 period. Through these measures, governance serves not only as a compliance instrument, but also as a foundation for maintaining stakeholder trust and the Company's long-term value.

Changes in The Composition of The Board of Directors and The Reasons For The Changes

Changes in the composition of the Board of Directors in 2025 formed part of the dynamics of corporate management and the alignment of organizational needs with the Company's strategic direction. Based on the Statement of Shareholders' Resolutions of PT PLN Indonesia Power Services No. 05 dated January 24, 2025, the Shareholders

dengan hormat Bapak Hari Muhardani Nasution dari jabatan Direktur Keuangan dan Bapak Mulyadi Koto dari jabatan Direktur Operasi. Selanjutnya, Bapak Amir Murtono ditetapkan 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:

honorably discharged Mr. Hari Muhardani Nasution from his position as Director of Finance and Mr. Mulyadi Koto from his position as Director of Operations. Subsequently, Mr. Amir Murtono was appointed as Acting Director of Operations and Mrs. Metty Kronika Indirawati as Acting Director of Finance. In addition, Mr. Kukuh Pambudi was appointed as Acting Director of Business. Accordingly, the composition of the Board of Directors 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	Plt. Direktur Bisnis Acting Director of Business	Kukuh Pambudi	Plt. Direktur Bisnis Acting Director of Business
Mulyadi Koto	Direktur Operasi Director of Operations	Amir Murtono	Plt. Direktur Operasi Acting Director of Operations
Hari Muhardani Nasution	Plt. Direktur Keuangan Acting Director of Finance	Metty Kronika Indirawati	Plt. Direktur Keuangan Acting Director of Finance

Berdasarkan Akta Notaris No. 01 tanggal 2 Mei 2025 yang dibuat di hadapan Notaris di Jakarta, Pemegang Saham kembali menyetujui perubahan susunan Direksi, yaitu perubahan Pelaksana Tugas Direktur Bisnis dari Bapak Kukuh Pambudi menjadi Bapak Lasiran. Dengan perubahan tersebut, komposisi Direksi disesuaikan untuk mendukung kesinambungan pengurusan, efektivitas pengambilan keputusan, serta kebutuhan penguatan fungsi strategis perusahaan. Sehingga susunan Direksi menjadi sebagai berikut:

Pursuant to Notarial Deed No. 01 dated May 2, 2025, executed before a notary in Jakarta, the Shareholders once again approved a change in the composition of the Board of Directors, specifically the replacement of the Acting Director of Business from Mr. Kukuh Pambudi to Mr. Lasiran. With this change, the composition of the Board of Directors has been adjusted to support continuity in management, effective decision-making, and the need to strengthen the company's strategic functions. Consequently, the composition of the Board of Directors is 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	Plt. Direktur Bisnis Acting Director of Business	Lasiran	Plt. Direktur Bisnis Acting Director of Business
Amir Murtono	Direktur Operasi Director of Operations	Amir Murtono	Plt. Direktur Operasi Acting Director of Operations
Metty Kronika Indirawati	Plt. Direktur Keuangan Acting Director of Finance	Metty Kronika Indirawati	Plt. Direktur Keuangan Acting Director of Finance

Apresiasi dan Penutup

Direksi menyampaikan penghargaan dan terima kasih kepada para Pemegang Saham atas kepercayaan, arahan, dan dukungan yang diberikan sepanjang tahun 2025. Apresiasi yang sama disampaikan kepada Dewan Komisaris atas fungsi pengawasan dan nasihat yang konstruktif dalam mendampingi penguatan kinerja, tata kelola, dan transformasi Perseroan. Sinergi antara Pemegang Saham, Dewan Komisaris, dan Direksi menjadi fondasi penting bagi PLN IP Services dalam menghadapi dinamika industri ketenagalistrikan yang semakin kompleks.

Kepada seluruh insan PLN IP Services, Direksi menyampaikan apresiasi atas dedikasi, integritas, dan semangat kolaboratif yang telah ditunjukkan di seluruh lini kerja. Capaian tahun 2025 merupakan hasil dari kerja kolektif dalam menjaga keandalan layanan, memperluas portofolio bisnis, menyelesaikan tantangan operasional, memperkuat tata kelola, serta membangun fondasi keberlanjutan.

Menutup laporan ini, Direksi menegaskan komitmen untuk terus membawa PLN IP Services menjadi Perusahaan layanan energi yang andal, adaptif, kompetitif, dan berkelanjutan. Dengan dukungan seluruh pemangku kepentingan, Perseroan optimis dapat memperkuat kontribusi bagi sistem ketenagalistrikan nasional, membuka peluang pertumbuhan regional, dan menciptakan nilai jangka panjang bagi Perusahaan, masyarakat, dan negara.

Appreciation and Closing

The Board of Directors extends its appreciation and gratitude to the Shareholders for the trust, direction, and support provided throughout 2025. The same appreciation is extended to the Board of Commissioners for its constructive oversight and advisory role in supporting the strengthening of the Company's performance, governance, and transformation. The synergy among the Shareholders, the Board of Commissioners, and the Board of Directors serves as an important foundation for PLN IP Services in navigating the increasingly complex dynamics of the electricity industry.

To all PLN IP Services personnel, the Board of Directors expresses its appreciation for the dedication, integrity, and spirit of collaboration demonstrated across all lines of work. The achievements in 2025 were the result of collective efforts to maintain service reliability, expand the business portfolio, address operational challenges, strengthen governance, and build the foundation for sustainability.

In closing this report, the Board of Directors reaffirms its commitment to continuing to develop PLN IP Services into a reliable, adaptive, competitive, and sustainable energy services company. With the support of all stakeholders, the Company is optimistic that it can strengthen its contribution to the national electricity system, open opportunities for regional growth, and create long-term value for the Company, society, and the nation.

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

Hari Cahyono
Direktur Utama
President Director


KHUSNUL MUBIEN
Komisaris Utama
President Commissioner

Laporan Dewan Komisaris
Board of Commissioner Report

Dewan Komisaris memandang Direksi telah membawa Perseroan melalui 2025 dengan arah yang jelas: menjaga keandalan, memperluas peluang, dan memperkuat tata kelola. Fondasi ini memberi keyakinan bahwa PLN IP Services semakin siap menciptakan nilai jangka panjang.

The Board of Commissioners views that the Board of Directors led the Company through 2025 with clear direction: maintaining reliability, expanding opportunities, and strengthening governance. This foundation reinforces confidence in PLN IP Services' readiness to create long-term value.

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

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa. Atas rahmat dan karunia-Nya, Dewan Komisaris PT PLN Indonesia Power Services dapat menyampaikan Laporan Pengawasan Tahun Buku 2025 sebagai bentuk pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi dalam menjalankan pengurusan Perseroan. Laporan ini disusun sebagai wujud akuntabilitas Dewan Komisaris kepada Pemegang Saham dan pemangku kepentingan atas pelaksanaan pengawasan terhadap kinerja, strategi, tata kelola, pengendalian risiko, dan arah keberlanjutan Perseroan sepanjang tahun berjalan.

Our deepest gratitude to God Almighty for the blessings and grace bestowed upon us, which enable the Board of Commissioners of PT PLN Indonesia Power Services to present the 2025 Supervisory Report as our responsibility for supervising and advising the Board of Directors in managing the Company. This report showcases our accountability to shareholders and stakeholders for the execution of the Company's performance, strategic initiatives, corporate governance, risk management , and sustainability performance during the year.

Tahun 2025 menjadi periode konsolidasi penting bagi PLN IP Services setelah transformasi identitas dan penguatan peran Perseroan pada tahun sebelumnya. Dalam periode ini, Dewan Komisaris mencermati bahwa fokus pengurusan Perseroan bergerak pada penguatan disiplin eksekusi, pengendalian kinerja bulanan, peningkatan keandalan (reliability), penyelesaian isu kontraktual dan operasional, perluasan portofolio layanan energi, serta penajaman arah jangka menengah melalui RKAP dan RJPP 2026–2030.

The year 2025 marked an important period of consolidation for PLN IP Services following the transformation of the Company's identity and the strengthening of its corporate role in the preceding year. During the reporting period, the Board of Commissioners observed that the Company's management focused on reinforcing execution discipline, strengthening monthly performance control, enhancing reliability, resolving contractual and operational issues, expanding the energy services portfolio, and sharpening the Company's medium-term strategic direction through the 2026–2030 Corporate Work Plan and Budget (RKAP) and Long-Term Corporate Plan (RJPP).

Melalui laporan ini, Dewan Komisaris menyampaikan pandangan atas kinerja Direksi, pengawasan terhadap perumusan dan implementasi strategi, prospek usaha, penerapan tata kelola, efektivitas sistem pengendalian, kinerja komite-komite, serta perubahan komposisi Dewan Komisaris. Dewan Komisaris berharap laporan ini memberikan gambaran

Through this report, the Board of Commissioners conveys its views on the performance of the Board of Directors, supervision of strategy formulation and implementation, business prospects, implementation of governance, effectiveness of the control system, performance of committees, as well as changes in the composition of the Board of Commissioners.

yang utuh mengenai peran pengawasan dalam mendukung PLN IP Services sebagai perusahaan layanan energi yang andal, adaptif, kompetitif, dan berorientasi pada nilai jangka panjang.

The Board of Commissioners hopes that this report provides a complete picture of the role of supervision in supporting PLN IP Services as a reliable, adaptive, competitive and long-term value-oriented energy services company.

Penilaian Terhadap Kinerja Direksi Mengenai Pengelolaan Perusahaan

Dewan Komisaris menilai bahwa Direksi PT PLN Indonesia Power Services telah menjalankan fungsi pengurusan Perseroan sepanjang tahun 2025 secara aktif, responsif, dan semakin terarah. Penilaian ini tidak semata-mata didasarkan pada capaian akhir, melainkan pada kualitas proses pengelolaan, konsistensi pelaksanaan strategi, ketepatan respons terhadap tantangan, serta kemampuan Direksi menjaga keseimbangan antara kebutuhan operasional tahun berjalan dan arah pertumbuhan jangka menengah Perseroan.

Assessment of The Performance of The Board of Directors Concerning The Management of The Company

The Board of Commissioners assesses that the Board of Directors of PLN IP Services have carried out the company management function throughout 2025 in an active, responsive and increasingly focused manner. This assessment is not solely based on final achievements, but rather on the quality of the management process, consistency of strategy implementation, accuracy of responses to challenges, and the ability of the Board of Directors to maintain a balance between the current year's operational needs and the Company's medium-term growth direction.

Sepanjang tahun berjalan, Direksi menunjukkan komitmen terhadap transparansi dan akuntabilitas melalui penyampaian laporan kinerja bulanan, pembahasan RKAP dan RJPP, tindak lanjut arahan RUPS dan Dewan Komisaris, serta pengelolaan isu strategis lintas fungsi. Bagi Dewan Komisaris, pola pengurusan seperti ini penting karena kinerja perusahaan tidak hanya dibentuk oleh target dan realisasi, tetapi juga oleh disiplin evaluasi, kualitas keputusan, dan kemampuan manajemen menindaklanjuti isu secara tepat waktu.

Throughout the reporting year, the Board of Directors demonstrated its commitment to transparency and accountability through the submission of monthly performance reports, the deliberation of the Company's Budget Plan (RKAP) and the Long-Term Corporate Plan (RJPP), the implementation of directives issued by the General Meeting of Shareholders (GMS) and the Board of Commissioners, as well as the management of cross-functional strategic issues. In the view of the Board of Commissioners, such an approach to corporate management is particular importance, as the Company's performance is determined not only by the achievement of targets and actual results but also by the discipline exercised in performance evaluation, the quality of management decisions, and the ability of management to address strategic issues in a timely and appropriate manner.

Dalam perspektif pengawasan, Dewan Komisaris mencermati bahwa Direksi telah berupaya memperluas ruang pertumbuhan melalui penguatan portofolio layanan, penjajakan kerja sama strategis, pengembangan skema asset management, pengelolaan anak perusahaan dan perusahaan patungan, serta peluang bisnis di dalam dan luar negeri. Arah tersebut dinilai positif sepanjang tetap didukung kelayakan bisnis, kesiapan sumber daya, kepatuhan, mitigasi risiko kontraktual, dan kesesuaian dengan kompetensi inti Perseroan.

From an oversight perspective, the Board of Commissioners observes that the Board of Directors has sought to expand the Company's growth opportunities by strengthening its service portfolio, exploring strategic partnerships, developing asset management schemes, managing subsidiaries and joint venture companies, and pursuing business opportunities both domestically and internationally. The steps we take are positive, along with sound business feasibility, resource readiness, regulatory compliance, contractual risk mitigation, and alignment with the Company's core competencies.

Dewan Komisaris juga menilai bahwa Direksi telah menjaga peran fundamental Perseroan dalam mendukung keandalan sistem ketenagalistrikan. Namun, meningkatnya kompleksitas proyek, kontrak, sewa pembangkit, klaim, bank garansi, kepatuhan lingkungan, dan kebutuhan layanan di berbagai wilayah menuntut penguatan tata kelola proyek, disiplin kontrak, pengendalian biaya, kesiapan SDM, serta manajemen risiko yang lebih ketat.

The Board of Commissioners also assesses that the Board of Directors has maintained the Company's fundamental role in supporting the reliability of the electricity system. However, the increasing complexity of projects, contracts, generator leases, claims, bank guarantees, environmental compliance and service needs in various regions requires strengthening project governance, contract discipline, cost control, HR readiness and stricter risk management.

Secara keseluruhan, Dewan Komisaris menilai bahwa Direksi telah menunjukkan kualitas pengurusan yang baik sepanjang tahun 2025. Ke depan, Dewan Komisaris mendorong Direksi untuk terus meningkatkan kualitas eksekusi, memperkuat integrasi perencanaan dengan realisasi, menindaklanjuti rekomendasi GCG secara disiplin, memperkuat transparansi pelaporan, serta memastikan setiap inisiatif strategis memberikan nilai tambah nyata bagi keberlanjutan PLN IP Services.

Overall, the Board of Commissioners assesses that the Board of Directors has demonstrated good management quality throughout 2025. Going forward, the Board of Commissioners encourages the Board of Directors to continue improving the quality of execution, strengthening the integration of planning with realization, following up on GCG recommendations in a disciplined manner, strengthening reporting transparency, and ensuring that every strategic initiative provides real added value for the sustainability of PLN IP Services.

Pengawasan Dewan Komisaris dalam Perumusan dan Implementasi Strategi Perusahaan yang Dilakukan oleh Direksi

Dewan Komisaris menjalankan fungsi pengawasan strategis secara aktif dan berkelanjutan terhadap proses perumusan hingga implementasi strategi Perseroan yang dilakukan oleh Direksi sepanjang tahun 2025. Pengawasan tersebut diarahkan untuk memastikan bahwa strategi Perseroan tidak hanya selaras dengan arahan Pemegang Saham, tetapi juga realistis, terukur, dapat dijalankan, dan memiliki mekanisme pengendalian yang memadai.

Sejak tahap perencanaan, Dewan Komisaris mencermati pembahasan RKAP 2025, usulan RKAP 2026, serta RJPP 2026–2030 sebagai fondasi kesinambungan arah Perseroan. Dewan Komisaris memandang bahwa dokumen perencanaan harus menjadi peta kerja yang menghubungkan kebutuhan operasional, ekspansi bisnis, kesiapan organisasi, pengendalian risiko, dan penciptaan nilai jangka panjang. Oleh karena itu, pengawasan diarahkan agar rencana kerja Direksi tetap berada dalam koridor kompetensi inti, kemampuan sumber daya, dan tata kelola yang dapat dipertanggungjawabkan.

Dalam implementasinya, Dewan Komisaris mencermati bahwa strategi Perseroan mulai bergerak menuju perluasan portofolio layanan, penguatan keandalan, pengembangan kerja sama strategis, dan penyiapan fondasi keberlanjutan. Arah tersebut dinilai relevan dengan dinamika industri ketenagalistrikan dan kebutuhan Perseroan untuk memperluas sumber pertumbuhan. Namun, Dewan Komisaris tetap menekankan pentingnya kehati-hatian, terutama dalam memastikan kelayakan bisnis, kualitas kontrak, kesiapan pendanaan, mitigasi risiko, dan kemampuan eksekusi.

Pengawasan juga diberikan terhadap meningkatnya kompleksitas proyek, sewa pembangkit, kerja sama operasi, penyelesaian kontrak, kepatuhan lingkungan, serta kebutuhan layanan di wilayah dengan tingkat keandalan tinggi. Dewan Komisaris mendorong Direksi agar pertumbuhan usaha tidak

Oversight by The Board of Commissioners on The Formulation and Implementation of Corporate Strategies by The Board of Directors

The Board of Commissioners carries out an active and continuous strategic oversight function over the process of formulating and implementing the Company's strategy carried out by the Board of Directors throughout 2025. This supervision is directed at ensuring that the Company's strategy is not only in line with Shareholders' directions, but is also realistic, measurable, can be implemented, and has adequate control mechanisms.

Since the planning stage, the Board of Commissioners has closely followed discussions of the 2025 Company Budget Plan, the proposed 2026 Company Budget Plan, and the 2026-2030 Company Long-Term Plan, which serve as the foundation for the continuity of the Company's direction. The Board of Commissioners believes that planning documents must serve as a roadmap for operational needs, business expansion, organizational readiness, risk control, and long-term value creation. Therefore, our supervision is directed so that the Board of Directors' work plans remain within the corridor of core competencies, resource capabilities, and accountable governance.

As part of its oversight role, the Board of Commissioners notes that the Company's strategic initiatives are advancing in expanding its service portfolio, strengthening operational reliability, fostering strategic partnerships, and building a foundation for sustainable growth. The Board believes this direction aligns with industry developments and the Company's goal to diversify its growth sources. The Board continues to stress the need for prudent judgment, especially in assessing business feasibility, maintaining high-quality contracts, ensuring funding readiness, implementing effective risk mitigation, and supporting the Company's ability to execute its strategies.

Oversight is also provided for increasing project complexity, generator rentals, operational cooperation, contract completion, environmental compliance, and service needs in high-reliability areas. The Board of Commissioners encourages the Board of Directors to ensure that business growth is not only measured

hanya diukur dari banyaknya proyek atau luasnya wilayah operasi, tetapi dari kualitas eksekusi, profitabilitas, arus kas, efektivitas biaya, utilisasi aset, dan nilai ekonomi yang berkelanjutan.

by the number of projects or the size of the operational area, but by the quality of execution, profitability, cash flow, cost effectiveness, asset utilization and sustainable economic value.

Dewan Komisaris juga menilai bahwa pembentukan Tim Implementasi ESG periode 2026–2030 merupakan langkah positif dalam memperkuat arah jangka menengah Perseroan. Inisiatif tersebut perlu dikawal agar berkembang menjadi roadmap, program kerja, KPI, sistem pelaporan, pengendalian risiko, dan evaluasi berkala yang terhubung dengan RKAP dan RJPP. Dengan demikian, strategi Perseroan dapat berjalan tidak hanya sebagai agenda pertumbuhan, tetapi juga sebagai sistem penciptaan nilai yang berkelanjutan.

The Board of Commissioners also considers that the formation of the ESG Implementation Team for the 2026–2030 period is a positive step in strengthening the Company's medium-term direction. This initiative needs to be monitored so that it develops into a roadmap, work program, KPI, reporting system, risk control and periodic evaluation that is connected to the Company's Budget Plan and Long Term Plan. In this way, the Company's strategy can operate not only as a growth agenda, but also as a sustainable value creation system.

Untuk memperjelas kesinambungan antara fungsi pengawasan strategis dan tindak lanjut pengawasan yang dilakukan sepanjang tahun 2025, Dewan Komisaris merumuskan sejumlah tindakan, arahan, dan rekomendasi pengawasan yang diarahkan untuk memastikan bahwa strategi yang dijalankan oleh Direksi dapat diterjemahkan secara konsisten ke dalam kebijakan, program kerja, tata kelola, pengendalian risiko, serta evaluasi kinerja yang terukur.

To clarify the continuity between the strategic supervisory function and the supervisory follow-up carried out throughout 2025, the Board of Commissioners formulated a number of supervisory actions, directions and recommendations aimed at ensuring that the strategies implemented by the Board of Directors can be consistently translated into policies, work programs, governance, risk control and measurable performance evaluations.

No	Topik Name	Rekomendasi dan Tindakan Dewan Komisaris dalam Pengawasan Strategi Direksi 2025 Recommendations and Actions of the Board of Commissioners in Supervising the Board of Directors' Strategy for 2025
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.

No	Topik Name	Rekomendasi dan Tindakan Dewan Komisaris dalam Pengawasan Strategi Direksi 2025 Recommendations and Actions of the Board of Commissioners in Supervising the Board of Directors' Strategy for 2025
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.
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 oleh Direksi

Dewan Komisaris menilai bahwa prospek usaha PLN IP Services yang disusun oleh Direksi telah mencerminkan arah pertumbuhan yang realistis, adaptif, dan sejalan dengan dinamika industri ketenagalistrikan. Prospek tersebut didasarkan pada kebutuhan keandalan sistem kelistrikan, penguatan portofolio layanan O&M, MRO, sewa pembangkit, asset management, serta peluang bisnis yang berkembang dari transisi energi, digitalisasi, dan perluasan pasar di dalam maupun luar negeri.

Dalam pandangan Dewan Komisaris, arah prospek usaha Perseroan memiliki dasar strategis yang cukup kuat karena bertumpu pada kompetensi inti Perusahaan sebagai penyedia layanan energi. Peluang pada sistem isolated, kerja sama strategis, pengembangan layanan energi bersih, *smart hybrid*, PLTS, EV *charging*, serta dukungan terhadap infrastruktur ketenagalistrikan memberi ruang bagi Perseroan untuk memperluas kontribusi. Namun, setiap peluang tetap perlu diuji melalui kelayakan bisnis, kesiapan SDM, kemampuan pendanaan, kualitas kontrak, dan mitigasi risiko yang memadai.

Dewan Komisaris juga memandang penting agar prospek usaha tidak hanya diterjemahkan sebagai ekspansi proyek, tetapi sebagai penciptaan nilai yang berkelanjutan.

Outlook on The Company's Business Prospects Prepared by The Board of Directors

The Board of Commissioners assesses that the PLN IP Services business prospects prepared by the Board of Directors reflect a realistic, adaptive growth direction and are in line with the dynamics of the electricity industry. This prospect is based on the need for electricity system reliability, strengthening the service portfolio of O&M, MRO, generator rental, asset management, as well as business opportunities that develop from the energy transition, digitalization, and market expansion at home and abroad.

In the view of the Board of Commissioners, the direction of the Company's business prospects has a fairly strong strategic basis because it relies on the company's core competency as an energy service provider. Opportunities in isolated systems, strategic cooperation, development of clean energy services, smart hybrid, Solar Power Plant, EV charging, as well as support for electricity infrastructure provide space for the Company to expand its contribution. However, every opportunity still needs to be tested through business feasibility, HR readiness, funding capabilities, contract quality and adequate risk mitigation.

The Board of Commissioners also considers it important that business prospects are not only translated as project expansion, but as sustainable value creation. Growth must

Pertumbuhan harus tercermin dalam kualitas eksekusi, arus kas yang sehat, profitabilitas, utilisasi aset, kepuasan pelanggan, serta kemampuan Perseroan menjaga keandalan layanan. Dengan pendekatan tersebut, Dewan Komisaris mendukung prospek usaha yang disusun oleh Direksi, disertai dorongan agar implementasinya tetap selektif, *prudent*, berbasis data, dan selaras dengan arah jangka menengah Perseroan.

be reflected in the quality of execution, healthy cash flow, profitability, asset utilization, customer satisfaction, as well as the Company's ability to maintain service reliability. With this approach, the Board of Commissioners supports the business prospects prepared by the Board of Directors, accompanied by encouragement so that implementation remains selective, prudent, data-based, and in line with the Company's medium-term direction.

Pandangan Atas Penerapan Tata Kelola Perusahaan

Dewan Komisaris menilai bahwa penerapan Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) di PLN IP Services sepanjang tahun 2025 telah berjalan secara konsisten dan semakin tertata. Hal ini tercermin dari penguatan mekanisme pelaporan, pembahasan kinerja secara berkala, peningkatan perhatian terhadap manajemen risiko, kepatuhan, pengendalian internal, serta tindak lanjut terhadap isu-isu strategis yang memerlukan koordinasi lintas fungsi.

Hasil *Assessment* GCG Tahun Buku 2025 dengan skor 92,08 dan klasifikasi "Sangat Baik" menjadi indikasi positif atas kualitas penerapan tata kelola Perseroan. Capaian tersebut menunjukkan bahwa hubungan antarorgan, mekanisme pengambilan keputusan, keterbukaan informasi, pengawasan internal, serta komitmen terhadap prinsip GCG telah berada pada arah yang kuat. Meski demikian, Dewan Komisaris memandang bahwa hasil *assessment* bukan tujuan akhir, melainkan dasar untuk memperkuat kedisiplinan implementasi.

Rekomendasi perbaikan dari *assessment* GCG perlu ditindaklanjuti secara terukur, terutama pada aspek dokumentasi keputusan, kualitas rapat, tindak lanjut hasil rapat, kebijakan teknologi informasi, pengelolaan data, pengisian jabatan, hubungan pelanggan, serta ketepatan waktu penyampaian laporan. Dewan Komisaris juga mendorong agar penguatan GCG terus diperluas ke rantai pasok, pengadaan, kepatuhan mitra, manajemen risiko, dan integritas pelaksanaan proyek. Dengan demikian, tata kelola tidak hanya menjadi instrumen kepatuhan, tetapi juga menjadi fondasi daya tahan, kepercayaan, dan penciptaan nilai jangka panjang Perseroan.

Outlook on The Implementation of Corporate Governance

The Board of Commissioners assesses that the implementation of Good Corporate Governance (GCG) at PLN IP Services throughout 2025 has been running consistently and is becoming more orderly. This is reflected in strengthening reporting mechanisms, regular performance discussions, increasing attention to risk management, compliance, internal control, as well as follow-up to strategic issues that require cross-functional coordination.

The results of the GCG Assessment for the 2025 Fiscal Year with a score of 92.08 and a classification of "Very Good" are a positive indication of the quality of the Company's implementation of governance. These achievements show that inter-organ relations, decision-making mechanisms, information disclosure, internal supervision, and commitment to GCG principles are in a strong direction. However, the Board of Commissioners views that the assessment results are not the final goal, but rather the basis for strengthening implementation discipline.

Recommendations for improvement from the GCG assessment need to be followed up in a measurable manner, especially in the aspects of decision documentation, meeting quality, follow-up to meeting results, information technology policies, data management, position filling, customer relations, and timeliness of report submission. The Board of Commissioners also encourages the strengthening of GCG to continue to be extended to supply chains, procurement, partner compliance, risk management and project implementation integrity. In this way, governance is not only an instrument of compliance, but also the foundation of the Company's resilience, trust and long-term value creation.

Pandangan Atas Penerapan Whistleblowing System (WBS) dan Peranan Dewan Komisaris dalam WBS

Dewan Komisaris memandang *Whistleblowing System* (WBS) sebagai instrumen penting dalam memperkuat integritas, pengendalian internal, dan budaya kepatuhan di lingkungan PLN IP Services. Sistem ini tidak hanya berfungsi sebagai

Outlook on The Implementation of The Whistleblowing System (WBS) and The Role of The Board of Commissioners in WBS

The Board of Commissioners views the Whistleblowing System (WBS) as an important instrument in strengthening integrity, internal control and compliance culture within the PLN IP Services environment. This system not only functions

kanal pelaporan pelanggaran, tetapi juga sebagai mekanisme pencegahan yang membantu Perseroan mendeteksi potensi penyimpangan, memperkuat kepercayaan insan perusahaan, dan menjaga reputasi tata kelola.

as a channel for reporting violations, but also as a prevention mechanism that helps the Company detect potential irregularities, strengthen the trust of company people, and maintain the reputation of governance.

Sepanjang tahun 2025, Dewan Komisaris mendorong agar penerapan WBS terus dijalankan dengan menjunjung prinsip kerahasiaan, perlindungan pelapor, independensi penanganan, objektivitas verifikasi, serta tindak lanjut yang akuntabel. Efektivitas WBS tidak hanya ditentukan oleh tersedianya kanal pelaporan, tetapi juga oleh kepercayaan pengguna, kecepatan respons, kualitas investigasi, dan konsistensi penyelesaian sesuai ketentuan yang berlaku.

Throughout 2025, the Board of Commissioners encourages the implementation of the WBS to continue by upholding the principles of confidentiality, protection of whistleblowers, independence of handling, objectivity of verification and accountable follow-up. The effectiveness of a WBS is not only determined by the availability of reporting channels, but also by user trust, speed of response, quality of investigations, and consistency of resolution in accordance with applicable regulations.

Dalam menjalankan fungsi pengawasan, Dewan Komisaris berperan memastikan bahwa WBS menjadi bagian dari sistem tata kelola yang hidup dan dapat diandalkan. Pengawasan dilakukan melalui pembahasan bersama Direksi, Komite Audit, serta organ pendukung pengawasan lainnya, terutama untuk memastikan bahwa setiap laporan atau potensi pelanggaran ditangani secara tepat, bebas intervensi, dan terdokumentasi dengan baik. Dewan Komisaris juga mendorong penguatan sosialisasi WBS agar budaya berani melapor secara bertanggung jawab semakin tertanam dalam nilai integritas dan budaya AKHLAK Perseroan.

In carrying out its supervisory function, the Board of Commissioners plays a role in ensuring that the WBS is part of a viable and reliable governance system. Supervision is carried out through discussions with the Board of Directors, Audit Committee, and other supervisory support organs, especially to ensure that every report or potential violation is handled appropriately, without intervention, and well documented. The Board of Commissioners also encourages strengthening the socialization of the WBS so that the culture of daring to report responsibly is increasingly embedded in the Company's values of integrity and AKHLAK culture.

Dengan pendekatan tersebut, Dewan Komisaris menilai bahwa WBS perlu terus diperkuat sebagai bagian dari sistem pencegahan risiko, perlindungan reputasi, dan penguatan tata kelola. Ke depan, Dewan Komisaris akan terus mendorong Direksi untuk menjaga efektivitas WBS melalui peningkatan aksesibilitas kanal pelaporan, perlindungan terhadap pelapor, transparansi tindak lanjut sesuai ketentuan, serta integrasi WBS dengan sistem kepatuhan dan manajemen risiko Perseroan.

With this approach, the Board of Commissioners believes that the WBS needs to be continuously strengthened as part of a risk prevention system, reputation protection, and governance enhancement. Moving forward, the Board of Commissioners will continue to encourage the Board of Directors to maintain the effectiveness of the WBS by improving the accessibility of reporting channels, protecting whistleblowers, ensuring transparent follow-up actions in accordance with regulations, and integrating the WBS with the Company's compliance and risk management systems.

Penilaian Terhadap Kinerja Komite-Komite dalam Mendukung Dewan Komisaris

Assessment of The Performance of Committees in Support of The Board of Commissioners

Dewan Komisaris menilai bahwa komite-komite di bawah Dewan Komisaris telah menjalankan fungsi pendukung secara baik sepanjang tahun 2025. Keberadaan Komite Audit dan Komite Manajemen Risiko, termasuk pelaksanaan fungsi nominasi dan remunerasi, menjadi bagian penting dalam memperkuat kualitas pengawasan, pemberian nasihat, serta penilaian terhadap pengelolaan Perseroan oleh Direksi.

The Board of Commissioners assesses that the committees under the Board of Commissioners have carried out their supporting functions well throughout 2025. The existence of the Audit Committee and Risk Management Committee, including the implementation of nomination and remuneration functions, is an important part in strengthening the quality of supervision, providing advice and assessing the management of the Company by the Board of Directors.

Komite Audit berperan dalam mendukung Dewan Komisaris melalui penelaahan atas pelaporan keuangan, pengendalian internal, kepatuhan, proses audit, serta tindak lanjut atas temuan

The Audit Committee plays a role in supporting the Board of Commissioners through reviewing financial reporting, internal control, compliance, audit processes, as well as following up

yang memerlukan perhatian manajemen. Dalam pandangan Dewan Komisaris, fungsi ini penting untuk memastikan bahwa proses pelaporan dan pengawasan berjalan dengan integritas, ketelitian, dan akuntabilitas yang memadai.

on findings that require management attention. In the view of the Board of Commissioners, this function is important to ensure that the reporting and monitoring process runs with integrity, thoroughness and adequate accountability.

Komite Manajemen Risiko memberikan dukungan dalam menelaah profil risiko Perseroan, efektivitas mitigasi, serta keterkaitan antara risiko dan keputusan strategis. Peran ini semakin penting seiring meningkatnya kompleksitas usaha, perluasan portofolio layanan, kebutuhan keandalan di berbagai wilayah, serta penguatan tata kelola proyek dan kontrak. Dewan Komisaris memandang bahwa masukan Komite Manajemen Risiko membantu memastikan agar strategi pertumbuhan tetap dijalankan dalam koridor kehati-hatian.

The Risk Management Committee provides support in reviewing the Company's risk profile, the effectiveness of mitigation, and the relationship between risk and strategic decisions. This role is increasingly important as business complexity increases, service portfolio expansion, reliability requirements in various regions, and strengthening project and contract governance. The Board of Commissioners views that the Risk Management Committee's input helps ensure that the growth strategy continues to be implemented within a prudent corridor.

Pelaksanaan fungsi nominasi dan remunerasi turut mendukung Dewan Komisaris dalam menilai kesesuaian struktur organisasi, kebutuhan kepemimpinan, pengembangan talenta, serta keterkaitan antara remunerasi, tanggung jawab, dan kinerja. Fungsi ini menjadi relevan dalam menjaga kesinambungan organisasi, terutama di tengah dinamika perubahan komposisi organ perusahaan dan kebutuhan penguatan kapabilitas internal.

Implementation of the nomination and remuneration function also supports the Board of Commissioners in assessing the suitability of the organizational structure, leadership needs, talent development, as well as the relationship between remuneration, responsibility and performance. This function is relevant in maintaining organizational continuity, especially amidst the dynamics of changes in the composition of company organs and the need to strengthen internal capabilities.

Secara keseluruhan, Dewan Komisaris mengapresiasi profesionalisme dan kontribusi komite-komite dalam mendukung pelaksanaan fungsi pengawasan. Ke depan, Dewan Komisaris mendorong agar komite-komite terus meningkatkan kualitas telaah, ketepatan rekomendasi, kedisiplinan tindak lanjut, serta kemampuan membaca risiko strategis yang berpengaruh terhadap keberlanjutan usaha Perseroan.

Overall, the Board of Commissioners appreciates the professionalism and contribution of the committees in supporting the implementation of the supervisory function. Going forward, the Board of Commissioners encourages the committees to continue to improve the quality of their reviews, accuracy of recommendations, discipline in follow-up, and the ability to read strategic risks that affect the sustainability of the Company's business.

Perubahan Komposisi Anggota Dewan Komisaris dan Alasan Perubahannya

Pada tahun 2025, terdapat perubahan komposisi anggota Dewan Komisaris PT PLN Indonesia Power Services berdasarkan Keputusan RUPS Sirkuler No. 015.K/010/RUPS-PLNIPS/2025 tanggal 16 Juli 2025. Berdasarkan keputusan tersebut, Pemegang Saham menyetujui pemberhentian dengan hormat Bapak Masykuri Abdillah dan Ibu Julita Indah dari jabatannya sebagai Komisaris Perseroan.

Changes in The Composition of The Board of Commissioners and The Reasons For The Changes

In 2025, there will be a change in the composition of the members of the Board of Commissioners of PLN IP Services based on Circular GMS Decision No. 015.K/010/RUPS-PLNIPS/2025 dated July 16, 2025. Based on this decision, Shareholders approved the honorable dismissal of Mr. Masykuri Abdillah and Mrs. Julita Indah from their positions as Commissioners of the Company.

Perubahan ini merupakan bagian dari kewenangan Pemegang Saham dalam menetapkan komposisi organ pengawasan Perseroan sesuai kebutuhan organisasi, dinamika pengelolaan perusahaan, serta arah strategis yang berlaku. Dewan Komisaris memandang bahwa perubahan komposisi tersebut perlu dikelola dengan menjaga kesinambungan fungsi

This change is part of the Shareholders' authority to determine the composition of the Company's supervisory organs according to organizational needs, the dynamics of company management, and the applicable strategic direction. The Board of Commissioners views that changes in composition need to be managed by maintaining the continuity of the supervisory

pengawasan, efektivitas rapat, ketepatan pemberian nasihat, serta kualitas hubungan kerja antara Dewan Komisaris, Direksi, dan organ pendukung Dewan Komisaris.

function, effectiveness of meetings, accuracy in providing advice, and the quality of working relationships between the Board of Commissioners, Directors and supporting organs of the Board of Commissioners.

Sebelum Perubahan (1 Januari 2025–16 Juli 2025) Before Change (January 1, 2025–July 16, 2025)		Setelah Perubahan (16 Juli, 2025–31 Desember 2025) After Change (July 16, 2025–December 31, 2025)	
Nama Name	**Jabatan** Position	**Nama** Name	**Jabatan** Position
Khusnul Mubien	Komisaris Utama President Commissioner	Khusnul Mubien	Komisaris Utama President Commissioner
Julita Indah	Komisaris Commissioner	Lowong Vacant	Komisaris Commissioner
Masykuri Abdillah	Komisaris Commissioner	Lowong Vacant	Komisaris Commissioner
Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner

Apresiasi dan Penutup

Dewan Komisaris menyampaikan apresiasi kepada Direksi PT PLN Indonesia Power Services atas kepemimpinan, komitmen, dan kerja sama yang telah terjalin sepanjang tahun 2025. Dewan Komisaris juga memberikan penghargaan kepada seluruh jajaran manajemen dan insan Perseroan atas dedikasi dalam menjaga keandalan layanan, memperkuat tata kelola, mengelola tantangan operasional, serta mendukung kesinambungan pertumbuhan Perseroan.

Apresiasi juga disampaikan kepada Pemegang Saham atas kepercayaan dan arahan yang diberikan kepada Dewan Komisaris dalam menjalankan fungsi pengawasan. Sinergi antara Pemegang Saham, Dewan Komisaris, Direksi, komite-komite, manajemen, dan seluruh insan Perseroan menjadi fondasi penting dalam menjaga arah PLN IP Services di tengah dinamika industri ketenagalistrikan yang semakin kompleks.

Dewan Komisaris akan terus mendorong Direksi untuk memperkuat kualitas eksekusi, pengendalian risiko, tata kelola, transparansi pelaporan, serta integrasi keberlanjutan dalam strategi Perseroan. Dengan fondasi tersebut, PLN IP Services diharapkan dapat terus tumbuh sebagai Perusahaan layanan energi yang andal, adaptif, kompetitif, dan mampu menciptakan nilai jangka panjang bagi Pemegang Saham, pelanggan, masyarakat, dan pemangku kepentingan lainnya.

Appreciation and Closing

The Board of Commissioners expressed its appreciation to the Board of Directors of PLN IP Services for the leadership, commitment and cooperation that has existed throughout 2025. The Board of Commissioners also expressed appreciation to all levels of management and Company personnel for their dedication in maintaining service reliability, strengthening governance, managing operational challenges, and supporting the Company's continued growth.

Appreciation is also expressed to Shareholders for the trust and direction given to the Board of Commissioners in carrying out their supervisory function. Synergy between Shareholders, Board of Commissioners, Directors, committees, management and all Company personnel is an important foundation in maintaining the direction of PLN IP Services amidst the increasingly complex dynamics of the electricity industry.

The Board of Commissioners will continue to encourage the Board of Directors to strengthen the quality of execution, risk control, governance, reporting transparency and the integration of sustainability into the Company's strategy. With this foundation, PLN IP Services is expected to continue to grow as an energy services company that is reliable, adaptive, competitive, and able to create long-term value for shareholders, customers, society and other stakeholders.

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



Khusnul Mubien
Komisaris Utama
President Commissioner



Profil Perusahaan

Company Profile



03

2025
Laporan Tahunan
Annual Report

Identitas Perusahaan
Corporate Identity

Nama Perusahaan
Company Name

PT PLN Indonesia Power Services

Logo Perusahaan
Company Logo

PLN Indonesia Power Services

Modal Dasar
Authorized Capital

Rp600.000.000.000

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

Sektor Usaha
Business Sector
Kelistrikan
Electricity

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 I A total of 514,867,770 shares

Tanggal Pendirian
Date of Establishment

15 April 1998
April 15, 1998

Jumlah Karyawan
Number of Employees

4.919 Pegawai Employees



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

Kontak
Contact

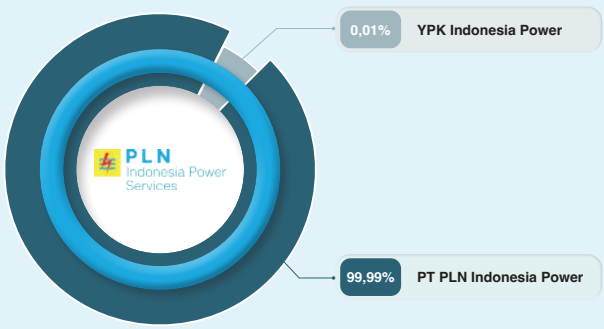
info@plnipservices.co.id
www.plnipservices.co.id Company Website
+62 21 2178 9990 (ext. 1202)
Ganis Nugraheni Purnamawati

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

Kepemilikan
Share Ownership



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.



Media Sosial
Social Media

Facebook:
PLN Indonesia Power Services

Instagram :
@plnipservices.official

LinkdIn:
PLN Indonesia Power Services

Tiktok :
@plnipservices.official

Youtube:
PLN Indonesia Power Services

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.

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 Daya Bersama 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 Daya Bersama 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) berdasarkan Akta No. 14 tanggal 27 November 2013. 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.

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, as stated in Deed No. 14 dated November 27, 2013. 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.

Lebih dari (dua) dekade berkiprah dalam industri ketenagalistrikan, PLN IP Services semakin matang dan memantapkan diri sebagai Perusahaan tepercaya dalam penyediaan solusi bidang energi di pasar global. Berbagai penghargaan dan sertifikasi telah dimiliki mendukung keberadaaan Perusahaan setiap tahunnya.

With more than two decades of experience in the power industry, PLN IP Services has continued to strengthen its position as a trusted provider of energy solutions in the global market. The Company's achievements are reflected in the numerous awards and certifications it has received over the years, reinforcing its reputation and business excellence.

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 Deed of Shareholders' Resolution of PT Cogindo DayaBersama No. 08 dated April 19, 2024, the Company's Articles of Association were amended as part of a corporate rebranding initiative, changing its corporate name and 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, following the approval of the Ministry of Law and Human Rights of the Republic of Indonesia under Decree No. AHU-0025785.AH.01.02.Tahun 2024 dated May 2, 2024, regarding the amendment to the Articles of Association of PT PLN Indonesia Power Services.

Pada 2025, PLN IP Services berhasil memperoleh 4 (empat) kontrak bisnis luar negeri di 3 (tiga) negara yaitu Vietnam, Malaysia, dan Kamboja. Dengan kerjasama tersebut, Perusahaan menegaskan posisi nya di pasar global dan *World Class Company* di bidang ketenagalistrikan.

In 2025, PLN IP Services successfully secured four international business contracts across three countries—Vietnam, Malaysia, and Cambodia. These achievements further strengthened the Company's position in the global market and reinforced its aspiration to become a world-class company in the power 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 menjadi andalan untuk melebarkan sayap dalam hal penjualan.

PLN IP Services remains committed to delivering the best value to society through continuous innovation and technological advancement. In the marketing area, the Company has expanded its reach by leveraging various digital marketing platforms to strengthen its sales capabilities.

Dalam hal teknologi informasi, PLN IP Services perusahaan turut didukung melalui implementasi dan pengembangan berbagai aplikasi digital, termasuk AIE (*All in* EBS), *People Project*, STAR, dan NyaMan (Tanya Manajemen).

In information technology, the Company continues to enhance its digital transformation through the implementation and development of several digital applications, including AIE (All in EBS), People Project, STAR, and NyaMan (Tanya Manajemen).

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 also continues to strengthen the implementation of Good Corporate Governance (GCG) by refining its organizational structure and corporate policies to improve operational efficiency and overall performance, thereby enhancing the quality of services provided to its 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 memperkuat perannya dalam SOLID PLN melalui peningkatan bisnis dan pengembangan *new edge*, antara lain melalui proyek DRUPS, EPC Relokasi PLTG Sambera ke Tanjung Selor dan Kaltimra, serta perluasan pengelolaan sewa pembangkit.

PLN IP Services remains firmly committed to realizing its vision and mission of becoming a trusted company in the power generation industry with a future-oriented outlook, while strengthening its role within the SOLID PLN ecosystem through business expansion and the development of new growth engines, including DRUPS projects, the EPC relocation of the Sambera Gas Turbine Power Plant (PLTG) to Tanjung Selor and Kaltimra, as well as the expansion of its power plant rental management business.

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.

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.

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

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.

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.

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 Vision

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

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

Misi Mission

"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 Trusted Company	Memiliki pertumbuhan pendapatan di solusi energi dengan tingkat kepuasan pelanggan yang tinggi. Achieves revenue growth in energy solutions while maintaining a high level of customer satisfaction.	1. Mencapai total pendapatan sebesar Rp4,00 triliun pada 2030. Achieve total revenue of Rp4.00 trillion in 2030. 2. Mencapai total 16 proyek EPC pada 2030. Achieve a total of 16 EPC projects in 2030. 3. Mencapai total dampak finansial dari implementasi inovasi lebih dari Rp59,51 miliar pada 2030. Generate a total financial impact of more than Rp59.51 billion from innovation implementation in 2030 4. Mencapai skor Indeks Kepuasan Pelanggan sebesar 88 pada seluruh segmen pelanggan pada 2030. Achieve a Customer Satisfaction Index score of 88 across all customer segments in 2030.
Penyedia Solusi Bidang Energi Energy Solutions Provider	Merupakan Perusahaan penyedia solusi energi dengan layanan teknologi, kompetensi, dan solusi terintegrasi. An energy solutions provider supported by integrated technology services, capabilities, and solutions.	Tidak ditetapkan secara terpisah. Not specified separately.
Pasar Global Global Market	Pasar Global dalam Visi RJP 2026–2030 dimaknai sebagai standar kualitas, kompetensi, dan daya saing internasional, bukan sekadar ekspansi geografis. PIPS memulai langkah di ASEAN dan GCC sebagai pasar strategis dengan pertumbuhan permintaan yang tinggi serta standar global. Dengan mengadopsi praktik terbaik internasional, inovasi digital, dan dukungan transisi energi lintas negara, PIPS menegaskan diri sebagai penyedia solusi energi berkelas dunia. Global Market in the 2026–2030 Long-Term Plan Vision refers to international standards of quality, competence, and competitiveness, rather than merely geographical expansion. PIPS is initiating its presence in ASEAN and GCC countries as strategic markets characterized by high demand growth and global standards. By adopting international best practices, digital innovation, and supporting cross-border energy transition, PIPS affirms its position as a world-class energy solutions provider.	1. Mencapai pendapatan Beyond kWh sebesar Rp330 miliar pada 2030. Achieve Beyond kWh revenue of Rp330 billion in 2030. 2. Merealisasikan delapan proyek Beyond Indonesia pada 2030. Deliver eight Beyond Indonesia projects in 2030.

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.

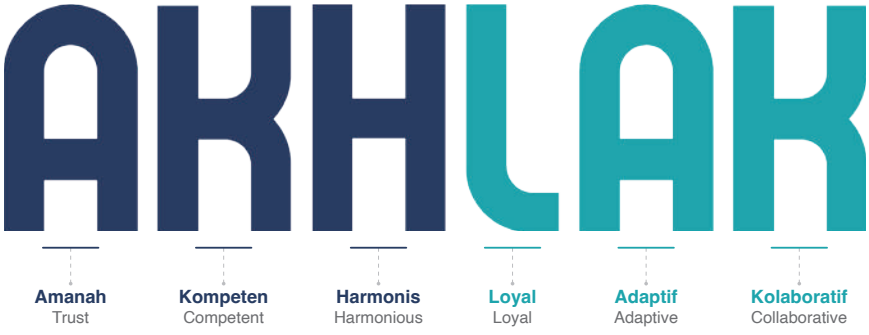
The Company plays an active role in providing regional, national and international energy solutions, according to its business scope by providing the best solutions by customers and prospective customers, by providing integrated services that are innovative, competitive, adaptive, sustainable, attentive 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
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika

- Appreciate everyone regardless of background
- Likes to help others
- Complying with the leadership's directions insofar as they do not conflict with laws and ethical principles

A Adaptif
Adaptive

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

- Cepat menyesuaikan diri untuk menjadi lebih baik
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi
- Bertindak proaktif

- Adapting quickly for continuous improvement
- Continuously making improvements in line with technological developments
- Acting proactively

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 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.

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

- 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.

- 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 Solutions and Beyond*"** 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 Solutions and Beyond"** has the following meaning:

- **Internal meaning:**
  To inspire all PLN Indonesia Power Services Employees 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 di dalam dokumen yang mengatur tentang identitas perusahaannya dalam Surat Edaran Direksi Nomor: 097/ED/PLN IP SERVICES/V/2024 perihal Informasi Perubahan Nama dan Logo Perusahaan.

PLN Indonesia Power Services

The PLN IP Services logo is regulated in the document governing the Company's corporate identity, namely Board of Directors Circular Letter No. 097/ED/PLN IP SERVICES/V/2024 concerning Information on Changes to the Company's Name and Logo.

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 perusahaan.

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.

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 menyala-nyala 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.

Tiga Gelombang
Three Waves

Ujung Gelombang Menghadap Kebawah
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, transmission, 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.

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.

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 I 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 I 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. 15 tanggal 12 April 2023, pasal 3 ayat 1 adalah untuk menjalankan usaha-usaha dalam bidang ketenagalistrikan, perindustrian, jasa dan perdagangan.

LINE OF BUSINESS IN ACCORDANCE WITH THE LATEST ARTICLES OF ASSOCIATION

The Company's business activities, as outlined in the Articles of Association No. 15 dated April 12, 2023, Article 3, Paragraph 1, are focused on operations in the electricity, industry, services, and trade sectors.

KEGIATAN USAHA YANG DIJALANKAN PADA TAHUN BUKU

Hingga 31 Desember 2025, 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.

BUSINESS ACTIVITIES CONDUCTED IN THE FISCAL YEAR

As of December 31, 2025, 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.

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;

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. **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. **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. 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. **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*** 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. 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 profesional 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
Rent Power Services (ITC & DRUPS)Layanan daya cadangan seperti ITC (Interim Temporary Connection) untuk kebutuhan sementara atau darurat, dan DRUPS (Diesel Rotary UPS) untuk memastikan pasokan daya yang berkelanjutan dan stabil. Backup power services such as ITC (Interim Temporary Connection) for temporary or emergency needs, and DRUPS (Diesel Rotary UPS) to ensure continuous and stable power supply.	**1. DRUPS** Layanan Diesel Rotary Uninterruptible Power Supply (DRUPS) menggabungkan fungsi Uninterruptible Power Supply (UPS) yang menggunakan baterai atau roda gila (flywheel) dengan generator diesel. Ketika pasokan listrik utama (mains electricity) mengalami gangguan atau terputus, energi yang tersimpan di dalam flywheel akan dilepaskan untuk menggerakkan generator listrik, sehingga pasokan daya tetap tersedia secara berkesinambungan tanpa terjadi gangguan (uninterrupted power supply). Diesel rotary uninterruptible power supply devices (DRUPS) combine the functionality of a battery-powered or flywheel-powered UPS and a diesel generator. When mains electricity supply fails, stored energy in the flywheel is released to drive the electrical generator, which continues to supply power without interruption. **2. ITC** Layanan Interim Temporary Capacity (ITC) merupakan solusi penyediaan kapasitas pembangkitan sementara yang cepat, fleksibel, dan andal untuk menjaga kecukupan daya serta kontinuitas pasokan listrik pada sistem yang mengalami defisit daya, peningkatan beban, gangguan pembangkit, maupun masa transisi menuju pengoperasian pembangkit permanen. Interim Temporary Capacity (ITC) services provide a rapid, flexible, and reliable temporary power generation solution to maintain power adequacy and supply continuity in systems experiencing capacity shortages, increasing demand, generation outages, or transitional periods before permanent power plants become operational.
Engineering, Procurement and Construction Services (EPC) Merupakan Jasa Layanan Engineering, Procurement, and Construction (EPC) untuk proyek pembangkit listrik, termasuk pengembangan pembangkit energi terbarukan sebagai bagian dari upaya mendukung transisi energi. Provides Engineering, Procurement, and Construction (EPC) services for power generation projects, including the development of renewable energy power plants as part of the Company's commitment to supporting the energy transition.	**1. Jasa Relokasi Pembangkit dan Konstruksi Pembangkit** Merupakan layanan EPC untuk pembangunan dan relokasi pembangkit listrik, khususnya pembangkit termal berkapasitas kurang dari 50 MW, baik sebagai kontraktor utama maupun subkontraktor. Ruang lingkup pekerjaan meliputi pembongkaran, pemindahan, pekerjaan sipil, mekanikal, elektrikal, instalasi, pengujian, serta commissioning pembangkit. **2. Jasa Layanan EPC untuk Pembangkit Listrik Tenaga Surya** Merupakan layanan EPC terintegrasi untuk pembangunan Pembangkit Listrik Tenaga Surya (PLTS), baik berupa PLTS atap, PLTS terapung, maupun sistem PLTS untuk kebutuhan industri dan sistem kelistrikan. Layanan mencakup studi dan desain teknis, pengadaan peralatan, pekerjaan konstruksi dan instalasi, integrasi dengan sistem kelistrikan, pengujian, hingga commissioning. **1. Plant Relocation and Plant Construction Services** EPC services for the construction and relocation of power plants, particularly thermal power plants with capacities of less than 50 MW, undertaken as either a main contractor or subcontractor. The scope of services includes dismantling, transportation, civil works, mechanical and electrical works, installation, testing, and commissioning. **2. Solar Power Plant EPC Services** Integrated EPC services for the development of solar power plants, including rooftop solar, floating solar, and solar power systems for industrial facilities and electricity systems. The services cover technical studies and engineering design, equipment procurement, construction and installation, electrical system integration, testing, and commissioning.
Jasa Lainnya Another Services	1. Jasa Sistem Informasi - Reliability Efficiency Optimization Center (REOC) 2. Jasa Training Center (Simulator PLTU dan PLTMG) 3. Jasa Konversi Motor Listrik 1. Information Systems Services – Reliability Efficiency Optimization Center (REOC) 2. Training Center Services (Coal-Fired Steam Power Plant and Gas Engine Power Plant Simulators) 3. Electric Motor Conversion Services

Pada tahun 2025, Tema Korporat perusahaan yaitu *Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition* meliputi 3 (tiga) *Transformation Goals* yang terdiri dari :

i. *Market Growth Initiative* yaitu :
   a. Pengembangan layanan dan pasar dengan rencana pendapatan sebesar Rp 2,30 T.
   b. Eksekusi program "*Go The Extra Mile*" untuk mendapatkan tambahan pendapatan dalam mendukung tercapainya rencana laba bersih perseroan 2025.
   c. Sinergi pekerjaan MRO dengan KP dan Unit IP serta pengembangan bisnis *Beyond* kWh sebesar dan pemenuhan 3 kontrak *Beyond* Indonesia.
   d. Pengembangan bisnis solar PV.

In 2025, the Company's Corporate Theme, Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition, was supported by three Transformation Goals, consisting of:

i. Market Growth Initiative:
   a. Business and market development, with a targeted revenue of IDR 2.30 trillion.
   b. Execution of the "Go the Extra Mile" program to generate additional revenue in support of achieving the Company's 2025 net profit target.
   c. Strengthening MRO synergies with the IP Head Office and Business Units, expanding the Beyond kWh business, and securing three Beyond Indonesia contracts.
   d. Development of the solar photovoltaic (PV) business.

ii. *Value Creation & Innovation* yaitu :
   a. Eksekusi project berbasis *cost-effective budget* untuk mencapai Laba Usaha.
   b. Penerapan manajemen *cash flow* secara proaktif melalui peningkatan *Cash Ratio* 1,01 kali untuk menjamin ketersediaan pembiayaan project dan operasional perseroan berjalan dengan baik.
   c. Penerapan *cost optimization* di seluruh aktivitas operasional perusahaan.
   d. *Business Process improvement* melalui penerapan *All in* EBS (*Electronic Business Solution*) untuk mempercepat *end to end* proses dari mulai *Quotation* hingga *Settlement* 2x lebih cepat dari sebelumnya.

iii. *Service Excellent* yaitu :
   a. *Man Power Planning & Readiness Development* melalui *Talent Pool database* secara bertahap dimulai dari 75% di Tahun 2025 dan menjadi 100% di Tahun 2026 untuk mendukung bisnis OM dan MRO.
   b. Peningkatan kompetensi inti pengembangan bisnis Beyond kWh melalui training dan sertifikasi.
   c. Peningkatan *Digital Mindset* melalui implementasi 100% *User Utilization Digital All in* EBS pada setiap proses bisnis komersial.
   d. Pengembangan *Digital Marketing* melalui *Search Engine Optimization* agar berada dalam *Top 5 Google Page Rank* untuk kategori Jasa *Operation Maintenance* dan MRO *provider*.

ii. Value Creation & Innovation
   a. Execution of projects based on a cost-effective budgeting approach to achieve the Company's operating profit target.
   b. Implementation of proactive cash flow management by maintaining a Cash Ratio of 1.01 times to ensure adequate funding for the Company's projects and operational activities.
   c. Implementation of cost optimization across all of the Company's operational activities.
   d. Business process improvement through the implementation of the All in EBS (Electronic Business Solution) platform, accelerating the end-to-end process from quotation to settlement to twice the speed of the previous process.

iii. iii. Service Excellent
   a. Implementation of Manpower Planning and Readiness Development through the gradual establishment of a Talent Pool database, reaching 75% completion in 2025 and 100% in 2026 to support the Operation & Maintenance (O&M) and MRO businesses.
   b. Strengthening core competencies in the development of the Beyond kWh business through training and professional certification programs.
   c. Enhancing digital mindset through the achievement of 100% user utilization of the All in EBS digital platform across all commercial business processes.
   d. Advancing digital marketing through Search Engine Optimization (SEO) to achieve a Top 5 ranking on Google search results for the Operation & Maintenance (O&M) and MRO service provider categories.

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

Wilayah Operasional
Operational Area



Total Kapasitas
Total Capaticy

63 Unit
22.671 MW

1. PLTU SURALAYA 1-7
2. PLTP KAMOJANG
3. PLTGU PRIOK
4. PLTD SENAYAN
5. PLTGU SEMARANG BLOK 1-2-3
6. PLTGU GRATI
7. PLTDG BALI
8. PLTU CILEGON BLOK 1 & 2
9. PLTA SAGULING
10. PLTA MRICA
11. PLTU BANTEN 1 SURALAYA
12. PLTU BANTEN 2 LABUAN
13. PLTU BANTEN 3 LONTAR
14. PLTU JAWA BARAT 2 PELABUHAN RATU
15. PLTU JAWA TENGAH 2 ADIPALA
16. PLTU JERANJANG
17. PLTU PANGKALAN SUSU
18. PLTU BARRU
19. PLTU SANGGAU
20. PLTU SINTANG
21. PLTP HOLTEKAMP
22. PLTP ULUMBU
23. PLTU BERAU
24. PLTU BANTEN 4 LONTAR
25. PLTU ASAM-ASAM
26. PLTU LABUAN ANGIN
27. PLTU SULSEL BARRU 2
28. PLTA JATIGEDE
29. PLTU BENGKAYANG
30. PLTU Tarjun
31. PLTU ULUBELU
32. PLTP LAHENDONG
33. PLTU KEPRI
34. PLTU TELUK SIRIH
35. PLTU OMBILIN
36. PLTU BUKIT TINGGI
37. PLTU BENGKULU
38. PLTU KRAMASAN
39. PLTU SURALAYA 9-10
40. PLTMG BIAK 1
41. PLTMG BIAK 2
42. PLTMG MANOKWARI
43. PLTMG MERAUKE
44. PLTMG NABIRE 2
45. PLTMG SORONG
46. PLTMG TIMIKA
47. PLTMG JAYAPURA PEAKER
48. PLTMG JAYAPURA 50MW
49. PLTMG NABIRE 1
50. BMPP NUSANTARA 1
51. BMPP NUSANTARA 2
52. PLTMG KUPANG
53. PLTMG SUMBAWA
54. PLTMG BONTANG
55. PLTMH SEI WAMPU
56. PLTD NUSA PENIDA
57. PLTD TENAU
58. PLTMG AMBON
59. PLTU KALBAR 1
60. PLHS PENIDA
61. PLTMG BALOI
62. PLTG TANJUNG SELOR
63. WORKSHOP CIREBON PLN IP SERVICES



BMPP	2 Unit 107,36 MW	PLHS	1 Unit 3,5 MW	PLTA	3 Unit 1.217 MW
PLTD	3 Unit 150,8 MW	PLTDG	1 Unit 815 MW	PLTG	2 Unit 20 MW
PLTGU	4 Unit 7.047 MW	PLTMG	15 Unit 459 MW	PLTMH	1 Unit 12 MW
PLTP	4 Unit 726 MW	PLTU	27 Unit 12.114 MW		

No	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
1	UNIT PLTU SURALAYA 1-7	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
2	UNIT PLTP KAMOJANG	375 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
3	PLTGU PRIOK	2.947 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
4	PLTD SENAYAN	101 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
5	PLTGU Semarang Blok 1-2-3	2.300 MW	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Komp, Pelabuhan Tanjung Mas, Jl. Ronggowarsito, Kota Semarang, Jawa Tengah 50127 Tanjung Mas Port Complex, Jl. Ronggowarsito, Semarang City, Central Java, 50127
6	UNIT PLTGU GRATI	1.060	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Jl. Raya Surabaya - Probolinggo KM 73 Desa Wates, Kec. Lekok, Grati, Kab. Pasuruan. Jl. Raya Surabaya–Probolinggo KM 73, Wates Village, Lekok District, Pasuruan Regency, East Java, Indonesia.
7	UNIT PLTDG BALI	815	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Jl Bypass I Gusti Ngurah Rai No. 535 Pesanggaran Denpasar Jl. Bypass I Gusti Ngurah Rai No. 535, Pesanggaran, Denpasar, Bali, Indonesia.
8	PLTGU Cilegon Blok 1 dan 2	740	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Jl. Raya Bojonegara Salira Desa Margasari Kecamatan Pulo Ampel Kabupaten Serang Jl. Raya Bojonegara Salira, Margasari Village, Pulo Ampel District, Serang Regency, Banten, Indonesia.
9	UNIT PLTA SAGULING	797 MW	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Komplek PLN Cioray Tromol Pos No. 7, Rajamandala Kab. Bandung 40554 PLN Cioray Complex, Tromol Pos No. 7, Rajamandala, Bandung Regency, 40554
10	UNIT PLTA MRICA	310 MW	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Jl. Raya Banyumas KM. 08. Kota. Banjarnegara, Jawa Tengah 53471 Jl. Raya Banyumas KM 08, Banjarnegara City, Central Java, 53471
11	PLTU Banten 1 Suralaya (1x625 MW)	625 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, Indonesia
12	PLTU Banten 2 Labuan (2x300 MW)	600 MW	Jasa O&M (Support) O&M Services (Support)	Sukamaju, Labuan, Pandeglang Regency, Banten 42264 Sukamaju, Labuan, Pandeglang Regency, Banten 42264
13	PLTU Banten 3 Lontar (3x315 MW)	945 MW	Jasa O&M (Support) O&M Services (Support)	Lontar, Kemiri, Tangerang Regency, Banten Lontar, Kemiri, Tangerang Regency, Banten
14	PLTU Jawa Barat 2 Pelabuhan Ratu (3x350 MW)	1.050 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
15	PLTU Jawa Tengah 2 Adipala (1x660 MW)	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
16	PLTU Jeranjang (3x25 MW)	75 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
17	PLTU PANGKALAN SUSU (4x200 MW)	800 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
18	PLTU BARRU (2x50 MW)	100 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

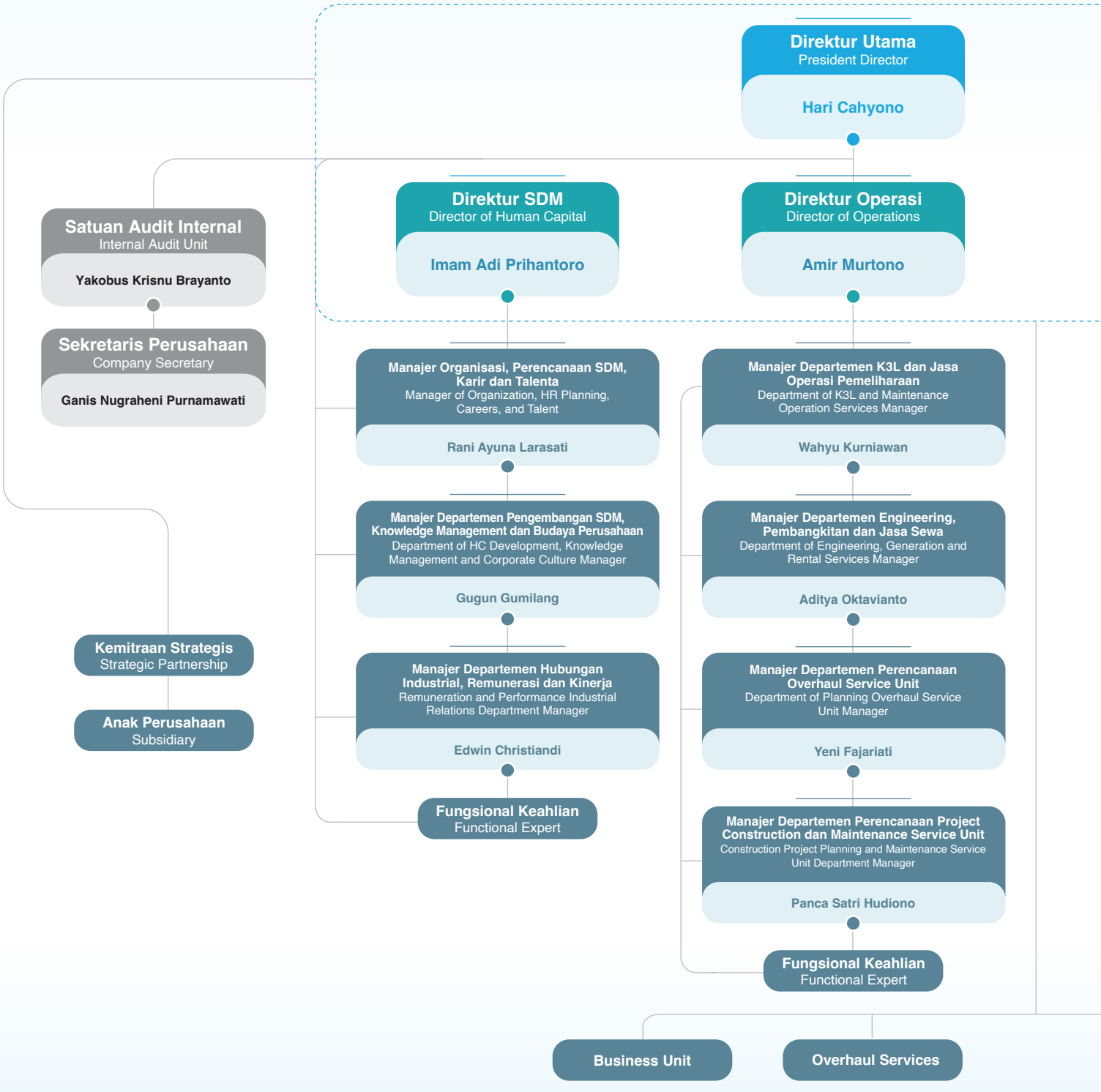
No	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
19	PLTU SANGGAU (2x7 MW)	14 MW	Jasa O&M (Support) O&M Services (Support)	Jl. Sempiyang, RT. 012, RW. 003, Kec. Kapuas, Kab. Sanggau, Kalimantan Barat Jl. Sempiyang, RT 012/RW 003, Kapuas District, Sanggau Regency, West Kalimantan
20	PLTU SINTANG (3X7 MW)	21 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
21	PLTU HOLTEKAMP PAPUA (2x10 MW)	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
22	PLTP ULUMBU (2x2,5 MW) & (2X3 MW)	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)
23	PLTD Berau (2X7 MW)	14 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
24	PLTU Banten 4 Lontar	315 MW	Jasa O&M (Support) O&M Services (Support)	Jl. Ir Sutami Desa Lontar Kec. Kemiri Kab. Tangerang 15530 Jl. Ir. Sutami, Lontar Village, Kemiri District, Tangerang Regency 15530, Banten, Indonesia
25	PLTU ASAM-ASAM	260 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
26	PLTU LABUHAN ANGIN	115 MW	Jasa O&M (Support) O&M Services (Support)	Desa Tapian Nauli 1, Kec.Tapian Nauli, Kab. Tapanuli Tengah, Sumatera Utara 22500 Tapian Nauli 1 Village, Tapian Nauli District, Central Tapanuli Regency, North Sumatra 22500, Indonesia
27	PLTU Sulsel Barru 2	100 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, Indonesia
28	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
29	PLTU Bengkayang	100 MW	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	PLTU 3 Bengkayang Jln.tanjung gundul,sungai raya kepulauan. Bengkayang Bengkayang 3 Coal-Fired Power Plant (CFPP) Jalan Tanjung Gundul, Sungai Raya Kepulauan District, Bengkayang Regency, West Kalimantan, Indonesia.
30	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
31	PLTP Ulubelu	220 MW	Jasa O&M O&M Services	Hutan, Ulubelu, Tanggamus Regency, Lampung 35387 Hutan, Ulubelu, Tanggamus Regency, Lampung 35387
32	PLTP Lahendong	120 MW	Jasa O&M O&M Services	Leilem Dua, Sonder, Minahasa Regency, North Sulawesi Leilem Dua, Sonder, Minahasa Regency, North Sulawesi
33	PLTU Kepri	14 MW	Jasa O&M (Support) O&M Services (Support)	Kabil, Nongsa, Kota Batam, Kepulauan Riau 29467 Kabil, Nongsa, Batam City, Kepulauan Riau 29467
34	PLTU Teluk Sirih	112 MW	Jasa O&M O&M Services	Jl. Lintas Sumatera Padang - Padang Painan Km.25 Teluk Kabung Tengah, Bungus Teluk Kabung, Padang Sumatera Barat 25241 Jl. Lintas Sumatra Padang–Painan KM 25, Teluk Kabung Tengah, Bungus Teluk Kabung District, Padang, West Sumatra 25241, Indonesia

No	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
35	PLTU Ombilin	200 MW	Jasa O&M O&M Services	Jl Prof Dr M Yamin Sh, Sijantang Koto, Talawi, Kota Sawah Lunto, Sumatera Barat 27446 Jl. Prof. Dr. M. Yamin, S.H., Sijantang Koto, Talawi District, Sawahlunto City, West Sumatra 27446, Indonesia
36	PLTU Bukit Tinggi	79 MW	Jasa O&M O&M Services	Jl. Simpang tiga, Padang luar Sentral Km 1 kec . Banuhampu, kabupaten Agam, Bukittinggi, Sumatera Barat 26181 Jl. Simpang Tiga, Padang Luar Sentral KM 1, Banuhampu District, Agam Regency, Bukittinggi, West Sumatra 26181, Indonesia
37	PLTU Bengkulu	200 MW	Jasa O&M (Support) O&M Services (Support)	Ujan MAS Atas, Kec. Ujan Mas, Kabupaten Kepahiang, Bengkulu 39125 Ujan Mas Atas, Ujan Mas District, Kepahiang Regency, Bengkulu 39125, Indonesia
38	PLTGU Kramasan	40 MW	Jasa O&M (Support) O&M Services (Support)	Jl Abikusno Cokrosuyoso No.24 Kertapati, Palembang Sumatera Selatan 30259 Jl. Abikusno Cokrosuyoso No. 24, Kertapati, Palembang, South Sumatra 30259, Indonesia
39	PLTU Suralaya 9-10	2.000 MW	Jasa O&M (Support) Alat Bantu Apparatus O&M Services (Support)	Site Office Proyek PLTU Jawa 9 & 10 Jalan Yos Sudarso, Kel. Suralaya, Kec Pulomerak, Kota Cilegon Banten 42439 Jawa 9 & 10 Coal-Fired Power Plant (CFPP) Project Site Office Jalan Yos Sudarso, Suralaya Subdistrict, Pulomerak District, Cilegon City, Banten 42439, Indonesia.
40	PLTMG BIAK 1	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
41	PLTMG BIAK 2	15 MW	Jasa O&M (Support) O&M Services (Support)	Jl. Raya Sorindo - Urfu, Yendidari, Kab. Biak Numfor Provinsi Papua 98155 Jalan Raya Sorindo–Urfu, Yendidari Village, Biak Numfor Regency, Papua Province 98155, Indonesia.
42	PLTMG MANOKWARI	18,74 MW	Jasa 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
43	PLTMG MERAUKE	18,74 MW	Jasa O&M (Support) O&M Services (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
44	PLTMG Nabire 2	9,37 MW	Jasa O&M (Support) O&M Services (Support)	Jl. Christina Martha Tiahahu, Kel. Kalibobo, Kec. Nabire, Kel. Nabire, Papua Jl. Christina Martha Tiahahu, Kalibobo Urban Village, Nabire District, Nabire Urban Village, Papua, Indonesia
45	PLTMG SORONG	46,85 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
46	PLTMG TIMIKA	9,37 MW	Jasa O&M (Support) O&M Services (Support)	Jl.Hasanudin depan pom bensin gang mesjid al akbar (kios neha) No. 35 Timika Papua Kel.Pasar sentral Kec.Mimika baru. Kode pos 99910 Jl. Hasanuddin, opposite the gas station, Gang Masjid Al Akbar (Neha Kiosk) No. 35, Pasar Sentral Urban Village, Mimika Baru District, Timika, Papua 99910, Indonesia
47	PLTMG Jayapura Peaker	47,95 MW	Jasa O&M O&M Services	Jl. Abepura 2 Kel. Koya Barat Distrik Muara Tami, Kota Jayapura - Papua 99351 Jalan Abepura 2, Koya Barat Village, Muara Tami District, Jayapura City, Papua 99351, Indonesia.
48	PLTMG Jayapura 50 MW	57,48 MW	Jasa O&M O&M Services	Jl. Hanurata KM 9 Holtekamp, Kec. Muara Tami, Kota Jayapura - Papua Jl. Hanurata KM 9, Holtekamp, Muara Tami District, Jayapura City, Papua, Indonesia
49	PLTMG Nabire 1	23,43 MW	Jasa O&M O&M Services	Jl. Christina Martha Tiahahu, Kel. Kalibobo, Kec. Nabire, Kel. Nabire, Papua Jl. Christina Martha Tiahahu, Kalibobo Urban Village, Nabire District, Nabire Urban Village, Papua, Indonesia

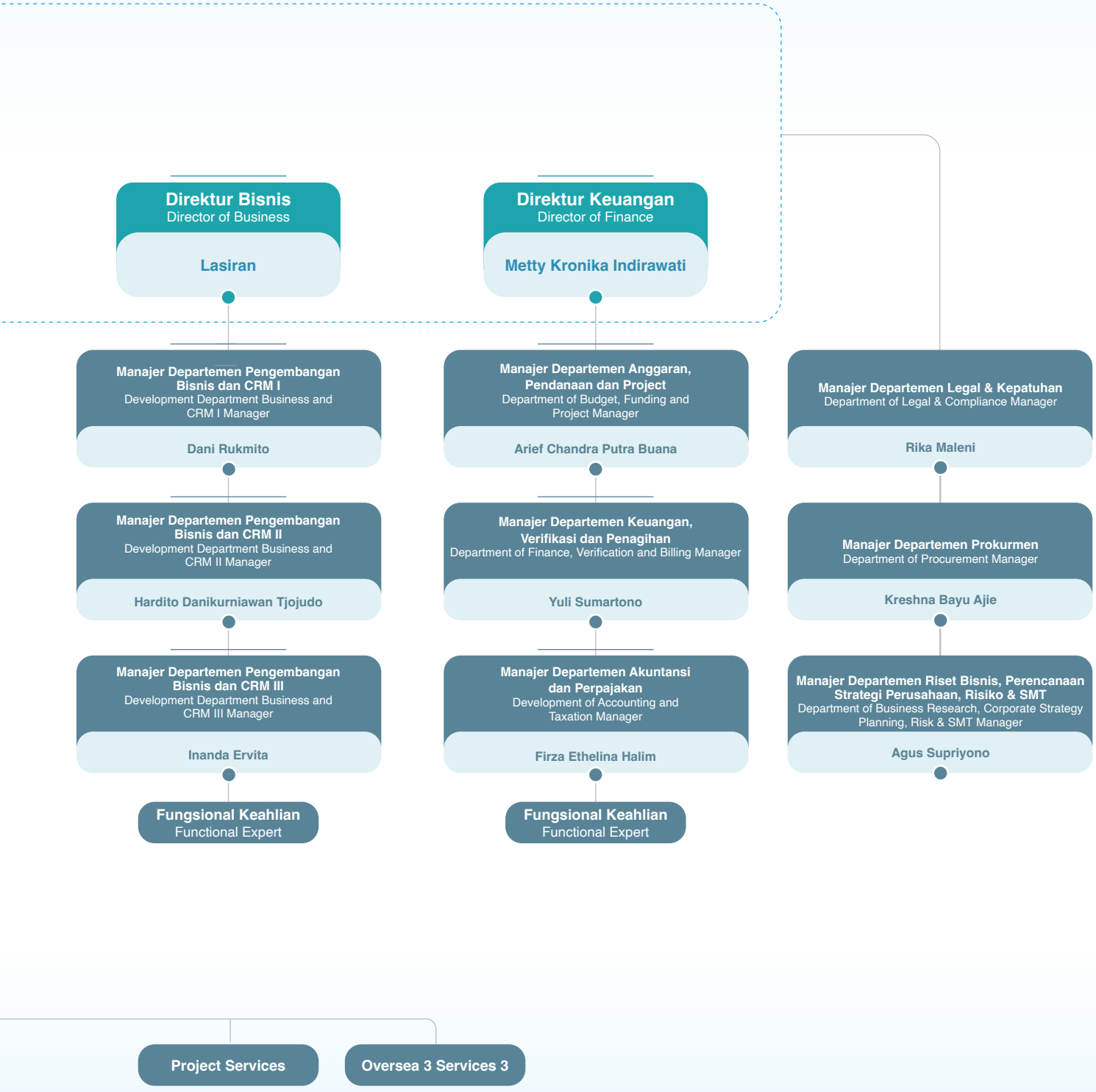
No	Unit Unit	Kapasitas Capacity	Pekerjaan Work	Alamat Address
50	BMPP NUSANTARA 1	58,2 MW	Jasa O&M O&M Services	Mess PLN IP Services, Samping Kantor Pegadaian Desa Waiheru/ Hunuth Durian Patah, Kec. BAGUALA, Maluku, Ambon, Kode Pos. 97211 PLN IP Services Staff Residence, adjacent to the Pegadaian Office, Waiheru/Hunuth Durian Patah Village, Baguala District, Ambon, Maluku 97211, Indonesia
51	BMPP NUSANTARA 2	58,68 MW	Jasa O&M O&M Services	Wolo, Kolaka Regency, South East Sulawesi Wolo, Kolaka Regency, South East Sulawesi
52	PLTMG Kupang	47,5 MW	Jasa O&M O&M Services	Dusun Panaf , Desa Lifuleo, Kecamatan Kupang Barat, kabupaten Kupang, East Nusa Tenggara, Indonesia. Panaf Hamlet, Lifuleo Village, West Kupang District, Kupang Regency, East Nusa Tenggara, Indonesia.
53	PLTMG Sumbawa	50 MW	Jasa O&M O&M Services	Jalan Raya Poto Tano - Sumbawa Besar 84351 Desa Labuhan Badas, Kec. Sumbawa, Kab. Sumbawa. Jalan Raya Poto Tano–Sumbawa Besar, Labuhan Badas Village, Sumbawa District, Sumbawa Regency 84351, West Nusa Tenggara, Indonesia.
54	PLTMG BONTANG	36 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
55	PLTMH Sei Wampu	12 MW	Jasa O&M O&M Services	Desa Kuta Gajah, Kecamatan Bohorok, Kabupaten Langkat, Sumatera Utara. Kuta Gajah Village, Bohorok District, Langkat Regency, North Sumatra, Indonesia.
56	PLTD MFO NUSA PENIDA	9,8 MW	Suplai Energi Listrik Electricity Supply	Jl. Nusa Indah No.53 Kutampi Kaler, Pulau Nusa Penida, Kab. Klungkung, Bali - 80771 Jl. Nusa Indah No. 53, Kutampi Kaler, Nusa Penida Island, Klungkung Regency, Bali 80771, Indonesia
57	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
58	PLTMG Ambon	38,204 MW	Jasa O&M O&M Services	Waai, Salahutu, Kabupaten Maluku Tengah, Provinsi Maluku Waai Village, Salahutu District, Central Maluku Regency, Maluku Province, Indonesia
59	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
60	PLHS Penida	3,5 MW	Jasa O&M (Support) O&M Services (Support)	Suana, Nusa Penida, Klungkung Regency, Bali 80771 Suana, Nusa Penida, Klungkung Regency, Bali 80771
61	PLTMG BALOI	30 MW	Jasa O&M O&M Services	PT. MCB (Maxpower Cogindo Batam) BALOI, Komp. PLTD PLN Baloi, Jl. Sudirman, Kel. Sukajadi, Kec. Batam Kota, Kota Batam, Kepulauan Riau 29432 PT MCB (Maxpower Cogindo Batam), PLN Baloi Diesel Power Plant Complex, Jl. Sudirman, Sukajadi Urban Village, Batam Kota District, Batam City, Riau Islands 29432, Indonesia
62	UNIT PLTG TANJUNG SELOR	20 MW		Jalan Ahmad Yani, gunung seriang, Kec. Tanjung Selor, kabupaten Bulungan, Kalimantan Utara Jalan Ahmad Yani, Gunung Seriang Village, Tanjung Selor District, Bulungan Regency, North Kalimantan, Indonesia.
63	PLTG Workshop Cirebon PLN IP Services			PLTG Sunyaragi Cirebon, Jalan Brigjen Darsono Bypass, Sunyaragi, Kesambi, Karyamulya, Kec. Kesambi, Kota Cirebon, Jawa Barat 45135

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.



Profil Direksi
Profile of the Board of Directors

Hari Cahyono

Direktur Utama
President Director



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Depok, Indonesia Depok, Indonesia	2024-2026 2024-2026	52 tahun, per 31 Desember 2025 52 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.

Riwayat Pendidikan I Educational Background

- S1 Teknik Fisika di Institut Teknologi Sepuluh Nopember (ITS) (1997)
- S2 Teknik Mesin di Institut Teknologi Bandung (2010)
- Bachelor of Engineering Physics at Sepuluh Nopember Institute of Technology (ITS) (1997)
- Master of Mechanical Engineering at Bandung Institute of Technology (2010)

Pengalaman Kerja I Work Experiences

- *General Manager* PT PLN (Persero) Tanjung Jati B (2022-2023)
- VP Pengelolaan Aset Pembangkit Listrik RJMB (2021-2022)
- Kepala Divisi Pembangkitan PT Indonesia Power (2018-2021)
- Kepala Divisi *Engineering* II PT. Indonesia Power (2017-2018)
- *General Manager* PT. Indonesia Power UBP Pelabuhan Ratu (2015-2017)
- Deputi *General Manager* PT. Indonesia Power UBP Suralaya (2013-2015)
- General Manager, PT PLN (Persero) Tanjung Jati B (2022–2023)
- Vice President of Power Generation Asset Management, RJMB (2021–2022)
- Head of Power Generation Division, PT Indonesia Power (2018–2021)
- Head of Engineering Division II, PT Indonesia Power (2017–2018)
- General Manager, PT Indonesia Power Pelabuhan Ratu Generation Business Unit (UBP) (2015–2017)
- Deputy General Manager, PT Indonesia Power Suralaya Generation Business Unit (UBP) (2013–2015)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

- Undangan O&M Seminar *Collaboration* 2025
- Undangan Sebagai *Keynote Speaker* "Unlocking PLN IP's Full Commercial Power"
- Undangan sebagai Pembicara pada *Creation* "No-Code Day Jakarta 2025"
- Undangan FGD "Fail Safe & Protection System in Power Plant" di Lingkungan PLN Group
- Undangan *in House Training Directorship* DIREKSI APPA PT PLN IP Tahun 2025
- Invitation to the O&M Seminar Collaboration 2025
- Invitation to Serve as the Keynote Speaker at "Unlocking PLN IP's Full Commercial Power"
- Invitation to Serve as a Speaker at Creatio "No-Code Day Jakarta 2025"
- Invitation to the Focus Group Discussion (FGD) on "Fail-Safe and Protection Systems in Power Plants" within the PLN Group
- Invitation to the In-House Directorship Training Program for the Board of Directors of APPA PT PLN Indonesia Power 2025

Sertifikasi I Certification

- Lokakarya Kompetensi Insinyur Profesional (LKIP)
- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Sertifikasi *Qualified Risk Management Officer* (QRMO)
- Professional Engineer Competency Workshop (LKIP)
- Qualified Risk Governance Professional (QRGP) Certification
- Qualified Risk Management Officer (QRMO) Certification

Imam Adi Prihantoro



Direktur Sumber Daya Manusia
Director of Human Capital

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Bekasi, Indonesia Bekasi, Indonesia	2024-2026 2024-2026	47 tahun, per 31 Desember 2025 47 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Diangkat sebagai Direktur Sumber Daya Manusia berdasarkan Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024
Appointed as Director of Human Capital based on the Shareholders' Decision of PT Cogindo DayaBersama Number 02, dated January 5, 2024.

Riwayat Pendidikan I Educational Background

- S1 Komunikasi di Universitas Sebelas Maret (2002)
- S2 Psikologi Terapan di Universitas Indonesia (2015)
- Bachelor of Communication at Sebelas Maret University (2002)
- Master of Applied Psychology at University of Indonesia (2015)

Pengalaman Kerja I Work Experiences

- Manajemen Menengah Bidang SDM KP Tugas Karya ke PT CDB (2024-sekarang)
- *Vice President Human Capital Development* (2019-2023)
- *Manager* Talenta PT Indonesia Power (2017 -2019)
- *Manager* Rekrutmen dan Pengembangan Karir PT Indonesia Power (2013-2017)
- Middle Management of HC Division KP Work Assignment to PT CDB (2024-present)
- Vice President Human Capital Development (2019-2023)
- Talent Manager PT Indonesia Power (2017-2019)
- Manager of Recruitment and Career Development PT Indonesia Power (2013-2017)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

Training Awareness 37301:2021 Sistem Manajemen Kepatuhan
Training Awareness 37301:2021 Compliance Management System

Sertifikasi I Certification

- *Action Plan Development Based on Baldrige Assessment Feedback IQA 2016* dan *Changes in Baldrige Excellence Framework 2017*
- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Sertifikasi BNSP Skema Direktur SDM
- Action Plan Development Based on Baldrige Assessment Feedback IQA 2016 dan Changes in Baldrige Excellence Framework 2017
- Qualified Risk Governance Professional (QRGP) Certification
- BNSP Certification for the Human Resources Director Competency Scheme

Lasiran*

Pelaksana Tugas Direktur Bisnis
Acting Director of Business



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025 1st Period 2025	56 tahun, per 31 Desember 2025 56 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.
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.

Riwayat Pendidikan I Educational Background

- S1 Teknik Elektro di Universitas Brawijaya Malang (1993)
- Magister Hukum Notariat (2003)
- Bachelor's of Electrical Engineering from Brawijaya University Malang (1993)
- Master's Degree of Notarial Law (2003)

Pengalaman Kerja I Work Experiences

- *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)
- 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)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

- *Workshop Risk Management Program Qualified Risk Governance Profesional (QRGP)*
- Training Induction Direksi Baru
- Workshop Risk Management Program QRGP (Qualified Risk Governance Profesional)
- Induction Training for New Board Members

Sertifikasi I Certification

- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Sertifikasi Kompetensi *Quality Risk Management Professional*
- Sertifikasi Malcolm Baldrige
- Sertifikasi *Fraud Risk Management Fundamental*
- Sertifikasi *Navigating Global Uncertainty Geophysical Risk and Business Strategy*
- Sertifikasi *Performance Excellent*
- Qualified Risk Governance Professional (QRGP) Certification
- Quality Risk Management Professional Competency Certification
- Malcolm Baldrige Certification
- Fundamental Fraud Risk Management Certification
- Navigating Global Uncertainty: Geophysical Risk and Business Strategy Certification
- Performance Excellence Certification

Catatan I Notes:
*) 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.

Amir Murtono*



Pelaksana Tugas Direktur Operasi
Acting Director of Operation

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Malang, Indonesia Malang, Indonesia	Periode 1 2025 1st Period 2025	50 tahun, per 31 Desember 2025 50 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.

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.

Riwayat Pendidikan I Educational Background

S1 Elektronik/Listrik Universitas Gadjah Mada (2000)
Bachelor's Degree of Electrical Engineering from Gadjah Mada University (2000)

Pengalaman Kerja I Work Experiences

- *Senior Manager* Teknik dan Umum MSU (2022-2024)
- Deputi *General Manager* Bidang Teknik dan Umum MSU (2020-2022)
- *Manager Quality Assurance* MSU (2017-2020)
- *Manager* Area Semarang Mrica Grati Bali Unit Bisnis Pemeliharaan (2014-2017)
- *Manager Outage Preparation* Unit Bisnis Pemeliharaan (2011-2014)
- Senior Manager of Engineering and General Affairs, MSU (2022-2024)
- Deputy General Manager of Engineering and General Affairs, MSU (2020–2024)
- Quality Assurance Manager, MSU (2017–2020)
- Area Manager for Semarang, Mrica, Grati, and Bali, Maintenance Business Unit (2014–2017)
- Outage Preparation Manager, Maintenance Business Unit (2011–2014)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

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

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

Pelatihan I Training

- *Workshop Risk Management Program Qualified Risk Governance Profesional (QRGP)*
- *Training Induction* Direktur Baru
- Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*
- Workshop Risk Management Program Qualified Risk Governance Profesional (QRGP)
- New Director Induction Training
- Training Invitation of Empowering Strategic Leadership Through Business and Financial Acumen

Sertifikasi I Certification

- Sertifikasi *Behaviour Based Safety (Leadership In Safety)*
- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Certification of Behaviour Based Safety (Leadership In Safety)
- Certification of Qualified Risk Governance Professional (QRGP)

Catatan I Notes:
*) 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



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta Selatan, Indonesia South Jakarta, Indonesia	Periode 1 2025 1st Period 2025	53 tahun, per 31 Desember 2025 53 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.
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.

Riwayat Pendidikan I Educational Background

- S1 Manajemen Universitas Diponegoro (1995)
- S2 Keuangan Perbankan Universitas Indonesia (2000)
- Bachelor's Degree in Economics from Diponegoro University (1995)
- Master's Degree in Finance Banking from the University of Indonesia (2000)

Pengalaman Kerja I Work Experiences

- Direktur keuangan PT GCLIT (2021-2025)
- Manajer pajak dan HOM PT PLN IP (2020-2021)
- Manajer keuangan PT ADC (2015-2020)
- Manajer pendanaan PT PLN IP (2010-2015)
- Finance Director, PT GCLIT (2021–2025)
- Tax and Home Office Maintenance (HOM) Manager, PT PLN Indonesia Power (2020–2021)
- Finance Manager, PT ADC (2015–2020)
- Funding Manager, PT PLN Indonesia Power (2010–2015)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

- *Workshop Risk Management Program Qualified Risk Governance Profesional (QRGP)*
- Pembelajaran *Empowering Strategic Leadership Through Business and Financial Acumen*
- Workshop Risk Management Program Qualified Risk Governance Profesional (QRGP)
- Training Invitation of Empowering Strategic Leadership Through Business and Financial Acumen

Sertifikasi I Certification

- Sertifikasi *Workshop* Akuntansi Investasi pada Entitas Asosiasi, Ventura Bersama, Kerjasama Operasi dan Biaya HCM
- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Certification Workshop on Investment Accounting for Associates, Joint Ventures, Joint Operations, and HCM Expenses
- Qualified Risk Governance Professional (QRGP) Certification

Catatan I Notes:
*) 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.

Kukuh Pambudi*



Pelaksana Tugas Direktur Bisnis
Acting Director of Business

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Purwokerto, Indonesia PUrwokerto, Indonesia	Periode 2 16 Agustus 2024-Mei 2025 2nd Period August 16, 2024-May 2025	49 tahun, per 31 Desember 2025 49 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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 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.

Riwayat Pendidikan I Educational Background

- S1 Elektro/ Listrik Universitas Diponegoro (2001)
- Bachelor of Electrical Engineering from Diponegoro University (2001)

Pengalaman Kerja I Work Experiences

- *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)
- 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)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

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

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

Pelatihan I Training

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

Sertifikasi I Certification

- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Qualified Risk Governance Professional (QRGP) Certification

Catatan I Notes:
*) Dibebastugaskan sebagaimana keputusan Pemegang Saham dalam RUPS tanggal 2 Mei 2025
*) Honorably dismissed according to the decision of the Shareholders at the GMS held on May 2, 2025

Mulyadi Koto*



Direktur Operasi
Director of Operations

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Purwokerto, Indonesia PUrwokerto, Indonesia	Period I 1 Juli 2022-24 Januari 2025 1st Period I July 1, 2022 - January 24, 2025	51 tahun, per 31 Desember 2025 51 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.

Riwayat Pendidikan I Educational Background

- S1 Elektro/Listrik, Universitas Indonesia (1999)
- S2 Manajemen Institut Pertanian Bogor (2017)
- Bachelor of Electrical Engineering from University of Indonesia (1999)
- Master of Management from Bogor Agricultural University (2017)

Pengalaman Kerja I Work Experiences

- *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)
- 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)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

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

Sertifikasi I Certification

- Sertifikasi *Qualified Risk Governance Professional* (QRGP)
- Qualified Risk Governance Professional (QRGP) Certification

Catatan I Notes:
*) 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

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Tangerang, Indonesia Tangerang, Indonesia	Periode 1 18 Agustus 2021- 24 Januari 2025 1st Period August 18, 2021- January 24, 2025	49 tahun, per 31 Desember 2025 49 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.

Riwayat Pendidikan I Educational Background

- S1 Ekonomi Manajemen Universitas Gadjah Mada (2000)
- S2 Hukum Universitas Indonesia (2014)
- Bachelor of Management from Gadjah Mada University (2000)
- Master of Law from University of Indonesia (2014)

Pengalaman Kerja I Work Experiences

- Ahli Litigasi dan Advokasi (2015-2016)
- Direktur Keuangan PT GCLIT (2016-2021)
- Litigation and Advocacy Expert (2015-2016)
- Finance Executive Assigned to PT GCLIT (2016-2021)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

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

Sertifikasi I Certification

Sertifikasi *Qualified Risk Governance Professional* (QRGP)
Qualified Risk Governance Professional (QRGP) Certification

Catatan I Notes:
*) 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

PERUBAHAN KOMPOSISI DIREKSI

Pada tahun 2025, terdapat perubahan komposisi anggota Direksi 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 CHANGES OF COMPOSITION OF THE BOARD OF DIRECTORS

In 2025, there were changes in the composition of the Board of Directors pursuant to the Shareholders' Resolution of PT PLN Indonesia Power Services No. 02 dated February 3, 2025. In that resolution, the shareholders honorably dismissed Mr. Hari Muhardani Nasution from the position of Chief Financial Officer and Mr. Mulyadi Koto from the position of Chief Operating Officer. Subsequently, Mr. Amir Murtono was appointed as Acting Director of Operations and Ms. Metty Kronika Indirawati as Acting Director of Finance. In addition, Mr. Kukuh Pambudi was appointed as Acting Director of Business. Thus, the composition of the Board of Directors is 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	Kukuh Pambudi	Pelaksana Tugas Direktur Bisnis Acting Director of Business
Mulyadi Koto	Direktur Operasi Director of Operations	Amir Murtono	Pelaksana Tugas Direktur Operasi Acting Director of Operations
Hari Muhardani Nasution	Direktur Keuangan Director of Finance	Metty Kronika Indirawati	Pelaksana Tugas Direktur Keuangan Acting 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 Operations	Amir Murtono	Pelaksana Tugas Direktur Operasi Acting Director of Operations
Metty Kronika Indirawati	Pelaksana Tugas Direktur Keuangan Acting Director of Finance	Metty Kronika Indirawati	Pelaksana Tugas Direktur Keuangan Acting Director of Finance

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

Sejak berakhirnya tahun buku 2025 hingga diterbitkannya laporan tahunan, tidak terdapat perubahan dalam susunan anggota Direksi.

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

From the end of the 2025 fiscal year until the publication of the annual report, there have been no changes in the members of the Board of Directors.



Profil Dewan Komisaris
Profile of the Board of Commissioner

Khusnul Mubien

Komisaris Utama
President Commissioner



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	2023-2026 2023-2026	57 tahun, per 31 Desember 2025 57 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment
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

Riwayat Pendidikan I Educational Background
- S1 Ekonomi Akuntansi Universitas Brawijaya (1992)
- S2 Manajemen UNKRIS (2000)
- Bachelor of Accounting from University of Brawijaya (1992)
- Master of Management from UNKRIS (2000)

Pengalaman Kerja I Work Experiences
- *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)
- 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)

Rangkap Jabatan I Concurrent Position
Executive Vice President Pengendalian Kinerja Korporat pada Divisi Pengendalian Kinerja Korporat Direktorat Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) Kantor Pusat
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Hubungan Afiliasi I Affiliated Relationship
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training
Pelatihan Ahli Tata Kelola Risiko Terintegrasi (CRGP)
Certified Risk Governance Professional (CRGP) Training

Sertifikasi I Certification
Sertifikasi *Risk Governance Professional* (CRGP)
Certified Risk Governance Professional (CRGP)

Raden Umar

Komisaris
Commissioner



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	2026-Sekarang 2026-Present	50 tahun, per 31 Desember 2025 50 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Akta Notaris No. 18, tanggal 16 April 2026
Appointed as Commissioner based on Deed No. 18 dated 16 April 2026.

Riwayat Pendidikan I Educational Background

- S1 Ilmu Sosial Politik Program Studi PPKn, Universitas Negeri Jakarta (2000)
- S2 Jurusan Pendidikan Ilmu Pengetahuan Sosial di Universitas Indraprasta (2014)
- Bachelor of Social and Political Sciences in Civic and Citizenship Education, Jakarta State University (2001)
- Master's Degree in Social Science Education, Indraprasta PGRI University (2014)

Pengalaman Kerja I Work Experiences

- Guru mata pelajaran PPKn dan Tata Negara di SMA Negeri 77 Jakarta (2001)
- Tim Seleksi Komisioner Bawaslu Provinsi Lampung (2023)
- Teacher of Civic and Citizenship Education (PPKn) and Constitutional Law at State Senior High School 77 Jakarta (2001)
- Member of the Selection Committee for the Lampung Provincial Election Supervisory Board (Bawaslu) Commissioners (2023)

Rangkap Jabatan I Concurrent Position

Tidak ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

Induction Dewan Komisaris Baru
Induction Program for the Newly Appointed Board of Commissioners

Sertifikasi I Certification

Tidak ada
None

Abdul Hakam Nagib*



Komisaris
Commissioner

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	2026-Sekarang 2026-Present	53 tahun, per 31 Desember 2025 53 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Akta Notaris No. 18, tanggal 16 April 2026
Appointed as a Commissioner pursuant to Notarial Deed No. 18, dated April 16, 2026

Riwayat Pendidikan I Educational Background

- *Master of Science* (MSc) di bidang *Technical Management* dari *University of Applied Sciences Oldenburg/Ostfriesland/Wilhelmshaven, Emden, Jerman* (2002)
- *Mechanical Engineering* di *University of Applied Sciences Aachen, Jerman* (2000)
- Master of Science in Technical Management dari University of Applied Sciences Oldenburg/Ostfriesland/Wilhelmshaven, Emden, Germany (2002)
- Mechanical Engineering in University of Applied Sciences Aachen, Germany (2000)

Pengalaman Kerja I Work Experiences

- Konsultan IT Proyek di PT Kimia Farma (2006-2008)
- Komisaris Utama di PT Delapan Pilar Mas (DPM) (2003–2011)
- IT Project Consultant at PT Kimia Farma (2006–2008)
- President Commissioner of PT Delapan Pilar Mas (2003–2011)

Rangkap Jabatan I Concurrent Position

Tidak ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

Induction Dewan Komisaris Baru
Induction Program for the Newly Appointed Board of Commissioners

Sertifikasi I Certification

Tidak ada
None

Fredy Eko Prasetyo T.

Komisaris Independen
Independent Commissioner



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	2023-sekarang 2023-present	47 tahun, per 31 Desember 2025 47 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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.

Riwayat Pendidikan I Educational Background

- Sarjana Ekonomi di STIE IBMI (2010)
- Jurnalis di Institut Ilmu Sosial dan Ilmu Politik Jakarta (1996)
- Bachelor of Economic in STIE IBMI (2010)
- Journalist in Jakarta Institute of Social and Political Sciences (1996)

Pengalaman Kerja I Work Experiences

- *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)
- 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)

Rangkap Jabatan I Concurrent Position

Anggota Komite Audit PT PLN IP Services (2023-sekarang)
Member of the Audit PT PLN IP Services (2023-present)

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

Training Expansive Leadership Program
Training Expansive Leadership Program

Sertifikasi I Certification

Sertifikasi *Qualified Risk Governance Professional* (QRGP)
Qualified Risk Governance Professional (QRGP) Certification

Catatan I Notes
*)Pernyataan independensi Komisaris Independen dapat dilihat pada bab tata kelola perusahaan halaman 416
*)The Independent Commissioner's Statement of Independence can be found in the Corporate Governance section on page 416.

Julita Indah*

Komisaris
Commissioner



Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	2024-Juli 2025 2024-July 2025	55 tahun, per 31 Desember 2025 55 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Diangkat sebagai Komisaris berdasarkan Pernyataan Keputusan Pemegang Saham PT Cogindo DayaBersama No. 02 tanggal 5 Januari 2024
Appointed as a Commissioner pursuant to the Statement of Shareholders' Resolution of PT Cogindo DayaBersama No. 02 dated January 5, 2024

Riwayat Pendidikan I Educational Background

- S1 Teknik Elektro-STT PLN (2003)
- S2 Bidang Sumber Daya Manusia - STIE Kampus Ungu (2007)
- Bachelor's Degree in Electrical Engineering-STT PLN (2003)
- Master's Degree in Human Capital from STIE Kampus Ungu (2007)

Pengalaman Kerja I Work Experiences

- 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)
- 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)

Rangkap Jabatan I Concurrent Position

Executive Vice President Pengadaan Transmisi, Gardu Induk, dan Material Terpusat PT PLN (Persero)
Executive Vice President of Transmission Procurement, Substation, and Central Material of PT PLN (Persero)

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

Tidak ada
None

Sertifikasi I Certification

Sertifikasi Qualified Risk Governance Professional (QRGP)
Qualified Risk Governance Professional (QRGP) Certification

Catatan I Notes:
*) Sudah Tidak menjabat sebagai Komisaris Perseroan berdasarkan Keputusan RUPS Sirkuler No. 5480/MNJ.01.02/PLNIP010304/2025-R tanggal 16 Juli 2025
*) No longer serves as the Company's Commissioner based on Circular General Meeting of Shareholders (GMS) Resolution No. 5480/MNJ.01.02/PLNIP010304/2025-R dated 16 July 2025.

Masykuri Abdillah*



Komisaris
Commissioner

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Tangerang, Indonesia Tangerang, Indonesia	2022-Juli 2025 2022-July 2025	67 tahun, per 31 Desember 2025 67 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

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

Riwayat Pendidikan I Educational Background

- 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)
- 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)

Pengalaman Kerja I Work Experiences

- 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)
- 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)

Rangkap Jabatan I Concurrent Position

- Ketua DPS Unit Usaha Syariah PT Jamkrida Jakarta
- Dosen/guru besar pada Fakultas Syari'ah dan Hukum dan Sekolah Pascasarjana UIN Jakarta (1996-sekarang)
- 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)

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Pelatihan I Training

Tidak ada
None

Sertifikasi I Certification

Sertifikasi Manajemen Risiko SNI 31000 pada 16 Desember 2022
SNI 31000 Risk Management Certification on December 16, 2022

Catatan I Notes:
*) Sudah Tidak menjabat sebagai Komisaris Perseroan berdasarkan Keputusan RUPS Sirkuler No. 5480/MNJ.01.02/PLNIP010304/2025-R tanggal 16 Juli 2025
*) No longer serves as the Company's Commissioner based on Circular General Meeting of Shareholders (GMS) Resolution No. 5480/MNJ.01.02/PLNIP010304/2025-R dated 16 July 2025.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2025, terdapat perubahan komposisi Anggota Dewan Komisaris berdasarkan Keputusan RUPS Sirkuler No. 015.K/010/RUPS-PLNIPS/2025 tanggal 16 Juli 2025. Berdasarkan akta tersebut, Pemegang Saham menyetujui pemberhentian dengan hormat Bapak Masykuri Abdillah dan Ibu Julita Indah dari jabatannya sebagai Komisaris Perseroan.

THE CHANGES OF COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2025, the composition of the Company's Board of Commissioners changed based on the Circular General Meeting of Shareholders (GMS) Resolution No. 015.K/010/RUPS-PLNIPS/2025 dated July 16, 2025. Under the resolution, the Shareholders approved the honorable dismissal of Mr. Masykuri Abdillah and Ms. Julita Indah from their positions as Commissioners of the Company.

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	Vacant	Komisaris Commissioner
Masykuri Abdillah	Komisaris Commissioner	Vacant	Komisaris Commissioner
Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner

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

Berdasarkan akta No. 18 tanggal 16 April 2026, Pemegang Saham menyetujui untuk mengangkat Bapak Raden Umar dan Bapak Abdul Hakam Nagib sebagai Komisaris Perseroan.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AFTER THE END OF THE FINANCIAL YEAR UP TO THE SUBMISSION DEADLINE OF THE ANNUAL REPORT

Based on Notarial Deed No. 18 dated 16 April 2026, the Shareholders approved the appointment of Mr. Raden Umar and Mr. Abdul Hakam Nagib as Commissioners of the Company.

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
Vacant	Komisaris Commissioner	Raden Umar	Komisaris Commissioner
Vacant	Komisaris Commissioner	Abdul Hakam Nagib	Komisaris Commissioner
Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner

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 2025 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 2025 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 2025 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 2025, 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 2025, jumlah karyawan PLN IP Services adalah 4.919 orang, mengalami peningkatan sebesar 4,66% atau sebanyak 219 karyawan dari tahun sebelumnya yaitu 4.700 orang. Hal ini disebabkan adanya pemenuhan formasi di semua unit kerja selama tahun 2025.

In 2025, the number of PLN IP Services employees was 4,919 people, an increase of 4.66% or as many as 219 employees from the previous year of 4,700 people. This was due to the fulfillment of formations in all units during 2025.

Berdasarkan komposisi tenaga kerja, sebanyak 48,85% karyawan PLN IP Services berada pada kelompok usia 18–30 tahun. Kondisi ini menunjukkan bahwa perusahaan didominasi oleh generasi milenial dan Gen-Z yang memiliki semangat tinggi, sehingga menjadi potensi besar bagi keberlanjutan dan pengembangan PLN IP Services di masa depan. Menyadari hal tersebut, perusahaan perlu melakukan penyesuaian kebijakan kepegawaian yang selaras dengan kebijakan perusahaan induk, khususnya dalam aspek perencanaan kebutuhan tenaga kerja (*manpower planning*), pengembangan kompetensi, serta pengelolaan karier pegawai.

Based on the Company's workforce composition, 48.85% of PLN IP Services' employees were in the 18–30 age group. This demographic profile indicates that the Company's workforce is predominantly composed of Millennials and Generation Z, whose high level of enthusiasm and adaptability represents a valuable asset for the Company's long-term sustainability and future growth. Recognizing this, the Company continues to align its human capital policies with those of its parent company, particularly in the areas of workforce planning, competency development, and career management, to ensure a capable, agile, and future-ready workforce.

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 *Coffee Morning* 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 Coffee Morning* 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 *Coffee Morning* biasanya dilakukan survei mengenai hal-hal yang harus dilakukan untuk kemajuan Perusahaan.

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 Coffee Morning 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 Coffee Morning 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 Coffee Morning, a survey is usually conducted regarding the things that must be done for the progress of the Company.

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

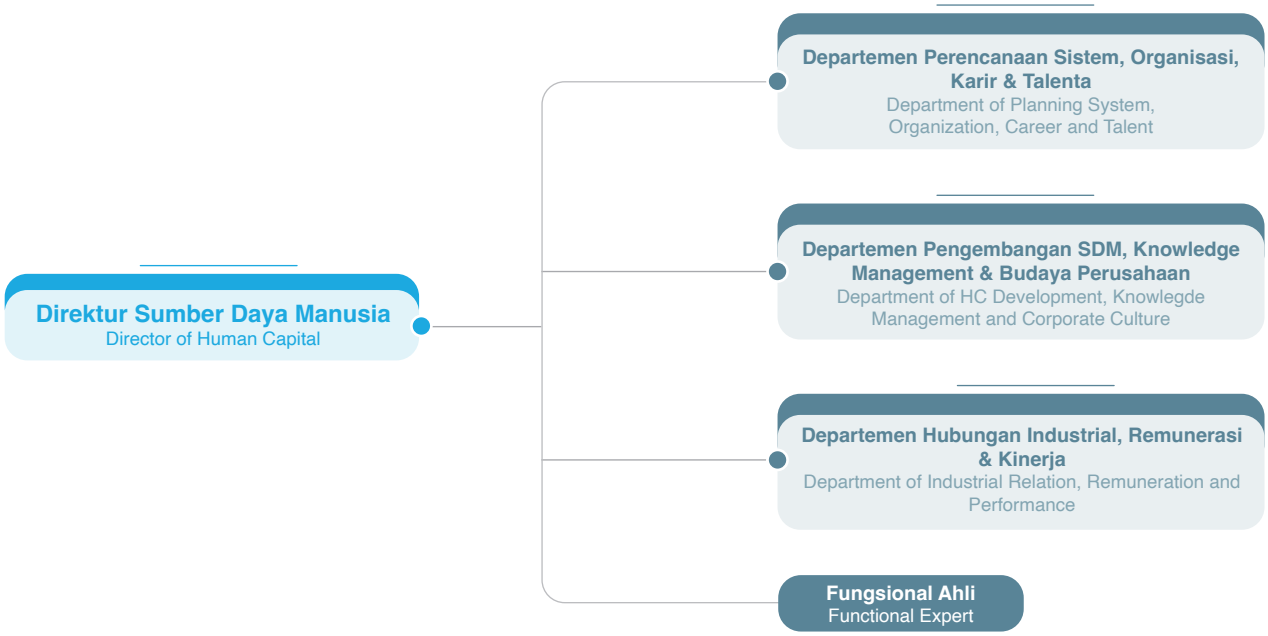
The Company's human capital is managed by the Human Capital Directorate, under the supervision of the Director of Human Capital, as outlined in the organizational structure established in the Board of Directors Regulation No. 129.P/PIPS/V/2024 dated May 2, 2024, regarding the Organizational Structure 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

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.

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;

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. 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;
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;

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. 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).

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.

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.

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 2025.

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 2025.

	MRO Services	Supply Energy & O&M Services	EPC Services	Learning & Succession System
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)

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 Peraturan No. 0095.P/DIR/2025 tentang Pedoman Pendidikan dan Pelatihan.

The implementation of this sustainable Human Capital (HC) management framework is carried out in accordance with Regulation No. 0095.P/DIR/2025 on Education and Training Guidelines.

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 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 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 TKWT atau Tenaga Kerja Waktu Tertentu. Lebih dari 55,03% 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 TKWT or Certain Time Workforce. More than 55,03% 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 2025, Perusahaan telah merekrut 222 orang pegawai dengan rincian penempatan sebagai berikut:

Until the end of 2025, the Company has recruited 222 employees with details of placement as follows:

Perekrutan Pegawai Berdasarkan Wilayah
Employees Recruitment by Area

No.	Unit Kerja Work Unit	Rencana Plan	Realisasi Realization
1	Unit PLTDG Bali	32	19
2	Unit PLTMG Merauke 20 MW	7	6
3	Unit BMPP Nusantara 1	4	4
4	Kantor Pusat	2	2
5	Unit PLTA Mrica	17	16
6	Unit PLTA Saguling	1	1
7	Unit PLTD Berau	1	0
8	Unit PLTD Nusa Penida	2	0
9	Unit PLTD Tenau	3	2
10	Unit PLTGU Priok	17	11
11	Unit PLTGU Semarang	5	2
12	Unit PLTMG Bontang	4	4
13	Unit PLTMG Jayapura 50 MW	3	1
14	Unit PLTMG Nias	3	0
15	Unit PLTS Nusa Penida	2	0
16	Unit PLTU Adipala	8	0
17	Unit PLTU Berau	13	3
18	Unit PLTU Kalbar 1	7	6
19	Unit PLTU Lontar	9	4
20	Unit PLTU Pelabuhan Ratu	9	9
21	Unit PLTU Sanggau	3	0
22	Unit PLTU Suralaya 1-7	2	0
23	Unit Bengkulu	4	1
24	Unit PLTU Pangkalan Susu	5	4
25	Unit PLTU Suralaya 8	7	3
26	Unit PLTGU Grati	3	0
27	Unit PLTU Barru	3	2
28	Unit PLTP Kamojang	43	0
29	UBH Kantor Pusat	18	16
30	UBH Area II.2	3	2
31	UBH Area III.2	1	1
32	Unit BMPP Nusantara 2	18	14
33	Unit PLTMG Kupang Peaker	20	15
34	Unit PLTMG Jayapura Peaker	3	3
35	Unit PLTMG Biak	14	14
36	Unit PLTMG Manokwari	5	2
37	Unit PLTMG Sorong	4	4
38	Unit PLTMG Nabire	5	4
39	Unit PLTMG Merauke	4	2
40	Unit PLTMG Timika	3	2
41	Unit PLTU Asam-Asam	60	28
42	Unit PLTMG Ambon	3	3
43	Unit PLTG Tanjung Selor	12	12
44	Project Services	1	0
45	Unit PLTU Labuhan Angin	6	0
46	Unit PLTD Adonara	1	0
47	Unit PLTD Maautapaga	1	0
48	Unit PLTD Tenau	1	0
49	Unit PLTD Lokomboro	1	0
	Jumlah Total	**403**	**222**

Perekrutan Pegawai Berdasarkan Kelompok Usia
Employees Recruitment by Age Group

No.	Usia Age	Realisasi Realization
1	18-30	181
2	31-40	31
3	41-50	9
4	>50	1
	Jumlah **Total**	**222**

Perekrutan Pegawai Berdasarkan Jenis Kelamin
Employees Recruitment by Gender

No.	Kelamin Gender	Realisasi Realization
1.	Laki-laki Male	192
2.	Perempuan Female	30
	Jumlah **Total**	**222**

TURNOVER PEGAWAI

Sepanjang tahun 2025, 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 2025, 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	116	4.577	2,5%
Perempuan Female	21	342	6,1%
Status Kepegawaian **Employment Status**			
Tugas Karya Work Assignment	8	51	15,7%
Organik Organic	41	2.707	1,5%
Tenaga Kerja Waktu Tertentu (TKWT) Specific Time Employee (TKWT)	88	2.161	4,1%
Rentang Usia **Age Range**			
18 - 30	76	2.403	3,2%
> 30	61	2.516	2,4%

HUMAN CAPITAL READINESS / ORGANIZATION CAPITAL READINESS
HUMAN CAPITAL READINESS / ORGANIZATIONAL CAPITAL READINESS

Untuk menjamin dan mendukung kesiapan *intangible* asset perusahaan, maka diperlukan pengukuran terhadap kapasitas dan kapabilitas human capital (*Human*

To ensure and strengthen the Company's readiness of its intangible assets, it is essential to assess both the capacity and capability of its human capital (Human

Capital Readiness), dan juga pengukuran terhadap kesiapan organisasinya baik keselarasan sasaran strategis Perusahaan, kesiapan para *leader* dalam menyelaraskan strategi perusahaan, juga menumbuhkan peningkatan nilai baru harus menciptakan budaya serta pengembangan organisasi untuk dapat bersaing unggul membutuhkan inovasi dan *value creation* (*Organization Capital Readiness*) yang dirancang secara terintegrasi dan berkesinambungan.

a. *Human Capital Readiness* (HCR) adalah kesiapan kapasitas dan kapabilitas tenaga kerja dalam mendukung implementasi strategi Perusahaan. Pengukuran HCR pada prinsipnya adalah pengukuran kompetensi strategis yang mencakup ketersediaan keterampilan, bakat, dan pengetahuan untuk melaksanakan strategi yang telah dirancang dalam mencapai tujuan yang ditetapkan. Hasilnya adalah berupa tingkat kesiapan kualifikasi kompetensi Pegawai serta jumlah Pegawai yang kompeten.

b. *Organization Capital Readiness* (OCR) adalah kesiapan sistem dalam organisasi perusahaan meliputi sistem tata nilai dan perilaku kerja (*culture*), sistem yang menyelaraskan aktivitas perusahaan (*alignment*), sistem penyiapan pemimpin penggerak organisasi (*leadership*) dan sistem yang mendorong kerjasama sinergis seluruh unsur organisasi perusahaan (*teamwork*) dalam mengimplementasikan strategi Perusahaan.

SURVEY EMPLOYEE EXPERIENCE

Sebagai bagian dari upaya penguatan Human Capital di lingkungan PLN Group, pelaksanaan *Employee Experience Survey* (EXS) merupakan salah satu indikator yang tercantum dalam Petunjuk Pelaksanaan *Assessment Human Capital Readiness* (HCR) dan *Organization Capital Readiness* (OCR). Hasil survei ini menjadi salah satu target kinerja dalam mengukur kesiapan organisasi membangun kapabilitas sumber daya manusia dan budaya perusahaan yang mendukung pencapaian strategi bisnis. Oleh karena itu, EXS tidak hanya menjadi kegiatan pengukuran rutin, tetapi juga wujud komitmen perusahaan dalam menerapkan pengelolaan Human Capital yang berbasis data.

Sejalan dengan hal tersebut, PT PLN Indonesia Power Services terus mengembangkan pendekatan yang lebih holistik dalam memperkuat budaya organisasi dengan menempatkan *Employee Experience* (EX) sebagai fokus

Capital Readiness). In addition, the Company evaluates its organizational readiness, including the alignment of strategic objectives, the preparedness of leaders to execute and align corporate strategy, and the development of a culture that fosters innovation and creates sustainable value (Organization Capital Readiness). These initiatives are designed and implemented in an integrated and continuous manner to enhance the Company's long-term competitiveness.

a. Human Capital Readiness (HCR) refers to the preparedness of the workforce in terms of its capacity and capabilities to support the implementation of the Company's strategy. HCR is fundamentally measured by assessing strategic competencies, including the availability of the skills, talent, and knowledge required to execute the Company's strategic initiatives and achieve its objectives. The assessment results provide an overview of employees' competency readiness as well as the number of employees who meet the required competency standards.
b. Organization Capital Readiness (OCR) refers to the readiness of the Company's organizational systems, including its values and work behavior (culture), systems that align organizational activities with corporate strategy (alignment), leadership development systems that prepare leaders to drive organizational performance (leadership), and systems that promote synergistic collaboration across all elements of the organization (teamwork) in implementing the Company's strategy.

SURVEY EMPLOYEE EXPERIENCE

As part of the effort to strengthen Human Capital across the PLN Group, the implementation of the Employee Experience Survey (EXS) serves as one of the key indicators stipulated in the Human Capital Readiness (HCR) and Organization Capital Readiness (OCR) Assessment Implementation Guidelines. The survey results constitute one of the Company's performance targets for measuring organizational readiness in developing human capital capabilities and fostering a corporate culture that supports the achievement of business strategies. Accordingly, the EXS is not merely a routine assessment but also reflects the Company's commitment to implementing a data-driven Human Capital management approach.

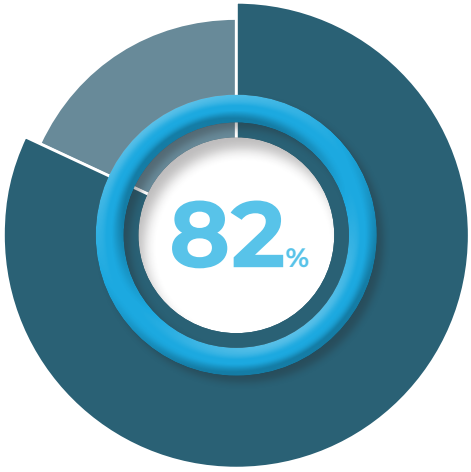
In line with this commitment, PT PLN Indonesia Power Services continues to adopt a more holistic approach to strengthening its organizational culture by positioning Employee Experience (EX) as a key measure of cultural

utama pengukuran kinerja budaya. Melalui *Employee Experience Survey* (EXS), perusahaan mengukur persepsi pegawai terhadap keseluruhan pengalaman kerja, mulai dari aspek kepemimpinan, komunikasi, kolaborasi, pengembangan, hingga lingkungan kerja. Hasil pengukuran ini menjadi dasar untuk mengidentifikasi kekuatan yang perlu dipertahankan sekaligus area yang masih memerlukan perbaikan, sehingga program pengembangan organisasi dapat disusun secara lebih tepat sasaran.

performance. Through the Employee Experience Survey (EXS), the Company evaluates employees' perceptions of their overall work experience, including leadership, communication, collaboration, professional development, and the work environment. The survey findings provide a basis for identifying organizational strengths that should be maintained, as well as areas requiring improvement, enabling the Company to develop more targeted and effective organizational development programs.

Hasil *Employee Experience Survey* (EXS) Tahun 2025 memberikan gambaran mengenai persepsi pegawai terhadap pengalaman bekerja di PT PLN Indonesia Power Services serta menjadi dasar dalam penyusunan berbagai inisiatif peningkatan budaya organisasi dan pengalaman pegawai. Dari hasil survei tersebut perusahaan merancang langkah-langkah perbaikan yang lebih efektif guna menciptakan lingkungan kerja yang semakin positif, produktif, dan berkelanjutan. Adapun hasil survei EXS tahun 2025 adalah sebagai berikut:

The results of the 2025 Employee Experience Survey (EXS) provide valuable insights into employees' perceptions of their working experience at PT PLN Indonesia Power Services and serve as the foundation for designing various initiatives aimed at enhancing organizational culture and employee experience. Based on these findings, the Company has developed more effective improvement measures to foster a work environment that is increasingly positive, productive, and sustainable. The results of the 2025 EXS are presented as follows:



Skor % Score %	Interpretasi Interpretation
85-100%	*Excellent/World Class Ex*
75-84%	*Strong*/Sehat
65-74%	*Moderate*/Perlu Perhatian
55-64%	*Weak*/Risiko
<55%	*Critical*/Area Kritis

Skor *Employee Experience Survey* (EXS) dalam bentuk persentase menunjukkan tingkat persepsi positif karyawan terhadap pengalaman kerja yang dirasakan. Semakin tinggi persentase, semakin kuat kualitas pengalaman karyawan. Skor ini digunakan untuk mengidentifikasi engagement, experience vs expectations, serta menentukan prioritas perbaikan organisasi secara berkelanjutan.

The Employee Experience Survey (EXS) score, expressed as a percentage, reflects the level of employees' positive perceptions of their workplace experience. A higher percentage indicates a stronger quality of employee experience. The score is used to assess employee engagement, evaluate the alignment between employee experiences and expectations, and determine priorities for continuous organizational improvement.

PROGRAM PENDEKATAN PERUSAHAAN KEPADA PEGAWAI

COMPANY'S APPROACH PROGRAM TO EMPLOYEE

Sebagai bagian dari upaya memperkuat budaya organisasi dan meningkatkan employee engagement, PT PLN Indonesia Power Services secara konsisten melaksanakan berbagai program pendekatan kepada pegawai. Program-program tersebut dirancang untuk

As part of its commitment to strengthening organizational culture and enhancing employee engagement, PT PLN Indonesia Power Services consistently implements a range of employee engagement initiatives. These programs are designed to foster effective communication,

membangun komunikasi yang efektif, meningkatkan pemahaman terhadap arah strategis perusahaan, memperkuat internalisasi budaya perusahaan, serta menciptakan pengalaman kerja (*employee experience*) yang positif.

enhance employees' understanding of the Company's strategic direction, reinforce the internalization of the Company's core values and culture, and create a positive employee experience.

Berbagai inisiatif yang telah dilaksanakan mencakup program komunikasi, penguatan budaya organisasi, pengembangan kompetensi, program *well-being*, hingga penyediaan media bagi pegawai untuk menyampaikan aspirasi dan umpan balik. Seluruh program tersebut menjadi bagian dari komitmen perusahaan dalam menciptakan lingkungan kerja yang adaptif, kolaboratif, dan berorientasi pada peningkatan kinerja organisasi.

The Company has implemented various initiatives encompassing employee communication programs, organizational culture enhancement, competency development, employee well-being initiatives, and platforms that enable employees to share their aspirations and provide feedback. Collectively, these initiatives reflect the Company's commitment to fostering an adaptive, collaborative, and high-performing work environment that supports sustainable organizational performance.

Adapun program pendekatan perusahaan kepada pegawai yang telah dilaksanakan selama periode pelaporan adalah sebagai berikut:

The employee engagement initiatives implemented by the Company during the reporting period are presented as follows:

No	Program Program	Tujuan Purpose	Outcome Outcome
1	Employee Experience Survey (EXS) Employee Experience Survey (EXS)	Mengukur persepsi dan pengalaman pegawai sebagai dasar penguatan budaya organisasi dan peningkatan *employee experience.* Measures employees' perceptions and workplace experiences to support the strengthening of the Company's organizational culture and the continuous enhancement of the employee experience.	Tersedianya data dan rekomendasi sebagai dasar penyusunan program peningkatan pengalaman pegawai dan budaya organisasi. Provides data-driven insights and recommendations to support the development of initiatives aimed at enhancing the employee experience and strengthening the Company's organizational culture.
2	Leader Mengajar Leader Mengajar	Meningkatkan pemahaman pegawai terhadap isu-isu strategis perusahaan, budaya organisasi, tata kelola, serta arah transformasi Perusahaan. Enhance employees' understanding of the Company's strategic priorities, organizational culture, corporate governance practices, and business transformation agenda.	Meningkatnya literasi pegawai terhadap strategi perusahaan dan implementasi budaya kerja. Improved employee understanding of the Company's strategic priorities and the implementation of its corporate culture.
3	Program Ranger (Agent of Change) Ranger Program (Agent of Change)	Mendorong implementasi budaya perusahaan dan mendukung keberhasilan transformasi organisasi melalui peran agen perubahan. Promoting the implementation of the Company's corporate culture and supporting the successful execution of organizational transformation through the active role of change agents.	Meningkatnya keterlibatan pegawai dalam mendukung perubahan serta internalisasi budaya Perusahaan. Increased employee engagement in supporting organizational change and the embedding of the Company's corporate culture.
4	Culture Festival Culture Festival	Menginternalisasikan budaya perusahaan dan *Core Values* AKHLAK melalui kegiatan yang interaktif, kolaboratif, dan partisipatif. Promoting the internalization of the Company's culture and the AKHLAK Core Values through interactive, collaborative, and participatory engagement initiatives.	Meningkatnya pemahaman, keterlibatan, dan implementasi budaya perusahaan dalam perilaku kerja sehari-hari. Enhancing employee understanding, engagement, and adoption of the Company's corporate culture in day-to-day workplace behaviors.
5	Employee Gathering Employee Gathering	Mempererat hubungan antarpegawai, membangun kebersamaan, serta meningkatkan sinergi lintas unit kerja. Strengthening relationships among employees, fosters a sense of unity, and enhances cross-functional collaboration across the organization.	Terbangunnya hubungan kerja yang lebih harmonis, kolaboratif, dan meningkatnya rasa memiliki terhadap Perusahaan. Fostering more harmonious and collaborative working relationships while strengthening employees' sense of belonging and commitment to the Company.
6	Coffee Morning / Sharing Session Direksi Director Sharing Session / Coffee Morning	Membangun komunikasi dua arah antara Direksi dan pegawai, sekaligus menyampaikan arah strategis serta menyerap aspirasi pegawai. Fostering two-way communication between the Board of Directors and employees while communicating the Company's strategic direction and gathering employee feedback and aspirations.	Meningkatnya keterbukaan komunikasi, kepercayaan pegawai terhadap manajemen, dan keselarasan pemahaman terhadap strategi Perusahaan. Improving communication transparency, increasing employee trust in management, and stronger alignment with the Company's strategic direction.
7	Management Walkdown Management Walkdown	Meningkatkan keterlibatan pimpinan dengan turun langsung ke lapangan untuk memantau kondisi pegawai, penerapan aspek keselamatan kerja (K3), serta kebersihan dan kerapihan lingkungan kerja, sekaligus membangun komunikasi yang lebih dekat dengan pegawai. Strengthening leadership engagement through regular site visits to monitor employee well-being, the implementation of occupational health and safety (OHS) practices, and workplace cleanliness and housekeeping, while fostering closer and more effective communication with employees.	Teridentifikasinya potensi permasalahan di lapangan secara dini, meningkatnya kepedulian terhadap aspek K3 dan lingkungan kerja, serta terbangunnya budaya komunikasi yang terbuka antara pimpinan dan pegawai. Enabling the early identification of potential workplace issues, enhances awareness of occupational health, safety, and work environment matters, and fosters a culture of open communication between leaders and employees.

No	Program Program	Tujuan Purpose	Outcome Outcome
8	Program Apresiasi Pegawai Employee Appreciation Program	Memberikan penghargaan atas kontribusi agen perubahan, inovasi, dan kinerja pegawai sebagai bentuk pengakuan perusahaan. Recognizing employees' contributions to change initiatives, innovation, and performance as a demonstration of the Company's appreciation for their achievements and commitment.	Meningkatnya motivasi, loyalitas, dan budaya berkinerja tinggi di lingkungan perusahaan. Enhancing employee motivation, strengthening loyalty, and fostering a high-performance culture across the Company.
9	Learning & Development Learning & Development	Mengembangkan kompetensi teknis, manajerial, dan kepemimpinan pegawai sesuai kebutuhan bisnis Perusahaan. Enhancing employees' technical, managerial, and leadership competencies in alignment with the Company's business needs.	Meningkatnya kompetensi pegawai dan kesiapan talenta dalam mendukung keberlanjutan bisnis Perusahaan. Strengthening employee capabilities and enhances talent readiness to support the Company's long-term business sustainability.
10	Program Well-being Pegawai Employee Well-being Program	Mendukung kesehatan fisik, mental, sosial, dan spiritual, serta keseimbangan kehidupan kerja pegawai untuk menciptakan lingkungan kerja yang sehat dan produktif. Promoting employees' physical, mental, social, and spiritual well-being, while supporting work-life balance to foster a healthy, productive, and sustainable workplace.	Meningkatnya kesejahteraan, produktivitas, dan employee engagement sehingga tercipta lingkungan kerja yang positif dan berkelanjutan. Enhancing employee well-being, productivity, and engagement, thereby fostering a positive and sustainable work environment.

PRODUKTIVITAS SDM
HC PRODUCTIVITY

Produktivitas kinerja pegawai PLN IP Services merupakan salah satu tolak ukur atas keberhasilan perusahaan dalam menjalankan usaha. Pada tahun 2024, total pendapatan Perusahaan adalah sebesar Rp2,40 triliun dengan total jumlah pegawai per 31 Desember 2025 adalah sebanyak 4.919 pegawai, maka pendapatan yang dihasilkan per pegawai pada tahun 2025 adalah sebesar Rp486,98 juta. Angka tersebut mengalami penurunan sebesar 0,51% atau sebesar Rp2,48 juta bila diperbandingkan dengan tahun sebelumnya yang sebesar Rp489,46 juta.

The performance productivity of PLN IP Services employees is one of the benchmarks for the success indicator in running a business. In 2025, the Company's total revenue was Rp2.40 trillion with total number of employees as of December 31, 2025 of 4,919 employees. So, the revenue generated per employee in 2025 was Rp486.98 million. This figure experienced a decrease of 0.51% or Rp2.48 million when compared to the previous year which amounted to Rp489.46 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 peraturan perusahaan dalam bentuk peraturan direksi yang sudah disahkan oleh Kementerian ketenagakerjaan melalui Keputusan Direksi No. 163.P/PIPS/2024 tentang Peraturan Perusahaan PT PLN Indonesia Power Services dan diperbarui melalui Perjanjian Kerja Bersama periode tahun 2025 - 2027 antara PT PLN Indonesia Power Services (No. 0006.Pj/SDM.12.01/PIPS020310/2025) dan dikarenakan telah terbentuknya serikat pekerja maka telah disahkannya PKB (No. 001/PKB/SP-PIPS/X/2025).

The Company is committed to fostering harmonious industrial relations by promoting mutual respect and ensuring that both the Company and its employees uphold their respective rights and obligations. As part of its commitment to maintaining dignified and constructive employment relationships, the Company has established its employment regulations in the form of a Board of Directors Regulation, which has been approved by the Ministry of Manpower through Board of Directors Decree No. 163.P/PIPS/2024 concerning the Company Regulation of PT PLN Indonesia Power Services. The regulation was subsequently updated through the Collective Labor Agreement (CLA) for the 2025–2027 period between PT PLN Indonesia Power Services (No. 0006.Pj/SDM.12.01/PIPS020310/2025). Following the establishment of the Labor Union, the Collective Labor Agreement was formally ratified under No. 001/PKB/SPPIPS/X/2025.

PENILAIAN KINERJA
PERFORMANCE ASSESSMENT

Penilaian kinerja karyawan dilakukan 2 (dua) kali per tahun dengan menggunakan aplikasi i-Morning sebagai langkah digitalisasi sistem *Human Capital* Perusahaan. 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.

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.

Berikut merupakan data hasil penilaian kinerja pegawai PLN IP Services untuk Semester 2 tahun 2024 dan semester 1 tahun 2025:

Employee performance is evaluated twice a year through the i-Morning application as part of the Company's Human Capital digitalization initiative. The first evaluation period covers January to June, while the second runs from July to December. The results of the PLN IP Services employee performance evaluation serve as supporting data for career development, competency enhancement, and the determination of employees' Performance Allowance (TPK).

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

The following is the results of the performance assessment of PLN IP Services employees for 2nd period of 2024 and 1st period of 2025:

No	Nilai Value	Presentase Percentage	Jumlah Pegawai Semester 2 Number of Employees in Semester 2 (2024)	Jumlah Pegawai Semester 1 Number of Employees in Semester 1 (2025)
1.	5	Maksimal 5% Maximum 5%	15 Pegawai 15 Employee	5 Pegawai 5 Employee
2.	4	Maksimal 40% Maximum 40%	1.100 Pegawai 1.100 Employee	1.169 Pegawai 1.169 Employee
3.	1 s/d 3 1 to 3	Minimal 60% Minimum 60%	1.632 Pegawai 1.632 Employee	1.555 Pegawai 1.555 Employee
Jumlah **Total**		**100%**	**2.747**	**2.729**

PENCAPAIAN PROGRAM KERJA TAHUN 2025
ACHIEVEMENT OF WORK PROGRAM IN 2025

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 2025 produktivitas kinerja pegawai PLN IP Services merupakan salah satu tolak ukur atas keberhasilan perusahaan dalam menjalankan usaha. Pada tahun 2025, pencapaian Produktivitas Sumber Daya Manusia adalah Rp486.98 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 2025, PLN IP Services employee performance productivity is one of the benchmarks for the Company's success in running its business. In 2025, Human Capital Productivity is expected to reach Rp486.98 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*	*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.

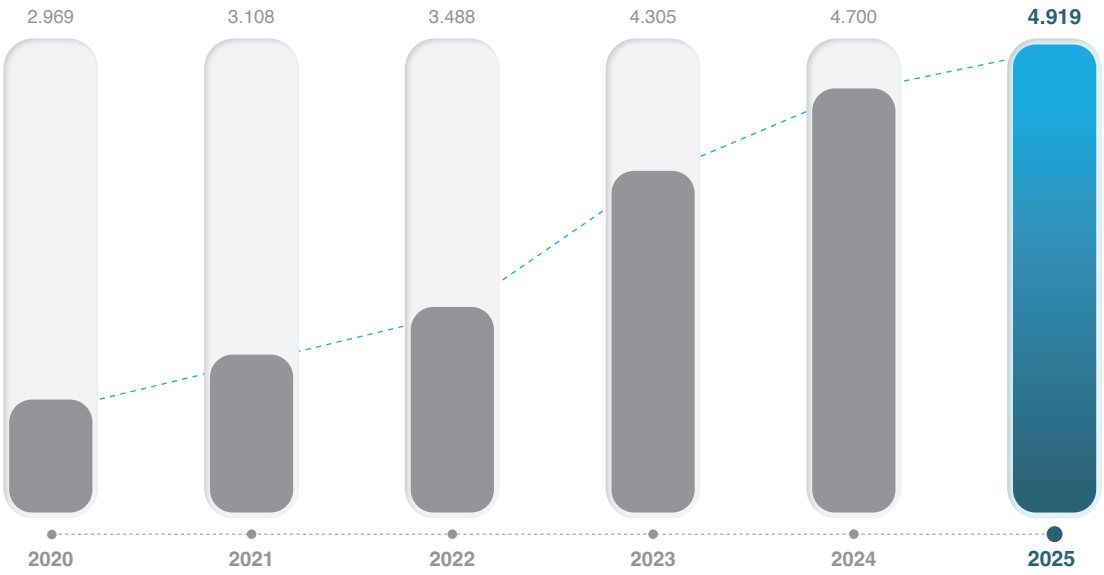
Per 31 Desember 2025, Perusahaan memiliki 4.919 orang pegawai yang menunjukan adanya peningkatan sebesar 4,66% bila dibandingkan dengan jumlah karyawan tahun 2024 yaitu 4.700 orang. Peningkatan jumlah karyawan Perseroan pada tahun 2025 lebih dikarenakan oleh penambahan tenaga kerja waktu tertentu (TKWT).

As of December 31, 2025, the Company had 4,919 employees which showed an increase of 4.66% when compared to the number of employees in 2024 that were 4,700 people. The increase in the number of the Company employees in 2025 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 gr

Jumlah Karyawan 2020-2025
Number Of Employees 2020 - 2025



Komposisi Karyawan Berdasarkan Jenis Kelamin
Composition of Employees Based on Gender

Jenis Kelamin Gender	Tahun Year		Komposisi Composition 2025	Pertumbuhan (Penurunan) Increase (Decrease)	
	2025	2024		Jumlah Number	Persentase Percentage
Laki-Laki Male	4.577	4.380	93,05%	197	4,50
Perempuan Female	342	320	6,95%	22	6,88
Jumlah **Total**	**4.919**	**4.700**	**100,00%**	**219**	**4,66**

Komposisi Karyawan Berdasarkan Status Kepegawaian
Composition of Employees Based on Employment Status

Jenis Kepegawaian Employment Status	Tahun Year		Komposisi Composition 2025	Pertumbuhan (Penurunan) Increase (Decrease)	
	2025	2024		Jumlah Number	Persentase Percentage
Tugas Karya Work Assignment	51	56	1,04%	(5)	(8,93)
Organik Organic	2.707	2.746	55,03%	(39)	(1,42)
Tenaga Kerja Waktu Tertentu (TKWT) Specific Time Employee (TKWT)	2.161	1.898	43,93%	263	13,86
Jumlah **Total**	4.919	4.700	100,00%	219	4,66

Komposisi Karyawan Berdasarkan Tingkat Pendidikan
Composition of Employees Based on Educational Level

Jenis Pendidikan Educational Level	Tahun Year		Komposisi Composition 2025	Pertumbuhan (Penurunan) Increase (Decrease)	
	2025	2024		Jumlah Number	Persentase Percentage
Strata 2 - Strata 3 Master – Doctorate	23	22	0,47%	1	4,55
Diploma 3 - Strata 1 Diploma 3 – Bachelor	1.643	1.574	33,40%	69	4,38
SMP- SLTA – Diploma Junior High – High School - Diploma	3.253	3.104	66,13%	149	4,80
Jumlah **Total**	4.919	4.700	100,00%	219	4,66

Komposisi Karyawan Berdasarkan Rentang Usia
Composition of Employees Based on Age Range

Rentang Usia (Tahun) Age Range (Year)	Tahun Year		Komposisi Composition 2025	Pertumbuhan (Penurunan) Increase (Decrease)	
	2025	2024		Jumlah Number	Persentase Percentage
18-30	2.403	2.614	48,85%	(211)	(8,07)
31-40	2.258	1.867	45,90%	391	20,94
41-50	232	193	4,72%	39	20,21
>50	26	26	0,53%	0	0,00
Jumlah **Total**	4.919	4.700	100,00%	219	4,66

Komposisi Karyawan Berdasarkan Level Organisasi
Composition of Employees Based on Organizational Level

Level Organisasi Organizational Level	Tahun Year		Komposisi Composition 2025	Pertumbuhan (Penurunan) Increase (Decrease)	
	2025	2024		Jumlah Number	Persentase Percentage
Eksekutif Executive	54	58	1,10%	(4)	(6,90)
Supervisor Atas Top Supervisor	81	78	1,65%	3	3,85
Supervisor Dasar Bottom Supervisor	241	239	4,90%	2	0,85
Staff Senior Senior Staff	1.105	1.020	22,46%	85	8,31
Staf Staff	3.435	3.302	69,83%	133	4,03
Non Staf Non Staff	3	3	0,06%	0	0,00
Jumlah **Total**	4.919	4.700	100,00%	219	4,65

Komposisi Karyawan Berdasarkan Penempatan Kerja
Composition of Employees Based on Work Placement

Penempatan Kerja Work Placement	Tahun Year		Komposisi Composition 2025	Pertumbuhan (Penurunan) Increase (Decrease)	
	2025	2024		Jumlah Number	Persentase Percentage
Kantor Pusat Head Office	118	225	2,40%	(107)	(47,56)
Jasa O&M O&M Services	4.418	4.214	89,82%	204	4,84
Jasa *Repair* & Pemeliharaan (MRO) Repair & Maintenance (MRO) Services	349	192	7,09%	157	81,77
Suplai Energi Energy Supply	34	69	0,69%	(35)	(50,72)
Jumlah **Total**	4.919	4.700	100,00%	219	4,66

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:

- Perjanjian Kerja Bersama periode tahun 2025 - 2027 antara PT PLN Indonesia Power Services (No. 0006.Pj/SDM.12.01/PIPS020310/2025) dan serikat pekerja PT PLN Indonesia Power Services (No. 001/PKB/SP-PIPS/X/2025);
- 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;
- Peraturan No. 0095.P/DIR/2025 tentang Pedoman Pendidikan dan Pelatihan.

Peningkatan kualitas SDM PLN IP Services dilakukan dengan beberapa cara yaitu:

- Pendidikan dan Pelatihan Informal (Diklat)
- Sertifikasi
- Pemanfaatan PLN IP Services *Learning Center*

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:

- Collective Labor Agreement (CLA) for the 2025–2027 period between PT PLN Indonesia Power Services (No. 0006.Pj/SDM.12.01/PIPS020310/2025) and the PT PLN Indonesia Power Services Labor Union (No. 001/PKB/SP-PIPS/X/2025);
- 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;
- Regulation No. 0095.P/DIR/2025 concerning the Education and Training Guidelines.

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

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. Pelaksanaan kegiatan pelatihan dan sertifikasi dilakukan melalui metode tatap muka (*offline*) maupun *hybrid*, disesuaikan dengan karakteristik program, kebutuhan peserta, serta efektivitas proses pembelajaran.

4. **Discharge training is training held to provide employees with provisions for retirement.**

   As in the previous year, the planning of technical training and development programs began with a competency gap assessment, which served as the basis for formulating competency development programs. Training and certification activities were delivered through face-to-face (offline) and hybrid learning methods, tailored to the characteristics of each program, participants' needs, and the effectiveness of the learning process.

Realisasi pelaksanaan diklat Perseroan pada tahun 2025 adalah sebagai berikut:

The realization of the Company training in 2025 as follows:

Jenis Program Program Type	Skala Scale	Program Program	Peserta Participant
Sertifikasi Profesi/Keahlian Professional and Technical Certifications	Internasional/Nasional International/National	90	179
Sertifikasi Kompetensi Ketenagalistrikan Power Sector Competency Certification	Nasional National	161	1.073
Sertifikasi K3L Occupational Health, Safety, and Environmental (HSE) Certification	Nasional National	71	697
Pelatihan/Pengembangan Kompetensi Training and Competency Development	Nasional National	365	2.729
Jumlah **Total**		**687**	**4.678**

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.

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 offi ce 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 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.

PLN IP Services seeks to improve technology that supports competence for its employees which is useful for creating effi ciency 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 fi eld can be studied and anticipated.

Digitalisasi

Perusahaan berkomitmen mendukung pengembangan Sumber Daya Manusia dengan menghadirkan aplikasi "College" yang menyediakan program pembelajaran digital yang memungkinkan kemudahan bagi karyawan untuk meningkatkan kompetensi yang diharapkan dapat meningkatkan produktivitas karyawan.

Digitalization

The Company is committed to supporting human capital development through the implementation of the "College" application, a digital learning platform that provides employees with convenient access to a wide range of learning programs. This initiative enables employees to continuously enhance their competencies and supports improvements in individual productivity as well as overall organizational performance.

BIAYA PELATIHAN

Selama tahun 2025, 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 Rp26,53 miliar. Jumlah karyawan yang berpartisipasi dalam pelatihan dan pengembangan kemampuan mencapai 4.678 orang.

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 Rp26.53 billion. The number of employees who participated in training and skills development reached 4.678 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.

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.

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 telologi 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;
- 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*.

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.

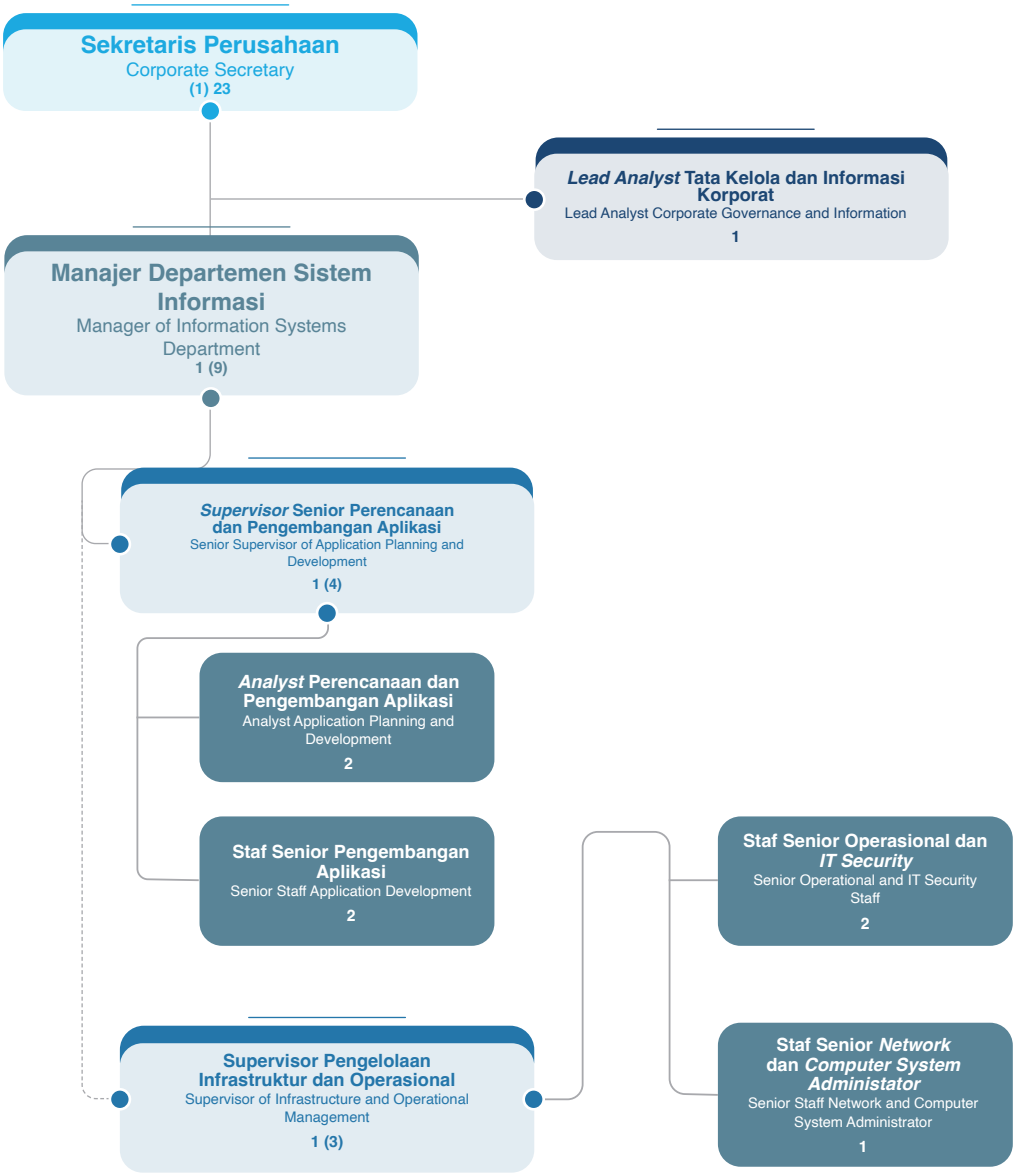
FUNCTION:

- 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;
- 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.

STRUKTUR ORGANISASI DEPARTEMEN SISTEM INFORMASI
ORGANIZATIONAL STRUCTURE OF INFORMATION SYSTEM DEPARTMENT

Berdasarkan Keputusan Direksi No.0128.P/DIR/2025 Tentang Organisasi kantor Pusat 21 November 2025 berikut merupakan Struktur Organisasi Departemen Sistem Informasi pada tahun 2025.

Based on the Decree of the Board of Directors' Resolution No. 0128.P/DIR/2025 concerning the Head Office Organization, dated 21 November 2025.



ROADMAP INFRASTRUKTUR TEKNOLOGI INFORMASI DAN KOMUNIKASI
INFRASTRUCTURE ROADMAP OF INFORMATION TECHNOLOGY AND COMMUNICATION



Key Initiatives

1. Peningkatan Tata Kelola IT
   Improvement of IT Governance
2. Pengembangan MROLine
   MROLine Development
3. Pengembangan *Knowledge Database*
   Knowledge Database Development
4. Pengembangan Modul *Crowdsourcing* dan Modul Ruang Diklat
   Development of Crowdsourcing Module and Training Room Module
5. Peningkatan Infrastruktur
   Infrastructure Improvement

Key Initiatives

1. *Enhancement* aplikasi pendukung *core business*
   Enhancement of business core application support
2. Pengembangan Data *Warehouse & Business Intelligence* (BI)
   Development of Warehouse & Business Intelligence (BI)
3. Pengembangan *i-Procurement*
   e-Procurement Development

Key Initiatives

1. Pengembangan aplikasi pendukung *supporting business* beserta integrasinya
   Development of application business supporting with the Integration

Key Initiatives

1. Implementasi Data *Governance*
   Data Implementation Governance
2. Pengembangan aplikasi pendukung *supporting business* beserta integrasinya
   Development of application business supporting with the Integration
3. Kajian/*feasibility* implementasi *Big Data*
   Feasibility implementation of Big Data

Key Initiatives

1. Implementasi *Big Data*
   Implementation of Big Data
2. Integrasi aplikasi secara menyeluruh
   Full application intergation

STRUKTUR TATA KELOLA DAN MANAJEMEN IT PLN IP SERVICES
IT GOVERNANCE AND MANAGEMENT STRUCTURE OF PLN IP SERVICES

Sebagai organ pendukung bisnis Perusahaan, IT memerlukan pengelolaan dengan perencanaan yang terstruktur. Untuk menjamin terlaksananya tata kelola IT secara baik, lengkap dan matang, maka Departemen Sistem Informasi harus mempunyai aktivitas yang mencakup seluruh proses IT.

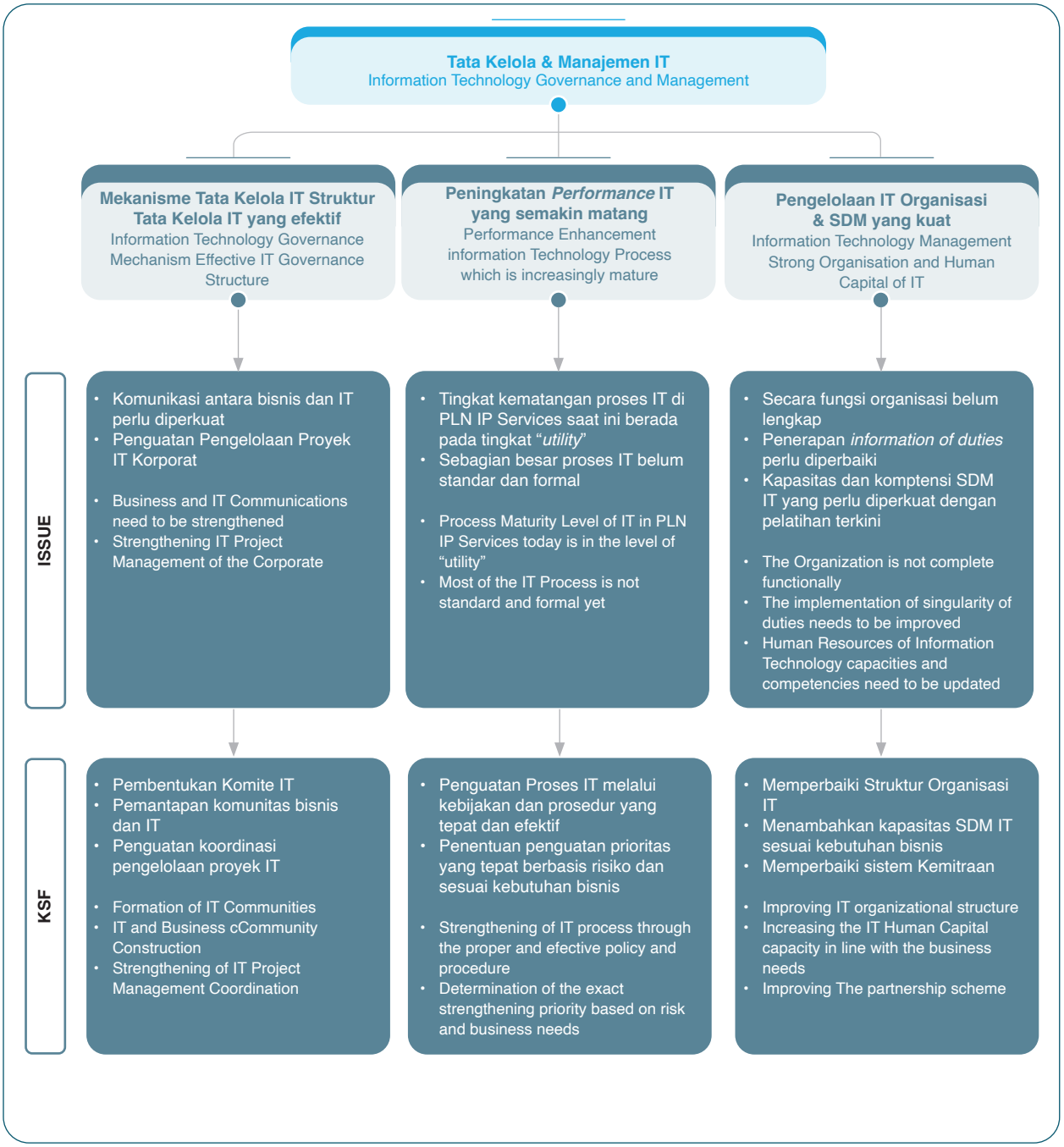
As a supporting organ of the Company's business, IT requires management with a structured plan. To ensure the implementation of good, complete and mature IT governance, the Information System Department must have activities that cover all IT processes.

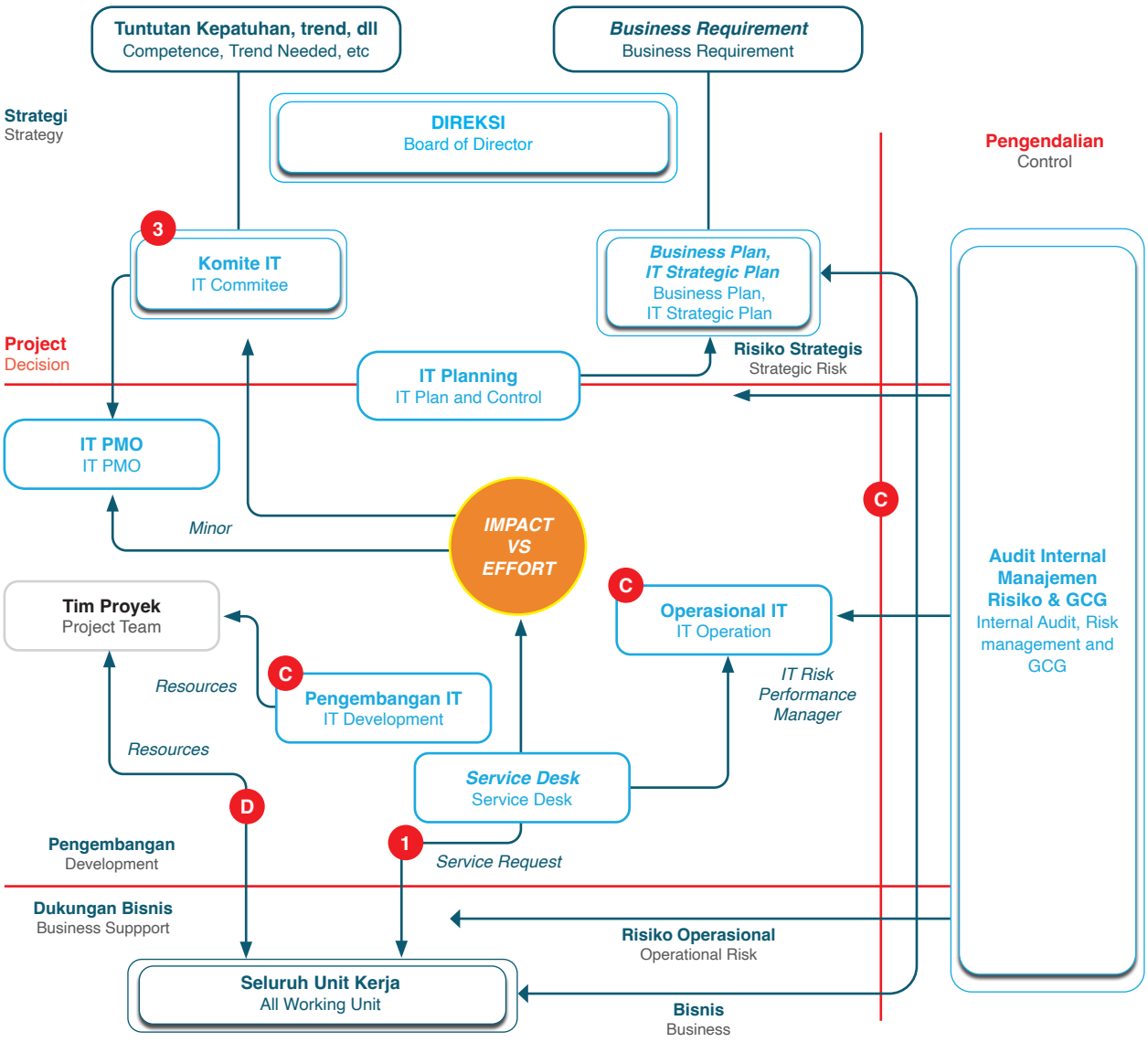
MASTER PLAN IT

Sebagai bentuk komitmen terhadap pengembangan IT, Perusahaan telah menyusun *Master Plan* Teknologi Informasi sebagai pedoman dalam menjalankan program Teknologi Informasi. *Master Plan* disusun agar pelaksanaan kegiatan pengelolaan IT Perusahaan lebih terstruktur, terpercaya, aman dan akurat.

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 the implementation of the Company's IT management activities is more structured, reliable, safe and accurate.


Tata Kelola & Manajemen IT
Information Technology Governance and Management
Mekanisme Tata Kelola IT Struktur Tata Kelola IT yang efektif
Information Technology Governance Mechanism Effective IT Governance Structure
Peningkatan Performance IT yang semakin matang
Performance Enhancement information Technology Process which is increasingly mature
Pengelolaan IT Organisasi & SDM yang kuat
Information Technology Management Strong Organisation and Human Capital of IT
ISSUE
• Komunikasi antara bisnis dan IT perlu diperkuat
• Penguatan Pengelolaan Proyek IT Korporat
• Business and IT Communications need to be strengthened
• Strengthening IT Project Management of the Corporate
• Tingkat kematangan proses IT di PLN IP Services saat ini berada pada tingkat "utility"
• Sebagian besar proses IT belum standar dan formal
• Process Maturity Level of IT in PLN IP Services today is in the level of "utility"
• Most of the IT Process is not standard and formal yet
• Secara fungsi organisasi belum lengkap
• Penerapan information of duties perlu diperbaiki
• Kapasitas dan komptensi SDM IT yang perlu diperkuat dengan pelatihan terkini
• The Organization is not complete functionally
• The implementation of singularity of duties needs to be improved
• Human Resources of Information Technology capacities and competencies need to be updated
KSF
• Pembentukan Komite IT
• Pemantapan komunitas bisnis dan IT
• Penguatan koordinasi pengelolaan proyek IT
• Formation of IT Communities
• IT and Business cCommunity Construction
• Strengthening of IT Project Management Coordination
• Penguatan Proses IT melalui kebijakan dan prosedur yang tepat dan efektif
• Penentuan penguatan prioritas yang tepat berbasis risiko dan sesuai kebutuhan bisnis
• Strengthening of IT process through the proper and efective policy and procedure
• Determination of the exact strengthening priority based on risk and business needs
• Memperbaiki Struktur Organisasi IT
• Menambahkan kapasitas SDM IT sesuai kebutuhan bisnis
• Memperbaiki sistem Kemitraan
• Improving IT organizational structure
• Increasing the IT Human Capital capacity in line with the business needs
• Improving The partnership scheme



TATA KELOLA TEKNOLOGI INFORMASI

Tata Kelola Teknologi Informasi (IT) merupakan bagian integral dari tata kelola perusahaan yang bertujuan memastikan bahwa investasi, penggunaan, dan pengelolaan sumber daya IT selaras dengan strategi bisnis dan memberikan nilai tambah secara berkelanjutan. Melalui penerapan tata kelola IT 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 158.K/CDB/X/2023 tentang Kebijakan dan Standar Sistem Manajemen Keamanan Informasi.

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 158.K/CDB/X/2023 concerning the Policy and Standards for the Information Security Management System.

Departemen STI juga telah menyusun dan mengelola Profil Risiko Departemen STI Tahun 2025, yang memuat identifikasi, evaluasi, serta mitigasi atas risiko-risiko utama terkait operasional dan keamanan informasi dengan hal – hal sebagai berikut :

The STI Department has also developed and managed the 2025 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.	Mengelola *Data Center* dan *Disaster Recovery Center.* Manage the Data Center and Disaster Recovery Center.	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.	Kualitas pelayanan pelanggan Customer Service Quality	Aplikasi *service desk* Servicedesk Application	Dengan adanya aplikasi *service desk* dalam memonitoring tingkat penyelesaian helpdesk dapat mengantisipasi risiko Tidak terpenuhinya Persentase penyelesaian *Helpdesk*. The implementation of the Service Desk application enables the monitoring of helpdesk resolution performance, thereby helping to mitigate the risk of failing to achieve the targeted Helpdesk Resolution Rate.
3.	Pengelolaan Risiko Departemen Departmental Risk Management	KK Profil Risiko 2025 2025 Risk Profile Working Paper	Dengan adanya KK Profil Risiko 2025 dalam pengelolaan risiko dapat mengantisipasi risiko potensial yang data timbul sebelum kejadian. The implementation of the 2025 Risk Profile Working Paper (KK Profil Risiko 2025) as part of the Company's risk management process helps identify and anticipate potential risks before they materialize, enabling the Company to implement appropriate mitigation measures proactively.
4.	ICR (Information Capital Readiness)	Penilaian Maturitas ICR pada akhir tahun Year-End ICR Maturity Assessment	Penilaian Maturitas ICR pada akhir tahun Year-End ICR Maturity Assessment

Perusahaan telah menerapkan mekanisme pelaporan dan pengawasan yang sistematis terhadap berbagai aspek operasional IT, 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 IT 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 IT, 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 IT 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.

PROGRAM KINERJA IT TAHUN 2025
IT PERFORMANCE PROGRAM IN 2025

Pencapaian kinerja Departemen Sistem Informasi pada tahun 2025 ini tidak terlepas dari *key initiative* pada roadmap ITMP yang disusun.

The Information Systems Department's performance achievements in 2025 were supported by the implementation of the key initiatives outlined in the Information Technology Master Plan (ITMP) roadmap.

Peningkatan Kapabilitas, Ketahanan, Kualitas Layanan IT

Dalam upaya memperkuat kapabilitas, Departemen Sistem Informasi bidang infrastruktur dan operasional telah mengimplementasikan metode *load balancing* pada jaringan yang berdampak ketersediaan layanan IT meningkat yang sebelumnya 95% menjadi 99%.

Untuk menjaga ketahanan baik disisi siber dan infrastruktur, Perusahaan bekerja sama dengan PT PLN Indonesia Power ikut bergabung dalam *Security Operation Center* (SOC) PT PLN (Persero) serta implementasi *Web Application Firewall* (WAF) untuk menjaga layanan aplikasi bisnis Perusahaan.

Advancing IT Capability, Resilience, and Service Quality

As part of its efforts to strengthen IT capabilities, the Information Systems Department, through its Infrastructure and Operations function, implemented a load balancing method across the network, improving IT service availability from 95% to 99%.

To enhance cyber and infrastructure resilience, the Company collaborated with PT PLN Indonesia Power to join the Security Operations Center (SOC) of PT PLN (Persero) and implemented a Web Application Firewall (WAF) to strengthen the security and reliability of the Company's business application services.

Perkembangan Digitalisasi Komprehensif

Selain untuk mendukung road map ITMP, pengembangan digitalisasi berbasis aplikasi terus meningkat, upaya Perusahaan memanfaatkan teknologi informasi untuk mendukung digitalisasi dan efisiensi, Departemen Sistem Informasi berhasil mengimplementasikan modul *Dropping Unit* pada Super Aplikasi AIE (All in EBS Apps) serta implementasi aplikasi mobile aplikasi untuk *time*

Comprehensive Digital Transformation

In addition to supporting the ITMP roadmap, the Company continued to expand application-based digitalization initiatives as part of its efforts to leverage information technology to enhance digital transformation and operational efficiency. During 2025, the Information Systems Department successfully implemented the Dropping Unit module within the AIE (All in EBS Apps)

management pegawai yang dapat menghemat biaya administrasi dan waktu proses. Seluruh aplikasi yang dikembangkan selalu diintegrasikan dengan aplikasi eksisting guna terciptanya *Single Source of Truth* (SSoT).

super application and introduced a mobile application for employee time management, delivering administrative cost savings and greater process efficiency. All newly developed applications are integrated with existing systems to establish a Single Source of Truth (SSoT) across the Company.

Pengelolaan Operasional Layanan IT

Pengelolaan operasional layanan IT dibagi menjadi dua kategori yaitu rutin dan non rutin dengan total kegiatan sebanyak 43 kegiatan yang terdiri dari 25 kegiatan rutin dan 18 kegiatan non rutin yang telah terealisasi sesuai target dengan pencapaian keseluruhan mencapai 100%.

IT Service Operations Management

IT service operations were managed through two categories: routine and non-routine activities, comprising a total of 43 initiatives, including 25 routine activities and 18 non-routine activities. All activities were completed in line with the established targets, resulting in an overall achievement rate of 100%.

Kegiatan Rutin

Seluruh kegiatan rutin telah terealisasi sesuai dengan rencana yang telah ditetapkan. Pada kategori Infrastruktur & Fasilitas tercatat target sebanyak 3 kegiatan dan seluruhnya telah terealisasi (100%). Untuk kategori License, dari target 14 kegiatan seluruhnya juga berhasil direalisasikan (100%). Sementara itu, pada kategori Maintenance, realisasi mencapai 8 kegiatan dari target 8 kegiatan (100%).

Routine Activities

All planned routine activities were completed in accordance with the established work plan. Under the Infrastructure & Facilities category, all 3 planned activities were successfully completed, achieving a 100% realization rate. Likewise, under the License category, all 14 planned activities were completed, resulting in a 100% realization rate. In the Maintenance category, all 8 planned activities were successfully implemented, also achieving a 100% realization rate.

Secara keseluruhan, total rencana kegiatan rutin sebanyak 25 kegiatan telah terealisasi seluruhnya sebanyak 25 kegiatan, sehingga tingkat pencapaian mencapai 100%. Hal ini menunjukkan bahwa pelaksanaan kegiatan rutin berjalan sesuai rencana dan target yang ditetapkan dapat terpenuhi secara optimal.

Overall, all 25 planned routine activities were successfully completed, resulting in an overall achievement rate of 100%. This performance demonstrates the Company's strong execution capability in carrying out routine activities as planned and achieving all predetermined targets effectively.

Kegiatan Non Rutin

Pelaksanaan kegiatan non rutin telah terealisasi sesuai dengan rencana yang ditetapkan pada seluruh kategori. Pada kategori Tata Kelola, target sebanyak 4 kegiatan telah terealisasi seluruhnya (100%). Untuk kategori Aplikasi, realisasi mencapai 6 kegiatan dari target 6 kegiatan (100%). Sementara itu, pada kategori Infrastruktur, seluruh target sebanyak 8 kegiatan juga berhasil direalisasikan (100%).

Non-Routine Activities

The implementation of non-routine activities was completed in accordance with the established plan across all categories. Under the Governance category, all 4 planned activities were successfully completed, achieving a 100% realization rate. In the Applications category, all 6 planned activities were completed, resulting in a 100% realization rate. Likewise, under the Infrastructure category, all 8 planned activities were successfully implemented, also achieving a 100% realization rate.

Secara keseluruhan, total rencana kegiatan non rutin sebanyak 18 kegiatan telah terealisasi sebanyak 18 kegiatan, sehingga tingkat pencapaian mencapai 100%. Hal ini menunjukkan bahwa pelaksanaan program dan inisiatif non rutin berjalan sesuai dengan perencanaan serta mendukung pencapaian target organisasi secara optimal.

Overall, all 18 planned non-routine activities were successfully completed, resulting in an overall achievement rate of 100%. This performance demonstrates the Company's effective execution of non-routine programs and initiatives in line with the established plan, thereby supporting the achievement of the Company's organizational objectives.

Pencapaian Perusahaan Dalam Ajang Kompetisi Nasional Dalam Pemanfaatan Teknologi Informasi

Pada tahun 2025, tidak hanya menata dan mengelola internalisasi pemanfaatan teknologi informasi, Perusahaan membangun branding dalam kompetisi *TOP Digital Award* 2025 dengan tema *Driving Operational Excellence Through Intelligent Digital Transformation* dan mendapatkan *Five Star.*

Company Achievements in National Competitions for Information Technology Utilization

In 2025, the Company not only strengthened and optimized the internal implementation of information technology but also enhanced its corporate branding by participating in the TOP Digital Award 2025 under the theme Driving Operational Excellence Through Intelligent Digital Transformation, where it received a Five-Star rating.

PENGEMBANGAN KOMPETENSI
COMPETENCY DEVELOPMENT

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.

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.

Berikut program peningkatan kompetensi dan sertifikasi yang dilaksanakan Departemen Sistem Informasi sepanjang tahun 2025:

Following are the competency and certification improvement programs implemented by the Information System Department throughout 2025:

As one of the steps in supporting the company's Mission,

No	Materi Pendidikan/Pelatihan/Seminar Education/Training/Seminar Materials	Penyelenggara Organizer
1.	Opswat Kelola data dengan efisien menggunakan *Oracle* SQL Opswat: Manage Data Efficiently Using Oracle SQL	opswat
2.	*Guide to Learn Python with AI at DQLab*	INIXINDO
3.	*Cobit 2019 Foundation*	Andalan
4.	CISA	Andalan
5.	Academy Optimasi Layanan IT untuk Memaksimalkan Bisnis Optimizing IT Services to Maximize Business	INIXINDO
6.	PLN *Global Talent*	PLN Pusdiklat
7.	*Framework Flutter Membuat On Boarding* Flutter Framework: Creating Onboarding	Cisco Networking Academy
8.	*Interpretation & Awareness Compliance Management System* ISO 37301:2021	PT Sigma Bina Solusi
9	*Project Management Body Of Knowledge*	Badan Kejuruan Kimia Persatuan Insinyur Indonesia
10	*Overseas Development Program*	PT PLN Indonesia Power Services

RENCANA PENGEMBANGAN IT 2026
IT DEVELOPMENT PLAN IN 2026

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* 2027-2030 agar tetap sesuai dengan kebutuhan perusahaan. Selain itu departemen STI dalam meningkatkan kualitas layanan memiliki tagline "*Make IT Simple*" yang terbagi dalam:

namely "Providing the Best, Latest, & Integrated Energy Solutions", the STI department will roll over the 2027-2030 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:

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:

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

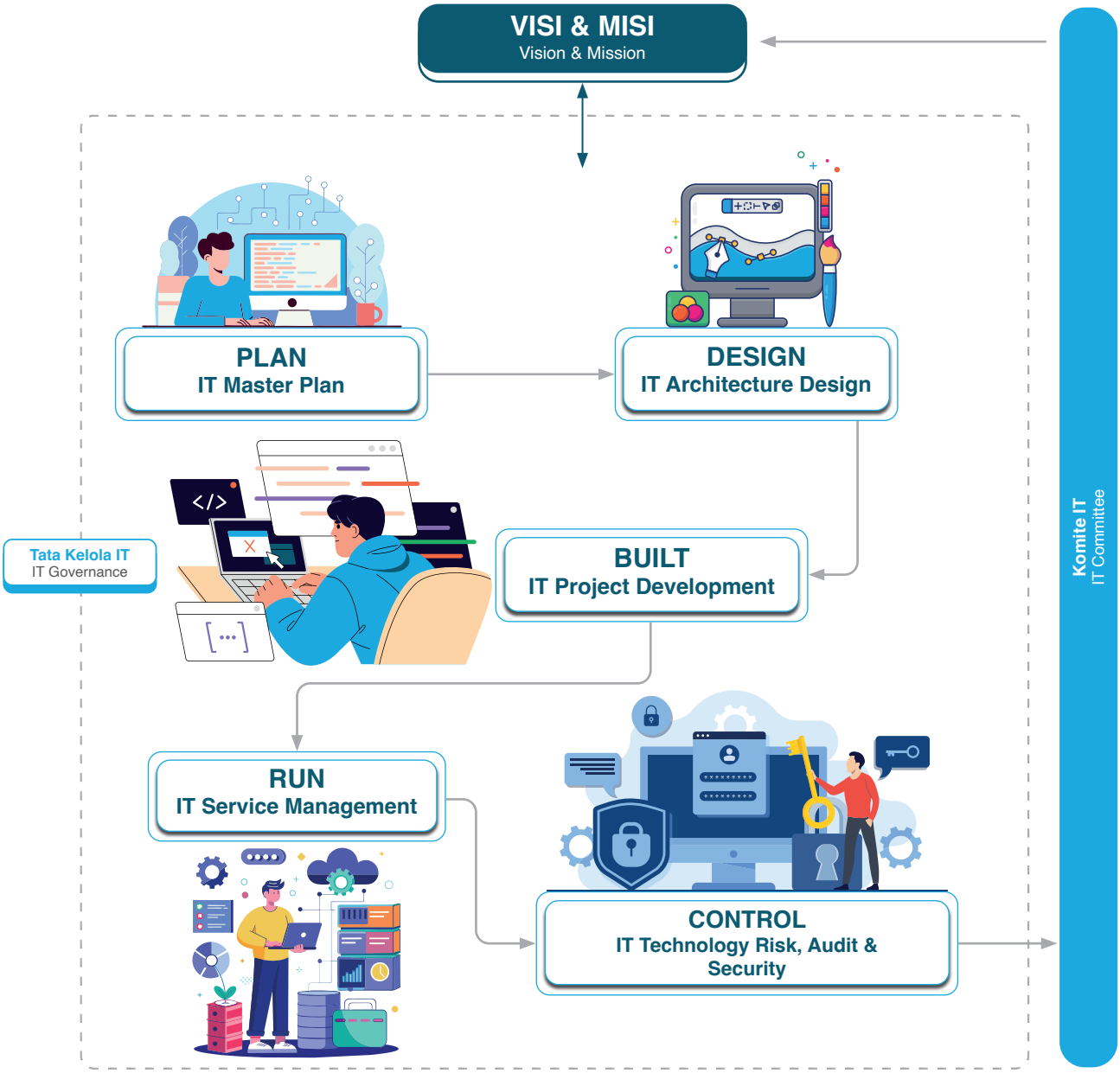
IT GOVERNANCE

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:

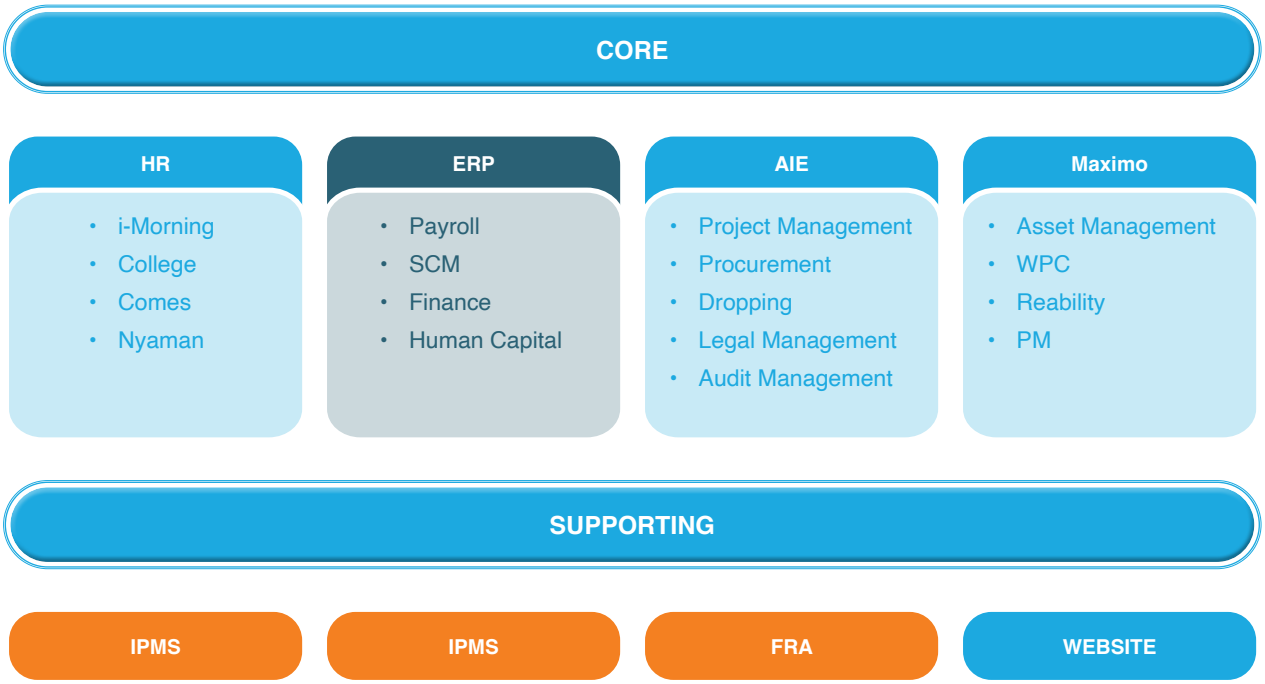
PEOPLE

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. Perencanaan implementasi DRC (*Disaster Recovery Center*) dan DRP (Disaster Recovery Plan) pada *data center* Perusahaan
2. Penambahan Peran Senior Analyst Digital Transformation pada Departemen IT

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. Planning for the implementation of the DRC (Disaster Recovery Center) and DRP (Disaster Recovery Plan) in the Company's data center
2. Adding the Role of Digital Transformation in the IT Department

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.
4. *Tech Supporting*
   Karya Inovasi yang mendukung secara langsung peningkatan kinerja pada pembangkitan dengan menggunakan *software* dan/atau *hardware* yang keberadaannya mempengaruhi operasi.

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.

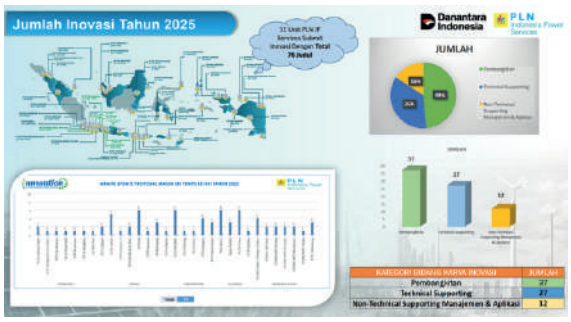
This program aims to:

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.
4. Tech Supporting
   Innovative projects that directly enhance power generation performance through the use of software and/or hardware that significantly impact operations.





Hasil Penetapan Juara Lomba Karya Inovasi Tingkat Korporat

Setelah melalui tahapan dan proses penilaian Lomba Karya Inovasi tahun 2025 didapatkan hasil sebagai berikut:

Results of the Corporate-Level Innovation Competition Winners

Following the evaluation stages and assessment process of the 2025 Innovation Competition, the final results are as follows:

No	Nama Name	Judul Inovasi Tingkat Korporat Corporate-Level Innovation Title	Hasil Penetapan Juara Winner Announcement
1	PLTU Kalbar 1 Lukmanul Hakim & Asroy	Pemasangan *Shield Anti Tube Erosi* (Pasti) Pada *Tube Enclosure Superheater* untuk Meningkatkan Kehandalan Boiler Unit Pltu Kalbar 1	Juara 1
2	NUSA PENIDA Gede Bagus Nuartha & Made Agus Kesuma Wijaya	Modifikasi Power Booster Pump dengan Penambahan *Uninterruptible Power Supply* (UPS)	Juara 2
3	PLTU Kalbar 1 Ady Rahman Sugiarto & Nada Devianti	N.A.N.O KALBAR – *Smart Procurement Berbasis AI dengan Workflow Execution untuk Accelerated Efficiency & Sustainability menuju Operational Excellence* di PLTU KALBAR-1	Juara 3
4	UBP PLTU SANGGAU Eko Prasetyo & Gandrung Prakoso	Optimalisasi Chain Grate dengan Pembentukan *Ash Layer* Melalui Modifikasi *Middle Grate Bar* dan Pengaturan *Speed* Untuk Mereduksi *Overheat*	Harapan 1
5	PLTU Banten 3 Lontar Gian Wiratmojo & Andi	Modifikasi Logic PLC HPU (*Hidrolic Power Unit*) Sebagai Pengontrolan Butterfly Valve CWP PLTU Banten 3 Lontar	Harapan 2
6	UBP LABUAN ANGIN Rendi Syahran Hasibuan & Sanro Lumban Gaol	Penambahan *Strainer Line Transfer* ESP, Untuk Mencegah Terjadinya Blocking Dalam Waktu Yang Lama Pada *Line Transfer Fly Ash*	Finalis
7	PLTU Banten 3 Lontar Moh. Anshori Kurniawan & Lestiyanto Rizki Prayogo	TAPE (*Tool - Apps* Pemeliharaan)	Finalis
8	UBP PLTU SANGGAU Asyad Nugroho & Agus Setiawan	Modifikasi Penambahan *Isolated Valve* pada *line Inlet Cooling Tower* Untuk Meningkatkan Proses *Maintainability* Modification by Adding an Isolated Valve to the Cooling Tower Inlet Line to Improve Maintainability	Finalis
9	UBP PRIOK Larry Syahrofi Hakim & Cep Samsul Arip	Bypass One Flame	Finalis

Struktur dan Komposisi Pemegang Saham
Shareholders Structure and Composition

Komposisi Pemegang Saham
Shareholders Composition

Pemegang Saham Shareholders	1 Januari 2025 January 1, 2025		31 Desember 2025 December 31, 2025	
	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% **Ownership above 5%**				
PT PLN Indonesia Power	514.867.769	99,9999999%	514.867.769	99,9999999%
Kepemilikan kurang dari 5% **Ownership less than 5%**				
Yayasan Pendidikan dan Kesejahteraan Pegawai PT PLN Indonesia Power	1	0,0000001%	1	0,0000001%
Kepemilikan Masyarakat Public Shareholder	-	-	-	-
Jumlah **Total**	**514.867.770**	**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.

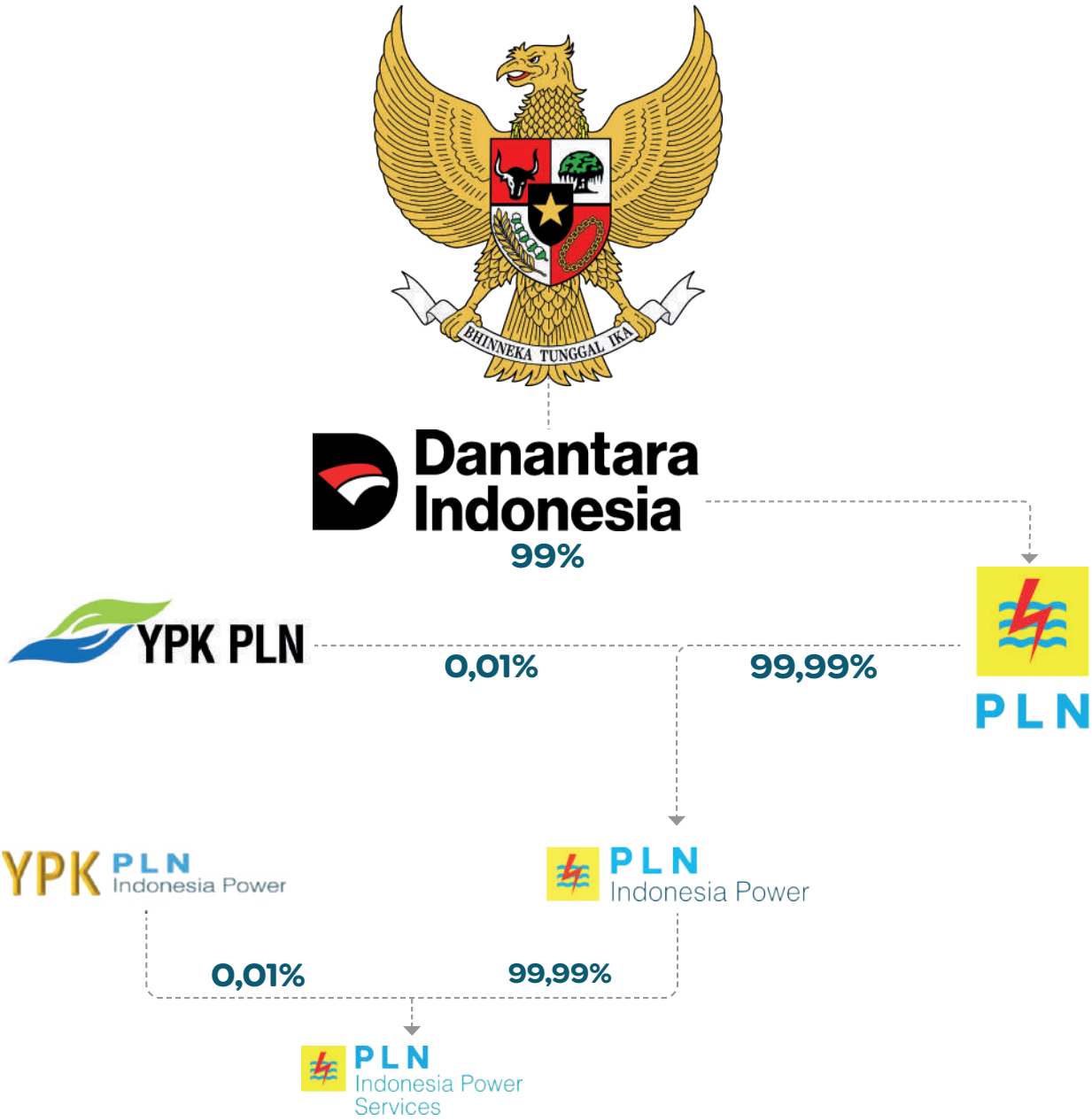
Kepemilikan Saham Berdasarkan Klasifikasi Institusi
Shares Ownership Based on Institutional Classification

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	99,9999999%
Yayasan Pendidikan dan Kesejahteraan Pegawai PT PLN Indonesia Power	1	0,0000001%
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



Berdasarkan struktur pemegang saham tersebut, PLN Indonesia Power merupakan pemegang saham pengendali Perusahaan, sedangkan penerima manfaat akhir (Ultimate Beneficial Owner) dari PT PLN Indonesia Power Services adalah Badan Pengelola Investasi Daya Anagata Nusantara (BPI Danantara).

Based on the above shareholding structure, PLN Indonesia Power is the Company's controlling shareholder, while the Ultimate Beneficial Owner (UBO) of PT PLN Indonesia Power Services is the Daya Anagata Nusantara Investment Management Agency (BPI Danantara).

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.

PLN Indonesia Power

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 2025 **Total Assets 2025**	Rp427,04 triliun
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 2025, Perusahaan tidak memiliki entitas anak maupun entitas asosiasi. Namun, Perusahaan memiliki dua perusahaan ventura bersama yaitu PT Energi Prima Nusantara, PT Maxpower Cogindo Batam, dan PT Megadaya Tangguh.

As of December 31, 2025, the Company does not have any subsidiaries or associates. However, the Company has two joint venture companies, namely PT Energi Prima Nusantara, PT Maxpower Cogindo Batam and PT Megadaya Tangguh.

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 2025 **Total Assets 2025**	Rp139.814.446.650,-	
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 2025 **Total Assets 2025**	Rp401.824.650.615,-	
Bidang Usaha **Business Fields**	Ketenagalistrikan Electric Power	
Status Operasi **Operational Status**	Beroperasi sejak 12 April 2022 Operating since April 12, 2022	

PT MEGA DAYA TANGGUH

Kawasan Delta Silicon II, Jl. Damar Blok F1 No. 3, Cibatu, Cikarang Selatan, Kabupaten Bekasi, Jawa Barat

Kepemilikan **Ownership**	PT Mega Power International 97,91%	PT Bagus Karya 2,00%	PT PLN Indonesia Power Services 0,09%
Total Aset 2025 **Total Assets 2025**	Rp401.824.650.615,-		
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 2025, 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 2025, 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 2025, 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 2025, 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 2021-2025

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 2021-2025

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)*
2025	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 dan Audit Evaluasi Kinerja. General audit of the Annual Financial Statements, Compliance Audit and Performance Evaluation Audit.	Wajar dalam semua hal yang material Fair in all material respects	Rp45,1 miliar Rp45,1 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 dan Audit Evaluasi Kinerja. General audit of the Annual Financial Statements, Compliance Audit and Performance Evaluation Audit.	Wajar dalam semua hal yang material Fair in all material respects	Rp44,00 miliar* Rp44,00 billion*
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 the Annual Financial Statements	Wajar dalam semua hal yang material Fair in all material respects	Rp46,62 miliar* Rp46,62 billion*
		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	Rp0,31 miliar* Rp0,31 billion*
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 the Annual Financial Statements	Wajar dalam semua hal yang material Fair in all material respects	Rp37,46 miliar* Rp37,46billion*
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 the Annual Financial Statements	Wajar dalam semua hal yang material Fair in all material respects	Rp35,05 miliar* Rp35,05 billion*

Catatan I Notes
*)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

KAP Rintis, Jumadi, Rianto & Rekan tidak memberikan jasa non audit.

Pada periode tahun 2025 selain jasa audit Laporan Keuangan Tahunan sebagaimana dijelaskan di atas, KAP juga memberikan jasa audit lain yaitu audit evaluasi kinerja dan audit kepatuhan dengan biaya sebesar Rp370.000.000,-.

OTHER SERVICES AND FEES

KAP Rintis, Jumadi, Rianto & Rekan (PwC Indonesia) does not provide non-audit services.

In 2025, apart from auditing the Annual Financial Statements as described above, KAP also provides other audit services, namely performance evaluation audit and compliance audit with a fee of Rp370,000,000,-.

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.

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	Gedung WTC 3 Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920 WTC 3 Building Jl. Jend. Sudirman Kav. 29-31 Jakarta, Indonesia, 12920
Jasa yang diberikan Services provided	Audit umum atas Laporan Keuangan Tahunan, Audit Kepatuhan dan Audit Evaluasi Kinerja. General audit of the Annual Financial Statements, Compliance Audit and Performance Evaluation Audit.
Biaya Fee	Rp45,1 miliar I billion
Periode Penugasan Assignment Period	2025

Catatan I Notes
*) 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.

Lembaga Sertifikasi
Certification Institution

PT Bureau Veritas Indonesia

Alamat Address	Letjen S. Parman St Jl. Tol S. Parman No.Kav. 76, RT.4/RW.3, Slipi, Palmerah, West Jakarta City, Jakarta 11410
Jasa yang diberikan Services provided	Jasa Sertifikasi Certification Services
Biaya Fee	Rp69.375.000
Periode Penugasan Assignment Period	2025

Public Accounting Firm Rintis, Jumadi, Rianto & Partners

Alamat Address	Talavera Office Suite 20th Floor Suite #01-06, Jl. TB Simatupang Kav. 22-26 Cilandak - Jakarta Selatan
Jasa yang diberikan Services provided	Jasa Sertifikasi Certification Services
Biaya Fee	Rp40.848.000
Periode Penugasan Assignment Period	2025

Lembaga Sertifikasi Ketenagalistrikan
Electricity Certification Agency

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

Notaris
Notary

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
Biaya Fee	Rp25.000.000,-

Asosiasi
Association

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

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.

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.

Situs web juga dikelola dengan tujuan yang jelas dan menyajikan informasi tentang Perusahaan antara lain:

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.

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.

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 website



Analisis dan Pembahasan Manajemen

Management Discussion and Analysis



04

2025
Laporan Tahunan
Annual Report

Tinjauan Makroekonomi dan Industri
Macroeconomic and Industrial Review

TINJAUAN MAKROEKONOMI
MACROECONOMIC REVIEW

Perekonomian global pada tahun 2025 bergerak dalam ruang pertumbuhan yang terbatas akibat perubahan arah kebijakan perdagangan, tekanan geopolitik, volatilitas harga komoditas, serta kebijakan moneter negara maju yang belum sepenuhnya longgar. Kondisi tersebut menahan ekspansi perdagangan dunia, memengaruhi arus modal lintas negara, dan meningkatkan kehati-hatian pelaku usaha dalam mengambil keputusan investasi. International Monetary Fund (IMF) memperkirakan pertumbuhan global tahun 2025 berada pada kisaran 3,3%, dengan risiko utama yang berasal dari eskalasi geopolitik, ketidakpastian kebijakan perdagangan, tekanan terhadap rantai pasok, serta dinamika pasar keuangan global.[1]

The global economy in 2025 moved within a limited growth range due to shifts in trade policy, geopolitical pressures, commodity price volatility, and monetary policies in advanced economies that had not yet fully eased. These conditions restrained global trade expansion, affected cross-border capital flows, and increased business caution in making investment decisions. The International Monetary Fund (IMF) projects global growth in 2025 to be around 3.3%, with key risks stemming from geopolitical escalation, trade policy uncertainty, supply chain pressures, and global financial market dynamics. [1]

Di tengah tekanan eksternal tersebut, Indonesia tetap mampu menjaga kesinambungan pertumbuhan ekonomi nasional. Badan Pusat Statistik (BPS) mencatat bahwa ekonomi Indonesia tahun 2025 tumbuh sebesar 5,11% secara cumulative-to-cumulative (C-to-C), meningkat dibandingkan pertumbuhan tahun 2024 sebesar 5,03%. Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp23.821,1 triliun, sedangkan PDB per kapita mencapai Rp83,7 juta atau setara US$5.083,4. Pertumbuhan tersebut menunjukkan bahwa permintaan domestik, aktivitas produksi, dan kinerja ekspor masih mampu menopang perekonomian nasional meskipun tekanan global belum sepenuhnya mereda.[2]

Amid these external pressures, Indonesia has managed to maintain the continuity of its national economic growth. The Central Statistics Agency (BPS) reports that Indonesia's economy grew by 5.11% on a cumulative-to-cumulative (C-to-C) basis in 2025, an increase from the 5.03% growth recorded in 2024. Gross Domestic Product (GDP) at current prices reached Rp23,821.1 trillion, while GDP per capita reached Rp83.7 million, equivalent to US$5,083.4. This growth indicates that domestic demand, production activity, and export performance are still capable of supporting the national economy even though global pressures have not yet fully subsided.[2]

Dari sisi produksi, struktur pertumbuhan nasional masih bertumpu pada sektor-sektor yang memiliki keterkaitan luas terhadap aktivitas ekonomi domestik. Lapangan Usaha Jasa Lainnya mencatat pertumbuhan tertinggi sebesar 9,93%, sementara industri pengolahan tetap menjadi kontributor terbesar terhadap PDB nasional. Kontribusi industri pengolahan meningkat dari 18,98% pada tahun 2024 menjadi 19,07% pada tahun 2025. Pertumbuhan industri pengolahan juga membaik dari 4,43% pada tahun 2024 menjadi 5,30% pada tahun 2025. Perbaikan tersebut memperlihatkan bahwa kapasitas produksi domestik masih bergerak, meskipun beberapa sektor berbasis komoditas tetap menghadapi tekanan akibat fluktuasi harga dan perubahan permintaan global.[3]

From a production perspective, the structure of national growth continues to rely on sectors with broad linkages to domestic economic activity. The Other Services sector recorded the highest growth at 9.93%, while the manufacturing industry remained the largest contributor to national GDP. The manufacturing sector's contribution increased from 18.98% in 2024 to 19.07% in 2025. Manufacturing growth also improved from 4.43% in 2024 to 5.30% in 2025. This improvement indicates that domestic production capacity remains active, although some commodity-based sectors continue to face pressures due to price fluctuations and shifts in global demand.[3]

Kinerja perdagangan internasional memperkuat ketahanan eksternal Indonesia sepanjang tahun 2025. Indonesia membukukan surplus neraca perdagangan sebesar US$41,05 miliar pada periode Januari–Desember 2025, meningkat dibandingkan surplus tahun 2024 sebesar US$31,04 miliar. Nilai ekspor mencapai US$282,91 miliar atau tumbuh 6,15%, sedangkan nilai impor mencapai US$241,86 miliar atau tumbuh 2,83%. Surplus tersebut terutama berasal dari sektor nonmigas yang mencatat surplus sebesar US$60,75 miliar, sementara sektor migas masih mencatat defisit sebesar US$19,70 miliar. Komposisi ini menunjukkan bahwa ekspor nonmigas masih menjadi penyangga utama neraca eksternal, sedangkan defisit migas tetap menjadi titik lemah struktural yang perlu dikelola secara hati-hati.[4]

International trade performance strengthened Indonesia's external resilience throughout 2025. Indonesia recorded a trade balance surplus of US$41.05 billion for the January–December 2025 period, an increase compared to the 2024 surplus of US$31.04 billion. Export value reached US$282.91 billion, growing by 6.15%, while import value reached US$241.86 billion, growing by 2.83%. This surplus primarily originated from the non-oil and gas sector, which recorded a surplus of US$60.75 billion, while the oil and gas sector still recorded a deficit of US$19.70 billion. This composition indicates that non-oil and gas exports remain the main pillar of the external balance, while the oil and gas deficit remains a structural weakness that needs to be managed carefully.[4]

Stabilitas harga domestik tetap terjaga, meskipun tekanan inflasi meningkat dibandingkan tahun sebelumnya. Pada Desember 2025, inflasi tahunan tercatat sebesar 2,92%, dengan inflasi tahun kalender pada tingkat yang sama. Inflasi inti tercatat sebesar 2,38% secara tahunan. Secara wilayah, Provinsi Aceh mencatat inflasi tertinggi sebesar 6,71%, sedangkan Provinsi Sulawesi Utara mencatat inflasi terendah sebesar 1,23%. Perbedaan inflasi antar wilayah tersebut menunjukkan bahwa stabilitas harga nasional belum sepenuhnya mencerminkan keseragaman kondisi di daerah. Oleh karena itu, pengendalian harga pangan, kelancaran distribusi barang, dan keterjangkauan harga tetap menjadi faktor penting dalam menjaga daya beli masyarakat.[5]

Domestic price stability remained intact, despite rising inflationary pressures compared to the previous year. In December 2025, annual inflation stood at 2.92%, with calendar-year inflation at the same level. Core inflation stood at 2.38% year-on-year. By region, Aceh Province recorded the highest inflation at 6.71%, while North Sulawesi Province recorded the lowest inflation at 1.23%. These regional inflation disparities indicate that national price stability does not yet fully reflect uniform conditions across regions. Therefore, food price control, smooth distribution of goods, and price affordability remain critical factors in maintaining public purchasing power. [5]

Nilai tukar Rupiah masih menjadi salah satu sumber tekanan utama dalam perekonomian nasional. Berdasarkan publikasi APBN Kita Kementerian Keuangan, Rupiah terdepresiasi sebesar 4,22% secara year-to-date dan ditutup pada level Rp16.782 per dolar AS per 31 Desember 2025. Posisi tersebut lebih lemah dibandingkan asumsi APBN 2025 sebesar Rp16.000 per dolar AS. Pelemahan Rupiah terutama dipengaruhi oleh ketidakpastian global, pergerakan dolar AS, dan dinamika arus modal pada pasar keuangan domestik. Bank Indonesia merespons tekanan tersebut melalui kebijakan stabilisasi nilai tukar dan pengelolaan suku bunga secara terukur, termasuk mempertahankan BI Rate sebesar 4,75% pada Desember 2025 untuk menjaga stabilitas Rupiah sekaligus mendukung momentum pertumbuhan ekonomi.[6][7]

Rupiah exchange rates remain one of the main sources of pressure on the national economy. According to the Ministry of Finance's "APBN Kita" publication, the Rupiah has depreciated by 4.22% year-to-date and closed at Rp16,782 per U.S. dollar as of December 31, 2025. This level is weaker than the 2025 State Budget assumption of Rp16,000 per US dollar. The Rupiah's depreciation was primarily driven by global uncertainty, movements in the US dollar, and capital flow dynamics in the domestic financial market. Bank Indonesia responded to these pressures through exchange rate stabilization policies and measured interest rate management, including maintaining the BI Rate at 4.75% in December 2025 to preserve Rupiah stability while supporting economic growth momentum.[6][7]

Secara keseluruhan, kinerja ekonomi nasional tahun 2025 menunjukkan resiliensi yang lebih solid dibandingkan tahun sebelumnya. Pertumbuhan ekonomi meningkat, inflasi tetap terkendali, surplus perdagangan menguat, dan industri pengolahan memperbesar kontribusinya terhadap PDB nasional. Namun, tekanan nilai tukar, defisit migas, volatilitas harga komoditas, dan ketimpangan inflasi antarwilayah masih menjadi risiko yang perlu dikelola secara hati-hati. Dengan demikian, penguatan produktivitas industri, pendalaman pasar domestik, pengendalian inflasi daerah, pengurangan ketergantungan terhadap energi impor, serta perluasan ekspor nonmigas menjadi prasyarat penting untuk menjaga kesinambungan pertumbuhan ekonomi menuju tahun 2026.

Overall, the national economic performance in 2025 demonstrates greater resilience compared to the previous year. Economic growth has increased, inflation remains under control, the trade surplus has strengthened, and the manufacturing sector has expanded its contribution to the national GDP. However, exchange rate pressures, the oil and gas deficit, commodity price volatility, and regional inflation disparities remain risks that must be carefully managed. Thus, enhancing industrial productivity, deepening the domestic market, controlling regional inflation, reducing dependence on imported energy, and expanding non-oil and gas exports are critical prerequisites for sustaining economic growth through 2026.

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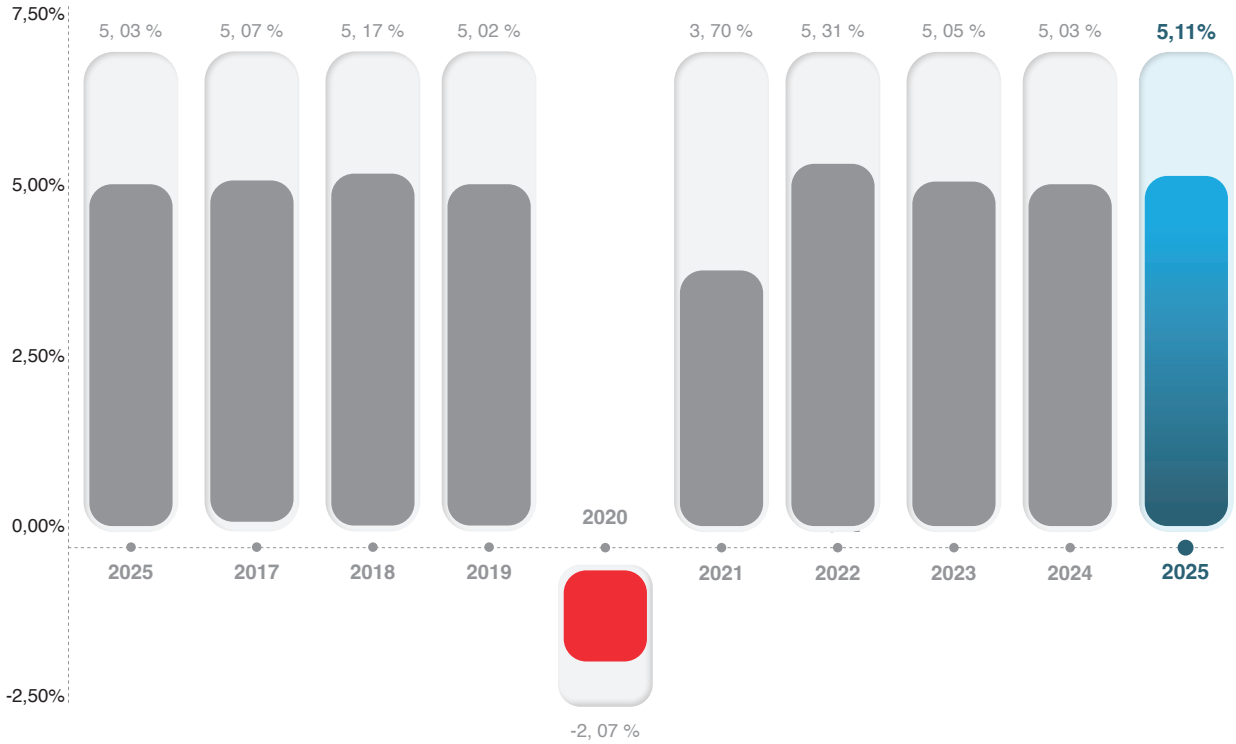
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TINJAUAN INDUSTRI KETENAGALISTRIKAN
ELECTRICITY INDUSTRY OVERVIEW

Industri ketenagalistrikan Indonesia pada tahun 2025 memasuki fase penguatan kapasitas sekaligus percepatan transisi sistem energi. Permintaan listrik meningkat sejalan dengan pertumbuhan aktivitas ekonomi, bertambahnya jumlah pelanggan, dan meluasnya pemanfaatan listrik sebagai penggerak kegiatan rumah tangga, industri, bisnis, dan layanan publik. Berdasarkan PLN Statistics 2025, jumlah energi listrik yang terjual mencapai 317.691,86 GWh. Kelompok pelanggan rumah tangga tetap menjadi kontributor terbesar dengan konsumsi sebesar 134.563,85 GWh atau sekitar 42,36% dari total penjualan, sedangkan kelompok industri mengonsumsi 95.103,38 GWh atau 29,94% dari total penjualan.[1] Capaian ini menunjukkan bahwa konsumsi listrik nasional tidak hanya bergerak sebagai kebutuhan dasar, tetapi juga menjadi indikator perluasan aktivitas ekonomi dan produktivitas masyarakat.

In 2025, Indonesia’s electricity industry will enter a phase of capacity expansion and accelerated energy system transition. Electricity demand is rising in tandem with economic growth, an increase in the number of customers, and the expanding use of electricity to power household, industrial, business, and public service activities. According to PLN Statistics 2025, the amount of electricity sold reached 317,691.86 GWh. The residential customer segment remains the largest contributor, with consumption of 134,563.85 GWh, or approximately 42.36% of total sales, while the industrial sector consumed 95,103.38 GWh, or 29.94% of total sales. [1] This achievement indicates that national electricity consumption is not merely a basic necessity but also serves as an indicator of the expansion of economic activity and societal productivity.

Dari sisi penyediaan, sistem ketenagalistrikan nasional menunjukkan peningkatan kapasitas untuk mengimbangi pertumbuhan kebutuhan listrik. Berdasarkan PLN Statistics 2025, produksi total PLN, termasuk sewa, beli, dan proyek, mencapai 354.928,06 GWh. Adapun total kapasitas terpasang dalam sistem PLN, termasuk pembangkit sewa dan independent power producer (IPP), mencapai 80.189,32 MW pada akhir Desember 2025.[2] Beban puncak juga meningkat menjadi 65.133,90 MW atau naik 6,27% dibandingkan tahun sebelumnya.[3] Kenaikan kapasitas dan beban puncak tersebut memperlihatkan bahwa sistem kelistrikan nasional bergerak dalam dua tekanan sekaligus, yaitu kebutuhan menjaga kecukupan pasokan dan kebutuhan meningkatkan efisiensi sistem.

On the supply side, the national power system has increased its capacity to keep pace with growing electricity demand. According to PLN Statistics 2025, PLN's total electricity generation—including leased, purchased, and project-based power—reached 354,928.06 GWh. The total installed capacity in the PLN system, including leased power plants and independent power producers (IPPs), reached 80,189.32 MW by the end of December 2025. [2] Peak load also increased to 65,133.90 MW, a 6.27% rise compared to the previous year.[3] These increases in capacity and peak load indicate that the national power system is facing two simultaneous pressures: the need to ensure sufficient supply and the need to improve system efficiency.

Dalam cakupan nasional yang lebih luas, Kementerian ESDM mencatat bahwa kapasitas terpasang pembangkit listrik Indonesia pada tahun 2025 meningkat sekitar 7 GW menjadi 107,51 GW. Pada saat yang sama, konsumsi listrik per kapita naik dari 1.411 kWh pada tahun 2024 menjadi 1.584 kWh pada tahun 2025, atau mencapai 108,2% dari target sebesar 1.464 kWh per kapita.[4] Peningkatan ini menunjukkan bahwa sektor ketenagalistrikan tidak hanya memperbesar kapasitas pasokan, tetapi juga memperluas intensitas pemanfaatan listrik dalam kegiatan ekonomi dan kehidupan masyarakat. Namun, capaian tersebut masih perlu dibaca secara hati-hati karena konsumsi listrik per kapita Indonesia tetap membutuhkan dorongan lanjutan melalui hilirisasi industri, elektrifikasi transportasi, digitalisasi ekonomi, dan pemanfaatan listrik produktif di wilayah luar Jawa.

On a broader national scale, the Ministry of Energy and Mineral Resources notes that Indonesia's installed power generation capacity in 2025 will increase by approximately 7 GW to 107.51 GW. At the same time, per capita electricity consumption rises from 1,411 kWh in 2024 to 1,584 kWh in 2025, or reaches 108.2% of the target of 1,464 kWh per capita. [4] This increase indicates that the electricity sector is not only expanding supply capacity but also increasing the intensity of electricity use in economic activities and daily life. However, these achievements should be interpreted with caution, as Indonesia's per capita electricity consumption still requires further stimulation through industrial downstreaming, transportation electrification, economic digitalization, and productive electricity use in regions outside Java.

Arah transisi energi pada tahun 2025 mulai menunjukkan kemajuan, meskipun tantangan struktural belum sepenuhnya teratasi. Kementerian ESDM mencatat bahwa bauran Energi Baru Terbarukan (EBT) nasional mencapai 15,75% pada tahun 2025. Total kapasitas terpasang pembangkit EBT sampai Desember 2025 mencapai 15.630 MW, dengan kontribusi terbesar berasal dari tenaga air sebesar 7.587 MW, bioenergi sebesar 3.148 MW, panas bumi sebesar 2.744 MW, surya sebesar 1.494 MW, gasifikasi batubara sebesar 450 MW, angin sebesar 152 MW, sampah sebesar 36 MW, dan sumber lainnya sebesar 18 MW.[5] Khusus pada sektor ketenagalistrikan, bauran EBT mencapai 16,3%, lebih tinggi dibandingkan target RUKN sebesar 15,9%.[6] Capaian ini memperlihatkan adanya pergerakan positif, tetapi belum menghapus fakta bahwa sistem kelistrikan Indonesia masih menanggung ketergantungan besar terhadap energi fosil, terutama batubara dan gas.

Progress in the energy transition by 2025 is beginning to show, although structural challenges have not yet been fully resolved. The Ministry of Energy and Mineral Resources notes that the national Renewable Energy (RE) mix reached 15.75% in 2025. The total installed capacity of renewable energy power plants by December 2025 reached 15,630 MW, with the largest contributions coming from hydropower at 7,587 MW, bioenergy at 3,148 MW, geothermal at 2,744 MW, solar at 1,494 MW, coal gasification at 450 MW, wind at 152 MW, waste at 36 MW, and other sources at 18 MW.[5] Specifically in the electricity sector, the renewable energy mix reached 16.3%, higher than the RUKN target of 15.9%. [6] This achievement indicates positive progress, but it does not negate the fact that Indonesia's electricity system still relies heavily on fossil fuels, particularly coal and natural gas.

Perencanaan jangka menengah sektor ketenagalistrikan diperkuat melalui RUPTL PT PLN (Persero) Tahun 2025–2034. Dalam dokumen tersebut, rencana penambahan pembangkit listrik mencapai 69,5 GW, dengan komposisi 42,6 GW berasal dari EBT, 10,3 GW berasal dari sistem penyimpanan energi, dan 16,6 GW berasal dari pembangkit fosil.[7] Struktur ini menunjukkan bahwa EBT dan penyimpanan energi mulai ditempatkan sebagai fondasi pertumbuhan kapasitas baru. Namun, porsi pembangkit fosil yang masih signifikan menunjukkan bahwa transisi energi Indonesia masih bersifat bertahap, bukan peralihan cepat. Dengan demikian, keberhasilan transisi tidak hanya ditentukan oleh besarnya target EBT, tetapi juga oleh kemampuan sistem dalam menyelesaikan persoalan interkoneksi, fleksibilitas jaringan, pembiayaan proyek, perizinan, dan kesiapan rantai pasok teknologi.

Medium-term planning for the electricity sector is reinforced through PT PLN (Persero)'s 2025–2034 RUPTL. In this document, the plan for new power generation capacity totals 69.5 GW, with 42.6 GW coming from renewable energy, 10.3 GW from energy storage systems, and 16.6 GW from fossil fuel power plants.[7] This structure indicates that renewable energy and energy storage are beginning to be positioned as the foundation for new capacity growth. However, the still-significant share of fossil fuel power plants indicates that Indonesia's energy transition remains gradual, not a rapid shift. Thus, the success of the transition depends not only on the size of the renewable energy targets but also on the system's ability to address interconnection issues, grid flexibility, project financing, permitting, and the readiness of the technology supply chain.

Penguatan jaringan menjadi prasyarat utama agar peningkatan kapasitas pembangkit dapat benar-benar terserap oleh sistem. Melalui RUPTL 2025–2034, PLN merencanakan pembangunan Green Super Grid sepanjang 47.758 Km serta gardu induk dengan kapasitas 107.950 MVA.[8] Infrastruktur ini diarahkan untuk memperkuat keandalan pasokan, mengurangi ketimpangan sistem antarwilayah, dan membuka ruang integrasi pembangkit EBT yang banyak berada di luar pusat beban utama. Fokus pembangunan jaringan menjadi penting karena persoalan transisi energi tidak berhenti pada pembangunan pembangkit, tetapi juga mencakup kemampuan sistem transmisi dan distribusi dalam menyalurkan listrik secara andal, efisien, dan merata.

Grid reinforcement is a key prerequisite for ensuring that increased generation capacity can be fully integrated into the system. Through the 2025–2034 RUPTL, PLN plans to construct a Green Super Grid spanning 47,758 km, along with substations with a total capacity of 107,950 MVA.[8] This infrastructure is intended to strengthen supply reliability, reduce inter-regional system imbalances, and create opportunities for the integration of renewable energy power plants, many of which are located outside major load centers. Focusing on grid development is crucial because the energy transition goes beyond power plant construction; it also encompasses the transmission and distribution systems' ability to deliver electricity reliably, efficiently, and equitably.

Pemerataan akses listrik juga tetap menjadi agenda penting dalam pembangunan ketenagalistrikan. Sepanjang tahun 2025, Program Listrik Desa telah melistriki 77.616 pelanggan di 1.516 lokasi, sedangkan Program Bantuan Pasang Baru Listrik (BPBL) telah terpasang bagi 205.968 rumah tangga sampai dengan 31 Desember 2025.[9] Pemerintah juga mencatat bahwa masih terdapat sekitar 5.700 desa dan 4.400 dusun yang perlu diselesaikan akses kelistrikannya pada periode berikutnya.[10] Kondisi ini menunjukkan bahwa tantangan industri ketenagalistrikan tidak hanya berada pada sisi kapasitas pembangkit dan bauran energi, tetapi juga pada kemampuan menghadirkan listrik sebagai infrastruktur dasar yang inklusif, terutama di wilayah 3T dan wilayah dengan biaya layanan tinggi.

Ensuring equitable access to electricity remains a key priority in the development of the electricity sector. By 2025, the Village Electrification Program had connected 77,616 customers in 1,516 locations, while the New Electricity Connection Assistance Program (BPBL) had connected 205,968 households as of December 31, 2025. [9] The government also notes that there are still approximately 5,700 villages and 4,400 hamlets that require electricity access to be resolved in the next period.[10] This situation indicates that the challenges facing the electricity industry lie not only in power generation capacity and the energy mix but also in the ability to deliver electricity as an inclusive basic infrastructure, particularly in 3T regions and areas with high service costs.

Berdasarkan tinjauan industri ketenagalistrikan di atas, tahun 2025 menjadi fase penguatan fondasi bagi PLN IP Services dalam mendukung ketahanan energi nasional dan agenda transisi energi. Pertumbuhan penjualan listrik, peningkatan kapasitas terpasang, kenaikan konsumsi listrik per kapita, serta penguatan perencanaan RUPTL menunjukkan bahwa sektor ketenagalistrikan bergerak ke arah yang lebih ekspansif. Namun, ekspansi tersebut membawa konsekuensi strategis yang tidak ringan. Ketergantungan terhadap pembangkit fosil, kebutuhan investasi jaringan, pemerataan akses listrik, kesiapan teknologi penyimpanan energi, serta koordinasi lintas sektor akan menjadi faktor penentu keberhasilan transformasi industri.

Dengan demikian, keberlanjutan kinerja sektor ketenagalistrikan pada tahun-tahun mendatang akan sangat ditentukan oleh konsistensi regulasi, kapasitas implementasi proyek, kesiapan pembiayaan, dan sinergi antara pemerintah, PLN Group, pemerintah daerah, investor, dan pelaku usaha. Visi menjadi perusahaan terpercaya dalam penyediaan solusi bidang energi di pasar global hanya dapat diwujudkan apabila sistem kelistrikan nasional berkembang secara andal, terjangkau, inklusif, efisien, dan rendah karbon. Untuk mencapai arah tersebut, PLN IP Services perlu memperkuat perannya melalui solusi layanan energi yang terintegrasi, berbasis data, adaptif terhadap kebutuhan pelanggan, dan selaras dengan agenda transisi energi nasional.

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Based on the above review of the electricity industry, 2025 marks a phase of strengthening the foundation for PLN IP Services in supporting national energy security and the energy transition agenda. Growth in electricity sales, increased installed capacity, rising per capita electricity consumption, and the strengthening of RUPTL planning indicate that the electricity sector is moving toward a more expansive direction. However, this expansion carries significant strategic consequences. Reliance on fossil fuel power plants, the need for grid investment, equitable access to electricity, the readiness of energy storage technology, and cross-sector coordination will be the determining factors for the success of the industry’s transformation.

Thus, the continued performance of the electricity sector in the coming years will be largely determined by regulatory consistency, project implementation capacity, financing readiness, and synergy among the government, the PLN Group, local governments, investors, and business actors. The vision of becoming a trusted provider of energy solutions in the global market can only be realized if the national electricity system develops in a reliable, affordable, inclusive, efficient, and low-carbon manner. To achieve this direction, PLN IP Services needs to strengthen its role through integrated, data-driven energy service solutions that are adaptive to customer needs and aligned with the national energy transition agenda.

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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:

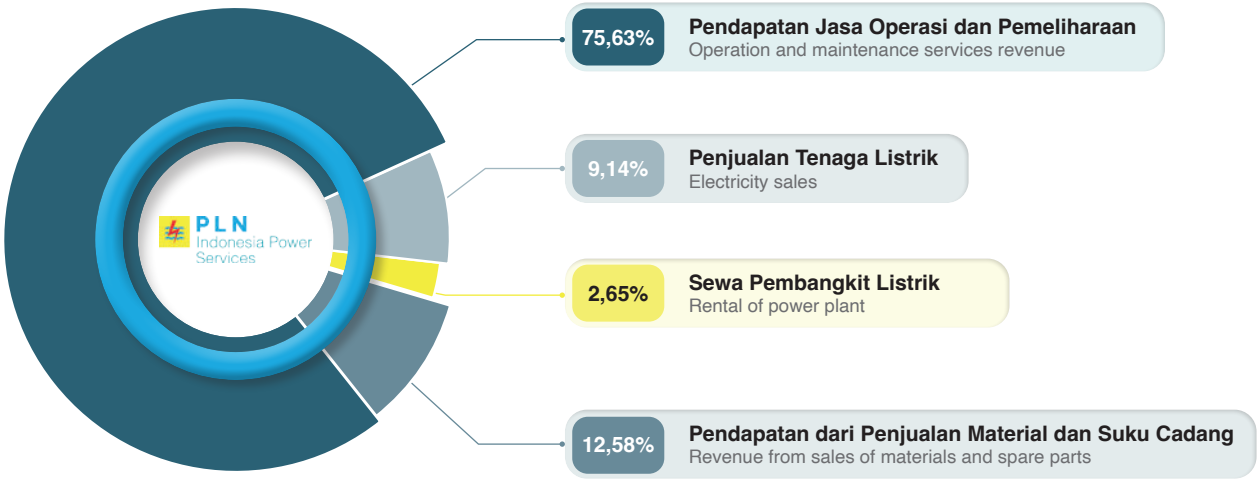
Segment contributions to the Company's financial performance are presented in the tables below:

Tabel Kinerja Segmen Usaha Perusahaan
Table of Company's Business Segment Performance

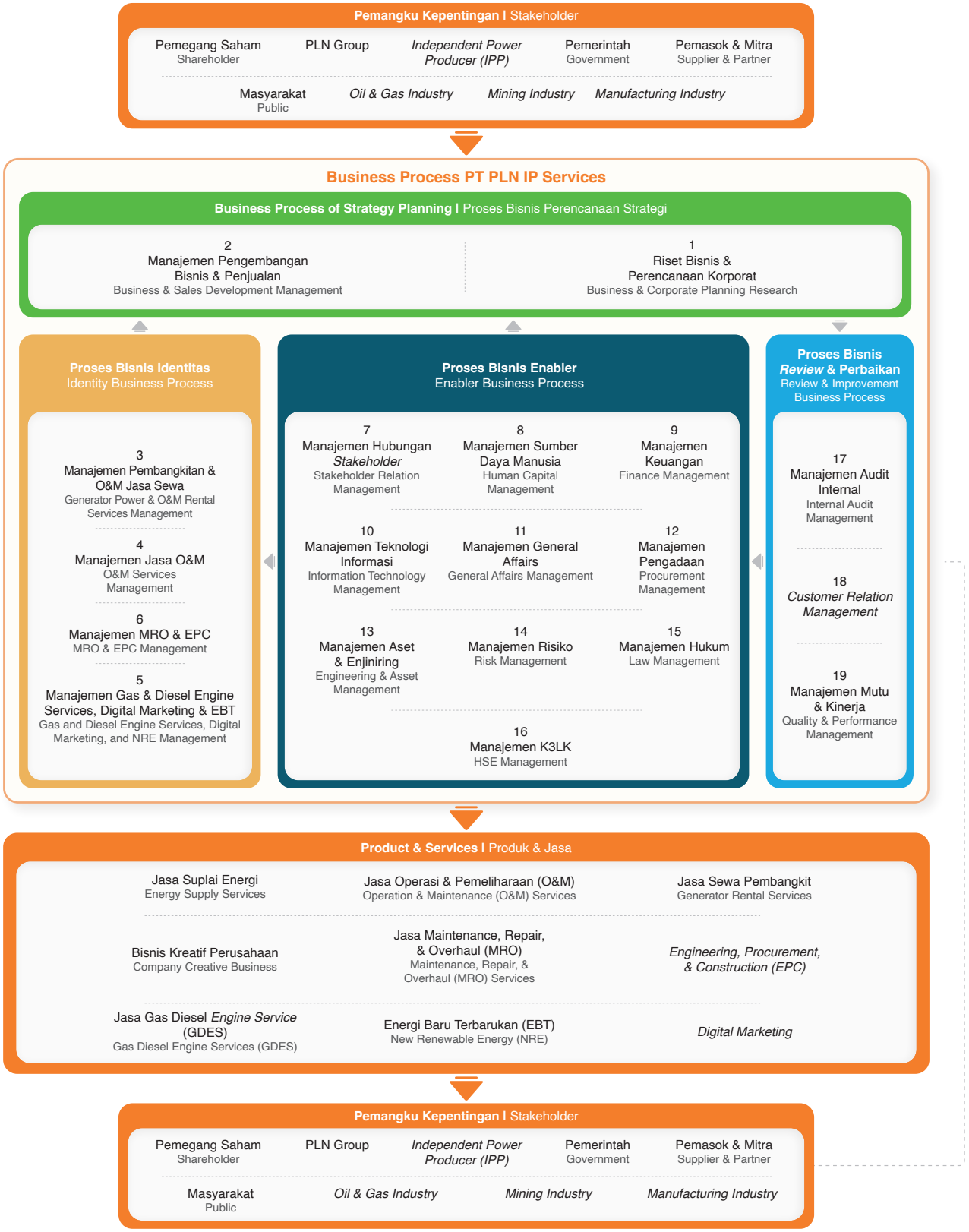
Uraian Description	2025	2024	Pertumbuhan/ (Penurunan) Increase/ (Decrease)	
			Rp	%
Pendapatan dari Penjualan Material dan Suku Cadang Revenue from sales of materials and spare parts	301.374	222.737	78.637	35,30
Pendapatan Jasa Operasi dan Pemeliharaan Operation and maintenance services revenue	1.811.661	1.815.378	(3.717)	(0,20)
Penjualan Tenaga Listrik Electricity sales	218.964	199.934	19.030	9,52
Sewa pembangkit listrik Rental of power plant	63.456	62.411	63.456	101,67
Jumlah Pendapatan Usaha **Total Revenue**	**2.395.455**	**2.300.460**	**94.995**	**4,13**

Dalam juta Rupiah I In Rupiah million

Pie Chart Kontribusi Penjualan Per-Segmen
Sales Contribution Per-Segment Pie Chart



Proses Produksi
Production 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

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,

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 Relationship 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.

Segmen Penyediaan Energi

Segmen Penyediaan Energi merupakan salah satu lini bisnis Perseroan yang berperan dalam mendukung keandalan pasokan listrik nasional melalui pengoperasian

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.

Energy Supply Segment

PLN IP Services continuously strengthens the performance of its power generation business to support the reliability of the national electricity supply and meet

pembangkit milik Perseroan. Penyediaan tenaga listrik dilakukan melalui PLTD Tenau dan PLTD Nusa Penida untuk memenuhi kebutuhan sistem kelistrikan PLN secara andal dan efisien.

PLN's operational requirements. Electricity is generated through the Company's owned power plants, namely PLTD Tenau and PLTD Nusa Penida, ensuring a reliable and efficient electricity supply.

Produksi Tenaga Listrik

PLN Indonesia Power Services telah berupaya untuk meningkatkan jumlah produksi listrik. Kinerja produksi listrik dievaluasi menggunakan indikator Capacity Factor (CF) yang menggambarkan tingkat pemanfaatan kapasitas pembangkit, serta jumlah energi listrik yang dihasilkan (GWh).

Electricity Production

PLN Indonesia Power Services has continuously strived to increase electricity generation. The Company's generation performance is evaluated using the Capacity Factor (CF), which measures the utilization rate of generating capacity, as well as the volume of electricity generated, expressed in gigawatt-hours (GWh).

Tabel *CAPACITY FACTOR* (CF) Pembangkit Listrik (%)
Table of Power Plant Capacity Factor (CF) (%)

Unit Pembangkit Generation Unit	2025	2024	Pertumbuhan (%) Growth (%)
TENAU TENAU	30,72	55,68	(44,83)
NUSA PENIDA NUSA PENIDA	42,11	46,04	(8,54)
MPP PAPUA MPP PAPUA	52,11	70,24	(25,81)

Sepanjang tahun 2025, PLTD Tenau membukukan Capacity Factor (CF) sebesar 30,72%, menurun dibandingkan tahun 2024 sebesar 55,68%. PLTD Nusa Penida mencatatkan CF sebesar 42,11%, lebih rendah dibandingkan tahun 2024 sebesar 46,04%. MPP Papua membukukan CF sebesar 52,11%, menurun dibandingkan tahun 2024 sebesar 70,24%.

Throughout 2025, PLTD Tenau recorded a Capacity Factor (CF) of 30.72%, down from 55.68% in 2024. Similarly, PLTD Nusa Penida recorded a CF of 42.11%, compared with 46.04% in 2024. MPP Papua also recorded a lower CF of 52.11%, compared with 70.24% in the previous year.

Pergerakan CF pada masing-masing unit dipengaruhi oleh kondisi operasi pembangkit, kebutuhan sistem kelistrikan, pola dispatch, serta kegiatan pemeliharaan selama tahun berjalan. Perseroan terus mengoptimalkan pengoperasian pembangkit guna menjaga keandalan pasokan listrik sekaligus meningkatkan efisiensi operasional.

The Capacity Factor of each generating unit was influenced by operational conditions, system demand, dispatch patterns, and scheduled maintenance activities throughout the year. The Company continues to optimize power plant operations to ensure the reliability of electricity supply while improving operational efficiency.

Tabel Produksi Listrik (GWh)
Table of Electricity Production (GWh)

Unit Pembangkit Generation Unit	2025	2024	Pertumbuhan Growth
TENAU TENAU	107,65	108,42	(0,71)
NUSA PENIDA NUSA PENIDA	48,28	55,80	(13,48)
MPP PAPUA MPP PAPUA	780,63	509,88	53,10
Jumlah Produksi Tenaga Listrik Total Electricity Production	**936,55**	**674,10**	**38,93**

Penjualan Tenaga Listrik

Pada tahun 2025, penjualan tenaga listrik mencapai total 936,55 GWh, mengalami peningkatan sebesar 38,93% dibandingkan dengan tahun sebelumnya yang sebesar 674,10 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 107,65 GWh sepanjang tahun 2025, mengalami penurunan 0,71% dibandingkan dengan tahun sebelumnya.

Penjualan energi listrik dari unit pembangkit Nusa Penida mencapai 48,28 GWh sepanjang tahun 2025, mengalami penurunan sebesar 13,48% dibandingkan dengan periode yang sama di tahun 2024.

Selain itu, pada tahun 2025, Perusahaan melakukan pencatatan penjualan energi listrik dari MPP Papua yang mencapai 780,63 GWh mengalami peningkatan 53,10% dibandingkan tahun sebelumnya.

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.

Realisasi kinerja *Equivalent Availability Factor* (EAF) Korporat yang terdiri dari Unit PLTD Nusa Penida, PLTD Tenau, dan MPP Papua periode Januari s/d Desember 2025 disajikan pada tabel berikut:

Electricity Sales

In 2025, electricity sales reached a total of 936.55 GWh, representing an increase of 38.93% compared to 674.10 GWh in the previous year. This significant growth reflects the successful performance improvement initiatives implemented across the Company's power generation units.

Electricity generation from the Tenau Power Plant totaled 107.65 GWh in 2025, representing a slight decrease of 0.71% compared to the previous year.

Electricity sales from the Nusa Penida Power Plant was 48.28 GWh in 2025, a decrease of 13.48% compared to the corresponding period in 2024.

In addition, the Company recorded electricity sales from the Papua MPP of 780.63 GWh in 2025, representing an increase of 53.10% compared to the previous year.

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.

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 2025, is presented in the following table:

Tabel Equivalent Availability Factor (EAF) Pembangkit Listrik (%)
Table of Power Plant Equivalent Availability Factor (EAF) (%)

Unit Pembangkit Generation Unit	2025	2024	Pertumbuhan Growth
TENAU TENAU	78,75	65,56	20,12
NUSA PENIDA NUSA PENIDA	88,62	94,20	(5,92)
MPP PAPUA MPP PAPUA	97,54	95,39	2,25

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 Generation Unit	2025	2024	Pertumbuhan Growth
TENAU TENAU	17,50	33,68	(48,04)
NUSA PENIDA NUSA PENIDA	10,55	4,39	140,32
MPP PAPUA MPP PAPUA	18,46	4,50	310,22

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.

Realisasi pencapaian *Equivalent Forced Outage Rate* (EFOR) Korporat yang terdiri dari Unit PLTD Nusa Penida dan PLTD Tenau periode Januari s/d Desember 2025 disajikan pada tabel berikut:

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.

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 2025, is presented in the following table:

Tabel *Equivalent Forced Outage Rate* (EFOR) (%)
Table of Equivalent Forced Outage Rate (EFOR) (%)

Indikator Indicator	2025	2024	Pertumbuhan Growth
TENAU TENAU	7,83	1,65	374,55
NUSA PENIDA NUSA PENIDA	1,12	0,19	489,47
MPP PAPUA MPP PAPUA	0,10	0,13	(23,08)

Segmen Jasa Operation & Maintenance (O&M)

Layanan Operation & Maintenance (O&M) merupakan salah satu lini bisnis utama PLN IP Services dalam mendukung keandalan dan efisiensi operasi pembangkit listrik di Indonesia. Perseroan menyediakan layanan O&M untuk berbagai jenis pembangkit, meliputi PLTU, PLTG, PLTGU, PLTP, PLTA, PLTD, serta pembangkit energi baru dan terbarukan, melalui skema partial maintenance, full maintenance, Total Operation & Maintenance Contract (TOMC), dan Asset Management Contract (AMC).

Keandalan layanan tersebut turut mendorong peningkatan portofolio bisnis Perseroan sepanjang tahun 2025. Perseroan berhasil merealisasikan 68 kontrak jasa O&M atau 108% dari target RKAP sebanyak 63 kontrak. Selain itu, portofolio penjualan tenaga listrik mencapai 13 proyek atau 144% dari target, didukung oleh penambahan proyek pada berbagai jenis pembangkit di lingkungan PLN Group maupun pelanggan eksternal.

Melalui layanan O&M yang terintegrasi, Perseroan memberikan nilai tambah bagi pelanggan melalui peningkatan reliabilitas dan efisiensi pembangkit, optimalisasi ketersediaan aset, penerapan K3 dan pengelolaan lingkungan, serta dukungan kapabilitas Maintenance, Repair and Overhaul (MRO) dan penyediaan suku cadang.

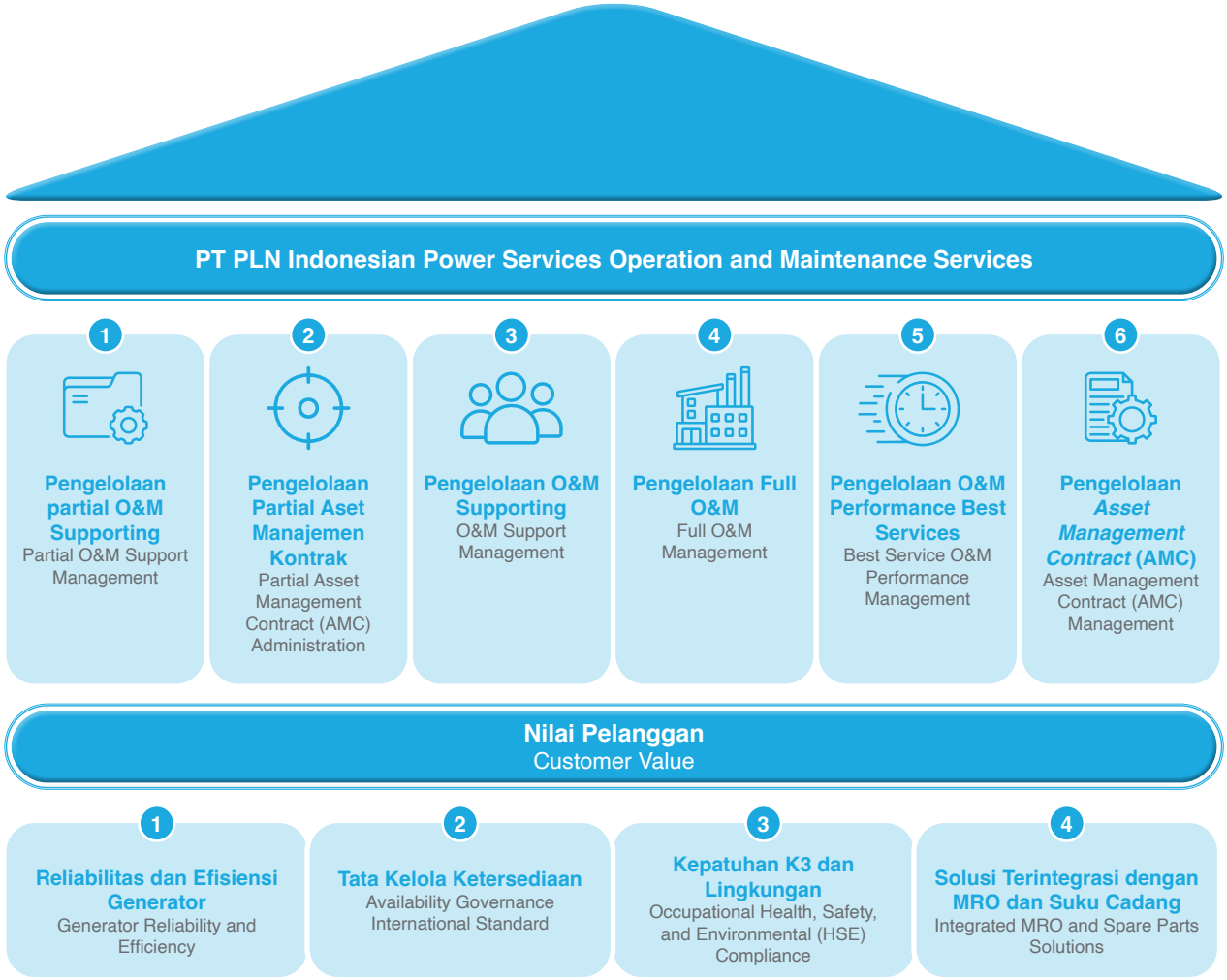
Operations & Maintenance (O&M) Service Segment

Operation & Maintenance (O&M) services represent one of PLN IP Services' core business lines, supporting the reliability and efficiency of power plant operations across Indonesia. The Company provides O&M services for various types of power plants, including coal-fired (PLTU), gas-fired (PLTG), combined cycle (PLTGU), geothermal (PLTP), hydropower (PLTA), diesel (PLTD), as well as new and renewable energy power plants, through Partial Maintenance, Full Maintenance, Total Operation & Maintenance Contract (TOMC), and Asset Management Contract (AMC) schemes.

The reliability of these services contributed to the expansion of the Company's business portfolio throughout 2025. The Company successfully secured 68 O&M service contracts, representing 108% of the RKAP target of 63 contracts. In addition, the energy sales portfolio reached 13 projects, or 144% of the target, driven by the addition of projects across various power plant technologies within the PLN Group and external customers.

Through its integrated O&M services, the Company delivers added value to customers by enhancing power plant reliability and operational efficiency, optimizing asset availability, ensuring the implementation of occupational health, safety, and environmental (HSE) practices, and leveraging its Maintenance, Repair and Overhaul (MRO) capabilities alongside spare parts supply solutions.

Skema Layanan O&M PLN IP Services
PLN IP Services O&M Service Scheme



Kinerja Pengembangan Portofolio Bisnis O&M 2025

Sepanjang tahun 2025, PLN IP Services berhasil memperluas portofolio bisnis pada lini EPC, Beyond kWh, dan Overseas Business. Ketiga lini usaha tersebut berhasil melampaui target RKAP, mencerminkan keberhasilan Perseroan dalam memperluas pasar sekaligus memperkuat daya saing bisnis.

Pencapaian tersebut tercermin dari realisasi 20 proyek EPC (667% dari target), 10 proyek Beyond kWh (111%), dan 6 proyek internasional (300%). Pertumbuhan ini didorong oleh penyelesaian berbagai proyek strategis di dalam negeri serta ekspansi pasar ke Malaysia, Vietnam, dan Kamboja, yang semakin memperkuat posisi PLN IP Services sebagai penyedia solusi operasi, pemeliharaan, dan layanan teknis pembangkit listrik.

2025 O&M Business Portfolio Development Performance

Throughout 2025, PLN IP Services successfully expanded its business portfolio across the Engineering, Procurement and Construction (EPC), Beyond kWh, and Overseas Business segments. All three business lines exceeded their RKAP targets, reflecting the Company's success in expanding its market reach while strengthening its business competitiveness.

This achievement was reflected in the realization of 20 EPC projects (667% of target), 10 Beyond kWh projects (111% of target), and 6 international projects (300% of target). This growth was driven by the successful completion of various strategic domestic projects, as well as market expansion into Malaysia, Vietnam, and Cambodia, further reinforcing PLN IP Services' position as a provider of integrated power plant operation, maintenance, and technical solutions.

Portofolio Bisnis Business Portfolio	Target Target	Realisasi Realization	Pencapaian Achievement	Pendorong Kinerja Key Performance Drivers
Portofolio Penjualan Energi Energy Sales Portfolio	9	13	144%	Penambahan lima proyek PLTD baru di wilayah Indonesia Timur, yaitu Maumere, Adonara, Ende, Lokomboro, dan Selayar. Addition of five new diesel power plant (PLTD) projects in Eastern Indonesia, namely Maumere, Adonara, Ende, Lokomboro, and Selayar.
Portofolio Jasa O&M O&M Service Portfolio	63	68	108%	Perluasan kontrak O&M pada berbagai jenis pembangkit, meliputi PLTU, PLTMG, PLTP, PLTA, dan MPP. Expansion of O&M contracts across various types of power plants, including coal-fired (PLTU), gas engine (PLTMG), geothermal (PLTP), hydropower (PLTA), and Mobile Power Plant (MPP).
EPC EPC	2	20	1.000%	Proyek relokasi pembangkit, penyediaan genset, dan pembangunan fasilitas pendukung. Power plant relocation projects, generator set (genset) deployment, and supporting infrastructure development.
Beyond kWh Beyond kWh	9	10	111%	Diversifikasi layanan teknis, commissioning, dan industrial services. Diversification of technical services, commissioning, and industrial services.
Overseas Overseas	2	6	300%	Ekspansi pasar internasional melalui proyek di Malaysia, Vietnam, dan Kamboja. International market expansion through projects in Malaysia, Vietnam, and Cambodia.

SEGMEN GAS DIESEL ENGINE SERVICES
GAS DIESEL ENGINE SERVICES SEGMENT

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.

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.

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.

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.

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.

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 2025 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 2025 can be seen in the following table:

No.	Pelanggan Customer	Unit	Jangka Waktu Pekerjaan Term of Work
1	PT PLN Indonesia Power	PLTDG Pesanggaran	sd Desember 2025 Through December 2025
		PLTD Legon Bajak	sd Oktober 2025 Through October 2025
		PLTMG MPP Jayapura	sd November 2025 Through November 2025
		PLTMG Sorong, PLTMG Merauke & PLTMG Nabire	sd November 2025 Through November 2025
		PLTMG Nabire	sd Mei 2025 Through May 2025
		MPP Kaltim	sd Agustus 2025 Through August 2025
		PLTD Wahau & Long Bagun	sd Maret 2025 Through March 2025
		PLTA Ubrug	sd Desember 2025 Through December 2025
		PLTG Sei Gelam	sd Oktober 2025 Through October 2025
		PLTMG Kolaka	Desember 2024 - Januari 2025 December 2024 - January 2025
		PLTA Saguling	sd Oktober 2025 Through October 2025
		PLTD Senayan	sd Mei 2025 Through May 2025
		PLTP Lahendong	sd Desember 2025 Through December 2025
		IP Pintar & HO	sd Desember 2025 Through December 2025
		BMPP Nusantara 1	Desember 2024 December 2024
		PLTA Maninjau	sd Oktober 2025 Through October 2025
		PLTA Tes	sd April 2025 Through April 2025
		PLTP Gunung Salak	sd Desember 2025 Through December 2025
		PLTA Singkarak	sd Desember 2025 Through December 2025
		PLTA Batang Agam	sd Desember 2025 Through December 2025
		PLTS Nusa Penida	Oktober 2025 - Desember 2025 October 2025 - December 2025
2	PT PLN IP Kamojang POMU	PLTP Ulumbu	Januari - Desember 2025 January - December 2025
3	PT PLN Indonesia Power UBP Mrica	PLTA Timo	sd Agustus 2025 Through August 2025
		PLTA Ketenger	sd Agustus 2025 Through August 2025
		PLTA Jelok	sd Oktober 2025 Through October 2025
4	PT PLN IP Mrica PGU	PLTG Borang	sd Desember 2025 Through December 2025
5	PT PLN Indonesia Power UBP Bengkulu	PLTA Musi	sd Maret 2026 Through March 2025
6	PT PLN IP Semarang PGU	PTGU Semarang	Januari - Desember 2025 January - December 2025
7	PT PLN IP UBP Mahakam	PLTGU Tanjung Batu	sd Agustus 2025 Through August 2025
8	PT. PLN IP Grati POMU	PLTU Grati	sd September 2025 Through September 2025
9	PT PLN IP Cilegon PGU	PLTGU Cilegon	sd Juni 2025 Through June 2025
10	PT PLN IP UBP Tello	PLTD Tello	Agustus 2024 - Juni 2025 August 2024 - June 2025
11	PT PLN Indonesia Power UIW Papua dan Papua Barat	Unit Tersebar	Maret 2025 - April 2025 March 2025 - April 2025
12	PT PLN Indonesia Power UBP Barito	PLTD Berau	Februari 2025 - Maret 2025 February 2025 - March 2025

No.	Pelanggan Customer	Unit	Jangka Waktu Pekerjaan Term of Work
13	PT PLN Indonesia Power UBP Keramasan	PLTGU Keramasan	sd Februari 2025 Through February 2025
		PLTG Indralaya	sd Februari 2025 Through February 2025
14	PT. Indonesia Power Saguling	PLTA Lamajan	Maret 2025 - Agustus 2025 March 2025 - August 2025
15	PT PLN UPK Lombok	PLTD Ampenan	sd Desember 2025 Through December 2025
16	PT Geo Dipa Energi	PLTP Dieng	sd Desember 2025 Through December 2025
17	PT PLN Indonesia Power UBP Jatigede	PLTA Jatigede	sd Oktober 2025 Through October 2025
18	PT PLN NP UP Belawan	PLTMG Nias	sd September 2025 Through September 2025
19	PT PLN Indonesia Power UBP Barito	PLTA Ir PM noor	sd Desember 2025 Through December 2025
20	PLN UP3 Jayapura	PLTS Bukisi & Endokisi	Oktober 2025 - Desember 2025 October 2025 - December 2025
21	PT PLN Indonesia Power UBP Mahakam	PLTG Tanjung Selor	sd Desember 2025 Through December 2025
22	PT PLN UP3 Merauke	PLTS ULP Kurik	Desember 2025 - Januari 2026 December 2025 - January 2026
		PLTS ULP Tanah Merah	Desember 2025 - Januari 2026 December 2025 - January 2026
		PLTS ULP Kepi	Desember 2025 - Januari 2026 December 2025 - January 2026
		PLTS ULP Iwol	Desember 2025 - Januari 2026 December 2025 - January 2026
		PLTS Kokoya	Desember 2025 - Januari 2026 December 2025 - January 2026

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.

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)**
  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.

- **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.

- **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.

- **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.

Layanan MRO tersebut dikelompokkan ke dalam 3 bidang usaha yaitu MRO *Repair*, MRO *Overhaul*, dan MRO-VO. Adapun informasi terkait progres pekerjaan unit MRO yang sudah terkontrak pada tahun 2025 adalah sebagai berikut:

MRO Services mapped in the 3 fields namely MRO Repair, MRO Overhaul, and MRO-VO. As for the information related to work progress unit of MRO that contracted in 2025 is as follows:

MRO – Repair

Pada bidang usaha MRO- Repair, pekerjaan yang sudah terkontrak dengan 4 Mitra sampai dengan akhir tahun 2025 sebanyak 58 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 2025 is 58 contracts. The details can be seen in the following table:

No	Mitra Partner	Pelanggan Customer
1	PT. TAKA TURBOMACHINERY INDONESIA	IP UBP Pangkalan Susu
		IP UBP Kamojang ; Saguling
		IP UBP Labuan
		IP UBP Barru
		IP UBP. Pel. Ratu
		IP MSU
		IP UBP Cilegon
		PT. CDB / PT. PIPS
		IP UBP Adipala
		IP Suralaya UBP, PGU
		IP UBP Berau
		PT. Poeser Indonesia
		PT. IP Jambi Payo selincah
		PT. IP Inderalaya
		IP UBP Sintang
		IP UBP / Pesanggaran
		IP UBP Ombilin
Sub Total		**17**
2	PT. SINAR SAKTI MATRA NUSANTARA	IP UBP Pangkalan Susu
		IP UBP Kamojang
		IP UBP Grati
		IP UBP Lontar
		IP UBP Labuan
		IP UBP Pel. Ratu
		IP UBP Adipala
		IP UBP Jeranjang
		IP UBP Barru
		IP UBP Priok
		IP UBP Semarang
		IP UBP Cilegon
		IP Suralaya UBP, PGU
		IP MSU
		IP UBP Teluk Sirih
		IP UBP Ombilin
		IP UBP Labuhan angin
		IP Sanggau
		PT. IPS
		PT. Indo Ridlatama IRP
Sub Total		**20**

No	Mitra Partner	Pelanggan Customer
		IP Priok
		IP Labuhan Angin
		IP Teluk Sirih
3	KSO VARLEY	IP Tanjung Balai Karimun
		IP Suralaya
		IP Mrica
Sub Total		**6**
		IP Lontar
		MSU
		IP Pelabuhan Ratu
		IP Suralaya 8
		IP Suralaya 5-7
		IP Adipala
		IP Semarang
4	KSO ANDALAN	IP Labuan
		IP Priok
		IP Berau
		IP Sintang
		IP Tanjung Balai Karimun
		IRP Muara Jawa
		IP Jeranjang
		IP Sanggau
Sub Total		**15**
Grand Total		**58**

MRO – Overhaul

Realisasi pekerjaan yang sudah terkontrak sebanyak 25 kontrak dengan PLN Group dan 2 kontrak dengan Non PLN Group. Adapun informasi terkait Progres pekerjaan *overhaul* yang sudah terkontrak pada tahun 2025 adalah sebagai berikut:

MRO – Overhaul

The realization of the contracted work is 25 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 2025 is as follows:

No.	Unit	No.	Unit
PLN Group			
1	UBP Cilegon	14	UBP Bengkulu
2	UBP Banten 3 Lontar	15	UBP Jambi
3	UBP Banten 2 Labuan	16	UBP BELAWAN
4	UBP Kamojang	17	PLN NP UP Belawan
5	UBP KEPRI	18	UBP Semarang
6	UBP Bukit Tinggi	19	UBP Mrica
7	UBP Berau	20	UBP Sanggau
8	UBP Sintang	21	UBP Mahakam
9	UBP Bali	22	UBP Keramasan
10	UBP Holtekamp	23	UBP Tello
11	UBP PAPUA DAN MALUKU	24	UBP Jawa Tengah 2 Adipala
12	UBP Jeranjang	25	PT INDO RIDLATAMA POWER
13	UBP Jawa Barat 2 Pelabuhan Ratu		
Subtotal : 25			

No.	Unit	No.	Unit
Non PLN Group			
1.	GEO DIPA ENERGY	2	PT KLES INDOJAYA
Subtotal : 2			

MRO-VO

Realisasi pekerjaan MRO-VO yang sudah terkontrak sebanyak 50 kontrak dengan unit kerja sebagai berikut:

MRO-VO

Realization of MRO-VO work that has been contracted is 50 contracts with work units as follows:

No.	Unit	No.	Unit
1.	EVN NPS - VIETNAM	26	PLTU SURALAYA #1-#7
2.	GMF AERO ASIA	27	PLTU TANJUNG BALAI KARIMUN
3.	G-SERV & TRADING SINGAPORE	28	PLTU TELUK SIRIH
4.	KANTOR PUSAT PLN IP	29	PT HUTAMA KARYA
5.	PERTAMINA EP CEPU	30	PT KOMIPO PJB - TJB #3-#4
6.	PLN UIW NTB	31	PT TJB POWER SERVICES - TJB #1-#2
7.	PLN UIW NTT	32	UBP BENGKULU
8.	PLN UIW PAPUA DAN PAPUA BARAT	33	UBP BUKITINGGI
9.	PLTD BERAU	34	UBP KAMOJANG
10.	PLTD TELLO	35	UBP KERAMASAN
11.	UBP TELLO	36	UBP MAHAKAM
12.	PLTU ADIPALA	37	UBP SEMARANG
13.	PLTU BANTEN 1 SURALAYA	38	PLN UP3 JAYAPURA
14.	PLTU BARRU	39	UBP PRIOK
15.	PLTU BENGKAYANG	40	UBP BALI
16.	PLTU BERAU	41	UBP JATIGEDE
17.	PLTU HOLTEKAMP	42	UBP SAGULING
18.	PLTU JERANJANG	43	PLTU ASAM-ASAM
19.	PLTU LABUAN	44	PT STAR PLUS
20.	PLTU LABUHAN ANGIN	45	PLTGU CILEGON
21.	PLTU LONTAR	46	UBP BARITO
22	PLTU PANGKALAN SUSU	47	PLTGU GRATI
23	PLTU PELABUHAN RATU	48	PLN UIW BANGKA BELITUNG
24	PLTU SANGGAU	49	PT CISTECH ALPHA INDONESIA
25	PLTU SINTANG	50	PT RUSAMAS SARANA USAHA
Grand Total : 50			

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

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

Pada tahun 2025, kontribusi terbesar pendapatan Perusahaan adalah dari bidang usaha Jasa operasi dan pemeliharaan menyumbang 75,63% sedangkan pendapatan dari penjualan material dan suku cadang, penjualan tenaga listrik dan sewa pembangkit listrik masing-masing berkontribusi sebesar 12,58%, 9,14% dan 2,65%.

In 2025, the Company's largest source of revenue was its Operation and Maintenance Services business, which contributed 75.63% of total revenue. Meanwhile, revenue from the sale of materials and spare parts, electricity sales, and power plant rental services contributed 12.58%, 9.14%, and 2.65% of total revenue, respectively.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Pendapatan dari penjualan material dan suku cadang Revenue from sales of materials and spare parts	301.374	222.737	78.637	35,30
Pendapatan jasa operasi dan pemeliharaan Operation and maintenance services revenue	1.811.661	1.815.378	(3.717)	(0,20)
Penjualan tenaga listrik Electricity sales	218.964	199.934	19.030	9,52
Sewa pembangkit listrik Rental of power plant	63.456	62.411	1.045	1,67
Jumlah Pendapatan Usaha Total Revenue	2.395.455	2.300.460	94.995	4,13
Beban Pokok Pendapatan Cost of Revenue	(2.072.058)	(2.015.818)	(56.240)	2,79
Laba Bruto Gross Profit	323.397	284.642	38.755	13,62

Dalam juta Rupiah I In Rupiah million

Pada tahun 2025, laba bruto Perusahaan tercatat Rp323,40 miliar mengalami peningkatan dibandingkan tahun sebelumnya yang tercatat Rp284,64 miliar. Peningkatan ini dipengaruhi oleh meningkatnya pendapatan dari masing-masing bidang usaha terutama dari penjualan material dan suku cadang serta penjualan tenaga listrik.

In 2025, the Company's gross profit amounted to Rp323.40 billion, representing an increase compared to Rp284.64 billion recorded in the previous year. This improvement was primarily driven by higher revenue generated across the Company's business segments, particularly from the sale of materials and spare parts and electricity sales.

Tinjauan Keuangan
Financial Review

Tinjauan keuangan yang diuraikan berikut mengacu kepada Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2025 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 2025 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, 2025, 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, 2025, has been fairly presented in accordance with the Indonesian Financial Accounting Standards.

Posisi Keuangan
Financial Positions

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Aset Assets	1.852.261	1.428.802	423.459	29,64%
Liabilitas Liabilities	813.609	481.864	331.745	68,85%
Ekuitas Equity	1.038.652	946.938	91.714	9,69%

Dalam juta Rupiah I In Rupiah million

Per 31 Desember 2025, realisasi total aset Perseroan mencapai 128,82% dari target RKAP 2025. Sementara itu, realisasi ekuitas dan liabilitas masing-masing tercatat sebesar 101,47% dan 196,44% dari target. Pencapaian tersebut mencerminkan kemampuan Perseroan dalam memperkuat struktur keuangan dan mengoptimalkan sumber pendanaan untuk mendukung operasional serta pengembangan usaha.

As of 31 December 2025, the Company's total assets reached 128.82% of the 2025 RKAP target. Meanwhile, equity and liabilities achieved 101.47% and 196.44% of their respective targets. These achievements reflect the Company's ability to strengthen its financial position while optimizing its funding sources to support operational activities and business development.

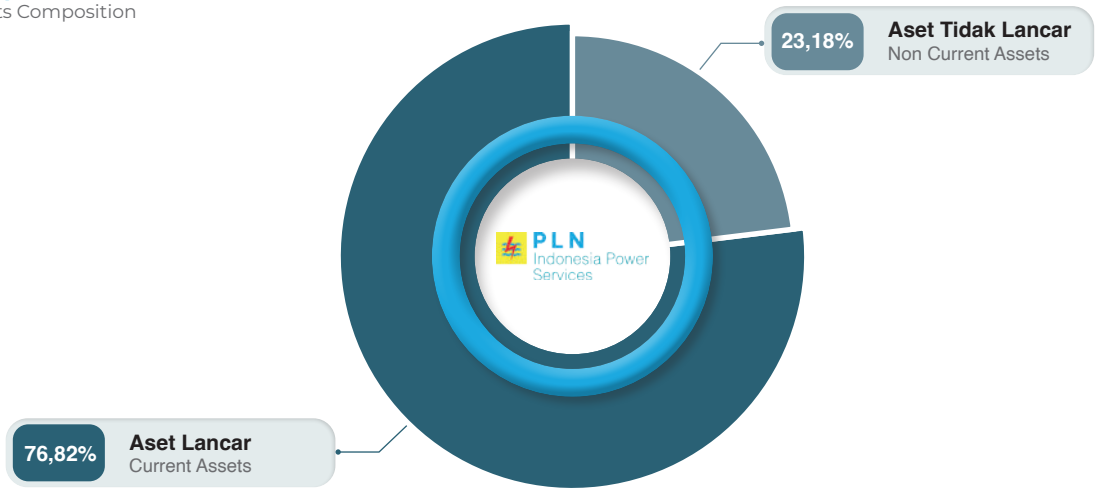
ASET

Sampai dengan akhir tahun 2025, total aset Perseroan tercatat sebesar Rp1,85 triliun, meningkat 29,64% dibandingkan tahun 2024 yang sebesar Rp1,43 triliun. Peningkatan tersebut didorong oleh pertumbuhan aset lancar sebesar 23,48% serta aset tidak lancar sebesar 55,29%, yang mencerminkan penguatan kapasitas operasional dan investasi Perseroan. Hingga akhir tahun, struktur aset Perseroan didominasi oleh aset lancar dengan porsi 76,82%, sedangkan aset tidak lancar berkontribusi sebesar 23,18% terhadap total aset.

ASSETS

As of 31 December 2025, the Company's total assets amounted to Rp1.85 trillion, representing an increase of 29.64% compared to Rp1.43 trillion in 2024. The increase was driven by growth in both current assets and non-current assets, which rose by 23.48% and 55.29%, respectively, reflecting the strengthening of the Company's operational capacity and investment activities. As of year-end, the Company's asset structure was dominated by current assets, which accounted for 76.82% of total assets, while non-current assets represented the remaining 23.18%.

Komposisi Aset
Assets Composition



Aset Lancar
Current Assets

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Kas dan Setara Kas Cash and Cash Equivalents	335.642	361.891	(26.249)	(7,25)
Deposito berjangka Time Deposits	10.000	2.500	7.500	300,00
Kas yang dibatasi penggunaannya - bagian lancar **Restricted cash - current portion**	9.662	22.378	(12.716)	(56,82)
Piutang Usaha Trade Receivables	753.662	652.510	101.152	15,50
Piutang sewa pembiayaan - bagian lancar Finance lease receivables - current portion	168.960	25.396	143.564	565,30
Piutang Lain-lain Other receivables	1.621	6.121	(4.500)	(73,52)
Persediaan Inventories	11.333	8.460	2.873	33,96
Pajak Dibayar di Muka – bagian lancar Prepaid Taxes - current portion	125.781	58.659	67.122	114,43
Biaya Dibayar di Muka dan Uang Muka – bagian lancar Prepaid Expenses and	6.228	14.215	(7.987)	(56,19)
Aset Lancar Lainnya Other Current Assets	85	222	(137)	(61,71)
Jumlah Aset Lancar **Total Current Assets**	**1.422.974**	**1.152.352**	**270.622**	**23,48**

Dalam Juta Rupiah I In Million Rupiah

Pada tahun 2025, aset lancar mengalami peningkatan 23,48% atau setara dengan Rp270,62 miliar dari Rp1,15 triliun di tahun 2024 menjadi Rp1,42 triliun di tahun 2025.

Peningkatan jumlah aset lancar pada tahun 2025 dipengaruhi oleh:

- **Deposito Berjangka**
  Sampai dengan akhir tahun 2025, saldo deposito berjangka Perseroan tercatat sebesar Rp10,00 miliar, meningkat 300,00% dibandingkan posisi akhir tahun 2024 sebesar Rp2,50 miliar. Peningkatan ini mencerminkan optimalisasi pengelolaan kas melalui penempatan dana pada instrumen investasi.

In 2025, the Company's current assets increased by 23.48%, or Rp270.62 billion, from Rp1.15 trillion in 2024 to Rp1.42 trillion in 2025.

The increase in current assets in 2025 was driven by:

- **Time Deposits**
  As of 31 December 2025, the Company's time deposits was Rp10.00 billion, representing an increase of 300.00% compared to Rp2.50 billion as of the end of 2024. This increase reflects the Company's optimization of cash management through the placement of funds in investment instruments.

- **Piutang Usaha**
  Pada tahun 2025, Perusahaan membukukan saldo piutang usaha sebesar Rp753,66 miliar, meningkat 15,50% dibandingkan tahun 2024 yang tercatat sebesar Rp652,51 miliar. Peningkatan tersebut terutama didorong oleh bertambahnya piutang dari pihak berelasi seiring dengan meningkatnya aktivitas transaksi usaha. Kenaikan ini mencerminkan pertumbuhan kegiatan operasional Perusahaan.
- **Piutang Sewa Pembiayaan - Bagian Lancar**
  Pada tahun 2025, Perusahaan mulai mencatatkan piutang sewa pembiayaan sebesar Rp168,96 miliar, meningkat 565,30% dibandingkan tahun sebelumnya yang sebesar Rp25,40 miliar. Peningkatan ini mencerminkan bertambahnya nilai kontrak sewa pembiayaan yang dikelola Perusahaan, sekaligus menunjukkan penguatan aktivitas bisnis dan potensi peningkatan penerimaan kas dari pembiayaan di masa mendatang.
- **Persediaan**
  Pada tahun 2025, persediaan Perusahaan tercatat sebesar Rp11,33 miliar, nilai ini naik 33,96% atau setara Rp2,87 miliar dibandingkan tahun sebelumnya yang sebesar Rp8,46 miliar. Peningkatan ini mencerminkan bertambahnya ketersediaan persediaan untuk mendukung kebutuhan operasional dan kelancaran aktivitas produksi seiring dengan perkembangan kegiatan usaha Perusahaan.
- **Biaya Dibayar Di Muka dan Uang Muka**
  Sampai dengan akhir tahun 2025, jumlah biaya dibayar di muka dan uang muka (bagian lancar) tercatat sebesar Rp125,78 miliar, naik 114,43% dari tahun sebelumnya yang tercatat sebesar Rp14,22 miliar. Peningkatan ini mencerminkan bertambahnya pembayaran di muka dan uang muka untuk mendukung kebutuhan operasional.

- **Trade Receivables**
  In 2025, the Company recorded trade receivables of Rp753.66 billion, representing an increase of 15.50% compared to Rp652.51 billion in 2024. The increase was primarily driven by higher receivables from related parties, in line with the growth in business transactions. This growth reflects the continued expansion of the Company's operational activities.
- **Finance Lease Receivables - Current Portion**
  In 2025, the Company recorded finance lease receivables of Rp168.96 billion, representing an increase of 565.30% compared to Rp25.40 billion in the previous year. This significant increase reflects the growth in the value of finance lease contracts managed by the Company, demonstrating the expansion of its business activities and the potential for higher future cash inflows from financing arrangements.
- **Inventory**
  In 2025, the Company's inventories was Rp11.33 billion, representing an increase of 33.96%, or Rp2.87 billion, compared to Rp8.46 billion in the previous year. This increase reflects a higher level of inventory maintained to support operational requirements and ensure the continuity of production activities in line with the Company's expanding business operations.
- **Prepaid Expenses and Advances**
  As of 31 December 2025, the Company's current prepayments and advances was Rp125.78 billion, representing an increase of 114.43% compared to Rp14.22 billion in the previous year. This increase reflects higher prepayments and advances made to support the Company's operational requirements and ongoing business activities.

Aset Tidak Lancar
Non-Current Assets

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Kas yang Dibatasi Penggunaannya - bagian tidak lancar Restricted Cash - non current portion	-	38	(38)	(100,00)
Piutang dari Ventura Bersama Receivables from a Joint Venture	25.982	24.406	1.576	6,46
Piutang sewa pembiayaan - bagian tidak lancar Finance lease receivables - non-current portion	180.828	14.162	166.666	1.176,85
Pajak Dibayar di Muka - bagian tidak lancar Prepaid Taxes - non current portion	9.657	16.095	(6.438)	(40,00)
Aset Tetap Fixed Assets	130.377	153.789	(23.412)	(15,22)
Aset Hak Guna Right of Use Assets	1.444	5.677	(4.233)	(74,56)

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Investasi pada Ventura Bersama Investment in Joint Venture	19.243	12.990	6.253	48,14
Aset Pajak Tangguhan Deferred Tax Assets	44.381	32.039	12.342	38,52
Aset tidak lancar lainnya Other Non-Current Assets	17.375	17.254	121	0,70
Jumlah Aset Tidak Lancar Total Non-Current Assets	**429.287**	**276.450**	**152.837,00**	**55,29**

Dalam Juta Rupiah I In Million Rupiah

Aset Tidak Lancar PLN IP Services pada tahun 2025 tercatat sebesar Rp429,29 miliar, mengalami peningkatan 55,29% dibandingkan dengan tahun 2024 yang tercatat sebesar Rp276,45 miliar. Peningkatan ini disebabkan oleh:

- **Piutang dari Ventura Bersama**
  Pada tahun 2025, Perusahaan mencatatkan piutang dari ventura bersama sebesar Rp25,98 miliar, mengalami peningkatan 6,46% atau setara Rp1,58 miliar dibandingkan tahun sebelumnya yang tercatat Rp24,41 miliar.
- **Piutang Sewa Pembiayaan - Bagian Tidak Lancar**
  Pada tahun 2025, jumlah piutang sewa pembiayaan (bagian tidak lancar) mengalami peningkatan sebesar 1.176,85% atau setara dengan Rp166,67 miliar, dari Rp14,16 miliar pada tahun 2024 menjadi Rp180,83 miliar pada tahun 2025. Peningkatan ini mencerminkan bertambahnya nilai kontrak sewa pembiayaan dengan jangka waktu lebih dari satu tahun.
- **Investasi pada Ventura Bersama**
  Pada tahun 2025, investasi pada ventura bersama tercatat sebesar Rp19,24 miliar, jumlah ini mengalami peningkatan sebesar 48,14% atau setara Rp6,25 miliar jika dibandingkan dengan tahun sebelumnya yang tercatat Rp12,99 miliar. Peningkatan ini dipengaruhi oleh kerja sama dengan beberapa mitra KSO, yaitu PT Taka Turbo Machinery Indonesia, PT Sinar Sakti Matra Nusantara, PT Andalan Indonesia dan PT Varley Indonesia, menyepakati amandemen atas kontrak kerja sama operasi terkait perubahan beberapa syarat dan ketentuan kontrak yang berlaku efektif 1 Januari 2025 sehingga mengakibatkan perubahan klasifikasi operasi bersama menjadi ventura bersama.
- **Aset Pajak Tangguhan**
  Pada tahun 2025, aset pajak tangguhan tercatat sebesar Rp44,38 miliar, meningkat sebesar 38,52% atau Rp12,34 miliar dibandingkan tahun 2024 yang mencapai Rp32,04 miliar. Peningkatan ini mencerminkan bertambahnya manfaat pajak yang dapat dimanfaatkan Perusahaan pada periode mendatang sebagai dampak dari perbedaan temporer antara perlakuan akuntansi dan perpajakan.

The Company's non-current assets was Rp429.29 billion in 2025, representing an increase of 55.29% compared to Rp276.45 billion in 2024. The increase was primarily attributable to the following:

- **Receivables from a Joint Venture**
  In 2025, the Company recorded receivables from joint ventures was Rp25.98 billion, representing an increase of 6.46%, or Rp1.58 billion, compared to Rp24.41 billion in the previous year.
- **Finance Lease Receivables - Non-Current Portion**
  In 2025, the Company's finance lease receivables (non-current portion) increased by 1,176.85%, or Rp166.67 billion, from Rp14.16 billion in 2024 to Rp180.83 billion in 2025. This significant increase reflects the growth in the value of finance lease contracts with lease terms exceeding one year.
- **Investments in Joint Ventures**
  In 2025, the Company's investment in joint ventures was Rp19.24 billion, representing an increase of 48.14%, or Rp6.25 billion, compared to Rp12.99 billion in the previous year. The increase was attributable to amendments to the joint operation (KSO) agreements entered into with several partners, namely PT Taka Turbo Machinery Indonesia, PT Sinar Sakti Matra Nusantara, PT Andalan Indonesia, and PT Varley Indonesia. Effective 1 January 2025, these amendments revised certain terms and conditions of the agreements, resulting in the reclassification of the joint operations as joint ventures.
- **Deferred Tax Assets**
  In 2025, the Company's deferred tax assets was Rp44.38 billion, representing an increase of 38.52%, or Rp12.34 billion, compared to Rp32.04 billion in 2024. This increase reflects the growth in tax benefits that the Company expects to realize in future periods, primarily arising from temporary differences between the accounting and tax treatment of certain transactions.

- **Aset Tidak Lancar Lainnya**
  Pada tahun 2025, aset tidak lancar lainnya tercatat sebesar Rp17,38 miliar, meningkat 0,70% atau setara Rp121 juta dibandingkan tahun sebelumnya yang sebesar Rp17,25 miliar. Peningkatan tersebut terutama dipengaruhi oleh bertambahnya uang jaminan yang ditempatkan Perseroan dalam rangka mendukung kebutuhan operasional dan aktivitas usaha.

- **Other Non-Current Assets**
  In 2025, the Company's other non-current assets was Rp17.38 billion, representing an increase of 0.70%, or Rp121 million, compared to Rp17.25 billion in the previous year. The increase was primarily attributable to higher security deposits placed by the Company to support its operational requirements and business activities.

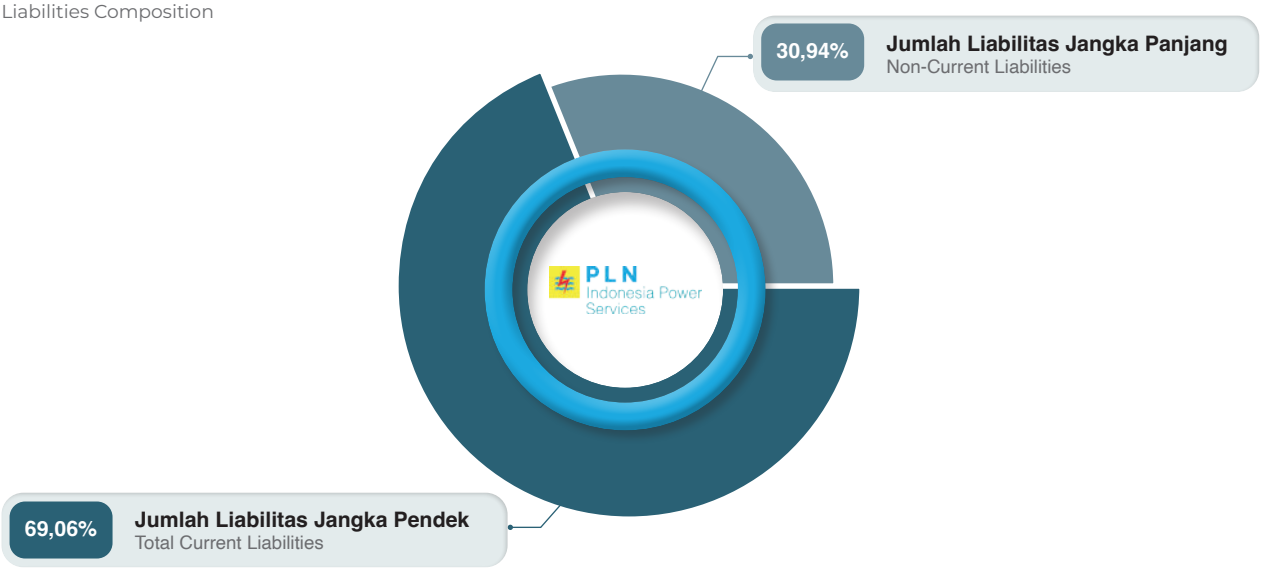
LIABILITAS

Sampai dengan akhir tahun 2025, Perusahaan mencatatkan jumlah liabilitas sebesar Rp813,61 miliar. Jumlah ini mengalami peningkatan sebesar Rp331,75 miliar atau 275,21% dari tahun sebelumnya yang tercatat Rp481,86 miliar. Komposisi liabilitas Perusahaan pada tahun 2025 terdiri dari 69,06% liabilitas jangka pendek dan 30,94% liabilitas jangka panjang.

LIABILITIES

As of December 31, 2025, the Company reported total liabilities of Rp813.61 billion, reflecting an increase of Rp331.75 billion or 275.21% compared to Rp481.86 billion in the previous year. The composition of the Company's liabilities in 2025 comprised 69.06% current liabilities and 30.94% non-current liabilities.

Komposisi Liabilitas
Liabilities Composition



Liabilitas Jangka Pendek
Current Liabilities

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Utang Usaha Trade Payable	29.512	74.910	(45.398)	(60,60)
Utang Lain-lain Other Payables	11.710	3.990	7.720	193,48
Utang Pajak: Tax Debt:				
Pajak Penghasilan Badan Corporate Income Tax	2.871	9.322	(6.451)	(69,20)
Pajak lainnya Other Taxes	30.973	41.068	(10.095)	(24,58)
Biaya Masih Harus Dibayar Accrued Expenses	245.984	223.953	22.031	9,84
Liabilitas Imbalan Kerja - jangka pendek Short term Employee Benefits Liabilities	86.424	57.348	29.076	50,70
Liabilitas Sewa – jangka pendek Lease Liabilities - Current Portion	154.426	4.189	150.237	3.586,46
Jumlah Liabilitas Jangka Pendek Total Non-Current Assets	**561.900**	**414.780**	**147.120**	**35,47**

Dalam Juta Rupiah I In Million Rupiah

Pada akhir tahun 2025, jumlah Liabilitas Jangka Pendek Perusahaan tercatat Rp561,90 miliar, mengalami peningkatan 35,47% dari tahun 2024 sebesar Rp414,78 miliar. Faktor yang mendorong peningkatan tersebut adalah sebagai berikut:

- **Utang Lain-lain**
  Pada tahun 2025, utang usaha Perusahaan tercatat sebesar Rp11,71 miliar, mengalami peningkatan sebesar 193,48% dibandingkan tahun 2024 yang sebesar Rp3,99 miliar.
- **Biaya yang Masih Harus Dibayar**
  Pada tahun 2025, biaya yang masih harus dibayar oleh Perusahaan tercatat sebesar Rp245,98 miliar, meningkat sebesar 9,84% dibandingkan tahun sebelumnya yang berjumlah Rp223,95 miliar. Peningkatan ini dipengaruhi oleh bertambahnya biaya pengadaan barang dan jasa serta biaya pendidikan dan pelatihan.
- **Liabilitas Imbalan Kerja - Jangka Pendek**
  Pada tahun 2025, liabilitas imbalan kerja jangka pendek tercatat sebesar Rp86,42 miliar, meningkat sebesar 50,70% dibandingkan tahun 2024 yang sebesar Rp57,35 miliar. Peningkatan tersebut terutama dipengaruhi oleh bertambahnya kewajiban Perseroan atas imbalan kerja kepada karyawan, seiring dengan meningkatnya beban remunerasi dan pemenuhan hak-hak karyawan sesuai ketentuan yang berlaku.
- **Liabilitas Sewa - Jangka Pendek**
  Pada tahun 2025, liabilitas sewa jangka pendek Perusahaan tercatat Rp154,43 miliar, meningkat 3.586,46% atau setara Rp150,24 miliar dibandingkan tahun 2024 yang sebesar Rp4,19 miliar. Peningkatan ini terutama didorong oleh pengakuan kontrak sewa baru dengan PT Aggreko Energy Services Indonesia, PT Sumberdaya Sewatama, dan PT Bach Multi Global. Kenaikan tersebut mencerminkan bertambahnya komitmen sewa Perseroan dalam mendukung kebutuhan operasional dan pengembangan kegiatan usaha.

At the end of 2025, the Company's current liabilities was Rp561.90 billion, an increase of 35.47% from Rp414.78 billion in 2024. The factors contributing to this increase are as follows:

- **Other payables**
  In 2025, the Company's trade payables was Rp11.71 billion, representing an increase of 193.48% compared to Rp3.99 billion in 2024.
- **Accrued Expenses**
  In 2025, the Company's accrued expenses reached Rp245.98 billion, representing an increase of 9.84% compared to Rp223.95 billion in the previous year. The increase was primarily driven by higher procurement costs for goods and services, as well as increased education and training expenses.
- **Short-Term Employee Benefit Liabilities**
  In 2025, the Company's short-term employee benefits liabilities reached Rp86.42 billion, representing an increase of 50.70% compared to Rp57.35 billion in 2024. The increase was primarily attributable to higher employee benefit obligations, in line with increased remuneration expenses and the fulfillment of employees' entitlements in accordance with applicable regulations.
- **Lease Liabilities - Current Portion**
  In 2025, the Company's current lease liabilities reached Rp154.43 billion, representing an increase of 3,586.46%, or Rp150.24 billion, compared to Rp4.19 billion in 2024. The increase was primarily driven by the recognition of new lease contracts with PT Aggreko Energy Services Indonesia, PT Sumberdaya Sewatama, and PT Bach Multi Global. This growth reflects the Company's expanded lease commitments to support its operational requirements and business development initiatives.

Liabilitas Jangka Panjang
Non-Current Liabilities

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Liabilitas Sewa - jangka panjang Lease Liabilities - Non Current Portion	167.253	35.463	131.790	371,63
Liabilitas Imbalan Pascakerja Post-Employement Benefit Liabilities	84.456	31.621	52.835	167,09
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	**251.709**	**67.084**	**184.625**	**275,21**

Dalam Juta Rupiah I In Million Rupiah

Pada tahun 2025, jumlah liabilitas jangka panjang tercatat sebesar Rp251,71 miliar, meningkat sebesar 275,21% dibandingkan tahun 2024 yang tercatat sebesar Rp67,08 miliar. Peningkatan ini terutama disebabkan oleh bertambahnya liabilitas sewa jangka panjang dan liabilitas imbalan pascakerja yang mencerminkan meningkatnya komitmen jangka panjang Perseroan dalam mendukung kebutuhan operasional sekaligus memenuhi kewajiban kepada karyawan, seiring dengan perkembangan dan ekspansi kegiatan usaha.

In 2025, the Company's non-current liabilities reached Rp251.71 billion, representing an increase of 275.21% compared to Rp67.08 billion in 2024. The increase was primarily driven by higher non-current lease liabilities and post-employment benefit liabilities, reflecting the Company's growing long-term commitments to support its operational requirements while fulfilling its obligations to employees in line with the continued growth and expansion of its business activities.

EKUITAS

Pada akhir tahun 2025, total ekuitas Perseroan tercatat sebesar Rp1,04 triliun, meningkat 9,69% dibandingkan tahun 2024 yang sebesar Rp946,94 miliar. Peningkatan ini terutama didorong oleh bertambahnya saldo dana yang belum ditentukan penggunaannya yang menunjukkan penguatan struktur permodalan Perusahaan dan peningkatan fleksibilitas yang lebih besar dalam mendukung kebutuhan operasional.

Komposisi ekuitas perusahaan pada tahun 2025 meliputi modal saham sebesar Rp51487 miliar dan tambahan modal disetor sebesar Rp23,72 miliar, yang tetap stabil dibandingkan dengan tahun sebelumnya.

EQUITY

As of 31 December 2025, the Company's total equity reached Rp1.04 trillion, representing an increase of 9.69% compared to Rp946.94 billion in 2024. The increase was primarily driven by a higher balance of appropriated retained earnings, reflecting a stronger capital structure and providing the Company with greater financial flexibility to support its operational requirements.

In 2025, the Company's equity comprised share capital of Rp51,487 billion and additional paid-in capital of Rp23.72 billion, both of which remained unchanged from the previous year.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Modal Saham Capital Stock	514.868	514.868	0	0,00
Tambahan Modal Disetor Additional paid - In Capital Retained Earnings	23.719	23.719	0	0,00
Saldo Laba Retained Earning				
Ditentukan Penggunaannya Appropriated	159.332	159.332	0	0,00
Belum ditentukan penggunaannya Non-Appropriated	337.077	239.167	97.910	40,94
Penghasilan Komprehensif Lain Other Comprehensive Income	3.656	9.852	(6.196)	(62,89)
Total Ekuitas Total Equity	**1.038.652**	**946.938**	**91.714**	**9,69**

Dalam Juta Rupiah I In Million Rupiah

Laporan Laba (Rugi)
Statement of Profit (Loss)

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
PENDAPATAN USAHA **OPERATING REVENUES**	**2.331.999**	**2.238.049**	**93.950**	**4,20**
Pendapatan sewa Lease income	63.456	62.411	1.045	1,67
Total pendapatan Total revenue	2.395.455	2.300.460	94.995	4,13
Beban pokok pendapatan Cost of revenue	(2.072.058)	(2.015.818)	(56.240)	2,79
LABA BRUTO **GROSS PROFIT**	**323.397**	**284.642**	**38.755**	**13,62**
Beban Umum dan Administrasi General and Administrative Expenses	(153.046)	(122.646)	(30.400)	24,79
Penghasilan Sewa dari Subsewa Sublease Rental Income	32.677	6.585	26.092	396,23
Beban Lain-lain - Bersih Others Expenses - Net	(12.409)	(39.293)	26.884	(68,42)
LABA USAHA **OPERATING INCOME**	**190.619**	**129.288**	**61.331**	**47,44**
Penghasilan Keuangan Financial Income	22.027	6.992	15.035	215,03
Bagian Laba Bersih pada Ventura Bersama Share of Net Income in Joint Ventures	6.253	1.933	4.320	223,49
Beban Keuangan Financial Expenses	(10.963)	(1.961)	(9.002)	459,05
LABA SEBELUM PAJAK **PROFIT BEFORE TAX**	**207.936**	**136.252**	**71.684**	**52,61**
Beban pajak penghasilan Income Tax Expense	(63.026)	(55.379)	(7.647)	13,81
LABA TAHUN BERJALAN **PROFIT FOR THE YEAR**	**144.910**	**80.873**	**64.037**	**79,18**
(Rugi)/Penghasilan Komprehensif Lain **Other Comprehensive (Loss)/Income**				
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 Remeasurement of employee benefit obligation	(7.944)	16.059	(24.003)	(149,47)
Pajak penghasilan terkait Income tax related	1.748	(3.533)	5.281	(149,48)
(Rugi)/Penghasilan Komprehensif Lain, Setelah Pajak Other Comprehensive (Loss)/Income, net of tax	(6.196)	12.526	(18.722)	(149,47)
Jumlah Penghasilan Komprehensif Tahun Berjalan **Total Comprehensive Income For The Year**	**138.714**	**93.399**	**45.315**	**48,52**

Dalam Juta Rupiah I In Million Rupiah

PENDAPATAN USAHA

Pada tahun 2025, pendapatan usaha Perusahaan tercatat sebesar Rp2,40 triliun, meningkat sebesar 4,13% dibandingkan tahun 2024 yang sebesar Rp2,30 triliun. Peningkatan ini didorong oleh meningkatnya pendapatan dari penjualan material dan suku cadang, penjualan tenaga listrik, serta sewa pembangkit listrik.

REVENUES

In 2025, the Company's operating revenues reached Rp2.40 trillion, representing an increase of 4.13% compared to Rp2.30 trillion in 2024. The growth was primarily driven by higher revenues from the sale of materials and spare parts, electricity sales, and power plant leasing services.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Pendapatan dari penjualan material dan suku cadang Revenue from Sales of Materials and Spare Parts	1.811.661	1.815.378	(3.717)	(0,20)
Pendapatan jasa operasi dan pemeliharaan Operating and Maintenance Service Income	301.374	222.737	78.637	35,30
Penjualan tenaga listrik Electricity Sales	218.964	199.934	19.030	9,52
Sewa pembangkit listrik Rental of power plant	63.456	62.411	1.045	1,67
Jumlah Pendapatan Usaha Total Operating Revenues	**2.395.455**	**2.300.460**	**94.995**	**4,13**

Dalam Juta Rupiah I In Million Rupiah

BEBAN POKOK PENDAPATAN

Hingga akhir tahun 2025, beban pokok pendapatan Perseroan tercatat sebesar Rp2,07 triliun, meningkat dibandingkan tahun 2024 yang sebesar Rp2,02 triliun. Kenaikan ini terutama disebabkan oleh bertambahnya beban perbaikan dan pemeliharaan serta beban gaji dan tunjangan.

COST OF REVENUES

As of the end of 2025, the Company's cost of revenues reached Rp2.07 trillion, compared to Rp2.02 trillion in 2024. The increase was primarily attributable to higher repair and maintenance expenses, as well as increased salaries and employee benefits expenses.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Perbaikan dan pemeliharaan Repair and Maintenance	1.333.674	1.264.366	69.308	5,48
Gaji dan tunjangan Salaries and Allowances	649.416	571.621	77.795	13,61
Penyusutan Depreciation	39.932	74.214	(34.282)	(46,19)
Sewa Rental	35.137	88.669	(53.532)	(60,37)
Bahan bakar dan minyak pelumas Fuel and Lubricant	13.899	16.948	(3.049)	(17,99)
Jumlah Beban Pokok Pendapatan Total Cost of Revenue	**2.072.058**	**2.015.818**	**56.240**	**2,79**

Dalam Juta Rupiah I In Million Rupiah



Laba Usaha

Pada tahun 2025, laba usaha Perusahaan tercatat Rp190,62 miliar, meningkat 47,44% dibandingkan tahun sebelumnya yang tercatat Rp129,29 miliar. Peningkatan ini dipengaruhi oleh bertambahnya penghasilan sewa dari subsewa.

Operating Income

In 2025, the Company's operating profit reached Rp190.62 billion, representing an increase of 47.44% compared to Rp129.29 billion in the previous year. The increase was primarily driven by higher sublease rental income, reflecting improved utilization of leased assets and stronger contributions from subleasing activities.

Laba Tahun Berjalan

Pada tahun 2025, laba bersih tahun berjalan yang diperoleh Perseroan tercatat sebesar Rp144,91 miliar, meningkat sebesar 79,18% dibandingkan tahun 2024 yang mencapai Rp80,87 miliar. Peningkatan ini sejalan dengan meningkatnya total pendapatan sepanjang tahun berjalan.

Profit For The Year

In 2025, the Company's net profit for the year reached Rp144.91 billion, representing an increase of 79.18% compared to Rp80.87 billion in 2024. This growth was in line with the increase in the Company's total revenues generated throughout the year.

(Rugi)/Penghasilan Komprehensif Lain

Pada tahun 2025, Perusahaan mencatat rugi komprehensif lain sebesar Rp6,20 miliar, jumlah ini mengalami perubahan dari tahun sebelumnya yang mencatat penghasilan komprehensif lain sebesar Rp12,53 miliar.

Other Comprehensive (Loss)/ Income

In 2025, the Company recorded an other comprehensive loss of Rp6.20 billion, compared to other comprehensive income of Rp12.53 billion in the previous year. This change primarily reflects movements in components recognized in other comprehensive income during the reporting period.

Jumlah Penghasilan Komprehensif Tahun Berjalan

Pada tahun 2025 Perusahaan mencatat jumlah penghasilan komprehensif tahun berjalan sebesar Rp138,71 miliar, meningkat 48,52% dari tahun sebelumnya yang tercatat Rp93,40 miliar

Total Comprehensive Income for the Year

In 2025, the Company recorded total comprehensive income for the year of Rp138.71 billion, representing an increase of 48.52% compared to Rp93.40 billion in the previous year.

Laporan Arus Kas
Statement of Cash Flows

Pada tahun 2025, arus kas bersih yang dihasilkan dari aktivitas operasi mengalami penurunan sebesar 52,79% dibandingkan tahun sebelumnya. Di sisi lain, arus kas yang digunakan untuk aktivitas investasi menurun sebesar 67,09%. Sementara itu, arus kas yang digunakan untuk aktivitas pendanaan meningkat sebesar 99,41%.

In 2025, net cash generated from operating activities decreased by 52.79% compared to the previous year. Meanwhile, net cash used in investing activities declined by 67.09%. On the other hand, net cash used in financing activities increased by 99.41%.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Arus Kas dari Aktivitas Operasi Cash Flow from Operating Activities	112.019	237.292	(125.273)	(52,79)
Arus Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(13.041)	(39.626)	26.585	(67,09)
Arus Kas dari Aktivitas Pendanaan Cash Flow from Financing Activities	(125.227)	(62.800)	(62.427)	99,41
Penurunan Bersih Kas dan Setara Kas Net Decrease in Cash and Cash Equivalents	(26.249)	134.866	(161.115)	(119,46)
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents at the Beginning of Year	361.891	227.025	134.866	59,41
Kas dan Setara Kas Akhir Tahun Cash and CashEquivalents at the end of Year	335.642	361.891	(26.249)	(7,25)

Dalam juta Rupiah I In Rupiah million

ARUS KAS DARI AKTIVITAS OPERASI

Arus kas bersih yang diperoleh dari aktivitas operasi pada tahun 2025 tercatat sebesar Rp112,02 miliar, menurun 52,79% dibandingkan tahun 2024 yang mencapai Rp237,29 miliar. Penurunan ini terutama disebabkan oleh berkurangnya penerimaan dari pelanggan serta menurunnya penerimaan atas pengembalian Pajak Pertambahan Nilai (PPN). Meskipun demikian, Perseroan tetap mampu menghasilkan arus kas positif dari aktivitas operasional, yang mencerminkan kemampuan perusahaan dalam menjaga keberlangsungan operasional.

CASH FLOW FROM OPERATING ACTIVITIES

In 2025, net cash generated from operating activities reached Rp112.02 billion, representing a decrease of 52.79% compared to Rp237.29 billion in 2024. The decline was primarily attributable to lower cash receipts from customers and reduced Value Added Tax (VAT) refunds. Nevertheless, the Company continued to generate positive cash flows from its operating activities, reflecting its ability to sustain business operations and maintain a healthy operating cash flow.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Penerimaan dari pelanggan Receipt from customers	1.994.301	2.010.006	(15.705)	(0,78)
Pembayaran kepada pemasok Payments to suppliers	(1.149.434)	(1.233.002)	83.568	(6,78)
Pembayaran kepada karyawan Payments to employees	(683.575)	(619.341)	(64.234)	10,37
Pembayaran pajak penghasilan badan Payment of corporate income tax	(80.167)	(66.243)	(13.924)	21,02
Penerimaan pengembalian pajak Receipts of tax refunds	21.406	142.421	(121.015)	(84,97)
Penerimaan penghasilan keuangan Receipt of finance income	20.451	5.412	15.039	277,88
Pembayaran beban keuangan Payment of financial expenses	(10.963)	(1.961)	(9.002)	459,05
Kas Bersih Diperoleh dari Aktivitas Operasi Net Cash Generated from Operating Activities	**112.019**	**237.292**	**(125.273)**	**(52,79)**

Dalam Juta Rupiah I In Million Rupiah

ARUS KAS DARI AKTIVITAS INVESTASI

Arus kas bersih yang digunakan untuk aktivitas investasi pada tahun 2025 tercatat sebesar Rp13,04 miliar, menurun 67,09% dibandingkan tahun 2024 yang sebesar Rp39,63 miliar. Penurunan ini terutama dipengaruhi oleh berkurangnya pengeluaran untuk investasi aset tetap, meskipun Perseroan tetap melakukan penempatan dana pada deposito berjangka sebagai bagian dari strategi pengelolaan kas. Kondisi tersebut mencerminkan pengelolaan investasi yang lebih efisien dan optimal dalam menjaga keseimbangan antara kebutuhan pengembangan usaha dan likuiditas Perusahaan.

CASH FLOW FROM INVESTING ACTIVITIES

In 2025, net cash used in investing activities reached Rp13.04 billion, representing a decrease of 67.09% compared to Rp39.63 billion in 2024. The decline was primarily attributable to lower capital expenditures on property, plant, and equipment, although the Company continued to place funds in time deposits as part of its cash management strategy. This reflects a more efficient and prudent investment approach, enabling the Company to maintain an appropriate balance between supporting business development and preserving liquidity.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Penarikan/(penempatan) kas yang dibatasi penggunaannya untuk jaminan pelaksanaan Withdrawal/(placement) of restricted cash for performance bonds	12.754	2.567	10.187	396,84
Perolehan aset tetap Acquisition of fixed assets	(18.295)	(42.193)	23.898	(56,64)
Penempatan deposito berjangka Placements of time deposits	(7.500)	-	-	-
Penambahan piutang dari ventura bersama Additions of receivables from a joint venture	(13.041)	(39.626)	26.585	(67,09)
Penerimaan atas pembayaran piutang dari ventura bersama Receipt for payments of receivables from a joint venture	-	14.956	14.956	(100,00%)
Kas Bersih Digunakan untuk Aktivitas Investasi Net Cash Used for Investing Activities	(39.626)	(49.160)	9.534	(19,39%)

Dalam Juta Rupiah I In Million Rupiah

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus kas bersih yang digunakan untuk aktivitas pendanaan pada tahun 2025 tercatat sebesar Rp125,23 miliar, meningkat 99,41% dibandingkan tahun 2024 yang sebesar Rp62,80 miliar. Peningkatan penggunaan arus kas ini terutama dipengaruhi oleh bertambahnya pembayaran liabilitas sewa serta pembayaran dividen kepada pemegang saham. Kondisi tersebut mencerminkan komitmen Perseroan dalam memenuhi kewajiban pendanaan sekaligus memberikan nilai tambah kepada pemegang saham melalui pembagian dividen.

Pengurangan pembayaran dividen menunjukkan upaya perusahaan untuk menyimpan lebih banyak kas guna menjaga likuiditas dan mengatasi tantangan operasional.

CASH FLOW FROM FINANCING ACTIVITIES

In 2025, net cash used in financing activities reached Rp125.23 billion, representing an increase of 99.41% compared to Rp62.80 billion in 2024. The higher cash outflows were primarily driven by increased lease liability repayments and dividend distributions to shareholders. This reflects the Company's commitment to fulfilling its financing obligations while continuing to deliver value to shareholders through dividend payments.

The reduction in dividend payments indicates the company's efforts to conserve more cash to maintain liquidity and address operational challenges.

Uraian Description	2025	2024	Pertumbuhan/(Penurunan) Increase/ (Decrease)	
			Rp	%
Pembayaran dividen Dividend payment	(78.222)	(17.257)	(60.965)	353,28
Pembayaran liabilitas sewa Payment of lease liabilities	(47.005)	(45.543)	(1.462)	3,21
Kas Bersih Digunakan untuk Aktivitas Pendanaan Net Cash Used for Financing Activities	**(125.227)**	**(62.800)**	**(62.427)**	**99,41**

Dalam Juta Rupiah I In Million Rupiah

Rasio Keuangan Utama
Key Financial Ratio

Uraian Description	2025	2024	2023
Rasio Likuiditas **Liquidity Ratio**			
Rasio Kas Cash Ratio	0,60	0,87	1,32
Rasio Cepat Quick Ratio	2,51	2,76	4,36
Rasio Lancar Current Ratio	2,53	2,78	4,46
Rasio Solvabilitas **Solvency Ratio**			
Rasio Utang terhadap Aset (DAR) Liabilities to Assets Ratio (DAR)	0,44	0,34	0,20
Rasio Utang terhadap Ekuitas (DER) Liabilities to Equity Ratio (DER)	0,78	0,51	0,24
Rasio Profitabilitas (%) **Profitability Ratio (%)**			
Tingkat Pengembalian Aset (ROA) Return on Assets (ROA)	7,82	5,66	8,15
Tingkat Pengembalian Ekuitas (ROE) Return on Equity (ROE)	13,95	8,54	10,13
Profit Margin Rasio Net Profit Margin	6,05	3,52	5,67
Kolektibilitas Piutang **Accounts Receivable**			
Receivables Turnover (kali) Receivables Turnover (times)	3,32	4,22	3,68
Collection Period (hari) Collection Period (days)	110	87	99



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.

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.

RASIO LIKUIDITAS

1. **Rasio Kas**
   Rasio kas mencerminkan kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek menggunakan kas dan setara kas yang tersedia. Pada tahun 2025, rasio kas tercatat sebesar 0,60, mengalami penyesuaian dari 0,87 pada tahun 2024. Penurunan ini menunjukkan adanya optimalisasi pemanfaatan kas untuk mendukung kebutuhan operasional dan pengembangan usaha. Meskipun demikian, posisi likuiditas Perseroan tetap terjaga dengan baik, sehingga mampu memenuhi kewajiban jangka pendek secara memadai.

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 2025, rasio cepat tercatat sebesar 2,51, terdapat penyesuaian dari 2,76 pada tahun 2024. Meskipun mengalami penurunan, rasio tersebut tetap menunjukkan tingkat likuiditas yang kuat, dengan aset lancar yang memadai untuk memenuhi kewajiban jangka pendek serta mendukung kelancaran operasional Perseroan.

3. **Rasio Lancar**
   Rasio lancar menggambarkan kemampuan Perusahaan dalam memenuhi kewajiban jangka pendek dengan menggunakan seluruh aset lancar yang dimiliki. Pada tahun 2025, rasio lancar tercatat sebesar 2,53, mengalami penyesuaian dari 2,78 pada tahun 2024. Meskipun mengalami penurunan, rasio tersebut tetap berada pada tingkat yang sehat dan menunjukkan bahwa Perseroan memiliki aset lancar yang memadai untuk memenuhi kewajiban jangka pendek serta menjaga stabilitas likuiditas

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 2025, the cash ratio was recorded at 0.60, adjusting from 0.87 in 2024. The decline indicates a more efficient utilization of cash to support operational requirements and business development. Nevertheless, the Company's liquidity position remained sound, demonstrating its continued ability to meet short-term obligations in a timely manner.

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 2025, the quick ratio was recorded at 2.51, a slight adjustment from 2.76 in 2024. Although the ratio declined, it continued to indicate a strong liquidity position, with sufficient current assets to cover short-term liabilities and support the Company's ongoing operations.

3. **Current Ratio**
   The current ratio reflects the Company's ability to meet its short-term obligations using all of its current assets. In 2025, the current ratio was recorded at 2.53, a slight adjustment from 2.78 in 2024. Although the ratio declined, it remained at a healthy level, indicating that the Company maintained sufficient current assets to meet its short-term liabilities while preserving a stable liquidity position.

RASIO SOLVABILITAS

1. **Rasio Utang terhadap Aset (DAR)**
   Rasio *Liabilities to Asset Ratio* (DAR) Perusahaan mengalami peningkatan dari 0,34 pada tahun 2024 menjadi 0,44 pada tahun 2025. Peningkatan ini menunjukkan adanya pemanfaatan pendanaan berbasis utang yang lebih besar untuk mendukung kebutuhan operasional dan pengembangan usaha. Meskipun rasio utang terhadap total aset mengalami kenaikan, struktur permodalan Perseroan tetap berada pada tingkat yang sehat dan terkendali.

2. **Rasio Utang terhadap Ekuitas (DER)**
   Rasio *Liabilities to Equity Ratio* (DER) Perusahaan meningkat dari 0,51 pada tahun 2024 menjadi 0,78 pada tahun 2025. 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. **Liabilities to Assets Ratio (DAR)**
   The Company's Liabilities to Asset Ratio (DAR) increased from 0.34 in 2024 to 0.44 in 2025. The increase indicates greater utilization of debt financing to support the Company's operational requirements and business development. Despite the higher ratio of debt to total assets, the Company's capital structure remained sound and well managed.

2. **Liabilities to Equity Ratio (DER)**
   The Company's Liabilities to Equity Ratio (DER) increased from 0.51 in 2024 to 0.78 in 2025. 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.

Penurunan rasio perputaran piutang (*receivables turnover*) dari 4,22 kali pada tahun 2024 menjadi 3,32 kali pada tahun 2025 mencerminkan bahwa kecepatan perputaran piutang menjadi lebih rendah dibandingkan tahun sebelumnya.

The decline in the receivables turnover ratio from 4.22 times in 2024 to 3.32 times in 2025 indicates a slower rate of receivables turnover compared to the previous year.

Rata-rata periode penagihan (*collection period*) meningkat dari 87 hari pada tahun 2024 menjadi 110 hari pada tahun 2025. Peningkatan ini menunjukkan bahwa waktu yang dibutuhkan Perseroan untuk menagih piutang menjadi lebih panjang dibandingkan tahun sebelumnya. Kondisi tersebut dipengaruhi oleh meningkatnya piutang usaha seiring dengan pertumbuhan aktivitas bisnis dan karakteristik pembayaran pelanggan.

The Collection Period increased from 87 days in 2024 to 110 days in 2025. This increase indicates that the Company required a longer period to collect its trade receivables compared to the previous year. The change was primarily driven by the growth in trade receivables in line with increased business activities and the payment characteristics of the Company's customers.

Secara keseluruhan, penurunan rasio perputaran piutang (*receivables turnover*) yang diikuti dengan meningkatnya Collection Period menunjukkan bahwa proses penagihan piutang pada tahun 2025 memerlukan waktu yang lebih lama dibandingkan tahun sebelumnya. Kondisi ini sejalan dengan meningkatnya saldo piutang usaha sebagai konsekuensi dari pertumbuhan aktivitas bisnis dan karakteristik siklus pembayaran pelanggan. Perseroan terus memperkuat pengelolaan piutang melalui pemantauan kualitas piutang, evaluasi terhadap jatuh tempo, serta optimalisasi proses penagihan guna menjaga kelancaran arus kas dan meminimalkan risiko piutang tak tertagih.

Overall, the decline in the receivables turnover ratio, together with the increase in the Collection Period, indicates that the Company's receivables collection process took longer in 2025 than in the previous year. This trend was consistent with the increase in trade receivables resulting from business growth and the payment cycles of the Company's customers. To address this, the Company continued to strengthen its receivables management by closely monitoring receivables quality, regularly evaluating outstanding balances and their maturity profiles, and optimizing its collection processes to maintain healthy cash flows and minimize the risk of uncollectible receivables.

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 2025 dapat dijelaskan dalam tabel berikut:

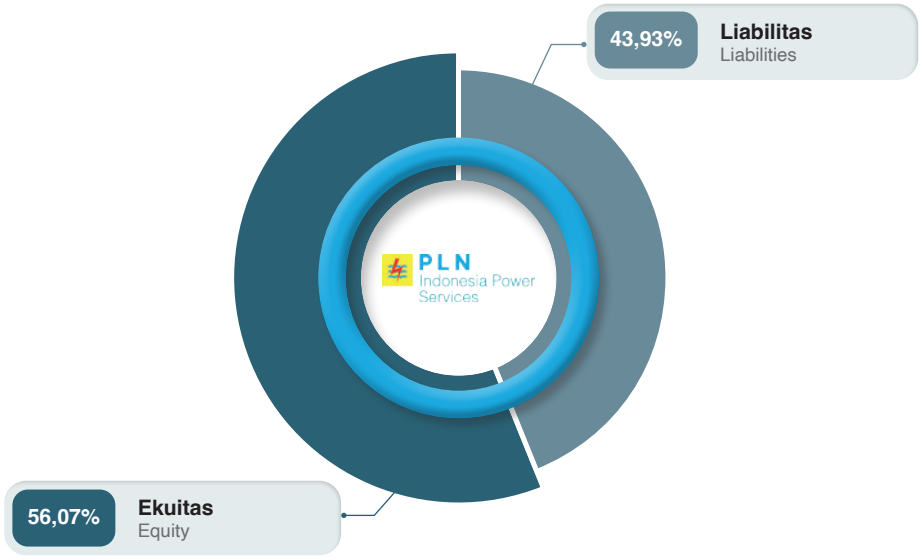
DETAILS ON CAPITAL STRUCTURE

The Company's capital structure as of December 31, 2025 can be explained in the following table:

Uraian Description	2025		2024	
	Rp	%	Rp	%
Jumlah Liabilitas Total Liabilities	813.609	43,93%	481.864	33,73%
Ekuitas Equity	1.038.652	56,07%	946.938	66,27%
Total Liabilitas dan Ekuitas Total Liabilities and Equity	**1.852.261**	**100%**	**1.428.802**	**100%**
Rasio Jumlah Liabilitas terhadap Ekuitas Ratio of Total Liabilities to Equity		**78,33%**		**50,89%**

Dalam juta Rupiah I In Rupiah million

Grafik STRUKTUR MODAL
Graph of CAPITAL STRUCTURE



Struktur modal Perusahaan pada tahun 2025 terdiri dari Liabilitas sebesar Rp813,61 miliar, meningkat dibandingkan tahun 2024. Selain itu struktur modal yang dibiayai dari Ekuitas sebesar Rp1,04 triliun yang lebih tinggi dibandingkan tahun 2024. Komposisi permodalan Perusahaan pada tahun 2025 yaitu terdiri dari 43,93% liabilitas dan 56,07% ekuitas dengan Rasio Utang terhadap Ekuitas sebesar 78,33%. 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 2025, the Company's capital structure consisted of liabilities was Rp813.61 billion, an increase compared to 2024. In addition, equity financing was Rp1.04 trillion, also higher than the previous year. The composition of the Compan44y's capital structure in 2025 comprised 43.93% liabilities and 56.07% equity, with a Debt to Equity Ratio (DER) of 78.33%. 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 2025, tingkat rasio utang terhadap ekuitas Perusahaan sebesar 78,33%, mengalami peningkatan dari tahun sebelumnya yang sebesar 50,89%.

LIQUIDITY LEVEL OF THE COMPANY

The Company consistently monitors its liquidity ratio, which indicates its ability to meet short-term obligations. A higher liquidity ratio contributes to a more optimal capital structure. In 2025, the Company's Debt to Equity Ratio (DER) was 78.33%, an increase from 50.89% 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 2025 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 2025, so it cannot provide information about the type, value, purpose, source of funds, denomination, or plans for capital goods investment.

IKATAN MATERIAL TAHUN 2025
MATERIAL BOND OF 2025

Pada tahun 2025, 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 2025:

In 2025, 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 2025:

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.

Perjanjian ini telah diamandemen beberapa kali, dengan amandemen terakhir tanggal 24 Desember 2025, Terkait dengan perpanjangan jangka waktu perjanjian menjadi 31 Desember 2026.

Pada tanggal 28 Juni 2024, Perusahaan mengadakan Perjanjian No. 006.Pj/BBC1- IPS/VI/2024 dengan PLN 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.

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.

This agreement has been amended several times, with the latest amendment on 24 December 2025, extending the agreement period until 31 December 2026.

On 28 June 2024, the Company entered into Agreement No. 006.Pj/BBC1-IPS/VI/2024 with PLN regarding Procurement genset lease 15MW for power plants 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. **PT PLN (Persero) Wilayah Nusa Tenggara Timur**

Pada tanggal 24 Juni 2025, Perusahaan mengadakan Perjanjian No. 00192.Pj/DAN.01.02/F20000000/2025 dengan PLN tentang Pengadaan

b. **PT PLN (Persero) Region Nusa Tenggara Timur**

On 24 June 2025, the Company entered into Agreement No. 00192.Pj/DAN.01.02/F20000000/2025 with PLN regarding Procurement

Sewa Genset 15MW untuk pembangkit di daerah Maumere. Perjanjian ini berlaku sampai dengan 24 Juni 2027. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

genset lease 15MW for power plant in region Maumere. The term of the agreement is valid until 24 June 2027. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

Pada tanggal 22 Agustus 2025, Perusahaan mengadakan Perjanjian No. 013.PJ/BBC1- IPS/ VIII/2025 dengan PLN tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Ende. Perjanjian ini berlaku sampai dengan 22 Agustus 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

On 22 August 2025, the Company entered into Agreement No. 013.PJ/BBC1-IPS/VIII/2025 with PLN regarding Procurement genset lease 15MW for power plant in region Ende. The term of the agreement is valid until 22 August 2028. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

Pada tanggal 22 Agustus 2025, Perusahaan mengadakan Perjanjian No. 012.PJ/BBC1- IPS/ VIII/2025 dengan PLN tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Waingapu. Perjanjian ini berlaku sampai dengan 22 Agustus 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

On 22 August 2025, the Company entered into Agreement No. 012.PJ/BBC1-IPS/VIII/2025 with PLN regarding Procurement genset lease 15MW for power plant in region Waingapu. The term of the agreement is valid until 22 August 2028. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

c. PT PLN (Persero) Wilayah Papua dan Papua Barat

Pada tanggal 22 Agustus 2025, Perusahaan mengadakan Perjanjian No. 014.PJ/BBC1- IPS/ VIII/2025 dengan PLN tentang Pengadaan Sewa Genset 10MW untuk pembangkit di daerah Sorong. Perjanjian ini berlaku sampai dengan 22 Agustus 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

c. PT PLN (Persero) Region Papua and Papua Barat

On 22 August 2025, the Company entered into Agreement No. 014.PJ/BBC1-IPS/VIII/2025 with PLN regarding Procurement genset lease 10MW for power plant in region Sorong. The term of the agreement is valid until 22 August 2028. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

d. 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.

d. 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 Type of Capital Goods	2025	2024
Tanah Land	-	14.530
Bangunan Umum dan Prasarana Public Buildings and Infrastructure	3.446	-
Perlengkapan pengolahan data dan telekomunikasi Data processing and telecommunications equipment	-	-
Perlengkapan umum General equipment	16	-
Instalasi dan Mesin Pembangkit Generator Installation and Machinery	-	14.819
Pekerjaan dalam pelaksanaan Construction in progress	14.833	12.844
Jumlah Total	**18.295**	**42.193**

Dalam juta Rupiah I in Rupiah million

Pada tahun 2025, nilai investasi barang modal Perusahaan tercatat sebesar Rp18,30 miliar, mengalami penurunan 56,64% atau setara dengan Rp23,90 miliar dibandingkan tahun 2024 yang sebesar Rp42,19 miliar. Penurunan ini terutama disebabkan oleh tidak adanya penambahan investasi pada instrumen tanah serta instalasi dan mesin pembangkit.

In 2025, the Company's capital expenditure reached Rp18.30 billion, representing a decrease of 56.64%, or Rp23.90 billion, compared to Rp42.19 billion in 2024. The decline was primarily attributable to the absence of additional investments in land and in power plant installations and machinery during the year.

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 2025 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, 2025, approximates their fair value.



Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Events Occurring After the Date of the Independent Auditor's Report



Berdasarkan Akta Notaris No. 18, tanggal 16 April 2026 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta, pemegang saham menyetujui perubahan susunan Dewan Komisaris menjadi sebagai berikut:

Berdasarkan Akta Notaris No. 18, tanggal 16 April 2026 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta, pemegang saham menyetujui perubahan susunan Dewan Komisaris menjadi sebagai berikut:

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
Vacant	Komisaris Commissioner	Raden Umar	Komisaris Commissioner
Vacant	Komisaris Commissioner	Abdul Hakam Nagib	Komisaris Commissioner
Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner

Prospek dan Keberlangsungan Usaha
Prospects and Business Continuity

Tahun 2026 diperkirakan menjadi periode akselerasi bagi prospek usaha PLN IP Services seiring dengan meningkatnya kebutuhan listrik nasional, penguatan agenda transisi energi, serta berlanjutnya implementasi Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) PT PLN (Persero) Tahun 2025–2034. Setelah tahun 2025 menjadi fase konsolidasi kebijakan dan penguatan kapasitas, tahun 2026 akan menjadi tahap yang lebih menentukan karena agenda ketenagalistrikan mulai bergerak dari perencanaan menuju eksekusi proyek, penguatan infrastruktur, dan perluasan layanan energi. Kementerian ESDM mencatat bahwa kapasitas terpasang pembangkit listrik nasional pada tahun 2025 telah meningkat sekitar 7 GW menjadi 107,51 GW, sementara konsumsi listrik per kapita naik menjadi 1.584 kWh. Peningkatan tersebut menunjukkan bahwa permintaan listrik nasional masih memiliki ruang pertumbuhan yang kuat dan membutuhkan dukungan layanan ketenagalistrikan yang andal, efisien, dan terintegrasi.[1]

The year 2026 is expected to mark a period of accelerated growth for PLN IP Services' business prospects, driven by rising national electricity demand, the strengthening of the energy transition agenda, and the ongoing implementation of PT PLN (Persero)'s 2025–2034 Electricity Supply Business Plan (RUPTL). Following 2025, which served as a phase of policy consolidation and capacity building, 2026 will mark a more decisive stage as the electricity sector shifts from planning toward project execution, infrastructure strengthening, and the expansion of energy services. The Ministry of Energy and Mineral Resources notes that the national installed power generation capacity in 2025 has increased by approximately 7 GW to 107.51 GW, while per capita electricity consumption has risen to 1,584 kWh. This increase indicates that national electricity demand still has strong growth potential and requires support from reliable, efficient, and integrated electricity services.[1]

Peluang usaha tahun 2026 terutama bersumber dari kelanjutan rencana penambahan kapasitas pembangkit sebesar 69,5 GW dalam RUPTL 2025–2034. Komposisi rencana tersebut terdiri atas 42,6 GW pembangkit berbasis Energi Baru Terbarukan (EBT), 10,3 GW sistem penyimpanan energi, dan 16,6 GW pembangkit fosil. Struktur ini memperlihatkan bahwa arah pertumbuhan sektor ketenagalistrikan tidak lagi hanya bertumpu pada penambahan kapasitas pembangkit, tetapi juga pada kemampuan sistem untuk mengintegrasikan pembangkit rendah karbon, menjaga keandalan pasokan, dan menyediakan fleksibilitas sistem melalui teknologi penyimpanan energi.[2] Bagi PLN IP Services, kondisi tersebut membuka ruang usaha yang lebih luas pada layanan operasi dan pemeliharaan pembangkit, jasa inspeksi teknis, pengujian keandalan, layanan rekayasa, pengelolaan aset pembangkit, serta dukungan teknis bagi proyek EBT dan sistem penyimpanan energi.

Business opportunities in 2026 will primarily stem from the continuation of the plan to add 69.5 GW of power generation capacity outlined in the 2025–2034 RUPTL. This plan consists of 42.6 GW of renewable energy (EBT) power plants, 10.3 GW of energy storage systems, and 16.6 GW of fossil fuel power plants. This structure indicates that the direction of growth in the electricity sector no longer relies solely on power plant capacity expansion, but also on the system's ability to integrate low-carbon power plants, maintain supply reliability, and provide system flexibility through energy storage technology. [2] For PLN IP Services, these conditions open up broader business opportunities in power plant operation and maintenance services, technical inspection services, reliability testing, engineering services, power plant asset management, as well as technical support for RES projects and energy storage

Prospek usaha juga diperkuat oleh kebutuhan investasi yang besar dalam pembangunan pembangkit dan infrastruktur pendukung. RUPTL 2025–2034 menempatkan EBT dan storage sebagai bagian penting dari ekspansi kapasitas baru, sehingga pelaku usaha di sektor jasa energi perlu menyiapkan kemampuan teknis yang lebih adaptif terhadap karakteristik pembangkit surya, hidro, panas bumi, angin, bioenergi, baterai, dan pumped storage. Tahun 2026 akan menjadi periode penting bagi penyiapan proyek, penyelesaian desain teknis, penguatan kajian kelayakan, finalisasi skema pendanaan, serta penyusunan kontrak komersial. Dengan demikian, peluang usaha tidak hanya muncul pada tahap konstruksi, tetapi juga pada tahap pra-konstruksi, pengawasan teknis, komisioning, sertifikasi, serta layanan pasca-operasi.

Secara geografis, peluang pengembangan usaha akan semakin tersebar ke luar Jawa seiring dengan arah pembangunan pembangkit dan jaringan dalam RUPTL 2025–2034. Kawasan Jawa-Madura-Bali tetap menjadi pusat permintaan listrik dan investasi, tetapi Sumatera, Sulawesi, Kalimantan, Maluku, Papua, dan Nusa Tenggara akan semakin penting karena memiliki potensi sumber daya EBT serta kebutuhan peningkatan akses listrik. Perluasan proyek di luar pusat beban utama menciptakan kebutuhan terhadap layanan teknis yang lebih kompleks, termasuk survei lokasi, studi interkoneksi, manajemen proyek, pengawasan konstruksi, sistem proteksi, pemeliharaan jaringan, serta solusi energi untuk wilayah terpencil dan kepulauan. Bagi PLN IP Services, kondisi ini membuka peluang untuk memperluas portofolio layanan dari sekadar pendukung operasional menjadi penyedia solusi energi berbasis kebutuhan wilayah.

Selain pembangkitan, penguatan transmisi dan distribusi menjadi sumber prospek usaha yang sangat penting pada tahun 2026. PLN merencanakan pembangunan Green Super Grid sepanjang 47.758 Km serta gardu induk berkapasitas 107.950 MVA dalam RUPTL 2025–2034. Infrastruktur ini dibutuhkan untuk meningkatkan keandalan sistem, menghubungkan sumber pembangkit EBT dengan pusat beban, serta mengurangi ketimpangan pasokan antarwilayah.[3] Tahun 2026 diperkirakan menjadi salah satu fase awal percepatan proyek jaringan, sehingga permintaan terhadap jasa perencanaan, survei, konstruksi sipil, pengujian peralatan, sertifikasi teknis, pemeliharaan transmisi, dan pengawasan proyek akan semakin meningkat. Peluang ini relevan bagi PLN IP Services karena keandalan jaringan akan menjadi faktor penentu dalam keberhasilan integrasi EBT dan peningkatan kualitas layanan pelanggan.

Business prospects are also bolstered by the significant investment required for the construction of power plants and supporting infrastructure. The 2025–2034 RUPTL identifies renewable energy and storage as key components of new capacity expansion; therefore, businesses in the energy services sector must develop technical capabilities that are better adapted to the characteristics of solar, hydro, geothermal, wind, bioenergy, battery, and pumped-storage power plants. The year 2026 will be a critical period for project preparation, finalizing technical designs, strengthening feasibility studies, finalizing financing schemes, and drafting commercial contracts. Consequently, business opportunities will arise not only during the construction phase but also during the pre-construction phase, technical supervision, commissioning, certification, and post-operation services.

Geographically, business development opportunities will increasingly spread beyond Java in line with the direction of power plant and grid development outlined in the 2025–2034 RUPTL. The Java-Madura-Bali region will remain the center of electricity demand and investment, but Sumatra, Sulawesi, Kalimantan, Maluku, Papua, and Nusa Tenggara will become increasingly important due to their potential for renewable energy resources and the need to expand electricity access. The expansion of projects beyond the main load centers creates a need for more complex technical services, including site surveys, interconnection studies, project management, construction supervision, protection systems, grid maintenance, and energy solutions for remote and island regions. For PLN IP Services, this situation opens opportunities to expand its service portfolio from merely operational support to becoming a provider of region-specific energy solutions.

In addition to power generation, the expansion of transmission and distribution infrastructure represents a critical source of business opportunities by 2026. PLN plans to construct a 47,758-kilometer Green Super Grid and substations with a total capacity of 107,950 MVA under the 2025–2034 RUPTL. This infrastructure is needed to improve system reliability, connect renewable energy generation sources with load centers, and reduce supply imbalances between regions.[3] The year 2026 is expected to mark one of the initial phases of accelerated grid projects, leading to a significant increase in demand for services such as planning, surveying, civil construction, equipment testing, technical certification, transmission maintenance, and project supervision. This opportunity is relevant to PLN IP Services because grid reliability will be a key factor in the success of renewable energy integration and the improvement of customer service quality.

Sektor hilir ketenagalistrikan juga memiliki prospek yang semakin kuat. Peningkatan konsumsi listrik per kapita menunjukkan bahwa listrik semakin menjadi infrastruktur utama bagi aktivitas ekonomi, layanan publik, digitalisasi, dan gaya hidup masyarakat. Pertumbuhan sektor industri, pusat data, kawasan ekonomi, transportasi listrik, serta elektrifikasi rumah tangga akan meningkatkan kebutuhan terhadap layanan energi yang lebih fleksibel dan berbasis data. Dalam konteks ini, peluang usaha untuk energy retail, smart metering, manajemen beban, audit energi, energy analytics, layanan efisiensi energi, serta platform digital kelistrikan akan semakin terbuka. PLN IP Services perlu membaca peluang ini secara agresif karena pasar tidak hanya membutuhkan pasokan listrik, tetapi juga solusi untuk mengelola konsumsi, menekan biaya energi, dan meningkatkan keandalan operasi pelanggan.

The downstream electricity sector also holds increasingly strong prospects. The rise in per capita electricity consumption indicates that electricity is increasingly becoming a key infrastructure for economic activities, public services, digitalization, and people's lifestyles. Growth in the industrial sector, data centers, economic zones, electric transportation, and household electrification will increase the demand for more flexible, data-driven energy services. In this context, business opportunities for energy retail, smart metering, load management, energy audits, energy analytics, energy efficiency services, and digital electricity platforms will become increasingly available. PLN IP Services needs to aggressively capitalize on these opportunities because the market requires not only electricity supply but also solutions to manage consumption, reduce energy costs, and improve the reliability of customer operations.

Ekspansi kendaraan listrik akan menjadi salah satu pendorong baru bagi pertumbuhan sektor ketenagalistrikan pada tahun 2026. Pemerintah menargetkan 2 juta unit mobil listrik dan 13 juta unit kendaraan listrik roda dua pada tahun 2030, sementara kebutuhan SPKLU diperkirakan mencapai 32.000 unit pada tahun yang sama.[4] PLN juga telah membuka skema Partnership SPKLU sebagai layanan kerja sama bisnis penyediaan infrastruktur pengisian kendaraan listrik, dengan dukungan platform PLN Mobile yang digunakan oleh lebih dari 72 juta pengguna.[5] Perkembangan ini membuka peluang bagi layanan perencanaan lokasi, instalasi, pengujian, operasi, pemeliharaan SPKLU, sistem manajemen pengisian daya, serta integrasi data pelanggan. Bagi PLN IP Services, peluang ini penting karena elektrifikasi transportasi akan menciptakan pasar baru yang bersinggungan langsung dengan infrastruktur, teknologi digital, dan layanan pelanggan.

The expansion of electric vehicles will be one of the new drivers of growth in the electricity sector by 2026. The government targets 2 million electric cars and 13 million electric two-wheelers by 2030, while the need for EV charging stations is estimated to reach 32,000 units in the same year.[4] PLN has also launched the EV Charging Station Partnership scheme as a business collaboration service for providing electric vehicle charging infrastructure, supported by the PLN Mobile platform used by over 72 million users. [5] These developments open opportunities for services related to location planning, installation, testing, operation, and maintenance of EV charging stations, charging management systems, as well as customer data integration. For PLN IP Services, this opportunity is significant because transportation electrification will create a new market that directly intersects with infrastructure, digital technology, and customer services.

Dari sisi transisi energi, tahun 2026 akan mendorong kebutuhan terhadap layanan yang mendukung penurunan emisi dan peningkatan bauran EBT. Pada tahun 2025, realisasi kapasitas pembangkit EBT mencapai 15.630 MW, dengan tambahan kapasitas yang berasal dari PLTA, PLTS, PLTP, dan bioenergi.[6] Capaian tersebut menunjukkan adanya pergerakan positif, tetapi skala kebutuhan menuju target RUPTL masih besar. Oleh karena itu, tahun 2026 akan membuka ruang bagi layanan pendukung seperti asesmen emisi, optimasi efisiensi pembangkit, asset performance management, integrasi pembangkit EBT, penyusunan peta jalan dekarbonisasi, dan pengembangan kompetensi teknis untuk teknologi energi bersih. PLN IP Services perlu memperkuat posisi pada area ini karena transisi energi bukan hanya agenda pembangkitan, tetapi juga agenda layanan, operasi, data, dan tata kelola risiko.

The expansion of electric vehicles will be one of the new drivers of growth in the electricity sector by 2026. The government targets 2 million electric cars and 13 million electric two-wheelers by 2030, while the need for EV charging stations is estimated to reach 32,000 units in the same year.[4] PLN has also launched the EV Charging Station Partnership scheme as a business collaboration service for providing electric vehicle charging infrastructure, supported by the PLN Mobile platform used by over 72 million users. [5] These developments open opportunities for services related to location planning, installation, testing, operation, and maintenance of EV charging stations, charging management systems, as well as customer data integration. For PLN IP Services, this opportunity is significant because transportation electrification will create a new market that directly intersects with infrastructure, digital technology, and customer services.

Aspek sosial dan keberlanjutan juga akan memperluas prospek usaha pada tahun 2026. Program Listrik Desa dan Bantuan Pasang Baru Listrik pada tahun 2025 telah menjangkau 1.516 lokasi dan 77.616 pelanggan melalui Listrik Desa, serta 205.968 rumah tangga melalui BPBL. [7] Keberlanjutan program elektrifikasi pada tahun 2026 akan membutuhkan dukungan teknis, penguatan jaringan distribusi, operasi sistem kecil, layanan pelanggan, dan pemeliharaan infrastruktur di wilayah dengan tantangan geografis tinggi. Dalam konteks ini, peluang usaha tidak hanya muncul dari proyek berskala besar, tetapi juga dari kebutuhan layanan energi yang inklusif, tersebar, dan dekat dengan masyarakat. Pendekatan tersebut selaras dengan arah pembangunan ketenagalistrikan yang tidak hanya mengejar pertumbuhan kapasitas, tetapi juga pemerataan akses dan peningkatan kualitas layanan.

Social and sustainability aspects will also expand business prospects in 2026. The Village Electrification Program and the New Electricity Connection Assistance Program in 2025 have reached 1,516 locations and 77,616 customers through the Village Electrification Program, as well as 205,968 households through the New Electricity Connection Assistance Program. [7] The sustainability of the electrification program in 2026 will require technical support, strengthening of distribution networks, small-scale system operations, customer service, and infrastructure maintenance in areas with significant geographical challenges. In this context, business opportunities arise not only from large-scale projects but also from the need for inclusive, decentralized, and community-oriented energy services. This approach aligns with the direction of the electricity sector's development, which seeks not only to expand capacity but also to ensure equitable access and improve service quality.

Meskipun peluang usaha tahun 2026 cukup besar, PLN IP Services tetap perlu mengelola sejumlah risiko strategis. Risiko utama berasal dari kesiapan infrastruktur jaringan, keterlambatan proyek, dinamika pembiayaan, fluktuasi harga komoditas, ketergantungan terhadap teknologi impor, serta kebutuhan peningkatan kompetensi SDM. Selain itu, transisi energi juga menuntut perusahaan untuk tidak terjebak pada pola layanan lama. Perusahaan yang hanya mengandalkan jasa konvensional akan tertinggal oleh kebutuhan pasar yang semakin menuntut solusi berbasis teknologi, efisiensi, dekarbonisasi, dan data. Oleh karena itu, PLN IP Services perlu memperkuat diversifikasi portofolio, meningkatkan kemampuan teknis pada EBT dan storage, memperluas kemitraan strategis, serta membangun sistem layanan yang lebih adaptif terhadap perubahan kebutuhan pelanggan.

Although business opportunities in 2026 are substantial, PLN IP Services still needs to manage a number of strategic risks. The main risks stem from the readiness of network infrastructure, project delays, financing dynamics, commodity price fluctuations, reliance on imported technology, and the need to enhance human resource competencies. Additionally, the energy transition requires the company to avoid becoming stuck in outdated service models. Companies that rely solely on conventional services will be left behind by market demands that increasingly call for technology-based solutions, efficiency, decarbonization, and data. Therefore, PLN IP Services needs to strengthen portfolio diversification, enhance technical capabilities in renewable energy and storage, expand strategic partnerships, and build a service system that is more adaptive to changing customer needs.

Secara keseluruhan, prospek usaha PLN IP Services tahun 2026 dapat dinilai positif dan ekspansif. Pertumbuhan permintaan listrik, implementasi RUPTL 2025–2034, percepatan EBT, penguatan jaringan, elektrifikasi transportasi, dan pemerataan akses listrik membentuk ruang pertumbuhan usaha yang luas. Namun, peluang tersebut hanya dapat dikonversi menjadi kinerja apabila perusahaan mampu bergerak lebih cepat, lebih teknis, dan lebih terintegrasi. Dengan memperkuat kapabilitas layanan energi, pengelolaan aset, solusi digital, operasi dan pemeliharaan, serta dukungan terhadap agenda transisi energi, PLN IP Services memiliki peluang untuk memperluas perannya sebagai mitra strategis PLN Group dalam membangun sistem ketenagalistrikan yang andal, efisien, inklusif, dan rendah karbon.

Overall, the business outlook for PLN IP Services in 2026 can be viewed as positive and expansive. Growing electricity demand, the implementation of the 2025–2034 RUPTL, the acceleration of renewable energy, grid reinforcement, transportation electrification, and the expansion of electricity access create a broad scope for business growth. However, these opportunities can only be converted into performance if the company is able to move faster, operate more technically, and become more integrated. By strengthening its capabilities in energy services, asset management, digital solutions, operations and maintenance, as well as support for the energy transition agenda, PLN IP Services has the opportunity to expand its role as a strategic partner of the PLN Group in building a reliable, efficient, inclusive, and low-carbon electricity system.

Catatan Kaki

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Footnotes

1. Ministry of Energy and Mineral Resources, "Generation Capacity Increases by 7 GW, Public Access to Electricity Rises," January 2026.
2. Ministry of Energy and Mineral Resources, "RUPTL of PT PLN (Persero) for 2025–2034," May 2025.
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5. PT PLN (Persero), "PLN EV Charging Station Partnership," accessed May 2026.
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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 2025, 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 2025, 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.

Uraian Description	Target RKAP RKAP Target 2025	Realisasi Realization 2025	Realisasi Realization 2024	Pencapaian RKAP RKAP Achievement	Pertumbuhan (Penurunan) Growth (Decrease)
	a	b	c	b/a	(b-c)/c
Pendapatan Usaha Operating Revenues	2.363.144	2.395.455	2.300.460	101,37%	4,13%
Beban Usaha Operating Expenses	(2.173.257)	(2.237.513)	(2.177.757)	102,96%	2,74%
Laba Usaha Operating Profit	189.888	190.619	129.288	100,39%	47,44%
Laba Tahun Berjalan Profit for the Year	97.696	144.910	80.873	148,33%	79,18%

Uraian Description	Target RKAP RKAP Target 2025	Realisasi Realization 2025	Realisasi Realization 2024	Pencapaian RKAP RKAP Achievement	Pertumbuhan (Penurunan) Growth (Decrease)
	a	b	c	b/a	(b-c)/c
Aset Assets	1.437.830	1.852.261	1.428.802	128,82%	29,64%
Liabilitas Liabilities	414.185	813.609	481.864	196,44%	68,85%
Ekuitas Equity	1.023.645	1.038.652	946.938	101,47%	9,69%

Dalam Juta Rupiah I In Million Rupiah

PROYEKSI SATU TAHUN KE DEPAN

Adapun target yang telah ditetapkan oleh perusahaan untuk tahun 2026 mendatang adalah berikut:

ONE-YEAR FORWARD PROJECTION

The targets set by the company for the upcoming year 2026 are as follows:

Tabel Proyeksi Satu Tahun ke Depan
Table of Projection for the Next Year

Uraian Description	Target 2026 2026 Target
Pendapatan Usaha Operating Revenues	2.839.838
Beban Usaha Operating Expenses	2.663.824
Laba Usaha Operating Profit	140.277
Laba Tahun Berjalan Profit for the Year	145.129
Aset Assets	1.577.983
Liabilitas Liabilities	480.534
Ekuitas Equity	1.097.449

Dalam juta Rupiah I 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 2025, PT PLN Indonesia Power Services memperkuat aspek pemasaran melalui pengembangan layanan inti, perluasan pasar, digitalisasi proses komersial, dan penguatan portofolio bisnis energi hijau. Arah tersebut selaras dengan tema laporan tahunan Perusahaan, yaitu "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition".

Throughout 2025, PT PLN Indonesia Power Services strengthened its marketing efforts through the development of core services, market expansion, the digitization of commercial processes, and the expansion of its green energy business portfolio. This direction aligns with the theme of the Company's annual report, namely "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating the Green Energy Transition."

Strategi pemasaran Perusahaan tidak hanya diarahkan untuk meningkatkan pendapatan, tetapi juga untuk memperkuat posisi PLN IP Services sebagai penyedia solusi layanan energi yang andal, efisien, terintegrasi, dan selaras dengan prinsip keberlanjutan. Penguatan tersebut didukung oleh implementasi ESG tahun 2025, antara lain melalui sertifikasi ISO 14001 PLTD Nusa Penida, PROPER Biru PLTD Nusa Penida, penyusunan Sustainability Report, sertifikasi ISO 45001, pengelolaan program CSR, pembaruan kebijakan tata kelola, penyusunan Annual Report, serta annual surveillance ISO 37001 dan ISO 9001.

The Company's marketing strategy is not only aimed at increasing revenue but also at strengthening PLN IP Services' position as a provider of reliable, efficient, integrated energy solutions that align with sustainability principles. This strengthening is supported by the implementation of ESG initiatives in 2025, including ISO 14001 certification for the Nusa Penida PLTD, Blue PROPER certification for the Nusa Penida PLTD, the preparation of a Sustainability Report, ISO 45001 certification, management of CSR programs, updates to governance policies, the preparation of an Annual Report, as well as annual surveillance for ISO 37001 and ISO 9001.

Dengan fondasi tersebut, pemasaran PLN IP Services pada tahun 2025 ditempatkan sebagai instrumen strategis untuk memperluas pasar, meningkatkan kepercayaan pelanggan, dan memperkuat daya saing Perusahaan di tengah meningkatnya kebutuhan layanan energi rendah karbon, layanan O&M, MRO, solar PV, serta bisnis beyond kWh.

With this foundation, the marketing of PLN IP Services in 2025 is positioned as a strategic instrument to expand the market, increase customer trust, and strengthen the Company's competitiveness amid rising demand for low-carbon energy services, O&M services, MRO, solar PV, and businesses beyond kWh.

STRATEGI PEMASARAN
MARKETING STRATEGY

Pada tahun 2025, PLN IP Services menjalankan strategi pemasaran berdasarkan tema. Strategi tersebut diarahkan untuk memperkuat layanan inti, memperluas pasar, meningkatkan efektivitas proses komersial, serta mengembangkan bisnis energi hijau dan beyond kWh.

In 2025, PLN IP Services will implement a theme-based marketing strategy. This strategy is aimed at strengthening core services, expanding the market, improving the effectiveness of commercial processes, and developing green energy and beyond-kWh businesses.

Strategi pemasaran PLN IP Services tahun 2025 dilaksanakan melalui tiga sasaran transformasi sebagai berikut.

PLN IP Services' 2025 marketing strategy will be implemented through the following three transformation objectives.

1. Market Growth Initiative
   Market Growth Initiative diarahkan untuk mendorong pertumbuhan pendapatan, memperluas pasar, dan memperkuat portofolio layanan Perusahaan.

1. Market Growth Initiative
   The Market Growth Initiative is designed to drive revenue growth, expand the market, and strengthen the Company's service portfolio.

a. Pengembangan layanan dan pasar dengan rencana pendapatan sebesar Rp2,3 triliun. Perusahaan mengembangkan layanan dan pasar untuk mendukung pencapaian target pendapatan tahun 2025 sebesar Rp2,3 triliun. Upaya ini dilakukan melalui penguatan aktivitas pemasaran, pengembangan portofolio layanan, dan peningkatan efektivitas akuisisi proyek.

b. Eksekusi program "Go The Extra Mile". Perusahaan menjalankan program "Go The Extra Mile" untuk memperoleh tambahan pendapatan dan mendukung pencapaian rencana laba bersih Perseroan tahun 2025. Program ini mendorong organisasi untuk lebih aktif mencari peluang, mempercepat konversi prospek menjadi kontrak, dan meningkatkan kualitas hubungan dengan pelanggan.

c. Sinergi pekerjaan MRO dan pengembangan bisnis beyond kWh.
Perusahaan memperkuat sinergi pekerjaan Maintenance, Repair, and Overhaul (MRO) dengan Kantor Pusat dan Unit Indonesia Power. Sinergi ini diarahkan untuk meningkatkan keandalan layanan, memperluas basis pekerjaan, dan mendukung pengembangan bisnis beyond kWh, termasuk pemenuhan tiga kontrak Beyond Indonesia.

d. Pengembangan bisnis solar PV.
Perusahaan mengembangkan bisnis solar PV sebagai bagian dari perluasan portofolio layanan energi hijau. Inisiatif ini memperkuat posisi PLN IP Services dalam mendukung agenda transisi energi dan menjawab kebutuhan pelanggan terhadap solusi energi bersih.

2. Value Creation & Innovation
Value Creation & Innovation diarahkan untuk menciptakan nilai tambah melalui efisiensi biaya, penguatan arus kas, optimalisasi proses, dan digitalisasi layanan.

a. Eksekusi proyek berbasis cost-effective budget.
Perusahaan menerapkan pendekatan cost-effective budget untuk memastikan pelaksanaan proyek berjalan efisien dan tetap mendukung pencapaian laba usaha.

a. Service and market development with a revenue target of Rp2.3 trillion.
The Company is developing services and markets to support the achievement of the 2025 revenue target of Rp2.3 trillion. These efforts are carried out through strengthening marketing activities, developing the service portfolio, and improving the effectiveness of project acquisition.

b. Implementation of the "Go The Extra Mile" program.
The Company is implementing the "Go The Extra Mile" program to generate additional revenue and support the achievement of the Company's 2025 net profit target. This program encourages the organization to be more proactive in seeking opportunities, accelerate the conversion of leads into contracts, and improve the quality of customer relationships.

c. Synergy between MRO operations and business development beyond kWh.
The Company is strengthening the synergy between Maintenance, Repair, and Overhaul (MRO) operations and the Head Office and Indonesia Power Units. This synergy is aimed at improving service reliability, expanding the scope of work, and supporting business development beyond kWh, including the fulfillment of three Beyond Indonesia contracts.

d. Solar PV business development.
The company is developing the solar PV business as part of the expansion of its green energy service portfolio. This initiative strengthens PLN IP Services' position in supporting the energy transition agenda and addressing customer needs for clean energy solutions.

2. Value Creation & Innovation
Value Creation & Innovation is aimed at creating added value through cost efficiency, strengthening cash flow, process optimization, and service digitization.

a. Project execution based on a cost-effective budget.
The Company implements a cost-effective budget approach to ensure that project execution is efficient and continues to support the achievement of operating profit.

b. Penerapan manajemen cash flow secara proaktif.
Perusahaan menerapkan manajemen arus kas secara proaktif melalui target Cash Ratio 1,01 kali. Langkah ini bertujuan menjaga ketersediaan pembiayaan proyek dan memastikan operasional Perusahaan berjalan lancar.

c. Penerapan cost optimization.
Perusahaan menerapkan cost optimization pada seluruh aktivitas operasional. Strategi ini bertujuan menjaga daya saing layanan, meningkatkan efisiensi, dan memperkuat kualitas eksekusi proyek.

d. Business process improvement melalui All in EBS.
Perusahaan menerapkan All in EBS (Electronic Business Solution) untuk mempercepat proses bisnis dari tahap quotation hingga settlement menjadi dua kali lebih cepat dibandingkan sebelumnya. Digitalisasi ini memperkuat kecepatan layanan, transparansi proses, dan akuntabilitas kegiatan komersial.

3. Service Excellent
Service Excellent diarahkan untuk meningkatkan kualitas layanan, kesiapan sumber daya manusia, kompetensi teknis, dan pemanfaatan kanal digital.

a. Man Power Planning & Readiness Development.
Perusahaan mengembangkan basis data Talent Pool secara bertahap, dengan target 75% pada tahun 2025 dan 25% pada tahun 2026. Program ini mendukung kesiapan tenaga kerja untuk bisnis Operation & Maintenance (O&M) dan MRO.

b. Peningkatan kompetensi bisnis beyond kWh.
Perusahaan meningkatkan kompetensi inti melalui pelatihan dan sertifikasi. Upaya ini mendukung pengembangan bisnis beyond kWh dan memperkuat kemampuan Perusahaan dalam menyediakan solusi energi yang lebih luas.

c. Peningkatan digital mindset.
Perusahaan mendorong implementasi 100% User Utilization Digital All in EBS pada setiap proses bisnis komersial. Inisiatif ini memperkuat budaya digital, mempercepat proses kerja, dan meningkatkan kualitas layanan kepada pelanggan.

b. Proactive cash flow management.
The Company implements proactive cash flow management through a target Cash Ratio of 1.01 times. This measure aims to maintain project funding availability and ensure the Company's operations run smoothly.

c. Implementation of cost optimization.
The Company implements cost optimization across all operational activities. This strategy aims to maintain service competitiveness, improve efficiency, and strengthen project execution quality.

d. Business process improvement through All in EBS.
The Company has implemented All in EBS (Electronic Business Solution) to accelerate business processes from the quotation stage to settlement, making them twice as fast as before. This digitalization enhances service speed, process transparency, and accountability in commercial activities.

3. Service Excellence
Service Excellence is aimed at improving service quality, human resource readiness, technical competence, and the utilization of digital channels.

a. Manpower Planning & Readiness Development.
The Company is gradually developing a Talent Pool database, with a target of 75% by 2025 and 25% by 2026. This program supports workforce readiness for the Operation & Maintenance (O&M) and MRO businesses.

b. Enhancing business competencies beyond kWh.
The Company enhances core competencies through training and certification. These efforts support the development of beyond-kWh business and strengthen the Company's ability to provide broader energy solutions.

c. Enhancing the digital mindset.
The Company is driving the implementation of 100% User Utilization of Digital All-in-EBS across all commercial business processes. This initiative strengthens the digital culture, accelerates workflows, and improves service quality for customers.

d. Pengembangan digital marketing melalui SEO.
Perusahaan mengembangkan Search Engine Optimization (SEO) agar situs web PLN IP Services berada dalam Top 5 Google Page Rank untuk kategori jasa Operation & Maintenance dan MRO provider. Strategi ini memperkuat visibilitas digital, mendukung pemasaran bisnis beyond kWh, dan meningkatkan peluang akuisisi pelanggan baru.

d. Developing digital marketing through SEO.
The Company is developing Search Engine Optimization (SEO) to ensure the PLN IP Services website ranks in the Top 5 of Google PageRank for the Operation & Maintenance and MRO provider categories. This strategy enhances digital visibility, supports business marketing beyond kWh, and increases opportunities for acquiring new customers.

PANGSA PASAR
MARKET SHARE

Pada tahun 2025, PLN IP Services memperluas pangsa pasar melalui penguatan pasar internal PLN Group dan pengembangan pasar eksternal. Pasar internal tetap menjadi fondasi utama karena kebutuhan layanan O&M, MRO, pengelolaan aset, dan dukungan teknis pembangkit masih besar dalam ekosistem PLN Group. Pada saat yang sama, Perusahaan memperluas peluang di pasar non-PLN melalui bisnis beyond kWh, solar PV, digital marketing, dan kontrak Beyond Indonesia.

By 2025, PLN IP Services will expand its market share by strengthening the PLN Group's internal market and developing external markets. The internal market remains the primary foundation, as the demand for O&M, MRO, asset management, and technical support services for power plants remains high within the PLN Group ecosystem. At the same time, the Company is expanding opportunities in non-PLN markets through beyond-kWh businesses, solar PV, digital marketing, and contracts outside Indonesia.

Penguatan pangsa pasar juga didukung oleh kredibilitas ESG Perusahaan. Roadmap ESG PLN IP Services disusun berdasarkan 21 topik material yang diturunkan dari lembaga pemeringkat ESG seperti Sustainalytics, MSCI, dan S&P Global. Dokumen tersebut mengidentifikasi enam prioritas isu material, yaitu emisi karbon operasional dan produk/jasa layanan, polusi udara, limbah dan efluen, penggunaan lahan dan keanekaragaman hayati, hubungan masyarakat, dampak lingkungan dan sosial, antikorupsi, daya tahan finansial, serta integrasi ESG-keuangan.

Market share expansion is also supported by the Company's ESG credibility. The PLN IP Services ESG Roadmap is based on 21 material topics derived from ESG rating agencies such as Sustainalytics, MSCI, and S&P Global. The document identifies six priority material issues, namely operational and product/service carbon emissions, air pollution, waste and effluents, land use and biodiversity, community relations, environmental and social impacts, anti-corruption, financial resilience, and ESG-finance integration.

Dengan dasar tersebut, pengembangan pasar PLN IP Services tidak hanya bertumpu pada kemampuan teknis, tetapi juga pada kepercayaan pelanggan terhadap tata kelola, keberlanjutan, dan kualitas layanan. Hal ini menjadi penting karena pelanggan energi, terutama pelanggan industri dan institusional, semakin mempertimbangkan aspek efisiensi, keandalan, kepatuhan, dan keberlanjutan dalam memilih mitra layanan.

Based on this, the market development of PLN IP Services relies not only on technical capabilities but also on customer trust in governance, sustainability, and service quality. This is crucial because energy customers—particularly industrial and institutional customers—are increasingly prioritizing efficiency, reliability, compliance, and sustainability when selecting service partners.

Pengembangan bisnis solar PV dan beyond kWh menjadi instrumen utama untuk memperluas pangsa pasar di sektor energi hijau. Kedua lini bisnis tersebut membuka peluang bagi Perusahaan untuk menawarkan solusi yang lebih adaptif terhadap kebutuhan pelanggan, termasuk efisiensi energi, pemanfaatan energi terbarukan, dan dukungan terhadap agenda dekarbonisasi.

The development of the solar PV and beyond kWh businesses serves as a key instrument for expanding market share in the green energy sector. These two business lines open opportunities for the Company to offer solutions that are more adaptable to customer needs, including energy efficiency, the utilization of renewable energy, and support for the decarbonization agenda.

Digital marketing turut memperkuat penetrasi pasar Perusahaan. Target masuk dalam lima besar hasil pencarian Google untuk kategori jasa O&M dan MRO provider menunjukkan bahwa PLN IP Services mulai menempatkan kanal digital sebagai aset pemasaran strategis. Pendekatan ini penting karena reputasi dan visibilitas pasar tidak lagi hanya dibangun melalui relasi langsung, tetapi juga melalui kemudahan calon pelanggan menemukan dan menilai kapabilitas Perusahaan secara daring.

Digital marketing further strengthens the Company's market penetration. The goal of ranking among the top five Google search results for O&M and MRO service providers indicates that PLN IP Services is beginning to position digital channels as strategic marketing assets. This approach is crucial because market reputation and visibility are no longer built solely through direct relationships but also through the ease with which potential customers can find and assess the Company's capabilities online.

ARAH PENGUATAN DAYA SAING PASAR BERBASIS KOMPETENSI DAN ESG
STRATEGIES FOR ENHANCING MARKET COMPETITIVENESS BASED ON COMPETENCIES AND ESG

Secara keseluruhan, strategi pemasaran dan pengembangan pangsa pasar PLN IP Services tahun 2025 menunjukkan arah yang lebih terstruktur, berbasis kompetensi, digital, dan selaras dengan prinsip ESG. Melalui Market Growth Initiative, Perusahaan memperkuat pertumbuhan pendapatan dan perluasan pasar. Melalui Value Creation & Innovation, Perusahaan meningkatkan efisiensi dan penciptaan nilai. Melalui Service Excellent, Perusahaan memperkuat kualitas layanan, kesiapan SDM, dan pengalaman pelanggan. Dengan strategi tersebut, PLN IP Services memiliki landasan yang lebih kuat untuk menjaga kesinambungan bisnis, memperluas pasar beyond kWh, dan mendukung percepatan transisi energi hijau.

Overall, PLN IP Services' 2025 marketing and market share development strategy points toward a more structured, competency-based, digital approach that aligns with ESG principles. Through the Market Growth Initiative, the Company is strengthening revenue growth and market expansion. Through Value Creation & Innovation, the Company is improving efficiency and value creation. Through Service Excellence, the Company is enhancing service quality, human resource readiness, and the customer experience. With these strategies, PLN IP Services has a stronger foundation to ensure business continuity, expand the market beyond kWh, and support the acceleration of the green energy transition.



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. 77/KDS/002/SETPER/IP/2025 tanggal 20 November 2025, pemegang saham mayoritas menyetujui pembagian dividen tunai untuk tahun buku 2024 adalah sebesar Rp47.005 juta yang dibayarkan pada tahun 2025.

DIVIDEND POLICY

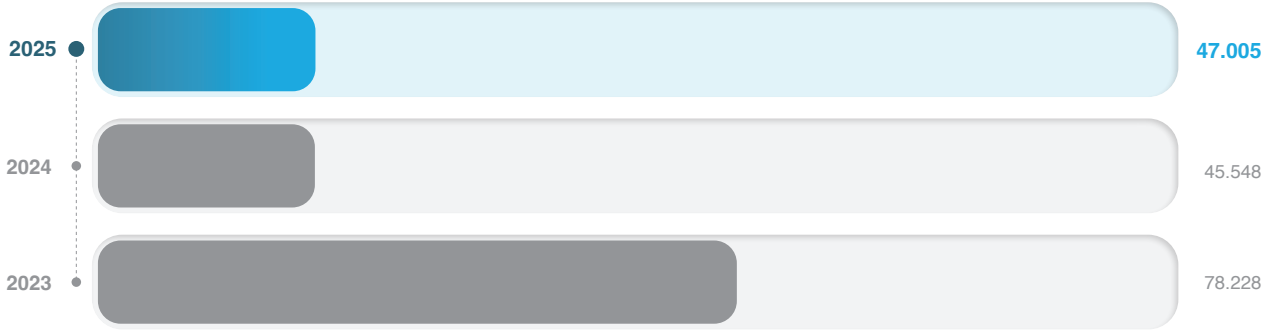
The company's dividend policy adheres to prevailing regulations under Law No. 40 of 2007 regarding Limited Liability Companies. According to this law, the company is required to set aside a certain amount of net profit each fiscal year for reserves until the reserve balance reaches at least 20% of the 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

Pursuant to PIP Letter No. 77/KDS/002/SETPER/IP/2025 dated November 20, 2025, the majority shareholders approved a cash dividend distribution for the 2024 fiscal year in the amount of Rp47,005 million, to be paid in 2025.

Jenis Barang Modal Type of Capital Goods	Tahun Buku 2025 2025 Fiscal Year	Tahun Buku 2024 2024 Fiscal Year	Tahun Buku 2023 2023 Fiscal Year
Laba Bersih Tahun Sebelumnya (Rp Juta) Previous Year's Net Profit (Rp Million)	80.873	91.097	156.455
Jumlah Dividen (Rp Juta) Total Dividend (Rp Million)	47.005	45.548	78.228
Dividen per Saham (Rp) Dividend per Share (Rp)	91,30	88,47	151,94
Payout Ratio (%) Payout Ratio (%)	58,12%	50,00%	50,00%
Tanggal Pengumuman Announcement Date	20 November 2025 November 20, 2025	10 September 2024 September 10, 2024	5 September 2023 September 5, 2023
Tanggal Pembayaran Payment Date	November 2025 November, 2025	November 2024 November, 2024	30 Oktober 2023 29 November 2023 21 Desember 2023 October 30, 2023 November 29, 2023 December 21, 2023

Jumlah Dividen yang Dibagikan
Total of Appropriated Dividend



Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of the Use of Public Offering Proceeds

Hingga 31 Desember 2025, 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, 2025, 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 Information on Investment	Tidak terdapat kegiatan investasi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan investasi pada tahun 2025. 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 2025.
Informasi Ekspansi Information on Expansion	Tidak terdapat kegiatan ekspansi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan ekspansi pada tahun 2025. 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 2025.
Informasi Divestasi Information on Divestment	Tidak terdapat kegiatan divestasi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan divestasi pada tahun 2025. 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 2025.
Informasi Akuisisi Information on Acquisition	Tidak terdapat kegiatan akuisisi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan akuisisi pada tahun 2025. 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 2025.
Informasi Restrukturisasi Utang atau Modal Information on Debt and/or Capital Restructuring	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 2025. 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 2025.

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.

TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN

Pada tahun 2025, 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.

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.

TRANSACTIONS CONTAINING CONFLICT OF INTEREST

In 2025, 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),
   - 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.

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),
   - 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. 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.

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 dan 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 jasa operasi dan pemeliharaan, penjualan material dan suku cadang, penjualan tenaga listrik dan sewa pembangkit listrik Revenue from operation and maintenance services, sales of material and spare parts, sales of electricity and lease power plant
PLN Indonesia Power	Pemegang saham Perusahaan Shareholders of the Company	Transaksi pendapatan atas jasa operasi dan pemeliharaan, penjualan material dan suku cadang dan penjualan tenaga listrik Revenue from operation and maintenance services, sales of material and spare parts and sales of electricity
YPK Indonesia Power	Pemegang saham Perusahaan Shareholders of the Company	Penyertaan modal Paid-in capital
PT PLN Nusantara Power	Pihak berelasi lainnya Other related party	Transaksi pendapatan dari penjualan material dan suku cadang dan jasa operasi dan pemeliharaan Revenue from sales of material and spare parts and operation and maintenance services
PT Indo Ridlatama Power	Pihak berelasi lainnya Other related party	Transaksi pendapatan atas penjualan material dan suku cadang dan jasa operasi dan pemeliharaan Revenue from sales of material and spare parts and operation and maintenance services
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

Nama Pihak Berelasi Name of Related Parties	Sifat Hubungan Nature of Relationship	Sifat Transaksi Nature of Transaction
PT GCL Indo Tenaga	Pihak berelasi lainnya Other related party	Transaksi pendapatan atas 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
KSO PIPS - Taka	Ventura bersama Joint venture	Investasi pada ventura bersama Investments in joint ventures
KSO PIPS - Matra	Ventura bersama Joint venture	Investasi pada ventura bersama Investments in joint ventures
KSO PIPS - Varley	Ventura bersama Joint venture	Investasi pada ventura bersama Investments in joint ventures
KSO PIPS - Andalan	Ventura bersama Joint venture	Investasi pada ventura bersama Investments in joint ventures

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 Description	2025		2024	
	Rp (juta) Rp (million)	%	Rp (juta) Rp (million)	%
Kas dan setara kas Cash and cash equivalents	327.788	8,89	343.055	11,23
Deposito berjangka Time deposits	10.000	0,27	2.500	0,08
Kas yang dibatasi penggunaannya Restricted cash	9.662	0,26	22.416	0,73
Piutang usaha Trade receivables	739.237	20,05	548.675	17,96
Piutang sewa pembiayaan Finance lease receivables	349.788	9,49	39.558	1,30
Piutang dari ventura bersama Receivables from a joint venture	25.982	0,70	24.406	0,80
Utang usaha Trade receivables	1.045	0,03	428	0,01
Jasa operasi dan pemeliharaan Operation and maintenance services	1.710.231	46,39	1.595.059	52,22
Penjualan material dan suku cadang Sales of material and spare parts	229.132	6,22	214.255	7,01
Penjualan tenaga listrik Sales of electricity	218.805	5,93	199.934	6,55
Sewa pembangkit listrik Leases of power plant	63.456	1,72	62.411	2,04
Pendapatan bunga Interest income	1.576	0,04	1.580	0,05
Jumlah Total	3.686.702	100,00	3.054.277	100,00

Dalam Juta Rupiah I 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.

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.

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 2025, 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.

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 2025 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.

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.

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 2025, 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 2025, 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 2025, Perusahaan menerapkan beberapa amandemen standar akuntansi baru. Penerapan dari amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2025 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan pada tahun berjalan:

- PSAK No. 117, "Kontrak Asuransi";
- Amandemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran"

In 2025, the Company implemented several new amendments to accounting standards. The adoption of the following amendments to accounting standards which are effective from 1 January 2025 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:

- SFAS No. 117, "Insurance Contracts";
- Amendments to SFAS No. 221, "The Effects of Changes in Foreign Exchange Rates - Lack of exchangeability".

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 2025, 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 2025, 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 Foreign currency	Kurs Rupiah Increase/ Decrease	
	2025 (Rp penuh) (Rp full)	2025 (Rp penuh) (Rp full)
Dolar Amerika (US$) US Dolar (US$)	16.720	16.157
Dinar Kuwait (KWD) Dinar Kuwait (KWD)	54.475	52.454

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 2025 sejumlah Rp33,83 miliar dengan rincian adalah sebagai berikut:

The tax payments in 2025 was Rp33.83 billion, detailed as follows:

Jenis Pajak Type of Taxes	2025	2024
PPh Pasal 21 Income Tax Article 21	2.871	9.322
Pajak Lainnya: **Other Taxes**		
PPN PPN	12.270	29.657
Pasal 4 (2) Article 4 (2)	1.933	667
Pasal 21 Article 21	12.967	5.648
Pasal 23 Article 23	3.788	5.095
Pasal 26 Article 26	-	1
Jumlah **Total**	**33.829**	**50.390**

Dalam Juta Rupiah I 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 2025, 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 2025, 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.



Tata Kelola Perusahaan

Corporate Governance



05

2025
Laporan Tahunan
Annual Report

Pendahuluan
Introduction

PLN IP Services menempatkan penerapan Tata Kelola Perusahaan yang Baik atau Good Corporate Governance (GCG) sebagai fondasi utama dalam pengelolaan Perusahaan. Penerapan GCG memberikan arah bagi Perusahaan untuk menjalankan kegiatan usaha secara profesional, akuntabel, transparan, bertanggung jawab, independen, dan wajar.

PLN IP Services regards the implementation of Good Corporate Governance (GCG) as the cornerstone of the Company's management. The implementation of GCG provides guidance for the Company to conduct its business activities in a professional, accountable, transparent, responsible, independent, and fair manner.

Perusahaan menerapkan GCG karena dinamika usaha, perkembangan regulasi, kebutuhan pengendalian internal, serta ekspektasi pemegang saham dan pemangku kepentingan menuntut sistem pengelolaan perusahaan yang semakin tertib dan dapat dipertanggungjawabkan. Dalam konteks tersebut, GCG tidak hanya berfungsi sebagai pemenuhan administratif terhadap ketentuan yang berlaku, tetapi juga menjadi sistem pengarah dalam proses pengambilan keputusan, pelaksanaan pengawasan, pengelolaan risiko, kepatuhan, integritas rantai pasok, dan penciptaan nilai jangka panjang.

The Company implements GCG because business dynamics, regulatory developments, internal control requirements, as well as the expectations of shareholders and stakeholders demand an increasingly orderly and accountable corporate management system. In this context, GCG serves not only as administrative compliance with applicable regulations but also as a guiding system in decision-making processes, oversight, risk management, compliance, supply chain integrity, and the creation of long-term value.

Komitmen tersebut diperkuat melalui penerbitan Keputusan Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 005.K/DEKOM-PIPS/2025 dan Nomor 0062.P/DIR/2025 tentang Pedoman Tata Kelola Perusahaan yang Baik (Good Corporate Governance) di Lingkungan PT PLN Indonesia Power Services. Pedoman tersebut menjadi acuan bagi Dewan Komisaris, Direksi, manajemen, dan seluruh insan PLN IP Services dalam menjalankan aktivitas usaha sesuai prinsip GCG dan nilai etika perusahaan.

This commitment is reinforced through the issuance of Board of Commissioners and Board of Directors Decisions of PT PLN Indonesia Power Services No. 005.K/DEKOM-PIPS/2025 and No. 0062.P/DIR/2025 regarding Guidelines for Good Corporate Governance (GCG) within PT PLN Indonesia Power Services. These guidelines serve as a reference for the Board of Commissioners, the Board of Directors, management, and all employees of PLN IP Services in conducting business activities in accordance with GCG principles and the company's ethical values.

Pemutakhiran Pedoman GCG juga mencerminkan penyesuaian terhadap perubahan nama dan identitas Perusahaan dari PT Cogindo DayaBersama menjadi PT PLN Indonesia Power Services. Oleh karena itu, telah dilakukan pemutakhiran kebijakan yang menggunakan nomenklatur PT Cogindo DayaBersama menjadi PLN IP Services.

The update to the GCG Guidelines also reflects the change in the Company's name and identity from PT Cogindo DayaBersama to PT PLN Indonesia Power Services. Accordingly, the Company has updated its policies by replacing the nomenclature PT Cogindo DayaBersama with PT PLN Indonesia Power Services (PLN IP Services).

Pada tahun 2025, penerapan GCG juga memiliki keterkaitan langsung dengan arah transformasi Perusahaan. Fokus korporat Perusahaan diarahkan pada penguatan kompetensi inti, keberlanjutan bisnis, dan

By 2025, the implementation of GCG will also be directly linked to the Company's transformation strategy. The Company's corporate focus is directed toward strengthening core competencies, business sustainability,

percepatan transisi energi hijau. Dengan demikian, tata kelola Perusahaan tidak hanya menjaga kepatuhan, tetapi juga mendukung pertumbuhan pasar, penciptaan nilai, inovasi, keunggulan layanan, digitalisasi proses bisnis, penguatan integritas, dan kesiapan Perusahaan menuju pengelolaan ESG yang lebih terstruktur.

Melalui penerapan GCG yang konsisten, PLN IP Services berupaya memperkuat kepercayaan pemegang saham dan pemangku kepentingan, meningkatkan efektivitas pengelolaan Perusahaan, serta mendukung keberlanjutan usaha. Konten ini menyajikan prinsip, komitmen, dasar hukum, roadmap, kerangka, struktur, soft structure, implementasi, sosialisasi, penilaian, dan tindak lanjut perbaikan GCG sebagai bentuk pertanggungjawaban Perusahaan dalam membangun tata kelola yang efektif dan berkelanjutan.

and accelerating the transition to green energy. Thus, the Company's governance not only ensures compliance but also supports market growth, value creation, innovation, service excellence, business process digitalization, strengthening integrity, and the Company's readiness for more structured ESG management.

Through the consistent implementation of GCG, PLN IP Services strives to strengthen the trust of shareholders and stakeholders, improve the effectiveness of corporate management, and support business sustainability. This content presents the principles, commitments, legal basis, roadmap, framework, structure, soft structure, implementation, dissemination, assessment, and follow-up on GCG improvements as a form of the Company's accountability in building effective and sustainable governance.

PRINSIP, KOMITMEN, DAN TUJUAN PENERAPAN GCG
PRINCIPLES, COMMITMENTS, AND OBJECTIVES OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

PLN IP Services menerapkan prinsip GCG sebagai pedoman dasar dalam mengelola Perusahaan. Prinsip tersebut meliputi transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Kelima prinsip tersebut menjadi rujukan bagi organ Perusahaan dan seluruh insan PLN IP Services dalam menjalankan fungsi, tugas, wewenang, dan tanggung jawab masing-masing.

1. Prinsip transparansi menuntut Perusahaan untuk menyediakan informasi yang material, relevan, memadai, akurat, tepat waktu, dan dapat diakses oleh pemangku kepentingan sesuai haknya. Perusahaan menerapkan prinsip ini melalui keterbukaan informasi, penyampaian laporan kepada pemegang saham dan Dewan Komisaris, penyediaan informasi melalui kanal resmi, serta pengelolaan komunikasi korporat yang bertanggung jawab.
2. Prinsip akuntabilitas menuntut kejelasan fungsi, pelaksanaan, dan pertanggungjawaban setiap organ Perusahaan. Perusahaan menerapkan prinsip ini melalui pembagian tugas yang jelas antara RUPS, Dewan Komisaris, Direksi, organ pendukung, dan unit kerja. Kejelasan tersebut membantu Perusahaan menjalankan proses pengambilan keputusan, pengawasan, pelaporan, dan evaluasi kinerja secara objektif dan terukur.
3. Prinsip responsibilitas menuntut Perusahaan untuk menjalankan kegiatan usaha sesuai peraturan perundang-undangan dan prinsip korporasi yang

PLN IP Services applies the principles of Good Corporate Governance (GCG) as the fundamental guidelines for managing the Company. These principles include transparency, accountability, responsibility, independence, and fairness. These five principles serve as a reference for the Company's governing bodies and all PLN IP Services personnel in carrying out their respective functions, duties, authorities, and responsibilities.

1. The principle of transparency requires the Company to provide information that is material, relevant, adequate, accurate, timely, and accessible to stakeholders in accordance with their rights. The Company applies this principle through information disclosure, reporting to shareholders and the Board of Commissioners, providing information through official channels, and responsible corporate communications management.
2. The principle of accountability requires clarity regarding the functions, operations, and responsibilities of each of the Company's governing bodies. The Company implements this principle through a clear division of duties among the General Meeting of Shareholders, the Board of Commissioners, the Board of Directors, supporting bodies, and operational units. This clarity enables the Company to conduct decision-making, oversight, reporting, and performance evaluation processes in an objective and measurable manner.
3. The principle of responsibility requires the Company to conduct business activities in accordance with laws and regulations and sound corporate principles.

sehat. Perusahaan menerapkan prinsip ini melalui kepatuhan hukum, penerapan kebijakan internal, pengelolaan risiko, pengendalian internal, serta pelaksanaan tanggung jawab terhadap masyarakat dan lingkungan.

4. Prinsip independensi menuntut Perusahaan untuk dikelola secara profesional tanpa benturan kepentingan, dominasi, tekanan, atau intervensi dari pihak mana pun yang tidak sesuai dengan ketentuan yang berlaku. Perusahaan menerapkan prinsip ini melalui pemisahan fungsi, pengaturan kewenangan, mekanisme pengawasan, serta pencegahan dan pengelolaan benturan kepentingan.
5. Prinsip kewajaran menuntut Perusahaan untuk memenuhi hak-hak pemegang saham dan pemangku kepentingan secara adil dan setara. Perusahaan menerapkan prinsip ini dengan memperhatikan hak, kewajiban, dan kepentingan para pihak berdasarkan perjanjian, ketentuan internal, dan peraturan perundang-undangan.

The Company applies this principle through legal compliance, the implementation of internal policies, risk management, internal controls, and the fulfillment of responsibilities toward society and the environment.

4. The principle of independence requires the Company to be managed professionally without conflicts of interest, domination, pressure, or intervention from any party that is inconsistent with applicable regulations. The Company applies this principle through the separation of functions, the delegation of authority, oversight mechanisms, and the prevention and management of conflicts of interest.
5. The principle of fairness requires the Company to fulfill the rights of shareholders and stakeholders fairly and equally. The Company applies this principle by taking into account the rights, obligations, and interests of the parties based on agreements, internal regulations, and laws and regulations.

Komitmen PLN IP Services terhadap penerapan GCG diwujudkan melalui penguatan struktur tata kelola, penyempurnaan kebijakan, penerapan pedoman internal, pelaksanaan sistem pengendalian, pengelolaan risiko, kepatuhan hukum, serta pembentukan budaya kerja yang beretika. Perusahaan juga melakukan peninjauan berkala terhadap perangkat tata kelola agar pelaksanaannya tetap relevan dengan perkembangan organisasi, kebutuhan bisnis, dan ketentuan yang berlaku.

PLN IP Services' commitment to implementing GCG is realized through strengthening governance structures, refining policies, implementing internal guidelines, executing control systems, managing risk, ensuring legal compliance, and fostering an ethical work culture. The company also conducts periodic reviews of its governance framework to ensure its implementation remains relevant to organizational developments, business needs, and applicable regulations.

Penerapan GCG memiliki tujuan yang lebih luas daripada pemenuhan ketentuan formal. PLN IP Services menerapkan GCG untuk memperkuat kualitas pengelolaan Perusahaan, meningkatkan akuntabilitas organ Perusahaan, mendukung penciptaan nilai jangka panjang, serta memastikan bahwa kegiatan usaha dijalankan secara profesional, efisien, efektif, dan berkelanjutan.

The implementation of GCG has broader objectives than merely meeting formal requirements. PLN IP Services implements GCG to strengthen the quality of the Company's management, enhance the accountability of the Company's organs, support the creation of long-term value, and ensure that business activities are conducted professionally, efficiently, effectively, and sustainably.

Tujuan penerapan dan pengembangan GCG meliputi:

1. Mengoptimalkan nilai Perusahaan.
   Perusahaan menerapkan GCG untuk memperkuat daya saing, baik secara nasional maupun internasional, sehingga Perusahaan mampu mempertahankan keberlanjutan usaha dan mencapai maksud serta tujuan pendiriannya.
2. Mendorong pengelolaan Perusahaan secara profesional, efisien, dan efektif.
   Perusahaan memperkuat fungsi, peran, dan kemandirian organ Perusahaan agar setiap proses pengelolaan usaha dapat berjalan secara tertib, objektif, dan dapat dipertanggungjawabkan.

The objectives of implementing and developing GCG include:

1. Optimizing the Company's value.
   The Company implements GCG to strengthen its competitiveness, both nationally and internationally, so that the Company can maintain business sustainability and achieve the objectives and goals for which it was established.
2. Promoting professional, efficient, and effective management of the Company.
   The Company strengthens the functions, roles, and independence of its corporate bodies so that every business management process can proceed in an orderly, objective, and accountable manner.

3. Memperkuat kualitas pengambilan keputusan.
   Organ Perusahaan didorong untuk mengambil keputusan dan menjalankan tindakan berdasarkan nilai moral yang tinggi, kepatuhan terhadap peraturan perundang-undangan, serta kesadaran terhadap tanggung jawab sosial dan lingkungan.
4. Meningkatkan kontribusi Perusahaan terhadap perekonomian nasional.
   Perusahaan menjalankan GCG untuk mendukung pengelolaan usaha yang sehat, produktif, dan berorientasi pada penciptaan nilai bagi pemegang saham, pemangku kepentingan, dan perekonomian nasional.
5. Mendukung iklim usaha dan investasi yang kondusif.
   Perusahaan memperkuat praktik korporasi yang transparan, akuntabel, dan dapat dipercaya agar hubungan dengan pemegang saham, mitra kerja, regulator, dan pemangku kepentingan lainnya berjalan secara sehat dan berkelanjutan.

3. Strengthening the quality of decision-making.
   Corporate bodies are encouraged to make decisions and take actions based on high moral standards, compliance with laws and regulations, and awareness of social and environmental responsibilities.
4. Increasing the Company's contribution to the national economy.
   The Company implements GCG to support sound, productive business management focused on creating value for shareholders, stakeholders, and the national economy.
5. Supporting a conducive business and investment climate.
   The Company strengthens transparent, accountable, and trustworthy corporate practices to ensure that relationships with shareholders, business partners, regulators, and other stakeholders are healthy and sustainable.

Dengan prinsip, komitmen, dan tujuan tersebut, penerapan GCG di PLN IP Services diarahkan untuk membangun sistem pengelolaan Perusahaan yang tidak hanya patuh terhadap regulasi, tetapi juga mampu menjaga keberlanjutan kinerja, memperkuat kepercayaan pemangku kepentingan, dan menciptakan nilai jangka panjang.

Guided by these principles, commitments, and objectives, the implementation of GCG at PLN IP Services is aimed at establishing a corporate governance system that not only complies with regulations but also ensures sustainable performance, strengthens stakeholder trust, and creates long-term value.

Implementasi Prinsip GCG
Implementation of GCG Principles

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.

Prinsip GCG GCG Principles	Penjelasan Description	Implementasi Implementation
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. Perseroan juga telah melengkapi pedoman-pedoman 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.	Perseroan 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.	Perseroan 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. To 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 Asesmen 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 decisionmaking 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' decisionmaking 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).

DASAR HUKUM DAN PEDOMAN GCG
LEGAL BASIS AND GCG GUIDELINES

PLN IP Services menerapkan GCG berdasarkan landasan hukum, ketentuan pemegang saham, Anggaran Dasar, serta pedoman internal Perusahaan. Landasan tersebut memberikan dasar legitimasi bagi Perusahaan dalam menyusun kebijakan, menetapkan mekanisme kerja, mengatur kewenangan organ Perusahaan, serta memastikan bahwa seluruh kegiatan usaha berjalan sesuai prinsip tata kelola perusahaan yang baik.

PLN IP Services implements GCG based on legal foundations, shareholder provisions, the Articles of Association, and the Company's internal guidelines. These foundations provide the legal basis for the Company to formulate policies, establish operational mechanisms, define the authority of the Company's governing bodies, and ensure that all business activities are conducted in accordance with the principles of good corporate governance.

Dalam menerapkan praktik GCG, Perusahaan mengacu pada beberapa peraturan perundang-undangan dan dokumen korporasi sebagai berikut:

1. Anggaran Dasar Perusahaan.
   Anggaran Dasar menjadi dasar konstitusional Perusahaan dalam mengatur maksud dan tujuan, kegiatan usaha, struktur organ, kewenangan, serta hubungan antara pemegang saham, Dewan Komisaris, dan Direksi.

2. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
   Ketentuan ini menjadi dasar hukum utama bagi PLN IP Services sebagai perseroan terbatas, khususnya dalam pengaturan organ perseroan, pelaksanaan RUPS, tugas dan tanggung jawab Direksi, fungsi pengawasan Dewan Komisaris, serta prinsip pertanggungjawaban korporasi.

3. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
   Ketentuan ini menjadi rujukan dalam memahami posisi Perusahaan dalam ekosistem BUMN dan anak perusahaan BUMN, terutama terkait prinsip pengelolaan korporasi, penciptaan nilai, profesionalisme, dan kontribusi terhadap perekonomian nasional.
4. Ketentuan Kementerian BUMN mengenai organ, pengangkatan, dan pemberhentian pengurus.
   Ketentuan ini menjadi rujukan dalam pengaturan persyaratan, tata cara pengangkatan, pemberhentian, dan penguatan fungsi Dewan Komisaris, Direksi, serta organ pendukungnya.

5. Peraturan Menteri BUMN Nomor PER-09/MBU/2012 sebagaimana telah diubah dengan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023.
   Ketentuan ini menjadi rujukan utama penerapan GCG di lingkungan BUMN, termasuk prinsip tata kelola, kegiatan korporasi signifikan, kepatuhan, pengendalian, dan penguatan praktik korporasi yang sehat.

6. Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0025785.AH.01.02 Tahun 2024.
   Ketentuan ini menjadi dasar persetujuan perubahan Anggaran Dasar Perseroan Terbatas terkait perubahan nama dan identitas Perusahaan dari PT Cogindo DayaBersama menjadi PT PLN Indonesia Power Services.

In implementing GCG practices, the Company refers to the following laws, regulations, and corporate documents:

1. Articles of Association.
   The Articles of Association serve as the constitutional foundation of the Company in governing its objectives and purposes, business activities, organizational structure, authority, and the relationships among shareholders, the Board of Commissioners, and the Board of Directors.
2. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies.
   These provisions serve as the primary legal basis for PLN IP Services as a limited liability company, particularly regarding the structure of corporate bodies, the conduct of General Meetings of Shareholders, the duties and responsibilities of the Board of Directors, the supervisory functions of the Board of Commissioners, and the principles of corporate accountability.
3. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises.
   These provisions serve as a reference for understanding the Company's position within the SOE ecosystem and among SOE subsidiaries, particularly regarding corporate governance principles, value creation, professionalism, and contributions to the national economy.
4. Ministry of SOEs regulations regarding corporate bodies, the appointment, and removal of officers.
   These regulations serve as a reference for establishing requirements, procedures for appointment, removal, and strengthening the functions of the Board of Commissioners, the Board of Directors, and their supporting bodies.
5. Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/2012, as amended by Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023.
   These provisions serve as the primary reference for the implementation of GCG within state-owned enterprises, including governance principles, significant corporate activities, compliance, controls, and the strengthening of sound corporate practices.
6. Decision of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0025785. AH.01.02 of 2024.
   These provisions form the basis for the approval of amendments to the Articles of Association of the Limited Liability Company regarding the change of the Company's name and identity from PT Cogindo DayaBersama to PT PLN Indonesia Power Services.

Berdasarkan landasan tersebut, PLN IP Services memperkuat tata kelola melalui penetapan Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code. Pada tahun 2025, Dewan Komisaris dan Direksi menetapkan Keputusan Nomor 005.K/DEKOM-PIPS/2025 dan Nomor 0062.P/DIR/2025 tentang Pedoman Tata Kelola Perusahaan yang Baik di Lingkungan PT PLN Indonesia Power Services. Pedoman ini memperbarui pedoman sebelumnya dan menyesuaikan perangkat tata kelola dengan perubahan nama, identitas, struktur, serta kebutuhan pengelolaan Perusahaan.

Pedoman GCG berfungsi sebagai arahan strategis bagi Dewan Komisaris, Direksi, manajemen, dan seluruh insan Perusahaan. Pedoman ini memuat prinsip GCG, nilai Perusahaan, visi dan misi, fungsi organ Perusahaan, sistem perencanaan, mekanisme pengawasan, manajemen risiko, pengendalian internal, keterbukaan informasi, kepatuhan, serta pengelolaan hubungan dengan pemangku kepentingan.

Selain GCG Code, Perusahaan juga menggunakan perangkat pedoman dan kebijakan pendukung sebagai berikut:

1. Pedoman Etika Perusahaan atau Code of Conduct.
   Pedoman ini menjadi acuan perilaku etis, integritas, profesionalisme, dan pengambilan keputusan sehari-hari bagi seluruh insan Perusahaan.
2. Board Manual.
   Pedoman ini mengatur tata kerja Dewan Komisaris dan Direksi, termasuk hubungan kerja, rapat, koordinasi, pengawasan, pengurusan, dan pengambilan keputusan.
3. Pedoman Pengendalian Gratifikasi.
   Pedoman ini mengatur pencegahan dan pengendalian risiko penerimaan, pemberian, atau permintaan yang dapat dikategorikan sebagai gratifikasi.
4. Kebijakan Anti Fraud.
   Kebijakan ini mengatur pencegahan, deteksi, dan penanganan fraud yang dapat merugikan Perusahaan secara finansial maupun nonfinansial.
5. Pedoman Benturan Kepentingan.
   Pedoman ini mengatur pencegahan dan pengelolaan konflik kepentingan agar insan Perusahaan dapat menjalankan tugas secara objektif dan bebas dari kepentingan pribadi, keluarga, golongan, atau pihak lain yang berpotensi merugikan Perusahaan.

Based on this foundation, PLN IP Services has strengthened its governance by establishing the Code of Good Corporate Governance (GCG Code). In 2025, the Board of Commissioners and the Board of Directors issued Decisions No. 005.K/DEKOM-PIPS/2025 and No. 0062.P/DIR/2025 regarding the Code of Good Corporate Governance within PT PLN Indonesia Power Services. These guidelines update previous guidelines and align the governance framework with changes in the Company's name, identity, structure, and management needs.

The GCG Guidelines serve as strategic guidance for the Board of Commissioners, the Board of Directors, management, and all Company personnel. These guidelines include GCG principles, the Company's values, vision and mission, the functions of the Company's governing bodies, planning systems, oversight mechanisms, risk management, internal controls, information disclosure, compliance, and stakeholder relationship management.

In addition to the GCG Code, the Company also utilizes the following supporting guidelines and policies:

1. Corporate Code of Conduct.
   This code serves as a guide for ethical behavior, integrity, professionalism, and day-to-day decision-making for all Company personnel.
2. Board Manual.
   This manual governs the operations of the Board of Commissioners and the Board of Directors, including working relationships, meetings, coordination, oversight, administration, and decision-making.
3. Gratuity Control Guidelines.
   These guidelines govern the prevention and control of risks associated with the receipt, giving, or solicitation of items that may be categorized as gifts.
4. Anti-Fraud Policy.
   This policy governs the prevention, detection, and handling of fraud that may cause financial or non-financial harm to the Company.
5. Conflict of Interest Guidelines.
   These guidelines govern the prevention and management of conflicts of interest so that Company personnel can perform their duties objectively and free from personal, family, group, or other interests that could potentially harm the Company.

6. Pedoman Pengadaan Barang/Jasa.
   Pedoman ini menjadi acuan pelaksanaan pengadaan agar dilakukan secara efektif, efisien, berdasarkan prinsip GCG, serta menghasilkan barang/jasa yang berkualitas, wajar, menguntungkan, dan dapat dipertanggungjawabkan.

7. Pedoman Pengelolaan Penyedia Barang/Jasa.
   Pedoman ini menjadi acuan pembinaan hubungan dengan penyedia barang/jasa yang memiliki perilaku dan kinerja baik, sehingga aktivitas usaha Perusahaan dapat berjalan lebih lancar, efisien, profesional, dan bertanggung jawab.

8. Pedoman Sistem Manajemen Anti Penyuapan dan Komitmen SMAP.
   Pedoman dan komitmen ini menjadi acuan pencegahan penyuapan, penerapan prinsip 4 NO's, serta penguatan budaya integritas dalam hubungan internal maupun eksternal.
9. Pedoman LHKPN dan perangkat kepatuhan lainnya.
   Pedoman ini mendukung penguatan transparansi, integritas, dan akuntabilitas pejabat Perusahaan.

10. Pedoman budaya perusahaan dan nilai AKHLAK BUMN.
    Pedoman ini menjadi perangkat internalisasi nilai, perilaku kerja, dan budaya organisasi yang selaras dengan prinsip GCG.
11. Kebijakan ESG.
    Kebijakan ini memperluas arah tata kelola menuju integrasi aspek lingkungan, sosial, dan tata kelola dalam pengelolaan Perusahaan, terutama sebagai bagian dari kesinambungan agenda ESG Perusahaan pada periode berikutnya.

Seluruh dasar hukum dan pedoman tersebut membentuk sistem tata kelola yang saling terhubung. Peraturan perundang-undangan memberikan dasar kepatuhan, Anggaran Dasar memberikan dasar kewenangan korporasi, sedangkan pedoman internal memberikan arahan operasional bagi pelaksanaan GCG. Dengan struktur tersebut, PLN IP Services dapat menerapkan GCG secara lebih tertib, konsisten, terukur, dan adaptif terhadap perkembangan regulasi maupun kebutuhan bisnis.

Perusahaan memperlakukan GCG Code dan perangkat pendukungnya sebagai dokumen hidup. Oleh karena itu, Perusahaan perlu meninjau dan menyempurnakan pedoman secara berkala agar tetap relevan dengan perubahan regulasi, perkembangan organisasi, dinamika risiko, kebutuhan pemangku kepentingan, dan praktik terbaik tata kelola perusahaan.

6. Guidelines for Procurement of Goods and Services.
   These guidelines serve as a reference for procurement activities to ensure they are conducted effectively and efficiently, in accordance with the principles of Good Corporate Governance (GCG), and result in goods and services that are of high quality, reasonable, beneficial, and accountable.
7. Guidelines for the Management of Goods/Services Providers.
   These guidelines serve as a reference for fostering relationships with goods/services providers who demonstrate good conduct and performance, so that the Company's business activities can operate more smoothly, efficiently, professionally, and responsibly.
8. Anti-Bribery Management System Guidelines and SMAP Commitment.
   These guidelines and commitments serve as a reference for bribery prevention, the implementation of the 4 NO's principles, and the strengthening of a culture of integrity in both internal and external relationships.
9. LHKPN Guidelines and other compliance tools.
   These guidelines support the strengthening of transparency, integrity, and accountability among Company officials.
10. Corporate Culture Guidelines and AKHLAK BUMN Values.
    These guidelines serve as a framework for internalizing values, work behavior, and organizational culture aligned with GCG principles.
11. ESG Policy.
    This policy expands the scope of corporate governance to integrate environmental, social, and governance aspects into Company management, particularly as part of the continuity of the Company's ESG agenda for the upcoming period.

All these legal foundations and guidelines form an interconnected governance system. Laws and regulations provide the basis for compliance, the Articles of Association provide the basis for corporate authority, while internal guidelines provide operational direction for the implementation of GCG. With this structure, PLN IP Services can implement GCG in a more orderly, consistent, measurable, and adaptive manner to regulatory developments and business needs.

The Company treats the GCG Code and its supporting documents as living documents. Therefore, the Company needs to periodically review and refine the guidelines to ensure they remain relevant in light of regulatory changes, organizational developments, risk dynamics, stakeholder needs, and best practices in corporate governance.

ROADMAP GCG 2025
GCG ROADMAP 2025

PLN IP Services menetapkan Roadmap GCG 2025 sebagai arah penguatan tata kelola Perusahaan pada tahun berjalan. Roadmap ini menghubungkan komitmen dalam Pedoman GCG dengan pelaksanaan nyata tata kelola pada aspek pengawasan, kepatuhan, pengendalian risiko, integritas, pengadaan, keterbukaan informasi, dan budaya kerja.

Pada tahun 2025, arah penguatan tata kelola Perusahaan perlu dibaca dalam konteks tema korporat Enhancing Core Competencies for Sustaining Business Continuity and Accelerating Green Energy Transition. Tema tersebut menunjukkan bahwa GCG tidak hanya berfungsi sebagai perangkat kepatuhan, tetapi juga sebagai sistem pendukung keberlanjutan bisnis, penguatan kompetensi inti, efisiensi proses, dan kesiapan Perusahaan dalam mendukung transisi energi hijau.

Roadmap GCG 2025 diselaraskan dengan tiga transformation goals Perusahaan sebagai berikut:

1. Market Growth Initiative.
   Tata kelola mendukung pertumbuhan pasar melalui penguatan proses bisnis, keandalan pengambilan keputusan, pengendalian risiko kontrak, integritas pengadaan, dan hubungan yang sehat dengan pelanggan, mitra kerja, serta penyedia barang/jasa.
2. Value Creation & Innovation.
   Tata kelola mendukung penciptaan nilai melalui pengendalian biaya, penguatan cash flow, efisiensi operasional, digitalisasi proses bisnis, penguatan sistem pengendalian internal, serta peningkatan kualitas dokumentasi dan pelaporan.
3. Service Excellence.
   Tata kelola mendukung keunggulan layanan melalui kesiapan sumber daya manusia, peningkatan kompetensi, penerapan budaya etis, digital mindset, pemenuhan service level agreement, dan pengelolaan risiko ESG secara bertahap.

Prioritas Roadmap GCG 2025 meliputi:

1. Penguatan pemahaman dan internalisasi GCG.
   Perusahaan memperkuat pemahaman insan PLN IP Services terhadap prinsip, kebijakan, pedoman, dan standar perilaku tata kelola.

2. Pemutakhiran kebijakan dan pedoman tata kelola.
   Perusahaan menyesuaikan perangkat tata kelola dengan perubahan nama, identitas, struktur organisasi, regulasi, dan kebutuhan bisnis.

LN IP Services has established the 2025 GCG Roadmap as the direction for strengthening the Company's corporate governance in the current year. This Roadmap links the commitments outlined in the GCG Guidelines to the practical implementation of corporate governance in the areas of oversight, compliance, risk management, integrity, procurement, information disclosure, and work culture.

In 2025, the direction for strengthening the Company's corporate governance must be understood within the context of the corporate theme "Enhancing Core Competencies for Sustaining Business Continuity and Accelerating the Green Energy Transition." This theme underscores that GCG serves not only as a compliance framework but also as a system supporting business sustainability, the enhancement of core competencies, process efficiency, and the Company's readiness to support the green energy transition.

The 2025 GCG Roadmap is aligned with the Company's three transformation goals as follows:

1. Market Growth Initiative.
   Governance supports market growth by strengthening business processes, decision-making reliability, contract risk management, procurement integrity, and healthy relationships with customers, business partners, and goods/service providers.
2. Value Creation & Innovation.
   Governance supports value creation through cost control, cash flow management, operational efficiency, business process digitization, strengthening of internal control systems, and improvements in documentation and reporting quality.
3. Service Excellence.
   Governance supports service excellence through human resource readiness, competency enhancement, the implementation of an ethical culture and a digital mindset, fulfillment of service level agreements, and the phased management of ESG risks.

The priorities of the 2025 GCG Roadmap include:

1. Strengthening understanding and internalization of GCG.
   The Company strengthens PLN IP Services employees' understanding of governance principles, policies, guidelines, and standards of conduct.
2. Updating governance policies and guidelines.
   The Company aligns its governance framework with changes in name, identity, organizational structure, regulations, and business needs.

3. Penguatan integritas dan pencegahan pelanggaran.
   Perusahaan memperkuat pengendalian gratifikasi, benturan kepentingan, anti fraud, dan Sistem Manajemen Anti Penyuapan sebagai bagian dari budaya integritas.
4. Penguatan pengadaan dan pengelolaan penyedia barang/jasa.
   Perusahaan memastikan proses pengadaan dan hubungan dengan penyedia barang/jasa berjalan secara efektif, efisien, wajar, kompeten, profesional, dan dapat dipertanggungjawabkan.
5. Penguatan pengendalian internal, manajemen risiko, dan kepatuhan.
   Perusahaan memperkuat keterhubungan antara governance, risk, and compliance agar proses bisnis berjalan secara tertib dan terkendali.
6. Peningkatan kualitas transparansi dan dokumentasi tata kelola.
   Perusahaan meningkatkan kualitas pelaporan, pengungkapan informasi, dokumentasi keputusan, dan bukti implementasi GCG.
7. Tindak lanjut Area of Improvement hasil assessment GCG.
   Perusahaan memastikan setiap rekomendasi perbaikan memiliki rencana aksi, penanggung jawab, target waktu, status pelaksanaan, dan dokumen pendukung.

3. Strengthening integrity and preventing violations.
   The company strengthens controls over gratuities, conflicts of interest, anti-fraud measures, and the Anti-Bribery Management System as part of its culture of integrity.
4. Strengthening procurement and management of goods and services providers.
   The company ensures that procurement processes and relationships with goods and services providers are conducted effectively, efficiently, fairly, competently, professionally, and accountably.
5. Strengthening internal controls, risk management, and compliance.
   The company strengthens the integration of governance, risk, and compliance to ensure business processes operate in an orderly and controlled manner.
6. Improving the quality of transparency and governance documentation.
   The company enhances the quality of reporting, information disclosure, decision documentation, and evidence of GCG implementation.
7. Follow-up on Areas of Improvement identified in the GCG assessment.
   The company ensures that every improvement recommendation has an action plan, a responsible party, a target timeline, an implementation status, and supporting documentation.

Roadmap GCG 2025 dapat disajikan dalam infografik berikut agar target dan status pelaksanaannya dapat dipantau secara jelas:

The 2025 GCG Roadmap can be presented in the following infographic so that its targets and implementation status can be clearly tracked:

2025

Tema Governance Governance Theme	Tujuan Utama Main Objective	Program Kunci GCG & Kepatuhan Key GCG & Compliance Programs	Ukuran Target Measurement Target
GCG Culture GCG Culture	Penguatan budaya GCG dan kepatuhan Strengthening GCG and compliance culture	1. Fitur GCG: Implementasi I-Morning unit kerja; Aplikasi COS untuk HO GCG feature: implementation of I-Morning at work-unit level; COS application for Head Office; 2. Program Training BOD & BOC Pengelola 1x Training program for BOD & BOC administrators once; 3. Pembaharuan Kebijakan GCG sesuai rencana GCG policy renewal according to plan; 4. Self Assessment GCG sesuai target GCG Score dengan konsultan GCG self-assessment aligned with GCG score target with consultant; 5. Sertifikasi Sistem Manajemen Kepatuhan 37301:2021 Compliance Management System certification ISO 37301:2021	1. GCG Score: 92 GCG Score: 92; 2. Kepatuhan (GRC): 100% Compliance (GRC): 100%; 3. TL Keputusan BOD BOC: 100% terlaksana Follow-up on BOD BOC decisions: 100% completed; 4. Pembaharuan Kebijakan GCG 100% sesuai rencana GCG policy renewal 100% according to plan; 5. Sertifikasi Sistem Manajemen Kepatuhan 37301:2021 Compliance Management System certification ISO 37301:2021

2026

Tema Governance Governance Theme	Tujuan Utama Main Objective	Program Kunci GCG & Kepatuhan Key GCG & Compliance Programs	Ukuran Target Measurement Target
GCG Culture GCG Culture	Fondasi budaya GCG & kepatuhan Foundation for GCG culture & compliance	1. Assessment GCG & Kepatuhan GCG & Compliance assessment; 2. Implementasi GRC sesuai permintaan GRC implementation based on request; 3. Training BOD-BOC BOD-BOC training; 4. Pembaruan kebijakan GCG GCG policy renewal; 5. Sertifikasi ISO 37301 ISO 37301 certification; 6. Perluasan FRA dari 18 Fungsi menjadi 19 Fungsi Expansion of FRA from 18 functions to 19 functions	1. Skor GCG: 92,07 GCG score: 92.07; 2. Matlev Kepatuhan: 3,3 Compliance maturity level: 3.3; 3. GRC 100% sesuai permintaan GRC 100% based on request; 4. Training BOD BOC 1x BOD BOC training once; 5. Kebijakan GCG 100% sesuai rencana GCG policy 100% according to plan; 6. ISO 37301:2021 tersertifikasi ISO 37301:2021 certified; 7. 100% 19 Fungsi FRA Tersedia (Fungsi IT terpisah) 100% of 19 FRA functions available (IT function separated)

2027

Tema Governance Governance Theme	Tujuan Utama Main Objective	Program Kunci GCG & Kepatuhan Key GCG & Compliance Programs	Ukuran Target Measurement Target
Internalisasi & Konsistensi Internalisation & Consistency	Budaya GCG mulai terinternalisasi GCG culture begins to be internalized	1. Sosialisasi GCG & Kepatuhan berkelanjutan Continuous GCG & Compliance socialization; 2. Penguatan WBS & anti penyuapan Strengthening WBS & anti-bribery; 3. Integrasi awal GRC ke proses bisnis Initial integration of GRC into business processes; 4. Peningkatan Skor Matlev GCG dan Kepatuhan Improvement of GCG and Compliance maturity level scores; 5. Surveillance SMAP 37001 dan SMK 37301 Surveillance of SMAP 37001 and SMK 37301; 6. Perluasan Fungsi FRA 1 Dept Unit menjadi 20 unit (Fungsi OSU) Expansion of FRA function by 1 department unit to 20 units (OSU function)	1. Skor GCG: 92,3 GCG score: 92.3; 2. Matlev Kepatuhan: 3,4 Compliance maturity level: 3.4; 3. Tindak lanjut WBS tepat waktu ≥95% Timely follow-up of WBS ≥95%; 4. GRC terintegrasi ≥60% proses utama GRC integrated into ≥60% of main processes; 5. Training BOD BOC 1x BOD BOC training once; 6. Surveillance terlaksana Surveillance conducted; 7. 100% Tersedia 20 Fungsi FRA 100% of 20 FRA functions available

2028

Tema Governance Governance Theme	Tujuan Utama Main Objective	Program Kunci GCG & Kepatuhan Key GCG & Compliance Programs	Ukuran Target Measurement Target
Tata Kelola & Pengendalian Terintegrasi Integrated Governance & Control	Tata kelola terintegrasi & terkendali Integrated and controlled governance	1. Integrasi Aplikasi GCG dan Kepatuhan pada I-Morning Integration of GCG and Compliance applications into I-Morning; 2. Review efektivitas kebijakan GCG Review of GCG policy effectiveness; 3. Sosialisasi GCG dan Kepatuhan Berkelanjutan Continuous GCG and Compliance socialization; 4. Peningkatan Skoring Matlev GCG dan Kepatuhan Improvement of GCG and Compliance maturity level scoring; 5. Resertifikasi SMAP 37001 dan Surveillance SMK 37301 Recertification of SMAP 37001 and surveillance of SMK 37301	1. Skor GCG: 92,6 GCG score: 92.6; 2. Matlev Kepatuhan: 3,5 Compliance maturity level: 3.5; 3. Kepatuhan pelaporan ≥97% Reporting compliance ≥97%; 4. Monitoring berbasis sistem ≥75% System-based monitoring ≥75%; 5. Tindak lanjut audit = 100% Audit follow-up = 100%; 6. Training BOD & BOC 1x BOD & BOC training once

2029

Tema Governance Governance Theme	Tujuan Utama Main Objective	Program Kunci GCG & Kepatuhan Key GCG & Compliance Programs	Ukuran Target Measurement Target
Asurans & Maturitas Assurance & Maturity	Tata kelola matang dan terjamin Mature and assured governance	1. Assurance GCG & Kepatuhan independen Independent GCG & Compliance assurance; 2. Evaluasi efektivitas ISO 37301 Evaluation of ISO 37301 effectiveness; 3. Penguatan governance pihak ketiga Strengthening third-party governance; 4. Perluasan Fungsi FRA menjadi 21 Fungsi Expansion of FRA functions to 21 functions	1. Skor GCG: 92,9 GCG score: 92.9; 2. Matlev Kepatuhan: 3,6 Compliance maturity level: 3.6; 3. Temuan mayor kepatuhan: 0 Major compliance findings: 0; 4. Kepatuhan pihak ketiga (IDD) 100% Third-party compliance (IDD) 100%; 5. Surveillance ISO 37301 ISO 37301 surveillance; 6. 100% Tersedia 21 Fungsi FRA (Fungsi PMU) 100% of 21 FRA functions available (PMU function); 7. Training BOD & BOC 1x BOD & BOC training once

2030

Tema Governance Governance Theme	Tujuan Utama Main Objective	Program Kunci GCG & Kepatuhan Key GCG & Compliance Programs	Ukuran Target Measurement Target
Keberlanjutan Tata Kelola Governance Sustainability	Tata kelola berkelanjutan Sustainable governance	1. ESG Governance reporting terintegrasi Integrated ESG Governance reporting; 2. Continuous improvement GCG & Compliance Continuous improvement of GCG & Compliance	1. Skor GCG: 93,2 GCG score: 93.2; 2. Matlev Kepatuhan: 3,7 Compliance maturity level: 3.7; 3. GRC terintegrasi 100% proses strategis GRC integrated into 100% of strategic processes; 4. ESG Governance maturity: Sustain ESG Governance maturity: Sustain; 5. Zero fraud material Zero material fraud; 6. Training BOD & BOC 1x BOD & BOC training once

Pada tahun 2025, Perusahaan menindaklanjuti roadmap tahun sebelumnya yaitu mengimplementasikan tata kelola perusahaan yang baik menjadi budaya dengan beberapa target yaitu:

In 2025 the Company was followed up the previous year's roadmap, namely implementing good corporate governance into a culture with several targets, namely:

No	Fokus Roadmap GCG 2025 Focus of the 2025 GCG Roadmap	Realisasi Realization
1	Hasil Assessment GCG Score pada angka GCG Assessment Score Results	92,08
2	Kepatuhan melalui budaya GRC dalam setiap bidang Compliance through a GRC culture in every area	100%
3	Keputusan BOC dan BOD terlaksana dan ditindaklanjuti Decisions by the BOC and BOD are implemented and followed up on	90%
4	Terimplementasinya aplikasi D'GCG (Pro – GCG) Implementation of the D'GCG (Pro – GCG) application	1 fitur 1 feature
5	Terlaksananya Training BOD dan BOC Conduct of BOD and BOC training	1 kali Once
6	Terlaksananya Training Pengelola Conduct of management training	1 kali Once

Dengan roadmap tersebut, PLN IP Services menunjukkan bahwa penerapan GCG dilakukan secara terarah, berkelanjutan, dan berbasis perbaikan. Roadmap juga menjadi alat kendali manajemen untuk menghubungkan pedoman, implementasi, evaluasi, dan tindak lanjut ke dalam satu siklus tata kelola yang utuh.

With this roadmap, PLN IP Services demonstrates that the implementation of GCG is purposeful, sustainable, and improvement-driven. The roadmap also serves as a management control tool to integrate guidelines, implementation, evaluation, and follow-up into a single, comprehensive governance cycle.

KERANGKA TATA KELOLA (GOVERNANSI) KORPORAT PLN IP SERVICES
CORPORATE GOVERNANCE FRAMEWORK OF PLN IP SERVICES

Kerangka tata kelola PLN IP Services dibangun melalui hubungan antara governance structure, governance process, dan governance outcome. Ketiga unsur tersebut membentuk sistem yang saling berkaitan karena struktur menentukan pembagian peran, proses menentukan mekanisme pelaksanaan, dan outcome menunjukkan hasil penerapan tata kelola.

Kerangka tata kelola Perusahaan dapat dijelaskan sebagai berikut:

1. Governance Structure
   Governance structure merupakan struktur tata kelola yang terdiri atas organ utama, organ pendukung, unit kerja, serta infrastruktur kebijakan. Organ utama meliputi RUPS, Dewan Komisaris, dan Direksi. Organ pendukung meliputi Sekretaris Perusahaan, Satuan Audit Internal, Sekretaris Dewan Komisaris, Komite Audit, Komite Manajemen Risiko, serta komite lain yang dapat dibentuk sesuai kebutuhan. Infrastruktur tata kelola meliputi pedoman, piagam, kebijakan, prosedur, sistem pelaporan, dan mekanisme pengawasan.

2. Governance Process
   Governance process merupakan proses dan mekanisme kerja yang digunakan oleh organ Perusahaan dalam menjalankan fungsi tata kelola. Proses tersebut mencakup pemenuhan hak pemegang saham, pemenuhan hak pemangku kepentingan, pelaksanaan tugas dan tanggung jawab organ Perusahaan, pengambilan keputusan, pengawasan, pengendalian internal, pengelolaan risiko, keterbukaan informasi, serta pelaporan kondisi keuangan dan nonkeuangan Perusahaan.
3. Governance Outcome
   Governance outcome merupakan hasil dari pelaksanaan tata kelola yang dijalankan melalui struktur dan proses tersebut. Outcome tata kelola tercermin dalam peningkatan nilai Perusahaan, peningkatan daya saing, pengelolaan Perusahaan yang transparan dan efisien, kepatuhan terhadap peraturan perundang-undangan, penguatan hubungan antar organ Perusahaan, peningkatan kepercayaan pemangku kepentingan, serta dukungan terhadap keberlanjutan usaha.

Hubungan antara ketiga unsur tersebut dapat disajikan secara ringkas sebagai berikut:

The governance framework of PLN IP Services is built upon the relationship between governance structure, governance process, and governance outcomes. These three elements form an interconnected system, as the structure determines the division of roles, the process determines the implementation mechanisms, and the outcomes reflect the results of governance implementation.

The Company's governance framework can be described as follows:

1. Governance Structure
   The governance structure consists of principal bodies, supporting bodies, operational units, and policy infrastructure. The principal bodies include the General Meeting of Shareholders, the Board of Commissioners, and the Board of Directors. The supporting bodies include the Corporate Secretary, the Internal Audit Unit, the Secretary to the Board of Commissioners, the Audit Committee, the Risk Management Committee, and other committees that may be established as needed. Governance infrastructure includes guidelines, charters, policies, procedures, reporting systems, and oversight mechanisms.
2. Governance Process
   The governance process refers to the procedures and mechanisms used by the Company's governing bodies in carrying out their governance functions. This process encompasses the fulfillment of shareholders' rights, the fulfillment of stakeholders' rights, the performance of the duties and responsibilities of the Company's governing bodies, decision-making, oversight, internal control, risk management, disclosure of information, and reporting on the Company's financial and non-financial conditions.
3. Governance Outcome
   Governance outcome refers to the results of governance implementation carried out through these structures and processes. Governance outcomes are reflected in increased Company value, enhanced competitiveness, transparent and efficient Company management, compliance with laws and regulations, strengthened relationships among the Company's governing bodies, increased stakeholder trust, and support for business sustainability.

The relationship between these three elements can be summarized as follows:

No	Kerangka Tata Kelola Governance Framework	Fokus Utama Key Focus Areas	Bentuk Penerapan Implementation Methods
1	Governance Structure	Organ dan infrastruktur tata kelola Governance bodies and infrastructure	RUPS, Dewan Komisaris, Direksi, organ pendukung, kebijakan, pedoman, piagam, prosedur. Annual General Meeting, Board of Commissioners, Board of Directors, supporting bodies, policies, guidelines, charters, procedures.
2	Governance Process	Proses dan mekanisme kerja tata kelola Governance processes and mechanisms	Pengambilan keputusan, pengawasan, pengendalian, manajemen risiko, kepatuhan, keterbukaan informasi. Decision-making, oversight, control, risk management, compliance, transparency.
3	Governance Outcome	Hasil penerapan tata kelola Outcomes of governance implementation	Nilai Perusahaan, daya saing, kepercayaan pemangku kepentingan, kepatuhan, keberlanjutan usaha. Corporate value, competitiveness, stakeholder trust, compliance, business sustainability.

Governance Outcome »» **Governance Process** »» **Governance Structure**

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. • Maximizing the Company's value. • Enhancing the Company's competitiveness. • Promoting transparent and efficient management of the Company. • Encouraging the Company's organizational units to conduct business based on high ethical standards and compliance with laws and regulations. • Managing and guiding relationships among the Company's departments. • Promoting awareness of the Company's social responsibility toward stakeholders. • Building market confidence to drive national economic growth.

Kerangka ini menunjukkan bahwa GCG tidak berdiri sebagai dokumen administratif. GCG bekerja sebagai sistem yang menghubungkan organ, kebijakan, proses, pengawasan, evaluasi, dan hasil. Oleh karena itu, PLN IP Services perlu menjaga konsistensi antara struktur yang dibentuk, proses yang dijalankan, dan outcome yang ingin dicapai.

This framework demonstrates that the GCG is not merely an administrative document. The GCG functions as a system that connects organizational units, policies, processes, oversight, evaluation, and results. Therefore, PLN IP Services must ensure consistency between the established structure, the processes implemented, and the desired outcomes.

STRUKTUR TATA KELOLA (GOVERNANSI) KORPORAT PLN IP SERVICES
CORPORATE GOVERNANCE STRUCTURE OF PLN IP SERVICES

PLN IP Services memiliki struktur tata kelola yang mengacu pada ketentuan Perseroan Terbatas dan Anggaran Dasar Perusahaan. Struktur tersebut terdiri atas organ utama dan organ pendukung yang memiliki fungsi, kewenangan, dan tanggung jawab masing-masing.

PLN IP Services has a governance structure that complies with the provisions of the Limited Liability Company Law and the Company's Articles of Association. This structure consists of principal and supporting bodies, each with their own functions, authorities, and responsibilities.

Organ utama tata kelola Perusahaan meliputi:

1. Rapat Umum Pemegang Saham (RUPS).
   RUPS merupakan forum pengambilan keputusan tertinggi bagi pemegang saham. RUPS memiliki kewenangan untuk menyetujui atau menolak Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan, menetapkan penggunaan laba, mengangkat dan memberhentikan anggota Direksi dan Dewan Komisaris, menetapkan target kinerja organ Perusahaan, melakukan penilaian kinerja Direksi dan Dewan Komisaris, menetapkan auditor eksternal, serta menetapkan remunerasi Dewan Komisaris dan Direksi.
2. Dewan Komisaris.
   Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi. Dewan Komisaris memastikan bahwa Direksi mengelola Perusahaan sesuai Anggaran Dasar, peraturan perundang-undangan, prinsip GCG, serta kepentingan Perusahaan. Dalam menjalankan fungsinya, Dewan Komisaris dapat dibantu oleh Sekretaris Dewan Komisaris, Komite Audit, Komite Manajemen Risiko, dan komite lain yang dibentuk sesuai kebutuhan.
3. Direksi.
   Direksi menjalankan fungsi pengurusan Perusahaan. Direksi bertanggung jawab atas pengelolaan kegiatan usaha, pencapaian sasaran strategis, pelaksanaan kebijakan, pengendalian operasional, pengelolaan risiko, kepatuhan, serta pelaporan kepada pemegang saham dan Dewan Komisaris. Direksi juga memastikan bahwa seluruh jajaran organisasi menjalankan kegiatan usaha sesuai prinsip GCG dan nilai etika Perusahaan.

The Company's principal governance bodies include:

1. Annual General Meeting of Shareholders (AGM).
   The AGM is the highest decision-making body for shareholders. The GMS has the authority to approve or reject the Company's Long-Term Plan and Work Plan and Budget, determine the use of profits, appoint and dismiss members of the Board of Directors and the Board of Commissioners, set performance targets for the Company's bodies, evaluate the performance of the Board of Directors and the Board of Commissioners, appoint external auditors, and determine the remuneration of the Board of Commissioners and the Board of Directors.
2. Board of Commissioners.
   The Board of Commissioners performs oversight and advisory functions to the Board of Directors. The Board of Commissioners ensures that the Board of Directors manages the Company in accordance with the Articles of Association, laws and regulations, GCG principles, and the Company's interests. In performing its functions, the Board of Commissioners may be assisted by the Secretary of the Board of Commissioners, the Audit Committee, the Risk Management Committee, and other committees formed as needed.
3. Board of Directors.
   The Board of Directors performs the management functions of the Company. The Board of Directors is responsible for managing business operations, achieving strategic objectives, implementing policies, overseeing operations, managing risks, ensuring compliance, and reporting to shareholders and the Board of Commissioners. The Board of Directors also ensures that all levels of the organization conduct business activities in accordance with the principles of good corporate governance (GCG) and the Company's ethical values.

Organ pendukung tata kelola Perusahaan meliputi:

1. Sekretaris Perusahaan.
   Sekretaris Perusahaan menjalankan fungsi penghubung antarorgan Perusahaan, penyediaan informasi material dan relevan kepada pemangku kepentingan, pendokumentasian RUPS dan rapat Direksi, serta pelaporan pelaksanaan tugas kepada Direktur Utama.
2. Satuan Audit Internal.
   Satuan Audit Internal memberikan nilai tambah bagi Perusahaan melalui pengawasan internal, evaluasi pengendalian, pengelolaan risiko, dan pemantauan tindak lanjut hasil audit.

The Company's corporate governance support units include:

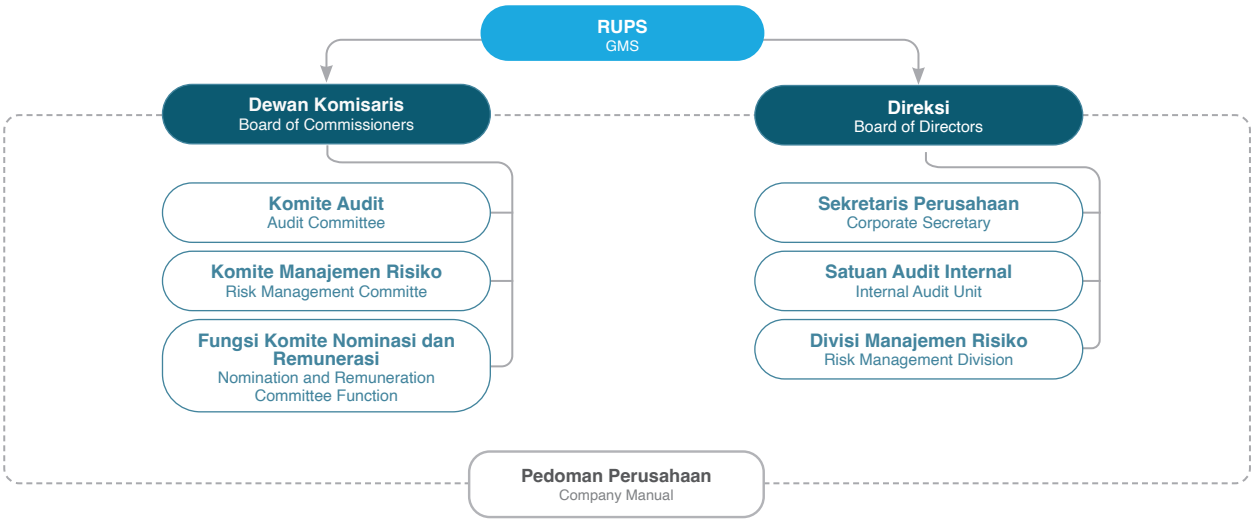
1. Corporate Secretary.
   The Corporate Secretary serves as a liaison between the Company's various units, provides material and relevant information to stakeholders, documents General Meetings of Shareholders and Board of Directors meetings, and reports on the performance of duties to the President Director.
2. Internal Audit Unit.
   The Internal Audit Unit adds value to the Company through internal oversight, control evaluation, risk management, and monitoring of audit follow-up actions.

3. Sekretaris Dewan Komisaris.
   Sekretaris Dewan Komisaris mendukung fungsi kesekretariatan Dewan Komisaris, termasuk penyiapan rapat, pendokumentasian surat, penyusunan risalah, serta pengumpulan data dan informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris.
4. Komite Audit.
   Komite Audit membantu Dewan Komisaris dalam pengawasan pelaporan keuangan, audit, pengendalian internal, dan pemantauan pelaksanaan GCG.
5. Komite Manajemen Risiko.
   Komite Manajemen Risiko membantu Dewan Komisaris dalam penelaahan risiko dan kebijakan terkait pengelolaan risiko Perusahaan.
6. Komite lainnya.
   Dewan Komisaris dapat membentuk komite lain sesuai kebutuhan untuk mendukung pelaksanaan fungsi pengawasan, sepanjang pembentukannya sesuai ketentuan yang berlaku.

3. Secretary to the Board of Commissioners.
   The Secretary to the Board of Commissioners supports the secretariat functions of the Board of Commissioners, including meeting preparation, document management, drafting of minutes, and the collection of data and information relevant to the Board of Commissioners' duties.
4. Audit Committee.
   The Audit Committee assists the Board of Commissioners in overseeing financial reporting, audits, internal controls, and monitoring the implementation of GCG.
5. Risk Management Committee.
   The Risk Management Committee assists the Board of Commissioners in reviewing risks and policies related to the Company's risk management.
6. Other Committees.
   The Board of Commissioners may establish other committees as needed to support the performance of oversight functions, provided that their formation complies with applicable regulations.

Ringkasan struktur tata kelola dapat disajikan sebagai berikut:

A summary of the governance structure is presented as follows:



Pembagian peran tersebut memperkuat akuntabilitas karena setiap organ memiliki fungsi dan batas tanggung jawab yang jelas. Kejelasan struktur juga membantu Perusahaan mencegah tumpang tindih kewenangan, memperkuat pengawasan, dan menjaga efektivitas pengambilan keputusan.

This division of roles enhances accountability, as each body has clearly defined functions and responsibilities. The clarity of the structure also helps the Company prevent overlapping authority, strengthen oversight, and ensure effective decision-making.

SOFT STRUCTURE TATA KELOLA (GOVERNANS) KORPORAT PLN IP SERVICES
CORPORATE GOVERNANCE SOFT STRUCTURE OF PLN IP SERVICES

Soft structure GCG merupakan perangkat kebijakan, pedoman, piagam, prosedur, dan dokumen internal yang menjadi acuan pelaksanaan tata kelola Perusahaan. PLN

The soft structure of corporate governance consists of policies, guidelines, charters, procedures, and internal documents that serve as a reference for the implementation

IP Services membutuhkan soft structure karena struktur organ saja tidak cukup untuk menjamin efektivitas GCG. Perusahaan harus memiliki aturan main yang jelas agar setiap organ dan insan Perusahaan memahami standar perilaku, mekanisme kerja, batas kewenangan, dan bentuk pertanggungjawaban.

of corporate governance. PLN IP Services requires a soft structure because organizational structure alone is not sufficient to ensure the effectiveness of corporate governance. The Company must have clear rules of engagement so that every organizational unit and employee understands the standards of conduct, operational mechanisms, limits of authority, and forms of accountability.

Perangkat soft structure GCG PLN IP Services dapat disajikan sebagai berikut:

The soft structure of PLN IP Services' GCG can be presented as follows:

No	Jenis Pedoman Type of Guidelines	Keterangan Description
1	Anggaran Dasar Articles of Association	1. Akta No. 25 Tahun 2008 tentang Akta Pendirian Perusahaan; 2. Akta No. 14 tanggal 27 November 2013 tentang Penambahan Jenis Usaha Perseroan; 3. Akta No. 27 Tahun 2014 tentang Penambahan Saham IP ke CDB; 4. Akta No. 8 Tahun 2018 tentang Perubahan Kewenangan Direksi; 5. Akta No. 15 Tahun 2023 tentang Perubahan Anggaran Dasar CDB; 6. Akta No. 8 Tahun 2024 tentang Perubahan Entitas Perseroan. 1. Deed No. 25 of 2008 concerning the Company's Deed of Establishment; 2. Deed No. 14 dated November 27, 2013 concerning the Addition of the Company's Business Activities; 3. Deed No. 27 of 2014 concerning the Addition of IP Shares to CDB; 4. Deed No. 8 of 2018 concerning Changes to the Authority of the Board of Directors; 5. Deed No. 15 of 2023 concerning Amendments to CDB's Articles of Association; 6. Deed No. 8 of 2024 concerning Changes to the Company's Entity.
2	Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code Good Corporate Governance Guidelines or GCG Code	Keputusan Bersama Dewan Komisaris dan Direksi No. 005.K/DEKOM-PIPS/2025 dan No. 0062.P/DIR/2025 tanggal 23 Juli 2025. Joint Decision of the Board of Commissioners and the Board of Directors No. 005.K/DEKOM-PIPS/2025 and No. 0062.P/DIR/2025 dated July 23, 2025.
3	Board Manual atau Pedoman Kerja Dewan Komisaris dan Direksi Board Manual or Guidelines for the Board of Commissioners and the Board of Directors	Keputusan Bersama Dewan Komisaris dan Direksi No. 004.K/DEKOM-PIPS/2025 dan No. 0065.P/DIR/2025 tanggal 23 Juli 2025. Joint Decision of the Board of Commissioners and the Board of Directors No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025 dated July 23, 2025.
4	Piagam Komite Audit Audit Committee Charter	Keputusan Bersama Dewan Komisaris dan Direksi No. 328.K/CDB/XII/2014 tanggal 15 Desember 2014. Joint Decision of the Board of Commissioners and the Board of Directors No. 328.K/CDB/XII/2014 dated December 15, 2014.
5	Piagam Komite Manajemen Risiko Risk Management Committee Charter	Perusahaan memiliki perangkat soft structure sebagai pedoman penerapan tata kelola, termasuk Piagam Komite Manajemen Risiko yang telah diperbarui pada 26 Oktober 2023. The Company has soft-structure instruments that serve as guidelines for governance implementation, including the Risk Management Committee Charter, which was updated on October 26, 2023.
6	Piagam Audit Internal Internal Audit Charter	Peraturan Direksi No. 0077.P/DIR/2025 dan Keputusan Dewan Komisaris No. 009.K/DEKOM-PIPS/2025 tanggal 29 Juli 2025 tentang Piagam Audit Internal Terintegrasi PT PLN Indonesia Power Services. Board of Directors Regulation No. 0077.P/DIR/2025 and Board of Commissioners Decision No. 009.K/DEKOM-PIPS/2025 dated July 29, 2025 concerning the Integrated Internal Audit Charter of PT PLN Indonesia Power Services.
7	Kebijakan Manajemen Risiko Risk Management Policy	Peraturan Direksi No. 0061.P/DIR/2025 tanggal 21 Juli 2025 tentang Kebijakan Manajemen Risiko Terintegrasi. Board of Directors Regulation No. 0061.P/DIR/2025 dated July 21, 2025 concerning the Integrated Risk Management Policy.
8	Pedoman Etika Perusahaan atau Code of Conduct Code of Conduct	Keputusan Bersama Dewan Komisaris dan Direksi No. 007.K/DEKOM-PIPS/2025 dan No. 0066.P/DIR 2025 tanggal 23 Juli 2025. Joint Decision of the Board of Commissioners and the Board of Directors No. 007.K/DEKOM-PIPS/2025 and No. 0066.P/DIR/2025 dated July 23, 2025.
9	Pedoman Budaya Perusahaan Corporate Culture Guidelines	Peraturan Direksi No. 0001.P/DIR/2025 tanggal 4 Februari 2025 tentang Pedoman Budaya Perusahaan; sebelumnya Keputusan Direksi dan Dewan Komisaris PT Cogindo DayaBersama No. 027.K/CDB/V/2021 dan No. 03.K/DEKOM-CDB/2021. Board of Directors Regulation No. 0001.P/DIR/2025 dated February 4, 2025 concerning the Corporate Culture Guidelines; previously the Decisions of the Board of Directors and the Board of Commissioners of PT Cogindo DayaBersama No. 027.K/CDB/V2021 and No. 03.K/DEKOM-CDB/2021.
10	Pedoman Benturan Kepentingan Conflict of Interest Guidelines	Keputusan Bersama Dewan Komisaris dan Direksi No. 003.K/DEKOM-PIPS/2025 dan No. 0064.P/DIR/2025 tanggal 23 Juli 2025. Joint Decision of the Board of Commissioners and the Board of Directors No. 003.K/DEKOM-PIPS/2025 and No. 0064.P/DIR/2025 dated July 23, 2025.
11	Pedoman Pengendalian Gratifikasi Gratification Control Guidelines	Peraturan Direksi No. 0094.P/DIR/2025 tanggal 8 Januari 2025 tentang Pedoman Pengendalian Gratifikasi. Board of Directors Regulation No. 0094.P/DIR/2025 dated January 8, 2025 concerning the Gratification Control Guidelines.

No	Jenis Pedoman Type of Guidelines	Keterangan Description
12	Tata Kelola Anti Penyuapan Anti-Bribery Governance	Keputusan Bersama Dewan Komisaris dan Direksi No. 006.K/DEKOM-PIPS/2025 dan No. 0063.P/DIR/2025 tanggal 23 Juli 2025 tentang Tata Kelola Anti Penyuapan PT PLN Indonesia Power Services. Joint Decision of the Board of Commissioners and the Board of Directors No. 006.K/DEKOM-PIPS/2025 and No. 0063.P/DIR/2025 dated July 23, 2025 concerning Anti-Bribery Governance of PT PLN Indonesia Power Services.
13	Kebijakan Anti Fraud Anti-Fraud Policy	Peraturan Direksi No. 187.P/PIPS/IX/2024. Board of Directors Regulation No. 187.P/PIPS/IX/2024.
14	Pedoman Sistem Pelaporan Pelanggaran atau Whistleblowing System Whistleblowing System Guidelines	Keputusan Bersama Direksi dan Dewan Komisaris No. 079.K/CDB/XII/2019 dan No. 004.K/DEKOM-CDB/2019 tanggal 9 Desember 2019; diperbarui melalui Surat Edaran Direksi No. 021/ED/CDB/XI/2021 tanggal 18 November 2021. Joint Decision of the Board of Directors and the Board of Commissioners No. 079.K/CDB/XII/2019 and No. 004.K/DEKOM-CDB/2019 dated December 9, 2019; updated through Board of Directors Circular No. 021/ED/CDB/XI/2021 dated November 18, 2021.
15	Pedoman LHKPN LHKPN Guidelines	Peraturan Direksi No. 0037.P/DIR/2026 tanggal 13 Mei 2026 tentang Pedoman Laporan LHKPN di Lingkungan PT PLN Indonesia Power Services. Board of Directors Regulation No. 0037.P/DIR/2026 dated May 13, 2026 concerning the LHKPN Reporting Guidelines within PT PLN Indonesia Power Services.
16	Pedoman Pengadaan Barang Jasa Guidelines for Procurement of Goods Services	Peraturan Direksi No. 0068.P/DIR/2025 tanggal 29 Juli 2025 tentang Pedoman Pengadaan Barang Jasa di Lingkungan PT PLN Indonesia Power Services. Board of Directors Regulation No. 0068.P/DIR/2025 dated July 29, 2025 concerning the Guidelines for Procurement of Goods Services within PT PLN Indonesia Power Services.
17	Pedoman Pengelolaan Penyedia Barang Jasa Guidelines for Management of Goods Services Providers	Peraturan Direksi No. 0069.P/DIR/2025 tanggal 29 Juli 2025 tentang Pedoman Pengelolaan Penyedia Barang Jasa. Board of Directors Regulation No. 0069.P/DIR/2025 dated July 29, 2025 concerning the Guidelines for Management of Goods Services Providers.
18	Kebijakan ESG ESG Policy	Dokumen pembentukan implementasi Tim ESG Tahun 2026-2030. Document on the Formation Implementation of the ESG Team for 2026-2030.
19	Standard Operating Procedure dan Instruksi Kerja Standard Operating Procedures and Work Instructions	Daftar Induk Dokumen SOP dan IK masing-masing fungsi unit kerja; nomor dokumen mengikuti kode dokumen yang berlaku pada unit terkait. Master List of SOP and Work Instruction Documents for each function work unit; document numbers follow the document codes applicable to the relevant unit.

GCG Code menjadi perangkat utama karena berfungsi sebagai payung kebijakan bagi penyusunan pedoman teknis dan peraturan internal lainnya. Code of Conduct memperkuat standar etika dan perilaku insan Perusahaan. Board Manual memperjelas hubungan kerja Dewan Komisaris dan Direksi. Pedoman gratifikasi, anti fraud, benturan kepentingan, dan SMAP memperkuat sistem integritas. Pedoman pengadaan dan pengelolaan penyedia barang/jasa memperkuat tata kelola rantai pasok dan hubungan dengan mitra usaha.

The GCG Code serves as the primary framework, functioning as an overarching policy for the development of technical guidelines and other internal regulations. The Code of Conduct reinforces ethical standards and behavioral norms for Company personnel. The Board Manual clarifies the working relationship between the Board of Commissioners and the Board of Directors. Guidelines on gratuities, anti-fraud, conflicts of interest, and the SMAP system strengthen the integrity framework. Procurement guidelines and the management of goods/service providers strengthen supply chain governance and relationships with business partners.

Soft structure GCG perlu ditinjau secara berkala karena regulasi, struktur organisasi, proses bisnis, risiko, dan kebutuhan pemangku kepentingan dapat berubah. Peninjauan berkala memastikan bahwa pedoman internal tetap relevan, dapat diterapkan, dan mampu mendukung praktik tata kelola yang efektif.

The GCG soft structure requires periodic review because regulations, organizational structure, business processes, risks, and stakeholder needs may change. Periodic reviews ensure that internal guidelines remain relevant, implementable, and capable of supporting effective governance practices.

Akses terhadap Dokumen Soft Structure

Sebagai bentuk keterbukaan informasi kepada pemangku kepentingan, PLN IP Services menyediakan akses terhadap dokumen resmi Soft Structure melalui laman Governansi Korporat pada situs resmi Perusahaan. Informasi tersebut dimutakhirkan secara berkala agar

Access to Soft Structure Documents

As a form of transparency toward stakeholders, PLN IP Services provides access to official Soft Structure documents through the Corporate Governance page on the Company's official website. This information is updated periodically so that stakeholders can obtain relevant,

pemangku kepentingan dapat memperoleh rujukan yang relevan, akurat, dan mudah ditelusuri terkait standar etika, tata kelola, serta kebijakan pendukung penerapan GCG di lingkungan Perusahaan.

Dokumen tersebut dapat diakses melalui laman berikut: https://www.plnipservices.co.id/governance/good-corporate-governance.

accurate, and easily traceable references regarding ethical standards, governance, and policies supporting the implementation of GCG within the Company.

These documents can be accessed via the following page: https://www.plnipservices.co.id/governance/good-corporate-governance.

IMPLEMENTASI GCG PLN IP SERVICES 2025
GCG IMPLEMENTATION OF PLN IP SERVICES IN 2025

PLN IP Services mengimplementasikan GCG melalui penguatan struktur, proses, pengendalian, kepatuhan, risiko, komunikasi, integritas, pengadaan, dan budaya kerja. Implementasi ini dimulai dari kesadaran bahwa GCG merupakan proses berkelanjutan yang memerlukan komitmen seluruh organ Perusahaan dan insan Perusahaan.

Implementasi GCG Perusahaan dijalankan melalui beberapa area utama sebagai berikut:

1. Penataan struktur organisasi.
   Perusahaan menata struktur organisasi agar sejalan dengan kebutuhan bisnis dan praktik tata kelola yang baik. Penataan ini memperjelas fungsi, tanggung jawab, jalur pelaporan, dan mekanisme koordinasi sehingga pengambilan keputusan dapat dilakukan secara objektif dan dapat dipertanggungjawabkan.
2. Penyusunan dan penyempurnaan kebijakan internal.
   Perusahaan menyusun dan menyempurnakan pedoman serta kebijakan internal agar tetap sesuai dengan regulasi, praktik terbaik, risiko bisnis, dan kebutuhan operasional. Pada tahun 2025, penguatan ini terlihat melalui pemutakhiran GCG Code, Code of Conduct, Board Manual, pedoman gratifikasi, benturan kepentingan, pengadaan barang/jasa, pengelolaan penyedia barang/jasa, serta komitmen SMAP.
3. Penguatan pengawasan dan pengendalian internal.
   Perusahaan menyusun dan melaksanakan sistem pengendalian internal untuk memberikan keyakinan memadai atas tercapainya tujuan Perusahaan. Sistem tersebut mendukung efektivitas kegiatan, keandalan pelaporan keuangan dan kinerja, pengamanan aset, serta kepatuhan terhadap peraturan perundang-undangan.
4. Pengelolaan risiko.
   Perusahaan mengidentifikasi, menilai, mengendalikan, memantau, dan mengevaluasi risiko yang dapat memengaruhi pencapaian tujuan. Pengawasan terhadap risiko dilakukan sejak tahap identifikasi sampai evaluasi tindakan mitigasi agar Perusahaan mampu menjaga keberlangsungan usaha.

PLN IP Services implements GCG by strengthening its structure, processes, controls, compliance, risk management, communication, integrity, procurement, and work culture. This implementation stems from the recognition that GCG is an ongoing process that requires the commitment of all Company bodies and employees.

The Company's GCG implementation is carried out through the following key areas:

1. Organizational restructuring.
   The company restructures its organizational framework to align with business needs and good governance practices. This restructuring clarifies roles, responsibilities, reporting lines, and coordination mechanisms so that decision-making can be conducted objectively and accountably.
2. Development and refinement of internal policies.
   The Company develops and refines internal guidelines and policies to ensure they remain consistent with regulations, best practices, business risks, and operational needs. By 2025, these enhancements will be reflected in updates to the GCG Code, Code of Conduct, Board Manual, guidelines on gratuities, conflicts of interest, procurement of goods and services, management of goods and services providers, and the SMAP commitment.
3. Strengthening internal oversight and controls.
   The Company establishes and implements an internal control system to provide reasonable assurance regarding the achievement of the Company's objectives. This system supports the effectiveness of operations, the reliability of financial and performance reporting, the safeguarding of assets, and compliance with laws and regulations.
4. Risk management.
   The Company identifies, assesses, controls, monitors, and evaluates risks that may affect the achievement of its objectives. Risk oversight is conducted from the identification stage through the evaluation of mitigation measures to ensure the Company can maintain business continuity.

5. Penguatan kepatuhan hukum.
   Perusahaan memastikan bahwa setiap kebijakan, keputusan, transaksi, kontrak, dan hubungan bisnis memiliki dasar hukum dan sesuai ketentuan yang berlaku. Kepatuhan hukum menjadi prasyarat bagi Perusahaan untuk menjaga reputasi, menghindari sanksi, dan membangun kepercayaan pemangku kepentingan.
6. Penerapan etika bisnis dan pencegahan pelanggaran.
   Perusahaan mencegah benturan kepentingan, menolak praktik persaingan usaha tidak sehat, memperkuat pelaporan pelanggaran, mengelola gratifikasi, dan menerapkan kebijakan anti fraud. Langkah ini menunjukkan bahwa GCG mengatur bukan hanya struktur dan prosedur, tetapi juga perilaku dan integritas insan Perusahaan.
7. Penerapan Sistem Manajemen Anti Penyuapan.
   Perusahaan memperkuat komitmen anti-penyuapan melalui penerapan prinsip 4 NO's, yaitu No Bribery, No Kickback, No Gift, dan No Luxurious Hospitality. Komitmen tersebut mempertegas larangan terhadap suap, imbal balik tidak sah, hadiah yang bertentangan dengan ketentuan, serta jamuan berlebihan yang dapat mengganggu independensi keputusan.
8. Penguatan tata kelola pengadaan dan penyedia barang/jasa.
   Perusahaan memastikan pengadaan barang/jasa dilakukan secara efektif, efisien, berlandaskan prinsip GCG, serta menghasilkan barang/jasa berkualitas dengan harga yang wajar dan dapat dipertanggungjawabkan. Perusahaan juga mengelola hubungan dengan penyedia barang/jasa agar hubungan bisnis berjalan profesional, saling menguntungkan, dan mendukung kelancaran aktivitas usaha.
9. Penguatan keterbukaan informasi.
   Perusahaan menyediakan informasi yang tepat waktu, memadai, akurat, dapat dipertanggungjawabkan, dan mudah diakses oleh pemangku kepentingan sesuai haknya. Perusahaan tetap menjaga keseimbangan antara prinsip transparansi dan kewajiban menjaga kerahasiaan informasi sesuai ketentuan yang berlaku.
10. Integrasi Governance, Risk, and Compliance (GRC).
    Perusahaan mengintegrasikan tata kelola, manajemen risiko, dan kepatuhan dalam proses pengambilan keputusan dan pengendalian kegiatan usaha. Integrasi ini membantu Perusahaan membangun sistem pengelolaan yang lebih tertib, adaptif, dan berbasis risiko.

5. Strengthening legal compliance.
   The Company ensures that every policy, decision, transaction, contract, and business relationship has a legal basis and complies with applicable regulations. Legal compliance is a prerequisite for the Company to maintain its reputation, avoid penalties, and build stakeholder trust.
6. Implementation of business ethics and prevention of violations.
   The Company prevents conflicts of interest, rejects unfair business competition practices, strengthens violation reporting, manages gratuities, and implements anti-fraud policies. These steps demonstrate that GCG governs not only structures and procedures but also the behavior and integrity of the Company's personnel.
7. Implementation of an Anti-Bribery Management System.
   The Company reinforces its anti-bribery commitment through the implementation of the 4 NO's principles: No Bribery, No Kickbacks, No Gifts, and No Luxurious Hospitality. This commitment reinforces the prohibition against bribes, illegal kickbacks, gifts contrary to regulations, and excessive hospitality that could compromise decision-making independence.
8. Strengthening procurement governance and management of goods/service providers.
   The Company ensures that the procurement of goods and services is conducted effectively and efficiently, based on the principles of Good Corporate Governance (GCG), and results in high-quality goods and services at reasonable and accountable prices. The Company also manages relationships with suppliers to ensure that business relationships are professional, mutually beneficial, and support the smooth operation of business activities.
9. Strengthening information disclosure.
   The Company provides timely, adequate, accurate, accountable, and easily accessible information to stakeholders in accordance with their respective rights. The Company maintains a balance between the principle of transparency and the obligation to safeguard the confidentiality of information in accordance with applicable regulations.
10. Integration of Governance, Risk, and Compliance (GRC).
    The Company integrates governance, risk management, and compliance into decision-making processes and business operations controls. This integration helps the Company build a more orderly, adaptive, and risk-based management system.

11. Penguatan arah ESG.
    Perusahaan mulai memperkuat arah pengelolaan ESG melalui pembentukan perangkat awal implementasi ESG untuk periode berikutnya. Penguatan ini menunjukkan bahwa tata kelola Perusahaan bergerak menuju integrasi aspek lingkungan, sosial, dan tata kelola dalam agenda keberlanjutan jangka panjang.

Dengan implementasi tersebut, PLN IP Services memperkuat penerapan GCG dari level kebijakan ke level operasional. Perusahaan juga memastikan bahwa tata kelola tidak berhenti sebagai pedoman tertulis, tetapi menjadi bagian dari proses bisnis, budaya kerja, pengendalian risiko, dan penciptaan nilai.

11. Strengthening the ESG Direction.
    The Company has begun strengthening its ESG management direction by establishing an initial framework for ESG implementation for the upcoming period. This strengthening indicates that the Company's governance is moving toward the integration of environmental, social, and governance aspects into its long-term sustainability agenda.

With this implementation, PLN IP Services is strengthening the application of GCG from the policy level to the operational level. The company also ensures that governance does not remain merely a set of written guidelines, but becomes an integral part of business processes, work culture, risk management, and value creation.

IMPLEMENTASI 13 PROGRAM KEPATUHAN TERINTEGRASI PLN GROUP 2025
IMPLEMENTATION OF THE 13 INTEGRATED COMPLIANCE PROGRAMS OF THE PLN GROUP IN 2025

Pada tahun 2025, PLN IP Services memperoleh arahan dari PT PLN Indonesia Power selaku Induk Perusahaan untuk mengimplementasikan 13 Program Kepatuhan Terintegrasi PLN Group. Arahan tersebut menjadi bagian dari upaya berkelanjutan Perusahaan dalam memperkuat tata kelola, budaya kepatuhan, Sistem Manajemen Anti Penyuapan (SMAP), serta pengendalian risiko kepatuhan di seluruh proses bisnis Perusahaan.

Implementasi program kepatuhan terintegrasi dilaksanakan melalui penguatan komitmen manajemen, peningkatan awareness pegawai dan mitra bisnis, pengelolaan pakta integritas dan Code of Conduct, penguatan infrastruktur kepatuhan, pelaksanaan uji kelayakan, pengelolaan gratifikasi, pengelolaan Whistleblowing System (WBS), pemantauan LHKPN, hingga standarisasi kajian kepatuhan dalam proses pengambilan keputusan Direksi. Melalui pelaksanaan program tersebut, Perusahaan berupaya memastikan bahwa prinsip kepatuhan tidak hanya dipenuhi sebagai kewajiban administratif, tetapi juga menjadi bagian dari perilaku kerja, proses pengambilan keputusan, serta pengendalian operasional yang berkelanjutan.

Ketigabelas Program Kepatuhan Terintegrasi PLN Group yang diimplementasikan pada tahun 2025 mencakup:
1. Komitmen dan role model penerapan Sistem Manajemen Anti Penyuapan (SMAP);
2. Kedalaman dan keluasan implementasi SMAP;
3. Infrastruktur pendukung implementasi SMAP;
4. Awareness, pendidikan, dan pelatihan terkait anti-penyuapan;
5. Kecukupan peraturan dan kebijakan internal terkait SMAP;

In 2025, PLN IP Services received direction from PT PLN Indonesia Power as the Parent Company to implement the 13 Integrated Compliance Programs of PLN Group. This direction forms part of the Company's continuous efforts to strengthen governance, compliance culture, the Anti-Bribery Management System (ABMS), and compliance risk control across all business processes.

The implementation of the integrated compliance programs was carried out through the strengthening of management commitment, enhancement of employee and business partner awareness, management of integrity pacts and the Code of Conduct, reinforcement of compliance infrastructure, due diligence implementation, gratification management, Whistleblowing System (WBS) management, LHKPN monitoring, and standardization of compliance reviews in the Board of Directors' decision-making process. Through these programs, the Company seeks to ensure that compliance principles are not merely fulfilled as administrative obligations, but are embedded in work behavior, decision-making processes, and sustainable operational controls.

The 13 Integrated Compliance Programs of PLN Group implemented in 2025 include:
1. Commitment and role model in the implementation of the Anti-Bribery Management System (ABMS);
2. Depth and breadth of ABMS implementation;
3. Supporting infrastructure for ABMS implementation;
4. Awareness, education, and training related to anti-bribery;
5. Adequacy of internal regulations and policies related to ABMS;

6. Fraud Risk Assessment (FRA), pengendalian keuangan, dan pengendalian non-keuangan;
7. Uji kelayakan dan pengendalian anti-penyuapan;
8. Pengelolaan gratifikasi;
9. Sistem pengelolaan Whistleblowing System (WBS);
10. Pengelolaan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
11. Pemantauan, pengukuran, analisis, dan evaluasi anti-penyuapan;
12. Standarisasi kajian kepatuhan dalam rangka implementasi Governance, Risk, and Compliance (GRC) pada pengambilan keputusan Direksi; dan
13. Pengelolaan isu kepatuhan terhadap regulasi.

6. Fraud Risk Assessment (FRA), financial controls, and non-financial controls;
7. Due diligence and anti-bribery control;
8. Gratification management;
9. Whistleblowing System (WBS) management system;
10. Management of State Officials' Wealth Report (LHKPN);
11. Monitoring, measurement, analysis, and evaluation of anti-bribery performance;
12. Standardization of compliance reviews in the implementation of Governance, Risk, and Compliance (GRC) in the Board of Directors' decision-making process; and
13. Management of compliance issues related to regulations.

Pelaksanaan 13 program tersebut mempertegas komitmen PLN IP Services dalam membangun lingkungan kerja yang berintegritas, transparan, akuntabel, serta selaras dengan prinsip tata kelola perusahaan yang baik. Selain itu, program ini juga menjadi instrumen penting dalam memperkuat pencegahan fraud, benturan kepentingan, gratifikasi, dan potensi pelanggaran regulasi, sehingga Perusahaan dapat menjalankan kegiatan usaha secara lebih prudent, patuh, dan berkelanjutan.

The implementation of these 13 programs reaffirms PLN IP Services' commitment to building a work environment that upholds integrity, transparency, accountability, and alignment with the principles of good corporate governance. In addition, the programs serve as an important instrument in strengthening the prevention of fraud, conflicts of interest, gratification, and potential regulatory violations, enabling the Company to conduct its business activities in a more prudent, compliant, and sustainable manner.

SOSIALISASI DAN INTERNALISASI GCG
SOCIALIZATION AND INTERNALIZATION OF CORPORATE GOVERNANCE

PLN IP Services melakukan sosialisasi dan internalisasi GCG agar seluruh insan Perusahaan memahami prinsip, kebijakan, pedoman, dan standar perilaku yang berlaku. Sosialisasi diperlukan karena pedoman GCG tidak akan efektif apabila hanya menjadi dokumen tertulis tanpa pemahaman dan penerapan dalam kegiatan sehari-hari.

PLN IP Services conducts outreach and internalization of GCG to ensure that all Company personnel understand the applicable principles, policies, guidelines, and standards of conduct. Outreach is necessary because GCG guidelines will not be effective if they remain merely written documents without understanding and implementation in daily activities.

Materi sosialisasi GCG mencakup:
1. Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code;
2. Pedoman Etika Perusahaan atau Code of Conduct;
3. Board Manual;
4. Whistleblowing System;
5. Pedoman pengendalian gratifikasi;
6. Pedoman benturan kepentingan;
7. Kebijakan anti fraud;
8. Sistem Manajemen Anti Penyuapan dan prinsip 4 NO's;
9. Pedoman pengadaan barang/jasa dan pengelolaan penyedia barang/jasa;

GCG awareness materials include:
1. Good Corporate Governance Guidelines or GCG Code;
2. Corporate Ethics Guidelines or Code of Conduct;
3. Board Manual;
4. Whistleblowing System;
5. Gift Control Guidelines;
6. Conflict of Interest Guidelines;
7. Anti-Fraud Policy;
8. Anti-Bribery Management System and the 4 NO's principles;
9. Guidelines for procurement of goods/services and management of suppliers;

10. Pedoman kepatuhan, pengendalian internal, dan manajemen risiko;
11. Nilai AKHLAK BUMN dan budaya Perusahaan;
12. Arah penguatan ESG Perusahaan.

10. Guidelines for compliance, internal control, and risk management;
11. AKHLAK BUMN values and corporate culture;
12. Directions for strengthening the Company's ESG.

Kanal sosialisasi dan internalisasi GCG dapat disajikan sebagai berikut:

Channels for GCG socialization and internalization can be presented as follows:

No	Kanal/Kegiatan Channel/Activities	Tujuan Goals
1	Website dan media komunikasi resmi Official website and communication channels	Menyediakan akses informasi tata kelola kepada pemangku kepentingan Providing stakeholders with access to governance information
2	Email korporat dan broadcast internal Corporate email and internal broadcasts	Menyampaikan kebijakan, pengingat, dan materi GCG kepada insan Perusahaan Communicating policies, reminders, and GCG materials to Company personnel
3	Grup komunikasi internal Internal communication groups	Memperluas jangkauan pesan GCG secara cepat kepada pegawai Rapidly expanding the reach of GCG messages to employees
4	Media sosial Perusahaan Company social media	Mendukung komunikasi dan kampanye nilai tata kelola Supporting communication and campaigns promoting governance values
5	Standing banner atau media visual kantor Standing banners or office visual displays	Mengingatkan insan Perusahaan terhadap prinsip dan perilaku GCG di ruang kerja Reminding Company personnel of GCG principles and behaviors in the workplace
6	Forum internal, pelatihan, dan e-learning Internal forums, training sessions, and e-learning	Meningkatkan pemahaman substantif mengenai GCG, SMAP, WBS, CoC, dan kepatuhan Enhancing substantive understanding of GCG, SMAP, WBS, CoC, and compliance
7	Pernyataan komitmen manajemen Management commitment statements	Memperkuat tone from the top dalam penerapan etika, integritas, dan SMAP. Strengthening the "tone from the top" in the implementation of ethics, integrity, and SMAP
8	Quiz dan survei pemahaman Quizzes and comprehension surveys	Mengukur efektivitas sosialisasi dan tingkat pemahaman insan Perusahaan Measuring the effectiveness of outreach and the level of understanding among Company personnel

Perusahaan juga dapat melakukan survei untuk mengukur efektivitas internalisasi GCG. Survei tersebut dapat meliputi survei pemahaman GCG kepada pegawai, survei persepsi Dewan Komisaris dan Direksi, survei perilaku etis pelanggan, serta survei perilaku etis vendor. Hasil survei menjadi dasar bagi Perusahaan untuk mengidentifikasi area yang perlu diperkuat dan menyusun program perbaikan yang lebih tepat sasaran.

The Company may also conduct surveys to measure the effectiveness of GCG internalization. These surveys may include surveys on employees' understanding of GCG, surveys on the perceptions of the Board of Commissioners and the Board of Directors, surveys on customers' ethical behavior, and surveys on vendors' ethical behavior. Survey results serve as the basis for the Company to identify areas requiring improvement and to develop more targeted improvement programs.

Dengan sosialisasi dan internalisasi yang berkelanjutan, PLN IP Services memperkuat budaya tata kelola di seluruh tingkatan organisasi. Budaya tersebut menjadi penting karena keberhasilan GCG pada akhirnya ditentukan oleh perilaku, keputusan, dan konsistensi seluruh insan Perusahaan.

Through continuous outreach and internalization, PLN IP Services strengthens a culture of corporate governance at all levels of the organization. This culture is crucial because the success of GCG is ultimately determined by the behavior, decisions, and consistency of all members of the Company.

PENILAIAN PENERAPAN TATA KELOLA (GOVERNANSI) PERUSAHAAN
ASSESSMENT OF THE IMPLEMENTATION OF CORPORATE GOVERNANCE

PLN IP Services melaksanakan penilaian atau assessment GCG untuk mengukur kualitas penerapan tata kelola Perusahaan. Assessment menjadi alat evaluasi formal yang membantu Perusahaan menilai kesesuaian praktik tata kelola terhadap prinsip, struktur, proses, mekanisme, dan indikator yang berlaku.

PLN IP Services conducts a corporate governance (CG) assessment to evaluate the quality of the Company's governance practices. The assessment serves as a formal evaluation tool that helps the Company assess the alignment of its governance practices with applicable principles, structures, processes, mechanisms, and indicators.

ASESMEN IMPLEMENTASI GOOD CORPORATE GOVERNANCE TAHUN BUKU

PLN IP Services melaksanakan Assessment Implementasi Good Corporate Governance (GCG) Tahun Buku 2025 untuk mengukur kualitas penerapan tata kelola perusahaan berdasarkan Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S.MBU/2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada BUMN. Standar penilaian tersebut digunakan sebagai alat ukur formal untuk menilai kesesuaian praktik tata kelola Perusahaan terhadap prinsip, struktur, proses, dan mekanisme GCG yang berlaku di lingkungan BUMN.

Assessment GCG Tahun Buku 2025 mencakup enam aspek utama, yaitu Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan, Pemegang Saham dan RUPS, Dewan Komisaris, Direksi, Pengungkapan Informasi dan Transparansi, serta Aspek Lainnya. Keenam aspek tersebut menjadi dasar evaluasi untuk melihat konsistensi Perusahaan dalam membangun sistem tata kelola yang akuntabel, transparan, dan berorientasi pada perbaikan berkelanjutan.

PARAMETER PENILAIAN

Assessment GCG PLN IP Services Tahun Buku 2025 menggunakan indikator/parameter berdasarkan Keputusan Sekretaris Menteri BUMN Nomor: SK-16/S. MBU/2012, yang dikelompokkan ke dalam enam aspek penerapan GCG sebagai berikut:

1. Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan;
2. Pemegang Saham dan RUPS;
3. Dewan Komisaris;
4. Direksi;
5. Pengungkapan Informasi dan Transparansi;
6. Aspek Lainnya.

HASIL ASESMEN GCG PADA TAHUN BUKU

Berdasarkan hasil assessment, PLN IP Services memperoleh total nilai sebesar 92,08 dari total bobot 100,00, atau setara dengan tingkat capaian 92,08%. Dengan capaian tersebut, kualitas penerapan GCG PLN IP Services Tahun Buku 2025 memperoleh klasifikasi “Sangat Baik”.

ASSESSMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION FOR THE FINANCIAL YEAR

PLN IP Services conducts the Assessment of Good Corporate Governance (GCG) Implementation for Financial Year 2025 to measure the quality of corporate governance implementation based on the Decision of the Secretary of the Minister of State-Owned Enterprises No. SK-16/S. MBU/2012 regarding Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises. These assessment standards are used as a formal measurement tool to evaluate the alignment of the Company’s governance practices with the principles, structures, processes, and mechanisms of GCG applicable within the SOE sector.

The 2025 GCG Assessment covers six main aspects: Commitment to the Sustainable Implementation of Good Corporate Governance, Shareholders and the General Meeting of Shareholders, the Board of Commissioners, the Board of Directors, Information Disclosure and Transparency, and Other Aspects. These six aspects form the basis of the evaluation to assess the Company’s consistency in building a governance system that is accountable, transparent, and oriented toward continuous improvement.

ASSESSMENT PARAMETERS

The PLN IP Services Corporate Governance (CG) Assessment for Financial Year 2025 uses indicators/ parameters based on the Decision of the Secretary of the Minister of State-Owned Enterprises No. SK-16/S. MBU/2012, which are grouped into the following six aspects of CG implementation:

1. Commitment to the Continuous Implementation of Good Corporate Governance;
2. Shareholders and the General Meeting of Shareholders;
3. Board of Commissioners;
4. Board of Directors;
5. Information Disclosure and Transparency;
6. Other Aspects.

GCG ASSESSMENT RESULTS FOR THE FINANCIAL YEAR

Based on the assessment results, PLN IP Services achieved a total score of 92.08 out of a total weight of 100.00, equivalent to a 92.08% achievement rate. With this achievement, the quality of GCG implementation at PLN IP Services for the 2025 Financial Year received a “Very Good” classification.

Capaian tersebut menunjukkan bahwa penerapan GCG di PLN IP Services telah berjalan secara memadai pada sebagian besar aspek penilaian. Aspek Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan mencatat capaian tertinggi, yaitu 98,37%, diikuti oleh aspek Dewan Komisaris sebesar 96,43%, Pemegang Saham dan RUPS sebesar 94,87%, serta Direksi sebesar 94,29%. Sementara itu, aspek Pengungkapan Informasi dan Transparansi memperoleh capaian 82,25%, sedangkan Aspek Lainnya memperoleh capaian 50,00%.

These results indicate that the implementation of GCG at PLN IP Services has been adequate across most assessment aspects. The aspect of Commitment to the Sustainable Implementation of Good Corporate Governance recorded the highest achievement, at 98.37%, followed by the Board of Commissioners at 96.43%, Shareholders and the General Meeting of Shareholders at 94.87%, and the Board of Directors at 94.29%. Meanwhile, the aspect of Information Disclosure and Transparency achieved 82.25%, while the "Other Aspects" category achieved 50.00%.

Meskipun hasil assessment menunjukkan klasifikasi "Sangat Baik", PLN IP Services tetap memiliki ruang perbaikan yang perlu ditindaklanjuti secara terarah. Hasil penilaian tahun 2025 mengidentifikasi sebanyak 36 rekomendasi area of improvement (AOI). Rekomendasi tersebut menjadi dasar bagi Perusahaan untuk memperkuat efektivitas penerapan GCG, meningkatkan kualitas dokumentasi dan pengungkapan, serta memastikan bahwa praktik tata kelola tidak hanya memenuhi ketentuan formal, tetapi juga mendukung keberlanjutan kinerja dan kepercayaan pemangku kepentingan.

Although the assessment results indicate a "Very Good" classification, PLN IP Services still has areas for improvement that require targeted follow-up. The 2025 assessment results identified 36 recommendations for areas of improvement (AOI). These recommendations serve as the basis for the Company to strengthen the effectiveness of GCG implementation, improve the quality of documentation and disclosure, and ensure that governance practices not only meet formal requirements but also support sustainable performance and stakeholder trust.

Sebagai tindak lanjut atas rekomendasi tersebut, PLN IP Services melaksanakan pengelolaan dan monitoring AOI Assessment GCG secara berkala pada periode Maret 2025 sampai dengan Desember 2025. Proses monitoring tersebut dilakukan untuk memastikan bahwa setiap rekomendasi perbaikan memiliki arah tindak lanjut yang jelas, perkembangan pelaksanaan yang terukur, serta dokumentasi pendukung yang memadai.

As a follow-up to these recommendations, PLN IP Services conducted periodic management and monitoring of the GCG AOI Assessment from March 2025 through December 2025. This monitoring process was carried out to ensure that each improvement recommendation has a clear course of action, measurable progress, and adequate supporting documentation.

Perusahaan juga menyampaikan perkembangan monitoring AOI kepada Komite Audit sebagai bagian dari mekanisme pengawasan Dewan Komisaris. Progress monitoring telah disampaikan kepada Komite Audit pada 20 Juni 2025, kemudian dilanjutkan dengan penyampaian progress tahun 2025 pada rapat Komite Audit tanggal 16 Desember 2025. Penyampaian tersebut menunjukkan bahwa tindak lanjut AOI tidak hanya dikelola secara administratif, tetapi juga diawasi melalui forum tata kelola yang relevan.

The company also reported on the progress of AOI monitoring to the Audit Committee as part of the Board of Commissioners' oversight mechanism. The progress report was submitted to the Audit Committee on June 20, 2025, followed by a presentation on the 2025 progress at the Audit Committee meeting on December 16, 2025. This reporting demonstrates that AOI follow-up is not only managed administratively but also overseen through relevant governance forums.

Bersamaan dengan pelaksanaan monitoring AOI, PLN IP Services juga melakukan self-diagnostic Assessment GCG. Kegiatan ini memperkuat proses evaluasi internal karena Perusahaan dapat mengidentifikasi kesenjangan penerapan GCG secara lebih dini, menilai kesiapan pemenuhan indikator penilaian, serta memperbaiki aspek tata kelola sebelum dilakukan penilaian berikutnya. Dengan demikian, pengelolaan AOI dan self-diagnostic Assessment GCG menjadi bagian dari siklus perbaikan berkelanjutan dalam penerapan tata kelola Perusahaan.

Concurrently with the implementation of AOI monitoring, PLN IP Services also conducted a self-diagnostic GCG assessment. This activity strengthens the internal evaluation process because the Company can identify gaps in the implementation of GCG at an earlier stage, assess readiness to meet assessment indicators, and improve governance aspects before the next assessment is conducted. Thus, the management of AOI and the self-diagnostic GCG Assessment become part of a continuous improvement cycle in the implementation of the Company's governance.

No	Aspek Pengujian/Indikator Parameter Asesmen GCG Testing Aspects/Indicators of GCG Assessment Parameters	Bobot Weight	Skor Score	Capaian Achievement	Keterangan Description
1	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan Commitment to the Continuous Implementation of Good Corporate Governance	7	6,89	98,37	Sangat Baik Very good
2	Pemegang Saham dan RUPS Shareholders and GMS	9	8,54	94,87	Sangat Baik Very good
3.	Dewan Komisaris Board of Commissioners	35	33,75	96,43	Sangat Baik Very good
4	Direksi Board of Directors	35	33	94,29	Sangat Baik Very good
5	Pengungkapan Informasi dan Transparansi Disclosure of Information and Transparency	9	7,4	82,25	Baik Good
6	Aspek Lainnya Other Aspects	5	2,5	50	-
Skor Keseluruhan Total Score		**100**	**92,08**	**92,08**	**Sangat Baik Very good**
Klasifikasi Kualitas Penerapan GCG Classification of the Quality of Corporate Governance Implementation			**Sangat Baik Very good**		

PLN IP Services perlu menempatkan assessment sebagai bagian dari siklus tata kelola. Siklus tersebut dimulai dari penyusunan pedoman, pelaksanaan GCG, pengukuran kualitas penerapan, identifikasi area perbaikan, tindak lanjut rekomendasi, dan evaluasi kembali pada periode berikutnya.

PLN IP Services needs to incorporate assessment into its governance cycle. This cycle begins with the development of guidelines, the implementation of good corporate governance (GCG), the assessment of implementation quality, the identification of areas requiring improvement, follow-up on recommendations, and re-evaluation in the subsequent period.

Skor Asesmen GCG
GCG Assessment Score



AREA OF IMPROVEMENT (AOI)
AREA YANG PERLU DITINGKATKAN

PLN IP Services menindaklanjuti Area of Improvement (AOI) hasil assessment GCG sebagai bagian dari komitmen perbaikan berkelanjutan. AOI menunjukkan area yang masih perlu diperkuat agar penerapan GCG tidak hanya memenuhi ketentuan formal, tetapi juga semakin efektif dalam mendukung pengelolaan Perusahaan.

PLN IP Services is following up on the Areas of Improvement (AOI) identified in the GCG assessment as part of its commitment to continuous improvement. The AOI highlight areas that still need to be strengthened so that the implementation of GCG not only meets formal requirements but also becomes increasingly effective in supporting the Company's management.

Tindak lanjut AOI dilakukan melalui tahapan berikut:

1. Identifikasi rekomendasi.
   Perusahaan mengidentifikasi seluruh rekomendasi hasil assessment dan mengelompokkannya berdasarkan aspek penilaian, tingkat prioritas, risiko, dan dampak terhadap kualitas tata kelola.
2. Penyusunan rencana aksi.
   Setiap rekomendasi diturunkan menjadi rencana tindak lanjut yang memiliki penanggung jawab, target waktu, indikator penyelesaian, dan dokumen pendukung.
3. Pelaksanaan tindak lanjut.
   Unit terkait melaksanakan rencana aksi sesuai kewenangan dan target yang telah ditetapkan. Pelaksanaan ini perlu didukung bukti yang memadai agar status perbaikan dapat diverifikasi.
4. Monitoring berkala.
   Perusahaan memantau perkembangan tindak lanjut AOI secara berkala untuk memastikan setiap rekomendasi memiliki progres yang jelas dan tidak berhenti sebagai catatan administratif.
5. Pelaporan kepada organ pengawas.
   Perusahaan menyampaikan perkembangan tindak lanjut AOI kepada manajemen dan organ pengawas yang relevan, termasuk Komite Audit atau Dewan Komisaris, sebagai bagian dari mekanisme pengawasan tata kelola.
6. Self-diagnostic dan evaluasi ulang.
   Perusahaan dapat melakukan self-diagnostic GCG untuk menilai kesiapan pemenuhan indikator sebelum assessment berikutnya. Kegiatan ini membantu Perusahaan mengidentifikasi kesenjangan sejak awal dan memperkuat bukti implementasi.

AOI follow-up is conducted through the following steps:

1. Identify recommendations.
   The company identifies all recommendations resulting from the assessment and groups them based on assessment criteria, priority level, risk, and impact on governance quality.
2. Development of an action plan.
   Each recommendation is translated into a follow-up action plan that includes a person in charge, a target date, completion indicators, and supporting documents.
3. Development of an action plan.
   Each recommendation is translated into a follow-up action plan that includes a person in charge, a target date, completion indicators, and supporting documents.
4. Periodic monitoring.
   The company periodically monitors the progress of AOI follow-up actions to ensure that each recommendation shows clear progress and does not merely become an administrative note.
5. Reporting to the supervisory body.
   The company reports on the progress of AOI follow-up actions to management and the relevant supervisory bodies, including the Audit Committee or the Board of Commissioners, as part of its corporate governance oversight mechanism.
6. Self-assessment and re-evaluation.
   The Company may conduct a self-diagnosis of its corporate governance to assess its readiness to meet the indicators prior to the next assessment. This activity helps the Company identify gaps early on and strengthen evidence of implementation.

No	Aspek Aspect	Indikator Indicator	Area Peningkatan Area of Improvement
1	1	2	Melakukan penyempurnaan terhadap Code of Conduct (CoC) dengan menambahkan ketentuan mengenai praktik anti-pencucian uang, pencegahan pendanaan terorisme, dan anti-kecurangan (anti fraud), sebagaimana dipersyaratkan dalam Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 Pasal 41 ayat (2), sehingga CoC selaras dengan ketentuan tata kelola dan standar kepatuhan yang berlaku. Revising the Code of Conduct (CoC) by adding provisions regarding anti-money laundering, counter-terrorism financing, and anti-fraud practices, as required by Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023, Article 41, paragraph (2), so that the CoC aligns with applicable governance provisions and compliance standards.
2	7	20 (2)	Pemegang Saham/RUPS mendokumentasikan rencana pemberhentian Anggota Direksi. Shareholders/the General Meeting of Shareholders (GMS) shall document the plan for the removal of Board of Directors members.
3	8	24 (1)	Pemegang Saham/RUPS menetapkan anggota Dewan Komisaris selambat-lambatnya 30 hari sejak jabatan berakhir. Shareholders/the General Meeting of Shareholders shall appoint members of the Board of Commissioners no later than 30 days after the expiration of their terms.
4	8	25 (1)	Pemegang Saham/RUPS menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang Anggota Dewan Komisaris. Shareholders/the General Meeting of Shareholders shall determine the maximum number of positions on the Board of Commissioners that may be held by a single member of the Board of Commissioners.
5	9	28 (4)	Pemegang Saham/RUPS memberikan pengesahan/persetujuan rancangan RKAP secara tepat waktu, paling lambat 30 hari setelah tahun anggaran berjalan. Shareholders/the General Meeting of Shareholders shall approve the draft Annual Budget Plan in a timely manner, no later than 30 days after the end of the fiscal year.

No	Aspek Aspect	Indikator Indicator	Area Peningkatan Area of Improvement
6	10	32 (3)	Pemegang Saham/RUPS memberikan persetujuan penunjukan Auditor Eksternal, termasuk persetujuan angka honor atas jasa audit yang disampaikan oleh Dewan Komisaris. Shareholders/the General Meeting of Shareholders approve the appointment of the External Auditor, including approval of the audit fee proposed by the Board of Commissioners.
7	14	44 (3)	Dewan Komisaris melakukan penyempurnaan ketentuan dalam Board Manual terkait ketepatan waktu pengambilan keputusan Dewan Komisaris atas usulan Direksi, dengan menetapkan standar waktu berkisar 7 hari sebagai kategori baik dan hingga 14 hari sebagai kategori cukup. The Board of Commissioners refines the provisions in the Board Manual regarding the timeliness of the Board of Commissioners' decision-making on proposals from the Board of Directors, by establishing a timeframe of 7 days as the "good" category and up to 14 days as the "adequate" category.
8	16	53 (3-5)	Dewan Komisaris mendokumentasikan pengawasan dan pemberian nasihat terkait kebijakan serta pelaksanaan sistem teknologi informasi, sekaligus memberikan arahan strategis kepada Direksi untuk memastikan implementasinya berjalan efektif dengan kualitas arahan yang memadai. The Board of Commissioners documents its oversight and provides advice regarding policies and the implementation of information technology systems, while also providing strategic guidance to the Board of Directors to ensure effective implementation with adequate quality of guidance.
9	22	74 (1)	Dewan Komisaris melakukan evaluasi terhadap pelaksanaan keputusan hasil rapat sebelumnya dan menuangkannya dalam risalah rapat. The Board of Commissioners evaluates the implementation of decisions from previous meetings and records them in the meeting minutes.
10	24	81	Komite Audit menyusun Piagam Komite Audit sesuai kebutuhan Dewan Komisaris dan ketentuan yang berlaku. The Audit Committee drafts the Audit Committee Charter in accordance with the needs of the Board of Commissioners and applicable regulations.
11	24	83 (2)	Komite Audit mendokumentasikan Laporan Triwulan IV/Laporan Tahunan Komite Audit. The Audit Committee documents the Fourth Quarter Report and the Annual Report of the Audit Committee.
12	27	90 (4)	Mendokumentasikan penyampaian rancangan RKAP kepada RUPS/Menteri dan/atau Dewan Komisaris secara tepat waktu atau sesuai jadwal waktu yang ditentukan. Documents the timely submission of the draft Annual Budget Plan to the General Meeting of Shareholders, the Minister, and/or the Board of Commissioners, or in accordance with the specified schedule.
13	27	91 (2)	Melakukan pengisian jabatan kosong. Fills vacant positions.
14	28	100 (1)	Melengkapi kebijakan IT dengan kebijakan pengelolaan data, prosedur pengelolaan data, dan pelaporan IT. Complements IT policies with data management policies, data management procedures, and IT reporting.
15	28	103 (6)	Mendokumentasikan kajian kebijakan remunerasi yang ditinjau secara komprehensif dan disempurnakan secara berkala. Document the comprehensive review of the remuneration policy, which is periodically refined.
16	28	104 (4)	Mendokumentasikan penetapan remunerasi Direksi dan Dewan Komisaris Perusahaan dan perusahaan patungan berdasarkan formula yang telah ditetapkan. Document the determination of remuneration for the Company's Board of Directors and Board of Commissioners, as well as joint venture companies, based on the established formula.
17	30	109 (2)	Melaksanakan kajian terkait dengan peraturan dari regulator yang akan berlaku bagi Perusahaan. Conducting reviews of regulatory requirements that will apply to the Company.
18	31	111 (2) (7)	Terdapat kontak khusus terkait hubungan dengan pelanggan. There is a dedicated contact person for customer relations.
19	31	111 (2) (7)	Melakukan program tindak lanjut atas hasil survei kepuasan pelanggan. Implementing follow-up programs based on the results of customer satisfaction surveys.
20	33	121 (4)	Penyampaian Laporan Triwulanan I, II, III dan Laporan Tahunan Audited kepada Pemegang Saham dilakukan secara tepat waktu. Submitting the First, Second, and Third Quarterly Reports and the Audited Annual Report to Shareholders in a timely manner.
21	34	123 (1)	Menyusun pedoman/tata tertib Rapat Direksi yang mengatur etika rapat, terutama pada saat pelaksanaan rapat berlangsung. Drafting guidelines/rules of procedure for Board of Directors meetings that govern meeting etiquette, particularly during the conduct of the meeting.
22	34	124 (1) (3)	Menyusun rencana rapat Direksi yang disertai dengan agenda yang akan dibahas. Drafting Board of Directors meeting plans accompanied by the agenda to be discussed.
23	34	126 (1) (2)	Memuat evaluasi atau pemantauan progress terhadap pelaksanaan keputusan hasil rapat sebelumnya dalam risalah rapat. Providing evaluations or progress monitoring of the implementation of decisions from previous meetings in the meeting minutes.
24	34	126 (1) (2)	Mendokumentasikan status tindak lanjut pelaksanaan keputusan hasil rapat sebelumnya. Documenting the status of follow-up on the implementation of decisions from previous meetings.
25	35	129 (1) (5)	Mendokumentasikan persetujuan Dewan Komisaris atas pengangkatan Kepala Audit Intern. Documenting the Board of Commissioners' approval of the appointment of the Head of Internal Audit.

No	Aspek Aspect	Indikator Indicator	Area Peningkatan Area of Improvement
26	35	129 (1) (5)	Melakukan penilaian atas program jaminan kualitas dan peningkatan Fungsi Audit Internal secara menyeluruh melalui review berkala untuk menilai kepatuhan terhadap internal audit charter, standar, kode etik, serta efektivitas dan efisiensi pelaksanaan fungsi yang dilaksanakan oleh asesor independen sekurang-kurangnya sekali dalam lima tahun, guna menjamin mutu dan keselarasan Fungsi Audit Internal dengan kebutuhan para stakeholders. Conduct an assessment of the quality assurance and improvement programs for the Internal Audit Function through periodic reviews to evaluate compliance with the internal audit charter, standards, and code of ethics, as well as the effectiveness and efficiency of the functions performed by an independent assessor at least once every five years, to ensure the quality and alignment of the Internal Audit Function with the needs of stakeholders.
27	36	131 (2)	Mendokumentasikan persetujuan Dewan Komisaris atas pengangkatan Sekretaris Perusahaan. Document the Board of Commissioners' approval of the appointment of the Corporate Secretary.
28	39	141	Memutakhirkan informasi yang disediakan dalam website Perusahaan secara berkala. Update the information provided on the Company's website on a regular basis.
29	40	147 (6) (9)	Melengkapi muatan Laporan Tahunan bab Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan dengan uraian informasi keuangan yang telah dilaporkan yang mengandung kejadian yang sifatnya luar biasa dan jarang terjadi. Supplement the content of the Annual Report's "Management Analysis and Discussion of the Company's Performance" section with a description of reported financial information that includes extraordinary and infrequent events.
30	40	147 (6) (9)	Melengkapi muatan Laporan Tahunan bab Analisa dan Pembahasan Manajemen tentang dampak perubahan harga terhadap penjualan atau pendapatan bersih Perusahaan serta laba operasi Perusahaan selama 2 (dua) tahun atau sejak Perusahaan memulai usahanya. Supplement the content of the Annual Report's "Management Analysis and Discussion" section regarding the impact of price changes on the Company's sales or net revenue, as well as the Company's operating profit, over the past 2 (two) years or since the Company commenced operations.
31	41	150	Perusahaan menang Annual Report Award (ARA). The company won the Annual Report Award (ARA).
32	41	151 (1) (2)	Mendorong peningkatan perolehan penghargaan terbaik dengan predikat platinum dalam Sustainability Reporting Award. Strive to increase the number of top awards, including platinum-level recognition, in the Sustainability Reporting Awards.
33	41	151 (1) (2)	Mendorong peningkatan penghargaan dalam bidang publikasi dan keterbukaan informasi. Strive to increase the number of awards in the areas of publishing and information transparency.
34	42	152 (1) (2)	Memiliki bidang/area yang menjadi best practices di industrinya atau menjadi tujuan benchmark bagi Perusahaan, khususnya strategi. Establish areas that serve as best practices within the industry or as benchmarks for the company, particularly in terms of strategy.
35	42	152 (1) (2)	Mencapai peringkat terbaik di sektor usaha BUMN atau di industrinya sehingga menjadi best practices atau menjadi tujuan benchmark bagi Perusahaan lain, baik bagi BUMN maupun Perusahaan swasta. Achieve the top ranking in the state-owned enterprise (SOE) sector or within its industry, thereby becoming a best practice or a benchmark for other companies, including both SOEs and private companies.

AOI menjadi bukti bahwa PLN IP Services menjalankan GCG sebagai proses pembelajaran dan perbaikan berkelanjutan. Dengan menindaklanjuti rekomendasi secara disiplin, Perusahaan dapat memperkuat efektivitas struktur tata kelola, meningkatkan kualitas proses pengawasan, memperbaiki dokumentasi, serta memperkuat kepercayaan pemegang saham dan pemangku kepentingan.

AOI serves as evidence that PLN IP Services implements GCG as a process of continuous learning and improvement. By rigorously following up on recommendations, the Company can strengthen the effectiveness of its governance structure, improve the quality of its oversight processes, enhance its documentation, and bolster the confidence of shareholders and stakeholders.

TINGKAT KESEHATAN PERUSAHAAN
THE COMPANY'S SOUNDNESS LEVEL

PT PLN Indonesia Power Services mengukur tingkat kesehatan Perusahaan berdasarkan pencapaian Key Performance Indicator (KPI) Korporat. Sepanjang tahun 2025, Perusahaan mencatatkan Nilai Kinerja Organisasi (NKO) proporsional sebesar 103,38. Capaian tersebut secara proporsional menunjukkan bahwa realisasi kinerja korporat Perusahaan berada di atas target yang telah ditetapkan.

PT PLN Indonesia Power Services assesses the Company's health based on the achievement of Corporate Key Performance Indicators (KPIs). Throughout 2025, the Company recorded a proportional Organizational Performance Score (OPS) of 103.38. This achievement proportionally indicates that the Company's corporate performance exceeded the established targets.

Kerangka pengukuran KPI Perusahaan masih mengacu pada Keputusan RUPS tentang Pengesahan RKAP 2024 tanggal 1 Februari 2024, yang menyetujui dan mengesahkan Key Performance Indicator (KPI) PT PLN Indonesia Power Services Tahun 2024. Kerangka tersebut mencakup lima formulasi prioritas Kementerian BUMN sesuai Kontrak Manajemen, yaitu Nilai Ekonomi dan Sosial untuk Indonesia, Inovasi Model Bisnis, Kepemimpinan Teknologi, Peningkatan Investasi, dan Pengembangan Talenta. Penggolongan nilai KPI Perusahaan mengacu pada Peraturan Menteri BUMN Republik Indonesia Nomor PER-11/MBU/11/2020 tanggal 12 November 2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

The Company's KPI measurement framework remains based on the General Shareholders' Meeting (GSM) Resolution regarding the Approval of the 2024 Annual Business Plan (RKAP) dated February 1, 2024, which approved and ratified the Key Performance Indicators (KPIs) of PT PLN Indonesia Power Services for the year 2024. This framework encompasses the five priority areas of the Ministry of State-Owned Enterprises as outlined in the Management Contract, namely Economic and Social Value for Indonesia, Business Model Innovation, Technological Leadership, Investment Enhancement, and Talent Development. The classification of the Company's KPI scores is based on Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-11/MBU/11/2020 dated November 12, 2020, regarding Management Contracts and Annual Management Contracts for the Boards of Directors of State-Owned Enterprises.

Berdasarkan capaian KPI secara kumulatif sepanjang tahun 2025, Perusahaan memperoleh NKO proporsional sebesar 103,38. Beberapa realisasi target pencapaian masih menunggu persetujuan dari PT PLN Indonesia Power. Namun, berdasarkan nilai proporsional tersebut, tingkat kesehatan Perusahaan berada dalam klasifikasi Sehat dengan predikat AAA.

Based on cumulative KPI achievements throughout 2025, the Company obtained a proportional NKO of 103.38. The realization of several achievement targets is still pending approval from PT PLN Indonesia Power. However, based on this proportional value, the Company's health level is classified as Healthy with an AAA rating.

KPI Perusahaan pada Tahun Buku
The Company's KPI value in Financial Year

No	Indikator Kinerja Performance Indicator	Nilai Value (%)
1	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	36,69
2	Inovasi Model Bisnis Business Model Innovation	41,37
3	Kepemimpinan Teknologi Technology Leadership	3,12
4	Peningkatan Investasi Investment Enhancement	5,49
5	Pengembangan Talenta Talent Development	17,21
6	Kepatuhan Nilai Pengurang Compliance with Deduction Amounts	-0,5
	Jumlah **Total**	**103,38**
	NKO PROPORSIONAL **PROPORTIONAL NKO**	**103,38**

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 Perseroan dan peraturan perundang-undangan.

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.

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.

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.

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.
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.

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. **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.

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:

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, dan
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

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. 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. 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:
   a. 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
   b. Setelah penanya mengajukan pertanyaan melalui formulir, Pemimpin Rapat akan menjawab atau menanggapinya.
   c. Pertanyaan yang akan dijawab adalah pertanyaan yang berkaitan langsung dengan acara Rapat.
8. Hak Suara:
   a. 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.
   b. 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.

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
   a. 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
   b. After the questioner submits question via the form, the Chair of the Meeting will answer or respond to it.
   c. Questions to be answered are questions directly related to the Meeting agenda.
8. Voting Rights
   a. 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.
   b. 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.

Informasi Mengenai Pemegang Saham Utama dan Pengendali

Pemegang Saham utama dan pengendali PT PLN Indonesia Power 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.

Information Regarding Major and Controlling Shareholder

The majority shareholder and controlling shareholder of PT PLN Indonesia Power Services is PT Indonesia Power, which holds 99.99% of the Company's total shares. More detailed information regarding share ownership can be found in the Company Profile section, which covers the 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.

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.

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.

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;
   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.

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. 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 RAPAT UMUM PEMEGANG SAHAM 2025
THE CONVENING OF THE 2025 GENERAL MEETING OF SHAREHOLDERS

Sepanjang tahun 2025, Perseroan telah menyelenggarakan 2 (dua) kali Rapat Umum Pemegang Saham, yaitu Rapat Umum Pemegang Saham (RUPS) tentang Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2025 yang dilaksanakan pada 31 Januari 2025 dan Rapat Umum Pemegang Saham (RUPS) Tahunan PT PLN Indonesia Power Services tentang Laporan Pertanggungjawaban (LPT) 2024 yang dilaksanakan pada 30 Juni 2025.

Throughout 2025, the Company held two General Meetings of Shareholders (GMS). The first was the General Meeting of Shareholders (GMS) for the 2025 Corporate Plan and Budget, held on January 30, 2025. The second was the General Meeting of Shareholders (GMS) for the 2024 Accountability Report, held on June 30, 2025.

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.

In accordance with the provisions of the Company's Articles of Association, decisions made outside of a meeting have the same legal force and are just as binding as decisions made at a General Meeting of Shareholders held in person.

RAPAT UMUM PEMEGANG SAHAM TAHUN 2025

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.

2025 GENERAL MEETINGS OF SHAREHOLDERS

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).

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 (RKAP) Tahun Buku 2025 tanggal 31 Januari 2025.
2. Akta Berita Acara Rapat Umum Pemegang Saham (RUPS) Tahunan PT PLN Indonesia Power Services tentang Laporan Pertanggungjawaban (LPT) 2024 yang dilaksanakan pada 30 Juni 2025.

The decision was documented in the following official records:

1. Deed of Minutes of the Annual General Meeting of Shareholders (GMS) of PT PLN Indonesia Power Services regarding the 2025 Corporate Plan and Budget, dated January 31, 2025.
2. Deed of Minutes of the Annual General Meeting of Shareholders (GMS) of PT PLN Indonesia Power Services regarding the 2024 Accountability Report, dated June 30, 2025.

Mata acara dan keputusan yang diambil dalam RUPS Tahunan adalah sebagai berikut:

The agenda and decisions made during the Annual GMS were as follows:

Rapat Umum Pemegang Saham (RUPS) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025
General Meeting of Shareholders (GMS) For The 2025 Corporate Plan and Budget

Jenis Rapat Type of Meeting	Rapat Umum Pemegang Saham (RUPS) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 General Meeting of Shareholders (GMS) for the 2025 Corporate Plan and Budget
Tanggal Pelaksanaan Date	31 Januari 2025 January 31, 2025
Waktu Time	10.58-14.58 WIB
Tempat Venue	Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jalan Jenderal Gatot Subroto Kavling 18 Jakarta Selatan 12950 Multipurpose Meeting Room (RSG) of PT PLN Indonesia Power, located at Jalan Jenderal Gatot Subroto Kavling 18, South Jakarta 12950
Saham Hadir/Terwakili (Basis Voting) Shares Present/Represented (Voting Basis)	514.867.770 saham
Persentase Kehadiran dari Total Saham (%) Attendance Percentage of Total Shares (%)	100,00%
Total Saham Perseroan dengan Hak Suara Total Voting Shares	514.867.770 saham
Kehadiran Notaris Attendees of Notary	Shahreza Annaz, S.H., M.Kn.
Kehadiran Pemegang Saham Attendees of Shareholder	1. Edwin Nugraha Putra selaku Direktur Utama PT PLN Indonesia Power 2. Okto Rinaldi Sagala selaku Ketua Pengurus Yayasan Pendidikan dan Kesejahteraan PLN Indonesia Power 3. Slamet Suwardi selaku Sekretaris Yayasan Pendidikan dan Kesejahteraan PLN Indonesia Power 1. Edwin Nugraha Putra, President Director of PT PLN Indonesia Power 2. Okto Rinaldi Sagala, Chairman of the Board of the PLN Indonesia Power Education and Welfare Foundation 3. Slamet Suwardi, Secretary of the PLN Indonesia Power Education and Welfare Foundation

Mata Acara Pertama First Agenda	
Mata Acara Agenda	Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2025 Approval and Ratification of the Company's Work Plan and Budget for 2025
Keputusan Decision	Setelah menilai RKAP Perseroan Tahun Buku 2025 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 2025 dengan target laba bersih mencapai Rp97,70 Miliar, rincian perhitungan Laba (Rugi), perhitungan Neraca dan Anggaran Investasi sebagaimana Lampiran 1. Buku RKAP Tahun 2025 yang telah mengakomodir masukan-masukan dalam pembahasan RUPS RKAP Tahun 2025 tanggal 31 Januari 2025 dan telah disetujui oleh Direksi dan Dewan Komisaris, diserahkan kepada Pemegang Saham selambat-lambatnya tanggal 28 Februari 2025 beserta Akta Notaris. After reviewing the Company's RKAP for the 2025 Fiscal Year submitted by the Board of Directors, following discussion and taking into account the opinions and recommendations of the Board of Commissioners, the GMS resolved to approve and ratify the Company's Work Plan and Budget (RKAP) for 2025, with a net profit target of Rp97.70 billion, including the details of the Profit (Loss) calculation, Balance Sheet calculation, and Investment Budget as set out in Appendix 1. The 2025 RKAP Book, which has accommodated the inputs from the discussion of the 2025 RKAP GMS dated January 31, 2025 and has been approved by the Board of Directors and the Board of Commissioners, shall be submitted to the Shareholders no later than February 28, 2025, together with the Notarial Deed.
Status Status	Direalisasikan Realized

Mata Acara Kedua Second Agenda	
Mata Acara Agenda	Persetujuan dan Pengesahan Kontrak Manajemen/Key Performance Indicator Tahun 2025 Approval and Ratification of the Management Contract/Key Performance Indicator for 2025
Keputusan Decision	1. RUPS menyetujui dan mengesahkan Kontrak Manajemen / Key Performance Indicator (KPI) tahun 2025 Perseroan sebagaimana Lampiran 2. 2. Kontrak Manajemen / Key Performance Indicator (KPI) tahun 2025 Perseroan merupakan bagian yang tidak terpisahkan dari risalah ini. 1. The GMS approved and ratified the Company's Management Contract / Key Performance Indicator (KPI) for 2025 as set out in Appendix 2. 2. The Company's Management Contract / Key Performance Indicator (KPI) for 2025 constitutes an integral part of these minutes.
Status Status	Direalisasikan Realized

Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2024
General Meeting of Shareholders (GMS) For The 2024 Accountability Report

Jenis Rapat Type of Meeting	Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2024 General Meeting of Shareholders (GMS) for the 2024 Accountability Report
Tanggal Pelaksanaan Date	30 Juni 2025 June 30, 2025
Waktu Time	12.23-13.34 WIB
Tempat Venue	Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jalan Jenderal Gatot Subroto Kavling 18 Jakarta Selatan 12950 Multipurpose Meeting Room (RSG) of PT PLN Indonesia Power, located at Jalan Jenderal Gatot Subroto Kavling 18, South Jakarta 12950
Saham Hadir/Terwakili (Basis Voting) Shares Present/Represented (Voting Basis)	514.867.770 saham
Persentase Kehadiran dari Total Saham (%) Attendance Percentage of Total Shares (%)	100,00%
Total Saham Perseroan dengan Hak Suara Total Voting Shares	514.867.770 saham
Kehadiran Notaris Attendees of Notary	Shahreza Annaz, S.H., M.Kn.
Kehadiran Pemegang Saham Attendees of Shareholder	1. Endang Astharanti selaku Direktur Keuangan dan Manajemen Risiko PT PLN Indonesia Power sebagai Kuasa Pemegang Saham 2. Okto Rinaldi Sagala selaku Ketua Pengurus Yayasan Pendidikan dan Kesejahteraan PLN Indonesia Power 3. Slamet Suwardi selaku Sekretaris Yayasan Pendidikan dan Kesejahteraan PLN Indonesia Power 1. Endang Astharanti, Director of Finance and Risk Management at PT PLN Indonesia Power, acting as the Shareholder's Representative 2. Okto Rinaldi Sagala, Chairman of the Board of the PLN Indonesia Power Education and Welfare Foundation 3. Slamet Suwardi, Secretary of the PLN Indonesia Power Education and Welfare Foundation

Mata Acara Pertama First Agenda	
Mata Acara Agenda	Persetujuan dan Pengesahan Laporan Tahunan Perseroan Tahun Buku 2024 termasuk Laporan Keuangan, Laporan Evaluasi Kinerja, Laporan Kepatuhan terhadap Peraturan Perundang-Undangan dan Pengendalian Internal, dan Laporan Pelaksanaan Tugas Dewan Komisaris Tahun Buku 2024 serta pemberian pembebasan tanggung jawab sepenuhnya (Volledig Acquit et de Charge) kepada Direksi dan Dewan Komisaris atas pengurusan dan pengawasan selama Tahun Buku 2024. Approval and Ratification of the Company's Annual Report for the 2024 Fiscal Year, including the Financial Statements, Performance Evaluation Report, Compliance Report on Laws and Regulations and Internal Control, and the Report on the Supervisory Duties of the Board of Commissioners for the 2024 Fiscal Year, as well as the granting of full release and discharge (Volledig Acquit et de Charge) to the Board of Directors and the Board of Commissioners for their management and supervision during the 2024 Fiscal Year.
Keputusan Decision	1. RUPS menyetujui dan menerima Laporan Tahunan Tahun Buku 2024 yang terdiri dari Laporan Keuangan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan terhadap Peraturan Perundang-Undangan dan Pengendalian Internal, yang termuat dalam: a. Laporan Keuangan Perseroan tahun buku 2024 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 hal yang material" sebagaimana dimaksud dalam laporannya No. 01096/2.1457/AU.1/02/1789-2/1/VI/2025 tanggal 25 Juni 2025. b. Laporan Kepatuhan terhadap Peraturan Perundang-Undangan dan Pengendalian Internal Tahun Buku 2024 No. N20250625028/DC2/FSA/2025 tanggal 25 Juni 2025 yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan dengan pendapat "Perusahaan mematuhi, dalam semua hal yang material." c. Laporan Evaluasi Kinerja Tahun Buku 2024 No. N20250625029/DC2/FSA/2025 tanggal 25 Juni 2025 yang telah diaudit oleh Kantor Akuntan & Publik Rintis, Jumadi, Rianto & Rekan dengan nilai "103,02" 2. RUPS menyetujui dan menerima Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Perseroan selama Tahun Buku 2024. 3. RUPS mengesahkan Laporan Keuangan Perseroan Tahun Buku 2024 yang memuat Laporan Posisi Keuangan, Laporan Laba Rugi dan Penghasilan Komprehensif Lain, Laporan Arus Kas dan Laporan Perubahan Ekuitas beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik. 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 2024, sepanjang tindakan-tindakan tersebut tidak bertentangan dengan peraturan perundang-undangan yang berlaku serta termuat dalam Laporan Keuangan yang telah diaudit oleh Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan No. 01096/2.1457/AU.1/02/1789-2/1/VI/2025 tanggal 25 Juni 2025. 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. 1. The GMS approved and accepted the Annual Report for the 2024 Fiscal Year, consisting of the Financial Statements, Performance Evaluation Report, and Compliance Report on Laws and Regulations and Internal Control, as contained in: a. The Company's Financial Statements for the 2024 fiscal year, comprising the Statement of Financial Position, Statement of Comprehensive Income, Statement of Cash Flows, and Statement of Changes in Equity together with the accompanying notes, which have been audited by Public Accounting Firm Rintis, Jumadi, Rianto & Rekan with the opinion "Fairly, in all material respects" as referred to in its report No. 01096/2.1457/AU.1/02/1789-2/1/VI/2025 dated June 25, 2025. b. The Compliance Report on Laws and Regulations and Internal Control for the 2024 Fiscal Year No. N20250625028/DC2/FSA/2025 dated June 25, 2025, which has been audited by Public Accounting Firm Rintis, Jumadi, Rianto & Rekan with the opinion "The Company complied, in all material respects." c. The Performance Evaluation Report for the 2024 Fiscal Year No. N20250625029/DC2/FSA/2025 dated June 25, 2025, which has been audited by Public Accounting Firm Rintis, Jumadi, Rianto & Rekan with a score of "103.02". 2. The GMS approved and accepted the Report on the Supervisory Duties of the Board of Commissioners of the Company during the 2024 Fiscal Year. 3. The GMS ratified the Company's Financial Statements for the 2024 Fiscal Year, comprising the Statement of Financial Position, Statement of Profit or Loss and Other Comprehensive Income, Statement of Cash Flows, and Statement of Changes in Equity together with the accompanying notes, which have been audited by a Public Accounting Firm. 4. The GMS granted full release and discharge (Volledig Acquit Et De Charge) to the Board of Directors and the Board of Commissioners of the Company for their management and supervision in accordance with their respective responsibilities and actions performed during the 2024 Fiscal Year, provided that such actions did not contravene the prevailing laws and regulations and were reflected in the Financial Statements audited by Public Accounting Firm Rintis, Jumadi, Rianto & Rekan No. 01096/2.1457/AU.1/02/1789-2/1/VI/2025 dated June 25, 2025. This shall not limit personal liability if, in the future, matters are found that violate the law in relation to the performance of duties during the term of office held by the persons concerned.
Status Status	Direalisasikan Realized

Mata Acara Kedua Second Agenda	
Mata Acara Agenda	Penetapan Penggunaan Laba Bersih Tahun Buku 2024. Determination of the Use of Net Profit for the 2024 Fiscal Year.
Keputusan Decision	RUPS memberikan Kuasa kepada Pemegang Saham Mayoritas terkait penetapan penggunaan laba bersih Perseroan Tahun Buku 2024 dalam bentuk dividen, cadangan dan laba ditahan. The GMS granted authority to the Majority Shareholder in relation to the determination of the use of the Company's net profit for the 2024 Fiscal Year in the form of dividends, reserves, and retained earnings.
Status Status	Direalisasikan Realized

Mata Acara Ketiga Third Agenda	
Mata Acara Agenda	Persetujuan Tantiem Tahun Buku 2024 dan Remunerasi Tahun 2025 bagi Direksi dan Dewan Komisaris, serta Bonus bagi Pegawai Tahun Buku 2024. Approval of Tantiem for the 2024 Fiscal Year and Remuneration for 2025 for the Board of Directors and Board of Commissioners, as well as Bonuses for Employees for the 2024 Fiscal Year.
Keputusan Decision	RUPS memberikan kuasa kepada Pemegang Saham Mayoritas untuk menetapkan Tantiem Tahun Buku 2024 dan Remunerasi Tahun 2025 bagi Direksi dan Dewan Komisaris serta Bonus bagi Pegawai untuk Tahun Buku 2024. The GMS granted authority to the Majority Shareholder to determine the Tantiem for the 2024 Fiscal Year and Remuneration for 2025 for the Board of Directors and Board of Commissioners, as well as Bonuses for Employees for the 2024 Fiscal Year.
Status Status	Direalisasikan Realized

Mata Acara Keempat Keempat Agenda	
Mata Acara Agenda	Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2025. Appointment of a Public Accounting Firm to Audit the Company's Financial Statements for the 2025 Fiscal Year.
Keputusan Decision	RUPS menetapkan Kantor Akuntan Publik untuk mengaudit Laporan Perseroan Tahun Buku 2025 yang sama dengan Kantor Akuntan Publik yang mengaudit Laporan PT PLN Indonesia Power Tahun Buku 2025. The GMS appointed the Public Accounting Firm to audit the Company's Reports for the 2025 Fiscal Year, which shall be the same Public Accounting Firm that audits the Reports of PT PLN Indonesia Power for the 2025 Fiscal Year.
Status Status	Direalisasikan Realized

Keputusan Pemegang Saham Secara Sirkuler

Pada tahun 2025, 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 di Luar Rapat Umum Pemegang Saham Secara Sirkuler PT PLN Indonesia Power Services No. 004.K/010/RUPS-PLNIPS/2025 tanggal 23 Januari 2025 tentang Pengesahan Rencana Jangka Panjang Perusahaan (RJPP) Perseroan Tahun 2024-2028.
2. Surat Keputusan Pemegang Saham Secara Sirkuler PT PLN Indonesia Power Services No. 005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025 tentang Pemberhentian dan Pengangkatan Direksi PT PLN Indonesia Power Services yang berlaku efektif sejak 1 Februari 2025.
3. Surat Keputusan Pemegang Saham Secara Sirkuler PT PLN Indonesia Power Services No. 014.K/010/RUPS-PLNIPS/2025 tanggal 30 April 2025 tentang Pemberhentian dan Pengangkatan Pelaksana Tugas Direktur Bisnis PT PLN Indonesia Power Services yang berlaku efektif sejak 1 Mei 2025.

Shareholder Decisions Via Circular Resolution

In 2025, 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. Circular Shareholders' Resolution Outside the General Meeting of Shareholders of PT PLN Indonesia Power Services No. 004.K/010/RUPS-PLNIPS/2025 dated January 23, 2025 concerning the Ratification of the Company's Long-Term Plan (RJPP) for 2024-2028.
2. Circular Shareholders' Resolution of PT PLN Indonesia Power Services No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025 concerning the Dismissal and Appointment of the Board of Directors of PT PLN Indonesia Power Services, effective as of February 1, 2025.
3. Circular Shareholders' Resolution of PT PLN Indonesia Power Services No. 014.K/010/RUPS-PLNIPS/2025 dated April 30, 2025 concerning the Dismissal and Appointment of the Acting Director of Business of PT PLN Indonesia Power Services, effective as of May 1, 2025.

4. Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 01 tanggal 02 Mei 2025 tentang Pernyataan Keputusan Pemegang Saham Secara Sirkuler PT PLN Indonesia Power Services No. 014.K/010/RUPS-PLNIPS/2025 tanggal 30 April 2025 tentang Pemberhentian dan Pengangkatan Pelaksana Tugas Direktur Bisnis PT PLN Indonesia Power Services.
5. Surat Keputusan Pemegang Saham Secara Sirkuler PT PLN Indonesia Power Services No. 015.K/010/RUPS-PLNIPS/2025 tanggal 16 Juli 2025 tentang Pemberhentian dan Penegasan Susunan Anggota Direksi dan Dewan Komisaris PT PLN Indonesia Power Services, termasuk pemberhentian Julita Indah sebagai Komisaris terhitung sejak 26 Juni 2025 dan berakhirnya masa jabatan Masykuri Abdillah sebagai Komisaris per tanggal 1 Juli 2025.
6. Akta Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services Nomor 32 tanggal 21 Juli 2025 tentang Penegasan Susunan Anggota Direksi dan Dewan Komisaris PT PLN Indonesia Power Services.

Rincian yang diambil dari keputusan-keputusan tersebut di atas disajikan dalam bentuk tabel sebagai berikut:

4. Deed of Statement of Shareholders' Resolution of PT PLN Indonesia Power Services No. 01 dated May 2, 2025 concerning the Statement of Circular Shareholders' Resolution of PT PLN Indonesia Power Services No. 014.K/010/RUPS-PLNIPS/2025 dated April 30, 2025 on the Dismissal and Appointment of the Acting Director of Business of PT PLN Indonesia Power Services.
5. Circular Shareholders' Resolution of PT PLN Indonesia Power Services No. 015.K/010/RUPS-PLNIPS/2025 dated July 16, 2025 concerning the Dismissal and Reaffirmation of the Composition of the Board of Directors and Board of Commissioners of PT PLN Indonesia Power Services, including the dismissal of Julita Indah as Commissioner as of June 26, 2025 and the end of Masykuri Abdillah's term of office as Commissioner as of July 1, 2025.
6. Deed of Statement of Shareholders' Resolution of PT PLN Indonesia Power Services No. 32 dated July 21, 2025 concerning the Reaffirmation of the Composition of the Board of Directors and Board of Commissioners of PT PLN Indonesia Power Services.

The details from the above decisions are presented in the table below:

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 004.K/010/RUPS-PLNIPS/2025 Tanggal 23 Januari 2025
Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 004.K/010/RUPS-PLNIPS/2025 on January 23, 2025

Mata Acara Agenda	Pengesahan Rencana Jangka Panjang Perusahaan (RJPP) Perseroan Tahun 2024-2028. Ratification of the Company's Long-Term Plan (RJPP) for 2024-2028.
Keputusan Decision	1. Menyetujui dan mengesahkan Rencana Jangka Panjang (RJPP) Perseroan Tahun 2024-2028 sebagaimana terlampir dalam Lampiran 1 sebagai bagian yang tidak terpisahkan dari Keputusan ini, sebagai panduan eksekusi bagi seluruh jajaran pada Perseroan dalam mewujudkan Visi, Misi dan Tujuan Perseroan serta dalam rangka menciptakan value creation demi mencapai kepentingan terbaik bagi pemegang saham. 2. Menugaskan Direksi dan Dewan Komisaris Perseroan untuk melaksanakan RJPP tahun 2024-2028 sesuai tata kelola yang berlaku dengan memperhatikan hal-hal sebagai berikut: a. Dalam proses penyusunan RKAP setiap tahunnya, Direksi Perseroan agar konsisten menyelaraskan dinamika bisnis ke depan dengan inisiatif strategis dan program kerja pada RJPP masing-masing Perseroan serta mengupayakan secara maksimal pencapaian realisasi target yang telah ditetapkan. Dalam hal terjadi perubahan asumsi yang signifikan sehingga RJPP dinilai sudah tidak lagi relevan (deviasi dari total aset, pendapatan atau laba yang material), maka dapat diusulkan untuk dilakukan perubahan RJPP Perseroan. b. Direksi Perseroan dengan pengawasan Dewan Komisaris agar memastikan pelaksanaan inisiatif strategis dan rencana investasi dilaksanakan secara tepat waktu, sesuai dengan kajian kelayakan (Feasibility Study) yang telah disusun serta mengantisipasi kemungkinan terjadinya cost overrun dan delay pada pelaksanaan inisiatif strategis. c. Direksi Perseroan dengan pengawasan Dewan Komisaris agar mengupayakan pencapaian parameter kinerja inti yang akan menjadi perhatian utama Pemegang Saham, antara lain: peningkatan pendapatan dari EBITDA, arus kas operasi yang positif dan meningkat, menjaga rasio operasi serta pengelolaan working capital yang optimal. d. Peningkatan kinerja Perseroan harus lebih bertumpu pada upaya internal dibandingkan faktor eksternal. Oleh karena itu, upaya pencapaian target-target RJPP perlu didukung dengan SDM yang kompeten dan profesional, struktur organisasi modern yang efektif dan efisien serta perubahan paradigma budaya kerja unggul dan produktif serta implementasi core values AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif). e. Dalam rangka keberhasilan pelaksanaan RJPP, maka perlu upaya yang terstruktur dan berkelanjutan, antara lain: komitmen manajemen, kepemimpian yang kuat, partisipasi aktif seluruh karyawan, perencanaan program kegiatan yang terstruktur, peningkatan kualitas SDM yang terstruktur, monitoring dan evaluasi pelaksanaan inisiatif strategi dan keberhasilan pencapaiannya secara berkala serta reward and punishment yang memacu kinerja. f. Pelaksanaan RJPP harus didukung dengan pengambilan keputusan strategis yang cepat dan cermat serta sistem pengelolaan sumber daya yang adaptif dalam menghadapi perubahan yang cepat baik lingkungan bisnis maupun kebijakan Pemerintah. g. Menerapkan Governance Risk and Compliance (GRC) secara konsisten dalam pengambilan kebijakan dan pelaksanaan kegiatan operasional Perseroan sesuai yang telah digariskan dalam RJPP dan RKAP. Direksi Perseroan beserta jajaran agar senantiasa mengedepankan prinsip kehati-hatian (prudent) dan berpedoman pada ketentuan peraturan perundang-undangan. h. Direksi Perseroan agar melakukan penyesuaian RJPP miliknya tersebut apabila terjadi perubahan arah dan strategi pengembangan perusahaan dan/atau penyesuaian RJPP PLN IP yang erat kaitannya dengan RJPP Perseroan. i. Dalam melakukan penyelarasan atau penyesuaian RJPP Perseroan, Direksi Perseroan agar menekankan pada prinsip-prinsip: • Penyesuaian RJPP merupakan new directions yang merefleksikan secara menyeluruh transformasi ke business practice yang lebih baik. • Kesiapan Perseroan untuk menghadapi tantangan dan realitas yang baru. • Fokus pada fundamental sehingga dapat menghasilkan tingkat pengembalian (Return on Asset/RoA dan Return on Equity/RoE) yang lebih baik bagi Perseroan dan Pemegang Saham, terutama dalam menjawab tantangan transisi energi yang lebih financially sustainable. 3. Direksi Perseroan agar melaporkan eksekusi inisiatif strategis pada Rencana Jangka Panjang Perusahaan (RJPP) Perseroan Tahun 2024-2028 secara berkala kepada PLN IP selaku Pemegang Saham Mayoritas dengan diketahui oleh Bidang yang membawahi fungsi Perencanaan Korporat dan Pembina Anak Perusahaan di PLN IP. Dalam melaksanakan Keputusan tersebut di atas, Perseroan wajib menerapkan kaidah Good Corporate Governance, berintegritas, memitigasi risiko fraud, bebas dari konflik kepentingan dan mematuhi ketentuan peraturan perundang-undangan yang berlaku. Di samping hal tersebut di atas, Pemegang Saham juga memberi kuasa penuh dengan hak substitusi kepada Direksi Perseroan, untuk dimana perlu menyatakan satu dan lain seluruh Keputusan ini dalam bentuk Akta Notaris dan melaksanakan tindakan-tindakan hukum lainnya sebagaimana mestinya. Demikian Keputusan ini mulai berlaku sejak tanggal ditandatangani dan untuk dipergunakan sebagaimana mestinya.

Mata Acara Agenda	Pengesahan Rencana Jangka Panjang Perusahaan (RJPP) Perseroan Tahun 2024-2028. Ratification of the Company's Long-Term Plan (RJPP) for 2024-2028.
	1. To approve and ratify the Company's Long-Term Plan (RJPP) for 2024-2028 as attached in Appendix 1, which forms an integral part of this Resolution, as an execution guideline for all levels of the Company in realizing the Company's Vision, Mission, and Objectives and in creating value creation for the best interests of the shareholders. 2. To assign the Board of Directors and the Board of Commissioners of the Company to implement the RJPP for 2024-2028 in accordance with the applicable governance, taking into account the following matters: a. In the annual preparation of the RKAP, the Board of Directors of the Company shall consistently align future business dynamics with the strategic initiatives and work programs in the respective RJPP of the Company and make maximum efforts to achieve the realization of the established targets. In the event of significant changes in assumptions causing the RJPP to no longer be relevant, including material deviation in total assets, revenue, or profit, an amendment to the Company's RJPP may be proposed. b. The Board of Directors of the Company, under the supervision of the Board of Commissioners, shall ensure that the implementation of strategic initiatives and investment plans is carried out on time, in accordance with the prepared Feasibility Study, and shall anticipate the possibility of cost overrun and delay in the implementation of strategic initiatives. c. The Board of Directors of the Company, under the supervision of the Board of Commissioners, shall strive to achieve the core performance parameters that will be the main concern of the Shareholders, including increased revenue from EBITDA, positive and increasing operating cash flow, maintenance of operating ratios, and optimal working capital management. d. The improvement of the Company's performance shall rely more on internal efforts than external factors. Therefore, efforts to achieve RJPP targets shall be supported by competent and professional human resources, an effective and efficient modern organizational structure, as well as a paradigm shift toward an excellent and productive work culture and the implementation of AKHLAK core values: Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif. e. For the successful implementation of the RJPP, structured and sustainable efforts are required, including management commitment, strong leadership, active participation of all employees, structured program planning, structured human resource quality improvement, periodic monitoring and evaluation of strategic initiatives and achievement success, as well as reward and punishment that drives performance. f. The implementation of the RJPP shall be supported by fast and accurate strategic decision-making and an adaptive resource management system in facing rapid changes in both the business environment and Government policies. g. To consistently apply Governance, Risk, and Compliance (GRC) in policy-making and the implementation of the Company's operational activities as outlined in the RJPP and RKAP. The Board of Directors of the Company and its management shall always prioritize prudence and refer to the prevailing laws and regulations. h. The Board of Directors of the Company shall adjust its RJPP if there are changes in the direction and strategy of corporate development and/or adjustments to PLN IP's RJPP that are closely related to the Company's RJPP. i. In aligning or adjusting the Company's RJPP, the Board of Directors shall emphasize the following principles: • Adjustment of the RJPP constitutes new directions that comprehensively reflect transformation toward better business practices. • The Company's readiness to face new challenges and realities. • Focus on fundamentals to generate better levels of return, namely Return on Asset/RoA and Return on Equity/RoE, for the Company and the Shareholders, particularly in addressing the challenges of an energy transition that is more financially sustainable. 10. The Board of Directors of the Company shall periodically report the execution of strategic initiatives under the Company's Long-Term Plan (RJPP) for 2024-2028 to PLN IP as the Majority Shareholder, with acknowledgment by the division overseeing corporate planning and subsidiary development functions at PLN IP. In implementing the foregoing Resolution, the Company shall apply the principles of Good Corporate Governance, act with integrity, mitigate fraud risk, remain free from conflicts of interest, and comply with the prevailing laws and regulations. In addition to the foregoing, the Shareholders also grant full power of attorney with the right of substitution to the Board of Directors of the Company, where necessary, to declare one and all parts of this Resolution in the form of a Notarial Deed and to carry out other legal actions as appropriate. This Resolution shall become effective as of the date of signing and shall be used as appropriate.
Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 005.K/010RUPS-PLNIPS/2025 Tanggal 24 Januari 2025

Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 005.K/010/RUPS-PLNIPS/2025 on January 24, 2025

Mata Acara Agenda	Pemberhentian dan Pengangkatan Direksi Perseroan. Dismissal and Appointment of the Board of Directors of the Company.
Keputusan Decision	1. Memberhentikan dengan segala hormat Sdr. Hari Muhardani Nasution sebagai Direktur Keuangan Perseroan dan Sdr. Mulyadi Koto sebagai Direktur Operasi 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. 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. Mengangkat dan menetapkan Sdr. Amir Murtono sebagai Pelaksana Tugas Direktur Operasi Perseroan dan Sdri. Metty Kronika Indirawati sebagai Pelaksana Tugas Direktur Keuangan Perseroan dengan tugas, hak, kewajiban, kewenangan dan tanggung jawab sesuai dengan lingkup tugas dan sesuai nomenklatur yang melekat pada jabatannya sesuai dengan ketentuan dalam Anggaran Dasar Perseroan dan Perubahannya, sampai dengan ditetapkannya Direktur Operasi dan Direktur Keuangan Perseroan yang definitif pada jabatan tersebut dan dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perseroan. 3. Menetapkan Sdr. Kukuh Pambudi sebagai Pelaksana Tugas Direktur Bisnis Perseroan dengan tugas, hak, kewajiban, kewenangan dan tanggung jawab sesuai dengan lingkup tugas dan sesuai nomenklatur yang melekat pada jabatannya sesuai dengan ketentuan dalam Anggaran Dasar Perseroan dan Perubahannya terhitung sejak 19 Agustus 2024 merujuk pada Keputusan Dewan Komisaris Perseroan No.003.K/DEKOM-PIPS/2024 tanggal 16 Agustus 2024 sampai dengan ditetapkannya Direktur Bisnis Perseroan yang definitif pada jabatan tersebut dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perseroan. 4. Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: **Susunan Direksi Perseroan** Direktur Utama : Hari Cahyono Direktur Sumber Daya Manusia : Imam Adi Prihantoro Pelaksana Tugas Direktur Bisnis : Kukuh Pambudi Pelaksana Tugas Direktur Operasi : Amir Murtono Pelaksana Tugas Direktur Keuangan : Metty Kronika Indirawati **Susunan Dewan Komisaris Perseroan** Komisaris Utama : Khusnul Mubien Komisaris : Julita Indah Komisaris : Masykuri Abdillah Komisaris Independen : Fredy Eko Prasetyo T 5. Keputusan ini berlaku efektif sejak 1 Februari 2025 dengan ketentuan apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya. Di samping hal tersebut di atas, Pemegang Saham juga memberi kuasa penuh dengan hak subtitusi kepada Direksi Perseroan untuk menyatakan satu dan/atau seluruh Keputusan ini dalam bentuk Akta Notaris (apabila diperlukan) dan setiap pejabat yang berwenang di Negara Republik Indonesia, untuk melaksanakan dan menyampaikan dokumen-dokumen atau melaksanakan tindakan-tindakan yang dianggap penting terkait pelaksanaan Keputusan sesuai dengan ketentuan yang disebutkan di atas agar sesuai dengan peraturan perundang-undangan.

Mata Acara Agenda	Pemberhentian dan Pengangkatan Direksi Perseroan. Dismissal and Appointment of the Board of Directors of the Company.

1. To respectfully dismiss Mr. Hari Muhardani Nasution as Director of Finance of the Company and Mr. Mulyadi Koto as Director of Operations of the Company, accompanied by appreciation for all contributions of effort and thought during their terms of office; therefore, the Shareholders also grant release and discharge (acquit et decharge) to the persons concerned to the extent that their actions are reflected/evidenced in the Annual Report/Annual Accounts of the Company approved/ratified by the General Meeting of Shareholders of the Company. This shall not limit personal liability if, in the future, matters are found that violate the law in relation to the performance of duties during the term of office held by the persons concerned.
2. To appoint and determine Mr. Amir Murtono as Acting Director of Operations of the Company and Ms. Metty Kronika Indirawati as Acting Director of Finance of the Company, with duties, rights, obligations, authorities, and responsibilities in accordance with the scope of duties and nomenclature attached to their respective positions pursuant to the provisions of the Articles of Association of the Company and its amendments, until the definitive Director of Operations and Director of Finance of the Company are appointed to such positions, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time in accordance with the provisions of the Articles of Association of the Company.
3. To determine Mr. Kukuh Pambudi as Acting Director of Business of the Company, with duties, rights, obligations, authorities, and responsibilities in accordance with the scope of duties and nomenclature attached to his position pursuant to the provisions of the Articles of Association of the Company and its amendments, effective as of August 19, 2024, referring to the Decision of the Board of Commissioners of the Company No.003.K/DEKOM-PIPS/2024 dated August 16, 2024, until the definitive Director of Business of the Company is appointed to such position, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time in accordance with the provisions of the Articles of Association of the Company.
4. To avoid any doubt, the Shareholders hereby reaffirm the composition of the Board of Directors and the Board of Commissioners of the Company as follows:

   Composition of the Board of Directors of the Company

President Director	: Hari Cahyono
Director of Human Resources	: Imam Adi Prihantoro
Acting Director of Business	: Kukuh Pambudi
Acting Director of Operations	: Amir Murtono
Acting Director of Finance	: Metty Kronika Indirawati

   Composition of the Board of Commissioners of the Company

President Commissioner	: Khusnul Mubien
Commissioner	: Julita Indah
Commissioner	: Masykuri Abdillah
Independent Commissioner	: Fredy Eko Prasetyo T

5. This Resolution shall be effective as of February 1, 2025, with the provision that if any error is found in the future, necessary corrections shall be made.

   In addition to the foregoing, the Shareholders also grant full power of attorney with the right of substitution to the Board of Directors of the Company to declare one and/or all parts of this Resolution in the form of a Notarial Deed, if required, and before any authorized official in the Republic of Indonesia, to execute and submit documents or carry out actions deemed necessary in relation to the implementation of this Resolution in accordance with the provisions stated above and in compliance with the prevailing laws and regulations.

Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 014.K/010/RUPS-PLNIPS/2025 Tanggal 30 April 2025

Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 014.K/010/RUPS-PLNIPS/2025 on April 30, 2025

Mata Acara Agenda	Pemberhentian dan Pengangkatan Direktur Bisnis Perseroan. Dismissal and Appointment of the Director of Business of the Company.
Keputusan Decision	1. Memberhentikan dengan segala hormat Sdr. Kukuh Pambudi sebagai Pelaksana Tugas Direktur Bisnis 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. 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. Mengangkat dan menetapkan Sdr. Lasiran sebagai Pelaksana Tugas Direktur Bisnis Perseroan dengan tugas, hak, kewajiban, kewenangan dan tanggung jawab sesuai dengan lingkup tugas dan sesuai nomenklatur yang melekat pada jabatannya sesuai dengan ketentuan dalam Anggaran Dasar Perseroan dan Perubahannya, sampai dengan ditetapkannya Direktur Bisnis Perseroan yang definitif pada jabatan tersebut dan dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perseroan. 3. Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: **Susunan Direksi Perseroan** Direktur Utama : Hari Cahyono Direktur Sumber Daya Manusia : Imam Adi Prihantoro Pelaksana Tugas Direktur Bisnis : Lasiran Pelaksana Tugas Direktur Operasi : Amir Murtono Pelaksana Tugas Direktur Keuangan : Metty Kronika Indirawati **Susunan Dewan Komisaris Perseroan** Komisaris Utama : Khusnul Mubien Komisaris : Julita Indah Komisaris : Masykuri Abdillah Komisaris Independen : Fredy Eko Prasetyo T 4. Keputusan ini berlaku efektif sejak 1 Mei 2025 dengan ketentuan apabila di kemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya. Di samping hal tersebut di atas, Pemegang Saham juga memberi kuasa penuh dengan hak substitusi kepada Direksi Perseroan untuk menyatakan satu dan/atau seluruh Keputusan ini dalam bentuk Akta Notaris (apabila diperlukan) dan setiap pejabat yang berwenang di Negara Republik Indonesia, untuk melaksanakan dan menyampaikan dokumen-dokumen atau melaksanakan tindakan-tindakan yang dianggap penting terkait pelaksanaan Keputusan sesuai dengan ketentuan yang disebutkan di atas agar sesuai dengan peraturan perundang-undangan. 1. To respectfully dismiss Mr. Kukuh Pambudi as Acting Director of Business of the Company, accompanied by appreciation for all contributions of effort and thought during his term of office; therefore, the Shareholders also grant release and discharge (acquit et decharge) to the person concerned to the extent that his actions are reflected/evidenced in the Annual Report/Annual Accounts of the Company approved/ratified by the General Meeting of Shareholders of the Company. This shall not limit personal liability if, in the future, matters are found that violate the law in relation to the performance of duties during the term of office held by the person concerned. 2. To appoint and determine Mr. Lasiran as Acting Director of Business of the Company, with duties, rights, obligations, authorities, and responsibilities in accordance with the scope of duties and nomenclature attached to his position pursuant to the provisions of the Articles of Association of the Company and its amendments, until the definitive Director of Business of the Company is appointed to such position, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time in accordance with the provisions of the Articles of Association of the Company. 3. To avoid any doubt, the Shareholders hereby reaffirm the composition of the Board of Directors and the Board of Commissioners of the Company as follows: **Composition of the Board of Directors of the Company** President Director : Hari Cahyono Director of Human Resources : Imam Adi Prihantoro Acting Director of Business : Lasiran Acting Director of Operations : Amir Murtono Acting Director of Finance : Metty Kronika Indirawati **Composition of the Board of Commissioners of the Company** President Commissioner : Khusnul Mubien Commissioner : Julita Indah Commissioner : Masykuri Abdillah Independent Commissioner : Fredy Eko Prasetyo T 4. This Resolution shall be effective as of May 1, 2025, with the provision that if any error is found in the future, necessary corrections shall be made. In addition to the foregoing, the Shareholders also grant full power of attorney with the right of substitution to the Board of Directors of the Company to declare one and/or all parts of this Resolution in the form of a Notarial Deed, if required, and before any authorized official in the Republic of Indonesia, to execute and submit documents or carry out actions deemed necessary in relation to the implementation of this Resolution in accordance with the provisions stated above and in compliance with the prevailing laws and regulations.
Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 01 Tanggal 02 Mei 2025

Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 01 on May 02, 2025

Mata Acara Agenda	Pemberhentian dan Pengangkatan Direktur Bisnis Perseroan. Dismissal and Appointment of the Director of Business of the Company.
Keputusan Decision	1. Memberhentikan dengan segala hormat Tuan Kukuh Pambudi sebagai Pelaksana Tugas Direktur Bisnis 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. Mengangkat dan menetapkan Tuan Lasiran sebagai Pelaksana Tugas Direktur Bisnis Perseroan dengan tugas, hak, kewajiban, kewenangan dan tanggung jawab sesuai dengan lingkup tugas dan sesuai nomenklatur yang melekat pada jabatannya sesuai dengan ketentuan dalam Anggaran Dasar Perseroan dan Perubahannya, sampai dengan ditetapkannya Direktur Bisnis Perseroan yang definitif pada jabatan tersebut dan dengan tidak mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu sesuai dengan ketentuan Anggaran Dasar Perseroan. 3. Untuk menghindari keragu-raguan, Pemegang Saham dengan ini menegaskan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan menjadi sebagai berikut: **DIREKSI** Direktur Utama : Tuan Hari Cahyono Direktur Sumber Daya Manusia : Tuan Imam Adi Prihantoro Pelaksana Tugas Direktur Bisnis : Tuan Lasiran Pelaksana Tugas Direktur Operasi : Tuan Amir Murtono Pelaksana Tugas Direktur Keuangan : Nyonya Metty Kronika Indirawati **DEWAN KOMISARIS** Komisaris Utama : Tuan Khusnul Mubien Komisaris : Nyonya Julita Indah Komisaris : Tuan Masykuri Abdillah Komisaris Independen : Tuan Fredy Eko Prasetyo T 4. Keputusan tersebut berlaku efektif sejak 01-05-2025 (satu Mei duaribu duapuluh lima) dengan ketentuan apabila dikemudian hari terdapat kekeliruan di dalamnya akan diadakan pembetulan seperlunya. 1. To respectfully dismiss Mr. Kukuh Pambudi as Acting Director of Business of the Company, accompanied by appreciation for all contributions of effort and thought during his term of office; therefore, the Shareholders also grant release and discharge (acquit et decharge) to the person concerned to the extent that his actions are reflected/evidenced in the Annual Report of the Company approved/ratified by the General Meeting of Shareholders of the Company. This shall not limit personal liability if, in the future, matters are found that violate the law in relation to the performance of duties during the term of office held by the person concerned. 2. To appoint and determine Mr. Lasiran as Acting Director of Business of the Company, with duties, rights, obligations, authorities, and responsibilities in accordance with the scope of duties and nomenclature attached to his position pursuant to the provisions of the Articles of Association of the Company and its amendments, until the definitive Director of Business of the Company is appointed to such position, without prejudice to the right of the General Meeting of Shareholders to dismiss him at any time in accordance with the provisions of the Articles of Association of the Company. 3. To avoid any doubt, the Shareholders hereby reaffirm the composition of the Board of Directors and the Board of Commissioners of the Company as follows: **BOARD OF DIRECTORS** President Director : Mr. Hari Cahyono Director of Human Resources : Mr. Imam Adi Prihantoro Acting Director of Business : Mr. Lasiran Acting Director of Operations : Mr. Amir Murtono Acting Director of Finance : Mrs. Metty Kronika Indirawati **BOARD OF COMMISSIONERS** President Commissioner : Mr. Khusnul Mubien Commissioner : Mrs. Julita Indah Commissioner : Mr. Masykuri Abdillah Independent Commissioner : Mr. Fredy Eko Prasetyo T 4. The said Resolution shall be effective as of May 1, 2025, with the provision that if any error is found in the future, necessary corrections shall be made.
Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 015.K/010/RUPS-PLNIPS/2025 Tanggal 16 Juli 2025

Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 015.K/010/RUPS-PLNIPS/2025 on July 16, 2025

Mata Acara Agenda	Pemberhentian dan Penegasan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan. Dismissal and Reaffirmation of the composition of the members of the Board of Directors and Board of Commissioners of the Company.
Keputusan Decision	1. Pemberhentian Sdri. Julita Indah sebagai Komisaris Perseroan berlaku efektif terhitung 26 Juni 2025 dan Pemberhentian Sdr. Masykuri Abdillah sebagai Komisaris Perseroan berlaku efektif terhitung 1 Juli 2025, serta serempak Pemegang Saham mengucapkan 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. 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: Susunan Direksi Perseroan Direktur Utama : Hari Cahyono Direktur Sumber Daya Manusia : Imam Adi Prihantoro Pelaksana Tugas Direktur Bisnis : Lasiran Pelaksana Tugas Direktur Operasi : Amir Murtono Pelaksana Tugas Direktur Keuangan : Metty Kronika Indirawati Susunan Dewan Komisaris Perseroan Komisaris Utama : Khusnul Mubien Komisaris : Vacant Komisaris : Vacant Komisaris Independen : Fredy Eko Prasetyo T 3. Di samping hal tersebut di atas, Pemegang Saham juga memberi kuasa penuh dengan hak substitusi kepada Direksi Perseroan untuk menyatakan satu dan/atau seluruh Keputusan ini dalam bentuk Akta Notaris (apabila diperlukan) dan setiap pejabat yang berwenang di Negara Republik Indonesia, untuk melaksanakan dan menyampaikan dokumen-dokumen atau melaksanakan tindakan-tindakan yang dianggap penting terkait pelaksanaan Keputusan sesuai dengan ketentuan yang disebutkan di atas agar sesuai dengan peraturan perundang-undangan. 1. The dismissal of Ms. Julita Indah as Commissioner of the Company shall be effective as of June 26, 2025, and the dismissal of Mr. Masykuri Abdillah as Commissioner of the Company shall be effective as of July 1, 2025; and at the same time, the Shareholders express their appreciation for all contributions of effort and thought during their terms of office. Therefore, the Shareholders also grant release and discharge (acquit et decharge) to the persons concerned to the extent that their actions are reflected/evidenced in the Annual Report/Annual Accounts of the Company approved/ratified by the General Meeting of Shareholders of the Company. This shall not limit personal liability if, in the future, matters are found that violate the law in relation to the performance of duties during the term of office held by the persons concerned. 2. To avoid any doubt, the Shareholders hereby reaffirm the composition of the Board of Directors and the Board of Commissioners of the Company as follows: **Composition of the Board of Directors of the Company** President Director : Hari Cahyono Director of Human Resources : Imam Adi Prihantoro Acting Director of Business : Lasiran Acting Director of Operations : Amir Murtono Acting Director of Finance : Metty Kronika Indirawati **Composition of the Board of Commissioners of the Company** President Commissioner : Khusnul Mubien Commissioner : Vacant Commissioner : Vacant Independent Commissioner : Fredy Eko Prasetyo T 3. In addition to the foregoing, the Shareholders also grant full power of attorney with the right of substitution to the Board of Directors of the Company to declare one and/or all parts of this Resolution in the form of a Notarial Deed, if required, and before any authorized official in the Republic of Indonesia, to execute and submit documents or carry out actions deemed necessary in relation to the implementation of this Resolution in accordance with the provisions stated above and in compliance with the prevailing laws and regulations.
Status Status	Direalisasikan Realized

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 32 Tanggal 21 Juli 2025
Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 32 on July 21, 2025

Mata Acara Agenda	Pemberhentian dan penegasan kembali susunan anggota Direksi dan Dewan Komisaris Perseroan. Dismissal and reaffirmation of the composition of the members of the Board of Directors and Board of Commissioners of the Company.
Keputusan Decision	1. Pemberhentian Nyonya Julita Indah sebagai Komisaris Perseroan berlaku efektif terhitung 26-06-2025 (dua puluh enam Juni dua ribu dua puluh lima) dan Pemberhentian Tuan Masykuri Abdillah sebagai Komisaris Perseroan berlaku efektif terhitung 01-07-2025 (satu Juli dua ribu dua puluh lima), serta serempak Pemegang Saham mengucapkan 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. 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: **Susunan Direksi Perseroan** Direktur Utama : Tuan Hari Cahyono Direktur Sumber Daya Manusia : Tuan Imam Adi Prihantoro Pelaksana Tugas Direktur Bisnis : Tuan Lasiran Pelaksana Tugas Direktur Operasi : Tuan Amir Murtono Pelaksana Tugas Direktur Keuangan : Nyonya Metty Kronika Indirawati **Susunan Dewan Komisaris Perseroan** Komisaris Utama : Tuan Khusnul Mubien Komisaris : Vacant Komisaris : Vacant Komisaris Independen : Tuan Fredy Eko Prasetyo T 1. The dismissal of Mrs. Julita Indah as Commissioner of the Company shall be effective as of June 26, 2025, and the dismissal of Mr. Masykuri Abdillah as Commissioner of the Company shall be effective as of July 1, 2025; and at the same time, the Shareholders express their appreciation for all contributions of effort and thought during their terms of office. Therefore, the Shareholders also grant release and discharge (acquit et decharge) to the persons concerned to the extent that their actions are reflected/evidenced in the Annual Report/Annual Accounts of the Company approved/ratified by the General Meeting of Shareholders of the Company. This shall not limit personal liability if, in the future, matters are found that violate the law in relation to the performance of duties during the term of office held by the persons concerned. 2. To avoid any doubt, the Shareholders hereby reaffirm the composition of the Board of Directors and the Board of Commissioners of the Company as follows: **Composition of the Board of Directors of the Company** President Director : Mr. Hari Cahyono Director of Human Resources : Mr. Imam Adi Prihantoro Acting Director of Business : Mr. Lasiran Acting Director of Operations : Mr. Amir Murtono Acting Director of Finance : Mrs. Metty Kronika Indirawati **Composition of the Board of Commissioners of the Company** President Commissioner : Mr. Khusnul Mubien Commissioner : Vacant Commissioner : Vacant Independent Commissioner : Mr. Fredy Eko Prasetyo T.
Status Status	Direalisasikan Realized

PENYELENGGARAAN RAPAT UMUM PEMEGANG SAHAM 2024
THE CONVENING OF THE 2024 GENERAL MEETING OF SHAREHOLDERS

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 to that meeting, the Company's shareholders have also made 4 (four) decisions without holding a physical General Meeting of Shareholders, but rather through a circular resolution process.

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. 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.

ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Annual GMS was held at the. 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).

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.

The decision was documented in the following official records:

1. Deed of Minutes 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. Deed of Minutes 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.

Mata acara dan keputusan yang diambil dalam RUPS Tahunan adalah sebagai berikut:

The agenda and decisions made during the Annual GMS were as follows:

Rapat Umum Pemegang Saham (RUPS) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024
General Meeting of Shareholders (GMS) For The 2024 Corporate Plan and Budget

Jenis Rapat Type of Meeting	Rapat Umum Pemegang Saham (RUPS) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024 General Meeting of Shareholders (GMS) for the 2024 Corporate Plan and Budget
Tanggal Pelaksanaan Date	1 Februari 2024 February 1, 2024
Waktu Time	13.30-15.37 WIB
Tempat Venue	Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jalan Jenderal Gatot Subroto Kavling 18 Jakarta Selatan 12950 Multipurpose Meeting Room (RSG) of PT PLN Indonesia Power, located at Jalan Jenderal Gatot Subroto Kavling 18, South Jakarta 12950
Saham Hadir/Terwakili (Basis Voting) Shares Present/Represented (Voting Basis)	100% saham
Persentase Kehadiran dari Total Saham (%) Attendance Percentage of Total Shares (%)	100,00%
Total Saham Perseroan dengan Hak Suara Total Voting Shares	514.867.770 saham
Kehadiran Notaris Attendees of Notary	Shahreza Annaz, S.H., M.Kn.
Kehadiran Pemegang Saham Attendees of Shareholder	1. Endang Astharanti, Bernadus Sudarmanta, dan Wisnoe Satriojono, mewakili PT PLN Indonesia Power 2. Slamet Suwardi, Sekretaris Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power 1. Endang Astharanti, Bernadus Sudarmanta, and Wisnoe Satriojono, representing PT PLN Indonesia Power 2. Slamet Suwardi, Secretary of the Yayasan Pendidikan dan Kesejahteraan PT Indonesia Power

Keputusan RUPS Tahunan yang Diselenggarakan Pada 1 Februari 2024
Decisions of The Annual GMS Held On February 1, 2024

Mata Acara Pertama First Agenda	
Mata Acara 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 Kedua Second Agenda	
Mata Acara 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

Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2023
General Meeting of Shareholders (GMS) For The 2023 Accountability Report

Jenis Rapat Type of Meeting	Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2023 General Meeting of Shareholders (GMS) for the 2023 Accountability Report
Tanggal Pelaksanaan Date	5 Juli 2024 July 5, 2024
Waktu Time	13.47 WIB
Tempat Venue	Ruang Rapat Serbaguna (RSG) PT PLN Indonesia Power, Jalan Jenderal Gatot Subroto Kavling 18 Jakarta Selatan 12950 Multipurpose Meeting Room (RSG) of PT PLN Indonesia Power, located at Jalan Jenderal Gatot Subroto Kavling 18, South Jakarta 12950
Saham Hadir/Terwakili (Basis Voting) Shares Present/Represented (Voting Basis)	514.867.770 saham
Persentase Kehadiran dari Total Saham (%) Attendance Percentage of Total Shares (%)	100% saham
Total Saham Perseroan dengan Hak Suara Total Voting Shares	100%
Kehadiran Notaris Attendees of Notary	Shahreza Annaz, S.H., M.Kn.
Kehadiran Pemegang Saham Attendees of Shareholder	Endang Astharanti, Direktur Keuangan PT PLN Indonesia Power, mewakili Pemegang Saham mayoritas Endang Astharanti, Chief Financial Officer of PT PLN Indonesia Power, representing the majority shareholder

Keputusan RUPS Yang Diselenggarakan Pada 5 Juli 2024
Decisions of The GMS Held On July 5, 2024

Mata Acara Pertama First Agenda	
Mata Acara 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 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 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 Keempaat Fourth Agenda	
Mata Acara 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.

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. 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.
4. Surat Keputusan Pemegang Saham secara Sirkuler PT PLN Indonesia Power Services No. 013.K/010/RUPS-PLNIPS/2024 tanggal 27 Desember 2024 tentang Penetapan Dokumen Pengelolaan Interaksi Korporasi (Corporate Charter) antara PT PLN Indonesia Power dengan PT PLN Indonesia Power Services.

Rincian yang diambil dari keputusan-keputusan tersebut di atas disajikan dalam bentuk tabel sebagai berikut:

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.
4. Circular Shareholders' Resolution of PT PLN Indonesia Power Services No. 013.K/010/RUPS-PLNIPS/2024, dated December 27, 2024, regarding the Adoption of the Corporate Charter between PT PLN Indonesia Power and PT PLN Indonesia Power Services.

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 Pertama First Agenda	
Mata Acara 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 Kedua
Second Agenda

Mata Acara
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

Direktur Utama	: Hari Cahyono
Direktur Sumber Daya Manusia	: Imam Adi Prihantoro
Direktur Bisnis	: Kukuh Pambudi
Direktur Operasi	: Mulyadi Koto
Direktur Keuangan	: Hari Muhardani Nasution

SUSUNAN DEWAN KOMISARIS

Komisaris Utama	: Khusnul Mubien
Komisaris	: Julita Indah
Komisaris	: Masykuri Abdillah
Komisaris Independen	: Sunandar
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

President Director	: Hari Cahyono
Director of Human Capital	: Imam Adi Prihantoro
Director of Business	: Kukuh Pambudi
Director of Operation	: Mulyadi Koto
Director of Finance	: Hari Muhardani Nasution

COMPOSITION OF THE BOARD OF COMMISSIONERS

President Commissioner	: Khusnul Mubien
Commissioner	: Julita Indah
Commissioner	: Masykuri Abdillah
Independent Commissioner	: Sunandar
Independent Commissioner	: Fredy Eko Prasetyo T

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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 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: PLN Indonesia Power Services 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: PT PLN IP Services Proposed Logo: PLN Indonesia Power Services 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

Pernyataan Keputusan Pemegang Saham PT PLN Indonesia Power Services No. 013.K/010/RUPS-PLNIPS/2024 Tanggal 27 Desember 2024
Statement of Shareholders Decision of PT PLN Indonesia Power Services No. 013.K/010/RUPS-PLNIPS/2024 On December 27, 2024

Mata Acara Agenda	Penetapan Dokumen Pengelolaan Interaksi Korporasi (Corporate Charter) antara PT PLN Indonesia Power dengan Perseroan. Corporate Interaction Management Document (Corporate Charter) between PT PLN Indonesia Power and the Company.
Keputusan Decision	1. Menyetujui Penetapan Dokumen Pengelolaan Interaksi Korporasi (Corporate Charter) antara PT PLN Indonesia Power dengan Perseroan, sebagaimana Lampiran Keputusan ini yang merupakan bagian yang tidak terpisahkan dari Keputusan ini. 2. Direksi Perseroan agar mengimplementasikan Dokumen Pengelolaan Interaksi Korporasi (Corporate Charter) tersebut untuk meningkatkan sinergi dalam rangka menciptakan value creation demi mencapai kepentingan terbaik bagi PLN IP Group. Dalam melaksanakan Keputusan tersebut di atas wajib menerapkan kaidah Good Corporate Governance, berintegritas, memitigasi risiko fraud, serta bebas dari konflik kepentingan dan mematuhi ketentuan peraturan perundang-undangan yang berlaku. Di samping hal tersebut di atas, Pemegang Saham juga memberi kuasa penuh dengan hak substitusi kepada Direksi Perseroan untuk menyatakan satu dan/atau seluruh Keputusan ini dalam bentuk Akta Notaris (apabila diperlukan) dan setiap pejabat yang berwenang di Negara Republik Indonesia, untuk melaksanakan dan menyampaikan dokumen-dokumen atau melaksanakan tindakan-tindakan yang dianggap penting terkait pelaksanaan Keputusan sesuai dengan ketentuan yang disebutkan di atas agar sesuai dengan peraturan perundang-undangan. 1. To approve the Determination of the Corporate Interaction Management Document (Corporate Charter) between PT PLN Indonesia Power and the Company, as set out in the Appendix to this Resolution, which constitutes an integral part of this Resolution. 2. The Board of Directors of the Company shall implement the Corporate Interaction Management Document (Corporate Charter) to enhance synergy in order to create value creation for the best interests of PLN IP Group. In implementing the foregoing Resolution, the principles of Good Corporate Governance shall be applied, with integrity, fraud risk mitigation, freedom from conflicts of interest, and compliance with the prevailing laws and regulations. In addition to the foregoing, the Shareholders also grant full power of attorney with the right of substitution to the Board of Directors of the Company to declare one and/or all parts of this Resolution in the form of a Notarial Deed, if required, and before any authorized official in the Republic of Indonesia, to execute and submit documents or carry out actions deemed necessary in relation to the implementation of this Resolution in accordance with the provisions stated above and in compliance with the prevailing laws and regulations.
Status Status	Direalisasikan Realized

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

THE GMS RESOLUTION FOR THE FINANCIAL YEAR AND 1 (ONE) FINANCIAL YEAR PRIOR, REALIZED IN THE RELEVANT FINANCIAL YEAR

Perseroan menyajikan tindak lanjut atas keputusan, arahan, dan tanggapan dalam RUPS pada tahun buku 2025 serta satu tahun sebelum tahun buku sebagai bagian dari akuntabilitas pelaksanaan tata kelola perusahaan. Penyajian ini mencakup keputusan, arahan, dan tanggapan yang telah direalisasikan pada tahun buku 2025, baik yang berasal dari RUPS RKAP Tahun Buku 2025 maupun RUPS LPT Tahun Buku 2024. Pengungkapan tersebut menunjukkan komitmen Perseroan dalam melaksanakan mandat Pemegang Saham dan memperhatikan tanggapan Dewan Komisaris secara terukur, terdokumentasi, dan berkesinambungan.

The Company presents a follow-up on decisions, directives, and responses from the AGM for the 2025 fiscal year and the preceding fiscal year as part of its accountability for corporate governance implementation. This presentation covers decisions, directives, and responses that were implemented in the 2025 fiscal year, whether originating from the 2025 Fiscal Year AGM on the Annual Work Plan and Budget (RKAP) or the 2024 Fiscal Year AGM on the Annual Report (LPT). This disclosure demonstrates the Company's commitment to fulfilling the Shareholders' mandate and addressing the Board of Commissioners' feedback in a measured, documented, and continuous manner.

Keputusan/Arahan/Tanggapan Rapat Umum Pemegang Saham (RUPS) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 yang direalisasikan pada tahun buku 2025

Resolutions/Directives/Responses from the General Meeting of Shareholders (GMS) for the 2025 Corporate Plan and Budget to be implemented in the 2025 fiscal year

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
1	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Umum / HQG General / HQG	Perseroan diminta untuk meningkatkan efisiensi biaya program High Quality Growth (HQG) dan memperhatikan bahwa total biaya dalam RKAP 2025 merupakan pagu maksimal serta target pendapatan merupakan batas minimal yang harus dicapai. Biaya dapat melebihi pagu apabila menghasilkan pendapatan yang melebihi tambahan biaya, didukung kajian Cost Benefit Analysis, dan sesuai kaidah GCG. The Company is requested to improve the cost efficiency of the High Quality Growth (HQG) program and to note that the total costs in the 2025 Budget Plan represent the maximum ceiling, while the revenue targets represent the minimum thresholds that must be achieved. Costs may exceed the ceiling if they generate revenue that exceeds the additional costs, are supported by a Cost-Benefit Analysis, and comply with good corporate governance (GCG) principles.	Program HQG dan monitoring bulanan. HQG Program and monthly monitoring.	100%
2	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Umum / Portfolio SOLID General / SOLID Portfolio	Direksi dan Dewan Komisaris diminta mempedomani Misi Portfolio SOLID dalam pengelolaan bisnis Perseroan dengan ultimate goal cost consolidation untuk meningkatkan efektivitas dan manfaat bagi PT PLN IP secara konsolidasi. The Board of Directors and the Board of Commissioners are requested to adhere to the SOLID Portfolio Mission in managing the Company's business, with the ultimate goal of cost consolidation to enhance effectiveness and benefits for PT PLN IP on a consolidated basis.	Program Prioritas Perusahaan Tahun 2025 sudah dan dimonitoring rutin setiap bulan. The Company's 2025 Priority Program has been implemented and is monitored on a regular monthly basis.	100%
3	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Umum / penugasan Pemegang Saham General / Shareholder Mandates	Perseroan agar melakukan upaya terbaik dalam percepatan realisasi penugasan Pemegang Saham dengan tetap berprinsip kepada GCG dan ketentuan yang berlaku. Direksi diminta melakukan langkah antisipasi terukur untuk semua aspek, termasuk mitigasi risiko kebutuhan pendanaan. The Company is to make its best efforts to accelerate the implementation of Shareholders' directives while adhering to the principles of Good Corporate Governance (GCG) and applicable regulations. The Board of Directors is requested to take measured, proactive steps across all aspects, including risk mitigation regarding funding needs.	Belum ada usulan penggunaan dana eksternal. There are currently no proposals for the use of external funds.	100%
4	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Umum / BPP dan NAC General / BPP and NAC	Perseroan dengan pengawasan Dewan Komisaris diminta untuk mengendalikan BPP dan Non Allowable Cost (NAC) untuk meminimalkan potensi kerugian dan menjaga sustainability Perseroan. The Company, under the supervision of the Board of Commissioners, is requested to control BPP and Non-Allowable Costs (NAC) to minimize potential losses and maintain the Company's sustainability.	Laporan NAC Desember 2025. NAC Report for December 2025.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
5	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Umum / tata kelola Jasa O&M General / O&M Services Governance	Perseroan agar memperbaiki tata kelola Jasa O&M untuk mendukung rencana pengembangan pembangkit PT PLN IP dalam hal penyediaan tenaga O&M yang efisien, kompeten, dan andal. The Company shall improve the governance of O&M services to support PT PLN IP's power plant development plans by providing efficient, competent, and reliable O&M personnel.	Mapping talent jenjang jabatan Supervisori Dasar dan Supervisori Atas untuk jabatan strategis; daftar talent pool berdasarkan kompetensi jenis pembangkit disusun berdasarkan hasil mapping kompetensi. Talent mapping for Basic Supervisory and Senior Supervisory levels for strategic positions; talent pool lists based on power plant type competencies have been compiled based on competency mapping results.	100%
6	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Umum / teknologi informasi dan cyber security General / Information Technology and Cybersecurity	Perseroan agar melakukan upaya terbaik untuk meningkatkan ketersediaan dan keandalan sistem teknologi informasi serta pengamanan cyber security, dengan berkoordinasi dengan Bidang Information Technology Development PLN IP. The Company shall make every effort to enhance the availability and reliability of information technology systems and cybersecurity measures, in coordination with PLN IP's Information Technology Development Division.	Sosialisasi Security Awareness via IPS News bulan Agustus; implementasi SOC dalam progress. Security Awareness outreach via IPS News in August; SOC implementation is in progress.	100%
7	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Manajemen Risiko dan ESG Risk Management and ESG Aspects	Perseroan wajib menerapkan manajemen risiko dan tata kelola terintegrasi secara efektif melalui penyelarasan kebijakan manajemen risiko, dan perencanaan strategis berbasis risiko melalui penerapan risk capacity, tolerance, appetite, dan limit yang merupakan bagian dari strategi bisnis Perseroan yang selaras dengan PT PLN IP. The Company is required to effectively implement integrated risk management and governance through the alignment of risk management policies and risk-based strategic planning by applying risk capacity, tolerance, appetite, and limits, which are part of the Company's business strategy aligned with PT PLN IP.	Tersedia Strategi Risiko 2025 yang mengacu kepada Profil Risiko 2025. The 2025 Risk Strategy, which is based on the 2025 Risk Profile, is now available.	100%
8	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Manajemen Risiko dan ESG Risk Management and ESG Aspects	Perseroan wajib menerapkan tata kelola risiko secara efektif sesuai PER-2/MBU/03/2023, terutama terkait pemenuhan implementasi roadmap manajemen risiko, dengan berkoordinasi dengan Bidang Risk and Compliance PT PLN IP. The Company is required to effectively implement risk governance in accordance with PER-2/MBU/03/2023, particularly regarding the fulfillment of the risk management roadmap implementation, in coordination with the Risk and Compliance Division of PT PLN IP.	Telah dilakukan monitoring roadmap perbaikan manajemen risiko sampai dengan bulan Desember 2025. Monitoring of the risk management improvement roadmap has been conducted through December 2025.	100%
9	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Manajemen Risiko dan ESG Risk Management and ESG Aspects	Perseroan agar menyelaraskan kebijakan manajemen risiko, memperkuat fungsi manajemen risiko termasuk organ pengelola risiko tersertifikasi, serta menyusun Laporan Pemantauan dan Evaluasi Manajemen Risiko secara periodik dan berkoordinasi dengan Bidang Risk and Compliance PT PLN IP. The Company is required to align its risk management policies, strengthen risk management functions-including certified risk management bodies-and prepare periodic Risk Management Monitoring and Evaluation Reports in coordination with the Risk and Compliance Division of PT PLN IP.	Telah tersedia dokumen manajemen risiko sampai dengan TW IV. Risk management documents through the fourth quarter are now available.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
10	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Manajemen Risiko dan ESG Risk Management and ESG Aspects	Perseroan diminta menerapkan Tata Kelola Kepatuhan Terintegrasi, termasuk kebijakan dan penggunaan aplikasi Compliance Online System serta FRA Online pada implementasi SMAP dan Fraud Risk Management, serta menyampaikan pelaporan implementasi secara berkala kepada Bidang Risk and Compliance PT PLN IP. The Company is required to implement an Integrated Compliance Governance framework, including policies and the use of the Compliance Online System and FRA Online applications in the implementation of the SMAP and Fraud Risk Management, and to submit periodic implementation reports to the Risk and Compliance Division of PT PLN IP.	Laporan Desember telah dilaporkan pada tanggal 10 Januari 2026. The December report was submitted on January 10, 2026.	100%
11	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Manajemen Risiko dan ESG Risk Management and ESG Aspects	Perseroan diminta melakukan pengukuran implementasi SMAP menggunakan tools maturity level kepatuhan sebagai pengurang kinerja Anak Perusahaan dan mengimplementasikan SNI ISO 37301:2021 Sistem Manajemen Kepatuhan. The Company is required to measure the implementation of SMAP using compliance maturity level tools as a performance indicator for Subsidiaries and to implement SNI ISO 37301:2021 Compliance Management System.	Terlaksana dan audit eksternal tanpa minor dan major finding; telah terimplementasi sesuai timeline. Completed and passed external audit with no minor or major findings; implemented according to the timeline.	100%
12	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Keuangan Financial Aspect	Perseroan berkewajiban memperhatikan dan mematuhi semua covenant sesuai perjanjian pinjaman PLN, termasuk Indenture Global Bond, Perjanjian Pinjaman lainnya, serta Anggaran Dasar Perusahaan dengan prinsip kehati-hatian, integritas, dan GCG. The Company is obligated to observe and comply with all covenants under PLN's loan agreements, including the Global Bond Indenture, other Loan Agreements, and the Company's Articles of Association, adhering to the principles of prudence, integrity, and Good Corporate Governance (GCG).	Sudah terdapat kajian konsultan terkait penggunaan dana eksternal pada tahun 2024, tetapi usulan pendanaan eksternal belum ada. A consultant's review regarding the use of external funds in 2024 has been conducted, but no proposal for external funding has been submitted yet.	100%
13	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Keuangan Financial Aspect	Perseroan agar melakukan pengendalian internal atas Laporan Keuangan secara berkala melalui implementasi ICOFR serta melakukan update proses bisnis dan Risk Control Matrix untuk memastikan laporan keuangan akurat, andal, dan sesuai standar akuntansi. The Company is required to conduct periodic internal controls over financial statements through the implementation of ICOFR and to update business processes and the Risk Control Matrix to ensure that financial statements are accurate, reliable, and in accordance with accounting standards.	Laporan Keuangan Audited 2025. Audited Financial Statements for 2025.	100%
14	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Keuangan Financial Aspect	Perseroan agar menyelesaikan Audit Laporan Keuangan Tahun 2024 tepat waktu dan meningkatkan akuntabilitas pelaporan keuangan dengan opini Wajar Tanpa Pengecualian atau Wajar Dalam Semua Hal yang Material. The Company is required to complete the 2024 Financial Statement Audit on time and enhance financial reporting accountability by obtaining an unqualified opinion or a qualified opinion in all material respects.	Laporan Keuangan Audited 2024. Audited 2024 Financial Report.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
15	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Keuangan Financial Aspect	Perseroan agar mempertahankan Sustainable Financial Position dan rasio keuangan yang sehat melalui peningkatan pendapatan Beyond kWh, produktivitas aset, pengendalian biaya, serta tax optimization pada setiap kegiatan bisnis, selaras dengan RKAP 2025 PLN IP menuju High Quality Growth. The Company is expected to maintain a Sustainable Financial Position and healthy financial ratios through increased revenue from Beyond kWh, asset productivity, cost control, and tax optimization in all business activities, in line with PLN IP's 2025 RKAP toward High Quality Growth.	Laporan Kinerja Desember 2025. December 2025 Performance Report.	100%
16	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Keuangan Financial Aspect	Perseroan agar berkontribusi dalam penurunan biaya melalui efisiensi biaya administrasi dan pemeliharaan, optimasi biaya kepegawaian, serta inovasi untuk meningkatkan efisiensi operasional. The Company is expected to contribute to cost reduction through administrative and maintenance cost efficiency, optimization of personnel costs, and innovation to improve operational efficiency.	Laporan Realisasi Biaya Desember 2025. December 2025 Cost Realization Report.	100%
17	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Keuangan Financial Aspect	Perseroan diminta meratifikasi ketentuan, kebijakan, dan prosedur audit internal yang berlaku di PT PLN IP, termasuk Piagam Audit Internal Terintegrasi, Kebijakan Strategis Audit Internal, dan Standar Prosedur Audit. Satuan Audit Internal PT PLN IP dapat melaksanakan audit dan investigasi di lingkungan Perseroan. The Company is required to ratify the internal audit regulations, policies, and procedures in effect at PT PLN IP, including the Integrated Internal Audit Charter, the Strategic Internal Audit Policy, and the Standard Audit Procedures. The Internal Audit Unit of PT PLN IP may conduct audits and investigations within the Company.	Charter telah ditandatangani. The Charter has been signed.	100%
18	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Sumber Daya Manusia Human Capital Aspect	Perseroan diminta untuk meningkatkan produktivitas pegawai secara berkelanjutan. The Company is required to continuously improve employee productivity.	Penyampaian laporan pada laporan kinerja bulan Desember 2025. Submission of the December 2025 performance report.	100%
19	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Sumber Daya Manusia Human Capital Aspect	Dalam hal dibutuhkan perubahan Struktur Organisasi dan Formasi Tenaga Kerja, Perseroan agar berkoordinasi dengan Bidang Human Capital Strategy PLN IP agar dapat dievaluasi dan disetujui sebelum ditetapkan. In the event that changes to the Organizational Structure and Workforce Composition are required, the Company must coordinate with the Human Capital Strategy Division of PLN IP so that such changes can be evaluated and approved prior to implementation.	Tersedia STO terupdate. Updated STO is available.	100%
20	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional Business and Operational Aspects	Perseroan agar menerapkan prinsip kehati-hatian, terutama dalam membuat perjanjian bisnis, serta melakukan asesmen/identifikasi untuk meminimalisasi risiko dan menghindari dampak negatif terhadap liabilitas kontinjensi, hukum, covenant, dan reputasi Perusahaan. The Company must apply the principle of prudence, particularly when entering into business agreements, and conduct assessments/identifications to minimize risks and avoid negative impacts on the Company's contingent liabilities, legal obligations, covenants, and reputation.	Telah dilakukan sampai dengan bulan Desember 2025. These activities have been carried out through December 2025.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
21	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional Business and Operational Aspects	Perseroan diminta memastikan terciptanya keselamatan dan kesehatan kerja serta lingkungan hidup di seluruh lingkungan kerja, budaya K3 berkelanjutan, kesiapan proteksi kebakaran, pemenuhan standar K3L, dan zero accident. The Company is required to ensure the creation of occupational safety and health as well as environmental protection throughout the workplace, a sustainable OSH culture, fire safety preparedness, compliance with OSH standards, and zero accidents.	Sosialisasi awareness K3 dilakukan melalui pesan WhatsApp secara harian dan bulanan melalui email; telah dilakukan penilaian HSSE performance bulan Mei 2025. Occupational safety and health (OSH) awareness campaigns were conducted via daily WhatsApp messages and monthly emails; an HSSE performance assessment was conducted in May 2025.	100%
22	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional Business and Operational Aspects	Direksi secara kolegial agar mengawal inisiatif bisnis serta meningkatkan maturity dan tata kelola dalam penyusunan kajian kelayakan proyek untuk usulan kegiatan bisnis agar siap eksekusi dan memberi manfaat maksimal bagi Perseroan dan pemegang saham. The Board of Directors, acting collectively, should oversee business initiatives and enhance maturity and governance in the preparation of project feasibility studies for proposed business activities to ensure they are ready for execution and provide maximum benefits to the Company and its shareholders.	Usulan Project tahun 2025. Proposed Projects for 2025.	100%
23	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional Business and Operational Aspects	Perseroan agar menciptakan nilai tambah bagi PLN IP sebagai induk melalui strategi cost optimization yang mendorong keunggulan kompetitif pada lini bisnis Jasa O&M. The Company should create added value for PLN IP as the parent company through cost optimization strategies that drive competitive advantage in the O&M Services business line.	Update progress pekerjaan modul digitalisasi BA Penyelesaian Pekerjaan Mitra; update progress digitalisasi monitoring anggaran; update progress digitalisasi pembayaran mitra; update progress digitalisasi dropping project; update progress digitalisasi pembayaran internal. Progress updates on the BA Partner Work Completion digitalization module; progress updates on budget monitoring digitalization; progress updates on partner payment digitalization; progress updates on project dropping digitalization; progress updates on internal payment digitalization.	100%
24	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional Business and Operational Aspects	Perseroan agar memastikan kepatuhan terhadap peraturan yang berlaku terkait pelaksanaan bisnis jasa O&M dalam RKAP 2025, termasuk Peraturan Direksi PLN IP No. 014.P/DIR/2024 terkait Tenaga Alih Daya. The Company shall ensure compliance with applicable regulations regarding the implementation of O&M services in the 2025 Annual Business Plan, including PLN IP Board Regulation No. 014.P/DIR/2024 regarding Outsourced Labor.	Program Rencana Penagihan telah terlaksana; kontrak dalam proses penerbitan dari PT PLN IP. The Billing Plan Program has been implemented; contracts are currently being issued by PT PLN IP.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
25	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional Business and Operational Aspects	Perseroan agar mendorong pertumbuhan bisnis termasuk beyond kWh dalam rangka keberlanjutan perusahaan, dengan memastikan risiko kegiatan bisnis tetap berada pada risk appetite korporat dan menjalankan mitigasi sesuai timeline. The Company shall drive business growth, including beyond kWh, in support of corporate sustainability, by ensuring that business risks remain within the corporate risk appetite and implementing mitigation measures according to the timeline.	Penyampaian materi List Beyond kWh pada Radekom bulan Desember 2025. Presentation of the "List Beyond kWh" material at the December 2025 Radekom meeting.	100%
26	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Penyiapan manpower yang qualified untuk mendukung pengembangan bisnis dan peningkatan efisiensi operasional. Preparing qualified personnel to support business development and improve operational efficiency.	Overseas Development Program telah dilaksanakan. The Overseas Development Program has been implemented.	100%
27	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Akselerasi pemenuhan kompetensi, perbaikan tata kelola, dan proses bisnis. Accelerating the development of competencies, improving governance, and streamlining business processes.	Pelaksanaan pendampingan CCR Labuhan Angin dan Pangkalan Susu; pemutakhiran proses bisnis baru, klasifikasi level berdasarkan APQC (7 kategori). Implementation of mentoring for CCR Labuhan Angin and Pangkalan Susu; updating of new business processes, classification by level based on APQC (7 categories).	100%
28	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Penyediaan tenaga expert untuk pendampingan bisnis O&M, termasuk apabila terdapat keadaan emergency, sehingga dapat menjaga keandalan pembangkit yang dikelola Perseroan. Providing expert personnel to support O&M operations, including during emergencies, to ensure the reliability of power plants managed by the Company.	Pelaksanaan pengembangan untuk Expert. Implementation of development for Experts.	100%
29	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Memaksimalkan teknologi informasi, termasuk implementasi digital mindset di seluruh lini, untuk memonitor kondisi pembangkit, kebutuhan material, dan jasa O&M secara real-time. Maximizing information technology, including the implementation of a digital mindset across all lines of business, to monitor power plant conditions, material needs, and O&M services in real-time.	Continue monitoring. Continue monitoring.	100%
30	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Pengadaan sparepart Wartsila termasuk kesiapan personilnya. Procurement of Wartsila spare parts, including the readiness of personnel.	Telah tersedia. Already available.	100%
31	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Kecermatan dalam pengelolaan anggaran dalam hal usulan perubahan skema Jasa O&M Supporting menjadi AMC di unit pembangkit PT PLN IP. Careful budget management regarding the proposed change from the O&M Support Services scheme to the AMC scheme at PT PLN IP's power generation units.	Monitoring bulanan; sudah dilakukan assessment maturity level semester 1. Monthly monitoring; first-semester maturity level assessment has been conducted.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
32	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / pengembangan bisnis Business and Operational Aspects / Business Development	Training back to basic untuk pengelolaan dasar-dasar troubleshooting permasalahan di unit pembangkit PT PLN IP. Back-to-basics training on the fundamentals of troubleshooting issues at PT PLN IP's power generation units.	Pelaksanaan program. Program implementation.	100%
33	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / peluang bisnis Business and Operational Aspects / Business Opportunities	Peluang beyond kWh atas jasa commissioning serta Jasa O&M dari Petros-Sarawak termasuk penyiapan proposal yang kompetitif. Opportunities beyond kWh for commissioning services and O&M services from Petros-Sarawak, including the preparation of competitive proposals.	Sudah PLN dan belum disetujui karena sementara pemenuhan listrik terpenuhi dari sewa genset; masih dalam pembahasan di PLN dan belum ditugaskan ke IPS. Approved by PLN but not yet finalized because electricity needs are currently met through generator rental; still under discussion at PLN and not yet assigned to IPS.	100%
34	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / peluang bisnis Business and Operational Aspects / Business Opportunities	Peluang relokasi PLTMG Sei Gelam di Jambi ke Bangkanai (Kalimantan Tengah) serta pemeliharaannya. Opportunities for the relocation of the Sei Gelam PLTMG in Jambi to Bangkanai (Central Kalimantan) and its maintenance.	Sudah PLN dan belum disetujui karena sementara pemenuhan listrik terpenuhi dari sewa genset; masih dalam pembahasan di PLN dan belum ditugaskan ke IPS. Approved by PLN but not yet finalized because electricity needs are currently met through generator rental; still under discussion at PLN and not yet assigned to IPS.	100%
35	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / peluang bisnis Business and Operational Aspects / Business Opportunities	Peluang jasa O&M untuk BMPP Kolaka II. Opportunities for O&M services for the Kolaka II Combined Cycle Power Plant.	Kontrak telah terbit lanjut serah terima ke Dept. KIT. The contract has been issued and handed over to the KIT Department.	100%
36	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / peluang bisnis Business and Operational Aspects / Business Opportunities	Peluang pengadaan engine bagi PLTMG di PLN Group, salah satunya PLTMG 100 MW di Sumbagsel, serta penyampaian proposal kepada DIRMANKIT PT PLN (Persero) melalui koordinasi intensif dengan pembina teknis PT PLN IP. Opportunities for engine procurement for gas-fired power plants within the PLN Group, including the 100 MW gas-fired power plant in South Sumatra, as well as the submission of proposals to the Director of Plant Maintenance at PT PLN (Persero) through intensive coordination with the technical supervisor at PT PLN IP.	Masih dalam tahap pembahasan di PLN dan belum ada penugasan ke IP Services. It is still under discussion at PLN and no assignment has been made to IP Services.	100%
37	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / peluang bisnis Business and Operational Aspects / Business Opportunities	Peluang replacement Max Power 10 MW di Sorong termasuk kesiapan supply gas. Opportunities for the replacement of the 10 MW Max Power unit in Sorong, including gas supply readiness.	Continue pelaksanaan pekerjaan. Continue work implementation.	100%
38	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Bisnis dan Operasional / peluang bisnis Business and Operational Aspects / Business Opportunities	Peluang pengembangan bisnis BESS di unit pembangkit PT PLN IP. Opportunities for BESS business development at PT PLN IP's power generation units.	Kontrak Pengadaan Material Penyusun BESS. Contract for the Procurement of BESS Components.	100%

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39	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Hukum Law Aspect	Perseroan agar mempedomani dan melaksanakan ketentuan yang telah disepakati dalam Corporate Charter sesuai pembagian kewenangan berdasarkan RASCI. The Company shall adhere to and implement the provisions agreed upon in the Corporate Charter in accordance with the division of authority based on the RASCI matrix.	Sudah dibuat dokumen Corporate Charter sesuai kewenangan. The Corporate Charter document has been prepared in accordance with authority.	100%
40	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Hukum Legal Aspect	Perseroan agar memastikan keselarasan ketentuan dalam Anggaran Dasar Perseroan dan Board Manual dengan Anggaran Dasar PT PLN IP. The Company shall ensure the alignment of provisions in the Company's Articles of Association and Board Manual with the Articles of Association of PT PLN IP.	Sesuai. Approved.	100%
41	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Hukum Legal Aspect	Perseroan agar menyusun kompilasi Anggaran Dasar, Board Manual, seluruh Akta Perseroan, dan Tabulasi Batas Kewenangan sampai level anak perusahaan, serta menyampaikan dokumen tersebut kepada PT PLN IP c.q. Satuan Legal, Risk and Compliance sebelum Triwulan IV 2025. The Company shall compile the Articles of Association, Board Manual, all Company Deeds, and the Table of Authority Limits down to the subsidiary level, and submit these documents to PT PLN IP c.q. the Legal, Risk and Compliance Unit before the fourth quarter of 2025.	Telah dikirimkan ke LRC. Has been sent to LRC.	100%
42	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Hukum Legal Aspect	Perseroan dalam menggunakan jasa konsultan hukum independen untuk kepentingan Perseroan, baik dalam pemilihan maupun pelaksanaan pekerjaan, agar berkoordinasi dengan PT PLN IP c.q. Satuan Legal, Risk and Compliance. The Company, when engaging the services of independent legal consultants for the Company's interests-whether in the selection or execution of work-shall coordinate with PT PLN IP, specifically the Legal, Risk, and Compliance Unit.	Telah berkoordinasi dengan PT PLN IP c.q. Satuan Legal, Risk and Compliance. Coordination has been conducted with PT PLN IP, specifically the Legal, Risk, and Compliance Unit.	100%
43	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Hukum Legal Aspect	Perseroan agar melakukan monitoring dan evaluasi atas aksi korporasi secara berkala dan menyampaikan laporan aksi korporasi secara berkala kepada PT PLN IP c.q. Bidang Portfolio and Subsidiaries Management. The Company shall conduct periodic monitoring and evaluation of corporate actions and submit periodic reports on corporate actions to PT PLN IP, specifically the Portfolio and Subsidiaries Management Division.	Penyampaian Informasi Nomac; Timor Leste. Submission of Nomac Information; Timor-Leste.	100%
44	Direalisasikan Implemented	Tindak lanjut arahan Pemegang Saham Follow-up on Shareholders' Instructions	Aspek Hukum Legal Aspect	Buku RKAP Tahun Buku 2025 dan Tanggapan Dewan Komisaris atas RKAP 2025 merupakan bagian tidak terpisahkan dari risalah ini; Perseroan agar melaporkan pelaksanaan RKAP 2025 beserta seluruh Arahan Pemegang Saham secara triwulanan kepada Bidang Portfolio and Subsidiaries Management PT PLN Indonesia Power. The 2025 Budget Plan (RKAP) and the Board of Commissioners' Response to the 2025 RKAP are an integral part of these minutes; the Company shall report on the implementation of the 2025 RKAP along with all Shareholder Directives on a quarterly basis to the Portfolio and Subsidiaries Management Division of PT PLN Indonesia Power.	Buku RKAP sudah diserahkan ke PSD IP. The RKAP book has been submitted to PSD IP.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
45	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Kontrak pekerjaan Employment Contract	Direksi Perseroan agar memastikan seluruh kontrak pekerjaan PLN Grup maupun Non PLN Grup dilaksanakan sesuai target yang telah ditetapkan oleh customer. The Company's Board of Directors shall ensure that all PLN Group and non-PLN Group work contracts are executed in accordance with the targets set by customers.	Monitoring terlaksana dalam rapat bulanan departemen. Monitoring is conducted during the department's monthly meetings.	100%
46	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Portofolio bisnis dan Beyond kWh Business Portfolio and Beyond kWh	Direksi Perseroan memastikan strategi perencanaan dan eksekusi pekerjaan dalam rangka penambahan portofolio bisnis dan Beyond kWh. The Company's Board of Directors shall ensure the planning and execution of work strategies aimed at expanding the business portfolio and pursuing "Beyond kWh" initiatives.	Materi Beyond kWh Desember 2025 tersedia. The December 2025 issue of Beyond kWh is now available.	100%
47	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Strategic partnership	Direksi Perseroan agar mengoptimalkan resources Perusahaan, termasuk dengan strategic partnership dan kolaborasi dengan pihak eksternal untuk membuka peluang bisnis baru yang mendukung target jangka panjang perusahaan. The Company's Board of Directors shall optimize the Company's resources, including through strategic partnerships and collaborations with external parties to open new business opportunities that support the Company's long-term targets.	Adanya perjanjian kerja sama dengan mitra dalam pekerjaan sewa Genset. Existence of a cooperation agreement with a partner regarding generator set rental work.	100%
48	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Nilai komersial Commercial Value	Direksi Perseroan agar memastikan seluruh nilai komersial berdampak positif bagi Perusahaan dan customer serta meningkatkan daya saing di industri lokal maupun global. The Company's Board of Directors shall ensure that all commercial value has a positive impact on the Company and customers and enhances competitiveness in both local and global industries.	Tersedianya DMR pada project strategis. Availability of DMR for strategic projects.	100%
49	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Peningkatan Improvements	Direksi Perseroan senantiasa melaksanakan improvement pada seluruh lini proses bisnis yang telah diterapkan. The Company's Board of Directors shall continuously implement improvements across all established business processes.	Pemutakhiran Proses Bisnis baru, klasifikasi level berdasarkan APQC (7 Kategori). Update of new business processes, classification by level based on APQC (7 Categories).	100%
50	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Pengendalian BPP BPP Control	Direksi Perseroan agar menyiapkan dan menjalankan strategi pengendalian BPP pembangkit dan jasa lainnya tanpa mengurangi target dan kualitas layanan. The Company's Board of Directors is directed to prepare and implement strategies for controlling the cost of power generation and other services without compromising service targets or quality.	Penggunaan Aplikasi EBS, adanya Penyampaian rencana EFisiensi anggaran administrasi Pengendalian BPP. Use of the EBS Application; Submission of a Plan for Administrative Budget Efficiency and BPP Control.Use of the EBS Application; Submission of a Plan for Administrative Budget Efficiency and BPP Control.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
51	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	PPN dan mitigasi kontrak VAT and contract mitigation	Direksi Perseroan agar memetakan seluruh perjanjian yang terpengaruh kebijakan kenaikan PPN dan perubahan peraturan serta menyiapkan rencana mitigasi atas dampak kenaikan beban usaha. The Company's Board of Directors is directed to map all agreements affected by the VAT increase policy and regulatory changes, and to prepare mitigation plans for the impact of rising operational costs.	Dilakukan amandemen dalam kontrak pekerjaan untuk penyesuaian PPN yang berlaku. An amendment was made to the work contract to reflect the applicable VAT adjustments.	100%
52	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Talent source dan expertise Talent sourcing and expertise	Direksi Perseroan agar membuat strategi terkait talent source tenaga kerja baru untuk mengantisipasi pengembangan bisnis serta membuat rencana dan melaksanakan peningkatan expertise personil menjadi talent pool untuk memastikan service excellence. The Company's Board of Directors is directed to develop a strategy regarding the sourcing of new talent to anticipate business growth, as well as to formulate and implement plans to enhance personnel expertise to build a talent pool, thereby ensuring service excellence.	Terlaksana jobraining pada unit pembangkit. On-the-job training was conducted at the power plant.	100%
53	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Digitalisasi Digitalization	Direksi Perseroan agar memastikan terciptanya nilai tambah dalam pelaksanaan pekerjaan di dalam dan di luar PLN Group dengan sistem digitalisasi yang digunakan maupun akan dikembangkan pada tahun 2025 dan memenuhi maturity level 100% digitalisasi. The Company's Board of Directors shall ensure the creation of added value in the execution of work both within and outside the PLN Group through the digitalization systems currently in use or to be developed by 2025, and achieve a 100% digitalization maturity level.	Telah dikembangkan dan diimplementasikan aplikasi Aplikasi AIE (All In EBS), Aplikasi PEOPLE PROJECT= penugasan pegawai project, STAR = assement kepribadian pegawai, NyaMan= TANYA MANAGEMENT. The following applications have been developed and implemented: AIE (All In EBS), PEOPLE PROJECT (for assigning employees to projects), STAR (for employee personality assessments), and NyaMan (TANYA MANAGEMENT).	100%
54	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Risiko dan prognosa kinerja Risks and performance forecasts	Direksi Perseroan agar melakukan review dan monitor berkala terhadap hasil kajian pemetaan Risiko RKAP 2025 dan prognosa pencapaian kinerja operasional 2025 secara komprehensif sehingga mitigasinya terukur dan tidak hanya berupa pernyataan. The Company's Board of Directors shall conduct periodic reviews and monitoring of the results of the 2025 RKAP risk mapping study and the comprehensive forecast of 2025 operational performance achievements so that mitigation measures are measurable and not merely statements.	Tersedia monitoring kinerja sampai dengan bulan Desember 2025. Performance monitoring is available through December 2025.	100%
55	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Pengendalian internal Internal controls	Direksi Perseroan agar memaksimalkan fungsi pengendalian internal dalam semua aspek serta memastikan terpenuhinya GCG, compliance, kesesuaian terhadap peraturan, dan kelengkapan SOP. The Company's Board of Directors is urged to maximize the function of internal controls in all aspects and ensure compliance with good corporate governance (GCG), regulatory compliance, adherence to regulations, and the completeness of Standard Operating Procedures (SOPs).	Tersedia monitoring TL Audit Internal. Internal Audit TL monitoring available.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
56	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	K3L HSE	Direksi Perseroan agar memastikan pelaksanaan protokol kesehatan dan peningkatan budaya K3L pada seluruh kegiatan di lingkungan perusahaan. The Company's Board of Directors is requested to ensure the implementation of health protocols and the promotion of a culture of health, safety, and environmental responsibility in all activities within the company.	Tersedianya monitoring awareness K3L. K3L awareness monitoring available.	100%

Keputusan/Arahan/Tanggapan Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2024 yang direalisasikan pada tahun buku 2025

Resolutions/Directives/Responses from the General Meeting of Shareholders (GMS) for the 2024 Accountability Report to be implemented in the 2025 financial year

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
1	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Arahan Umum General Guidelines	Perseroan agar secara konsisten menerapkan prinsip-prinsip GCG, memastikan tidak terjadi conflict of interest, dan selalu taat asas dalam pengelolaan Perusahaan. The Company is required to consistently apply the principles of Good Corporate Governance (GCG), ensure there are no conflicts of interest, and always adhere to sound principles in the management of the Company.	Sosialisasi terlaksana; pengumpulan IDD terlaksana. Outreach activities were carried out; IDD data collection was completed.	100%
2	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Arahan Umum General Guidelines	Perseroan diminta melaksanakan improvement bisnis dan operasional secara substansial berdasarkan capaian kinerja tahun 2024 sehingga terjadi lompatan kinerja signifikan pada tahun 2025 dan 2026. The Company is requested to implement substantial business and operational improvements based on the performance achievements of 2024, thereby achieving a significant leap in performance in 2025 and 2026.	Proses kajian tersedia dan kolaborasi mitra baik BBC, II, dan III. The review process is in place, and collaboration with partners-BBC, II, and III-is strong.	100%
3	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Risk Management and Compliance	Perseroan agar berkoordinasi dengan BIDRSC PT PLN Indonesia Power untuk menerapkan Tata Kelola Kepatuhan Terintegrasi, termasuk kebijakan dan penggunaan aplikasi Compliance Online System serta FRA-Online pada implementasi SMAP dan Fraud Risk Management, serta menyampaikan pelaporan berkala. The Company is required to coordinate with BIDRSC PT PLN Indonesia Power to implement an Integrated Compliance Governance framework, including policies and the use of the Compliance Online System and FRA-Online applications in the implementation of the SMAP and Fraud Risk Management, and to submit periodic reports.	Pelaporan Terintegritasi tahun 2025 telah disampaikan pada tanggal 10 Januari 2026. The 2025 Integrated Report was submitted on January 10, 2026.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
4	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Risk Management and Compliance	Perseroan agar melakukan pengukuran implementasi SMAP menggunakan tools maturity level kepatuhan sebagai pengurang kinerja Anak Perusahaan dan mengimplementasikan SNI ISO 37301:2021 Sistem Manajemen Kepatuhan. The Company should measure the implementation of SMAP using compliance maturity level tools as a performance indicator for Subsidiaries and implement SNI ISO 37301:2021 Compliance Management System.	Terlaksana Pengukurannya dan mendapatkan nilai dari Kepatuhan tahun 2025 4,5. The assessment was conducted, and a compliance score of 4.5 was obtained for 2025.	100%
5	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Manajemen Risiko Risk Management	Perseroan agar menjaga dan memastikan risiko operasional maupun strategis yang teridentifikasi tetap berada pada risk appetite corporate dengan menjalankan mitigasi sesuai timeline. The Company should maintain and ensure that identified operational and strategic risks remain within the corporate risk appetite by implementing mitigation measures according to the timeline.	Monitoring Mitigasi Manajemen Risiko bulan Agustus dan Dashboard Realisasi Program Utama Perusahaan. August Risk Management Mitigation Monitoring and the Company's Key Program Implementation Dashboard.	100%
6	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Manajemen Risiko Risk Management	Perseroan agar mengimplementasikan manajemen risiko terintegrasi dalam perencanaan, pengambilan keputusan, dan pengembangan strategi untuk meningkatkan ketahanan terhadap volatilitas bisnis dan perubahan eksternal, termasuk ESG, regulasi, dan transisi energi. The Company should implement integrated risk management in planning, decision-making, and strategy development to enhance resilience against business volatility and external changes, including ESG, regulations, and the energy transition.	Monitoring Mitigasi Manajemen Risiko bulan Desember dan Dashboard Realisasi Program Utama Perusahaan. December Risk Management and Mitigation Monitoring and the Dashboard for the Implementation of the Company's Key Programs.	100%
7	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Manajemen Risiko Risk Management	Perseroan agar menjalankan pengembangan model bisnis berbasis risiko sehingga mendukung pencapaian target bisnis inovatif PLN Group. The Company should develop a risk-based business model to support the achievement of the PLN Group's innovative business targets.	Terdapat ulasan pada dokumen GRC project sampai dengan bulan Desember 2025. The GRC project document includes a review covering the period through December 2025.	100%
8	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Manajemen Risiko Risk Management	Perseroan agar memastikan program kerja roadmap manajemen risiko tahun 2025 termonitor dan terlaksana dengan baik. The Company shall ensure that the 2025 risk management roadmap work program is properly monitored and implemented.	Pemenuhan program kerja roadmap manajemen risiko tahun 2025 sampai dengan bulan September masih sesuai jadwal. Compliance with the 2025 risk management roadmap work program through September remains on schedule.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
9	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Manajemen Risiko Risk Management	Perseroan agar melakukan penyusunan risk limit, risk appetite, risk tolerance, dan risk capacity yang tertuang dalam dokumen strategi risiko. The Company shall establish risk limits, risk appetite, risk tolerance, and risk capacity as set forth in the risk strategy document.	Sudah dibuat Buku Strategi Risiko tahun 2025. The 2025 Risk Strategy Book has been prepared.	100%
10	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Audit Internal Internal Audit	Perseroan harus mengoptimalkan peran Satuan Kerja Audit dalam semua aspek, memastikan tata kelola, compliance, kepatuhan peraturan, kelengkapan SOP, serta melaporkan secara berkala kepada Satuan Internal Audit PT PLN Indonesia Power. The Company must optimize the role of the Audit Unit in all aspects, ensuring governance, compliance, regulatory adherence, and the completeness of SOPs, as well as reporting periodically to the Internal Audit Unit of PT PLN Indonesia Power.	Laporan Satuan Audit Internal Semester 1 dan 2 tahun 2025. Internal Audit Unit Report for the First and Second Semesters of 2025.	100%
11	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the GMS Directives	CSR / PaDi UMKM CSR / PaDi SMEs	Perseroan agar berkoordinasi dengan BIDCOM PT PLN Indonesia Power untuk berkontribusi pada implementasi dan pengembangan Pasar Digital (PaDi) UMKM secara berkelanjutan. The Company is requested to coordinate with the BIDCOM of PT PLN Indonesia Power to contribute to the sustainable implementation and development of the Digital Marketplace (PaDi) for MSMEs.	Perseroan telah melakukan pembelian produk melalui PaDi UMKM sebagai bentuk implementasi atas arahan untuk mendukung pengembangan dan pemanfaatan Pasar Digital (PaDi) UMKM secara berkelanjutan. The Company has purchased products through PaDi UMKM as part of the implementation of the directive to support the continuous development and utilization of the PaDi UMKM Digital Marketplace.	100%
12	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Proses bisnis Business Process	Perseroan agar menjalankan pengelolaan proses bisnis sesuai tata kelola proses bisnis PLN Indonesia Power dengan target empat kategori proses bisnis terklasifikasi pada proses bisnis level 4 tahun 2025, berkoordinasi dengan AMT PT PLN Indonesia Power. The Company is required to manage its business processes in accordance with PLN Indonesia Power's business process governance framework, with the goal of classifying four business process categories at Level 4 by 2025, in coordination with the AMT of PT PLN Indonesia Power.	Penyesuaian 7 klasifikasi proses bisnis. Adjustments to 7 business process classifications.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
13	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Kepuasan Pelanggan Customer Satisfaction	Perseroan diminta menggunakan penyedia jasa penilai kepuasan pelanggan yang memiliki reputasi baik untuk memperoleh benchmark kredibel dan rekomendasi strategi peningkatan kepuasan pelanggan sebagai bagian dari perbaikan berkelanjutan. The Company is requested to engage a reputable customer satisfaction assessment service provider to obtain credible benchmarks and recommendations for strategies to improve customer satisfaction as part of continuous improvement.	1. Proses penyiapan nama-nama responden 100%; 2. Proses penyiapan konsultan 100%; 3. Proses survey kepuasan ke seluruh responden 100%; 4. Perhitungan hasil survey 100%; 5. Pembuatan laporan hasil survey 100%; dan 6. Penyampaian laporan hasil survey 100%. 1. Preparation of the list of respondents: 100%; 2. Consultant preparation process: 100%; 3. Satisfaction survey process for all respondents: 100%; 4. Calculation of survey results: 100%; 5. Preparation of the survey results report: 100%; and 6. Submission of the survey results report: 100%.	100%
14	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Hukum Law	Perseroan agar berkoordinasi dengan PT PLN Indonesia Power c.q. SATLGL terkait pengelolaan isu hukum strategis yang berdampak pada operasional dan citra PT PLN Indonesia Power Group serta penunjukan konsultan hukum. The Company shall coordinate with PT PLN Indonesia Power, specifically SATLGL, regarding the management of strategic legal issues that impact the operations and reputation of the PT PLN Indonesia Power Group, as well as the appointment of legal consultants.	Telah dilakukan proses konsultasi dengan Legal IP. Consultation with Legal IP has been conducted.	100%
15	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Tindak lanjut temuan/catatan Follow-up on Findings/Notes	Semua temuan, catatan, dan saran Dewan Komisaris, Auditor Internal, maupun Auditor Eksternal atas Laporan Keuangan, Laporan Kepatuhan (PSA 62 dan Internal Control Management), dan Laporan Evaluasi Kinerja 2024 agar ditindaklanjuti tuntas oleh Direksi pada 2025 dan tidak berulang. All findings, notes, and recommendations from the Board of Commissioners, Internal Auditors, and External Auditors regarding the Financial Statements, Compliance Report (PSA 62 and Internal Control Management), and 2024 Performance Evaluation Report must be fully addressed by the Board of Directors by 2025 and not repeated.	Reminder bulanan ke seluruh user terkait biaya diterima dimuka; penerapan PSAK 73 atas transaksi sewa sudah dilakukan di LK September 2025. Monthly reminders to all users regarding prepaid fees; implementation of PSAK 73 for lease transactions has been applied in the September 2025 financial statements.	100%
16	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Bisnis Strategis Strategic Business Aspects	Perseroan agar melakukan monitoring dan evaluasi atas aksi korporasi secara berkala bersama PLN dan menyampaikan laporan aksi korporasi kepada BIDPSD setiap akhir triwulan. The Company is required to conduct periodic monitoring and evaluation of corporate actions in collaboration with PLN and submit corporate action reports to BIDPSD at the end of each quarter.	Penyiapan laporan aksi korporasi. Preparation of corporate action reports.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
17	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Bisnis Strategis Strategic Business Aspects	Perseroan agar menyusun lesson learned atas realisasi kinerja tahun 2024 untuk mengidentifikasi area of improvement, melakukan mitigasi risiko, dan mengeksekusi perbaikan pada tahun berjalan. The Company should compile lessons learned from its 2024 performance to identify areas for improvement, mitigate risks, and implement improvements during the current year.	Laporan Realisasi Kinerja bulan Desember 2025. December 2025 Performance Realization Report.	100%
18	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Keuangan Financial Aspect	Perseroan secara disiplin menerapkan kepatuhan dalam pengelolaan dan pencatatan keuangan sesuai pedoman akuntansi (PSAK) dan aturan yang berlaku. The Company should strictly adhere to compliance standards in financial management and record-keeping in accordance with accounting standards (PSAK) and applicable regulations.	Laporan Keuangan Desember 2025. December 2025 Financial Statements.	100%
19	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Keuangan Financial Aspect"	Perseroan agar mempertimbangkan penggunaan konsultan pajak yang memiliki reputasi baik dalam mendukung tax planning Perseroan. The Company should consider engaging a reputable tax consultant to support its tax planning efforts.	Report Penilaian Konsultan Pajak. Tax Consultant Assessment Report.	100%
20	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	RKAP dan RJPP Annual Budget Plan and Medium-Term Development Plan	Direksi agar mengupayakan pencapaian target RKAP 2025, termasuk Kontrak Manajemen, sesuai High Quality Growth serta memastikan inisiatif strategis RJPP dengan tetap mengacu pada GCG dan peraturan perundang-undangan serta menyiapkan contingency plan. The Board of Directors should strive to achieve the 2025 RKAP targets, including the Management Contract, in line with High Quality Growth, ensure the implementation of strategic RJPP initiatives while adhering to GCG and applicable laws and regulations, and prepare a contingency plan.	Telah dilaksanakan dan dikeluarkannya laporan audited, LHEK dan kepatuhan pada tanggal 19 Juni 2026. The audited report, LHEK, and compliance report were completed and issued on June 19, 2026.	100%
21	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Covenant / aksi korporasi Covenants / Corporate Actions	Perseroan agar selalu memperhatikan compliance ketentuan covenant perjanjian pinjaman PLN dalam setiap aksi korporasi yang dilakukan. The Company should always ensure compliance with the covenants of PLN's loan agreements in every corporate action undertaken.	Sudah terdapat kajian konsultan terkait penggunaan dana eksternal pada tahun 2024, tetapi usulan pendanaan eksternal belum ada. A consultant review regarding the use of external funds in 2024 has been conducted, but no proposal for external funding has been made yet.	100%
22	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Sumber Daya Manusia Human Capital Aspect	Perseroan agar memastikan pengendalian biaya kepegawaian melalui pengelolaan praktik bisnis berkelanjutan, menyeimbangkan kepentingan dan kondisi perusahaan dengan kesejahteraan pegawai. The Company should ensure control over personnel costs through the management of sustainable business practices, balancing the Company's interests and conditions with employee welfare.	Monitoring biaya kepegawaian sampai dengan Desember 2025. Monitoring of personnel costs through December 2025.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
23	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Sumber Daya Manusia Human Capital Aspect	Perseroan agar meningkatkan produktivitas antara lain melalui Rasio EBIT/Pegawai secara berkelanjutan dengan target minimal lebih tinggi dibandingkan realisasi produktivitas tahun sebelumnya untuk mendukung High Quality Growth. The Company is to improve productivity, among other things, through the EBIT/Employee Ratio on a sustainable basis, with a minimum target higher than the previous year's productivity realization to support High Quality Growth.	AKP: Laporan Kinerja bulan Desember 2025; HRK: Monitoring SDM per bulan. AKP: December 2025 Performance Report; HRK: Monthly HR Monitoring.	100%
24	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the AGM's directives	Aspek Operasional Operational Aspect	Perseroan diminta mengevaluasi sistem manajemen keselamatan dan kesehatan kerja, melakukan improvement substansial, serta memastikan implementasinya berjalan optimal secara berkelanjutan untuk memastikan tercapainya zero accident. The Company is requested to evaluate the occupational safety and health management system, implement substantial improvements, and ensure its optimal and sustainable implementation to achieve zero accidents.	Monitoring setiap bulan pada Raman, Radir, dan Radekom. Monthly monitoring of Raman, Radir, and Radekom.	100%
25	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Pembangkit / asset management Power Plants / Asset Management	Direksi Perseroan dalam pencapaian target EFOR dan EAF telah menjalankan pengelolaan pembangkit berbasis management asset, tetapi maturity level perlu ditingkatkan agar menunjang pencapaian target kinerja pembangkit. In achieving the EFOR and EAF targets, the Company's Board of Directors has implemented power plant management based on asset management; however, the maturity level needs to be improved to support the achievement of power plant performance targets.	Peningkatan kompetensi SDM O&M dengan terlaksananya Capacity Building WPC & Maximo Excellent pada Agustus 2025. Enhancement of O&M HR competencies through the implementation of the WPC & Maximo Excellence Capacity Building program in August 2025.	100%
26	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Partnership	Direksi Perseroan memastikan memiliki partnership jangka panjang untuk jasa maupun material dalam rangka meningkatkan kecepatan perbaikan pembangkit. The Company's Board of Directors ensures the establishment of long-term partnerships for both services and materials in order to accelerate power plant repairs.	Telah dilaksanakan dan dikeluarkannya laporan audited, lhek dan kepatuhan pada tanggal 19 Juni 2026. The audited financial statements and compliance reports were prepared and issued on June 19, 2026.	100%
27	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Pengendalian beban operasional Control of Operating Expenses	Direksi Perseroan menyiapkan strategi khusus dalam rangka pengendalian beban operasional tanpa mengurangi kualitas pekerjaan dan dimonitor secara berkala. The Company's Board of Directors is developing a specific strategy to control operational costs without compromising work quality, and this strategy is monitored on a regular basis.	Laporan Realisasi bulan Desember 2025. December 2025 Performance Report.	100%
28	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Kontrak/customer Contracts/ Customer	Direksi Perseroan lebih proaktif kepada seluruh customer untuk melaksanakan penyesuaian seluruh perjanjian usaha yang memungkinkan secara kontraktual secara tepat waktu dan tepat harga. The Company's Board of Directors is taking a more proactive approach toward all customers to implement adjustments to all business agreements that are contractually feasible, ensuring they are executed on time and at the correct price.	Meeting dan check point terkait progress kontrak pekerjaan. Meetings and checkpoints regarding contract progress.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
29	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Anggaran investasi Investment budget	Direksi Perseroan menyusun strategi pengelolaan anggaran investasi untuk dimonitor secara berkala sampai dipastikan penyerapan dapat tercapai optimal. The Company's Board of Directors is formulating an investment budget management strategy to be monitored regularly until it is confirmed that budget absorption can be optimized.	Tersedianya monitoring disbursement AI bulan Desember. Availability of AI disbursement monitoring for December.	100%
30	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	SDM dan organisasi Human capital and organization	Direksi Perseroan menyusun strategi peningkatan pengelolaan sumber daya manusia dan organisasi perusahaan dalam rangka pemenuhan usaha perusahaan. The Company's Board of Directors has formulated a strategy to enhance human resource and organizational management to support the Company's business operations.	Monitoring program pengembangan talent yang sudah ditetapkan. Monitoring of established talent development programs.	100%
31	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Pengendalian internal Internal controls	Direksi Perseroan agar memaksimalkan fungsi pengendalian internal dalam semua aspek serta memastikan terpenuhinya GCG, compliance, kesesuaian terhadap peraturan, dan kelengkapan Standard Operation Procedure. The Company's Board of Directors is to maximize internal control functions across all aspects and ensure compliance with Good Corporate Governance (GCG), regulatory requirements, and the completeness of Standard Operating Procedures (SOPs).	Audit Charter dan Pedoman Audit. Audit Charter and Audit Guidelines.	100%
32	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	K3L Occupational safety, health, and environment	Direksi Perseroan agar memastikan pelaksanaan protokol kesehatan dan peningkatan budaya K3L pada seluruh kegiatan di lingkungan perusahaan. The Company's Board of Directors is to ensure the implementation of health protocols and the promotion of a strong Health, Safety, and Environment (HSE) culture in all activities within the Company's premises.	Terlaksana di bulan Desember 2025. Implemented in December 2025.	100%
33	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the GMS Directives	Aspek Keuangan Financial Aspects	Direksi agar menyampaikan Laporan Keuangan Perseroan audited tahun buku 2025 tepat waktu dan mempersiapkan proses pelaporan serta audited sedini mungkin, termasuk koordinasi audit dan komunikasi dengan instansi terkait agar laporan tahunan, laporan manajemen, dan laporan auditor independen dapat disampaikan tepat waktu. The Board of Directors is requested to submit the Company's audited financial statements for the 2025 fiscal year on time and to prepare the reporting and auditing processes as early as possible, including coordinating the audit and communicating with relevant agencies so that the annual report, management report, and independent auditor's report can be submitted on time.	Telah tersedia Laporan Keuangan Audited tahun 2025. The 2025 Audited Financial Statements are available.	100%

No	Status Realisasi Realization Status	Jenis Sumber Type of Source	Aspek/Kategori Aspect/Category	Arahan/Tanggapan Guidance/Feedback	Realisasi/Progress Realization/Progress 2025	Capaian Achievements
34	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the GMS Directives	Notional Pooling	Perseroan agar mendukung pelaksanaan Intercompany Loan dengan mengutamakan penempatan saldo di Notional Pooling apabila memiliki ketersediaan free cash flow untuk optimalisasi pengelolaan likuiditas PLN Group. The Company is to support the implementation of Intercompany Loans by prioritizing the placement of balances in the Notional Pooling, provided there is available free cash flow, to optimize the management of the PLN Group's liquidity.	Telah tersedia Notional Pooling. Notional Pooling is available.	100%
35	Direalisasikan Implemented	Tindak lanjut arahan RUPS Follow-up on the GMS Directives	Notional Pooling	Perseroan agar mendukung pelaksanaan Treasury Financing Facility (TFF) yang bersumber dari peserta pada Notional Pooling PLN Group sehingga dapat menjadi sumber pendanaan bagi peserta yang memiliki free cash. The Company is to support the implementation of the Treasury Financing Facility (TFF) sourced from participants in the PLN Group's Notional Pooling, so that it may serve as a funding source for participants with available free cash.	-	100%
36	Direalisasikan Implemented	Tindak lanjut tanggapan Dewan Komisaris Follow-up on the Board of Commissioners' response	Proses bisnis Business Process	Direksi Perseroan senantiasa melaksanakan improvement pada seluruh lini proses bisnis yang telah diterapkan. The Company's Board of Directors is constantly working to improve all aspects of the business processes that have been implemented.	Pemutakhiran proses bisnis baru, klasifikasi level berdasarkan APQC (7 kategori). Update on new business processes, classification by level based on APQC (7 categories).	100%

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

UNREALIZED GMS RESOLUTIONS FOR THE FINANCIAL YEAR AND 1 (ONE) FINANCIAL YEAR PRIOR

Perseroan juga menyajikan keputusan, arahan, dan tanggapan RUPS pada tahun buku 2025 serta satu tahun sebelum tahun buku yang belum sepenuhnya direalisasikan pada tahun buku 2025. Penyajian ini memuat status tindak lanjut, progres pelaksanaan, serta alasan atau keterangan atas hal-hal yang masih dalam proses penyelesaian. Pengungkapan tersebut bertujuan untuk memberikan transparansi atas pelaksanaan mandat RUPS serta menunjukkan upaya Perseroan dalam menyelesaikan setiap tindak lanjut sesuai dengan ketentuan, prioritas, dan koordinasi dengan Pemegang Saham.

The Company also presents decisions, directives, and responses from the AGM for the 2025 fiscal year as well as those from the preceding fiscal year that have not yet been fully implemented in the 2025 fiscal year. This presentation includes the status of follow-up actions, implementation progress, and reasons or explanations for matters still in the process of being resolved. This disclosure aims to provide transparency regarding the implementation of the GMS mandate and to demonstrate the Company's efforts in resolving each follow-up action in accordance with regulations, priorities, and coordination with Shareholders.

KEPUTUSAN/ARAHAN/TANGGAPAN RAPAT UMUM PEMEGANG SAHAM (RUPS) RENCANA KERJA DAN ANGGARAN PERUSAHAAN (RKAP) 2025 YANG BELUM DIREALISASIKAN BESERTA ALASAN BELUM DIREALISASIKAN

DECISIONS/DIRECTIVES/RESPONSES FROM THE GENERAL MEETING OF SHAREHOLDERS (GMS) FOR THE 2025 CORPORATE PLAN AND BUDGET THAT HAVE NOT YET BEEN IMPLEMENTED, ALONG WITH THE REASONS FOR THE DELAY

Tidak terdapat Keputusan, Arahan, atau Tanggapan Rapat Umum Pemegang Saham (RUPS) atas Laporan Pertanggungjawaban (LPT) Tahun Buku 2025 yang belum direalisasikan, karena seluruh keputusan, arahan, dan tanggapan tersebut telah ditindaklanjuti serta diselesaikan dengan tingkat capaian 100% pada tahun 2025.

There were no outstanding decisions, directives, or responses from the General Meeting of Shareholders (GMS) concerning the 2025 Accountability Report, as all such decisions, directives, and responses were fully followed up and completed, achieving a 100% realization rate in 2025.

KEPUTUSAN/ARAHAN/TANGGAPAN RAPAT UMUM PEMEGANG SAHAM (RUPS) LAPORAN PERTANGGUNGJAWABAN (LPT) 2024 YANG BELUM DIREALISASIKAN BESERTA ALASAN BELUM DIREALISASIKAN

DECISIONS/DIRECTIVES/RESPONSES FROM THE GENERAL MEETING OF SHAREHOLDERS (GMS) FOR THE 2024 ACCOUNTABILITY REPORT THAT HAVE NOT YET BEEN IMPLEMENTED, ALONG WITH THE REASONS FOR THE DELAY

Tidak terdapat Keputusan, Arahan, atau Tanggapan Rapat Umum Pemegang Saham (RUPS) atas Laporan Pertanggungjawaban (LPT) Tahun Buku 2024 yang belum direalisasikan, karena seluruh keputusan, arahan, dan tanggapan tersebut telah ditindaklanjuti serta diselesaikan dengan tingkat capaian 100% pada tahun 2025.

There were no outstanding decisions, directives, or responses from the General Meeting of Shareholders (GMS) concerning the 2024 Accountability Report, as all such decisions, directives, and responses were fully followed up and completed, achieving a 100% realization rate in 2025.

PIHAK INDEPENDEN DALAM PELAKSANAAN RUPS

INDEPENDENT PARTY IN GMS IMPLEMENTATION

Selama penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Tahun 2025 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 2025 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 organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan PLN IP Services untuk kepentingan Perusahaan serta sesuai dengan maksud dan tujuan Perusahaan. Direksi juga mewakili Perusahaan, baik di dalam maupun di luar pengadilan, sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

Dalam menjalankan fungsi pengurusan, Direksi melaksanakan tugas secara kolegial. Setiap anggota Direksi dapat mengambil keputusan sesuai pembagian tugas dan wewenang masing-masing, namun pelaksanaan fungsi pengurusan tetap menjadi tanggung jawab bersama Direksi sebagai satu kesatuan organ Perusahaan. Pola kerja kolegial tersebut memastikan bahwa pengambilan keputusan dilakukan secara terkoordinasi, terukur, dan berorientasi pada pencapaian tujuan Perusahaan.

Direksi memegang peran penting dalam menerjemahkan arah strategis Perusahaan ke dalam kebijakan, rencana kerja, program operasional, pengendalian kinerja, pengelolaan risiko, serta penguatan tata kelola. Peran Direksi juga berkaitan erat dengan penguatan kompetensi inti, keberlanjutan bisnis, peningkatan layanan, efisiensi operasional, dan kesiapan Perusahaan dalam mendukung agenda transisi energi hijau.

DASAR HUKUM

Pelaksanaan tugas, wewenang, dan tanggung jawab Direksi mengacu pada ketentuan hukum, Anggaran Dasar, keputusan pemegang saham, serta pedoman internal Perusahaan. Dasar hukum tersebut menjadi rujukan agar setiap tindakan pengurusan Perusahaan memiliki legitimasi, batas kewenangan, dan mekanisme pertanggungjawaban yang jelas.

Dasar hukum yang menjadi acuan pelaksanaan fungsi Direksi antara lain meliputi:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
2. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;

The Board of Directors is the Company's governing body with full authority and responsibility for managing PLN IP Services in the Company's best interests and in accordance with the Company's objectives and purposes. The Board of Directors also represents the Company, both in and out of court, in accordance with the provisions of the Articles of Association and applicable laws and regulations.

In carrying out its management functions, the Board of Directors performs its duties collegially. Each member of the Board of Directors may make decisions in accordance with their respective divisions of duties and authority; however, the execution of management functions remains the collective responsibility of the Board of Directors as a unified corporate body. This collegial working model ensures that decision-making is conducted in a coordinated, measured, and goal-oriented manner toward achieving the Company's objectives.

The Board of Directors plays a crucial role in translating the Company's strategic direction into policies, work plans, operational programs, performance monitoring, risk management, and the strengthening of corporate governance. The Board's role is also closely tied to enhancing core competencies, business sustainability, service improvement, operational efficiency, and the Company's readiness to support the green energy transition agenda.

LEGAL BASIS

The performance of the duties, authorities, and responsibilities of the Board of Directors is governed by applicable laws, the Articles of Association, shareholder resolutions, and the Company's internal guidelines. This legal basis serves as a reference to ensure that every management action taken by the Company has clear legitimacy, boundaries of authority, and accountability mechanisms.

The legal basis governing the functions of the Board of Directors includes, among others:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
2. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;

3. Peraturan Menteri BUMN Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
5. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
6. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
7. Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code PLN IP Services;
8. Pedoman Kerja Dewan Komisaris dan Direksi atau Board Manual PLN IP Services;
9. Pedoman Budaya Perusahaan PLN IP Services; dan
10. Pedoman Tata Kelola Anti Penyuapan di lingkungan PLN IP Services.

Dengan dasar hukum tersebut, Direksi menjalankan fungsi pengurusan secara profesional, transparan, akuntabel, dan sesuai prinsip korporasi yang sehat.

3. Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
5. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
6. The Articles of Association of PT PLN Indonesia Power Services, as amended;
7. The Code of Good Corporate Governance or GCG Code of PLN IP Services;
8. The Board Manual of PLN IP Services;
9. The Corporate Culture Guidelines of PLN IP Services; and
10. The Anti-Bribery Governance Guidelines within PLN IP Services.

Based on these legal foundations, the Board of Directors performs its management functions professionally, transparently, and accountably, in accordance with sound corporate principles.

PERNYATAAN BAHWA DIREKSI MEMILIKI PEDOMAN ATAU PIAGAM (CHARTER) DIREKSI
STATEMENT OF HAVING THE BOARD OF DIRECTORS GUIDELINES OR CHARTER

PLN IP Services menyatakan bahwa Direksi memiliki pedoman kerja atau charter yang ditetapkan secara resmi sebagai dasar pelaksanaan tugas, wewenang, dan tanggung jawab. Pedoman tersebut dituangkan dalam Board Manual, yaitu dokumen yang mengatur hak, kewajiban, tugas, wewenang, etika, serta hubungan kerja Direksi dan Dewan Komisaris sebagai organ utama Perusahaan.

Pada tahun 2025, Pedoman Kerja Dewan Komisaris dan Direksi ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/202 tentang Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) PT PLN Indonesia Power Services.

PLN IP Services states that the Board of Directors has officially established working guidelines or a charter as the basis for the performance of duties, authorities, and responsibilities. These guidelines are set forth in the Board Manual, a document that governs the rights, obligations, duties, authorities, ethics, and working relationships of the Board of Directors and the Board of Commissioners as the Company's principal governing bodies.

In 2025, the Board of Commissioners' and Board of Directors' Work Guidelines were established through Joint Decisions of the Board of Commissioners and Board of Directors of PT PLN Indonesia Power Services No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025 regarding the Work Guidelines for the Board of Commissioners and Board of Directors (Board Manual) of PT PLN Indonesia Power Services.

Ruang lingkup Board Manual bagi Direksi meliputi:

Pedoman kerja Direksi mengatur pokok-pokok berikut:

1. Komposisi dan jabatan: persyaratan, komposisi, masa jabatan, pengangkatan, pemberhentian, dan hak pembelaan diri.
2. Pengembangan Direksi: program pengenalan bagi anggota baru dan program pembelajaran berkelanjutan.
3. Fungsi pengurusan: tugas, tanggung jawab, wewenang, hak, kewajiban, dan pembagian tugas Direksi.
4. Etika dan integritas: etika jabatan, etika berusaha, anti korupsi, dan hubungan dengan pemangku kepentingan.
5. Pengambilan keputusan: penetapan kebijakan, rapat Direksi, keputusan di luar rapat, pelaporan, dan pertanggungjawaban.
6. Dukungan administratif: peran Sekretaris Perusahaan dalam dokumentasi, komunikasi, dan pelaporan Direksi.

Dengan ruang lingkup tersebut, Board Manual menjadi acuan konkret agar pelaksanaan tugas Direksi berjalan tertib, konsisten, dan selaras dengan Anggaran Dasar, keputusan RUPS, serta prinsip GCG.

SUSUNAN ANGGOTA DIREKSI

Sepanjang tahun 2025, pengurusan PLN IP Services dijalankan oleh jajaran Direksi yang memiliki kompetensi profesional dan pengalaman sesuai kebutuhan pengelolaan Perusahaan. Direksi bertanggung jawab atas pelaksanaan strategi bisnis, pengelolaan operasional, penguatan sumber daya manusia, pengelolaan keuangan, pengendalian risiko, peningkatan layanan, dan pencapaian kinerja Perusahaan sesuai prinsip GCG.

Susunan anggota Direksi tahun 2025 disajikan sebagai berikut:

The scope of the Board Manual for the Board of Directors includes:

The Board of Directors' operating guidelines cover the following key areas:

1. Composition and positions: requirements, composition, term of office, appointment, removal, and the right to defend oneself.
2. Board development: orientation programs for new members and continuing education programs.
3. Management functions: duties, responsibilities, authority, rights, obligations, and division of duties among Board members.
4. Ethics and integrity: professional ethics, business ethics, anti-corruption, and stakeholder relations.
5. Decision-making: policy formulation, Board meetings, decisions made outside of meetings, reporting, and accountability.
6. Administrative support: the role of the Corporate Secretary in documentation, communication, and reporting for the Board.

With this scope, the Board Manual serves as a concrete guide to ensure that the Board's duties are carried out in an orderly, consistent, and aligned manner with the Articles of Association, General Shareholders' Meeting decisions, and GCG principles.

COMPOSITION OF THE BOARD OF DIRECTORS

Throughout 2025, the management of PLN IP Services will be carried out by a Board of Directors possessing the professional competence and experience required for the Company's management. The Board of Directors is responsible for implementing business strategies, managing operations, strengthening human resources, managing finances, controlling risks, improving services, and achieving the Company's performance in accordance with the principles of Good Corporate Governance (GCG).

The composition of the Board of Directors for 2025 is as follows:

Susunan Anggota Direksi
Composition Member of the Board of Directors

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Periode Masa Jabatan Term of Office
Hari Cahyono	Direktur Utama President Director	Akta Pernyataan Keputusan Pemegang Saham No. 02 tanggal 5 Januari 2024. Deed of Declaration of Shareholders' Resolution No. 02 dated January 5, 2024.	Periode ke-1 1st Period 2024-2027
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	Akta Pernyataan Keputusan Pemegang Saham No. 02 tanggal 5 Januari 2024. Deed of Declaration of Shareholders' Resolution No. 02 dated January 5, 2024.	Periode ke-1 1st Period 2024-2027
Lasiran	Plt. Direktur Bisnis Acting as Director of Business	Akta Pernyataan Keputusan Pemegang Saham No 014.K/010/RUPS-PLNIPS/2025 tanggal 30 April 2025 dan Akta No. 01 tanggal 2 Mei 2025. Deed of Declaration of Shareholders' Resolution No. 014.K/010/RUPS-PLNIPS/2025 dated April 30, 2025, and Deed No. 01 dated May 2, 2025.	Periode ke-1 1st Period 2025-2028
Amir Murtono	Plt. Direktur Operasi Acting Director of Operations	Akta Pernyataan Keputusan Pemegang Saham No. 005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025. Deed of Declaration of Shareholders' Resolution No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025.	Periode ke-1 1st Period 2025-2028
Metty Kronika Indirawati	Plt. Direktur Keuangan Acting as Director of Finance	Akta Pernyataan Keputusan Pemegang Saham No. 005.K/010/RUPS-PLNIPS/2025 tanggal 24 Januari 2025. Deed of Declaration of Shareholders' Resolution No. 005.K/010/RUPS-PLNIPS/2025 dated January 24, 2025.	Periode ke-1 1st Period 2025-2028
Kukuh Pambudi*	Plt. Direktur Bisnis Acting as Director of Business	Surat Keputusan Dewan Komisaris No.003.K/DEKOM-PIPS/2024 tanggal 16 Agustus 2024; ditegaskan kembali dalam No. 005.K/010/RUPS-PLNIPS/2025. Board of Commissioners Decision No. 003.K/DEKOM-PIPS/2024 dated August 16, 2024; reaffirmed in No. 005.K/010/RUPS-PLNIPS/2025.	Periode ke-2 2nd Period 2024-2025
Mulyadi Koto**	Direktur Operasi Director of Operations	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. Circular Shareholders' Resolution No. 008.K/010/RUPS-CDB/2022, which was formalized through Shareholders' Resolution Deed No. 09 dated July 12, 2022.	Periode ke-1 1st Period 2022-2025
Hari Muhardani Nasution***	Plt. Direktur Keuangan Acting as Director of Finance	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. Circular Shareholders' Resolution No. 011.K/010/RUPS-CDB/2021 dated August 19, 2021, which was formalized through Shareholders' Resolution Deed No. 05 dated September 3, 2021.	Periode ke-1 1st Period 2021-2025

Catatan I Notes
* Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
*** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025

* Serving as Acting Director of Business until April 30, 2025
** Serving as Director of Operations until January 31, 2025
*** Serving as Acting Director of Finance until January 31, 2025

TUGAS DAN TANGGUNG JAWAB DIREKSI

Direksi bertugas dan bertanggung jawab secara kolegial dalam mengelola Perusahaan. Direksi menjalankan segala tindakan pengurusan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan, serta mewakili Perusahaan baik di dalam maupun di luar pengadilan. Pelaksanaan tugas tersebut dilakukan dengan memperhatikan batasan yang diatur dalam peraturan perundang-undangan, Anggaran Dasar, keputusan RUPS, dan pedoman internal Perusahaan.

Tugas dan tanggung jawab Direksi dapat dikelompokkan sebagai berikut:
1. Pengurusan Perusahaan;
2. Perwakilan Perusahaan;
3. Penyusunan rencana strategis dan rencana kerja;
4. Pengelolaan organisasi dan sumber daya;
5. Pengendalian kinerja dan risiko;
6. Kepatuhan dan tata kelola; dan
7. Pertanggungjawaban kepada pemegang saham.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors is collectively responsible for managing the Company. The Board of Directors carries out all management actions in the best interests of the Company, in accordance with the Company's objectives and purposes, and represents the Company both in and out of court. These duties are performed in accordance with the limitations set forth in applicable laws and regulations, the Articles of Association, resolutions of the General Meeting of Shareholders, and the Company's internal guidelines.

The duties and responsibilities of the Board of Directors can be categorized as follows:
1. Management of the Company;
2. Representation of the Company;
3. Development of strategic plans and work plans;
4. Management of the organization and resources;
5. Performance and risk management;
6. Compliance and corporate governance; and
7. Accountability to shareholders.

KEWAJIBAN DIREKSI

Anggota Direksi wajib mencurahkan tenaga, pikiran, perhatian, dan kemampuan profesional secara penuh untuk melaksanakan tugas, kewajiban, dan pencapaian tujuan Perusahaan. Kewajiban tersebut melekat pada kedudukan Direksi sebagai organ pengurusan yang bertanggung jawab atas keberlanjutan usaha dan pencapaian kinerja Perusahaan.

Kewajiban utama Direksi meliputi:
1. Menyusun rancangan Rencana Jangka Panjang Perusahaan bersama Dewan Komisaris untuk memperoleh pengesahan RUPS;
2. Menyusun rancangan Rencana Kerja dan Anggaran Perusahaan sebagai penjabaran rencana tahunan;
3. Menjalankan kegiatan usaha sesuai maksud, tujuan, dan kegiatan usaha Perusahaan;
4. Mengelola Perusahaan secara profesional, efisien, efektif, transparan, dan akuntabel;
5. Melaksanakan keputusan RUPS dan ketentuan Anggaran Dasar;
6. Menyampaikan laporan dan pertanggungjawaban kepada pemegang saham;
7. Menjaga kepentingan Perusahaan serta menghindari benturan kepentingan;
8. Menindaklanjuti hasil pengawasan, audit, dan rekomendasi perbaikan yang relevan.

OBLIGATIONS OF THE BOARD OF DIRECTORS

Members of the Board of Directors are obligated to devote their full energy, thought, attention, and professional capabilities to carrying out the duties, obligations, and achievement of the Company's objectives. These obligations are inherent to the position of the Board of Directors as the management body responsible for the continuity of the business and the achievement of the Company's performance.

The primary duties of the Board of Directors include:
1. Drafting the Company's Long-Term Plan in collaboration with the Board of Commissioners for approval by the General Meeting of Shareholders;
2. Drafting the Company's Work Plan and Budget as an elaboration of the annual plan;
3. Conducting business activities in accordance with the Company's purpose, objectives, and business operations;
4. Managing the Company professionally, efficiently, effectively, transparently, and accountably;
5. Implementing GMS decisions and the provisions of the Articles of Association;
6. Submitting reports and accountability statements to shareholders;
7. Safeguarding the Company's interests and avoiding conflicts of interest;
8. Following up on the results of oversight, audits, and relevant recommendations for improvement.

TANGGUNG JAWAB DIREKSI

Direksi bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan dan tujuan Perusahaan. Setiap anggota Direksi bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan terbukti bersalah atau lalai dalam menjalankan tugasnya untuk kepentingan dan usaha Perusahaan.

Apabila Direksi terdiri dari dua anggota atau lebih, tanggung jawab pengurusan berlaku secara tanggung renteng bagi setiap anggota Direksi sesuai ketentuan yang berlaku. Prinsip tanggung renteng tersebut menegaskan bahwa pengelolaan Perusahaan merupakan tanggung jawab kolektif Direksi, meskipun secara operasional terdapat pembagian tugas dan bidang kerja masing-masing.

Tanggung jawab Direksi mencakup:
1. Tanggung jawab terhadap pelaksanaan pengurusan Perusahaan;
2. Tanggung jawab terhadap pencapaian tujuan dan kinerja Perusahaan;

RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The Board of Directors bears full responsibility for the management of the Company in the best interests and for the purposes of the Company. Each member of the Board of Directors is personally liable for any losses incurred by the Company if he or she is found to be at fault or negligent in performing his or her duties in the best interests and for the operations of the Company.

If the Board of Directors consists of two or more members, the responsibility for management applies jointly and severally to each member of the Board of Directors in accordance with applicable regulations. This principle of joint and several liability affirms that the management of the Company is the collective responsibility of the Board of Directors, even though there is an operational division of tasks and respective areas of work.

The responsibilities of the Board of Directors include:
1. Responsibility for the management of the Company;
2. Responsibility for the achievement of the Company's objectives and performance;

3. Tanggung jawab terhadap kepatuhan hukum dan penerapan GCG;
4. Tanggung jawab terhadap pengelolaan risiko dan pengendalian internal;
5. Tanggung jawab terhadap pelaporan dan pertanggungjawaban kepada RUPS;
6. Tanggung jawab terhadap tindak lanjut hasil audit, evaluasi, dan rekomendasi pengawasan.

HAK-HAK DIREKSI

Dalam menjalankan tugasnya, Direksi memiliki hak yang diperlukan untuk melaksanakan fungsi pengurusan Perusahaan secara efektif. Hak tersebut tetap dilaksanakan dalam batas kewenangan yang ditetapkan oleh Anggaran Dasar, keputusan RUPS, dan ketentuan peraturan perundang-undangan.

Hak-hak Direksi meliputi:

1. Mewakili Perusahaan di dalam dan di luar pengadilan, termasuk memberikan informasi kepada publik sesuai kewenangan dan ketentuan yang berlaku;
2. Melakukan tindakan pengurusan dan kepemilikan dengan pembatasan tertentu yang telah ditetapkan;
3. Menetapkan kebijakan dalam memimpin dan mengurus Perusahaan;
4. Mengatur ketentuan kepegawaian Perusahaan sesuai peraturan perundang-undangan dan keputusan RUPS;
5. Mengangkat dan memberhentikan pegawai Perusahaan berdasarkan peraturan kepegawaian dan ketentuan yang berlaku;
6. Melimpahkan kewenangan untuk mewakili Perusahaan kepada anggota Direksi tertentu, pegawai Perusahaan, atau pihak lain sesuai ketentuan yang berlaku;
7. Melakukan tindakan lain yang berkaitan dengan pengurusan dan kepemilikan sesuai Anggaran Dasar dan ketetapan RUPS;
8. Menghapuskan aset Perusahaan yang tidak produktif sampai dengan nilai tertentu yang ditetapkan oleh RUPS dan mempertanggungjawabkannya dalam RUPS;
9. Menerima gaji, fasilitas, tunjangan, dan santunan purna jabatan sesuai keputusan RUPS;
10. Menerima tantiem apabila Perusahaan menunjukkan peningkatan kinerja sesuai ketentuan yang berlaku;
11. Memperoleh perlindungan hukum dalam menjalankan tugasnya sesuai ketentuan Perusahaan.

3. Responsibility for legal compliance and the implementation of good corporate governance (GCG);
4. Responsibility for risk management and internal controls;
5. Responsibility for reporting and accountability to the General Meeting of Shareholders (GMS);
6. Responsibility for following up on audit findings, evaluations, and supervisory recommendations.

RIGHTS OF THE BOARD OF DIRECTORS

In performing its duties, the Board of Directors has the necessary rights to carry out the Company's management functions effectively. These rights are exercised within the limits of authority established by the Articles of Association, GMS resolutions, and applicable laws and regulations.

The rights of the Board of Directors include:

1. Representing the Company in and out of court, including providing information to the public in accordance with applicable authority and regulations;
2. Carrying out management and ownership actions subject to certain established limitations;
3. Establishing policies for leading and managing the Company;
4. Regulating the Company's employment provisions in accordance with laws and regulations and resolutions of the General Meeting of Shareholders;
5. Appointing and dismissing Company employees in accordance with personnel regulations and applicable provisions;
6. Delegating authority to represent the Company to specific members of the Board of Directors, Company employees, or other parties in accordance with applicable provisions;
7. Performing other acts related to management and ownership in accordance with the Articles of Association and resolutions of the General Meeting of Shareholders;
8. To dispose of the Company's non-productive assets up to a certain value determined by the GMS and to report on such actions at the GMS;
9. To receive salaries, benefits, allowances, and post-retirement benefits in accordance with GMS resolutions;
10. To receive bonuses if the Company demonstrates improved performance in accordance with applicable regulations;
11. To receive legal protection in the performance of their duties in accordance with Company regulations.

WEWENANG DIREKSI

Direksi memiliki wewenang kolektif dalam menjalankan fungsi pengurusan Perusahaan. Wewenang tersebut dapat dilimpahkan kepada masing-masing anggota Direksi untuk hal-hal khusus yang bersifat operasional, sedangkan keputusan strategis tetap menjadi kewenangan Direksi secara kolegial.

Ketentuan pokok wewenang Direksi meliputi:

1. Batas transaksi: Direksi berwenang memutuskan kegiatan dengan nilai per transaksi maksimal 5% dari ekuitas Perusahaan berdasarkan tahun buku terakhir yang telah diaudit.
2. Ruang lingkup transaksi: kewenangan tersebut mencakup transaksi, kontrak, perjanjian, kerja sama, penerbitan SBLC/LC, pinjaman non-operasional, dan pinjaman jangka pendek.
3. Struktur organisasi: Direksi berwenang menetapkan dan menyesuaikan struktur organisasi 1 tingkat di bawah Direksi setelah memperoleh persetujuan Dewan Komisaris.
4. Delegasi operasional: Direksi dapat melimpahkan kewenangan untuk hal-hal operasional sesuai ketentuan internal.
5. Batas delegasi: keputusan strategis tidak dapat didelegasikan dan tetap diputuskan oleh Direksi sesuai Anggaran Dasar, keputusan RUPS, dan ketentuan yang berlaku.

Ketentuan tersebut membedakan secara tegas keputusan operasional yang dapat didelegasikan dan keputusan strategis yang harus diputuskan secara kolegial.

TUGAS TERKAIT RAPAT UMUM PEMEGANG SAHAM

Dalam hubungannya dengan pemegang saham, Direksi memastikan bahwa RUPS dilaksanakan sesuai ketentuan hukum, Anggaran Dasar, dan prinsip GCG. Direksi juga wajib menyediakan informasi yang memadai agar pemegang saham dapat mengambil keputusan secara tepat.

Tugas Direksi terkait RUPS meliputi:

1. Dokumen RUPS: menyelenggarakan dan menyimpan Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, dan dokumen terkait RUPS.

2. Pertanggungjawaban: menyampaikan laporan kegiatan, laporan tahunan, laporan berkala, laporan keuangan, dan dokumen keuangan Perusahaan.

AUTHORITY OF THE BOARD OF DIRECTORS

The Board of Directors has collective authority to perform the Company's management functions. Such authority may be delegated to individual members of the Board of Directors for specific operational matters, while strategic decisions remain the collective authority of the Board of Directors.

Key provisions regarding the Board of Directors' authority include:

1. Transaction limits: The Board of Directors is authorized to approve transactions with a maximum value per transaction of 5% of the Company's equity based on the most recent audited financial statements.
2. Scope of transactions: This authority covers transactions, contracts, agreements, partnerships, the issuance of SBLCs/LCs, non-operational loans, and short-term loans.
3. Organizational structure: The Board of Directors is authorized to establish and adjust the organizational structure one level below the Board of Directors after obtaining approval from the Board of Commissioners.
4. Operational delegation: The Board of Directors may delegate authority for operational matters in accordance with internal regulations.
5. Limits on delegation: Strategic decisions cannot be delegated and must be decided by the Board of Directors in accordance with the Articles of Association, General Meeting of Shareholders (GMS) resolutions, and applicable regulations.

These provisions clearly distinguish between operational decisions that may be delegated and strategic decisions that must be made collectively.

DUTIES RELATED TO THE GENERAL MEETING OF SHAREHOLDERS

In its dealings with shareholders, the Board of Directors ensures that the General Meeting of Shareholders is conducted in accordance with legal provisions, the Articles of Association, and the principles of good corporate governance. The Board of Directors is also required to provide adequate information so that shareholders can make informed decisions.

The Board of Directors' duties regarding the GMS include:

1. General Meeting Documents: maintaining and storing the Shareholder Register, Special Register, Minutes of the General Meeting, and other documents related to the General Meeting.
2. Accountability: submitting activity reports, annual reports, periodic reports, financial statements, and the Company's financial documents.

3. Laporan Tahunan: menandatangani Laporan Tahunan atau menyebutkan alasan apabila terdapat anggota Direksi yang tidak menandatangani.
4. Penyelenggaraan RUPS: memanggil dan menyelenggarakan RUPS Tahunan sesuai prosedur Anggaran Dasar dan peraturan perundang-undangan.
5. Pengumuman 30 hari: mengumumkan pengalihan, penjaminan utang, atau pelepasan hak atas harta kekayaan Perusahaan paling lambat 30 hari sejak tindakan hukum dilakukan.
6. Pengumuman 14 hari: mengumumkan rencana penggabungan, peleburan, pengambilalihan, pemisahan, dan perubahan badan hukum paling lambat 14 hari sebelum pemanggilan RUPS.
7. Bahan dan akses: menyediakan bahan RUPS secara cuma-cuma serta memberikan akses, penjelasan lengkap, dan informasi akurat kepada pemegang saham.
8. Risalah dan persetujuan: memberikan Risalah RUPS apabila diminta dan meminta persetujuan RUPS untuk perubahan Anggaran Dasar.
9. Tindak lanjut: memastikan setiap keputusan RUPS dilaksanakan dan didokumentasikan tindak lanjutnya.

Dengan ketentuan tersebut, hubungan Direksi dengan RUPS mencakup pelaporan, keterbukaan informasi, penyediaan dokumen, pengumuman tindakan hukum, dan pelaksanaan keputusan pemegang saham.

TUGAS TERKAIT DENGAN DEWAN KOMISARIS

Direksi membangun hubungan kerja yang terbuka, konstruktif, dan akuntabel dengan Dewan Komisaris agar fungsi pengawasan dan pemberian nasihat dapat berjalan efektif.

Tugas Direksi terkait Dewan Komisaris meliputi:

1. Laporan rencana: melaporkan pelaksanaan RJPP, RKAP, dan hambatan dalam pelaksanaannya.
2. Kecukupan informasi: memastikan Dewan Komisaris memperoleh informasi yang akurat, cukup, dan tepat waktu.
3. Rekomendasi audit: menyampaikan informasi mengenai rekomendasi Auditor Internal yang relevan dengan pengawasan dan perbaikan proses bisnis.
4. Media komunikasi: menyampaikan informasi melalui rapat konsultatif, laporan berkala, surat Direksi, tatap muka, telepon, email, pesan singkat, atau media lain.

3. Annual Report: signing the Annual Report or stating the reasons if any Board member does not sign it.
4. Conducting the GMS: convening and conducting the Annual General Meeting of Shareholders in accordance with the procedures set forth in the Articles of Association and applicable laws and regulations.
5. 30-Day Notice: announcing the transfer, guarantee of debt, or relinquishment of rights to the Company's assets no later than 30 days after the legal action is taken.
6. 14-Day Notice: Announce plans for mergers, consolidations, takeovers, spin-offs, and changes in legal entity status no later than 14 days prior to convening the General Meeting of Shareholders.
7. Materials and Access: Provide General Meeting materials free of charge and ensure shareholders have access to, receive full explanations of, and are provided with accurate information regarding such materials.
8. Minutes and approval: providing the minutes of the GMS upon request and seeking GMS approval for amendments to the Articles of Association.
9. Follow-up: ensuring that every GMS decision is implemented and that the follow-up actions are documented.

Under these provisions, the relationship between the Board of Directors and the GMS encompasses reporting, information disclosure, provision of documents, announcement of legal actions, and implementation of shareholder decisions.

DUTIES RELATED TO THE BOARD OF COMMISSIONERS

The Board of Directors establishes an open, constructive, and accountable working relationship with the Board of Commissioners to ensure that the oversight and advisory functions are carried out effectively.

The duties of the Board of Directors related to the Board of Commissioners include:

1. Planning reports: reporting on the implementation of the RJPP and RKAP, as well as any obstacles encountered during implementation.
2. Adequacy of information: ensuring that the Board of Commissioners receives accurate, sufficient, and timely information.
3. Audit recommendations: conveying information regarding Internal Auditor recommendations relevant to the oversight and improvement of business processes.
4. Communication channels: conveying information through consultative meetings, periodic reports, letters from the Board of Directors, face-to-face meetings, telephone calls, emails, text messages, or other media.

5. Kerahasiaan informasi: menyesuaikan media komunikasi dengan tingkat kerahasiaan informasi yang disampaikan.
6. Kehadiran rapat: menghadiri rapat Dewan Komisaris apabila diminta dan memberikan informasi mengenai kondisi aktual Perusahaan.
7. Tindak lanjut: menindaklanjuti arahan, catatan, dan rekomendasi Dewan Komisaris serta melaporkan progresnya.

Mekanisme tersebut memastikan fungsi pengurusan dan pengawasan didukung oleh arus informasi yang memadai, terdokumentasi, dan dapat dipertanggungjawabkan.

TUGAS TERKAIT DENGAN MANAJEMEN RISIKO

Direksi bertanggung jawab memastikan bahwa manajemen risiko diterapkan secara terstruktur dalam pengelolaan Perusahaan. Manajemen risiko menjadi bagian dari proses pengambilan keputusan, bukan sekadar fungsi administratif.

Tugas Direksi terkait manajemen risiko meliputi:

1. Kebijakan risiko: menyusun kebijakan yang memuat kerangka, tahapan pelaksanaan, pelaporan, dan penanganan risiko.
2. Sosialisasi: menyosialisasikan kebijakan manajemen risiko kepada karyawan Perusahaan.
3. Fungsi pelaksana: memastikan adanya fungsi yang melaksanakan program manajemen risiko.
4. Rencana kerja: menyusun rencana kerja penerapan manajemen risiko.
5. Program risiko: melaksanakan identifikasi dan penanganan risiko pada proses bisnis, proyek, dan usulan tindakan Perusahaan.
6. Pemantauan: memantau pelaksanaan program risiko dan efektivitas mitigasinya.
7. Pelaporan: melaporkan pelaksanaan manajemen risiko kepada Dewan Komisaris.

Dengan pelaksanaan tersebut, risiko strategis, operasional, keuangan, hukum, kepatuhan, dan reputasi dapat dikelola secara lebih terukur.

TUGAS TERKAIT DENGAN PERENCANAAN STRATEGIS DAN EVALUASI KINERJA PERUSAHAAN

Direksi bertanggung jawab menyusun arah strategis Perusahaan dan memastikan bahwa pelaksanaan kegiatan usaha berjalan sesuai rencana. Fungsi ini mencakup

5. Confidentiality of information: adapting communication channels to the level of confidentiality of the information being conveyed.
6. Meeting attendance: attending Board of Commissioners meetings when requested and providing information regarding the Company's current status.
7. Follow-up: following up on the Board of Commissioners' directives, notes, and recommendations and reporting on progress.

These mechanisms ensure that management and oversight functions are supported by an adequate, documented, and accountable flow of information.

RISK MANAGEMENT-RELATED RESPONSIBILITIES

The Board of Directors is responsible for ensuring that risk management is implemented in a structured manner in the Company's operations. Risk management is an integral part of the decision-making process, not merely an administrative function.

The Board of Directors' responsibilities regarding risk management include:

1. Risk policy: developing a policy that outlines the framework, implementation stages, reporting, and risk handling.
2. Communication: communicating the risk management policy to the Company's employees.
3. Implementation function: ensuring the existence of a function responsible for implementing the risk management program.
4. Work plan: developing a work plan for the implementation of risk management.
5. Risk program: conducting risk identification and mitigation in business processes, projects, and proposed Company actions.
6. Monitoring: monitoring the implementation of the risk program and the effectiveness of its mitigation measures.
7. Reporting: reporting on the implementation of risk management to the Board of Commissioners.

Through these measures, strategic, operational, financial, legal, compliance, and reputational risks can be managed in a more measurable manner.

RESPONSIBILITIES RELATED TO STRATEGIC PLANNING AND COMPANY PERFORMANCE EVALUATION

The Board of Directors is responsible for establishing the Company's strategic direction and ensuring that business operations are carried out as planned. This function includes

penyusunan visi, misi, nilai, rencana jangka panjang, rencana kerja tahunan, serta sistem evaluasi kinerja.

Tugas Direksi terkait perencanaan strategis dan evaluasi kinerja meliputi:

1. Menetapkan visi, misi, dan nilai-nilai Perusahaan;
2. Menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai maksud, tujuan, dan kegiatan usaha;
3. Menyiapkan rencana pengembangan Perusahaan, RKAP, dan rencana lain yang berkaitan dengan kegiatan usaha;
4. Menyiapkan RJPP sebagai rencana strategis jangka panjang Perusahaan;
5. Menyiapkan RKAP sebagai penjabaran rencana tahunan dari RJPP;
6. Mengembangkan manajemen produksi yang berorientasi kepada pasar dengan tetap melaksanakan kewajiban Perusahaan;
7. Mengembangkan pengelolaan niaga dan pengembangan usaha untuk meningkatkan aset Perusahaan;
8. Mengembangkan sistem manajemen berbasis kinerja;
9. Menyiapkan struktur organisasi Perusahaan lengkap dengan rincian tugasnya;
10. Mengembangkan manajemen sumber daya manusia berbasis kompetensi;
11. Menetapkan remunerasi pegawai sesuai kemampuan Perusahaan dan ketentuan yang berlaku;
12. Mengupayakan tercapainya target jangka pendek yang tercantum dalam RKAP;
13. Menindaklanjuti hasil pemeriksaan audit internal dan audit eksternal.

TUGAS TERKAIT DENGAN ANAK PERUSAHAAN DAN/ATAU PERUSAHAAN PATUNGAN

Direksi memiliki tugas terkait pengelolaan hubungan dengan anak perusahaan dan/atau perusahaan patungan sesuai ketentuan Anggaran Dasar, keputusan RUPS, dan peraturan perundang-undangan. Fungsi ini penting karena pengelolaan entitas anak dan perusahaan patungan memerlukan koordinasi, pengawasan, serta keselarasan strategi dengan kepentingan PLN IP Services.

Dalam pelaksanaannya, Direksi memastikan bahwa pengelolaan anak perusahaan dan/atau perusahaan patungan dilakukan sesuai prinsip tata kelola yang baik, memperhatikan kepentingan Perusahaan, serta mendukung penciptaan nilai secara berkelanjutan.

the formulation of the vision, mission, values, long-term plans, annual work plans, and performance evaluation systems.

The Board of Directors' duties related to strategic planning and performance evaluation include:

1. Establishing the Company's vision, mission, and values;
2. Ensuring that the Company's business operations and activities are carried out in accordance with its objectives, goals, and business activities;
3. Preparing the Company's development plan, the Annual Work Plan (RKAP), and other plans related to business activities;
4. Preparing the Long-Term Strategic Plan (RJPP) as the Company's long-term strategic plan;
5. Preparing the Annual Budget Plan (RKAP) as the annual breakdown of the RJPP;
6. Developing market-oriented production management while fulfilling the Company's obligations;
7. Developing commercial management and business development to enhance the Company's assets;
8. Developing a performance-based management system;
9. Preparing the Company's organizational structure complete with detailed job descriptions;
10. Developing competency-based human resource management;
11. Determining employee compensation in accordance with the Company's capabilities and applicable regulations;
12. Striving to achieve the short-term targets outlined in the RKAP;
13. Following up on the results of internal and external audits.

DUTIES RELATED TO SUBSIDIARIES AND/OR JOINT VENTURES

The Board of Directors has duties related to managing relationships with subsidiaries and/or joint ventures in accordance with the provisions of the Articles of Association, General Meeting of Shareholders resolutions, and applicable laws and regulations. This function is important because the management of subsidiaries and joint ventures requires coordination, oversight, and strategic alignment with the interests of PLN IP Services.

In carrying out these duties, the Board of Directors ensures that the management of subsidiaries and/or joint ventures is conducted in accordance with the principles of good corporate governance, taking into account the Company's interests, and supporting the creation of sustainable value.

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DIREKSI

Pembagian tugas Direksi ditetapkan oleh RUPS atau dapat dilimpahkan oleh RUPS kepada Dewan Komisaris sesuai ketentuan yang berlaku. Pembagian tugas tersebut diperlukan agar setiap anggota Direksi memiliki ruang lingkup tanggung jawab yang jelas, namun tetap menjalankan fungsi pengurusan secara kolegial.

Uraian tugas masing-masing anggota Direksi disajikan sebagai berikut:

ALLOCATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

The allocation of duties among the Board of Directors is determined by the General Meeting of Shareholders (GMS) or may be delegated by the GMS to the Board of Commissioners in accordance with applicable regulations. This allocation is necessary so that each member of the Board of Directors has a clear scope of responsibility while still performing management functions collectively.

The job descriptions of each member of the Board of Directors are 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 President Director	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. 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 Director of Human Capital	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. Translate Company policies and strategies in the field of HR and information system into business processes, procedures and rules, carry out guidance and supervision of HR planning activities, organizational development, management and development of human resources, 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.
Lasiran	Plt. Direktur Bisnis Acting as Director of Business	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. 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 relationship 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.
Amir Murtono	Plt. Direktur Operasi Acting Director of Operations	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 repair dan 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. 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
Metty Kronika Indirawati	Plt. Direktur Keuangan Acting as Director of Finance	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. 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.
Kukuh Pambudi*	Plt. Direktur Bisnis Acting as Director of Business	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. 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 relationship 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 Director of Operations	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 repair dan 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. 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.
Hari Muhardani Nasution***	Plt. Direktur Keuangan Acting as Director of Finance	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. 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 I Notes
* Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
*** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025

* Serving as Acting Director of Business until April 30, 2025
** Serving as Director of Operations until January 31, 2025
*** Serving as Acting Director of Finance until January 31, 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 dari pelaksanaan tugas dan tanggung jawabnya, Direksi menyelenggarakan rapat untuk meningkatkan efektivitas pengelolaan Perusahaan dan mendukung pengambilan keputusan yang berkaitan dengan kinerja operasional, keuangan, risiko, strategi, dan tata kelola. Rapat Direksi juga menjadi forum koordinasi antar anggota Direksi dalam membahas perkembangan usaha, isu strategis, kendala operasional, serta tindak lanjut keputusan.

As part of the performance of its duties and responsibilities, the Board of Directors holds meetings to enhance the effectiveness of the Company's management and support decision-making related to operational performance, finance, risk, strategy, and governance. Board meetings also serve as a forum for coordination among Board members to discuss business developments, strategic issues, operational challenges, and the follow-up on decisions.

Pelaksanaan rapat Direksi dan rapat Direksi bersama Dewan Komisaris mengacu pada Board Manual. Pedoman tersebut mengatur ketentuan mengenai frekuensi rapat, pemanggilan rapat, kuorum, etika rapat, mekanisme pengambilan keputusan, daftar hadir, risalah rapat, serta pengarsipan dokumen rapat.

The conduct of Board of Directors meetings and joint meetings of the Board of Directors and the Board of Commissioners is governed by the Board Manual. This manual sets forth provisions regarding meeting frequency, meeting notices, quorum, meeting etiquette, decision-making mechanisms, attendance records, meeting minutes, and the archiving of meeting documents.

RAPAT DIREKSI

1. Frekuensi: sekurang-kurangnya 1 kali dalam 1 bulan.
2. Pemanggilan: dilakukan secara tertulis oleh anggota Direksi yang berhak mewakili Perusahaan.
3. Media elektronik: SMS, email, telepon, atau media lain dapat digunakan, tetapi tidak menggugurkan kewajiban pemanggilan tertulis.
4. Batas waktu: panggilan disampaikan sekurang-kurangnya 3 hari sebelum rapat, tidak termasuk tanggal panggilan dan tanggal rapat.
5. Keadaan mendesak: panggilan dapat dilakukan dalam jangka waktu lebih singkat.
6. Keputusan sirkuler: keputusan di luar rapat sah apabila disetujui tertulis dan ditandatangani seluruh anggota Direksi.
7. Risalah: risalah disusun oleh Sekretaris Perusahaan, ditandatangani anggota Direksi, dan diarsipkan sebagai dokumen Perusahaan.
8. Dokumentasi: rapat dilengkapi daftar hadir, agenda, bahan rapat, keputusan/arahan, dan status tindak lanjut.

BOARD OF DIRECTORS MEETINGS

1. Frequency: at least once a month.
2. Notice: must be given in writing by a member of the Board of Directors authorized to represent the Company.
3. Electronic media: SMS, email, telephone, or other media may be used, but do not waive the requirement for a written notice.
4. Time limit: the notice must be delivered at least 3 days prior to the meeting, excluding the date of the notice and the date of the meeting.
5. Urgent circumstances: the notice may be issued within a shorter timeframe.
6. Circular resolution: A decision made outside a meeting is valid if approved in writing and signed by all members of the Board of Directors.
7. Minutes: The minutes are prepared by the Company Secretary, signed by the members of the Board of Directors, and archived as Company documents.
8. Documentation: Meetings are documented with an attendance list, agenda, meeting materials, decisions/directives, and follow-up status.

Sepanjang tahun 2025, Direksi melangsungkan rapat Direksi sebanyak 45 (empat puluh lima) kali dengan frekuensi kehadiran dan mata acara sebagai berikut:

Throughout 2025, the Board of Directors held 45 (forty-five) Board meetings with the following attendance rates and agenda items:

Frekuensi Rapat dan Tingkat Kehadiran Anggota Direksi
Meeting Frequency and Attendance of Members of the Board of Directors

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
1	Hari Cahyono	Direktur Utama President Director	45	44	98%
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	45	45	100%
3	Lasiran	Plt. Direktur Bisnis Acting as Director of Business	27	26	96%
4	Amir Murtono	Plt. Direktur Operasi Acting Director of Operations	39	37	95%
5	Metty Kronika Indirawati	Plt. Direktur Keuangan Acting as Director of Finance	39	39	100%
6	Kukuh Pambudi*	Plt. Direktur Bisnis Acting as Director of Business	17	17	100%

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
7	Mulyadi Koto**	Direktur Operasi Director of Operations	6	6	100%
8	Hari Muhardani Nasution***	Plt. Direktur Keuangan Acting as Director of Finance	6	6	100%

Catatan I Notes
* Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
*** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025

* Serving as Acting Director of Business until April 30, 2025
** Serving as Director of Operations until January 31, 2025
*** Serving as Acting Director of Finance until January 31, 2025

RAPAT DIREKSI BERSAMA DEWAN KOMISARIS

Rapat Direksi bersama Dewan Komisaris diselenggarakan sebagai forum koordinasi antara fungsi pengurusan dan fungsi pengawasan. Ketentuan pokoknya meliputi:

1. Tujuan: membahas laporan berkala, kinerja, isu strategis, hambatan, dan hal yang memerlukan arahan Dewan Komisaris.
2. Pelaksanaan: dilakukan sesuai kebutuhan secara intensif dan transparan.
3. Peserta: dihadiri Direksi, Dewan Komisaris, dan pihak pendukung yang relevan.
4. Dokumentasi: dilengkapi daftar hadir, bahan rapat, risalah, catatan arahan, dan dokumen tindak lanjut.
5. Tindak lanjut: arahan dan rekomendasi Dewan Komisaris ditindaklanjuti oleh Direksi dan dipantau melalui pelaporan berikutnya.

Sepanjang tahun 2025, Direksi menyelenggarakan rapat konsultatif bersama Dewan Komisaris sebanyak 13 (tiga 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 Direksi bersama Dewan Komisaris:

BOARD OF DIRECTORS MEETING WITH THE BOARD OF COMMISSIONERS

A joint meeting of the Board of Directors and the Board of Commissioners is held as a forum for coordination between management and oversight functions. The key provisions include:

1. Purpose: to discuss periodic reports, performance, strategic issues, obstacles, and matters requiring guidance from the Board of Commissioners.
2. Conduct: held as needed in an intensive and transparent manner.
3. Participants: attended by the Board of Directors, the Board of Commissioners, and relevant supporting parties.
4. Documentation: includes an attendance list, meeting materials, minutes, guidance notes, and follow-up documents.
5. Follow-up: the Board of Commissioners' guidance and recommendations are followed up by the Board of Directors and monitored through subsequent reporting.

Throughout 2025, the Board of Directors held 13 (thirteen) consultative meetings with the Board of Commissioners. The meetings were attended by the Board of Directors, the Board of Commissioners, and the Secretary of the Board of Commissioners, who was responsible for preparing the meeting minutes and archiving them.

The following details the attendance frequency between the Board of Directors and the Board of Commissioners:

Frekuensi Rapat dan Tingkat Kehadiran Anggota Direksi bersama Dewan Komisaris
Meeting Frequency and Attendance of Members of the Board of Directors in Joint Meetings with the Board of Commissioners

No	Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
Direksi **Board of Directors**					
1	Hari Cahyono	Direktur Utama President Director	13	13	100%
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	13	13	100%
3	Lasiran	Plt. Direktur Bisnis Acting as Director of Business	13	12	92%
4	Amir Murtono	Plt. Direktur Operasi Acting Director of Operations	13	13	100%
5	Metty Kronika Indirawati	Plt. Direktur Keuangan Acting as Director of Finance	13	13	100%
6	Kukuh Pambudi*	Plt. Direktur Bisnis Acting as Director of Business	5	5	100%
7	Mulyadi Koto**	Direktur Operasi Director of Operations	2	2	100%
8	Hari Muhardani Nasution***	Plt. Direktur Keuangan Acting as Director of Finance	2	2	100%
Dewan Komisaris **Board of Commissioners**					
1	Khusnul Mubien	Komisaris Utama President Commissioner	13	13	100%
2	Masykuri Abdillah	Komisaris Commissioner	7	7	100%
3	Julita Indah****	Komisaris Commissioner	7	6	86%
4	Fredy Eko Prasetyo T*****	Komisaris Independen Independent Commissioner	13	13	100%

Catatan I Notes
* Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
*** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025
**** Menjabat sebagai Komisaris sampai 26 Juni 2025.
***** Menjabat sebagai Komisaris sampai 1 Juli 2025.

* Serving as Acting Director of Business until April 30, 2025
** Serving as Director of Operations until January 31, 2025
*** Serving as Acting Director of Finance until January 31, 2025
**** Serves as a Commissioner until June 26, 2025.
****** Serves as a Commissioner until July 1, 2025.

KEHADIRAN DALAM RUPS

Direksi wajib hadir dalam penyelenggaraan RUPS sebagai bentuk pelaksanaan prinsip transparansi, akuntabilitas, dan pertanggungjawaban pengurusan Perusahaan kepada pemegang saham. Kehadiran Direksi memberikan ruang bagi pemegang saham untuk memperoleh penjelasan langsung mengenai kinerja, strategi, tantangan, dan arah pengelolaan Perusahaan.

Berikut disajikan rincian kehadiran anggota Direksi dalam RUPS selama tahun 2025:

ATTENDANCE AT THE GMS

The Board of Directors is required to attend the General Meeting of Shareholders (GMS) as a demonstration of the principles of transparency, accountability, and responsibility in the management of the Company toward its shareholders. The Board's attendance provides shareholders with an opportunity to receive direct explanations regarding the Company's performance, strategies, challenges, and management direction.

The following details the attendance of Board members at the GMS during 2025:

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) General Meeting Shareholders (GMS)	Tanggal Date	Peserta Participant
1	Rapat Umum Pemegang Saham (RUPS) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 General Meeting of Shareholders (GMS) for the 2025 Corporate Plan and Budget	31 Januari 2025 January 31, 2025	1. Hari Cahyono 2. Imam Adi Prihantoro 3. Kukuh Pambudi 4. Mulyadi Koto 5. Hari Muhardani Nasution
2	Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2024 General Meeting of Shareholders (GMS) for the 2024 Accountability Report	30 Juni 2025 June 30, 2025	1. Hari Cahyono 2. Lasiran 3. Amir Murtono 4. Metty Kronika Indirawati 5. Imam Adi Prihantoro

PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI
TRAINING AND/OR COMPETENCY DEVELOPMENT FOR BOARD MEMBERS

Anggota Direksi mengikuti program pelatihan dan peningkatan kompetensi secara berkesinambungan agar wawasan profesional, kemampuan kepemimpinan, dan kompetensi teknis tetap sesuai dengan perkembangan industri, kebutuhan Perusahaan, dan dinamika regulasi. Program pengembangan kompetensi juga mendukung efektivitas Direksi dalam menjalankan fungsi pengurusan, pengambilan keputusan, pengendalian risiko, dan penguatan tata kelola.

Board members participate in ongoing training and competency development programs to ensure that their professional knowledge, leadership skills, and technical competencies remain aligned with industry developments, the Company's needs, and regulatory dynamics. Competency development programs also support the Board's effectiveness in performing its management, decision-making, risk control, and governance functions.

Board Manual mengatur bahwa anggota Direksi perlu mengikuti program pengembangan pengetahuan. Anggota Direksi yang mengikuti program pengembangan pengetahuan juga dapat menyampaikan hasil pembelajaran kepada anggota Direksi lainnya agar manfaat pelatihan dapat tersebar di lingkungan Direksi.

The Board Manual stipulates that Board members must participate in knowledge development programs. Board members who participate in such programs may also share their learning outcomes with other Board members to ensure the benefits of the training are disseminated throughout the Board.

1. KEBIJAKAN PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI ANGGOTA DIREKSI

Ketentuan pokok peningkatan kompetensi Direksi meliputi:

a. Program pengembangan: anggota Direksi diikutsertakan dalam Program Pengembangan Pengetahuan.
b. Tujuan: program dilakukan agar pengetahuan Direksi sesuai dengan perkembangan kebutuhan Perusahaan.
c. Berbagi pengetahuan: anggota Direksi yang mengikuti program dapat menyampaikan hasil pembelajaran kepada anggota Direksi lainnya.

1. POLICY ON TRAINING AND/OR COMPETENCY ENHANCEMENT FOR BOARD MEMBERS

The key provisions for enhancing the competence of the Board of Directors include:

a. Development programs: Board members are enrolled in a Knowledge Development Program.
b. Objective: The program is conducted to ensure that the Board's knowledge aligns with the Company's evolving needs.
c. Knowledge sharing: Board members who participate in the program may share their learning outcomes with other Board members.

d. Pelaporan: Sekretaris Perusahaan menyusun laporan pelaksanaan program.
e. Evaluasi: realisasi program dibandingkan dengan rencana tahunan.
f. Penyampaian laporan: laporan disampaikan kepada Dewan Komisaris dan Direksi.

2. PROGRAM ORIENTASI BAGI ANGGOTA DIREKSI YANG BARU DIANGKAT

Pada saat pengangkatan anggota Direksi baru, Perusahaan menyelenggarakan program pengenalan agar anggota Direksi memahami Perusahaan secara menyeluruh dan dapat bekerja selaras dengan organ lainnya.

Materi orientasi meliputi:
a. GCG dan SMAP: pelaksanaan GCG, termasuk Sistem Manajemen Anti Penyuapan ISO 37001:2016.
b. Profil Perusahaan: tujuan, sifat, lingkup kegiatan, kinerja keuangan, dan kinerja operasional.
c. Strategi dan risiko: strategi, rencana jangka pendek, rencana jangka panjang, posisi kompetitif, risiko, dan isu strategis.
d. Kewenangan dan pengendalian: kewenangan yang didelegasikan, audit internal/eksternal, sistem pengendalian internal, dan Komite Audit.
e. Organ Perusahaan: tugas dan tanggung jawab Dewan Komisaris, Direksi, serta ketentuan Anggaran Dasar.

Program pengenalan bagi anggota Direksi baru telah dilaksanakan pada tahun 2025, dengan rincian pelaksanaan sebagaimana disajikan pada tabel pelatihan dan/atau peningkatan kompetensi Direksi. 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 2025 adalah sebagai berikut:

d. Reporting: The Corporate Secretary prepares a report on the program's implementation.
e. Evaluation: Program outcomes are compared against the annual plan.
f. Report submission: The report is submitted to the Board of Commissioners and the Board of Directors.

2. ORIENTATION PROGRAM FOR NEWLY APPOINTED BOARD MEMBERS

Upon the appointment of new Board members, the Company conducts an orientation program to ensure that Board members gain a comprehensive understanding of the Company and can work in harmony with other corporate bodies.

Orientation materials include:
a. GCG and SMAP: implementation of GCG, including the ISO 37001:2016 Anti-Bribery Management System.
b. Company Profile: objectives, nature, scope of activities, financial performance, and operational performance.
c. Strategy and risks: strategy, short-term plans, long-term plans, competitive position, risks, and strategic issues.
d. Authority and controls: delegated authority, internal/external audits, internal control systems, and the Audit Committee.
e. Corporate Bodies: duties and responsibilities of the Board of Commissioners and the Board of Directors, as well as provisions of the Articles of Association.

The orientation program for newly appointed members of the Board of Directors was conducted in 2025, with the implementation details presented in the table of training and/or competency development programs for the Board of Directors. This activity is part of the company's efforts to ensure that all members of the Board of Commissioners and the Board of Directors understand their duties, responsibilities, the organizational structure, as well as 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; this 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 2025 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	Penyeleng-gara Organizer	Tanggal Date	Peserta Participant
1	Training Induction Direksi Baru Induction Training for New Board Members	Internal	6 Februari 2025 February 6th 2025	1. Amir Murtono 2. Metty Kronika Indirawati
2	Sertifikasi QRGP QRGP Certification	CRMS/ LSP MKS	24 April 2025 April 24th 2025	1. Amir Murtono 2. Metty Kronika Indirawati 3. Lasiran
3	Training Induction Direksi Baru Induction Training for New Board Members	Internal	19 Mei 2025 May 19th2025	Lasiran
4	Pelatihan Direksi Directorship Training	IICD	21 November 2025 November 21st 2025	Hari Cahyono

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

PLN IP Services tidak memiliki komite yang secara khusus dibentuk untuk mendukung pelaksanaan tugas Direksi. Dengan demikian, tidak terdapat prosedur dan kriteria penilaian kinerja komite pendukung Direksi sebagaimana dimaksud dalam ketentuan pengungkapan Laporan Tahunan.

PLN IP Services does not have a committee specifically established to support the duties of the Board of Directors. Accordingly, there are no procedures or criteria for assessing the performance of a committee supporting the Board of Directors as referred to in the Annual Report disclosure requirements.

Dalam pelaksanaan tugasnya, Direksi didukung oleh organ pendukung berupa Sekretaris Perusahaan dan Satuan Audit Internal. Evaluasi terhadap dukungan kedua organ tersebut dilakukan sebagai evaluasi fungsi pendukung Direksi, bukan sebagai penilaian terhadap komite. Evaluasi dilakukan dengan mempertimbangkan realisasi pelaksanaan tugas, kualitas dukungan, saran dan rekomendasi yang diberikan, tindak lanjut, serta kontribusi terhadap efektivitas pengelolaan Perusahaan.

In performing its duties, the Board of Directors is supported by the Corporate Secretary and the Internal Audit Unit. The evaluation of these supporting bodies is conducted as an evaluation of supporting functions for the Board of Directors, not as an assessment of a committee. The evaluation considers the realization of duties, quality of support, advice and recommendations provided, follow-up actions, and contribution to the effectiveness of the Company's management.

Pada tahun 2025, Direksi menilai bahwa Sekretaris Perusahaan dan Satuan Audit Internal telah memberikan dukungan yang memadai dalam pelaksanaan fungsi pengurusan, pelaporan, koordinasi, pengendalian internal, audit, serta penguatan tata kelola Perusahaan.

In 2025, the Board of Directors assessed that the Corporate Secretary and the Internal Audit Unit provided adequate support in carrying out management, reporting, coordination, internal control, audit, and corporate governance strengthening functions.

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 sepanjang tahun buku secara aktif, terukur, dan sesuai ketentuan peraturan perundang-undangan yang berlaku. Pelaksanaan tugas Direksi tercermin dalam pembahasan agenda strategis, pengambilan keputusan, pemantauan kinerja, pengelolaan risiko, koordinasi dengan Dewan Komisaris, pelaksanaan RUPS, kunjungan lapangan, serta penerbitan keputusan dan peraturan Direksi.

In carrying out its management and strategic decision-making functions, the Board of Directors performs its duties throughout the fiscal year in an active, measured manner, and in accordance with applicable laws and regulations. The Board of Directors' performance of its duties is reflected in the discussion of strategic agendas, decision-making, performance monitoring, risk management, coordination with the Board of Commissioners, the conduct of General Meetings of Shareholders, field visits, and the issuance of Board decisions and regulations.

1. Agenda rapat Direksi dan keputusan strategis yang dibahas;
2. Rapat konsultatif Direksi bersama Dewan Komisaris;
3. Kehadiran Direksi dalam RUPS;
4. Program pelatihan dan peningkatan kompetensi;
5. Kunjungan lapangan ke unit kerja atau lokasi proyek;
6. Penerbitan Surat Keputusan Direksi dan Peraturan Direksi;
7. Tindak lanjut audit, risiko, kinerja, dan program strategis Perusahaan.

Pelaksanaan tugas Direksi pada tahun buku dapat disajikan melalui beberapa kelompok informasi berikut:

1. The Board of Directors' meeting agenda and strategic decisions discussed;
2. Consultative meetings between the Board of Directors and the Board of Commissioners;
3. Board of Directors' attendance at the General Meeting of Shareholders (GMS);
4. Training and competency development programs;
5. Field visits to work units or project sites;
6. Issuance of Board of Directors' Decisions and Regulations;
7. Follow-up on audits, risks, performance, and the Company's strategic programs.

The Board of Directors' performance of duties during the fiscal year can be presented through the following categories of information:

Mata Acara Rapat Direksi
Meeting Agenda of the Board of Directors

No	Mata Acara Agenda	Tanggal Date
1	1. Finalisasi Laporan Keuangan 1. Finalization of Financial Statements	4 Januari 2025 January 4, 2025
2	1. Kajian Risiko Penyusunan RKAP Tahun 2025 PIPS 1. Risk Assessment for the Preparation of the 2025 PIPS Budget Plan	6 Januari 2025 January 6, 2025
3	1. Lanjutan Pembahasan Penyusunan RKAP Tahun 2025 PIPS 1. Continued Discussion on the Preparation of the 2025 PIPS Budget Plan	7 Januari 2025 January 7, 2025
4	1. Konsultatif; Laporan Kinerja s.d Desember 2024 1. Consultative Meeting: Performance Report through December 2024	14 Januari 2025 January 14, 2025
5	1. Pembahasan Materi RUPS RKAP Tahun 2025 PIPS 1. Discussion of the 2025 PIPS Budget Plan (RKAP) for the General Meeting of Shareholders	24 Januari 2025 January 24, 2025
6	1. Pembahasan Perbaikan Materi RUPS RKAP Tahun 2025 PIP 1. Discussion on Revisions to the 2025 PIP Budget Plan (RKAP) for the General Meeting of Shareholders	28 Januari 2025 January 28, 2025
7	1. Perubahan SK Pedoman Budaya 2. Rencana Rapat Koordinasi Awal Tahun 2025 PIPS 1. Amendment to the Cultural Guidelines Decree 2. Plan for the 2025 PIPS Early-Year Coordination Meeting	12 Februari 2025 February 12, 2025
8	1. Tindak Lanjut Project Overhaul & Variant Order 2. Laporan Kinerja Bulan Januari 2025 3. Project Overseas 1. Follow-up the Overhaul Project & Variant Order 2. January 2025 Performance Report 3. Overseas Project	20 Februari 2025 February 20, 2025
9	1. Update Progress Program Kerja Laba Bersih 2. PembahasanPendapatan Jasa O&M 1. Progress Update on the Net Profit Work Programs 2. Discussion O&M Service Revenue	5 Maret 2025 March 5, 2025
10	1. Usulan Pembayaran Remunerasi Pegawai 2025 1. Proposal for the 2025 PIPS Employee remuneration	6 Maret 2025 March 6, 2025
11	1. Laporan Kinerja Bulan Februari 2025 2. Pemenuhan Formasi SDM 1. February 2025 Performance Report 2. Staffing Fulfillment & Human Resources Mapping	11 Maret 2025 March 11, 2025
12	1. Pembahasan project Overseas 1. Discussion Overseas Project	12 Maret 2025 March 12, 2025
13	1. Project Overseas 1. Overseas Project	18 Maret 2025 March 18, 2025
14	1. Pembahasan Hasil Assessment GCG 2024 1. 2024 GCG Self-Assessment Results	18 Maret 2025 March 18, 2025
15	1. Penyampaian Arahan DIRKEU IP Terkait Keuangan Korporat 2. Pembahasan HUT PIPS Ke-27 1. Presentation of the IP CFO's Corporate financial 2. Discussion of Activities for PIPS' 27th Anniversary"	25 Maret 2025 March 25, 2025
16	1. Laporan Kinerja Bulan Maret 2025 2. Update Profil Risiko Tahun 2025 1. March 2025 Performance Report 2. 2025 Risk Profile Update	17 April 2025 April 17, 2025
17	1. Laporan Progress Tindak Lanjut Rapat Koordinasi Awal Tahun 2025 2. Pembahasan Materi RKAP 2026-2027 1. Progress Report on Follow-up Actions from the 2025 Early-Year Coordination Meeting 2. Discussion of the 2026-2027 Budget Plan (RKAP) Materials	30 April 2025 April 30, 2025

No	Mata Acara Agenda	Tanggal Date
18	1. Laporan Kinerja Bulan April 2025 1. April 2025 Performance Report	19 Mei 2025 May 19, 2025
19	1. Evaluasi dan Tindak Lanjut Project - Project 2. Design Lahan Samping 1. Evaluation and Follow-up on the Projects 2. Adjacent Land Design	20 Mei 2025 May 20, 2025
20	1. Persiapan Materi RUPS LPT Tahun Buku 2024 1. Preparation of Materials for the 2024 Fiscal Year LPT General Meeting of Shareholders	2 Juni 2025 June 2, 2025
21	1. Pembahasan Materi Tayang RUPS LPT Tahun Buku 2024 2. Laporan Kinerja Bulan Mei 2025 1. Discussion of Presentation Materials for the 2024 Fiscal Year LPT General Meeting of Shareholders 2. May 2025 Performance Report	18 Juni 2025 June 18, 2025
22	1. Penyelesaian Project 1. Project Handling	20 Juni 2025 June 20, 2025
23	1. Pembahasan Proper Unit Kerja 2. Discussion Work Unit Environmental Performance Report (Proper)	7 Juli 2025 July 7, 2025
24	1. Pembahasan Overseas Project 1. Discussion Overseas Project	8 Juli 2025 July 8, 2025
25	1. RUPS Tahunan (LPT) Anak Perusahaan Tahun 2024 1. 2024 Annual General Meeting (AGM) of Afiliation	10 Juli 2025 July 10, 2025
26	1. Persetujuan Project. 1. Approval of the Project	14 Juli 2025 July 14, 2025
27	1. Laporan Kinerja Bulan Juni 2025 1. June 2025 Performance Report	16 Juli 2025 July 16, 2025
28	1. Rapat Direksi Terbatas 1. Limited Board of Directors Meeting	23 Juli 2025 July 23, 2025
29	1. Rapat Direksi Terbatas 1. Limited Board of Directors Meeting	30 Juli 2025 July 30, 2025
30	1. Laporan Kinerja Bulan Juli 2025 1. July 2025 Performance Report	19 Agustus 2025 August 19, 2025
31	1. Pemenuhan Formasi Jabatan Jasa O&M 1. Filling O&M Service Positions and Recruitment	4 September 2025 September 4, 2025
32	1. Rencana Konsorsium PIPS 2. Rencana Kerjasama antara PIPS dengan Mitra Overseas 3. Rencana Sewa Genset 1. PIPS Consortium 2. Cooperation Plan between PIPS and Overseas Partner 3. Rent Generator	9 September 2025 September 9, 2025
33	1. Laporan Kinerja Bulan Agustus 2025 2. RJPP 2026-2030 1. August 2025 Performance Report 2. RJPP 2026-2030	17 September 2025 September 17, 2025
34	1. RKAP 2025 2. Employee Gathering PIPS Tahun 2025 1. 2025 Forecast Simulation 2. PIPS Employee Gathering 2025	6 Oktober 2025 October 6, 2025
35	1. Pembahasan Project Overseas 1. Overseas Project	13 Oktober 2025 October 13, 2025
36	1. Laporan Kinerja September 2025 2. Tinjauan Manajemen: Sistem Manajemen Kepatuhan ISO 37301, ISO 45001 & ISO 14001 1. September 2025 Performance Report 2. Management Review: ISO 37301, ISO 45001 & ISO 14001 Compliance Management Systems	20 Oktober 2025 October 20, 2025
37	1. Rapat Direksi Terbatas 1. Limited Board of Directors Meeting	5 November 2025 November 5, 2025
38	1. Usulan RKAP Tahun 2026 2. Pemaparan Progress Pembangunan Lahan Samping 1. Proposed 2026 Budget Plan 2. Progress Update on Adjacent Land Development	11 November 2025 November 11, 2025
39	1. Laporan Kinerja Bulan Oktober 2025 1. October 2025 Performance Report	19 November 2025 November 19, 2025
40	1. Evaluasi Kontrak Jasa O&M 1. Evaluation of O&M Service Contracts	20 November 2025 November 20, 2025
41	1. Rapat Direksi Terbatas 1. Limited Board of Directors Meeting	8 Desember 2025 December 8, 2025
42	1. Evaluasi Mesin Pembangkit Sewa 1. Evaluation of Leased Power Generation	11 Desember 2025 December 11, 2025
43	1. Laporan Kinerja Bulan November 2025 1. November 2025 Performance Report	17 Desember 2025 December 17, 2025
44	1. Rapat Direksi Terbatas 1. Limited Board of Directors Meeting	19 Desember 2025 December 19, 2025
45	1. Rapat Direksi Terbatas 1. Limited Board of Directors Meeting	24 Desember 2025 December 24, 2025

Mata Acara Rapat Direksi bersama Dewan Komisaris
Meeting Agenda of Joint Meetings of the Board of Directors and the Board of Commissioners

No	Mata Acara Agenda	Tanggal Date
1	Evaluasi kinerja Desember 2024 dan pembahasan RKAP Tahun 2025 Evaluation of December 2024 performance and discussion of the 2025 Corporate Work Plan and Budget	15 Januari 2025 January 15, 2025
2	Pembahasan materi RUPS RKAP Tahun 2025 Discussion of GMS materials for the 2025 Corporate Work Plan and Budget	24 Januari 2025 January 24, 2025
3	Evaluasi kinerja Januari 2025 dan peluang pengembangan bisnis O&M dan overseas January 2025 performance evaluation and opportunities for business development in O&M and overseas markets	25 Februari 2025 February 25, 2025
4	Evaluasi kinerja Februari 2025 dan hasil Assessment GCG Tahun 2024 Evaluation of February 2025 performance and the 2024 GCG Assessment results	13 Maret 2025 March 13, 2025
5	Evaluasi kinerja Maret 2025 dan rencana pengembangan O&M PLTS March 2025 Performance Evaluation and O&M Development Plan for the Solar Power Plant	25 April 2025 April 25, 2025
6	Evaluasi kinerja April 2025 dan kajian pengembangan Direktorat Project Evaluation of April 2025 performance and study on the development of the Project Directorate	20 Mei 2025 May 20, 2025
7	Pembahasan materi RUPS LPT Tahun Buku 2024 dan evaluasi kinerja Mei 2025 Discussion of GMS materials for the 2024 Fiscal Year LPT and evaluation of May 2025 performance	23 Juni 2025 June 23, 2025
8	Evaluasi kinerja Juni 2025 dan penyelarasan keputusan bersama Dewan Komisaris dan Direksi Evaluation of June 2025 performance and alignment of the joint decision of the Board of Commissioners and Board of Directors	21 Juli 2025 July 21, 2025
9	Laporan Kinerja Juli 2025 July 2025 Performance Report	25 Agustus 2025 August 25, 2025
10	Evaluasi kinerja Agustus 2025 dan pembahasan usulan RJPP Tahun 2026–2030 Evaluation of August 2025 performance and discussion of the proposed 2026–2030 Long-Term Corporate Plan	22 September 2025 September 22, 2025
11	Laporan Kinerja September 2025 September 2025 Performance Report	23 Oktober 2025 October 23, 2025
12	Evaluasi kinerja Oktober 2025 dan pembahasan usulan skema AMC October 2025 Performance Evaluation and Discussion of the Proposed AMC Scheme	24 November 2025 November 24, 2025
13	Evaluasi kinerja November 2025 dan pengelolaan portofolio usaha Perseroan Evaluation of November 2025 performance and management of the Company's business portfolio	22 Desember 2025 December 22, 2025

KUNJUNGAN LAPANGAN

Direksi melakukan kunjungan lapangan ke unit kerja, lokasi operasional, atau proyek sebagai bagian dari pengawasan langsung, pemantauan kinerja, penguatan koordinasi, dan komunikasi dengan seluruh lini organisasi. Kunjungan lapangan juga membantu Direksi memahami kondisi aktual operasional sehingga kebijakan dan keputusan yang diambil dapat lebih tepat sasaran.

Kunjungan lapangan bertujuan untuk:
1. Memantau pelaksanaan kebijakan strategis di tingkat operasional;
2. Mengidentifikasi hambatan dan kebutuhan unit kerja;
3. Memperkuat koordinasi antara Kantor Pusat dan unit operasional;
4. Memastikan penerapan standar operasional, keselamatan, kepatuhan, dan tata kelola;
5. Menyerap masukan langsung dari unit kerja sebagai bahan pengambilan keputusan.

Selama tahun 2025, Direksi melaksanakan site visit ke unit–unit kerjanya dalam satu tahun dengan rincian sebagai berikut:

FIELD VISITS

The Board of Directors conducts field visits to work units, operational sites, or projects as part of direct oversight, performance monitoring, strengthening coordination, and communication with all levels of the organization. Field visits also help the Board of Directors understand actual operational conditions so that policies and decisions made can be more targeted.

Field visits aim to:
1. Monitor the implementation of strategic policies at the operational level;
2. Identify obstacles and needs of work units;
3. Strengthen coordination between Headquarters and operational units;
4. Ensure the implementation of operational, safety, compliance, and governance standards;
5. Gather direct input from work units as material for decision-making.

During 2025, the Board of Directors will conduct site visits to its work units over the course of the year, with the following details:

No	Uraian Description	Tanggal Date
Direktur Utama **President Director**	**: Hari Cahyono**	
1	Undangan pemberitahuan pembatalan dan perubahan jadwal rapat penyusunan kelengkapan dokumen pekerjaan jasa O&M PIPS Tahun 2025 Invitation regarding cancellation notice and rescheduling of the meeting to complete documents for PIPS O&M service work in 2025	15 Januari 2025 January 15, 2025
2	Workshop Strategi Kinerja Sinergi PT PLN Indonesia Power–PT PLN Indonesia Power Services Performance Strategy Workshop on the synergy between PT PLN Indonesia Power and PT PLN Indonesia Power Services	20–21 Januari 2025 January 20–21, 2025
3	Pembahasan kontrak dan penandatanganan kontrak sewa Genset Bintuni 5 MW di Taman Dayu, Surabaya Discussion and signing of the 5 MW Bintuni generator set lease contract at Taman Dayu, Surabaya	2–3 Februari 2025 February 2–3, 2025
4	Site visit Unit Papua dan kunjungan Dewan Komisaris PLN IP Site visit to Papua Unit and visit by the PLN IP Board of Commissioners	5–7 Mei 2025 May 5–7, 2025
5	Site visit O&M PLTU Kalbar-1 Site visit PLTU Kalbar-1 O&M	12–13 Juni 2025 June 12–13, 2025
6	Benchmarking visit ke PLTU Jawa 7 Benchmarking visit to PLTU Jawa 7	2 Juli 2025 July 2, 2025
7	Kunjungan Komisaris PLN (Persero) Pusat dan pendampingan DIROPG IP ke PLTMG BMPP Ambon Visit by PLN (Persero) Central Commissioners and accompaniment of DIROPG IP to PLTMG BMPP Ambon	17–19 Juli 2025 July 17–19, 2025
8	Rapat Koordinasi Tengah Tahun 2025 PT PLN Indonesia Power di Hotel Mason Pine Bandung PT PLN Indonesia Power 2025 Mid-Year Coordination Meeting at Hotel Mason Pine Bandung	7–8 Agustus 2025 August 7–8, 2025
9	Site visit PLTU Asam-Asam di Banjarmasin–Tanah Laut Site visit to PLTU Asam-Asam in Banjarmasin–Tanah Laut	22–24 September 2025 September 22–24, 2025
10	Site visit ke PLTMG BMPP Nusantara II Kolaka dan PLTD Tello di Sulawesi Tenggara Site visit to PLTMG BMPP Nusantara II Kolaka and PLTD Tello in Southeast Sulawesi	20–22 Oktober 2025 October 20–22, 2025
11	Kunjungan Komisi XII DPR dan pendampingan DIROPG IP ke Provinsi Papua Visit by Commission XII of the House of Representatives and accompaniment of DIROPG IP to Papua Province	28–29 Oktober 2025 October 28–29, 2025
12	Pembahasan dan penandatanganan kontrak pengadaan sewa pembangkit diesel berbahan bakar biosolar 10 MW di lokasi PLTD Padang Discussion and signing of the lease procurement contract for a 10 MW biosolar-fueled diesel power plant at the PLTD Padang location	30–31 Oktober 2025 October 30–31, 2025
13	FGD "Fail Safe & Protection Systems in Power Plant" di lingkungan PLN Group, PLTGU Tambak Lorok, Semarang FGD on "Fail Safe & Protection Systems in Power Plant" within PLN Group at PLTGU Tambak Lorok, Semarang	5–7 November 2025 November 5–7, 2025
14	HSSE Contractor Forum dan Joint MWT PT Pertamina EP Cepu Zona 12 di Bojonegoro, Jawa Tengah HSSE Contractor Forum and Joint MWT of PT Pertamina EP Cepu Zone 12 in Bojonegoro, Central Java	17–18 November 2025 November 17–18, 2025
15	Announcement of the Asia Sustainability Reporting Rating (ASRRAT) 2025 di The Westin Resort Nusa Dua Bali Announcement of the Asia Sustainability Reporting Rating (ASRRAT) 2025 at The Westin Resort Nusa Dua Bali	28–29 November 2025 November 28–29, 2025
16	Koordinasi Bantuan Bencana LBA bersama BM Area Sumbagut di Silangit, Sumatera Utara Coordination of LBA disaster assistance with BM Sumbagut Area in Silangit, North Sumatra	2–6 Desember 2025 December 2–6, 2025
17	Peresmian PLTG Tanjung Selor oleh DIROPG IP di Berau, Kalimantan Utara Inauguration of PLTG Tanjung Selor by DIROPG IP in Berau, North Kalimantan	17–18 Desember 2025 December 17–18, 2025
Direktur Sumber Daya Manusia **Director of Human Capital**	**: Imam Adi Prihantoro**	
1	Pembahasan kontrak dan penandatanganan kontrak sewa Genset Bintuni 5 MW di Taman Dayu, Surabaya Discussion and signing of the 5 MW Bintuni generator set lease contract at Taman Dayu, Surabaya	1–3 Februari 2025 February 1–3, 2025
2	Site visit pembangkitan unit-unit Area Papua: Merauke, Jayapura, Timika, dan Biak Site visit to power generation units in Papua Area: Merauke, Jayapura, Timika, and Biak	24–30 Agustus 2025 August 24–30, 2025
3	Kunjungan ke PLTU Barru, Sulawesi Selatan Visit to PLTU Barru, South Sulawesi	15–16 Oktober 2025 October 15–16, 2025
4	Koordinasi Bantuan Bencana LBA bersama BM Area Sumbagut di Silangit, Sumatera Utara Coordination of LBA disaster assistance with BM Sumbagut Area in Silangit, North Sumatra	1–5 Desember 2025 December 1–5, 2025
5	Silaturahmi rumah duka almarhum pegawai di purwokerto Jawa Tengah A visit to the home of the late employee's family in Purwokerto, Central Java	15–16 Desember 2025 December 15–16, 2025
6	Peresmian Simulator PLTMG PT PLN Nusantara Power Services di Kantor Pusat PT PLN NP Services Inauguration of the PLTMG Simulator of PT PLN Nusantara Power Services at the PT PLN NP Services Head Office	18 Desember 2025 December 18, 2025
Pelaksana Tugas Direktur Bisnis **Acting Director of Business**	**: Lasiran***	
1	Presentasi Post Outage Recovery Turbin PLTP Dieng serta kunjungan Workshop Taka-Matra di PLTA Bengkok dan Workshop Taka-Matra Presentation on post-outage recovery of PLTP Dieng turbine and visit to Taka-Matra Workshop at PLTA Bengkok and Taka-Matra Workshop	4–5 Juni 2025 June 4–5, 2025
2	FGD Forum Keandalan Pembangkit PLN UIW NTB "Reliable Power Plant Readiness to International Event in NTB 2025" di Hotel Aruna, Lombok NTB FGD of PLN UIW NTB Power Plant Reliability Forum, "Reliable Power Plant Readiness to International Event in NTB 2025," at Hotel Aruna, Lombok, West Nusa Tenggara	24–25 Juni 2025 June 24–25, 2025

No	Uraian Description	Tanggal Date
3	Site visit dan perkenalan DIRBNS ke UBP Suralaya 1–7 Site visit and introduction of DIRBNS to UBP Suralaya 1–7	1 Juli 2025 July 1, 2025
4	Pembahasan dan penandatanganan kontrak pengadaan sewa pembangkit diesel berbahan bakar biosolar 10 MW di lokasi PLTD Padang Discussion and signing of the lease procurement contract for a 10 MW biosolar-fueled diesel power plant at the PLTD Padang location	30–31 Oktober 2025 October 30–31, 2025
5	Konsinyering penyusunan Kontrak Manajemen Anak Perusahaan PLN IP Tahun 2026 & Beyond kWh 2026, kunjungan ke smelter di Gresik, rapat di UID Jatim, serta site visit lokasi PLTS + BESS Isolated Bali di Nusa Penida Consignment meeting for the preparation of PLN IP Subsidiary Management Contract 2026 & Beyond kWh 2026, visit to the smelter in Gresik, meeting at UID East Java, and site visit to the PLTS + BESS Isolated Bali location in Nusa Penida	30 November–4 Desember 2025 November 30–December 4, 2025
Pelaksana Tugas Direktur Keuangan **Acting Director of Finance**	**: Metty Kronika Indirawati***	
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Pelaksana Tugas Direktur Operasi **Acting Director of Operations**	**: Amir Mutono**	
1	Rapat dengan manajemen UBP Bali dan site visit ke PLTD Nusa Penida Meeting with UBP Bali management and site visit to PLTD Nusa Penida	19–21 Februari 2025 February 19–21, 2025
2	Site visit PLTP Dieng dan PT Geo Dipa di Dieng, Wonosobo Site visit to PLTP Dieng and PT Geo Dipa in Dieng, Wonosobo	24–26 Maret 2025 March 24–26, 2025
3	Pembahasan rekonsiliasi kontrak PLTD Tenau dan PLTD Sewa Golobilas serta rencana skema kontrak PLTP Ulumbu dan PLTD Flores di Hotel Aloft Bali Discussion on reconciliation of PLTD Tenau and PLTD Sewa Golobilas contracts, as well as the planned contract scheme for PLTP Ulumbu and PLTD Flores at Hotel Aloft Bali	21–22 Mei 2025 May 21–22, 2025
4	Pembahasan dokumen teknis dan risiko reblading Dieng di PLTA Bengkok Discussion of technical documents and Dieng reblading risks at PLTA Bengkok	4–5 Juni 2025 June 4–5, 2025
5	Site visit dan diskusi teknis novasi kontrak O&M PLTU Kalbar-1 Site visit and technical discussion on the novation of the PLTU Kalbar-1 O&M contract	12–13 Juni 2025 June 12–13, 2025
6	Site visit pemulihan Unit PLTMG Baloi Site visit for the recovery of PLTMG Baloi Unit	21–22 Agustus 2025 August 21–22, 2025
7	Site visit PLTD Tello di Makassar Site visit to PLTD Tello in Makassar	28–29 Agustus 2025 August 28–29, 2025
8	Site visit pengoperasian PLTMG TM 2500 Tanjung Selor di Berau dan Tanjung Selor Site visit for the operation of PLTMG TM 2500 Tanjung Selor in Berau and Tanjung Selor	24–26 September 2025 September 24–26, 2025
9	Site visit Nusa Penida Site visit to Nusa Penida	7–9 Oktober 2025 October 7–9, 2025
10	Kunjungan kerja Wakil Presiden RI ke Provinsi Maluku dan Maluku Utara Working visit of the Vice President of the Republic of Indonesia to Maluku and North Maluku Provinces	14–15 Oktober 2025 October 14–15, 2025
11	Rekonsiliasi tahun ke-6 PLTMG Nias di The Westlake Hotel & Resort Yogyakarta Sixth-year reconciliation of PLTMG Nias at The Westlake Hotel & Resort Yogyakarta	21–22 Oktober 2025 October 21–22, 2025
12	Peresmian Smart Micro Grid Nusa Penida 2025 Inauguration of Smart Micro Grid Nusa Penida 2025	26–28 Oktober 2025 October 26–28, 2025
13	Peresmian sewa PLTD Adonara dan PLTD Tenau di Flores Timur, NTT Inauguration of the lease of PLTD Adonara and PLTD Tenau in East Flores, East Nusa Tenggara	17–20 November 2025 November 17–20, 2025
14	Pembahasan rencana jasa O&M TAD PIPS Direktorat Operasi Pembangkit Gas Tahun 2026 di Ruang Rapat Srikandi UBP Semarang Discussion on the 2026 TAD PIPS O&M service plan for the Gas Power Generation Operations Directorate at Srikandi Meeting Room, UBP Semarang	27–28 November 2025 November 27–28, 2025
Pelaksana Tugas Direktur Bisnis **Acting as Director of Business**	**: Kukuh Pambudi****	
1	Pendampingan DIROPG IP dalam kunjungan EVP Operasi Pembangkitan dan Independent Power Producer (OKI) PLN (Persero) ke Pemaron dan Pesanggaran, UBP Bali Accompaniment of DIROPG IP during the visit of PLN (Persero)'s EVP of Power Generation Operations and Independent Power Producer (OKI) to Pemaron and Pesanggaran, UBP Bali	8–9 Januari 2025 January 8–9, 2025
2	Undangan pemberitahuan pembatalan dan perubahan jadwal rapat penyusunan kelengkapan dokumen pekerjaan jasa O&M PIPS Tahun 2025 di Swiss-Bellin Hotel Bogor Invitation regarding cancellation notice and rescheduling of the meeting to complete documents for PIPS O&M service work in 2025 at Swiss-Belinn Hotel Bogor	15 Januari 2025 January 15, 2025
3	Workshop Strategi Kinerja Sinergi PT PLN Indonesia Power–PT PLN Indonesia Power Services di Hotel Novotel Bogor Performance Strategy Workshop on the synergy between PT PLN Indonesia Power and PT PLN Indonesia Power Services at Hotel Novotel Bogor	20–21 Januari 2025 January 20–21, 2025
4	Pre-bid meeting Integrated Operation & Maintenance of Hera & Betano Diesel Power Plants di Dili, Timor Leste Pre-bid meeting for Integrated Operation & Maintenance of Hera and Betano Diesel Power Plants in Dili, Timor-Leste	4–7 Februari 2025 February 4–7, 2025
5	Konsinyering evaluasi Business Idea Contest Tahun 2024 di Hotel Rancamaya, Bogor Consignment meeting for the evaluation of the 2024 Business Idea Contest at Hotel Rancamaya, Bogor	19 Februari 2025 February 19, 2025
6	Site visit PLTU Tanjung Jati B Unit 3 dan 4 di Jepara, Jawa Tengah Site visit to PLTU Tanjung Jati B Units 3 and 4 in Jepara, Central Java	12–14 Maret 2025 March 12–14, 2025

No	Uraian Description	Tanggal Date
Direktur Operasi **Director of Operations**	**: Mulyadi Koto*****	
1	Recovery PLTD Tenau di PLTD Tenau, Kupang NTT Recovery of PLTD Tenau at PLTD Tenau, Kupang, East Nusa Tenggara	6–8 Januari 2025 January 6–8, 2025
2	Presentasi pasca-outage Simple Inspection PLTP Dieng di Hotel Grand Candi Semarang Post-outage presentation on Simple Inspection of PLTP Dieng at Hotel Grand Candi Semarang	9–10 Januari 2025 January 9–10, 2025
3	Workshop Strategi Kinerja Sinergi PT PLN Indonesia Power–PT PLN Indonesia Power Services di Hotel Novotel Bogor Performance Strategy Workshop on the synergy between PT PLN Indonesia Power and PT PLN Indonesia Power Services at Hotel Novotel Bogor	20–21 Januari 2025 January 20–21, 2025
Pelaksana Direktur Keuangan **Acting as Director of Finance**	**: Hari Muhardani Nasution********	
1	Workshop Strategi Kinerja Sinergi PT PLN Indonesia Power–PT PLN Indonesia Power Services di Hotel Novotel Bogor Performance Strategy Workshop on the synergy between PT PLN Indonesia Power and PT PLN Indonesia Power Services at Hotel Novotel Bogor	20–21 Januari 2025 January 20–21, 2025

Catatan I Notes
* Sepanjang tahun 2025, Metty Kronika Indirawati, Plt. Direktur Keuangan, tidak melaksanakan kunjungan lapangan.
** Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
*** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
**** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025

* Throughout 2025, Metty Kronika Indirawati, Acting as Director of Finance, did not conduct any field visits.
** Serving as Acting Director of Business until April 30, 2025
*** Serving as Director of Operations until January 31, 2025
**** Serving as Acting Director of Finance until January 31, 2025

SURAT KEPUTUSAN DAN PERATURAN DIREKSI

Dalam menjalankan fungsi pengurusan, Direksi menerbitkan dokumen formal sebagai dasar pelaksanaan kebijakan operasional, kebijakan manajemen, pengesahan program kerja, perubahan struktur, penetapan pedoman, dan penguatan sistem tata kelola Perusahaan.

Klasifikasi dokumen Direksi meliputi:

1. Peraturan Direksi: memuat kebijakan umum dan bersifat pengaturan, antara lain mengenai ketatalaksanaan, organisasi, kepegawaian, keuangan, barang, perizinan, pelimpahan kewenangan, atau pedoman kegiatan Perusahaan.
2. Keputusan Direksi: memuat penetapan khusus, antara lain perubahan status, penunjukan, pengesahan, atau penetapan tertentu kepada seseorang, unit, program, atau tindakan korporasi.
3. Surat Edaran Direksi: memuat arahan, pemberitahuan, atau informasi kedinasan agar diketahui dan dilaksanakan oleh pegawai atau pihak tertentu.
4. SOP dan Instruksi Kerja: menjadi turunan operasional dari kebijakan Direksi untuk mengatur cara kerja teknis berdasarkan standar, proses bisnis, atau kebutuhan fungsi terkait.

Dokumen tersebut menjadi bukti bahwa pengambilan keputusan Direksi dilakukan secara terdokumentasi, dapat ditelusuri, dan dapat dipertanggungjawabkan.

Dalam rangka melaksanakan keputusan operasional, kebijakan manajemen, persetujuan program kerja, serta memperkuat sistem tata kelola, Direksi telah menerbitkan

BOARD DECISIONS AND REGULATIONS

In carrying out its management functions, the Board of Directors issues formal documents to serve as the basis for implementing operational policies, management policies, approving work programs, making structural changes, establishing guidelines, and strengthening the Company's governance system.

The classification of Board of Directors documents includes:

1. Board of Directors Regulations: contain general policies and regulatory provisions, including those regarding administration, organization, personnel, finance, assets, licensing, delegation of authority, or guidelines for the Company's activities.
2. Board Decisions: contain specific determinations, including changes in status, appointments, approvals, or specific designations regarding an individual, unit, program, or corporate action.
3. Board Circulars: contain directives, notifications, or official information intended to be known and implemented by employees or specific parties.
4. SOPs and Work Instructions: serve as operational derivatives of Board policies to regulate technical work procedures based on standards, business processes, or related functional needs.

These documents serve as evidence that the Board's decision-making is documented, traceable, and accountable.

In order to implement operational decisions, management policies, and work program approvals, as well as to strengthen the governance system, the Board of Directors

45 (empat puluh lima) Peraturan Direksi sepanjang tahun 2025. Keputusan-keputusan tersebut berfungsi sebagai dasar hukum untuk hal-hal yang berkaitan dengan kegiatan usaha Perusahaan, dengan rincian sebagai berikut:

issued 45 (forty-five) Board Regulations throughout 2025. These decisions serve as the legal basis for matters related to the Company's business activities, as detailed below:

Peraturan Direksi Pada Tahun Buku
The Board of Directors Regulation Letters in the Fiscal Year

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
1	006.K/DEKOM-PIPS/2025 dan 0063.P/DIR/2025	Tata Kelola Anti Penyuapan PT PLN Indonesia Power Services Anti-Bribery Governance of PT PLN Indonesia Power Services	23 Juli 2025 July 23, 2025
2	004.K/DEKOM-PIPS/2025 dan 0065.P/DIR/2025	Board Manual Board Manual	23 Juli 2025 July 23, 2025
3	005.K/DEKOM-PIPS/2025 dan 0062.P/DIR/2025	Pedoman Tata Kelola Yang Baik Good Corporate Governance Guidelines	23 Juli 2025 July 23, 2025
4	003.K/DEKOM-PIPS/2025 dan 0064.P/DIR/2025	Benturan Kepentingan Conflict of Interest	23 Juli 2025 July 23, 2025
5	007.K/DEKOM-PIPS/2025 dan 0066.P/DIR/2025	Pedoman Etika Perusahaan Code of Conduct	23 Juli 2025 July 23, 2025
6	0019.Spo/DIR/2025	Edaran Pelaksanaan Fraud Risk Assessment PT PLN IPS Circular on the Implementation of Fraud Risk Assessment at PT PLN IPS	8 Juli 2025 July 8, 2025
7	0018.Spo/DIR/2025	Kebijakan Integrity Due Diligence PT PLN IPS (IDD) Integrity Due Diligence Policy of PT PLN IPS (IDD)	8 Juli 2025 July 8, 2025
8	0070.K/DIR/2025	Pembentukan Unit Pengendalian Gratifikasi dan Unit Establishment of the Gratification Control Unit and Unit	8 Januari 2025 January 8, 2025
9	0094.P/DIR/2025	Pedoman Pengendalian Gratifikasi Gratification Control Guidelines	8 Januari 2025 January 8, 2025
10	0004.K/DIR/2025	Implementasi Safety Observation dan Kewenangan Stop Work Authority (SWA) Implementation of Safety Observation and Stop Work Authority (SWA)	15 Januari 2025 January 15, 2025
11	0010.P/DIR/2025	Kebijakan Keselamatan dan Kesehatan Kerja Serta Lingkungan di PT PLN Indonesia Power Services Occupational Health, Safety, and Environmental Policy at PT PLN Indonesia Power Services	25 Februari 2025 February 25, 2025
12	0089.P/DIR/2025	Prosedur Pengelolaan Anggaran Perusahaan Corporate Budget Management Procedure	30 Juli 2025 July 30, 2025
13	0057.P/DIR/2025	Peraturan Direksi tentag Pedoman Umum Manajemen Risiko Terintegrasi Board of Directors Regulation on General Guidelines for Integrated Risk Management	18 Juli 2025 July 18, 2025
14	0061.P/DIR/2025	Peraturan Direksi tentang Kebijakan Manajemen Risiko Terintegrasi Board of Directors Regulation on Integrated Risk Management Policy	21 Juli 2025 July 21, 2025
15	0016.SPo/DIR/2025	Edaran Direksi tentang Taksonomi Risiko Board of Directors Circular on Risk Taxonomy	29 Juli 2025 July 29, 2025
16	0067.K/DIR/2025	Komite Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahunan PT PLN Indonesia Power Services Committee for the Preparation of the Annual Corporate Work Plan and Budget (RKAP) of PT PLN Indonesia Power Services	30 Juli 2025 July 30, 2025
17	0095.P/DIR/2025	Pedoman Pendidikan Dan Pelatihan Education and Training Guidelines	1 Agustus 2025 August 1, 2025
18	0078.K/DIR/2025	Honorarium Tenaga Pengajar, Tenaga Penyusun Materi Diklat, Mentor, Asesor Kompetensi Dan Kompensasi Bagi Pegawai Yang Mengikuti Diklat Honorarium for Instructors, Training Material Developers, Mentors, Competency Assessors, and Compensation for Employees Participating in Training	5 Agustus 2025 August 5, 2025
19	0098.P/DIR/2025	Kelompok Keahlian Kunci Dan Sertifikasi Profesi Key Expertise Groups and Professional Certification	1 Agustus 2025 August 1, 2025
20	0099.P/DIR/2025	Pedoman Tata Kelola Knowledge Management Knowledge Management Governance Guidelines	1 Agustus 2025 August 1, 2025
21	0097.P/DIR/2025	Program Pendidikan Formal Strata - 2 Formal Master's Degree Education Program	1 Agustus 2025 August 1, 2025
22	0001.P/DIR/2025	Pedoman Budaya Perusahaan Corporate Culture Guidelines	4 Februari 2025 February 4, 2025
23	0048.K/DIR/2025	Pembentukan Tim Agen Perubahan Establishment of the Change Agent Team	8 Mei 2025 May 8, 2025
24	0069.K/DIR/2025	Seleksi Pegawai Teladan Selection of Exemplary Employees	1 Agustus 2025 August 1, 2025

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
25	0068.K/DIR/2025	Survei Kepuasan dan Keterikatan Pegawai Employee Satisfaction and Engagement Survey	1 Agustus 2025 August 1, 2025
26	0120.P/DIR/2025	Pedoman Kemitraan Stragis Usaha KetenagaListrikan Serta Sarana Pendukung Lainnya PT PLN Indonesia Power Services Guidelines for Strategic Partnerships in the Electricity Business and Other Supporting Facilities of PT PLN Indonesia Power Services	8 Oktober 2025 October 8, 2025
27	0079.P/DIR/2025	Pedoman Audit Internal Perusahaan Corporate Internal Audit Guidelines	29 Juli 2025 July 29, 2025
28	0077.P/DIR/2025 & 009.K/DEKOM PIPS/2025	Piagam Audit Internal Terintegrasi (Integrated Internal Audit Charter) PT PLN Indonesia Power Services Integrated Internal Audit Charter of PT PLN Indonesia Power Services	29 Juli 2025 July 29, 2025
29	058.P/DIR/2025	Pedoman Pelaksanaan Komunikasi Perusahaan di Lingkungan PT PLN Indonesia Power Services Guidelines for Corporate Communication Implementation within PT PLN Indonesia Power Services	29 Juli 2025 July 29, 2025
30	0007.P.DIR.2025	Pedoman Penyusunan Pemantauan Implementasi RJPP Guidelines for Preparing and Monitoring RJPP Implementation	2 April 2025 April 2, 2025
31	0026.K/DIR/2025	Pembentukan Tim Pelaksana Lomba Karya Inovasi Establishment of the Innovation Work Competition Implementation Team	3 Maret 2025 March 3, 2025
32	0010.E/DIR/2025	Pelaksanaan Lomba Karya Inovasi PT PLN Indonesia Power Services Implementation of the PT PLN Indonesia Power Services Innovation Work Competition	3 Maret 2025 March 3, 2025
33	0068.P/DIR/2025	Pedoman Pengadaan Barang Jasa di Lingkungan PT PLN Indonesia Power Services Guidelines for Procurement of Goods Services within PT PLN Indonesia Power Services	29 Juli 2025 July 29, 2025
34	0069.P/DIR/2025	Pedoman Pengelolaan Penyedia barang Jasa Guidelines for Managing Goods Services Providers	29 Juli 2025 July 29, 2025
35	0039.K/DIR/2025	Pengawasan Mutu Barang Jasa Pada PT PLN Indonesia Power Services Quality Control of Goods Services at PT PLN Indonesia Power Services	18 Maret 2025 March 18, 2025
36	0090.P/DIR/2025	Kewenangan Atas Transaksi Keuangan di Kantor Pusat Authority over Financial Transactions at the Head Office	30 Juli 2025 July 30, 2025
37	0092.P/DIR/2025	Kebijakan dan Prosedur Pengelolaan Keuangan Financial Management Policies and Procedures	30 Juli 2025 July 30, 2025
38	0044.P/DIR/2025	Perubahan Kedua Atas Peraturan Direksi Nomor 129.PPIPS V 2024 Tentang Organisasi Pt Pln Indonesa Power Services Second Amendment to Board of Directors Regulation Number 129.PPIPS V 2024 concerning the Organization of PT PLN Indonesia Power Services	16 Juni 2025 June 16, 2025
39	0045.P/DIR/2025	Perubahan Atas Peraturan Direksi Nomor 145.PPIPS 2024 Tentang Organisasi Nusa Tenggara Timur Business Unit Amendment to Board of Directors Regulation Number 145.PPIPS 2024 concerning the Organization of the Nusa Tenggara Timur Business Unit	16 Juni 2025 June 16, 2025
40	0046.P/DIR/2025	Perubahan Atas Peraturan Direksi Nomor: 157.PPIPS 2024 Tentang Organisasi Sumatra Bagian Selatan Business Unit Amendment to Board of Directors Regulation Number 157.PPIPS 2024 concerning the Organization of the Sumatra Bagian Selatan Business Unit	16 Juni 2025 June 16, 2025
41	0047.P/DIR/2025	Perubahan Kedua Atas Peraturan Direksi Nomor 154.PPIPS 2024 Tentang Organisasi Jawa Tengah – Jawa Timur Business Unit Second Amendment to Board of Directors Regulation Number 154.PPIPS 2024 concerning the Organization of the Jawa Tengah–Jawa Timur Business Unit	16 Juni 2025 June 16, 2025
42	0048.P/DIR/2025	Perubahan Atas Peraturan Direksi Nomor: 155.PPIPS 2024 Tentang Organisasi Nusa Tenggara Barat Business Unit Amendment to Board of Directors Regulation Number 155.PPIPS 2024 concerning the Organization of the Nusa Tenggara Barat Business Unit	16 Juni 2025 June 16, 2025
43	0049.P/DIR/2025	Perubahan Ketiga Atas Peraturan Direksi Nomor 148.PPIPS 2024 Tentang Organisasi Kalimantan Bagian Timur Dan Selatan Business Unit Third Amendment to Board of Directors Regulation Number 148.PPIPS 2024 concerning the Organization of the Kalimantan Bagian Timur dan Selatan Business Unit	16 Juni 2025 June 16, 2025
44	0050.P/DIR/2025	Perubahan Atas Peraturan Direksi Nomor 149.PPIPS 2024 Tentang Organisasi Maluku Dan Papua Business Unit Amendment to Board of Directors Regulation Number 149.PPIPS 2024 concerning the Organization of the Maluku dan Papua Business Unit	16 Juni 2025 June 16, 2025
45	0051.P/DIR/2025	Perubahan Kedua Atas Peraturan Direksi Nomor: 153.PPIPS 2024 Tentang Organisasi Jawa Barat Business Unit. Second Amendment to Board of Directors Regulation Number 153.PPIPS 2024 concerning the Organization of the Jawa Barat Business Unit.	16 Juni 2025 June 16, 2025

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

Dasar hukum pelaksanaan tugas, wewenang, dan tanggung jawab Dewan Komisaris antara lain meliputi:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
2. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
3. Peraturan Menteri BUMN Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
5. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
6. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
7. Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code PLN IP Services;
8. Pedoman Kerja Dewan Komisaris dan Direksi atau Board Manual PLN IP Services;
9. Pedoman Budaya Perusahaan PLN IP Services; dan
10. Pedoman Tata Kelola Anti Penyuapan di lingkungan PLN IP Services.

LEGAL BASIS

The legal basis for the duties, authorities, and responsibilities of the Board of Commissioners includes, among others:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
2. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
3. Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
5. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
6. The Articles of Association of PT PLN Indonesia Power Services, as amended;
7. The Code of Good Corporate Governance or GCG Code of PLN IP Services;
8. The Board Manual of PLN IP Services;
9. The Corporate Culture Guidelines of PLN IP Services; and
10. The Anti-Bribery Governance Guidelines within PLN IP Services.

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 Commissioners has an officially established Work Guideline or Charter as the basis for carrying out its supervisory and advisory 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.

This work guideline is outlined in the Board Manual, a document that defines the rights, obligations, duties, authorities, ethics, and working relationship of the Board of Commissioners and the Board of Directors 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 Dewan Komisaris dan Direksi ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025 tentang Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) PT PLN Indonesia Power Services, yang ditetapkan di Jakarta pada tanggal 23 Juli 2025.

The Board Manual for the Board of Commissioners and the Board of Directors was established through the Joint Decision of the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025 concerning the Board Manual of PT PLN Indonesia Power Services, stipulated in Jakarta on July 23, 2025.

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:

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.

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. 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 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 2025. Dengan latar belakang keahlian yang beragam, Dewan Komisaris turut memberikan arahan strategis dan masukan konstruktif

COMPOSITION OF THE BOARD OF COMMISSIONERS

The Board of Commissioners of PT PLN Indonesia Power Services carried out its supervisory function independently throughout 2025, 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

kepada Direksi dalam rangka menjaga kesinambungan bisnis serta mendukung pencapaian tujuan jangka panjang Perusahaan. Susunan anggota tahun 2025 disajikan dalam tabel berikut:

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 2025 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	Surat Keputusan RUPS 001.K/010/RUPS-CDB/2023 tanggal 20 Januari 2023. Decision Letter AGM 001.K/010/AGM-CDB/2023 dated January 20, 2023.	Periode ke-1 1st Period 2023-2026
Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	Akta Pernyataan Keputusan Pemegang Saham No. 25 tanggal 29 September 2023. Deed of Declaration of Shareholders' Resolution No. 25 dated September 29, 2023.	Periode ke-1 1st Period 2023-2026
Masykuri Abdillah*	Komisaris Commissioner	Akta Pernyataan Keputusan Pemegang Saham No. 09 tanggal 12 Juli 2022. Deed of Declaration of Shareholders' Resolution No. 09 dated July 12, 2022.	Periode ke-1 1st Period 2022-2025
Julita Indah**	Komisaris Commissioner	Akta Pernyataan Keputusan Pemegang Saham No. 02 tanggal 5 Januari 2024. Deed of Declaration of Shareholders' Resolution No. 02 dated January 5, 2024.	Periode ke-1 1st Period 2024-2025

Catatan I Notes
* Menjabat sebagai Komisaris sampai 1 Juli 2025.
** Menjabat sebagai Komisaris sampai 26 Juni 2025.

* Served as Commissioner until July 1, 2025.
** Served as Commissioner until June 26, 2025.

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.

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.

Board Manual menyebutkan bahwa tugas dan kewajiban Dewan Komisaris dalam menjalankan fungsi pengawasan dan penasihatan, yaitu:

The Board Manual states that the duties and responsibilities of the Board of Commissioners in implementing the supervisory and advisory functions are:

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.
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.

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. 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. 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);
    - 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. 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);
    - 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. 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 nasihat 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.
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.

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. 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. 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.

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;
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.

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. 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.

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;

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. 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. 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.

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. 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.

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.

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
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	• Audit • Good Corporate Governance • Audit • GCG	Direktorat Niaga Commercial Directorate
Masykuri Abdillah*	Komisaris Commissioner	• SDM & Organisasi • Nominasi dan Remunerasi • HC & Organization • Nomination and Remuneration	Direktorat SDM HC Directorate
Julita Indah**	Komisaris Commissioner	• Manajemen Risiko • Risk Management	Direktorat Operasi Operation Directorate

Catatan I Notes
* Menjabat sebagai Komisaris sampai 1 Juli 2025.
** Menjabat sebagai Komisaris sampai 26 Juni 2025.

* Serves as a Commissioner until July 1, 2025.
** Serves as a Commissioner until June 26, 2025.

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. Pelaksanaan rapat Dewan Komisaris dan rapat Dewan Komisaris bersama Direksi mengacu pada Board Manual PLN IP Services yang ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025.

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 implementation of Board of Commissioners meetings and joint meetings of the Board of Commissioners with the Board of Directors refers to the PLN IP Services Board Manual established through the Joint Decision of the Board of Commissioners and the Board of Directors

Board Manual tersebut mengatur ketentuan mengenai frekuensi rapat, pemanggilan rapat, kuorum, etika rapat, mekanisme pengambilan keputusan, daftar hadir, risalah rapat, serta pengarsipan dokumen rapat.

No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025. The Board Manual regulates provisions on meeting frequency, meeting notices, quorum, meeting etiquette, decision-making mechanisms, attendance lists, meeting minutes, and archiving of meeting documents.

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.

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.

Sekretaris Dewan Komisaris bertanggung jawab untuk menyusun dan mendistribusikan agenda serta membantu mengatur dan mempersiapkan rapat, menyiapkan dan memberikan agenda rapat dan materi diskusi.

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.

Sepanjang tahun 2025, Dewan Komisaris melangsungkan 12 (dua belas) kali rapat antar anggota Dewan Komisaris.

Throughout 2025, the Board of Commissioners held 12 (twelve) meetings between members of the Board of Commissioners.

Berikut rincian frekuensi kehadiran dan agenda rapat Dewan Komisaris:

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	12	12	100%
2	Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	7	7	100%
3	Masykuri Abdillah*	Komisaris Commissioner	12	11	92%
4	Julita Indah**	Komisaris Commissioner	7	5	71%

Catatan I Notes
* Menjabat sebagai Komisaris sampai 1 Juli 2025.
** Menjabat sebagai Komisaris sampai 26 Juni 2025.

* Serves as a Commissioner until July 1, 2025.
** Serves as a Commissioner until June 26, 2025.

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 nasihat.

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.

Sepanjang tahun 2025, Dewan Komisaris menyelenggarakan rapat konsultatif bersama Direksi sebanyak 13 (tiga 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.

Throughout 2025, the Board of Commissioners held 13 (thirteen) 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.

Berikut rincian frekuensi kehadiran dan agenda rapat Dewan Komisaris:

The following details the frequency of attendance and meeting agenda of the Board of Commissioners:

Frekuensi Pelaksanaan dan Tingkat Kehadiran Rapat Dewan Komisaris bersama Direksi
Meeting Frequencies and Attendance of Commissioners with Board of Directors

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	13	13	100%
2	Fredy Eko Prasetyo T	Komisaris Independen Independent Commissioner	13	13	100%
3	Masykuri Abdillah*	Komisaris Commissioner	7	7	100%
4	Julita Indah**	Komisaris Commissioner	7	6	86%
Direksi **Board of Directors**					
1	Hari Cahyono	Direktur Utama President Director	13	13	100%
2	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	13	13	100%
3	Lasiran	Plt. Direktur Bisnis Acting Director of Business	13	12	92%
4	Amir Murtono	Plt. Direktur Operasi Acting Director of Operations	13	13	100%
5	Metty Kronika Indirawati	Plt. Direktur Keuangan Acting Director of Finance	13	13	100%
6	Kukuh Pambudi***	Plt. Direktur Bisnis Acting Director of Business	5	5	100%
7	Mulyadi Koto****	Direktur Operasi Director of Operations	2	2	100%
8	Hari Muhardani Nasution*****	Plt. Direktur Keuangan Acting Director of Finance	2	2	100%

Catatan I Notes
* Menjabat sebagai Komisaris sampai 1 Juli 2025.
** Menjabat sebagai Komisaris sampai 26 Juni 2025.
*** Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025.
**** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025.
***** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025.

* Serves as a Commissioner until July 1, 2025.
** Serves as a Commissioner until June 26, 2025.
*** Serving as Acting Director of Business until April 30, 2025.
**** Serving as Director of Operations until January 31, 2025.
***** Serving as Acting Director of Finance until January 31, 2025.

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.

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.

Sepanjang tahun 2025, Dewan Komisaris hadir dalam seluruh penyelenggaraan RUPS, 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.

Throughout 2025, the Board of Commissioners was present at all GMS events, 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 2025:

The following table presents the attendance of the Board of Commissioners at GMS throughout 2025

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) Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 General Meeting of Shareholders (GMS) for the 2025 Corporate Plan and Budge	31 Januari 2025 January 31, 2025	1. Khusnul Mubien 2. Masykuri Abdillah 3. Julita Indah 4. Fredy Eko Prasetyo T.
2	Rapat Umum Pemegang Saham (RUPS) Laporan Pertanggungjawaban (LPT) 2024 General Meeting of Shareholders (GMS) for the 2024 Accountability Report	30 Juni 2025 June 30, 2025	1. Khusnul Mubien 2. Masykuri Abdillah 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, anggota Dewan Komisaris yang mengikuti Program Pengembangan Pengetahuan dapat menyampaikan hasil pembelajaran kepada anggota Dewan Komisaris lainnya agar manfaat pelatihan dapat mendukung pelaksanaan fungsi pengawasan dan pemberian nasihat.

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, members of the Board of Commissioners who participate in the Knowledge Development Program may share the learning outcomes with other members of the Board of Commissioners so that the benefits of the training can support the implementation of supervisory and advisory functions.

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 Board Manual PLN IP Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025. 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 PLN IP Services Board Manual No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025. 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 Dewan Komisaris dan proses bisnis Perusahaan yang dilaksanakan oleh Direksi, sehingga dapat bekerja selaras dengan Organ Perusahaan lainnya. Kebijakan program ini tercantum dalam Board Manual PLN IP Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025. Komisaris Utama bertanggung jawab atas pelaksanaan program pengenalan bagi Anggota Dewan Komisaris yang baru diangkat, dengan pemberian materi program pengenalan antara lain:

a. Pelaksanaan *Good Corporate Governance* oleh Perusahaan (termasuk penerapan Sistem Manajemen Anti Penyuapan ISO 37001:2016 di Perusahaan).
b. 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.
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.

Induksi terhadap Dewan Komisaris telah dilaksanakan pada bulan Februari 2025 dan April 2026. 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 2025, Dewan Komisaris telah mengikuti program pelatihan sebagai berikut:

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 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 PLN IP Services Board Manual No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025. 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:

a. Implementation of Good Corporate Governance by the Company (including the implementation of the ISO 37001:2016 Anti-Bribery Management System in the Company).
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 policies, including the Audit Committee.
d. 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 February 2026 dan April 2026. 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 2025, 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	Pelatihan sebagai Syarat Perpanjangan Sertifikasi CRGP Training as a Requirement for CRGP Certification Renewal	LSPMR	18-19 November 2025 November 18-19, 2025	Khusnul Mubien

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 dan Dewan Komisaris oleh RUPS dilakukan melalui penilaian atas pelaksanaan pengurusan oleh Direksi dan pelaksanaan pengawasan oleh Dewan Komisaris selama tahun buku. Penilaian tersebut didasarkan pada Laporan Tahunan, laporan keuangan, laporan pelaksanaan tugas pengawasan, capaian KPI, serta informasi lain yang disampaikan dalam RUPS Tahunan.

Berdasarkan hasil penilaian tersebut, RUPS dapat memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (acquit et decharge) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan sepanjang tindakan tersebut tercermin dalam Laporan Tahunan dan laporan keuangan serta sesuai dengan ketentuan peraturan perundang-undangan.

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 assessment of the Board of Directors and the Board of Commissioners by the GMS is conducted by assessing the management duties performed by the Board of Directors and the supervisory duties performed by the Board of Commissioners during the fiscal year.

The assessment is based on the Annual Report, financial statements, supervisory report, KPI achievements, and other information submitted at the Annual GMS. Based on such assessment, the GMS may grant full release and discharge of responsibility (acquit et decharge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions, to the extent that such actions are reflected in the Annual Report and financial statements and comply with applicable laws and regulations.

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:

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.

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. 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. 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

d. Self-assessment GCG dilaksanakan oleh Perusahaan dengan mengacu pada standar evaluasi yang ditetapkan Kementerian BUMN.

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. 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 2025 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 2025 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** **Economic and Social Value for Indonesia**			**35,00**			**36,69**
1	Laba Bersih Net Income	Rp Milyar Rp Billion	97,69	6,00	138,71	110,00%	6,60
2	Equivalent Forced Outage Rate (EFOR) Nusa Penida 1–13, MPP Papua, Tenau Equivalent Forced Outage Rate (EFOR) of Nusa Penida 1–13, MPP Papua, and Tenau	%	1,81	4,00	0,56	110,00%	4,40
3	Equivalent Availability Factor (EAF) Nusa Penida 1–13, MPP Papua, Tenau Equivalent Availability Factor (EAF) of Nusa Penida 1–13, MPP Papua, and Tenau	%	85,79	4,00	94,01	109,58%	4,38
4	Survei Kepuasan Pelanggan Customer Satisfaction Survey	Score	85,50	4,00	86,20	100,82%	4,03
5	Pemenuhan Service Level Agreement (SLA) Jasa O&M dan MRO Fulfillment of Service Level Agreement (SLA) for O&M and MRO Services	Score	94,00	4,00	99,94	106,32%	4,25

No	Indikator Kinerja Performance Indicator	Satuan Unit	Target Target	Bobot Weight	Realisasi Realization	Pencapaian Achievement	Nilai Score
6	Ketersediaan RJPP Terbaru Availability of the Latest RJPP	Waktu Time	Desember December	3,00	100,00	100,00%	3,00
7	SFC BBM MPP Papua dan Nusa Penida Fuel SFC for MPP Papua and Nusa Penida	Liter/kWh	0,2556	3,00	0,2577	99,18%	2,98
8	SFC Gas MPP Papua Gas SFC for MPP Papua	mmbtu/kWh	0,0086	3,00	0,0086	100,00%	3,00
9	Implementasi Roadmap Perbaikan Manajemen Risiko Implementation of the Risk Management Improvement Roadmap	%	100,00	4,00	101,18	101,18%	4,05
B	**Inovasi Model Bisnis** **Business Model Innovation**			**40,00**			**41,37**
1	Pendapatan Beyond kWh Beyond kWh Revenue	Rp Milyar Rp Billion	171,39	6,00	231,35	110,00%	6,60
2	Laba Asosiasi Profit from Associates	Rp Milyar Rp Billion	8,26	4,00	6,34	76,76%	3,07
3	Sinergi PLN IP Group (Unit dan AIP) PLN IP Group Synergy (Units and AIP)	Rp Milyar Rp Billion	718,95	6,00	836,02	110,00%	6,60
4	Sinergi PLN Group dan PUSHARLIS PLN Group and PUSHARLIS Synergy	Rp Milyar Rp Billion	183,65	6,00	443,14	110,00%	6,60
5	Penyelesaian Penugasan Assignment Completion	%	100,00	5,00	96,88	96,88%	4,84
6	Kontrak Solar Panel Solar Panel Contracts	Rp Milyar Rp Billion	10,00	5,00	11,24	110,00%	5,50
7	Proposal Bisnis Baru New Business Proposals	Jumlah Number	4	4,00	7	104,00%	4,16
8	Maturity Manajemen Aset Asset Management Maturity	%	100,00	4,00	100,00	100,00%	4,00
C	**Kepemimpinan Teknologi** **Technology Leadership**			**3,00**			**3,12**
1	ICR (Information Capital Readiness) ICR (Information Capital Readiness)	Score	2,60	3,00	2,70	103,85%	3,12
D	**Energize Investment** **Energize Investment**			**5,00**			**5,49**
1	Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2025 Control of investment budget utilization in accordance with 2025 RKAP	%	95–100	5,00	99,87	109,74%	5,49
E	**Unleash Talent** **Unleash Talent**			**17,00**			**17,21**
1	HCR & OCR HCR & OCR	%	100,00	5,00	100,56	100,56%	5,03
2	Pemenuhan Kompetensi bidang Renewable Energy & MRO Fulfillment of Competencies in Renewable Energy & MRO	%	100,00	4,00	100,00	100,00%	4,00
3	Implementasi Sistem Management Talent Implementation of Talent Management System	%	100,00	4,00	108,81	108,81%	4,35
4	Produktivitas Pegawai Employee Productivity	Rp Juta/ Pegawai Rp Million/ Employee	36,90	4,00	35,31	95,69%	3,83
F	**Kepatuhan** **Compliance**			**0**			**(0,50)**
1	Compliance (GCG, CSR, Safety, Security & Environment, SPI, Reporting) Compliance (GCG, CSR, Safety, Security & Environment, SPI, Reporting)	Nilai pengurang maks. -10 Deduction score max. -10	-	-			(0,50)
	Total **Total**			**100**			**103,38**

Catatan I Note
Untuk pencapaian ≥110,00% ditulis 110,00%
Achievements ≥110.00% are presented as 110.00%.

KPI Direksi pada Tahun 2025
The Director's KPI value in 2025

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	42,66	27,68	33,74	37,68
2	Inovasi Model Bisnis Business Model Innovation	53,77	24,86	62,33	56,68
3	Peningkatan Investasi Investment Enhancement	5,49		5,49	5,49
4	Pengembangan Talenta Talent Development	3,81	49,60	3,81	3,81
5	Kepatuhan Nilai Pengurang Compliance with Deduction Amounts				
	Jumlah Bobot **Total Weight**	**105,73**	**102,14**	**105,37**	**103,66**
	NKO Proposional **Proportional NKO**	**105,73**			

Pencapaian KPI Dewan Komisaris 2025
The Board Of Commissioners Outgoing Letters In The Fiscal Year

No	Program Kerja Work Program	Uraian Description	Bobot Weight	Realisasi Realization	Pencapaian Achievements	Nilai Scores
DEWAN KOMISARIS/KOMITE DENGAN DIREKSI/MANAJEMEN **BOARD OF COMMISSIONERS/COMMITTEE AND BOARD OF DIRECTORS/MANAGEMENT**						
1	Review dan tanggapan Rencana Perusahaan Review and response to the Company Plan	Pembahasan, saran, dan atau persetujuan atas RKAP dan KPI Tahun 2025, Revisi RKAP Tahun Buku 2025 jika ada, Review RJP, dan URKAP 2026 Discussion, recommendations, and or approval of the 2025 RKAP and KPI, revision of the 2025 Fiscal Year RKAP if any, RJP review, and 2026 URKAP	7	1 kali 1 time	100%	7
		Ketepatan waktu pemberian tanggapan setelah surat diperoleh dari Direksi dengan data yang akurat dan lengkap Timeliness in providing responses after receiving correspondence from the Board of Directors with accurate and complete data	3	14 hari kerja 14 working days	100%	3
2	Review dan tanggapan Kinerja Perusahaan Review and response to Company Performance	Pembahasan, tanggapan, dan persetujuan atas Laporan Manajemen, Laporan Keuangan, dan KPI IPS Tahun 2025 Discussion, response, and approval of the Management Report, Financial Statements, and 2025 IPS KPI	12	12 kali 12 times	100%	12
3	Review tindak lanjut hasil temuan Audit Internal Eksternal oleh DEKOM atau Komite Audit Review of follow-up actions on Internal External Audit results findings by the Board of Commissioners or Audit Committee	Pembahasan dan tanggapan saran atas laporan pemeriksaan internal Discussion and response recommendations on internal audit reports	5	2 kali 2 times	100%	5
		Pembahasan dan tanggapan saran atas monitoring tindak lanjut temuan Auditor eksternal jika ada Discussion and response recommendations on the monitoring of follow-up actions on external auditor findings, if any	5	1 kali 1 time	100%	5

No	Program Kerja Work Program	Uraian Description	Bobot Weight	Realisasi Realization	Pencapaian Achievements	Nilai Scores
4	Memberi tanggapan tertulis persetujuan nasihat saran teguran kepada Direksi Providing written responses approvals advice recommendations reprimands to the Board of Directors	Pembahasan dan pemberian tanggapan tertulis atas tindakan Direksi yang berdasarkan Anggaran Dasar memerlukan tanggapan tertulis atau persetujuan Dewan Komisaris dalam jangka waktu 14 hari kerja sejak diterimanya permohonan, penjelasan, dan dokumen lengkap dari Direksi Discussion and provision of written responses to actions of the Board of Directors that, pursuant to the Articles of Association, require written response or approval from the Board of Commissioners within 14 working days after receiving the complete request, explanation, and documents from the Board of Directors	15	14 hari kerja 14 working days	100%	15
5	Kinerja Perusahaan Company Performance	Pencapaian KPI PIPS Tahun 2025 Achievement of 2025 PIPS KPI	10	100%	100%	10
DEWAN KOMISARIS DENGAN RUPS **BOARD OF COMMISSIONERS AND GENERAL MEETING OF SHAREHOLDERS**						
6	Pemenuhan Pelaksanaan Program Kerja Dewan Komisaris & Komite Fulfillment of the Board of Commissioners and Committees' Work Program Implementation	Pemenuhan Pelaksanaan Program Kerja DEKOM dan Komite Fulfillment of the Board of Commissioners and Committees' Work Program Implementation	8	100%	100%	8
7	Menyampaikan pendapat usul Dewan Komisaris kepada Pemegang Saham RUPS Submission of the Board of Commissioners' opinions proposals to Shareholders GMS	Ketepatan waktu penyampaian rekomendasi atas RJPP: Review RJPP, RKAP Tahun Buku 2025, Laporan Manajemen dan KPI IPS Tahun 2025, Usulan Penetapan Laba Bersih Tahun Buku 2024 jika membukukan, Usulan Penetapan Kantor Akuntan Publik Tahun Buku 2025, serta Usulan Tantiem 2024, Remunerasi Tahun Buku 2025 bagi Direksi dan Dewan Komisaris, dan Bonus Pegawai 2024 (jika ada) Timeliness in submitting recommendations on RJPP: RJPP Review, 2025 Fiscal Year RKAP, 2025 Management Report and IPS KPI, proposed determination of 2024 fiscal year net profit if recorded, proposed appointment of the Public Accounting Firm for fiscal year 2025, as well as proposed 2024 tantiem, 2025 remuneration for the Board of Directors and Board of Commissioners, and 2024 employee bonuses (if any)	10	14 hari kerja 14 working days	100%	10
8	Menyampaikan laporan tentang tugas pengawasan Dewan Komisaris Submission of reports on the Board of Commissioners' supervisory duties	Laporan Pengawasan Tahun 2025 2025 Supervisory Report	3	1 laporan 1 report	100%	3
		Laporan Pengawasan Triwulan Tahun 2025 2025 Quarterly Supervisory Report	2	2 laporan 2 reports	100%	2
9	RUPS General Meeting of Shareholders	Kehadiran kuorum Komisaris pada RUPS RKAP Tahun Buku 2025 Quorum attendance of Commissioners at the GMS on the 2025 Fiscal Year RKAP	2	100% Kuorum 100% Quorum	100%	2
		RUPS Tahunan LPT Tahun 2024 Annual GMS LPT for Fiscal Year 2024	2	100% Kuorum 100% Quorum	100%	2
INTERNAL DEWAN KOMISARIS **INTERNAL MATTERS OF THE BOARD OF COMMISSIONERS**						
10	Rapat Dewan Komisaris Board of Commissioners Meeting	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	8	12 kali 12 times	100%	8

No	Program Kerja Work Program	Uraian Description	Bobot Weight	Realisasi Realization	Pencapaian Achievements	Nilai Scores
11	Pengenalan induksi peningkatan kompetensi Orientation induction competency development	Mengikuti seminar workshop di luar negeri maupun dalam negeri Participation in seminars workshops, both overseas and domestic	2	100%	100%	2
		Induksi jika ada Komisaris baru Induction if there is a new Commissioner	2	100%	100%	2
12	Pengelolaan GCG GCG Management	Mengikuti Assessment GCG Tahun 2025 Participation in the 2025 GCG Assessment	1	1 kali 1 time	100%	1
		Pencapaian skor assessment GCG Dewan Komisaris Tahun 2024 Achievement of the Board of Commissioners' 2024 GCG assessment score	3	91%	100%	3
	Jumlah 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 dibantu oleh Komite Audit dan Komite Manajemen Risiko. Kedua komite tersebut memberikan masukan, telaah, rekomendasi, dan dukungan pengawasan sesuai ruang lingkup tugas masing-masing. Sepanjang tahun 2025, Dewan Komisaris melakukan evaluasi atas kinerja komite dengan mempertimbangkan realisasi program kerja, kualitas rekomendasi, kompetensi, kehadiran dan partisipasi dalam rapat, serta kontribusi terhadap efektivitas pelaksanaan fungsi pengawasan Dewan Komisaris.

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:
1. Komite Audit
2. Komite Manajemen Risiko

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.

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.

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 2025, 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.

The committees established under the Board of Commissioners to support its supervisory duties are:

1. Audit Committee
2. Risk Management Committee

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. 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. 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 2025 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 2025, 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 2025, 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 2025, fungsi Nominasi dan Remunerasi dijalankan oleh Komite Manajemen Risiko. Sepanjang tahun 2025, 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 2025, 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 2025, Komite ini telah menyelenggarakan rapat sebanyak 14 (empat belas) kali, dengan cakupan topik utama mencakup risiko pasar, risiko operasional, risiko kredit, serta keamanan siber dan risiko strategis lainnya.

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 2025, the Committee held 14 (fourteen) meetings, focusing on key topics such as market risk, operational risk, credit risk, cybersecurity, and other strategic risks.

EVALUASI DAN KINERJA KOMITE

Berdasarkan hasil evaluasi kinerja tahun 2025, Dewan Komisaris menilai bahwa Komite Audit dan Komite Manajemen Risiko telah menjalankan tugas dan fungsinya dengan baik serta memberikan dukungan yang memadai terhadap pelaksanaan fungsi pengawasan Dewan Komisaris.

Komite Audit dinilai berhasil menjalankan peran pengawasan terhadap pelaksanaan audit internal maupun eksternal, serta meningkatkan efektivitas sistem pengendalian internal dan kepatuhan terhadap peraturan.

COMMITTEE EVALUATION AND PERFORMANCE

Based on the 2025 performance evaluation, the Board of Commissioners concluded that both the Audit Committee and the Risk Management Committee have carried out their duties and functions properly and provided adequate support for the implementation of the Board of Commissioners' supervisory function.

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.

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.

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.

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.

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

Ketentuan mengenai Komisaris Independen mengacu pada Anggaran Dasar, ketentuan tata kelola BUMN, serta peraturan perundang-undangan yang berlaku. Komisaris Independen merupakan anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, hubungan keluarga, atau hubungan usaha dengan anggota Direksi, anggota Dewan Komisaris lainnya, pemegang saham pengendali, atau Perusahaan yang dapat memengaruhi kemampuannya untuk bertindak independen.

Provisions on Independent Commissioners refer to the Articles of Association, SOE governance regulations, and applicable laws and regulations. An Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership, family, or business relationship with members of the Board of Directors, other members of the Board of Commissioners, controlling shareholders, or the Company that may affect their 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	Fredy Eko Prasetyo T.	
		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.	√	

Sepanjang tahun buku 2025, 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.

Throughout the 2025 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.

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.

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 2025, Dewan Komisaris telah menerbitkan 27 dokumen korespondensi dalam bentuk surat resmi. Dari jumlah tersebut, sebanyak 7 dokumen diantaranya merupakan Surat Keputusan Dewan Komisaris serta 20 dokumen Surat Keluar Dewan Komisaris.

Throughout 2025, the Board of Commissioners issued 27 correspondence documents in the form of official letters. Of these, 7 were Board of Commissioners' Decisions and 20 were outgoing letters from the Board of Commissioners.

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.

Mata Acara Rapat Dewan Komisaris
Meeting Agenda of Commissioners

No	Mata Acara Agenda	Tanggal Date
1	Tanggapan Dewan Komisaris pada RUPS RKAP 2025 Board of Commissioners' Response at the 2025 RKAP GMS	15 Januari 2025 January 15, 2025
2	Pembentukan Komite Risiko Establishment of the Risk Committee	6 Maret 2025 March 6, 2025
3	Pembahasan kerja sama jasa penunjang O&M unit pembangkit dengan PT PLN Indonesia Power Discussion on O&M supporting services cooperation for power generation units with PT PLN Indonesia Power	21 Mei 2026 May 21, 2026
4	Pembahasan KPI, pembagian tugas monitoring Dewan Komisaris, dan pengembangan organisasi Discussion on KPIs, assignment of Board of Commissioners monitoring duties, and organizational development	28 Mei 2026 May 28, 2026
5	Tanggapan Dewan Komisaris pada RUPS LPT PT Indonesia Power Services Tahun Buku 2024 Board of Commissioners' Response at the PT Indonesia Power Services LPT GMS for Fiscal Year 2024	24 Juni 2025 June 24, 2025
6	Tanggapan Dewan Komisaris terhadap kelengkapan dokumen RUPS LPT Tahun Buku 2024 Board of Commissioners' Response to the completeness of documents for the LPT GMS for Fiscal Year 2024	25 Juni 2026 June 25, 2026
7	Pembahasan masa jabatan, pembagian tugas monitoring, dan susunan Komite Risiko Discussion on term of office, assignment of monitoring duties, and Risk Committee composition	18 Juli 2025 July 18, 2025
8	Area of Improvement Assessment GCG Tahun 2024 Areas for Improvement in the 2024 GCG Assessment	27 Agustus 2025 August 27, 2025
9	Telaah Dewan Komisaris terhadap Rencana Jangka Panjang PT PLN Indonesia Power Services Tahun 2026–2030 Board of Commissioners' Review of the 2026–2030 Long-Term Plan of PT PLN Indonesia Power Services	25 September 2025 September 25, 2025
10	Pembahasan Komite Audit, KPI Dewan Komisaris, dan pengendalian internal tahun 2025 Discussion on the Audit Committee, Board of Commissioners KPIs, and internal control in 2025	17 Oktober 2025 October 17, 2025
11	Telaah Dewan Komisaris terhadap rencana kontrak AMC pekerjaan O&M PLTU Sintang 3x7 MW Board of Commissioners' Review of the AMC contract plan for O&M work at Sintang Steam Power Plant 3x7 MW	20 November 2025 November 20, 2025
12	Pembahasan Komite Manajemen Risiko serta Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2026 Discussion on the Risk Management Committee and the 2026 Board of Commissioners Work Plan and Budget	17 Desember 2025 December 17, 2025

Mata Acara Rapat Dewan Komisaris bersama Direksi
Meeting Agenda of Commissioners with Directors

No	Mata Acara Agenda	Tanggal Date
1	Evaluasi kinerja Desember 2024 dan pembahasan RKAP Tahun 2025 Evaluation of December 2024 performance and discussion of the 2025 Corporate Work Plan and Budget	15 Januari 2025 January 15, 2025
2	Pembahasan materi RUPS RKAP Tahun 2025 Discussion of GMS materials for the 2025 Corporate Work Plan and Budget	24 Januari 2025 January 24, 2025
3	Evaluasi kinerja Januari 2025 dan peluang pengembangan bisnis O&M pembangkit Evaluation of January 2025 performance and O&M business development opportunities for power plants	25 Februari 2025 February 25, 2025
4	Evaluasi kinerja Februari 2025 dan hasil Assessment GCG Tahun 2024 Evaluation of February 2025 performance and the 2024 GCG Assessment results	13 Maret 2025 March 13, 2025
5	Evaluasi kinerja Maret 2025 dan rencana pengembangan O&M PLTS Evaluation of March 2025 performance and development plan for O&M Solar PV Plant	25 April 2025 April 25, 2025
6	Evaluasi kinerja April 2025 dan kajian pengembangan Direktorat Project Evaluation of April 2025 performance and study on the development of the Project Directorate	20 Mei 2025 May 20, 2025
7	Pembahasan materi RUPS LPT Tahun Buku 2024 dan evaluasi kinerja Mei 2025 Discussion of GMS materials for the 2024 Fiscal Year LPT and evaluation of May 2025 performance	23 Juni 2025 June 23, 2025

No	Mata Acara Agenda	Tanggal Date
8	Evaluasi kinerja Juni 2025 dan penyelarasan keputusan bersama Dewan Komisaris dan Direksi Evaluation of June 2025 performance and alignment of the joint decision of the Board of Commissioners and Board of Directors	21 Juli 2025 July 21, 2025
9	Laporan Kinerja Juli 2025 July 2025 Performance Report	25 Agustus 2025 August 25, 2025
10	Evaluasi kinerja Agustus 2025 dan pembahasan usulan RJPP Tahun 2026–2030 Evaluation of August 2025 performance and discussion of the proposed 2026–2030 Long-Term Corporate Plan	22 September 2025 September 22, 2025
11	Laporan Kinerja September 2025 September 2025 Performance Report	23 Oktober 2025 October 23, 2025
12	Evaluasi kinerja Oktober 2025 dan pembahasan usulan skema AMC Evaluation of October 2025 performance and discussion of the proposed AMC scheme	24 November 2025 November 24, 2025
13	Evaluasi kinerja November 2025 dan pengelolaan portofolio usaha Perseroan Evaluation of November 2025 performance and management of the Company's business portfolio	22 Desember 2025 December 22, 2025

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	001.K/DEKOM-PIPS/2025	SK Komite Manajemen Risiko Decree on the Risk Management Committee	6 Maret 2025 March 6, 2025
2	002.K/DEKOM-PIPS/2025	Penunjukan SEKDEKOM Appointment of the Board of Commissioners Secretary	10 Maret 2025 March 10, 2025
3	003.K/DEKOM-PIPS/2025	Benturan Kepentingan Conflict of Interest	23 Juli 2025 July 23, 2025
4	004.K/DEKOM-PIPS/2025	Board Manual Board Manual	23 Juli 2025 July 23, 2025
5	005.K/DEKOM-PIPS/2025	Pedoman Tata Kelola Perusahaan yang Baik Good Corporate Governance Guidelines	23 Juli 2025 July 23, 2025
6	006.K/DEKOM-PIPS/2025	Tata Kelola Anti Penyuapan di Lingkungan PT PLN Indonesia Power Services Anti-Bribery Governance within PT PLN Indonesia Power Services	23 Juli 2025 July 23, 2025
7	008.K/DEKOM-PIPS/2025	Pembentukan Komite Audit Establishment of the Audit Committee	23 Juli 2025 July 23, 2025

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	Tanggapan Tertulis Dekom atas Materi dan Buku RUPS RKAP Tahun 2025 Written Response of the Board of Commissioners on the Materials and Book for the 2025 RKAP GMS	30 Januari 2025 January 30, 2025
2	02/DEKOM CDB/2024	Persetujuan Ijin Perjalanan Dinas Luar Negeri Approval of Overseas Official Travel Permit	4 Februari 2025 February 4, 2025
3	03/DEKOM CDB/2024	Permintaan Salinan PERDIR PT PLN IP tentang Tenaga Alih Daya Request for a Copy of PT PLN IP Board of Directors Regulation concerning Outsourced Personnel	13 Februari 2025 February 13, 2025
4	04/DEKOM CDB/2024	Anggota Komite Manajemen Risiko DEKOM PIPS Members of the Risk Management Committee under the PIPS Board of Commissioners	10 Maret 2025 March 10, 2025

No	Nomor Surat Keputusan Letter Number Decision	Perihal Subject	Tanggal Date
5	06/DEKOM PIPS/2025	Kunjungan Komite DEKOM Visit of the Board of Commissioners Committee	17 April 2025 April 17, 2025
6	07/DEKOM PIPS/2025	Tanggapan Tertulis Dewan Komisaris atas Penyertaan Modal dalam Pembentukan Joint Venture (JV) dan Perubahan Anggaran Investasi (AI) untuk Penyertaan Saham dalam Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2025 Written Response of the Board of Commissioners on Capital Participation in the Establishment of a Joint Venture (JV) and Amendment to the Investment Budget (AI) for Share Subscription in the 2025 Corporate Work Plan and Budget (RKAP)	30 April 2025 April 30, 2025
7	08/DEKOM PIPS/2025	Persetujuan Cuti DIRBNS Approval of DIRBNS Leave	8 Mei 2025 May 8, 2025
8	09/DEKOM PIPS/2025	Permohonan Penugasan Sementara Staf Sekretariat Dekom PIPS Request for Temporary Assignment of PIPS Board of Commissioners Secretariat Staff	16 Mei 2025 May 16, 2025
9	10/DEKOM PIPS/2025	Persetujuan Penandatanganan dan Pelaksanaan Pekerjaan Jasa Penunjang O&M Unit Pembangkit Direktorat Operasi Gas dan Direktorat Operasi Batubara dengan PT PLN Indonesia Power Approval for the Signing and Implementation of O&M Supporting Services Work for Generation Units under the Gas Operations Directorate and Coal Operations Directorate with PT PLN Indonesia Power	21 Mei 2025 May 21, 2025
10	11/DEKOM PIPS/2025	Tanggapan Tertulis Dekom atas Usulan Pengajuan Kajian Pengembangan Direktorat Project PT PLN Indonesia Power Services Written Response of the Board of Commissioners on the Proposed Submission of a Study on the Development of the Project Directorate of PT PLN Indonesia Power Services	2 Juni 2025 June 2, 2025
11	12/DEKOM PIPS/2025	Tanggapan Tertulis Komisaris atas Usulan Persetujuan Tantiem Tahun Buku 2024 dan Remunerasi Tahun Buku 2025 bagi Direksi dan Komisaris, serta Bonus Pegawai Tahun Buku 2024 Written Response of the Commissioners on the Proposed Approval of Tantiem for the 2024 Fiscal Year and Remuneration for the 2025 Fiscal Year for the Board of Directors and Commissioners, as well as Employee Bonuses for the 2024 Fiscal Year	25 Juni 2025 June 25, 2025
12	13/DEKOM PIPS/2025	Tanggapan Tertulis Komisaris untuk Pembagian Laba Bersih Tahun 2024 Written Response of the Commissioners on the Distribution of 2024 Net Profit	25 Juni 2025 June 25, 2025
13	14/DEKOM PIPS/2025	Tanggapan Tertulis Dewan Komisaris atas Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2025 Written Response of the Board of Commissioners on the Appointment of a Public Accounting Firm for the Audit of the Company's Financial Statements for the 2025 Fiscal Year	25 Juni 2025 June 25, 2025
14	15/DEKOM PIPS/2025	Buku Laporan Pelaksanaan Tugas Pengawasan DEKOM Tahun 2024 Report Book on the Implementation of the Board of Commissioners' Supervisory Duties in 2024	25 Juni 2025 June 25, 2025
15	16/DEKOM PIPS/2025	Key Performance Indicator Dewan Komisaris Tahun 2025 2025 Key Performance Indicators of the Board of Commissioners	26 Juni 2025 June 26, 2025
16	17/DEKOM PIPS/2025	Kunjungan Dewan Komisaris Board of Commissioners Visit	15 September 2025 September 15, 2025
17	18/DEKOM PIPS/2025	Tanggapan DEKOM terkait RJPP 2026–2030 Response of the Board of Commissioners regarding the 2026–2030 RJPP	26 September 2025 September 26, 2025
18	19/DEKOM PIPS/2025	Kunjungan Komite Audit Dewan Komisaris Visit of the Audit Committee of the Board of Commissioners	21 November 2025 November 21, 2025
19	20/DEKOM PIPS/2025	Tanggapan Tertulis Dewan Komisaris untuk Rencana Kontrak AMC Pekerjaan O&M PLTU Sintang 3x7 MW Written Response of the Board of Commissioners on the Planned AMC Contract for O&M Work at Sintang CFPP 3x7 MW	25 November 2025 November 25, 2025
20	21/DEKOM PIPS/2025	Kunjungan Dewan Komisaris Board of Commissioners Visit	26 November 2025 November 26, 2025

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination of The Board of Directors and Commissioners

Nominasi dan remunerasi Direksi dan Dewan Komisaris merupakan bagian dari mekanisme tata kelola Perusahaan untuk memastikan bahwa pengangkatan, pemberhentian, pengembangan, serta pemberian remunerasi kepada organ utama Perusahaan dilakukan secara terstruktur, transparan, dan sesuai dengan ketentuan yang berlaku.

The nomination and remuneration of the Board of Directors and the Board of Commissioners form part of the Company's governance mechanism to ensure that the appointment, dismissal, development, and remuneration of the Company's main organs are carried out in a structured and transparent manner in accordance with applicable provisions.

Anggota Direksi dan Dewan Komisaris diangkat melalui mekanisme Rapat Umum Pemegang Saham (RUPS) atau keputusan pemegang saham sesuai Anggaran Dasar, ketentuan peraturan perundang-undangan, serta kebijakan internal yang berlaku di lingkungan PLN IP Services dan grup usaha. Dalam menjalankan tugas dan tanggung jawabnya, Direksi berperan sebagai organ pengurusan Perusahaan, sedangkan Dewan Komisaris berperan sebagai organ pengawasan dan pemberian nasihat kepada Direksi.

Members of the Board of Directors and the Board of Commissioners are appointed through the General Meeting of Shareholders (GMS) mechanism or shareholder resolutions in accordance with the Articles of Association, applicable laws and regulations, and internal policies within PLN IP Services and its business group. In carrying out their duties and responsibilities, the Board of Directors serves as the Company's management organ, while the Board of Commissioners serves as the supervisory and advisory organ to the Board of Directors.

Kebijakan nominasi dan remunerasi disusun untuk mendukung kesinambungan kepemimpinan, kesesuaian kompetensi, objektivitas penilaian, serta keseimbangan antara capaian kinerja, tanggung jawab jabatan, kemampuan Perusahaan, dan prinsip tata kelola perusahaan yang baik.

The nomination and remuneration policies are established to support leadership continuity, competency alignment, objective assessment, and a balance between performance achievement, position responsibilities, the Company's capability, and the principles of good corporate governance.

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

Dasar hukum dan pedoman yang menjadi acuan pelaksanaan nominasi Direksi dan Dewan Komisaris antara lain meliputi:

i. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
ii. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
iii. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;

NOMINATION POLICY FOR MEMBERS OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS

1. Board of Directors

a. Legal Basis

The legal basis and guidelines for the nomination of the Board of Directors and the Board of Commissioners include, among others:

i. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
ii. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
iii. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;

iv. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;

v. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
vi. Board Manual PLN IP Services;
vii. Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code PLN IP Services; dan
viii. Kebijakan pengelolaan anak perusahaan, perusahaan patungan, dan perusahaan asosiasi yang berlaku di lingkungan grup usaha.

b. Pedoman Kerja Direksi

Pedoman Kerja Direksi (Board Manual) merupakan acuan tata laksana atas tugas dan tanggung jawab Direksi. Pedoman Kerja Dewan Komisaris dan Direksi ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025 tentang Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) PT PLN Indonesia Power Services, yang ditetapkan di Jakarta pada tanggal 23 Juli 2025.

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.

iv. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
v. The Articles of Association of PT PLN Indonesia Power Services, as amended;
vi. The PLN IP Services Board Manual;
vii. The Code of Good Corporate Governance or GCG Code of PLN IP Services; and
viii. The applicable policy on the management of subsidiaries, joint ventures, and associates within the business group.

b. Work Guidelines for The Board of Directors

The Board Manual for the Board of Directors serves as a reference for the implementation of the duties and responsibilities of the Board of Directors. The Board Manual for the Board of Commissioners and the Board of Directors was established through the Joint Decision of the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025 concerning the Board Manual of PT PLN Indonesia Power Services, stipulated in Jakarta on July 23, 2025.

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. 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:

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

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. 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. 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 PLN Indonesia Power. Pada tahun buku 2025, pengangkatan dan/atau penetapan anggota Direksi dilakukan melalui mekanisme persetujuan pemegang saham sesuai ketentuan Anggaran Dasar, Board Manual, dan kebijakan nominasi yang berlaku.

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.

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

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 PLN Indonesia Power. In the 2025 fiscal year, the appointment and/or confirmation of members of the Board of Directors was carried out through the shareholder approval mechanism in accordance with the Articles of Association, the Board Manual, and the applicable nomination policy.

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.

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

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 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.

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 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

Dasar hukum dan pedoman yang menjadi acuan pelaksanaan nominasi Dewan Komisaris antara lain meliputi:

i. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
ii. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
iii. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
iv. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
v. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
vi. Board Manual PLN IP Services;
vii. Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code PLN IP Services; dan
viii. Kebijakan pengelolaan anak perusahaan, perusahaan patungan, dan perusahaan asosiasi yang berlaku di lingkungan grup usaha.

2. Board of Commissioners

a. Legal Basis

The legal basis and guidelines for the nomination of the Board of Commissioners include, among others:

i. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
ii. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
iii. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
iv. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
v. The Articles of Association of PT PLN Indonesia Power Services, as amended;
vi. The PLN IP Services Board Manual;
vii. The Code of Good Corporate Governance or GCG Code of PLN IP Services; and
viii. The applicable policy on the management of subsidiaries, joint ventures, and associates within the business group.

b. Pedoman Kerja Dewan Komisaris

Pedoman kerja merupakan acuan tata tertib dan tata laksana Dewan Komisaris dalam melaksanakan tugas, wewenang, tanggung jawab, dan kewajibannya. Pedoman Kerja Dewan Komisaris dan Direksi ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025 tentang Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) PT PLN Indonesia Power Services, yang ditetapkan di Jakarta pada tanggal 23 Juli 2025. 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

c. Kriteria dan Proses Pengangkatan Dewan Komisaris

Anggota Dewan Komisaris adalah orang perseorangan yang memenuhi persyaratan sebagaimana tercantum dalam Anggaran Dasar, Board Manual PLN IP Services, dan ketentuan peraturan perundang-undangan yang berlaku. Persyaratan tersebut antara lain adalah:

i. Yang dapat diangkat menjadi Anggota Dewan Komisaris adalah orang perseorangan yang cakap melakukan perbuatan hukum.
ii. 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.

b. Work Guidelines for The Board of Commissioners

The work guideline serves as a reference for the rules and procedures of the Board of Commissioners in carrying out its duties, authorities, responsibilities, and obligations. The Board Manual for the Board of Commissioners and the Board of Directors was established through the Joint Decision of the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025 concerning the Board Manual of PT PLN Indonesia Power Services, stipulated in Jakarta on July 23, 2025.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. Criteria and Process for The Appointment of The Board of Commissioners

Members of the Board of Commissioners are individuals who fulfill the requirements as stipulated in the Articles of Association, the PLN IP Services Board Manual, and applicable laws and regulations. These 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. 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.
viii. Mempunyai latar belakang dan/atau pengetahuan sekurang-kurangnya di bidang akuntan dan keuangan.

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. Have background and/or knowledge of at least accounting and finance.

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 serta memperoleh persetujuan sesuai mekanisme nominasi yang berlaku. Pada tahun buku 2025, pengangkatan dan/atau penetapan anggota Dewan Komisaris dilakukan melalui mekanisme persetujuan pemegang saham sesuai ketentuan Anggaran Dasar, Board Manual, dan kebijakan nominasi yang berlaku.

d. Fit and Proper Test of The Board of Commissioners

Prior to being appointed and confirmed as a member of the Board of Commissioners, each prospective member of the Board of Commissioners must pass the fit and proper test and obtain approval in accordance with the applicable nomination mechanism. In the 2025 fiscal year, the appointment and/or confirmation of members of the Board of Commissioners was carried out through the shareholder approval mechanism in accordance with the Articles of Association, the Board Manual, and the applicable nomination policy.

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.

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.

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.

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.

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.

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
5. Menelaah calon anggota Direksi dan/atau Dewan Komisaris yang memenuhi persyaratan untuk diproses sesuai mekanisme nominasi, rekomendasi, dan persetujuan pemegang saham sebagaimana diatur dalam Anggaran Dasar, Board Manual, dan kebijakan grup usaha yang berlaku.

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. Reviewing candidates for members of the Board of Directors and/or the Board of Commissioners who meet the requirements to be processed through the nomination, recommendation, and shareholder approval mechanisms as stipulated in the Articles of Association, the Board Manual, and the applicable business group policy.

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 Keputusan Direksi PT Indonesia Power No. 118.K/010/IP/2021, yang masih menjadi salah satu rujukan pengelolaan anak perusahaan, perusahaan patungan, dan perusahaan asosiasi di lingkungan grup usaha, 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.

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.

Based on the Decree of the Board of Directors of PT Indonesia Power No. 118.K/010/IP/2021, which remains one of the references for the management of subsidiaries, joint ventures, and associates within the business group, the succession process is carried out through several stages, including the identification of leadership needs based on business challenges and the Company's long-term plan, competency mapping of prospective candidates, internal and external selection, and fit and proper tests for qualified candidates.

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;
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.

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. 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.

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. 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.
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.
6. Peraturan Menteri BUMN No. PER-12/MBU/11/2020 tanggal 27 November 2020 tentang Perubahan Kelima atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.
7. Peraturan Menteri BUMN Nomor PER-13/MBU/09/2021 mengatur tentang Perubahan Keenam atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara (BUMN).

Kebijakan remunerasi Direksi dan Dewan Komisaris ditetapkan oleh Pemegang Saham melalui mekanisme RUPS dengan memperhatikan Anggaran Dasar, kemampuan keuangan Perusahaan, capaian kinerja, serta ketentuan peraturan perundang-undangan yang berlaku, termasuk Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/09/2021.

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. 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.
6. Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/11/2020 dated November 27, 2020, concerning the Fifth Amendment to Regulation of the Minister of State-Owned Enterprises No. PER-04/MBU/2014 on Guidelines for Determining the Compensation of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.
7. Regulation of the Minister of State-Owned Enterprises No. PER-13/MBU/09/2021 sets forth the Sixth Amendment to Regulation of the Minister of State-Owned Enterprises No. PER-04/MBU/2014 concerning Guidelines for Determining the Compensation of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises (BUMN).

The remuneration policy for the Board of Directors and the Board of Commissioners is determined by the Shareholders through the GMS mechanism by taking into account the Articles of Association, the Company's financial capability, performance achievements, and applicable laws and regulations, including the Minister of State-Owned Enterprises Regulation No. PER-04/MBU/2014 on Guidelines for Determining the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises, as amended several times, most recently by Minister of State-Owned Enterprises Regulation No. PER-13/MBU/09/2021.

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.

3. **STRUKTUR REMUNERASI DIREKSI DAN DEWAN KOMISARIS**

Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN Nomor 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.

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;
5. Tingkat inflasi;
6. Faktor-faktor lain yang relevan (*merit system*), 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-04/MBU/2014 sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/09/2021 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan

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. **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 State-Owned Enterprises Regulation No. PER-04/MBU/2014, as amended several times, most recently by Minister of State-Owned Enterprises Regulation No. PER-13/MBU/09/2021, the remuneration structure for the Company's Board of Commissioners and Board of Directors consists of:

1. Salary/Honorarium;
2. Benefits;
3. Health, communication and other facilities;
4. Tantiem/Performance Incentive.

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. 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.

The remuneration for the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services refers to the Minister of State-Owned Enterprises Regulation No. PER-04/MBU/2014, as amended several times, most recently by Minister of State-Owned Enterprises Regulation No. PER-13/MBU/09/2021, on Guidelines for Determining

Pengawas BUMN. Komponen remunerasi Direksi dan Dewan Komisaris terdiri dari gaji/honorarium, tunjangan, fasilitas, serta tantiem atau insentif kinerja sesuai ketentuan yang berlaku. Bagi Direksi, komponen tetap diberikan dalam bentuk gaji, sedangkan bagi Dewan Komisaris diberikan dalam bentuk honorarium.

Sesuai Peraturan tersebut gaji Direksi menjadi variabel utama sebagai perhitungan besaran gaji/ honorarium bagi Dewan Komisaris dan Anggota Direksi Lainnya.

1. Direktur Utama: menjadi acuan utama sebesar 100% sesuai keputusan Pemegang Saham/ RUPS.
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.

the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises. The remuneration components for the Board of Directors and the Board of Commissioners consist of salary/honorarium, allowances, facilities, and tantiem or performance incentives in accordance with applicable provisions. For the Board of Directors, the fixed component is provided in the form of salary, while for the Board of Commissioners, it is provided in the form of honorarium.

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: serves as the main reference at 100% in accordance with the Shareholders'/ GMS resolution.
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: menjadi acuan utama sebesar 100% sesuai keputusan Pemegang Saham/ RUPS. • 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: serves as the main reference at 100% in accordance with the Shareholders'/GMS resolution. • 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
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

Jenis Penghasilan Income Type	Direksi Board of Directors	Dewan Komisaris Board of Commissioners	Keterangan Note
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 2025, jumlah kompensasi yang dibayarkan kepada Dewan Komisaris dan Direksi Perusahaan tercatat sebesar Rp9,53 miliar, meningkat sebesar Rp1,31 miliar atau sekitar 15,93% dibandingkan tahun buku 2024 yang tercatat sebesar Rp8,22 miliar.

Seluruh kompensasi yang dibayarkan kepada Dewan Komisaris dan Direksi Perusahaan tersebut diklasifikasikan sebagai imbalan kerja jangka pendek sesuai standar akuntansi yang berlaku. Struktur remunerasi Direksi dan Dewan Komisaris disusun dengan mengacu pada keputusan Pemegang Saham/RUPS serta ketentuan peraturan perundang-undangan yang berlaku.

In the 2025 fiscal year, total compensation paid to the Company's Board of Commissioners and Board of Directors amounted to Rp9.53 billion, an increase of Rp1.31 billion or approximately 15.93% compared with Rp8.22 billion in the 2024 fiscal year.

All compensation paid to the Company's Board of Commissioners and Board of Directors was classified as short-term employee benefits in accordance with applicable accounting standards. The remuneration structure for the Board of Directors and the Board of Commissioners was prepared with reference to the Shareholders'/GMS resolution and applicable laws and regulations.

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 2025 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 2025 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	52 tahun 52 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	Lasiran	Plt. Direktur Bisnis Acting as Director Business	56 tahun 56 years old	Pria Male	Teknik kelistrikan dan hukum kenotariatan. Pengalaman profesionalnya kuat pada pengelolaan unit distribusi, kepemimpinan wilayah, operasional ketenagalistrikan, serta manajemen organisasi berskala nasional. Electrical engineering and notarial law. His professional experience is strong in distribution unit management, regional leadership, power operations, and national-scale organizational management.	Jawa Javanese
3	Amir Murtono	Plt. Direktur Operasi Acting as Director of Operation	50 tahun 50 years old	Pria Male	Teknik elektro dan manajemen teknis ketenagalistrikan. Pengalaman profesionalnya kuat pada bidang teknik, quality assurance, pengelolaan fungsi teknik dan umum, serta operasional. Electrical engineering and technical management in the power sector. His professional experience is strong in engineering, quality assurance, management of technical and general functions, and operations.	Jawa Javanese
4	Metty Kronika Indirawati	Plt. Direktur Keuangan Acting as Director of Finance	53 tahun 53 years old	Wanita Female	Manajemen dan keuangan. Pengalaman profesionalnya kuat pada bidang keuangan, perpajakan korporasi, pengelolaan kantor pusat, O&M, serta fungsi keuangan. Management and finance. He has extensive professional experience in finance, corporate taxation, headquarters management, operations and maintenance, and financial functions.	Jawa Javanese
5	Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	47 tahun 47 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
6	Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business (Previously Director of Business)	49 tahun 49 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)

No	Nama Name	Jabatan Position	Usia (tahun) Age (years)	Jenis Kelamin Gender	Latar Belakang Profesional Professional Background	Latar Belakang Budaya Culture Background
7	Mulyadi Koto**	Direktur Operasi Director of Operation	51 tahun 51 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)
8	Hari Muhardani Nasution***	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance (Previously Director of Finance)	49 tahun 49 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
Dewan Komisaris **Board of Directors**						
1	Khusnul Mubien	Komisaris Utama President Commissioner	57 tahun 57 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	Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	47 tahun 47 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.	Batak Bataknese
3	Masykuri Abdillah****	Komisaris Commissioner	67 tahun 67 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	Julita Indah*****	Komisaris Commissioner	55 tahun 55 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)

Catatan I Notes
* Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
*** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025
**** Menjabat sebagai Komisaris sampai 1 Juli 2025.
***** Menjabat sebagai Komisaris sampai 26 Juni 2025.

* Serving as Acting Director of Business until April 30, 2025
** Serving as Director of Operations until January 31, 2025
*** Serving as Acting Director of Finance until January 31, 2025
**** Serves as a Commissioner until July 1, 2025.
***** Serves as a Commissioner until June 26, 2025.

Independensi dan Transparansi Direksi dan Dewan Komisaris

Independence and Transparency of The Board of Directors and The Board Of Commissioners

Independensi dan transparansi Direksi serta Dewan Komisaris merupakan bagian penting dalam penerapan tata kelola perusahaan yang baik. Dalam menjalankan fungsi pengurusan, pengawasan, pemberian nasihat, dan pengambilan keputusan, setiap anggota Direksi dan Dewan Komisaris wajib bertindak objektif, profesional, berintegritas, serta mengutamakan kepentingan terbaik Perusahaan. Prinsip tersebut diperlukan agar setiap keputusan organ Perusahaan terbebas dari pengaruh kepentingan pribadi, keluarga, kelompok, maupun pihak lain yang dapat mengganggu objektivitas dan akuntabilitas pengelolaan Perusahaan.

Perusahaan mendukung penerapan prinsip tersebut melalui kerangka kebijakan tata kelola yang terdiri atas Pedoman Tata Kelola Perusahaan yang Baik atau GCG Code, Board Manual, Pedoman Etika Perusahaan atau Code of Conduct, Komitmen Manajemen tentang Sistem Manajemen Anti Penyuapan atau SMAP, Kebijakan Benturan Kepentingan, Pedoman Pengendalian Gratifikasi, serta Kebijakan Anti Fraud. Seluruh perangkat kebijakan tersebut menjadi dasar bagi Perusahaan dalam mengatur perilaku organ Perusahaan, menjaga integritas pengambilan keputusan, mencegah benturan kepentingan, serta memastikan pelaksanaan tugas Direksi dan Dewan Komisaris sesuai prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran.

Sebagai bentuk penguatan komitmen dari organ Perusahaan, Manajemen PT PLN Indonesia Power Services telah menandatangani Komitmen Manajemen tentang Sistem Manajemen Anti Penyuapan pada tanggal 3 Maret 2025. Komitmen tersebut memuat penerapan SNI ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan serta prinsip 4 NO's, yaitu No Bribery, No Kickback, No Gift, dan No Luxurious Hospitality. Melalui komitmen tersebut, Perusahaan menegaskan kepatuhan terhadap prinsip GCG, Pedoman Perilaku dan Etika Bisnis, ketentuan peraturan yang berlaku, serta kewajiban untuk menghindari dan mendeklarasikan konflik kepentingan yang menimbulkan risiko fraud.

The independence and transparency of the Board of Directors and the Board of Commissioners are essential components of good corporate governance. In performing their management, oversight, advisory, and decision-making functions, every member of the Board of Directors and the Board of Commissioners must act objectively, professionally, and with integrity, and prioritize the best interests of the Company. These principles are necessary to ensure that every decision made by the Company's governing bodies is free from the influence of personal, family, group, or other interests that could compromise the objectivity and accountability of the Company's management.

The Company supports the implementation of these principles through a corporate governance policy framework consisting of the Good Corporate Governance Guidelines (GCG Code), the Board Manual, the Code of Conduct, the Management Commitment on the Anti-Bribery Management System (SMAP), the Conflict of Interest Policy, the Gratuity Control Guidelines, and the Anti-Fraud Policy. All of these policy instruments serve as the foundation for the Company in regulating the conduct of its corporate bodies, maintaining the integrity of decision-making, preventing conflicts of interest, and ensuring that the duties of the Board of Directors and the Board of Commissioners are carried out in accordance with the principles of transparency, accountability, responsibility, independence, and fairness.

As a demonstration of the Company's organizational commitment, the Management of PT PLN Indonesia Power Services signed the Management Commitment on the Anti-Bribery Management System on March 3, 2025. This commitment includes the implementation of SNI ISO 37001:2016 on Anti-Bribery Management Systems as well as the 4 NO's principles: No Bribery, No Kickbacks, No Gifts, and No Luxurious Hospitality. Through this commitment, the Company reaffirms its compliance with the principles of Good Corporate Governance (GCG), the Code of Conduct and Business Ethics, applicable regulations, and the obligation to avoid and disclose conflicts of interest that pose a risk of fraud.

Pengelolaan Benturan Kepentingan

Pengelolaan benturan kepentingan secara khusus diatur melalui Keputusan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia Power Services Nomor 003.K/DEKOM-PIPS/2025 dan Nomor 0064.P/DIR/2025 tentang Benturan Kepentingan di Lingkungan PT PLN Indonesia Power Services. Kebijakan tersebut menjadi pedoman bagi Dewan Komisaris, Direksi, dan seluruh Insan PLN IP Services dalam mengetahui, mencegah, mengungkapkan, menangani, dan mengendalikan potensi maupun kejadian benturan kepentingan.

Benturan kepentingan merupakan kondisi ketika Insan PLN IP Services memanfaatkan kedudukan dan kewenangan yang dimiliki, baik secara sengaja maupun tidak sengaja, untuk kepentingan pribadi, keluarga, atau golongan tertentu sehingga pelaksanaan tugas tidak dapat dilakukan secara objektif dan dapat mempengaruhi kualitas keputusan dan/atau tindakan. Oleh karena itu, setiap anggota Direksi dan Dewan Komisaris wajib menghindari segala bentuk benturan kepentingan, baik yang bersifat potensial, aktual, maupun dipersepsikan.

Mekanisme Pengungkapan dan Pengendalian

Untuk memperkuat transparansi, anggota Direksi dan Dewan Komisaris wajib memberikan pernyataan benturan kepentingan kepada Perusahaan. Selain itu, anggota Direksi dan Dewan Komisaris wajib mengungkapkan kepemilikan saham pribadi dan kepemilikan saham keluarga sampai derajat kedua, baik pada Perusahaan maupun perusahaan lain, untuk dicatat dalam Daftar Khusus. Daftar Khusus tersebut diperbarui secara berkala sesuai perubahan yang terjadi, disimpan oleh Sekretaris Perusahaan, dan digunakan untuk kepentingan pengelolaan benturan kepentingan.

Apabila terdapat potensi benturan kepentingan dalam proses pengambilan keputusan, anggota Direksi atau Dewan Komisaris yang berkepentingan wajib mengungkapkan kondisi tersebut sesuai mekanisme yang berlaku. Perusahaan dapat melakukan penanganan melalui penarikan diri dari proses pengambilan keputusan, pengalihan tugas dan tanggung jawab, pembatasan akses terhadap informasi tertentu, atau langkah pengendalian lain sesuai ketentuan yang berlaku. Mekanisme tersebut bertujuan untuk menjaga objektivitas keputusan, mencegah penyalahgunaan wewenang, dan memastikan bahwa keputusan organ Perusahaan diambil semata-mata untuk kepentingan terbaik Perusahaan.

Conflict of Interest Management

Conflict of interest management is specifically regulated by Joint Decree No. 003.K/DEKOM-PIPS/2025 of the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services and No. 0064.P/DIR/2025 regarding Conflicts of Interest within PT PLN Indonesia Power Services. This policy serves as a guideline for the Board of Commissioners, the Board of Directors, and all PLN IP Services personnel in identifying, preventing, disclosing, addressing, and controlling potential or actual conflicts of interest.

A conflict of interest is a situation where a PLN IP Services employee uses their position and authority, whether intentionally or unintentionally, for the benefit of themselves, their family, or a specific group, thereby preventing the objective performance of duties and potentially affecting the quality of decisions and/or actions. Therefore, every member of the Board of Directors and the Board of Commissioners is required to avoid all forms of conflict of interest, whether potential, actual, or perceived.

Disclosure and Control Mechanisms

To enhance transparency, members of the Board of Directors and the Board of Commissioners are required to submit conflict of interest statements to the Company. In addition, members of the Board of Directors and the Board of Commissioners are required to disclose their personal shareholdings and those of their family members up to the second degree, both in the Company and in other companies, for recording in the Special Register. This Special List is updated periodically in accordance with any changes that occur, is maintained by the Corporate Secretary, and is used for the purpose of managing conflicts of interest.

If there is a potential conflict of interest in the decision-making process, the member of the Board of Directors or Board of Commissioners who has an interest must disclose such circumstances in accordance with applicable procedures. The Company may address such situations through recusal from the decision-making process, reassignment of duties and responsibilities, restriction of access to certain information, or other control measures in accordance with applicable regulations. These mechanisms aim to maintain the objectivity of decisions, prevent abuse of authority, and ensure that decisions made by the Company's governing bodies are made solely in the best interests of the Company.

Melalui penerapan GCG Code, Board Manual, Code of Conduct, Komitmen SMAP, Kebijakan Benturan Kepentingan, Pedoman Pengendalian Gratifikasi, dan Kebijakan Anti Fraud, Perusahaan berupaya memastikan bahwa independensi dan transparansi Direksi serta Dewan Komisaris terjaga secara konsisten. Sistem tersebut tidak hanya bersifat deklaratif, tetapi juga mengatur mekanisme pengungkapan, pencatatan, pencegahan, penanganan, dan penegakan kepatuhan dalam rangka mendukung penerapan tata kelola perusahaan yang baik secara berkelanjutan.

Through the implementation of the GCG Code, Board Manual, Code of Conduct, SMAP Commitment, Conflict of Interest Policy, Gratuity Control Guidelines, and Anti-Fraud Policy, the Company strives to ensure that the independence and transparency of the Board of Directors and the Board of Commissioners are consistently maintained. These systems are not merely declarative but also establish mechanisms for disclosure, record-keeping, prevention, handling, and enforcement of compliance to support the sustainable implementation of good corporate governance.

Selain memiliki pedoman, Perusahaan juga mewajibkan seluruh anggota Dewan Komisaris dan Direksi untuk menandatangani Surat Pernyataan komitmen dan daftar khusus yang dimiliki.

In addition to having these guidelines, the Company requires all members of the Board of Commissioners and the Board of Directors to sign a Statement of Commitment and a specific declaration form.

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	3 Maret 2025 March 3, 2025
Lasiran	Plt. Direktur Bisnis Acting as Director Business	3 Maret 2025 March 3, 2025
Amir Murtono	Plt. Direktur Operasi Acting as Director of Operation	3 Maret 2025 March 3, 2025
Metty Kronika Indirawati	Plt. Direktur Keuangan Acting as Director of Finance	3 Maret 2025 March 3, 2025
Imam Adi Prihantoro	Direktur Sumber Daya Manusia Director of Human Capital	3 Maret 2025 March 3, 2025
Kukuh Pambudi*	Pelaksana Tugas Direktur Bisnis (sebelumnya Direktur Bisnis) Acting Director of Business (Previously Director of Business)	3 Maret 2025 March 3, 2025
Mulyadi Koto**	Direktur Operasi Director of Operation	-
Hari Muhardani Nasution***	Pelaksana Tugas Direktur Keuangan (sebelumnya Direktur Keuangan) Acting Director of Finance (Previously Director of Finance)	-
Dewan Komisaris **Board of Directors**		
Khusnul Mubien	Komisaris Utama President Commissioner	3 Maret 2025 March 3, 2025
Fredy Eko Prasetyo T.	Komisaris Independen Independent Commissioner	3 Maret 2025 March 3, 2025
Masykuri Abdillah****	Komisaris Commissioner	3 Maret 2025 March 3, 2025
Julita Indah*****	Komisaris Commissioner	3 Maret 2025 March 3, 2025

Catatan I Notes
* Menjabat sebagai Plt. Direktur Bisnis sampai 30 April 2025
** Menjabat sebagai Direktur Operasi sampai 31 Januari 2025
*** Menjabat sebagai Plt. Direktur Keuangan sampai 31 Januari 2025
**** Menjabat sebagai Komisaris sampai 1 Juli 2025.
***** Menjabat sebagai Komisaris sampai 26 Juni 2025.

* Serving as Acting Director of Business until April 30, 2025
** Serving as Director of Operations until January 31, 2025
*** Serving as Acting Director of Finance until January 31, 2025
**** Serves as a Commissioner until July 1, 2025.
***** Serves as a Commissioner until June 26, 2025.

Hubungan Kerja Dewan Komisaris dan Direksi
Working Relationship of the Board of Commissioners and the Board of Directors

Perseroan mengatur hubungan kerja antara Dewan Komisaris dan Direksi untuk memastikan fungsi pengawasan, pemberian nasihat, dan pengurusan perusahaan berjalan secara formal, akuntabel, terdokumentasi, dan sesuai dengan prinsip tata kelola perusahaan yang baik. Pengaturan tersebut diperlukan karena Dewan Komisaris dan Direksi memiliki fungsi, tanggung jawab, dan kewenangan yang berbeda, namun saling melengkapi dalam mendukung pencapaian tujuan Perseroan.

Hubungan kerja antara Dewan Komisaris dan Direksi PT PLN Indonesia Power Services mengacu pada Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) yang ditandatangani bersama pada tanggal 23 Juli 2025 melalui Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025 tentang Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) PT PLN Indonesia Power Services. Board Manual tersebut menjadi acuan kelembagaan bagi Dewan Komisaris dan Direksi dalam menjalankan komunikasi, koordinasi, pelaporan, pemberian nasihat, pengawasan, serta mekanisme pengambilan keputusan sesuai dengan kewenangan masing-masing organ.

Dalam pelaksanaannya, hubungan kerja Dewan Komisaris dan Direksi berlandaskan prinsip-prinsip sebagai berikut:

1. Dewan Komisaris menghormati tanggung jawab dan kewenangan Direksi dalam mengelola Perseroan sesuai dengan peraturan perundang-undangan dan Anggaran Dasar Perseroan.
2. Direksi menghormati tanggung jawab dan kewenangan Dewan Komisaris dalam melakukan pengawasan serta memberikan nasihat terhadap kebijakan pengelolaan Perseroan.
3. Dewan Komisaris dan Direksi melaksanakan hubungan kerja sebagai hubungan formal kelembagaan yang didasarkan pada mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan.

The Company regulates the working relationship between the Board of Commissioners and the Board of Directors to ensure that the supervisory function, advisory function, and management function are carried out in a formal, accountable, documented, and good corporate governance-oriented manner. This arrangement is necessary because the Board of Commissioners and the Board of Directors have distinct functions, responsibilities, and authorities, while remaining complementary in supporting the achievement of the Company's objectives.

The working relationship between the Board of Commissioners and the Board of Directors of PT PLN Indonesia Power Services refers to the Work Guidelines for the Board of Commissioners and the Board of Directors (Board Manual), which was jointly signed on July 23, 2025 through the Joint Decree of the Board of Commissioners and the Board of Directors Number 004.K/DEKOM-PIPS/2025 and Number 0065.P/DIR/2025 concerning the Work Guidelines for the Board of Commissioners and the Board of Directors (Board Manual) of PT PLN Indonesia Power Services. The Board Manual serves as an institutional reference for the Board of Commissioners and the Board of Directors in carrying out communication, coordination, reporting, advisory activities, supervision, and decision-making mechanisms in accordance with the authority of each corporate organ.

In its implementation, the working relationship between the Board of Commissioners and the Board of Directors is based on the following principles:

1. The Board of Commissioners respects the responsibilities and authorities of the Board of Directors in managing the Company in accordance with the prevailing laws and regulations and the Company's Articles of Association.
2. The Board of Directors respects the responsibilities and authorities of the Board of Commissioners in supervising and providing advice on the Company's management policies.
3. The Board of Commissioners and the Board of Directors carry out their working relationship as a formal institutional relationship based on standard mechanisms or accountable correspondence.

4. Anggota Dewan Komisaris dan anggota Direksi dapat melakukan komunikasi informal sepanjang diperlukan untuk mendukung kelancaran koordinasi, namun komunikasi informal tersebut tidak dapat digunakan sebagai dasar kebijakan atau keputusan Perseroan yang mengikat.
5. Dewan Komisaris berhak memperoleh informasi Perseroan secara akurat, cukup, relevan, dan tepat waktu untuk mendukung pelaksanaan fungsi pengawasan dan pemberian nasihat.
6. Direksi bertanggung jawab atas akurasi, kecukupan, dan ketepatan waktu penyampaian informasi Perseroan kepada Dewan Komisaris.
7. Dewan Komisaris dan Direksi menyepakati hubungan kerja antarorgan sebagai dasar pelaksanaan fungsi pengawasan dan fungsi pengurusan yang saling menghormati kewenangan masing-masing.

Prinsip-prinsip tersebut memperjelas batas peran antara Dewan Komisaris dan Direksi. Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat tanpa mengambil alih kewenangan pengurusan Perseroan. Direksi menjalankan fungsi pengurusan Perseroan dengan tetap menyediakan informasi yang diperlukan oleh Dewan Komisaris untuk menjalankan fungsi pengawasan secara efektif. Dengan pembagian peran tersebut, Perseroan membangun mekanisme check and balance yang sehat antara fungsi pengawasan dan fungsi pengurusan.

Hubungan kerja Dewan Komisaris dan Direksi dilaksanakan melalui komunikasi kelembagaan, rapat, korespondensi resmi, penyampaian laporan, permintaan informasi, pemberian tanggapan, serta mekanisme persetujuan atau konsultasi sesuai dengan ketentuan Board Manual dan Anggaran Dasar Perseroan. Mekanisme tersebut memastikan bahwa setiap komunikasi antarorgan dapat ditelusuri, dipertanggungjawabkan, dan digunakan sebagai dasar dalam proses pengawasan maupun pengambilan keputusan.

Melalui pengaturan hubungan kerja tersebut, Perseroan memperkuat akuntabilitas komunikasi antarorgan, menjaga independensi pelaksanaan fungsi masing-masing organ, dan memastikan bahwa proses pengawasan serta pengurusan Perseroan berjalan sesuai dengan prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran.

4. Members of the Board of Commissioners and members of the Board of Directors may conduct informal communication when necessary to support effective coordination; however, such informal communication shall not be used as the basis for any binding policy or decision of the Company.
5. The Board of Commissioners has the right to obtain Company information that is accurate, sufficient, relevant, and timely to support the implementation of its supervisory and advisory functions.
6. The Board of Directors is responsible for the accuracy, adequacy, and timeliness of information submitted to the Board of Commissioners.
7. The Board of Commissioners and the Board of Directors agree on an inter-organ working relationship as the basis for implementing supervisory and management functions while respecting the authority of each corporate organ.

These principles clarify the boundaries of the roles of the Board of Commissioners and the Board of Directors. The Board of Commissioners performs its supervisory and advisory functions without taking over the management authority of the Board of Directors. The Board of Directors manages the Company while providing the information required by the Board of Commissioners to perform effective supervision. Through this division of roles, the Company establishes a sound check-and-balance mechanism between the supervisory function and the management function.

The working relationship between the Board of Commissioners and the Board of Directors is implemented through institutional communication, meetings, official correspondence, report submission, information requests, responses, and approval or consultation mechanisms in accordance with the provisions of the Board Manual and the Company's Articles of Association. These mechanisms ensure that every inter-organ communication can be traced, accounted for, and used as a basis for supervision and decision-making processes.

Through this working relationship arrangement, the Company strengthens accountability in inter-organ communication, maintains the independence of each corporate organ, and ensures that the Company's supervisory and management processes are carried out in accordance with the principles of transparency, accountability, responsibility, independence, and fairness.

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

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Tangerang, Indonesia Tangerang, Indonesia	2019-sekarang 2019-present	40 tahun, per 31 Desember 2025 40 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment
SK DEKOM Nomor 001.K/DEKOM-CDB/2019 Tanggal 15 Maret 2019
SK DEKOM Number 001.K/DEKOM-CDB/2019 Dated March 15, 2019

Riwayat Pendidikan I Educational Background
Sarjana Teknik Sipil Universitas Sebelas Maret Surakarta (2008)
Bachelor of Civil Engineering from Sebelas Maret University, Surakarta (2008)

Pengalaman Kerja I Work Experiences
- 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)
- 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)

Hubungan Afiliasi I Affiliated Relationship
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners or with the controlling and major shareholders.

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services
Tidak Ada
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).

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. 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 keputusan rapat kepada pihak-pihak yang berkepentingan.

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.

Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Sekretaris Dewan Komisaris pada Tahun Buku
Training and/or Competency Development Attended by the Secretary of the Board of Commissioners During the Financial Year

No	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	Resertifikasi QRGP QRGP Recertification	CRMS/ LSP MKS	17 November 2025 November 17, 2025	Aswindo

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 2025.

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 2025.

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

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	57 tahun, per 31 Desember 2025 57 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment
Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, ditetapkan di Jakarta pada tanggal 5 November 2025 dan berlaku sejak tanggal 24 November 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, stipulated in Jakarta on November 5, 2025 and effective as of November 24, 2025.

Riwayat Pendidikan I Educational Background
- S1-Profesi Psikologi, Universitas Indonesia (1993)
- S2 Bidang Manajemen SDM, Universitas Indonesia (2008)
- Bachelor in Psychology, University of Indonesia (1993)
- Master of Human Capital Management, University of Indonesia (2008)

Pengalaman Kerja I Work Experiences
- 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)
- 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)

Rangkap Jabatan I Concurrent Position
Tidak Ada
None

Sertifikasi I Certification
- QRGP SNI Manajemen Risiko 18 Oktober
- Manajemen SDM, Investasi dan Risiko Perusahaan
- QRGP SNI Risk Management, October 18
- HC Management, Investment and Corporate Risk

Hubungan Afiliasi I Affiliated Relationship
Tidak Ada
None

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services
Tidak Ada
None

Fredy Eko Prasetyo T

Anggota Komite Audit
Member of the Audit Committee

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	47 tahun, per 31 Desember 2025 47 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, ditetapkan di Jakarta pada tanggal 5 November 2025 dan berlaku sejak tanggal 24 November 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, stipulated in Jakarta on November 5, 2025 and effective as of November 24, 2025.

Riwayat Pendidikan I Educational Background

- Sarjana Ekonomi di STIE IBMI (2010)
- Jurnalis di Institut Ilmu Sosial dan Ilmu Politik Jakarta (1996-2003)
- Bachelor of Economic in STIE IBMI (2010)
- Journalist in Jakarta Institute of Social and Political Sciences (1996-2003)

Pengalaman Kerja I Work Experiences

- 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)
- 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)

Rangkap Jabatan I Concurrent Position

- Komisaris Independen di PT PLN Indonesia Power Services (2023-2026)
- General Manager di Bu Tani Rice (2018-Sekarang)
- Independent Commissioner of PT PLN Indonesia Power Services (2023-2026)
- General Manager of Bu Tani Rice (2018-Present)

Sertifikasi I Certification

Sertifikasi Qualified Risk Governance Professional (QRGP) LSP MKS
EQualified Risk Governance Professional (QRGP) LSP MKS Certification

Hubungan Afiliasi I Affiliated Relationship

Tidak Ada
None

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services

Tidak Ada
None

Imam Subakti

Anggota Komite Audit
Member of the Audit Committee

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Semarang, Indonesia Semarang, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	53 tahun, per 31 Desember 2025 53 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, ditetapkan di Jakarta pada tanggal 5 November 2025 dan berlaku sejak tanggal 24 November 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, stipulated in Jakarta on November 5, 2025 and effective as of November 24, 2025.

Riwayat Pendidikan I Educational Background

Sarjana Elektronika STT Fatahillah Cilegon (2008)
Bachelor's Degree in Electronics, STT Fatahillah Cilegon (2008)

Pengalaman Kerja I Work Experiences

- 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)
- 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)

Rangkap Jabatan I Concurrent Position

Wakil Presiden Manajemen Kontrak Dan Hubungan Pelanggan I
Vice President Contract Management And Customer Relations I

Sertifikasi I Certification

Elektronika
Electrical

Hubungan Afiliasi I Affiliated Relationship

Tidak Ada
None

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services

Tidak Ada
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

Dasar hukum pembentukan dan pelaksanaan tugas Komite Audit antara lain meliputi:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
2. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
3. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
6. Board Manual PLN IP Services;
7. Piagam Komite Audit; dan
8. Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit.

PEDOMAN KERJA/PIAGAM KOMITE AUDIT

Komite Audit menjalankan tugasnya dengan mengacu pada Piagam Komite Audit, Board Manual PLN IP Services, serta Keputusan Dewan Komisaris tentang Pembentukan Komite Audit yang berlaku. Pedoman tersebut mengatur kedudukan, komposisi, tugas dan tanggung jawab, kewenangan, kode etik, rapat, pelaporan, serta masa jabatan Komite Audit.

Piagam (*Charter*) Komite Audit mengatur mengenai:

1. Fungsi dan tugas pokok Komite Audit;
2. Anggota dan organisasi Komite Audit;
3. Kode etik Komite Audit;

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

The legal basis for the establishment and implementation of the duties of the Audit Committee includes, among others:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
2. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
5. The Articles of Association of PT PLN Indonesia Power Services, as amended;
6. The PLN IP Services Board Manual;
7. The Audit Committee Charter; and
8. The Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee.

WORK GUIDELINES/CHARTER OF THE AUDIT COMMITTEE

The Audit Committee carries out its duties by referring to the Audit Committee Charter, the PLN IP Services Board Manual, and the applicable Decree of the Board of Commissioners concerning the Establishment of the Audit Committee. These guidelines regulate the position, composition, duties and responsibilities, authorities, code of ethics, meetings, reporting, and term of office of the Audit Committee.

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. 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.
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.

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. 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.

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.

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.

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.

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.

SUSUNAN ANGGOTA KOMITE AUDIT

Berdasarkan Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, susunan Komite Audit terdiri dari 3 (tiga) orang, yaitu 1 (satu) Ketua dan 2 (dua) Anggota. Komite Audit dibentuk untuk membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan, khususnya terkait penelaahan hasil pemeriksaan Auditor Internal dan Auditor Eksternal, tindak lanjut temuan audit, informasi keuangan, pemantauan GCG, serta pemberian rekomendasi kepada Dewan Komisaris.

Susunan anggota Komite Audit per 31 Desember 2025 adalah sebagai berikut:

COMPOSITION OF MEMBERS OF THE AUDIT COMMITTEE

Based on the Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, the Audit Committee consists of 3 (three) members, comprising 1 (one) Chairman and 2 (two) Members. The Audit Committee was established to assist the Board of Commissioners in carrying out its supervisory function, particularly in reviewing the results of Internal Auditor and External Auditor examinations, following up on audit findings, reviewing financial information, monitoring GCG implementation, and providing recommendations to the Board of Commissioners.

The composition of the Audit Committee as of December 31, 2025 is as follows:

Nama Name	Jabatan Position	Dasar Hukum Pengangkatan Legal Basis of Appointment	Masa Jabatan Term of Office
Andri Yunaldi	Ketua Chairman	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, ditetapkan di Jakarta pada tanggal 5 November 2025 dan berlaku sejak tanggal 24 November 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, stipulated in Jakarta on November 5, 2025 and effective as of November 24, 2025.	Periode 1 1st Period 2025-2026
Fredy Eko Prasetyo T.	Anggota Komite Audit Member of Audit Committee	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, ditetapkan di Jakarta pada tanggal 5 November 2025 dan berlaku sejak tanggal 24 November 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, stipulated in Jakarta on November 5, 2025 and effective as of November 24, 2025.	Periode 1 1st Period 2025-2026
Imam Subakti	Anggota Komite Audit Member of Audit Committee	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, ditetapkan di Jakarta pada tanggal 5 November 2025 dan berlaku sejak tanggal 24 November 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, stipulated in Jakarta on November 5, 2025 and effective as of November 24, 2025.	Periode 1 1st Period 2025-2026

PERNYATAAN INDEPENDENSI KOMITE AUDIT
STATEMENT OF INDEPENDENCE OF THE AUDIT COMMITTEE

Anggota Komite Audit menyatakan bahwa pelaksanaan tugas dan tanggung jawab Komite Audit dijalankan secara independen sesuai dengan ketentuan yang berlaku, termasuk Board Manual PLN IP Services, Piagam Komite Audit, Keputusan Dewan Komisaris No. 008.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Audit, serta prinsip-prinsip GCG dan PUG-KI 2021.

Members of the Audit Committee declare that the duties and responsibilities of the Audit Committee are carried out independently in accordance with applicable provisions, including the PLN IP Services Board Manual, the Audit Committee Charter, the Decree of the Board of Commissioners No. 008.K/DEKOM-PIPS/2025 concerning the Establishment of the Audit Committee, as well as GCG principles and 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 2025.

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 2025 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.	√		√		√	

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
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).

Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Anggota Komite Audit pada Tahun Buku
Training and/or Competency Development Attended by Members of the Audit Committee During the Financial Year

No	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	Pelatihan sebagai Syarat Perpanjangan Sertifikasi QRGP Training as a Requirement for QRGP Certification Renewal	LSP MKS	27-28 Agustus 2025 August 27-28 August 2025	Andri Yunaldi
2	Pelatihan sebagai Syarat Perpanjangan Sertifikasi QRGP Training as a Requirement for QRGP Certification Renewal	LSP MKS	15 Agustus 2026 August 15th 2025	Imam Subakti

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.

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. Memberikan saran kepada Manajemen melalui Dewan Komisaris mengenai berbagai hal yang dapat meningkatkan kelancaran dan efektivitas proses audit.
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.

6. Provide input to the Board of Commissioners on changes and improvements to the Audit Committee Charter.
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 2025, 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 2025, the Audit Committee held a total of 12 (twelve) meetings, with the attendance rate and agenda details as follows:

Frekuensi 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%

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 2026.
3. Mendorong pengembangan kompetensi anggota Komite Audit sesuai kebutuhan pelaksanaan tugas pengawasan.
4. Melakukan *review* terhadap *Board Manual* Komite Audit untuk tahun 2025.
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 2026 Fiscal Year.
3. Encouraged the competency development of Audit Committee members in accordance with the needs of the supervisory function.
4. Conducted a review of the Audit Committee's Maluan Board for 2025.
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.

Mata Acara Rapat Komite Audit

Meeting Agenda Of Audit Committee

No	Mata Acara Agenda	Tanggal Date
1	Pembahasan Draf Piagam Audit dan Pedoman Audit Discussion of the Draft Audit Charter and Audit Guidelines	16 Januari 2025 January 16, 2025
2	Evaluasi pelaksanaan kegiatan audit internal tahun 2024 Evaluation of internal audit activities in 2024	24 Februari 2025 February 24, 2025
3	Penguatan kapasitas Komite Audit dan evaluasi tindak lanjut hasil audit Strengthening of the Audit Committee's capacity and evaluation of audit follow-up actions	12 Maret 2025 March 12, 2025
4	Telaah hasil audit dan pemantauan rekomendasi perbaikan berkelanjutan Review of audit results and monitoring of continuous improvement recommendations	29 Maret 2025 March 29, 2025
5	Telaah hasil audit fungsi keuangan dan pendanaan proyek Review of audit results on finance and project funding functions	27 Mei 2025 May 27, 2025
6	Evaluasi hasil audit, asesmen GCG, dan pelaporan WBS Triwulan I 2025 Evaluation of audit results, GCG assessment, and WBS reporting for Q1 2025	19 Juni 2025 June 19, 2025
7	Telaah hasil audit operasional pembangkit Review of power plant operational audit results	16 Juli 2025 July 16, 2025
8	Telaah hasil audit jasa O&M unit bisnis Review of O&M services audit results at business units	26 Agustus 2025 August 26, 2025
9	Telaah hasil audit fungsi legal dan kepatuhan Review of audit results on legal and compliance functions	19 September 2025 September 19, 2025
10	Telaah hasil audit operasional pembangkit dan pemantauan rekomendasi perbaikan Review of power plant operational audit results and monitoring of improvement recommendations	20 Oktober 2025 October 20, 2025
11	Telaah hasil audit jasa O&M dan pembahasan rencana kerja audit tahunan 2026 Review of O&M services audit results and discussion of the 2026 annual audit work plan	28 November 2025 November 28, 2025
12	Evaluasi hasil audit, area perbaikan GCG, dan pelaporan WBS Evaluation of audit results, GCG areas for improvement, and WBS reporting	16 Desember 2025 December 16, 2025

Pelaksana Fungsi Komite Nominasi dan Remunerasi

Implementing Functions of The Nomination and Remuneration Committee

Sampai dengan akhir tahun buku 2025, PT PLN Indonesia Power Services belum membentuk Komite Nominasi dan Remunerasi secara terpisah. Fungsi nominasi dan remunerasi dijalankan melalui Komite Manajemen Risiko sebagai organ pendukung Dewan Komisaris sesuai ketentuan internal Perusahaan.

As of the end of the 2025 fiscal year, PT PLN Indonesia Power Services had not established a separate Nomination and Remuneration Committee. The nomination and remuneration function was carried out through the Risk Management Committee as a supporting organ of the Board of Commissioners in accordance with the Company's internal provisions.

Pelaksanaan fungsi ini dilakukan untuk mendukung Dewan Komisaris dalam memberikan pertimbangan dan rekomendasi terkait nominasi, penilaian kinerja, serta remunerasi Direksi dan Dewan Komisaris dengan tetap memperhatikan prinsip Tata Kelola Perusahaan yang Baik, Anggaran Dasar, Board Manual, serta ketentuan peraturan perundang-undangan yang berlaku.

The implementation of this function supports the Board of Commissioners in providing considerations and recommendations related to nomination, performance assessment, and remuneration of the Board of Directors and the Board of Commissioners, while taking into account the principles of Good Corporate Governance, the Articles of Association, the Board Manual, and applicable laws and regulations.

URAIAN TUGAS DAN TANGGUNG JAWAB

Fungsi nominasi dan remunerasi di lingkungan PLN IP Services dijalankan oleh Komite Manajemen Risiko. Dalam pelaksanaan fungsi tersebut, Komite Manajemen Risiko mendukung Dewan Komisaris dalam menelaah dan memberikan pertimbangan terkait kebijakan nominasi, pengembangan sistem penilaian kinerja, serta struktur remunerasi yang adil, wajar, kompetitif, dan selaras dengan kinerja Perusahaan.

DESCRIPTION OF DUTIES AND RESPONSIBILITIES

The nomination and remuneration function within PLN IP Services is carried out by the Risk Management Committee. In performing this function, the Risk Management Committee supports the Board of Commissioners in reviewing and providing considerations related to nomination policies, the development of performance assessment systems, and a remuneration structure that is fair, reasonable, competitive, and aligned with the Company's performance.

Komite Manajemen Risiko juga dapat memberikan rekomendasi kepada Dewan Komisaris mengenai sistem penilaian kinerja serta usulan remunerasi Direksi dan Dewan Komisaris untuk selanjutnya diproses sesuai mekanisme Pemegang Saham/RUPS dan ketentuan yang berlaku. Pelaksanaan fungsi ini dilakukan untuk memastikan bahwa proses nominasi dan remunerasi berjalan secara profesional, objektif, dan mempertimbangkan kinerja, tanggung jawab jabatan, kompetensi, serta kontribusi masing-masing organ Perusahaan.

The Risk Management Committee may also provide recommendations to the Board of Commissioners regarding the performance assessment system and proposed remuneration for the Board of Directors and the Board of Commissioners, to be further processed in accordance with the Shareholders'/GMS mechanism and applicable provisions. This function is carried out to ensure that nomination and remuneration processes are conducted professionally and objectively, taking into account performance, position responsibilities, competence, and the contribution of each Company organ.

PERNYATAAN BAHWA TELAH MEMILIKI PEDOMAN ATAU PIAGAM (*CHARTER*)

Fungsi nominasi dan remunerasi yang dilaksanakan melalui Komite Manajemen Risiko mengacu pada ketentuan internal Perusahaan, termasuk Board Manual PLN IP Services yang ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi PT PLN Indonesia

STATEMENT OF HAVING A GUIDELINE OR CHARTER

The nomination and remuneration function carried out through the Risk Management Committee refers to the Company's internal provisions, including the PLN IP Services Board Manual established through the Joint Decision of the Board of Commissioners and the Board

Power Services Nomor 004.K/DEKOM-PIPS/2025 dan Nomor 0065.P/DIR/2025 tentang Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) PT PLN Indonesia Power Services, yang ditetapkan di Jakarta pada tanggal 23 Juli 2025.

of Directors of PT PLN Indonesia Power Services No. 004.K/DEKOM-PIPS/2025 and No. 0065.P/DIR/2025 concerning the Board Manual of PT PLN Indonesia Power Services, stipulated in Jakarta on July 23, 2025.

Acuan tersebut memuat ketentuan mengenai pelaksanaan tugas Dewan Komisaris, hubungan kerja Dewan Komisaris dengan Direksi, mekanisme rapat, serta proses pemberian pertimbangan dan rekomendasi dalam rangka mendukung pelaksanaan fungsi pengawasan, termasuk aspek nominasi, penilaian kinerja, dan remunerasi sesuai ketentuan yang berlaku.

These references set out provisions on the duties of the Board of Commissioners, the working relationship between the Board of Commissioners and the Board of Directors, meeting mechanisms, and the process for providing considerations and recommendations to support the supervisory function, including nomination, performance assessment, and remuneration matters in accordance with applicable provisions.

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 2025, 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.

Frekuensi rapat dan tingkat kehadiran anggota Komite Manajemen Risiko disajikan pada bagian Komite Manajemen Risiko dalam Bab Tata Kelola Perusahaan. Pembahasan terkait fungsi nominasi dan remunerasi dilakukan sebagai bagian dari agenda Komite Manajemen Risiko sesuai kebutuhan dan relevansi pembahasan.

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 2025, 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.

The meeting frequency and attendance of members of the Risk Management Committee are presented in the Risk Management Committee section of the Corporate Governance Chapter. Discussions related to the nomination and remuneration function were conducted as part of the Risk Management Committee's agenda, depending on the needs and relevance of the matters discussed.

URAIAN SINGKAT PELAKSANAAN KEGIATAN PADA TAHUN BUKU

Pada tahun buku 2025, 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 dan rekomendasi kepada Dewan Komisaris terkait sistem penilaian kinerja dan remunerasi Direksi dan Dewan Komisaris untuk diproses lebih lanjut sesuai mekanisme Pemegang Saham/RUPS, 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.

SUMMARY OF ACTIVITIES DURING THE FISCAL YEAR

In the 2025 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 Risk Management Committee also provided input and recommendations to the Board of Commissioners regarding the performance assessment and remuneration system for the Board of Directors and the Board of Commissioners, to be further processed in accordance with the Shareholders'/GMS mechanism 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.

ALASAN TIDAK DIBENTUKNYA KOMITE

Sampai dengan akhir tahun 2025, 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.

REASON FOR NOT ESTABLISHING THE COMMITTEE

As of the end of 2025, 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

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2025 1st Period 2025-2025	55 tahun, per 31 Desember 2025 55 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment
Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.

Riwayat Pendidikan I Educational Background
- S2 Bidang Sumber Daya Manusia - STIE Kampus Ungu (2007)
- S1 Listrik (2003)
- Master's Degree in Human Capital from STIE Kampus Ungu (2007)
- Bachelor's Degree in Electrical Engineering (2003)

Pengalaman Kerja I Work Experiences
Expert Manajemen Niaga pada Direktorat Retail dan Niaga PT PLN (Persero) Kantor Pusat (2022)
Management of Trade Expert on Retail Directorate and Trade in PT PLN (Persero) Head Office (2022)

Rangkap Jabatan I Concurrent Position
- 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)
- 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)

Sertifikasi I Certification
QRGP (Qualified RIsk Governance Professional)
QRGP (Qualified RIsk Governance Professional)

Hubungan Afiliasi I Affiliated Relationship
Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services
Tidak Ada
None

Mursaid

Anggota Komite Manajemen Risiko
Member of Risk Management Committee

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	62 tahun, per 31 Desember 2025 62 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.

Riwayat Pendidikan I Educational Background

S1 Administrasi Lembaga Administrasi Negara Jakarta (1994)
Bachelor's Degree Administration, Lembaga Administrasi Negara Jakarta (1994)

Pengalaman Kerja I Work Experiences

- 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)
- 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)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Sertifikasi I Certification

QRGP (Qualified Risk Governance Professional)
QRGP (Qualified RIsk Governance Professional)

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services

Tidak Ada
None

Sigit Ariefiatmoko

Anggota Komite Manajemen Risiko
Member of Risk Management Committee

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	49 tahun, per 31 Desember 2025 49 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.

Riwayat Pendidikan I Educational Background

S1 Teknik Mesin Universitas Trisaksti (2000)
Bachelor's Degree in Mechanical Engineering from Trisakti University (2000)

Pengalaman Kerja I Work Experiences

- 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)
- 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)

Rangkap Jabatan I Concurrent Position

- VP Contract and Customer Relationship 2 PT PLN Indonesia Power Services (2023 – sekarang)
- Anggota Komite Risiko dan Remunerasi PT Artha Daya Coalindo (2019 – sekarang)
- 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)

Sertifikasi I Certification

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services

Tidak Ada
None

Cahyo Luthfi Adiono

Anggota Komite Manajemen Risiko
Member of Risk Management Committee

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	34 tahun, per 31 Desember 2025 34 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025.
Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.

Riwayat Pendidikan I Educational Background

S1 Akuntansi Universitas Gajah Mada (2013)
Bachelor of Accountant Universitas Gajah Mada (2013)

Pengalaman Kerja I Work Experiences

- Internal Auditor PT Bank Mandiri (Persero) Tbk (2014-2020)
- Senior Internal Auditor PT Bank Mandiri (Persero) Tbk (2020-2022)
- Penata Kelola Perusahaan Negara Pertama, Unit Asisten Deputi Bidang Manajemen Risiko dan Kepatuhan Kementerian BUMN (2022-2026)
- Internal Auditor at PT Bank Mandiri (Persero) Tbk (2014–2020)
- Senior Internal Auditor at PT Bank Mandiri (Persero) Tbk (2020–2022)
- First State-Owned Enterprise Governance Officer, Office of the Assistant Deputy for Risk Management and Compliance, Ministry of State-Owned Enterprises (2022–2026)

Rangkap Jabatan I Concurrent Position

Penata Kelola Perusahaan Negara Pertama, Unit Biro Keuangan dan Perencanaan Badan Pengaturan BUMN (2026-sekarang)
First State-Owned Enterprise Manager, Finance and Planning Bureau, State-Owned Enterprises Regulatory Agency (2026–present)

Sertifikasi I Certification

Auditor Internal Bersertifikat (2013)
Certified Internal Auditor (2013)

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services

Tidak Ada
None

Ati Irawati

Anggota Komite Manajemen Risiko
Member of Risk Management Committee

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode 1 2025-2026 1st Period 2025-2026	54 tahun, per 31 Desember 2025 54 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment

Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services No: 009.K/DEKOM-CDB/2025 Tanggal 19 Desember 2025
Decision of the Board of Commissioners of PT PLN Indonesia Power Services No. 009.K/DEKOM-CDB/2025, dated December 19, 2025

Riwayat Pendidikan I Educational Background

S1 Ekonomi Universitas Jayabaya (1995)
Bachelor of Economy Universitas Jayabaya (1995)

Pengalaman Kerja I Work Experiences

- Staf pada Kantor Notaris Sinta Suskito, S.H. (1995–1998)
- Staf pada Kantor Notaris Andalia Farida, S.H. (1999–2004)
- Lira Event Organizer (2005–2009)
- Sekretaris pada Yayasan Bhakti Tunas Bangsa (2019)
- Staf pada Kantor Notaris Farida Gurmiyati, S.H., M.H. (2010–sekarang)
- LSP Pariwisata Syariah Indonesia (2021–sekarang)
- Sekretaris pada PT Irqilfath Berkah Abadi (2022–sekarang)
- Sekretaris Komite Nominasi dan Remunerasi pada PT Pelni (2022–2025)
- Staff at Notary Office Sinta Suskito, S.H. (1995–1998)
- Staff at Notary Office Andalia Farida, S.H. (1999–2004)
- Lira Event Organizer (2005–2009)
- Secretary at Yayasan Bhakti Tunas Bangsa (2019)
- Staff at Notary Office Farida Gurmiyati, S.H., M.H. (2010–present)
- LSP Pariwisata Syariah Indonesia (2021–present)
- Secretary at PT Irqilfath Berkah Abadi (2022–present)
- Secretary of the Nomination and Remuneration Committee at PT Pelni (2022–2025)

Rangkap Jabatan I Concurrent Position

Tidak Ada
None

Sertifikasi I Certification

Tidak Ada
None

Hubungan Afiliasi I Affiliated Relationship

Tidak memiliki hubungan afiliasi baik dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun dengan pemegang saham pengendali dan utama.
Has no affiliation with members of the Board of Directors, other members of the Board of Commissioners, or the controlling and major shareholders.

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services

Tidak Ada
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

Dasar hukum pembentukan dan pelaksanaan tugas Komite Manajemen Risiko antara lain meliputi:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
2. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
3. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
6. Board Manual PLN IP Services;
7. Piagam Komite Manajemen Risiko; dan
8. Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko.

LEGAL BASIS

The legal basis for the establishment and implementation of the duties of the Risk Management Committee includes, among others:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
2. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
5. The Articles of Association of PT PLN Indonesia Power Services, as amended;
6. The PLN IP Services Board Manual;
7. The Risk Management Committee Charter; and
8. The Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee.

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.

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.

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.

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.

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.

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 MANAJEMEN RISIKO

Berdasarkan Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, susunan Komite Manajemen Risiko terdiri dari 4 (empat) orang, yaitu 1 (satu) Ketua dan 3 (tiga) Anggota. Komite Manajemen Risiko dibentuk untuk membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan, khususnya melalui penelaahan terhadap pelaksanaan manajemen risiko, kajian risiko atas kegiatan yang direncanakan oleh manajemen Perseroan, serta kebijakan di bidang nominasi dan remunerasi.

Susunan keanggotaan Komite Manajemen Risiko sepanjang tahun buku 2025 adalah sebagai berikut:

RISK MANAGEMENT COMMITTEE COMPOSITION

Based on the Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, the Risk Management Committee consists of 4 (four) members, comprising 1 (one) Chairman and 3 (three) Members. The Risk Management Committee was established to assist the Board of Commissioners in carrying out its supervisory function, particularly through reviews of risk management implementation, risk assessments of activities planned by the Company's management, and policies related to nomination and remuneration.

The composition of the Risk Management Committee during the 2025 fiscal year was 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	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.	Periode 1 1st Period 2025—2026
Mursaid	Anggota Komite Manajemen Risiko Member of Risk Management Committee	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.	Periode 1 1st Period 2025—2026
Sigit Ariefiatmoko	Anggota Komite Manajemen Risiko Member of Risk Management Committee	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.	Periode 1 1st Period 2025—2026
Cahyo Luthfi Adiono	Anggota Komite Manajemen Risiko Member of Risk Management Committee	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 001.K/DEKOM-PIPS/2025 tentang Pembentukan Komite Manajemen Risiko, yang ditetapkan di Jakarta pada tanggal 6 Maret 2025 dan berlaku sejak tanggal 6 Maret 2025. Decree of the Board of Commissioners of PT PLN Indonesia Power Services No. 001.K/DEKOM-PIPS/2025 concerning the Establishment of the Risk Management Committee, stipulated in Jakarta on March 6, 2025 and effective as of March 6, 2025.	Periode 1 1st Period 2025—2026
Ati Irawati	Anggota Komite Manajemen Risiko Member of Risk Management Committee	Surat Keputusan Dewan Komisaris PT PLN Indonesia Power Services Nomor 009.K/DEKOM-CDB/2025 Tanggal 19 Desember 2025 Decision of the Board of Commissioners of PT PLN Indonesia Power Services No. 009.K/DEKOM-CDB/2025, dated December 19, 2025	Periode 1 1st Period 2025—2026

Catatan I Notes
* Menjabat sebagai Ketua Komite Manajemen Risiko sampai dengan 26 Juni 2025.
* Served as Chairman of the Risk Management Committee until June 26, 2025.

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.

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.

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 2025.

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.

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.

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 2025 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		Cahyo Luthfi Adiono		Ati Irawati	
		Ya Yes	Tidak No	Ya Yes	Tidak No	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.	√		√		√		√		√	

No	Aspek Independensi Independence Aspect	Julita Indah		Mursaid		Sigit Ariefiatmoko		Cahyo Luthfi Adiono		Ati Irawati	
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
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 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 2025 adalah sebagai berikut:

The competency development programs that are followed by members of the Risk Management Committee in 2025 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	Resertifikasi QRGP QRGP Recertification	LSP MKS	17 November 2025 November 17, 2025	Mursaid

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.
7. Memberikan masukan kepada Dewan Komisaris apabila diperlukan adanya perubahan atau penyempurnaan Piagam Komite Nominasi dan Remunerasi.

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. Provide input to the Board of Commissioners when it is necessary to amend or improve the Nomination and Remuneration Committee Charter.

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.

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 tujuan strategis Perusahaan. Dokumen ini dirancang untuk mendukung kinerja Perusahaan yang berkelanjutan dengan mengedepankan identifikasi, mitigasi, dan pemantauan risiko secara proaktif dan terintegrasi.

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 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 2025.

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 2025 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:

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).

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. 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 2025, Komite Manajemen Risiko telah melangsungkan 14 (empat belas) kali rapat internal dengan agenda dan frekuensi kehadiran sebagaimana dijabarkan dalam tabel berikut ini:

Throughout 2025, the Risk Management Committee has held 14 (fourteen) 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 Komite Manajemen Risiko Chairman of Risk Management Committee	7	7	100%
Mursaid	Anggota Komite Manajemen Risiko Member of Risk Management Committee	14	14	100%
Sigit Ariefiatmoko	Ketua Komite Manajemen Risiko Chairman of Risk Management Committee	14	13	93%
Cahyo Luthfi Adiono**	Anggota Komite Manajemen Risiko Member of Risk Management Committee	11	11	100%
Ati Irawati***	Anggota Komite Manajemen Risiko Member of Risk Management Committee	1	1	100%

Catatan I Notes
* Menjabat sebagai Ketua Komite Manajemen Risiko sampai dengan 26 Juni 2025.
** Menjabat sebagai Anggota Komite Manajemen Risiko sejak 6 Maret 2025.
*** Menjabat sebagai Anggota Komite Manajemen Risiko sejak 19 Desember 2025.
* Served as Chairman of the Risk Management Committee until June 26, 2025.
*** Has served as a member of the Risk Management Committee since March 6, 2025.
*** Has served as a member of the Risk Management Committee since December 19, 2025.

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.
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.

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. 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.

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.

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.

Mata Acara Rapat Komite Manajemen Risiko
Meeting Agenda of Risk Management Committee

No	Mata Acara Agenda	Tanggal Date
1	Monitoring KPI korporat dan inisiatif Beyond kWh tahun 2025 Monitoring of 2025 corporate KPIs and Beyond kWh initiatives	7 Februari 2025 February 7, 2025
2	Pembahasan profil risiko, peningkatan laba bersih, dan inisiatif Beyond kWh tahun 2025 Discussion on risk profile, net profit improvement efforts, and Beyond kWh initiatives in 2025	24 Februari 2025 February 24, 2025
3	Pembahasan profil risiko KPI, program peningkatan laba bersih, dan Beyond kWh tahun 2025 Discussion on KPI risk profile, net profit improvement programs, and Beyond kWh initiatives in 2025	13 Maret 2025 March 13, 2025
4	Pembahasan peluang pengembangan bisnis O&M pembangkit energi di dalam dan luar negeri Discussion on O&M business development opportunities for power plants in domestic and international markets	11 April 2025 April 11, 2025
5	Revisi Anggaran Investasi RKAP 2024 Revision of the 2024 RKAP Investment Budget	18 April 2025 April 18, 2025
6	Kajian Pengembangan Organisasi Penambahan Direktorat Project Study on Organizational Development through the Addition of the Project Directorate	23 Mei 2025 May 23, 2025
7	Pembahasan mitigasi risiko kinerja operasional dan pengembangan model bisnis Discussion on operational performance risk mitigation and business model development	27 Mei 2025 May 27, 2025
8	Pembahasan mitigasi risiko kinerja operasional dan pengembangan model bisnis Discussion on operational performance risk mitigation and business model development	18 Juni 2025 June 18, 2025
9	Kontemplasi Pajak terkait Perdir IP No. 14 Tax review related to IP Directors' Regulation No. 14	25 Juli 2025 July 25, 2025
10	Pembahasan peluang tender, kerja sama internasional, dan pengembangan pasar luar negeri Discussion on tender opportunities, international cooperation, and overseas market development	3 September 2025 September 3, 2025
11	Draft Usulan RJPP 2026–2030 Draft Proposal of the 2026–2030 Long-Term Corporate Plan	24 September 2025 September 24, 2025
12	Pembahasan proyeksi beban, risiko kontrak, roadmap IT, dan kepatuhan perpajakan Discussion on expense projections, contract risk, IT roadmap, and tax compliance	5 November 2025 November 5, 2025
13	Rencana AMC PLTU Sintang Kapasitas 3 x 7 MW AMC Plan for Sintang Steam Power Plant with a Capacity of 3 x 7 MW	25 November 2025 November 25, 2025
14	Pembahasan profil risiko tahun 2026 dan sumber daya manusia Discussion on the 2026 risk profile and human resources	31 Desember 2025 December 31, 2025

Komite Lain yang Dimiliki Perusahaan
Other Committees of the Company

Sebagai bagian dari komitmen Perusahaan dalam menerapkan prinsip governansi korporat yang baik, sampai tahun 2025 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.

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 2025. 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.

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.

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 2025. 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. 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 2025. 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.

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 395 bagian Komite Audit pada Laporan Tahunan ini.

B. FUNGSI NOMINASI DAN REMUNERASI

Sampai 31 Desember 2025, 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.

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 Pelaksana yang menjalankan Fungsi Nominasi dan Remunerasi disajikan pada bab 5 (lima) halaman 406 bagian Komite Nominasi dan Remunerasi pada Laporan Tahunan ini.

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 395 of the Audit Committee section of this Annual Report.

B. NOMINATION AND REMUNERATION FUNCTION

As of December 31, 2025, 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.

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 about the party responsible for carrying out the Nomination and Remuneration Function is presented in Chapter 5, page 406, under 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 Komite Manajemen RIsiko disajikan pada bab 5 (lima) halaman 409 bagian Komite Manajemen RIsiko pada Laporan Tahunan ini.

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.

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.

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 Risk Management Committee is presented in Chapter 5, page 409, under the Nomination and Remuneration Committee section of this Annual Report.

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.

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



Ganis Nugraheni P.

Sekretaris Perusahaan
Corporate Secretary

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Jakarta, Indonesia Jakarta, Indonesia	Periode ke-1 2025–sekarang 1st Period 2025–present	40 tahun, per 31 Desember 2025 40 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment
Surat Keputusan Direksi Nomor 0014.K/DIR/2025 tanggal 14 Februari 2025
Board of Directors Decision No. 0014.K/DIR/2025 dated February 14, 2025

Riwayat Pendidikan I Educational Background
S1 Psikologi Universitas Gadjah Mada (2007)
Bachelor's Degree in Psychology, Gadjah Mada University (2007)

Pengalaman Kerja I Work Experiences
- Manager Stakeholder Management and Investor Relation (2023–2025)
- Manager of Internal Stakeholder Relation (2019–2022)
- Manajer Internal Stakeholder Relation (2017–2019)
- Supervisor Senior Pengembangan Kompetensi UBP Banten I Suralaya (2016–2017)
- Supervisor Senior Umum PLTU Barru (2014–2016)
- Ahli Muda Pengembangan SDM UBOH Adipala (2013–2014)
- Pelaksana Senior Administrasi Karir (2011–2013)
- Pelaksana Pengembangan Kompetensi UBP Priok (2010)
- Stakeholder Management and Investor Relations Manager (2023–2025)
- Manager of Internal Stakeholder Relations (2019–2022)
- Internal Stakeholder Relations Manager (2017–2019)
- Competency Development Senior Supervisor of UBP Banten I Suralaya (2016–2017)
- General Affairs Senior Supervisor of Barru Coal-Fired Power Plant (2014–2016)
- Junior Expert of Human Capital Development of UBOH Adipala (2013–2014)
- Senior Officer of Career Administration (2011–2013)
- Officer of Competency Development of UBP Priok (2010)

Rangkap Jabatan I Concurrent Position
Tidak memiliki rangkap jabatan di luar Perusahaan.
Does not hold any concurrent position outside the Company.

Sertifikasi I Certification
Certified Compliance Professional (CCP) (2025)
Certified Sustainability Development Specialist (CSDS) (2025)

Hubungan Afiliasi I Affiliated Relationship
Tidak Ada
None

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services
Tidak Ada
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 ketentuan peraturan perundang-undangan yang berlaku.

Sekretaris Perusahaan diangkat berdasarkan Keputusan Direksi PT PLN Indonesia Power Services Nomor 0014.K/DIR/2025 tanggal 14 Februari 2025 dan bertanggung jawab kepada Direksi. Dalam pelaksanaan tugasnya, Sekretaris Perusahaan menjalankan fungsi kesekretariatan korporat, hubungan pemangku kepentingan, komunikasi perusahaan, penerapan GCG, pengelolaan informasi, serta dukungan pelaporan dan koordinasi kepada organ Perusahaan sesuai ketentuan internal yang berlaku.

Sekretaris Perusahaan mempunyai fungsi utama dalam penanganan fungsi sekretariat perusahaan, hubungan kemasyarakatan, penerapan *Good Corporate Governance* dan serta dalam rangka menjaga citra perusahaan.

DASAR HUKUM

Dasar hukum dan pedoman yang menjadi acuan pelaksanaan fungsi Sekretaris Perusahaan antara lain meliputi:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
2. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
3. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
6. Board Manual PLN IP Services;
7. Keputusan Direksi PT PLN Indonesia Power Services Nomor 0014.K/DIR/2025 tanggal 14 Februari 2025 tentang Penempatan dalam Jabatan dan Penetapan Penghasilan Direksi PT PLN Indonesia Power Services; dan
8. Uraian Jabatan Sekretaris Perusahaan No. 6.1.JD/KP/2022 tanggal 1 April 2022.

The Corporate Secretary plays an important role in facilitating communication among the Company's organs, maintaining relationships between the Company, Shareholders, and other Stakeholders, and ensuring the Company's compliance with applicable laws and regulations.

The Corporate Secretary was appointed based on the Decision of the Board of Directors of PT PLN Indonesia Power Services No. 0014.K/DIR/2025 dated February 14, 2025 and is accountable to the Board of Directors. In carrying out her duties, the Corporate Secretary performs corporate secretarial functions, stakeholder relations, corporate communications, GCG implementation, information management, and reporting and coordination support for the Company's organs in accordance with applicable internal provisions.

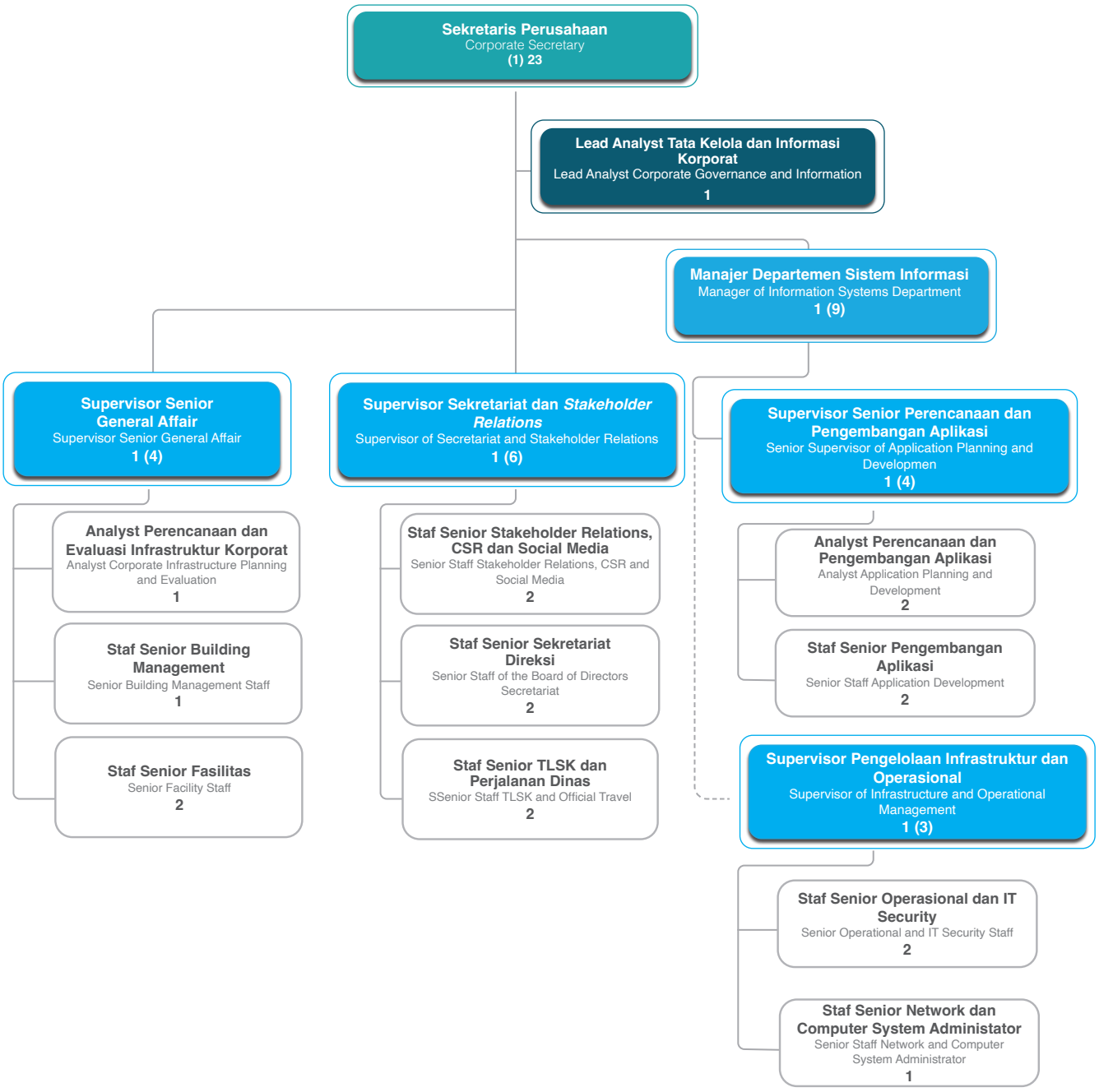
Corporate Secretary has the main function of handling the corporate secretariat functions, public relation, implementation of Good Corporate Governance and also in order to maintain the corporate image.

LEGAL BASIS

The legal basis and guidelines for the implementation of the Corporate Secretary function include, among others:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
2. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
5. The Articles of Association of PT PLN Indonesia Power Services, as amended;
6. The PLN IP Services Board Manual;
7. The Decision of the Board of Directors of PT PLN Indonesia Power Services No. 0014.K/DIR/2025 dated February 14, 2025, regarding the Appointment to Positions and Determination of Compensation for the Board of Directors of PT PLN Indonesia Power Services; and
8. The Corporate Secretary Job Description No. 6.1.JD/KP/2022 dated April 1, 2022.

Struktur Organisasi Sekretaris Perusahaan
Organizational Structure of Corporate Secretary



URAIAN TUGAS DAN TANGGUNG JAWAB
DUTIES AND RESPONSIBILITIES

TUGAS POKOK

Sekretaris Perusahaan memiliki tugas pokok untuk merumuskan dan melaksanakan kebijakan, standardisasi teknis, rencana kerja, serta program kerja strategis di bidang kesekretariatan perusahaan.

MAIN DUTIES

The Corporate Secretary is responsible for formulating and implementing policies, technical standardization, work plans, and strategic programs in the corporate secretarial area.

Sekretaris Perusahaan juga berperan dalam mengelola koordinasi dengan pemangku kepentingan, mendukung penerapan GCG, mengelola komunikasi perusahaan, memastikan kelancaran aliran informasi antar organ Perusahaan, serta mendukung pelaksanaan administrasi korporat, pelaporan, dokumentasi, dan pengelolaan citra Perusahaan.

The Corporate Secretary also manages stakeholder coordination, supports GCG implementation, manages corporate communications, ensures the smooth flow of information among the Company's organs, and supports corporate administration, reporting, documentation, and corporate image management.

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*);
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;

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. 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. 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*.

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.

Sepanjang tahun 2025, berikut merupakan program pengembangan kompetensi yang diikuti oleh Sekretaris Perusahaan yaitu:

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.

Throughout 2025, 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	Peserta Participant
1	Certified Compliance Professional (CCP)	Mitra Kalyana Sejahtera	04 Juli 2025 July 04, 2025	Ganis Nugraheni Purnamawati
2	Certified Sustainability Development Specialist (CSDS)	International Board of Standards	03 Oktober, 2025 October 03, 2025	Ganis Nugraheni Purnamawati
3	GRC Sebagai Alat Strategis : Dari Risiko Operasional ke Pengelolaan Liabilitas dan Perlindungan Hukum Bagi Korporasi	Hukum Online	24 Februari 2026 February 26, 2026	Ganis Nugraheni Purnamawati

URAIAN SINGKAT PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN PADA TAHUN BUKU
BRIEF DESCRIPTION OF THE CORPORATE SECRETARY'S DUTIES PERFORMED IN THE FISCAL YEAR

Sepanjang tahun 2025, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawabnya sesuai program kerja yang ditetapkan, antara lain:

1. Menjalankan fungsi penghubung atau liaison officer antara Perusahaan dengan Pemegang Saham, regulator, lembaga terkait, dan publik;
2. Mengelola aktivitas kesekretariatan perusahaan, termasuk administrasi korporat, dokumentasi, pengarsipan, dan dukungan rapat organ Perusahaan;
3. Memantau perkembangan ketentuan peraturan perundang-undangan yang relevan serta mendukung pemenuhan kepatuhan Perusahaan;
4. Merencanakan, melaksanakan, dan mengendalikan kegiatan komunikasi kepada publik internal dan eksternal;
5. Mendukung pengelolaan dokumentasi, informasi perusahaan, dan media komunikasi perusahaan; dan
6. Mendukung implementasi GCG, pengelolaan pelaporan *whistleblowing*, serta pelaksanaan kegiatan TJSL sesuai lingkup tugas yang berlaku.

Throughout 2025, the Corporate Secretary carried out her duties and responsibilities in accordance with the established work program, including:

1. Performing the liaison officer function between the Company and Shareholders, regulators, relevant institutions, and the public;
2. Managing corporate secretarial activities, including corporate administration, documentation, archiving, and meeting support for the Company's organs;
3. Monitoring developments in relevant laws and regulations and supporting the Company's compliance;
4. Planning, implementing, and controlling communications with internal and external audiences;
5. Supporting the management of corporate documentation, corporate information, and the Company's communication media; and
6. Supporting GCG implementation, whistleblowing reporting management, and TJSL activities in accordance with the applicable scope of duties.

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

Domisili Kewarganegaraan Domicile, Citizen	Periode Period	Usia Age
Semarang, Indonesia Semarang, Indonesia	Periode 1 2022—sekarang 1st Period 2022—present	52 tahun, per 31 Desember 2025 52 years old, as December 31, 2025

Dasar Hukum Pengangkatan I Legal Basis of Appointment
SK Direksi No. 1064.K/020/IP/2022 tanggal 19 Juli 2022
Decree of the Board of Directors No. 1064.K/020/IP/2022 dated July 19, 2022

Riwayat Pendidikan I Educational Background
S1 Ilmu Ekonomi Universitas 17 Agustus 1945 (UNTAG) Semarang
Bachelor of Economics from University of 17 August 1945 (UNTAG) Semarang

Pengalaman Kerja I Work Experiences
- 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 2021 – 31 Desember 2021)
- 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 2021 – 31 Desember 2021)

Rangkap Jabatan I Concurrent Position
Tidak Ada
None

Sertifikasi I Certification
- 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
- 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

Hubungan Afiliasi I Affiliated Relationship
Tidak Ada
None

Kepemilikan Saham di PLN IP Services I Share Ownership at PLN IP Services
Tidak Ada
None

Satuan Audit Internal merupakan organ pendukung Direksi yang menjalankan fungsi assurance dan konsultasi secara independen dan objektif. Satuan Audit Internal berperan dalam mengevaluasi efektivitas pengendalian internal, manajemen risiko, kepatuhan, dan proses tata kelola Perusahaan untuk mendukung pencapaian sasaran Perusahaan.

Dalam menjalankan tugasnya, Satuan Audit Internal bertanggung jawab kepada Direktur Utama dan memiliki hubungan fungsional dengan Komite Audit. Pelaksanaan fungsi audit internal dilakukan berdasarkan Piagam Audit Internal, Program Kerja Audit Tahunan (PKAT), prinsip Tata Kelola Perusahaan yang Baik, serta standar profesional audit internal yang berlaku.

DASAR HUKUM

Dasar hukum dan pedoman yang menjadi acuan pelaksanaan fungsi Satuan Audit Internal antara lain meliputi:

1. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya;
2. Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara beserta perubahannya;
3. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
4. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
5. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya;
6. Board Manual PLN IP Services; dan
7. Piagam Audit Internal.

PIAGAM AUDIT INTERNAL

Piagam Audit Internal merupakan pedoman formal yang memberikan kewenangan, tanggung jawab, dan ruang lingkup pelaksanaan fungsi audit internal di lingkungan Perusahaan. Piagam ini menjadi dasar bagi Satuan Audit Internal dalam melaksanakan kegiatan assurance dan konsultasi secara independen dan objektif, serta mendukung efektivitas pengendalian internal, manajemen risiko, kepatuhan, dan tata kelola Perusahaan.

Piagam Audit Internal disusun dengan mempertimbangkan standar profesional audit internal, prinsip-prinsip Tata Kelola Perusahaan yang Baik, serta ketentuan internal Perusahaan yang berlaku. Piagam

The Internal Audit Unit is a supporting organ of the Board of Directors that performs assurance and consulting functions independently and objectively. The Internal Audit Unit plays a role in evaluating the effectiveness of internal control, risk management, compliance, and corporate governance processes to support the achievement of the Company's objectives.

In carrying out its duties, the Internal Audit Unit is accountable to the President Director and has a functional relationship with the Audit Committee. The internal audit function is implemented based on the Internal Audit Charter, the Annual Audit Work Program (PKAT), the principles of Good Corporate Governance, and applicable professional internal audit standards.

LEGAL BASIS

The legal basis and guidelines for the implementation of the Internal Audit Unit function include, among others:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, as amended;
2. Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, as amended;
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
5. The Articles of Association of PT PLN Indonesia Power Services, as amended;
6. The PLN IP Services Board Manual; and
7. The Internal Audit Charter.

INTERNAL AUDIT CHARTER

The Internal Audit Charter is a formal guideline that provides the authority, responsibilities, and scope for the implementation of the internal audit function within the Company. The Charter serves as the basis for the Internal Audit Unit in carrying out assurance and consulting activities independently and objectively, while supporting the effectiveness of internal control, risk management, compliance, and corporate governance.

The Internal Audit Charter was prepared by considering professional internal audit standards, the principles of Good Corporate Governance, and the Company's applicable internal provisions. The Charter covers,

tersebut memuat antara lain struktur dan kedudukan Satuan Audit Internal, tugas dan tanggung jawab, ruang lingkup pekerjaan, wewenang, pelaporan, audit internal terintegrasi, penggunaan jasa eksternal, komunikasi audit, standar pelaksanaan tugas, kode etik, program quality assurance, serta pertanggungjawaban Satuan Audit Internal.

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/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.

among others, the structure and position of the Internal Audit Unit, duties and responsibilities, scope of work, authority, reporting, integrated internal audit, use of external services, audit communication, standards for internal audit implementation, code of ethics, quality assurance program, and accountability of the Internal Audit Unit.

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 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. 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.

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

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. 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

Direktur Utama setelah mendapat persetujuan dari Dewan Komisaris dan merupakan pejabat satu tingkat di bawah Direksi yang memiliki hubungan fungsional dengan Komite Audit.

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.

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.

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 struktural dibantu oleh personel Satuan Audit Internal sebagaimana disajikan pada tabel berikut:

In carrying out daily functions, the Head of Internal Audit Unit is structurally supported by Internal Audit Unit personnel as presented in the following table.

Susunan Anggota Satuan Audit Internal
Composition Member of the Internal Audit Unit

No	Nama Name	Jabatan Position	Sertifikasi Certification
1	Yakobus Krisna Brayanto	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 Prokurmen / PBJ • Diklat dan Sertifikasi Audit Forensik (CFrA) • Financial Senanigans • 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
2	Iswandi Lodde	Lead Auditor Konsultasi Consultation Lead Auditor	• Audit Kecurangan • Sertifikasi Auditor Madya • Operational Audit • Intermediate Auditor Certification
3	M. Akib Mapahir	Lead Auditor – Bidang 2 Lead Auditor – Area 2	• Audit Kecurangan • Sertifikasi Auditor Madya • Fraud Audit • Intermediate Auditor Certification
4	Barly Qomaruzzaman	Auditor Teknik Engineering Auditor	• Audit Kecurangan • Sertifikasi Auditor Madya • Operational Audit • Intermediate Auditor Certification
5	Sholihah Fahtunisa	Lead Auditor – Bidang 2 Lead Auditor – Area 2	Dasar-dasar Audit Audit Basic
6	Lukman Neno	Auditor Administrasi Administration Auditor	Dasar-dasar Audit Audit Basic
7	Arya Aryatna Bagja	Auditor Teknik Technical Auditor	• Audit Operasional • Sertifikasi Auditor Muda • Operational Audit • Junior Auditor Certification
8	Himawan Septiaryanto	Auditor Teknik Technical Auditor	• Audit Operasional • Sertifikasi Auditor Muda • Operational Audit • Junior Auditor Certification
9	Adya Danar Retha Prabara	Auditor Administrasi Administration Auditor	• Audit Operasional • Sertifikasi Auditor Muda • Operational Audit • Junior Auditor Certification

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.

INDEPENDENCE

Internal auditor must have independence in carrying out audit activities, express views and thoughts in accordance with his/her profession and applicable standards.

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.

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.

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.

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 2025, 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 2025, SAI has participated in the following training:

Pelatihan dan/atau Peningkatan Kompetensi yang Diikuti Satuan Audit Internal dalam Tahun Buku
Training and/or Competency Development Attended by the Internal Audit Unit During the Fiscal Year

No	Pelatihan/Seminar/Lokakarya Training/Seminar/Workshop	Penyelenggara Organizer	Tanggal Date	Peserta Participant
1	Diklat Pelaksanaan Tugas-Tugas Audit Training on the Performance of Audit Duties	PPA&K	10-18 Februari 2025 February 10-18, 2025	1. M. Akib Mapahir 2. Barly Qomaruzzaman
2	Sertifikasi Auditor Utama Lead Auditor Certification	LSPAI	19-20 Februari 2025 February 19-20, 2025	1. Iswandi Lodde 2. M. Akib Mapahir 3. Barly Qomaruzzaman
3	Diklat Dasar-Dasar Audit (DDA) Basic Audit Training (DDA)	PPA&K	15-23 Mei 2025 May 15-23, 2025	Sholihah Fahtunisa
4	Audit Operasional Operational Audit	PPA&K	13-22 Oktober 2025 October 13-22, 2025	Lukman Neno
5	Asesmen Auditor Muda Junior Auditor Assessment	LSPAI	13-22 Oktober 2025 October 13-22, 2025	Lukman Neno
6	Legal Audit & Legal Opinion Legal Audit & Legal Opinion	KANAKA	18-19 Desember 2025 December 18-19, 2025	Yakobus Krisna Brayanto
7	Komunikasi & Psikologi Audit Communication & Psychology of Auditing	PPA&K	15-22 Desember 2025 December 15-22, 2025	1. Arya Aryatna Bagja 2. Himawan Septiaryanto 3. Adya Danar Retha Prabara

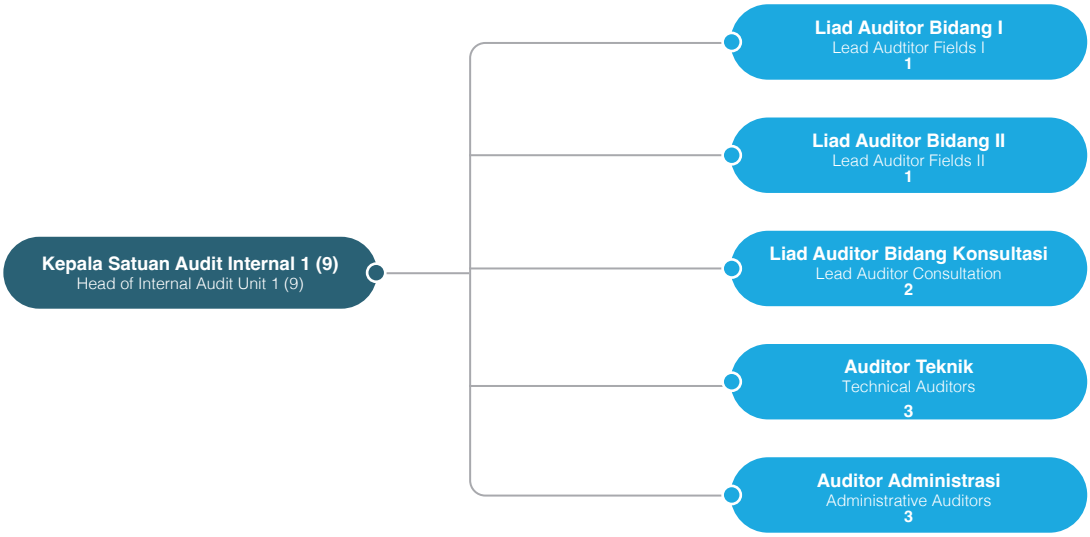
STRUKTUR ORGANISASI AUDIT INTERNAL DAN JUMLAH PEGAWAI
STRUCTURE AND POSITION OF INTERNAL AUDIT UNIT

Satuan Audit Internal dipimpin oleh Kepala Satuan Audit Internal yang bertanggung jawab kepada Direktur Utama dan memiliki hubungan fungsional dengan Komite Audit. Dalam menjalankan fungsi hariannya, Kepala Satuan Audit Internal didukung oleh auditor dengan bidang tugas konsultasi, audit teknik, audit administrasi, serta bidang audit lainnya sesuai struktur organisasi yang berlaku di Perusahaan.

The Internal Audit Unit is led by the Head of Internal Audit Unit, who is accountable to the President Director and has a functional relationship with the Audit Committee. In carrying out daily functions, the Head of Internal Audit Unit is supported by auditors responsible for consultation, technical audit, administrative audit, and other audit areas in accordance with the Company's applicable organizational structure.

Berdasarkan Surat Keputusan Direksi Nomor : 021.K/CDB/IV/2022 Tanggal 1 April 2022 Tentang Bagan Susunan Jabatan dan Formasi Pegawai Kantor Pusat PT Cogindo DayaBersama, 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, 2022, Regarding the Chart of Position Structure and Employee Formation of PT Cogindo DayaBersama 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.

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. 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.
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.

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. 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.

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 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.

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 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:

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.

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:

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.

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.
2. Tidak boleh menggunakan informasi untuk mendapatkan keuntungan pribadi atau untuk hal-hal yang dapat merugikan tujuan organisasi.

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. 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 Perusahaan yang efektif dan berkelanjutan. Pernyataan ini merupakan bentuk pertanggungjawaban kami atas pelaksanaan fungsi audit internal dan akan disampaikan sebagai bagian dari Laporan Tahunan 2025.

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 governance. This statement reflects our accountability in fulfilling the internal audit function and will be included in the 2025 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 2025 telah sesuai dengan Program Kerja Audit Tahunan (PKAT) tahun 2025 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 2025 are in accordance with the 2025 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	Objek Audit Audit Object	Tanggal Pelaksanaan Implementation Date
1	Sekretariat Perusahaan (SETPER) Corporate Secretariat (SETPER)	13 Jan. s.d 14 Feb. 2025 Jan. 13 to Feb. 14, 2025
2	Departemen APP APP Department	13 Jan. s.d 14 Feb. 2025 Jan. 13 to Feb. 14, 2025
3	Departemen KEU Finance Department	13 Jan. s.d 14 Feb. 2025 Jan. 13 to Feb. 14, 2025
4	Departemen AKP AKP Department	13 Jan. s.d 14 Feb. 2025 Jan. 13 to Feb. 14, 2025
5	Jasa O&M PLTU Jeranjang O&M Services for Jeranjang Steam Power Plant	06 s.d 28 Mei 2025 May 6 to May 28, 2025
6	Jasa O&M PLTU Barru O&M Services for Barru Steam Power Plant	02 s.d 26 Juni 2025 Jun. 2 to Jun. 26, 2025
7	Departemen LEG Legal Department	02 s.d 30 Juni 2025 Jun. 2 to Jun. 30, 2025
8	Departemen RSR RSR Department	30 Juni s.d 31 Juli 2025 Jun. 30 to Jul. 31, 2025
9	Jasa O&M PNS O&M Services for PNS	28 Juli s.d 29 Agust 2025 Jul. 28 to Aug. 29, 2025
10	Jasa O&M Labuan Angin O&M Services for Labuan Angin	28 Juli s.d 29 Agust 2025 Jul. 28 to Aug. 29, 2025
11	Jasa O&M PLTA Sei Wampu & Kepulauan Riau O&M Services for Sei Wampu & Riau Islands Hydropower Plants	28 Juli s.d 29 Agust 2025 Jul. 28 to Aug. 29, 2025
12	Jasa O&M PLTU Holterkamp O&M Services for Holterkamp Steam Power Plant	06 s.d 24 Okt. 2025 Oct. 6 to Oct. 24, 2025
13	Jasa O&M PLTMG Jayapura 50 MW O&M Services for Jayapura 50 MW Gas Engine Power Plant	06 s.d 24 Okt. 2025 Oct. 6 to Oct. 24, 2025
14	Jasa O&M PLTMG Jayapura Peaker 40 MW O&M Services for Jayapura Peaker 40 MW Gas Engine Power Plant	06 s.d 24 Okt. 2025 Oct. 6 to Oct. 24, 2025
15	Jasa O&M PLTU Adipala O&M Services for Adipala Steam Power Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
16	Jasa O&M PLTMG Semarang O&M Services for Semarang Gas Engine Power Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
17	Jasa O&M PLTG Mrica O&M Services for Mrica Gas Turbine Power Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
18	Jasa O&M PLTU Pelabuhan Ratu O&M Services for Pelabuhan Ratu Steam Power Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
19	Jasa O&M PLTGU Grati O&M Services for Grati Combined Cycle Power Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
20	Jasa O&M PLTP Kamojang O&M Services for Kamojang Geothermal Power Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
21	Jasa O&M PLTA Jatigede O&M Services for Jatigede Hydropower Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
22	Pengelolaan Jasa O&M PLTA Saguling Management of O&M Services for Saguling Hydropower Plant	06 s.d 31 Okt. 2025 Oct. 6 to Oct. 31, 2025
23	Pengelolaan Suplai Energi unit PLTD Tenau Energy Supply Management of Tenau Diesel Power Plant Unit	10 Nov. s.d 12 Des. 2025 Nov. 10 to Dec. 12, 2025

TEMUAN DAN TINDAK LANJUT TAHUN BUKU

Sepanjang tahun 2025, Satuan Audit Internal melakukan monitoring atas tindak lanjut hasil audit pada berbagai unit dan area audit. Berdasarkan hasil monitoring, sebagian besar rekomendasi telah diselesaikan sesuai target, sedangkan rekomendasi yang belum selesai tetap dipantau dengan target penyelesaian pada tahun 2026 sesuai rencana tindak lanjut masing-masing unit.

FINDINGS AND FOLLOW UP IN FISCAL YEAR

Throughout 2025, the Internal Audit Unit monitored the follow-up of audit results across various audit units and areas. Based on the monitoring results, most recommendations had been completed according to target, while outstanding recommendations continued to be monitored with completion targets in 2026 in accordance with the follow-up action plans of the respective units.

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
1	Sekretariat Perusahaan (SETPER) Corporate Secretariat (SETPER)	5	21	21	0	30 Juni 2025 Jun. 30, 2025
2	Departemen APP APP Department	2	3	3	0	31 Juli 2025 Jul. 31, 2025
3	Departemen KEU Finance Department	4	7	7	0	30 Sep. 2025 Sep. 30, 2025
4	Departemen AKP AKP Department	2	3	3	0	30 Sep. 2025 Sep. 30, 2025
5	Jasa O&M PLTU Jeranjang O&M Services for Jeranjang Steam Power Plant	2	4	4	0	31 Juli 2025 Jul. 31, 2025
6	Jasa O&M PLTU Barru O&M Services for Barru Steam Power Plant	3	8	8	0	31 Okt. 2025 Oct. 31, 2025
7	Departemen LEG Legal Department	1	2	2	0	30 Okt. 2025 Oct. 30, 2025
8	Departemen RSR RSR Department	4	6	0	6	31 Jan. 2026 Jan. 31, 2026
9	Jasa O&M PNS O&M Services for PNS	2	5	5	0	15 Okt. 2025 Oct. 15, 2025
10	Jasa O&M Labuan Angin O&M Services for Labuan Angin	2	4	4	0	15 Okt. 2025 Oct. 15, 2025
11	Jasa O&M PLTA Sei Wampu & Kepulauan Riau O&M Services for Sei Wampu & Riau Islands Hydropower Plants	6	11	0	11	13 Feb. 2026 Feb. 13, 2026
12	Jasa O&M PLTU Holterkamp O&M Services for Holterkamp Steam Power Plant	3	7	7	0	15 Des. 2025 Dec. 15, 2025
13	Jasa O&M PLTMG Jayapura 50 MW O&M Services for Jayapura 50 MW Gas Engine Power Plant	4	8	8	0	15 Des. 2025 Dec. 15, 2025
14	Jasa O&M PLTMG Jayapura Peaker 40 MW O&M Services for Jayapura Peaker 40 MW Gas Engine Power Plant	3	5	5	0	15 Des. 2025 Dec. 15, 2025
15	Jasa O&M PLTU Adipala O&M Services for Adipala Steam Power Plant	1	2	2	0	30 Des. 2025 Dec. 30, 2025

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
16	Jasa O&M PLTMG Semarang O&M Services for Semarang Gas Engine Power Plant	2	3	0	3	13 Feb. 2026 Feb. 13, 2026
17	Jasa O&M PLTG Mrica O&M Services for Mrica Gas Turbine Power Plant	1	1	0	1	13 Feb. 2026 Feb. 13, 2026
18	Jasa O&M PLTU Pelabuhan Ratu O&M Services for Pelabuhan Ratu Steam Power Plant	1	1	0	1	13 Feb. 2026 Feb. 13, 2026
19	Jasa O&M PLTGU Grati O&M Services for Grati Combined Cycle Power Plant	2	4	4	0	31 Des. 2025 Dec. 31, 2025
20	Jasa O&M PLTP Kamojang O&M Services for Kamojang Geothermal Power Plant	4	9	9	0	31 Des. 2025 Dec. 31, 2025
21	Jasa O&M PLTA Jatigede O&M Services for Jatigede Hydropower Plant	3	6	6	0	31 Des. 2025 Dec. 31, 2025
22	Pengelolaan Jasa O&M PLTA Saguling Management of O&M Services for Saguling Hydropower Plant	3	7	7	0	31 Des. 2025 Dec. 31, 2025
23	Pengelolaan Suplai Energi unit PLTD Tenau Energy Supply Management of Tenau Diesel Power Plant Unit	3	6	0	6	25 Feb. 2026 Feb. 25, 2026

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 2025, 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 2025, the Internal Audit Unit conducted a total of 16 (sixteen) meetings, with attendance and agenda details as follows:

Frekuensi Rapat dan Tingkat Kehadiran Satuan Pengawasan Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit

Meeting Frequency and Attendance of the Internal Audit Unit with the Board of Directors, the Board of Commissioners, and/or the Audit Committee

No.	Nama Nama	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
1	Yakobus Krisna Brayanto	Kepala Satuan Audit Internal Head of Internal Audit Unit	12	12	100%
2	Iswandi Lodde	Lead Auditor Konsultasi Consultation Lead Auditor	12	12	100%
3	M. Akib Mapahir	Lead Auditor – Bidang 2 Lead Auditor – Area 2	12	12	100%

No.	Nama Nama	Jabatan Position	Jumlah Rapat Number of Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
4	Barly Qomaruzzaman	Auditor Teknik Engineering Auditor	12	12	100%
5	Sholihah Fahtunisa	Lead Auditor – Bidang 2 Lead Auditor – Area 2	12	12	100%
6	Lukman Neno	Auditor Administrasi Administration Auditor	12	12	100%
7	Arya Aryatna Bagja	Auditor Teknik Technical Auditor	12	12	100%
8	Himawan Septiaryanto	Auditor Teknik Technical Auditor	12	12	100%
9	Adya Danar Retha Prabara	Auditor Administrasi Administration Auditor	12	12	100%

Mata Acara Rapat Satuan Audit Internal dengan Direksi, Dewan Komisaris, dan/atau Komite Audit
Meeting Agenda of Internal Audit Unit with Directors, Commissioners, and/or Audit Committee

No	Mata Acara Agenda	Tanggal Date
1	Rapat Internal Bulan Januari January Internal Meeting	30 Januari 2025 January 30, 2025
2	Rapat Internal Bulan Februari February Internal Meeting	28 Februari 2025 February 28, 2025
3	Rapat Koordinasi Awal Tahun, Evaluasi Hasil Audit Tahun Sebelumnya & Rencana Audit Tahunan Beginning-of-Year Coordination Meeting, Evaluation of Previous Year Audit Results & Annual Audit Plan	Maret 2025 March 2025
4	Rapat Internal Bulan Maret March Internal Meeting	25 Maret 2025 March 25, 2025
5	Rapat Internal Bulan April April Internal Meeting	29 April 2025 April 29, 2025
6	Rapat Internal Bulan Mei May Internal Meeting	27 Mei 2025 May 27, 2025
7	Rapat Internal Bulan Juli July Internal Meeting	26 Juli 2025 July 26, 2025
8	Rapat Internal Bulan Agustus August Internal Meeting	27 Agustus 2025 August 27, 2025
9	Reviu Progress Semester I & Tindak Lanjut Temuan Audit, Pengendalian Risiko, dan Kepatuhan GCG Semester I Progress Review & Follow-up on Audit Findings, Risk Control, and GCG Compliance	Juni 2025 June 2025
10	Rapat Internal Bulan Juni June Internal Meeting	26 Juni 2025 June 26, 2025
11	Evaluasi Efektivitas Sistem Pengendalian Internal & Review Isu Strategis Evaluation of Internal Control System Effectiveness & Review of Strategic Issues	1 September 2025 September 1, 2025
12	Rapat Internal Bulan September September Internal Meeting	26 September 2025 September 26, 2025
13	Rapat Internal Bulan Oktober October Internal Meeting	17 Oktober 2025 October 17, 2025
14	Rapat Internal Bulan November November Internal Meeting	25 November 2025 November 25, 2025
15	Rapat Evaluasi Akhir Tahun, Capaian Audit Internal, Rencana Penguatan Tahun Depan Year-End Evaluation Meeting, Internal Audit Achievements, and Strengthening Plan for the Following Year	Desember 2025 December 2025
16	Rapat Internal Bulan Desember December Internal Meeting	12 Desember 2025 December 12, 2025

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal PLN IP Services merupakan proses yang dirancang untuk memberikan keyakinan yang memadai atas tercapainya tujuan Perusahaan melalui kegiatan operasi yang efektif dan efisien, keandalan pelaporan keuangan, kepatuhan terhadap ketentuan peraturan perundang-undangan, serta pengamanan aset Perusahaan.

PLN IP Services' Internal Control System is a process designed to provide reasonable assurance regarding the achievement of the Company's objectives through effective and efficient operations, reliable financial reporting, compliance with applicable laws and regulations, and safeguarding of the Company's assets.

Penerapan Sistem Pengendalian Internal dilaksanakan di seluruh lini bisnis dan melibatkan Dewan Komisaris, Direksi, manajemen, serta seluruh pegawai sesuai peran dan tanggung jawab masing-masing. Sistem ini dikembangkan dengan mengacu pada prinsip Tata Kelola Perusahaan yang Baik, ketentuan internal Perusahaan, serta kerangka pengendalian yang relevan, termasuk prinsip-prinsip yang dikembangkan oleh Committee of Sponsoring Organizations of the Treadway Commission (COSO) dan praktik audit internal berbasis risiko.

The Internal Control System is implemented across all business lines and involves the Board of Commissioners, Board of Directors, management, and all employees in accordance with their respective roles and responsibilities. The system is developed by referring to the principles of Good Corporate Governance, the Company's internal provisions, and relevant control frameworks, including the principles developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and risk-based internal audit practices.

Sistem Pengendalian Internal Perusahaan diarahkan untuk memberikan keyakinan yang memadai atas pencapaian tujuan dalam kategori berikut:
1. Efektivitas dan efisiensi kegiatan operasional;
2. Keandalan pelaporan keuangan dan informasi manajemen;
3. Kepatuhan terhadap hukum, peraturan, dan ketentuan internal yang berlaku; dan
4. Pengamanan aset Perusahaan.

The Company's Internal Control System is intended to provide reasonable assurance regarding the achievement of objectives in the following categories:
1. Effectiveness and efficiency of operational activities;
2. Reliability of financial reporting and management information;
3. Compliance with applicable laws, regulations, and internal provisions; and
4. Safeguarding of the Company's assets.

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 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

Pengendalian keuangan diterapkan melalui penyediaan informasi keuangan yang akurat, andal, relevan, dan tepat waktu bagi manajemen, Pemegang Saham, serta pemangku kepentingan terkait. Informasi tersebut digunakan sebagai dasar dalam proses pengambilan keputusan, perencanaan, pengendalian kegiatan usaha, serta penyusunan laporan keuangan Perusahaan.

Financial control is implemented through the provision of accurate, reliable, relevant, and timely financial information for management, Shareholders, and relevant stakeholders. Such information serves as the basis for decision-making, planning, control of business activities, and preparation of the Company's financial statements.

Pengendalian operasional dilakukan melalui penerapan kebijakan, prosedur, pemisahan fungsi, otorisasi, supervisi, dokumentasi, serta pemantauan atas pelaksanaan kegiatan operasional. Pengendalian ini bertujuan untuk memastikan bahwa kegiatan Perusahaan berjalan efektif, efisien, sesuai target, serta mematuhi ketentuan peraturan perundang-undangan dan kebijakan internal yang berlaku.

Operational control is carried out through the implementation of policies, procedures, segregation of duties, authorization, supervision, documentation, and monitoring of operational activities. This control aims to ensure that the Company's activities are conducted effectively, efficiently, in line with targets, and in compliance with applicable laws, regulations, and internal policies.

Dalam aspek kepatuhan, Perusahaan menerapkan pengendalian untuk memastikan bahwa setiap aktivitas usaha, keputusan korporasi, pelaporan, serta pelaksanaan program kerja dilakukan sesuai dengan peraturan perundang-undangan, Anggaran Dasar, Board Manual, kebijakan internal, dan prinsip Tata Kelola Perusahaan yang Baik.

In terms of compliance, the Company applies controls to ensure that business activities, corporate decisions, reporting, and work program implementation are carried out in accordance with laws and regulations, the Articles of Association, the Board Manual, internal policies, and the principles of Good Corporate Governance.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL DENGAN KERANGKA COSO

Perusahaan mengembangkan Sistem Pengendalian Internal dengan memperhatikan kerangka pengendalian yang diakui secara internasional, yaitu Committee of Sponsoring Organizations of the Treadway Commission (COSO). Kerangka COSO menekankan bahwa pengendalian internal merupakan proses yang melibatkan organ tata kelola, manajemen, dan seluruh personel Perusahaan untuk memberikan keyakinan yang memadai atas pencapaian tujuan operasional, pelaporan, dan kepatuhan.

ALIGNMENT OF THE INTERNAL CONTROL SYSTEM WITH THE COSO FRAMEWORK

The Company develops its Internal Control System by taking into account the internationally recognized control framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The COSO framework emphasizes that internal control is a process involving governance bodies, management, and all Company personnel to provide reasonable assurance regarding the achievement of operational, reporting, and compliance objectives.

Dalam penerapannya, Perusahaan menyesuaikan komponen COSO dengan karakteristik, skala usaha, struktur organisasi, dan kebutuhan pengendalian di lingkungan PLN IP Services. Menurut COSO, unsur-unsur pengendalian intern meliputi komponen-komponen sebagai berikut.

In its implementation, the Company aligns the COSO components with the characteristics, business scale, organizational structure, and control needs of PLN IP Services. According to COSO, the elements of internal control include the following components.

Lingkungan pengendalian;
Penilaian risiko;
Aktivitas pengendalian;
Informasi dan Komunikasi;
Kegiatan pemonitoran.

Control environment;
Risk assessment;
Control activities;
Information and Communication;
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 Control environment	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. 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.	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 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 Risk assessment	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 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 Control activities	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. 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.	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 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 Information and Communication	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 2. Mengelola, mengembangkan, dan memperbaharui sistem informasi untuk meningkatkan kegunaan dan keandalan komunikasi secara terus menerus.

Komponen Pengendalian Internal versi COSO COSO version of Internal Control Component	Penjelasan Explanation	Penerapan di PLN IP Services Deployment in PLN IP Services
	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 Monitoring	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.
	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 2025 dilakukan melalui kegiatan audit, pemantauan tindak lanjut, serta evaluasi atas proses operasional, pelaporan keuangan, kepatuhan, manajemen risiko, dan penerapan GCG. Kegiatan evaluasi tersebut bertujuan untuk menilai kecukupan desain dan efektivitas pelaksanaan pengendalian internal dalam mendukung pencapaian sasaran Perusahaan.

The effectiveness of the Company's Internal Control System during the 2025 fiscal year was evaluated through audit activities, follow-up monitoring, and assessments of operational processes, financial reporting, compliance, risk management, and GCG implementation. These evaluations were conducted to assess the adequacy of the design and effectiveness of the implementation of internal controls in supporting the achievement of the Company's objectives.

Berdasarkan hasil evaluasi sepanjang tahun 2025, Sistem Pengendalian Internal Perusahaan dinilai telah berjalan secara memadai dalam mendukung

Based on the evaluations conducted throughout 2025, the Company's Internal Control System was assessed as adequate in supporting operational control, information

pengendalian kegiatan operasional, keandalan informasi, pengamanan aset, kepatuhan, serta upaya mitigasi risiko. Perusahaan tetap melakukan perbaikan berkelanjutan terhadap kebijakan, prosedur, sistem, dan proses bisnis untuk menyesuaikan pengendalian internal dengan perkembangan kebutuhan usaha dan kompleksitas risiko.

reliability, asset safeguarding, compliance, and risk mitigation efforts. The Company continues to make ongoing improvements to policies, procedures, systems, and business processes to align internal controls with evolving business needs and risk complexity.

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. Sistem ini dirancang untuk memberikan keyakinan yang memadai atas tercapainya tujuan Perusahaan melalui kegiatan operasional yang efektif dan efisien, pelaporan yang andal, kepatuhan terhadap ketentuan yang berlaku, serta pengamanan aset Perusahaan.

The Board of Directors and the Board of Commissioners affirm that the implementation of the Internal Control System is an integral part of Good Corporate Governance practices. This system is designed to provide reasonable assurance regarding the achievement of the Company's objectives through effective and efficient operations, reliable reporting, compliance with applicable provisions, and safeguarding of the Company's assets.

Direksi bertanggung jawab atas penerapan Sistem Pengendalian Internal secara konsisten di seluruh organisasi. Dewan Komisaris, melalui Komite Audit, menjalankan fungsi pengawasan atas kecukupan dan efektivitas penerapan sistem tersebut. Berdasarkan hasil evaluasi tahun buku 2025, Direksi dan Dewan Komisaris menilai bahwa Sistem Pengendalian Internal Perusahaan telah berjalan secara memadai dalam mendukung pengelolaan kegiatan operasional, pengendalian risiko, akuntabilitas, serta kepatuhan.

The Board of Directors is responsible for consistently implementing the Internal Control System across the organization. The Board of Commissioners, through the Audit Committee, performs oversight of the adequacy and effectiveness of the system's implementation. Based on the evaluation for the 2025 fiscal year, the Board of Directors and the Board of Commissioners assessed that the Company's Internal Control System had been implemented adequately in supporting operational management, risk control, accountability, and compliance.

Perusahaan menyadari bahwa pengendalian internal perlu terus disempurnakan seiring dengan perkembangan skala usaha, kompleksitas operasional, dan dinamika risiko. Oleh karena itu, Perusahaan berkomitmen untuk terus memperkuat kebijakan, prosedur, sistem, dan mekanisme pengendalian internal guna mendukung pencapaian tujuan strategis secara berkelanjutan.

The Company recognizes that internal control must continue to be improved in line with the development of business scale, operational complexity, and risk dynamics. Therefore, the Company is committed to continuously strengthening its policies, procedures, systems, and internal control mechanisms to support the sustainable achievement of strategic objectives.

Sistem Manajemen Risiko
Risk Management System

Sistem Manajemen Risiko PLN IP Services merupakan bagian integral dari penerapan Tata Kelola Perusahaan yang Baik. Sistem ini diterapkan untuk mengidentifikasi, mengukur, memantau, mengendalikan, dan memitigasi risiko yang dapat memengaruhi pencapaian sasaran Perusahaan, baik dalam Rencana Jangka Panjang Perusahaan (RJPP) maupun Rencana Kerja dan Anggaran Perusahaan (RKAP).

PLN IP Services' Risk Management System is an integral part of the implementation of Good Corporate Governance. This system is applied to identify, measure, monitor, control, and mitigate risks that may affect the achievement of the Company's objectives, both in the Company's Long-Term Plan (RJPP) and the Annual Work Plan and Budget (RKAP).

Pengelolaan risiko dilakukan dengan mempertimbangkan perubahan lingkungan internal dan eksternal, perkembangan skala usaha, serta kompleksitas kegiatan operasional Perusahaan. Melalui penerapan manajemen risiko yang sistematis, terstruktur, dan komprehensif, Perusahaan berupaya meningkatkan kepastian pencapaian tujuan, memperkuat budaya sadar risiko, serta memastikan bahwa setiap keputusan bisnis memperhatikan risiko dan peluang yang relevan.

Risk management is carried out by taking into account changes in the internal and external environment, business scale development, and the complexity of the Company's operational activities. Through systematic, structured, and comprehensive risk management implementation, the Company seeks to improve the certainty of achieving its objectives, strengthen risk awareness culture, and ensure that every business decision considers relevant risks and opportunities.

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).

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).

TANGGUNG JAWAB UTAMA

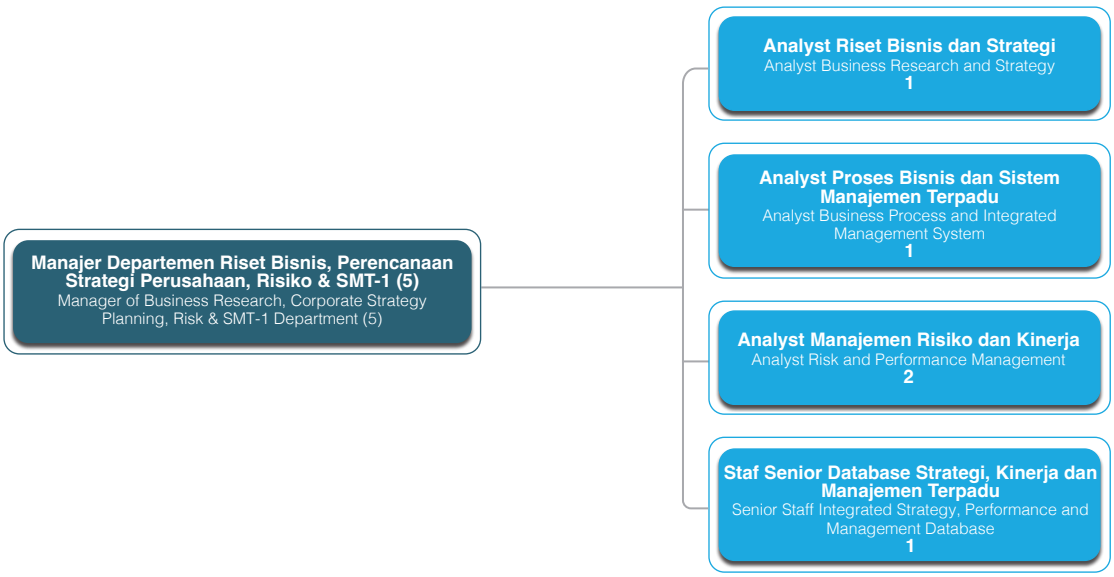
1. Menyusun rencana kerja dan anggaran departemen
2. Mengelola penyusunan strategic and *business planning* termasuk perencanaan pengalokasian sumberdaya serta *roll over* setiap tahunnya.
3. Mengendalikan realisasi strategic inisiatif dan program kerja Perusahaan dalam mempertahankan dan/meningkatkan 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.
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.

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. Managing corporate risk management measurement, reporting, and development activities at the corporate, division, work unit, and business unit levels of the Company.
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. Managing quality management policies and the integrated management system, including oversight, implementation programs, assessment activities, and management of follow-up development actions.
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 2025, Departemen Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko dan Sistem Manajemen Terpadu terdiri dari 5 (lima) personel dengan komposisi sebagaimana disajikan pada tabel 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.

As of the end of 2025, the Department of Business Research, Corporate Strategic Planning, Risk, and Integrated Management System consisted of 5 (five) personnel with the composition presented in the following table:

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	• *Certified Sustainability Development Specialist (CSDS)* • *Certified Organization Development Professional* • *Certified Compliance Professional (CCP)* • *Certified 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	• Pelatihan Sistem Manajemen Berbasis ISO (9001, 37001, 37301, 14001, 45001, 27001) • Pelatihan Auditor Internal Sistem Manajemen Berbasis ISO 19001 • Pelatihan *Strategy and Performance Corporate* • *Certified Procurement* • *Certified Internal Auditor Officer (CIAO)*
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 Business Intelligence Analyst (CBIA)* • Pelatihan *Company Strategic Planning* • Pelatihan *Specialization In Corporate Planning* • *Certified Risk Management Officer (CRMO)*

GAMBARAN UMUM MENGENAI SISTEM MANAJEMEN RISIKO PERUSAHAAN
GENERAL OVERVIEW REGARDING THE COMPANY RISK MANAGEMENT SYSTEM

KEBIJAKAN MANAJEMEN RISIKO

Kebijakan Manajemen Risiko PLN IP Services disusun untuk memastikan bahwa pengelolaan risiko dilaksanakan secara terintegrasi, terstruktur, terukur, dan selaras dengan strategi Perusahaan. Penerapan manajemen risiko dilakukan dengan mengacu pada ketentuan tata kelola BUMN, Board Manual, kebijakan internal Perusahaan, serta standar internasional ISO 31000:2018 Risk Management – Guidelines.

Dalam pelaksanaannya, Direksi bertanggung jawab untuk membangun dan menerapkan program manajemen risiko secara terpadu sebagai bagian dari penerapan GCG. Program tersebut mencakup identifikasi risiko, analisis risiko, evaluasi risiko, penetapan mitigasi, pemantauan, pelaporan profil risiko, serta tindak lanjut atas risiko yang dapat memengaruhi pencapaian sasaran Perusahaan.

Kebijakan dan pedoman manajemen risiko yang menjadi acuan Perusahaan antara lain meliputi:
1. Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
2. Board Manual PLN IP Services;
3. GCG Code PLN IP Services; dan
4. ISO 31000:2018 Risk Management – Guidelines.
5. Peraturan Direksi Nomor 0057.P/DIR/2025 tanggal 18 Juli 2025 tentang Pedoman Umum Manajemen Risiko Terintegrasi;
6. Pedoman penyusunan dokumen manajemen risiko;
7. Kriteria risiko dalam penerapan *Enterprise Risk Management* (ERM); and
8. Taksonomi risiko.

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*);
5. Dinamis (*Dynamic*);
6. Tersedia informasi terbaik (*Best available information*);
7. Faktor manusia dan budaya (*Human and Cultural Factors*);
8. Perbaikan berkelanjutan (*Continual Improvement*).

RISK MANAGEMENT POLICY

PLN IP Services' Risk Management Policy is established to ensure that risk management is implemented in an integrated, structured, measurable manner and aligned with the Company's strategy. Risk management is implemented by referring to SOE governance provisions, the Board Manual, the Company's internal policies, and the international standard ISO 31000:2018 Risk Management – Guidelines.

In its implementation, the Board of Directors is responsible for establishing and implementing an integrated risk management program as part of GCG implementation. The program includes risk identification, risk analysis, risk evaluation, mitigation planning, monitoring, risk profile reporting, and follow-up actions on risks that may affect the achievement of the Company's objectives.

The Company's risk management policies and guidelines include, among others:
1. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. The PLN IP Services Board Manual;
3. The PLN IP Services GCG Code; and
4. ISO 31000:2018 Risk Management – Guidelines.
5. Board of Directors Regulation No. 0057.P/DIR/2025 dated July 18, 2025, regarding General Guidelines for Integrated Risk Management;
6. Guidelines for preparing risk management documents;
7. Risk criteria for the implementation of Enterprise Risk Management (ERM); and
8. Risk taxonomy.

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. 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 PLN Indonesia Power Services yang ditetapkan melalui keputusan Direksi Nomor: 0057.P/DIR/2025 tanggal 18 Juli 2025.

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 comprehensive process 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 carrying out business management activities and is authorized in the GMS RKAP. The purpose and policy of this profile mapping is to ensure the Company's resources are sufficiently available for business operations and development including to manage financial risks and risk mitigation efforts of various related aspects. Risk management is governed by PT PLN Indonesia Power Services' General Guidelines for Integrated Risk Management Policy, which was established by Board of Directors Decision No. 0057.P/DIR/2025 dated July 18, 2025.

Roadmap Perbaikan Manajemen Risiko PT PLN Indonesia Power services
Roadmap for Improving Risk Management at PT PLN Indonesia Power Services



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 2025 berdasarkan hasil evaluasi dan pemantauan profil risiko yang dilakukan sepanjang tahun 2025.

In line with the implementation of effective and efficient Risk Management at the corporate level, the 2025 Risk Profile has been updated based on the evaluation and monitoring of the risk profile conducted throughout 2025.

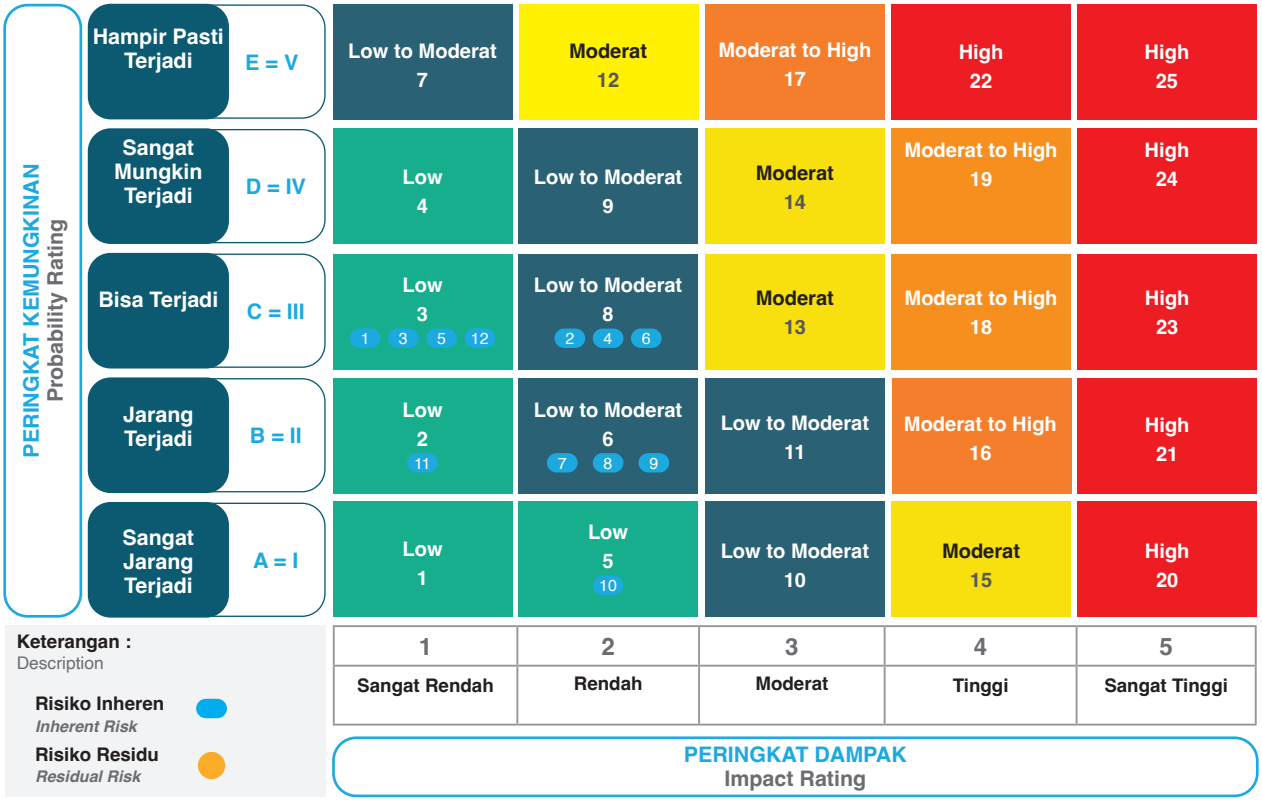
RINGKASAN PROFIL RISIKO 2025

Sampai dengan triwulan IV tahun 2025, pelaksanaan mitigasi dan pemantauan risiko menunjukkan tren penurunan tingkat risiko Perusahaan. Dari 12 risiko yang dipantau, sebanyak 6 risiko berada pada tingkat Low dan 6 risiko berada pada tingkat Low to Moderate. Dengan demikian, tidak terdapat risiko yang berada pada tingkat Moderate, Moderate to High, maupun High pada akhir periode pelaporan. Sebaran tingkat risiko sampai dengan triwulan IV tahun 2025 digambarkan sebagai berikut:

SUMMARY OF THE 2025 RISK PROFILE

As of the fourth quarter of 2025, the implementation of risk mitigation and monitoring has shown a downward trend in the Company's risk levels. Of the 12 risks monitored, 6 are at the "Low" level and 6 are at the "Low to Moderate" level. Thus, there were no risks at the "Moderate," "Moderate to High," or "High" levels at the end of the reporting period. The distribution of risk levels through the fourth quarter of 2025 is illustrated as follows:

RINGKASAN PROFIL RISIKO 2025
Summary of The 2025 Risk Profile



No	Deskripsi Risiko Risk Description	Awal Initial	TW 4 Q4	Keterangan Description
1.	Tidak tercapainya target pendapatan sesuai RKAP Failure to achieve the revenue target in accordance with RKAP	Tinggi (24) High (24)	Rendah (3) Low (3)	Tren risiko turun pada tingkat Low karena realisasi pendapatan sampai dengan Desember sebesar 105% dari target RKAP 2025. The risk trend decreased to Low because revenue realization as of December reached 105% of the 2025 RKAP target.
2.	Keterlambatan penyelesaian berita acara sehingga berpotensi munculnya denda pajak Delay in completing minutes of handover, potentially resulting in tax penalties	Tinggi (24) High (24)	Rendah hingga Moderat (8) Low to Moderate (8)	Tren risiko turun pada tingkat Low to Moderate karena sebagian besar kontrak pekerjaan sudah terbit kontraknya. The risk trend decreased to Low to Moderate because most work contracts had already been issued.
3.	Pengembangan portofolio bisnis dan pendapatan Beyond kWh belum optimal Business portfolio development and Beyond kWh revenue have not been optimized	Moderat hingga Tinggi (19) Moderate to High (19)	Rendah (3) Low (3)	Tren risiko tetap pada tingkat Low karena realisasi pendapatan Beyond kWh sampai dengan Desember mencapai target RKAP 2025. The risk trend remained at Low because Beyond kWh revenue realization as of December achieved the 2025 RKAP target.
4.	Ketersediaan dan keandalan pembangkit tidak tercapai dari target Power plant availability and reliability targets were not achieved	Moderat hingga Tinggi (18) Moderate to High (18)	Rendah hingga Moderat (8) Low to Moderate (8)	Tren risiko masih tetap pada tingkat Low to Moderate karena realisasi EAF dan EFOR sampai dengan Desember mencapai target tahun 2025. The risk trend remained at Low to Moderate because EAF and EFOR realization as of December achieved the 2025 annual target.
5.	Kenaikan anggaran Operational Expense (OPEX) ekstrem Extreme increase in Operational Expense (OPEX) budget	Moderat hingga Tinggi (18) Moderate to High (18)	Rendah (3) Low (3)	Tren risiko turun pada tingkat Low karena realisasi laba bersih sampai dengan Desember sebesar 127% dari target tahun 2025. The risk trend decreased to Low because net profit realization as of December reached 127% of the 2025 annual target.
6.	Perubahan dan penerbitan kebijakan Pemegang Saham PLN Changes and issuance of Shareholder PLN policies	Moderat hingga Tinggi (18) Moderate to High (18)	Rendah hingga Moderat (8) Low to Moderate (8)	Tren risiko turun pada tingkat Low to Moderate karena proses optimasi struktur organisasi sudah dituangkan dalam usulan STO yang baru. The risk trend decreased to Low to Moderate because the organizational structure optimization process had been incorporated into the proposed new STO.
7.	Terjadi kecelakaan kerja serta bahaya kebakaran karena implementasi K2 & K3 belum optimal Occurrence of work accidents and fire hazards due to suboptimal K2 & K3 implementation	Moderat hingga Tinggi (18) Moderate to High (18)	Rendah hingga Moderat (6) Low to Moderate (6)	Tren risiko turun pada tingkat Low to Moderate karena target leading dan lagging indicator K3 unit kerja yang dikelola penuh oleh IPS sudah tercapai. The risk trend decreased to Low to Moderate because the leading and lagging K3 indicator targets for work units fully managed by IPS had been achieved.

No	Deskripsi Risiko Risk Description	Awal Initial	TW 4 Q4	Keterangan Description
8.	Ancaman terhadap Cyber Security System pada infrastruktur teknologi informasi Perusahaan Threats to the Cyber Security System of the Company's information technology infrastructure	Moderat hingga Tinggi (18) Moderate to High (18)	Rendah hingga Moderat (6) Low to Moderate (6)	Tren risiko turun pada tingkat Low to Moderate karena serangan cyber yang terjadi pada tanggal 21 Februari 2025 pada website college masih dapat ditangani dengan baik dan sudah terpasang cyber security. The risk trend decreased to Low to Moderate because the cyberattack that occurred on February 21, 2025, on the college website was properly handled and cybersecurity protection had been installed.
9.	Gagal bayar keterlambatan pembayaran kewajiban jangka pendek maupun jangka panjang Default or delay in payment of short-term and long-term obligations	Moderat hingga Tinggi (18) Moderate to High (18)	Rendah hingga Moderat (6) Low to Moderate (6)	Tren risiko tetap pada tingkat Low to Moderate karena sebagian besar kontrak pekerjaan sudah terbit dan dapat ditagihkan untuk menjaga cash flow. The risk trend remained at Low to Moderate because most work contracts had been issued and could be billed to maintain cash flow.
10.	Menurunnya reputasi Perusahaan di mata pelanggan Decline in the Company's reputation among customers	Moderat (13) Moderate (13)	Rendah (5) Low (5)	Tren risiko turun pada tingkat Low karena hasil survei kepuasan pelanggan sudah sesuai target. The risk trend decreased to Low because the customer satisfaction survey results met the target.
11.	Kapasitas, kapabilitas & budaya SDM belum optimal dalam pengelolaan jasa O&M skema AMC, MRO dan EPC HR capacity, capability, and culture have not been optimized in managing O&M services under AMC, MRO, and EPC schemes	Moderat (13) Moderate (13)	Rendah (2) Low (2)	Tren risiko tetap pada tingkat Low karena pelaksanaan training dan sertifikasi sesuai timeline perencanaan dan kebutuhan Perusahaan. The risk trend remained at Low because training and certification implementation was aligned with the planning timeline and the Company's needs.
12.	Tidak tercapainya target maturity level asset management Failure to achieve the asset management maturity level target		Rendah (3) Low (3)	Tren risiko turun pada tingkat Low karena hasil assessment maturity level asset management mencapai target. The risk trend decreased to Low because the asset management maturity level assessment result achieved the target.

Profil Risiko Korporat pada Tahun Buku
Corporate Risk Profile in the Fiscal Year

No	Sasaran Objective	ID Risk Identity Risk	Kejadian Risiko Risk Events	Penyebab Causes	Level Risiko Sebelum Mitigasi Risk Level Before Mitigation	Rencana Mitigasi Mitigation Plan
1	Tercapainya Net Profit Margin (NPM) minimum sebesar 5% Achieve a minimum Net Profit Margin (NPM) of 5%	F.6.2	Tidak tercapainya target pendapatan sesuai RKAP Revenue target in accordance with RKAP is not achieved	1. Tidak terealisasinya project EPC relokasi; 2. Tidak terealisasinya project MRO yang telah direncanakan; 3. Realisasi nilai kontrak jasa O&M lebih kecil daripada BA endorsement dalam RKAP 1. EPC relocation projects are not realized; 2. Planned MRO projects are not realized; 3. Realized value of O&M service contracts is lower than the BA endorsement in the RKAP	High 24 High 24	1. Penyesuaian anggaran Jasa O&M pada OMP I, OMP II dan OMP III dengan basis UMK tahun 2025 yang membutuhkan tambahan anggaran kurang lebih sebesar Rp21 miliar; 2. Addendum Kontrak Jasa O&M PLTU Kalbar-1 dengan usulan pendapatan dari Rp63,4 miliar menjadi Rp75 miliar setahun; 3. Memberikan penugasan kepada PT PLN Indonesia Power Services sebagai penyedia spare part Diesel Gas Engine baik brand Wartsila maupun MAN; 4. Usulan tarif baru untuk PLTD Nusa Penida (9,8 MW) dari Rp413,- kWh menjadi Rp428,- kWh dengan referensi kontrak yang sejenis di PLTD Tenau (40 MW) guna mengurangi kerugian; 5. Perubahan skema kontrak supporting Jasa O&M menjadi Asset Management Contract (AMC) dengan potensi pendapatan Rp185,25 miliar dan Swakelola Industrial Cleaning untuk MPP Papua bersama EDU senilai Rp2,6 miliar 1. Adjustment of O&M service budgets for OMP I, OMP II and OMP III based on the 2025 minimum wage, requiring an additional budget of approximately Rp21 billion; 2. Addendum to the O&M Service Contract for Kalbar-1 Steam Power Plant, with proposed annual revenue increasing from Rp63.4 billion to Rp75 billion; 3. Assigning PT PLN Indonesia Power Services as the provider of Diesel Gas Engine spare parts for both Wartsila and MAN brands; 4. Proposed new tariff for Nusa Penida Diesel Power Plant (9.8 MW) from Rp413 kWh to Rp428 kWh with reference to a similar contract at Tenau Diesel Power Plant (40 MW) to reduce losses; 5. Change of supporting O&M service contract scheme to Asset Management Contract (AMC), with potential revenue of Rp185.25 billion and self-managed Industrial Cleaning for MPP Papua with EDU valued at Rp2.6 billion

No	Sasaran Objective	ID Risk Identity Risk	Kejadian Risiko Risk Events	Penyebab Causes	Level Risiko Sebelum Mitigasi Risk Level Before Mitigation	Rencana Mitigasi Mitigation Plan
2	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	F.8.4	Penambahan biaya pajak, denda pajak keterlambatan proses penerbitan BA Additional tax costs, tax penalties due to delays in the BA issuance process	Awareness proses penerbitan BA tepat waktu belum sepenuhnya baik di internal maupun di customer Awareness of the timely BA issuance process is not yet fully established internally or among customers	High 24 High 24	1. Implementasi integrasi sistem All In EBS 100%; 2. Peningkatan Digital Mindset melalui All In EBS (AIE) 1. Implementation of 100% All In EBS system integration; 2. Improvement of digital mindset through All In EBS (AIE)
3	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	P.1.14	Pengembangan Portofolio Bisnis dan Pendapatan Beyond kWh belum optimal Business portfolio development and Beyond kWh revenue are not yet optimal	1. Keterbatasan kompetensi bisnis beyond kWh; 2. Munculnya kompetitor baru dengan harga layanan yang lebih kompetitif; 3. Tidak lolos pra kualifikasi dalam tender O&M, MRO dan EPC di oil & gas, IPP serta mining 1. Limited competencies in beyond kWh business; 2. Emergence of new competitors with more competitive service prices; 3. Failure to pass prequalification in O&M, MRO and EPC tenders in oil & gas, IPP and mining	Moderate to High 19 Moderate to High 19	1. Pemenuhan target Beyond kWh sebesar Rp171,4 miliar, penambahan proyek MRO dan Inter Temporary Capacity Rp154 miliar; 2. Pengembangan bisnis Fastra DRUPS dan project Solar PV bersama IGEO dengan proyeksi pendapatan sebesar Rp10 miliar; 3. Maintain ISO 9001, 37001, 45000, 14001 dan set up Sistem Manajemen Kepatuhan (SMK) 37301; 4. Pengembangan digital marketing bisnis beyond kWh 1. Fulfillment of Beyond kWh target of Rp171.4 billion, addition of MRO projects and Inter Temporary Capacity of Rp154 billion; 2. Development of Fastra DRUPS business and Solar PV project with IGEO, with projected revenue of Rp10 billion; 3. Maintenance of ISO 9001, 37001, 45000, 14001 and set-up of Compliance Management System (SMK) 37301; 4. Development of digital marketing for beyond kWh business
4	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	O.4.16	Ketersediaan dan Keandalan Pembangkit tidak tercapai dari target Power plant availability and reliability targets are not achieved	1. Ketidaktercapaiannya EAF Tenau dikarenakan adanya MO Engine 2, perbaikan Crankpin, dan MO Engine 4, perbaikan Crankshaft; 2. Terdapat 16 gangguan yang menyebabkan EFOR tidak mencapai target 1. Tenau EAF was not achieved due to MO Engine 2, Crankpin repair, and MO Engine 4, Crankshaft repair; 2. There were 16 disturbances causing EFOR not to reach the target	Moderate to High 18 Moderate to High 18	Optimalisasi dan utilisasi dan keandalan aset pembangkit Optimization, utilization and reliability improvement of power plant assets
5	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	F.7.2	Kenaikan anggaran Operational Expense (OPEX) ekstrim Extreme increase in Operational Expense (OPEX) budget	1. RKS atau TOR dari pemberi kerja belum final pada saat RAB disusun oleh Tim Perencanaan; 2. Terdapat temuan kerusakan di luar lingkup pekerjaan, tetapi diminta untuk mengakomodasi temuan tersebut tanpa addendum kontrak 1. RKS or TOR from the employer was not final when the budget plan was prepared by the Planning Team; 2. Damage findings were outside the scope of work, but the team was requested to accommodate them without a contract addendum	Moderate to High 18 Moderate to High 18	Knowledge sharing, capacity building, lesson learn dan inovasi berkelanjutan sebesar 57 inovasi dengan impact sebesar Rp10,258 miliar Knowledge sharing, capacity building, lessons learned and continuous innovation totaling 57 innovations with an impact of Rp10.258 billion

No	Sasaran Objective	ID Risk Identity Risk	Kejadian Risiko Risk Events	Penyebab Causes	Level Risiko Sebelum Mitigasi Risk Level Before Mitigation	Rencana Mitigasi Mitigation Plan
6	Menjaga keberlangsungan usaha Maintain business continuity	S.1.4	Perubahan dan penerbitan kebijakan Pemegang Saham PLN Changes and issuance of policies by Shareholders PLN	Implementasi Perdir 014 TAD Implementation of Director Regulation 014 TAD	Moderate to High 18 Moderate to High 18	Optimasi struktur organisasi agar menjadi lebih agile Optimization of the organizational structure to become more agile
7	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	O.3.1	Terjadi Kecelakaan Kerja serta Bahaya Kebakaran dikarenakan Implementasi K2 & K3 belum optimal Occupational accidents and fire hazards occur due to suboptimal implementation of K2 & K3	Kurangnya awareness pegawai terhadap K3L Lack of employee awareness of K3L	Moderate to High 18 Moderate to High 18	Pelaksanaan sosialisasi awareness K3 melalui 7 Rules HSE IP Services Implementation of K3 awareness socialization through the 7 Rules of HSE IP Services
8	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	O.9.58	Serangan virus pada system aplikasi, ancaman terhadap Cyber Security System pada Infrastruktur Teknologi Informasi Perusahaan Virus attack on application systems, threat to the Cyber Security System of the Company's Information Technology Infrastructure	Sistem backup data pada teknologi informasi masih belum optimal Data backup system in information technology is not yet optimal	Moderate to High 18 Moderate to High 18	Penguatan cyber security data center Strengthening data center cyber security
9	Menjaga keberlangsungan usaha Maintain business continuity	F.5.5	Perusahaan gagal bayar kewajiban, gagal bayar keterlambatan pembayaran kewajiban jangka pendek maupun jangka panjang Company defaults on obligations, default or delay in payment of short-term and long-term obligations	Belum tersedianya kontrak baru Jasa O&M jika Perdir 014 TAD diberlakukan New O&M service contracts are not yet available if Director Regulation 014 TAD is implemented	Moderate to High 18 Moderate to High 18	Percepatan penerbitan dan penyelesaian kontrak addendum (PLNIP - PLNIPS) Acceleration of contract addendum issuance and completion (PLNIP - PLNIPS)

No	Sasaran Objective	ID Risk Identity Risk	Kejadian Risiko Risk Events	Penyebab Causes	Level Risiko Sebelum Mitigasi Risk Level Before Mitigation	Rencana Mitigasi Mitigation Plan
10	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	O.2.1	Kapasitas, Kapabilitas & Budaya SDM belum optimal dalam pengelolaan jasa O&M skema AMC, MRO dan EPC HR capacity, capability and culture are not yet optimal in managing O&M services under AMC, MRO and EPC schemes	1. Program sertifikasi kompetensi SDM belum optimal karena masih ada peserta yang tidak lulus; 2. Kurangnya readiness SDM untuk mengelola jasa O&M dan MRO; 3. Penempatan pegawai belum sesuai dengan kompetensi yang dipersyaratkan dalam jabatan baru 1. HR competency certification program is not yet optimal because some participants have not passed; 2. Lack of HR readiness to manage O&M and MRO services; 3. Employee placement is not yet aligned with the competencies required for new positions	Moderate 13 Moderate 13	1. Talent Pool & kaderisasi expert melalui Development Program; 2. Training & Sertifikasi OEM segmen MRO dan EBT 2 orang per semester; 3. Pemenuhan Kompetensi Inti untuk bisnis Beyond kWh 2 orang per semester 1. Talent pool and expert succession through Development Program; 2. OEM training and certification for MRO and EBT segments for 2 people per semester; 3. Fulfillment of core competencies for Beyond kWh business for 2 people per semester
11	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	S.2.2	Menurunnya reputasi perusahaan di mata pelanggan Decline in the company's reputation in the eyes of customers	Terdapat komplain dari customer terkait kualitas pekerjaan MRO Customer complaints regarding the quality of MRO work	Moderate 13 Moderate 13	1. Program peningkatan budaya melayani berbasis customer; 2. Peningkatan tata kelola proses bisnis yang lean dan adaptive; 3. Implementasi dan Ratifikasi Risk Management BUMN 1. Program to improve customer-based service culture; 2. Improvement of lean and adaptive business process governance; 3. Implementation and ratification of SOE Risk Management
12	Meningkatkan efisiensi dan efektivitas layanan bisnis inti Improve the efficiency and effectiveness of core business services	O.9.14	Tidak tercapainya target maturity level asset manajemen Asset management maturity level target is not achieved	Maximo belum upgrade ke versi terbaru yang mendukung praktik manajemen aset sesuai dengan referensi Maximo PIP Maximo has not been upgraded to the latest version that supports asset management practices in accordance with Maximo PIP references	Moderate 13 Moderate 13	Melakukan upgrade Maximo ke versi terbaru yang mendukung praktik manajemen aset sesuai dengan referensi Maximo PIP Upgrade Maximo to the latest version that supports asset management practices in accordance with Maximo PIP references

Progres Pelaksanaan Mitigasi Risiko pada Tahun Buku
Risk Mitigation Implementation Progress in the Fiscal Year

No	Rencana Mitigasi Mitigation Plan	PIC	Realisasi Realization 2025	Keterangan Description
1	Penyesuaian anggaran Jasa O&M pada OMP I, OMP II dan OMP III dengan basis UMK tahun 2025 yang membutuhkan tambahan anggaran kurang lebih sebesar Rp21 miliar Adjustment of O&M service budgets for OMP I, OMP II and OMP III based on the 2025 minimum wage, requiring an additional budget of approximately Rp21 billion	MBC 1,2,3	100%	1. Proses draft kontrak oleh GAF PIP; 2. Untuk nilai disetujui penambahan nilai kontrak sebesar Rp8,8 M; 3. Sudah dibuat kontrak jasa O&M dengan penambahan nilai sebesar Rp8,8 M 1. Contract draft process by GAF PIP; 2. The approved additional contract value is Rp8.8 billion; 3. The O&M service contract has been prepared with an additional value of Rp8.8 billion

No	Rencana Mitigasi Mitigation Plan	PIC	Realisasi Realization 2025	Keterangan Description
2	Addendum Kontrak Jasa O&M PLTU Kalbar-1 dengan usulan pendapatan dari Rp63,4 miliar menjadi Rp75 miliar setahun Addendum to the O&M Service Contract for Kalbar-1 Steam Power Plant, with proposed annual revenue increasing from Rp63.4 billion to Rp75 billion	MBC 1, MKIT	100%	1. Revisi proposal yang semula Rp75 M menjadi Rp90 M; 2. Kesepakatan detail besaran penalty Kategori G tentang incident accountability dan major event penalty; 3. Telah dilakukan pembahasan bersama Tim Legal IP terkait klausul kategori G2 dan G8 serta permintaan GCLIT terkait penambahan lingkup industrial cleaning. Materi telah disampaikan ke Tim Legal IP dan sedang dievaluasi; 4. Proses novasi Kalbar tidak dilanjutkan karena tidak ada kesepakatan antara GCLIT dan PLN IPS dalam hal: a. GCLIT meminta klausul G2 dan G8 tidak masuk dalam cap 5% (unlimited); b. GCLIT meminta industrial cleaning masuk dalam nilai kontrak utama 1. Revision of the proposal from Rp75 billion to Rp90 billion; 2. Agreement on penalty amount details for Category G regarding incident accountability and major event penalty; 3. Discussion has been conducted with the IP Legal Team regarding G2 and G8 clauses and GCLIT's request to add the industrial cleaning scope. The material has been submitted to the IP Legal Team and is under evaluation; 4. The Kalbar novation process was not continued because there was no agreement between GCLIT and PLN IPS regarding: a. GCLIT requested that G2 and G8 clauses not be included in the 5% cap (unlimited); b. GCLIT requested that industrial cleaning be included in the main contract value
3	Memberikan penugasan kepada PT PLN Indonesia Power Services sebagai penyedia spare part Diesel Gas Engine baik brand Wartsila maupun MAN Assigning PT PLN Indonesia Power Services as the provider of Diesel Gas Engine spare parts for both Wartsila and MAN brands	MBC 3	100%	1. Proses penyusunan proposal bisnis penyedia spare part Diesel Gas Engine baik brand Wartsila maupun MAN; 2. Penyampaian proposal bisnis ke IP 1. Business proposal preparation process for the provision of Diesel Gas Engine spare parts for both Wartsila and MAN brands; 2. Submission of the business proposal to IP
4	Usulan tarif baru untuk PLTD Nusa Penida (9,8 MW) dari Rp413,- kWh menjadi Rp428,- kWh dengan referensi kontrak yang sejenis di PLTD Tenau (40 MW) guna mengurangi kerugian Proposed new tariff for Nusa Penida Diesel Power Plant (9.8 MW) from Rp413 kWh to Rp428 kWh with reference to a similar contract at Tenau Diesel Power Plant (40 MW) to reduce losses	MKIT, MBC1	100%	Surat usulan perubahan tarif kWh PLTD Nusa Penida terkirim tanggal 12 Maret 2025 (AMS) ke DIROPG, DIRKEU dan MANJ RISK Head Office PT PLN Indonesia Power The proposal letter for the tariff change of Nusa Penida Diesel Power Plant kWh was sent on March 12, 2025 (AMS) to DIROPG, DIRKEU and MANJ RISK Head Office of PT PLN Indonesia Power
5	Perubahan skema kontrak supporting Jasa O&M menjadi Asset Management Contract (AMC) dengan potensi pendapatan Rp185,25 miliar dan Swakelola Industrial Cleaning untuk MPP Papua bersama EDU senilai Rp2,6 miliar Change of supporting O&M service contract scheme to Asset Management Contract (AMC), with potential revenue of Rp185.25 billion and self-managed Industrial Cleaning for MPP Papua with EDU valued at Rp2.6 billion	MKIT, MBC1	100%	1. Proposal AMC Sintang, Sanggau, Berau menunggu pengiriman surat dari BBC1; 2. Data pendukung dari Dept. KIT selesai; EDU: Pengelolaan Industrial Cleaning untuk Area MPP telah dilakukan oleh PT EDU mulai tanggal 1 Januari 2025, sedangkan proses kontrak dengan EDU PIC Fasilitas Sekper 1. AMC proposals for Sintang, Sanggau and Berau are awaiting letter delivery from BBC1; 2. Supporting data from Dept. KIT has been completed; EDU: Industrial Cleaning management for the MPP area has been carried out by PT EDU starting January 1, 2025, while the contract process with EDU is handled by the Corporate Secretary Facilities PIC
6	Implementasi integrasi sistem All In EBS 100% Implementation of 100% All In EBS system integration	MSTI, LA AE, DirOPS, DirBNS	100%	Sudah dilakukan integrasi antara sistem AIE, ERP dan EBS dan sudah dapat diutilisasi Integration between the AIE, ERP and EBS systems has been completed and can already be utilized
7	Peningkatan Digital Mindset melalui All In EBS (AIE) Improvement of Digital Mindset through All In EBS (AIE)	MSTI	100%	1. Review dan feedback aplikasi AIE secara periodik triwulanan 100%; 2. Pengembangan aplikasi AIE - Modul Droping Unit & Project 100% 1. Periodic quarterly review and feedback of the AIE application 100%; 2. Development of the AIE application - Unit & Project Dropping Module 100%

No	Rencana Mitigasi Mitigation Plan	PIC	Realisasi Realization 2025	Keterangan Description
8	Pemenuhan target Beyond kWh sebesar Rp171,4 miliar, penambahan proyek MRO dan Inter Temporary Capacity Rp154 miliar Fulfillment of Beyond kWh target of Rp171.4 billion, addition of MRO projects and Inter Temporary Capacity of Rp154 billion	MBC 1,2,3	100%	1. Mapping, targeting dan mengikuti tender di Non PLN Group; 2. Realisasi pendapatan beyond kWh sampai September 2025 sebesar Rp174,166 miliar 1. Mapping, targeting and participating in tenders in Non-PLN Group; 2. Realized beyond kWh revenue up to September 2025 amounted to Rp174.166 billion
9	Pengembangan bisnis Fastra DRUPS dan project Solar PV bersama IGEO dengan proyeksi pendapatan sebesar Rp10 miliar Development of Fastra DRUPS business and Solar PV project with IGEO, with projected revenue of Rp10 billion	MBC 3	100%	1. Proses perubahan kebutuhan layanan Fastra pada pelanggan PLN UID WRKR (PT Pertamina RU II Dumai - Sei Pakning); 2. Proses penyusunan proposal layanan Fastra pada pelanggan PLN UID Suluttenggo (PT Sasa Inti - Minahasa Selatan) sudah disubmit; 3. Pembahasan bersama dengan I-Geo, submit penawaran terkait rencana PLTS Ombilin dan Teluk Sirih; 4. Submit penawaran terkait rencana PLTS Ombilin dan Teluk Sirih; 5. Kontrak pengadaan baterai PLTS lokasi tersebar PLN UIW P2B; 6. SPMK Revitalisasi PLTS Tersebar PLN UP3 Jayapura; 7. Submit penawaran jasa inspeksi PLTS Tersebar UP3 Sorong 4 lokasi; 8. Inisiasi pekerjaan jasa revitalisasi PLTS Oksibil; 9. Kontrak pengadaan material penyusun Prototype Battery Energy Storage System (BESS); 10. Kontrak jasa assessment dan perbaikan PLTS Nusa Penida sudah terbit 1. Process of changing Fastra service requirements for PLN UID WRKR customer (PT Pertamina RU II Dumai - Sei Pakning); 2. Fastra service proposal preparation for PLN UID Suluttenggo customer (PT Sasa Inti - South Minahasa) has been submitted; 3. Discussion with I-Geo and submission of offer related to the Ombilin and Teluk Sirih Solar PV plans; 4. Submission of offer related to the Ombilin and Teluk Sirih Solar PV plans; 5. Battery procurement contract for distributed Solar PV locations of PLN UIW P2B; 6. Work commencement order for revitalization of distributed Solar PV of PLN UP3 Jayapura; 7. Submission of inspection service offer for distributed Solar PV at four UP3 Sorong locations; 8. Initiation of Oksibil Solar PV revitalization service work; 9. Procurement contract for materials for the Prototype Battery Energy Storage System (BESS); 10. Assessment and repair service contract for Nusa Penida Solar PV has been issued
10	Maintain ISO 9001, 37001, 45001, 14001 dan Set Up Sistem Manajemen Kepatuhan (SMK) 37301 Maintain ISO 9001, 37001, 45001, 14001 and set up Compliance Management System (SMK) 37301	MRSR	100%	1. ISO 9001 & 37001 sudah terbit kontrak, rencana pelaksanaan audit eksternal di bulan Agustus 2025; 2. ISO 45001 & ISO 14001 anggaran sudah disetujui, sedang proses pengadaan barang jasa; 3. ISO 37301 sudah berjalan sesuai timeline 1. ISO 9001 & 37001 contracts have been issued, with the external audit planned for August 2025; 2. ISO 45001 & ISO 14001 budgets have been approved and are in the goods services procurement process; 3. ISO 37301 is progressing according to the timeline
11	Pengembangan digital marketing bisnis beyond kWh Development of digital marketing for beyond kWh business	LA AE	100%	Digital marketing sudah berjalan, posisi IP Service di dalam Google Search engine per 3 Maret 2025: 1. DRUPS menempati posisi 3 Page 1; 2. MRO Services menempati posisi 1 Page 1; 3. O&M Services menempati posisi 2 Page 1; 4. PLTP O&M Services menempati posisi 1 Page 1 Digital marketing has been running, with IP Service's position in the Google search engine as of March 3, 2025: 1. DRUPS ranked position 3 on Page 1; 2. MRO Services ranked position 1 on Page 1; 3. O&M Services ranked position 2 on Page 1; 4. PLTP O&M Services ranked position 1 on Page 1

No	Rencana Mitigasi Mitigation Plan	PIC	Realisasi Realization 2025	Keterangan Description
12	Optimalisasi dan utilisasi dan keandalan aset pembangkit Optimization, utilization and reliability improvement of power plant assets	MKIT	100%	1. Proactive action monitoring pressure lube oil, stop normal engine saat trend pressure menurun 100% - Continue; 2. Pengecekan tightening screw connecting rod dan counter weight saat PM minor ataupun major 100% - Continue; 3. Penggantian big end conrod bertahap 100%; 4. Pengajuan investasi 2026 pengadaan big end conrod 100%; 5. Penyediaan sparepart big end bearing untuk akselerasi proses recovery jika terjadi gangguan 100% 1. Proactive monitoring action for lube oil pressure and normal engine stop when the pressure trend decreases 100% - continue; 2. Checking tightening screws of connecting rods and counter weights during minor or major PM 100% - continue; 3. Gradual replacement of big end conrod 100%; 4. Submission of 2026 investment proposal for big end conrod procurement 100%; 5. Provision of big end bearing spare parts to accelerate recovery process in the event of disturbances 100%
13	Knowledge sharing, capacity building, lesson learn dan inovasi berkelanjutan sebesar 57 inovasi dengan impact sebesar Rp10,258 miliar Knowledge sharing, capacity building, lessons learned and continuous innovation totaling 57 innovations with an impact of Rp10.258 billion	MPPS, MPOS, MOHS, MPRS, MKIT	100%	1. Knowledge sharing dan lesson learn sudah rutin dijalankan dengan program Friday I'm in Learn, proses setiap minggu; 2. Workshop capacity building dijadwalkan setiap semester, done 100%; 3. Inovasi berkelanjutan progress diseminasi inovasi yang sudah implementasi dan memiliki value besar bagi perusahaan, sudah dilakukan diseminasi inovasi via online, proses setiap bulan; 4. Pengelolaan inovasi kontinyu dilakukan LKI rutin tahun 2025, done 100% 1. Knowledge sharing and lessons learned are routinely implemented through the Friday I'm in Learn program, conducted weekly; 2. Capacity building workshops are scheduled every semester and completed 100%; 3. Continuous innovation dissemination progress for implemented innovations with significant value for the company has been carried out online, conducted monthly; 4. Continuous innovation management is carried out through regular LKI in 2025, completed 100%
14	Optimasi struktur organisasi agar menjadi lebih agile Optimization of the organizational structure to become more agile	MTLN, MBC 1,2,3	100%	Identifikasi dan penyelarasan fungsi organisasi korporat dengan proses bisnis perusahaan Identification and alignment of corporate organizational functions with the company's business processes
15	Pelaksanaan sosialisasi awareness K3 melalui 7 Rules HSE IP Services Implementation of K3 awareness socialization through the 7 Rules of HSE IP Services	MK3J	100%	Sosialisasi 7 Rules HSE IP Services sudah dilaksanakan pada tanggal 10 Januari 2025 serta disosialisasikan juga melalui media komunikasi korporat Socialization of the 7 Rules HSE IP Services was conducted on January 10, 2025 and was also disseminated through corporate communication media
16	Penguatan cyber security data center Strengthening data center cyber security	MSTI	100%	1. Proses penyusunan TOR dan RPB; 2. Proses pengadaan; 3. Sudah implementasi 1. TOR and RPB preparation process; 2. Procurement process; 3. Implemented
17	Percepatan penerbitan dan penyelesaian kontrak addendum (PLNIP - PLNIPS) Acceleration of contract addendum issuance and completion (PLNIP - PLNIPS)	MBC 1,2,3	100%	Kontrak sudah terbit The contract has been issued

No	Rencana Mitigasi Mitigation Plan	PIC	Realisasi Realization 2025	Keterangan Description
18	*Talent Pool* & kaderisasi *expert* melalui *Development Program* Talent pool and expert succession through the Development Program	MPMB, MKIT	100%	1. Identifikasi kebutuhan modul dan fitur "*nine box talent*" bagian dari aplikasi *talent management*; 2. Penyesuaian modul aplikasi dan pengembangannya; 3. Pengisian *database* terkait; 4. Trial dan pengoperasian aplikasi; 5. Pelaksanaan aplikasi STAR assessment untuk Supervisori Dasar 243 orang dan SPV Atas 75 orang; 6. Pelaksanaan aplikasi STAR assessment untuk Staf Senior 997 orang; 7. *Database talent profile* 75% telah tersedia 1. Identification of module and "nine box talent" feature requirements as part of the talent management application; 2. Adjustment of application modules and their development; 3. Filling of the related database; 4. Trial and operation of the application; 5. Implementation of STAR assessment application for 243 Basic Supervisory employees and 75 Upper-Level Supervisors; 6. Implementation of STAR assessment application for 997 Senior Staff; 7. Talent profile database is 75% available
19	*Training* & sertifikasi OEM segmen MRO dan EBT 2 orang per semester OEM training and certification for MRO and EBT segments for 2 people per semester	MPMB	100%	Training sertifikasi OEM segmen MRO dan EBT sudah dilaksanakan OEM training certification for the MRO and EBT segments has been implemented
20	Pemenuhan Kompetensi Inti untuk bisnis *Beyond kWh* 2 orang per semester Fulfillment of core competencies for Beyond kWh business for 2 people per semester	MPMB	100%	Sudah terlaksana sertifikasi pengawas pemeliharaan migas, pengawas operasional pertambangan Certification for oil and gas maintenance supervisors and mining operational supervisors has been implemented
21	Program peningkatan budaya melayani berbasis *customer* Program to improve customer-based service culture	LA AE	100%	Survey kepuasan pelanggan di tahun 2025 sudah dilakukan dengan hasil 86,197% The 2025 customer satisfaction survey has been conducted with a result of 86.197%
22	Peningkatan tata kelola proses bisnis yang *lean* dan *adaptive* Improvement of lean and adaptive business process governance	MRSR	100%	Sudah dilakukan evaluasi proses bisnis sesuai dengan laporan pekerjaan penyelarasan proses bisnis PLN IP Services 2025 Business process evaluation has been conducted in accordance with the 2025 PLN IP Services business process alignment work report
23	Implementasi dan Ratifikasi *Risk Management* BUMN Implementation and ratification of SOE Risk Management	MRSR	100%	Implementasi *Roadmap* Manajemen Risiko berjalan sesuai *roadmap* dengan pencapaian 101,18% Implementation of the Risk Management Roadmap is progressing according to the roadmap with achievement of 101.18%
24	Melakukan upgrade Maximo ke versi terbaru yang mendukung praktik manajemen aset sesuai dengan referensi Maximo PIP Upgrade Maximo to the latest version that supports asset management practices in accordance with Maximo PIP references	MKIT	100%	Maximo sudah *upgrade* 100% untuk aplikasi *Asset, Work Order, Job Plan* dan sudah *go live* Maximo has been 100% upgraded for the Asset, Work Order and Job Plan applications and has gone live

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 2025–2029, pemutakhiran profil risiko, pemantauan mitigasi, serta pelaporan risiko secara berkala.

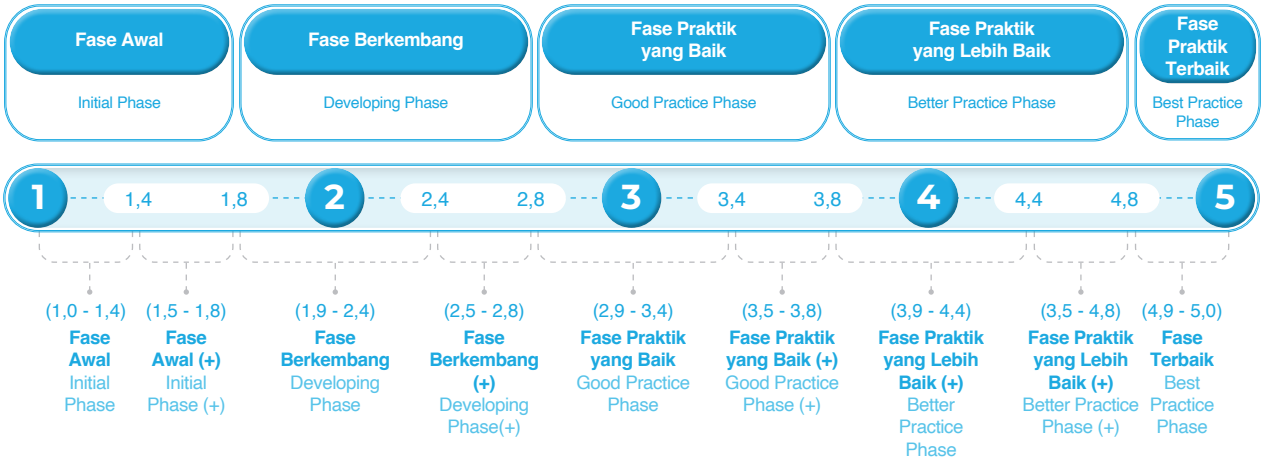
The effectiveness of the Company's Risk Management System is reviewed through evaluations and assessments of risk management implementation by referring to the 2025–2029 Risk Management Roadmap, risk profile updates, mitigation monitoring, and periodic risk reporting.

Direksi memastikan bahwa upaya mitigasi risiko bisnis yang sedang berjalan dilaksanakan sesuai rencana, serta mengambil langkah antisipatif apabila terdapat indikasi risiko yang berpotensi memengaruhi pencapaian target RKAP Tahun 2025. Hasil evaluasi dan tindak lanjut atas risiko-risiko tersebut dilaporkan secara berkala kepada organ Perusahaan sesuai mekanisme tata kelola yang berlaku.

The Board of Directors ensures that ongoing business risk mitigation efforts are implemented according to plan and takes anticipatory measures if there are indications of risks that may affect the achievement of the 2025 RKAP targets. Evaluation results and follow-up actions on these risks are reported periodically to the Company's organs in accordance with the applicable governance mechanism.

Skala Spektrum Penilaian RMI *Risk Maturity Index* (RMI) Sesuai Petunjuk Teknis Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN No. SK-8/DKU.MBU/12/2023.

RMI (Risk Maturity Index) Assessment Scale In accordance with the Technical Guidelines of the Decision of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. SK-8/DKU.MBU/12/2023.



Fase Awal Initial Phase	Fase Berkembang Developing Phase	Fase Praktik yang Baik Good Practice Phase	Fase Praktik yang Lebih Baik Better Practice Phase	Fase Praktik Terbaik Best Practice Phase
Menerapkan sejumlah dimensi praktik MR Implements several dimensions of risk management practices	Secara rata-rata menerapkan seluruh Dimensi praktik MR untuk memenuhi persyaratan minimum On average, implements all dimensions of risk management practices to meet the minimum requirements	Menerapkan seluruh Dimensi praktik MR, mendekati sejalan dengan praktik standar industrinya Implements all dimensions of risk management practices, approaching or aligned with industry standard practices	Menerapkan seluruh Dimensi praktik MR yang kuat, mendekati sejalan dengan praktik standar global industrinya Implements all dimensions of strong risk management practices, approaching or aligned with global industry standard practices	Menerapkan praktik-praktik terbaik MR sesuai praktik standar global industrinya Implements risk management best practices in accordance with global industry standard practices
Budaya & kesadaran Risiko pegawai masih rendah Employees' risk culture and awareness remain low	Pegawai tertentu cukup sadar akan Risiko, budaya Risiko mulai diperkenalkan Certain employees are sufficiently aware of risk, and risk culture has begun to be introduced	Pegawai cukup sadar akan Risiko, budaya Risiko mulai diterapkan di dalam Perusahaan Employees are sufficiently aware of risk, and risk culture has begun to be implemented within the Company	Semua pegawai sadar Risiko, penerapan budaya Risiko memasuki tahap lebih luas & makin terintegrasi All employees are risk-aware, and the implementation of risk culture has entered a broader and increasingly integrated stage	Budaya Risiko sepenuhnya tertanam, telah dilaksanakan sepenuhnya didukung pengelolaan pengetahuan & pengembangan kapabilitas sumber daya MR Risk culture is fully embedded, fully implemented, and supported by knowledge management and the development of risk management resource capabilities
Tata kelola dan struktur organisasi MR dalam tahap perencanaan Risk management governance and organizational structure are in the planning stage	Terdapat struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, & alat yang terkait MR, ada kesenjangan dalam praktiknya, level implementasi tiap Dimensi bervariasi Organizational structure, framework, compliance, processes, systems, and tools related to risk management are in place; however, there are gaps in practice and the implementation level of each dimension varies	Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, dan alat terkait MR telah diterapkan, level implementasinya masih bervariasi Organizational structure, framework, compliance, processes, systems, and tools related to risk management have been implemented, although the level of implementation still varies	Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, & alat terkait MR diimplementasikan cukup efektif Organizational structure, framework, compliance, processes, systems, and tools related to risk management are implemented fairly effectively	Struktur organisasi, kerangka kerja, kepatuhan, proses, sistem, & alat terkait MR diterapkan secara efektif & dilakukan perbaikan berkelanjutan Organizational structure, framework, compliance, processes, systems, and tools related to risk management are implemented effectively and continuously improved
Kebijakan pedoman SOP ketentuan diperbaharui tidak secara berkala Policies, guidelines, SOPs, and provisions are not updated periodically	Telah mengomunikasikan infrastruktur MR dan dipahami oleh seluruh insan Perusahaan Risk management infrastructure has been communicated and understood by all Company personnel	Menerapkan MR secara konsisten sesuai *framework* MR dan menerapkan prinsip MR terus-menerus Risk management is implemented consistently in accordance with the risk management framework, and risk management principles are applied continuously	Menerapkan MR dengan perbaikan terus-menerus Implements risk management with continuous improvement	Proses MR menggunakan metode terdepan dengan sistem informasi MR yang terintegrasi dengan sistem informasi lainnya. Perbaikan MR dilakukan berkelanjutan Risk management processes use leading methods and risk management information systems that are integrated with other information systems. Risk management improvements are carried out continuously

Fase Awal Initial Phase	Fase Berkembang Developing Phase	Fase Praktik yang Baik Good Practice Phase	Fase Praktik yang Lebih Baik Better Practice Phase	Fase Praktik Terbaik Best Practice Phase
Kerangka kerja, kepatuhan, proses, sistem dan alat yang terkait MR diterapkan tidak secara konsisten di seluruh organisasi The framework, compliance, processes, systems, and tools related to risk management are not implemented consistently across the organization	Perusahaan telah menyelaraskan infrastruktur MR dan target kinerja The Company has aligned risk management infrastructure with performance targets	Penjabaran (*cascading*) target kinerja perusahaan telah dilakukan hingga tingkat individu The cascading of corporate performance targets has been carried out down to the individual level	Penerapan MR didukung sistem informasi yang memadai dan dapat dipertanggungjawabkan Risk management implementation is supported by adequate and accountable information systems	MR menjadi dasar pengambilan keputusan dengan memperhitungkan peluang yang ada Risk management serves as the basis for decision-making by taking into account existing opportunities
			Evaluasi pencapaian kinerja telah dilakukan secara berkala Performance achievement evaluations are conducted periodically	Tren kinerja meningkat dari tahun ke tahun Performance trends improve from year to year
Fase Awal (+) **Initial Phase (+)**	**Fase Berkembang (+)** **Developing Phase (+)**	**Fase Praktik yang Baik (+)** **Good Practice Phase (+)**	**Fase Praktik yang Lebih Baik (+)** **Better Practice Phase (+)**	
Praktik Manajemen Risiko melampaui fase awal dan sedang transisi menuju fase berkembang Risk management practices have exceeded the initial phase and are transitioning toward the developing phase	Praktik Manajemen Risiko melampaui fase berkembang & sedang dalam transisi menuju fase praktik yang baik Risk management practices have exceeded the developing phase and are transitioning toward the good practice phase	Praktik Manajemen Risiko melampaui fase praktik yang baik & sedang dalam transisi menuju fase praktik yang lebih baik Risk management practices have exceeded the good practice phase and are transitioning toward the better practice phase	Praktik Manajemen Risiko melampaui fase yang lebih baik & sedang dalam transisi menuju fase praktik terbaik Risk management practices have exceeded the better phase and are transitioning toward the best practice phase	

PENILAIAN *RISK MATURITY INDEX* (RMI)

Pengukuran maturity level penerapan manajemen risiko Perusahaan mengacu pada ketentuan dan kriteria penilaian *Risk Maturity Index* (RMI), sebagaimana menjadi dasar penyusunan *Roadmap* RMI PT PLN Indonesia Power Services Tahun 2025–2029. Roadmap tersebut disusun sebagai pedoman strategis peningkatan pengelolaan manajemen risiko secara bertahap, terstruktur, dan terukur, dengan memperhatikan penguatan budaya risiko, tata kelola, proses bisnis, serta integrasi manajemen risiko dalam pengambilan keputusan Perusahaan.

Berdasarkan hasil *self assessment* RMI tahun 2025, PLN IP Services memperoleh Skor Aspek Dimensi sebesar 2,86. Capaian tersebut menunjukkan bahwa penerapan manajemen risiko Perusahaan telah berkembang melampaui target tahun 2025 sebesar 2,33, serta menjadi fondasi untuk mendukung target peningkatan *Risk Maturity Index* secara berkelanjutan hingga mencapai 3,40 pada tahun 2029.

Capaian ini mencerminkan bahwa praktik manajemen risiko Perusahaan telah bergerak ke arah yang semakin terstruktur, terintegrasi, dan selaras dengan kebutuhan tata kelola perusahaan yang sehat. Ke depan, peningkatan *maturity level* akan terus diarahkan melalui pelaksanaan workplan RMI, penguatan fungsi pengelola risiko, peningkatan kapabilitas sumber daya

RISK MATURITY INDEX (RMI) ASSESSMENT

The measurement of the Company's risk management maturity level refers to the requirements and assessment criteria of the Risk Maturity Index (RMI), as reflected in the 2025–2029 RMI Roadmap of PT PLN Indonesia Power Services. The roadmap serves as a strategic guideline for improving risk management in a gradual, structured, and measurable manner, with emphasis on strengthening risk culture, governance, business processes, and the integration of risk management into the Company's decision-making process.

Based on the 2025 RMI self-assessment results, PLN IP Services achieved an Aspect Dimension Score of 2.86. This achievement indicates that the Company's risk management implementation has progressed beyond the 2025 target of 2.33, providing a solid foundation to support the continuous improvement of the Risk Maturity Index toward the target of 3.40 by 2029.

This achievement reflects that the Company's risk management practices are becoming increasingly structured, integrated, and aligned with sound corporate governance needs. Going forward, maturity level improvement will continue to be directed through the

manusia, penguatan proses dan kontrol risiko, serta pengembangan model, data, dan teknologi risiko untuk mendukung pengambilan keputusan yang lebih andal dan berkelanjutan.

EVALUASI PENERAPAN MANAJEMEN RISIKO

Berdasarkan hasil evaluasi sepanjang tahun buku 2025, Sistem Manajemen Risiko Perusahaan dinilai telah berjalan secara memadai dalam mendukung proses identifikasi, pengelolaan, pemantauan, dan mitigasi risiko signifikan yang dapat memengaruhi kinerja dan keberlanjutan usaha Perusahaan.

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.

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.

implementation of the RMI workplan, strengthening of risk management functions, enhancement of human resource capabilities, reinforcement of risk processes and controls, and development of risk models, data, and technology to support more reliable and sustainable decision-making.

EVALUATION OF RISK MANAGEMENT IMPLEMENTATION

Based on the evaluation conducted throughout the 2025 fiscal year, the Company's Risk Management System was assessed as adequate in supporting the identification, management, monitoring, and mitigation of significant risks that may affect the Company's performance and business continuity.

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.

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

Direksi dan Dewan Komisaris menyatakan bahwa PT PLN Indonesia Power Services telah menerapkan Sistem Manajemen Risiko sebagai bagian integral dari penerapan Tata Kelola Perusahaan yang Baik. Sistem ini mencakup kebijakan, tahapan pelaksanaan, identifikasi, pengukuran, mitigasi, pemantauan, pelaporan, serta pemutakhiran profil risiko secara berkala.

Direksi bertanggung jawab atas penerapan Sistem Manajemen Risiko dalam kegiatan operasional dan pengambilan keputusan Perusahaan. Dewan Komisaris, dengan dukungan Komite Manajemen Risiko, menjalankan fungsi pengawasan dan memberikan arahan atas kecukupan penerapan sistem tersebut.

Berdasarkan hasil evaluasi tahun buku 2025, Direksi dan Dewan Komisaris menilai bahwa Sistem Manajemen Risiko Perusahaan telah berjalan secara memadai dalam mendukung pengelolaan risiko dan kesinambungan usaha. Namun demikian, kajian risiko terhadap rencana investasi dan kegiatan strategis masih perlu terus ditingkatkan dari sisi kualitas, cakupan, akuntabilitas, dan kedalaman analisis.

Perusahaan berkomitmen untuk terus memperkuat pelaksanaan mitigasi, pemantauan risiko, serta pemutakhiran dokumen manajemen risiko secara berkala guna mendukung pencapaian sasaran Perusahaan secara berkelanjutan.

The Board of Directors and the Board of Commissioners affirm that PT PLN Indonesia Power Services has implemented a Risk Management System as an integral part of Good Corporate Governance. This system covers policies, implementation stages, identification, measurement, mitigation, monitoring, reporting, and periodic updates of the risk profile.

The Board of Directors is responsible for implementing the Risk Management System in the Company's operational activities and decision-making processes. The Board of Commissioners, with the support of the Risk Management Committee, performs oversight and provides direction on the adequacy of the system's implementation.

Based on the evaluation of the 2025 fiscal year, the Board of Directors and the Board of Commissioners assessed that the Company's Risk Management System had been implemented adequately in supporting risk management and business continuity. However, risk assessments for investment plans and strategic activities still need to be continuously improved in terms of quality, scope, accountability, and depth of analysis.

The Company is committed to continuously strengthening mitigation implementation, risk monitoring, and periodic updates of risk management documents to support the sustainable achievement of the Company's 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 2025, 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 2025 fiscal year, the Company did not face any legal cases.

Sanksi Administratif
Administrative Sanctions

Selama tahun buku 2025, 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 2025 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*
Insider 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*).

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.

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.
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.

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. 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 menetapkan Kode Etik sebagai pedoman perilaku bagi seluruh Insan Perusahaan dalam menjalankan tugas, tanggung jawab, dan kegiatan usaha. Kode Etik tersebut menjadi bagian dari sistem pengendalian internal, kepatuhan, dan penerapan Tata Kelola Perusahaan yang Baik.

PT PLN Indonesia Power Services has established a Code of Conduct as a guideline for all Company employees in carrying out their duties, responsibilities, and business activities. This Code of Conduct forms part of the Company's internal control system, compliance framework, and implementation of Good Corporate Governance.

Perusahaan menyusun Kode Etik untuk membangun perilaku kerja yang berintegritas, profesional, bertanggung jawab, dan selaras dengan nilai-nilai Perusahaan. Melalui penerapan Kode Etik, Perusahaan berupaya mencegah perilaku tidak etis, penyalahgunaan wewenang, benturan kepentingan, gratifikasi yang tidak sesuai ketentuan, serta pelanggaran lain yang dapat merugikan Perusahaan dan pemangku kepentingan.

The Company has developed the Code of Ethics to foster work conduct that is characterized by integrity, professionalism, accountability, and alignment with the Company's values. Through the implementation of the Code of Conduct, the Company seeks to prevent unethical behavior, abuse of authority, conflicts of interest, improper gratuities, and other violations that could harm the Company and its stakeholders.

Kode Etik juga berfungsi sebagai acuan bagi Perusahaan dalam membangun hubungan yang sehat dengan pemegang saham, pelanggan, pemasok, kreditur, investor, regulator, masyarakat, karyawan, dan pemangku kepentingan lainnya. Dengan demikian, Kode Etik menjadi salah satu perangkat utama dalam memperkuat budaya integritas, menjaga reputasi Perusahaan, dan meningkatkan kepercayaan pemangku kepentingan.

The Code of Conduct also serves as a guide for the Company in building healthy relationships with shareholders, customers, suppliers, creditors, investors, regulators, the public, employees, and other stakeholders. Thus, the Code of Conduct is a key tool in strengthening a culture of integrity, safeguarding the Company's reputation, and enhancing stakeholder trust.

DASAR PENERAPAN KODE ETIK
BASIS FOR THE IMPLEMENTATION OF THE CODE OF CONDUCT

PLN IP Services menerapkan Kode Etik berdasarkan Pedoman Etika Perusahaan atau *Code of Conduct* yang telah ditetapkan melalui Surat Keputusan Bersama Pedoman Etika Perusahaan Nomor: 007.K/DEKOM-PIPS/2025 dan Nomor: 0066.P/DIR/2025. Pedoman tersebut menjadi acuan resmi bagi seluruh Insan Perusahaan dalam memahami standar perilaku, kewajiban etis, dan batasan tindakan yang berlaku dalam kegiatan kerja maupun kegiatan bisnis.

PLN IP Services implements a Code of Conduct based on the Corporate Ethics Guidelines, which were established through Joint Decisions on Corporate Ethical Guidelines No. 007.K/DEKOM-PIPS/2025 and No. 0066.P/DIR/2025. These guidelines serve as the official reference for all Company employees in understanding the standards of conduct, ethical obligations, and limits on actions applicable in both work and business activities.

Perusahaan menetapkan Pedoman Etika Perusahaan sebagai bentuk komitmen terhadap penerapan prinsip GCG. Pedoman tersebut mengatur etika bisnis dan etika kerja yang wajib dipatuhi oleh seluruh pihak yang bertindak untuk dan atas nama Perusahaan. Pedoman tersebut juga menjadi dasar bagi Perusahaan dalam melakukan sosialisasi, pengawasan, evaluasi, dan penegakan atas perilaku etis di lingkungan Perusahaan.

The Company has established the Corporate Code of Conduct as a form of commitment to the implementation of GCG principles. The guideline regulates business ethics and work ethics that must be adhered to by all parties acting for and on behalf of the Company. The guideline also serves as the basis for the Company in conducting outreach, monitoring, evaluation, and enforcement of ethical behavior within the Company.

POKOK-POKOK KODE ETIK
PRINCIPLES OF THE CODE OF CONDUCT

Kode Etik PLN IP Services memuat prinsip-prinsip perilaku yang menjadi pedoman bagi Insan Perusahaan dalam berpikir, bersikap, bertindak, bekerja, dan menjalankan kegiatan usaha. Pokok-pokok Kode Etik tersebut mencakup Etika Bisnis, Etika Kerja atau Etika Pegawai, nilai AKHLAK sebagai landasan perilaku, serta ruang lingkup materi Kode Etik yang mengatur hubungan internal dan eksternal Perusahaan.

The PLN IP Services Code of Conduct contains principles of conduct that serve as guidelines for Company employees in their way of thinking, attitude, actions, work, and business operations. The key points of the Code of Conduct include Business Ethics, Work Ethics or Employee Ethics, the AKHLAK values as a foundation for conduct, and the scope of the Code of Conduct, which governs the Company's internal and external relationships.

1. ETIKA BISNIS

Etika Bisnis mengatur perilaku Perusahaan dan Insan Perusahaan dalam menjalankan kegiatan usaha secara profesional, wajar, bertanggung jawab, dan sesuai dengan ketentuan yang berlaku. Etika Bisnis tersebut menjadi dasar bagi Perusahaan dalam membangun hubungan yang sehat, transparan, dan saling menghormati dengan para pemangku kepentingan.

Etika Bisnis mencakup hubungan Perusahaan dengan pemegang saham, pelanggan, pemasok, kreditur, investor, pemerintah sebagai regulator, masyarakat, dan pemangku kepentingan lainnya. Melalui pengaturan tersebut, Perusahaan berupaya menjaga kepercayaan pemangku kepentingan, memperkuat reputasi, dan memastikan bahwa kegiatan usaha dilaksanakan berdasarkan prinsip integritas serta Tata Kelola Perusahaan yang Baik.

1. BUSINESS ETHICS

Business Ethics regulate the behavior of the Company and its employees in conducting business activities in a professional, fair, responsible, and compliant manner. These Business Ethics serve as the foundation for the Company in building healthy, transparent, and mutually respectful relationships with stakeholders.

Business Ethics covers the Company's relationships with shareholders, customers, suppliers, creditors, investors, the government as a regulator, the community, and other stakeholders. Through these guidelines, the Company strives to maintain stakeholder trust, strengthen its reputation, and ensure that business activities are conducted based on the principles of integrity and Good Corporate Governance.

2. ETIKA KERJA/ETIKA PEGAWAI

Etika Kerja atau Etika Pegawai mengatur perilaku Insan Perusahaan dalam menjalankan tugas dan tanggung jawab sehari-hari. Etika tersebut menjadi standar perilaku bagi Insan Perusahaan dalam membangun hubungan kerja yang profesional, disiplin, bertanggung jawab, dan saling menghormati.

Etika Kerja mencakup perilaku terhadap sesama karyawan, kepatuhan terhadap hukum dan peraturan Perusahaan, penghindaran benturan kepentingan, pengendalian gratifikasi, larangan pembayaran tidak wajar, keselamatan dan kesehatan kerja, integritas laporan keuangan, penggunaan aset Perusahaan, kerahasiaan informasi, pemanfaatan teknologi informasi, perlindungan hak kekayaan intelektual, serta aktivitas sosial Perusahaan dan karyawan.

2. WORK ETHICS/EMPLOYEE ETHICS

Work Ethics or Employee Ethics regulates the behavior of Company Employees in carrying out their daily duties and responsibilities. These ethics serve as a standard of conduct for Company Employees in building professional, disciplined, responsible, and mutually respectful working relationships.

Work Ethics covers behavior toward fellow employees, compliance with laws and Company regulations, avoidance of conflicts of interest, control of gratuities, prohibition of improper payments, occupational safety and health, financial reporting integrity, use of Company assets, confidentiality of information, use of information technology, protection of intellectual property rights, as well as the social activities of the Company and its employees.

3. NILAI AKHLAK SEBAGAI LANDASAN PERILAKU

Perusahaan menjadikan nilai AKHLAK sebagai landasan perilaku dalam penerapan Kode Etik. Nilai AKHLAK mendorong Insan Perusahaan untuk memegang teguh kepercayaan yang diberikan, meningkatkan kompetensi, membangun hubungan kerja yang harmonis, menjaga loyalitas, beradaptasi terhadap perubahan, dan memperkuat kolaborasi.

Melalui internalisasi nilai AKHLAK, Perusahaan memperkuat keselarasan antara standar etika, budaya kerja, dan pencapaian tujuan organisasi. Dengan demikian, Kode Etik tidak hanya berfungsi sebagai dokumen kepatuhan, tetapi juga menjadi pedoman budaya kerja yang mendukung pencapaian visi, misi, dan keberlanjutan Perusahaan.

4. RUANG LINGKUP MATERI KODE ETIK

Ruang lingkup materi Kode Etik PLN IP Services mencakup pengaturan mengenai hubungan dengan pemangku kepentingan, perilaku etis terhadap sesama karyawan, kepatuhan terhadap hukum dan peraturan Perusahaan, benturan kepentingan, pemberian dan penerimaan gratifikasi, pembayaran tidak wajar, partisipasi politik dan organisasi profesi, kesempatan kerja yang adil, pencegahan diskriminasi, pelecehan, dan ancaman, keselamatan, kesehatan, dan lingkungan kerja, integritas laporan keuangan, pengawasan dan penggunaan aset Perusahaan, penyimpanan dokumen, kerahasiaan informasi dan media komunikasi, sistem teknologi informasi dan komunikasi, hak atas kekayaan intelektual, serta aktivitas sosial Perusahaan dan karyawan.

Ruang lingkup tersebut menunjukkan bahwa Kode Etik mengatur aspek perilaku secara menyeluruh, baik dalam hubungan kerja internal maupun dalam interaksi Perusahaan dengan pihak eksternal. Pengaturan tersebut diperlukan agar setiap tindakan Insan Perusahaan tetap sejalan dengan kepentingan Perusahaan, prinsip GCG, ketentuan hukum, dan ekspektasi pemangku kepentingan.

Perusahaan menerapkan pokok-pokok Kode Etik secara konsisten untuk memperkuat budaya integritas di seluruh lini organisasi. Penerapan tersebut menjadi dasar bagi Perusahaan dalam membangun tata kelola yang bertanggung jawab, mencegah pelanggaran etika, serta menjaga kepercayaan pemangku kepentingan terhadap PLN IP Services.

3. AKHLAK VALUES AS THE FOUNDATION OF BEHAVIOR

The Company adopts the AKHLAK values as the foundation of behavior in implementing the Code of Conduct. The AKHLAK values encourage Company employees to uphold the trust placed in them, enhance their competencies, build harmonious working relationships, maintain loyalty, adapt to change, and strengthen collaboration.

Through the internalization of the AKHLAK values, the Company strengthens the alignment between ethical standards, work culture, and the achievement of organizational goals. Thus, the Code of Conduct not only serves as a compliance document but also as a guide for work culture that supports the achievement of the Company's vision, mission, and sustainability.

4. SCOPE OF THE CODE OF ETHICS

The scope of the PLN IP Services Code of Ethics covers regulations regarding relationships with stakeholders, ethical conduct toward fellow employees, compliance with laws and Company regulations, conflicts of interest, the giving and receiving of gratuities, improper payments, political participation and professional organizations, fair employment opportunities, prevention of discrimination, harassment, and threats, safety, health, and the work environment, financial statement integrity, oversight and use of Company assets, document retention, confidentiality of information and communication media, information and communication technology systems, intellectual property rights, as well as the Company's and employees' social activities.

This scope demonstrates that the Code of Ethics comprehensively governs behavioral aspects, both in internal work relationships and in the Company's interactions with external parties. Such regulations are necessary to ensure that every action taken by Company personnel remains aligned with the Company's interests, the principles of Good Corporate Governance (GCG), legal provisions, and stakeholder expectations.

The Company consistently applies the principles of the Code of Ethics to strengthen a culture of integrity across all levels of the organization. This application serves as the foundation for the Company in building responsible governance, preventing ethical violations, and maintaining stakeholder trust in PLN IP Services.

BENTUK SOSIALISASI KODE ETIK DAN UPAYA PENEGAKANNYA
FORMS OF CODE OF CONDUCT SOCIALIZATION AND ENFORCEMENT EFFORTS

Sosialisasi dan penegakan Kode Etik menjadi bagian penting dari penerapan GCG karena standar etika tidak cukup hanya ditetapkan dalam dokumen formal. Standar tersebut harus dipahami, diinternalisasi, diawasi, dan ditegakkan secara konsisten agar menjadi perilaku kerja sehari-hari di seluruh lingkungan PLN IP Services.

The dissemination and enforcement of the Code of Conduct is an important part of implementing GCG, as ethical standards are not sufficient if they are merely set forth in formal documents. These standards must be understood, internalized, monitored, and consistently enforced so that they become part of everyday work behavior throughout the PLN IP Services environment.

BENTUK SOSIALISASI KODE ETIK

Sosialisasi Kode Etik dilaksanakan untuk memperkuat pemahaman Insan Perusahaan atas nilai integritas, kewajiban kepatuhan, dan batasan perilaku yang berlaku dalam pelaksanaan tugas maupun kegiatan usaha. Melalui sosialisasi tersebut, PLN IP Services mendorong agar setiap Insan Perusahaan mampu memahami Kode Etik sebagai pedoman perilaku, bukan sekadar kelengkapan administratif.

Internalisasi Kode Etik dilakukan melalui berbagai media dan forum komunikasi yang relevan dengan kebutuhan organisasi. Bentuk sosialisasi tersebut mencakup pelatihan, orientasi pegawai baru, penyampaian berkala melalui surat elektronik, media komunikasi internal, media sosial Perusahaan, pertemuan daring, serta forum komunikasi lain yang dapat menjangkau Insan Perusahaan secara efektif.

Setiap kegiatan sosialisasi diarahkan untuk membangun kesadaran bahwa kepatuhan terhadap Kode Etik merupakan bagian dari tanggung jawab profesional. Pemahaman tersebut diperlukan agar seluruh Insan Perusahaan mampu mengenali potensi benturan kepentingan, menghindari praktik yang tidak etis, menjaga kerahasiaan informasi, menggunakan aset Perusahaan secara bertanggung jawab, serta mengambil keputusan sesuai dengan prinsip GCG.

FORMS OF CODE OF CONDUCT SOCIALIZATION

Code of Conduct socialization is conducted to strengthen employees' understanding of the values of integrity, compliance obligations, and behavioral boundaries applicable in the performance of duties and business activities. Through this socialization, PLN IP Services encourages all employees to view the Code of Conduct as a guide for behavior, not merely an administrative formality.

The internalization of the Code of Conduct is carried out through various media and communication forums relevant to the organization's needs. These outreach methods include training, new employee orientation, periodic communications via email, internal communication channels, the Company's social media, online meetings, and other communication forums that can effectively reach employees.

Each awareness-raising activity is designed to foster the understanding that adherence to the Code of Conduct is part of professional responsibility. This understanding is necessary so that all Company Employees are able to identify potential conflicts of interest, avoid unethical practices, maintain the confidentiality of information, use Company assets responsibly, and make decisions in accordance with the principles of Good Corporate Governance (GCG).

MEKANISME KONSULTASI DAN PELAPORAN PELANGGARAN

Mekanisme konsultasi disediakan untuk membantu Insan Perusahaan menghadapi situasi yang berpotensi menimbulkan dilema etis. Melalui mekanisme tersebut, Insan Perusahaan dapat memperoleh arahan sebelum mengambil tindakan yang dapat mempengaruhi kepentingan Perusahaan, objektivitas kerja, atau hubungan dengan pemangku kepentingan.

CONSULTATION AND VIOLATION REPORTING MECHANISMS

Consultation mechanisms are provided to assist Company Employees in dealing with situations that may give rise to ethical dilemmas. Through these mechanisms, Company Employees can seek guidance before taking actions that may affect the Company's interests, work objectivity, or relationships with stakeholders.

Dugaan pelanggaran Kode Etik dapat dilaporkan melalui saluran pelaporan yang tersedia. Saluran tersebut menjadi sarana bagi Insan Perusahaan dan pihak terkait untuk menyampaikan indikasi pelanggaran secara bertanggung jawab, sehingga potensi pelanggaran dapat ditangani sebelum menimbulkan dampak yang lebih besar terhadap Perusahaan.

MEKANISME PEMERIKSAAN PELANGGARAN

Setiap laporan dugaan pelanggaran Kode Etik ditindaklanjuti melalui proses pemeriksaan dan klarifikasi. Proses tersebut dilakukan untuk memperoleh informasi yang memadai, menjaga objektivitas penanganan, dan memastikan bahwa keputusan atas dugaan pelanggaran didasarkan pada fakta serta ketentuan internal Perusahaan.

Mekanisme pemeriksaan juga berfungsi untuk menjaga akuntabilitas penegakan Kode Etik. Dengan proses yang terstruktur, Perusahaan dapat memastikan bahwa setiap dugaan pelanggaran tidak diputuskan secara subjektif, tetapi melalui tahapan yang dapat dipertanggungjawabkan.

JENIS PELANGGARAN DAN SANKSI

Penegakan Kode Etik didukung oleh mekanisme penghargaan dan sanksi. Penghargaan dapat diberikan atas perilaku yang mendukung integritas dan kepatuhan, sedangkan sanksi dapat dikenakan kepada pihak yang terbukti melakukan pelanggaran sesuai dengan tingkat pelanggaran dan ketentuan yang berlaku.

Jenis pelanggaran dan sanksi menjadi instrumen penting untuk memastikan bahwa Kode Etik memiliki daya laku dalam organisasi. Melalui pengaturan tersebut, PLN IP Services menegaskan bahwa setiap pelanggaran etika memiliki konsekuensi, sementara perilaku yang selaras dengan nilai integritas menjadi bagian dari budaya kerja yang perlu dijaga.

Melalui sosialisasi yang berkelanjutan, mekanisme konsultasi dan pelaporan yang jelas, pemeriksaan yang objektif, serta penerapan sanksi yang konsisten, PLN IP Services memperkuat budaya kerja yang profesional, transparan, dan berintegritas. Pendekatan tersebut mendukung terciptanya tata kelola yang bertanggung jawab serta memperkuat kepercayaan pemangku kepentingan terhadap Perusahaan.

Alleged violations of the Code of Conduct can be reported through the available reporting channels. These channels serve as a means for Company Employees and related parties to responsibly report indications of violations, so that potential violations can be addressed before causing greater harm to the Company.

VIOLATION INVESTIGATION MECHANISM

Every report of a suspected violation of the Code of Conduct is followed up through an investigation and clarification process. This process is conducted to gather sufficient information, maintain objectivity in handling the matter, and ensure that decisions regarding suspected violations are based on facts and the Company's internal regulations.

The investigation mechanism also serves to maintain accountability in the enforcement of the Code of Conduct. Through a structured process, the Company can ensure that every alleged violation is not decided subjectively, but through accountable stages.

TYPES OF VIOLATIONS AND SANCTIONS

Enforcement of the Code of Conduct is supported by a system of rewards and sanctions. Rewards may be granted for behavior that supports integrity and compliance, while sanctions may be imposed on parties found to have committed violations in accordance with the severity of the violation and applicable regulations.

Types of violations and sanctions serve as crucial tools to ensure the Code of Conduct is effective within the organization. Through these provisions, PLN IP Services reaffirms that every ethical violation carries consequences, while behavior aligned with the value of integrity is an integral part of the work culture that must be upheld.

Through continuous outreach, clear consultation and reporting mechanisms, objective investigations, and the consistent application of sanctions, PLN IP Services strengthens a professional, transparent, and integrity-driven work culture. This approach supports the creation of responsible governance and strengthens stakeholders' trust in the Company.

SOSIALISASI KODE ETIK PADA TAHUN BUKU

Perusahaan menyajikan informasi sosialisasi Kode Etik sebagai bentuk transparansi atas upaya internalisasi nilai etika dan kepatuhan. Informasi tersebut memuat tanggal pelaksanaan, topik sosialisasi, sasaran peserta, media atau bentuk kegiatan, serta deskripsi singkat pelaksanaan kegiatan.

CODE OF CONDUCT AWARENESS CAMPAIGNS DURING THE FINANCIAL YEAR

The Company provides information on Code of Conduct awareness campaigns as a form of transparency regarding efforts to internalize ethical values and compliance. This information includes the date of the event, the topic of the campaign, the target audience, the medium or format of the activity, and a brief description of the event's implementation.

Sosialisasi Kode Etik Pada Tahun Buku
Code of Conduct Socialization During the Financial Year

No	Tanggal Date	Topik Topic	Deskripsi Decsription
1	Mei 2025 May 2025	Survei Pemahaman Integritas Integrity Awareness Survey	Pelaksanaan survei dilakukan melalui Aplikasi COS dan I-Morning. Tanggal pelaksanaan dalam data sumber belum lengkap. The surveys were conducted via the COS and I-Morning apps. The dates of the surveys in the source data are incomplete.
2	Mei 2025 May 2025	Hasil Survei Pemahaman Integritas melalui COS Results of the Integrity Awareness Survey via COS	Survei melalui Aplikasi *Compliance Online System* (COS) diikuti oleh 167 pegawai Kantor Pusat dengan hasil 100% pegawai memahami. The survey via the Compliance Online System (COS) app was completed by 167 employees at the Head Office, with 100% of employees demonstrating understanding.
3	Mei 2025 May 2025	Hasil Survei Pemahaman Integritas melalui I-Morning Results of the Integrity Awareness Survey via I-Morning	Survei melalui Aplikasi I-Morning diikuti oleh 4.700 pegawai dengan hasil 93% pegawai memahami. The survey via the I-Morning app was completed by 4,700 employees, with 93% of employees demonstrating understanding.
4	Semester II 2025 Second Semester 2025	Hasil Survei Pemahaman Integritas melalui COS Results of the Integrity Awareness Survey via COS	Survei melalui Aplikasi *Compliance Online System* yang terintegrasi dengan PLN Group diikuti oleh 169 pegawai dengan hasil 100% pegawai memahami. The survey via the Compliance Online System (COS) application, which is integrated with the PLN Group, was participated in by 169 employees, with 100% of employees demonstrating understanding.
5	Semester II 2025 Second Semester 2025	Hasil Survei Pemahaman Integritas melalui I-Morning Results of the Integrity Awareness Survey via I-Morning	Survei melalui Aplikasi I-Morning digunakan untuk seluruh pegawai dengan hasil 92% pegawai memahami. The survey via the I-Morning application was administered to all employees, with 92% of employees demonstrating understanding.
6	Sebelum 12 November 2025 Before November 12, 2025	Survei Perilaku Etis kepada Vendor Survey on Ethical Behavior Toward Vendors	Survei perilaku etis kepada *vendor* telah dilaksanakan sebelum kegiatan *Vendor Gathering* pada 12 November 2025. The survey on ethical conduct toward vendors was conducted prior to the Vendor Gathering on November 12, 2025.

JUMLAH PELANGGARAN DAN SANKSI PADA TAHUN BUKU

Perusahaan mengungkapkan jumlah pelanggaran dan sanksi Kode Etik sebagai bentuk akuntabilitas penegakan etika. Pengungkapan tersebut menunjukkan konsistensi Perusahaan dalam menerapkan standar perilaku dan menjaga budaya kepatuhan di seluruh lingkungan kerja.

NUMBER OF VIOLATIONS AND SANCTIONS FOR THE FINANCIAL YEAR

The Company discloses the number of violations of and sanctions imposed under the Code of Conduct as a form of accountability for ethical enforcement. This disclosure demonstrates the Company's consistency in applying standards of conduct and maintaining a culture of compliance throughout the workplace.

Jumlah Pelanggaran dan Sanksi
Number of Violations and Sanctions

No	Jenis Pelanggaran Type of Violation	Jenis Sanksi Type of Sanction	Jumlah Pegawai terkena sanksi Number of employees affected by sanction
1.	Kehadiran Attendance	SP 1/SP 2	10
2.	Pelanggaran atas larangan pada Pedoman Disiplin Violation of the prohibition on the Discipline Guideline	SP 1	17
		SP 2	1
		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

Kode Etik PLN IP Services berlaku bagi seluruh Insan Perusahaan. Insan Perusahaan tersebut mencakup anggota Dewan Komisaris, organ penunjang Dewan Komisaris, anggota Direksi, dan seluruh karyawan PLN IP Services.

The PLN IP Services Code of Conduct applies to all Company Employees. Company Employees include members of the Board of Commissioners, bodies supporting the Board of Commissioners, members of the Board of Directors, and all employees of PLN IP Services.

Kode Etik juga berlaku bagi pihak lain yang berinteraksi dengan Perusahaan sesuai dengan lingkup hubungan dan kewajiban masing-masing. Pihak tersebut mencakup anak perusahaan dan afiliasi di bawah pengendalian, pemegang saham, mitra kerja, serta pemangku kepentingan lain yang melakukan hubungan usaha atau hubungan kerja dengan Perusahaan.

The Code of Conduct also applies to other parties who interact with the Company in accordance with the scope of their respective relationships and obligations. These parties include subsidiaries and affiliates under the Company's control, shareholders, business partners, and other stakeholders who have business or employment relationships with the Company.

Setiap Insan Perusahaan wajib mempelajari, memahami, dan mematuhi Kode Etik secara konsisten. Setiap Insan Perusahaan juga wajib memahami prosedur pelaporan dugaan pelanggaran Kode Etik dan bersedia bekerja sama dalam proses pemeriksaan atau investigasi apabila terdapat dugaan pelanggaran.

Every Company Employee is required to study, understand, and consistently comply with the Code of Conduct. Every Company Employee is also required to understand the procedures for reporting suspected violations of the Code of Conduct and to be willing to cooperate in the examination or investigation process if a violation is suspected.

Para pimpinan Perusahaan memiliki tanggung jawab tambahan dalam penerapan Kode Etik. Para pimpinan wajib menjadi teladan dalam perilaku etis, membangun budaya kepatuhan, melakukan pengawasan secara teratur, memastikan pemahaman karyawan atas Kode Etik, serta menindaklanjuti laporan dugaan pelanggaran sesuai dengan ketentuan yang berlaku.

Company leaders bear additional responsibilities in implementing the Code of Conduct. Leaders must serve as role models in ethical behavior, foster a culture of compliance, conduct regular oversight, ensure employees' understanding of the Code of Conduct, and follow up on reports of suspected violations in accordance with applicable regulations.

Sebagai bentuk komitmen, Perusahaan mewajibkan Insan Perusahaan untuk menandatangani pernyataan komitmen kepatuhan terhadap Kode Etik. Pernyataan tersebut menegaskan kesediaan Insan Perusahaan untuk membaca, memahami, mematuhi, dan melaksanakan ketentuan Kode Etik dalam setiap pelaksanaan tugas dan tanggung jawab.

As a demonstration of commitment, the Company requires all employees to sign a statement of commitment to comply with the Code of Conduct. This statement affirms the employees' willingness to read, understand, comply with, and implement the provisions of the Code of Conduct in the performance of their duties and responsibilities.

AKSES TERHADAP DOKUMEN PEDOMAN ETIKA PERUSAHAAN
ACCESS TO THE COMPANY'S ETHICS GUIDELINES

Sebagai bentuk transparansi kepada pemangku kepentingan, PLN IP Services menyediakan akses terhadap dokumen resmi Pedoman Etika Perusahaan melalui laman Governansi Korporat pada situs resmi Perusahaan. Pemangku kepentingan dapat mengakses informasi tersebut melalui: https://www.plnipservices.co.id/governance/good-corporate-governance

As a measure of transparency toward stakeholders, PLN IP Services provides access to the official Corporate Code of Conduct document via the Corporate Governance page on the Company's official website. Stakeholders can access this information at: https://www.plnipservices.co.id/governance/good-corporate-governance

Penyediaan akses tersebut menunjukkan komitmen Perusahaan dalam memperkuat keterbukaan informasi, mendukung pemahaman pemangku kepentingan atas standar etika yang berlaku, serta memastikan bahwa penerapan Kode Etik dapat ditelusuri melalui dokumen resmi Perusahaan.

Providing this access demonstrates the Company's commitment to strengthening information transparency, supporting stakeholders' understanding of applicable ethical standards, and ensuring that the implementation of the Code of Conduct can be traced through the Company's official documents.

Kebijakan Anti-*Fraud*
Anti-Fraud Policy

PT PLN Indonesia Power Services menetapkan Kebijakan Anti-*Fraud* sebagai bagian dari penguatan tata kelola perusahaan, budaya integritas, dan sistem pengendalian internal. Kebijakan ini menjadi instrumen untuk mencegah, mendeteksi, menangani, dan mengevaluasi risiko *fraud* yang dapat merugikan Perusahaan secara finansial maupun nonfinansial.

PT PLN Indonesia Power Services has established an Anti-Fraud Policy as part of its efforts to strengthen corporate governance, a culture of integrity, and internal control systems. This policy serves as a tool to prevent, detect, address, and evaluate fraud risks that could cause financial or non-financial harm to the Company.

Bagi Perusahaan, fraud bukan hanya persoalan pelanggaran individu, tetapi juga risiko tata kelola yang dapat mengganggu objektivitas keputusan, melemahkan kepercayaan pemangku kepentingan, menurunkan efektivitas pengendalian internal, serta berdampak terhadap reputasi dan keberlanjutan usaha. Oleh karena itu, Perusahaan menerapkan pendekatan anti-*fraud* secara terstruktur melalui penguatan lingkungan pengendalian, pemetaan risiko *fraud*, pencegahan, pendeteksian, investigasi, tindak lanjut, serta evaluasi berkala atas efektivitas program.

For the Company, fraud is not merely an issue of individual misconduct but also a governance risk that can undermine the objectivity of decision-making, erode stakeholder trust, reduce the effectiveness of internal controls, and impact the Company's reputation and business sustainability. Therefore, the Company implements a structured anti-fraud approach through strengthening the control environment, mapping fraud risks, prevention, detection, investigation, follow-up, and periodic evaluation of the program's effectiveness.

KOMITMEN DAN DASAR KEBIJAKAN
COMMITMENT AND POLICY GUIDELINES

Dasar Kebijakan

Pelaksanaan Kebijakan Anti-*Fraud* di lingkungan PT PLN Indonesia Power Services mengacu pada Peraturan Direksi Nomor 187.P/PIPS/IX/2024 tentang Kebijakan Anti *Fraud* di Lingkungan PT PLN Indonesia Power Services.

Policy Basis

The implementation of the Anti-Fraud Policy within PT PLN Indonesia Power Services is based on Board Regulation No. 187.P/PIPS/IX/2024 regarding the Anti-Fraud Policy within PT PLN Indonesia Power Services. This policy

Kebijakan tersebut ditetapkan untuk meningkatkan integritas dan memperkuat sistem pengendalian internal Perusahaan dalam mencegah terjadinya fraud pada seluruh proses bisnis.

Kebijakan Anti-*Fraud* berlaku bagi seluruh Insan PT PLN Indonesia Power Services dan mencakup seluruh proses bisnis Perusahaan, baik di Kantor Pusat maupun unit. Dengan ruang lingkup tersebut, kebijakan ini menjadi acuan lintas fungsi dalam memastikan bahwa setiap aktivitas bisnis dijalankan secara berintegritas, patuh, dan dapat dipertanggungjawabkan.

Tujuan Kebijakan Anti-*Fraud*

Kebijakan Anti-*Fraud* bertujuan untuk membangun sistem pencegahan dan penanganan *fraud* yang efektif, memperkuat budaya integritas, meningkatkan kepedulian insan perusahaan terhadap risiko *fraud*, serta meminimalkan potensi kerugian dan tuntutan dari pihak lain. Kebijakan ini juga diarahkan untuk memastikan bahwa setiap indikasi *fraud* dapat diidentifikasi, dilaporkan, ditindaklanjuti, dan dievaluasi secara objektif sesuai ketentuan yang berlaku.

Melalui kebijakan tersebut, Perusahaan berupaya menciptakan lingkungan kerja yang menjunjung tinggi integritas, memperkuat disiplin kepatuhan, serta memastikan bahwa tidak terdapat toleransi terhadap tindakan fraud. Pendekatan ini sejalan dengan komitmen Perusahaan untuk menerapkan tata kelola perusahaan yang baik secara konsisten dan berkelanjutan.

Keterkaitan dengan Sistem Integritas Perusahaan

Kebijakan Anti-*Fraud* tidak berdiri sendiri, melainkan menjadi bagian dari sistem integritas Perusahaan yang mencakup Pedoman Tata Kelola Perusahaan yang Baik, Pedoman Etika Perusahaan, kebijakan benturan kepentingan, pedoman pengendalian gratifikasi, pedoman pengadaan barang/jasa, pengelolaan penyedia barang/jasa, sistem pengendalian internal, manajemen risiko, dan mekanisme pelaporan pelanggaran.

Keterkaitan tersebut menunjukkan bahwa pengendalian *fraud* dilakukan secara menyeluruh, mulai dari pencegahan perilaku tidak etis, pengendalian potensi benturan kepentingan, pengawasan terhadap proses pengadaan, pengendalian gratifikasi, pelaporan pelanggaran, hingga tindakan korektif terhadap kelemahan pengendalian internal. Dengan demikian, Kebijakan Anti-*Fraud* berfungsi sebagai penghubung antara budaya integritas, pengendalian risiko, dan akuntabilitas operasional.

was established to enhance integrity and strengthen the Company's internal control system in preventing fraud across all business processes.

The Anti-Fraud Policy applies to all employees of PT PLN Indonesia Power Services and covers all of the Company's business processes, both at the Head Office and in its units. With this scope, this policy serves as a cross-functional guideline to ensure that every business activity is conducted with integrity, compliance, and accountability.

Goals of the Anti-Fraud Policy

The Anti-Fraud Policy aims to establish an effective fraud prevention and response system, strengthen a culture of integrity, raise employees' awareness of fraud risks, and minimize potential losses and claims from third parties. This policy is also designed to ensure that any indication of fraud is identified, reported, followed up on, and evaluated objectively in accordance with applicable regulations.

Through this policy, the Company strives to create a work environment that upholds integrity, strengthens compliance discipline, and ensures that there is zero tolerance for fraudulent acts. This approach aligns with the Company's commitment to consistently and sustainably implementing good corporate governance.

Relationship to the Company's Integrity System

The Anti-Fraud Policy does not stand alone but is part of the Company's integrity system, which includes the Corporate Governance Guidelines, the Code of Ethics, conflict of interest policies, guidelines on the control of gratuities, procurement guidelines, management of goods and services providers, internal control systems, risk management, and mechanisms for reporting violations.

This interconnection demonstrates that fraud control is conducted comprehensively, ranging from the prevention of unethical behavior, control of potential conflicts of interest, oversight of the procurement process, control of gratuities, reporting of violations, to corrective actions regarding weaknesses in internal controls. Thus, the Anti-Fraud Policy serves as a link between a culture of integrity, risk control, and operational accountability.

RUANG LINGKUP DAN JENIS *FRAUD*
SCOPE AND TYPES OF FRAUD

Ruang Lingkup Penerapan

Kebijakan Anti-*Fraud* diterapkan pada seluruh proses bisnis PT PLN Indonesia Power Services, termasuk proses operasional, keuangan, pengadaan barang/jasa, pengelolaan aset, pengelolaan sumber daya manusia, pelaporan, hubungan dengan penyedia, serta aktivitas lain yang memiliki potensi risiko *fraud*. Kebijakan ini berlaku bagi seluruh insan perusahaan dan pihak yang bekerja untuk atau atas nama Perusahaan sesuai ketentuan yang berlaku.

Ruang lingkup tersebut diperlukan karena risiko *fraud* dapat muncul pada berbagai titik pengambilan keputusan dan pelaksanaan aktivitas. Risiko *fraud* dapat terjadi dalam bentuk penyalahgunaan kewenangan, manipulasi dokumen, penyimpangan transaksi, penggelapan aset, pemberian atau penerimaan manfaat tidak wajar, pengaturan proses pengadaan, maupun pelaporan yang tidak sesuai kondisi sebenarnya.

Jenis *Fraud*

Perusahaan mengidentifikasi jenis *fraud* ke dalam beberapa kategori utama, yaitu korupsi, penyalahgunaan aset, dan manipulasi laporan. Korupsi mencakup antara lain benturan kepentingan, penyuapan, gratifikasi ilegal, dan pemerasan ekonomi. Penyalahgunaan aset mencakup penyalahgunaan kas, persediaan, dan aset lainnya. Manipulasi laporan mencakup penyajian informasi keuangan maupun nonkeuangan yang tidak benar.

Jenis *fraud* tersebut menunjukkan bahwa risiko *fraud* tidak terbatas pada transaksi keuangan. *Fraud* juga dapat terjadi dalam bentuk penyalahgunaan wewenang, manipulasi data operasional, penyimpangan proses pengadaan, pengelolaan aset yang tidak sesuai ketentuan, atau tindakan yang menguntungkan pihak tertentu dengan merugikan Perusahaan.

Tindakan dan Tujuan *Fraud*

Tindakan fraud merupakan tindakan yang dilakukan secara sengaja untuk mengelabui, menipu, atau memanipulasi Perusahaan melalui penyimpangan terhadap peraturan dan ketentuan yang berlaku, penyalahgunaan kewenangan, penyalahgunaan kesempatan, atau penggunaan sarana Perusahaan secara tidak semestinya.

Scope of Application

The Anti-Fraud Policy applies to all business processes at PT PLN Indonesia Power Services, including operational, financial, procurement of goods and services, asset management, human resources management, reporting, relationships with suppliers, and other activities that carry a potential risk of fraud. This policy applies to all company personnel and parties working for or on behalf of the Company in accordance with applicable regulations.

This scope is necessary because fraud risks can arise at various decision-making points and during the execution of activities. Fraud risks may manifest as abuse of authority, document manipulation, transaction irregularities, asset embezzlement, the giving or receiving of improper benefits, manipulation of procurement processes, or reporting that does not reflect actual conditions.

Types of Fraud

The company classifies fraud into several main categories: corruption, asset misappropriation, and financial statement manipulation. Corruption includes, among other things, conflicts of interest, bribery, illegal gratuities, and economic extortion. Asset misappropriation includes the misuse of cash, inventory, and other assets. Financial statement manipulation involves the misrepresentation of financial and non-financial information.

These types of fraud indicate that fraud risk is not limited to financial transactions. Fraud can also occur in the form of abuse of authority, manipulation of operational data, procurement process irregularities, asset management that does not comply with regulations, or actions that benefit certain parties at the Company's expense.

Fraudulent Acts and Objectives

Fraudulent acts are intentional actions taken to deceive, defraud, or manipulate the Company through violations of applicable regulations and provisions, abuse of authority, abuse of opportunity, or improper use of Company resources.

Tujuan *fraud* dapat berupa memperoleh keuntungan finansial, menghindari pembayaran atau kerugian, mengamankan keuntungan pribadi, atau memberikan keuntungan kepada pihak lain. Oleh karena itu, Perusahaan memandang *fraud* sebagai tindakan yang harus dicegah sejak dini melalui kombinasi antara budaya integritas, pengendalian internal, pengawasan manajemen, dan sistem pelaporan yang efektif.

The objectives of fraud may include obtaining financial gain, avoiding payments or losses, securing personal gain, or providing benefits to other parties. Therefore, the Company views fraud as an act that must be prevented early on through a combination of a culture of integrity, internal controls, management oversight, and an effective reporting system.

LINGKUNGAN PENGENDALIAN ANTI-*FRAUD*
ANTI-FRAUD CONTROL ENVIRONMENT

Komitmen Direksi dan *Tone at the Top*

Efektivitas Kebijakan Anti-*Fraud* sangat dipengaruhi oleh komitmen pimpinan Perusahaan. Direksi menunjukkan komitmen anti-*fraud* melalui penumbuhan budaya dan kepedulian anti-*fraud*, pengawasan aktif terhadap pelaksanaan kebijakan, penerapan prinsip *zero tolerance* terhadap pelaku *fraud*, serta pemberian sanksi terhadap pelaku *fraud* sesuai ketentuan.

Tone at the top menjadi landasan penting agar kebijakan anti-*fraud* tidak berhenti pada dokumen formal, tetapi benar-benar menjadi standar perilaku dalam proses bisnis. Dengan adanya komitmen pimpinan, insan perusahaan diharapkan memiliki pemahaman yang sama bahwa integritas merupakan prasyarat dalam menjalankan tugas, menggunakan kewenangan, dan mengambil keputusan.

Commitment of the Board of Directors and Tone at the Top

The effectiveness of anti-fraud policies is greatly influenced by the commitment of the Company's leadership. The Board of Directors demonstrates its commitment to anti-fraud by fostering an anti-fraud culture and awareness, actively monitoring policy implementation, applying a zero-tolerance policy toward fraud perpetrators, and imposing sanctions on fraud perpetrators in accordance with regulations.

The tone at the top serves as a crucial foundation to ensure that anti-fraud policies do not remain mere formal documents but truly become the standard of conduct in business processes. With leadership commitment, employees are expected to share the understanding that integrity is a prerequisite for performing duties, exercising authority, and making decisions.

Pengelolaan Kebijakan dan Prosedur

Perusahaan mengelola Kebijakan Anti-*Fraud* melalui penyusunan kebijakan, prosedur, dan program yang diperlukan untuk mendukung pencegahan, pendeteksian, dan penanganan *fraud*. Pengelolaan kebijakan dilakukan dengan memastikan adanya harmonisasi antara Kebijakan Anti-*Fraud* dan kebijakan internal lain yang berkaitan dengan etika, kepatuhan, pengendalian internal, manajemen risiko, pengadaan, gratifikasi, dan pelaporan pelanggaran.

Kebijakan dan prosedur tersebut wajib dipatuhi oleh setiap insan perusahaan dalam menjalankan kegiatan operasional sehari-hari. Dengan adanya kerangka kebijakan yang saling terhubung, Perusahaan dapat memperkuat konsistensi pelaksanaan anti-*fraud* di seluruh fungsi dan unit kerja.

Policy and Procedure Management

The Company manages its Anti-Fraud Policy by developing the policies, procedures, and programs necessary to support the prevention, detection, and handling of fraud. Policy management is carried out by ensuring alignment between the Anti-Fraud Policy and other internal policies related to ethics, compliance, internal controls, risk management, procurement, gratuities, and reporting of violations.

These policies and procedures must be adhered to by every employee in the course of their daily operational activities. With an interconnected policy framework, the Company can strengthen the consistency of anti-fraud implementation across all functions and work units.

Manajemen Risiko dan Pengendalian Internal

Perusahaan mengelola risiko *fraud* sebagai bagian dari manajemen risiko perusahaan. Pengelolaan tersebut dilakukan melalui identifikasi risiko *fraud*, penyusunan langkah mitigasi, pemantauan pelaksanaan mitigasi, serta evaluasi berkala atas efektivitas pengendalian yang telah diterapkan.

Sistem pengendalian internal menjadi salah satu instrumen utama dalam mencegah dan mendeteksi fraud. Pengendalian tersebut mencakup pemisahan fungsi, otorisasi berjenjang, dokumentasi transaksi, pengawasan atasan, audit, pemeriksaan atas kepatuhan prosedur, dan tindak lanjut atas temuan. Apabila terdapat kelemahan pengendalian, Perusahaan menetapkan tindakan perbaikan untuk mencegah terulangnya risiko yang sama.

Risk Management and Internal Controls

The Company manages fraud risk as part of its overall risk management framework. This management involves identifying fraud risks, developing mitigation measures, monitoring the implementation of these measures, and periodically evaluating the effectiveness of the controls in place.

The internal control system serves as a primary tool for preventing and detecting fraud. These controls include segregation of duties, multi-level authorization, transaction documentation, supervisory oversight, audits, compliance reviews, and follow-up on findings. If control weaknesses are identified, the Company implements corrective actions to prevent the recurrence of the same risks.

Pengelolaan Sumber Daya Manusia dan Teknologi Informasi

Pengelolaan sumber daya manusia menjadi bagian dari lingkungan pengendalian anti-*fraud*. Perusahaan mendorong sistem rekrutmen, pembinaan kompetensi, pengembangan karier, manajemen kinerja, dan hubungan industrial yang transparan serta berlandaskan kompetensi dan integritas.

Perusahaan juga dapat memanfaatkan teknologi informasi untuk mendukung pelaksanaan Kebijakan Anti-*Fraud*. Pemanfaatan teknologi diarahkan untuk memperkuat integritas data, mendukung proses pemantauan, meningkatkan efektivitas deteksi, dan membantu pengelolaan informasi terkait risiko *fraud* secara lebih efektif dan efisien.

Human Resources and Information Technology Management

Human resources management is an integral part of the anti-fraud control environment. The Company promotes transparent recruitment systems, competency development, career advancement, performance management, and labor relations that are based on competence and integrity.

The Company may also utilize information technology to support the implementation of the Anti-Fraud Policy. The use of technology is aimed at strengthening data integrity, supporting monitoring processes, enhancing detection effectiveness, and assisting in the management of fraud-related information more effectively and efficiently.

ORGANISASI DAN TANGGUNG JAWAB PELAKSANAAN
ORGANIZATION AND RESPONSIBILITIES FOR IMPLEMENTATION

Penanggung Jawab Kebijakan Anti-*Fraud*

Pelaksanaan Kebijakan Anti-*Fraud* dikelola melalui organisasi pelaksana yang terdiri dari penanggung jawab dan pelaksana. Sekretaris Perusahaan berperan sebagai penanggung jawab pengelolaan Kebijakan Anti-*Fraud* agar kebijakan tersebut dapat berjalan secara berintegritas, efektif, dan efisien serta mendukung pencapaian tujuan Perusahaan.

Tanggung jawab tersebut mencakup pemastian terlaksananya pemetaan risiko *fraud*, langkah preventif, deteksi risiko *fraud* oleh pemilik proses bisnis, pemantauan dan peninjauan profil risiko *fraud* korporat, partisipasi dalam pengelolaan laporan pengaduan

Anti-Fraud Policy Officer

The implementation of the Anti-Fraud Policy is managed through an implementation team consisting of an officer and staff members. The Corporate Secretary serves as the officer responsible for managing the Anti-Fraud Policy to ensure that the policy is implemented with integrity, effectiveness, and efficiency, and supports the achievement of the Company's objectives.

These responsibilities include ensuring the implementation of fraud risk mapping, preventive measures, and fraud risk detection by business process owners; monitoring and reviewing the corporate fraud risk profile; participating in the management of complaint and fraud reports;

dan *fraud, monitoring* efektivitas program anti-*fraud*, serta koordinasi dengan pemilik proses bisnis dalam pelaksanaan kebijakan.

monitoring the effectiveness of the anti-fraud program; and coordinating with business process owners in the implementation of the policy.

Pemilik Proses Bisnis

Pemilik proses bisnis bertanggung jawab terhadap pengelolaan risiko *fraud* pada proses bisnis masing-masing. Tanggung jawab tersebut mencakup pelaksanaan, pemantauan, dan peninjauan pemetaan risiko *fraud* secara berkala; perancangan dan penerapan pengendalian internal yang efektif; partisipasi dalam sosialisasi kebijakan anti-*fraud*; serta tindak lanjut atas profil risiko *fraud* yang relevan dengan bidangnya.

Business Process Owners

Business process owners are responsible for managing fraud risk within their respective business processes. These responsibilities include implementing, monitoring, and periodically reviewing fraud risk mapping; designing and implementing effective internal controls; participating in anti-fraud policy training; and following up on fraud risk profiles relevant to their areas of responsibility.

Pendekatan ini penting karena risiko *fraud* tidak dapat hanya dikelola oleh satu fungsi. Setiap pemilik proses bisnis memiliki pemahaman paling dekat terhadap aktivitas, titik kontrol, potensi celah, dan indikator penyimpangan dalam proses yang dikelolanya. Oleh karena itu, akuntabilitas anti-fraud harus melekat pada setiap proses bisnis.

This approach is crucial because fraud risk cannot be managed by a single function alone. Each business process owner has the closest understanding of the activities, control points, potential vulnerabilities, and indicators of deviation within the processes they manage. Therefore, anti-fraud accountability must be embedded in every business process.

Fungsi Pendukung

Pelaksanaan Kebijakan Anti-*Fraud* didukung oleh berbagai fungsi, termasuk fungsi pengawasan internal, sumber daya manusia, teknologi informasi, legal, pengadaan, manajemen risiko, dan fungsi lain sesuai kebutuhan. Fungsi sumber daya manusia dapat mendukung pelaksanaan anti-*fraud* melalui proses *due diligence, screening,* atau *background check* terhadap integritas pegawai dalam proses mutasi, promosi, rotasi, atau demosi.

Support Functions

The implementation of anti-fraud policies is supported by various functions, including internal audit, human resources, information technology, legal, procurement, risk management, and other functions as needed. The human resources function can support anti-fraud efforts through due diligence, screening, or background checks on employee integrity during transfers, promotions, rotations, or demotions.

Fungsi teknologi informasi berperan dalam menyediakan sistem informasi yang memadai, mengevaluasi, dan mengembangkan dukungan teknologi agar pelaksanaan kebijakan anti-fraud berjalan efektif. Fungsi pengawasan dan kepatuhan berperan dalam audit, pemeriksaan, evaluasi pengendalian, serta tindak lanjut atas temuan atau laporan yang mengindikasikan *fraud*.

The information technology function plays a role in providing adequate information systems, evaluating, and developing technological support to ensure the effective implementation of anti-fraud policies. The oversight and compliance functions play a role in audits, inspections, control evaluations, and follow-up on findings or reports indicating fraud.

KERANGKA PROGRAM ANTI-*FRAUD*
ANTI-FRAUD PROGRAM FRAMEWORK

Fraud Risk Assessment

Perusahaan menerapkan *Fraud Risk Assessment* untuk mengidentifikasi, menilai, dan memitigasi risiko *fraud* pada proses bisnis. Penilaian risiko fraud dilakukan melalui tahapan persiapan, identifikasi risiko, penilaian kemungkinan dan dampak, penyusunan kontrol mitigasi, serta evaluasi terhadap efektivitas pengendalian.

Fraud Risk Assessment

The company implements a Fraud Risk Assessment to identify, evaluate, and mitigate fraud risks in business processes. The fraud risk assessment is conducted through the following stages: preparation, risk identification, assessment of likelihood and impact, development of mitigation controls, and evaluation of control effectiveness.

Hasil *Fraud Risk Assessment* digunakan untuk menentukan area proses bisnis yang memiliki risiko *fraud* signifikan dan membutuhkan pengendalian lebih kuat. Area yang lazim memiliki risiko tinggi antara lain pengadaan barang/jasa, pembayaran, pengelolaan aset, persediaan, kas, kontrak, pelaporan, dan proses persetujuan yang melibatkan kewenangan tertentu.

The results of the Fraud Risk Assessment are used to determine areas of business processes that pose significant fraud risks and require stronger controls. Areas that typically carry high risks include procurement of goods and services, payments, asset management, inventory, cash, contracts, reporting, and approval processes involving specific authorizations.

Pencegahan *Fraud*

Pencegahan *fraud* dilakukan melalui penguatan budaya integritas, sosialisasi kebijakan, pelatihan anti-*fraud*, pengendalian internal, penerapan pakta integritas, pengelolaan benturan kepentingan, pengendalian gratifikasi, *due diligence* terhadap pihak terkait, serta penerapan prosedur yang jelas dalam proses bisnis.

Pencegahan fraud juga dilakukan melalui penguatan kesadaran insan perusahaan bahwa setiap penyimpangan terhadap ketentuan dapat berdampak terhadap Perusahaan dan pihak lain. Dengan pendekatan pencegahan, Perusahaan berupaya menutup celah *fraud* sebelum penyimpangan terjadi, bukan hanya merespons setelah kerugian muncul.

Fraud Prevention

Fraud prevention is carried out through the promotion of a culture of integrity, policy dissemination, anti-fraud training, internal controls, the implementation of integrity pacts, conflict of interest management, controls on gratuities, due diligence on related parties, and the implementation of clear procedures in business processes.

Fraud prevention is also carried out by raising awareness among employees that any deviation from regulations can impact the Company and other parties. Through a preventive approach, the Company strives to close fraud loopholes before deviations occur, rather than merely responding after losses have materialized.

Pendeteksian *Fraud*

Pendeteksian *fraud* dilakukan melalui mekanisme pelaporan pelanggaran, audit berbasis risiko, *surprise audit*, pemantauan transaksi, *surveillance system, fraud risk review*, dan evaluasi terhadap red flag pada proses bisnis. Pendeteksian bertujuan untuk mengidentifikasi indikasi *fraud* secara lebih dini sehingga Perusahaan dapat melakukan pemeriksaan dan tindakan korektif secara tepat.

Mekanisme deteksi juga memerlukan partisipasi aktif insan perusahaan dan pemangku kepentingan. Setiap pihak yang mengetahui atau mencurigai adanya indikasi *fraud* diharapkan menyampaikan laporan melalui kanal pelaporan yang tersedia sesuai ketentuan internal Perusahaan.

Fraud Detection

Fraud detection is carried out through a violation reporting mechanism, risk-based audits, surprise audits, transaction monitoring, surveillance systems, fraud risk reviews, and evaluations of red flags in business processes. The purpose of detection is to identify indications of fraud at an early stage so that the Company can conduct investigations and take appropriate corrective actions.

The detection mechanism also requires the active participation of Company personnel and stakeholders. Any party who is aware of or suspects indications of fraud is expected to submit a report through the available reporting channels in accordance with the Company's internal regulations.

Respons, Investigasi, dan Tindak Lanjut

Setiap indikasi fraud yang diterima ditindaklanjuti melalui proses pemeriksaan, klarifikasi, investigasi, dan penetapan tindakan sesuai ketentuan. Respons terhadap *fraud* dilakukan untuk memastikan bahwa laporan atau indikasi yang muncul dinilai secara objektif, didukung bukti yang memadai, dan ditindaklanjuti berdasarkan prinsip kehati-hatian dan keadilan.

Response, Investigation, and Follow-Up

Every reported indication of fraud is addressed through a process of examination, clarification, investigation, and the determination of appropriate actions in accordance with established procedures. The response to fraud is designed to ensure that reports or indications are evaluated objectively, supported by sufficient evidence, and addressed based on the principles of prudence and fairness.

Apabila *fraud* terbukti, Perusahaan dapat menetapkan sanksi terhadap pihak yang terlibat, melakukan pemulihan kerugian, memperbaiki kelemahan pengendalian, melaporkan kepada pihak berwenang apabila diperlukan, serta memperkuat prosedur untuk mencegah kejadian serupa. Dengan demikian, respons *fraud* tidak hanya berorientasi pada penindakan, tetapi juga pada perbaikan sistem.

If fraud is proven, the Company may impose sanctions on the parties involved, recover losses, address control weaknesses, report to the authorities if necessary, and strengthen procedures to prevent similar incidents. Thus, the response to fraud is not only focused on enforcement but also on system improvement.

KANAL PELAPORAN DAN PERLINDUNGAN PELAPOR
WHISTLEBLOWER REPORTING AND PROTECTION CHANNEL

Pelaporan Indikasi *Fraud*

Perusahaan menyediakan mekanisme pelaporan pelanggaran sebagai salah satu sarana untuk mendeteksi dan menindaklanjuti indikasi *fraud*. Mekanisme pelaporan memungkinkan insan perusahaan maupun pemangku kepentingan menyampaikan informasi mengenai dugaan pelanggaran, penyalahgunaan wewenang, penyimpangan proses, gratifikasi, benturan kepentingan, atau tindakan *fraud* lainnya.

Pelaporan indikasi *fraud* perlu dilengkapi informasi yang memadai mengenai peristiwa, pihak yang terlibat, waktu kejadian, kronologi, bukti pendukung, serta dampak yang ditimbulkan apabila tersedia. Kelengkapan informasi tersebut membantu Perusahaan dalam melakukan verifikasi dan menentukan langkah tindak lanjut yang tepat.

Reporting Suspected Fraud

The Company provides a reporting mechanism for violations as a means to detect and address suspected fraud. This reporting mechanism allows employees and stakeholders to submit information regarding suspected violations, abuse of authority, procedural irregularities, bribery, conflicts of interest, or other fraudulent acts.

Reports of suspected fraud must include sufficient information regarding the incident, the parties involved, the time of the incident, the chronology, supporting evidence, and the resulting impact, if available. The completeness of this information assists the Company in conducting verification and determining the appropriate follow-up actions.

Perlindungan Pelapor

Perusahaan memandang perlindungan pelapor sebagai bagian penting dari efektivitas sistem anti-*fraud*. Pelapor yang menyampaikan laporan dengan itikad baik perlu memperoleh perlindungan dari tindakan balasan, tekanan, intimidasi, perlakuan tidak objektif, atau hambatan karier yang merugikan.

Perlindungan pelapor diperlukan agar insan perusahaan dan pemangku kepentingan tidak takut melaporkan indikasi pelanggaran. Tanpa perlindungan yang memadai, mekanisme pelaporan akan menjadi formalitas karena potensi pelapor memilih diam untuk menghindari risiko personal. Oleh karena itu, perlindungan pelapor harus dikomunikasikan dan diterapkan secara konsisten.

Whistleblower Protection

The Company views whistleblower protection as a critical component of an effective anti-fraud system. Whistleblowers who submit reports in good faith must be protected from retaliation, pressure, intimidation, unfair treatment, or career-hindering obstacles.

Protection for whistleblowers is necessary so that employees and stakeholders are not afraid to report indications of violations. Without adequate protection, the reporting mechanism will become a mere formality, as potential whistleblowers may choose to remain silent to avoid personal risk. Therefore, protection for whistleblowers must be consistently communicated and enforced.

TINJAUAN ATAS EFEKTIVITAS KEBIJAKAN ANTI-*FRAUD*
A REVIEW OF THE EFFECTIVENESS OF ANTI-FRAUD POLICIES

Parameter Tinjauan Efektivitas

Perusahaan melakukan tinjauan atas efektivitas Kebijakan Anti-*Fraud* untuk memastikan bahwa kebijakan tersebut berjalan secara memadai dalam mencegah, mendeteksi,

Effectiveness Review Parameters

The company conducts reviews of the effectiveness of the Anti-Fraud Policy to ensure that the policy is functioning adequately in preventing, detecting, and addressing fraud

dan menangani risiko *fraud*. Tinjauan efektivitas dapat dilakukan melalui evaluasi atas pemetaan risiko *fraud*, kecukupan pengendalian internal, jumlah dan karakteristik laporan yang diterima, hasil investigasi, tindak lanjut atas temuan, serta efektivitas program sosialisasi dan pelatihan.

Efektivitas kebijakan juga dapat dinilai dari tingkat keterlibatan pemilik proses bisnis, kualitas dokumentasi, kecepatan penyelesaian laporan, konsistensi pemberian sanksi, pemulihan kerugian, dan perbaikan prosedur setelah terjadinya temuan atau indikasi *fraud*. Parameter ini penting agar pelaksanaan anti-*fraud* tidak berhenti pada pernyataan komitmen, tetapi dapat diukur dan dievaluasi secara berkala.

Tindak Lanjut Hasil Tinjauan

Hasil tinjauan digunakan untuk memperkuat pengendalian internal, memperbarui profil risiko *fraud*, meningkatkan efektivitas deteksi, memperbaiki prosedur, mengembangkan kapasitas pelaksana, dan meningkatkan sosialisasi kepada insan perusahaan. Apabila terdapat kelemahan pengendalian, Perusahaan dapat menetapkan tindakan korektif sesuai tingkat risiko dan dampak yang ditimbulkan.

Tindak lanjut juga dapat mencakup penguatan koordinasi antar fungsi, peningkatan penggunaan teknologi, penyesuaian kebijakan, penyempurnaan kanal pelaporan, serta evaluasi atas efektivitas perlindungan pelapor. Dengan pendekatan tersebut, Kebijakan Anti-*Fraud* menjadi mekanisme yang terus berkembang mengikuti dinamika risiko dan kebutuhan Perusahaan.

risks. Effectiveness reviews may be conducted through an evaluation of fraud risk mapping, the adequacy of internal controls, the number and characteristics of reports received, investigation results, follow-up on findings, and the effectiveness of awareness and training programs.

Policy effectiveness can also be assessed based on the level of involvement of business process owners, the quality of documentation, the speed of report resolution, the consistency of sanctions, loss recovery, and procedural improvements following findings or indications of fraud. These parameters are crucial to ensure that anti-fraud efforts do not stop at mere statements of commitment but can be measured and evaluated on a regular basis.

Follow-Up on Review Findings

The findings of the review are used to strengthen internal controls, update the fraud risk profile, improve detection effectiveness, refine procedures, build the capacity of personnel, and enhance awareness among company employees. If control weaknesses are identified, the Company may implement corrective actions commensurate with the level of risk and the resulting impact.

Follow-up may also include strengthening coordination across functions, increasing the use of technology, adjusting policies, refining reporting channels, and evaluating the effectiveness of whistleblower protection. With this approach, the Anti-Fraud Policy becomes a mechanism that continuously evolves in response to risk dynamics and the Company's needs.

AGENDA PENGUATAN PENGENDALIAN ANTI-*FRAUD*
AGENDA FOR STRENGTHENING ANTI-FRAUD CONTROLS

Perusahaan akan terus memperkuat pengendalian anti-*fraud* melalui pemutakhiran *Fraud Risk Assessment*, peningkatan sosialisasi dan pelatihan, penguatan kanal pelaporan, peningkatan perlindungan pelapor, pemanfaatan teknologi informasi untuk deteksi dini, serta tindak lanjut atas hasil audit dan evaluasi pengendalian internal.

Perusahaan juga akan meningkatkan koordinasi lintas fungsi dalam mengelola risiko *fraud*, terutama pada proses bisnis yang memiliki tingkat risiko tinggi seperti pengadaan barang/jasa, pembayaran, pengelolaan aset, kontrak, persediaan, dan pelaporan. Upaya tersebut diharapkan dapat memperkuat budaya integritas, meningkatkan efektivitas pencegahan, dan memastikan bahwa Perusahaan memiliki sistem anti-*fraud* yang adaptif, terukur, dan dapat dipertanggungjawabkan.

The company will continue to strengthen its anti-fraud controls by updating its Fraud Risk Assessment, increasing awareness and training, strengthening reporting channels, enhancing whistleblower protection, utilizing information technology for early detection, and following up on the results of audits and internal control evaluations.

The Company will also improve cross-functional coordination in managing fraud risk, particularly in high-risk business processes such as procurement of goods and services, payments, asset management, contracts, inventory, and reporting. These efforts are expected to strengthen a culture of integrity, enhance the effectiveness of prevention, and ensure that the Company has an adaptive, measurable, and accountable anti-fraud system.

AKSES TERHADAP DOKUMEN KEBIJAKAN ANTI-*FRAUD*
ACCESS TO ANTI-FRAUD POLICY DOCUMENTS

Sebagai bentuk transparansi kepada pemangku kepentingan, PLN IP Services menyediakan akses terhadap dokumen resmi Benturan Kepentingan melalui laman Governansi Korporat pada situs resmi Perusahaan. Pemangku kepentingan dapat mengakses informasi tersebut melalui: https://www.plnipservices.co.id/governance/good-corporate-governance

As a measure of transparency toward stakeholders, PLN IP Services provides access to official Conflict of Interest documents via the Corporate Governance page on the Company's official website. Stakeholders can access this information at: https://www.plnipservices.co.id/governance/good-corporate-governance

Penyediaan akses tersebut menunjukkan komitmen Perusahaan dalam memperkuat keterbukaan informasi, mendukung pemahaman pemangku kepentingan atas standar etika yang berlaku, serta memastikan bahwa Kebijakan Anti-*Fraud* dapat ditelusuri melalui dokumen resmi Perusahaan.

Providing this access demonstrates the Company's commitment to strengthening information transparency, supporting stakeholders' understanding of applicable ethical standards, and ensuring that the Anti-Fraud Policy can be traced through the Company's official documents.

Benturan Kepentingan
Conflict of Interest

PT PLN Indonesia Power Services menetapkan pengendalian benturan kepentingan sebagai bagian dari penerapan tata kelola perusahaan yang baik. Pengendalian tersebut diperlukan untuk memastikan bahwa setiap keputusan bisnis, keputusan operasional, keputusan pengawasan, dan keputusan pengadaan barang/jasa dilakukan secara objektif, independen, wajar, dan bebas dari pengaruh kepentingan pribadi, keluarga, kelompok, maupun pihak terafiliasi.

PT PLN Indonesia Power Services has established conflict of interest controls as part of its implementation of good corporate governance. These controls are necessary to ensure that all business decisions, operational decisions, supervisory decisions, and decisions regarding the procurement of goods and services are made objectively, independently, fairly, and free from the influence of personal, family, group, or affiliated interests.

Pengendalian benturan kepentingan tidak hanya dimaknai sebagai pemenuhan administratif melalui pernyataan atau formulir deklarasi, tetapi juga sebagai mekanisme pengendalian risiko tata kelola. Melalui kebijakan ini, Perusahaan berupaya menjaga kualitas pengambilan keputusan, mencegah penyalahgunaan kewenangan, memperkuat integritas proses bisnis, serta melindungi kepentingan Perusahaan, Pemegang Saham, dan pemangku kepentingan.

Conflict of interest controls are not merely viewed as administrative compliance through statements or declaration forms, but also as a mechanism for managing governance risks. Through this policy, the Company seeks to maintain the quality of decision-making, prevent the abuse of authority, strengthen the integrity of business processes, and protect the interests of the Company, Shareholders, and stakeholders.

KOMITMEN DAN DASAR KEBIJAKAN
COMMITMENT AND POLICY PRINCIPLES

Dasar Kebijakan

Pengendalian benturan kepentingan dilaksanakan berdasarkan Keputusan Dewan Komisaris dan Direksi Nomor 003.K/DEKOM-PIPS/2025 dan Nomor 0064.P/DIR/2025 tentang Benturan Kepentingan di Lingkungan

Policy Basis

Conflict of interest controls are implemented in accordance with Board of Commissioners and Board of Directors Decisions No. 003.K/DEKOM-PIPS/2025 and No. 0064.P/DIR/2025 regarding Conflicts of Interest

PT PLN Indonesia Power Services. Kebijakan tersebut disusun sebagai tindak lanjut atas komitmen Perusahaan untuk menerapkan prinsip *Good Corporate Governance* secara konsisten dan berkelanjutan, serta untuk mencegah terjadinya kondisi yang dapat merugikan Perusahaan, Pemegang Saham, dan pemangku kepentingan.

Kebijakan tersebut menjadi acuan bagi seluruh Insan PLN IP Services dalam mengidentifikasi, mengungkapkan, mencegah, dan menangani kondisi yang dapat menimbulkan konflik antara kepentingan Perusahaan dan kepentingan pribadi atau pihak lain. Dengan adanya kebijakan tersebut, Perusahaan memperkuat penerapan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran dalam seluruh proses pengelolaan perusahaan.

Keterkaitan dengan Sistem Integritas Perusahaan

Kebijakan benturan kepentingan mendukung pelaksanaan Pedoman Tata Kelola Perusahaan yang Baik, Pedoman Etika Perusahaan, Pedoman Pengadaan Barang/Jasa, Pedoman Pengendalian Gratifikasi, dan Kebijakan Anti *Fraud*. Keterkaitan tersebut menunjukkan bahwa pengendalian benturan kepentingan tidak berdiri sendiri, melainkan menjadi bagian dari sistem integritas Perusahaan yang mencakup etika bisnis, pengadaan yang akuntabel, pencegahan *fraud*, pengendalian gratifikasi, serta pengawasan terhadap perilaku insan perusahaan.

Dalam kerangka tersebut, pengendalian benturan kepentingan berfungsi sebagai penghubung antara kebijakan etika dan praktik pengambilan keputusan. Setiap keputusan yang melibatkan kewenangan, relasi bisnis, hubungan afiliasi, atau penggunaan informasi Perusahaan perlu dijalankan dengan prinsip independensi dan kewajaran agar tidak menimbulkan kerugian, persepsi negatif, atau penurunan kepercayaan pemangku kepentingan.

within PT PLN Indonesia Power Services. This policy was formulated as a follow-up to the Company's commitment to consistently and sustainably apply the principles of Good Corporate Governance, as well as to prevent conditions that could harm the Company, Shareholders, and stakeholders.

This policy serves as a guideline for all PLN IP Services personnel in identifying, disclosing, preventing, and addressing situations that may create a conflict between the Company's interests and personal or third-party interests. With this policy in place, the Company strengthens the application of the principles of transparency, accountability, responsibility, independence, and fairness in all corporate management processes.

Relationship with the Corporate Integrity System

The Conflict of Interest Policy supports the implementation of the Corporate Governance Guidelines, the Code of Ethics, the Procurement Guidelines, the Gratuity Control Guidelines, and the Anti-Fraud Policy. This relationship demonstrates that conflict of interest controls do not stand alone but are part of the Company's integrity system, which encompasses business ethics, accountable procurement, fraud prevention, gift control, and oversight of employee conduct.

Within this framework, conflict of interest controls serve as a link between ethical policies and decision-making practices. Every decision involving authority, business relationships, affiliations, or the use of Company information must be carried out in accordance with the principles of independence and fairness to avoid causing losses, negative perceptions, or a decline in stakeholder trust.

RUANG LINGKUP DAN BENTUK BENTURAN KEPENTINGAN
SCOPE AND FORMS OF CONFLICTS OF INTEREST

Pihak yang Wajib Mematuhi

Kebijakan benturan kepentingan berlaku bagi seluruh Insan PLN IP Services, yang mencakup Dewan Komisaris beserta perangkatnya, Direksi, pegawai, serta pihak-pihak yang bertindak untuk dan atas nama Perusahaan. Ruang lingkup pengendalian juga mencakup hubungan dengan mitra, penyedia barang/jasa, anak perusahaan, perusahaan terafiliasi, dan pemangku kepentingan lain yang memiliki hubungan bisnis atau hubungan kelembagaan dengan Perusahaan.

Parties Required to Comply

The Conflict of Interest Policy applies to all PLN IP Services personnel, including the Board of Commissioners and its members, the Board of Directors, employees, and parties acting for and on behalf of the Company. The scope of control also covers relationships with partners, goods/service providers, subsidiaries, affiliated companies, and other stakeholders who have business or institutional relationships with the Company.

Dalam pelaksanaannya, Perusahaan mengatur bahwa setiap insan perusahaan wajib menghindari keadaan yang dapat memengaruhi objektivitas, independensi, dan profesionalisme dalam menjalankan tugas. Setiap potensi benturan kepentingan harus diungkapkan secara jujur, tepat waktu, dan terdokumentasi agar Perusahaan dapat menentukan langkah mitigasi yang sesuai.

In its implementation, the Company stipulates that every employee must avoid situations that could affect their objectivity, independence, and professionalism in performing their duties. Any potential conflict of interest must be disclosed honestly, in a timely manner, and documented so that the Company can determine appropriate mitigation measures.

Bentuk Benturan Kepentingan

Benturan kepentingan dapat terjadi ketika terdapat hubungan, kepemilikan, kedudukan, atau kepentingan pribadi yang berpotensi memengaruhi pengambilan keputusan. Bentuk benturan kepentingan dapat mencakup, antara lain:

1. adanya hubungan keluarga atau hubungan afiliasi antara insan perusahaan dan pihak yang memiliki hubungan bisnis dengan Perusahaan;
2. adanya kepemilikan saham, kepentingan ekonomi, atau manfaat finansial pada perusahaan lain yang berhubungan dengan kegiatan usaha Perusahaan;
3. adanya rangkap jabatan atau aktivitas di luar Perusahaan yang dapat memengaruhi independensi pelaksanaan tugas;
4. adanya penerimaan gratifikasi, hadiah, fasilitas, atau manfaat lain yang dapat memengaruhi objektivitas keputusan;
5. adanya keterlibatan dalam proses pengadaan barang/jasa ketika insan perusahaan memiliki hubungan langsung atau tidak langsung dengan peserta pengadaan atau penyedia barang/jasa;
6. adanya penggunaan jabatan, informasi, aset, atau kewenangan Perusahaan untuk kepentingan pribadi, keluarga, kelompok, atau pihak tertentu; dan
7. adanya kondisi lain yang dapat menimbulkan persepsi tidak independen, tidak objektif, atau tidak wajar dalam pengambilan keputusan.

Forms of Conflicts of Interest

Conflicts of interest may arise when there are relationships, ownership interests, positions, or personal interests that could potentially influence decision-making. Forms of conflicts of interest may include, among others:

1. the existence of family ties or affiliations between Company personnel and parties with business relationships with the Company;
2. the holding of shares, economic interests, or financial benefits in another company related to the Company's business activities;
3. holding concurrent positions or engaging in activities outside the Company that may affect the independence of performing duties;
4. the receipt of gratuities, gifts, facilities, or other benefits that may affect the objectivity of decisions;
5. involvement in the procurement process for goods/services when Company personnel have a direct or indirect relationship with procurement participants or goods/service providers;
6. the use of one's position, information, assets, or authority within the Company for personal, family, group, or specific party interests; and\
7. other conditions that may create a perception of lack of independence, objectivity, or fairness in decision-making.

Melalui pengaturan tersebut, Perusahaan menempatkan benturan kepentingan bukan hanya sebagai isu kepatuhan administratif, melainkan sebagai risiko tata kelola yang dapat memengaruhi kualitas keputusan, reputasi, kepercayaan pemangku kepentingan, dan keberlanjutan usaha.

Through these regulations, the Company treats conflicts of interest not merely as an administrative compliance issue, but as a governance risk that can affect the quality of decisions, reputation, stakeholder trust, and business sustainability.

MEKANISME PENGENDALIAN BENTURAN KEPENTINGAN
CONFLICT OF INTEREST CONTROL MECHANISM

Pengungkapan dan Deklarasi Kepentingan

Perusahaan menerapkan mekanisme pengungkapan benturan kepentingan melalui pernyataan, pelaporan, dan dokumentasi yang dapat ditelusuri. Dewan Komisaris, Direksi, dan insan perusahaan yang memiliki potensi

Disclosure and Declaration of Interests

The Company implements a mechanism for disclosing conflicts of interest through statements, reports, and traceable documentation. The Board of Commissioners, the Board of Directors, and Company personnel

benturan kepentingan wajib mengungkapkan kondisi tersebut kepada pihak yang berwenang sesuai dengan ketentuan internal Perusahaan.

who have a potential conflict of interest are required to disclose such circumstances to the appropriate authorities in accordance with the Company's internal regulations.

Perusahaan juga mengatur kewajiban pernyataan dan dokumentasi terkait benturan kepentingan sebagai bagian dari sistem pengendalian internal. Dewan Komisaris dan Direksi wajib menyampaikan pernyataan terkait potensi benturan kepentingan, termasuk informasi mengenai kepemilikan saham, hubungan afiliasi, dan kondisi lain yang relevan dengan pelaksanaan tugas dan tanggung jawabnya.

The Company also establishes disclosure and documentation requirements regarding conflicts of interest as part of its internal control system. The Board of Commissioners and the Board of Directors are required to submit statements regarding potential conflicts of interest, including information on shareholdings, affiliations, and other conditions relevant to the performance of their duties and responsibilities.

Dokumentasi benturan kepentingan dikelola sebagai bukti penerapan tata kelola yang baik. Informasi tersebut digunakan untuk mendukung proses pengawasan, evaluasi kepatuhan, dan pengambilan keputusan yang bebas dari pengaruh kepentingan pribadi atau pihak tertentu. Perusahaan juga melakukan pemutakhiran informasi apabila terdapat perubahan kondisi yang dapat memengaruhi independensi insan perusahaan.

Conflict of interest documentation is managed as evidence of the implementation of good corporate governance. This information is used to support oversight processes, compliance evaluations, and decision-making free from the influence of personal interests or those of specific parties. The Company also updates this information if there are changes in circumstances that could affect the independence of its employees.

Penanganan dan Mitigasi

Setiap pengungkapan benturan kepentingan ditindaklanjuti melalui proses pemeriksaan, penilaian risiko, dan penetapan langkah mitigasi. Langkah mitigasi dapat dilakukan melalui pembatasan keterlibatan dalam proses pengambilan keputusan, pengalihan tugas, penarikan diri dari pembahasan atau persetujuan tertentu, pengawasan tambahan, atau tindakan lain yang diperlukan untuk menjaga independensi keputusan Perusahaan.

Dalam pengambilan keputusan strategis, pengendalian benturan kepentingan dilakukan dengan memastikan bahwa pihak yang memiliki kepentingan langsung atau tidak langsung tidak memengaruhi proses pembahasan, evaluasi, maupun persetujuan. Prinsip ini diterapkan untuk menjaga agar keputusan Perusahaan tetap didasarkan pada kepentingan terbaik Perusahaan, kewajaran komersial, ketentuan hukum, dan prinsip tata kelola yang baik.

Handling and Mitigation

Every disclosure of a conflict of interest is followed up through a process of review, risk assessment, and the establishment of mitigation measures. Mitigation measures may include restricting involvement in the decision-making process, reassigning duties, recusing oneself from specific discussions or approvals, additional oversight, or other actions necessary to maintain the independence of the Company's decisions.

In strategic decision-making, conflict of interest controls are implemented by ensuring that parties with direct or indirect interests do not influence the discussion, evaluation, or approval processes. This principle is applied to ensure that the Company's decisions remain based on the Company's best interests, commercial reasonableness, legal requirements, and good governance principles.

Pengendalian dalam Pengadaan Barang/Jasa

Pengadaan barang/jasa merupakan salah satu area yang memiliki risiko benturan kepentingan tinggi. Oleh karena itu, Perusahaan mengintegrasikan pengendalian benturan kepentingan ke dalam proses pengadaan, mulai dari perencanaan kebutuhan, penyusunan dokumen pengadaan, evaluasi peserta, negosiasi, penetapan pemenang, pelaksanaan kontrak, hingga evaluasi penyedia.

Controls in the Procurement of Goods and Services

The procurement of goods and services is an area with a high risk of conflicts of interest. Therefore, the Company integrates conflict-of-interest controls into the procurement process, from needs planning, preparation of procurement documents, evaluation of participants, negotiations, selection of the winning bidder, contract execution, to supplier evaluation.

Insan PLN IP Services yang terlibat dalam proses pengadaan wajib menjaga independensi, tidak memiliki hubungan afiliasi yang dapat menimbulkan konflik kepentingan, tidak menerima gratifikasi, dan tidak menggunakan kewenangannya untuk memberikan keuntungan tidak wajar kepada peserta atau penyedia tertentu. Perusahaan juga mensyaratkan pemenuhan pakta integritas dan ketentuan etika pengadaan untuk memastikan bahwa proses pengadaan berjalan transparan, akuntabel, wajar, dan dapat dipertanggungjawabkan.

PLN IP Services personnel involved in the procurement process are required to maintain independence, have no affiliations that could give rise to conflicts of interest, not accept gratuities, and not use their authority to provide undue advantage to specific bidders or suppliers. The Company also requires compliance with integrity pacts and procurement ethics provisions to ensure that the procurement process is transparent, accountable, fair, and justifiable.

Pengendalian ini diperkuat melalui pengelolaan penyedia barang/jasa, penilaian kinerja penyedia, serta penerapan sanksi terhadap pihak yang melanggar ketentuan. Dengan demikian, pengendalian benturan kepentingan dalam pengadaan tidak hanya dilakukan terhadap insan perusahaan, tetapi juga terhadap hubungan bisnis dengan penyedia barang/jasa.

These controls are reinforced through the management of goods and services providers, provider performance evaluations, and the imposition of sanctions on parties that violate the provisions. Thus, conflict of interest controls in procurement are not only applied to company personnel but also to business relationships with goods and services providers.

TINJAUAN ATAS EFEKTIVITAS PENGENDALIAN BENTURAN KEPENTINGAN
A REVIEW OF THE EFFECTIVENESS OF CONFLICT OF INTEREST CONTROLS

Parameter Tinjauan Efektivitas

Perusahaan melakukan tinjauan atas efektivitas pengendalian benturan kepentingan untuk memastikan bahwa kebijakan yang telah ditetapkan tidak berhenti pada tingkat administratif, tetapi benar-benar menjadi bagian dari proses pengambilan keputusan dan pengawasan. Tinjauan tersebut dilakukan melalui pemantauan terhadap kewajiban pengungkapan, kelengkapan dokumentasi, pemutakhiran informasi kepentingan, serta tindak lanjut atas potensi atau kejadian benturan kepentingan yang dilaporkan.

Effectiveness Review Parameters

The Company reviews the effectiveness of conflict of interest controls to ensure that established policies do not remain merely at the administrative level, but are truly integrated into the decision-making and oversight processes. This review is conducted through monitoring of disclosure obligations, the completeness of documentation, updates to information regarding interests, as well as follow-up on reported potential or actual conflicts of interest.

Efektivitas pengendalian dinilai melalui beberapa aspek utama, antara lain tingkat kepatuhan Dewan Komisaris, Direksi, dan insan perusahaan dalam menyampaikan pernyataan benturan kepentingan; ketepatan waktu pengungkapan apabila terdapat perubahan hubungan afiliasi atau kepemilikan; kecukupan dokumentasi pendukung; serta konsistensi penerapan langkah mitigasi dalam proses pengambilan keputusan.

The effectiveness of controls is assessed through several key aspects, including the level of compliance by the Board of Commissioners, the Board of Directors, and company personnel in submitting conflict of interest statements; the timeliness of disclosures in the event of changes in affiliate relationships or ownership; the adequacy of supporting documentation; and the consistency of the application of mitigation measures in the decision-making process.

Dalam konteks pengadaan barang/jasa, tinjauan juga mencakup pemenuhan pakta integritas, independensi pihak yang terlibat dalam proses pengadaan, serta tidak adanya hubungan afiliasi yang dapat memengaruhi kewajaran proses seleksi penyedia.

In the context of goods and services procurement, the review also covers compliance with integrity pacts, the independence of parties involved in the procurement process, and the absence of affiliate relationships that could affect the fairness of the supplier selection process.

Tindak Lanjut Hasil Tinjauan

Hasil tinjauan digunakan sebagai dasar bagi Perusahaan untuk memperkuat sistem pengendalian internal, meningkatkan sosialisasi kebijakan, memperbaiki prosedur pengungkapan, dan memastikan bahwa setiap potensi benturan kepentingan dapat diidentifikasi lebih awal. Apabila ditemukan kelemahan dalam penerapan pengendalian, Perusahaan dapat menetapkan tindakan perbaikan, antara lain melalui pembaruan data kepentingan, peningkatan pengawasan oleh unit terkait, pembatasan keterlibatan pihak tertentu dalam proses keputusan, atau penguatan mekanisme pelaporan pelanggaran.

Dengan adanya tinjauan berkala tersebut, Perusahaan berupaya memastikan bahwa pengendalian benturan kepentingan berjalan secara efektif, terdokumentasi, dan dapat dipertanggungjawabkan. Pendekatan ini juga memperkuat keterhubungan antara kebijakan benturan kepentingan, etika perusahaan, pengadaan barang/jasa, pengendalian gratifikasi, kebijakan anti-*fraud*, dan mekanisme *whistleblowing system*.

Follow-Up on Review Findings

The review findings serve as the basis for the Company to strengthen its internal control system, improve policy communication, refine disclosure procedures, and ensure that any potential conflicts of interest can be identified early on. If weaknesses are found in the implementation of controls, the Company may establish corrective actions, including updating interest data, increasing oversight by relevant units, restricting the involvement of certain parties in the decision-making process, or strengthening the mechanism for reporting violations.

Through these periodic reviews, the Company strives to ensure that conflict of interest controls operate effectively, are properly documented, and are accountable. This approach also reinforces the interconnection between conflict of interest policies, corporate ethics, procurement of goods and services, gift control, anti-fraud policies, and the whistleblowing system.

PELANGGARAN DAN SANKSI
VIOLATIONS AND SANCTIONS

Bentuk Pelanggaran

Pelanggaran terhadap kebijakan benturan kepentingan dapat terjadi apabila insan perusahaan tidak mengungkapkan potensi benturan kepentingan, menyalahgunakan kewenangan, memengaruhi proses keputusan secara tidak wajar, menggunakan informasi atau aset Perusahaan untuk kepentingan pribadi, atau mengambil keuntungan pribadi dari hubungan bisnis Perusahaan.

Pelanggaran juga dapat terjadi apabila pihak yang memiliki hubungan afiliasi tetap terlibat dalam proses evaluasi, negosiasi, persetujuan, atau penetapan keputusan yang seharusnya dilakukan secara independen. Dalam konteks pengadaan barang/jasa, pelanggaran dapat mencakup keterlibatan tidak wajar dalam proses pemilihan penyedia, pemberian perlakuan khusus, penerimaan gratifikasi, atau tindakan lain yang merugikan prinsip transparansi, akuntabilitas, dan kewajaran.

Forms of Violations

Violations of the conflict of interest policy may occur if company personnel fail to disclose potential conflicts of interest, abuse their authority, unduly influence decision-making processes, use Company information or assets for personal gain, or derive personal benefit from the Company's business relationships.

Violations may also occur if a party with an affiliate relationship remains involved in evaluation, negotiation, approval, or decision-making processes that should be conducted independently. In the context of goods/services procurement, violations may include undue involvement in the supplier selection process, granting preferential treatment, accepting gratuities, or other actions that undermine the principles of transparency, accountability, and fairness.

Sanksi dan Tindakan Korektif

Setiap pelanggaran terhadap kebijakan benturan kepentingan dapat dikenakan sanksi sesuai dengan ketentuan internal Perusahaan dan peraturan perundang-undangan yang berlaku. Sanksi dapat diberikan kepada insan perusahaan yang tidak mengungkapkan potensi

Sanctions and Corrective Actions

Any violation of the conflict of interest policy may be subject to sanctions in accordance with the Company's internal regulations and applicable laws and regulations. Sanctions may be imposed on Company personnel who fail to disclose potential conflicts of interest, abuse their

benturan kepentingan, menyalahgunakan kewenangan, memengaruhi proses keputusan secara tidak wajar, atau mengambil keuntungan pribadi dari hubungan bisnis Perusahaan.

authority, unduly influence decision-making processes, or derive personal benefit from the Company's business relationships.

Penerapan sanksi dilakukan untuk menjaga konsistensi penegakan etika, memperkuat budaya integritas, dan memberikan efek jera terhadap pelanggaran tata kelola. Selain sanksi, Perusahaan juga dapat melakukan tindakan korektif melalui perbaikan prosedur, peningkatan pengawasan, penguatan sosialisasi, dan evaluasi terhadap efektivitas pengendalian internal.

Sanctions are imposed to ensure consistent enforcement of ethical standards, strengthen a culture of integrity, and serve as a deterrent against governance violations. In addition to sanctions, the Company may also implement corrective actions through procedural improvements, enhanced oversight, strengthened awareness campaigns, and evaluations of the effectiveness of internal controls.

AGENDA PENGUATAN TATA KELOLA
GOVERNANCE STRENGTHENING AGENDA

Perusahaan akan terus memperkuat pengendalian benturan kepentingan melalui pemutakhiran deklarasi kepentingan, peningkatan sosialisasi kebijakan, integrasi pengendalian dalam proses pengadaan, penguatan dokumentasi, serta evaluasi berkala atas efektivitas mekanisme pelaporan dan penanganan. Upaya tersebut diharapkan dapat meningkatkan kualitas pengambilan keputusan, menjaga kepercayaan pemangku kepentingan, dan memperkuat budaya integritas di seluruh lingkungan PT PLN Indonesia Power Services.

The company will continue to strengthen its conflict-of-interest controls by updating conflict-of-interest declarations, increasing awareness of policies, integrating controls into the procurement process, improving documentation, and conducting periodic evaluations of the effectiveness of reporting and handling mechanisms. These efforts are expected to improve the quality of decision-making, maintain stakeholder trust, and strengthen a culture of integrity throughout PT PLN Indonesia Power Services.

AKSES TERHADAP DOKUMEN BENTURAN KEPENTINGAN
ACCESS TO CONFLICT OF INTEREST DOCUMENTS

Sebagai bentuk transparansi kepada pemangku kepentingan, PLN IP Services menyediakan akses terhadap dokumen resmi Benturan Kepentingan melalui laman Governansi Korporat pada situs resmi Perusahaan. Pemangku kepentingan dapat mengakses informasi tersebut melalui: https://www.plnipservices.co.id/governance/good-corporate-governance

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Penyediaan akses tersebut menunjukkan komitmen Perusahaan dalam memperkuat keterbukaan informasi, mendukung pemahaman pemangku kepentingan atas standar etika yang berlaku, serta memastikan bahwa Benturan Kepentingan dapat ditelusuri melalui dokumen resmi Perusahaan.

Penyediaan akses tersebut menunjukkan komitmen Perusahaan dalam memperkuat keterbukaan informasi, mendukung pemahaman pemangku kepentingan atas standar etika yang berlaku, serta memastikan bahwa Benturan Kepentingan dapat ditelusuri melalui dokumen resmi Perusahaan.

Pengadaan Barang/Jasa
Procurement of Goods and Services

PT PLN Indonesia Power Services menetapkan pengadaan barang/jasa sebagai proses bisnis strategis yang harus dilaksanakan secara efektif, efisien, transparan, akuntabel, wajar, dan dapat dipertanggungjawabkan. Pengadaan barang/jasa berperan penting dalam mendukung keberlangsungan operasional Perusahaan, menjaga keandalan layanan, memastikan ketersediaan barang dan jasa yang berkualitas, serta memperkuat pengendalian biaya dan risiko tata kelola.

Dalam pelaksanaannya, Perusahaan memandang pengadaan barang/jasa bukan hanya sebagai aktivitas administratif atau transaksi komersial, tetapi juga sebagai area pengendalian integritas yang memiliki risiko benturan kepentingan, gratifikasi, *fraud*, persaingan usaha tidak sehat, dan penyalahgunaan kewenangan. Oleh karena itu, Perusahaan menerapkan kebijakan, prosedur, dan mekanisme pengawasan untuk memastikan bahwa setiap proses pengadaan dilaksanakan sesuai prinsip *Good Corporate Governance* dan standar etika perusahaan.

PT PLN Indonesia Power Services defines the procurement of goods and services as a strategic business process that must be carried out effectively, efficiently, transparently, accountably, fairly, and responsibly. The procurement of goods and services plays a vital role in supporting the Company's operational continuity, maintaining service reliability, ensuring the availability of quality goods and services, and strengthening cost control and governance risk management.

In its implementation, the Company views the procurement of goods and services not merely as an administrative activity or commercial transaction, but also as an area of integrity control that carries risks of conflicts of interest, gratification, fraud, unfair business competition, and abuse of authority. Therefore, the Company implements policies, procedures, and oversight mechanisms to ensure that every procurement process is carried out in accordance with the principles of Good Corporate Governance and the Company's ethical standards.

KOMITMEN DAN DASAR KEBIJAKAN
COMMITMENT AND POLICY PRINCIPLES

Dasar Kebijakan

Pelaksanaan pengadaan barang/jasa di lingkungan PT PLN Indonesia Power Services mengacu pada Peraturan Direksi Nomor 0068.P/DIR/2025 tentang Pedoman Pengadaan Barang/Jasa di Lingkungan PT PLN Indonesia Power Services. Pedoman tersebut disusun sebagai acuan dalam pelaksanaan pengadaan agar barang/jasa yang diperoleh memiliki kualitas yang sesuai dengan kebutuhan Perusahaan, harga yang menguntungkan dan wajar, serta proses yang dapat dipertanggungjawabkan.

Pengelolaan penyedia barang/jasa juga didukung oleh Peraturan Direksi Nomor 0069.P/DIR/2025 tentang Pedoman Pengelolaan Penyedia Barang/Jasa PT PLN Indonesia Power Services. Pedoman ini menjadi dasar dalam membina hubungan kemitraan dengan penyedia, melakukan penilaian dan pembinaan, serta menetapkan penghargaan atau sanksi terhadap penyedia barang/jasa berdasarkan kinerja dan kepatuhannya.

Policy Basis

The procurement of goods and services within PT PLN Indonesia Power Services is governed by Board Regulation No. 0068.P/DIR/2025 regarding Guidelines for the Procurement of Goods and Services within PT PLN Indonesia Power Services. These guidelines were developed to serve as a reference for the procurement process, ensuring that the goods and services obtained meet the Company's quality requirements, are priced favorably and reasonably, and are procured through a transparent and accountable process.

The management of goods and services providers is also supported by Board Regulation No. 0069.P/DIR/2025 regarding Guidelines for the Management of Goods and Services Providers at PT PLN Indonesia Power Services. These guidelines serve as the foundation for fostering partnership relationships with providers, conducting evaluations and capacity building, and determining rewards or sanctions for goods and services providers based on their performance and compliance.

Selain kedua pedoman tersebut, pengadaan barang/jasa juga terkait dengan Pedoman Tata Kelola Perusahaan yang Baik, Pedoman Etika Perusahaan, kebijakan benturan kepentingan, pedoman pengendalian gratifikasi, dan kebijakan anti-fraud. Keterkaitan tersebut menunjukkan bahwa pengadaan barang/jasa merupakan bagian dari sistem tata kelola dan integritas Perusahaan yang saling terhubung.

In addition to these two guidelines, goods and services procurement is also linked to the Guidelines for Good Corporate Governance, the Corporate Ethics Guidelines, conflict of interest policies, guidelines for controlling gratuities, and anti-fraud policies. These interconnections demonstrate that goods and services procurement is an integral part of the Company's interconnected governance and integrity system.

Tujuan Pengadaan Barang/Jasa

Pengadaan barang/jasa dilakukan untuk memenuhi kebutuhan operasional dan bisnis Perusahaan secara tepat kualitas, tepat waktu, tepat biaya, dan tepat tata kelola. Melalui proses pengadaan yang terstruktur, Perusahaan berupaya memperoleh barang/jasa yang mendukung pencapaian sasaran bisnis, meningkatkan efisiensi penggunaan anggaran, menjaga kesinambungan layanan, serta memperkuat akuntabilitas dalam hubungan dengan pihak eksternal.

Tujuan pengadaan juga mencakup upaya untuk menciptakan hubungan bisnis yang sehat dengan penyedia barang/jasa. Hubungan tersebut dibangun berdasarkan prinsip kesetaraan, profesionalisme, kepatuhan terhadap ketentuan, dan tanggung jawab bersama untuk menjaga kualitas, biaya, waktu pelaksanaan, keselamatan, keamanan, serta integritas proses bisnis.

Goals of Goods/Services Procurement

The procurement of goods and services is conducted to meet the Company's operational and business needs with appropriate quality, on time, within budget, and in accordance with sound governance practices. Through a structured procurement process, the Company seeks to obtain goods and services that support the achievement of business objectives, improve budget efficiency, ensure service continuity, and strengthen accountability in its relationships with external parties.

Procurement objectives also include efforts to foster healthy business relationships with goods and services providers. These relationships are built on the principles of equality, professionalism, compliance with regulations, and shared responsibility for maintaining quality, cost, timeliness, safety, security, and the integrity of business processes.

Prinsip Pengadaan

Perusahaan menerapkan prinsip pengadaan yang mencakup efisiensi, efektivitas, keterbukaan, persaingan sehat, transparansi, keadilan, kewajaran, akuntabilitas, dan kepatuhan terhadap ketentuan yang berlaku. Prinsip tersebut menjadi dasar dalam seluruh tahapan pengadaan, mulai dari perencanaan kebutuhan, penentuan metode pengadaan, pemilihan penyedia, evaluasi penawaran, negosiasi, penetapan pemenang, pelaksanaan kontrak, hingga evaluasi kinerja penyedia.

Penerapan prinsip pengadaan tersebut juga diarahkan untuk mencegah praktik yang dapat merugikan Perusahaan, termasuk *mark-up* harga, kolusi, nepotisme, pemberian perlakuan khusus, penyalahgunaan wewenang, penerimaan gratifikasi, serta keterlibatan pihak yang memiliki benturan kepentingan.

Procurement Principles

The Company adheres to procurement principles that include efficiency, effectiveness, openness, fair competition, transparency, fairness, reasonableness, accountability, and compliance with applicable regulations. These principles form the foundation for all stages of procurement, from needs planning, determining procurement methods, selecting suppliers, evaluating bids, negotiating, awarding contracts, to evaluating supplier performance.

The application of these procurement principles is also aimed at preventing practices that could harm the Company, including price mark-ups, collusion, nepotism, preferential treatment, abuse of authority, acceptance of gratuities, and the involvement of parties with conflicts of interest.

RUANG LINGKUP DAN PARA PIHAK DALAM PENGADAAN
SCOPE AND PARTIES INVOLVED IN PROCUREMENT

Ruang Lingkup Pengadaan

Pengadaan barang/jasa di lingkungan Perusahaan mencakup pengadaan barang, jasa pemborongan, jasa konsultansi, pekerjaan operasional, kebutuhan pendukung bisnis, dan bentuk pengadaan lain yang dibiayai oleh anggaran Perusahaan. Ruang lingkup tersebut berlaku baik di Kantor Pusat maupun unit-unit Perusahaan sesuai dengan kewenangan dan kebutuhan masing-masing.

Pengadaan dapat dilakukan untuk kebutuhan internal Perusahaan maupun kebutuhan yang berkaitan dengan bisnis komersial. Dalam kondisi tertentu, Perusahaan juga mengatur mekanisme pengadaan segera, pengadaan sangat segera, keadaan darurat, kondisi *critical*, dan keadaan kahar dengan tetap memperhatikan kelengkapan justifikasi, dokumentasi, persetujuan, dan pengendalian yang memadai.

Para Pihak dalam Proses Pengadaan

Proses pengadaan melibatkan beberapa pihak dengan fungsi dan tanggung jawab yang berbeda. Pihak-pihak tersebut antara lain Pengguna Barang/Jasa, Panitia Pengadaan, Pejabat Pengadaan, Direksi Pekerjaan, Direksi Lapangan, Panitia Pengawas Mutu Barang/Jasa, Peserta Pengadaan, dan Penyedia Barang/Jasa.

Pembagian peran tersebut bertujuan untuk memastikan adanya kejelasan kewenangan, pemisahan fungsi, pengawasan yang memadai, dan akuntabilitas dalam setiap tahapan pengadaan. Dengan adanya struktur pelaksana yang jelas, Perusahaan dapat memperkuat pengendalian internal dan mengurangi risiko keputusan yang tidak objektif atau tidak terdokumentasi.

Kewenangan dan Persetujuan

Pelaksanaan pengadaan dilakukan berdasarkan batas kewenangan, nilai pengadaan, jenis kebutuhan, dan metode pengadaan yang ditetapkan dalam pedoman internal. Sebelum proses pengadaan dilaksanakan, Perusahaan menetapkan proses pengadaan yang memuat antara lain uraian pekerjaan, metode pengadaan, alasan pemilihan metode, pagu anggaran, calon peserta pengadaan apabila relevan, serta dasar pertimbangan pelaksanaan pengadaan.

Scope of Procurement

The procurement of goods and services within the Company encompasses the procurement of goods, contracting services, consulting services, operational work, business support needs, and other forms of procurement funded by the Company's budget. This scope applies to both the Head Office and the Company's units in accordance with their respective authorities and needs.

Procurement may be conducted for the Company's internal needs or for needs related to commercial business. Under certain conditions, the Company also establishes mechanisms for urgent procurement, extremely urgent procurement, emergencies, critical conditions, and force majeure, while ensuring adequate justification, documentation, approval, and control.

Parties Involved in the Procurement Process

The procurement process involves several parties with different functions and responsibilities. These parties include the User of Goods/Services, the Procurement Committee, the Procurement Officer, the Project Director, the Site Director, the Goods/Services Quality Control Committee, Procurement Participants, and Goods/Services Providers.

This division of roles aims to ensure clarity of authority, separation of functions, adequate oversight, and accountability at every stage of procurement. With a clear organizational structure, the Company can strengthen internal controls and reduce the risk of decisions that are not objective or not properly documented.

Authority and Approval

Procurement is conducted based on authority limits, procurement value, type of need, and procurement methods established in internal guidelines. Before the procurement process begins, the Company establishes a procurement plan that includes, among other things, a scope of work, procurement method, rationale for method selection, budget ceiling, potential procurement participants (if relevant), and the basis for the procurement decision.

Kejelasan kewenangan dan persetujuan menjadi bagian penting dari sistem pengendalian pengadaan. Hal ini memastikan bahwa setiap proses pengadaan memiliki dasar yang sah, terdokumentasi, dan dapat ditelusuri apabila dilakukan pemeriksaan, audit, atau evaluasi tata kelola.

Clarity regarding authority and approval is a critical component of the procurement control system. This ensures that every procurement process has a valid, documented, and traceable basis in the event of an inspection, audit, or governance evaluation.

MEKANISME DAN TAHAPAN PENGADAAN BARANG/JASA
MECHANISMS AND STAGES OF GOODS AND SERVICES PROCUREMENT

Perencanaan dan Persiapan Pengadaan

Tahap perencanaan dan persiapan pengadaan dilakukan untuk memastikan bahwa kebutuhan barang/jasa telah diidentifikasi secara tepat dan memiliki dasar anggaran yang memadai. Pada tahap ini, Perusahaan menyiapkan dokumen pengadaan, dokumen kualifikasi, rencana kerja dan syarat-syarat, spesifikasi teknis, jadwal pelaksanaan, serta dokumen pendukung lain yang diperlukan.

Spesifikasi teknis disusun untuk menjelaskan kebutuhan Perusahaan secara objektif dan tidak diarahkan pada merek tertentu, kecuali terdapat alasan teknis yang dapat dipertanggungjawabkan sesuai ketentuan. Prinsip ini penting untuk menjaga persaingan yang sehat, mencegah perlakuan khusus, dan memastikan bahwa peserta pengadaan memiliki kesempatan yang wajar untuk mengikuti proses seleksi.

Pemilihan dan Evaluasi Penyedia

Pemilihan penyedia dilakukan berdasarkan metode pengadaan yang sesuai dengan karakteristik kebutuhan, nilai pengadaan, tingkat urgensi, ketersediaan pasar, serta ketentuan internal Perusahaan. Evaluasi peserta pengadaan mencakup aspek administrasi, teknis, komersial, kewajaran harga, kemampuan pelaksanaan pekerjaan, dan kepatuhan terhadap persyaratan yang ditetapkan.

Penyedia barang/jasa yang mengikuti proses pengadaan harus memenuhi kualifikasi yang ditentukan Perusahaan, termasuk legalitas usaha, kepatuhan perpajakan, kemampuan teknis, kemampuan manajerial, rekam jejak pelaksanaan pekerjaan, serta tidak termasuk dalam daftar hitam. Peserta pengadaan juga wajib memenuhi ketentuan integritas, termasuk tidak memiliki benturan kepentingan dan bersedia mematuhi pakta integritas.

Procurement Planning and Preparation

The procurement planning and preparation phase is conducted to ensure that the requirements for goods and services have been accurately identified and are supported by an adequate budget. During this phase, the Company prepares procurement documents, qualification documents, work plans and terms and conditions, technical specifications, implementation schedules, and other necessary supporting documents.

Technical specifications are drafted to objectively describe the Company's needs and are not directed toward specific brands, unless there are justifiable technical reasons in accordance with applicable regulations. This principle is essential to maintain fair competition, prevent preferential treatment, and ensure that procurement participants have a reasonable opportunity to participate in the selection process.

Selection and Evaluation of Suppliers

The selection of suppliers is conducted based on procurement methods appropriate to the nature of the requirements, the value of the procurement, the level of urgency, market availability, and the Company's internal regulations. The evaluation of procurement participants covers administrative, technical, and commercial aspects, as well as price reasonableness, the ability to perform the work, and compliance with established requirements.

Suppliers of goods/services participating in the procurement process must meet the qualifications determined by the Company, including business legality, tax compliance, technical capability, managerial capability, track record of work performance, and not being on the blacklist. Procurement participants are also required to meet integrity requirements, including having no conflicts of interest and being willing to comply with the integrity pact.

Negosiasi, Penetapan Pemenang, dan Kontrak

Setelah proses evaluasi dilakukan, Perusahaan dapat melakukan negosiasi sesuai dengan ketentuan yang berlaku untuk memperoleh hasil pengadaan yang optimal dan dapat dipertanggungjawabkan. Penetapan pemenang dilakukan berdasarkan hasil evaluasi dan dokumentasi proses pengadaan.

Pelaksanaan pekerjaan dituangkan dalam dokumen kontrak, surat pesanan barang, surat perintah kerja, purchase order, atau bentuk perikatan lain sesuai dengan karakteristik pengadaan. Kontrak memuat hak dan kewajiban para pihak, ruang lingkup pekerjaan, jangka waktu, nilai pekerjaan, mekanisme pembayaran, jaminan, sanksi, pengendalian mutu, dan ketentuan lain yang diperlukan untuk memastikan pelaksanaan pekerjaan berjalan sesuai kesepakatan.

Negotiations, Selection of the Successful Bidder, and Contracts

After the evaluation process is completed, the Company may conduct negotiations in accordance with applicable regulations to achieve optimal and accountable procurement results. The selection of the successful bidder is based on the evaluation results and documentation of the procurement process.

The execution of the work is set forth in a contract, a purchase order, a work order, or another form of agreement appropriate to the nature of the procurement. The contract includes the rights and obligations of the parties, the scope of work, the timeframe, the value of the work, payment mechanisms, guarantees, penalties, quality control, and other provisions necessary to ensure the work is carried out as agreed.

Jaminan, Pengawasan Mutu, dan Penyelesaian Pekerjaan

Untuk menjaga kepatuhan dan kualitas pelaksanaan pekerjaan, Perusahaan dapat mensyaratkan jaminan pengadaan, seperti jaminan penawaran, jaminan pelaksanaan, jaminan uang muka, atau jaminan lain sesuai kebutuhan. Pada prinsipnya, pemberian uang muka dilakukan secara terbatas dan harus disertai jaminan uang muka serta persetujuan sesuai ketentuan.

Pengawasan mutu dilakukan oleh pihak yang ditunjuk untuk memastikan bahwa barang/jasa yang diserahkan telah sesuai dengan kontrak, spesifikasi teknis, standar kualitas, waktu pelaksanaan, dan persyaratan lainnya. Mekanisme ini menjadi bagian penting dari pengendalian risiko operasional, risiko kualitas, dan risiko kerugian finansial dalam proses pengadaan.

Guarantees, Quality Control, and Project Completion

To ensure compliance and the quality of project execution, the Company may require procurement guarantees, such as bid bonds, performance bonds, advance payment guarantees, or other guarantees as needed. In principle, advance payments are made on a limited basis and must be accompanied by an advance payment guarantee and approval in accordance with the relevant provisions.

Quality control is performed by a designated party to ensure that the goods/services delivered comply with the contract, technical specifications, quality standards, execution timelines, and other requirements. This mechanism is a critical component of managing operational risks, quality risks, and financial loss risks in the procurement process.

ETIKA PENGADAAN DAN PENGENDALIAN INTEGRITAS
PROCUREMENT ETHICS AND INTEGRITY CONTROLS

Pencegahan Benturan Kepentingan

Perusahaan menetapkan bahwa insan perusahaan yang terlibat dalam proses pengadaan wajib menjaga independensi dan tidak memiliki benturan kepentingan dengan peserta atau penyedia barang/jasa. Setiap hubungan keluarga, hubungan afiliasi, kepemilikan, kepentingan ekonomi, atau kondisi lain yang dapat memengaruhi objektivitas proses pengadaan wajib diungkapkan dan ditangani sesuai ketentuan.

Pengendalian benturan kepentingan dalam pengadaan dilakukan untuk memastikan bahwa proses pemilihan

Prevention of Conflicts of Interest

The Company stipulates that employees involved in the procurement process must maintain their independence and have no conflicts of interest with participants or suppliers of goods/services. Any family relationships, affiliations, ownership interests, economic interests, or other circumstances that may affect the objectivity of the procurement process must be disclosed and addressed in accordance with the regulations.

Conflict of interest controls in procurement are implemented to ensure that the supplier selection

penyedia tidak dipengaruhi oleh kepentingan pribadi, hubungan kedekatan, atau tekanan pihak tertentu. Dengan demikian, keputusan pengadaan tetap didasarkan pada kebutuhan Perusahaan, kewajaran harga, kualitas barang/jasa, kemampuan penyedia, dan kepatuhan terhadap prosedur.

process is not influenced by personal interests, close relationships, or pressure from specific parties. Thus, procurement decisions remain based on the Company's needs, reasonable pricing, quality of goods/services, supplier capability, and compliance with procedures.

Pencegahan Gratifikasi, *Fraud*, dan Praktik Tidak Wajar

Perusahaan melarang penerimaan atau pemberian gratifikasi yang dapat memengaruhi objektivitas, independensi, atau kewajaran proses pengadaan. Larangan tersebut mencakup pemberian hadiah, fasilitas, komisi, potongan tidak wajar, jamuan, perjalanan, atau manfaat lain dari atau kepada pihak yang berkaitan dengan proses pengadaan apabila pemberian tersebut dapat dianggap sebagai suap atau bertentangan dengan ketentuan Perusahaan.

Perusahaan juga mencegah praktik *fraud* dalam proses pengadaan, termasuk *mark-up* harga, manipulasi dokumen, kolusi, pengaturan pemenang, pemalsuan data, penyalahgunaan kewenangan, dan tindakan lain yang dapat merugikan Perusahaan. Pencegahan tersebut diperkuat melalui kebijakan anti-*fraud*, audit berbasis risiko, pemeriksaan tidak terjadwal, sistem pelaporan pelanggaran, serta pengawasan terhadap area proses bisnis yang memiliki risiko tinggi.

Prevention of Gratuities, Fraud, and Unfair Practices

The Company prohibits the acceptance or offering of gratuities that may affect the objectivity, independence, or fairness of the procurement process. This prohibition includes the offering of gifts, facilities, commissions, unreasonable discounts, entertainment, travel, or other benefits from or to parties involved in the procurement process if such offerings may be considered bribes or are contrary to Company regulations.

The Company also prevents fraudulent practices in the procurement process, including price mark-ups, document manipulation, collusion, rigging of outcomes, data falsification, abuse of authority, and other actions that may harm the Company. These prevention measures are reinforced through anti-fraud policies, risk-based audits, unscheduled inspections, a whistleblowing system, and oversight of high-risk business process areas.

Pakta Integritas dan Kepatuhan Penyedia

Peserta dan penyedia barang/jasa wajib mematuhi ketentuan etika pengadaan dan pakta integritas yang ditetapkan Perusahaan. Pakta integritas menjadi bentuk komitmen untuk menjalankan proses pengadaan secara jujur, transparan, bebas dari benturan kepentingan, bebas dari gratifikasi, dan bebas dari praktik tidak wajar.

Kepatuhan penyedia terhadap standar integritas menjadi salah satu dasar bagi Perusahaan dalam menilai kelayakan hubungan bisnis. Penyedia yang tidak memenuhi ketentuan, melanggar komitmen integritas, atau menunjukkan kinerja dan reputasi yang buruk dapat dikenakan sanksi sesuai ketentuan internal Perusahaan.

Integrity Pact and Supplier Compliance

Participants and suppliers of goods and services are required to comply with the procurement ethics guidelines and integrity pact established by the Company. The integrity pact serves as a commitment to conduct the procurement process honestly, transparently, free from conflicts of interest, free from gratuities, and free from improper practices.

A supplier's compliance with integrity standards is one of the Company's key criteria for evaluating the suitability of a business relationship. Suppliers who fail to meet these requirements, violate their integrity commitments, or demonstrate poor performance and reputation may be subject to sanctions in accordance with the Company's internal regulations.

PENGELOLAAN PENYEDIA BARANG/JASA
MANAGEMENT OF GOODS AND SERVICES PROVIDERS

Hubungan Kemitraan dengan Penyedia

Perusahaan membangun hubungan kemitraan dengan penyedia barang/jasa berdasarkan asas kesetaraan, profesionalisme, saling menghormati, dan saling

Partnerships with Suppliers

The Company builds partnerships with suppliers of goods and services based on the principles of equality, professionalism, mutual respect, and mutual benefit.

menguntungkan. Hubungan tersebut diperlukan karena penyedia barang/jasa memiliki peran penting dalam mendukung keberhasilan usaha Perusahaan, termasuk dalam menjaga kualitas, kecepatan pengiriman, kewajaran harga, keselamatan kerja, dan kesinambungan layanan.

These partnerships are essential because suppliers play a vital role in supporting the Company's business success, including in maintaining quality, delivery speed, reasonable pricing, workplace safety, and service continuity.

Dalam menjalin hubungan dengan penyedia, Perusahaan mengutamakan praktik usaha yang sehat, efisien, wajar, dan patuh terhadap ketentuan yang berlaku. Komunikasi dengan penyedia dilakukan secara jujur dan efektif dengan tetap menjaga kerahasiaan data dan informasi Perusahaan.

In establishing relationships with suppliers, the Company prioritizes sound, efficient, and fair business practices that comply with applicable regulations. Communication with suppliers is conducted honestly and effectively while maintaining the confidentiality of the Company's data and information.

Daftar Penyedia Barang/Jasa Kompeten Terseleksi

Perusahaan mengelola Daftar Penyedia Barang/Jasa Kompeten Terseleksi sebagai basis data penyedia yang memiliki kualifikasi dan kompetensi sesuai kebutuhan Perusahaan. Pengelolaan daftar penyedia bertujuan untuk mempercepat proses pengadaan, meningkatkan efisiensi, dan memastikan bahwa penyedia yang diundang telah memiliki rekam jejak, kualifikasi, dan bidang kompetensi yang relevan.

List of Selected Competent Goods/Services Providers

The Company maintains a List of Selected Competent Goods/Services Providers as a database of suppliers who possess the qualifications and competencies required by the Company. The management of this supplier list aims to expedite the procurement process, enhance efficiency, and ensure that invited suppliers have a relevant track record, qualifications, and areas of expertise.

Daftar penyedia dievaluasi secara berkelanjutan. Perusahaan dapat mengeluarkan penyedia dari daftar apabila kinerja, kepatuhan, atau reputasinya menurun, termasuk apabila penyedia tidak memenuhi ketentuan integritas, kualitas, waktu, keselamatan, atau kewajiban kontraktual.

The supplier list is evaluated on an ongoing basis. The Company may remove a supplier from the list if their performance, compliance, or reputation declines, including if the supplier fails to meet requirements regarding integrity, quality, timeliness, safety, or contractual obligations.

Penilaian dan Pembinaan Penyedia

Perusahaan melakukan penilaian terhadap penyedia barang/jasa setelah pekerjaan dinyatakan selesai. Penilaian dilakukan terhadap penyedia yang baru pertama kali maupun yang telah beberapa kali berkontrak dengan Perusahaan. Penilaian dapat mencakup perilaku penyedia selama proses pengadaan, kepatuhan pada tahapan seleksi, kemampuan memenuhi ketentuan kontrak, kualitas pekerjaan, ketepatan waktu, komunikasi, aspek keselamatan, serta kepatuhan terhadap standar Perusahaan.

Evaluation and Guidance of Suppliers

The Company evaluates goods and service providers after the work is declared complete. Evaluations are conducted for both new providers and those who have previously contracted with the Company. Evaluations may cover the provider's conduct during the procurement process, compliance with selection stages, ability to meet contract terms, work quality, timeliness, communication, safety aspects, and compliance with Company standards.

Hasil penilaian digunakan untuk pembinaan penyedia, penentuan kelayakan kerja sama berikutnya, pemberian penghargaan, pemberian peringatan, atau penetapan sanksi. Dengan mekanisme ini, Perusahaan tidak hanya menilai penyedia pada saat seleksi, tetapi juga mengelola kinerja penyedia sepanjang siklus hubungan bisnis.

Evaluation results are used for supplier development, determining eligibility for future cooperation, awarding recognition, issuing warnings, or imposing sanctions. Through this mechanism, the Company not only evaluates suppliers during the selection process but also manages supplier performance throughout the business relationship cycle.

Penghargaan, Sanksi, dan Penghapusan Penyedia

Perusahaan dapat memberikan penghargaan kepada penyedia yang menunjukkan kinerja baik, kepatuhan tinggi, dan kontribusi positif terhadap kelancaran operasional Perusahaan. Sebaliknya, penyedia yang melanggar ketentuan, gagal memenuhi kontrak, menunjukkan kinerja buruk, atau melakukan tindakan yang merugikan Perusahaan dapat dikenakan sanksi.

Sanksi dapat berupa peringatan, denda keterlambatan, denda kinerja, pencairan jaminan, pembatasan keikutsertaan dalam pengadaan, penghapusan dari daftar penyedia, atau pencantuman dalam daftar hitam sesuai ketentuan. Penerapan sanksi dilakukan untuk menjaga disiplin kontraktual, melindungi kepentingan Perusahaan, dan memperkuat akuntabilitas hubungan bisnis dengan penyedia.

Rewards, Sanctions, and Removal of Suppliers

The Company may reward suppliers who demonstrate good performance, high compliance, and positive contributions to the Company's operational efficiency. Conversely, suppliers who violate terms and conditions, fail to fulfill contracts, demonstrate poor performance, or engage in actions that harm the Company may be subject to sanctions.

Sanctions may include warnings, late payment penalties, performance penalties, forfeiture of security deposits, restrictions on participation in procurement, removal from the provider list, or inclusion on a blacklist in accordance with applicable regulations. Sanctions are imposed to maintain contractual discipline, protect the Company's interests, and strengthen accountability in business relationships with providers.

TINJAUAN ATAS EFEKTIVITAS PENGADAAN BARANG/JASA
REVIEW OF THE EFFECTIVENESS OF GOODS/SERVICES PROCUREMENT

Parameter Tinjauan Efektivitas

Perusahaan melakukan tinjauan atas efektivitas pengadaan barang/jasa untuk memastikan bahwa proses pengadaan telah berjalan sesuai prinsip tata kelola, ketentuan internal, dan kebutuhan operasional. Tinjauan efektivitas dapat dilakukan melalui pemantauan kepatuhan terhadap prosedur, kecukupan dokumentasi pengadaan, kewajaran metode pengadaan, ketepatan waktu proses, kualitas hasil pekerjaan, kelengkapan kontrak, serta tindak lanjut terhadap keluhan, sanggahan, atau temuan audit.

Efektivitas pengadaan juga dapat dinilai dari tingkat persaingan dalam proses pemilihan penyedia, proporsi penggunaan metode pengadaan, jumlah pengadaan yang diselesaikan tepat waktu, tingkat kepatuhan penyedia terhadap kontrak, jumlah sanksi kepada penyedia, serta efektivitas pencegahan benturan kepentingan, gratifikasi, dan *fraud*.

Effectiveness Review Parameters

The company conducts reviews of the effectiveness of goods and services procurement to ensure that the procurement process has been carried out in accordance with governance principles, internal regulations, and operational needs. Effectiveness reviews can be conducted by monitoring compliance with procedures, the adequacy of procurement documentation, the appropriateness of procurement methods, the timeliness of the process, the quality of work results, the completeness of contracts, as well as follow-up on complaints, objections, or audit findings.

Procurement effectiveness can also be assessed based on the level of competition in the supplier selection process, the proportion of procurement methods used, the number of procurements completed on time, the level of supplier compliance with contracts, the number of sanctions imposed on suppliers, and the effectiveness of measures to prevent conflicts of interest, gratuities, and fraud.

Tindak Lanjut Hasil Tinjauan

Hasil tinjauan digunakan sebagai dasar untuk meningkatkan kualitas proses pengadaan, memperbaiki prosedur, memperkuat pengawasan, meningkatkan kapasitas pelaksana pengadaan, dan memperbarui daftar penyedia barang/jasa. Apabila ditemukan kelemahan dalam proses pengadaan, Perusahaan dapat menetapkan tindakan korektif berupa perbaikan dokumen, penguatan otorisasi, evaluasi ulang penyedia, peningkatan kontrol atas metode tertentu, atau pemberian sanksi kepada pihak yang melanggar ketentuan.

Follow-Up on Review Findings

Review results are used as a basis for improving the quality of the procurement process, refining procedures, strengthening oversight, enhancing the capacity of procurement personnel, and updating the list of goods and services providers. If weaknesses are identified in the procurement process, the Company may implement corrective actions such as revising documents, strengthening authorizations, re-evaluating providers, enhancing controls over specific methods, or imposing sanctions on parties that violate regulations.

Tindak lanjut hasil tinjauan juga digunakan untuk memperkuat integrasi antara pengadaan, manajemen risiko, pengendalian internal, anti-*fraud*, pengendalian gratifikasi, dan pengelolaan penyedia. Dengan demikian, pengadaan barang/jasa tidak hanya diukur dari keberhasilan memperoleh barang/jasa, tetapi juga dari kualitas tata kelola dan integritas prosesnya.

Follow-up on review results is also used to strengthen integration between procurement, risk management, internal control, anti-fraud, gift control, and supplier management. Thus, the procurement of goods and services is measured not only by the success in obtaining goods and services, but also by the quality of governance and the integrity of the process.

AGENDA PENGUATAN TATA KELOLA
GOVERNANCE STRENGTHENING AGENDA

Perusahaan akan terus memperkuat tata kelola pengadaan barang/jasa melalui peningkatan kepatuhan terhadap pedoman pengadaan, pemutakhiran basis data penyedia, penguatan evaluasi kinerja penyedia, peningkatan pengendalian benturan kepentingan dan gratifikasi, serta integrasi pengadaan dengan manajemen risiko dan kebijakan anti-*fraud*.

The Company will continue to strengthen the governance of goods and services procurement by improving compliance with procurement guidelines, updating the supplier database, enhancing supplier performance evaluations, strengthening controls over conflicts of interest and gratuities, and integrating procurement with risk management and anti-fraud policies.

Ke depan, Perusahaan juga dapat memperkuat pengungkapan pengadaan berkelanjutan melalui penyajian data pemasok lokal, pemantauan aspek keselamatan dan lingkungan dalam rantai pasok, serta penilaian kepatuhan penyedia terhadap standar integritas. Upaya tersebut diharapkan dapat meningkatkan efisiensi pengadaan, menjaga kualitas barang/jasa, memperkuat akuntabilitas hubungan dengan penyedia, dan mendukung penerapan tata kelola perusahaan yang baik secara berkelanjutan.

Moving forward, the Company may also enhance sustainable procurement disclosure by presenting data on local suppliers, monitoring safety and environmental aspects within the supply chain, and assessing supplier compliance with integrity standards. These efforts are expected to improve procurement efficiency, maintain the quality of goods and services, strengthen accountability in relationships with suppliers, and support the sustainable implementation of good corporate governance.

AKSES TERHADAP DOKUMEN PENGADAAN BARANG/JASA
ACCESS TO PROCUREMENT DOCUMENTS FOR GOODS AND SERVICES

Sebagai bentuk transparansi kepada pemangku kepentingan, PLN IP Services menyediakan akses terhadap dokumen resmi Pengadaan Barang/Jasa melalui laman Governansi Korporat pada situs resmi Perusahaan. Pemangku kepentingan dapat mengakses informasi tersebut melalui: https://www.plnipservices.co.id/governance/good-corporate-governance

As a measure of transparency toward stakeholders, PLN IP Services provides access to official documents related to the Procurement of Goods and Services through the Corporate Governance page on the Company's official website. Stakeholders can access this information via: https://www.plnipservices.co.id/governance/good-corporate-governance

Penyediaan akses tersebut menunjukkan komitmen Perusahaan dalam memperkuat keterbukaan informasi, mendukung pemahaman pemangku kepentingan atas standar etika yang berlaku, serta memastikan bahwa Pengadaan Barang/Jasa dapat ditelusuri melalui dokumen resmi Perusahaan.

Providing this access demonstrates the Company's commitment to strengthening information transparency, supporting stakeholders' understanding of applicable ethical standards, and ensuring that the procurement of goods and services can be traced through the Company's official documents.

Kebijakan atas Kontribusi Politik, Donasi, dan *Sponsorship*

Policy on Political Contributions, Donations, and Sponsorships

Perseroan menetapkan kebijakan atas kontribusi politik, donasi, dan *sponsorship* untuk menjaga integritas, independensi, akuntabilitas penggunaan dana, serta kepatuhan terhadap prinsip tata kelola perusahaan yang baik. Kebijakan tersebut diperlukan karena pemberian dana, dukungan, atau fasilitas kepada pihak eksternal dapat menimbulkan risiko benturan kepentingan, penyuapan terselubung, penyalahgunaan aset Perseroan, dan penurunan kepercayaan pemangku kepentingan apabila tidak dikendalikan secara memadai.

Kebijakan atas kontribusi politik, donasi, dan sponsorship PT PLN Indonesia Power Services mengacu pada beberapa pedoman dan kebijakan internal yang saling berkaitan dengan penerapan etika perusahaan, anti-penyuapan, pengendalian benturan kepentingan, dan pencegahan *fraud*. Dokumen acuan tersebut meliputi:

1. Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance Code*) berdasarkan Keputusan Dewan Komisaris dan Direksi Nomor 005.K/DEKOM-PIPS/2025 dan Nomor 0062.P/DIR/2025, sebagai acuan utama penerapan prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran dalam pengelolaan Perseroan.
2. Pedoman Etika Perusahaan (*Code of Conduct*) berdasarkan SKB Pedoman Etika Perusahaan Nomor 007.K/DEKOM-PIPS/2025 dan Nomor 0066.P/DIR/2025, sebagai acuan perilaku bagi Insan Perseroan dalam menjaga integritas, menghindari penyalahgunaan fasilitas Perseroan, dan membatasi keterlibatan Perseroan dalam aktivitas politik.
3. Komitmen Manajemen Sistem Manajemen Anti Penyuapan (SMAP) tanggal 3 Maret 2025 yang mengacu pada SNI ISO 37001:2016, sebagai acuan pengendalian terhadap risiko suap, *kickback*, gratifikasi yang bertentangan dengan ketentuan, dan jamuan berlebihan.
4. Kebijakan Benturan Kepentingan berdasarkan Keputusan Bersama Dewan Komisaris dan Direksi Nomor 003.K/DEKOM-PIPS/2025 dan Nomor 0064.P/DIR/2025 tanggal 23 Juli 2025, sebagai acuan untuk mencegah keputusan terkait donasi dan *sponsorship* dipengaruhi oleh kepentingan pribadi, keluarga, kelompok, atau pihak tertentu.
5. Kebijakan Anti Fraud berdasarkan Peraturan Direksi Nomor 187.P/PIPS/IX/2024, sebagai acuan untuk mencegah penyalahgunaan dana, penyimpangan transaksi, dan tindakan fraud yang dapat merugikan Perseroan secara finansial maupun nonfinansial.

The Company establishes a policy on political contributions, donations, and sponsorships to maintain integrity, independence, accountability in the use of funds, and compliance with good corporate governance principles. This policy is necessary because any provision of funds, support, facilities, or other benefits to external parties may create risks of conflict of interest, disguised bribery, misuse of Company assets, and reduced stakeholder trust if it is not properly controlled.

The policy on political contributions, donations, and sponsorships of PT PLN Indonesia Power Services refers to several internal guidelines and policies that are interrelated with the implementation of business ethics, anti-bribery controls, conflict of interest management, and fraud prevention. These reference documents include:

1. The Good Corporate Governance Code, based on the Joint Decree of the Board of Commissioners and the Board of Directors Number 005.K/DEKOM-PIPS/2025 and Number 0062.P/DIR/2025, as the main reference for implementing the principles of transparency, accountability, responsibility, independence, and fairness in the management of the Company.
2. The Code of Conduct, based on the Joint Decree on the Code of Conduct Number 007.K/DEKOM-PIPS/2025 and Number 0066.P/DIR/2025, as a behavioral reference for all Company Personnel in maintaining integrity, avoiding misuse of Company facilities, and limiting the Company's involvement in political activities.
3. The Management Commitment to the Anti-Bribery Management System (SMAP), dated March 3, 2025, which refers to SNI ISO 37001:2016, as a reference for controlling the risks of bribery, kickbacks, gifts or gratuities that conflict with applicable provisions, and excessive hospitality.
4. The Conflict of Interest Policy, based on the Joint Decree of the Board of Commissioners and the Board of Directors Number 003.K/DEKOM-PIPS/2025 and Number 0064.P/DIR/2025 dated July 23, 2025, as a reference for preventing decisions related to donations and sponsorships from being influenced by personal, family, group, or other specific interests.
5. The Anti-Fraud Policy, based on Board of Directors Regulation Number 187.P/PIPS/IX/2024, as a reference for preventing misuse of funds, transaction irregularities, and fraudulent acts that may cause financial or non-financial losses to the Company.

Dokumen-dokumen tersebut menjadi dasar bagi Perseroan dalam mengatur batasan kontribusi politik, tata cara pemberian donasi, pelaksanaan *sponsorship*, pencatatan transaksi, pelaporan, dan pengendalian risiko atas setiap pemberian dana atau dukungan kepada pihak eksternal.

These documents serve as the basis for the Company in regulating the boundaries of political contributions, procedures for donations, implementation of sponsorships, transaction recording, reporting, and risk control over every provision of funds or support to external parties.

Dalam pelaksanaannya, kebijakan ini berlandaskan prinsip-prinsip sebagai berikut:

1. Perseroan tidak memberikan dana, fasilitas, aset, atau bentuk dukungan lain untuk kegiatan politik, kampanye politik, partai politik, kandidat politik, atau kepentingan politik praktis lainnya.
2. Perseroan memberikan kebebasan kepada karyawan untuk berpartisipasi dalam kegiatan politik yang sah sesuai dengan peraturan perundang-undangan, sepanjang partisipasi tersebut dilakukan atas nama pribadi, tidak mengganggu pelaksanaan tugas dan kewajiban sebagai karyawan, serta tidak menggunakan fasilitas, atribut, simbol, nama, atau sumber daya Perseroan.
3. Insan Perseroan dilarang menggunakan jabatan, kewenangan, pengaruh, fasilitas kerja, atau hubungan kelembagaan Perseroan untuk mendukung kepentingan politik pribadi, kelompok, atau pihak tertentu.
4. Perseroan dapat memberikan donasi kepada pihak eksternal sepanjang pemberian tersebut memiliki tujuan yang jelas, tidak bertentangan dengan peraturan perundang-undangan, tidak dimaksudkan untuk memperoleh keuntungan yang tidak wajar, dan tidak menimbulkan benturan kepentingan.
5. Perseroan dapat memberikan *sponsorship* kepada pihak eksternal sepanjang dukungan tersebut berkaitan dengan kegiatan yang sah, relevan dengan kepentingan Perseroan, memiliki manfaat yang dapat dipertanggungjawabkan, serta tidak digunakan sebagai sarana pemberian imbalan, gratifikasi, atau penyuapan.
6. Setiap donasi dan *sponsorship* wajib didukung oleh dokumen yang memadai, antara lain dokumen pengajuan, proposal, persetujuan sesuai kewenangan, tanda terima penyerahan, komitmen atau laporan pertanggungjawaban penggunaan dana, serta dokumen pendukung lain sesuai ketentuan yang berlaku.
7. Setiap donasi dan *sponsorship* wajib dicatat secara akurat, benar, dan lengkap dalam pembukuan Perseroan agar penggunaan dana dapat ditelusuri, diperiksa, dan dipertanggungjawabkan.

In its implementation, this policy is based on the following principles:

1. The Company does not provide funds, facilities, assets, or any other form of support for political activities, political campaigns, political parties, political candidates, or other practical political interests.
2. The Company respects the right of employees to participate in lawful political activities in accordance with prevailing laws and regulations, provided that such participation is conducted in a personal capacity, does not interfere with their duties and obligations as employees, and does not involve the use of the Company's facilities, attributes, symbols, name, or resources.
3. Company Personnel are prohibited from using their position, authority, influence, work facilities, or institutional relationship with the Company to support personal, group, or specific political interests.
4. The Company may provide donations to external parties, provided that such donations have a clear purpose, do not conflict with prevailing laws and regulations, are not intended to obtain improper benefits, and do not create a conflict of interest.
5. The Company may provide sponsorships to external parties, provided that such support relates to lawful activities, is relevant to the Company's interests, has accountable benefits, and is not used as a means of providing improper rewards, gratuities, or bribes.
6. Every donation and sponsorship must be supported by adequate documentation, including but not limited to request documents, proposals, approvals in accordance with the applicable authority, handover receipts, accountability commitments or reports on the use of funds, and other supporting documents required under applicable provisions.
7. Every donation and sponsorship must be recorded accurately, truthfully, and completely in the Company's books so that the use of funds can be traced, reviewed, and accounted for.

8. Setiap donasi dan *sponsorship* wajib dilaporkan sesuai mekanisme yang berlaku, termasuk kepada unit atau fungsi pengendali yang berwenang, apabila pemberian tersebut termasuk dalam ruang lingkup pelaporan berdasarkan ketentuan anti penyuapan, pengendalian gratifikasi, benturan kepentingan, atau anti *fraud*.
9. Insan Perseroan wajib menghindari, mengungkapkan, dan melaporkan setiap potensi benturan kepentingan yang timbul dalam proses pengajuan, persetujuan, pelaksanaan, pencatatan, atau pelaporan donasi dan *sponsorship*.
10. Perseroan melarang setiap bentuk donasi atau *sponsorship* yang dilakukan untuk memengaruhi keputusan pihak eksternal, memperoleh perlakuan istimewa, mempercepat proses administratif secara tidak sah, menyamarkan gratifikasi, atau memberikan keuntungan pribadi kepada pihak tertentu.

Prinsip-prinsip tersebut memperjelas perbedaan antara kontribusi politik, donasi, dan *sponsorship*. Kontribusi politik merupakan area yang dilarang karena dapat mengganggu independensi Perseroan dan menimbulkan persepsi keberpihakan politik. Donasi dan *sponsorship* merupakan kegiatan yang dapat dilakukan secara terbatas, sepanjang pelaksanaannya memiliki tujuan yang sah, didukung dokumen yang memadai, dicatat secara akurat, dilaporkan sesuai mekanisme yang berlaku, dan tidak menimbulkan risiko penyuapan atau benturan kepentingan.

Pengaturan ini juga memperkuat keterkaitan antara etika perusahaan, anti-penyuapan, dan pengendalian benturan kepentingan. Pedoman Etika Perusahaan memberikan batas perilaku bagi Insan Perseroan dalam menjaga integritas dan menghindari penyalahgunaan fasilitas Perseroan. Sistem Manajemen Anti Penyuapan dan Kebijakan Anti Fraud memperkuat pengendalian terhadap risiko pemberian yang tidak wajar. Kebijakan Benturan Kepentingan memastikan bahwa setiap keputusan terkait donasi dan *sponsorship* dilakukan secara objektif, transparan, dan bebas dari kepentingan pribadi atau kelompok.

Melalui kebijakan atas kontribusi politik, donasi, dan *sponsorship*, Perseroan memastikan bahwa setiap penggunaan dana dan dukungan kepada pihak eksternal dilakukan secara hati-hati, terdokumentasi, dapat dipertanggungjawabkan, dan selaras dengan prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran. Dengan demikian, Perseroan dapat menjaga reputasi, mencegah risiko penyimpangan, serta memperkuat budaya bisnis yang berintegritas.

8. Every donation and sponsorship must be reported in accordance with the applicable mechanism, including to the relevant control unit or authorized function, if the provision falls within the reporting scope under anti-bribery, gratuity control, conflict of interest, or anti-fraud provisions.
9. Company Personnel must avoid, disclose, and report any potential conflict of interest arising in the process of requesting, approving, implementing, recording, or reporting donations and sponsorships.
10. The Company prohibits any form of donation or sponsorship intended to influence external parties' decisions, obtain preferential treatment, unlawfully accelerate administrative processes, disguise gratuities, or provide personal benefits to certain parties.

These principles clarify the distinction between political contributions, donations, and sponsorships. Political contributions are prohibited because they may compromise the Company's independence and create a perception of political partiality. Donations and sponsorships may be carried out on a limited basis, provided that they serve legitimate purposes, are supported by adequate documentation, are recorded accurately, are reported in accordance with the applicable mechanism, and do not create bribery or conflict of interest risks.

This policy also strengthens the connection between business ethics, anti-bribery controls, and conflict of interest management. The Code of Conduct provides behavioral boundaries for Company Personnel in maintaining integrity and preventing the misuse of Company facilities. The Anti-Bribery Management System and the Anti-Fraud Policy strengthen controls over the risks of improper payments and irregular transactions. The Conflict of Interest Policy ensures that every decision related to donations and sponsorships is made objectively, transparently, and free from personal or group interests.

Through the policy on political contributions, donations, and sponsorships, the Company ensures that every use of funds and every form of support to external parties is carried out prudently, documented properly, accountable, and aligned with the principles of transparency, accountability, responsibility, independence, and fairness. Therefore, the Company can maintain its reputation, prevent risks of misconduct, and strengthen an integrity-based business culture.

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 menaati peraturan perundang-undangan yang berlaku. Salah satu bentuk kepatuhan tersebut diwujudkan melalui pemenuhan kewajiban Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), sebagai instrumen penting dalam mendukung pencegahan korupsi, penguatan integritas, transparansi, dan akuntabilitas pejabat Perusahaan.

As a government-owned company, PT PLN Indonesia Power Services is required to comply with applicable laws and regulations. One form of such compliance is the fulfillment of the State Officials' Wealth Report (LHKPN), which serves as an important instrument to support corruption prevention, integrity, transparency, and accountability among the Company's officials.

Perusahaan senantiasa mendorong pejabat dan pegawai pada jenjang jabatan tertentu dan/atau karena jabatannya untuk memenuhi kewajiban pelaporan LHKPN kepada Komisi Pemberantasan Korupsi Republik Indonesia melalui aplikasi e-LHKPN. Komitmen tersebut diperkuat melalui penerbitan Keputusan Direksi PT PLN Indonesia Power Services Nomor 0037.P/DIR/2026 tentang Pedoman Laporan LHKPN di Lingkungan PT PLN Indonesia Power Services, yang berlaku sejak 13 Mei 2026.

The Company consistently encourages officials and employees at certain position levels and/or by virtue of their positions to fulfill their LHKPN reporting obligations to the Corruption Eradication Commission of the Republic of Indonesia through the e-LHKPN application. This commitment was strengthened through the issuance of the Decree of the Board of Directors of PT PLN Indonesia Power Services Number 0037.P/DIR/2026 concerning the Guidelines for LHKPN Reporting within PT PLN Indonesia Power Services, effective as of May 13, 2026.

Perusahaan menghendaki agar seluruh Insan PLN IP Services bekerja dengan integritas yang kuat dan berpedoman pada ketentuan peraturan perundang-undangan untuk mendukung implementasi "PLN IP Services Bersih". Hal ini merupakan wujud penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) secara konsisten dan berkelanjutan, sekaligus memperkuat kepercayaan pemerintah, pemegang saham, pelanggan, mitra kerja, dan pemangku kepentingan lainnya.

The Company expects all PLN IP Services personnel to work with a strong sense of integrity and to comply with applicable laws and regulations in support of the "PLN IP Services Bersih" implementation. This reflects the consistent and sustainable application of Good Corporate Governance (GCG) principles, while strengthening the trust of the government, shareholders, customers, business partners, and other stakeholders.

DASAR HUKUM

Dasar hukum penyampaian LHKPN di lingkungan PLN IP Services mengacu antara lain pada:

1. Undang-Undang Republik Indonesia Nomor 28 Tahun 1999 tentang Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme;
2. Undang-Undang Republik Indonesia Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi sebagaimana telah diubah dengan Undang-Undang Republik Indonesia Nomor 20 Tahun 2001;
3. Undang-Undang Republik Indonesia Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi sebagaimana telah beberapa kali diubah, terakhir dengan Undang-Undang Republik Indonesia Nomor 19 Tahun 2019;

LEGAL BASIS

The legal basis for LHKPN reporting within PLN IP Services refers, among others, to:

1. Law of the Republic of Indonesia Number 28 of 1999 on State Officials who are Clean and Free from Corruption, Collusion, and Nepotism;
2. Law of the Republic of Indonesia Number 31 of 1999 on the Eradication of Corruption Crimes, as amended by Law of the Republic of Indonesia Number 20 of 2001;
3. Law of the Republic of Indonesia Number 30 of 2002 on the Corruption Eradication Commission, as amended several times, most recently by Law of the Republic of Indonesia Number 19 of 2019;

4. Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
5. Peraturan Komisi Pemberantasan Korupsi Nomor 7 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara sebagaimana telah diubah dengan Peraturan Komisi Pemberantasan Korupsi Nomor 2 Tahun 2020;
6. Instruksi Menteri Negara Badan Usaha Milik Negara Nomor INS-01/MBU/2009 tentang Penyelenggara Negara yang Wajib Menyampaikan LHKPN di Lingkungan Badan Usaha Milik Negara;
7. Keputusan Direksi PT Indonesia Power Nomor 112.K/010/IP/2021 tentang Pedoman LHKPN di Lingkungan PT Indonesia Power;
8. Keputusan Direksi PT PLN Indonesia Power Services Nomor 0037.P/DIR/2026 tentang Pedoman Laporan LHKPN di Lingkungan PT PLN Indonesia Power Services;
9. Anggaran Dasar PT PLN Indonesia Power Services beserta perubahannya.

4. Law of the Republic of Indonesia Number 40 of 2007 on Limited Liability Companies;
5. Corruption Eradication Commission Regulation Number 7 of 2016 on Procedures for Registration, Announcement, and Examination of State Officials' Wealth, as amended by Corruption Eradication Commission Regulation Number 2 of 2020;
6. Instruction of the Minister of State-Owned Enterprises Number INS-01/MBU/2009 on State Officials Required to Submit LHKPN within State-Owned Enterprises;
7. Decree of the Board of Directors of PT Indonesia Power Number 112.K/010/IP/2021 concerning LHKPN Guidelines within PT Indonesia Power;
8. Decree of the Board of Directors of PT PLN Indonesia Power Services Number 0037.P/DIR/2026 concerning the Guidelines for LHKPN Reporting within PT PLN Indonesia Power Services;
9. The Articles of Association of PT PLN Indonesia Power Services and its amendments.

WAJIB LAPOR LHKPN

Berdasarkan Keputusan Direksi PT PLN Indonesia Power Services Nomor 0037.P/DIR/2026 tentang Pedoman Laporan LHKPN di Lingkungan PT PLN Indonesia Power Services, subjek Wajib Lapor LHKPN di lingkungan Perusahaan terdiri dari:

1. Dewan Komisaris PT PLN Indonesia Power Services, yang dalam pengelolaannya mengikuti pengelolaan pada instansi asal;
2. Direksi PT PLN Indonesia Power Services;
3. Pegawai PT PLN Indonesia Power Services pada jenjang jabatan Eksekutif Struktural;
4. Pegawai PT PLN Indonesia Power Services yang memangku jabatan penyelia atas struktural, yang pendaftaran Wajib Lapor LHKPN-nya dilakukan secara bertahap berdasarkan arahan PT Indonesia Power;
5. Pegawai pada bidang pengadaan barang dan jasa.

LHKPN REPORTING OFFICERS

Based on the Decree of the Board of Directors of PT PLN Indonesia Power Services Number 0037.P/DIR/2026 concerning the Guidelines for LHKPN Reporting within PT PLN Indonesia Power Services, the LHKPN reporting officers within the Company consist of:

1. The Board of Commissioners of PT PLN Indonesia Power Services, whose management follows the arrangement of their original institution;
2. The Board of Directors of PT PLN Indonesia Power Services;
3. Employees of PT PLN Indonesia Power Services at the Structural Executive position level;
4. Employees of PT PLN Indonesia Power Services who hold upper structural supervisory positions, whose LHKPN reporting registration is carried out gradually based on direction from PT Indonesia Power;
5. Employees in the procurement of goods and services function.

MEKANISME PELAPORAN LHKPN

Mekanisme pelaporan LHKPN di lingkungan Perusahaan adalah sebagai berikut:

1. Wajib Lapor LHKPN menyampaikan LHKPN kepada KPK pada saat:
   a. Pertama kali menjabat pada jabatan yang termasuk dalam kriteria Wajib Lapor LHKPN;
   b. Diangkat kembali setelah berakhirnya masa jabatan atau pensiun;

LHKPN REPORTING MECHANISM

The LHKPN reporting mechanism within the Company is as follows:

1. LHKPN reporting officers submit their LHKPN to the KPK when:
   a. They first assume a position included in the LHKPN reporting criteria;
   b. They are reappointed after the end of their term of office or retirement;

c. Berhenti atau pensiun dari jabatannya sebagai Penyelenggara Negara; dan/atau
d. Sewaktu-waktu atas permintaan KPK.

2. Untuk kondisi sebagaimana dimaksud pada angka 1 huruf a, b, dan c, Wajib Lapor LHKPN wajib menyampaikan LHKPN paling lambat 3 (tiga) bulan sejak pengangkatan pertama, berakhirnya masa jabatan atau pensiun, atau pengangkatan kembali setelah berakhirnya masa jabatan atau pensiun.
3. Wajib Lapor LHKPN wajib menyampaikan LHKPN secara periodik setiap 1 (satu) tahun atas harta kekayaan per tanggal 31 Desember tahun pelaporan, paling lambat tanggal 31 Maret tahun berikutnya.
4. Penyampaian LHKPN kepada KPK dilakukan dengan menggunakan formulir LHKPN yang ditetapkan oleh KPK melalui aplikasi e-LHKPN pada alamat https://elhkpn.kpk.go.id.
5. Pengisian e-LHKPN mencakup data pribadi, harta, utang, penerimaan, dan pengeluaran setahun Wajib Lapor LHKPN. Kebenaran setiap data yang disampaikan menjadi tanggung jawab Wajib Lapor LHKPN.
6. Wajib Lapor LHKPN tidak perlu mengunggah dokumen yang menerangkan kepemilikan harta kekayaan pada lembaga keuangan dan tidak perlu mengirimkan surat kuasa mengumumkan.
7. Wajib Lapor LHKPN wajib mengirimkan dokumen pendukung berupa lembar surat kuasa mendapatkan data keuangan. Lembar surat kuasa tersebut dikirimkan 1 (satu) kali pada saat pelaporan pertama menggunakan aplikasi e-LHKPN.
8. Surat kuasa diisi sesuai nama dalam KTP dan ditandatangani oleh Wajib Lapor, pasangan suami/istri, dan anak yang menjadi tanggungan serta telah berusia 17 tahun pada saat pelaporan. Surat kuasa tersebut 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
9. Wajib Lapor juga dapat menggunakan e-surat kuasa yang diunduh, dicetak, ditandatangani, dan dibubuhi e-meterai sesuai ketentuan yang berlaku.
10. Dalam hal Wajib Lapor LHKPN tidak memenuhi kewajibannya, yang bersangkutan dikenakan sanksi disiplin pegawai berdasarkan Peraturan Disiplin Pegawai dan Sistem Penilaian Kinerja yang berlaku di lingkungan PLN IP Services.

c. They cease to hold office or retire from their position as State Officials; and/or
d. At any time upon request from the KPK.

2. For the conditions referred to in point 1 letters a, b, and c, LHKPN reporting officers must submit their LHKPN no later than 3 (three) months from their first appointment, the end of their term of office or retirement, or their reappointment after the end of their term of office or retirement.
3. LHKPN reporting officers must submit their LHKPN periodically once every year for assets as of December 31 of the reporting year, no later than March 31 of the following year.
4. Submission of LHKPN to the KPK is carried out using the LHKPN form stipulated by the KPK through the e-LHKPN application at https://elhkpn.kpk.go.id.
5. Completion of e-LHKPN includes, among others, personal data, assets, liabilities, income, and annual expenses of the LHKPN reporting officer. The accuracy of all data submitted is the responsibility of the respective LHKPN reporting officer.
6. LHKPN reporting officers are not required to upload documents evidencing ownership of assets in financial institutions and are not required to submit an authorization letter for announcement.
7. LHKPN reporting officers are required to submit supporting documents in the form of an authorization letter to obtain financial data. This authorization letter is submitted once during the first reporting through the e-LHKPN application.
8. The authorization letter must be completed according to the name stated on the identity card and signed by the LHKPN reporting officer, spouse, and dependent children who are 17 years old at the time of reporting. The authorization letter is then printed, signed, and sent to the KPK at the following address:
   Directorate of LHKPN Registration and Examination
   KPK Red and White Building
   Jl. Kuningan Persada Kav. 4, Setiabudi
   Jakarta 12950
9. Reporting officers may also use the e-authorization letter by downloading, printing, signing, and affixing an e-stamp in accordance with applicable provisions.
10. In the event that an LHKPN reporting officer fails to fulfill their obligations, the officer will be subject to employee disciplinary sanctions in accordance with the Employee Discipline Regulation and Performance Assessment System applicable within PLN IP Services.

PENGELOLA LHKPN

Direksi menunjuk *Lead Analyst* Tata Kelola Perusahaan dan Informasi Korporat yang menangani fungsi kepatuhan GCG untuk berkoordinasi dengan Admin Instansi PT Indonesia Power. Penanggung jawab pengelolaan LHKPN adalah Sekretaris Perusahaan.

Pengelolaan LHKPN dilakukan oleh Sekretaris Perusahaan serta Lead Analyst Tata Kelola Perusahaan dan Informasi Korporat. Tugas dan tanggung jawab Admin Instansi Perusahaan meliputi:

1. Mempersiapkan perangkat aturan, petunjuk teknis, dan kebutuhan lain yang sejenis untuk mendukung penerapan pengelolaan LHKPN;
2. Menyosialisasikan pemahaman tentang pedoman LHKPN kepada pegawai di lingkungan PT PLN Indonesia Power Services, memperbarui data Wajib Lapor LHKPN, dan menerima laporan LHKPN;
3. Melakukan koordinasi, konsultasi, dan surat menyurat kepada KPK melalui PT Indonesia Power dalam pelaksanaan pelaporan LHKPN;
4. Memantau kepatuhan Wajib Lapor LHKPN dalam pelaporan LHKPN;
5. Memfasilitasi pengumuman LHKPN;
6. Melakukan monitoring dan evaluasi atas efektivitas pelaporan LHKPN di lingkungan PT PLN Indonesia Power Services.

PENGENDALIAN KORUPSI DAN SANKSI

Pelaporan atas pelanggaran *fraud* atau benturan kepentingan terkait pelaksanaan kebijakan LHKPN dilakukan melalui saluran *Whistle Blowing System* (WBS). Wajib Lapor yang tidak melaporkan LHKPN sampai dengan akhir tahun pelaporan dinyatakan tidak melaksanakan tanggung jawab jabatannya. Dalam hal Wajib Lapor LHKPN tidak memenuhi kewajibannya, yang bersangkutan dikenakan sanksi disiplin pegawai berdasarkan Peraturan Disiplin Pegawai dan Sistem Penilaian Kinerja yang berlaku di lingkungan PLN IP Services.

LAPORAN LHKPN TAHUN 2025

Sebagai bagian dari penerapan Tata Kelola Perusahaan yang Baik, PLN IP Services melaksanakan pemenuhan kewajiban pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) periode 2025 pada tahun 2026. Pelaporan LHKPN menjadi salah satu instrumen kepatuhan yang mendukung penguatan integritas, transparansi, dan akuntabilitas pejabat Perusahaan.

LHKPN MANAGEMENT

The Board of Directors appoints the Corporate Governance and Corporate Information Lead Analyst, who handles the GCG compliance function, to coordinate with the Agency Administrator of PT Indonesia Power. The person in charge of LHKPN management is the Corporate Secretary.

LHKPN management is carried out by the Corporate Secretary and the Corporate Governance and Corporate Information Lead Analyst. The duties and responsibilities of the Company's Agency Administrator include:

1. Preparing regulatory instruments, technical guidelines, and other similar requirements to support the implementation of LHKPN management;
2. Socializing the understanding of LHKPN guidelines to employees within PT PLN Indonesia Power Services, updating LHKPN reporting officer data, and receiving LHKPN reports;
3. Coordinating, consulting, and conducting correspondence with the KPK through PT Indonesia Power in the implementation of LHKPN reporting;
4. Monitoring the compliance of LHKPN reporting officers in submitting LHKPN reports;
5. Facilitating the announcement of LHKPN;
6. Conducting monitoring and evaluation of the effectiveness of LHKPN reporting within PT PLN Indonesia Power Services.

CORRUPTION CONTROL AND SANCTIONS

Reports of fraud violations or conflicts of interest related to the implementation of the LHKPN policy are submitted through the Whistle Blowing System (WBS). Reporting officers who fail to submit their LHKPN by the end of the reporting year are deemed not to have fulfilled the responsibilities of their position. In the event that an LHKPN reporting officer fails to fulfill their obligations, the officer will be subject to employee disciplinary sanctions in accordance with the Employee Discipline Regulation and Performance Assessment System applicable within PLN IP Services.

LHKPN REPORT FOR THE 2025 PERIOD

As part of the implementation of Good Corporate Governance, PLN IP Services fulfilled its obligation to submit the State Officials' Wealth Report (LHKPN) for the 2025 period in 2026. LHKPN reporting serves as a compliance instrument that supports the strengthening of integrity, transparency, and accountability among the Company's officials.

Pada tahun 2026, pelaporan LHKPN periode 2025 telah diikuti oleh 112 Wajib Lapor LHKPN di lingkungan PLN IP Services. Seluruh Wajib Lapor telah menyelesaikan pengisian secara tepat waktu, sehingga tingkat ketepatan waktu pelaporan mencapai 100%.

Capaian tersebut menunjukkan komitmen Unit Bisnis, Anak Perusahaan, dan Bidang *Head Office* dalam memenuhi kewajiban pelaporan harta kekayaan sesuai ketentuan yang berlaku. Kepatuhan tersebut juga memperkuat budaya integritas di lingkungan Perusahaan, karena pelaporan LHKPN tidak hanya dipandang sebagai kewajiban administratif, tetapi juga sebagai bagian dari mekanisme pencegahan benturan kepentingan, pengendalian gratifikasi, dan peningkatan kepercayaan pemangku kepentingan.

Atas capaian tersebut, PLN IP Services memberikan apresiasi kepada seluruh pihak yang telah mendukung ketepatan waktu pelaporan LHKPN periode 2025. Dukungan lintas unit tersebut menjadi dasar penting bagi Perusahaan untuk menjaga konsistensi penerapan GCG secara berkelanjutan.

In 2026, the LHKPN reporting for the 2025 period was completed by 112 LHKPN reporting officers within PLN IP Services. All reporting officers completed their submissions on time, resulting in a 100% on-time reporting rate.

This achievement demonstrates the commitment of Business Units, Subsidiaries, and Head Office Divisions to fulfilling wealth reporting obligations in accordance with applicable regulations. Such compliance also strengthens the culture of integrity within the Company, as LHKPN reporting is viewed not only as an administrative obligation but also as part of the mechanism to prevent conflicts of interest, control gratuities, and enhance stakeholder trust.

In recognition of this achievement, PLN IP Services extends its appreciation to all parties who supported the timely submission of LHKPN reports for the 2025 period. This cross-unit support serves as an important foundation for the Company to maintain the consistent and sustainable implementation of GCG.



Transparansi Praktik *Bad Corporate Governance*

Transparency of Bad Corporate Governance Practice

Perseroan mengungkapkan transparansi atas pencegahan praktik *Bad Corporate Governance* sebagai bagian dari komitmen terhadap penerapan tata kelola perusahaan yang baik. Pengungkapan ini diperlukan untuk menunjukkan bahwa Perseroan mengelola aspek kepatuhan, akuntabilitas, dan integritas secara terbuka, sehingga potensi praktik tata kelola yang tidak baik dapat dicegah, dikendalikan, dan dipertanggungjawabkan kepada pemegang saham serta pemangku kepentingan.

Dalam konteks ini, Perseroan menempatkan transparansi bukan hanya sebagai kewajiban pelaporan, tetapi juga sebagai mekanisme pengendalian. Oleh karena itu, Perseroan mengungkapkan aspek-aspek yang berkaitan dengan kepatuhan lingkungan, kewajiban perpajakan, penyajian laporan tahunan dan laporan keuangan, hubungan ketenagakerjaan, serta kesesuaian antara laporan tahunan cetak dan laporan tahunan digital.

Pengungkapan transparansi atas pencegahan praktik *Bad Corporate Governance* mencakup aspek-aspek sebagai berikut:

1. **Laporan atas Aktivitas Perseroan yang Mencemari Lingkungan**
   Selama tahun 2025, Perseroan tidak menerima laporan atas aktivitas Perseroan yang mencemari lingkungan. Perseroan memberikan perhatian terhadap pengelolaan lingkungan melalui penerapan ISO 14001:2015 tentang Sistem Manajemen Lingkungan. Direksi juga memastikan pelaksanaan protokol peningkatan budaya dan lingkungan, termasuk aspek Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L), pada seluruh kegiatan di lingkungan Perseroan. Pengendalian tersebut mendukung pencegahan risiko lingkungan yang dapat memengaruhi kepatuhan, reputasi, dan keberlanjutan operasional Perseroan.
2. **Pengungkapan Pemenuhan Kewajiban Perpajakan**
   Perseroan mematuhi peraturan perundang-undangan di bidang perpajakan dan memenuhi kewajiban pembayaran serta pelaporan pajak, termasuk pajak penghasilan, pajak badan, dan pajak lainnya. Pada tahun 2025, Perseroan telah membayar pajak sebesar Rp33,83 miliar sebagai bentuk kontribusi kepada negara. Pemenuhan kewajiban perpajakan tersebut menunjukkan tanggung jawab Perseroan dalam menjalankan kegiatan usaha secara patuh, transparan, dan akuntabel.

The Company discloses transparency on the prevention of Bad Corporate Governance practices as part of its commitment to the implementation of good corporate governance. This disclosure is necessary to demonstrate that the Company manages compliance, accountability, and integrity in an open manner, so that potential poor governance practices can be prevented, controlled, and accounted for to shareholders and stakeholders.

In this context, the Company positions transparency not only as a reporting obligation, but also as a control mechanism. Therefore, the Company discloses aspects related to environmental compliance, tax obligations, the presentation of the Annual Report and Financial Statements, labor and employee relations, and the conformity between the printed Annual Report and the digital Annual Report.

Transparency disclosure on the prevention of Bad Corporate Governance practices covers the following aspects:

1. **Reports on Company Activities that Pollute the Environment**
   Throughout 2025, the Company did not receive any report regarding Company activities that polluted the environment. The Company pays attention to environmental management through the implementation of ISO 14001:2015 on Environmental Management Systems. The Board of Directors also ensures the implementation of culture and environmental improvement protocols, including Occupational Health, Safety, and Environment (K3L) aspects, in all activities within the Company. This control supports the prevention of environmental risks that may affect the Company's compliance, reputation, and operational sustainability.
2. **Disclosure of Tax Obligation Fulfillment**
   The Company complies with the prevailing laws and regulations in taxation and fulfills its tax payment and reporting obligations, including income tax, corporate tax, and other taxes. In 2025, the Company paid taxes amounting to Rp33.83 billion as a contribution to the state. The fulfillment of tax obligations demonstrates the Company's responsibility in conducting business activities in a compliant, transparent, and accountable manner.

3. **Kesesuaian Penyajian Laporan Tahunan dan Laporan Keuangan dengan Peraturan yang Berlaku dan Standar Akuntansi Keuangan**
   Perseroan menyusun Laporan Tahunan dan Laporan Keuangan dengan mengacu pada Laporan Keuangan Perseroan untuk tahun-tahun yang berakhir pada 31 Desember 2024 dan 31 Desember 2025 yang telah diaudit oleh Firman Sababalat dari KAP Rintis, Jumadi, Rianto & Rekan (PwC Indonesia). Laporan keuangan Perseroan disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia, yaitu Pernyataan Standar Akuntansi Keuangan (PSAK), termasuk pernyataan dan interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia. Kesesuaian tersebut memperkuat keandalan informasi keuangan sebagai dasar pengambilan keputusan oleh pemegang saham dan pemangku kepentingan.
4. **Kasus Terkait Buruh dan Karyawan**
   Selama tahun 2025, Perseroan tidak memiliki permasalahan pidana maupun perdata terkait buruh dan karyawan. Kondisi tersebut mencerminkan upaya Perseroan dalam menjaga hubungan industrial yang tertib, mematuhi ketentuan ketenagakerjaan, serta mengelola hubungan kerja secara bertanggung jawab. Pengelolaan hubungan ketenagakerjaan yang baik menjadi salah satu indikator penting dalam pencegahan praktik tata kelola yang tidak baik.
5. **Kesesuaian Buku Laporan Tahunan dan Laporan Tahunan Digital**
   Perseroan melakukan pengecekan sebelum mengunggah Laporan Tahunan untuk memastikan kesesuaian data antara Laporan Tahunan cetak dan Laporan Tahunan digital. Laporan Tahunan PLN IP Services Tahun 2025 yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang diunggah pada situs web resmi Perseroan telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perseroan. Kesesuaian tersebut memastikan bahwa seluruh pihak memperoleh informasi yang sama, akurat, dan dapat dipertanggungjawabkan.

Melalui pengungkapan tersebut, Perseroan memperkuat transparansi dan akuntabilitas atas aspek-aspek yang berpotensi menimbulkan risiko praktik *Bad Corporate Governance*. Pengungkapan ini juga menunjukkan bahwa kepatuhan lingkungan, kepatuhan perpajakan, keandalan pelaporan keuangan, hubungan ketenagakerjaan yang tertib, dan konsistensi laporan tahunan merupakan bagian

3. **Conformity of the Annual Report and Financial Statements with Applicable Regulations and Financial Accounting Standards**
   The Company prepares the Annual Report and Financial Statements by referring to the Company's Financial Statements for the years ended December 31, 2024 and December 31, 2025, which have been audited by Firman Sababalat from KAP Rintis, Jumadi, Rianto & Rekan (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), including statements and interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants. This conformity strengthens the reliability of financial information as a basis for decision-making by shareholders and stakeholders.
4. **Cases Related to Labor and Employees**
   Throughout 2025, the Company had no criminal or civil cases related to labor and employees. This condition reflects the Company's efforts to maintain orderly industrial relations, comply with labor regulations, and manage employment relations responsibly. Proper management of employment relations is an important indicator in the prevention of poor governance practices.
5. **Conformity of the Printed Annual Report and Digital Annual Report**
   The Company conducts checks before uploading the Annual Report to ensure data conformity between the printed Annual Report and the digital Annual Report. The 2025 Annual Report of PLN IP Services submitted to shareholders and stakeholders, as well as uploaded to the Company's official website, is consistent with the Annual Report book printed and published by the Company. This conformity ensures that all parties receive the same, accurate, and accountable information.

Through these disclosures, the Company strengthens transparency and accountability over aspects that may create risks of Bad Corporate Governance practices. This disclosure also demonstrates that environmental compliance, tax compliance, reliable financial reporting, orderly employment relations, and Annual Report consistency form an interconnected governance system.

dari sistem tata kelola yang saling berkaitan. Dengan demikian, Perseroan dapat menjaga kepercayaan pemangku kepentingan, mencegah risiko penyimpangan, dan memperkuat budaya pengelolaan perusahaan yang bertanggung jawab.

Therefore, the Company can maintain stakeholder trust, prevent misconduct risks, and strengthen a responsible corporate management culture.

PERNYATAAN *BAD CORPORATE GOVERNANCE*
STATEMENT OF BAD CORPORATE GOVERNANCE

Sepanjang tahun 2025, PLN IP Services tidak melakukan praktik *bad corporate governance* yang berpotensi mengganggu penerapan Tata Kelola Perusahaan yang Baik. Perusahaan secara konsisten berupaya untuk mematuhi ketentuan peraturan perundang-undangan yang berlaku serta menjaga integritas dalam seluruh proses tata kelola.

Throughout 2025, PLN IP Services did not engage in any practices of poor corporate governance that could hinder the implementation of Good Corporate Governance. 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 Decsription	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



Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

Policy on Performance-Based Long-Term Compensation

Hingga tanggal 31 Desember 2025, 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.

Sebagai akibat dari belum ditetapkannya kebijakan tersebut, selama tahun buku 2025 tidak terdapat implementasi program MSOP maupun ESOP. Dengan demikian, tidak tersedia informasi terkait:

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.

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.

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 of December 31, 2025, 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.

As a result of the absence of such a policy, no MSOP or ESOP programs were implemented during the 2025 fiscal year. Accordingly, there is no information available regarding:

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.

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.

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 2025, 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 2025.

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, 2025, 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, 2025.

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 Badan Usaha Milik Negara PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
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 No. PER-2/MBU/03/2023, dated March 3, 2023, concerning the Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises;
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. 0094.P/DIR/2025 tentang Pedoman Pengendalian Gratifikasi;
8. 0001.P/DIR/2025 tentang Pedoman Budaya Perusahaan;
9. 005.K/DEKOM-PIPS/2025 dan 0062.P/DIR/2025 tentang Pedoman Tata Kelola Perusahaan yang Baik; dan
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
3. Pengelolaan Pengaduan Pelanggaran.
4. Perlindungan, Apresiasi dan Sanksi.
5. Penutup.
6. Lampiran

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. Board of Directors Regulation No. 0094.P/DIR/2025 concerning the Guidelines for Gratification Control;
8. Board of Directors Regulation No. 0001.P/DIR/2025 concerning the Corporate Culture Guidelines;
9. Board of Commissioners Decree No. 005.K/DEKOM-PIPS/2025 and Board of Directors Regulation No. 0062.P/DIR/2025 concerning the Good Corporate Governance (GCG) Guidelines.
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. Management of Violation Complaint.
4. Protection, Appreciation and Sanction.
5. Closing
6. Appendix

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.

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.

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.

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	4 Februari 2025 February 4, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
2	11 Februari 2025 February 11, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
3	18 Februari 2025 February 18, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
4	25 Februari 2025 February 25, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
5	4 Maret 2025 March 4, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups to employees.

No	Tanggal Date	Topik Topic	Deskripsi Decsription
6	11 Maret 2025 March 11, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups to employees.
7	18 Maret 2025 March 18, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups to employees.
8	25 Maret 2025 March 25, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups to employees.
9	6 Mei 2025 May 6, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
10	1 Juli 2025 July 1, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via a WhatsApp group and corporate email to employees.
11	8 Juli 2025 July 8, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via a WhatsApp group and corporate email to employees.
12	15 Juli 2025 July 15, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via a WhatsApp group and corporate email to employees.
13	22 Juli 2025 July 22, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via a WhatsApp group and corporate email to employees.
14	29 Juli 2025 July 29, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via a WhatsApp group and corporate email to employees.
15	18 November 2025 November 18, 2025	Sistem Pelaporan Pelanggaran Whistleblowing System	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out via a WhatsApp group and email to employees.

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.
      - 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: 0821-1407-3501
      - *Website* : http://www.plnipservices.co.id

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.
      - 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: 0821-1407-3501
      - 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:

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.

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**
   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);

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. 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.

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.

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. 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 adanya Pelanggaran oleh Terlapor maka Direksi dan/atau Dewan Komisaris harus menindaklanjuti sesuai dengan peraturan dan hukum yang berlaku.

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.
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.

11. Hasil Investigasi menunjukkan tidak terbukti adanya Pelanggaran oleh Terlapor, maka Terlapor dinyatakan tidak bersalah.

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/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. 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. 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. 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	:	Manager legal dan kepatuhan (Sebelumnya *Lead Analyst* Hukum) Manager of Legal and Compliance (formerly Lead Legal Analyst)
	:	Manager Hubungan Industrial, Remunerasi dan Kinerja Manager of Industrial Relations, Remuneration, and Performance
	:	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	:	Manajer Legal dan Kepatuhan Manager of Legal and Compliance
	:	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 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.

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 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.

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.

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 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.

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 2025, PT PLN Indonesia Power Services menerima delapan (8) laporan pengaduan melalui mekanisme *Whistleblowing System* (WBS). Laporan tersebut diterima pada bulan Januari sebanyak satu (1) laporan, Maret sebanyak tiga (3) laporan, Mei sebanyak satu (1) laporan, Oktober sebanyak satu (1) laporan, dan November sebanyak dua (2) laporan. Berdasarkan periode pelaporan, terdapat lima (5) laporan pada Semester I dan tiga (3) laporan pada Semester II tahun 2025.

Seluruh laporan pengaduan telah diterima, teregistrasi, dan diproses sesuai dengan prosedur yang berlaku. Media pelaporan yang digunakan meliputi kanal email WBS Perusahaan dan formulir pengaduan melalui website. Berdasarkan hasil penanganan yang dilakukan, tidak terdapat laporan yang memerlukan eskalasi lebih lanjut sebagai pelanggaran berat, termasuk indikasi penyuapan, gratifikasi, *fraud*, atau penyalahgunaan fasilitas dan kewenangan.

TINDAK LANJUT PENGADUAN

Seluruh pengaduan yang diterima pada tahun 2025 telah ditindaklanjuti dan diselesaikan pada tahun yang sama. Dengan demikian, tingkat penyelesaian pengaduan WBS Perusahaan pada tahun 2025 mencapai 100%, dengan seluruh laporan berstatus *closed*.

Proses tindak lanjut dilakukan melalui mekanisme penanganan pengaduan yang berlaku, dengan tetap memperhatikan prinsip kerahasiaan, objektivitas, akuntabilitas, dan perlindungan bagi pelapor. Penyelesaian seluruh laporan tersebut mencerminkan komitmen PT PLN Indonesia Power Services dalam menjaga integritas, memperkuat tata kelola perusahaan yang baik, serta memastikan bahwa setiap pengaduan ditangani secara profesional, transparan, dan bertanggung jawab.

NUMBER OF COMPLAINTS RECEIVED AND PROCESSED DURING THE FISCAL YEAR

Throughout the 2025 fiscal year, PT PLN Indonesia Power Services received eight (8) reports through the Whistleblowing System (WBS) mechanism. The reports were received in January with one (1) report, March with three (3) reports, May with one (1) report, October with one (1) report, and November with two (2) reports. Based on the reporting period, five (5) reports were received in the first semester and three (3) reports in the second semester of 2025.

All reports were received, registered, and processed in accordance with the applicable procedures. The reporting channels used included the Company's WBS email channel and complaint form through the website. Based on the handling process, there were no reports requiring further escalation as serious violations, including indications of bribery, gratification, fraud, or misuse of facilities and authority.

FOLLOW-UP ACTIONS ON THE COMPLAINT

All reports received in 2025 were followed up and resolved within the same year. Accordingly, the Company's WBS report resolution rate in 2025 reached 100%, with all reports recorded as closed.

The follow-up process was carried out through the applicable report-handling mechanism, while upholding the principles of confidentiality, objectivity, accountability, and protection for whistleblowers. The resolution of all reports reflects PT PLN Indonesia Power Services' commitment to maintaining integrity, strengthening good corporate governance, and ensuring that every report is handled professionally, transparently, and responsibly.

Kebijakan Anti Korupsi dan Pengendalian Gratifikasi
Anti-Corruption Policy and Gratification Control

PLN IP Services memperkuat kebijakan antikorupsi melalui penerapan tata kelola anti-penyuapan, Sistem Manajemen Anti-Penyuapan (SMAP), dan pengendalian gratifikasi. Kebijakan tersebut menjadi bagian dari komitmen Perusahaan dalam membangun tata kelola yang bersih, transparan, akuntabel, dan berintegritas.

PLN IP Services is strengthening its anti-corruption policies through the implementation of anti-bribery governance, an Anti-Bribery Management System (ABMS), and controls on gratuities. These policies are part of the Company's commitment to establishing governance that is clean, transparent, accountable, and characterized by integrity.

Penguatan kebijakan antikorupsi dilakukan untuk mencegah praktik korupsi, balas jasa atau *kickbacks*, fraud, suap, dan/atau gratifikasi dalam seluruh proses bisnis Perusahaan. Melalui kebijakan tersebut, PLN IP Services berupaya memastikan bahwa setiap hubungan kerja, hubungan bisnis, dan pengambilan keputusan dilakukan secara objektif, profesional, dan sesuai dengan prinsip *Good Corporate Governance* (GCG).

The strengthening of anti-corruption policies is carried out to prevent practices of corruption, kickbacks, fraud, bribery, and/or gratuities in all of the Company's business processes. Through these policies, PLN IP Services strives to ensure that every employment relationship, business relationship, and decision-making process is conducted objectively, professionally, and in accordance with the principles of Good Corporate Governance (GCG).

Sejalan dengan penerapan SNI ISO 37001:2016 tentang Sistem Manajemen Anti-Penyuapan, PLN IP Services mendorong sistem pencegahan, pendeteksian, pelaporan, dan penanganan penyuapan secara lebih terstruktur. Penerapan SMAP juga menjadi instrumen untuk menanamkan budaya anti-suap di lingkungan Perusahaan, sehingga potensi penyuapan dapat diidentifikasi dan dicegah sejak dini.

In line with the implementation of SNI ISO 37001:2016 on Anti-Bribery Management Systems, PLN IP Services promotes a more structured system for the prevention, detection, reporting, and handling of bribery. The implementation of the Anti-Bribery Management System (ABMS) also serves as a tool to instill an anti-bribery culture within the Company, enabling potential bribery to be identified and prevented at an early stage.

Dengan menerapkan sistem manajemen anti-penyuapan dan pengendalian gratifikasi, PLN IP Services menunjukkan komitmen terhadap integritas serta memperkuat posisinya sebagai mitra usaha yang tepercaya, profesional, dan dapat diandalkan. Komitmen tersebut menjadi dasar bagi Perusahaan dalam menjaga kepercayaan pemangku kepentingan dan memastikan keberlanjutan kegiatan usaha yang sehat.

By implementing an anti-bribery management system and gift control measures, PLN IP Services demonstrates its commitment to integrity and strengthens its position as a trusted, professional, and reliable business partner. This commitment serves as the foundation for the Company in maintaining stakeholder trust and ensuring the sustainability of sound business operations.

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

Dasar Kebijakan Antikorupsi dan Anti-Penyuapan

PLN IP Services memiliki kebijakan tata kelola anti-penyuapan sebagai bagian dari penguatan sistem pengendalian internal dan penerapan GCG. Kebijakan tersebut menjadi acuan bagi Perusahaan dalam mencegah, mendeteksi, melaporkan, dan menangani potensi penyuapan pada seluruh proses bisnis.

Anti-Corruption and Anti-Bribery Policy Framework

PLN IP Services has an anti-bribery governance policy as part of its efforts to strengthen internal control systems and implement Good Corporate Governance (GCG). This policy serves as a guideline for the Company in preventing, detecting, reporting, and addressing potential bribery across all business processes.

Penerapan tata kelola anti-penyuapan diarahkan untuk membangun budaya kerja yang menolak segala bentuk korupsi, balas jasa, *fraud*, suap, dan gratifikasi yang tidak sesuai dengan ketentuan. Dalam pelaksanaannya, Perusahaan menekankan prinsip kepatuhan terhadap peraturan perundang-undangan, pedoman perilaku, etika bisnis, serta kebijakan internal yang berlaku.

The implementation of anti-bribery governance is aimed at fostering a work culture that rejects all forms of corruption, kickbacks, fraud, bribery, and improper gratuities. In its implementation, the Company emphasizes compliance with applicable laws and regulations, codes of conduct, business ethics, and internal policies.

Penerapan Sistem Manajemen Anti-Penyuapan (SMAP)

PLN IP Services menjalankan Sistem Manajemen Anti-Penyuapan (SMAP) yang mengacu pada SNI ISO 37001:2016. Sistem tersebut membantu Perusahaan membangun mekanisme pencegahan, pendeteksian, pelaporan, dan penanganan penyuapan secara terukur.

Penerapan SMAP dilakukan untuk memperkuat integritas organisasi dan meningkatkan efektivitas pengendalian risiko penyuapan. Melalui sistem tersebut, Perusahaan mendorong setiap Insan PLN IP Services untuk memahami risiko penyuapan, menghindari konflik kepentingan, melaporkan indikasi pelanggaran, serta menjalankan proses bisnis sesuai dengan standar etika yang berlaku.

Implementation of the Anti-Bribery Management System (ABMS)

PLN IP Services implements an Anti-Bribery Management System (ABMS) based on SNI ISO 37001:2016. This system assists the Company in establishing measurable mechanisms for the prevention, detection, reporting, and handling of bribery.

The implementation of the AMMS is carried out to strengthen organizational integrity and improve the effectiveness of bribery risk controls. Through this system, the Company encourages every PLN IP Services employee to understand bribery risks, avoid conflicts of interest, report indications of violations, and conduct business processes in accordance with applicable ethical standards.

Komitmen Manajemen Terhadap Prinsip 4 NO's

Direksi dan Dewan Komisaris PLN IP Services menyatakan komitmen terhadap penerapan Sistem Manajemen Anti-Penyuapan. Komitmen tersebut menegaskan bahwa seluruh jajaran manajemen mendukung penerapan budaya anti-suap dan penguatan integritas pada setiap proses bisnis Perusahaan.

Komitmen manajemen tersebut diwujudkan melalui penerapan prinsip 4 NO's, yaitu:

1. *No Bribery*, yaitu tidak boleh ada suap dan pemerasan;
2. *No Kickback*, yaitu tidak boleh ada komisi atau tanda terima kasih, baik dalam bentuk uang maupun bentuk lainnya;
3. *No Gift*, yaitu tidak boleh ada hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku; dan
4. *No Luxurious Hospitality*, yaitu tidak boleh ada penyambutan atau jamuan yang berlebihan.

Melalui prinsip tersebut, PLN IP Services menetapkan batas perilaku yang jelas bagi Insan Perusahaan dan pemangku kepentingan. Prinsip 4 NO's juga menjadi pesan utama dalam membangun budaya bisnis yang berintegritas dan bebas dari praktik penyuapan.

Management's Commitment to the 4 NO's Principles

The Board of Directors and Board of Commissioners of PLN IP Services have declared their commitment to implementing an Anti-Bribery Management System. This commitment reaffirms that all levels of management support the implementation of an anti-bribery culture and the strengthening of integrity in every business process of the Company.

This management commitment is realized through the implementation of the 4 NO's principles, namely:

1. No Bribery, meaning there must be no bribery or extortion;
2. No Kickbacks, meaning there must be no commissions or gratuities, whether in the form of money or other forms;
3. No Gifts, meaning there must be no gifts or gratuities that violate applicable regulations and provisions; and
4. No Luxurious Hospitality, meaning there must be no excessive hospitality or entertainment.

Through these principles, PLN IP Services establishes clear behavioral boundaries for its employees and stakeholders. The "4 NO's" principle also serves as a key message in fostering a business culture characterized by integrity and free from bribery.

Pedoman Pengendalian Gratifikasi

PLN IP Services menetapkan Pedoman Pengendalian Gratifikasi melalui Peraturan Direksi Nomor: 0094.P/DIR/2025 tentang Pedoman Pengendalian Gratifikasi di PT PLN Indonesia Power Services. Pedoman tersebut menjadi acuan bagi seluruh Insan PLN IP Services dalam menghadapi penerimaan, permintaan, penawaran, pemberian, penolakan, pelaporan, dan pengelolaan gratifikasi.

Pedoman Pengendalian Gratifikasi disusun untuk menyamakan pemahaman Insan PLN IP Services mengenai gratifikasi. Keseragaman pemahaman tersebut diperlukan karena hubungan Perusahaan dengan pihak internal maupun eksternal dapat menimbulkan potensi penerimaan, pemberian, atau permintaan yang dikategorikan sebagai gratifikasi.

Maksud dan Tujuan Pengendalian Gratifikasi

Pedoman Pengendalian Gratifikasi bertujuan untuk memberikan arahan kepada Insan PLN IP Services dalam mengambil sikap yang tegas terhadap gratifikasi. Pedoman tersebut juga bertujuan untuk mewujudkan pengelolaan Perusahaan yang bersih, sehat, dan bebas dari praktik korupsi, kolusi, dan nepotisme.

Selain itu, Pedoman Pengendalian Gratifikasi memberikan pemahaman dan acuan mengenai penerimaan, pemberian, serta permintaan gratifikasi di lingkungan Perusahaan. Dengan adanya pedoman tersebut, Perusahaan mendorong penerapan etika bisnis yang tinggi, mencegah benturan kepentingan, mencegah fraud, mencegah penyimpangan perilaku, memastikan kepatuhan hukum, dan membentuk lingkungan kerja yang sadar terhadap risiko gratifikasi.

Ruang Lingkup dan Prinsip Dasar Pengendalian Gratifikasi

Ruang lingkup Pedoman Pengendalian Gratifikasi mencakup pencegahan atas penerimaan, permintaan, penawaran, dan pemberian gratifikasi oleh seluruh Insan PLN IP Services, Anak Perusahaan, dan Perusahaan Terafiliasi. Ruang lingkup tersebut berlaku terhadap setiap gratifikasi yang dapat dianggap sebagai penyuapan atau berpotensi memengaruhi objektivitas pelaksanaan tugas.

Prinsip dasar pengendalian gratifikasi melarang Insan PLN IP Services dan/atau keluarganya untuk meminta, menerima, atau menawarkan gratifikasi secara langsung maupun tidak langsung, kecuali sesuai dengan persyaratan dan prosedur yang diatur dalam pedoman. Apabila

Gratuity Control Guidelines

PLN IP Services has established the Gratuity Control Guidelines through Board Regulation No. 0094.P/DIR/2025 regarding the Gratuity Control Guidelines at PT PLN Indonesia Power Services. These guidelines serve as a reference for all PLN IP Services employees in handling the receipt, solicitation, offer, provision, refusal, reporting, and management of gratuities.

The Gratuity Control Guidelines were developed to ensure a common understanding among PLN IP Services employees regarding gratuities. This uniform understanding is necessary because the Company's relationships with both internal and external parties may give rise to potential receipt, giving, or solicitation of items categorized as gratuities.

Purpose and Objectives of Gratuity Control

The Gratuity Control Guidelines aim to provide guidance to PLN IP Services employees in taking a firm stance against gratuities. These guidelines also aim to foster a clean, healthy, and corruption-, collusion-, and nepotism-free corporate environment.

Furthermore, the Gratuity Control Guidelines provide understanding and reference regarding the acceptance, offering, and solicitation of gratuities within the Company. With these guidelines in place, the Company promotes the application of high business ethics, prevents conflicts of interest, prevents fraud, prevents misconduct, ensures legal compliance, and fosters a work environment that is aware of the risks associated with gratuities.

Scope and Basic Principles of Gratuity Control

The scope of the Gratuity Control Guidelines covers the prevention of the acceptance, solicitation, offering, and giving of gratuities by all PLN IP Services employees, subsidiaries, and affiliated companies. This scope applies to any gratuity that may be considered a bribe or has the potential to influence the objectivity of task performance.

The basic principles of gratuity control prohibit PLN IP Services employees and/or their families from requesting, receiving, or offering gratuities, either directly or indirectly, except as provided for in the guidelines. If a gratuity is offered in violation of these provisions, PLN IP Services

terdapat pemberian gratifikasi yang tidak sesuai dengan ketentuan, Insan PLN IP Services dan/atau keluarganya wajib menolak pemberian tersebut secara sopan dan memberikan penjelasan mengenai ketentuan Pedoman Pengendalian Gratifikasi kepada pihak pemberi.

Atas penerimaan, pemberian, maupun penolakan gratifikasi yang telah dilakukan, Insan PLN IP Services wajib melaporkannya kepada Unit Pengendalian Gratifikasi (UPG). Kewajiban pelaporan tersebut menjadi bagian dari sistem pencegahan korupsi dan penguatan budaya kepatuhan di lingkungan Perusahaan.

Jenis-Jenis Gratifikasi

Pedoman Pengendalian Gratifikasi mengelompokkan gratifikasi ke dalam beberapa jenis. Pengelompokan tersebut membantu Insan PLN IP Services dalam memahami perlakuan yang tepat terhadap setiap bentuk penerimaan atau pemberian.

1. **Gratifikasi yang Wajib Dilaporkan**
   Gratifikasi yang wajib dilaporkan adalah gratifikasi yang berhubungan dengan jabatan, berlawanan dengan kewajiban atau tugas, atau patut diduga diberikan karena kewenangan penerima. Gratifikasi tersebut pada prinsipnya harus ditolak. Apabila penolakan tidak dapat dilakukan karena kondisi tertentu, penerimaan tersebut wajib dilaporkan kepada UPG sesuai dengan ketentuan yang berlaku.
2. **Gratifikasi yang Tidak Wajib Dilaporkan**
   Gratifikasi yang tidak wajib dilaporkan adalah gratifikasi yang berlaku umum, tidak bertentangan dengan peraturan perundang-undangan, merupakan wujud ekspresi keramahtamahan atau penghormatan dalam hubungan sosial, serta berada dalam batas nilai yang wajar. Gratifikasi dalam kategori ini dapat diterima dan dimanfaatkan oleh penerima tanpa kewajiban pelaporan kepada UPG sepanjang memenuhi ketentuan yang berlaku.
3. **Gratifikasi yang Terkait Kedinasan**
   Gratifikasi yang terkait kedinasan adalah gratifikasi yang diterima dalam rangka penugasan resmi dan ditujukan untuk Perusahaan, bukan untuk kepentingan pribadi penerima. Gratifikasi dalam kategori ini wajib dilaporkan kepada UPG untuk dilakukan penilaian dan penetapan tindak lanjut sesuai dengan ketentuan yang berlaku.

Unit Pengendalian Gratifikasi

Pengelolaan gratifikasi dilakukan oleh Unit Pengendalian Gratifikasi (UPG). UPG bertugas mengelola, memantau, dan melaporkan gratifikasi di lingkungan PLN IP Services.

employees and/or their family members are required to politely decline the offer and explain the provisions of the Gratuity Control Guidelines to the giver.

PLN IP Services employees are required to report any receipt, offering, or refusal of gratuities to the Gratuity Control Unit (UPG). This reporting obligation is part of the Company's corruption prevention system and efforts to strengthen a culture of compliance within the organization.

Types of Gratuities

The Gratuity Control Guidelines classify gratuities into several categories. This classification helps PLN IP Services employees understand the proper handling of each form of receipt or gift.

1. **Gratuities That Must Be Reported**
   Gratuities that must be reported are those related to one's position, contrary to one's duties or obligations, or reasonably suspected to have been given due to the recipient's authority. Such gratuities must, in principle, be refused. If refusal is not possible due to specific circumstances, the receipt must be reported to the UPG in accordance with applicable regulations.

2. **Gratuities Not Subject to Reporting**
   Gratuities not subject to reporting are those that are customary, do not violate laws and regulations, constitute expressions of hospitality or respect in social relationships, and fall within reasonable value limits. Gratuities in this category may be accepted and utilized by the recipient without the obligation to report them to UPG, provided they comply with applicable regulations.

3. **Gratuities Related to Official Duties**
   Gratuities related to official duties are those received in the course of official assignments and intended for the Company, not for the recipient's personal benefit. Gratuities in this category must be reported to the UPG for evaluation and determination of follow-up actions in accordance with applicable regulations.

Gratuity Control Unit

Gratuity management is handled by the Gratuity Control Unit (UPG). The UPG is responsible for managing, monitoring, and reporting gratuities within PLN IP Services.

UPG memiliki peran dalam menyiapkan perangkat aturan, melakukan sosialisasi, menerima laporan gratifikasi, memilah kategori gratifikasi, memfasilitasi penerusan laporan kepada Komisi Pemberantasan Korupsi (KPK), memantau tindak lanjut pemanfaatan gratifikasi, serta melakukan koordinasi dengan pihak terkait. UPG juga melakukan pemetaan titik rawan penerimaan dan pemberian gratifikasi, menjaga kerahasiaan laporan, menyampaikan rekapitulasi pelaporan kepada Direksi dan Pemegang Saham secara periodik, serta melakukan monitoring dan evaluasi atas efektivitas kebijakan pengendalian gratifikasi.

Mekanisme Pelaporan Gratifikasi

Penerimaan dan penolakan gratifikasi yang wajib dilaporkan harus disampaikan kepada UPG paling lama 10 (sepuluh) hari kerja sejak tanggal penerimaan atau penolakan. Ketentuan tersebut memberikan batas waktu yang jelas agar setiap penerimaan, penolakan, atau potensi gratifikasi dapat segera dikendalikan.

Apabila terdapat penerimaan barang yang mudah busuk, rusak, atau cepat kedaluwarsa dalam batas kewajaran, barang tersebut dapat disalurkan langsung kepada panti asuhan, panti jompo, pihak yang membutuhkan, atau tempat penyaluran bantuan sosial lainnya. Penyaluran tersebut tetap harus dilaporkan kepada UPG dengan bukti penyerahan paling lama 10 (sepuluh) hari kerja sejak tanggal penerimaan.

Apabila terdapat Insan PLN IP Services yang menerima atau memberi gratifikasi yang tidak diperbolehkan, atau terdapat potensi penyalahgunaan wewenang/jabatan yang tidak dilaporkan, dugaan tersebut dapat disampaikan melalui mekanisme *Whistleblowing System*. Mekanisme ini memperkuat fungsi pelaporan pelanggaran dan membantu Perusahaan mendeteksi potensi praktik gratifikasi yang tidak sesuai dengan ketentuan.

Setelah memperoleh persetujuan Dewan Pengarah, UPG menyampaikan laporan gratifikasi yang wajib dilaporkan beserta dokumen pendukung kepada KPK paling lama 20 (dua puluh) hari kerja sejak tanggal penerimaan laporan gratifikasi. UPG juga membuat rekapitulasi laporan penerimaan dan penolakan gratifikasi serta melaporkannya kepada Direksi dan Pemegang Saham secara periodik setiap semester.

Sanksi dan Perlindungan Pelapor

Pelanggaran terhadap ketentuan dalam Pedoman Pengendalian Gratifikasi dikenakan sanksi sesuai dengan ketentuan dan Peraturan Disiplin Pegawai yang berlaku

The UPG plays a role in preparing regulatory frameworks, conducting outreach, receiving reports of gratuities, categorizing gratuities, facilitating the forwarding of reports to the Corruption Eradication Commission (KPK), monitoring the follow-up on the utilization of gratuities, and coordinating with relevant parties. The UPG also identifies high-risk areas for the receipt and giving of gratuities, maintains the confidentiality of reports, periodically submits summary reports to the Board of Directors and Shareholders, and monitors and evaluates the effectiveness of gratuity control policies.

Gratuity Reporting Mechanism

The receipt and refusal of gratuities that are subject to mandatory reporting must be reported to the UPG no later than 10 (ten) business days from the date of receipt or refusal. This provision establishes a clear deadline to ensure that any receipt, refusal, or potential gratuity can be promptly addressed.

If perishable, damaged, or rapidly expiring goods are received within reasonable limits, such goods may be directly distributed to orphanages, nursing homes, those in need, or other social assistance distribution centers. Such distribution must still be reported to the UPG with proof of delivery no later than 10 (ten) business days from the date of receipt.

If any PLN IP Services employee receives or provides prohibited gratuities, or if there is a potential for abuse of authority or position that has not been reported, such allegations may be submitted through the Whistleblowing System. This mechanism strengthens the reporting of violations and assists the Company in detecting potential gratuity practices that do not comply with regulations.

After obtaining approval from the Steering Committee, UPG submits the mandatory gratuity report along with supporting documents to the KPK no later than 20 (twenty) business days from the date of receipt of the gratuity report. UPG also compiles a summary of reports on the acceptance and rejection of gratuities and reports it to the Board of Directors and Shareholders periodically every semester.

Sanctions and Whistleblower Protection

Violations of the provisions in the Gratuity Control Guidelines are subject to sanctions in accordance with the applicable Employee Disciplinary Regulations of the Company. These provisions indicate that gratuity

di Perusahaan. Ketentuan tersebut menunjukkan bahwa pengendalian gratifikasi tidak hanya bersifat imbauan, tetapi juga memiliki konsekuensi disipliner bagi pihak yang terbukti melanggar.

control is not merely a matter of guidance but also entails disciplinary consequences for those found to have violated the rules.

Pelapor yang mematuhi ketentuan gratifikasi berhak memperoleh perlindungan dari Perusahaan. Perlindungan tersebut dapat berupa perlindungan dari tindakan balasan atau perlakuan administratif kepegawaian yang tidak objektif, pemindahan tugas apabila terdapat intimidasi atau ancaman fisik, serta bantuan hukum sesuai dengan ketentuan yang berlaku di lingkungan Perusahaan.

Whistleblowers who comply with the gratuity provisions are entitled to protection from the Company. Such protection may include protection from retaliatory actions or unfair personnel administrative treatment, reassignment in the event of intimidation or physical threats, and legal assistance in accordance with the provisions applicable within the Company.

PELATIHAN/SOSIALISASI ANTI KORUPSI KEPADA KARYAWAN PERUSAHAAN
ANTI-CORRUPTION TRAINING AND AWARENESS FOR COMPANY EMPLOYEES

TUJUAN SOSIALISASI ANTI KORUPSI DAN PENGENDALIAN GRATIFIKASI

Sosialisasi antikorupsi dan pengendalian gratifikasi dilakukan untuk memastikan bahwa seluruh Insan PLN IP Services memahami kebijakan, larangan, prosedur pelaporan, serta konsekuensi atas pelanggaran yang berkaitan dengan korupsi, balas jasa, fraud, suap, dan/atau gratifikasi. Kegiatan tersebut menjadi sarana internalisasi agar kebijakan antikorupsi dan pengendalian gratifikasi dapat diterapkan secara konsisten dalam pelaksanaan tugas sehari-hari.

Melalui sosialisasi tersebut, Perusahaan memperkuat kesadaran Insan PLN IP Services mengenai pentingnya integritas, objektivitas, dan kepatuhan. Pemahaman tersebut diperlukan agar setiap Insan Perusahaan mampu mengenali situasi yang berpotensi menimbulkan gratifikasi, menolak pemberian yang tidak sesuai ketentuan, melaporkan penerimaan atau penolakan gratifikasi, serta menjaga proses bisnis dari risiko suap dan konflik kepentingan.

Objectives of the Anti-Corruption and Gratification Control Awareness Campaign

The anti-corruption and gratification control awareness campaign is conducted to ensure that all PLN IP Services employees understand the policies, prohibitions, reporting procedures, and consequences of violations related to corruption, kickbacks, fraud, bribery, and/or gratuities. These activities serve as a means of internalization so that anti-corruption and gratuity control policies can be consistently applied in the performance of daily duties.

Through these awareness campaigns, the Company strengthens the awareness of PLN IP Services employees regarding the importance of integrity, objectivity, and compliance. This understanding is necessary so that every employee can recognize situations that may lead to gratuities, refuse gifts that do not comply with regulations, report the receipt or refusal of gratuities, and safeguard business processes from the risks of bribery and conflicts of interest.

BENTUK SOSIALISASI DAN INTERNALISASI

Sosialisasi kebijakan pengendalian gratifikasi dilakukan melalui berbagai mekanisme yang melekat pada proses bisnis Perusahaan. Ketentuan larangan penerimaan dan/atau pemberian gratifikasi dicantumkan dalam setiap dokumen proses pekerjaan yang terkait dengan pemangku kepentingan.

Ketentuan larangan penerimaan dan pemberian gratifikasi juga dicantumkan dalam pengumuman proses pengadaan barang dan jasa, kontrak pengadaan barang dan jasa, serta setiap dokumen yang disampaikan kepada mitra

Forms of Socialization and Internalization

The socialization of the policy on the control of gratuities is carried out through various mechanisms embedded in the Company's business processes. Provisions prohibiting the acceptance and/or giving of gratuities are included in every work process document related to stakeholders.

Provisions prohibiting the acceptance and giving of gratuities are also included in procurement notices for goods and services, procurement contracts for goods and services, and any documents submitted to business

kerja. Pencantuman ketentuan tersebut memperkuat pesan bahwa pengendalian gratifikasi tidak hanya berlaku secara internal, tetapi juga menjadi standar hubungan Perusahaan dengan pihak eksternal.

partners. The inclusion of these provisions reinforces the message that gratuity control applies not only internally but also serves as the standard for the Company's relationships with external parties.

Unit kerja yang memiliki hubungan kerja dengan mitra kerja juga berperan dalam menyampaikan Pedoman Pengendalian Gratifikasi kepada pihak-pihak dalam rantai pasok. Pihak tersebut mencakup penyedia barang dan jasa, pabrikan, agen, distributor, konsultan, auditor, asesor, pelanggan, serta pemangku kepentingan lainnya. Penyampaian tersebut dapat dilakukan melalui sosialisasi, internalisasi, diskusi, *Focus Group Discussion* (FGD), *multi-stakeholders forum*, dan *collective action.*

Work units that have working relationships with business partners also play a role in communicating the Gratuity Control Guidelines to parties within the supply chain. These parties include goods and services providers, manufacturers, agents, distributors, consultants, auditors, assessors, customers, and other stakeholders. This dissemination can be carried out through socialization, internalization, discussions, Focus Group Discussions (FGDs), multi-stakeholder forums, and collective action.

PENGUATAN BUDAYA ANTIKORUPSI

Sosialisasi antikorupsi diarahkan untuk memperkuat budaya kerja yang menolak praktik suap, *kickback, fraud,* dan gratifikasi yang tidak sesuai ketentuan. Penguatan budaya tersebut dilakukan melalui penerapan prinsip 4 NO's, peningkatan pemahaman terhadap SMAP, serta penguatan kesadaran terhadap Pedoman Pengendalian Gratifikasi.

Dengan sosialisasi yang berkelanjutan, PLN IP Services berupaya memastikan bahwa setiap Insan Perusahaan memahami risiko korupsi dan memiliki keberanian untuk menolak serta melaporkan praktik yang bertentangan dengan ketentuan. Pendekatan tersebut mendukung terciptanya lingkungan kerja yang bersih, profesional, dan berintegritas.

Strengthening the Anti-Corruption Culture

Anti-corruption outreach is aimed at strengthening a work culture that rejects bribery, kickbacks, fraud, and improper gratuities. This cultural strengthening is achieved through the implementation of the 4 NO's principle, enhancing understanding of the SMAP, and raising awareness of the Gratuity Control Guidelines.

Through continuous awareness campaigns, PLN IP Services strives to ensure that every employee understands the risks of corruption and has the courage to refuse and report practices that violate regulations. This approach supports the creation of a clean, professional, and ethical work environment.

SOSIALISASI ANTIKORUPSI PADA TAHUN BUKU
ANTI CORRUPTION SOCIALIZATION

Perusahaan menyajikan informasi sosialisasi antikorupsi dan pengendalian gratifikasi sebagai bentuk transparansi atas upaya internalisasi kebijakan. Informasi tersebut memuat tanggal pelaksanaan, topik, peserta atau sasaran, media atau bentuk kegiatan, serta deskripsi singkat kegiatan.

The company provides information on anti-corruption awareness and gift control as a demonstration of transparency regarding its efforts to internalize these policies. This information includes the date of the event, the topic, the participants or target audience, the medium or format of the activity, and a brief description of the activity.

Sosialisasi Antikorupsi pada Tahun Buku
Anti Corruption Socialization

No	Tanggal Date	Topik Topic	Deskripsi Decsription
1	7 Januari 2025 January 7, 2025	Gratifikasi, LHKPN, *Fraud*, dan SMAP Gratification, LHKPN, Fraud, and ABMS	Sosialisasi dilakukan melalui WhatsApp PLN IP Services *Info and News* dan *broadcast email* korporat kepada pegawai. The socialization was carried out via the PLN IP Services Info and News WhatsApp group and a corporate email broadcast to employees.
2	14 Januari 2025 January 14, 2025	Gratifikasi, LHKPN, *Fraud*, dan SMAP Gratification, LHKPN, Fraud, and ABMS	Sosialisasi dilakukan melalui WhatsApp PLN IP Services *Info and News* dan *broadcast email* korporat kepada pegawai. The socialization was carried out via the PLN IP Services Info and News WhatsApp group and a corporate email broadcast to employees.

No	Tanggal Date	Topik Topic	Deskripsi Decsription
3	20 Januari 2025 January 20, 2025	13 Program Kepatuhan, *Fraud Risk Profile*, dan *Self Assessment* GCG 13 Compliance Programs, Fraud Risk Profiles, and Corporate Governance Self-Assessments	Sosialisasi dilaksanakan secara *offline* kepada pegawai/unit terkait. The socialization was carried out in person for relevant employees and units.
4	21 Januari 2025 January 21, 2025	Gratifikasi, LHKPN, *Fraud*, dan SMAP Gratification, LHKPN, Fraud, and ABMS	Sosialisasi dilakukan melalui WhatsApp PLN IP Services *Info and News* dan *broadcast email* korporat kepada pegawai. The socialization was carried out via the PLN IP Services Info and News WhatsApp group and a corporate email broadcast to employees.
5	28 Januari 2025 January 28, 2025	Gratifikasi, LHKPN, *Fraud*, dan SMAP Gratification, LHKPN, Fraud, and ABMS	Sosialisasi dilakukan melalui WhatsApp PLN IP Services *Info and News* dan *broadcast email* korporat kepada pegawai. The socialization was carried out via the PLN IP Services Info and News WhatsApp group and a corporate email broadcast to employees.
6	4 Februari 2025 February 4, 2025	DD, SMAP, dan LHKPN DD, ABMS, and LHKPN	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
7	11 Februari 2025 February 11, 2025	1. DD, SMAP, dan LHKPN DD, ABMS, and LHKPN 2. 13 Program Kepatuhan 13 Compliance Programs	1. Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees. 2. Sosialisasi disampaikan dalam Rapat Manager. The socialization was delivered during a managers' meeting.
8	18 Februari 2025 February 18, 2025	DD, SMAP, dan LHKPN DD, ABMS, and LHKPN	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
9	25 Februari 2025 February 25, 2025	DD, SMAP, dan LHKPN DD, ABMS, and LHKPN	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
10	4 Maret 2025 March 4, 2025	Gratifikasi dan SMAP Gratification and ABMS	Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups for employees.
11	11 Maret 2025 March 11, 2025	Gratifikasi dan SMAP Gratification and ABMS	Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups for employees.
12	13 Maret 2025 March 13, 2025	4 No's	Sosialisasi dilaksanakan secara *hybrid* korporat dalam acara Kajian Ramadhan. The socialization was carried out in a hybrid corporate format during the Ramadan Seminar.
13	18 Maret 2025 March 18, 2025	1. SMAP ABMS 2. Gratifikasi Gratification	1. Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups for employees. 2. Flyer gratifikasi dipublikasikan melalui media sosial Perusahaan. A flyer regarding gratuities was published on the Company's social media channels.
14	21 Maret 2025 March 21, 2025	Gratifikasi Gratification	Video gratifikasi dipublikasikan melalui media sosial Perusahaan. A video regarding gratuities was posted on the Company's social media accounts.
15	25 Maret 2025 March 25, 2025	1. Gratifikasi dan SMAP Gratification and ABMS 2. Implementasi Aplikasi COS Implementation of the COS Application	1. Sosialisasi dilakukan melalui email korporat dan WA Group kepada pegawai. The socialization was carried out via corporate email and WhatsApp groups for employees. 2. Sosialisasi implementasi Compliance Online System dilakukan melalui Zoom kepada pegawai Head Office. A briefing on the implementation of the Online Compliance System was conducted via Zoom for Head Office employees.
16	26 Maret 2025 March 26, 2025	Video Komitmen Direksi Video on the Board of Directors' Commitment	Video komitmen Direksi diunggah melalui media sosial Perusahaan. A video of the Board of Directors' commitment was posted on the Company's social media accounts.
17	15 April 2025 April 15, 2025	IDD dan SMAP IDD and ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
18	22 April 2025 April 22, 2025	Gratifikasi, IDD dan SMAP Gratification, IDD and ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
19	29 April 2025 April 29, 2025	Gratifikasi, IDD dan SMAP Gratification, IDD and ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.

No	Tanggal Date	Topik Topic	Deskripsi Decsription
20	20 Mei 2025 May 20, 2025	SMAP ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
21	27 Mei 2025 May 27, 2025	4 No's	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was carried out through the Company's internal media channels to employees.
22	2 Juni 2025 June 2, 2025	SMAP ABMS	Sosialisasi dilaksanakan melalui *offline meeting* kepada pegawai/unit terkait. The socialization was carried out through in-person meetings with relevant employees and departments.
23	3 Juni 2025 June 3, 2025	Gratifikasi Gratification	Sosialisasi dilakukan melalui media sosial, WA Group, dan email korporat kepada pegawai/pemangku kepentingan. The socialization was carried out via social media, WhatsApp groups, and corporate email to employees and stakeholders.
24	10 Juni 2025 June 10, 2025	Fraud	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees.
25	10 Juni 2025 June 10, 2025	Materi Kepatuhan Compliance Materials	Sosialisasi eksternal disampaikan melalui email kepada pihak eksternal. The external socialization is carried out via email to external parties.
26	17 Juni 2025 June 17, 2025	Conflict of Interest	Sosialisasi COI dilakukan melalui media internal Perusahaan kepada pegawai. Socialization of COI is carried out through the Company's internal media channels to employees.
27	19 Juni 2025 June 19, 2025	SMAP dan SMK ABMS and Compliance Management System	Sosialisasi dilakukan melalui I-Morning dan grup internal kepada pegawai. Socialization is carried out through I-Morning and internal groups for employees.
28	19 Juni 2025 June 19, 2025	Materi Kepatuhan Compliance Materials	Sosialisasi eksternal dilaksanakan melalui Zoom kepada pihak eksternal. External socialization is conducted via Zoom to external parties.
29	20 Juni 2025 June 20, 2025	Materi Kepatuhan Compliance Materials	Sosialisasi eksternal dilaksanakan melalui Zoom kepada pihak eksternal. External socialization is conducted via Zoom to external parties.
30	22 Juni 2025 June 22, 2025	Integrity Due Diligence	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees.
31	30 Juni 2025 June 30, 2025	SMAP dan SMK ABMS and Compliance Management System	Sosialisasi dilakukan melalui I-Morning dan grup internal kepada pegawai. Socialization is carried out through I-Morning and internal groups for employees.
32	1 Juli 2025 July 1, 2025	1. Gratifikasi, COI, *Fraud*, dan SMAP Gratification, COI, Fraud, dan ABMS 2. Sasaran SMAP ABMS Goals	1. Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees. 2. Sasaran SMAP disampaikan melalui screen saver laptop pegawai. The SMAP objectives were delivered via the employees' laptop screensavers.
33	8 Juli 2025 July 8, 2025	Gratifikasi, COI, *Fraud*, dan SMAP Gratification, COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees.
34	15 Juli 2025 July 15, 2025	Gratifikasi, COI, *Fraud*, dan SMAP Gratification, COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees.
35	22 Juli 2025 July 22, 2025	Gratifikasi, COI, *Fraud*, dan SMAP Gratification, COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees.
36	25 Juli 2025 July 25, 2025	FKAP *Meeting Review*	Penyampaian FKAP *meeting review* dilaksanakan kepada pegawai/unit terkait. The FKAP meeting review was presented to relevant employees and units.
37	29 Juli 2025 July 29, 2025	1. Gratifikasi, COI, *Fraud*, dan SMAP Gratification, COI, Fraud, dan ABMS 2. *Workshop* Perubahan Regulasi Perusahaan Workshop on Changes to Corporate Regulations	1. Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees. 2. *Workshop* dilaksanakan kepada pegawai/unit terkait. The workshop was carried out for relevant employees and units.

No	Tanggal Date	Topik Topic	Deskripsi Decsription
38	30 Juli 2025 July 30, 2025	*Workshop* Perubahan Regulasi Perusahaan Workshop on Changes to Corporate Regulations	*Workshop* dilaksanakan kepada pegawai/unit terkait. The workshop was carried out for relevant employees and units.
39	5 Agustus 2025 August 5, 2025	COI, *Fraud*, dan SMAP COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was conducted through the Company's internal media channels to employees.
40	11 Agustus 2025 August 11, 2025	*Management Review Meeting*	*Management Review Meeting* bersama Direksi dan Dewan Komisaris dilaksanakan secara *offline* di Wyndham Hotel bersamaan dengan Rapat Kerja Manajemen. The Management Review Meeting with the Board of Directors and the Board of Commissioners was held in person at the Wyndham Hotel in conjunction with the Management Work Meeting.
41	12 Agustus 2025 August 12, 2025	COI, *Fraud*, dan SMAP COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was conducted through the Company's internal media channels to employees.
42	19 Agustus 2025 August 19, 2025	COI, *Fraud*, dan SMAP COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was conducted through the Company's internal media channels to employees.
43	20 Agustus 2025 August 20, 2025	SMAP ABMS	Sosialisasi dilaksanakan melalui offline meeting kepada pegawai/unit terkait. Socialization was carried out through in-person meetings with relevant employees and units.
44	26 Agustus 2025 August 26, 2025	COI, *Fraud*, dan SMAP COI, Fraud, dan ABMS	Sosialisasi dilakukan melalui media internal Perusahaan kepada pegawai. The socialization was conducted through the Company's internal media channels to employees.
45	1 Agustus 2025 August 1, 2025	Sasaran SMAP ABMS Goals	Sasaran SMAP disampaikan melalui *screen saver* laptop pegawai. The SMAP objectives were delivered via the employees' laptop screensavers.
46	29 Juli 2025 July 29, 2025	Gratifikasi Gratification	Sosialisasi dilakukan melalui WA Group dan email korporat kepada pegawai. The socialization was carried out via WhatsApp groups and corporate email to employees.
47	4 September 2025 September 4, 2025	Materi Kepatuhan Compliance Materials	Sosialisasi eksternal disampaikan melalui email kepada pihak eksternal. Socialization is carried out via email to external parties.
48	9 September 2025 September 9, 2025	*Integrity Due Diligence*	Sosialisasi IDD dilakukan melalui WA Group dan email kepada pegawai. IDD socialization is carried out through WhatsApp groups and emails to employees.
49	16 September 2025 September 16, 2025	*Conflict of Interest*	Sosialisasi COI dilakukan melalui WA Group dan email kepada pegawai. COI socialization is carried out via WhatsApp groups and email to employees.
50	23 September 2025 September 23, 2025	*Conflict of Interest*	Sosialisasi COI dilakukan melalui WA Group dan email kepada pegawai. COI socialization is carried out via WhatsApp groups and email to employees.
51	30 September 2025 September 30, 2025	*Conflict of Interest*	Sosialisasi COI dilakukan melalui WA Group dan email kepada pegawai. COI socialization is carried out via WhatsApp groups and email to employees.
52	1 September 2025 September 1, 2025	Sistem Manajemen Kepatuhan Compliance Management System	Sosialisasi dilakukan oleh konsultan kepada pegawai/unit terkait. Tanggal pelaksanaan tidak disebutkan dalam data sumber. The socialization was carried out by consultants for relevant employees and units. The date of the event is not specified in the source data.
53	7 Oktober 2025 October 7, 2025	*Fraud*	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out through a WhatsApp group and via email to employees.
54	14 Oktober 2025 October 14, 2025	Sistem Manajemen Kepatuhan Compliance Management System	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out through a WhatsApp group and via email to employees.
55	14 Oktober 2025 October 14, 2025	Pesan Integritas dari Direksi A Message on Integrity from the Board of Directors	Pesan integritas dari Direksi disampaikan melalui WA Group dan email kepada pegawai. A message on integrity from the Board of Directors was delivered via a WhatsApp group and email to employees.
56	17 Oktober 2025 October 17, 2025	Materi Kepatuhan Compliance Materials	Sosialisasi eksternal disampaikan melalui email kepada pihak eksternal. External socialization was carried out via email to external parties.
57	21 Oktober 2025 October 21, 2025	*Fraud*	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out via a WhatsApp group and email to employees.

No	Tanggal Date	Topik Topic	Deskripsi Decsription
58	28 Oktober 2025 October 28, 2025	SMAP ABMS	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out via a WhatsApp group and email to employees.
59	4 November 2025 November 4, 2025	*Fraud*	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out via a WhatsApp group and email to employees.
60	11 November 2025 November 11, 2025	*Integrity Due Diligence*	Sosialisasi IDD dilakukan melalui WA Group dan email kepada pegawai. Socialization of IDD was conducted via WhatsApp groups and email to employees.
61	12 November 2025 November 12, 2025	Materi Kepatuhan Compliance Materials	Sosialisasi eksternal dilaksanakan melalui *Vendor Gathering*. External socialization was carried out through a vendor gathering.
62	25 November 2025 November 25, 2025	*Integrity Due Diligence*	Sosialisasi IDD dilakukan melalui WA Group dan email kepada pegawai. Socialization of IDD was conducted via WhatsApp groups and email to employees.
63	2 Desember 2025 December 2, 2025	Gratifikasi Gratification	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out through WhatsApp groups and email to employees.
64	9 Desember 2025 December 9, 2025	HAKORDIA	Postingan terkait HAKORDIA dipublikasikan melalui media internal/ eksternal. Posts related to HAKORDIA were published through internal and external media.
65	16 Desember 2025 December 16, 2025	LHKPN Tahap 1 LHKPN Phase 1	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai terkait. Socialization was carried out through WhatsApp groups and email to relevant employees.
66	19 Desember 2025 December 19, 2025	4 No's	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out via a WhatsApp group and email to employees.
67	23 Desember 2025 December 23, 2025	4 No's	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai. The socialization was carried out via a WhatsApp group and email to employees.
68	30 Desember 2025 December 30, 2025	LHKPN Tahap 2 LHKPN Phase 2	Sosialisasi dilakukan melalui WA Group dan email kepada pegawai terkait. Socialization was carried out through WhatsApp groups and email to relevant employees.

TINDAK LANJUT PELAPORAN GRATIFIKASI PADA TAHUN BUKU
GRATIFICATION REPORTING FOLLOW-UP IN THE FISCAL YEAR

Perusahaan mengungkapkan tindak lanjut pelaporan gratifikasi untuk menunjukkan akuntabilitas penerapan Pedoman Pengendalian Gratifikasi. Pengungkapan tersebut memuat periode gratifikasi, tanggal pelaporan, kategori laporan, dan tindak lanjut yang dilakukan.

The company discloses the follow-up actions taken regarding reported gratuities to demonstrate accountability in the implementation of the Gratuity Control Guidelines. The disclosure includes the period during which the gratuities were received, the reporting date, the report category, and the follow-up actions taken.

Tindak Lanjut Pelaporan Gratifikasi pada Tahun Buku
Gratification Reporting Follow-Up in the Fiscal Year

No	Periode Gratifikasi Gratuity Period	Tanggal Pelaporan Gratifikasi Gratuity Reporting Date	Status Pelaporan Gratifikasi Gratuity Reporting Status	Tanggal Pelaporan WBS WBS Reporting Date	Status Pelaporan WBS WBS Reporting Status	Keterangan Description
1	Desember 2024 December 2024	10 Januari 2025 January 10, 2025	Telah dilakukan Has been done	10 Januari 2025 January 10, 2025	Telah disampaikan Has been delivered	Pelaporan gratifikasi periode Desember 2024 dilakukan pada tahun buku 2025. Gratuity reports for the December 2024 period are submitted in the 2025 financial year.
2	Januari 2025 January 2025	10 Februari 2025 February 10, 2025	Telah dilakukan Has been done	10 Februari 2025 February 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. WBS reports are submitted to the IP Compliance Division on the 10th of each month.

No	Periode Gratifikasi Gratuity Period	Tanggal Pelaporan Gratifikasi Gratuity Reporting Date	Status Pelaporan Gratifikasi Gratuity Reporting Status	Tanggal Pelaporan WBS WBS Reporting Date	Status Pelaporan WBS WBS Reporting Status	Keterangan Description
3	Februari 2025 February 2025	10 Maret 2025 March 10, 2025	Telah dilakukan Has been done	10 Maret 2025 March 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. WBS reports are submitted to the IP Compliance Division on the 10th of each month.
4	Maret 2025 March 2025	10 April 2025 April 10, 2025	Akan dilakukan Will be Carried Out	10 April 2025 April 10, 2025	Telah/disampaikan sesuai jadwal Has been/delivered according to schedule	Pelaporan WBS Triwulan I 2025 disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. WBS reports for the first quarter of 2025 are submitted to the IP Compliance Division on the 10th of each month.
5	April 2025 April 2025	10 Mei 2025 May 10, 2025	Telah dilakukan Has been done	10 Mei 2025 May 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS bulan April 2025 disampaikan kepada Divisi Kepatuhan IP. The April 2025 WBS report is submitted to the IP Compliance Division.
6	Mei 2025 May 2025	10 Juni 2025 June 10, 2025	Telah dilakukan Has been done	10 Juni 2025 June 10, 2025	Telah/disampaikan sesuai jadwal Has been/delivered according to schedule	Pelaporan WBS disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. WBS reports are submitted to the IP Compliance Division on the 10th of every month.
7	Juni 2025 June 2025	10 Juli 2025 July 10, 2025	Telah dilakukan Has been done	10 Juli 2025 July 10, 2025	Telah/disampaikan sesuai jadwal Has been/delivered according to schedule	Pelaporan WBS disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. WBS reports are submitted to the IP Compliance Division on the 10th of every month.
8	Juli 2025 July 2025	10 Agustus 2025 August 10, 2025	Telah dilakukan Has been done	10 Agustus 2025 August 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS bulan Juli 2025 disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. The July 2025 WBS report is submitted to the IP Compliance Division on the 10th of each month.
9	Agustus 2025 August 2025	10 September 2025 September 10, 2025	Telah dilakukan Has been done	10 September 2025 September 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS bulan Agustus 2025 disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. The August 2025 WBS report is submitted to the IP Compliance Division on the 10th of each month.
10	September 2025 September 2025	10 Oktober 2025 October 10, 2025	Telah dilakukan Has been done	10 Oktober 2025 October 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS bulan September 2025 disampaikan kepada Divisi Kepatuhan IP setiap bulan pada tanggal 10. The September 2025 WBS report is submitted to the IP Compliance Division on the 10th of each month.
11	Oktober 2025 October 2025	10 November 2025 November 10, 2025	Telah dilakukan Has been done	10 November 2025 November 10, 2025	Telah disampaikan Has been delivered	Pelaporan WBS bulan Oktober 2025 disampaikan kepada Divisi Kepatuhan IP pada tanggal 10 November 2025. The October 2025 WBS report is submitted to the IP Compliance Division on November 10, 2025.
12	November 2025 November 2025	10 Desember 2025 December 10, 2025	Akan dilakukan Will be Carried Out	10 Desember 2025 December 10, 2025	Akan disampaikan Will be delivered	Pelaporan WBS bulan November 2025 akan disampaikan kepada Divisi Kepatuhan IP pada tanggal 10 Desember 2025. The November 2025 WBS report will be submitted to the IP Compliance Division on December 10, 2025.
13	Desember 2025 December 2025	10 Januari 2026 January 10, 2026	Akan dilakukan Will be Carried Out	10 Januari 2026 January 10, 2026	Akan disampaikan Will be delivered	Pelaporan WBS bulan Desember 2025 disampaikan kepada Divisi Kepatuhan IP pada tanggal 10 Januari 2026. The December 2025 WBS report was submitted to the IP Compliance Division on 10 January 2026.

AKSES TERHADAP DOKUMEN KEBIJAKAN PENGENDALIAN GRATIFIKASI
ACCESS TO THE GRATUITY CONTROL POLICY DOCUMENT

Sebagai bentuk transparansi kepada pemangku kepentingan, PLN IP Services menyediakan akses terhadap dokumen resmi Kebijakan Pengendalian Gratifikasi melalui laman Governansi Korporat pada situs resmi Perusahaan. Pemangku kepentingan dapat mengakses informasi tersebut melalui: https://www.plnipservices.co.id/governance/good-corporate-governance

Penyediaan akses tersebut menunjukkan komitmen Perusahaan dalam memperkuat keterbukaan informasi, mendukung pemahaman pemangku kepentingan atas standar etika yang berlaku, serta memastikan bahwa Kebijakan Pengendalian Gratifikasi dapat ditelusuri melalui dokumen resmi Perusahaan.

As a measure of transparency toward stakeholders, PLN IP Services provides access to the official Gratification Control Policy document via the Corporate Governance page on the Company's official website. Stakeholders can access this information at: https://www.plnipservices.co.id/governance/good-corporate-governance

Providing this access demonstrates the Company's commitment to strengthening information transparency, supporting stakeholders' understanding of applicable ethical standards, and ensuring that the Gratification Control Policy can be traced through the Company's official documents.



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.

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:

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.

Penerapan pedoman ini dilakukan sebagai bagian dari komitmen Perusahaan dalam memastikan praktik tata kelola yang menjunjung tinggi transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran.

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.

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
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

No	Rekomendasi Recommendation	Penerapan Implementation
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
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

No	Rekomendasi Recommendation	Penerapan Implementation
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.

The National Committee on Governance Policy (KNKG) updated the Indonesian Corporate Governance Code (PUGKI) in 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:

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)	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	**Menjelaskan** Explain	
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	√		
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 (IT) 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.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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.	√		
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 2025, 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, 2025, 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 2025, 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 2025, 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**			
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.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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;	√		
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	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	**Menjelaskan** Explain	
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**			
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**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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.	√		
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**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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**			
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**			

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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.	√		
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	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	**Menjelaskan** Explain	
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**			
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 2025. 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 2025 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.

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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,	√		
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.

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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. The Corporation has established and disclosed a policy to prevent insider trading. The Corporation maintains clear rules governing any trading of the Corporation's shares by members of the Board of Directors, the Board of Commissioners, and other insiders to ensure that no individual may directly or indirectly benefit from material non-public information.	√		
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.	√		
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.	√		

Referensi Reference	Rekomendasi Terlaksana Implemented Recommendation		Penjelasan Explanation
	Terpenuhi Comply	Menjelaskan Explain	
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**			
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		√	

Penerapan Tata Kelola Perusahaan Lainnya
Implementation of Other Corporate Governance

PLN IP Services menerapkan Tata Kelola, Risiko, dan Kepatuhan atau *Governance, Risk, and Compliance* (GRC) sebagai bagian dari penguatan tata kelola perusahaan. Penerapan GRC bertujuan untuk memastikan bahwa proses pengambilan keputusan, pengelolaan risiko, dan pemenuhan kepatuhan berjalan secara terintegrasi, terarah, dan selaras dengan kepentingan Perusahaan.

PLN IP Services implements Governance, Risk, and Compliance (GRC) as part of its commitment to strengthening corporate governance. The implementation of GRC aims to ensure that decision-making processes, risk management, and compliance fulfillment are carried out in an integrated, structured, and accountable manner in line with the Company's interests.

Perusahaan melaksanakan penerapan GRC melalui koordinasi beberapa fungsi terkait. Sekretaris Perusahaan mendukung aspek Tata Kelola Perusahaan Yang Baik. Departemen Legal dan Kepatuhan memberikan ulasan serta dukungan atas pemenuhan ketentuan hukum dan kepatuhan. Audit Internal mendukung penguatan aspek kepatuhan secara menyeluruh. Departemen Riset Bisnis, Perencanaan Strategi Perusahaan, Risiko, dan Sistem Manajemen Terpadu mendukung pengelolaan aspek risiko.

The Company implements GRC through the coordination of several relevant functions. The Corporate Secretary supports the implementation of Good Corporate Governance (GCG). The Legal and Compliance Department provides reviews and support related to legal compliance and regulatory fulfillment. Internal Audit supports the strengthening of overall compliance. The Business Research, Corporate Strategic Planning, Risk, and Integrated Management System Department supports the implementation of risk management.

Setiap fungsi tersebut menjalankan peran sesuai bidangnya untuk mendukung penerapan tata kelola perusahaan yang baik pada aspek operasional dan strategis. Melalui koordinasi antar fungsi tersebut, Perusahaan berupaya meningkatkan efektivitas, efisiensi, pertumbuhan, dan keberlanjutan usaha secara berkesinambungan.

Each function performs its respective role to support the implementation of sound corporate governance across the Company's operational and strategic aspects. Through coordination among these functions, the Company seeks to improve effectiveness, efficiency, business growth, and long-term sustainability.

Unsur GRC memantau penerapan kebijakan di bidang tata kelola, kepatuhan, dan manajemen risiko. Unsur GRC juga memberikan rekomendasi kepada Direksi atas evaluasi kebijakan tersebut. Rekomendasi tersebut dapat digunakan dalam proses pengambilan keputusan Direksi, baik melalui Rapat Direksi maupun melalui Sirkuler Direksi.

The GRC elements monitor the implementation of policies in the areas of governance, compliance, and risk management. The GRC elements also provide recommendations to the Board of Directors on the evaluation of such policies. These recommendations may be used in the Board of Directors' decision-making process, either through Board of Directors Meetings or Board of Directors Circular Resolutions.

Sebagai dasar penerapan GRC, PLN IP Services telah menetapkan SK No. 011.K/CDB/III/2022 tentang Kebijakan Umum Penerapan Tata Kelola, Manajemen Risiko dan Kepatuhan/Governance, Risk and Compliance (GRC) di Lingkungan PT PLN Indonesia Power Services. Kebijakan tersebut menjadi pedoman dan acuan bagi Perusahaan dalam mengelola tata kelola, risiko, dan kepatuhan secara terintegrasi.

As the basis for GRC implementation, PLN IP Services has established Decree No. 011.K/CDB/III/2022 concerning the General Policy on the Implementation of Governance, Risk Management, and Compliance/Governance, Risk and Compliance (GRC) within PT PLN Indonesia Power Services. This policy serves as the Company's guideline and reference in managing governance, risk, and compliance in an integrated manner.

PLN Indonesia Power Services Bersih

PLN Indonesia Power Services Bersih

Upaya membangun perusahaan yang bersih membutuhkan sistem tata kelola yang tidak hanya mengatur kepatuhan, tetapi juga membentuk perilaku seluruh pihak yang berinteraksi dengan Perseroan. Atas dasar tersebut, Perseroan melaksanakan PLN Indonesia Power Services Bersih sebagai program implementasi *Good Corporate Governance* (GCG) yang diarahkan untuk memperkuat budaya integritas, mencegah praktik korupsi, kolusi, dan nepotisme, serta memastikan bahwa setiap proses bisnis berjalan secara transparan dan akuntabel.

Building a clean company requires a governance system that not only regulates compliance, but also shapes the conduct of all parties interacting with the Company. On this basis, the Company implements PLN Indonesia Power Services Bersih as a Good Corporate Governance (GCG) implementation program aimed at strengthening a culture of integrity, preventing corruption, collusion, and nepotism, and ensuring that every business process is carried out transparently and accountably.

Program PLN Indonesia Power Services Bersih melibatkan seluruh pemangku kepentingan internal dan eksternal, termasuk organ Perseroan, pegawai, pejabat, mitra kerja, dan pihak lain yang memiliki hubungan dengan Perseroan. Pelibatan tersebut diperlukan karena efektivitas penerapan GCG tidak hanya ditentukan oleh kebijakan internal, tetapi juga oleh konsistensi perilaku, kepatuhan, dan komitmen kolektif dari seluruh pihak dalam mendukung lingkungan bisnis yang bersih.

The PLN Indonesia Power Services Bersih program involves all internal and external stakeholders, including the Company's organs, employees, officers, business partners, and other parties that have relationships with the Company. This involvement is necessary because the effectiveness of GCG implementation is not determined solely by internal policies, but also by consistent conduct, compliance, and collective commitment from all parties in supporting a clean business environment.

Pelaksanaan PLN Indonesia Power Services Bersih diselaraskan dengan semangat program "PLN Bersih" dan "IP Bersih" yang dikembangkan untuk memperkuat budaya integritas di lingkungan PLN Group dan afiliasinya. Keselarasan tersebut menunjukkan bahwa Perseroan menempatkan pencegahan praktik korupsi, kolusi, nepotisme, gratifikasi yang tidak sesuai ketentuan, serta penyalahgunaan kewenangan sebagai bagian dari agenda tata kelola yang berkelanjutan.

The implementation of PLN Indonesia Power Services Bersih is aligned with the spirit of the "PLN Bersih" and "IP Bersih" programs, which were developed to strengthen a culture of integrity within PLN Group and its affiliates. This alignment demonstrates that the Company places the prevention of corruption, collusion, nepotism, non-compliant gratuities, and abuse of authority as part of its sustainable governance agenda.

Perseroan juga memperkuat pelaksanaan PLN Indonesia Power Services Bersih melalui kebijakan pengendalian gratifikasi. Pedoman dalam menghadapi praktik gratifikasi diatur dalam Peraturan Direksi Nomor 0094.P/DIR/2025 tentang Pedoman Pengendalian Gratifikasi di PT PLN Indonesia Power Services. Pedoman tersebut menjadi acuan bagi Insan Perseroan dalam mengenali, mencegah, melaporkan, dan mengendalikan potensi gratifikasi yang dapat menimbulkan benturan kepentingan, penyalahgunaan kewenangan, atau risiko pelanggaran etika.

The Company also strengthens the implementation of PLN Indonesia Power Services Bersih through gratuity control policies. Guidelines for dealing with gratuity practices are regulated under Board of Directors Regulation Number 0094.P/DIR/2025 concerning the Guidelines for Gratuity Control at PT PLN Indonesia Power Services. These guidelines serve as a reference for Company Personnel in identifying, preventing, reporting, and controlling potential gratuities that may give rise to conflicts of interest, abuse of authority, or risks of ethical violations.

PLN Indonesia Power Services Bersih memiliki empat pilar utama yang dikenal sebagai PITA, yaitu Partisipasi, Integritas, Transparansi, dan Akuntabilitas. Keempat pilar tersebut selaras dengan prinsip GCG dan menjadi dasar perilaku bagi seluruh pihak yang berinteraksi dengan Perseroan.

PLN Indonesia Power Services Bersih has four main pillars known as PITA, namely Participation, Integrity, Transparency, and Accountability. These four pillars are aligned with GCG principles and serve as behavioral foundations for all parties interacting with the Company.

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 Participation

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.

Melalui pelaksanaan PLN Indonesia Power Services Bersih, Perseroan memperkuat budaya tata kelola yang berorientasi pada pencegahan penyimpangan. Program ini mendukung penerapan GCG karena menghubungkan partisipasi seluruh pemangku kepentingan, perilaku berintegritas, keterbukaan proses, dan pertanggungjawaban dalam satu kerangka pengendalian. Dengan demikian, Perseroan dapat menjaga kepercayaan pemegang saham dan pemangku kepentingan, memperkuat reputasi, serta mendukung keberlanjutan usaha secara bertanggung jawab.

Through the implementation of PLN Indonesia Power Services Bersih, the Company strengthens a governance culture oriented toward the prevention of misconduct. This program supports GCG implementation by connecting stakeholder participation, integrity-based conduct, process transparency, and accountability within a single control framework. Therefore, the Company can maintain the trust of shareholders and stakeholders, strengthen its reputation, and support responsible business sustainability.



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 Peraturan Direksi No. 0058.P/DIR/2025 Perihal Pedoman Pelaksanaan Komunikasi Perusahaan di Lingkungan PT PLN Indonesia Power Services tanggal 29 Juli 2025.

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 diatur dalam Peraturan Direksi No. 0087.P/DIR/2025 Tentang PENGELOLAAN MEDIA SOSIAL PT PLN INDONESIA POWER SERVICES Tanggal 29 Juli 2025 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 Board of Directors Regulation No. 0058.P/DIR/2025 concerning the Guidelines for the Implementation of Corporate Communications within PT PLN Indonesia Power Services, dated July 29, 2025.

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 The use of social media is governed by Board of Directors Regulation No. 0087.P/DIR/2025 concerning the Social Media Management of PT PLN Indonesia Power Services, dated July 29, 2025on 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:

a. Laporan Kinerja Bulanan
b. Laporan Manajemen per Triwulan
c. Pemberitaan di media massa terkait keterbukaan informasi akan kegiatan Perusahaan
d. 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. PRINT MEDIA

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:

a. Monthly Performance Report
b. Quarterly Management Report
c. Coverage in the mass media regarding information disclosure regarding the Company's activities
d. Annual Report

Facebook	: PLN Indonesia Power Services
Instagram	: @plnipservices.official
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)
Tiktok	: plnipservices.official



Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility



06

2025
Laporan Tahunan
Annual Report

Tanggung Jawab Sosial dan Lingkungan (TJSL)
Corporate Social and Environmental Responsibility

PT PLN Indonesia Power Services berkomitmen untuk menjalankan kegiatan usaha secara berkelanjutan dengan memperhatikan aspek *Environmental, Social and Governance* (ESG) dalam setiap proses bisnisnya. Sebagai bagian dari entitas publik dan anak usaha BUMN, Perseroan tidak hanya bertanggung jawab menciptakan nilai finansial, tetapi juga memberikan dampak positif kepada masyarakat dan lingkungan. Prinsip integritas, transparansi, dan akuntabilitas menjadi dasar dalam merumuskan strategi keberlanjutan yang terintegrasi dengan arah pertumbuhan jangka panjang Perseroan.

Untuk memperkuat transparansi pelaporan dan akuntabilitas kepada pemangku kepentingan, Perseroan menyampaikan informasi kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) secara lengkap dalam Laporan Keberlanjutan 2025, yang diterbitkan secara terpisah namun bersamaan waktunya dengan Laporan Tahunan. Penyusunan laporan ini mengacu pada ketentuan POJK No. 51/POJK.03/2017 tentang keuangan berkelanjutan serta pedoman teknis SEOJK No. 16/SEOJK.04/2021 mengenai bentuk dan isi laporan keberlanjutan.

Laporan Keberlanjutan Perseroan mencakup informasi mengenai penghormatan terhadap hak asasi manusia, ketenagakerjaan, praktik usaha yang wajar, pengelolaan lingkungan hidup, layanan pelanggan, serta pelibatan dan pemberdayaan masyarakat. Laporan ini juga berfungsi sebagai sarana komunikasi resmi Perseroan dalam mengungkapkan kinerja ESG kepada seluruh pemangku kepentingan secara transparan dan kredibel.

Sebagai bagian dari kesiapan menuju harmonisasi standar global, Perseroan telah memulai proses penyesuaian terhadap standar internasional IFRS S1 dan IFRS S2. Langkah ini diwujudkan melalui penguatan struktur tata kelola, pengelolaan risiko berbasis ESG, serta pengembangan sistem informasi pelaporan yang mendukung transparansi. Perseroan juga mengintegrasikan topik-topik keberlanjutan dalam perumusan strategi, termasuk pengungkapan atas empat pilar utama IFRS: *Governance, Strategy, Risk Management* dan *Metrics & Targets*.

PT PLN Indonesia Power Services is committed to conducting its business sustainably by incorporating Environmental, Social, and Governance (ESG) principles into every aspect of its operations. As a publicly listed company and a subsidiary of a state-owned enterprise, the Company is responsible for creating financial value and generating positive impacts on society and the environment. The principles of integrity, transparency, and accountability form the foundation for developing a sustainability strategy that aligns with the Company's long-term growth objectives.

To strengthen transparency in reporting and accountability to stakeholders, the Company provides comprehensive information on Social and Environmental Responsibility (TJSL) activities in the 2025 Sustainability Report. This report is published separately but concurrently with the Annual Report. Its preparation follows the provisions of POJK No. 51/POJK.03/2017 on sustainable finance, as well as the technical guidelines outlined in SEOJK No. 16/SEOJK.04/2021 regarding the format and content of sustainability reports.

The Company's Sustainability Report includes information on the respect for human rights, labor practices, fair business practices, environmental management, customer service, and community engagement and empowerment. This report also is the Company's official communication tool to transparently and credibly disclose its ESG performance to all stakeholders.

As part of its readiness for global standard harmonization, the Company has begun the process of aligning with the international IFRS S1 and IFRS S2 standards. This initiative is reflected in strengthening governance structures, implementing ESG-based risk management, and developing reporting information systems that support transparency. The Company has also integrated sustainability topics into its strategy formulation, including disclosures on the four main pillars of IFRS: Governance, Strategy, Risk Management, and Metrics & Targets.

Integrasi keberlanjutan ke dalam strategi bisnis dan manajemen risiko dilakukan sebagai bentuk antisipasi terhadap dinamika lingkungan bisnis, perubahan iklim, serta tekanan regulasi dan ekspektasi pemangku kepentingan. Perseroan memastikan operasional tetap resilien, bertanggung jawab dan relevan secara jangka panjang.

Informasi lebih lengkap mengenai implementasi program TJSL PT PLN Indonesia Power Services 2025 dapat diakses dalam Laporan Keberlanjutan melalui situs web resmi Perseroan di:

https://www.plnipservices.co.id/document/corporate-reports

The integration of sustainability into business strategy and risk management is carried out to anticipate business environment dynamics, climate change, and the pressures of regulations and stakeholder expectations. The Company ensures that its operations remain resilient, responsible, and relevant in the long term.

More detailed information on the implementation of PT PLN Indonesia Power Services's 2025 CSR programs can be accessed in the Sustainability Report on the Company's official website at:

https://www.plnipservices.co.id/document/corporate-reports



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Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan PT PLN Indonesia Power Services Tahun 2025

Statement of Members of the Board of Directors and the Board of Commissioners regarding Responsibility for the 2025 Annual Report of PT PLN Indonesia Power Services

Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan PT PLN Indonesia Power Services Tahun 2025

Statement of Members of the Board of Directors regarding Responsibility for the 2025 Annual Report of PT PLN Indonesia Power Services

Kami, anggota Direksi Perseroan yang bertanda tangan di bawah ini, menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT PLN Indonesia Power Services Tahun 2025 telah disusun secara lengkap dan benar, serta bahwa kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 01 Juli 2025

We, the undersigned members of the Company's Board of Directors, hereby confirm that all information in the 2025 Annual Report of PT PLN Indonesia Power Services has been fully disclosed and we take full responsibility for the accuracy of the contents of the report.

This statement is made in truthfulness.

Jakarta, July 01, 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 Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan PT PLN Indonesia Power Services Tahun 2025

Statement of Members of the Board of Commissioners regarding Responsibility for the 2025 Annual Report of PT PLN Indonesia Power Services

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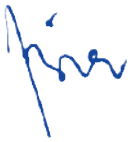
Jakarta, 01 Juli 2025

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This statement is made in truthfulness.

Jakarta, July 01, 2025

Dewan Komisaris
Board of Commissioners



Khusnul Mubien
Komisaris Utama
President Commissioner



(*)Raden Umar
Komisaris
Commissioner



Fredy Eko Prasetyo T
Komisaris Independen
Independent Commissioner



(*)Abdul Hakam Nagib
Komisaris
Commissioner

Catatan I Notes
*) Bapak Raden Umar dan Bapak Abdul Hakam Nagib menjabat sejak 16 April 2026
*) Mr. Raden Umar and Mr. Abdul Hakam Nagib servers since April 16, 2026

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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

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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
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.

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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;	12-16	a. Summary of key financial information;
b. Informasi saham (jika ada);	18-19	b. Stock information (if any);
c. Laporan Direksi;	47-61	c. The Board of Directors report;
d. Laporan Dewan Komisaris;	62-71	d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;	74-163	e. Profile of Issuer or Public Company;
f. Analisis dan pembahasan manajemen;	166-233	f. Management Discussion and Analysis
g. Tata kelola Emiten atau Perusahaan Publik;	236-575	g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	576-600	h. Corporate social and environmental responsibility of the Issuer or Public Company;

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i. Laporan keuangan tahunan yang telah diaudit; dan	643-712	i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	601-603	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;	N/A	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;	N/A	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:		**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:	18	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;
Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	18	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;

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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:	18	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	19	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.	19	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:		**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;	53	a) Strategy and strategic policies of the Issuer or Public Company;
b) Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	54	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;	55	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	56	d) Comparison between achievement of results and targets; or Public Company; and
e) Kendala yang dihadapi Emiten atau Perusahaan Publik;	56	e) Challenges faced by the Issuer or Public Company;
2) Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan	57	2) Description on business prospects; or Public Company; and
3) Penerapan tata kelola Emiten atau Perusahaan Publik.	58	3) Implementation of good corporate governance by Issuer or Public Company;

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d. Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:		**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;	64	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	67	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.	68	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;	74; 75	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:	74; 75	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;	76-77	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;	78-83	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;	86-90	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.	92-97	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;	98-99	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;	91	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:	100-108	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;	108	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:	110-116	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	113; 416	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;	116	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;	108; 116	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.	133-135	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:	153	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;	153	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	153	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.	153	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.	153	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:	153	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;	N/A	a) Ownership of local institutions;
b) Kepemilikan institusi asing;	N/A	b) Ownership of foreign institutions;

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c) Kepemilikan individu lokal; dan	N/A	c) Ownership of local individual; and
d) Kepemilikan individu asing;	N/A	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;	154-155	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.	156-157	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);	158	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);	158	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:	159-161	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.	√	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.	161-162	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:	173 - 188	**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:	176 - 179	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;	173	a) Production, which includes process, capacity and its development;
b) Pendapatan/penjualan; dan	187-188	b) Income/sales; and
c) Profitabilitas;		c) Profitability;

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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:	189- 193	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;	193-195	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	195	b) Short term liabilities, long term liabilities, total liabilities;
c) Ekuitas;	196-198	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	199-200	d) Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) Arus kas;	202-203	e) Cash flows;
3) Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	204	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;	205-206	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;	207-208	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:	209	6) Discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	210	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	210	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	210	c) Currency of denomination; and
d) Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	209-210	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:	209	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	209	a) Type of investment of capital goods;
b) Tujuan investasi barang modal; dan	209	b) Objective of the investment of capital goods; and
c) Nilai investasi barang modal yang dikeluarkan;	211	c) Value of the investment of capital goods;
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	212-216	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;	216-217	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:	√	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;	217	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:	√	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;

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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;	218-222	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;	225	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:	√	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:	225	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/A	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/A	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:	226-230	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;	N/A	a) Transaction date, value, and object;
b) Nama pihak yang melakukan transaksi;	228-229	b) Name of transacting parties;
c) Sifat hubungan Afiliasi (jika ada);	228-229	c) Nature of affiliate relationship (if any);
d) Penjelasan mengenai kewajaran transaksi;	228	d) Description of the fairness of the transaction;
e) Pemenuhan ketentuan terkait; dan	230	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	230	(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*);	230	(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.	230	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;	230	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;	226	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	231	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).	231	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:		**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:	270-317	1) GMS, at least contains:
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	270-317	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	274-287	(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;	287-316	(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;	317	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:	318-343	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.	321-329	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;	319	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.	329-333	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:	333-335	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	333	(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);	335	(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:	335	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	335	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	335	(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.	335	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:	344-369	3) The Board of Commissioners, at least contains:
a) Tugas dan tanggung jawab Dewan Komisaris;	346-351	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter)* Dewan Komisaris;	344	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.	351-354	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	(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:	356-362	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;	356	(1) Procedure for the implementation of performance assessment;
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	357	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
(3) Pihak yang melakukan penilaian; dan	358	3. Assessor; and
f) Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	362-365	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;	363	(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:	370-383	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	370	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:	379	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;	381	(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	381	(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.	381	(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:	N/A	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;	N/A	a. Name;
b) Dasar hukum pengangkatan dewan pengawas syariah;	N/A	b) Legal basis of appointment of Sharia Supervisory Board;
c) Periode penugasan dewan pengawas syariah;	N/A	c) Term of office of Sharia Supervisory Board;
d) Tugas dan tanggung jawab dewan pengawas syariah; dan	N/A	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;	N/A	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:	395-405	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Citizenship;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:		e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	√	(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	√	(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;	√	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	√	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi Komite Audit;	401	g) Statement of independence of the Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	402	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	404	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;	405	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:	406-408	7) Committee or remuneration and nomination functions of Issuer or Public Company at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	N/A	a) Name and position in the committee;
b) Usia;	N/A	b) Age;
c) Kewarganegaraan;	N/A	c) Citizenship;
d) Riwayat pendidikan;	N/A	d) Education background;

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e) Riwayat jabatan, meliputi informasi:	N/A	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	N/A	(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	N/A	(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;	N/A	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	N/A	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	N/A	g) Independence statement of Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	N/A	h) Training and/or competency development participated in during the book year (if any);
i) Uraian tugas dan tanggung jawab;	406	i) Description of Duties and Responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*);	406	j) A statement that already has charter or guidelines;
k) Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	407	k) Policies and frequency of meeting and attendence level at the meeting;
l) Uraian singkat pelaksanaan kegiatan pada tahun buku; dan	408	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:	408	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	408	(1) The reason why does not form the committee; and
(2) Pihak yang melaksanakan fungsi nominasi dan remunerasi;	408	(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:	409-426	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;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Citizenship;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:	√	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	√	(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	√	(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;	√	(3) Work experience and period of time both inside and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	√	f) Periode and tenure of Committee member;
g) Pernyataan independensi komite;	416	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	418	h) Training and/or Competency Development participated in during the book year (if any); and
i) Uraian tugas dan tanggung jawab;	418	i) Description of Duties and Responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite;	420	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	421	k) Policies and frequency of meetings, and attendance level at the meetings; and
l) Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	422	l) Description of Duties Implementation during the book year;
9) Sekretaris perusahaan, paling sedikit memuat:	427-431	9) Corporate Secretary, including:
a) Nama;	√	a) Name;
b) Domisili;	√	b) Domicile;
c) Riwayat jabatan, meliputi:	√	c) History of position, including:
(1) Dasar hukum penunjukan sebagai sekretaris perusahaan; dan	√	(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;	√	(2) Working experience and period in and outside the Issuer or Public Company;
d) Riwayat pendidikan;	√	d) Education background;
e) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan	431	e) Training and competency development participated in during the book year; and
f) Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	431	f) Brief description on the implementation of duties of the Corporate Secretary in the year under review;
10) Unit audit internal, paling sedikit memuat:	432-448	10) Internal Audit Unit, among others including:
a) Nama kepala unit audit internal;	√	a) Name of Head of Internal Audit Unit;
b) Riwayat jabatan, meliputi:	√	b) History of position, including:
(1) Dasar hukum penunjukan sebagai kepala unit audit internal; dan	√	(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;	√	(2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	437	c) Qualification or certification as internal auditor (if any);
d) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;	438	d) Traning and/or Competency Development participated in during the book year;
e) Struktur dan kedudukan unit audit internal;	439	e) Structure and position of Internal Audit Unit;
f) Uraian tugas dan tanggung jawab;	439	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) unit audit internal; dan	443	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;	444	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:	449-454	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	450	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	453	b) Review on the effectiveness of internal control systems; and
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	454	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:	455-472	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	458	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya;	459	b) Types of risk and the management;
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan	468	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;	472	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:	472	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;	N/A	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	N/A	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	N/A	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);	473	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:	N/A	15) Information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	N/A	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	N/A	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;	N/A	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:	518	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;	N/A	a) Number of share and/or option;
b) Jangka waktu pelaksanaan;	N/A	b) Period;

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c) Persyaratan karyawan dan/atau manajemen yang berhak; dan	N/A	c) The requirement for eligible employee and/ or management; and
d) Harga pelaksanaan atau penentuan harga pelaksanaan;	N/A	d) exercised price;
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:	519	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	519	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;	519	b) Implementation of that policy;
18) Uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, paling sedikit memuat:	520-531	18) A description of whistleblowing system at the Issuer or Public Company, among others include:
a) Cara penyampaian laporan pelanggaran;	523	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	525	b) Protection for the whistleblower;
c) Penanganan pengaduan;	525	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	528	d) Unit responsible for handling of violation report; and
e) Hasil dari penanganan pengaduan, paling sedikit:	531	e) Results from violation report handling, at least includes:
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	531	(1) Number of complaints received and processed during the fiscal year; and
(2) Tindak lanjut pengaduan;	531	(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:	532-544	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	532	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.	537	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:	545-570	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	545-570	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);	545-570	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.	545-570	Disclosure of information can be presented in table.

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h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik		**h. Social and Environmental Responsibility of the Issuer or Public Company**
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:	578	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;	578	a) Sustainability strategy explanation;
b) Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);	578	b) Sustainability aspects overview (economic, social and environmental);
c) Profil singkat Emiten atau Perusahaan Publik;	578	c) Brief Profile of Issuers or Public Company;
d) Penjelasan Direksi;	578	d) The Board of Directors explanation;
e) Tata kelola keberlanjutan;	578	e) Sustainability Governance;
f) Kinerja keberlanjutan;	578	f) Sustainability performance;
g) Verifikasi tertulis dari pihak independen, jika ada;	578	g) Written verification from an Independent Party (if any);
h) Lembar umpan balik (*feedback*) untuk pembaca, jika ada; dan	578	h) Feedback sheet for stakeholders (if any);
i) Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	578	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;	578	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:	578	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	578	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;	578	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;	578	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:	578	5) In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the said Sustainability Report must:

Keterangan	Halaman Page	Description
a) Memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan	578	a) Contains all the information as referred to in number 1); and
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;	578	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	578	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.	578	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.	625-692	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.	582-583	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

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1. Uraian Isi Laporan Tahunan	-	**1. Annual Report Content**
1. Laporan keuangan tahunan yang telah diaudit	643-712	1. Annual Audited Financial Statements
2. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan	601-603	2. Statement of the Board of Directors and the Board of Commissioners on Responsibility for the Annual Report
2. Ikhtisar data keuangan penting	12-16	**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	15	Comparative Financial Information for the Past Three Fiscal Years or Since Commencement of Business Activities (if less than Three Years)
Informasi memuat antara lain:		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	15	7. Other Relevant Financial Information and Ratios Pertinent to the Company and Its Industry
3. Informasi Saham (Jika Ada)		**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	N/A	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	N/A	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		**4. Report of the Board of Directors**
1. Kinerja Perusahaan	53-58	1. Board of Commissioners' Report
1. strategi dan kebijakan strategis Perusahaan	53	1. Corporate Strategies and Strategic Policies
2. peranan Direksi dalam perumusan strategi dan kebijakan strategis Perusahaan	54	2. Role of the Board of Directors in Formulating Corporate Strategies and Strategic Policies
3. proses yang dilakukan Direksi untuk memastikan implementasi strategi	55	3. Process Undertaken by the Board of Directors to Ensure Implementation of Strategies
4. perbandingan antara hasil yang dicapai dengan yang ditargetkan Perusahaan	56	4. Comparison Between Achieved and Targeted Results
5. kendala yang dihadapi	56	5. Challenges Encountered
2. Gambaran tentang prospek usaha Perusahaan	57	2. Description of the Company's Business Prospects
3. Penerapan governansi Perusahaan	58	3. Implementation of Corporate Governance
5. Laporan Dewan Komisaris	64-68	**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	64	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	67	2. Views on the Company's Business Prospects Prepared by the Board of Directors
3. Pandangan atas penerapan governansi Perusahaan	68	3. Views on the Implementation of Corporate Governance
6. Profil Perusahaan	94-122	**6. Company Profile**
1. Akses terhadap Perusahaan termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Perusahaan	74-91	1. Access to the Company Including Branch Offices or Representative Offices Providing Public Access to Company Information
1. alamat	74	1. Address
2. nomor telepon	74	2. Telephone Number
3. alamat surat elektronik	74	3. Email Address
4. alamat situs web	74	4. Website Address
2. Riwayat singkat Perusahaan	76	2. Brief History of the Company
3. Visi dan misi Perusahaan serta budaya perusahaan (corporate culture) atau nilai-nilai perusahaan;	79-83	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	86	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	92-97	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	98	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	91	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		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:	159-161	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	159-161	1. Name and Address
2. Periode penugasan	159-161	2. Period of Engagement
3. informasi jasa audit yang diberikan;	159-161	3. Information on Audit Services Provided
4. biaya jasa (fee) audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	159-161	4. Audit Fee for Each Assignment During the Fiscal Year
5. informasi jasa non audit yang diberikan;	159-161	5. Information on Non-Audit Services Provided
6. biaya jasa (fee) non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	159-161	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)	159-161	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	159-161	10. Name and Address of Other Capital Market Supporting Institutions and/or Professions Besides PA and PAF
7. Profil Direksi	100-107	**7. Company Profile**
1. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab	√	1. Name and position following duties and responsibilities;
2. Usia	√	2. Age;
3. Kewarganegaraan	√	3. Nationality;
4. Riwayat pendidikan dan/atau sertifikasi	√	4. Educational background and/or certifications;
5. Riwayat jabatan, meliputi informasi	√	5. Career history, including:
1. dasar hukum pengangkatan sebagai anggota Direksi pada Perusahaan yang bersangkutan	√	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.	√	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)	√	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	√	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.	√	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)	√	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.	√	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;"	108	"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	110-116	**8. Company Profile**
1. Nama dan jabatan	√	1. Name and position;
2. Usia	√	2. Age;
3. Kewarganegaraan	√	3. Nationality;
4. Riwayat pendidikan dan/atau sertifikasi	√	4. Educational background and/or certifications;
5. Riwayat jabatan, meliputi informasi	√	5. Career history, including:
1. Dasar hukum pengangkatan sebagai anggota Dewan Komisaris	√	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	√	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.	√	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)	√	(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	√	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;	√	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)	√	(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	113; 416	7. Statement of independence for Independent Commissioners who have served more than two terms;
8. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya.	116	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;	108; 116	(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:	153	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	153	1. Shareholders holding 5% (five percent) or more of the Company's shares;
2. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Perusahaan.	153	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)		(Note: If none of the Directors and/or Commissioners own shares, this must be disclosed.)
3. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik	153	3. 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;	153	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)	153	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	N/A	3. The number of shareholders and percentage of ownership, classified as follows:
1. kepemilikan institusi lokal	N/A	1. Local institutional ownership;
2. kepemilikan institusi asing	N/A	2. Foreign institutional ownership;
3. kepemilikan individu lokal	N/A	2. Local individual ownership;
4. kepemilikan individu asing	N/A	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;	154	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	156	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)	158	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)	158	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		1. Review of Operations by Business Segment, Including:
1. Produksi, yg meliputi proses, kapasitas, dan perkembangannya	174-176; 180-187	1. Production (Processes, Capacity, and Developments)
2. Pendapatan/penjualan	173; 188	2. Revenue/Sales
3. Profitabilitas	188	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,		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	189-193	1. Current Assets, Non-Current Assets, and Total Assets

Keterangan	Halaman Page	Description
2. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas	193-195	2. Short-Term Liabilities, Long-Term Liabilities, and Total Liabilities
3. Ekuitas	195	3. Equity
4. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi), komprehensif; dan	196-198	4. Revenue/Sales, Expenses, Profit (Loss), Other Comprehensive Income, and Total Comprehensive Profit (Loss)
5. Arus kas	199-200	4. Cash Flows
3. Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan	201-203	3. Debt Payment Capability by Presenting Relevant Ratios
4. Tingkat kolektibilitas piutang perusahaan dengan menyajikan perhitungan rasio yang relevan	204	4. Receivables Collectibility Level by Presenting Relevant Ratios
5. Struktur modal (capital structure) dan kebijakan manajemen atas struktur modal disertai dasar penentuan kebijakan dimaksud	205-206	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	N/A	6. Discussion on Material Commitments for Capital Goods Investment Including:
1. Tujuan dari ikatan tersebut	N/A	1. Objectives of Such Commitments
2. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut	N/A	2. Expected Funding Sources
3. Mata uang yang menjadi denominasi	N/A	3. Currency Denomination
4. Langkah yang direncanakan Perubahaan untuk melindungi risiko dari posisi mata uang asing yang terkait	N/A	4. Planned Measures to Mitigate Currency Risks
7. Bahasan mengenai investasi barang modal yang yang direalisasikan dalam tahun buku terakhir:		7. Discussion on Realized Capital Goods Investment During the Fiscal Year Including:
1. Jenis investasi barang modal	209	1. Types of Capital Goods Invested
2. Tujuan investasi barang modal	209	2. Objectives of Capital Goods Investment
3. Nilai investasi barang modal yang dikeluarkan	209	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	212-216	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)	216	9. Comparison of Initial Targets/Projections with Realization:
1. Pendapatan/penjualan		1. Revenue/Sales
2. Laba (rugi)	216	2. Profit (Loss)
3. Struktur modal (capital structure)	217	3. Capital Structure
4. Hal lainnya yang dianggap penting bagi Perusahaan	216-217	4. Other Important Matters to the Company
10. Target/proyeksi yang ingin dicapai Perusahaan untuk 1 (satu) tahun mendatang,		10. Targets/Projections for the Next Fiscal Year Including:
1. Pendapatan/penjualan	217	1. Revenue/Sales
2. Laba (rugi)	217	2. Profit (Loss)
3. Struktur modal (capital structure)	217	3. Capital Structure
4. Kebijakan dividen	217	4. Dividend Policy
5. Hal lainnya yang dianggap penting bagi Perusahaan	217	5. Other Important Matters to the Company
11. Aspek pemasaran atas barang dan/atau jasa Perusahaan, paling sedikit mengenai Strategi pemasaran dan Pangsa pasar	218-222	11. Marketing Aspects of the Company's Goods and/or Services Including:
12. Uraian mengenai dividen selama 2 (dua) tahun buku terakhir		12. Dividend Information Over the Last Two Fiscal Years

Keterangan	Halaman Page	Description
1. Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;	224	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;	224	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	224	3. The amount of dividends per share (cash and/or non-cash); and
4. Jumlah dividen per tahun yang dibayar;	224	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		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	N/A	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/A	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/A	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	225	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	225	1. Transaction Date, Value, and Object
2. Nama pihak yang melakukan transaksi;	228-229	2. Name of Transaction Counterparty
3. Sifat hubungan afiliasi (jika ada);	228-229	3. Nature of Affiliated Relationship (If Any)
4. Penjelasan mengenai kewajaran transaksi;	228	4. Explanation on Fairness of Transaction
5. Pemenuhan ketentuan terkait; dan	230	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);	230	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);	230	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. 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;	230	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)	701	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	230	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)	226	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);	231	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:		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		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	275-314	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	314-316	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;	N/A	d. If an Independent Party Was Appointed to Count Votes at the GMS, Disclosure of Such Appointment
2. Pengungkapan terkait Direksi		2. Disclosure Related to the Board of Directors:
1. Tugas dan tanggung jawab masing masing anggota Direksi;	328-329	1. Duties and Responsibilities of Each Director
2. Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi		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).	330	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		4. Policies related to the frequency of Board of Directors meetings and joint Board of Directors meetings with the Board of Commissioners
5. Frekuensi pelaksanaan rapat Direksi dan rapat Direksi bersama Dewan Komisaris	330-331	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	330-331, 332	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	333-335	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);	333-335	8. Training and/or competency development attended by members of the Board of Directors during the financial year (if any)

Keterangan	Halaman Page	Description
9. Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada)	335	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	335	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	335	11. Performance appraisal procedures
12. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat	335	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)	335	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	344-369	3. Disclosure Related to the Board of Commissioners:
1. Tugas dan tanggung jawab Dewan Komisaris;	346-351	1. Duties and Responsibilities of the Board of Commissioners
2. Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (charter) Dewan Komisaris	344	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;	352-353	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	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	362-365	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;	356-362	8. Procedures for conducting performance assessment;
9. Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	358-362	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		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;	370-383	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:	379-381	2. Remuneration Procedures and Implementation of the Board of Directors and the Board of Commissioners, including:
3. Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	379-381	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	382-383	1. The remuneration structure, includes salary, allowances, bonuses, and other benefits.
2. Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris;	N/A	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	N/A	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	N/A	1. Name;
2. dasar hukum pengangkatan dewan pengawas syariah	N/A	2. Legal basis for the appointment of the Sharia Supervisory Board;
3. periode penugasan dewan pengawas syariah	N/A	3. Term of assignment of the Sharia Supervisory Board;
4. Tugas dan tanggung jawab dewan pengawas syariah;	N/A	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.	395-405	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	√	6. Disclosure Related to Audit Committee, Including:
1. Nama dan jabatannya dalam keanggotaan komite	√	1. Name and Position
2. Usia	√	2. Age
3. Kewarganegaraan	√	3. Nationality
4. Riwayat pendidikan	√	4. Educational Background
5. Riwayat jabatan	√	5. Work History
6. Dasar hukum penunjukan sebagai anggota komite	√	6. Legal Basis for Appointment
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	395-397	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)	-	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;	395-397	9. Work experience along with the periods of service, both within and outside the Company;
10. Periode dan masa jabatan anggota komite audit	395-397	10. Period and term of office of the audit committee members;
11. Pernyataan independensi komite audit	401	11. Statement of independence of the audit committee;
12. Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	402	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;	404	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	405	14. Activities carried out by the audit committee during the financial year.
7. Pengungkapan terkait Komite atau fungsi nominasi dan remunerasi Perusahaan.	N/A	7. Disclosures regarding the Company's nomination and remuneration committee or function.
1. nama dan jabatannya dalam keanggotaan komite	N/A	1. name and position in the committee membership
2. usia	N/A	2. age
3. kewarganegaraan	N/A	3. nationality
4. riwayat pendidikan	N/A	4. educational background
5. riwayat jabatan	N/A	5. job history
6. dasar hukum penunjukan sebagai anggota komite	N/A	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);	N/A	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)	N/A	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	N/A	9. Work experience and time period both inside and outside the Company

Keterangan	Halaman Page	Description
10. periode dan masa jabatan anggota komite audit	N/A	10. period and term of office of audit committee members
11. Pernyataan independensi komite;	N/A	11. Committee independence statement;
12. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	N/A	12. training and/or competency improvement that has been undertaken in the financial year (if any)
13. uraian tugas dan tanggung jawab	N/A	13. job description and responsibilities
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	N/A	14. statement that has guidelines or a charter
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	N/A	15. Policy and implementation of meeting frequency and level of member attendance at these meetings;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	N/A	16. A brief description of the implementation of activities in the financial year;
17. Catatan: Dalam hal tidak dibentuk komite:	406-408	17. Note: In case a committee is not formed:
18. Alasan tidak dibentuknya komite	406-408	18. Reasons for not forming a committee
19. Pihak yang melaksanakan fungsi nominasi dan remunerasi	406-408	19. Parties carrying out nomination and remuneration functions
7. Pengungkapan terkait Komite atau fungsi nominasi dan remunerasi Perusahaan.		7. Disclosures regarding the Company's nomination and remuneration committee or function.
1. nama dan jabatannya dalam keanggotaan komite	409-426	1. name and position in the committee membership
2. usia	√	2. age
3. kewarganegaraan	√	3. nationality
4. riwayat pendidikan	√	4. educational background
5. riwayat jabatan	√	5. job history
6. dasar hukum penunjukan sebagai anggota komite	√	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);	√	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);	√	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	√	9. Work experience and time period both inside and outside the Company
10. periode dan masa jabatan anggota komite audit	√	10. period and term of office of audit committee members
11. Pernyataan independensi komite;	416	11. Committee independence statement;
12. "pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)"	418	12. training and/or competency improvement that has been undertaken in the financial year (if any)
13. uraian tugas dan tanggung jawab	418	13. job description and responsibilities
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	420	14. statement that has guidelines or a charter
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	421	15. Policy and implementation of meeting frequency and level of member attendance at these meetings;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	422	16. A brief description of the implementation of activities in the financial year;
17. Catatan: Dalam hal tidak dibentuk komite:		17. Note: In case a committee is not formed:
18. Alasan tidak dibentuknya komite		18. Reasons for not forming a committee
19. Pihak yang melaksanakan fungsi nominasi dan remunerasi		19. Parties carrying out nomination and remuneration functions
8. Pengungkapan terkait Komite Manajemen Risiko		8. Disclosure Related to the Risk Management Committee, Including:
1. nama dan jabatannya dalam keanggotaan komite	409-413	1. Name and Position in the Committee

Keterangan	Halaman Page	Description
2. usia	409-413	2. Age
3. kewarganegaraan	409-413	3. Nationality
4. riwayat pendidikan	409-413	4. Educational Background
5. riwayat jabatan	409-413	5. Work History
6. dasar hukum penunjukan sebagai anggota komite	409-413	6. Legal Basis for Appointment
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);	409-413	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);	N/A	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	409-413	9. Work experience and periods of service both within and outside the Company;
10. periode dan masa jabatan anggota komite manajemen risiko	409-413	10. Period and term of office of the risk management committee members;
11. Pernyataan independensi komite;	416-418	11. Statement of independence of the committee members;
12. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)	418	12. Training and/or competency development attended during the financial year (if any);
13. uraian tugas dan tanggung jawab	419-420	13. Description of the duties and responsibilities;
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)	420-421	14. Statement confirming the existence of a guideline or charter;
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	421	15. Policy and implementation regarding the frequency of meetings and attendance rates of committee members;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;	423-424	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:		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		1. Name and Position in the Committee
2. usia		2. Age
3. kewarganegaraan		3. Nationality
4. riwayat pendidikan		4. Educational Background
5. riwayat jabatan		5. Work History
6. dasar hukum penunjukan sebagai anggota komite		6. Legal Basis for Appointment
7. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada);		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;		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		9. Work experience and duration of service, both within and outside the Company;
10. periode dan masa jabatan anggota komite lain		10. Period and term of office of the members of the other committees;
11. Pernyataan independensi komite;		11. Statement of the committee's independence;
12. pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada)		12. Training and/or professional development attended by committee members during the financial year (if any);
13. uraian tugas dan tanggung jawab		13. Description of the committee's duties and responsibilities;

Keterangan	Halaman Page	Description
14. pernyataan bahwa telah memiliki pedoman atau piagam (charter)		14. Statement confirming the existence of a guideline or charter;
15. Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;		15. Policy and implementation of meeting frequency, and the attendance rate of members at those meetings;
16. Uraian singkat pelaksanaan kegiatan pada tahun buku;		16. Summary of the committee's activities during the financial year.
9. Pengungkapan terkait Sekretaris perusahaan		9. Disclosure Related to Corporate Secretary, Including:
1. Nama	427	1. Name
2. Domisili	427	2. Domicile
3. Riwayat jabatan	427	3. Work History
4. Dasar hukum penunjukan sebagai sekretaris perusahaan	427	4. Legal Basis for Appointment
5. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	427	5. Work Experience Inside and Outside the Company
6. Riwayat pendidikan	427	6. Educational Background
7. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku	431	7. Training and/or Competency Development Attended During the Fiscal Year
8. Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	431	8. Summary of the Corporate Secretary's Activities During the Fiscal Year
10. Pengungkapan terkait Unit audit internal, paling sedikit memuat		10. Disclosure Related to Internal Audit Unit, Including:
a. Nama kepala unit audit internal	432	a. Name of the Head of Internal Audit Unit
b. Riwayat jabatan	432	b. Work History
b1. Dasar hukum penunjukan sebagai kepala unit audit internal	432	b1. Legal Basis for Appointment
b2. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Perusahaan	432	b3. Work Experience Inside and Outside the Company
d. Kualifikasi atau sertifikasi sebagai profesi audit internal	432	c. Qualifications or Certifications in Internal Auditing
d. Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku	438	d. Training and/or Competency Development Attended During the Fiscal Year
e. Struktur dan kedudukan unit audit internal;	439	e. Structure and Position of Internal Audit Unit
f. Uraian tugas dan tanggung jawab;		f. Description of Duties and Responsibilities
g. Pernyataan bahwa telah memiliki pedoman atau piagam (charter) unit audit internal		g. Statement Confirming the Existence of an Internal Audit Charter
11. Uraian mengenai sistem pengendalian internal (internal control) yang diterapkan oleh Perusahaan	449-454	11. Description of the Internal Control System Implemented by the Company:
a. Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya;	449-453	a. Financial and operational controls, as well as compliance with applicable laws and regulations;
b. Tinjauan atas efektivitas sistem pengendalian internal	453-454	b. A review of the effectiveness of the internal control system;
c. Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	454	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	459-473	12. Description of the Risk Management System Implemented by the Company:
a. Gambaran umum mengenai sistem manajemen risiko Perusahaan;	459-468	a. A general overview of the Company's risk management system;
b. Jenis risiko dan cara pengelolaannya;	459-468	b. The types of risks faced and how they are managed;

Keterangan	Halaman Page	Description
c. Tinjauan atas efektivitas sistem manajemen risiko Perusahaan	468-471	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;	472	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	473	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	478-481	14. Public Accountant
a. Pokok-pokok kode etik		a. Key principles of the Code of Conducts;
b. Bentuk sosialisasi kode etik dan upaya penegakannya	478-481	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		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)	518	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)	518	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	N/A	a. The number of shares and/or options granted;
b. jangka waktu pelaksanaan	N/A	b. The exercise period;
c. persyaratan karyawan dan/atau manajemen yang berhak	N/A	c. The eligibility criteria for employees and/or management; and
d. harga pelaksanaan atau penentuan harga pelaksanaan	N/A	d. The exercise price or the method for determining the exercise price.
17. Uraian singkat mengenai kebijakan pengungkapan informasi mengenai		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;	519	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	519	b. Implementation of the said policy.
18. Uraian mengenai sistem pelaporan pelanggaran (whistleblowing system) di Perusahaan:	520	18. Description of the Company's Whistleblowing System:
a. Cara penyampaian laporan pelanggaran;	523	a. Procedures for submitting reports of violations;
b. Perlindungan bagi pelapor;	525	b. Protection measures for whistleblowers;
c. Penanganan pengaduan;	525	c. Procedures for handling complaints;
d. Pihak yang mengelola pengaduan;	528	d. Parties responsible for managing complaints;
e. Hasil dari penanganan pengaduan:	531	e. Outcomes of complaint handling, including:
e1. Jumlah pengaduan yang masuk dan diproses dalam tahun buku	531	e1. Number of complaints received and processed during the financial year;

Keterangan	Halaman Page	Description
e2. Tindak lanjut pengaduan;	531	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	532	19. Description of corporate social responsibility related to employment, health and work safety, including information about
a. Program dan prosedur yang dilakukan	532	a. Programs and procedures implemented
b. Pelatihan/sosialisasi anti korupsi kepada karyawan Perusahaan;	537	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)		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:	545	20a. The implementation of governance guidelines for Public Companies or Issuers that issue equity securities, including:
a. Pernyataan mengenai rekomendasi yang telah dilaksanakan	545-570	a. Statement regarding the recommendations that have been implemented;
b. Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut	545-570	b. Evidence or explanation demonstrating that the company has implemented the recommendation.
c. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif	545-570	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:	545-570	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	545-570	a. Statement regarding the recommendations that have been implemented; and/or
b. Bukti/penjelasan yang menunjukkan bahwa perusahaan telah menerapkan rekomendasi tersebut	545-570	b. Evidence or explanation demonstrating that the company has implemented the recommendation.
c. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif	545-570	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 2025/
31 DECEMBER 2025

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB
ATAS LAPORAN KEUANGAN
PADA TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL 31 DESEMBER 2025

DIRECTOR'S STATEMENT LETTER
RELATING TO THE RESPONSIBILITY
ON THEFINANCIAL STATEMENTS
AS AT 31 DECEMBER 2025
AND FOR THE YEARS ENDED
31 DECEMBER 2025

Kami yang bertandatangan dibawah ini/ *We, the undersigned*:

1. Nama/ *Name* : Hari Cahyono
   Alamat kantor/ *Office address* : Jl. Raya Pasar Minggu No. 190, RT.1/RW.1, Pejaten Barat, Kec. Pasar Minggu, Jakarta Selatan 12510
   Alamat Domisili sesuai KTP atau kartu identitas lain/ *Domicile as stated in ID Card* : Jalan Tanah Lot Raya N 4/28 Graha Cinere, Rukun Tetangga 006, Rukun Warga 013, Kelurahan Limo, Kecamatan Limo, Kota Depok.
   Nomor telepon/*Phone number* : 08128721904
   Jabatan/ *Position* : Direktur Utama/ *President Director*

2. Nama/ *Name* : Metty Kronika Indirawati
   Alamat kantor/ *Office address* : Jl. Raya Pasar Minggu No. 190, RT.1/RW.1, Pejaten Barat, Kec. Pasar Minggu, Jakarta Selatan 12510
   Alamat Domisili sesuai KTP atau kartu identitas lain/ *Domicile as stated in ID Card* : Komplek Selapa Polri RT/RW. 003/009, Kelurahan Pondok Pinang
   Nomor telepon/*Phone number* : 0818906147
   Jabatan/ *Position* : PLT. Direktur Keuangan/ Acting As Director of Finance

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT PLN Indonesia Power Services ("Perusahaan");
2. Laporan keuangan Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam Laporan Keuangan telah dimuat secara lengkap dan benar;
   b. Laporan keuangan tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material; dan
4. Kami bertanggung jawab atas sistem pengendalian internal dalam Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

state that:

1. *We are responsible for the preparation and presentation of the financial statements of PT PLN Indonesia Power Services ("the Company");*
2. *The Company's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information has been disclosed in a complete and truthful manner in the Company's financial statements;*
   b. *The Company's financial statements do not contain misleading material information or facts, and do not omit material information or facts; and*
4. *We are responsible for the internal control system of the Company.*

The statement letter is made truthfully.

Jakarta, 19 Juni/*June* 2026



Hari Cahyono
Direktur Utama/
President Director

Metty Kronika Indirawati
PLT. Direktur Keuangan/
Acting As Director of Finance

Laporan/*Report* No. 01097/2.1457/AU.1/02/1789-3/1/VI/2026

Laporan auditor independen
Kepada para Pemegang Saham

PT PLN Indonesia Power Services

Independent auditors' report
To the Shareholders of

PT PLN Indonesia Power Services

Opini

Kami telah mengaudit laporan keuangan PT PLN Indonesia Power Services ("Perusahaan"), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, 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 2025, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

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 2025, and the statement 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 2025, and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung jawab auditor terhadap audit atas laporan keuangan pada laporan kami. Kami independen terhadap Perusahaan berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the 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.

Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia
T: +62 (21) 5099 2901/3119 2901
F: +62 (21) 5290 5555/5290 5050

Nomor Izin Usaha: KEP-315/KM.1/2024.

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 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.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Perusahaan dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Perusahaan atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Perusahaan.

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.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Tanggung jawab auditor terhadap audit atas laporan keuangan

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, merancang dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas efektivitas pengendalian internal Perusahaan.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Perusahaan untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Perusahaan tidak dapat mempertahankan kelangsungan usaha.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Company to cease to continue as a going concern.*

- Mengevaluasi penyajian, struktur dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Merencanakan dan melaksanakan audit grup untuk memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau unit bisnis dalam grup sebagai basis untuk merumuskan opini atas laporan keuangan grup. Kami bertanggung jawab atas arahan, supervisi dan penelaahan atas pelaksanaan pekerjaan audit untuk tujuan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

- *Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Jakarta,
19 Juni/*June* 2026

Firman Sababalat, CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.1789

PLN Indonesia Power Services
01097/2.1457/AU.1/02/1789-3/1/VI/2026

PT PLN INDONESIA POWER SERVICES
Lampiran 1/1 *Schedule*

LAPORAN POSISI KEUANGAN
PADA TANGGAL 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2025	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	5	335,642	361,891	*Cash and cash equivalents*
Deposito berjangka	6	10,000	2,500	*Time deposits*
Kas yang dibatasi penggunaannya - bagian lancar	7	9,662	22,378	*Restricted cash - current portion*
Piutang usaha	8	753,662	652,510	*Trade receivables*
Piutang sewa pembiayaan - bagian lancar	9	168,960	25,396	*Finance lease receivables - current portion*
Piutang lain-lain		1,621	6,121	*Other receivables*
Persediaan		11,333	8,460	*Inventory*
Pajak dibayar di muka - bagian lancar	23a	125,781	58,659	*Prepaid taxes - current portion*
Biaya dibayar di muka dan uang muka		6,228	14,215	*Prepaid expenses and advances*
Aset lancar lainnya	10	85	222	*Other current assets*
JUMLAH ASET LANCAR		**1,422,974**	**1,152,352**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Kas yang dibatasi penggunaannya - bagian tidak lancar	7	-	38	*Restricted cash - non-current portion*
Piutang dari ventura bersama	11	25,982	24,406	*Receivables from a joint venture*
Piutang sewa pembiayaan - bagian tidak lancar	9	180,828	14,162	*Finance lease receivables - non-current portion*
Pajak dibayar di muka - bagian tidak lancar	23a	9,657	16,095	*Prepaid taxes - non-current portion*
Aset tetap	12	130,377	153,789	*Fixed assets*
Aset hak-guna		1,444	5,677	*Right-of-use assets*
Investasi pada ventura bersama	14a	19,243	12,990	*Investments in joint ventures*
Aset pajak tangguhan	23d	44,381	32,039	*Deferred tax assets*
Aset tidak lancar lainnya	10	17,375	17,254	*Other non-current assets*
JUMLAH ASET TIDAK LANCAR		**429,287**	**276,450**	***TOTAL NON-CURRENT ASSETS***
JUMLAH ASET		**1,852,261**	**1,428,802**	***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 2025
(Dinyatakan dalam jutaan Rupiah, kecuali nilai nominal dan data saham)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(Expressed in millions of Rupiah, except for par value and share data)

	Catatan/ *Notes*	2025	2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha	15	29,512	74,910	*Trade payables*
Utang lain-lain		11,710	3,990	*Other payables*
Utang pajak penghasilan badan	23b	2,871	9,322	*Corporate income tax payable*
Utang pajak lainnya	23b	30,973	41,068	*Other taxes payable*
Biaya yang masih harus dibayar	16	245,984	223,953	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	17	86,424	57,348	*Short-term employee benefit liabilities*
Liabilitas sewa - jangka pendek	13	154,426	4,189	*Lease liabilities - current portion*
JUMLAH LIABILITAS JANGKA PENDEK		**561,900**	**414,780**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas sewa - jangka panjang	13	167,253	35,463	*Lease liabilities - non-current portion*
Liabilitas imbalan pascakerja	17	84,456	31,621	*Post-employment benefit liabilities*
JUMLAH LIABILITAS JANGKA PANJANG		**251,709**	**67,084**	***TOTAL NON-CURRENT LIABILITIES***
JUMLAH LIABILITAS		**813,609**	**481,864**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp1.000 (nilai penuh) per saham Modal dasar: ditempatkan dan disetor 514.867.770 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		337,077	239,167	*Unappropriated*
Penghasilan komprehensif lain		3,656	9,852	*Other comprehensive income*
JUMLAH EKUITAS		**1,038,652**	**946,938**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS		**1,852,261**	**1,428,802**	***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 2025
(Dinyatakan dalam jutaan Rupiah)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	2025	2024	
Pendapatan usaha	20a	2,331,999	2,238,049	*Revenue*
Pendapatan sewa	20b	63,456	62,411	*Lease income*
Total pendapatan		**2,395,455**	**2,300,460**	***Total revenue***
Beban pokok pendapatan	21	(2,072,058)	(2,015,818)	*Cost of revenue*
LABA BRUTO		**323,397**	**284,642**	***GROSS PROFIT***
Beban umum dan administrasi	22	(153,046)	(122,646)	*General and administrative expenses*
Penghasilan sewa dari subsewa	9	32,677	6,585	*Sublease rental income*
Beban lain-lain - neto		(12,409)	(39,293)	*Other expenses - net*
LABA USAHA		**190,619**	**129,288**	***OPERATING INCOME***
Penghasilan keuangan		22,027	6,992	*Finance income*
Bagian atas laba bersih pada ventura bersama	14a	6,253	1,933	*Share in net profit of joint ventures*
Biaya keuangan	13	(10,963)	(1,961)	*Finance costs*
LABA SEBELUM PAJAK		**207,936**	**136,252**	***PROFIT BEFORE TAX***
Beban pajak penghasilan	23c	(63,026)	(55,379)	*Income tax expense*
LABA TAHUN BERJALAN		**144,910**	**80,873**	***PROFIT FOR THE YEAR***
Penghasilan/(kerugian) komprehensif lain				***Other comprehensive income/(loss)***
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	(7,944)	16,059	*Remeasurement on post-employment benefit liabilities*
Pajak penghasilan terkait	23d	1,748	(3,533)	*Related income tax*
(Kerugian)/penghasilan komprehensif lain, setelah pajak		**(6,196)**	**12,526**	***Other comprehensive (loss)/income, net of tax***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**138,714**	**93,399**	***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 2025
(Dinyatakan dalam jutaan Rupiah)

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED
31 DECEMBER 2025
(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 2024		514,868	23,719	159,332	203,842	1,117	(3,791)	899,087	*Balance as at 1 January 2024*
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***
Laba tahun berjalan		-	-	-	144,910	-	-	144,910	*Profit for the year*
Kerugian komprehensif lain tahun berjalan		-	-	-	-	-	(6,196)	(6,196)	*Other comprehensive loss for the year*
Jumlah penghasilan komprehensif tahun berjalan		-	-	-	144,910	-	(6,196)	138,714	*Total comprehensive income for the year*
Dividen	19b	-	-	-	(47,000)	-	-	(47,000)	*Dividends*
Saldo pada tanggal 31 Desember 2025		**514,868**	**23,719**	**159,332**	**337,077**	**1,117**	**2,539**	**1,038,652**	***Balance as at 31 December 2025***

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 2025
(Dinyatakan dalam jutaan Rupiah)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2025
(Expressed in millions of Rupiah)

	Catatan/ *Notes*	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan		1,994,301	2,010,006	*Receipts from customers*
Pembayaran kepada pemasok		(1,149,434)	(1,233,002)	*Payments to suppliers*
Pembayaran kepada karyawan		(683,575)	(619,341)	*Payments to employees*
Pembayaran pajak penghasilan badan		(80,167)	(66,243)	*Payments of corporate income tax*
Penerimaan pengembalian Pajak Pertambahan Nilai	23e	21,406	142,421	*Receipts of Value-Added Tax refunds*
Penerimaan dari penghasilan keuangan		20,451	5,412	*Receipts of finance income*
Pembayaran beban keuangan	13	(10,963)	(1,961)	*Payments of finance expenses*
Kas bersih diperoleh dari aktivitas operasi		**112,019**	**237,292**	***Net cash generated from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOW FROM INVESTING ACTIVITIES***
Penarikan kas yang dibatasi penggunaannya untuk jaminan pelaksanaan	7	12,754	2,567	*Withdrawal of restricted cash for performance bonds*
Perolehan aset tetap	12	(18,295)	(42,193)	*Purchase of fixed assets*
Penempatan deposito berjangka	6	(7,500)	-	*Placements of time deposits*
Kas bersih digunakan untuk aktivitas investasi		**(13,041)**	**(39,626)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOW FROM FINANCING ACTIVITIES***
Pembayaran liabilitas sewa	27b	(78,222)	(17,257)	*Payment of lease liabilities*
Pembayaran dividen	19b	(47,005)	(45,543)	*Payments of dividends*
Kas bersih digunakan untuk aktivitas pendanaan		**(125,227)**	**(62,800)**	***Net cash used in financing activities***
(PENURUNAN)/KENAIKAN BERSIH KAS DAN SETARA KAS		**(26,249)**	**134,866**	***NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN		361,891	227,025	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN		**335,642**	**361,891**	***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 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM

a. Pendirian dan Informasi Umum

PT PLN Indonesia Power Services ("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. 8 tanggal 19 April 2024 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta tentang perubahan nama Perusahaan yang telah diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0025785.AH.01.02.Tahun 2024 tanggal 2 Mei 2024.

Perusahaan berdomisili di Jakarta dengan unit bisnis pembangkit yang berlokasi di Bali dan Nusa Tenggara Timur. Kantor pusat Perusahaan berkedudukan di Gedung PLN Indonesia Power Services, Jl. Raya Pasar Minggu No. 190, Jakarta Selatan.

Perusahaan bergerak dalam bidang usaha ketenagalistrikan, industri penunjang, jasa dan kegiatan perdagangan. Perusahaan mulai beroperasi secara komersial pada tahun 1999.

Entitas induk utama Perusahaan adalah PT Perusahaan Listrik Negara (Persero) ("PLN"), suatu perusahaan yang didirikan di Indonesia dan dikendalikan oleh Pemerintah Republik Indonesia. Pemegang saham utama Perusahaan adalah Pemerintah Republik Indonesia.

Pada tanggal 31 Desember 2025 dan 2024, jumlah karyawan Perusahaan termasuk karyawan yang penugasan dari PT PLN Indonesia Power ("PIP") adalah masing-masing berjumlah 2.743 (tidak diaudit) dan 4.652 (tidak diaudit).

1. GENERAL

a. Establishment and general information

PT PLN Indonesia Power Services (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 March 1999.

The Company's Articles of Association have been amended several times, most recently by Notarial Deed No.8, dated 19 April 2024 of Shahreza Annaz S.H., M.Kn., Notary in Jakarta regarding changes to the Company's name 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-0025785.AH.01.02.Tahun 2024 dated 2 May 2024.

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 PLN Indonesia Power Services Building, Jl. Raya Pasar Minggu No. 190, Jakarta Selatan.

The Company is engaged in the electricity sector, supporting industries, services, and trading activities. The Company commenced its commercial operations in 1999.

The Company's ultimate parent entity is PT Perusahaan Listrik Negara (Persero) ("PLN"), a company incorporated in Indonesia and controlled by the Government of the Republic of Indonesia. The Company's ultimate shareholder is the Government of the Republic of Indonesia.

As at 31 December 2025 and 2024, the total employees including employees seconded from PT PLN Indonesia Power ("PIP") amounted to 2,743 (unaudited) and 4,652, respectively (unaudited).

CATATAN ATAS LAPORAN KEUANGAN
31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM (lanjutan)

b. Susunan pengurus dan informasi lain

Pada tanggal 31 Desember 2025 dan 2024, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

***1. GENERAL** (continued)*

b. Management and other information

As at 31 December 2025 and 2024, the composition of the Company's Boards of Commissioners and Directors was as follows:

	2025	**2024**	
Komisaris Utama	Khusnul Mubien	Khusnul Mubien	*President Commissioner*
Komisaris	-	Julita Indah	*Commissioner*
Komisaris	-	Masykuri Abdillah	*Commissioner*
Komisaris Independen	Fredy Eko Prasetyo	Fredy Eko Prasetyo	*Independent Commissioner*
Komisaris Independen	-	Sunandar	*Independent Commissioner*
Ketua Komite Audit	Andri Yunaldi	-	*Audit Committee Chairman*
Anggota Komite Audit	Imam Subakti	-	*Audit Committee Member*
Anggota Komite Audit	Fredy Eko Prasetyo	-	*Audit Committee Member*
Direktur Utama	Hari Cahyono	Hari Cahyono	*President Director*
Plt. Direktur Bisnis	Lasiran	Kukuh Pambudi	*Acting as Director of Business*
Plt. Direktur Operasi	Amir Murtono	Mulyadi	*Acting as Director of Operation*
Direktur Sumber Daya Manusia	Imam Adi Prihantoro	Imam Adi Prihantoro	*Director of Human Resources*
Plt. Direktur Keuangan	Metty Kronika Indirawati	Hari Muhardani Nasution	*Acting as Director of Finance*

2. PENERAPAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN ("PSAK") BARU DAN AMANDEMEN

Penerapan dari standar baru dan amandemen terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2025 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan pada tahun berjalan:

- PSAK No. 117, "Kontrak Asuransi";
- Amandemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran"

Revisi dan amandemen terhadap standar akuntansi yang telah diterbitkan, namun berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2026, tetapi penerapan dini diperkenankan, adalah sebagai berikut:

- Amandemen PSAK No. 109, "Instrumen Keuangan" dan PSAK No.107, "Instrumen Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrument keuangan
- Amandemen PSAK No. 109, "Instrumen Keuangan" dan PSAK No.107, "Instrumen Keuangan: Pengungkapan" tentang kontrak yang mengacu pada Listrik bergantung alam
- Revisi PSAK No. 338, "Kombinasi Bisnis Entitas Sepengendali"

2. APPLICATION OF NEW AND AMENDED FINANCIAL ACCOUNTING STANDARDS ("SFAS")

The adoption of the following new standard and amendments to accounting standards which are effective from 1 January 2025 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:

- *SFAS No. 117, "Insurance Contracts";*
- *Amendments to SFAS No. 221, "The Effects of Changes in Foreign Exchange Rates - Lack of exchangeability".*

The revision and amendments to accounting standards issued, but only effective for the financial year beginning 1 January 2026, but early adoption is permitted, are as follows:

- *Amendments to SFAS No. 109, "Financial Instruments" and SFAS No. 107, "Financial Instruments: Disclosure" about classification and measurement of financial instruments*
- *Amendments to SFAS No. 109, "Financial Instruments" and SFAS No. 107, "Financial Instruments: Disclosure" about contracts referencing nature-dependent electricity*
- *Revision to SFAS No. 338, "Business Combinations of Entities Under Common Control"*

CATATAN ATAS LAPORAN KEUANGAN
31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah,
kecuali dinyatakan lain)

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2025
(Expressed in millions of Rupiah,
unless otherwise stated)

2. PENERAPAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN ("PSAK") BARU DAN AMANDEMEN (lanjutan)

Penerapan dari standar baru berikut berlaku efektif mulai 1 Januari 2027. Penerapan retrospektif diwajibkan, sehingga informasi komparatif untuk tahun keuangan yang berakhir pada tanggal 31 Desember 2026 akan disajikan ulang sesuai dengan standar ini.

- PSAK No. 118, "Penyajian dan Pengungkapan dalam Laporan Keuangan".

Pada tanggal penyelesaian laporan keuangan ini, Perusahaan sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru, revisi dan amandemen terhadap standar akuntansi pada laporan keuangan Perusahaan.

2. APPLICATION OF NEW AND AMENDED FINANCIAL ACCOUNTING STANDARDS ("SFAS") *(continued)*

The adoption of the new standard is effective beginning 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 31 December 2026 will be restated in accordance with this standard.

- *SFAS No. 118, "Presentation and Disclosure in Financial Statements".*

As at the completion date of these financial statements, the Company is evaluating the potential impact of the new standards, revision and amendments to accounting standards 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 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.

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan 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.

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 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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Penjabaran mata uang asing

i. Mata uang fungsional dan penyajian

Akun-akun yang disertakan dalam laporan keuangan Perusahaan 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. 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.

Kurs yang digunakan pada tanggal pelaporan, berdasarkan kurs penutup yang berlaku pada tanggal laporan posisi keuangan yang diterbitkan Bank Indonesia, adalah sebagai berikut:

	2025*)	2024*)	
Dolar Amerika Serikat ("Dolar AS" atau "AS$")	16,720	16,157	*United States Dollars ("US Dollars" or "US$")*
Dinar Kuwait (KWD)	54,475	52,454	*Kuwait 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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

c. Foreign currency translation

i. Functional and presentation currency

Items included in the financial statements of the Company 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. 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.

As at the reporting 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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Transaksi dengan pihak berelasi (lanjutan)

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***d. Transactions with related parties** (continued)*

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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengaturan bersama (lanjutan)

Ventura bersama (lanjutan)

- **Akuisisi** (lanjutan)

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.

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.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

e. Joint arrangements *(continued)*

Joint venture (continued)

- ***Acquisitions*** *(continued)*

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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengaturan bersama (lanjutan)

Ventura bersama (lanjutan)

- Pelepasan

Investasi pada ventura bersama dihentikan pengakuannya apabila Perusahaan tidak lagi memiliki pengendalian bersama. 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.

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 sebagai 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".

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***e. Joint arrangements** (continued)*

Joint venture (continued)

- Disposal

An investment in a joint venture is derecognised when the Company loses joint control and any retained equity interest in the entity is remeasured at its fair value. The difference between the carrying amount of the interest retained 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.

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 as 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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

i. Klasifikasi, pengakuan dan pengukuran (lanjutan)

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 aset keuangan yang dicatat pada biaya perolehan diamortisasi diakui pada laba rugi.

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

***i. Classification, recognition and measurement** (continued)*

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. 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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

iii. Penurunan nilai aset keuangan (lanjutan)

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 KKE nya.

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.

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 pada saat penempatan yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

***iii. Impairment of financial assets** (continued)*

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 grouped 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.

g. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, cash in banks, and time deposits with maturities of three months or less at the time of placement that are not used as collateral or are not restricted in use.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Piutang usaha (lanjutan)

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.

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)*

***h. Trade receivables** (continued)*

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.

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.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan apabila nilai tercatat aset lebih besar daripada estimasi jumlah yang dapat dipulihkan (Catatan 3j).

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.

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).

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Aset tetap (lanjutan)

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.

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.

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***i. Fixed assets** (continued)*

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.

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.

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.

j. Impairment of non-financial assets

Assets that have a finite 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 grouped 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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Penurunan nilai aset nonkeuangan (lanjutan)

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***j. Impairment of non-financial assets** (continued)*

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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

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 pos based on their nature.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

The Company as a lessee

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.

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*

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa (lanjutan)

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).

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

***The Company as a lessee** (continued)*

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).

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Perusahaan sebagai penyewa (lanjutan)

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Lease** (continued)*

***The Company as a lessee** (continued)*

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*

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

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.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Imbalan kerja (lanjutan)

Imbalan pascakerja (lanjutan)

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.

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.

3. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

n. Employee benefits *(continued)*

Post-employment benefits (continued)

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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Pengakuan pendapatan dan beban

Pengakuan pendapatan

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 Perusahaan telah menyelesaikan kewajiban pelaksanaan.

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.

***3. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

q. Revenue and expense recognition

Revenue recognition

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.

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.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Pajak penghasilan (lanjutan)

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)*

***r. Income tax** (continued)*

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 PENTING

Penyusunan laporan keuangan yang sesuai dengan Standar Akuntansi Keuangan 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.

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.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

Perusahaan telah mengidentifikasi hal-hal berikut dimana diperlukan pertimbangan, estimasi dan asumsi penting 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 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.

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.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

The Company has identified the following matters under which critical 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 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.

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.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

Penyewa (lanjutan)

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 operasi 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.

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.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

Lessee *(continued)*

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.

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 on the financial statements.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

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.

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.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

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.

Estimated useful lives of fixed assets

The useful life of each item of the Company's fixed assets 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.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

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.

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.

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS *(continued)*

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.

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.

4. ESTIMASI, ASUMSI DAN PERTIMBANGAN AKUNTANSI PENTING (lanjutan)

Pajak penghasilan (lanjutan)

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 (continued)

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***

	2025	**2024**	
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")	292,797	243,087	*PT Bank Negara Indonesia (Persero) Tbk ("BNI")*
PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")	24,896	87,488	*PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")*
AS$			*US$*
Bank Mandiri	1	12,389	*Bank Mandiri*
BNI	94	91	*BNI*
Pihak ketiga			*Third party*
KWD			*KWD*
National Bank of Kuwait	7,854	18,818	*National Bank of Kuwait*
Subjumlah	325,642	361,873	*Sub-total*
Deposito berjangka			*Time deposits*
Pihak berelasi (Catatan 24)			*Related parties (Note 24)*
Rupiah			*Rupiah*
BNI	10,000	-	*BNI*
Jumlah	**335,642**	**361,891**	***Total***
Tingkat bunga deposito berjangka per tahun	2.5%	-	*Interest rates per annum on time deposits*
Jangka waktu	3 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.

6. DEPOSITO BERJANGKA / *6. TIME DEPOSITS*

	2025	2024	
Deposito berjangka			*Time deposits*
Pihak berelasi (Catatan 24)			*Related party (Note 24)*
Rupiah			*Rupiah*
BNI	**10,000**	**2,500**	*BNI*
Tingkat bunga deposito berjangka per tahun	2.75%-3.00%	2.75%	*Interest rates per annum on time deposits*
Jangka waktu	6-12 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*

	2025	2024	
Pihak berelasi (Catatan 24)			*Related parties (Note 24)*
Rupiah			*Rupiah*
Bank Mandiri	6,781	7,107	*Bank Mandiri*
BNI	2,881	15,309	*BNI*
Jumlah	**9,662**	**22,416**	***Total***
Dikurangi: jangka pendek	**(9,662)**	**(22,378)**	***Less: current portion***
Bagian jangka panjang	**-**	**38**	***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*

	2025	2024	
Pihak berelasi (Catatan 24)	739,237	548,675	*Related parties (Note 24)*
Pihak ketiga	22,890	122,528	*Third parties*
Jumlah	762,127	671,203	*Total*
Cadangan atas KKE	(8,465)	(18,693)	*Allowance for ECL*
Jumlah, neto	**753,662**	**652,510**	***Total, net***

Analisa umur piutang usaha adalah sebagai berikut:

The aging analysis of trade receivables is as follows:

	2025	2024	
Belum jatuh tempo	264,855	115,062	*Not yet due*
Sudah jatuh tempo			*Past due*
1 - 30 hari	196,093	356,101	*1 - 30 days*
31 - 60 hari	110,922	74,005	*31 - 60 days*
61 - 90 hari	47,199	35,370	*61 - 90 days*
91 - 180 hari	87,021	51,341	*90 - 180 days*
181 – 365 hari	42,176	28,017	*181 – 365 days*
>365 hari	13,861	11,307	*> 365 days*
Jumlah	**762,127**	**671,203**	***Total***

8. PIUTANG USAHA (lanjutan) / *TRADE RECEIVABLES (continued)*

Mutasi cadangan KKE adalah sebagai berikut:

The movement of the allowance for ECL is as follows:

	2025	2024	
Saldo awal	18,693	11,824	*Beginning balance*
Penambahan	-	6,869	*Additions*
Pembalikan	(10,228)	-	*Reversals*
Saldo akhir	**8,465**	**18,693**	***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 2025 dan 2024.

Management believes that the allowance for ECL of trade receivables is sufficient to cover the ECL of trade receivables as at 31 December 2025 and 2024.

9. PIUTANG SEWA PEMBIAYAAN / *FINANCE LEASE RECEIVABLES*

Perusahaan menyewakan genset milik beberapa vendor di bawah ini kepada PLN melalui mekanisme subsewa.

The Company leased a generator owned by several vendors to PLN through a sublease mechanism.

Vendor	Masa sewa/*lease period*
PT Anekajaya Langgengsentosa	1 Agustus/*August* 2024 - 30 Juni/*June* 2026
PT Sumberdaya Sewatama	1 Juli/*July* 2025 - 1 Juli/*July* 2028
PT Aggreko Energy Services Indonesia	1 Desember/*December* 2025 - 1 November/*November* 2028
PT Bach Multi Global	9 Oktober/*October* 2025 - 22 Oktober/*October* 2027

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:

	2025	2024	
Jumlah piutang sewa pembiayaan yang tidak didiskontokan	374,710	41,916	*Total undiscounted finance lease receivables*
Dikurangi: penghasilan keuangan yang ditangguhkan	(24,922)	(2,358)	*Less: unearned finance income*
Nilai kini piutang sewa pembiayaan	349,788	39,558	*Present value of finance lease receivables*
Dikurangi: bagian jatuh tempo dalam satu tahun	**(168,960)**	**(25,396)**	***Less: current portion***
Bagian jangka panjang	**180,828**	**14,162**	***Non-current portion***

9. PIUTANG SEWA PEMBIAYAAN (lanjutan) / *9. FINANCE LEASE RECEIVABLES (continued)*

Mutasi piutang sewa pembiayaan adalah sebagai berikut:

The movements in the finance lease receivables are as follows:

	2025	2024	
Saldo awal	39,558	-	*Beginning balance*
Penambahan	392,891	50,927	*Additions*
Pendapatan keuangan dari piutang sewa pembiayaan	11,510	1,587	*Finance income from finance lease receivables*
Penerimaan dari piutang sewa pembiayaan	(94,171)	(12,956)	*Receipts of finance lease receivables*
Saldo akhir	**349,788**	**39,558**	***Ending balance***

Atas transaksi subsewa diatas, Perusahaan mencatat penghasilan sewa dari subsewa sebesar Rp32.677 (2024: Rp6.585) di laba rugi.

Regarding the sublease transaction above, the Company recognised sublease rental income of Rp32,677 (2024: 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*

	2025	2024	
Uang jaminan	16,821	15,968	*Security deposits*
Perangkat lunak	554	1,282	*Software*
Lainnya	85	226	*Others*
Jumlah	**17,460**	**17,476**	***Total***
Dikurangi: jangka pendek	**(85)**	**(222)**	***Less: current portion***
Bagian jangka panjang	**17,375**	**17,254**	***Non-current portion***

Uang jaminan merupakan dana yang ditahan sehubungan dengan jaminan atas proyek pekerjaan operasi dan pemeliharaan (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*

	2025	2024	
PT Maxpower Cogindo Batam ("MCB")	**25,982**	**24,406**	*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 bank.

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.

11. PIUTANG DARI VENTURA BERSAMA (lanjutan) / *11. RECEIVABLES FROM A JOINT VENTURE (continued)*

Pada tanggal 31 Desember 2025, saldo piutang terdiri dari pokok pinjaman dan bunga masing-masing sebesar Rp20.870 (2024: Rp20.870) dan Rp5.112 (2024: Rp3.536).

As at 31 December 2025, the outstanding receivables consisted of principal and interest amounts totaling Rp20,870 (2024: Rp20,870) and Rp5,112 (2024: Rp3,536), 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 2025 dan 2024.

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 2025 and 2024.

Lihat Catatan 24 untuk informasi transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

12. ASET TETAP / *12. FIXED ASSETS*

	2025				
	31 Desember/ *December* 2024	Penambahan/ *Additions*	Reklasifikasi/ *Reclassification*	31 Desember/ *December* 2025	
Biaya perolehan					***Acquisition costs***
Tanah	69,621	-	-	69,621	*Land*
Bangunan umum dan prasarana	21,990	3,446	-	25,436	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	19,297	-	-	19,297	*Telecommunication and data processing equipment*
Perlengkapan umum	58,335	16	-	58,351	*General equipment*
Instalasi dan mesin pembangkit	726,345	-	37,370	763,715	*Installations and power plants*
Subjumlah	895,588	3,462	37,370	936,420	*Subtotal*
Pekerjaan dalam pelaksanaan	22,537	14,833	(37,370)	-	*Construction in progress*
Jumlah	918,125	18,295	-	936,420	*Total*
Akumulasi penyusutan					***Accumulated depreciation***
Bangunan umum dan prasarana	6,570	972	-	7,542	*Buildings and infrastructure*
Perlengkapan pengolahan data dan telekomunikasi	15,842	1,382	-	17,224	*Telecommunication and data processing equipment*
Perlengkapan umum	39,973	6,920	-	46,893	*General equipment*
Instalasi dan mesin pembangkit	701,951	32,433	-	734,384	*Installations and power plants*
Jumlah	764,336	41,707	-	806,043	*Total*
Nilai buku bersih	**153,789**			130,377	***Net book value***

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

	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*
Nilai buku bersih	**188,370**			**153,789**	***Net book value***

Beban penyusutan selama tahun berjalan dialokasikan sebagai berikut:

Depreciation expense during the year is allocated as follows:

	2025	2024	
Beban pokok pendapatan (Catatan 21)	38,515	71,329	*Cost of revenue (Note 21)*
Beban umum dan administrasi (Catatan 22)	3,192	5,445	*General and administrative expenses (Note 22)*
Jumlah	**41,707**	**76,774**	***Total***

Berdasarkan hasil kajian, manajemen berpendapat bahwa tidak terdapat indikasi penurunan nilai tercatat pada aset tetap pada tanggal 31 Desember 2025 dan 2024.

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 2025 and 2024.

13. LIABILITAS SEWA / *13. LEASES 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:

	2025	2024	
PT Aggreko Energy Services Indonesia	104,747	-	*PT Aggreko Energy Services Indonesia*
PT Sumberdaya Sewatama	82,161	-	*PT Sumberdaya Sewatama*
PT Bach Multi Global	71,446	-	*PT Bach Multi Global*
PT Anekajaya Langgengsentosa	62,323	34,443	*PT Anekajaya Langgengsentosa*
Koperasi Karyawan Cogindo	1,002	5,209	*Koperasi Karyawan Cogindo*
Sub-jumlah	321,679	39,652	*Sub-total*
Dikurangi:			*Less:*
Bagian jangka pendek	**(154,426)**	**(4,189)**	***Current portion***
Bagian jangka panjang	**167,253**	**35,463**	***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:

	2025	2024	
Beban yang berkaitan dengan sewa jangka pendek (termasuk dalam beban pokok pendapatan dan biaya umum dan administrasi)	39,641	91,195	*Expenses relating to short-term leases (included in cost of revenue and general and administrative expenses)*
Beban bunga	10,963	1,961	*Interest expense*
Biaya yang berkaitan dengan sewa aset bernilai rendah yang bukan merupakan sewa jangka pendek (termasuk dalam biaya umum dan administrasi)	503	57	*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 2025 dan 2024 masing-masing adalah Rp129.329 dan Rp110.470.

The total cash outflow for leases for the years ended 31 December 2025 and 2024 were Rp129,329 and Rp110,470, respectively.

14. KEPENTINGAN DALAM ENTITAS LAIN / *14. INTERESTS IN OTHER ENTITIES*

a. Investasi pada ventura bersama / *a. Investments in joint ventures*

Rincian investasi pada ventura bersama pada tanggal 31 Desember 2025 adalah sebagai berikut:

Details of the investments in joint ventures as at 31 December 2025 are as follows:

Nama entitas ventura bersama/ *Name of joint ventures*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Awal operasi komersial/ *Start of commercial operations*	Persentase penyertaan/ *Percentage of ownership* 2025	2024
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
Kerja Sama Operasi ("KSO") PIPS - Taka	Jakarta	Pendapatan jasa operasi dan pemeliharaan/ *Revenue from operation and maintenance services*	2025	60,00	-
KSO PIPS - Matra	Jakarta	Pendapatan jasa operasi dan pemeliharaan/ *Revenue from operation and maintenance services*	2025	60,00	-
KSO PIPS - Varley	Jakarta	Pendapatan jasa operasi dan pemeliharaan/ *Revenue from operation and maintenance services*	2025	60,00	-
KSO PIPS - Andalan	Jakarta	Pendapatan jasa operasi dan pemeliharaan/ *Revenue from operation and maintenance services*	2025	60,00	-

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan) / *14. INTERESTS IN OTHER ENTITIES (continued)*

a. Investasi pada ventura bersama (lanjutan) / ***a. Investments in joint ventures*** *(continued)*

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 joint ventures are 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 ventures.

Selama tahun 2025, Perusahaan bersama dengan beberapa mitra KSO, yaitu PT Taka Turbo Machinery Indonesia, PT Sinar Sakti Matra Nusantara, PT Andalan Indonesia dan PT Varley Indonesia, menyepakati amandemen atas kontrak kerja sama operasi terkait perubahan beberapa syarat dan ketentuan kontrak yang berlaku efektif 1 Januari 2025 sehingga mengakibatkan perubahan klasifikasi operasi bersama menjadi ventura bersama.

During 2025, the Company, together with several KSO partners, namely PT Taka Turbo Machinery Indonesia, PT Sinar Sakti Matra Nusantara, PT Andalan Indonesia and PT Varley Indonesia, agreed to amend the joint operation agreement in relation to changes in certain contractual terms and conditions, which became effective on 1 January 2025 and resulted in a change in the classification of the joint arrangement from a joint operation to a joint venture.

Mutasi investasi pada entitas ventura bersama adalah sebagai berikut:

The movements in investments in joint ventures were as follows:

	2025				
	Jumlah tercatat 1 Januari 2025/ *Carrying Amount 1 January 2025*	**Bagian atas laba bersih/ *Share in net income***	**Bagian atas penghasilan komprehensif lainnya/ *Share of other comprehensive income***	**Jumlah tercatat 31 Desember 2025/ *Carrying amount 31 December 2025***	
MCB	12,990	(1,302)	-	11,688	*MCB*
KSO PIPS - Taka	-	1,889	-	1,889	*KSO - Taka*
KSO PIPS - Matra	-	5,476	-	5,476	*KSO - Matra*
KSO PIPS - Varley	-	59	-	59	*KSO - Varley*
KSO PIPS - Andalan	-	131	-	131	*KSO - Andalan*
Jumlah	**12,990**	**6,253**	**-**	**19,243**	***Total***

	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*

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan) / *14. INTERESTS IN OTHER ENTITIES (continued)*

a. Investasi pada ventura bersama (lanjutan) / *a. Investments in joint ventures (continued)*

Berikut ini adalah ringkasan informasi keuangan entitas ventura bersama Perusahaan pada tanggal 31 Desember 2025:

The following tables contain a summary of the financial information of the Company's joint ventures as at 31 December 2025:

	31 Desember/*December* 2025					
	MCB	**KSO PIPS - Taka**	**KSO PIPS - Matra**	**KSO PIPS - Varley**	**KSO PIPS-Andalan**	
Kas dan setara kas	1,616	2,246	6,741	528	1,312	*Cash and cash equivalents*
Aset lancar lainnya	61,512	10,059	3,747	1	526	*Other current assets*
Jumlah aset lancar	63,128	12,305	10,488	529	1,838	*Total current assets*
Aset tidak lancar	338,696	-	-	79	-	*Non-current assets*
Liabilitas lancar lainnya	100,355	9,157	1,361	509	1,620	*Other current liabilities*
Jumlah liabilitas lancar	100,355	9,157	1,361	509	1,620	*Total current liabilities*
Liabilitas keuangan	187,343	-	-	-	-	*Financial liabilities*
Liabilitas tidak lancar lainnya	75,166	-	-	-	-	*Other non-current liabilities*
Jumlah liabilitas tidak lancar	262,509	-	-	-	-	*Total non-current liabilities*
Aset bersih	**38,960**	**3,148**	**9,127**	**99**	**218**	***Net assets***
% kepemilikan	30%	60%	60%	60%	60%	*% of ownership*
Nilai tercatat investasi investasi pada ventura bersama	**11,688**	**1,889**	**5,476**	**59**	**131**	***Carrying amount of investments in joint ventures***
Pendapatan	58,724	20,110	59,544	2,582	5,434	*Revenue*
Beban pokok pendapatan	(25,563)	(16,157)	(47,709)	(2,347)	(4,891)	*Cost of revenue*
Beban operasi	(4,721)	(125)	(169)	(87)	(337)	*Operating expenses*
Penghasilan keuangan	65	41	-	-	-	*Finance income*
Beban keuangan	(25,621)	(9)	-	-	-	*Finance costs*
(Beban)/pendapatan lain-lain, neto	(1,567)	-	34	2	16	*Other (expenses)/ income, net*
Beban pajak penghasilan	4,919	(712)	(2,574)	(52)	(3)	*Income tax expense*
Laba tahun berjalan	6,236	3,148	9,126	98	219	*Profit for the year*
% kepemilikan	30%	60%	60%	60%	60%	*% of ownership*
Bagian Perusahaan atas laba bersih tahun berjalan	**1,871**	**1,889**	**5,476**	**59**	**131**	***The Company's share in net income for the year***
Penyesuaian metode ekuitas	(3,173)	-	-	-	-	*Adjustments of equity method*
Bagian Perusahaan atas laba bersih, setelah penyesuaian	**(1,302)**	**1,889**	**5,476**	**59**	**131**	***The Company's share in net income after adjustments***
Rugi komprehensif lain	-	-	-	-	-	*Other comprehensive loss*
Bagian Perusahaan atas (rugi)/ penghasilan komprehensif lainnya dari ventura bersama	**-**	**-**	**-**	**-**	**-**	***The Company's share of other comprehensive (loss) /income from joint ventures***

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan)

a. Investasi pada ventura bersama (lanjutan)

Berikut ini adalah ringkasan informasi keuangan entitas ventura bersama Perusahaan pada tanggal 31 Desember 2024:

14. INTERESTS IN OTHER ENTITIES *(continued)*

a. Investments in joint ventures *(continued)*

The following table contains a summary of the financial information of the Company's joint venture as at 31 December 2024:

	Jumlah/ *Amount*	
Kas dan setara kas	2,722	*Cash and cash equivalents*
Aset lancar lainnya	96,317	*Other current assets*
Jumlah aset lancar	99,039	*Total current assets*
Aset tidak lancar	337,376	*Non-current assets*
Liabilitas lancar lainnya	66,821	*Other current liabilities*
Jumlah liabilitas lancar	66,821	*Total current liabilities*
Liabilitas keuangan	235,000	*Financial liabilities*
Liabilitas tidak lancar lainnya	91,294	*Other non-current liabilities*
Jumlah liablilitas tidak lancar	326,294	*Total non-current liabilities*
Aset bersih	**43,300**	***Net assets***
% kepemilikan	30%	*% of ownership*
Nilai tercatat investasi pada ventura bersama	**12,990**	***Carrying amount of investment in a joint venture***
Pendapatan	61,056	*Revenue*
Beban pokok pendapatan	(21,661)	*Cost of revenue*
Beban operasi	(6,107)	*Operating expenses*
Penghasilan keuangan	164	*Finance income*
Beban keuangan	(28,326)	*Finance costs*
Penghasilan lain-lain, neto	970	*Other income, net*
Beban pajak penghasilan	(1,341)	*Income tax expense*
Laba tahun berjalan	4,755	*Profit for the year*
% kepemilikan	30%	*% of ownership*
Bagian Perusahaan atas laba bersih tahun berjalan	**1,427**	***The Company's share in net income for the year***
Penyesuaian metode ekuitas	506	*Adjustment of equity method*
Bagian Perusahaan atas laba bersih, setelah penyesuaian	**1,933**	***The Company's share in net income after adjustment***
Penghasilan komprehensif lain	-	*Other comprehensive income*
Bagian Perusahaan atas penghasilan komprehensif lainnya dari ventura bersama	**-**	***The Company's share of other comprehensive income from joint venture***

14. KEPENTINGAN DALAM ENTITAS LAIN (lanjutan)

a. Investasi pada ventura bersama (lanjutan)

Manajemen Perusahaan berpendapat bahwa tidak ada kejadian atau perubahan keadaan yang mengindikasikan penurunan nilai wajar investasi pada tanggal 31 Desember 2025 dan 2024.

b. Kerja Sama Operasi

Pada tahun 2025, Perusahaan melakukan perjanjian KSO dengan PT ISS Indonesia ("ISS"/KSO PIPS - ISS) dengan memiliki kepentingan sebesar 55% dan jangka waktu kerja sama hingga 31 Desember 2027 di bidang perbaikan dan pemeliharaan.

Lokasi usaha utama 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 Rp18.149 (2024: Rp20.231)
- Liabilitas sebesar Rp9.849 (2024: Rp13.252)
- Pendapatan sebesar Rp65.906 (2024: Rp107.649)
- Beban sebesar Rp57.606 (2024: Rp110.699)

Berikut ini adalah ringkasan informasi keuangan operasi bersama Perusahaan pada tanggal 31 Desember 2025 dan 2024:

14. INTERESTS IN OTHER ENTITIES *(continued)*

a. Investments in joint ventures *(continued)*

The Company's management is of the opinion that there are no events or changes of circumstances which indicate a decline in the fair value of the investments as at 31 December 2025 and 2024.

b. Joint operations

In 2025, the Company entered into a joint operation agreement with PT ISS Indonesia ("ISS"/ KSO PIPS - ISS), in which the Company holds a 55% interest, with a cooperation period through 31 December 2027, in the field of repair and maintenance.

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 amounted to Rp18,149 (2024: Rp20,231)*
- *Liabilities amounted to Rp9,849 (2024: Rp13,252)*
- *Revenue amounted to Rp65,906 (2024: Rp107,649)*
- *Expenses amounted to Rp57,606 (2024: Rp110,699)*

The following tables contain the summary of the financial information of the Company's joint operations as at 31 December 2025 and 2024:

	2025	2024	
Kas dan setara kas	9,126	13,048	*Cash and cash equivalents*
Aset lancar	8,310	11,701	*Current assets*
Jumlah aset lancar	**17,436**	**24,749**	***Total current assets***
Aset tidak lancar	**713**	**1,177**	***Non-current portion***
Liabilitas lancar lainnya	9,849	11,910	*Other current liabilities*
Jumlah liabilitas lancar	**9,849**	**11,910**	***Total current liabilities***
Liabilitas tidak lancar	-	-	*Non-current liabilities*
Aset bersih	**8,300**	**14,016**	***Net assets***

15. UTANG USAHA / *15. TRADE PAYABLES*

	2025	2024	
Pihak ketiga	28,467	74,482	*Third parties*
Pihak berelasi (Catatan 24)	1,045	428	*Related parties (Note 24)*
Total	**29,512**	**74,910**	***Total***

Utang usaha sehubungan dengan pembelian bahan bakar, suku cadang dan jasa.

Trade payables arise from purchases of fuel, spare parts and services.

16. BIAYA YANG MASIH HARUS DIBAYAR / *16. ACCRUED EXPENSES*

	2025	2024	
Pengadaan barang dan jasa	231,615	206,622	*Purchase of goods and services*
Perbaikan dan pemeliharaan	8,575	12,628	*Repairs and maintenance*
Pendidikan dan pelatihan	3,917	2,104	*Education and training*
Lain-lain	1,877	2,599	*Others*
Jumlah	**245,984**	**223,953**	***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 2025 dan 31 Desember 2024 dilakukan oleh kantor konsultan aktuaria terdaftar. Untuk tahun yang berakhir pada tanggal 31 Desember 2025, penilaian dilakukan oleh Kantor Konsultan Aktuaria ("KKA") Enny Diah dan Awal dalam laporannya tertanggal 5 Februari 2026. Sedangkan untuk tahun yang berakhir pada tanggal 31 Desember 2024, perhitungan dilakukan oleh KKA Tubagus Syafrial dan Amran Nangasan tertanggal 6 Juni 2025.

The actuarial calculations of pension benefits and other long-term employee benefits for the years ended 31 December 2025 and 31 December 2024 were conducted by a registered actuarial consulting firm. For the year ended 31 December 2025, the valuation was performed by Actuarial Consulting Firm Enny Diah and Awal based on the report dated 5 February 2026. For the year ended 31 December 2024, the valuation was conducted by KKA Tubagus Syafrial and Amran Nangasan dated 6 June 2025.

	2025	2024	
Liabilitas imbalan pasca kerja			*Post-employment benefit liabilities*
Program pensiun	81,983	36,831	*Pension plan*
Imbalan kerja jangka panjang lainnya	7,729	-	*Other long-term employee benefits*
	89,712	36,831	
Bagian jangka panjang	**(84,456)**	**(31,621)**	***Non-current portion***
Bagian jangka pendek	5,256	5,210	*Current portion*
Bonus dan insentif	81,168	52,138	*Bonuses and incentives*
Jumlah bagian jangka pendek	**86,424**	**57,348**	***Total current portion***
Beban diakui di laba rugi: (Catatan 22)			***Expenses recognised in profit or loss:*** *(Note 22)*
Beban pensiun manfaat pasti	38,247	12,757	*Defined benefit pension expense*
Imbalan kerja jangka panjang lainnya	7,729	-	*Other long-term employee benefits*
	45,976	**12,757**	

17. LIABILITAS IMBALAN KERJA (lanjutan) / ***17. EMPLOYEE BENEFITS LIABILITIES*** *(continued)*

	2025	2024	
Pengukuran kembali program pensiun manfaat pasti diakui di penghasilan komprehensif lain:			*Remeasurement on defined benefit pension program recognised in other comprehensive income:*
Program pensiun manfaat pasti	**7,944**	**(16,059)**	*Defined benefit pension program*

Program pensiun manfaat pasti

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.

Defined benefit pension program

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.

Imbalan jangka panjang lainnya

Perusahaan juga memberikan imbalan kerja jangka panjang tanpa pendanaan berupa uang cuti besar dan penghargaan kerja kesetiaan kerja winduan bagi karyawan yang memenuhi persyaratan.

Other long-term employee benefits

The Company also provides long-term work benefits without funding in the form of long service leave and long service award (granted every 8 years) for employees who meet the requirements.

Imbalan pascakerja

Mutasi kewajiban pensiun manfaat pasti selama tahun berjalan adalah sebagai berikut:

Post-employment benefits

The movements in the defined benefit pension liabilities during the years were as follows:

	2025	2024	
Saldo awal	36,831	40,959	*Beginning balance*
Dibebankan ke laba rugi:			*Charged to profit or loss:*
Biaya jasa kini	7,367	9,988	*Current service cost*
Biaya jasa lalu	28,659	-	*Past service cost*
Biaya bunga	2,221	2,769	*Interest expense*
Kerugian/(keuntungan) aktuaria dari perubahan:			*Actuarial losses/(gains) from changes in:*
Asumsi demografik	-	(8,393)	*Demographic assumptions*
Asumsi keuangan	6,240	(8,844)	*Financial assumptions*
Penyesuaian atas pengalaman	1,704	1,178	*Experience adjustments*
Jumlah	83,022	37,657	*Total*
Pembayaran manfaat	(1,039)	(826)	*Benefit paid*
Saldo akhir	**81,983**	**36,831**	***Ending balance***

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:

	2025	2024	
Tingkat diskonto	6.89%	7.14%	*Discount rate*
Tingkat kenaikan gaji per tahun	5.66%	5.66%	*Salary increase rate per annum*
Tabel mortalitas	TMI-IV 2019	TMI-IV 2019	*Mortality table*
Usia pensiun normal	56 tahun/*years*	56 tahun/*years*	*Normal retirement age*

17. LIABILITAS IMBALAN KERJA (lanjutan)

Program pensiun manfaat pasti (lanjutan)

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.

Durasi rata-rata tertimbang kewajiban imbalan pasti pada akhir tahun pelaporan Perusahaan adalah 22,72 tahun.

Sensitivitas dari liabilitas imbalan pascakerja terhadap perubahan asumsi utama pada tanggal 31 Desember 2025 adalah sebagai berikut:

17. EMPLOYEE BENEFITS LIABILITIES *(continued)*

Defined benefit pension program (continued)

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.

The weighted average duration of the defined benefits plan obligation at the end of the reporting year for the Company is 22.72 years.

The sensitivity of the defined benefit obligations to changes in the principal assumptions as at 31 December 2025 is as follows:

		Dampak terhadap liabilitas imbalan pasti/ *Impact on defined benefit obligation*		
		Perubahan asumsi/ *Change in assumption*	**Kenaikan asumsi/ *Increase in assumption***	**Penurunan asumsi/ *Decrease in assumption***
Tingkat diskonto	1%	(9,128)	10,792	*Discount rate*
Tingkat kenaikan gaji	1%	10,797	(9,290)	*Salary increase rate*

Imbalan kerja jangka panjang lainnya

Mutasi kewajiban imbalan kerja jangka panjang lainnya pasti selama tahun berjalan adalah sebagai berikut:

Other long-term employee benefits

The movements in the other long-term employee benefits obligations during the years were as follows:

	2025	
Saldo awal	-	*Beginning balance*
Dibebankan ke laba rugi:		*Charged to profit or loss:*
Biaya jasa kini	-	*Current service cost*
Biaya jasa lalu	7,729	*Past service cost*
Biaya bunga	-	*Interest cost*
Kerugian/(keuntungan) aktuaria	-	*Actuarial losses/(gains)*
Jumlah	7,729	*Total*
Pembayaran manfaat	-	*Benefit paid*
Saldo akhir	**7,729**	***Ending balance***

Asumsi-asumsi utama yang digunakan dalam menentukan liabilitas imbalan kerja jangka panjang lainnya adalah sebagai berikut:

The principal assumptions used were in determining the other long-term employee benefits as follows:

	2025	
Tingkat diskonto	5.40% dan/*and* 5.90%	*Discount rate*
Tingkat kenaikan gaji per tahun	5.66%	*Salary increase rate per annum*

17. LIABILITAS IMBALAN KERJA (lanjutan) / *17. EMPLOYEE BENEFITS LIABILITIES (continued)*

Imbalan kerja jangka panjang lainnya (lanjutan) / ***Other long-term employee benefits*** *(continued)*

Sensitivitas dari imbalan kerja jangka panjang lainnya terhadap perubahan asumsi utama pada tanggal 31 Desember 2025 adalah sebagai berikut:

The sensitivity of other long-term employee benefits to changes in the principal assumptions as at 31 December 2025 is as follows:

		Dampak terhadap kerja imbalan jangka panjang lainnya/ *Impact on other long-term employee benefits*			
		Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1%	(234)	249		*Discount rate*
Tingkat kenaikan gaji	1%	247	(236)		*Salary increase rate*

Perkiraan analisis jatuh tempo yang diharapkan dari imbalan pascakerja dan imbalan kerja jangka panjang lainnya yang tidak terdiskonto pada tanggal 31 Desember 2025 adalah sebagai berikut:

Expected maturity analysis of undiscounted post-employment benefits and other long-term employee benefits as at 31 December 2025 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	2,687	2,471	8,835	2,205,034	2,219,027	*Post-employement benefits*
Imbalan kerja jangka panjang lainnya	2,569	1,499	5,672	7,331	17,071	*Other long-term employee benefits*
Jumlah	**5,256**	**3,970**	**14,507**	**2,212,365**	**2,236,098**	***Total***

Manajemen Perusahaan berpendapat bahwa estimasi liabilitas imbalan pasca kerja adalah cukup untuk menutupi seluruh imbalan 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*

	2025 dan/*and* 2024			
	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%	514,867,769	*PIP*
Yayasan Pendidikan dan Kesejahteraan - PT Indonesia Power ("YPK IP")	1	0.01%	1	*Yayasan Pendidikan dan Kesejahteraan - PT Indonesia Power ("YPK IP")*
Jumlah	**514,867,770**	**100%**	**514,867,770**	***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.

19. SALDO LABA YANG DICADANGKAN DAN DIVIDEN (lanjutan)

a. Cadangan umum (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, cadangan umum yang telah dibentuk dari saldo laba adalah sebesar Rp159.332.

b. Dividen

Berdasarkan Surat PIP No. 77/KDS/002/SETPER/IP/2025 tanggal 20 November 2025, pemegang saham mayoritas menyetujui pembagian dividen tunai untuk tahun buku 2024 adalah sebesar Rp47.000. Perusahaan telah membayar dividen tersebut di tahun 2025.

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 dan dibayarkan di tahun 2025.

19. APPROPRIATED RETAINED EARNINGS AND DIVIDENDS *(continued)*

a. General reserve *(continued)*

As at 31 December 2025 and 2024, the balance of a general reserve of Rp159,332, which was appropriated from retained earnings.

b. Dividends

Based on PIP Letter No. 77/KDS/002/SETPER/IP/2025 dated 20 November 2025, the majority shareholder approved the distribution of cash dividends for the 2024 financial year in the amount of Rp47,000. The Company has fully paid dividends in 2025.

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 and paid in 2025.

20. PENDAPATAN USAHA

20. REVENUE

a. Pendapatan dengan kontrak pelanggan

a. *Revenue from contract with customers*

	2025	**2024**	
Jasa operasi dan pemeliharaan	1,811,661	1,815,378	*Operation and maintenance services*
Penjualan material dan suku cadang	301,374	222,737	*Sales of material and spareparts*
Penjualan tenaga listrik	218,964	199,934	*Sales of electricity*
Jumlah	**2,331,999**	**2,238,049**	***Total***

Pendapatan sebesar Rp2.030.625 (2024: Rp2.015.312) diakui sepanjang waktu dan Rp301.374 (2024: Rp222.737) pada waktu tertentu.

Revenue of Rp2,030,625 (2024: Rp2,015,312) has been recognised by overtime and Rp301,374 (2024: Rp222,737) by a point in time.

b. Penghasilan sewa

b. *Rental income*

	2025	**2024**	
Sewa pembangkit listrik	**63,456**	**62,411**	*Rental of power plant*

Lihat Catatan 24 untuk informasi transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

21. BEBAN POKOK PENDAPATAN / *21. COST OF REVENUE*

	2025	2024	
Perbaikan dan pemeliharaan	1,333,674	1,264,366	*Repairs and maintenance*
Gaji dan tunjangan	649,416	571,621	*Salaries and allowances*
Penyusutan (Catatan 12 dan 13)	39,932	74,214	*Depreciation (Notes 12 and 13)*
Sewa	35,137	88,669	*Rental*
Bahan bakar dan minyak pelumas	13,899	16,948	*Fuel and lubricant*
Jumlah	**2,072,058**	**2,015,818**	***Total***

22. BEBAN UMUM DAN ADMINISTRASI / *22. GENERAL AND ADMINISTRATIVE EXPENSES*

	2025	2024	
Gaji dan tunjangan	69,469	66,374	*Salaries and allowances*
Imbalan pascakerja (Catatan 17)	45,976	12,757	*Post-employment benefits (Note 17)*
Beban pajak	8,574	3,304	*Tax expense*
Penyusutan (Catatan 12 dan 13)	6,008	9,667	*Depreciation (Notes 12 and 13)*
(Pemulihan)/penyisihan atas KKE atas piutang (Catatan 8)	(10,228)	6,869	*(Recovery)/provision for ECL of receivables (Note 8)*
Lain-lain	33,247	23,675	*Others*
Jumlah	**153,046**	**122,646**	***Total***

23. PERPAJAKAN / *23. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

	2025	2024	
Pajak Pertambahan Nilai ("PPN")	120,832	58,659	*Value-Added Tax ("VAT")*
Pajak Penghasilan Badan ("PPh Badan"):			*Corporate Income Tax ("CIT"):*
2016	9,657	16,095	*2016*
2024	4,949	-	*2024*
Sub-jumlah	14,606	16,095	*Sub-total*
Jumlah	135,438	74,754	*Total*
Dikurangi: bagian lancar	**(125,781)**	**(58,659)**	***Less: current portion***
Bagian tidak lancar	**9,657**	**16,095**	***Non-current portion***

b. Utang pajak / *b. Taxes payable*

	2025	2024	
PPh Badan:			*CIT:*
Pasal 29			*Article 29*
2023	-	3,345	*2023*
2024	-	4,626	*2024*
2025	945	-	*2025*
Pasal 25	1,926	1,351	*Article 25*
Sub-jumlah	2,871	9,322	*Sub-total*

23. PERPAJAKAN (lanjutan) / ***23. TAXATION*** *(continued)*

b. Utang pajak (lanjutan) / ***b. Taxes payable*** *(continued)*

	2025	2024	
PPN	12,270	29,657	*VAT*
Pajak lainnya:			*Other taxes:*
Pasal 15	15	-	*Article 15*
Pasal 21	12,967	5,648	*Article 21*
Pasal 23	3,788	5,095	*Article 23*
Pasal 4(2)	1,933	667	*Article 4(2)*
Pasal 26	-	1	*Article 26*
Sub-jumlah	30,973	41,068	*Sub-total*
Jumlah	**33,844**	**50,390**	***Total***

c. Beban pajak penghasilan / ***c. Income tax expense***

	2025	2024	
Pajak penghasilan kini	66,165	58,490	*Current income tax*
Pajak penghasilan tangguhan	(10,594)	(14,777)	*Deferred income tax*
Penyesuaian pajak tahun lalu	7,455	11,666	*Prior year tax adjustments*
Jumlah	**63,026**	**55,379**	***Total***

Perhitungan beban pajak penghasilan kini adalah sebagai berikut: / *The calculation of current income tax expense is as follows:*

	2025	2024	
Laba sebelum pajak	207,936	136,252	*Profit before tax*
Koreksi fiskal:			***Fiscal correction:***
Sewa	282,027	27,450	*Lease*
Penyisihan imbalan pascakerja	48,231	8,635	*Provision for post-employment benefits*
Bonus	29,048	20,677	*Bonus*
Penyusutan aset tetap	5,099	36,007	*Depreciation of fixed assets*
Aset hak-guna	4,233	7,107	*Right-of-use assets*
Penyisihan untuk KKE	(10,228)	6,869	*Provision for ECL*
Pemulihan nilai persediaan nilai persediaan dan persediaan usang	(28)	(20)	*Recovery in value of inventories and inventory obsolescence*
Piutang sewa pembiayaan	(310,230)	(39,558)	*Finance lease receivables*
Penghasilan bunga yang telah dikenakan pajak final	(8,898)	(3,824)	*Finance income subject to final tax*
Beban yang tidak dapat dikurangkan secara pajak	53,558	66,270	*Non-deductible expenses*
	92,812	129,613	
Laba kena pajak	300,748	265,865	*Taxable income*
Beban pajak penghasilan kini dengan tarif 22%	66,165	58,490	*Current income tax expense at tax rate of 22%*
Dikurangi:			*Less:*
Pembayaran pajak penghasilan di muka:			*Payments of prepaid tax:*
Pasal 22	3,367	2,764	*Article 22*
Pasal 23	37,121	32,615	*Article 23*
Pasal 25	24,732	18,485	*Article 25*
Sub-jumlah	65,220	53,864	*Sub-total*
Jumlah kurang bayar pajak kini	**945**	**4,626**	***Total underpayment of current tax***

23. PERPAJAKAN (lanjutan) / ***23. TAXATION*** *(continued)*

c. Beban pajak penghasilan (lanjutan) / ***c. Income tax expense*** *(continued)*

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:

	2025	2024	
Laba sebelum pajak	207,936	136,252	*Profit before tax*
Beban pajak dengan tarif pajak yang berlaku 22%	45,746	29,975	*Tax expense at prevailing tax rate of 22%*
Penghasilan bunga yang telah dikenakan pajak final	(1,958)	(841)	*Finance income subject to final tax*
Beban yang tidak dapat dikurangkan secara pajak	11,783	14,579	*Non-deductible expenses*
Penyesuaian pajak tahun lalu	7,455	11,666	*Prior year tax adjustments*
Jumlah	**63,026**	**55,379**	***Total***

d. Pajak tangguhan / ***d. Deferred tax***

Rincian aset pajak tangguhan Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Details of the Company's deferred tax assets as at 31 December 2025 and 2024 are as follows:

	31 Desember/*December* 2025				
	1 Januari/ *January* 2025	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dibebankan ke penghasilan komprehensif lain/ *Charged to other comprehensive income*	31 Desember/ *December* 2025	
Aset pajak tangguhan					***Deferred tax assets***
Bonus	11,466	6,391	-	17,857	*Bonus*
Aset tetap	10,292	1,122	-	11,414	*Fixed assets*
Liabilitas sewa	8,723	62,046	-	70,769	*Lease liabilities*
Liabilitas imbalan pasca kerja	7,378	10,611	1,748	19,737	*Post-employment benefits liabilities*
Cadangan atas KKE	4,112	(2,250)	-	1,862	*Allowance for ECL*
Penyisihan penurunan nilai dan persediaan usang	19	(6)	-	13	*Allowance for decline in inventories and obsolescence*
Aset hak-guna	(1,249)	931	-	(318)	*Right-of-use assets*
Piutang sewa pembiayaan	(8,702)	(68,251)	-	(76,953)	*Financial lease receivables*
Jumlah	**32,039**	**10,594**	**1,748**	**44,381**	***Total***

	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***

23. PERPAJAKAN (lanjutan)

d. Pajak tangguhan (lanjutan)

Manajemen percaya bahwa aset pajak tangguhan dapat direalisasikan dalam periode realisasi yang diharapkan. Analisis aset pajak tangguhan adalah sebagai berikut:

	2025	2024	
- Akan direalisasikan dalam waktu 12 bulan	17,547	10,224	*Will be realised with - 12 months*
- Akan direalisasikan setelah waktu 12 bulan	26,834	21,815	*Will be realised after - 12 months*
Jumlah	**44,381**	**32,039**	***Total***

e. Surat ketetapan pajak

1. Selama tahun 2025, Perusahaan menerima Surat Keputusan Pengembalian Kelebihan Pajak atas PPN untuk periode Maret, April, Agustus sampai dengan Desember 2024, Juli 2025 sampai dengan September 2025 sebesar Rp55.696. Atas jumlah tersebut, Perusahaan telah menerima pengembalian sebesar Rp21.406 pada tahun berjalan.

   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.

   Sampai dengan tanggal penyelesaian laporan keuangan ini, Perusahaan sedang dalam proses audit oleh DJP untuk PPN untuk masa pajak Januari 2025 sampai dengan Juni 2025 dan Oktober 2025 sampai dengan Desember 2025. Manajemen berpendapat bahwa hasil audit tersebut tidak akan memberikan dampak material terhadap posisi keuangan dan arus kas Perusahaan.

2. Berdasarkan Berita Acara Pelaksanaan Permintaan Penjelasan atas Data dan/atau Keterangan No. BA-79/P2DK/KPP.190308/2025 tanggal 14 Agustus 2025 dari DJP terkait PPh Badan untuk tahun pajak 2023 yang menyatakan terdapat selisih kekurangan pencatatan atas utang pajak penghasilan badan yang dibukukan oleh Perusahaan sebesar Rp2.602 yang dimana Perusahaan telah melakukan pembayaran atas jumlah tersebut pada bulan Agustus 2025 dan menyajikan jumlah tersebut sebagai bagian dari beban pajak penghasilan pada tahun berjalan.

***23. TAXATION** (continued)*

***d. Deferred tax** (continued)*

Management believes that the deferred tax assets could be realised within the expected realisation period. The analysis of deferred tax assets is as follows:

e. Tax assessment letters

1. During 2025, the Company received Tax Overpayment Refund Assessment Letters for VAT for the periods of March, April, August to December 2024, and July 2025 to September 2025 amounting to Rp55,696. Of this amount, Rp21,406 has been refunded to the Company during the current year.

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.

As at the date of completion of these financial statements, the Company is currently undergoing a tax audit by the DGT for VAT for the tax periods of January to June 2025 and October to December 2025. Management believes that the outcome of the audit will not have a material impact on the Company's financial position and cashflows.

2. Based on the Minutes of Meeting on Request for Explanation of Data and/or Information No. BA-79/P2DK/KPP.190308/2025 dated 14 August 2025 issued by the DGT in relation to CIT for the 2023 fiscal year, which indicated an under-recording of corporate income tax payable amounting to Rp2,602, the Company has settled the amount in August 2025 and presented it as part of income tax expense in the current year.

23. PERPAJAKAN (lanjutan)

e. Surat ketetapan pajak (lanjutan)

3. Pada tanggal 30 Juni 2025, Perusahaan menyampaikan SPT PPh Badan tahun 2024 yang menghasilkan peningkatan jumlah pajak terutang menjadi sebesar Rp9.575. Perusahaan telah melakukan pembayaran jumlah tersebut pada tahun berjalan. Pada tanggal 30 September 2025, Perusahaan menyampaikan SPT pembetulan pertama, yang menghasilkan penurunan jumlah pajak terutang menjadi sebesar Rp4.626. Atas kelebihan pembayaran pajak yang timbul dari pembetulan tersebut, manajemen mengajukan permohonan pengembalian kelebihan pembayaran pajak sebesar Rp4.949. Pada bulan Januari 2026, Perusahaan telah menerima pengembalian atas kelebihan pembayaran pajak sebesar Rp4.949.

4. Perusahaan menerima Surat Ketetapan Pajak No. 00012/206/16/051/2020 untuk tahun pajak 2016 yang 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. Pada tahun 2025, Perusahaan telah mengakui provisi atas potensi klaim pengembalian pajak yang tidak dapat dipulihkan sebesar Rp6.438. Nilai sebesar Rp4.853 diakui sebagai bagian dari beban pajak penghasilan dan Rp1.585 diakui sebagai sanksi administrasi atas pajak. Sampai dengan tanggal penyelesaian laporan keuangan ini, Perusahaan belum menerima hasil banding tersebut.

f. Administrasi pajak

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.

***23. TAXATION** (continued)*

***e. Tax assessment letters** (continued)*

3. On 30 June 2025, the Company filed its 2024 CIT return, which resulted in an increase in tax payable to Rp9,575. The Company settled this amount during the current year. On 30 September 2025, the Company filed its first amended tax return, which resulted in a decrease in tax payable to Rp4,626. As a result of the overpayment arising from the amendment, management submitted a claim for a tax refund amounting to Rp4,949. In January 2026, the Company received the refund of the tax overpayment amounting to Rp4,949.

4. The Company received a Tax Assessment Letter No. 00012/206/16/051/2020 for the 2016 fiscal year, which assessed an underpayment of Corporate Income Tax amounting to Rp13,042 and administrative penalties of Rp5,697 (totaling of Rp18,739). The Company settled this amount in March 2021. The Company received a refund of Rp1,732 in relation to this assessment and filed an objection for the remaining amount, and recognised Rp16,095 as prepaid tax as of 31 December 2021. In 2022, the Company's objection was rejected and the Company subsequently filed an appeal. In 2025, the Company recognised a provision for the potentially unrecoverable tax refund claim amounting to Rp6,438. Of this amount, Rp4,853 was recognised as part of income tax expense and Rp1,585 was recognised as administrative penalties. As of the date of completion of these financial statements, the Company has not yet received the result of the appeal.

f. Tax 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.

23. PERPAJAKAN (lanjutan)

g. Aturan Model Pilar Dua Organisation for Economic Cooperation and Development ("OECD")

Peraturan Menteri Keuangan ("PMK") No. PMK-136 Tahun 2024 ("PMK-136") telah diundangkan di Indonesia, yurisdiksi dimana tempat Perusahaan didirikan, dan akan berlaku mulai 1 Januari 2025.

Entitas induk utama Perusahaan berada dalam cakupan ketentuan Model Pilar Dua OECD dan telah menerapkan pengecualian atas pengakuan dan pengungkapan informasi terkait aset dan liabilitas pajak tangguhan yang berhubungan dengan pajak penghasilan Pilar Dua sejak 1 Januari 2025. Peraturan perundang-undangan Pilar Dua telah ditetapkan atau secara substansial telah ditetapkan di yurisdiksi tempat Perusahaan beroperasi. Peraturan tersebut berlaku efektif untuk tahun buku Perusahaan yang berakhir setelah 31 Desember 2024. Entitas induk utama telah melakukan penilaian atas potensi eksposur terhadap pajak penghasilan Pilar Dua.

Berdasarkan penilaian tersebut, tarif pajak efektif di yurisdiksi tempat Perusahaan beroperasi berada di atas 15%. Oleh karena itu, Perusahaan tidak diwajibkan untuk mengakui tambahan beban pajak penghasilan yang terkait dengan Pilar Dua.

***23. TAXATION** (continued)*

g. Pillar Two Model Rules of the Organisation for Economic Cooperation and Development ("OECD")

The Ministry of Finance ("MoF") Regulation No. PMK-136 Tahun 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 ultimate parent entity of the Company is within the scope of the OECD Pillar Two model rules and has applied the exception to recognising and disclosing information about deferred tax assets and liabilities relating to Pillar Two income taxes from 1 January 2025. Pillar Two legislation has been enacted or substantially enacted in jurisdiction in which the Company operates. The legislation has become effective for the Company's financial year ended after 31 December 2024. The ultimate parent entity has conducted an assessment of its potential exposure to Pillar Two income taxes.

Based on this assessment, the effective tax rates in the jurisdiction in which the Company operates are above 15%. Accordingly, the Company is not required to recognise any additional income tax expense related to Pillar Two.

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 dan setara kas dan kas yang dibatasi penggunaannya/ *Placement of cash and cash equivalent and restricted cash*
BNI	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas dan setara kas, deposito berjangka dan kas yang dibatasi penggunaannya/ *Placement of cash and cash equivalent, time deposits and restricted cash*
PLN	Pemegang saham utama/ *The ultimate parent entity*	Transaksi pendapatan atas jasa operasi dan pemeliharaan, penjualan material dan suku cadang, penjualan tenaga listrik dan sewa pembangkit listrik/ *Revenue from operation and maintenance services, sales of material and spare parts, sales of electricity and lease power plant*
PIP	Pemegang saham Perusahaan/ *Shareholders of the Company*	Transaksi pendapatan atas jasa operasi dan pemeliharaan, penjualan material dan suku cadang dan penjualan tenaga listrik/ *Revenue from operation and maintenance services, sales of material and spare parts and sales of electricity*

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)*

Berikut ini adalah daftar pihak berelasi yang memiliki transaksi dengan Perusahaan: (lanjutan) / *Below is the list of related parties with which the Company has transactions: (continued)*

Pihak-pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat transaksi/ *Nature of transactions*
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 dan jasa operasi dan pemeliharaan/ *Revenue from sales of material and spare parts and operation and maintenance services*
PT Indo Ridlatama Power ("IRP")	Pihak berelasi lainnya/ *Other related party*	Transaksi pendapatan atas penjualan material dan suku cadang dan jasa operasi dan pemeliharaan/ *Revenue from sales of material and spare parts and operation and maintenance services*
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*
MCB	Ventura bersama/ *Joint venture*	Investasi pada ventura bersama, piutang dari ventura bersama, transaksi pendapatan atas jasa operasi dan pemeliharaan dan pendapatan bunga/ *Invesment in joint venture, receivables from joint venture and revenue from operation and maintenance services and interest income*
KSO PIPS - Taka	Ventura bersama/ *Joint venture*	Investasi pada ventura bersama (Catatan 14)/ *Investments in joint ventures (Note 14)*
KSO PIPS - Matra	Ventura bersama/ *Joint venture*	Investasi pada ventura bersama (Catatan 14)/ *Investments in joint ventures (Note 14)*
KSO PIPS - Varley	Ventura bersama/ *Joint venture*	Investasi pada ventura bersama (Catatan 14)/ *Investments in joint ventures (Note 14)*
KSO PIPS - Andalan	Ventura bersama/ *Joint venture*	Investasi pada ventura bersama (Catatan 14)/ *Investments in joint ventures (Note 14)*

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:*

	2025	2024	
Kas dan setara kas (Catatan 5)			***Cash and cash equivalents** (Note 5)*
BNI	302,891	243,178	*BNI*
Bank Mandiri	24,897	99,877	*Bank Mandiri*
Jumlah	**327,788**	**343,055**	***Total***
Deposito berjangka (Catatan 6)			***Time deposits** (Note 6)*
BNI	**10,000**	**2,500**	*BNI*
Kas yang dibatasi penggunaannya (Catatan 7)			***Restricted cash** (Note 7)*
BNI	2,881	15,309	*BNI*
Bank Mandiri	6,781	7,107	*Bank Mandiri*
Jumlah	**9,662**	**22,416**	***Total***
Piutang usaha (Catatan 8)			***Trade receivables** (Note 8)*
PIP	505,734	491,209	*PIP*
PLN	180,103	51,374	*PLN*
MCB	48,530	-	*MCB*
IGEO	4,870	6,092	*IGEO*
Jumlah	**739,237**	**548,675**	***Total***

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)

	2025	2024	
Piutang sewa pembiayaan (Catatan 9)			***Finance Lease receivables*** *(Note 9)*
PLN	**349,788**	**39,558**	*PLN*
Piutang dari ventura bersama (Catatan 11)			***Receivables from a joint venture*** *(Note 11)*
MCB	**25,982**	**24,406**	*MCB*
Utang usaha (Catatan 15)			***Trade payables*** *(Note 15)*
PIP	**1,045**	**428**	*PIP*
Pendapatan usaha			***Revenue***
Jasa operasi dan pemeliharaan			***Operation and maintenance services***
PIP	1,492,979	1,536,092	*PIP*
PLN	173,634	32,404	*PLN*
MCB	37,100	26,214	*MCB*
IRP	4,950	349	*IRP*
PNP	1,568	-	*PNP*
Jumlah	**1,710,231**	**1,595,059**	**Total**
Penjualan material dan suku cadang			***Sales of material and spare parts***
PIP	189,496	186,288	*PIP*
PLN	39,636	9,870	*PLN*
PNP	-	10,144	*PNP*
IGEO	-	6,070	*IGEO*
IRP	-	1,831	*IRP*
GCL	-	52	*GCL*
Jumlah	**229,132**	**214,255**	***Total***
Penjualan tenaga listrik			***Sales of electricity***
PLN	166,414	158,942	*PLN*
PIP	52,391	40,992	*PIP*
Jumlah	**218,805**	**199,934**	***Total***
Sewa pembangkit listrik			***Rental of power plant***
PLN	**63,456**	**62,411**	*PLN*
Pendapatan bunga			***Interest income***
MCB	**1,576**	**1,580**	*MCB*

Kompensasi manajemen kunci

Jumlah kompensasi yang dibayarkan kepada Dewan Komisaris dan Direksi Perusahaan tahun 2025 dan 2024 adalah masing-masing sebesar Rp9.531 dan Rp8.221. 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 2025 and 2024 amounting to Rp9,531 and Rp8,221, respectively. All the compensation to the Company's Boards of Commissioners and Directors represents short-term employee benefits.

25. PERJANJIAN - PERJANJIAN PENTING

Perusahaan memiliki beberapa kontrak pendapatan dengan pelanggan yang material diantaranya adalah sebagai berikut:

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.

Perjanjian ini telah diamandemen beberapa kali, dengan amandemen terakhir tanggal 24 Desember 2025, tekait dengan perpanjangan jangka waktu perjanjian menjadi 31 Desember 2026.

Pada tanggal 28 Juni 2024, Perusahaan mengadakan Perjanjian No. 006.Pj/BBC1-IPS/VI/2024 dengan PLN 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. PT PLN (Persero) Wilayah Nusa Tenggara Timur

Pada tanggal 24 Juni 2025, Perusahaan mengadakan Perjanjian No. 00192.Pj/DAN.01.02/F20000000/2025 dengan PLN tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Maumere. Perjanjian ini berlaku sampai dengan 24 Juni 2027. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

Pada tanggal 22 Agustus 2025, Perusahaan mengadakan Perjanjian No. 013.PJ/BBC1-IPS/VIII/2025 dengan PLN tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Ende. Perjanjian ini berlaku sampai dengan 22 Agustus 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

25. SIGNIFICANT AGREEMENTS

The Company has several material revenue contracts with customers, including the following:

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.

This agreement has been amended several times, with the latest amendment on 24 December 2025, extending the agreement period until 31 December 2026.

On 28 June 2024, the Company entered into Agreement No. 006.Pj/BBC1-IPS/VI/2024 with PLN regarding Procurement genset lease 15MW for power plants 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. PT PLN (Persero) Region Nusa Tenggara Timur

On 24 June 2025, the Company entered into Agreement No. 00192.Pj/DAN.01.02/F20000000/2025 with PLN regarding Procurement genset lease 15MW for power plant in region Maumere. The term of the agreement is valid until 24 June 2027. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

On 22 August 2025, the Company entered into Agreement No. 013.PJ/BBC1-IPS/VIII/2025 with PLN regarding Procurement genset lease 15MW for power plant in region Ende. The term of the agreement is valid until 22 August 2028. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

25. PERJANJIAN - PERJANJIAN PENTING (lanjutan)

b. PT PLN (Persero) Wilayah Nusa Tenggara Timur (lanjutan)

Pada tanggal 22 Agustus 2025, Perusahaan mengadakan Perjanjian No. 012.PJ/BBC1-IPS/VIII/2025 dengan PLN tentang Pengadaan Sewa Genset 15MW untuk pembangkit di daerah Waingapu. Perjanjian ini berlaku sampai dengan 22 Agustus 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

c. PT PLN (Persero) Wilayah Papua dan Papua Barat

Pada tanggal 22 Agustus 2025, Perusahaan mengadakan Perjanjian No. 014.PJ/BBC1-IPS/VIII/2025 dengan PLN tentang Pengadaan Sewa Genset 10MW untuk pembangkit di daerah Sorong. Perjanjian ini berlaku sampai dengan 22 Agustus 2028. Dalam perjanjian tersebut, Perusahaan akan menerima pembayaran atas sewa genset sebesar jumlah yang ditentukan berdasarkan formula yang ditentukan.

d. 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** (continued)*

b. PT PLN (Persero) Region Nusa Tenggara Timur (continued)

On 22 August 2025, the Company entered into Agreement No. 012.PJ/BBC1-IPS/VIII/2025 with PLN regarding Procurement genset lease 15MW for power plant in region Waingapu. The term of the agreement is valid until 22 August 2028. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

c. PT PLN (Persero) Region Papua and Papua Barat

On 22 August 2025, the Company entered into Agreement No. 014.PJ/BBC1-IPS/VIII/2025 with PLN regarding Procurement genset lease 10MW for power plant in region Sorong. The term of the agreement is valid until 22 August 2028. Under the agreement, the Company will receive payment for genset lease for an amount according to determined formula.

d. 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 2025, 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 Rp1.503.178 (2024: Rp1.125.370) sebagai aset keuangan diukur pada biaya perolehan diamortisasi.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT

a. Categories and classes of financial instruments

As at 31 December 2025, 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 Rp1,503,178 (2024: Rp1,125,370) as financial assets at amortised cost.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

a. Kategori dan klasifikasi instrumen keuangan (lanjutan)

Pada tanggal 31 Desember 2025, Perusahaan mengklasifikasikan utang usaha, utang lain-lain, biaya yang masih harus dibayar dan liabilitas sewa sebesar Rp608.885 (2024: Rp342.505) 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 2025, 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 *(continued)*

a. Categories and classes of financial instruments *(continued)*

As at 31 December 2025, the Company classified its trade payables, other payables, accrued expenses and lease liabilities amounting to Rp608,885 (2024: Rp342,505) 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 2025, 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 2025, total maksimum eksposur dari risiko kredit adalah Rp1.503.178 (2024: Rp1.125.370) 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.

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 2025, the total maximum exposure to credit risk was Rp1,503,178 (2024: Rp1,125,370), primarily arising from cash in banks, time deposits, restricted cash, trade receivables, other receivables, receivables from joint venture, security deposits and finance lease receivables.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

ii. Risiko kredit (lanjutan)

Tujuan Perusahaan adalah untuk mencapai pertumbuhan pendapatan yang berkelanjutan dengan meminimalkan kerugian yang dapat terjadi karena meningkatnya eksposur risiko kredit.

Pelanggan utama Perusahaan adalah PLN dan PIP. Untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024, PLN dan PIP memberikan kontribusi 91% (2024: 88%) 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.

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 objective is to achieve sustainable revenue growth by minimising potential losses arising from increased exposure to credit risk.

The Company's customers are PLN and PIP. For the years ended 31 December 2025 and 2024, the sales from PLN and PIP make up 91% (2024: 88%) 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.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

ii. Risiko kredit (lanjutan)

- 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.

Pada tanggal 31 Desember 2025 dan 2024, 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)*

- *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.

As at 31 December 2025 and 2024, 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:

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)*

	2025				
	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	29,512	-	-	29,512	*Trade payables*
Utang lain-lain	11,710	-	-	11,710	*Other payables*
Biaya yang masih harus dibayar	245,984	-	-	245,984	*Accrued expenses*
Liabilitas sewa	169,677	173,307	-	342,984	*Lease liabilities*
Jumlah	**456,883**	**173,307**	**-**	**630,190**	***Total***

	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***

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

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

d. Estimated fair value

The fair value of financial assets and liabilities is estimated for recognition and measurement or for disclosure purposes.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

d. Estimasi nilai wajar (lanjutan)

Nilai wajar adalah suatu jumlah dimana suatu aset dapat dipertukarkan atau suatu liabilitas diselesaikan antara pihak yang memahami dan berkeinginan untuk melakukan transaksi wajar.

PSAK No. 113, "Pengukuran nilai wajar", mensyaratkan pengungkapan atas pengukuran nilai wajar dengan tingkat hierarki nilai wajar sebagai berikut:

- Harga dikutip (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik (Tingkat 1);
- Input selain harga yang dikutip dari pasar yang termasuk dalam Tingkat 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya turunan dari harga) (Tingkat 2); dan
- Input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi) (Tingkat 3).

Nilai tercatat dari aset dan liabilitas keuangan lainnya telah berkisar menunjukkan nilai wajarnya karena memiliki sifat jangka pendek dari instrumen keuangannya.

Untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, tidak terdapat pengalihan antar tingkat.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

d. Estimated fair value *(continued)*

The fair value is the amount for which an asset could be exchanged or a liability settled between knowledgeable and willing parties in an arm's length transaction.

SFAS No. 113, "Fair value measurement", requires disclosure of fair value measurements through the following fair value measurement hierarchy:

- *Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);*
- *Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and*
- *Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).*

The carrying amounts of other financial assets and liabilities approximate their fair value due to the short-term nature of the financial instruments.

For the years ended 31 December 2025 and 2024, there were no transfers between levels.

27. INFORMASI ARUS KAS

a. Transaksi non-kas

Tabel dibawah ini menunjukan transaksi non-kas Perusahaan selama tahun berjalan sebagai berikut:

27. CASH FLOW INFORMATION

a. Non-cash transactions

The table below shows the Company's non-cash transactions during the year as follows:

	2025	**2024**	
Penambahan piutang sewa pembiayaan melalui aset hak-guna	360,249	44,341	*Additions of finance lease receivables through right-of-use assets*

27. INFORMASI ARUS KAS (lanjutan)

b. Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan

Tabel dibawah ini menunjukan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

***27. CASH FLOW INFORMATION** (continued)*

b. Reconciliation of liabilities arising from financing activities

The table below sets out the reconciliation of the liabilities arising from financing activities for the years ended 31 December 2025 and 2024, as follows:

	Saldo awal/ *Beginning balance*	Perubahan transaksi non kas/ *Non-cash transactions changes*				
		Arus kas/ *Cash flows*	Sewa baru/ *New leases*	Perubahan lainnya/ *Other changes*	Jumlah/ *Total*	
2025						***2025***
Liabilitas sewa	**39,652**	**(78,222)**	**360,249**	**-**	**321,679**	*Lease liabilities*
2024						***2024***
Liabilitas sewa	**12,202**	**(17,257)**	**44,341**	**366**	**39,652**	*Lease liabilities*

28. PERISTIWA SETELAH PERIODE PELAPORAN

Berdasarkan Akta Notaris No. 18, tanggal 16 April 2026 yang dibuat dihadapan Shahreza Annaz S.H., M.Kn., Notaris di Jakarta, pemegang saham menyetujui perubahan susunan Dewan Komisaris menjadi sebagai berikut:

28. EVENT AFTER REPORTING PERIOD

Based on Notarial Deed No. 18, dated 16 April 2026 of Shahreza Annaz S.H., M.Kn., a Notary in Jakarta, the shareholders agreed to change the composition of the Board of Commissioners, which became as follows:

PLT Komisaris Utama	Khusnul Mubien	*Acting as President Commissioner*
Komisaris	Abdul Hakam Nagib	*Commissioner*
Komisaris	Raden Umar	*Commissioner*
Komisaris Independen	Fredy Eko Prasetyo T.	*Independent Commissioner*

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 19 Juni 2026.

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 19 June 2026.

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2025 Laporan Tahunan Annual Report



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