

# ACCELERATING SUSTAINABLE PORT AND MARITIME CONNECTIVITY ACROSS THE VALUE CHAIN

Akselerasi Pelabuhan  
Berkelanjutan dan Konektivitas  
Maritim pada Seluruh Rantai Nilai

**Sustainability Report 2025**  
Laporan Keberlanjutan 2025

PT Pelabuhan Indonesia (Persero)

# PENJELASAN TEMA

## Theme Explanation



## Accelerating Sustainable Port and Maritime Connectivity Across the Value Chain

Akselerasi Pelabuhan Berkelanjutan dan Konektivitas Maritim pada Seluruh Rantai Nilai

Mengakselerasi pelabuhan berkelanjutan dan konektivitas maritim menjadi langkah strategis dalam memperkuat peran pelabuhan sebagai simpul utama dalam rantai pasok nasional maupun global. Upaya ini diwujudkan melalui integrasi jaringan pelabuhan, peningkatan konektivitas dengan *hinterland*, serta penguatan ekosistem logistik yang terhubung dari hulu hingga hilir.

Transformasi digital, standarisasi layanan, dan peningkatan efisiensi operasional terus didorong untuk mempercepat arus barang dan informasi, sekaligus menciptakan nilai tambah di seluruh rantai nilai. Sejalan dengan itu, penerapan prinsip keberlanjutan menjadi fondasi dalam setiap aktivitas untuk mendukung terciptanya pelabuhan hijau.

Dengan mengintegrasikan aspek ekonomi, lingkungan, sosial, serta tata kelola ke dalam model bisnis, pengembangan pelabuhan tidak hanya berorientasi pada pertumbuhan kinerja, tetapi juga memastikan keberlanjutan jangka panjang yang inklusif, tangguh, dan memberikan manfaat bagi seluruh pemangku kepentingan.

Strengthening port infrastructure and integrated maritime networks is a strategic priority in reinforcing ports as critical nodes within national and global supply chains, realized through the integration of port networks, enhanced connectivity with hinterland areas, and the strengthening of an end-to-end logistics ecosystem spanning from upstream to downstream.

Digital transformation, service standardization, and operational efficiency improvements are enhanced, expediting the flow of goods and information, as well as generating added value across the value chain. The adoption of sustainability principles also serves as a fundamental foundation in all supporting green port development.

By integrating economic, environmental, social, and governance aspects into the business model, port development is not solely focused on performance growth, but ensures long-term sustainability that is inclusive, resilient, and delivers value for all stakeholders.

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# SAMBUTAN DIREKTUR UTAMA

Message from the President Director [SEOJK D.1] [GRI 2-22]



**Achmad Muchtasyar**

**Direktur Utama**  
President Director

## Pemangku Kepentingan yang Terhormat,

Dear Respected Stakeholders,

Tahun 2025 menjadi periode reflektif sekaligus akseleratif bagi kami untuk menegaskan peran sebagai penggerak utama konektivitas maritim nasional serta memperkuat fondasi transformasi pascamerger. Dalam lanskap rantai pasok global yang dinamis, momentum ini kami manfaatkan untuk mengevaluasi kinerja, memperkuat sinergi dengan para pemangku kepentingan, serta menajamkan strategi operasional guna menghadapi tantangan dan menangkap peluang industri kepelabuhanan ke depan.

Dalam rangka mendukung pencapaian tersebut, kami mengesahkan Peta Jalan Lingkungan, Sosial dan Tata Kelola (LST) 2024-2029 sebagai kerangka strategis untuk memperkuat posisi kami dalam membangun ekosistem maritim yang bertanggung jawab dan tangguh. Dalam kerangka pilar 2024-2026, percepatan transisi menuju praktik kepelabuhanan yang bertanggung jawab difokuskan melalui integrasi pengelolaan risiko dan dampak, penguatan ketahanan operasional, serta implementasi LST yang terukur dan selaras dengan target ESG *Milestone* Pelindo.

Eksekusi strategi dipercepat dengan menetapkan transformasi operasional sebagai pendorong utama peningkatan kinerja layanan kepelabuhanan. Kami mengakselerasi standarisasi proses, mempercepat digitalisasi, dan meningkatkan efisiensi waktu sandar kapal. Secara paralel, model pengelolaan berbasis wilayah telah ditransformasikan menjadi berbasis lini bisnis guna memperjelas akuntabilitas, memperkuat fokus kompetensi inti, dan memastikan setiap keputusan operasional memberikan nilai tambah yang optimal.

Penciptaan nilai jangka panjang tidak lagi dipandang sebagai konsekuensi, melainkan sebagai tujuan utama yang secara sadar kami rancang. Dalam forum Conference of the Parties (COP) 30, kami menyampaikan berbagai inisiatif utama, antara lain pengembangan *green port*, penguatan pengelolaan lingkungan, dukungan terhadap restorasi mangrove dan ketahanan pesisir, serta pengembangan teknologi ramah lingkungan yang mendorong percepatan transformasi hijau.

Integrasi LST dalam kegiatan operasional menghasilkan capaian yang terukur. Kami berhasil menurunkan emisi GRK Cakupan 1 dan 2 sebesar 6,5% dari *baseline* 2023. Selain itu, cakupan perhitungan emisi GRK Cakupan 3 diperluas dengan menambahkan kategori emisi dari kegiatan kapal mitra, sehingga transparansi dan akurasi pelaporan dalam rantai nilai semakin diperkuat.

2025 marked both a reflective and an accelerative phase, reaffirming the Company's role as a key enabler of national maritime connectivity while strengthening the foundations of the post-merger transformation. Amid an increasingly dynamic global supply chain landscape, this momentum has been leveraged to allow performance evaluation, deeper collaboration with stakeholders, and a sharpening of operational strategies to address emerging challenges and capture future opportunities within the port industry.

To support these objectives, the Environmental, Social, and Governance (ESG) Roadmap 2024–2029 reinforces the building of a responsible and resilient maritime ecosystem. Within the 2024–2026 pillar, the acceleration of the transition toward responsible port practices is driven by the integration of risk and impact management, the strengthening of operational resilience, and the implementation of measurable ESG initiatives aligned with Pelindo's ESG milestones.

Strategy execution was accelerated by positioning operational transformation as the primary driver of enhanced port service performance, accelerating process standardization, expediting digitalization, and improving vessel turnaround times. In parallel, the region-based management model was transformed into a business line-based structure to strengthen accountability, improve core competencies, and ensure that every operational decision delivers optimal value creation.

Long-term value creation is no longer regarded as an outcome, but as a deliberately designed core objective. At the Conference of the Parties (COP) 30, we showcased a range of key initiatives, including the development of green ports, the strengthening of environmental management, support for mangrove restoration and coastal resilience, and the advancement of environmentally-friendly technologies to accelerate the green transition.

Integrating ESG into operations has delivered measurable outcomes, such as a 6.5% reduction in Scope 1 and 2 GHG emissions from the 2023 baseline. In addition, the scope of Scope 3 GHG emissions accounting was expanded to include emissions from partner vessels, further strengthening transparency and accuracy in value chain reporting.

Keberlanjutan lingkungan juga ditopang oleh pengelolaan sumber daya air yang bertanggung jawab. Upaya ini dibuktikan dengan keberhasilan menurunkan intensitas pengambilan air sebesar 18,75% dibandingkan tahun lalu. Selain itu, kami juga mencatatkan peningkatan signifikan pada pemanfaatan air daur ulang yang mencapai lebih dari dua kali lipat dibandingkan periode sebelumnya.

Pada aspek sosial, keselamatan dan kesehatan kerja akan selalu menjadi nilai dan prioritas utama yang kami tanamkan dalam budaya K3 di seluruh lini organisasi. Komitmen ini tecermin dari pencapaian target *Lost Time Injury Frequency Rate* (LTIFR) di seluruh lokasi operasional. Ke depan, kami juga terus memperkuat berbagai upaya perbaikan untuk mewujudkan komitmen jangka panjang menuju *zero fatality*.

Kesetaraan gender terus kami dorong melalui penyediaan kesempatan yang setara dalam pengembangan karier dan kepemimpinan. Komposisi karyawan perempuan mencapai 19,11% dan tahun 2025 menjadi momentum penting dengan ditunjuknya seorang Direktur perempuan di jajaran Direksi. Keberagaman perspektif tersebut memperkaya kualitas pengambilan keputusan dan memperkuat tata kelola perusahaan.

Penghormatan terhadap hak asasi manusia (HAM) ditegaskan melalui perlakuan setara, bebas dari diskriminasi, dan perlindungan atas hak dasar karyawan. Sepanjang periode pelaporan, tidak terdapat insiden pelanggaran HAM maupun diskriminasi yang dilaporkan.

Kami juga terus memperkuat pelibatan masyarakat, guna membangun kepercayaan dan mendorong agenda yang positif. Pada tahun 2025, kami mendampingi pelaksanaan Gerakan Peduli dan Berbudaya Lingkungan Hidup di Sekolah (PBLHS) pada Sekolah Barunawati di Jakarta dan Surabaya hingga meraih penghargaan Adiwiyata tingkat kota. Pendampingan difokuskan pada menjaga kebersihan lingkungan sekolah, pengelolaan sampah dan ruang hijau, serta pemupukan budaya ramah lingkungan dalam aktivitas sehari-hari.

Selain itu, pada aspek sosial, kepuasan pelanggan memegang peranan penting dalam membangun kepercayaan publik dan memperkuat loyalitas pelanggan. Hal ini tecermin dari hasil pengukuran kepuasan pelanggan oleh pihak eksternal yang menunjukkan nilai *Customer Satisfaction Index* (CSI) sebesar 4,43 dari partisipasi 4.149 responden, mencerminkan persepsi positif atas kualitas layanan yang diberikan.

Environmental sustainability has been further supported by responsible water resource management, reflected in an 18.75% reduction in water withdrawal intensity compared to the previous year. In addition, a significant increase in the use of recycled water was recorded, which more than doubled compared to the prior period.

Regarding social aspects, occupational health and safety remains a core value and top priority embedded across the organization. This commitment is reflected in the achievement of the *Lost Time Injury Frequency Rate* (LTIFR) target across all operational locations. Looking ahead, improvement initiatives will continue to be strengthened to uphold Pelindo's long-term commitment toward zero fatalities.

Gender equality continues to be advanced through the provision of equal opportunities in career development and leadership, with female employees representing 19.11% and 2025 marking a significant milestone with the appointment of a female Director to the Board of Directors. This diversity of perspectives enhances the quality of decision-making and strengthens corporate governance.

Respect for human rights is upheld through fair and equal treatment, a zero-tolerance approach to discrimination, and the protection of employees' fundamental rights. Throughout the reporting period, no incidents of human rights violations or discrimination were reported.

Community engagement continues to be a high focus area, building trust and advancing a positive social agenda. In 2025, we supported the implementation of the *Environmental Awareness and Culture Movement in Schools* (PBLHS) at Barunawati Schools in Jakarta and Surabaya, culminating in the achievement of the city-level Adiwiyata award. We focused on maintaining school cleanliness, improving waste management and green spaces, and fostering environmentally responsible behaviors in daily activities.

Customer satisfaction also remains a key pillar in building public trust and strengthening customer loyalty. The results of an externally conducted customer satisfaction survey recorded a *Customer Satisfaction Index* (CSI) score of 4.43 based on feedback from 4,149 respondents, indicating a positive perception of service quality.

Dari aspek tata kelola, kami telah mengesahkan Pedoman Kode Etik Bisnis Pelindo sebagai pedoman dalam menyikapi isu etika serta menegaskan komitmen tanpa toleransi terhadap setiap pelanggaran. Kami memandang bahwa tata kelola yang kuat tidak hanya bertumpu pada sistem, tetapi juga pada integritas yang harus hadir dalam setiap proses dan keputusan. Oleh karena itu, penguatan budaya etika, kepatuhan, dan akuntabilitas terus dilakukan sebagai bagian dari upaya mewujudkan keberlanjutan perusahaan.

Rantai pasok menjadi bagian penting dalam keberlanjutan bisnis. Sejumlah persyaratan LST diwajibkan kepada calon pemasok saat tahap seleksi, dan evaluasi dilakukan secara berkala setiap tahun. Hingga akhir periode pelaporan, sebanyak 100% pemasok telah melalui proses seleksi berdasarkan kriteria LST, memperkuat integritas rantai nilai.

Keberhasilan kami pada tahun-tahun mendatang akan ditentukan oleh konsistensi pelaksanaan pilar-pilar strategis pada Peta Jalan LST 2024-2029 yang menyelaraskan keberlanjutan dengan tujuan bisnis. Kami percaya bahwa dukungan penuh dari seluruh pemangku kepentingan, fondasi keberlanjutan yang telah dibangun akan terus meningkatkan akselerasi keberlanjutan Pelindo. Dengan disiplin eksekusi, integritas tata kelola, serta komitmen terhadap keselamatan dan lingkungan, kami optimistis mengantarkan Perseroan menjadi pemimpin ekosistem maritim terintegrasi yang berkelas dunia, yang tidak hanya tumbuh, tetapi juga memberi dampak nyata bagi Indonesia.

From a governance perspective, we have adopted Pelindo's Business Code of Ethics as a guideline for addressing ethical issues and reaffirming our zero-tolerance commitment toward any violations. We believe that strong governance relies not only on systems but also on the integrity that must be present in every process and decision. Therefore, we continue to strengthen a culture of ethics, compliance, and accountability as part of our efforts to achieve corporate sustainability.

The supply chain remains a critical component of sustainable business, with ESG requirements integrated into the supplier selection process, and annual evaluations. At the end of the reporting period, 100% of suppliers were selected based on ESG criteria, reinforcing the integrity of our value chain.

Success in the years ahead will be defined by the consistent execution of the strategic pillars set out in the ESG Roadmap 2024–2029, which aligns sustainability with business objectives. We firmly believe that with the full support of all stakeholders, the sustainability foundation we have established will continue to accelerate Pelindo's sustainability journey. With disciplined execution, strong governance integrity, and an unwavering commitment to safety and the environment, we will advance as a world-class integrated maritime ecosystem leader that not only grows, but also delivers a meaningful impact for Indonesia.

Jakarta, 29 April 2026

Jakarta, April 29, 2026

Atas Nama Direksi

On behalf of the Board of Directors



**Achmad Muchtasyar**

**Direktur Utama**

President Director

## Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Pelabuhan Indonesia (Persero)

### Statement of the Board of Directors on Responsibility for the 2025 Sustainability Report of PT Pelabuhan Indonesia (Persero)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Pelabuhan Indonesia (Persero) tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan Perseroan.

We, the undersigned, hereby declare that all information contained in the 2025 Sustainability Report of PT Pelabuhan Indonesia (Persero) has been fully disclosed, and we assume full responsibility for the accuracy of the contents of the Company's Sustainability Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, 29 April 2026 | April 29, 2026



**Achmad Muchtasyar**  
Direktur Utama  
President Director



**Drajat Sulisty**  
Wakil Direktur Utama  
Vice President Director



**Boy Robyanto**  
Direktur Manajemen Risiko  
Director of Risk Management



**Dwi Fatan Lilyana**  
Direktur Sumber Daya Manusia dan Umum  
Director of Human Resources and General Affairs



**Bachtiar Soeria Atmadja**  
Direktur Keuangan  
Director of Finance



**Muhammad Suriawan Wakan**  
Direktur Teknik  
Director of Engineering



**Farid Padang**  
Direktur Komersial  
Director of Commercial



**Prasetyo**  
Direktur Pengembangan Usaha  
Director of Business Development



**Hendri Ginting**  
Direktur Hubungan Kelembagaan  
Director of Institutional Relations



**Prasetyadi**  
Direktur Operasi  
Director of Operations

# Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Pelabuhan Indonesia (Persero)

## Statement of the Board of Commissioners on Responsibility for the 2025 Sustainability Report of PT Pelabuhan Indonesia (Persero)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Keberlanjutan PT Pelabuhan Indonesia (Persero) tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan Perseroan.

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Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, 29 April 2026 | April 29, 2026



**Agus Suhartono**  
Komisaris Utama/Independen  
President/Independent Commissioner



**Suntana**  
Wakil Komisaris Utama  
Vice President Commissioner



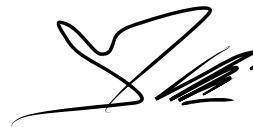
**Jodi Mahardi**  
Komisaris  
Commissioner



**Elwi Danil**  
Komisaris  
Commissioner



**Rakhman Fuadhy Kurniawan**  
Komisaris Independen  
Independent Commissioner



**Maximianus Puguh Djiwanto**  
Komisaris Independen  
Independent Commissioner



**Arief Poyuono**  
Komisaris  
Commissioner



**Ilhamsyah**  
Komisaris Independen  
Independent Commissioner

# IKHTISAR KINERJA KEBERLANJUTAN

## Sustainability Performance Highlights

### Ikhtisar Ekonomi [SEOJK B.1]

#### Economic Highlights

#### Jumlah Pendapatan Usaha

Business Revenue



↑  
5%

2025  
**36.728**  
Rp Miliar | Rp Billion

33.916

2023

34.833

2024

#### Laba Tahun Berjalan

Profit for the Year



↑  
13%

2025  
**4.363**  
Rp Miliar | Rp Billion

4.013

2023

3.803

2024

#### Jumlah Pemasok Lokal

Total Local Suppliers



↑  
3%

2025  
**535**  
Total | Total

528

2023

521

2024

#### Nilai Kontrak Pemasok

Supplier Contract Value



↑  
26%

2025  
**8.751**  
Rp Miliar | Rp Billion

3.195

2023

6.965

2024

### Produk Ramah Lingkungan

Environmentally Friendly Products



#### Alat Bongkar Muat Terelektifikasi

Electrified Cargo Handling Equipment

2025  
**262**

2024  
245

2023  
236



#### Titik Anjungan Listrik Mandiri (ALMA)

Independent Electric Platform (ALMA)

2025  
**5**

2024  
5

2023  
2



#### Lokasi Pembangkit Listrik Tenaga Surya (PLTS)

Solar Power Plant (PLTS) Locations

2025  
**10**

2024  
2

2023  
1



#### Titik Fasilitas Onshore Power Supply (OPS)

Onshore Power Supply (OPS) Facilities

2025  
**58**

2024  
55

2023  
52

## Kuantitas Produk/Jasa Products/Services Quantity



Klaster Peti Kemas  
Container Cluster



Klaster Non-Peti Kemas  
Non-Container Cluster



Klaster Logistik dan  
Hinterland  
Logistics and Hinterland  
Cluster



Klaster Marine &  
Equipment  
Marine & Equipment  
Cluster

## Ikhtisar Lingkungan [SEOJK B.2] Environmental Highlights

### Konsumsi Bahan Bakar Fuel Consumption



### Konsumsi Listrik Electricity Consumption



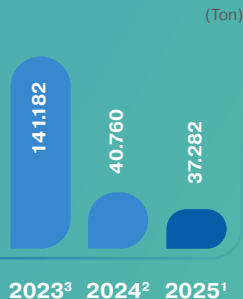
#### Keterangan:

- <sup>1</sup> Data mencakup Holding, Subholding Group, Regional dan Cabang, dan Anak Perusahaan Non Klaster.
- <sup>2</sup> Data mencakup Pelindo Subholding.
- <sup>3</sup> Data mencakup semua entitas kecuali sub-regional SPMT hanya mencakup gedung HO.
- <sup>4</sup> Data mencakup Holding, Subholding (standalone), Regional dan Cabang.

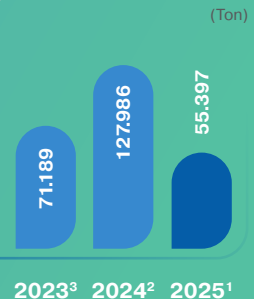
#### Notes:

- <sup>1</sup> Includes Holding, Group's Sub-holdings, Regional and Branch, and Non-Cluster Subsidiaries.
- <sup>2</sup> Includes Pelindo Sub-holding.
- <sup>3</sup> Includes all entities except SPMT sub-regional includes Head Office only.
- <sup>4</sup> Includes Holding, Sub-holding (standalone), Regional and Branch.

### Timbulan Limbah non-B3 Non-Hazardous Waste Generation



### Timbulan Limbah B3 yang Diangkut Hazardous Waste Transported



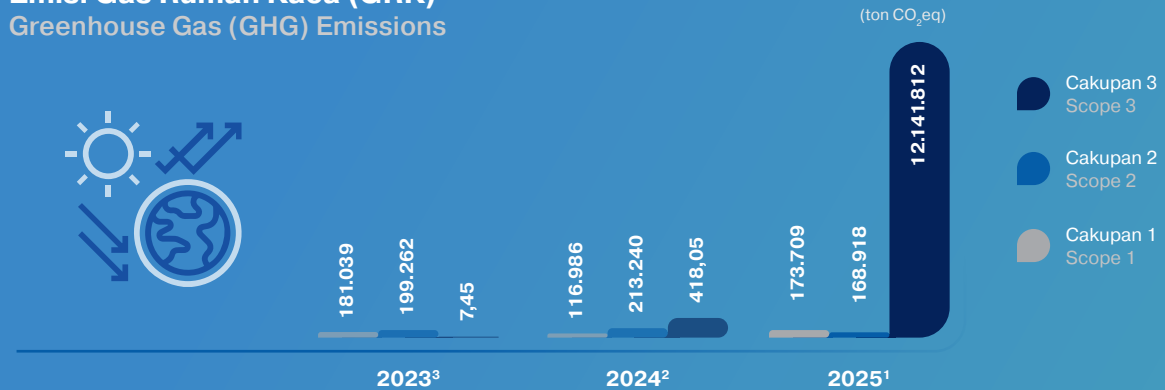
#### Keterangan:

- <sup>1</sup> Data mencakup Holding, Subholding, Regional, dan Anak Perusahaan Non-Klaster.
- <sup>2</sup> Data tidak termasuk Pelindo Subholding.
- <sup>3</sup> Data meliputi Pelindo Subholding.

#### Notes:

- <sup>1</sup> Includes Holding, Sub-holding, Regional, and Non-Cluster Subsidiaries
- <sup>2</sup> Excludes Pelindo Sub-holding
- <sup>3</sup> Includes Pelindo Sub-holding

### Emisi Gas Rumah Kaca (GRK) Greenhouse Gas (GHG) Emissions



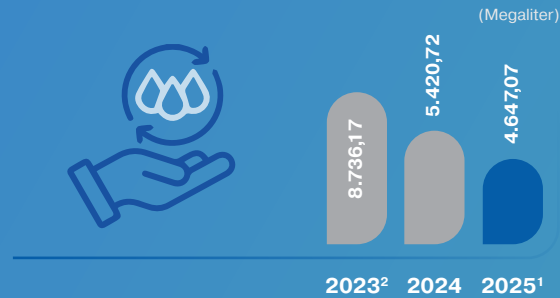
**Keterangan:**

- <sup>1</sup> Data pada 2025 mencakup Holding, Subholding Group, Regional dan Cabang, dan Anak Perusahaan Non Klaster.
- <sup>2</sup> Data pada tahun 2024 mencakup Holding, Subholding (standalone), Regional dan Cabang.
- <sup>3</sup> Data pada 2023 mencakup Pelindo Subholding dan data disajikan kembali karena terdapat perubahan cakupan perhitungan.

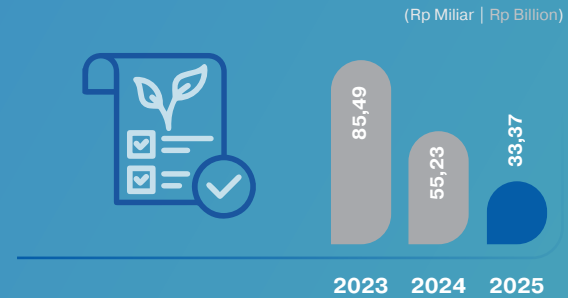
**Notes:**

- <sup>1</sup> 2025 data includes Holding, Group's Sub-holdings, Regional and Branch, and Non-Cluster Subsidiaries.
- <sup>2</sup> 2024 data includes Holding, Sub-holding (standalone), Regional and Branch.
- <sup>3</sup> 2023 data includes Pelindo Sub-holding and has been restated due to changes in calculation scope.

### Pengambilan Air Water Withdrawal



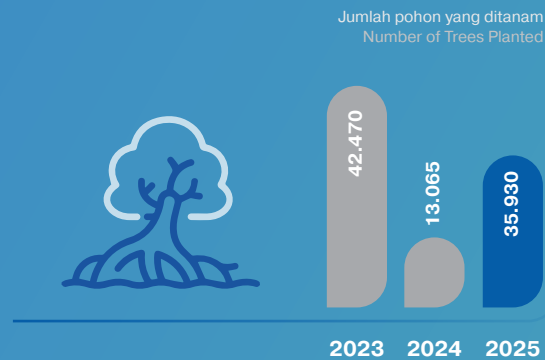
### Biaya Lingkungan Environmental Costs



**Keterangan | Notes:**

- <sup>1</sup> Data mencakup Holding, Subholding Group, Regional, dan Anak Perusahaan Non-Klaster.
- <sup>2</sup> Data mencakup Pelindo Subholding dan data disajikan ulang karena ada perubahan cakupan perhitungan
- <sup>1</sup> Includes Holding, Group's Sub-holdings, Regional, and Non-Cluster Subsidiaries
- <sup>2</sup> Data includes Pelindo Sub-holding and has been restated due to changes in calculation scope

### Keanekaragaman Hayati Biodiversity



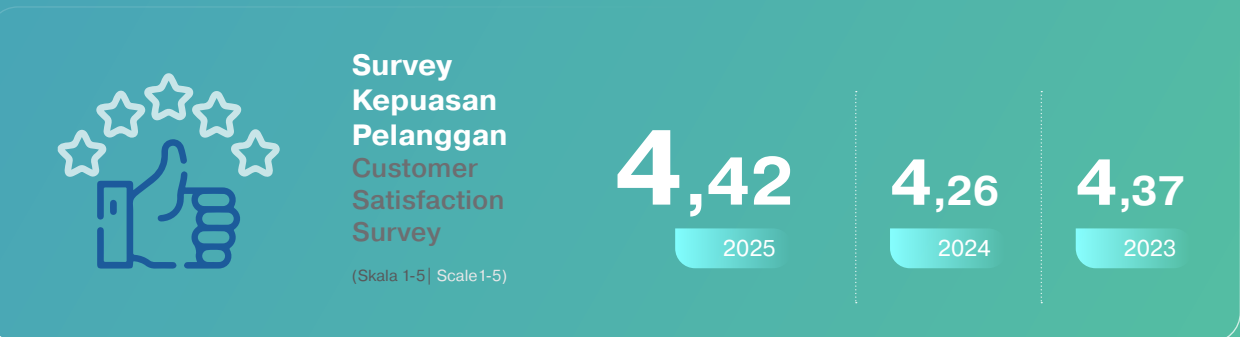
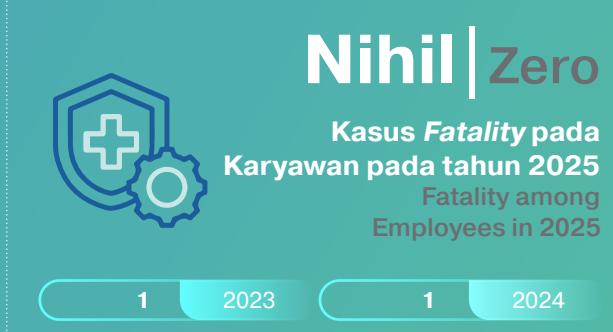
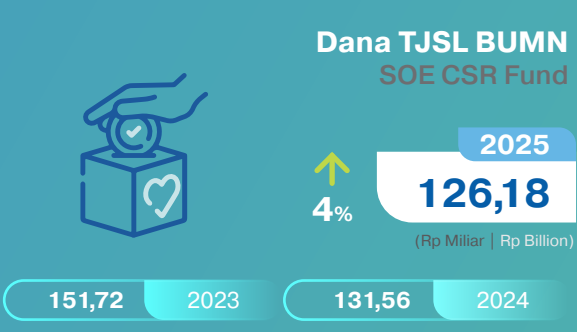
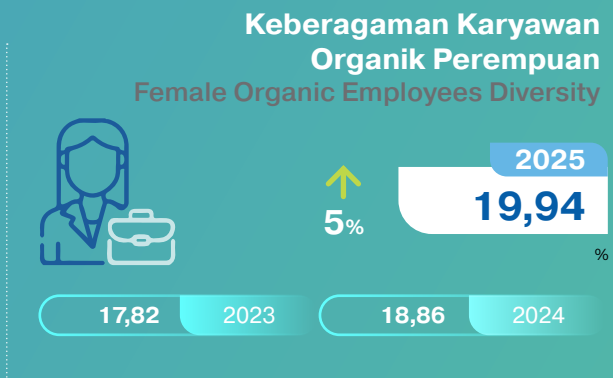
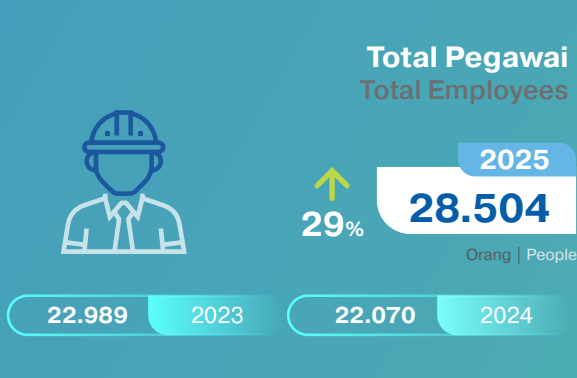
### Penanaman Mangrove pada 2025 Mangrove Planting in 2025

**156,30**  
(hektar | hectares)

### Penyulaman Mangrove pada 2025 Mangrove Replanting in 2025

**62**  
(hektar | hectares)

## Ikhtisar Sosial [SEOJK B.3] Social Highlights



## Ikhtisar Tata Kelola [SEOJK B.3] Governance Highlights



# REKOGNISI ESG DAN PENGHARGAAN

## ESG Recognition and Awards

Berbagai apresiasi dari pihak eksternal telah Pelindo terima sebagai bentuk pengakuan atas segala pencapaian yang berhasil diraih. Seluruh penghargaan tersebut menjadi bukti nyata dari dedikasi dalam mempertahankan standar kualitas yang tinggi serta prinsip keberlanjutan di setiap lini operasional. Rincian lebih lanjut mengenai daftar penghargaan ini dapat diakses secara transparan melalui Laporan Tahunan 2025 maupun situs resmi organisasi.

Pelindo has received various accolades from external parties as recognition of the achievements it has attained. These awards serve as tangible evidence of the Company's dedication to maintaining high standards of quality and upholding sustainability principles across all lines of operation. Further details regarding the list of awards can be accessed transparently through the 2025 Annual Report and the organization's official website.

### Rekognisi ESG

ESG Recognition

**MSCI** 

**ESG Rating B**

Berhasil meraih peringkat  
B dengan skor 3,8.

Successfully achieved a B rating  
with a score of 3.8.

**ISS ESG** 

**Skor C-**

Kenaikan skor dari D+ menjadi C-  
menandakan fondasi sistem ESG  
inti semakin terbentuk, mendorong  
peningkatan kinerja yang terukur.

The improvement in score from D+ to  
C- indicates that the core ESG system  
foundation is becoming increasingly  
established, driving measurable  
performance improvements.

**ecovadis**

**Medali Bronze**

Bronze Medal

Menempati 35% perusahaan teratas dari  
perusahaan dalam seluruh sektor industri.

Ranked among the top 35% of companies  
across all industry sectors.

## Penghargaan Awards



### Gold Category Asia Sustainability Reporting Rating (ASRRAT) 2025

National Center for Corporate Reporting (NCCR)



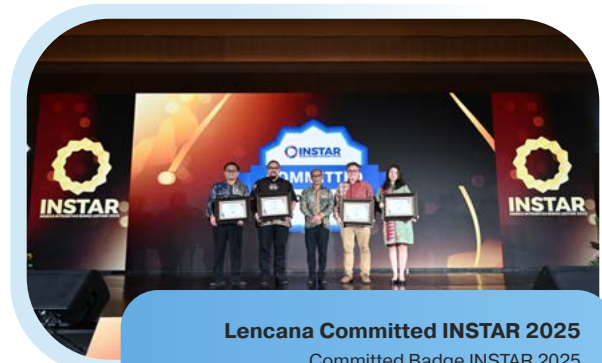
### Leadership A- Indonesia's Leader in ESG Transparency

Bumi Global Karbon Foundation



### Juara 2 – Small Medium Enterprises (SME) Development 2<sup>nd</sup> Place – Small Medium Enterprises (SME) Development

Indonesia Corporate Communication and Sustainability Summit 2025



### Lencana Committed INSTAR 2025

Committed Badge INSTAR 2025  
Tempo Data Science bersama TII dan ISI  
Tempo Data Science in collaboration with TII and ISI



### The Best Overall for GRC Performance Excellence 2025

BusinessNews Indonesia



### Juara 1 BUMN Type B Ajang PaDi UMKM Hybrid Expo & Conference 2025

1<sup>st</sup> Place – BUMN Type B at the PaDi UMKM Hybrid Expo & Conference 2025  
Kementerian BUMN | Ministry of SOEs

## Penghargaan Awards



**The Most Trusted Company Corporate Governance Perception Index (CGPI)**  
The Indonesian Institute for Corporate Governance (IICG)



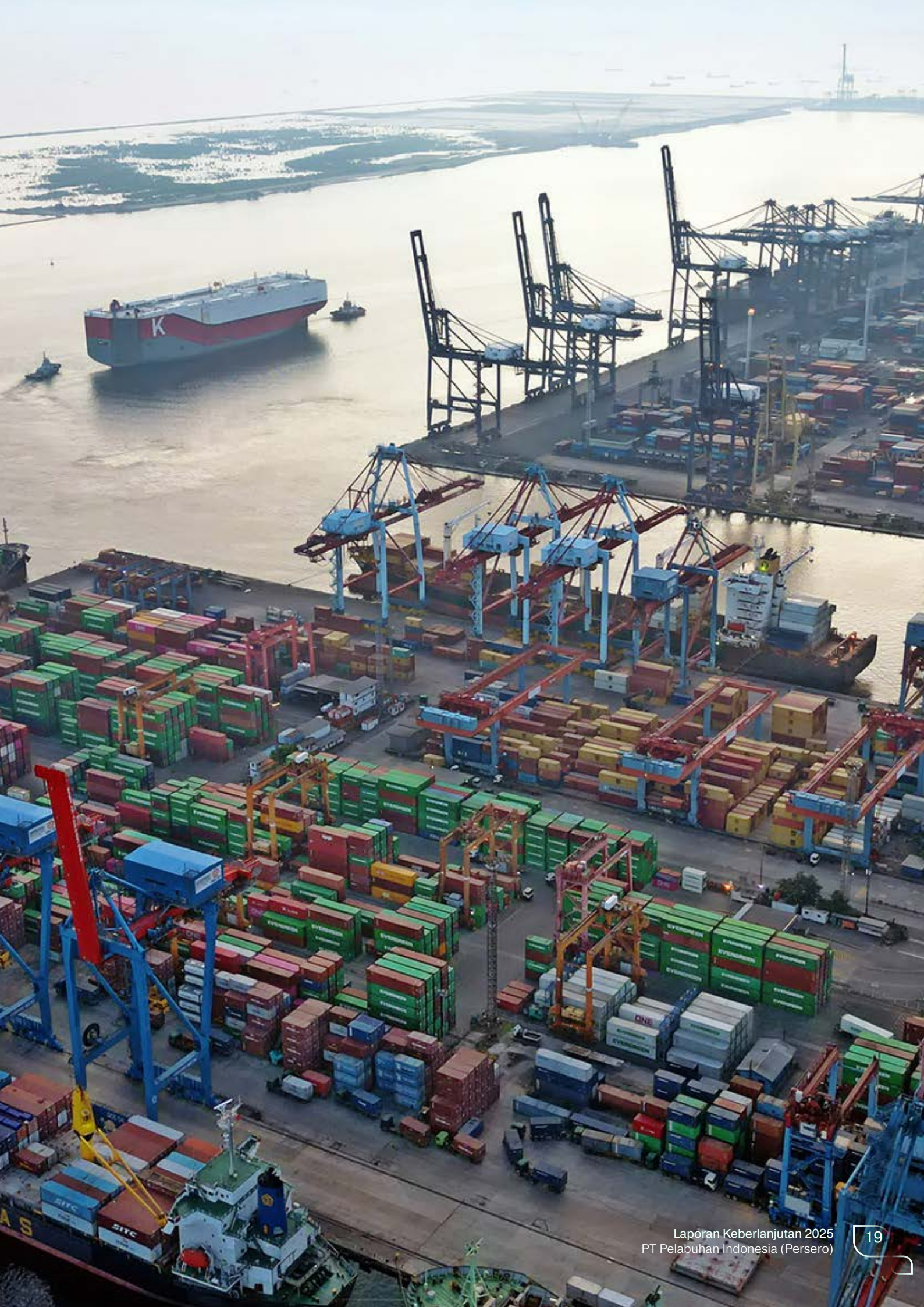
**Juara 2 – Community Involvement & Development (CID) Kesehatan**  
2<sup>nd</sup> Place – Community Involvement & Development (CID) Health  
Indonesia Corporate Communication and Sustainability Summit 2025



**Juara 2 – Community Involvement & Development (CID) Lingkungan**  
2<sup>nd</sup> Place – Community Involvement & Development (CID) Environment  
Indonesia Corporate Communication and Sustainability Summit 2025



**Juara 2 – Created Shared Value (CSV)**  
2<sup>nd</sup> Place – Created Shared Value (CSV)  
Indonesia Corporate Communication and Sustainability Summit 2025




# PENCAPAIAN ESG MILESTONE PELINDO

## Pelindo's ESG Milestone Achievements [SEOJK A.1] [GRI 2-24]

Pelindo telah menetapkan ESG Milestone yang kinerjanya dipantau secara berkala untuk memastikan setiap target tercapai secara optimal. Berikut progres pencapaian ESG Milestone yang menjadi bagian dari komitmen keberlanjutan Perseroan.

Pelindo has established ESG milestones whose performance is monitored periodically to ensure that each target is achieved optimally. The following outlines the progress of the ESG milestones as part of the Company's sustainability commitment.

### Implementasi Elektrifikasi Peralatan Pelabuhan\*




Implementation of Electrification of Port Equipment\*

<b>Target 2029</b> 2029 Target	<b>Pencapaian 2025</b> 2025 Achievement
<b>398</b> Peralatan Equipments	<b>262</b> Peralatan Equipments

## Lingkungan Environment


### ALMA (OPS untuk Pelayaran Rakyat/Perahu Nelayan)\*



ALMA (OPS for Traditional Shipping/Fisherman Boat)\*

<b>Target 2029</b> 2029 Target	<b>22</b> Titik   Points
<b>Pencapaian 2025</b> 2025 Achievement	<b>5</b> Titik   Points


### Pemanfaatan Tenaga Surya untuk Penerangan Pelabuhan\*



Utilization of Solar Power for Port Lighting\*

<b>Target 2029</b> 2029 Target	<b>Pencapaian 2025</b> 2025 Achievement
<b>55</b> Cabang Branches	<b>6</b> Cabang Branches

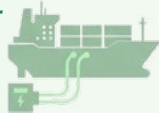
### Rata-rata Pengurangan Tahunan dari Emisi Business as Usual



Average Annual Reduction from Business as Usual Emissions

<b>Target 2029</b> 2029 Target	<b>21%</b>
<b>Pencapaian 2025</b> 2025 Achievement	<b>3,6%</b>


### Onshore Power Supply\*



Onshore Power Supply (OPS)\*

<b>Target 2029</b> 2029 Target	<b>Pencapaian 2025</b> 2025 Achievement
<b>71</b> Titik Points	<b>58</b> Titik Points


### Hasil Penilaian PROPER



PROPER Assessment Result

<b>Target 2029</b> 2029 Target		
<b>32</b> Biru Blue	<b>16</b> Hijau Green	<b>2</b> Emas Gold
<b>Pencapaian 2025</b> 2025 Achievement		
<b>12</b> Biru Blue	<b>1</b> Hijau Green	

### Penanaman dan Restorasi Mangrove\*



Mangrove Planting and Restoration\*

<b>Target 2029</b> 2029 Target	<b>1.400 ha</b>
<b>Pencapaian 2025</b> 2025 Achievement	<b>990,95 ha</b>

\*Data terakumulasi. | Accumulated data.

## Sosial Social

### Kecelakaan Besar/ Fatality

Major Accident/  
Fatality



Target 2029 2029 Target	0
Kinerja 2025 2025 Performance	7

### Social Return of Investment (SROI)\*

Social Return of Investment (SROI)\*



Target 2029 2029 Target	>1
Pencapaian 2025 2025 Achievement	1,2*

### Implementasi Sistem Manajemen K3

OHS Management System Implementation



Target 2029 2029 Target	100%
Pencapaian 2025 2025 Achievement	100%

### Persentase Nominasi Pemimpin Perempuan

Percentage of Women Leader Nomination



Target 2029 2029 Target	20%
Pencapaian 2025 2025 Achievement	17%

\* Program Kampung Bahari Marunda.  
Kampung Bahari Marunda Program.

## Tata Kelola Governance

### Jumlah Kasus Korupsi dan Suap, serta Benturan Kepentingan

Number of Corruption and Bribery Cases, and Conflict of Interest Cases



Target 2029 2029 Target	0
Pencapaian 2025 2025 Achievement	0

### Jumlah Kasus Diskriminasi

Number of Discrimination Cases



Target 2029 2029 Target	0
Pencapaian 2025 2025 Achievement	0

### Standarisasi dan Digitalisasi Layanan Pelabuhan

Standardization and Digitalization of Port Services



Target 2029 2029 Target	100%
Pencapaian 2025 2025 Achievement	100%

# TENTANG LAPORAN

## About the Report

### Pernyataan Umum General Statement

PT Pelabuhan Indonesia (Persero) selanjutnya disebut "Pelindo", "Perseroan", dan "Kami". Laporan ini mengandung data dan informasi yang bersifat pandangan ke depan yang memuat risiko dan ketidakpastian atas hasil dan kejadian yang mungkin berbeda dari yang diperkirakan.  
PT Pelabuhan Indonesia (Persero), hereinafter referred to as "Pelindo", the "Company", and "we", presents this report, which contains forward-looking information subject to risks and uncertainties that may cause actual results and events to differ from those anticipated.

### Siklus dan Periode Pelaporan Reporting Cycle and Period [GRI 2-3, 2-4] [SEOJK C.6]

Diterbitkan untuk periode 1 Januari-31 Desember 2025, sesuai dengan tahun buku Laporan Tahunan.  
Published for the period January 1–December 31, 2025, in accordance with the fiscal year of the Annual Report.

### Batasan Pelaporan Reporting Boundaries [GRI 2-2, 3-1]

Mencakup  *Holding, Subholding Group, Regional, dan Anak Perusahaan Non-Klaster* atau sebagaimana keterangan pada setiap data yang dilaporkan.  
Covers the Holding, Group's Sub-holdings, Regional, and Non-Cluster Subsidiaries, unless otherwise specified in the reported data.

### Standar Pelaporan Reporting Standards [SEOJK G.4]

- Peraturan OJK (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.  
Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.
- Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan.  
Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports.
- Standar Global Reporting Initiative (GRI) 2021 dengan opsi "*in accordance*".  
Global Reporting Initiative (GRI) Standards 2021, "in accordance" option.
- Standar Sustainability Accounting Standards Board (SASB) Marine Transportation.  
Sustainability Accounting Standards Board (SASB) Standard Marine Transportation.
- Standar Sustainability Accounting Standards Board (SASB) Professional and Commercial Services.  
Sustainability Accounting Standards Board (SASB) Standard Professional and Commercial Services.

### Penentuan Isi dan Kualitas Laporan Determination of Report Content and Quality [GRI 3-1]

Memastikan kualitas isi laporan dengan menerapkan prinsip akurasi, keseimbangan, kejelasan, perbandingan, kelengkapan, konteks keberlanjutan, ketepatan waktu, dan dapat diverifikasi.  
Ensures the quality of the report content by applying the principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability.

### Format Penulisan Writing Format

Angka pada tabel dan grafik menggunakan kaidah Bahasa Indonesia, sedangkan angka pada teks menggunakan standar kaidah Bahasa Inggris dan Bahasa Indonesia, sesuai konteksnya.  
Figures in tables and charts follow Indonesian numerical conventions, while figures in the text use English and Indonesian conventions as appropriate to the context.

**Penyajian Kembali Informasi**  
Restatement of Information  
[GRI 2-4]

Terdapat perubahan dan penyajian kembali (*restatement*) mengenai data nilai kontrak pemasok nonlokal, nilai beban operasi lainnya pada data keuangan, intensitas emisi GRK, penggunaan air, dan biaya konsumsi air. Penyajian kembali dilakukan disebabkan sejumlah alasan, di antaranya perluasan cakupan data, perubahan metodologi perhitungan, dan perubahan sumber yang digunakan dalam menghitung data. Informasi lebih rinci mengenai penyajian kembali dan alasannya dapat dilihat pada catatan di bawah tabel atau infografis.

There were changes and restatements in the data on the value of non-local supplier contracts, other operating expenses in the financial data, GHG emissions intensity, water usage, and water consumption costs. These restatements were made for several reasons, including the expansion of data scope, changes in calculation methodologies, and revisions to data sources used in the calculations. More detailed information on the restatements and their underlying reasons is provided in the notes below the tables or infographics.

**Perubahan Signifikan pada Organisasi dan Rantai Pasokan**  
Significant Changes in the Organization and Supply Chain  
[SEOJK C.6]

Terdapat perubahan signifikan yang memengaruhi berbagai aspek operasional dan strategi Pelindo, di antaranya perubahan struktur korporasi Pelindo Group.

There were significant changes affecting various aspects of Pelindo's operations and strategy, including changes to the Pelindo Group's corporate structure.

**Penjaminan Eksternal**  
External Assurance  
[GRI 2-5, 2-14, 3-2]  
[SEOJK G.1]

Laporan ini telah diverifikasi oleh pihak eksternal independen, yaitu CBC Global Indonesia yang telah tersertifikasi standar penjamin tingkat internasional AA1000AS v3 (lisensi 000-310). Pihak penjamin eksternal yang dipilih telah melalui proses seleksi dan mendapatkan persetujuan dari Direksi.

This report has been externally assured by an independent party, CBC Global Indonesia, which is certified under the international assurance standard AA1000AS v3 (license 000-310). The selected external assurer has undergone a selection process and received approval from the Board of Directors.

**Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun Sebelumnya**  
Response to Feedback on the Previous Sustainability Report  
[SEOJK G.3]

Tidak terdapat masukan terhadap Laporan Keberlanjutan 2024 yang diterima oleh Perseroan.

The Company did not receive any feedback on the 2024 Sustainability Report.

**Kontak atas Laporan Keberlanjutan**  
Contact for the Sustainability Report  
[GRI 2-3]

**Sekretaris Perusahaan**  
Corporate Secretary

PT Pelabuhan Indonesia (Persero)  
Pelindo Tower, Jl. Yos Sudarso No. 9 Jakarta Utara, Indonesia, 14230  
Email: corp-sec@pelindo.co.id  
Web: www.pelindo.co.id

**Penilaian Materialitas** [GRI 3-1]

Pada tahun 2025, Pelindo menyempurnakan metodologi penilaian materialitas dengan menggunakan penilaian Materialitas Ganda (*Double Materiality Assessment/DMA*) dan meninjau kembali topik material tahun 2024. Hal ini untuk memastikan seluruh topik, mencakup topik lingkungan, sosial, dan tata kelola, yang relevan telah tercakup dan selaras dengan tren industri dan pandangan pemangku kepentingan.

**Penilaian Materialitas Ganda**

Pelindo menggunakan Materialitas Ganda (*Double Materiality Assessment/DMA*) bertujuan untuk memperdalam pemahaman mengenai implikasi lingkungan dan keuangan terhadap isu keberlanjutan. Dengan pendekatan ini, materialitas dinilai secara komprehensif dari dua perspektif, yaitu:

**Materiality Assessment** [GRI 3-1]

In 2025, Pelindo refined its materiality assessment methodology by adopting a Double Materiality Assessment (DMA) approach and reviewing the material topics identified in 2024. This was undertaken to ensure that all relevant environmental, social, and governance topics are comprehensively captured and aligned with industry trends and stakeholder perspectives.

**Double Materiality Assessment**

Pelindo applies a Double Materiality Assessment (DMA) to enhance its understanding of the environmental and financial implications of sustainability issues. Through this approach, materiality is assessed comprehensively from two perspectives, namely:

Mengevaluasi dampak isu keberlanjutan terhadap lingkungan dan masyarakat di seluruh rantai nilai perusahaan, termasuk mengidentifikasi kontribusi kegiatan operasional dan aktivitas bisnis terhadap tantangan sosial dan lingkungan yang lebih luas.

Evaluates the impact of sustainability issues on the environment and communities across the Company's value chain, including identifying the contribution of operational and business activities to broader social and environmental challenges.



**Perspektif  
Inside-Out**  
Inside-Out  
Perspective

Menilai materialitas keuangan melalui analisis potensi risiko dan peluang yang bersumber dari faktor-faktor keberlanjutan yang dapat memengaruhi kinerja keuangan serta posisi strategis Perseroan.

Assesses financial materiality through the analysis of potential risks and opportunities arising from sustainability factors that may affect the Company's financial performance and strategic position.

**Perspektif  
Outside-In**  
Outside-In  
Perspective



Untuk mendukung pendekatan tersebut, Perseroan menyusun matriks penilaian serta proses penetapan prioritas yang mengacu pada kerangka GRI. Kerangka ini digunakan sebagai dasar untuk menentukan peringkat isu-isu keberlanjutan berdasarkan tingkat signifikansinya.

To support this approach, the Company developed an assessment matrix and a prioritization process aligned with the GRI framework. This framework serves as the basis for ranking sustainability issues according to their level of significance.

1



### Peninjauan dan Identifikasi Topik Review and Identification of Topics

Meninjau dan mengidentifikasi topik material berdasarkan *benchmarking*, perkembangan terkini, dan keselarasan dengan standar dan ESG *rating*.

Material topics were reviewed and identified based on benchmarking, recent developments, and alignment with ESG standards and ratings.

Berdasarkan hasil identifikasi, Perseroan memetakan 10 topik yang relevan.

Based on this process, the Company identified 10 relevant topics.

2



### Penentuan Topik yang Prioritas Determination of Priority Topics

Penilaian materialitas dilakukan menggunakan pendekatan materialitas ganda.

The materiality assessment was conducted using a dual materiality approach.

Pada tahap ini, sebanyak 239 pemangku kepentingan internal (internal perusahaan) dan 88 pemangku kepentingan eksternal (lembaga tinggi negara, pemerintah provinsi, akademisi, pelanggan dan asosiasi, mitra kerja/rekanan, masyarakat, dan lembaga swadaya masyarakat (LSM)) terlibat dalam pengisian kuesioner.

At this stage, 239 internal stakeholders (internal to the company) and 88 external stakeholders (high-ranking state institutions, provincial governments, academics, customers and associations, partners/associates, community, and non-governmental organizations (NGOs)) participated in completing the questionnaire.

3



### Penyusunan Matriks Materialitas dan Penetapan Prioritas Development of the Materiality Matrix and Prioritization

Hasil penilaian selanjutnya dituangkan dalam matriks materialitas berdasarkan skor yang diperoleh untuk mengidentifikasi topik-topik prioritas.

The assessment results were subsequently mapped into a materiality matrix based on the scores obtained to identify priority topics.

4



**Validasi dan Persetujuan**  
Validation and Approval

Hasil matriks materialitas ditinjau dan disetujui oleh Direksi. Seluruh informasi dan data pada laporan yang disajikan telah diperiksa dan memiliki kualitas serta materialitas dari informasi yang berasal dari pihak-pihak berwenang di Perseroan.

The results of the materiality matrix were reviewed and approved by the Board of Directors. All information and data presented in this report have been verified and are considered to be of appropriate quality and materiality, based on inputs from authorized parties within the Company.

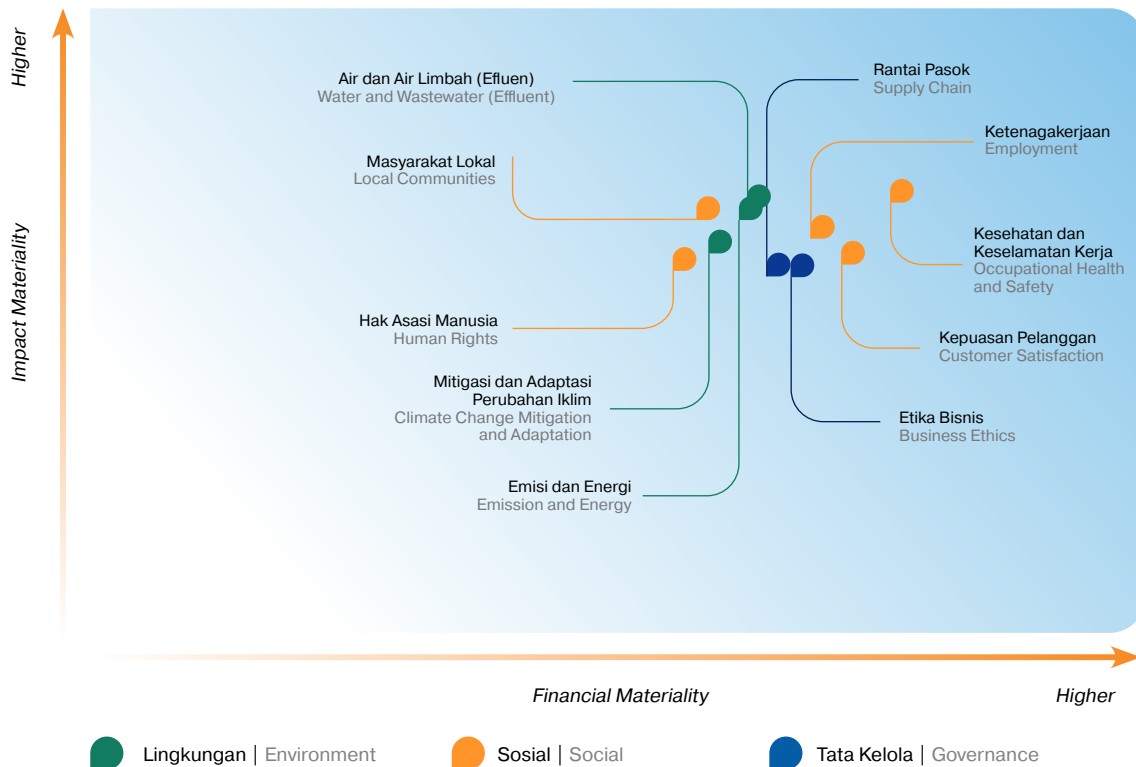
**Matriks Materialitas Ganda [GRI 3-2]**

Melalui proses penilaian yang menyeluruh, Pelindo menetapkan 10 topik material yang menjadi fokus utama strategi keberlanjutan Perseroan. Topik-topik tersebut mencerminkan perhatian Pelindo terhadap penerapan praktik bisnis yang bertanggung jawab.

**Double Materiality Assessment [GRI 3-2]**

Through a comprehensive assessment process, Pelindo has identified 10 material topics as the primary focus of the Company's sustainability strategy. These topics reflect Pelindo's commitment to the implementation of responsible business practices.

**Matriks Materialitas**  
Materiality Matrix



Pelindo melakukan pemetaan topik-topik material dengan mengacu pada standar pengungkapan serta mengidentifikasi dampak dan langkah mitigasi sebagai bagian dari pendekatan pelaporan keberlanjutan.

Pelindo maps material topics in accordance with disclosure standards and identifies impacts and mitigation measures as part of its sustainability reporting approach.

No	Topik Material Material Topics	Indikator GRI GRI Indicators	Dampak Impacts	Mitigasi dan Pengelolaan Dampak Mitigation and Impact Management
1	<b>Ketenagakerjaan Employment</b>	201-3, 401-2, 401-3, 404-1, 404-2, 404-3, 405-1, 405-2	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Karyawan yang sejahtera dan kompeten meningkatkan efisiensi dan inovasi secara signifikan.</p> <p>(+) Retensi karyawan yang tinggi mengurangi biaya rekrutmen.</p> <p>(-) Ketidakpuasan karyawan berpotensi memicu aksi mogok kerja yang dapat menghentikan aktivitas operasi.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Terjaminnya kesetaraan dan pengembangan karier.</p> <p>(-) Kelelahan kerja akibat pola kerja <i>shift</i>.</p> <p><b>Impact on Business</b></p> <p>(+) Well-being and competent employees significantly boost efficiency and innovation.</p> <p>(+) High employee retention reduces recruitment costs.</p> <p>(-) Employee dissatisfaction could potentially trigger strikes that could halt operations.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Guaranteed equality and career development.</p> <p>(-) Work-related fatigue due to shift work schedules.</p>	<ul style="list-style-type: none"> <li>• Program pelatihan, sertifikasi, dan seminar.</li> <li>• Program prapensiun.</li> <li>• Memberikan manfaat dan fasilitas bagi karyawan organik, nonorganik, dan alih daya.</li> <li>• Prinsip kesetaraan yang diatur dalam Peraturan Direksi tentang Manajemen Talenta dan Suksesi.</li> <li>• Training, certification, and seminar programs.</li> <li>• Pre-retirement programs.</li> <li>• Providing benefits and facilities for permanent, non-permanent, and contract employees.</li> <li>• The principle of equality as stipulated in the Board of Directors' Regulation on Talent Management and Succession.</li> </ul>
2	<b>Kesehatan dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)</b>	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Peningkatan produktivitas dan efektivitas kerja.</p> <p>(-) Kehilangan pendapatan akibat gangguan operasional.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Meminimalkan risiko kecelakaan kerja dan penyakit akibat kerja.</p> <p>(+) Menciptakan lingkungan kerja yang aman dan sehat.</p> <p>(-) Kecelakaan kerja yang berdampak pada lingkungan dan komunitas sekitar.</p> <p><b>Impact on Business</b></p> <p>(+) Increased productivity and work efficiency.</p> <p>(-) Loss of revenue due to operational disruptions.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Minimizing the risk of workplace accidents and occupational illnesses.</p> <p>(+) Creating a safe and healthy work environment.</p> <p>(-) Workplace accidents that impact the environment and surrounding communities.</p>	<ul style="list-style-type: none"> <li>• Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3).</li> <li>• Mengimplementasikan SMK3 dan SMT, serta mengadopsi ISO 45001:2018.</li> <li>• Sembilan Elemen <i>Corporate Life Saving Rules</i> Pelindo.</li> <li>• Establishment of the Occupational Safety and Health Steering Committee (OHS Committee).</li> <li>• Implementing the Occupational Safety and Health Management System (SMK3) and the Environmental Management System (SMT), and adopting ISO 45001:2018.</li> <li>• Pelindo's Nine Elements of Corporate Life-Saving Rules.</li> </ul>

No	Topik Material Material Topics	Indikator GRI GRI Indicators	Dampak Impacts	Mitigasi dan Pengelolaan Dampak Mitigation and Impact Management
3	<b>Kepuasan Pelanggan</b> <b>Customer Satisfaction</b>	416-1, 416-2	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Tingkat kepuasan yang tinggi memperkuat posisi perusahaan.</p> <p>(-) Peningkatan biaya kompensasi dan asuransi akibat kerusakan kargo atau keterlambatan operasional.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Distribusi barang lebih cepat dan murah.</p> <p>(-) Peningkatan biaya sewa kapal dan bahan bakar bagi perusahaan pelayaran akibat layanan yang lambat.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) High satisfaction levels strengthen the company's position.</p> <p>(-) Increased compensation and insurance costs due to cargo damage or operational delays.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Faster and more cost-effective distribution of goods.</p> <p>(-) Increased vessel charter and fuel costs for shipping companies due to slow service.</p>	<ul style="list-style-type: none"> <li>• Pengembangan PTOS-M.</li> <li>• Program Bina Pelanggan.</li> <li>• <i>Customer Care</i> Pelindo 102.</li> <li>• Survei Kepuasan Pelanggan.</li> <li>• Development of PTOS-M.</li> <li>• Customer Development Program.</li> <li>• Pelindo 102 Customer Care.</li> <li>• Customer Satisfaction Survey.</li> </ul>
4	<b>Etika Bisnis</b> <b>Business Ethics</b>	205-1, 205-2, 205-3, 206-1	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Meningkatkan kepercayaan investor.</p> <p>(+) Menciptakan lingkungan kerja yang sehat.</p> <p>(-) Risiko penghentian dana dan penurunan kepercayaan publik.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Terciptanya persaingan usaha yang sehat dan transparan.</p> <p>(-) Ketidakpastian biaya logistik akibat praktik pungli berpotensi meningkatkan biaya logistik bagi pelanggan.</p> <p><b>Impact on Business</b></p> <p>(+) Boosts investor confidence.</p> <p>(+) Creates a healthy work environment.</p> <p>(-) Risk of funding withdrawal and a decline in public trust.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Fosters healthy and transparent business competition.</p> <p>(-) Uncertainty regarding logistics costs due to extortion practices could potentially increase logistics costs for customers.</p>	<ul style="list-style-type: none"> <li>• Kode Etik Bisnis</li> <li>• Kebijakan Gratifikasi, Antikorupsi, dan Antisuap.</li> <li>• <i>Whistleblowing system</i>.</li> <li>• Code of Business Ethics</li> <li>• Gratuity, Anti-Corruption, and Anti-Bribery Policy</li> <li>• Whistleblowing System</li> </ul>

No	Topik Material Material Topics	Indikator GRI GRI Indicators	Dampak Impacts	Mitigasi dan Pengelolaan Dampak Mitigation and Impact Management
5	<b>Emisi dan Energi</b> <b>Emission and Energy</b>	302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Mengurangi ketergantungan pada fluktuasi harga energi fosil dan penurunan emisi GRK perusahaan.</p> <p>(-) Biaya investasi awal (<i>CapEx</i>) tinggi.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Peningkatan kualitas udara di sekitar pelabuhan.</p> <p>(-) Peningkatan beban yang signifikan pada infrastruktur listrik lokal dapat memengaruhi stabilitas pasokan listrik daerah.</p> <p><b>Impact on Business</b></p> <p>(+) Reduces reliance on fluctuations in fossil fuel prices and lowers the company's GHG emissions.</p> <p>(-) High initial investment costs (<i>CapEx</i>).</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Improved air quality around the port.</p> <p>(-) A significant increase in the load on local electrical infrastructure could affect the stability of the regional power supply.</p>	<ul style="list-style-type: none"> <li>• Program efisiensi energi dan penurunan emisi GRK.</li> <li>• Peta jalan dekarbonisasi.</li> <li>• Pemantauan kualitas udara.</li> <li>• Energy efficiency and GHG emissions reduction programs.</li> <li>• Decarbonization roadmap.</li> <li>• Air quality monitoring.</li> </ul>
6	<b>Mitigasi dan Adaptasi Perubahan Iklim</b> <b>Climate Change Mitigation and Adaptation</b>	201-2	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Menekan biaya operasional dan meningkatkan efisiensi operasional.</p> <p>(+) Membangun keyakinan dan kepercayaan pemangku kepentingan.</p> <p>(-) Biaya investasi awal (<i>CapEx</i>) tinggi.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Peningkatan kualitas lingkungan melalui program inovasi pelabuhan ramah lingkungan (<i>green port</i>).</p> <p>(-) Peningkatan risiko bencana akibat perubahan iklim.</p> <p><b>Impact on Business</b></p> <p>(+) Reduces operational costs and improves operational efficiency.</p> <p>(+) Builds stakeholder confidence and trust.</p> <p>(-) High initial investment costs (<i>CapEx</i>).</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Improved environmental quality through green port innovation programs.</p> <p>(-) Increased risk of disasters due to climate change.</p>	<ul style="list-style-type: none"> <li>• Penerapan <i>green port</i> dan <i>electrification</i>.</li> <li>• Penilaian risiko fisik terkait iklim pada lokasi operasional.</li> <li>• Implementation of green ports and electrification.</li> <li>• Assessment of climate-related physical risks at operational sites.</li> </ul>

No	Topik Material Material Topics	Indikator GRI GRI Indicators	Dampak Impacts	Mitigasi dan Pengelolaan Dampak Mitigation and Impact Management
7	<b>Hak Asasi Manusia Human Rights</b>	406-1, 408-1, 409-1	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Lingkungan kerja yang sehat dan menjunjung tinggi HAM.</p> <p>(-) Penerapan yang tidak konsisten berpotensi meningkatkan kasus HAM.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Terjaminnya hak-hak dasar, kebebasan berserikat, serta lingkungan kerja yang bebas dari pelecehan dan diskriminasi.</p> <p>(-) Risiko terjadinya ketidakadilan jam kerja pada operasional 24 jam.</p> <p><b>Impact on Business</b></p> <p>(+) A healthy work environment that upholds human rights.</p> <p>(-) Inconsistent implementation could potentially lead to an increase in human rights violations.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Guaranteed basic rights, freedom of association, and a work environment free from harassment and discrimination.</p> <p>(-) Risk of unfair working hours in 24-hour operations.</p>	<ul style="list-style-type: none"> <li>Memiliki PKB dan serikat pekerja.</li> <li>Penetapan usia minimum bekerja dan pengaturan jam kerja.</li> <li>Kriteria LST dalam seleksi pemasok.</li> <li>Having a collective bargaining agreement and a labor union.</li> <li>Establishing a minimum working age and regulating working hours.</li> <li>ESG criteria in supplier selection.</li> </ul>
8	<b>Masyarakat Lokal Local Communities</b>	413-1, 413-2, 203-1, 203-2	<p><b>Dampak terhadap Bisnis</b></p> <p>(+) Mengurangi risiko konflik sosial.</p> <p>(+) Meningkatkan reputasi dan citra perusahaan.</p> <p>(-) Risiko ketidaktepatan program.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b></p> <p>(+) Peningkatan kesejahteraan masyarakat.</p> <p>(-) Ketergantungan terhadap bantuan perusahaan.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Reduces the risk of social conflict.</p> <p>(+) Enhances the company's reputation and image.</p> <p>(-) Risk of program ineffectiveness.</p> <p><b>Impact on Stakeholders</b></p> <p>(+) Improved community well-being.</p> <p>(-) Dependence on corporate assistance.</p>	<ul style="list-style-type: none"> <li>Pemetaan sosial.</li> <li><i>Forum Group Discussion</i>.</li> <li>Pelibatan pemangku kepentingan.</li> <li>Program pengembangan masyarakat.</li> <li>Social mapping.</li> <li>Focus group discussion.</li> <li>Stakeholder engagement.</li> <li>Community development programs.</li> </ul>

No	Topik Material Material Topics	Indikator GRI GRI Indicators	Dampak Impacts	Mitigasi dan Pengelolaan Dampak Mitigation and Impact Management
9	<b>Air dan Air Limbah (Efluen)</b> Water and Wastewater (Effluent)	303-1, 303-2, 303-3, 303-4, 303-5	<p><b>Dampak terhadap Bisnis</b> (-) Risiko kerugian finansial karena ketidakpatuhan terhadap peraturan.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b> (+) Meningkatkan kualitas hidup masyarakat. (-) Potensi dampak kesehatan akibat paparan polutan.</p> <p><b>Impact on Business</b> (-) Risk of financial loss due to non-compliance with regulations.</p> <p><b>Impact on Stakeholders</b> (+) Improving the quality of life for the community. (-) Potential health impacts resulting from exposure to pollutants.</p>	<ul style="list-style-type: none"> <li>Pemanfaatan teknologi <i>Sea Water Reverse Osmosis</i> (SWRO).</li> <li>Penggunaan air daur ulang.</li> <li>Pemantauan kualitas air limbah.</li> <li>Use of Sea Water Reverse Osmosis (SWRO) technology.</li> <li>Use of recycled water.</li> <li>Monitoring of wastewater quality.</li> </ul>
10	<b>Rantai Pasok Supply Chain</b>	204-1, 308-1, 308-2, 414-1, 414-2	<p><b>Dampak terhadap Bisnis</b> (+) Integrasi sistem rantai pasok digital meningkatkan upaya mitigasi terhadap gangguan logistik. (-) Penurunan kualitas infrastruktur pelabuhan.</p> <p><b>Dampak terhadap Pemangku Kepentingan</b> (+) Efisiensi rantai pasok berdampak pada kecepatan layanan bongkar muat. (-) Peningkatan polusi suara dan debu akibat aktivitas rantai pasok yang intensif.</p> <p><b>Impact on Business</b> (+) The integration of digital supply chain systems enhances efforts to mitigate logistics disruptions. (-) Deterioration of port infrastructure quality.</p> <p><b>Impact on Stakeholders</b> (+) Supply chain efficiency impacts the speed of loading and unloading services. (-) Increased noise and dust pollution due to intensive supply chain activities.</p>	<ul style="list-style-type: none"> <li>Kebijakan Pengadaan Hijau.</li> <li>Memprioritaskan pemasok lokal yang berdomisili di Indonesia.</li> <li>Green Procurement Policy.</li> <li>Prioritizing local suppliers based in Indonesia.</li> </ul>

## Perubahan Topik Material dari Tahun 2024

Berdasarkan hasil penilaian materialitas, Pelindo melakukan pembaruan melalui penambahan topik baru serta penyempurnaan terminologi pada sejumlah topik material. Penambahan topik meliputi Ketenagakerjaan, Etika Bisnis, Hak Asasi Manusia, Keanekaragaman Hayati, serta Mitigasi dan Adaptasi Perubahan Iklim.

Pada topik Masyarakat Lokal, cakupan diperluas dengan menekankan pelibatan masyarakat yang terdampak aktivitas operasional, yang sebelumnya dikategorikan sebagai Dampak Ekonomi Tidak Langsung. Selain itu, topik Emisi dan Energi digabungkan menjadi satu topik terpadu, sementara topik Rantai Pasok mengalami penyesuaian terminologi dari sebelumnya Praktik Pengadaan atau Manajemen Rantai Pasok. Pembaruan ini mencerminkan penyelarasan fokus keberlanjutan dengan dinamika operasional dan ekspektasi pemangku kepentingan.

## Changes in Material Topics from 2024

Based on the outcomes of the materiality assessment, Pelindo updated through the introduction of new topics and the refinement of terminology across several material topics. The newly introduced topics include Employment, Business Ethics, Human Rights, Biodiversity, and Climate Change Mitigation and Adaptation.

For the Local Communities topic, the scope was expanded to emphasize engagement with communities affected by operational activities, which had previously been categorized under Indirect Economic Impacts. In addition, the Emissions and Energy topics were consolidated into a single integrated topic, while the Supply Chain topic underwent a terminology refinement from Procurement Practices or Supply Chain Management. These updates reflect the alignment of sustainability priorities with operational dynamics and stakeholder expectations.



# STRATEGI KEBERLANJUTAN

## Sustainability Strategy [SEOJK A.1] [GRI 2-24]

Pelindo menempatkan keseimbangan aspek ekonomi dan lingkungan, sosial, dan tata kelola (LST) sebagai dasar dalam menciptakan dampak positif jangka panjang. Pendekatan ini diterjemahkan ke dalam berbagai inisiatif strategis, mulai dari transformasi pelabuhan berstandar global, penguatan ekosistem logistik nasional, peningkatan efisiensi rantai pasok maritim, hingga optimalisasi nilai perusahaan secara menyeluruh.

Agar pelaksanaan inisiatif berjalan efektif, Pelindo merumuskan langkah-langkah yang terukur serta menetapkan target ESG *Milestone* hingga tahun 2029. Perumusan ini didukung oleh *benchmarking* terhadap praktik keberlanjutan global, sekaligus identifikasi potensi pengembangan inisiatif di setiap pelabuhan sesuai karakteristik operasional masing-masing.

Dalam kerangka tersebut, strategi iklim menjadi bagian penting dari arah keberlanjutan Pelindo. Fokus utama diarahkan pada peningkatan standar operasional untuk meminimalkan dampak lingkungan. Melalui penerapan praktik terbaik di industri kepelabuhanan, Pelindo mampu meningkatkan efisiensi waktu operasional peralatan bongkar muat, waktu tunggu, dan waktu operasional di pelabuhan. Peningkatan efisiensi ini berkontribusi pada penurunan emisi gas rumah kaca (GRK) serta memperkuat upaya transisi menuju pelabuhan yang ramah lingkungan.

Sebagai landasan implementasi, Pelindo mengesahkan Peta Jalan LST yang berfungsi sebagai panduan pengelolaan kinerja perusahaan secara berkelanjutan. Kerangka kerja ini telah disosialisasikan kepada pemangku kepentingan internal dan eksternal untuk mendorong kolaborasi yang lebih solid dan terarah.

Guna mendukung implementasi Peta Jalan LST, Pelindo mengembangkan empat pilar strategis yang dirancang untuk menjaga keberlangsungan bisnis sekaligus mendukung pencapaian visi dan misi Perseroan. Pilar-pilar tersebut ditopang oleh pendukung utama (*key enablers*) yang berperan dalam memastikan strategi berjalan efektif serta memperkuat fondasi Perseroan. Selanjutnya, seluruh elemen tersebut dijadikan pedoman utama yang berkesinambungan dalam mencapai tujuan jangka panjang secara terstruktur.

Pelindo places a balanced integration of economic, environmental, social, and governance (ESG) aspects at the core of its efforts to create long-term value. This approach is reflected in a range of strategic initiatives, including the transformation of ports to meet global standards, the strengthening of the national logistics ecosystem, the improvement of maritime supply chain efficiency, and the overall optimization of corporate value.

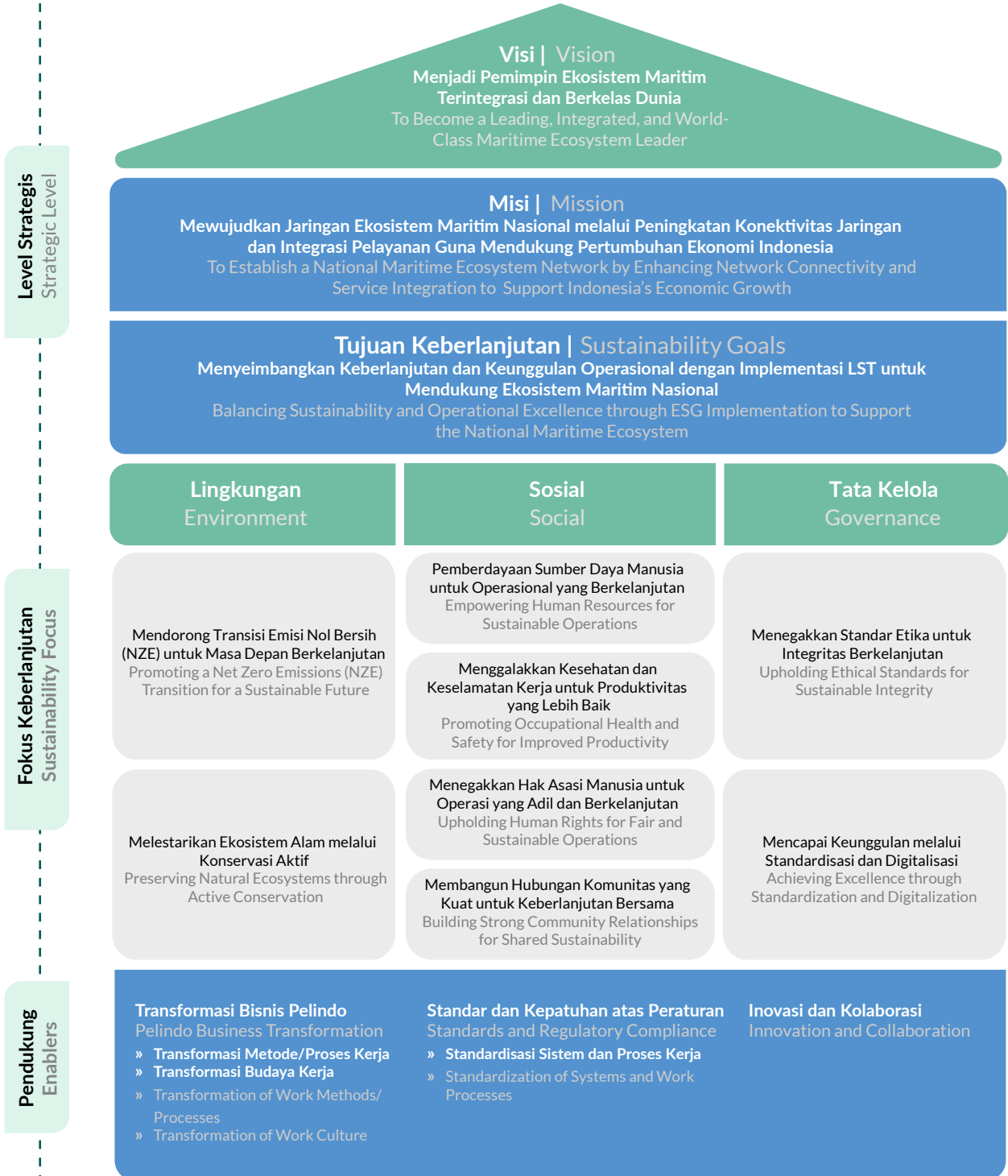
To ensure the effective implementation of these initiatives, Pelindo formulated measurable actions and defined ESG milestones through 2029. These targets were formulated through benchmarking against global sustainability practices, alongside the identification of potential initiatives across ports in line with their respective operational characteristics.

Within this framework, the climate strategy forms a key component of Pelindo's sustainability direction. The primary focus is on enhancing operational standards to minimize environmental impact. Through the adoption of best practices in the port industry, Pelindo has improved the efficiency of cargo-handling equipment operations, reduced waiting times, and optimized overall port operational time. These efficiency improvements contribute to reduce greenhouse gas (GHG) emissions and support the transition toward more environmentally friendly ports.

As a foundation for implementation, Pelindo has established an ESG Roadmap that serves as a guideline for managing the Company's performance in a sustainable manner. This framework has been communicated to both internal and external stakeholders to foster stronger and more coordinated collaboration.

To support the implementation of the ESG Roadmap, Pelindo has developed four strategic pillars designed to sustain business continuity while advancing the Company's vision and mission. These pillars are supported by key enablers that help ensure effective strategy execution and strengthen the Company's overall foundation. Together, these elements serve as an integrated and continuous guide for achieving long-term objectives in a structured manner.

**Peta Jalan LST  
ESG Roadmap**



### **Pilar I** **Transformasi Pelabuhan Kelas Dunia**

Pilar strategi pertama diarahkan untuk memperkuat kapabilitas Pelindo sebagai penyedia jasa kepelabuhanan berstandar internasional. Fokus utama pilar ini adalah peningkatan efisiensi kinerja operasional dan kualitas pelayanan pelabuhan melalui pemanfaatan teknologi digital. Upaya tersebut dilakukan dengan mengedepankan pendekatan yang berorientasi pada kebutuhan pelanggan. Sejalan dengan peningkatan kinerja operasional, Pelindo juga mulai mengembangkan pelabuhan berkelanjutan (*sustainable ports*) sebagai bagian dari upaya mendorong aktivitas operasional yang ramah lingkungan dan bertanggung jawab. Ke depan, pilar ini menjadi fondasi dalam mempersiapkan ekspansi regional Pelindo di kawasan Asia Tenggara, dengan tujuan memperluas jangkauan layanan sekaligus memperkuat posisi perusahaan di pasar global.

### **Pilar II** **Penguatan Ekosistem Logistik**

Pilar strategi kedua berfokus pada pembangunan kemitraan strategis dengan pelaku ekosistem logistik laut dan darat guna mendukung upaya optimalisasi biaya logistik nasional. Kemitraan dengan kawasan industri dan pusat logistik menjadi elemen penting dalam memperkuat konektivitas dengan wilayah pedalaman (*hinterland*). Melalui kemitraan ini, Pelindo dapat mempermudah penyediaan layanan logistik *end-to-end* bagi pelaku industri. Hubungan yang erat dengan pelaku usaha yang berlokasi di sekitar pelabuhan juga berkontribusi pada peningkatan kecepatan dan kenyamanan layanan bagi pelanggan.

Di sisi lain, kerja sama dengan pelaku logistik darat memiliki peran strategis dalam mendukung kelancaran distribusi barang dari pelabuhan ke konsumen akhir. Kemitraan ini berpotensi meningkatkan kinerja operasional pelabuhan melalui perbaikan aliran barang (*throughput*). Selain angkutan truk, dukungan transportasi kereta api turut dikembangkan sebagai moda transportasi darat untuk mempercepat proses distribusi barang ke tujuan akhir.

### **Pilar III** **Efisiensi Supply Chain Maritim**

Pilar strategi ketiga bertujuan untuk meningkatkan efisiensi rantai pasok maritim di Indonesia melalui perluasan dan penguatan jaringan pelabuhan di seluruh Nusantara. Meskipun berperan sebagai tulang punggung sistem kepelabuhanan nasional, Pelindo hanya mengelola sebagian dari total pelabuhan yang ada. Oleh karena itu, upaya-upaya pengembangan

### **Pillar I** **World-Class Port Transformation**

The first strategic pillar is aimed at strengthening Pelindo's capabilities as an international-standard port service provider. The main focus of this pillar is to enhance operational efficiency and improve the quality of port services through the utilization of digital technologies. These efforts are carried out by prioritizing a customer-oriented approach. In line with improving operational performance, Pelindo has also begun developing sustainable ports as part of its efforts to promote environmentally responsible and sustainable operations. Going forward, this pillar will serve as a foundation for Pelindo's regional expansion across Southeast Asia, with the objective of broadening its service reach while strengthening the Company's position in the global market.

### **Pillar II** **Logistics Ecosystem Strengthening**

The second strategic pillar focuses on building strategic partnerships with stakeholders across the maritime and land logistics ecosystem to support efforts in optimizing national logistics costs. Partnerships with industrial estates and logistics hubs play a key role in strengthening connectivity with hinterland areas. Through these collaborations, Pelindo is able to facilitate the provision of end-to-end logistics services for industry players. Close relationships with businesses located around the ports also contribute to improving the speed and convenience of services for customers.

On the other hand, collaboration with land logistics providers plays a strategic role in supporting the smooth distribution of goods from ports to end customers. These partnerships have the potential to enhance port operational performance through improved cargo throughput. In addition to truck transportation, rail transport is also being developed as a land transportation mode to accelerate the distribution of goods to their final destinations.

### **Pillar III** **Maritime Supply Chain Efficiency**

The third strategic pillar aims to enhance the efficiency of Indonesia's maritime supply chain by expanding and strengthening the port network across the archipelago. While it serves as the backbone of the national port system, Pelindo manages only a portion of the total ports operating in the country. Therefore, efforts to improve inter-port connectivity through collaboration with ports

konektivitas antarpelabuhan melalui kolaborasi dengan pelabuhan yang dikelola pihak swasta maupun pemerintah penting untuk didorong. Pilar ini juga berfokus pada integrasi antara jaringan pelabuhan, moda transportasi, dan kawasan pendukung, seperti kawasan industri atau logistik. Integrasi tersebut ditujukan untuk membentuk sistem logistik yang lebih terhubung, andal, dan efisien.

#### **Pilar IV** **Peningkatan Nilai Perusahaan**

Pilar strategi keempat diarahkan untuk meningkatkan nilai perusahaan melalui penguatan struktur keuangan yang sehat dan terkelola dengan baik. Fokus pilar ini mencakup optimalisasi pengelolaan aset serta pengembangan bisnis secara vertikal dan horizontal. Seluruh upaya tersebut didorong oleh peningkatan kapabilitas dan kompetensi inti guna meningkatkan pertumbuhan yang berkelanjutan sekaligus memperkuat daya saing perusahaan.

#### **Enablers**

Seluruh pilar strategis Pelindo ditopang oleh sejumlah *enabler* yang diimplementasikan secara terintegrasi untuk memastikan pencapaian strategi Pelindo. *Enabler* tersebut mencakup berbagai subpilar yang berperan menjaga keberlanjutan dan kelancaran bisnis utama, antara lain pengembangan organisasi guna meningkatkan efisiensi operasional, penguatan inovasi, serta peningkatan kapabilitas dan kualitas sumber daya manusia. Sejalan dengan hal tersebut, Perseroan juga memfokuskan perhatian pada penguatan pemanfaatan teknologi dan sistem informasi. Upaya ini dilakukan melalui pengembangan integrasi sistem perusahaan, baik untuk fungsi operasional maupun nonoperasional, sekaligus memperkuat keterhubungan dengan sistem eksternal dan para pemangku kepentingan, termasuk Ekosistem Logistik Nasional (*National Logistics Ecosystem/NLE*).

Selain Peta Jalan LST, Pelindo menerapkan Sistem Manajemen Terpadu (SMT) secara konsisten melalui pengelolaan dan pengendalian implementasi yang terstruktur. Komitmen ini ditujukan untuk mencapai sasaran peningkatan yang berkelanjutan pada berbagai aspek, meliputi kinerja mutu, keselamatan dan kesehatan kerja, lingkungan, keamanan pelabuhan, antipenyuapan, layanan teknologi informasi, keamanan teknologi informasi, keberlangsungan bisnis, dan energi. [SEOJK F.1]

Seluruh upaya tersebut dilaksanakan secara terpadu melalui berbagai langkah, di antaranya:

managed by private and government entities remain important to pursue. This pillar also focuses on integrating port networks with transportation modes and supporting areas, such as industrial estates and logistics hubs. The integration is intended to establish a more connected, reliable, and efficient logistics system.

#### **Pillar IV** **Corporate Value Optimization**

The fourth strategic pillar is aimed at enhancing corporate value through the strengthening of a sound and well-managed financial structure. The focus of this pillar includes optimizing asset management and pursuing both vertical and horizontal business development. These efforts are supported by strengthening capabilities and core competencies to drive sustainable growth while reinforcing the company's competitiveness.

#### **Enablers**

All of Pelindo's strategic pillars are supported by several enablers that are implemented in an integrated manner to ensure the effective execution of Pelindo's strategy. These enablers consist of various sub-pillars that help sustain and support the continuity of core business operations, including organizational development to improve operational efficiency, the strengthening of innovation, and the enhancement of human capital capabilities and quality. In line with this, the Company also places strong emphasis on strengthening the utilization of technology and information systems. This effort is carried out through the development of integrated corporate systems for both operational and non-operational functions, while also strengthening connectivity with external systems and stakeholders, including the National Logistics Ecosystem (NLE).

In addition to the ESG Roadmap, Pelindo consistently implements an Integrated Management System (IMS) through structured management and control of its implementation. This commitment is aimed at achieving continuous improvement across various aspects, including quality performance, occupational health and safety, environmental management, port security, anti-bribery, information technology services, information security, business continuity, and energy. [SEOJK F.1]

All of these efforts are implemented in an integrated manner through various measures, including:



- 1** Mematuhi peraturan perundang-undangan dan persyaratan lainnya, kode etik, tata nilai dan budaya Perseroan, tata kelola perusahaan yang baik (*good corporate governance/GCG*), dan manajemen risiko dalam menjalankan proses bisnis di lingkungan Perseroan.  
Complying with applicable laws and regulations and other requirements, as well as the Company's code of ethics, values and culture, good corporate governance (GCG), and risk management in conducting business processes within the Company.
- 2** Menjamin kepuasan pelanggan melalui pelayanan prima dan peningkatan berkelanjutan guna memenuhi harapan pelanggan.  
Ensuring customer satisfaction through excellent service and continuous improvement to meet customer expectations.
- 3** Memberikan manfaat bagi pembangunan ekonomi, sosial, dan lingkungan masyarakat di sekitar pelabuhan melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL).  
Providing benefits to the economic, social, and environmental development of communities surrounding the ports through the Corporate Social Responsibility (CSR) program.
- 4** Mencegah terjadinya kecelakaan kerja, penyakit akibat hubungan kerja, dan kebakaran dengan pengendalian risiko dan penerapan budaya K3 menuju tercapainya kondisi *zero fatality*.  
Preventing work accidents, work-related illnesses, and fires through risk control and the implementation of an OHS culture aimed at achieving a zero-fatality condition.
- 5** Melarang keras tindakan membeli, menjual, memiliki, dan mengonsumsi alkohol serta narkoba di lingkungan kerja Perseroan dan menerapkan kebijakan pencegahan dan pengendalian HIV-AIDS di lingkungan Perseroan.  
Strictly prohibiting the purchase, sale, possession, and consumption of alcohol and narcotics within the Company's work environment and implementing policies for the prevention and control of HIV/AIDS within the Company.
- 6** Mendukung pelestarian lingkungan keanekaragaman hayati dan mencegah terjadinya pencemaran melalui pengelolaan dampak lingkungan dan pemanfaatan sumber daya energi ramah lingkungan serta rantai pasok.  
Supporting environmental and biodiversity and preventing pollution through the management of environmental impacts and the use of environmentally friendly energy resources and supply chains.
- 7** Mewujudkan lingkungan bisnis yang aman melalui sistem keamanan secara efektif dan efisien serta peningkatan kualitas pelayanan jasa.  
Establishing a secure business environment through effective and efficient security systems while enhancing the quality of service delivery.
- 8** Mengamankan aset Perseroan termasuk keamanan kapal dan fasilitas pelabuhan dengan menerapkan pengamanan berbasis teknologi informasi.  
Safeguarding the Company's assets, including vessel and port facility security, through the implementation of information technology-based security systems.
- 9** Meningkatkan pengendalian dan pengawasan terhadap potensi terjadinya penyimpangan, kecurangan, dan penipuan di lingkungan Perseroan.  
Strengthening control and supervision over potential irregularities, fraud, and misconduct within the Company.
- 10** Menjamin keberlangsungan usaha dengan menerapkan *Business Continuity Plan* dan *Disaster Recovery Plan*.  
Ensuring business continuity by implementing a Business Continuity Plan and Disaster Recovery Plan.
- 11** Mengoptimalkan penggunaan teknologi informasi (TI) berbasis *green* dan *smart port* dengan tata kelola dan layanan TI yang efektif.  
Optimizing the use of information technology (IT) based on green and smart port concepts through effective IT governance and services.
- 12** Menumbuhkan kesadaran kerja yang mengutamakan mutu, pelayanan, K3, keamanan, antipenyuapan, lingkungan, keberlangsungan usaha, dan pengamanan energi guna mendukung pengembangan bisnis Perseroan yang berkelanjutan.  
Promoting a work culture that prioritizes quality, service excellence, OHS, security, anti-bribery practices, environmental, business continuity, and energy security to support the Company's sustainable business development.
- 13** Melibatkan seluruh Insan Perseroan dan pihak terkait untuk aktif mengikuti kebijakan dan pedoman yang ditetapkan oleh Perseroan.  
Engaging all employees and relevant stakeholders to actively comply with the policies and guidelines established by the Company.
- 14** Menyediakan sumber daya dan informasi yang memadai dalam penerapan, evaluasi, serta peningkatan SMT.  
Providing adequate resources and information for the implementation, evaluation, and improvement of the IMS.
- 15** Menetapkan, memelihara, mengevaluasi, dan mengembangkan SMT yang efektif guna mencapai kinerja optimal.  
Establishing, maintaining, evaluating, and continuously developing an effective IMS to achieve optimal performance.

SMT berlaku bagi seluruh karyawan, mitra, vendor, serta pemangku kepentingan lainnya yang berada di wilayah operasional. Sistem ini telah disosialisasikan kepada seluruh karyawan (100%) yang bertugas di lokasi operasional, serta kepada pihak-pihak terkait lainnya. Sosialisasi SMT dilakukan melalui penyampaian kebijakan yang dipasang secara terbuka di setiap ruang kerja karyawan dan area layanan. Dengan demikian, ketentuan dalam SMT dapat diakses dan dipahami oleh seluruh karyawan, sekaligus tamu yang berkunjung ke lingkungan kerja Perseroan.

The IMS applies to all employees, partners, vendors, and other stakeholders within the Company's operational areas. The system has been communicated to 100% of employees assigned to operational locations, as well as to other relevant parties. The IMS has been socialized through the dissemination of policies displayed openly in employee workspaces and service areas. This approach ensures that the provisions of the IMS are accessible and understood by all employees, as well as by visitors to the Company's work environment.

## Kegiatan Membangun Budaya Keberlanjutan [SEOJK F.1]

Keberlanjutan tidak lagi sekadar agenda strategis, melainkan menjadi bagian dari identitas dan cara kerja Perseroan. Melalui berbagai inisiatif internal, Perseroan membangun budaya keberlanjutan yang hidup dengan mendorong setiap karyawan untuk memahami perannya dalam menciptakan dampak positif bagi lingkungan dan masyarakat. Upaya ini diwujudkan melalui kampanye internal, *sharing session*, dan integrasi nilai-nilai LST dalam aktivitas sehari-hari, sehingga keberlanjutan tidak berhenti pada tataran kebijakan, tetapi tumbuh sebagai kebiasaan dan komitmen bersama di seluruh lini organisasi.

## Activities to Foster a Sustainability Culture [SEOJK F.1]

Sustainability is no longer merely a strategic agenda but has become part of the Company's identity and way of working. Through various internal initiatives, the Company fosters a living sustainability culture by encouraging every employee to understand their role in creating positive impacts for the environment and community. These efforts are realized through internal campaigns, sharing sessions, and the integration of ESG values into daily activities, ensuring that sustainability extends beyond policy and develops into a shared practice and commitment across all levels of the organization.


### Kampanye Internal Internal Campaign



**Mari Beralih ke Kebiasaan Ramah Lingkungan**  
Let's Adopt Environmentally Friendly Habits

- Gunakan tas belanja yang dapat dipakai berulang kali untuk mengurangi penggunaan tas sekali pakai.
- Kurangi pemakaian sedotan plastik dengan memilih alternatif yang ramah lingkungan atau membawa sedotan pribadi.
- Membawa botol minum pribadi dapat mengurangi penggunaan botol plastik sekali pakai dan mendukung gaya hidup yang berkelanjutan.
- Membawa kotak makan pribadi untuk mengurangi sampah kemasan makanan sekali pakai.

- Use reusable shopping bags to reduce the use of single-use plastic bags.
- Reduce the use of plastic straws by choosing environmentally friendly alternatives or bringing your own straw.
- Bring a personal reusable water bottle to reduce single-use plastic bottles and support a more sustainable lifestyle.
- Bring your own lunch box to minimize single-use food packaging waste.



**Mencegah Banjir dan Melindungi Bumi Dimulai dari Aksi Bersama**  
Preventing Floods and Protecting the Earth Starts with Collective Action

- Jaga kebersihan lingkungan untuk cegah penyakit saat musim hujan.
- Bersihkan selokan dan saluran air di lingkungan sekitar.
- Kelola sampah dengan benar, pilah, daur ulang, dan komposkan.
- Buat lubang biopori dan tanam pohon untuk serapan air.
- Stop buang sampah sembarangan.

- Maintain environmental cleanliness to help prevent disease during the rainy season.
- Clean drains and water channels in the surrounding area.
- Manage waste responsibly by separating, recycling, and composting.
- Create biopore holes and plant trees to improve water absorption.
- Stop littering.



**Hindari Rokok dan Membuang  
Puntung Sembarangan**  
Avoid Cigarettes and Discard  
Cigarette Butts Carelessly

Puntung rokok yang dibuang sembarang pada hari ini baru dapat terurai pada tahun 2035  
A cigarette butt discarded carelessly today may only fully decompose by 2035



**Ketangguhan Operasional Dimulai  
dari Kewaspadaan Dini**  
Operational Resilience Begins with Early  
Vigilance

1. Zona Kantor: fokus pada aset dan data digital.
  2. Zona Lapangan: fokus pada operasional dan lingkungan.
  3. Zona Keluarga: fokus pada pantauan cuaca dan rumah.
1. Office Zone: focus on assets and digital data.
  2. Field Zone: focus on operational and the environment.
  3. Family Zone: focus on monitoring weather and household.

Selain itu, Perseroan juga menyelenggarakan *sharing session* bersama jajaran manajemen untuk memperkuat strategi, membangun inspirasi kepemimpinan, serta mendorong budaya kinerja berkelanjutan. Berbagai topik strategis dibahas, antara lain “Human Energy as The Engine of Business Growth”, “Begin with Ambition, Strengthen through Collaboration”, “Transforming Ideas to Impact”, dan lain sebagainya. Dalam agenda tersebut, Perseroan juga menghimbau karyawan untuk membawa botol minum pribadi sebagai langkah konkret dalam mengurangi penggunaan plastik sekali pakai dan menumbuhkan kesadaran akan praktik keberlanjutan.

In addition, the Company organized sharing sessions with management to strengthen strategic alignment, foster leadership inspiration, and promote a culture of sustainable performance. Various strategic topics were discussed, including “Human Energy as the Engine of Business Growth,” “Begin with Ambition, Strengthen through Collaboration,” and “Transforming Ideas into Impact,” and others. During these sessions, the Company also encouraged employees to bring reusable water bottles as a practical step to reduce single-use plastic consumption and raise awareness of sustainable practices.

## Dukungan terhadap Tujuan Pembangunan Berkelanjutan [GRI 2-22]

Pelindo berkomitmen untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*) sebagai bagian integral dari strategi keberlanjutan perusahaan. Komitmen ini diwujudkan melalui integrasi prinsip pembangunan berkelanjutan ke dalam kegiatan operasional, pengambilan keputusan bisnis, serta pengelolaan dampak LST. Melalui peran strategisnya dalam sektor kepelabuhanan dan logistik, Pelindo berupaya memberikan kontribusi nyata terhadap pencapaian SDGs.

## Support for the Sustainable Development Goals [GRI 2-22]

Pelindo is committed to supporting the achievement of the Sustainable Development Goals (SDGs) as an integral part of its corporate sustainability strategy. This commitment is reflected in the integration of sustainable development principles into operational activities, business decision-making, and the management of ESG impacts. Through its strategic role in the port and logistics sector, Pelindo seeks to contribute meaningfully to the achievement of the SDGs.

SDG	Indikator SDG SDGs Indicator	Dukungan Pelindo Support from Pelindo
	<b>1.4.1 Proporsi penduduk/rumah tangga dengan akses terhadap pelayanan dasar.</b> Proportion of population living in households with access to basic services.	Program Tanggung Jawab Sosial Lingkungan (TJSL) Pilar Sosial (hlm. 150-151) Social and Environmental Responsibility Program – Social Pillar (page 150-151)
	<b>2.2.1</b> <b>Prevalensi stunting pada anak di bawah lima tahun/balita.</b> Prevalence of stunting among children under five years of age.	Program Tanggung Jawab Sosial Lingkungan (TJSL) Pilar Sosial (hlm. 150-151) Social and Environmental Responsibility Program – Social Pillar (page 150-151)
	<b>5.5.2</b> <b>Proporsi perempuan yang berada di posisi managerial.</b> Proportion of women in managerial positions.	Keberagaman Gender Direksi (hlm. 61) Diversity of Board of Directors (page 61)
	<b>6.3.1</b> <b>Proporsi limbah cair yang diolah secara aman.</b> Proportion of wastewater flows safely treated.	Total Pembuangan Air (hlm. 185) Total Water Disposal (page 185)
	<b>7.2.1</b> <b>Bauran energi terbarukan.</b> Renewable energy.  <b>7.3.1</b> <b>Intensitas energi primer.</b> Primary energy intensity.	<ul style="list-style-type: none"> <li>Total Konsumsi Energi Terbarukan (hlm. 174)</li> <li>Intensitas Konsumsi Energi (hlm. 174)</li> <li>Total Renewable Energy Consumption (page 174)</li> <li>Energy Consumption Intensity (page 174)</li> </ul>
	<b>8.8.2</b> <b>Peningkatan kepatuhan atas hak-hak pekerja (kebebasan berserikat dan perundingan kolektif) berdasarkan sumber tekstual ILO dan peraturan perundang-undangan negara terkait.</b> Level of compliance with labour rights (freedom of association and collective bargaining) based on International Labour Organization (ILO) textual sources and national legislation.	Hak Asasi Manusia (hlm. 143-144) Human Rights (page 143-144)
	<b>9.1.2</b> <b>Jumlah penumpang dan volume pengangkutan, menurut jenis transportasi.</b> Passenger and freight volumes, by mode of transport.	Data Operasional (hlm. 53) Operational Data (page 53)
	<b>12.5.1</b> <b>Tingkat daur ulang Nasional, ton bahan daur ulang.</b> National recycling rate, tons of material recycled.	Timbulan Limbah (hlm. 187) Waste Generated (page 187)
	<b>13.2.2</b> <b>Total emisi gas rumah kaca per tahun.</b> Total greenhouse gas emissions per year.	<ul style="list-style-type: none"> <li>Emisi GRK Cakupan 1 dan 2 (hlm. 178)</li> <li>Emisi GRK Cakupan 3 (hlm. 179)</li> <li>GHG Emission Scope 1 and 2 (page 178)</li> <li>GHG Emission Scope 3 (page 179)</li> </ul>
	<b>14.5.1</b> <b>Jumlah luas kawasan konservasi perairan.</b> Total area of marine conservation areas.	Inisiatif Keanekaragaman Hayati (hlm. 189-193) Biodiversity Initiatives (page 189-193)
	<b>16.6.2</b> <b>Proporsi penduduk yang puas terhadap pengalaman terakhir atas layanan publik.</b> Proportion of population satisfied with their last experience of public services.  <b>16.b.1</b> <b>Proporsi penduduk yang melaporkan mengalami diskriminasi dan pelecehan dalam 12 bulan lalu berdasarkan pada pelanggaran diskriminasi menurut hukum HAM Internasional.</b> Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law.	<ul style="list-style-type: none"> <li>Survei Kepuasan Pelanggan (hlm. 164-167)</li> <li>Hak Asasi Manusia (hlm. 143-144)</li> <li>Customer Satisfaction Survey (page 164-167)</li> <li>Human Rights (page 143-144)</li> </ul>



1

# Tentang Pelindo

About Pelindo

PELINDO





# PROFIL PELINDO

## Pelindo Profile

### Informasi Umum Perseroan [GRI 2-1, 2-6] Company General Information

**Nama Perusahaan**  
Company Name  
**PT Pelabuhan Indonesia  
(Persero)**

**Nama Panggilan**  
Trade Name  
**Pelindo**



**Kepemilikan** [SEOJK C.3]  
Ownership  
**100% Pemerintah Republik Indonesia**  
100% Government of the Republic of Indonesia

**Bidang Usaha**  
Business Activities  
**Penyelenggaraan dan Pengusahaan  
Jasa Kepelabuhan**  
Provision and Management of Port  
Services

**Status** [SEOJK C.3]  
Status  
**Badan Usaha Milik Negara (Persero)**  
State-Owned Enterprise (Persero)

**Dasar Hukum Pendirian**  
Legal Basis of Establishment  
**Akta Pendirian No. 3 Tanggal  
1 Desember 1992**  
Deed of Establishment No. 3  
dated December 1, 1992

**Tanggal Pendirian**  
Date of Establishment  
**5 Februari 1960** | February 5, 1960

**Modal Ditempatkan dan Disetor Penuh**  
Issued and Fully Paid Capital  
**Rp40.575.584.000.000**

**Modal Dasar**  
Authorized Capital  
**Rp156.000.000.000.000**

**Lokasi Operasi**  
Operational Area  
**Indonesia**

**Jumlah Pekerja\*** [GRI 2-7]  
Number of Employees\*  
**28.504 pekerja per 31 Desember 2025**  
28,504 employees as of December 31, 2025

**Keterangan | Notes:**

\*Mencakup karyawan organik, nonorganik, PKWT, TAD, dan pemborongan.

\*Includes organic employees, non-organic employees, PKWT, TAD, and contracted workers.

### Daftar Jaringan Kantor [SEOJK C.4]

Office Network

**1 Kantor Pusat**  
Head Office

**13 Pelabuhan Regional I**  
Region Ports I

**12 Pelabuhan Regional II**  
Region Ports II

**20 Pelabuhan Regional III**  
Regional Ports III

**22 Pelabuhan Regional IV**  
Region Ports IV

**4 Subholding**  
Subholdings

### Keanggotaan dalam Asosiasi [GRI 2-28] [SEOJK C.5]

Membership in Associations

#### International Association of Ports and Harbors (IAPH)



Sebagai perwakilan anggota dari Indonesia pada aliansi pelabuhan global dengan 168 pelabuhan dan 134 bisnis terkait pelabuhan di 84 negara yang berkedudukan di Jepang. Indonesia's representative member in a global port alliance comprising 168 ports and 134 port-related businesses across 84 countries, headquartered in Japan.

#### ASEAN Port Association (APA)



Pelindo menjadi perwakilan keanggotaan Indonesia dalam asosiasi perusahaan pelabuhan di Asia Tenggara. Pelindo represents Indonesia in this regional association of port companies in Southeast Asia.

### Alamat Kantor [SEOJK C.2]

Office Address

#### Kantor Pusat | Head Office

##### Pelindo Tower

Jl. Yos Sudarso No. 9, RT.6/RW13 Rawabadak Utara, Kec. Koja, Jakarta Utara (North Jakarta) 14230, Indonesia  
Telepon | Telp : 102  
WhatsApp : 0811-1552-102  
Surel | E-mail : customer.care@pelindo.co.id  
Situs Web  
Website : www.pelindo.co.id

#### Sekretariat Perseroan | Corporate Secretary

##### Ali Sodikin

Surel | E-mail : corp\_sec@pelindo.co.id

#### Media Sosial | Social Media

@pelindo

BUMN Pelabuhan Indonesia

Pelindo

@indonesiaport

Pelindo\_official




## Produk dan Jasa Products and Services [SEOJK C.4]


Pascaintegrasi, Pelindo menjadi perusahaan induk (*holding*) kepelabuhanan yang memiliki empat klaster bidang usaha, yaitu:

Following the integration, Pelindo operates as a port holding company with four business clusters, namely:

### Container Cluster

Subholding **PT Pelindo Terminal Petikemas (SPTP)** berfokus pada pengelolaan terminal peti kemas di seluruh Indonesia. PT Pelindo Terminal Petikemas (SPTP) Subholding focuses on managing container terminals across Indonesia.

 **32**  
Pelabuhan  
Ports

 **7**  
Anak Perusahaan  
Subsidiaries


 **15**  
Cabang  
Branches


 **12,4**  
Juta TEUs  
Million TEUs

### Non-Container Cluster

Subholding **PT Pelindo Multi Terminal (SPMT)** berfokus pada pengelolaan operasional terminal non-peti kemas atau *multipurpose*. SPMT, dalam kegiatan operasionalnya, mengelola cabang yang tersebar di wilayah Sumatera, Jawa, Kalimantan, dan Sulawesi.

PT Pelindo Multi Terminal (SPMT) Sub-holding manages non-container or multipurpose terminal operations. SPMT manages branches across Sumatera, Java, Kalimantan, and Sulawesi.


 **3**  
Anak Perusahaan  
Subsidiaries


 **37**  
Cabang  
Branches

### Logistic & Hinterland Cluster

Subholding **PT Pelindo Solusi Logistik (SPSL)** berfokus pada *building capability and partnership, expanding connectivity, and beyond end-to-end integration* untuk memaksimalkan penciptaan nilai sebagai *"Integrated Logistics Ecosystem Player"*.

PT Pelindo Solusi Logistik (SPSL) Subholding focuses on building capabilities and partnerships, expanding connectivity, and advancing beyond end-to-end integration to maximize value creation as an "Integrated Logistics Ecosystem Player."


 **40**  
Area Pelayanan  
Service Areas


 **5**  
Anak Perusahaan  
Subsidiaries

### Marine Equipment and Port Service Cluster

Subholding **PT Pelindo Jasa Maritim (SPJM)** bergerak di berbagai layanan maritim terintegrasi, termasuk jasa *marine*, jasa peralatan, pengerukan, galangan kapal, serta utilitas kepelabuhanan untuk mendukung operasional pelabuhan di seluruh Indonesia.

PT Pelindo Jasa Maritim (SPJM) Subholding operates across a range of integrated maritime services, including marine services, equipment services, dredging, shipyard operations, and port utilities to support port operations across Indonesia.

 **4**  
Area Pelayanan  
Service Areas

 **9**  
Anak Perusahaan  
Subsidiaries

## Visi, Misi, dan Nilai-Nilai Perusahaan Vision, Mission, and Company Value [SEOJK C.1]



### **Menjadi pemimpin ekosistem maritim terintegrasi dan berkelas dunia**

To be a world-class integrated maritime ecosystem leader



### **Mewujudkan jaringan ekosistem maritim nasional melalui peningkatan konektivitas jaringan dan integrasi pelayanan guna mendukung pertumbuhan ekonomi Indonesia**

Realizing a national maritime ecosystem network through increased network connectivity and service integration to support Indonesia's economic growth



Implementasi nilai-nilai utama bernama AKHLAK telah menjadi kewajiban bagi seluruh Badan Usaha Milik Negara sejak tahun 2020. Landasan hukum penerapan ini berpijak pada Surat Edaran Menteri BUMN Nomor: SE 7/MB/07/2020 yang dirilis pada 1 Juli 2020 mengenai nilai-nilai inti bagi sumber daya manusia di lingkungan tersebut. Melalui mandat ini, setiap insan di dalam organisasi diarahkan untuk mengadopsi standar perilaku yang seragam demi memperkuat budaya kerja yang profesional.

The implementation of the core values known as AKHLAK has been mandatory for all State-Owned Enterprises since 2020. The legal basis for this is outlined in the Circular Letter of the Minister of State-Owned Enterprises No. SE-7/MBU/07/2020, issued on July 1, 2020, concerning the core values for human capital within SOEs. Through this mandate, all personnel across the organization are guided to adopt a standardized set of behaviors to strengthen a professional work culture.



### **Amanah | Trustworthy**

Memegang teguh kepercayaan yang diberikan  
Upholding the trust that is given



### **Kompeten | Competent**

Terus belajar dan mengembangkan kapabilitas  
Learning and developing capabilities continuously



### **Harmonis | Harmonious**

Saling peduli dan menghargai perbedaan  
Caring for each other and respecting differences



### **Loyal | Loyal**

Berdedikasi dan mengutamakan kepentingan bangsa dan negara  
Being dedicated and prioritizing the interests of the Nation and the State



### **Adaptif | Adaptive**

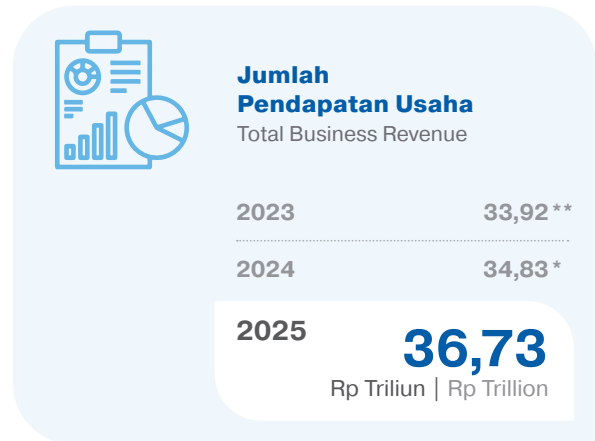
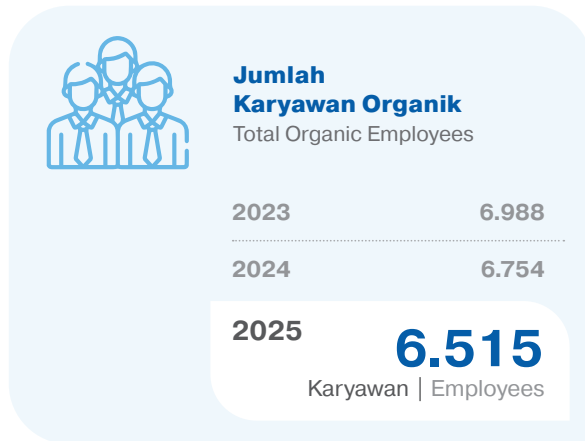
Terus berinovasi dan antusias menggerakkan ataupun menghadapi perubahan  
Continuing innovations and being enthusiastic in driving or facing changes



### **Kolaboratif | Collaborative**

Membangun kerja sama yang sinergis  
Establishing synergy and collaboration

## Skala Perseroan Company Scale [GRI 2-6] [SEOJK C.3]



**Keterangan:**

\* Penyajian kembali data pada tahun 2024 menyesuaikan Laporan Keuangan.  
\*\* Penyajian kembali data pada tahun 2023 menyesuaikan Laporan Keuangan.

**Notes:**

\* Restatement of data in 2024 adjusts the Financial Statements.  
\*\* Restatement of data in 2023 adjusts the Financial Statements.



## Wilayah Operasional Operational Area [GRI 2-1, 2-6] [SEOJK C.3]



**Regional I**  
Region I

**Alamat | Address :**  
Jl. Lingkar Pelabuhan No. 1  
Belawan, Medan 20411

13 cabang | branches  
15 kawasan | areas

**Regional II**  
Region II

**Alamat | Address:**  
Jl. Raya Pelabuhan No. 9  
Tanjung Priok, Jakarta Utara  
14310

12 cabang | branches  
20 kawasan | areas



**Regional III**  
Region III

**Alamat | Address:**  
Jl. Perak Timur No. 620  
Surabaya

20 cabang | branches  
25 kawasan | areas

**Regional IV**  
Region IV

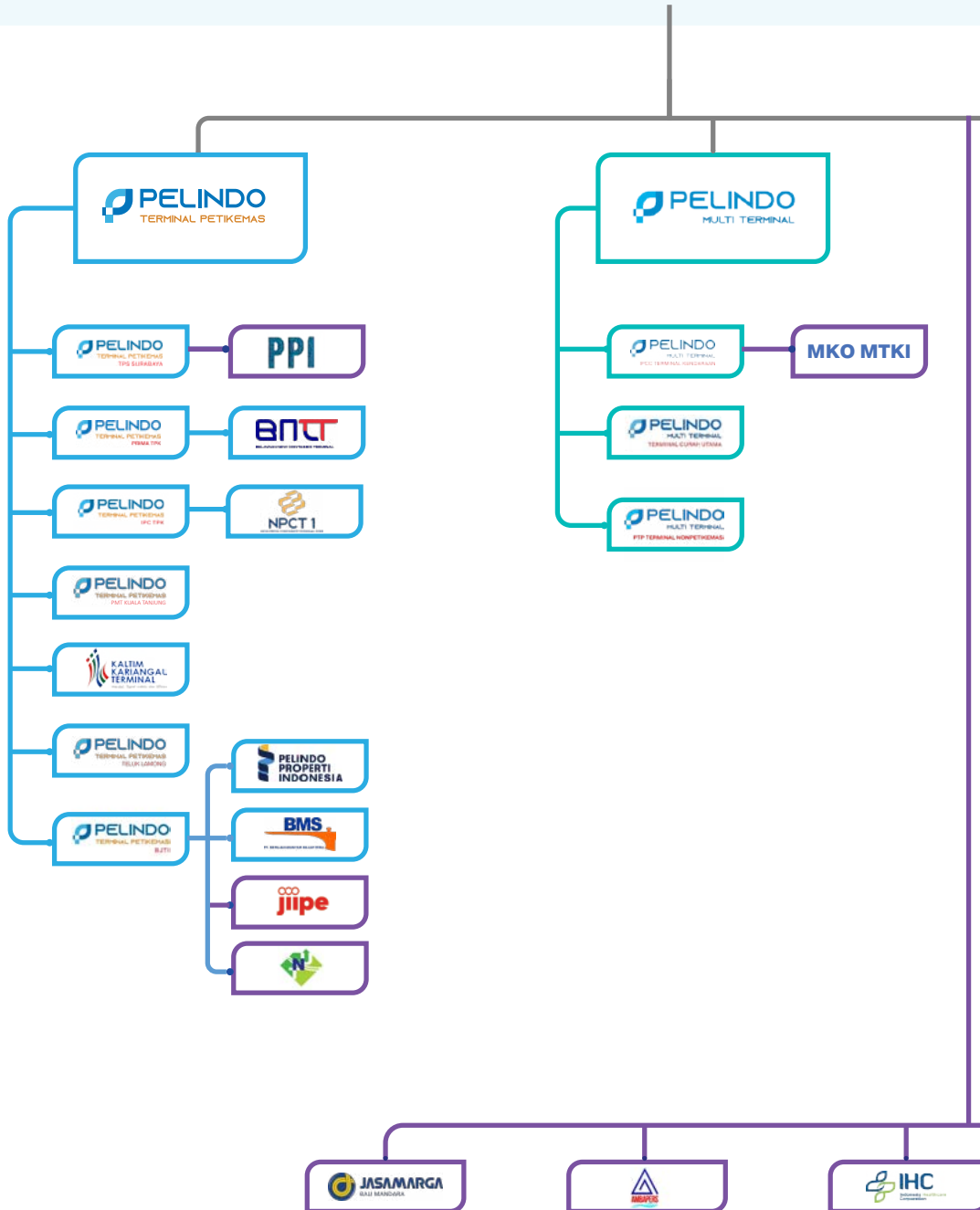
**Alamat | Address:**  
Jl. Soekarno No. 1 Makassar  
90173

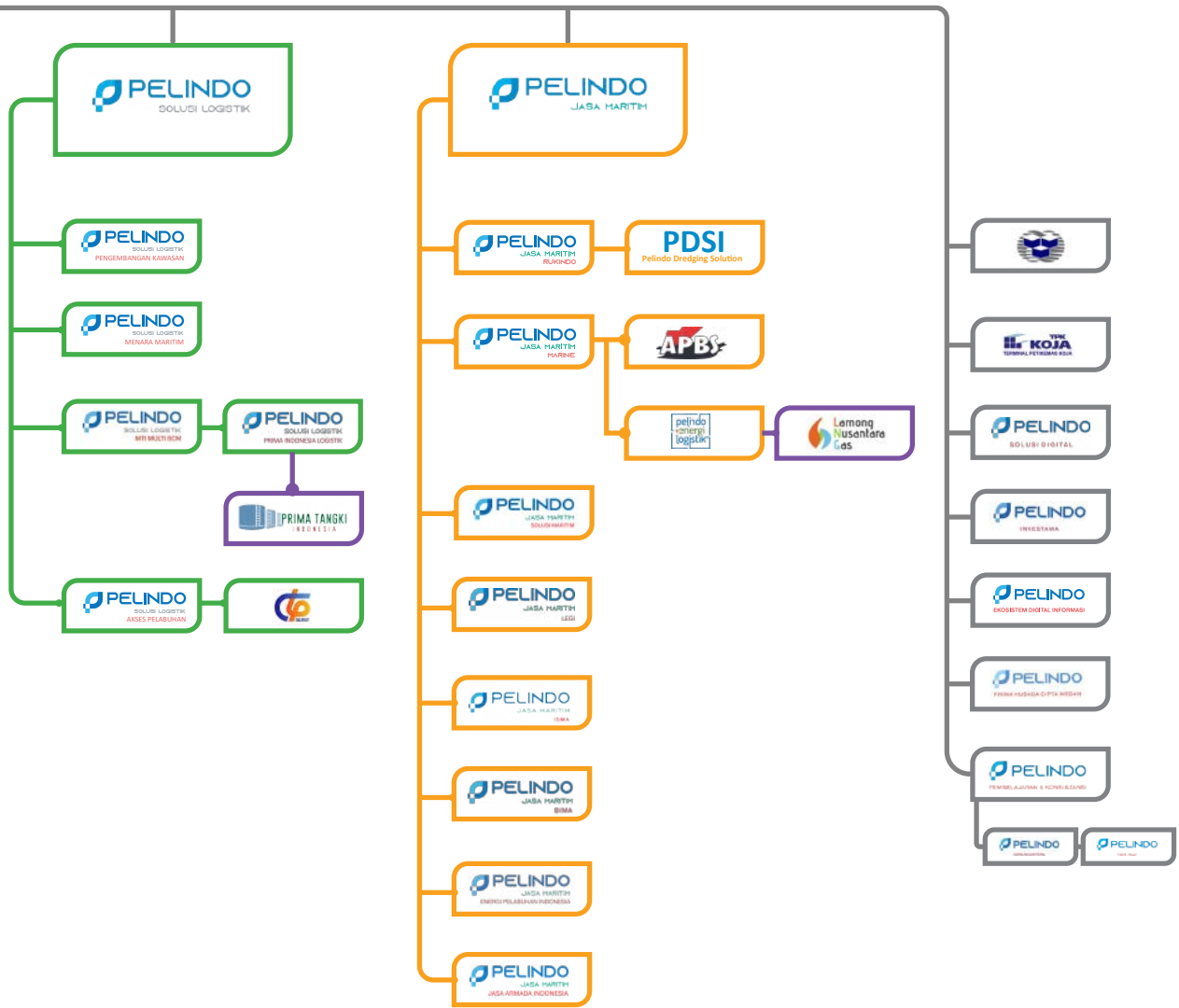
22 cabang | branches  
35 kawasan | areas



## Struktur Grup Pelindo Pelindo Group Structure

### PT Pelabuhan Indonesia (Persero)





- **Klaster Petikemas** | Container Cluster
- **Klaster Non-Peti Kemas** | Non-Container Cluster
- **Klaster Logistik** | Logistic Cluster
- **Klaster Marine** | Marine Cluster
- **Bisnis Lain/Nonklaster** | Other Business/Non-Cluster
- **Terafiliasi/Minoritas** | Affiliated/Minority



# KINERJA EKONOMI

## Economic Performance

### Pencapaian Ekonomi [SEOJK F.2]

Pertumbuhan ekonomi yang menguntungkan telah berhasil diraih selama tahun 2025 sebagai hasil dari kinerja operasional yang optimal. Perbandingan antara target yang ditetapkan dengan realisasi di lapangan berada di atas 80%, yang menggambarkan efektivitas strategi yang dilakukan Pelindo.

### Economic Achievement [SEOJK F.2]

Strong economic growth was achieved throughout 2025 as a result of optimal operational performance, with the comparison between established targets and actual realization exceeding 80%, reflecting the effectiveness of Pelindo's strategic initiatives.

**Target dan Kinerja Ekonomi (Rp Miliar)**  
**Economic Targets and Performance (Rp Billion)**

Indikator Indicator	2025			2024			2023		
	Target	Kinerja Performance	%	Target	Kinerja Performance	%	Target	Kinerja Performance	%
<b>Laba Rugi</b> <b>Profit or Loss</b>									
Pendapatan Usaha Operating Revenue	33.623	36.728	109,23	32.294	34.833	107,87	31.819	33.916	106,59
Beban Usaha Operating Expenses	(26.573)	(28.589)	107,59	(25.575)	(28.356)	110,87	(25.436)	(27.241)	107,10
Laba (Rugi) Usaha Operating Profit (Loss)	7.050	7.456	105,75	6.718	6.287	93,58	6.384	6.986	109,43
Laba (Rugi) Sebelum Pajak Profit (Loss) Before Tax	4.737	5.825	122,97	4.086	4.611*	114,07*	4.966	5.123*	103,16*
<b>Laba (Rugi) Bersih</b> <b>Net Profit (Loss)</b>	<b>4.018</b>	<b>4.363</b>	<b>108,59</b>	<b>3.500</b>	<b>3.803</b>	<b>108,66</b>	<b>3.820</b>	<b>4.013</b>	<b>105,05</b>
<b>Posisi Keuangan</b> <b>Financial Position</b>									
Total Liabilitas Total Liabilities	69.434	75.697	109,02	62.916	77.321*	122,90*	64.786	71.500	110,36
Total Ekuitas Total Equity	52.915	50.357	95,17	50.064	50.187	100,25	47.290	46.841	99,05
<b>Total Aset</b> <b>Total Assets</b>	<b>122.349</b>	<b>126.055</b>	<b>103,03</b>	<b>112.981</b>	<b>127.507*</b>	<b>112,86*</b>	<b>112.077</b>	<b>118.341</b>	<b>105,59</b>

**Keterangan:**

\* Penyajian kembali data pada tahun 2023 dan 2024 menyesuaikan Laporan Keuangan.

**Notes:**

\* Restatement of data in 2023 and 2024 adjusts the Financial Statements.

### Data Operasional Operational Data

Jenis Kegiatan Activity Type	Satuan Unit	2025		2024		2023		Kecenderungan Tendency	
		RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization
1	2	3	4	5	6	7	8	9 <sup>1</sup>	10 <sup>2</sup>
Arus Kapal <sup>3</sup> Ship Traffic	Call	329.951	369.813	310.880	318.623 <sup>3</sup>	301.941	303.107	112	116
	GT	1.418.693.782	1.422.887.719	1.382.150.789	1.402.921.700 <sup>3</sup>	1.248.499.373	1.283.561.176	100	101
Peti Kemas <sup>4</sup> Container	Box	14.328.944	14.875.783	13.676.893	14.298.480	13.730.728	13.573.959	104	104
	TEUs	18.809.458	19.785.539	17.778.740	18.807.089	17.664.908	17.657.327	105	105
Barang Non- Peti Kemas Non- Containerized Goods	Ton	191.308.318	195.168.554	174.921.068	201.182.095	161.463.719	169.853.408	102	97
	m <sup>3</sup>	7.004.316	6.461.240	6.127.295	6.927.648	5.240.976	6.575.384	92	93
	Unit	2.853.324	3.069.156	2.812.954	2.873.887	2.305.341	2.648.979	108	107
	MMBTU	13.445.033	15.943.575	12.760.000	13.971.183	8.760.000	13.188.848	119	114
	Ekor Individual	645.277	787.682	721.430	739.717	533.205	563.244	122	106
Penumpang Passenger	Orang People	19.807.428	20.434.569	18.053.456	19.443.897	13.466.830	18.050.932	103	105

**Keterangan:**

- Angka didapat dengan menggunakan perhitungan kolom 4 (realisasi tahun 2025) dibagi dengan kolom 3 (RKAP).
- Angka didapat dengan menggunakan perhitungan kolom 4 (realisasi tahun 2025) dibagi dengan kolom 9.
- Terdapat penyajian data kembali pada realisasi 2024 dikarenakan adanya perubahan standarisasi pencatatan arus kapal pada tahun 2025. Realisasi arus kapal dalam satuan Unit mengalami peningkatan sebesar 16,07% dan dalam satuan GT mengalami peningkatan sebesar 1,42% dibandingkan tahun sebelumnya. Peningkatan ini dikarenakan meningkatnya kunjungan kapal bermuatan batu bara pada lokasi Terminal Khusus dan Ship to Ship (STS) di Balikpapan dan Samarinda, serta adanya kerjasama di Pekanbaru untuk layanan pemanduan kapal di wilayah Jembatan Siak dan Terminal Khusus Futong. Peningkatan ini juga disebabkan oleh peningkatan kunjungan kapal peti kemas di Tanjung Priok, Tanjung Perak, dan Tanjung Emas akibat adanya extra call dan penambahan rute dari perusahaan pelayaran.
- Realisasi arus peti kemas dalam satuan Box mengalami peningkatan sebesar 4,04% dan dalam satuan TEUs mengalami peningkatan sebesar 5,20% dibandingkan tahun sebelumnya akibat adanya extra call maupun penambahan rute kapal peti kemas di Tanjung Priok, Tanjung Perak, dan Tanjung Emas.

**Notes:**

- The figure is obtained by dividing column 4 (2025 actual) by column 3 (RKAP/Budget).
- The figure is obtained by dividing column 4 (2025 actual) by column 9.
- Data for the 2024 actual has been restated due to changes in ship traffic recording standards in 2025. Ship traffic in Units increased by 16.07% and in GT (Gross Tonnage) increased by 1.42% compared to the previous year. This growth was driven by an increase in coal-carrying vessel calls at Special Terminals and Ship-to-Ship (STS) locations in Balikpapan and Samarinda, as well as a partnership in Pekanbaru for pilotage services in the Siak Bridge area and Futong Special Terminal. Additionally, the increase was supported by higher container vessel calls at Tanjung Priok, Tanjung Perak, and Tanjung Emas following extra calls and new route additions by shipping lines.
- Container traffic in Boxes increased by 4.04% and in TEUs increased by 5.20% compared to the previous year, resulting from extra calls and new container vessel routes at Tanjung Priok, Tanjung Perak, and Tanjung Emas.

### Target dan Kinerja Proyek Keuangan Berkelanjutan [SEOJK F.3] Targets and Performance of Sustainable Finance Projects

Jenis Kegiatan Type of Activity	2025***		2024**		2023*	
	RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization
Sustainability Budget Tagging (Rp Miliar) Sustainability Budget Tagging (Rp Billion)	4.516	2.202	3.964	2.848	3.722	1.431

**Keterangan :**

- \* Investasi pada tahun 2023 melingkupi 116 investasi di seluruh anak perusahaan Pelindo.
- \*\* Investasi pada tahun 2024 melingkupi 251 investasi di seluruh anak perusahaan Pelindo.
- \*\*\* Investasi pada tahun 2025 melingkupi 271 investasi di seluruh anak perusahaan Pelindo.

**Notes:**

- \* Investment in 2023 comprised 116 investments across all Pelindo subsidiaries.
- \*\* Investment in 2024 comprised 251 investments across all Pelindo subsidiaries.
- \*\*\* Investment in 2025 comprised 271 investments across all Pelindo subsidiaries.

Peningkatan kinerja proyek keuangan berkelanjutan sebesar 110% menunjukkan penguatan komitmen Pelindo terhadap integrasi prinsip LST ke dalam strategi pendanaan jangka panjang guna mendukung pengelolaan portofolio investasi yang bertanggung jawab.

The 110% increase in sustainable finance project performance highlights Pelindo's commitment to integrating environment, social, and governance (ESG) principles into its long-term financing strategy, supporting responsible investment portfolio management.



**Nilai Ekonomi yang Dihasilkan dan Didistribusikan (Rp Miliar) [GRI 201-1]**  
**Economic Value Generated and Distributed (Rp Billion)**

Uraian Description	2025	2024	2023
<b>Nilai Ekonomi yang Dihasilkan</b> <b>Economic Value Generated</b>			
Pendapatan Operasi   Operating Revenue	35.483	32.527*	31.018
Pendapatan Konstruksi   Construction Revenue	1.225	2.153	2.898
Pendapatan (Beban Operasi Lainnya) Revenue (Other Operating Expenses)	(681)	(191)*	311
Pendapatan Keuangan   Finance Income	900	839	627
Bagian Laba Entitas Asosiasi   Share of Profit from Associates	433	541	370
<b>Total Nilai Ekonomi yang Dihasilkan</b> <b>Total Economic Value Generated</b>	<b>37.380</b>	<b>36.023*</b>	<b>335.224</b>
<b>Nilai Ekonomi yang Didistribusikan</b> <b>Economic Value Distributed</b>			
Beban Operasi   Operating Expenses	20.882	19.762*	18.542**
Gaji dan Remunerasi Karyawan   Employee Salaries and Remuneration	9.242	8.136	7.571
Beban Konstruksi   Construction Expenses	1.241	2.234*	2.898
Beban Keuangan   Finance Expenses	2.966	3.005	2.860
Beban Pajak Final   Final Tax Expenses	731	680	515
Manfaat (Beban) Pajak Penghasilan Badan Corporate Income Tax Benefit (Expense)	731	178	595
Dividen   Dividends	1.788	1.152*	1.454**
Investasi Sosial TJSL BUMN Social Investment SOEs CSR	126	150	152
<b>Total Nilai Ekonomi yang Didistribusikan</b> <b>Total Economic Value Distributed</b>	<b>37.707</b>	<b>35.297*</b>	<b>34.587**</b>
<b>Nilai Ekonomi yang Ditahan***</b> <b>Economic Value Retained</b>	<b>(347)</b>	<b>726*</b>	<b>637**</b>

**Keterangan**

\* Penyajian kembali data pada tahun 2024 menyesuaikan Laporan Keuangan.  
\*\* Penyajian kembali data pada tahun 2023 menyesuaikan Laporan Keuangan.  
\*\*\* Angka ini tidak berkaitan dengan laba rugi pada laporan keuangan Perseroan.

**Notes:**

\* Restatement of 2024 data to align with the Financial Statements.  
\*\* Restatement of 2023 data to align with the Financial Statements.  
\*\*\* This figure does not relate to the profit or loss in the Company's financial statements.

Selama periode tahun 2025, Pelindo tidak menerima bantuan finansial, insentif pajak, maupun bentuk dukungan subsidi lainnya dari pemerintah. Seluruh kegiatan operasional dan pendanaan dijalankan secara mandiri tanpa melibatkan alokasi dana publik atau fasilitas keringanan fiskal dari otoritas negara. Hal ini menunjukkan kemandirian finansial yang terjaga sepenuhnya sepanjang tahun pelaporan tersebut. [GRI 3-3, 201-4]

During 2025, Pelindo did not receive any financial assistance, tax incentives, or other forms of government subsidies. All operational activities and financing were managed independently, without any allocation of public funds or fiscal relief facilities from state authorities. This reflects the Company's full financial independence maintained throughout the reporting year. [GRI 3-3, 201-4]

## Pengelolaan Perpajakan [GRI 207-1, 207-2, 207-3]

Strategi perpajakan telah ditetapkan sebagai fondasi utama untuk memastikan seluruh kewajiban dijalankan memenuhi standar dan transparansi terhadap regulasi yang berlaku. Dokumen strategi tersebut ditinjau serta disetujui secara berkala oleh Direktur Keuangan setiap tahunnya guna menjamin relevansi pengelolaan pajak terhadap dinamika bisnis dan perubahan kebijakan pemerintah. [GRI 3-3]

Kepatuhan Pelindo terhadap pajak diperkuat melalui kerangka tata kelola di bawah pengawasan Group Layanan Keuangan dan Perpajakan yang secara rutin mengidentifikasi, merencanakan, menghitung, melaporkan pajak, hingga memitigasi risiko fiskal melalui audit internal maupun sistem pelaporan pelanggaran.

Acuan utama dalam menetapkan objek pajak Perseroan merujuk sepenuhnya pada peraturan perundang-undangan perpajakan serta ketentuan regulasi relevan lainnya yang berlaku. Koordinasi secara aktif juga dilakukan bersama Kementerian BUMN, Kementerian Perhubungan, Kantor Pelayanan Pajak, hingga Badan Pengelolaan Pajak dan Retribusi Daerah guna menjamin ketepatan besaran kontribusi negara sekaligus memastikan implementasi kepatuhan fiskal di seluruh lingkungan Pelindo berjalan sesuai standar regulasi.

## Tax Management [GRI 207-1, 207-2, 207-3]

The tax strategy is a fundamental framework that ensures all obligations are fulfilled in compliance with applicable regulations and transparency standards. This strategic document is reviewed and approved periodically by the Director of Finance to establish its continued relevance in line with business dynamics and changing government policies. [GRI 3-3]

Pelindo's tax compliance is strengthened through a governance framework under the supervision of the Group Financial Services and Tax Division, which routinely performs tax identification, planning, calculation, and reporting, while mitigating fiscal risks through internal audits and whistleblowing system.

The determination of the Company's tax objects refers to prevailing tax laws and other relevant regulatory provisions, with coordination maintained with the Ministry of SOEs, the Ministry of Transportation, Tax Service Offices, and Regional Tax and Retribution Agencies to ensure the accuracy of state contributions and the consistent implementation of fiscal compliance across Pelindo.

### Pembayaran Pajak dan PNBP (Rp Miliar) Tax and Non-Tax State Revenue Payments (Rp Billion)

Jenis Pajak Type of Tax	2025	2024	2023
<b>Pajak   Taxes</b>			
Pajak Penghasilan (PPh)   Income Tax (PPh)	2.296,34	2.933,24	2.706,85
Pajak Pertambahan Nilai (PPN) dan Pajak Penjualan atas Barang Mewah (PPnBM) Value Added Tax (VAT) and Luxury Goods Sales Tax (PPnBM)	2.456,25	2.327,24	2.145,69
Bea Masuk/Keluar, Bea dan Cukai, Bea Materai Import/Export Duties, Excise, and Stamp Duty	4,51	4,92	4,41
Pajak Daerah dan Retribusi Daerah (PDRD), termasuk Perkotaan dan Pedesaan (PBB P2) Regional Taxes and Levies (PDRD), including Urban and Rural Land and Building Tax (PBB-P2)	306,88	254,16	197,42
<b>Total Kontribusi Pajak   Total Tax Contribution</b>	<b>5.063,98</b>	<b>5.519,56</b>	<b>5.054,37</b>
<b>Penerimaan Negara Bukan Pajak (PNBP) Non-Tax State Revenue (PNBP)</b>			
Dividen   Dividends	1.700,77	1.038,47	1.377,20
PNBP Lainnya   Non-Tax State Revenue (PNBP) and Others	1.042,97	910,18*	838,13*
<b>Total Kontribusi kepada Negara (Pajak dan PNBP) Total Contribution to the State (Taxes and PNBP)</b>	<b>7.807,71</b>	<b>7.468,21</b>	<b>7.269,70</b>

**Keterangan:**

\* Penyajian kembali data menyesuaikan Laporan Keuangan 2025

**Notes:**

\* Restatement of data adjust the 2025 Financial Report

# 2

## **Tata Kelola Keberlanjutan** Sustainability Governance





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# TATA KELOLA PERUSAHAAN

## Corporate Governance

Pelindo berkomitmen untuk membangun fondasi tata kelola yang kuat dalam menjalankan bisnis dengan menerapkan prinsip tata kelola yang baik (*good corporate governance/GCG*) serta kepatuhan terhadap hukum. Komitmen ini menjadi pilar bagi Perseroan dalam menjalankan kegiatan operasional dan mengambil keputusan strategis perusahaan. Penerapan GCG yang dilakukan secara konsisten diyakini mampu menciptakan nilai tambah bagi seluruh pemangku kepentingan, baik dalam jangka pendek maupun jangka panjang.

Pelindo is committed to strengthening a robust governance foundation in conducting its business operations by upholding the principles of good corporate governance (GCG) and ensuring compliance with applicable laws and regulations. This commitment serves as a key pillar guiding the Company's operational activities and strategic decision-making processes. The consistent implementation of GCG is expected to enhance value creation for all stakeholders, both in the short and long term.

### Pedoman Penerapan Tata Kelola

Dalam penerapan GCG, Pelindo berpedoman pada berbagai peraturan yang relevan, di antaranya:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
2. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
3. Anggaran Dasar Perusahaan beserta seluruh perubahannya.
4. Peraturan internal yang berlaku di Perseroan, mencakup:
  - a. Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. HK.01/27/11/2/TKPT/UTMA/PLND-23 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelabuhan Indonesia (Persero).
  - b. Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. SK.01.01/13/12/4/TKPT/UTMA/PLND-23 tentang Pedoman Good Corporate Governance di Lingkungan PT Pelabuhan Indonesia (Persero).
  - c. Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. HK/01/5/2/1/TKPT/UTMA/PLND-24 tentang Penerapan Tata Kelola Terintegrasi di Lingkungan PT Pelabuhan Indonesia (Persero).

Seluruh pemangku kepentingan, termasuk Dewan Komisaris, Direksi, pejabat perusahaan, karyawan, serta pihak terkait lainnya, diwajibkan untuk mematuhi seluruh pedoman tersebut dan menjunjung tinggi etika bisnis. Keberhasilan dalam menerapkan GCG pada tahun 2025 dibuktikan dengan tidak terdapat denda atau sanksi hukum terkait pelanggaran kepatuhan yang diterima oleh Pelindo.

### Governance Framework

In implementing GCG, Pelindo refers to various applicable laws and regulations, including:

1. Law No. 40 of 2007 on Limited Liability Companies.
2. Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises.
3. The Company's Articles of Association and all amendments thereto.
4. Internal regulations applicable within the Company, including:
  - a. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/27/11/2/TKPT/UTMA/PLND-23 on the Board Manual governing the working procedures and relationship between the Board of Commissioners and the Board of Directors.
  - b. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. SK.01.01/13/12/4/TKPT/UTMA/PLND-23 on Good Corporate Governance Guidelines within PT Pelabuhan Indonesia (Persero).
  - c. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK/01/5/2/1/TKPT/UTMA/PLND-24 on the Implementation of Integrated Governance within PT Pelabuhan Indonesia (Persero).

All stakeholders, including the Board of Commissioners, Board of Directors, company officials, employees, and other relevant parties, are required to comply with these guidelines and uphold the highest standards of business ethics. The effective implementation of GCG in 2025 is reflected in the absence of any fines or legal sanctions related to compliance violations incurred by Pelindo.

## Struktur Tata Kelola Perusahaan

[GRI 2-9]

Struktur tata kelola Pelindo terdiri atas tiga organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Sistem kepengurusan Perseroan berdasarkan pada sistem dua tingkat (*two-tier system*), yang menetapkan pembagian tugas yang jelas sesuai fungsinya masing-masing sebagaimana diamanatkan dalam Anggaran Dasar dan peraturan perundang-undangan guna optimalisasi kinerja dan akuntabilitas.

Struktur tata kelola yang disampaikan pada bagian ini didasarkan pada struktur tata kelola yang menjabat secara efektif hingga akhir periode 2025 guna menjaga konsistensi data kinerja tahunan, kecuali pada bagian Sambutan Direktur Utama yang telah menggunakan struktur jabatan terbaru yang ditetapkan pada Februari 2026.

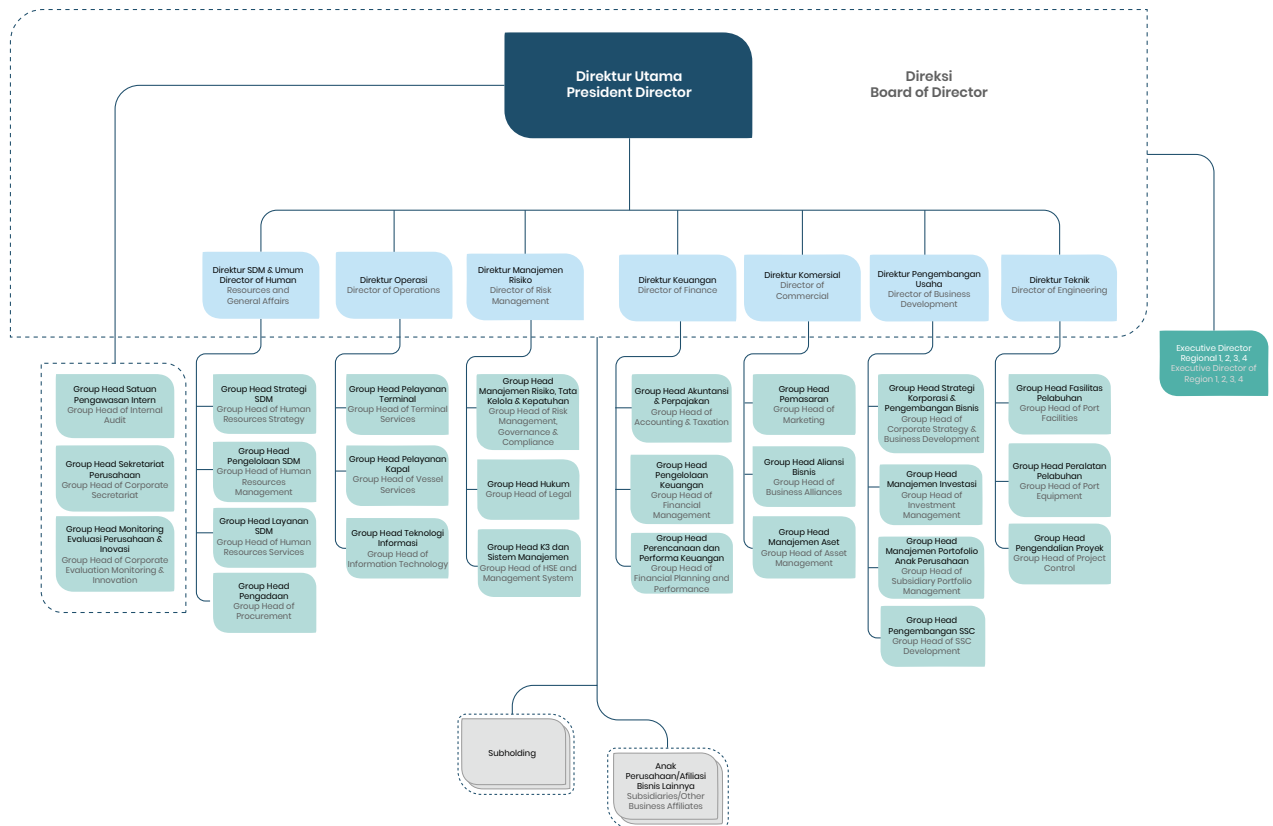
## Corporate Governance Structure

[GRI 2-9]

Pelindo's governance structure comprises three main governing bodies, namely the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. The Company adopts a two-tier system, which establishes a clear delineation of roles and responsibilities in accordance with its Articles of Association and prevailing laws and regulations, to support optimal performance and accountability.

The governance structure presented in this section reflects the composition effectively serving as of the end of the 2025 reporting period to ensure consistency of annual performance data, except for Message from the President Director, which has adopted the latest organizational structure established in February 2026.

### Struktur Organ Perusahaan Corporate Governance Structure



**Keterangan | Notes:**

Garis putus-putus | Dashed line : Garis Konfirmasi dan Penyampaian Informasi | Reporting and Information Flow  
 Garis lurus | Solid line : Garis Koordinasi dan Supervisi | Coordination and Supervisory Line



### Rapat Umum Pemegang Saham (RUPS) [GRI 2-11]

RUPS berperan sebagai organ tertinggi dan wadah bagi Pemegang Saham untuk mengambil keputusan penting yang hak dan kewenangannya tidak diberikan kepada Dewan Komisaris dan Direksi sesuai yang ditentukan dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. RUPS terdiri dari RUPS Tahunan (RUPST) yang diadakan setiap tahun dan RUPS Luar Biasa (RUPSLB) yang dilakukan setiap waktu sesuai dengan kebutuhan Perseroan.

### Hak Pemegang Saham

Dalam struktur kepemilikan saham, Pemerintah Republik Indonesia merupakan pemegang saham mayoritas dengan kepemilikan sebesar 100%, terdiri dari 1% Saham Seri A Dwiwarna dan 99% Saham Seri B. Kepemilikan saham Seri A Dwiwarna memberikan hak dan kewenangan khusus, seperti menyetujui keputusan dalam RUPS, mengusulkan calon anggota Direksi dan Dewan Komisaris, mengajukan agenda RUPS, meminta dan mengakses data dan dokumen perusahaan sesuai peraturan perundang-undangan, dan mengangkat dan memberhentikan Direksi dan Dewan Komisaris.

### Dewan Komisaris [GRI 2-9]

Dewan Komisaris bertanggung jawab mengawasi kebijakan kepengurusan dan memberi nasihat kepada Direksi. Dalam melaksanakan tugas, Dewan Komisaris dibantu oleh organ pendukung, yaitu Sekretaris Dewan Komisaris, Komite Audit, Komite Pemantau Manajemen Risiko, dan Komite Nominasi dan Remunerasi. Komite Audit terdiri dari satu ketua independen, satu wakil ketua independen, dan dua anggota, dengan komposisi 50% anggota bersifat independen dan memiliki keahlian di industri perbankan, utilitas air, dan pertahanan negara.

### Direksi [GRI 2-9, 2-11, 2-12, 2-13, 2-14]

Direksi bertanggung jawab untuk memastikan seluruh aktivitas pengelolaan Pelindo dan mengelola kinerja operasional Perseroan, termasuk mengelola dampak LST, serta mengembangkan, menyetujui, dan memperbarui strategi ataupun tujuan terkait pembangunan berkelanjutan. Selain itu, Direksi juga meninjau dan menyetujui informasi yang dilaporkan di dalam laporan keberlanjutan, termasuk topik material yang dipilih. Dalam struktur tata kelola Perseroan,

### General Meeting of Shareholders (GMS) [GRI 2-11]

GMS serves as the highest governing body and a forum for Shareholders to make key decisions on matters whose authority is not delegated to the Board of Commissioners or the Board of Directors, in accordance with the Company's Articles of Association and prevailing laws and regulations. The GMS consists of the Annual General Meeting of Shareholders (AGMS), which is held annually, and the Extraordinary General Meeting of Shareholders (EGMS), which may be held at any time as required by the Company.

### Shareholder Rights

Within the Company's shareholding structure, the Government of the Republic of Indonesia is the sole and majority shareholder, holding 100% ownership, comprising 1% Series A Dwiwarna Shares and 99% Series B Shares. The ownership of Series A Dwiwarna Shares confers special rights and authorities, including approving resolutions at the GMS, proposing candidates for the Board of Directors and the Board of Commissioners, submitting GMS agenda items, requesting and accessing the Company's data and documents in accordance with prevailing laws and regulations, as well as appointing and dismissing members of the Board of Directors and the Board of Commissioners.

### Board of Commissioners [GRI 2-9]

The Board of Commissioners is responsible for overseeing management policies and providing advice to the Board of Directors. In carrying out its duties, the Board of Commissioners is supported by several supporting organs, namely the Board of Commissioners Secretary, the Audit Committee, the Risk Management Monitoring Committee, and the Nomination and Remuneration Committee. The Audit Committee comprises one independent Chair, one independent Vice Chair, and two members, with 50% of its members being independent and possessing expertise in the banking, water utilities, and national defense sectors.

### Board of Directors [GRI 2-9, 2-11, 2-12, 2-13, 2-14]

The Board of Directors is responsible for ensuring the overall management of Pelindo's activities and overseeing the Company's operational performance, including the management of ESG impacts, as well as developing, approving, and updating strategies and objectives related to sustainable development. In addition, the Board of Directors reviews and approves the information disclosed in the Sustainability Report, including the selected material topics. Within the Company's

Direktur Utama berperan sebagai *senior executive/highest governance body* dalam pengambilan keputusan strategis dan operasional.

governance structure, the President Director serves as the senior executive and the highest governance body in strategic and operational decision-making.

## Keberagaman dalam Komposisi Dewan Komisaris dan Direksi [GRI 405-1]

## Diversity in the Composition of the Board of Commissioners and Board of Directors [GRI 405-1]

Pelindo mendorong keberagaman dalam komposisi badan tata kelola sebagai upaya untuk meningkatkan objektivitas, keluasan perspektif, dan kualitas pengambilan keputusan. Dengan komposisi Dewan Komisaris dan Direksi yang beragam, proses pengambilan keputusan diharapkan menjadi lebih komprehensif sehingga mampu menciptakan nilai tambah bagi kinerja operasional dan manajemen Perseroan.

Pelindo promotes diversity within its governance bodies as an effort to enhance objectivity, broaden perspectives, and strengthen the quality of decision-making. With a diverse composition of the Board of Commissioners and the Board of Directors, decision-making processes are expected to become more comprehensive, thereby contributing to value creation in the Company's operational performance and management.



### Keberagaman Gender Direksi Gender Diversity of the Board of Directors

**14,3%** (1 dari out of 7)

Direksi Perempuan  
Female Director



### Independensi Dewan Komisaris Independence of the Board of Commissioners

**50%** (4 dari out of 8)

Komisaris Independen  
Independent Commissioners

### Komposisi Dewan Komisaris Perseroan Composition of the Company's Board of Commissioners

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Keahlian Expertise
Agus Suhartono	Komisaris Utama/ Independen President Commissioner / Independent	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-2/MBU/01/2024 tanggal 3 Januari 2024 Decree of the Minister of State-Owned Enterprises No. SK-2/MBU/01/2024 dated January 3, 2024	Laki-laki Male	Ekonomi Economics
Suntana	Wakil Komisaris Utama Vice President Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-308/MBU/12/2024 tanggal 17 Desember 2024 Decree of the Minister of State-Owned Enterprises No. SK-308/MBU/12/2024 dated December 17, 2024	Laki-laki Male	Ilmu kepolisian dan perhubungan Police Science and Transportation
Jodi Mahardi	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-34/MBU/02/2023 tanggal 22 Februari 2023 Decree of the Minister of State-Owned Enterprises No. SK-34/MBU/02/2023 dated 22 February 2023	Laki-laki Male	Manajemen dan <i>International Affairs</i> Management and International Affairs
Elwi Danil	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-308/MBU/12/2024 tanggal 17 Desember 2024 Decree of the Minister of State-Owned Enterprises No. SK-308/MBU/12/2024 dated December 17, 2024	Laki-laki Male	Hukum Law



Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Keahlian Expertise
Rakhman Fuadhy Kurniawan	Komisaris Independen Independent Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-308/MBU/12/2024 tanggal 17 Desember 2024 Decree of the Minister of State-Owned Enterprises No. SK-308/MBU/12/2024 dated December 17, 2024	Laki-laki Male	Teknik Elektro dan Teknik Mesin Electrical Engineering and Mechanical Engineering
Maximianus Puguh Djiwanto	Komisaris Independen Independent Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-169/MBU/06/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.025/DI-DAM/DO/2025 tanggal 25 Juni 2025 Decree of the Minister of State-Owned Enterprises No. SK-169/MBU/06/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.025/DI-DAM/DO/2025 dated June 25, 2025	Laki-laki Male	Akuntansi Accounting
Arief Poyuono	Komisaris Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-265/MBU/09/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.060/DI-DAM/DO/2025 tanggal 19 September 2025 Decree of the Minister of State-Owned Enterprises No. SK-265/MBU/09/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.060/DI-DAM/DO/2025 dated September 19, 2025	Laki-laki Male	Ekonomi dan Ilmu Komunikasi Economics and Communication Science
Ilhamsyah	Komisaris Independen Independent Commissioner	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-265/MBU/09/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.060/DI-DAM/DO/2025 tanggal 19 September 2025 Decree of the Minister of State-Owned Enterprises No. SK-265/MBU/09/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.060/DI-DAM/DO/2025 dated September 19, 2025	Laki-laki Male	Akuntansi Accounting

### Komposisi Direksi Perseroan Composition of the Board of Directors

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Keahlian Expertise
Arif Suhartono	Direktur Utama President Director	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-39/MBU/02/2024 tanggal 16 Februari 2024 Decree of the Minister of State-Owned Enterprises No. SK-39/MBU/02/2024 dated February 16, 2024	Laki-laki Male	Teknik Sipil, Infrastructure Management, dan Business Administration Civil Engineering, Infrastructure Management, and Business Administration
Dwi Fatan Lilyana	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-168/MBU/06/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.024/DI-DAM/DO/2025 tanggal 25 Juni 2025 Decree of the Minister of State-Owned Enterprises No. SK-168/MBU/06/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.024/DI-DAM/DO/2025 dated June 25, 2025	Perempuan Female	Akuntansi Accounting

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Keahlian Expertise
Putut Sri Muljanto	Direktur Operasi (merangkap Plt. Direktur Pengembangan Usaha) Director of Operations (concurrently serving as Acting Director of Business Development)	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-264/MBU/09/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.059/DI-DAM/DO/2025 tanggal 19 September 2025 Decree of the Minister of State-Owned Enterprises No. SK-264/MBU/09/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.059/DI-DAM/DO/2025 dated September 19, 2025	Laki-laki Male	Ekonomi Manajemen dan Manajemen Economic Management and Management
Boy Robyanto	Direktur Manajemen Risiko Director of Risk Management	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-264/MBU/09/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.059/DI-DAM/DO/2025 tanggal 19 September 2025 Decree of the Minister of State-Owned Enterprises No. SK-264/MBU/09/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.059/DI-DAM/DO/2025 dated September 19, 2025	Laki-laki Male	Teknik Sipil dan Manajemen Civil Engineering and Management
Drajat Sulistyo	Direktur Komersial Director of Commercial	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-168/MBU/06/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.024/DI-DAM/DO/2025 tanggal 25 Juni 2025 Decree of the Minister of State-Owned Enterprises No. SK-168/MBU/06/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.024/DI-DAM/DO/2025 dated June 25, 2025	Laki-laki Male	Teknik Sipil dan Logistik Civil Engineering and Logistics
Bachtiar Soeria Atmadja	Direktur Keuangan Director of Finance	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-264/MBU/09/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.059/DI-DAM/DO/2025 tanggal 19 September 2025 Decree of the Minister of State-Owned Enterprises No. SK-264/MBU/09/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.059/DI-DAM/DO/2025 dated September 19, 2025	Laki-laki Male	Teknik Perminyakan Petroleum Engineering
Muhammad Suriawan Wakan	Direktur Teknik Director of Engineering	Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-264/MBU/09/2025 dan Direktur Utama Perusahaan Perseroan (Persero) PT Danantara Asset Management Nomor: SK.059/DI-DAM/DO/2025 tanggal 19 September 2025 Decree of the Minister of State-Owned Enterprises No. SK-264/MBU/09/2025 and Decree of the President Director of PT Danantara Asset Management (Persero) No. SK.059/DI-DAM/DO/2025 dated September 19, 2025	Laki-laki Male	Teknik Elektro dan Manajemen Keuangan Electrical Engineering and Financial Management

## Pengembangan Kompetensi Terkait Keberlanjutan [SEOJK E.2, F.1] [GRI 2-17]

Pengembangan kompetensi menjadi salah satu upaya strategis Perseroan dalam meningkatkan kinerja keberlanjutan. Pelindo menugaskan Dewan Komisaris, Direksi, dan Departemen Corporate Sustainability untuk berpartisipasi aktif dalam berbagai kegiatan yang berkaitan dengan keberlanjutan. Pada tahun 2025, sebanyak 8 (delapan) Dewan Komisaris dan 6 (enam) Direksi telah mengikuti pelatihan di bidang keberlanjutan. Selain itu, karyawan juga dibekali pelatihan yang mencakup berbagai aspek keberlanjutan,

## Sustainability-Related Competency Development [SEOJK E.2, F.1] [GRI 2-17]

Competency development represents a key strategic effort by the Company to enhance its sustainability performance. Pelindo assigns the Board of Commissioners, the Board of Directors, and the Corporate Sustainability Department to actively participate in various sustainability-related initiatives. In 2025, a total of 8 (eight) members of the Board of Commissioners and 6 (six) members of the Board of Directors participated in sustainability training programs. In addition, employees are equipped with training covering various sustainability



antara lain lingkungan, manajemen risiko, K3, keuangan berkelanjutan, serta LST, yang diselenggarakan secara luring maupun daring.

aspects, including environmental management, risk management, OHS, sustainable finance, and ESG. These programs are delivered through both offline and online formats.

### Dewan Komisaris Board of Commissioners

Name Name	Jabatan Position	Materi Pelatihan Training Topic	Tanggal Pelatihan Training Date
Agus Suhartono	Komisaris Utama/Independen President Commissioner/Independent	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
Suntana	Wakil Komisaris Utama Vice President Commissioner	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
		<i>Executive Program for Commissioners</i> Executive Program for Commissioners	30-31 Oktober 2025 October 30–31, 2025
Rakhman Fuadhy Kurniawan	Komisaris Independen Independent Commissioner	Komisaris Profesional Professional Commissioner	11-12 Juni 2025 June 11–12, 2025
		<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
		<i>Executive Program for Commissioners</i> Executive Program for Commissioners	30-31 Oktober 2025 October 30–31, 2025
Arief Poyuono	Komisaris Commissioner	<i>Executive Program for Commissioners</i> Executive Program for Commissioners	30-31 Oktober 2025 October 30–31, 2025
Ilhamsyah	Komisaris Independen Independent Commissioner	<i>Executive Program for Commissioners</i> Executive Program for Commissioners	30-31 Oktober 2025 October 30–31, 2025
Elwi Danil	Komisaris Commissioner	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
Maximianus Puguh Djiwanto	Komisaris Independen Independent Commissioner	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
		<i>Executive Program for Commissioners</i> Executive Program for Commissioners	30-31 Oktober 2025 October 30–31, 2025
Jodi Mahardi	Komisaris Commissioner	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025

### Direksi Board of Directors

Nama Name	Jabatan Position	Materi Pelatihan Training Topic	Tanggal Pelatihan Training Date
Arif Suhartono	Direktur Utama President Director	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
Putut Sri Muljanto	Direktur Operasi/Plt Direktur Pengembangan Usaha Director of Operations/Acting Director of Business Development	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
Dwi Fatan Lilyana	Direktur SDM & Umum Director of Human Resources and General Affairs	IAF Asia Conference 2025 IAF Asia Conference 2025	3-4 September 2025 September 3–4, 2025
Boy Robyanto	Direktur Manajemen Risiko Director of Risk Management	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
Drajat Sulistyio	Direktur Komersial Director of Commercial	<i>Certified Anti-Fraud Governance</i> Certified Anti-Fraud Governance	18-19 September 2025 September 18–19, 2025
Muhammad Suriawan Wakan	Direktur Teknik Director of Engineering	Profesional Tata Kelola Risiko Berkualifikasi Certified Risk Governance Professional	21-22 November 2025 November 21–22, 2025

**Departemen Corporate Sustainability**  
**Corporate Sustainability Department**

Nama Name	Jabatan Position	Materi Pelatihan Training Topic	Tanggal Pelatihan Training Date
Nosep Kristoro	Department Head Corporate Sustainability	GRI <i>Certified Sustainability Reporting Specialist</i> (CSRS) GRI Certified Sustainability Reporting Specialist (CSRS)	11-13 Februari 2025 February 11–13, 2025
	Department Head Corporate Sustainability	<i>Shaping the Future of ESG Disclosure: Emerging Trends and Best Practices</i> Shaping the Future of ESG Disclosure: Emerging Trends and Best Practices	18 Maret 2025 March 18, 2025
		<i>Green Skilling: Dari Sustainability Report ke ESG Excellence: Peran Assurance AA1000 dalam ESG Rating</i> Green Skilling: From Sustainability Reporting to ESG Excellence: The Role of AccountAbility AA1000 Assurance in ESG Ratings	19 Maret 2025 March 19, 2025
		<i>Indonesia Online Training on Ecological Mangrove Rehabilitation</i> Indonesia Online Training on Ecological Mangrove Rehabilitation	27 Mei 2025 May 27, 2025
		IFRS S1&S2: <i>Preparation for IFRS-based Sustainability Reporting Workshop batch II</i> IFRS S1&S2: Preparation for IFRS-based Sustainability Reporting Workshop batch II	30 Juni 2025 June 30, 2025
		<i>International Seminar Sustainable Digital Economies: Innovation, Ethics, and Environmental Impact</i> International Seminar Sustainable Digital Economies: Innovation, Ethics, and Environmental Impact	24 Juli 2025 July 24, 2025
		<i>Port Without Fraud: Integrity-Driven Breakthroughs for Global Competitiveness</i> Port Without Fraud: "Integrity-Driven Breakthroughs for Global Competitiveness	13 September 2025 September 13, 2025
		<i>A Guide the Essentials of Effective Sustainability Reporting</i> A Guide the Essentials of Effective Sustainability Reporting	16 Oktober 2025 October 16, 2025
		<i>Certified Sustainability Officer (CSO) Professional Training Programme</i> Certified Sustainability Officer (CSO) Professional Training Programme	21-24 Oktober 2025 October 21–24, 2025
	<i>Leadership Forum Vol. 10 : Beyond Survival : Leadership Resilience for Sustainable Growth</i> Leadership Forum Vol. 10 : Beyond Survival : Leadership Resilience for Sustainable Growth	19 November 2025 November 19, 2025	
Ahmad Asyraf	Senior Officer III Senior Officer III	Pelatihan Laporan Keuangan Berkelanjutan Berbasis <i>Environmental, Social, Governance</i> (ESG) Training on Sustainability Financial Reporting Based on Environmental, Social, and Governance (ESG)	19 November 2025 November 19, 2025
Ali Makmuri	Junior Officer II Junior Officer II	Penerapan Standar Pengungkapan Keberlanjutan (SPK) PSPK 1 dan PSPK 2 dalam Praktik Laporan ESG Implementation of Sustainability Disclosure Standards (SPK) – PSPK 1 and PSPK 2 in ESG Reporting Practices	27-28 September 2025 September 27–28, 2025
		<i>A Guide the Essentials of Effective Sustainability Reporting</i> A Guide the Essentials of Effective Sustainability Reporting	16 Oktober 2025 October 16, 2025
		Awareness Sistem Manajemen Terpadu Integrated Management System Awareness	27 Oktober 2025 October 27, 2025
		Pelatihan Laporan Keuangan Berkelanjutan Berbasis <i>Environmental, Social, Governance</i> (ESG) Training on Sustainability Financial Reporting Based on Environmental, Social, and Governance (ESG)	19 November 2025 November 19, 2025
		Konservasi Lingkungan dan Keberlanjutan Pelabuhan Environmental Conservation and Port Sustainability	21 Desember 2025 December 21, 2025



Nama Name	Jabatan Position	Materi Pelatihan Training Topic	Tanggal Pelatihan Training Date
Aurel Satyaning Ati	Sustainability Analyst	IFRS S1&S2: Preparation for IFRS-based Sustainability Reporting Workshop batch II	30 Juni 2025 June 30, 2025
	Sustainability Analyst	IFRS S1&S2: Preparation for IFRS-based Sustainability Reporting Workshop batch II	
		Penerapan Standar Pengungkapan Keberlanjutan (SPK) PSPK 1 dan PSPK 2 dalam Praktik Laporan ESG Implementation of Sustainability Disclosure Standards (SPK) – PSPK 1 and PSPK 2 in ESG Reporting Practices	27-28 September 2025 September 27–28, 2025
		Pelatihan Laporan Keuangan Berkelanjutan Berbasis <i>Environmental, Social, Governance</i> (ESG) Training on Sustainability Financial Reporting Based on Environmental, Social, and Governance (ESG)	19 November 2025 November 19, 2025
	<i>Awareness</i> Sistem Manajemen Terpadu Integrated Management System Awareness	27 Oktober 2025 October 27, 2025	

Selain itu, pada tahun 2025, seluruh Dewan Komisaris dan/atau Direksi mengadakan pertemuan khusus untuk membahas topik LST, di antaranya energi, inovasi dan teknologi, mitigasi dan adaptasi perubahan iklim, kesehatan dan keselamatan kerja, ketenagakerjaan, hubungan dan pengembangan masyarakat, dan tata kelola pengadaan keberlanjutan.

In addition, in 2025, all members of the Board of Commissioners and/or the Board of Directors held dedicated meetings to discuss ESG-related topics, including energy, innovation and technology, climate change mitigation and adaptation, occupational health and safety, labor practices, community relations and development, as well as sustainable procurement governance.

## Kebijakan dan Prosedur Nominasi dan Remunerasi Dewan Komisaris dan Direksi [GRI 2-10, 2-19, 2-20, 2-21]

Dewan Komisaris membentuk Komite Remunerasi dan Nominasi untuk mendukung pelaksanaan tugas di bidang remunerasi dan nominasi anggota Dewan Komisaris dan Direksi. Komite ini melakukan pemantauan, pengawasan, dan penilaian atas kebijakan dan pelaksanaan nominasi dan remunerasi, serta memberikan masukan kepada Dewan Komisaris mengenai pelaksanaan proses nominasi dan remunerasi.

## Nomination and Remuneration Policies and Procedures for the Board of Commissioners and Board of Directors [GRI 2-10, 2-19, 2-20, 2-21]

The Board of Commissioners established the Nomination and Remuneration Committee to support the execution of its duties related to the nomination and remuneration of members of the Board of Commissioners and the Board of Directors. The Committee conducts monitoring, oversight, and evaluation of nomination and remuneration policies and their implementation, and provides recommendations to the Board of Commissioners regarding the nomination and remuneration processes.



**Komposisi Anggota Independen Komite Nominasi dan Remunerasi**  
Composition of Independent Members of the Nomination and Remuneration Committee  
**50% (2 dari 4)**  
out of

Nama Name	Posisi di Komite Position in the Committee	Posisi di Pelindo Position at Pelindo	Keahlian Expertise
Suntana	Ketua Chairman	Wakil Komisaris Utama Vice President Commissioner	Kepolisian dan Transportasi Police Science and Transportation
Arief Poyuono	Wakil Ketua Vice Chairman	Komisaris Commissioner	Ekonomi dan Ilmu Komunikasi Economics and Communication Science
Mahbub Junaedi	Anggota Member	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	Akuntansi, Hukum Bisnis, dan Hukum Perdagangan Internasional Accounting, Business Law, and International Trade Law
Agus Pambagio	Anggota Member	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	Teknologi Kimia Tekstil dan Manajemen Teknik Textile Chemical Technology and Engineering Management

### Kebijakan dan Prosedur Nominasi

Pengangkatan anggota Dewan Komisaris dan Direksi dilakukan melalui keputusan RUPS. Proses pengusulan bakal calon dilakukan oleh Dewan Komisaris yang dibantu oleh Komite Remunerasi dan Nominasi. Seluruh calon Dewan Komisaris dan Direksi telah dinyatakan memenuhi persyaratan materil, persyaratan formal, serta dinyatakan lulus Uji Kelayakan dan Kepatutan (UKK).

### Nomination Policies and Procedures

The appointment of members of the Board of Commissioners and the Board of Directors is carried out through resolutions of the GMS. The nomination process is initiated by the Board of Commissioners, supported by the Nomination and Remuneration Committee. All candidates for the Board of Commissioners and the Board of Directors are required to meet the substantive, formal, and other applicable requirements, and to have successfully passed the Fit and Proper Test.

### Kriteria Calon Anggota Direksi Criteria for Candidates for the Board of Directors

#### 1. Persyaratan Materil

Mencakup keahlian, integritas, kepemimpinan, pengalaman, jujur, perilaku yang baik, dan dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.

#### 2. Persyaratan Formal

- a. Cakap melakukan perbuatan hukum.
- b. Dalam lima tahun sebelum pengangkatan:
  - Tidak pernah dinyatakan pailit.
  - Tidak pernah menjadi anggota Direksi atau Dewan Komisaris yang dinyatakan bersalah menyebabkan perusahaan mengalami pailit.
  - Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

#### 1. Substantive Requirements

Include expertise, integrity, leadership, experience, honesty, good conduct, and a strong commitment to advancing and developing the company.

#### 2. Formal Requirements

- a. Legally competent.
- b. Within the five years prior to appointment:
  - Has never been declared bankrupt.
  - Has never been a member of the Board of Directors or Board of Commissioners found guilty of causing the company to go bankrupt.
  - Has never been convicted of a criminal offense that harmed state finances and/or was related to the financial sector.



### Kriteria Calon Anggota Direksi Criteria for Candidates for the Board of Directors

#### 3. Persyaratan Lainnya

- a. Bukan pengurus partai politik dan calon anggota legislatif.
- b. Tidak menjabat sebagai anggota Direksi pada BUMN atau Anak Perusahaan yang bersangkutan selama dua periode.
- c. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Direksi.
- d. Memiliki dedikasi dan menyediakan waktu sepenuhnya.
- e. Sehat jasmani dan rohani.
- f. Memiliki NPWP dan telah melaksanakan kewajiban membayar pajak selama dua tahun terakhir.

#### 3. Other Requirements

- a. Is not an official of a political party or a candidate for the legislature.
- b. Has not served as a member of the Board of Directors at the relevant SOE or Subsidiary for two consecutive terms.
- c. Is not currently holding a position that, under applicable laws and regulations, is prohibited from being held concurrently with the position of Board member.
- d. Is dedicated and able to commit full-time.
- e. Is in good physical and mental health.
- f. Holds a Taxpayer Identification Number (NPWP) and has fulfilled tax payment obligations for the past two years.

### Kriteria Calon Anggota Dewan Komisaris Criteria for Candidates for the Board of Commissioners

#### 1. Persyaratan Materil

Mencakup integritas, dedikasi, memahami masalah manajemen perusahaan, memiliki pengetahuan yang memadai di bidang usaha, dan menyediakan waktu yang cukup untuk melaksanakan tugas.

#### 1. Substantive Requirements

include integrity, dedication, an understanding of corporate management issues, sufficient knowledge of the business sector, and the ability to devote sufficient time to performing duties.

#### 2. Persyaratan Formal

- a. Cakap melakukan perbuatan hukum.
- b. Dalam lima tahun sebelum pengangkatan:
  - Tidak pernah dinyatakan pailit.
  - Tidak pernah menjadi anggota Direksi atau Dewan Komisaris yang dinyatakan bersalah menyebabkan perusahaan mengalami pailit.
  - Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.

#### 3. Formal Requirements

- a. Legally competent.
- b. Within the five years prior to appointment:
  - Has never been declared bankrupt.
  - Has never been a member of the Board of Directors or Board of Commissioners found guilty of causing the company to go bankrupt.
  - Has never been convicted of a criminal offense that harmed state finances and/or was related to the financial sector.

#### 4. Persyaratan Lainnya

- a. Bukan pengurus partai politik dan calon anggota legislatif.
- b. Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan.
- c. Tidak menjawab sebagai anggota Dewan Komisaris/Dewan Pengawas pada BUMN atau Dewan Komisaris pada Anak Perusahaan yang bersangkutan selama dua periode.
- d. Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris.
- e. Sehat jasmani dan rohani.
- f. Memiliki NPWP dan telah melaksanakan kewajiban membayar pajak selama dua tahun terakhir.

#### 5. Other Requirements

- a. Is not an official of a political party or a candidate for legislative office.
- b. Is not currently holding a position that could potentially create a conflict of interest.
- c. Has not served as a member of the Board of Commissioners/Supervisory Board of a state-owned enterprise (BUMN) or the Board of Commissioners of the relevant subsidiary for two consecutive terms.
- d. Is not currently holding a position that, under applicable laws and regulations, is prohibited from being held concurrently with the position of a member of the Board of Commissioners.
- e. Is in good physical and mental health.
- f. Possesses a Taxpayer Identification Number (NPWP) and has fulfilled tax payment obligations for the past two years.

Masa jabatan Dewan Komisaris dan Direksi selama 5 (lima) tahun dihitung sejak tanggal pengangkatan yang ditetapkan dan tidak mengurangi hak dari RUPS untuk memberhentikan sewaktu-waktu.

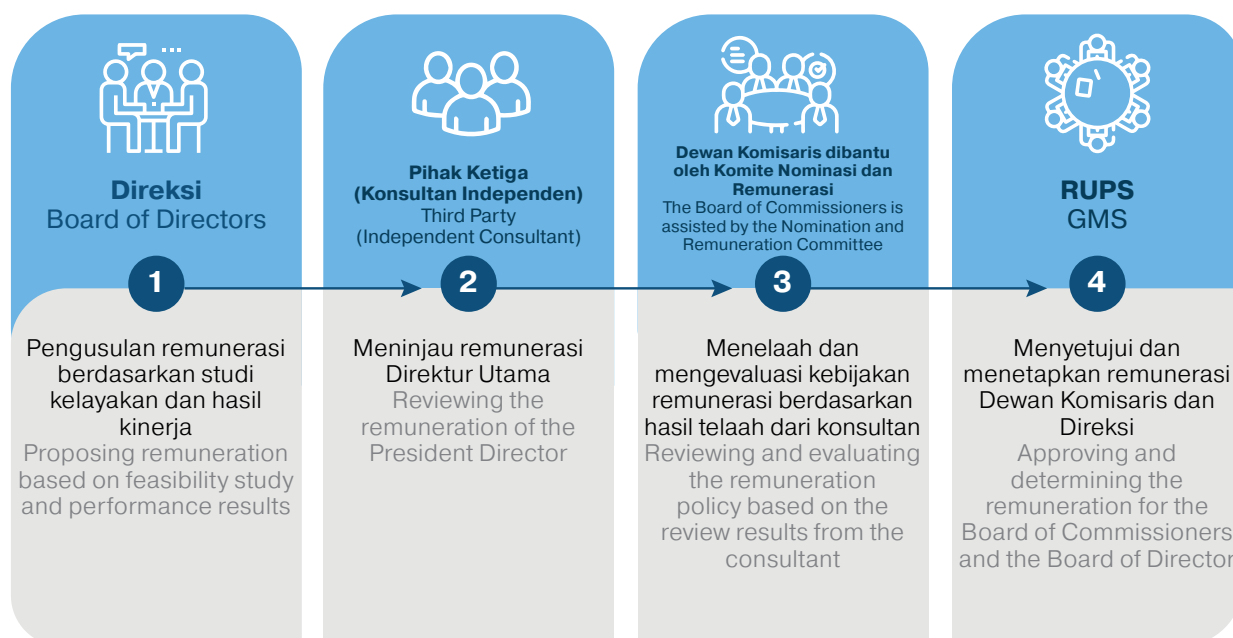
The term of office for members of the Board of Commissioners and the Board of Directors is 5 (five) years from the date of appointment, without prejudice to the right of the GMS to dismiss them at any time.

### Kebijakan dan Prosedur Penetapan Remunerasi

### Remuneration Policies and Procedures

Pelindo memiliki prosedur penetapan remunerasi untuk memberikan penghargaan sesuai dengan jabatan dan insentif untuk mendorong pencapaian hasil kinerja yang baik. Besaran remunerasi Dewan Komisaris dan Direksi dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, dan faktor-faktor lain yang relevan.

Pelindo's remuneration procedures to provide compensation in line with roles and to incentivize the achievement of strong performance. The remuneration of the Board of Commissioners and the Board of Directors is determined by taking into account factors such as the scale of operations, business complexity, inflation rate, the Company's financial condition and capability, as well as other relevant considerations.



Pelindo memberikan remunerasi kepada Dewan Komisaris dan Direksi dengan memperhatikan ketentuan remunerasi yang berlaku. Struktur remunerasi Dewan Komisaris dan Direksi terdiri dari Honorarium/Gaji, Tunjangan, dan Fasilitas. Perseroan juga mengatur pencapaian aspek LST/keberlanjutan sebagai indikator dalam penentuan remunerasi. Indikator yang diperhitungkan mencakup implementasi teknologi ramah lingkungan di pelabuhan, peningkatan TKDN, relaisasi PMN, rasio talenta muda dan wanita, penyehatan dana pensiun, serta pemerolehan ESG Rating. Dengan struktur remunerasi tersebut, Direktur Utama menerima remunerasi sebesar Rp5,5 miliar, anggota Direksi menerima rata-rata remunerasi sebesar Rp3,3 miliar, serta rata-rata remunerasi Dewan Komisaris sebesar Rp2,5 miliar. Sehingga, nilai tengah remunerasi

Pelindo provides remuneration to the Board of Commissioners and the Board of Directors in accordance with applicable remuneration regulations. The remuneration structure for the Board of Commissioners and the Board of Directors consists of honoraria/salaries, allowances, and benefits. The Company also incorporates the achievement of ESG/sustainability aspects as indicators in determining remuneration. The indicators considered include the implementation of environmentally friendly technology at ports, an increase in the Local Content Ratio (TKDN), the realization of State Capital Injections (PMN), the ratio of young and female talent, the strengthening of pension funds, and the attainment of an ESG Rating. Under this remuneration structure, the President Director receives remuneration of Rp5.5 billion, members of the Board of Directors



karyawan selama setahun dibandingkan individu dengan remunerasi tertinggi (Direktur Utama) mencapai rasio 1:16.

Informasi lebih rinci mengenai struktur, jumlah nominal, dan komponen remunerasi Dewan Komisaris dan Direksi, termasuk pengungkapan remunerasi individual Direksi dapat dilihat pada Laporan Tahunan PT Pelabuhan Indonesia (Persero). Sebagai bagian dari konsistensi keterbukaan informasi, Laporan Keberlanjutan ini merujuk dan selaras dengan pengungkapan tersebut.

[GRI 2-21]

## Evaluasi Kinerja [GRI 2-18]

Pelindo menetapkan mekanisme evaluasi kinerja Dewan Komisaris dan Direksi untuk memastikan efektivitas tata kelola perusahaan. Proses evaluasi Dewan Komisaris dilakukan melalui mekanisme *self-assessment* berdasarkan kriteria yang telah ditetapkan. Evaluasi ini ditujukan untuk mengukur kapasitas Dewan Komisaris dalam mempertahankan kinerja tinggi, memastikan kepatuhan terhadap regulasi, serta menjaga relevansi fungsi pengawasan terhadap kebutuhan Perseroan yang terus berkembang.

Evaluasi kinerja Direksi dilaksanakan oleh Dewan Komisaris dan laporan kinerja Direksi kemudian disampaikan kepada pemegang saham melalui RUPS. Selain itu, penilaian KPI Direksi secara kolegal turut diselaraskan dengan hasil audit atas Laporan Keuangan Perseroan yang dilakukan oleh auditor eksternal.

Sejumlah KPI yang berkaitan dengan aspek keberlanjutan, antara lain implementasi teknologi ramah lingkungan di pelabuhan, peningkatan Tingkat Komponen Dalam Negeri (TKDN), realisasi Penyertaan Modal Negara (PMN), rasio talenta muda dan wanita, penyehatan Dana Pensiun, serta pemerolehan ESG Rating yang mencakup emisi GRK.

receive an average remuneration of Rp3.3 billion, and the average remuneration for the Board of Commissioners is Rp2.5 billion. Consequently, the median employee remuneration over a year compared to the individual with the highest remuneration (the President Director) reaches a ratio of 1:16.

More detailed information regarding the structure, total amount, and components of the remuneration for the Board of Commissioners and the Board of Directors, including disclosures of individual Directors' remuneration, can be found in the Annual Report of PT Pelabuhan Indonesia (Persero). As part of our commitment to consistent transparency, this Sustainability Report references and aligns with those disclosures. [GRI 2-21]

## Performance Evaluation [GRI 2-18]

Pelindo has established a performance evaluation mechanism for the Board of Commissioners and the Board of Directors to ensure the effectiveness of corporate governance. The evaluation process for the Board of Commissioners is conducted through a self-assessment mechanism based on established criteria. This evaluation is intended to measure the Board of Commissioners' capacity to maintain high performance, ensure regulatory compliance, and ensure that its oversight functions remain relevant to the Company's evolving needs.

The evaluation of the Board of Directors' performance is conducted by the Board of Commissioners, and the Board of Directors' performance report is subsequently presented to shareholders through the GMS. Additionally, the collective assessment of the Board of Directors' KPIs is aligned with the results of the audit of the Company's Financial Statements conducted by external auditors.

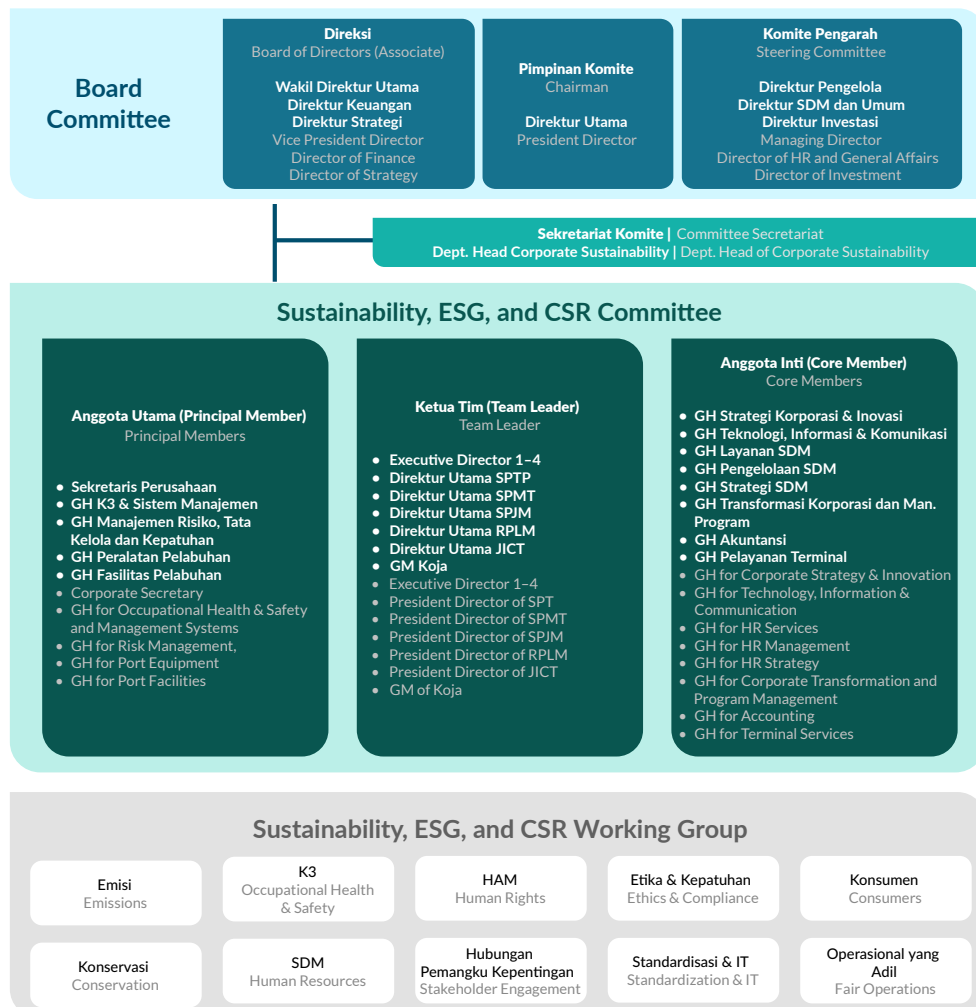
Several KPI incorporate sustainability aspects, including the implementation of environmentally friendly technologies at ports, the increase in the Domestic Component Level, the realization of State Capital Injection, the proportion of young talent and women, the improvement of pension fund performance, and the achievement of ESG ratings, including GHG emissions.

# TATA KELOLA KEBERLANJUTAN [GRI 2-24]

## Sustainability Governance

Di tengah industri kepelabuhanan yang makin kompleks, Pelindo menghadapi berbagai tantangan keberlanjutan, termasuk adaptasi terhadap perubahan iklim, pengelolaan dampak lingkungan di kawasan pesisir, serta kebutuhan akan inovasi dalam praktik operasional yang ramah lingkungan dan berdaya saing. Untuk menjawab tantangan tersebut, Pelindo membentuk struktur tata kelola keberlanjutan dengan melibatkan berbagai unit dan fungsi strategis. Struktur ini dirancang untuk memastikan pengelolaan aspek LST berjalan secara efektif, terkoordinasi, dan selaras dengan arah kebijakan perusahaan. Pada saat yang sama, berbagai peluang keberlanjutan terbuka lebar melalui pengembangan inisiatif inklusif yang mendukung pertumbuhan bisnis berkelanjutan dan peningkatan nilai bagi pemangku kepentingan.

Amid the increasing complexity of the port industry, Pelindo encounters a range of sustainability challenges, including adapting to climate change, managing environmental impacts in coastal areas, and advancing innovation in environmentally friendly and competitive operational practices. In response, Pelindo established a sustainability governance structure that involves various strategic units and functions. This structure is designed to ensure that ESG aspects are managed effectively, in a coordinated manner, and aligned with the Company's policy direction. At the same time, significant sustainability opportunities continue to emerge through the development of inclusive initiatives that support sustainable business growth and enhance value for stakeholders.





Dalam mengelola kinerja keberlanjutan, Direksi bertanggung jawab mengawasi isu perubahan iklim dan keberlanjutan dari proses perumusan kebijakan hingga evaluasi kinerja. Pengawasan dan evaluasi kinerja dilakukan secara berkala melalui forum internal, seperti rapat rutin, Pelindo Forum, dan General Manager Forum. Hasil evaluasi tersebut selanjutnya digunakan sebagai acuan dalam penetapan KPI Direksi.

In managing sustainability performance, the Board of Directors is responsible for overseeing climate change and sustainability matters, from policy formulation through to performance evaluation. Oversight and performance reviews are conducted on a regular basis through internal forums, including routine meetings, the Pelindo Forum, and the General Manager Forum. The results of these evaluations are subsequently used as a reference in determining the Board of Directors' KPI.

Dalam menjalankan tanggung jawabnya, Direksi dibantu oleh Departemen Corporate Sustainability. Selanjutnya, Departemen Corporate Sustainability menyampaikan laporan kinerja keberlanjutan kepada Direksi pada *Business Performance Review* setiap triwulan dan rapat tinjauan manajemen setiap setahun sekali untuk mengawasi pengelolaan dampak dan mengevaluasi efektivitasnya. Adapun tugas dan wewenang Departemen Corporate Sustainability, di antaranya: [SEOJK E.1] [GRI 2-12, 2-13]

In carrying out its responsibilities, the Board of Directors is assisted by the Corporate Sustainability Department. Furthermore, the Corporate Sustainability Department submits sustainability performance reports to the Board of Directors during the quarterly Business Performance Review and the annual management review meeting to monitor the management of impacts and evaluate its effectiveness. The duties and authorities of the Corporate Sustainability Department include: [SEOJK E.1] [GRI 2-12, 2-13]

1. Menyusun usulan konsep dan strategi yang terkait dengan keberlanjutan untuk dikoordinasikan dengan fungsi-fungsi terkait.
2. Menyusun usulan program kerja terkait LST.
3. Menyusun kebijakan, prosedur, dan kerangka kerja yang terkait keberlanjutan.
4. Melakukan pengawasan terhadap pelaksanaan strategi terkait keberlanjutan.
5. Menyusun konsep dan strategi, termasuk kebijakan, kerangka kerja, dan prosedur terkait keberlanjutan, termasuk usulan program kerja terkait dengan implementasi LST dan melakukan *cascading* strategi kepada fungsi terkait.
6. Melakukan konsolidasi terkait rencana program kerja LST yang telah disusun oleh fungsi-fungsi terkait.
7. Melakukan sosialisasi dan pembinaan terkait dengan program kerja, kebijakan, dan prosedur yang berkaitan dengan LST.
8. Melakukan pengawasan terhadap pencapaian fungsi terkait untuk seluruh aspek LST.
9. Melakukan inspeksi dan evaluasi dengan standar LST yang sudah ditetapkan.
10. Melakukan penyusunan laporan keberlanjutan.

1. Developing proposed concepts and strategies related to sustainability, to be coordinated with relevant functions.
2. Formulating proposed ESG-related work programs.
3. Establishing policies, procedures, and frameworks related to sustainability.
4. Monitoring the implementation of sustainability-related strategies.
5. Developing sustainability concepts and strategies, including policies, frameworks, and procedures, as well as proposed work programs for ESG implementation, and cascading these strategies to relevant functions.
6. Consolidating ESG work program plans developed by relevant functions.
7. Conducting socialization and capacity building related to ESG work programs, policies, and procedures.
8. Monitoring the performance of relevant functions across all ESG aspects.
9. Conducting inspections and evaluations based on established ESG standards.
10. Preparing the sustainability report.



## Pengelolaan Isu Keberlanjutan dan Perubahan Iklim [SEOJK E.3, E.5] [GRI 2-23, 2-25, 3-3, 201-2]

Sejak tahun 2023, Pelindo mulai mengidentifikasi, menilai, dan mengelola risiko serta peluang keberlanjutan yang berpotensi memengaruhi kinerja keuangan, posisi keuangan, dan prospek jangka panjang, sejalan dengan standar International Financial Reporting Standards (IFRS) Sustainability.

### Ikhtisar IFRS S1: Isu Keberlanjutan

Pelindo mengidentifikasi risiko terkait keberlanjutan di setiap aktivitas bisnis secara berkala. Risiko yang telah diidentifikasi akan diukur, dipantau, dan dikelola oleh masing-masing Kepala Divisi. Selanjutnya, Dewan Komisaris dan Direksi akan mengevaluasi untuk menilai efektivitas proses manajemen risiko yang dilakukan.

## Management of Sustainability and Climate Change Issues [SEOJK E.3, E.5] [GRI 2-23, 2-25, 3-3, 201-2]

Since 2023, Pelindo has begun identifying, assessing, and managing sustainability-related risks and opportunities that may affect its financial performance, financial position, and long-term prospects, in alignment with the International Financial Reporting Standards (IFRS) Sustainability.

### Overview of IFRS S1: Sustainability Issues

Pelindo periodically identifies sustainability-related risks across its business activities. Identified risks are measured, monitored, and managed by each Division Head. Subsequently, the Board of Commissioners and the Board of Directors evaluate these risks to assess the effectiveness of the risk management processes in place.

## Kesehatan dan Keselamatan Kerja Occupational Health and Safety

### 1 Tata Kelola Governance

Pelindo membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di kantor pusat, regional, dan cabang. P2K3 berperan memberi masukan kepada manajemen, mengoordinasikan program K3, mengidentifikasi dan mengevaluasi bahaya, memperkuat sosialisasi dan pelatihan, serta memantau kepatuhan melalui inspeksi/audit, rekomendasi perbaikan, dan melaksanakan pertemuan rutin untuk membahas penerapan K3 setiap triwulan.

Pelindo has established Occupational Safety and Health Committees (OHS Committee) at the head office, regional, and branch levels. These committees provide input to management, coordinate OHS programs, identify and evaluate hazards, strengthen awareness and training, and monitor compliance through inspections and audits. They also issue recommendations for improvement and conduct regular quarterly meetings to review the implementation of OHS practices.

### 2 Strategi Strategy

Faktor Risiko Risk Factor	Potensi Dampak Potential Impact	Mitigasi Mitigation
Kegagalan memenuhi standar K3 Failure to comply with OHS standards	<p>Memicu kecelakaan kerja dan penyakit akibat kerja sehingga penghentian sementara aktivitas sehingga memengaruhi produktivitas dan kinerja Perseroan</p> <p>May lead to workplace accidents and occupational illnesses, resulting in temporary suspension of operations and adversely affecting the Company's productivity and performance</p>	<ul style="list-style-type: none"> <li>Menerapkan sistem kesehatan dan keselamatan kerja sesuai dengan standar dan praktik terbaik;</li> <li>Melakukan identifikasi bahaya potensi dan risiko ditempat kerja</li> <li>Implementasi <i>Contract Safety Management System</i> (CSMS)</li> <li>Pelaksanaan MCU secara rutin (tahunan)</li> </ul> <ul style="list-style-type: none"> <li>Implementing occupational health and safety systems in accordance with applicable standards and best practices</li> <li>Conducting hazard identification and risk assessments in the workplace</li> <li>Implementing a Contract Safety Management System (CSMS)</li> <li>Conducting routine (annual) MCU</li> </ul>



### 3 Manajemen Risiko Risk Management

Pelindo memastikan penerapan standar K3 di seluruh unit kerja dikelola secara sistematis melalui Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dan Sistem Manajemen Terpadu (SMT) yang berlaku bagi seluruh karyawan, mitra, vendor, dan pemangku kepentingan lainnya yang berada di wilayah operasional. Perseroan juga memperkuat penerapan sistem manajemen K3 dengan melaksanakan sertifikasi ISO 45001:2018 melalui badan sertifikasi independen dan audit internal SMK3 yang dilaksanakan secara berkala. Selain itu, Perseroan menerapkan beberapa prosedur, di antaranya SOP Prosedur Izin Kerja dan Pengawasan untuk aktivitas berisiko tinggi, SOP Manajemen Insiden untuk mengelola insiden, dan Panduan Teknis mengenai Alat Pelindung Diri (APD).

Risiko K3 dikelola melalui Identifikasi Bahaya dan Pengendalian Risiko (IBPR) yang dipetakan per lokasi menggunakan matriks tingkat keparahan dan intensitas. Proses IBPR dilengkapi dengan *Corporate Life Saving Rules* (CLSR) sebagai rujukan kategorisasi Risiko kritikal dan standar perilaku yang aman.

Pelindo ensures that OHS standards are systematically implemented across all work units through the Occupational Safety and Health Management System (OHSMS) and the Integrated Management System (IMS), which apply to all employees, partners, vendors, and other stakeholders within its operational areas. The Company further strengthens its OHS management system through ISO 45001:2018 certification by an independent certification body, as well as periodic internal SMK3 audits. In addition, the Company implements several procedures, including the Work Permit and Supervision SOP for high-risk activities, the Incident Management SOP to manage incidents, and Technical Guidelines on Personal Protective Equipment (PPE).

OHS risks are managed through Hazard Identification and Risk Control, which is mapped by location using severity and intensity matrices. The IBPR process is complemented by the Corporate Life Saving Rules (CLSR) as a reference for categorizing critical risks and establishing safe behavior standards.

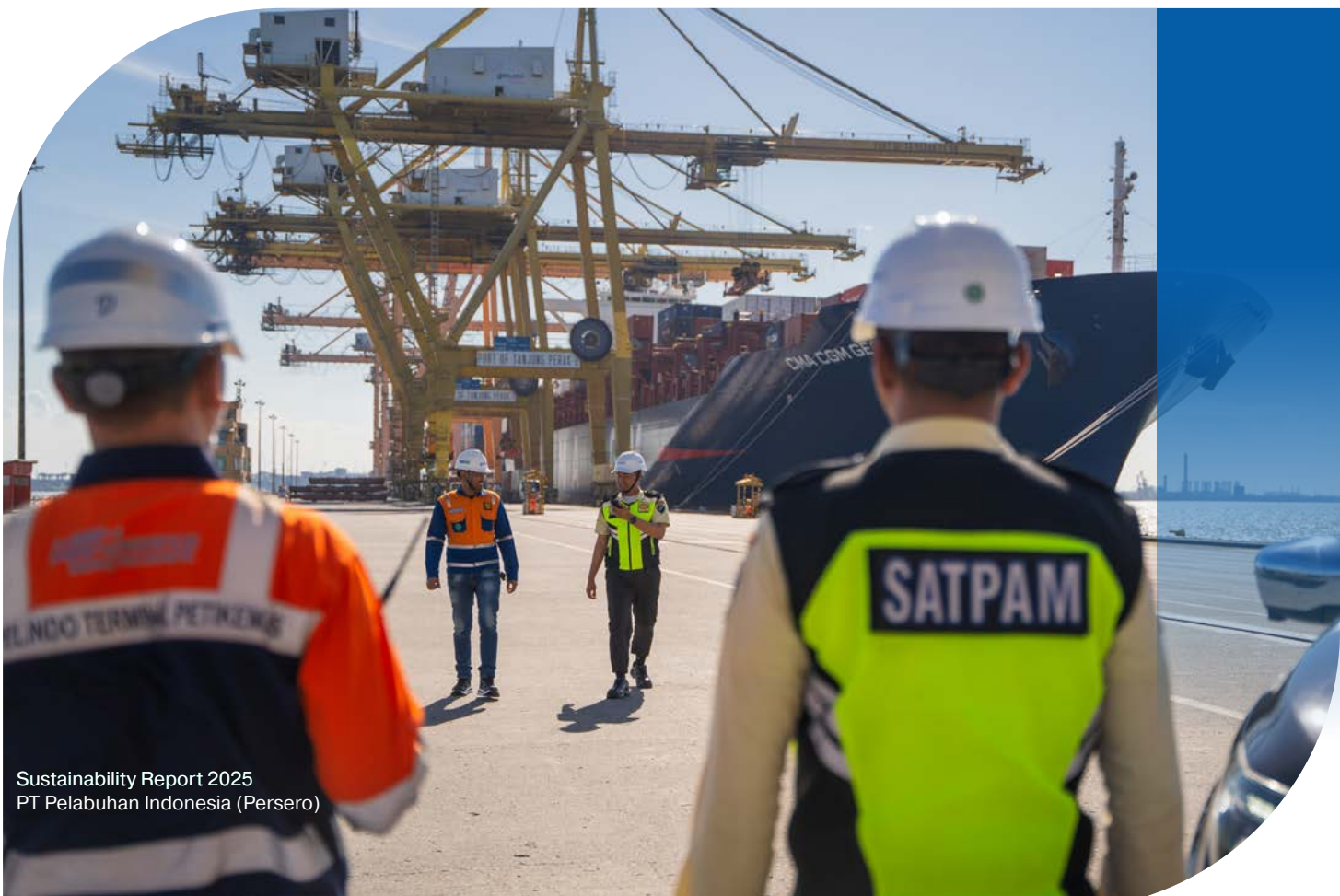
### 4 Metrik dan Target Metrics and Targets

#### Metrik | Metrics

- Kecelakaan besar/*fatality*
- Implementasi Sistem Manajemen K3
- Major accidents/*fatalities*
- Implementation of the OHS Management System

#### Target | Targets

- Tidak ada kasus *fatality*
- 100% implementasi Sistem Manajemen K3
- Zero *fatality*
- 100% implementation of the OHS Management System



## Hak Asasi Manusia Human Rights

### 1 Tata Kelola Governance

Dalam kerangka penguatan tata kelola perusahaan, aspek Hak Asasi Manusia (HAM) diintegrasikan ke dalam struktur pengawasan melalui peran strategis Komite GCG dan Pemantau Manajemen Risiko. Komite ini terdiri dari ketua, wakil ketua, dua anggota, serta didukung oleh satu anggota Komisi. Dengan dukungan fungsional dari Komite ini, Perseroan secara berkala melakukan evaluasi terhadap efektivitas mekanisme pengaduan dan standar etika bisnis.

Within the framework of strengthening corporate governance, human rights aspects are integrated into the oversight structure through the strategic role of the GCG and Risk Management Oversight Committee. This committee consists of a chairperson, a vice chairperson, two members, and is supported by one commission member. With the functional support of this committee, the Company periodically evaluates the effectiveness of grievance mechanisms and business ethics standards.

### 2 Strategi Strategy

Faktor Risiko Risk Factor	Potensi Dampak Potential Impact	Mitigasi Mitigation
Pelanggaran HAM di dalam pelaksanaan aktivitas operasional dan rantai pasok. Human rights violations in operations and supply chain	Memicu sanksi regulator, gugatan hukum, dan tekanan publik yang dapat memengaruhi produktivitas operasional dan menurunnya citra Perseroan di mata publik. May trigger regulatory sanctions, legal claims, and public pressure, which can disrupt operational productivity and adversely affect the Company's reputation.	<ol style="list-style-type: none"> <li>Menyediakan WBS yang dapat diakses oleh karyawan untuk melaporkan apabila ada indikasi pelanggaran HAM maupun tindakan diskriminasi.</li> <li>Menetapkan batas usia minimum bagi pekerja, termasuk menjadi kriteria LST pemasok.</li> </ol>
		<ol style="list-style-type: none"> <li>Providing a WBS accessible to employees to report any indications of human rights violations or discriminatory practices.</li> <li>Establishing a minimum working age requirement, including its incorporation as part of ESG criteria for suppliers.</li> </ol>

### 3 Manajemen Risiko Risk Management

Pelindo menjunjung penghormatan HAM di lingkungan kerja melalui Kebijakan Ketenagakerjaan yang memastikan perlakuan setara, bebas diskriminasi, serta perlindungan hak dasar karyawan, serta mencakup batas minimum bekerja dan pengaturan jam kerja. Hal tersebut juga wajib dipatuhi oleh pemasok, di mana diatur dalam Kriteria LST dalam Seleksi Pemasok. Selain itu, Perseroan menyediakan kanal pelaporan yaitu *Whistleblowing System* (WBS) sebagai mekanisme pengaduan yang dapat diakses oleh karyawan.

Pelindo upholds respect for human rights in the workplace through its Employment Policy, which ensures equal treatment, non-discrimination, and the protection of employees' fundamental rights, including minimum working age requirements and working hours arrangements. These principles are also required to be observed by suppliers, as stipulated in the ESG Criteria in Supplier Selection. In addition, the Company provides a reporting channel through the Whistleblowing System (WBS), which serves as an accessible grievance mechanism for employees.

### 4 Metrik dan Target Metrics and Targets

#### Metrik | Metrics

Jumlah kasus diskriminasi  
Number of discrimination cases

#### Target | Targets

Tidak ada kasus diskriminasi  
No cases of discrimination



## Masyarakat Lokal Local Community

### 1 Tata Kelola Governance

Pelindo melaksanakan Program Tanggung Jawab Sosial Lingkungan (TJSL) yang dilaksanakan di bawah tanggung jawab Department Tanggung Jawab Sosial dan Lingkungan. Department tersebut bertanggung jawab dalam melaksanakan Bantuan/Program TJSL sebagai bentuk komitmen perusahaan terhadap pembangunan yang berkelanjutan dengan memberikan manfaat pada ekonomi, sosial, lingkungan serta hukum dan tata kelola dengan prinsip yang lebih terintegrasi, terarah, terukur dampaknya serta dapat dipertanggungjawabkan dan merupakan bagian dari pendekatan bisnis Perusahaan.

Pelindo implements its Corporate Social Responsibility (CSR) Program under the responsibility of the Corporate Social Responsibility Department. This department is responsible for delivering TJSL initiatives as part of the Company's commitment to sustainable development, generating benefits across economic, social, environmental, as well as legal and governance aspects. These programs are carried out through a more integrated, targeted, and impact-driven approach, ensuring accountability and alignment with the Company's overall business strategy.

### 2 Strategi Strategy

Faktor Risiko Risk Factor	Potensi Dampak Potential Impact	Mitigasi Mitigation
Keluhan dari masyarakat, konflik sosial, atau ketidakselarasan kepentingan Community complaints, social conflicts, or misalignment of interests	Berpotensi mengganggu aktivitas operasional dan memengaruhi citra Perseroan di mata pemangku kepentingan. May disrupt operational activities and affect the Company's reputation among stakeholders.	<ol style="list-style-type: none"> <li>Sosialisasi pelaksanaan proyek yang berdampak pada masyarakat/fasilitas masyarakat</li> <li>Penyediaan anggaran mitigasi dampak sosial dan lingkungan pembangunan Proyek Strategis Nasional</li> <li>Pelibatan/rekrutmen masyarakat lokal sebagai tenaga kerja dalam pembangunan Proyek Strategis Nasional</li> </ol> <ol style="list-style-type: none"> <li>Socialization and public communication on project implementation that may impact communities and public facilities</li> <li>Allocating budgets for mitigating social and environmental impacts related to National Strategic Projects</li> <li>Engaging/recruiting local communities as part of the workforce in the development of National Strategic Projects.</li> </ol>

### 3 Manajemen Risiko Risk Management

Pelindo melakukan dialog, pemetaan sosial, dan diskusi kelompok terfokus (DKT) untuk memahami kebutuhan aspirasi, dan isu prioritas di masyarakat. Pelindo juga mengidentifikasi aktivitas operasional yang secara aktual dan/atau berpotensi menimbulkan dampak negatif signifikan bagi masyarakat setempat. Selain itu, Perseroan menyediakan mekanisme pengaduan formal bagi masyarakat untuk menyampaikan masukan atau keluhan terkait operasional dan program pelibatan masyarakat.

Pelindo conducts dialogue, social mapping, and focus group discussions (FGDs) to understand community needs, aspirations, and priority issues. The Company also identifies operational activities that have actual and/or potential significant negative impacts on local communities. In addition, the Company provides a formal grievance mechanism for communities to submit feedback or complaints related to its operations and community engagement programs.

### 4 Metrik dan Target Metrics and Targets

#### Metrik | Metrics

Social Return of Investment (SROI)  
Social Return of Investment (SROI)

#### Target | Targets

Meraih nilai SROI sebesar >1  
Achieved an SROI score of >1

## Etika Bisnis Business Ethics

### 1 Tata Kelola Governance

Dalam kerangka penguatan integritas korporasi, Komite GCG dan Pemantau Manajemen Risiko memegang peranan dalam mengawasi implementasi standar etika bisnis di seluruh lini organisasi. Melalui pengawasan yang terstruktur, komite ini berfungsi sebagai instrumen mitigasi terhadap risiko pelanggaran etika, termasuk pelanggaran etika profesional dan etika kerja, serta tindakan yang tidak sejalan dengan nilai-nilai Perseroan.

Within the framework of strengthening corporate integrity, the GCG and Risk Management Oversight Committee plays a role in overseeing the implementation of business ethics standards across all levels of the organization. Through structured oversight, this committee serves as a mechanism to mitigate the risk of ethical violations, including breaches of professional and workplace ethics, as well as actions that are not aligned with the Company's values.

### 2 Strategi Strategy

Faktor Risiko Risk Factor	Potensi Dampak Potential Impact	Mitigasi Mitigation
Pelanggaran etika dalam menjalankan bisnis Ethical violations in business conduct	Memicu sanksi regulator, gangguan kerja sama dengan pihak lain, serta merusak reputasi dan kredibilitas kinerja tata kelola Perseroan. May trigger regulatory sanctions, disrupt partnerships with external parties, and undermine the Company's governance performance, reputation, and credibility.	Penerapan, pemantauan, sosialisasi, dan evaluasi atas pelaksanaan pengelolaan <i>whistleblowing system</i> (WBS), gratifikasi, benturan kepentingan, dan <i>anti-fraud</i> . Implementation, monitoring, socialization, and evaluation of the management of the whistleblowing system (WBS), gratification, conflicts of interest, and anti-fraud measures.

### 3 Manajemen Risiko Risk Management

Pelindo mengesahkan Pedoman Kode Etik Bisnis yang mencakup Etika Profesional dan Etika Kerja bagi seluruh karyawan. Pedoman ini memuat Panduan Perilaku untuk membentuk, mengarahkan, dan memengaruhi setiap tindakan agar selaras dengan nilai-nilai serta budaya Perseroan. Selain itu, Perseroan juga menerapkan komitmen tanpa toleransi terhadap seluruh bentuk pelanggaran yang berkaitan dengan kode etik melalui pengesahan Kebijakan Gratifikasi, Antikorupsi, dan Antisuap.

Pelindo memperkuat budaya antikorupsi dan kode etik dengan menyelenggarakan sosialisasi secara berkala kepada seluruh karyawan. Dalam memastikan kepatuhannya, seluruh karyawan wajib menandatangani Pakta Integritas dan Janji Pedoman Kode Etik Bisnis setiap tahun. Selain itu, Pelindo memiliki kanal khusus, yaitu Pelindo Bersih untuk memberikan ruang bagi seuruh pemangku kepentingan yang ingin menyampaikan pengaduan maupun melaporkan indikasi pelanggaran terhadap nilai-nilai etika yang berlaku.

Pelindo formalized a Code of Business Ethics Guidelines covering Professional Ethics and Work Ethics applicable to all employees. This guideline includes a Code of Conduct designed to shape, guide, and influence behavior to align with the Company's values and culture. In addition, the Company enforces a zero-tolerance commitment toward all forms of violations related to the code of ethics through the implementation of its Gratification, Anti-Corruption, and Anti-Bribery Policies.

Pelindo further strengthens its anti-corruption culture and ethical standards by conducting regular socialization programs for all employees. To ensure compliance, all employees are required to sign an Integrity Pact and a Declaration of Compliance with the Code of Business Ethics annually. In addition, Pelindo provides a dedicated channel, namely Pelindo Bersih, which enables all stakeholders to submit complaints or report any suspected violations of applicable ethical standards.

### 4 Metrik dan Target Metrics and Targets

#### Metrik | Metrics

Jumlah kasus korupsi dan suap, serta benturan kepentingan  
Number of corruption, bribery, and conflict of interest cases

#### Target | Targets

Tidak ada kasus korupsi dan suap, serta benturan kepentingan  
Zero cases of corruption, bribery, and conflicts of interest



### Ikhtisar IFRS S2: Isu Perubahan Iklim

Pelindo juga mengidentifikasi risiko perubahan iklim dan menetapkan langkah-langkah mitigasi untuk menekan potensi dampaknya terhadap kondisi keuangan Perseroan. Pada tahun 2025, Pelindo telah mengalokasikan anggaran sebesar Rp4,51 triliun dan terealisasi sebesar Rp2,20 triliun, untuk perbaikan dan pengembangan infrastruktur dan suprastruktur di berbagai wilayah kerja Pelindo. [\[GRI 201-2\]](#)

Selain itu, Perseroan juga melakukan investasi berwawasan ramah lingkungan sebagai bagian dari strategi mitigasi perubahan iklim. Investasi ini meliputi pemanfaatan peralatan ramah lingkungan, pengembangan layanan terminal berkelanjutan di PT Pelindo Terminal Petikemas (SPTP), dan penyediaan utilitas yang efisien oleh PT Energi Pelabuhan Indonesia (EPI). Investasi pada program keberlanjutan tersebut memberikan dampak finansial positif melalui optimalisasi biaya, peningkatan produktivitas, dan penguatan kinerja jangka panjang Perseroan.

Investasi pada program keberlanjutan tersebut memberikan dampak finansial positif bagi bisnis melalui optimalisasi biaya operasional dan peningkatan produktivitas jangka panjang. Meskipun memerlukan *CapEx* yang cukup tinggi, langkah ini secara signifikan membangun keyakinan serta kepercayaan pemangku kepentingan terhadap ketahanan bisnis. Dari sisi eksternal, inisiatif pelabuhan ramah lingkungan (*green port*) ini berkontribusi langsung pada peningkatan kualitas lingkungan sekitar. Di saat yang sama, langkah-langkah mitigasi yang dijalankan Perseroan menjadi krusial dalam menekan risiko bencana akibat perubahan iklim yang dapat mengganggu stabilitas ekosistem maritim nasional. [\[GRI 3-3\]](#)

### Overview of IFRS S2: Climate Change Issues

Pelindo also identifies climate-related risks and establishes mitigation measures to minimize their potential impact on the Company's financial condition. In 2025, Pelindo allocated a budget of Rp4.51 trillion, with Rp2.20 trillion realized, for the improvement and development of infrastructure and superstructure across its operational areas. [\[GRI 201-2\]](#)

In addition, the Company undertakes environmentally oriented investments as part of its climate change mitigation strategy. These investments include the use of environmentally friendly equipment, the development of sustainable terminal services at PT Pelindo Terminal Petikemas (SPTP), and the provision of efficient utilities by PT Energi Pelabuhan Indonesia (EPI). These sustainability-related investments contribute positively to financial performance through cost optimization, improved productivity, and the strengthening of the Company's long-term performance.

Investments in these sustainability programs generate positive financial impacts for the business through the optimization of operating costs and long-term productivity gains. Although they require significant capital expenditures (*CapEx*), these initiatives significantly build stakeholder confidence and trust in the business's resilience. Externally, these green port initiatives directly contribute to improving the quality of the surrounding environment. At the same time, the mitigation measures implemented by the Company are crucial in mitigating the risk of disasters caused by climate change that could disrupt the stability of the national maritime ecosystem. [\[GRI 3-3\]](#)

### Risiko dan Rencana Mitigasi Perubahan Iklim Climate Change Risks and Mitigation Plans

Jenis Risiko Risk Type	Rencana Mitigasi Mitigation Plan
<b>Risiko Fisik</b> Physical Risks	
<b>Banjir Rob   Tidal Flooding</b>  Pelabuhan di pesisir dapat mengalami gangguan operasional akibat peningkatan frekuensi dan intensitas banjir. Ports in coastal areas may experience operational disruptions due to increased frequency and intensity of flooding.	<ol style="list-style-type: none"> <li>Implementasi peringatan dini untuk memantau kondisi cuaca ekstrem.</li> <li>Pengembangan rencana darurat dan pelatihan staf untuk menghadapi situasi darurat terkait cuaca ekstrem.</li> </ol> <ol style="list-style-type: none"> <li>Implement early warning systems to monitor extreme weather conditions.</li> <li>Develop emergency response plans and conduct safety training to handle extreme weather situations.</li> </ol>

Jenis Risiko Risk Type	Rencana Mitigasi Mitigation Plan
<p><b>Badai dan Angin Kencang</b> <b>Storms and Strong Winds</b></p> <p>Dapat merusak infrastruktur pelabuhan seperti <i>crane</i>, gudang, dan peralatan lainnya, serta mengganggu layanan pelayaran atau layanan pelatihan. May damage port infrastructure such as cranes, warehouses, and other equipment, and disrupt shipping or port services.</p>	<ol style="list-style-type: none"> <li>1. Implementasi sistem peringatan dini.</li> <li>2. Bekerja sama dengan pihak terkait, seperti Badan Meteorologi, Klimatologi, dan Geofisika (BMKG) serta lembaga pemerintah setempat untuk mendapatkan informasi dan bantuan saat cuaca ekstrem.</li> </ol> <ol style="list-style-type: none"> <li>1. Implement early warning systems.</li> <li>2. Collaborate with relevant parties, such as the Meteorology, Climatology, and Geophysics Agency (BMKG) and local government institutions, to obtain information and assistance during extreme weather events.</li> </ol>
<p><b>Kenaikan Permukaan Air Laut</b> <b>Sea Level Rise</b></p> <p>Dapat mengakibatkan kerusakan atau kerugian infrastruktur dan memerlukan peningkatan elevasi dermaga. May cause damage or losses to infrastructure and require increased elevation of port facilities.</p>	<ol style="list-style-type: none"> <li>1. Meningkatkan elevasi infrastruktur pelabuhan secara berkala meningkatkan infrastruktur pelabuhan Pelindo untuk memitigasi kenaikan permukaan air laut.</li> <li>2. Memastikan pompa air bekerja dengan baik saat terjadinya kenaikan permukaan air laut.</li> <li>3. Melakukan pemeliharaan tanggul dan saluran air sehingga meminimalkan potensi gangguan operasional akibat banjir rob.</li> <li>4. Melakukan penyesuaian pada desain pelabuhan, seperti pembangunan dinding laut dan peninggian elevasi dermaga maupun lapangan penumpukan.</li> </ol> <ol style="list-style-type: none"> <li>1. Gradually increase the elevation of port infrastructure to mitigate sea level rise.</li> <li>2. Ensure water pumps operate effectively during rising sea levels.</li> <li>3. Maintain embankments and drainage systems to minimize potential operational disruptions caused by tidal flooding.</li> <li>4. Adjust port design, including the construction of seawalls and increasing the elevation of docks and stacking yards.</li> </ol>
<p><b>Erosi Pantai dan Sedimentasi</b> <b>Coastal Erosion and Sedimentation</b></p> <p>Pengurangan area pelabuhan dan gangguan pada jalur akses kapal. Reduction of port area and disruption to shipping access channels.</p>	<p>Melakukan pengerukan secara berkala sebagai bagian dari aktivitas pemeliharaan alur dan kolam pelabuhan. Conduct periodic dredging as part of the maintenance of port channels and basins.</p>
<p><b>Panas Ekstrem (Gelombang Panas)</b> <b>Coastal Erosion and Sedimentation</b></p> <p>Potensi risiko terhadap logistik dan keselamatan kerja akibat panas ekstrem (<i>heat stress</i>) yang memengaruhi kinerja serta keselamatan pekerja. Reduction of port area and disruption to shipping access channels.</p>	<p>Penyediaan tempat perlindungan dan air minum bagi pekerja di lokasi yang terpapar panas ekstrem. Provide shelter and drinking water for workers in areas exposed to extreme heat.</p>
<p><b>Kekeringan   Drought</b></p> <p>Potensi terganggunya operasi logistik akibat kekeringan yang menyebabkan berkurangnya pasokan air, khususnya pasokan air untuk kebutuhan kapal yang dilayani oleh pelabuhan-pelabuhan Pelindo. Potential disruption to logistics operations due to drought, which may reduce water supply, particularly for meeting the needs of vessels served at Pelindo's ports.</p>	<ol style="list-style-type: none"> <li>1. Menggunakan <i>road sweeper</i> dan unit mobil penyiram air untuk jalan dan area taman di pelabuhan, khususnya di musim kemarau untuk mengurangi polutan debu dan memastikan tetap hijau dan dapat tumbuh dengan baik.</li> <li>2. Penggunaan teknologi <i>seawater reverse osmosis</i> (SWRO), seperti yang sudah diterapkan di Pelabuhan Tanjung Priok.</li> <li>3. Kerja sama dengan mitra penyedia air bersih untuk memastikan keandalan pasokan air, khususnya untuk kebutuhan kapal.</li> </ol> <ol style="list-style-type: none"> <li>1. Using road sweepers and water spraying trucks for roads and landscaped areas in the port, particularly during the dry season, to reduce dust pollutants and maintain greenery growth.</li> <li>2. Utilizing seawater reverse osmosis (SWRO) technology, as implemented at Tanjung Priok Port.</li> <li>3. Collaborating with clean water supply partners to ensure reliable water availability, particularly for vessel needs.</li> </ol>



Jenis Risiko Risk Type	Rencana Mitigasi Mitigation Plan
<b>Risiko Transisi</b> Transition Risks	
<p><b>Regulasi   Regulation</b></p> <p>Risiko terkait dengan perubahan kebijakan regulasi yang dapat memengaruhi biaya operasional dan persyaratan lingkungan yang lebih ketat. Risks related to changes in regulatory policies that may affect operational costs and impose stricter environmental requirements.</p>	<p>Bersinergi dengan Kementerian Perhubungan untuk melaksanakan aksi mitigasi perubahan iklim pada sektor transportasi sesuai dengan Keputusan Menteri Perhubungan No. KM 8 Tahun 2023 tentang Penetapan Aksi Mitigasi Perubahan Iklim Sektor Transportasi untuk Pencapaian Target Kontribusi yang Ditetapkan Secara Nasional dengan mengembangkan proyek elektrifikasi, pembangunan panel surya, dan sistem komunikasi terkait informasi cuaca. Collaborating with the Ministry of Transportation to implement climate change mitigation actions in the transportation sector in accordance with Minister of Transportation Decree No. KM 8 of 2023 on Climate Change Mitigation Actions in the Transportation Sector for Achieving Nationally Determined Contribution (NDC) Targets, including the development of electrification projects, solar panel installations, and communication systems related to weather information.</p>
<p><b>Reputasi   Reputation</b></p> <p>Ancaman terhadap citra Perseroan akibat terlibat dalam isu lingkungan, seperti polusi air atau kegiatan logistik lainnya. Threats to the Company's reputation due to involvement in environmental issues, such as water pollution or other logistics-related activities.</p>	<ol style="list-style-type: none"> <li>1. Menerapkan praktik manajemen lingkungan yang ketat dan melakukan pemantauan terhadap operasi logistik secara berkala.</li> <li>2. Menerbitkan laporan keberlanjutan dan laporan LST secara berkala untuk mengomunikasikan upaya Pelindo pada aspek LST.</li> <li>3. Bagi masyarakat atau pemangku kepentingan lain yang lingkungannya terdampak negatif bisa menghubungi Sekretariat Perusahaan melalui email: corp_sec@pelindo.co.id.</li> </ol> <ol style="list-style-type: none"> <li>1. Implementing stringent environmental management practices and conducting regular monitoring of logistics operations.</li> <li>2. Publishing sustainability and ESG reports periodically to communicate Pelindo's efforts in ESG aspects.</li> <li>3. Communities or other stakeholders affected by environmental impacts can contact the Corporate Secretariat via email: corp_sec@pelindo.co.id</li> </ol>
<p><b>Teknologi   Technology</b></p> <p>Risiko terkait dengan perubahan teknologi dan inovasi dalam logistik yang dapat memengaruhi keberlanjutan operasional dan investasi dalam teknologi baru. Risks related to technological changes and innovation in logistics that may affect operational sustainability and investment in new technologies.</p>	<p>Mengadopsi teknologi dengan menggunakan <i>remote crane</i>, seperti di Terminal Teluk Lamong. Penerapan <i>remote crane</i> ini telah meningkatkan efisiensi operasional di area tersebut. Adopting technology such as remote crane operations, as implemented at Terminal Teluk Lamong. The use of remote cranes has improved operational efficiency in the area.</p>
<p><b>Pasar   Market</b></p> <p>Risiko terkait dengan penurunan permintaan pasar terhadap layanan atau produk yang dianggap tidak ramah lingkungan atau tidak berkelanjutan. Pasar juga menunjukkan makin naiknya tren yang meminta biaya logistik yang lebih terjangkau. Tren ini sejalan dengan target pemerintah Indonesia untuk menekan biaya logistik nasional. Risks related to declining market demand for services or products perceived as not environmentally friendly or unsustainable. The market is also showing an increasing trend toward demanding more affordable logistics costs, in line with the Indonesian government's target to reduce national logistics costs.</p>	<ol style="list-style-type: none"> <li>1. Mengembangkan <i>Integrated Port Services</i> yang dapat mengurangi waktu tempuh, biaya logistik, dan juga emisi karbon dari penggunaan truk.</li> <li>2. Mengintegrasikan konektivitas dengan moda transportasi lain, seperti kereta api.</li> </ol> <ol style="list-style-type: none"> <li>1. Developing <i>Integrated Port Services</i> that can reduce transit time, logistics costs, and carbon emissions from truck usage.</li> <li>2. Integrating connectivity with other modes of transportation, such as railways.</li> </ol>

### Pendekatan dalam Mengelola Risiko terkait Iklim Approaches to Managing Climate-Related Risks

Risiko Risk	Lingkungan, Sosial, dan Tata Kelola Environmental, Social, and Governance	Gangguan Layanan Service Disruption
<b>Deskripsi Risiko</b> Risk Description	<ol style="list-style-type: none"> <li>Dampak dari perubahan kondisi cuaca dan iklim yang ekstrem, seperti banjir atau badai, yang dapat mengganggu operasi pelabuhan dan merusak infrastruktur.</li> <li>Terdapat keluhan atau tuntutan dari masyarakat sekitar pelabuhan terkait dampak lingkungan, kebisingan, atau masalah lain yang berkaitan dengan operasi pelabuhan.</li> </ol>	<p>Penurunan jumlah pelanggan atau mitra bisnis yang dapat memengaruhi pendapatan Perseroan.</p> <p>Decrease in the number of customers or business partners, which may affect the Company's revenue.</p>
<b>Penyebab Risiko</b> Risk Drivers	<ol style="list-style-type: none"> <li>Terdapat emisi karbon yang dihasilkan dari kegiatan operasional di kawasan pelabuhan.</li> <li>Masyarakat di sekitar pelabuhan memandang adanya potensi dampak negatif terhadap aset, fasilitas, maupun aktivitas yang berlangsung. Di sisi lain, masyarakat juga memiliki harapan terhadap peningkatan kesejahteraan dan peluang ekonomi sebagai bagian dari komunitas di sekitar pelabuhan.</li> <li>Terdapat potensi ketidaksesuaian standar dalam proses bongkar muat curah, keterbatasan pengawasan serta pemantauan pengelolaan lingkungan, dan belum optimalnya ketersediaan fasilitas penyimpanan limbah B3.</li> </ol>	<ol style="list-style-type: none"> <li>Belum terstandarisasinya pola operasional yang berpotensi menyebabkan kinerja kurang optimal.</li> <li>Ketidaksiapan fasilitas saat akan digunakan oleh pelanggan, seperti keterbatasan jumlah kapal tunda, kekurangan peralatan, maupun terbatasnya area penumpukan.</li> </ol>
<b>Kategori Dampak</b> Impact Category	Dampak Kualitatif Qualitative Impact	Dampak Kualitatif Qualitative Impact
<b>Deskripsi Dampak</b> Impact Description	<ol style="list-style-type: none"> <li>Emisi karbon yang dihasilkan dari aktivitas di pelabuhan berpotensi menjadi salah satu kontributor perubahan iklim bersama emisi GRK lainnya. Dampak lingkungannya dinilai relatif minor, bersifat jangka pendek (sekitar 1-2 tahun), dan tidak memengaruhi fungsi ekosistem secara signifikan.</li> <li>Berpotensi munculnya pemberitaan negatif di lingkungan eksternal perusahaan.</li> </ol>	<p>Kehilangan pelanggan berpotensi menurunkan pangsa pasar sekitar 5% hingga 10%.</p> <p>Loss of customers may potentially reduce market share by around 5% to 10%.</p>



Risiko Risk	Lingkungan, Sosial, dan Tata Kelola Environmental, Social, and Governance	Gangguan Layanan Service Disruption
<p><b>Rencana Perlakuan Risiko</b> <b>Risk Treatment Plan</b></p>	<ol style="list-style-type: none"> <li>Implementasi dan integrasi fungsi Corporate Sustainability berbasis aspek LST di Anak Perusahaan.</li> <li>Implementasi LST dengan pengembangan sistem pelaporan dan praktik pengungkapan kinerja keberlanjutan.</li> <li>Pemantauan tingkat pemenuhan terhadap peraturan perundang-undangan di bidang lingkungan hidup.</li> <li>Pemantauan pengurusan persetujuan lingkungan dan DELH/DPLH.</li> <li>Implementasi energi ramah lingkungan.</li> <li>Implementasi <i>green technology</i> alat bongkar muat.</li> <li>Pengelolaan keterbukaan informasi publik.</li> <li>Implementasi program/bantuan TJSL pada Proyek Strategis Perusahaan.</li> </ol>	<ol style="list-style-type: none"> <li>Pelaksanaan pemantauan terhadap tingkat ketersediaan (<i>availability</i>) serta pemeliharaan fasilitas sipil pelabuhan.</li> <li>Penerapan <i>Business Continuity Management</i> (BCM) di lingkungan Grup Pelindo.</li> </ol>
<p><b>Implikasi Keuangan</b> <b>Financial Implications</b></p>	<p>Perseroan berpotensi menghadapi denda yang signifikan apabila tidak patuh terhadap regulasi lingkungan. Selain itu, terdapat risiko penurunan permintaan atau kehilangan pangsa pasar apabila dinilai belum menerapkan praktik yang ramah lingkungan secara memadai.</p> <p>The Company may encounter significant fines if it fails to comply with environmental regulations. In addition, there is a risk of declining demand or loss of market share if the Company is perceived as not adequately implementing environmentally friendly practices.</p>	<p>Gangguan pada rantai pasok atau distribusi akibat perubahan iklim berpotensi menyebabkan kehilangan pendapatan yang signifikan, khususnya pada sektor yang sensitif terhadap kondisi cuaca. Selain itu, Perseroan perlu menyediakan biaya untuk perbaikan kerusakan akibat bencana serta investasi dalam penyesuaian infrastruktur agar lebih adaptif terhadap perubahan iklim.</p> <p>Disruptions to supply chains or distribution due to climate change may result in significant revenue losses, particularly in sectors that are sensitive to weather conditions. In addition, the Company may incur costs for repairing damage caused by disasters and for investing in infrastructure adjustments to enhance resilience to climate change.</p>
<p><b>Biaya Pengelolaan Risiko</b> <b>Risk Management Costs</b></p>	<p>Pengelolaan risiko memerlukan investasi untuk pengembangan sistem pemantauan dan pengurangan dampak lingkungan, termasuk pembangunan infrastruktur hijau dan penerapan teknologi lingkungan. Selain itu, terdapat biaya untuk pelaporan LST dan pemenuhan regulasi, seperti audit eksternal dan sertifikasi keberlanjutan.</p> <p>Risk management requires investments in the development of environmental monitoring systems and impact reduction, including the development of green infrastructure and the implementation of environmental technologies. In addition, there are costs associated with ESG reporting and regulatory compliance, such as external audits and sustainability certifications.</p>	<p>Biaya pengelolaan mencakup investasi untuk memperbarui atau memperkuat infrastruktur guna meminimalkan kerusakan akibat perubahan iklim, serta pengeluaran untuk penyusunan dan implementasi rencana kontinjensi, termasuk pelatihan personel dan pengembangan prosedur operasional yang mendukung kesiapan menghadapi kondisi darurat.</p> <p>Management costs include investments to upgrade or strengthen infrastructure to minimize damage caused by climate change, as well as expenditures for the preparation and implementation of contingency plans, including personnel training and the development of operational procedures to support emergency preparedness.</p>
	<p><b>Estimasi biaya perlakuan risiko: Rp24 miliar.</b> <b>Estimated cost of risk treatment: Rp24 billion.</b></p>	<p><b>Estimasi biaya perlakuan risiko: Rp80 juta.</b> <b>Estimated cost of risk treatment: Rp80 million.</b></p>

**Hasil Penilaian Risiko Fisik terkait Iklim pada Lokasi Operasional**  
**Results of Climate-Related Physical Risk Assessment at Operational Locations**

Wilayah Region	Risiko Fisik Physical Risk			
	Banjir Rob Coastal Flood	Sedimentasi Sedimentation	Gelombang Tinggi/ Badai High Wave/Hurricane	Erosi Erosion
Batam	●	●	●	●
Belawan	●	●	●	●
Dumai	●	●	●	●
Gunung Sitoli	●	●	●	●
Kuala Tanjung	●	●	●	●
Lhokseumawe	●	●	●	●
Malahayati	●	●	●	●
Pekanbaru	●	●	●	●
Sibolga	●	●	●	●
Tanjung Balai Asahan	●	●	●	●
Tanjung Balai Karimun	●	●	●	●
Tanjung Pinang	●	●	●	●
Tembilahan	●	●	●	●
Banten	●	●	●	●
Bengkulu	●	●	●	●
Cirebon	●	●	●	●
Jambi	●	●	●	●
Palembang	●	●	●	●
Pangkal Balam	●	●	●	●
Panjang	●	●	●	●
Pontianak	●	●	●	●
Sunda Kelapa	●	●	●	●
Tanjung Pandan	●	●	●	●
Tanjung Priok	●	●	●	●
Teluk Bayur	●	●	●	●
Badas	●	●	●	●
Bagendang	●	●	●	●
Batulicin	●	●	●	●
Benoa	●	●	●	●



Wilayah Region	Risiko Fisik Physical Risk			
	Banjir Rob Coastal Flood	Sedimentasi Sedimentation	Gelombang Tinggi/ Badai High Wave/Hurricane	Erosi Erosion
Bumiharjo	●	●	●	●
Celukan Bawang	●	●	●	●
Ende	●	●	●	●
Gresik	●	●	●	●
Kalianget	●	●	●	●
Kotabaru	●	●	●	●
Kumai	●	●	●	●
Lembar	●	●	●	●
Maumere	●	●	●	●
Pulau Pisau	●	●	●	●
Sampit	●	●	●	●
Tanjung Emas	●	●	●	●
Tanjung Intan	●	●	●	●
Tanjung Perak	●	●	●	●
Tegal	●	●	●	●
Trisakti	●	●	●	●
Subregional Kalimantan: Cabang Satui	●	●	●	●
Terminal GSN	●	●	●	●
Subregional Bali Nusra: Cabang Lembar	●	●	●	●
Subregional Bali Nusra: Cabang Bima	●	●	●	●
Subregional Bali Nusra: Cabang Benoa	●	●	●	●
Subregional Bali Nusra: Cabang Kupang	●	●	●	●
Subregional Bali Nusra: Cabang Waingapu	●	●	●	●
Subregional Bali Nusra: Cabang Labuan Bajo	●	●	●	●
Subregional Bali Nusra: Cabang Kumai	●	●	●	●
Tanjung Tembaga	●	●	●	●
Kalabahi	●	●	●	●
Banjarmasin	●	●	●	●
Ambon	●	●	●	●

Wilayah Region	Risiko Fisik Physical Risk			
	Banjir Rob Coastal Flood	Sedimentasi Sedimentation	Gelombang Tinggi/ Badai High Wave/Hurricane	Erosi Erosion
Balikpapan	●	●	●	●
Biak	●	●	●	●
Bontang	●	●	●	●
Bitung	●	●	●	●
Fakfak	●	●	●	●
Gorontalo	●	●	●	●
Jayapura	●	●	●	●
Kendari	●	●	●	●
Makassar	●	●	●	●
Manado	●	●	●	●
Manokwari	●	●	●	●
Merauke	●	●	●	●
Nunukan	●	●	●	●
Parepare	●	●	●	●
Samarinda	●	●	●	●
Sorong	●	●	●	●
Tanjung Redeb	●	●	●	●
Tarakan	●	●	●	●
Ternate	●	●	●	●
Toli-toli	●	●	●	●

- Baik (Risiko Rendah/Kesiapan Sangat Baik) | Good (Low Risk/Very Good Preparedness)
- Cukup Baik (Risiko Sedang/Kesiapan Memadai) | Fairly Good (Moderate Risk/Adequate Preparedness)
- Buruk (Risiko Tinggi/Kesiapan Kurang) | Poor (High Risk/Insufficient Preparedness)
- Buruk Sekali (Risiko Kritis/Kesiapan Sangat Rendah) | Very Poor (Critical Risk/Very Low Preparedness)



## Tantangan dalam Penerapan Keberlanjutan

Dalam penerapan keberlanjutan, Pelindo menghadapi sejumlah tantangan yang memerlukan pengelolaan dan penguatan internal, antara lain:

1. Tingkat pemahaman karyawan terhadap prinsip LST yang belum merata, baik dari sisi konsep maupun implementasi dalam aktivitas operasional sehari-hari, berdampak pada penerapan LST yang belum maksimal di seluruh lini perusahaan.
2. Proses perhitungan jejak karbon masih perlu ditingkatkan, terutama dalam mengatasi keterbatasan data. Selain itu, perbedaan standar perhitungan dan cakupan emisi memerlukan kompetensi teknis yang memadai agar hasil pengukuran akurat.
3. Standar dan regulasi terkait LST terus berkembang dan makin kompleks, baik di tingkat nasional maupun internasional. Keberagaman kerangka kerja, pedoman pelaporan, serta ketentuan kepatuhan membutuhkan penyesuaian berkelanjutan, koordinasi lintas fungsi, dan penyelarasan kebijakan internal.

Untuk merespons berbagai tantangan tersebut, Perseroan secara adaptif melakukan penyesuaian, mengoptimalkan peluang yang ada, serta memperkuat kolaborasi dengan mitra strategis guna mendukung implementasi keberlanjutan secara efektif.

## Challenges in Sustainability Implementation

In implementing sustainability, Pelindo encounters several challenges that require ongoing management and internal strengthening, including:

1. Employees' level of understanding of ESG principles remains uneven, both in terms of conceptual knowledge and practical implementation in daily operations, resulting in suboptimal ESG application across all business lines.
2. The carbon footprint calculation process still requires improvement, particularly in addressing data limitations. In addition, differences in calculation standards and emission scopes necessitate adequate technical expertise to ensure accurate measurement results.
3. ESG-related standards and regulations continue to evolve and become increasingly complex, both at the national and international levels. The diversity of frameworks, reporting guidelines, and compliance requirements calls for continuous adaptation, cross-functional coordination, and alignment of internal policies.

In response to these challenges, the Company continues to take an adaptive approach by making necessary adjustments, optimizing available opportunities, and strengthening collaboration with strategic partners to support the effective implementation of sustainability.



# KETERLIBATAN PEMANGKU KEPENTINGAN




## Stakeholder Engagement [SEOJK E.4] [GRI 2-29]

Pelindo menyadari pentingnya keterlibatan pemangku kepentingan dalam menjalankan inisiatif strategis, sebagaimana diatur dalam Peraturan Direksi tentang Tata Kelola Keterlibatan Pemangku Kepentingan. Melalui komunikasi yang konstruktif, Perseroan berupaya membangun hubungan yang harmonis dan memastikan bahwa setiap masukan dapat menjadi pertimbangan dalam proses pengambilan keputusan.

Pelindo recognises the importance of stakeholder engagement in implementing strategic initiatives, as stipulated in the Board of Directors Regulation on Stakeholder Engagement Governance. Through constructive communication, the Company strives to build harmonious relationships and ensure that all input can be considered in the decision-making process.

Perseroan mengacu pada AA1000 *Stakeholder Engagement Standard* (SES) 2015 yang diterbitkan oleh konsultan global sebagai pedoman dalam penetapan pemangku kepentingan. Standar diharapkan mampu mendukung proses penilaian, perancangan, dan penerapan pendekatan yang terpadu dalam pelibatan pemangku kepentingan, sekaligus memastikan terwujudnya komunikasi yang adil dan akurat.

The Company refers to the AA1000 Stakeholder Engagement Standard (SES) 2015, issued by a global consulting organization, as a guideline for stakeholder identification and determination. This standard is expected to support the process of assessment, design, and implementation of an integrated approach to stakeholder engagement, while also ensuring fair and accurate communication.

Pemangku Kepentingan Stakeholders	Level Pelibatan Engagement Level	Metode Pelibatan	Engagement Methods
<b>Mitra Kerja</b> Business Partners 	Keterlibatan Involve	<ul style="list-style-type: none"> <li>Forum multipihak</li> <li>Proses pembangunan konsensus</li> <li>Panel penasihat</li> <li>Proses pengambilan keputusan partisipatif</li> </ul>	<ul style="list-style-type: none"> <li>Multi-stakeholder forums</li> <li>Consensus building processes</li> <li>Advisory panels</li> <li>Participatory decision-making processes</li> </ul>
	Konsultasi Consult	<ul style="list-style-type: none"> <li>Survei</li> <li>Rapat dengan pemangku kepentingan tertentu</li> </ul>	<ul style="list-style-type: none"> <li>Surveys</li> <li>Meeting with selected stakeholder</li> </ul>
	Negosiasi Negotiate	<ul style="list-style-type: none"> <li>Perundingan bersama</li> <li>Negosiasi perjanjian kerja</li> </ul>	<ul style="list-style-type: none"> <li>Collective bargaining</li> <li>Contract negotiations</li> </ul>
<b>Lembaga Tinggi Negara</b> High State Institutions 	Negosiasi Negotiate	<ul style="list-style-type: none"> <li>Perundingan bersama</li> <li>Negosiasi perjanjian kerja</li> </ul>	<ul style="list-style-type: none"> <li>Collective bargaining</li> <li>Contract negotiations</li> </ul>
	Keterlibatan Involve	<ul style="list-style-type: none"> <li>Forum multipihak</li> <li>Proses pembangunan konsensus</li> <li>Panel penasihat</li> <li>Program umpan balik daring</li> <li>Workshops</li> </ul>	<ul style="list-style-type: none"> <li>Multi-stakeholder forums</li> <li>Consensus building processes</li> <li>Advisory panels</li> <li>Online feedback schemes</li> <li>Workshops</li> </ul>
	Konsultasi Consult	<ul style="list-style-type: none"> <li>Kelompok fokus</li> <li>Pertemuan dengan pemangku kepentingan tertentu</li> <li>Komite penasihat</li> <li>Dialog individu</li> </ul>	<ul style="list-style-type: none"> <li>Focus groups</li> <li>Meeting with selected stakeholder</li> <li>Advisory committees</li> <li>Individual dialogue</li> </ul>
<b>Pemerintah Provinsi/Kota</b> Provincial/Municipal Government 	Keterlibatan Involve	<ul style="list-style-type: none"> <li>Forum multipihak</li> <li>Proses pembangunan konsensus</li> <li>Panel penasihat</li> </ul>	<ul style="list-style-type: none"> <li>Multi-stakeholder forums</li> <li>Consensus building processes</li> <li>Advisory panels</li> </ul>



# ETIKA BISNIS

## Business Ethics

Etika bisnis menjadi landasan utama dalam setiap aktivitas operasional Pelindo untuk mendukung konektivitas dan logistik nasional. Perseroan berkomitmen menjunjung tinggi integritas, transparansi, dan akuntabilitas dalam seluruh proses bisnis, serta memastikan kepatuhan terhadap peraturan yang berlaku. Melalui penguatan budaya etis, Pelindo bertujuan menciptakan lingkungan kerja yang sehat sekaligus meningkatkan kepercayaan investor dan publik. Komitmen ini secara proaktif memitigasi risiko reputasi maupun operasional, termasuk risiko penghentian pendanaan yang dapat timbul apabila terjadi pelanggaran.

Implementasi etika bisnis yang konsisten juga memberikan dampak positif bagi pemangku kepentingan melalui terciptanya ekosistem persaingan usaha yang sehat dan transparan. Dengan mengedepankan nilai-nilai integritas, Perseroan berupaya meminimalkan ketidakpastian biaya logistik yang disebabkan oleh praktik tidak resmi, seperti pungutan liar. Hal ini menjadi krusial dalam menjaga stabilitas biaya logistik bagi pelanggan dan memastikan bahwa layanan kepelabuhanan tetap kompetitif, akuntabel, serta bebas dari praktik yang merugikan efisiensi rantai pasok nasional. [GRI 3-3]

### Kode Etik Bisnis [GRI 2-15, 2-23, 2-27] [SV-PS-510a.1]

Pelindo telah mengesahkan Pedoman Kode Etik Bisnis Pelindo sebagai wujud komitmen yang mencakup Etika Profesional dan Etika Kerja bagi seluruh Insan Pelindo. Pedoman ini memuat Panduan Perilaku yang berfungsi untuk membentuk, mengarahkan, dan memengaruhi setiap tindakan agar selaras dengan nilai-nilai serta budaya Perseroan. Keberadaan pedoman tersebut juga menjadi acuan bagi Insan Pelindo dalam menyikapi berbagai isu etika maupun dilema yang berpotensi muncul dalam melaksanakan tugas dan tanggung jawab pekerjaan.

Business ethics serve as the cornerstone of all Pelindo's operational activities to support national connectivity and logistics. The Company is committed to upholding integrity, transparency, and accountability in all business processes, as well as ensuring compliance with applicable regulations. By strengthening an ethical culture, Pelindo aims to create a healthy work environment while enhancing investor and public trust. This commitment proactively mitigates both reputational and operational risks, including the risk of funding cessation that may arise in the event of a violation.

The consistent implementation of business ethics also has a positive impact on stakeholders through the creation of a healthy and transparent business competition ecosystem. By prioritizing the values of integrity, the Company strives to minimize the uncertainty of logistics costs caused by unofficial practices, such as illegal levies. This is crucial in maintaining the stability of logistics costs for customers and ensuring that port services remain competitive, accountable, and free from practices that undermine the efficiency of the national supply chain. [GRI 3-3]

### Code of Business Conduct [GRI 2-15, 2-23, 2-27] [SV-PS-510a.1]

Pelindo has adopted the Pelindo Business Code of Ethics as a manifestation of its commitment encompassing Professional Ethics and Work Ethics for all Pelindo employees. These guidelines contain a Code of Conduct designed to shape, guide, and influence every action so that it aligns with the values and culture of the Company. The existence of these guidelines also serves as a reference for Pelindo employees in addressing various ethical issues and dilemmas that may arise in the performance of their duties and job responsibilities.



## Etika Profesional Professional Conduct

### 1 Hubungan dengan Pekerja Relationship with Employees

Memperlakukan Insan Pelindo secara adil, dengan tidak membedakan suku, agama, ras, dan jenis kelamin dalam segala aspek dan memberikan kesempatan yang sama dalam pelatihan, pendidikan, dan pengembangan kompetensi.  
Treating Pelindo employees fairly, without discrimination based on ethnicity, religion, race, or gender in all aspects, and providing equal opportunities for training, education, and competency development.

### 2 Hubungan dengan Pemegang Saham Relationship with Shareholders

Memberikan kontribusi yang optimal dan berkesinambungan, serta pertumbuhan bisnis yang positif.  
Delivering optimal and sustainable contributions, as well as achieving positive business growth.

### 3 Hubungan dengan Serikat Pekerja Relationship with Labor Unions

Sebagai mitra strategis Pelindo dalam mencapai tujuan untuk terciptanya hubungan industrial yang dinamis dan harmonis.  
Acting as Pelindo's strategic partner in achieving dynamic and harmonious industrial relations.

### 4 Hubungan dengan Pelanggan Relationship with Customers

Memberikan perhatian, tarif, kualitas, waktu, dan keamanan yang setara melalui pemberian layanan dengan standar kualitas yang baik kepada pelanggan, serta memastikan kepuasan pelanggan.  
Providing equal attention in terms of pricing, quality, timeliness, and safety through the delivery of high-quality services, while ensuring customer satisfaction.

### 5 Hubungan dengan Serikat Pekerja Relationship with Vendors

Membangun hubungan kepercayaan dengan para vendor, berdasarkan hukum yang berlaku.  
Building trust-based relationships with vendors in accordance with applicable laws.

### 6 Hubungan dengan Kreditor Relationship with Creditors

Memenuhi kewajiban sesuai perjanjian, serta mengungkapkan informasi yang dibutuhkan secara transparan, akurat dan tepat waktu.  
Fulfilling obligations in accordance with agreements and disclosing required information in a transparent, accurate, and timely manner.

### 7 Hubungan dengan Debitur Relationship with Debtors

Memberikan sumber dana kepada mitra kerja di lingkungan Pelindo yang bertujuan memajukan dan mengembangkan usaha kecil dan menengah.  
Providing funding support to partners within the Pelindo ecosystem to promote and develop small and medium enterprises.

### 8 Hubungan dengan Investor dan Lembaga Keuangan Relationship with Investors and Financial Institutions

Memberikan informasi mengenai keadaan perusahaan secara terbuka kepada pihak investor dan lembaga keuangan.  
Providing transparent information regarding the company's condition to investors and financial institutions.

### 9 Hubungan dengan Pesaing Relationship with Competitors

Mematuhi peraturan persaingan usaha, baik yang tertulis maupun yang tidak tertulis.  
Complying with business competition laws, both written and unwritten.

### 10 Hubungan dengan Masyarakat, Komunitas, dan Lingkungan Relationship with Communities, Society, and the Environment

Mendukung kelangsungan ekonomi, lingkungan, dan sosial melalui partisipasi dalam kegiatan masyarakat, mengembangkan potensi daerah sekitar operasi Pelindo, serta menjaga lingkungan dan mengurangi dampak lingkungan.  
Supporting economic, environmental, and social sustainability through participation in community activities, developing the potential of areas surrounding Pelindo's operations, and preserving the environment while minimizing environmental impacts.

### 11 Hubungan dengan Regulator dan Aparatur Pemerintah Relationship with Regulators and Government Authorities

Membangun hubungan yang harmonis serta memastikan kelancaran fungsi bisnis dengan mematuhi ketentuan peraturan perundang-undangan dan peraturan perusahaan yang berlaku.  
Building harmonious relationships and ensuring smooth business operations by complying with applicable laws, regulations, and company policies.

### 12 Hubungan dengan Subholding dan/atau Anak Perusahaan Relationship with Sub-holding and/or Subsidiaries

Membangun sinergi dan citra yang lebih baik demi meningkatkan kinerja Pelindo, serta memastikan subholding dan/atau anak perusahaan mengimplementasikan GCG dan menaati ketentuan perundang-undangan.  
Building synergy and enhancing corporate reputations to improve Pelindo's performance, while ensuring sub-holdings and/or subsidiaries implement GCG and comply with applicable laws and regulations.

### 13 Hubungan dengan Pemangku Kepentingan Lain Relationship with Other Stakeholders

Membangun dan mengembangkan komunikasi yang baik dan berlandaskan pada profesionalisme dan saling menghormati dengan pemangku kepentingan lain yang memiliki hubungan hukum dengan Pelindo.  
Building and maintaining effective communication based on professionalism and mutual respect with other stakeholders that have legal relationships with Pelindo.



## Etika Kerja Work Conduct

### 1 Kepatuhan terhadap Hukum, Peraturan Perundang-Undangan, dan Ketentuan Lainnya

Compliance with Laws, Regulations, and Other Provisions

Penerapan standar etika mengacu pada prinsip GCG yang melandasi segenap aktivitas Pelindo dalam menjalankan usahanya.

Applying ethical standards that refer to GCG principles that underpin all of Pelindo's business activities.

### 2 Benturan Kepentingan

Conflict of Interest

Menghindari hubungan, aktivitas, atau perkumpulan yang akan memengaruhi kemampuan Insan Pelindo untuk membuat keputusan yang adil dan objektif dalam menjalankan tugas dan tanggung jawab.

Avoiding relationships, activities, or affiliations that may affect the ability of Pelindo employees to make fair and objective decisions in carrying out their duties and responsibilities.

### 3 Korupsi dan Suap

Corruption and Bribery

Secara tegas melarang segala bentuk korupsi dan suap. Strictly prohibiting all forms of corruption and bribery.

### 4 Anti Kecurangan (Anti-Fraud)

Anti-Fraud

Menghindari dan tidak melakukan tindakan penyimpangan dan/atau kecurangan pada transaksi bisnis demi mengamankan keuntungan pribadi atau bisnis.

Avoiding and refraining from any misconduct and/or fraudulent actions in business transactions for personal or business gain.

### 5 Pencurian dan Penyelewengan Sejenisnya

Theft and Misconduct

Melarang setiap bentuk tindakan pencurian dan penyelewengan serta menerapkan prosedur yang wajib diikuti berkaitan dengan temuan, pengakuan, pelaporan, penyelidikan, dan penyidikan terhadap kecurigaan adanya penyelewengan.

Prohibiting all forms of theft and misappropriation and implementing mandatory procedures related to the detection, acknowledgment, reporting, investigation, and examination of suspected misconduct.

### 6 Pencucian Uang

Money Laundering

Tindakan yang dilakukan dengan tujuan menyembunyikan atau menyamarkan asal usul harta kekayaan.

Prohibiting acts carried out with the intention of concealing or disguising the origin of assets.

### 7 Gratifikasi (Pemberian dan Penerimaan Hadiah atau Imbalan, Jamuan, Hiburan, dan Donasi)

Gratification (Giving and Receiving Gifts or Benefits, Hospitality, Entertainment, and Donations)

Pemberian dan/atau penerimaan hadiah/cendera mata dan hubungan, baik yang diterima di dalam negeri maupun di luar negeri, yang dapat menimbulkan benturan kepentingan dan/atau memengaruhi independensi dalam bekerja serta berlawanan dengan kewajiban atau tugasnya.

Giving and/or receiving of gifts, tokens, or benefits, whether domestically or internationally, that may create conflicts of interest and/or influence independence in work and contradict duties or responsibilities.

### 8 Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi

Equal Opportunity for Employment and Promotion

Pelindo menjunjung kesetaraan kerja serta memberikan kesempatan yang sama dan setara dan perlakuan yang adil kepada seluruh pekerja.

Pelindo upholds workplace equality and provides equal opportunities and fair treatment to all workers.

### 9 Pendokumentasian dan Pencatatan Perusahaan

Company Documentation and Recordkeeping

Mematuhi standar dalam pendokumentasian dan pencatatan, melaporkan semua informasi secara akurat dan tepat waktu.

Complying with documentation and recordkeeping standards and reporting all information accurately and in a timely manner.

### 10 Integritas Laporan Keuangan

Integrity of Financial Reporting

Tidak memberikan toleransi terhadap setiap kesalahan yang disengaja ataupun kegiatan yang menyesatkan dalam melakukan pembukuan Perseroan.

Having zero tolerance for any intentional errors or misleading activities in the Company's bookkeeping.

## 11 **Kerahasiaan Data dan/atau Informasi** Data and/or Information Confidentiality

Melindungi informasi bisnis dan pribadi serta menjamin kerahasiaannya.  
Protecting business and personal information and ensuring its confidentiality.

## 12 **Media, Komunikasi, dan Penyebaran Informasi** Media, Communication, and Information Disclosure

Menciptakan hubungan kepercayaan dan transparan yang saling menguntungkan dengan para pemangku kepentingan melalui penyediaan akses informasi yang mudah diakses.  
Building mutually beneficial, trust-based, and transparent relationships with stakeholders through the provision of accessible information.

## 13 **Pengelolaan Arsip** Records Management

Prinsip penyimpanan dan pemeliharaan dokumen berdasarkan nilai guna dan lamanya usia simpan dokumen, serta dokumen/arsip Perseroan tidak boleh diberikan kepada pihak yang tidak mempunyai hak dan kepentingan.  
The principles of document storage and maintenance are based on the documents' utility and retention period; furthermore, the Company's documents and records must not be disclosed to parties who lack the necessary rights or interest.

## 14 **Hubungan Harta Perusahaan** Company Asset Management

Bertanggung jawab menjaga dan memelihara keutuhan serta keselamatan harta benda sesuai dengan fungsi, tugas, dan tanggung jawab masing-masing berdasarkan aturan dan kebijakan Pelindo.  
Being responsible for safeguarding and maintaining the integrity and security of assets in accordance with respective functions, duties, and responsibilities based on Pelindo's rules and policies.

## 15 **Pengendalian Internal** Internal Control

Memiliki pengawasan internal yang kuat untuk mematuhi hukum dan prosedur yang berlaku.  
Maintaining strong internal controls to ensure compliance with applicable laws and procedures.

## 16 **Perjalanan Dinas** Business Travel

Memberikan fasilitas dan dukungannya untuk menjamin kelancaran dalam pelaksanaan tugas tersebut.  
Providing facilities and support to ensure the smooth execution of official duties.

## 17 **Hak atas Kekayaan Intelektual (HAKI)** Intellectual Property Rights (IPR)

Menghargai karya seseorang atau institusi dan memberikan penghormatan terhadap hak intelektual seseorang atau institusi.  
Respecting the work of individuals or institutions and upholding their intellectual property rights.

## 18 **Aktivitas Politik dan Sosial** Political and Social Activities

Mempertahankan sikap netral atau tidak terlibat dalam aktivitas politik serta tindakan pendanaan terorisme.  
Maintaining neutrality and refraining from involvement in political activities and acts related to terrorism financing.

## 19 **Perilaku Etis terhadap Sesama Pekerja** Ethical Conduct Toward Fellow Employees

Menjaga perilaku sopan dan santun, menghargai orang lain, serta menerima setiap masukan dan saran yang diberikan.  
Maintaining courteous behavior, respecting others, and being open to feedback and suggestions.

## 20 **Pelanggaran Insider Trading** Insider Trading Violations

Dilakukan seseorang dan/atau sekelompok orang dengan dasar informasi atau fakta material yang telah diketahuinya terlebih dahulu sebelum informasi tersebut diinformasikan kepada publik, dengan tujuan mendapatkan keuntungan jalan pintas di pasar modal.  
Prohibiting actions carried out by individuals and/or groups based on material information or facts known in advance before being disclosed to the public, with the aim of gaining unfair advantage in the capital market.

Informasi lebih rinci mengenai Pedoman Etika Bisnis Pelindo dapat diakses melalui situs web resmi PT Pelabuhan Indonesia (Persero).

Further details on the Pelindo Code of Business Conduct can be accessed through the official website of PT Pelabuhan Indonesia (Persero).



## Pengawasan Kode Etik

Pengawasan pelaksanaan Pedoman Kode Etik Bisnis Pelindo dilakukan secara berkala untuk memastikan bahwa badan tata kelola tertinggi, seluruh karyawan dan pemangku kepentingan telah menjalankan aturan bisnis berdasarkan etika dan standar yang telah ditetapkan. Pengawasan ini berada di bawah pengawasan Direktur Manajemen Risiko. Selain itu, Pedoman Kode Etik Bisnis Pelindo secara berkala akan diperbarui dan dimutakhirkan dalam tiga tahun sekali dan/atau jika terdapat perubahan Anggaran Dasar dan/atau ketentuan peraturan perundang-undangan yang memengaruhi isi pedoman ini.

## Pelatihan dan Audit Kode Etik

Dalam upaya menumbuhkan budaya etika bisnis, Perseroan menyelenggarakan sosialisasi Pedoman Kode Etik Bisnis yang mencakup standar etika kepada seluruh karyawan (100%) (karyawan organik, nonorganik, dan paruh waktu), termasuk kontraktor, mitra bisnis, dan vendor. Dalam memastikan kepatuhan terhadap Pedoman Kode Etik Bisnis, seluruh Insan Pelindo wajib menandatangani Pakta Integritas dan Janji Pedoman Kode Etik Bisnis setiap tahun.

Untuk mengevaluasi dan meningkatkan praktik bisnis etis di seluruh operasi, Perseroan melakukan audit standar etika di seluruh operasional, termasuk evaluasi sistem manajemen antipenyuapan (SMAP), *fraud*, dan sistem manajemen terpadu (SMT). Audit standar etika dilakukan minimal satu tahun sekali. Hasil audit ini akan digunakan Perseroan sebagai dasar untuk menetapkan tindakan perbaikan yang relevan guna perbaikan lebih lanjut.

## Pelanggaran Kode Etik

Sepanjang periode pelaporan, Perseroan mencatat sebanyak 131 laporan pelanggaran Pedoman Kode Etik Bisnis oleh karyawan dan telah menerima sanksi sesuai dengan ketentuan yang berlaku. Meskipun demikian, tidak ditemukan adanya benturan kepentingan antara Direksi, Dewan Komisaris, maupun Pemegang Saham yang dapat memengaruhi independensi dalam pengambilan setiap keputusan yang dibuat.

## Oversight of Code of Conduct

Pelindo's Code of Conduct is regularly monitored to ensure that, the highest governing body, all employees and stakeholders adhere to established ethical principles and business standards, with oversight supervised by the Director of Risk Management. In addition, the Code of Conduct is reviewed and updated every three years and/or whenever there are amendments to the Articles of Association and/or applicable laws and regulations that affect the content of the guidelines.

## Training and Audit of Code of Conduct

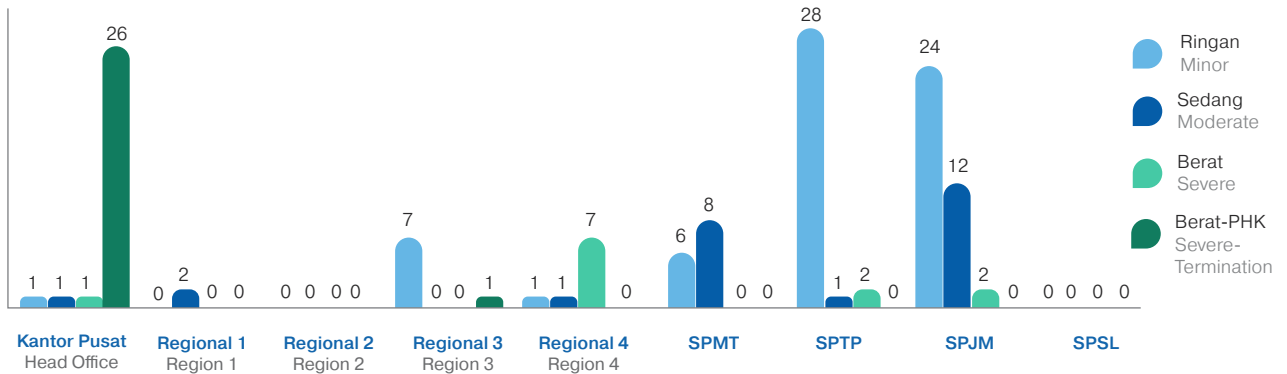
In an effort to foster a culture of business ethics, regular socialization of the Code of Conduct Guidelines covers ethical standards for all employees (100%) (permanent, non-permanent, and part-time employees), including contractors, business partners, and vendors. To ensure compliance, all Pelindo employees are required to sign an annual Integrity Pact and a Code of Conduct Commitment.

To evaluate and enhance ethical business practices across operations, the Company conducts audits of ethical standards, including evaluations of the anti-bribery management system (ABMS), *fraud*, and integrated management systems at least once a year. The results of these audits serve as a basis for determining relevant corrective actions to drive continuous improvement.

## Code of Conduct Violations

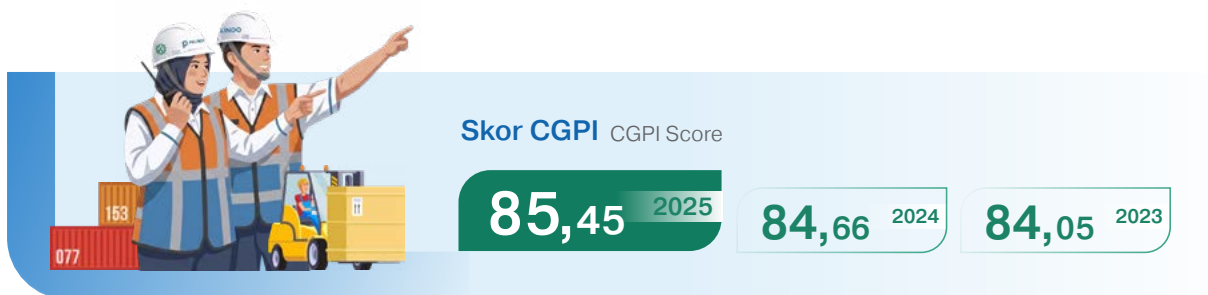
Throughout the reporting period, the Company recorded 131 reported violations of the Code of Conduct by employees, all of which have been subject to sanctions in accordance with applicable provisions. No conflicts of interest were identified among the Board of Directors, Board of Commissioners, or shareholders that could affect the independence of decision-making.

**Jumlah Pelanggaran pada Tahun 2025**  
Number of Violations in 2025



Hingga akhir tahun 2025, Pelindo belum melakukan audit khusus mengenai kode etik bisnis Perseroan oleh lembaga profesional. Meskipun demikian, Perseroan mendapatkan penghargaan *Corporate Governance Perception Index (CGPI)*, sebuah program riset dan pemeringkatan praktik tata kelola perusahaan yang dikelola oleh The Indonesian Institute for Corporate Governance.

As of the end of 2025, Pelindo had not conducted a specific audit of the Company's Code of Conduct by a professional institution. The Company did, however, receive the Corporate Governance Perception Index (CGPI) award, a research and rating program on corporate governance practices managed by The Indonesian Institute for Corporate Governance.



Perseroan menjaga kepatuhan terhadap seluruh peraturan yang berkaitan dengan operasional dan tidak terdapat catatan ketidakpatuhan terhadap hukum dan peraturan yang mengakibatkan denda moneter maupun sanksi nonmoneter pada tahun 2025. [GRI 2-27] [SV-PS-510a.2]

The Company maintains compliance with all regulations related to its operations, and there were no instances of non-compliance with laws and regulations resulting in monetary fines or non-monetary sanctions in 2025. [GRI 2-27] [SV-PS-510a.2]

**Kebijakan Perilaku Antipersaingan, Gratifikasi, Antikorupsi, dan Antisuap** [GRI 3-3, 205-1, 205-2, 205-3, 206-1]

[TR-MT-510a.2]

Pelindo menerapkan komitmen tanpa toleransi (*zero tolerance*) terhadap seluruh bentuk pelanggaran yang berkaitan dengan kode etik. Komitmen ini diperkuat melalui penerapan Kebijakan Perilaku Antipersaingan, Gratifikasi, Antikorupsi, dan Antisuap yang diatur dalam:

**Anti-Competitive Behavior, Gratuities, Anti-Corruption, and Anti-Bribery Policy** [GRI 3-3, 205-1, 205-2, 205-3,

206-1] [TR-MT-510a.2]

Pelindo operates a zero-tolerance commitment in regard to all forms of violations related to the Code of Conduct, reinforced through the Anti-Competitive Behavior, Gratuities, Anti-Corruption, and Anti-Bribery policies as stipulated in:



- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Peraturan Direksi Pedoman Pengendalian Gratifikasi PT Pelabuhan Indonesia (Persero) No. HK.01/9/11/3/TKPT/UTMA/PLND-23 Tanggal 9 November 2023.</li> <li>2. Peraturan Direksi Pedoman <i>Anti Fraud</i> PT Pelabuhan Indonesia (Persero) No. HK.01/15/3/2/TKPT/UTMA/PLND-24 Tanggal 15 Maret 2024.</li> <li>3. Peraturan Direksi Pedoman Tata Kelola Sistem Manajemen Anti Penyuapan (SMAP) PT Pelabuhan Indonesia (Persero) No. HK.01/2/9/2/TKPT/UTMA/PLND-24 Tanggal 2 September 2024.</li> <li>4. Peraturan Direksi Pedoman Benturan Kepentingan Terintegrasi PT Pelabuhan Indonesia (Persero) No. HK.01/26/8/2/TKPT/UTMA/PLND-24 Tanggal 26 Agustus 2024.</li> </ol> | <ol style="list-style-type: none"> <li>1. Board of Directors Regulation on Gratification Control Guidelines of PT Pelabuhan Indonesia (Persero) No. HK.01/9/11/3/TKPT/UTMA/PLND-23 dated November 9, 2023.</li> <li>2. Board of Directors Regulation on Anti-Fraud Guidelines of PT Pelabuhan Indonesia (Persero) No. HK.01/15/3/2/TKPT/UTMA/PLND-24 dated March 15, 2024.</li> <li>3. Board of Directors Regulation on Governance Guidelines for the Anti-Bribery Management System (ABMS) of PT Pelabuhan Indonesia (Persero) No. HK.01/2/9/2/TKPT/UTMA/PLND-24 dated September 2, 2024.</li> <li>4. Board of Directors Regulation on Integrated Conflict of Interest Guidelines of PT Pelabuhan Indonesia (Persero) No. HK.01/26/8/2/TKPT/UTMA/PLND-24 dated August 26, 2024.</li> </ol> |
|--|---|

Dari 29 risiko tertinggi yang telah diidentifikasi oleh Pelindo, risiko yang berkaitan dengan *fraud*, penyuapan, gratifikasi, dan pelanggaran kode etik lainnya tidak termasuk dalam kelompok risiko tertinggi. Meskipun demikian, Pelindo mengidentifikasi tiga area operasional yang berpotensi terjadinya korupsi, yaitu fungsi pengadaan, proyek/operasional, dan keuangan (23% dari seluruh fungsi organisasi Pelindo). Oleh karena itu, risiko-risiko tersebut dipantau secara berkala setiap bulan di seluruh unit kerja Grup Pelindo.

Among the 29 highest risks identified by Pelindo, those related to fraud, bribery, gratification, and other Code of Conduct violations are not included in the top risk categories. Nevertheless, Pelindo has identified three operational areas with potential exposure to corruption risks, namely procurement functions, projects/operations, and finance (23% of all functions within the Pelindo organization). Therefore, these risks are monitored regularly on a monthly basis across all Pelindo Group work units.

Salah satu upaya yang dilakukan oleh Pelindo dalam memitigasi risiko adalah penerapan sistem *e-procurement* berbasis web yang dapat diakses melalui <https://p-eproc.pelindo.co.id/>. Inisiatif ini merupakan bagian dari komitmen Pelindo dalam meningkatkan transparansi pengelolaan pengadaan dan manajemen kontrak. Selain itu, Pelindo mencantumkan klausul antisuap dan antikorupsi dalam setiap perjanjian atau kontrak dengan pihak ketiga. Perseroan juga menyediakan berbagai saluran pelaporan bagi pemangku kepentingan untuk menyampaikan informasi, pengaduan, maupun melaporkan dugaan pelanggaran serta indikasi tindak korupsi.

One of Pelindo's mitigation efforts is the implementation of a web-based e-procurement system accessible via <https://p-eproc.pelindo.co.id/>, reflecting the Company's commitment to enhancing transparency in procurement and contract management. In addition, Pelindo incorporates anti-bribery and anti-corruption clauses in all agreements or contracts with third parties, and provides various reporting channels for stakeholders to submit information, complaints, and reports of suspected violations or indications of corruption.



## 50 Menyelenggarakan sosialisasi

Conducted awareness-raising sessions

yang mencakup materi antikorupsi, benturan kepentingan, GCG, WBS, antigratifikasi, dan SMAP covering topics such as anti-corruption, conflicts of interest, GCG, WBS, anti-gratification, and anti-bribery management system



Mengadakan pelatihan “*E-Learning* Penguatan Pemahaman Gratifikasi” yang dihadiri oleh  
Conducted an “E-Learning Training on Enhancing Understanding of Gratuities” attended by

- 99** Karyawan Kantor Pusat  
Employees from the Head Office
- 20** Karyawan Regional  
Employees from Regional Offices
- 81** Karyawan Subholding dan Anak Perusahaan  
Employees from Subholdings and Subsidiaries



**100%**

badan tata kelola dan karyawan telah menerima informasi dan pemahaman memadai terkait Kebijakan Antikorupsi Pelindo  
of the management and employees have received adequate information and understanding regarding Pelindo’s Anti-Corruption Policy



### Pengukuran Efektivitas Pengendalian Korupsi (EPK) Measurement of the Effectiveness of Corruption Control

Pada tahun 2025, Pelindo untuk pertama kalinya melaksanakan Pengukuran Efektivitas Pengendalian Korupsi (EPK) Badan Usaha yang dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP) RI pada periode 1-19 Desember 2025. Inisiatif ini menjadi langkah penting Perseroan dalam memperkuat sistem pencegahan dan pengendalian korupsi secara terstruktur dan terukur.

Hasil pengukuran menunjukkan bahwa Perseroan memperoleh skor 82,78% dengan predikat “Berubah”, yang menandakan bahwa risiko korupsi telah cukup terkelola melalui penerapan kebijakan dan prosedur berbasis pencegahan, deteksi, dan respons. Mekanisme pengendalian tersebut secara umum telah berjalan, menjangkau kegiatan utama perusahaan, serta diterapkan dengan tingkat konsistensi yang memadai.

Selain itu, karyawan berpartisipasi aktif dalam sistem pencegahan dan deteksi korupsi, sementara komitmen antikorupsi tercermin dalam kebijakan dan prosedur yang mengatur upaya pencegahan, pendeteksian, hingga penanganan insiden korupsi.

In 2025, for the first time, a Measurement of the Effectiveness of Corruption Control for Enterprises was carried out by the Financial and Development Supervisory Agency of the Republic of Indonesia from December 1–19, 2025. This marked an important step by the Company in strengthening a structured and measurable corruption prevention and control system.

The assessment results achieved a score of 82.78% with the predicate “Developing,” signifying that corruption risks have been adequately managed through the implementation of policies and procedures based on prevention, detection, and response. These control mechanisms have generally been implemented, covering the Company’s key activities and applied with a sufficient level of consistency.

In addition, employees actively participated in corruption prevention and detection systems, while the anti-corruption commitment was reflected in policies and procedures governing prevention, detection, and the handling of corruption incidents.



Sepanjang periode pelaporan, sebanyak 20 pengaduan terkait pelanggaran persaingan, antipakat, monopoli, maupun penyalahgunaan wewenang dilakukan oleh karyawan. Namun demikian, tidak terdapat pelanggaran terkait kasus korupsi yang terbukti. Selain itu, Perseroan tidak menghadapi kasus hukum publik yang berkaitan dengan dugaan tindak korupsi yang melibatkan Perseroan. Dengan demikian, tidak terdapat denda maupun sanksi nonmoneter yang dikenakan akibat ketidakpatuhan terhadap undang-undang dan/atau peraturan di bidang sosial dan ekonomi.

### **Whistleblowing System** [GRI 2-16, 2-25, 2-26]

Pelindo memiliki *whistleblowing system* (WBS), atau yang dikenal sebagai Pelindo Bersih, untuk memberikan ruang bagi seluruh pemangku kepentingan, baik internal maupun eksternal, yang ingin menyampaikan pengaduan maupun melaporkan indikasi pelanggaran terhadap nilai-nilai etika yang berlaku dengan bukti yang dapat dipertanggungjawabkan. Sistem Pelindo Bersih telah tersertifikasi ISO 37002:2021 dan terintegrasi dengan saluran WBS Komisi Pemberantasan Korupsi Republik Indonesia (KPK RI), yaitu Aplikasi Pelaporan Orang Dalam dan Masyarakat (AROMA).

Perseroan menjamin kerahasiaan identitas pelapor dan terlapor serta substansi laporan yang diterima melalui WBS, kecuali apabila pengungkapan diperlukan dalam rangka proses pelaporan atau penyidikan oleh aparat penegak hukum. Pelapor dapat menyampaikan laporan secara anonim dengan jaminan penuh atas kerahasiaan identitas diri. Selain itu, Perseroan memberikan perlindungan kepada pelapor dan terlapor dari potensi tindakan yang merugikan, termasuk pemutusan hubungan kerja secara tidak adil, penurunan jabatan tanpa dasar yang jelas, serta pencatatan negatif yang tidak semestinya dalam data pribadi yang bersangkutan.

Program Pelindo Bersih disosialisasikan secara berkala kepada seluruh pekerja dan pemangku kepentingan, termasuk pemasok, melalui berbagai sarana, baik secara tatap muka maupun melalui kanal media sosial resmi Perseroan. Pengelolaan WBS Pelindo Bersih dikelola oleh pihak ketiga independen yang bertugas menerima laporan, mengelola administrasi, serta mengonfirmasi kelengkapan laporan. Selanjutnya, pihak ketiga independen tersebut meneruskan laporan yang diterima kepada Komite Pelindo Bersih untuk dilakukan verifikasi dan penilaian terhadap pemenuhan syarat dan kriteria pengaduan.

Pemangku kepentingan dapat menyampaikan laporan secara tertulis maupun lisan melalui berbagai kanal komunikasi yang mudah diakses.

During the reporting period, employees filed a total of 20 complaints regarding violations of competition laws, anti-trust laws, monopolies, and abuse of authority. However, no proven violations related to corruption were identified. In addition, the Company did not face any public legal cases related to alleged corruption. Accordingly, there were no fines or non-monetary sanctions imposed due to non-compliance with laws and/or regulations in the social and economic fields.

### **Whistleblowing System** [GRI 2-16, 2-25, 2-26]

The Pelindo whistleblowing system (WBS), known as Pelindo Bersih, to provide a channel for all stakeholders, both internal and external, to submit complaints or report indications of violations of applicable ethical values supported by accountable evidence. The Pelindo Bersih system has been certified with ISO 37002:2021 and is integrated with the WBS channel of the Corruption Eradication Commission of the Republic of Indonesia, namely the Whistleblowing Application for Internal Parties and the Public.

The Company guarantees the confidentiality of the identities of both the reporter and the reported party, as well as the substance of the reports received through the WBS, except where disclosure is required for reporting or investigation purposes by law enforcement authorities. Reporters may submit reports anonymously with full assurance that their identity will remain confidential. In addition, the Company provides protection to both reporters and reported parties from potential adverse actions, including unfair termination of employment, unjustified demotion, and improper negative records in personal data.

The Pelindo Bersih program is regularly socialized to all employees and stakeholders, including suppliers, through various channels, both through face-to-face sessions and the Company's official social media platforms. The management of the Pelindo Bersih WBS is handled by an independent third party responsible for receiving reports, managing administration, and confirming the completeness of reports. Subsequently, the independent third party forwards the reports to the Pelindo Bersih Committee for verification and assessment of compliance with reporting requirements and criteria.

Stakeholders may submit reports both in writing and verbally through various accessible communication channels.



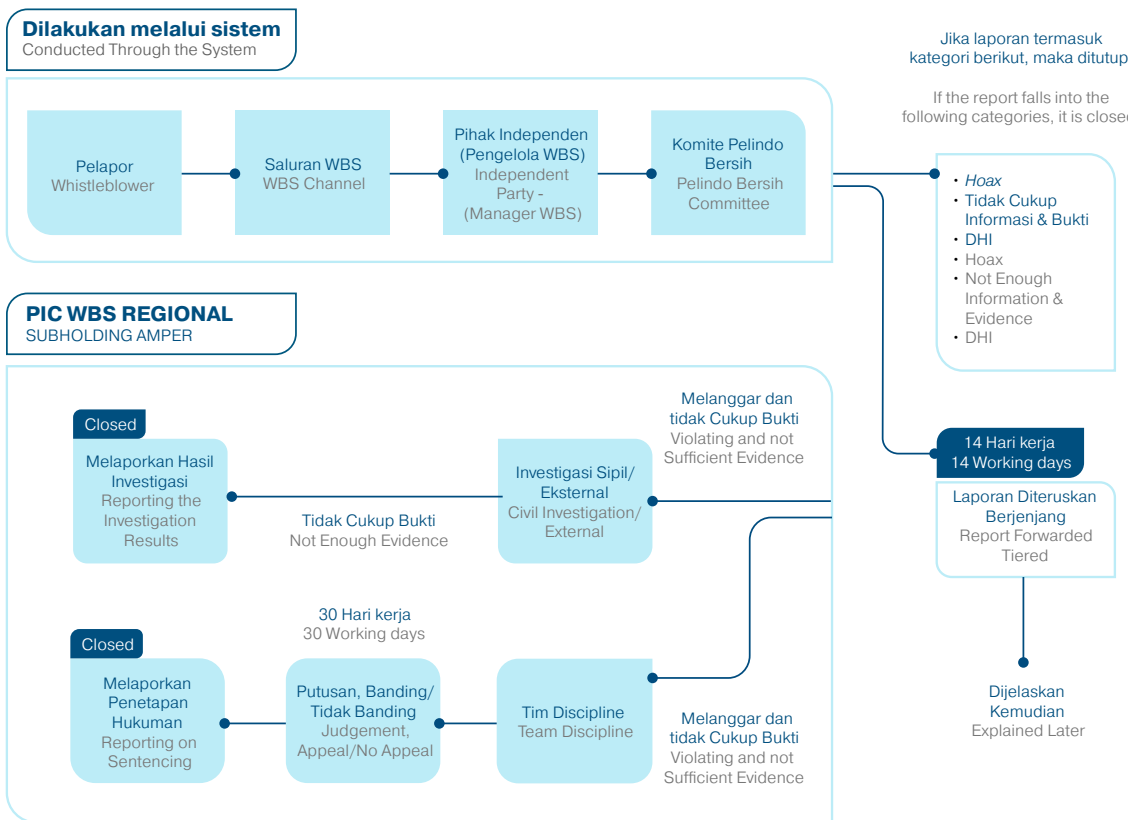
### Saluran WBS Pelindo Bersih Tersedia 24 Jam

Pelindo Bersih WBS Channels Available 24 Hours

Situs web | Website : <https://pelindobersih.pelindo.co.id>  
 Telepon | Phone : +62 21 2782 2345  
 Faksimile | Faximile : +62 21 2782 3456  
 WhatsApp : +62 811 933 2345 | +62 811 9511 665  
 Surel | Email : [pelindobersih@whistleblowing.link](mailto:pelindobersih@whistleblowing.link)  
 Alamat | Address : Pelindo Bersih, PO BOX 1074, JKS 12010

Saluran WBS Pelindo Bersih tersedia dalam bahasa Indonesia dan bahasa Inggris.  
 Pelindo Bersih WBS channels are available in Indonesian and English.

### Alur Tindak Lanjut Whistleblowing System Whistleblowing System Follow-Up Process Flow



Pada tahun 2025, Pelindo menerima 828 pengaduan yang disampaikan melalui WBS dan seluruh pengaduan telah ditindaklanjuti sesuai dengan prosedur dan mekanisme yang berlaku. Dari total pengaduan yang diterima, sebanyak 23 laporan dikategorikan sebagai pelanggaran, sedangkan 805 laporan lainnya dinyatakan di luar lingkup penanganan pengaduan.

In 2025, Pelindo received 828 complaints submitted through the WBS, all of which were followed up in accordance with applicable procedures and mechanisms. From the total complaints received, 23 reports were categorized as violations, while the remaining 805 reports were deemed outside the scope of complaint handling.

Laporan yang dikategorikan tidak sesuai lingkup pelaporan telah direkomendasikan oleh pengelola WBS Independen untuk disampaikan melalui saluran pengaduan yang relevan dan/atau customer service Grup Pelindo. Sepanjang tahun 2025, Pelindo tidak menerima pengaduan atau sanksi terkait pelanggaran terhadap lingkungan hidup. [SEOJK F.16, F.24]

Reports categorized as outside the reporting scope were recommended by the Independent WBS administrator to be submitted through relevant complaint channels and/or Pelindo Group customer service. In 2025, no complaints or sanctions were received related to environmental violations. [SEOJK F.16, F.24]



**Tim Fungsi Kepatuhan Anti Penyuapan (FKAP), Unit Pengendalian Gratifikasi (UPG), Unit Pengelola Benturan Kepentingan dan Fraud dalam Rangka Pelaksanaan Sistem Manajemen Anti Penyuapan di Lingkungan PT Pelabuhan Indonesia (Persero)**  
**The Anti-Bribery Compliance Function Team (FKAP), the Gratification Control Unit (UPG), and the Conflict of Interest and Fraud Management Unit in Support of the Implementation of the Anti-Bribery Management System at PT Pelabuhan Indonesia (Persero)**

Jabatan dalam Tim Position on the Team	Jabatan Position
Ketua (sekaligus Anggota) Chairman (and Member)	Group Head Manajemen Risiko, Tata Kelola, dan Kepatuhan Group Head of Risk Management, Governance, and Compliance
Wakil Ketua (sekaligus Anggota) Vice Chairman (and Member)	Group Head Satuan Pengawasan Internal Group Head of Internal Audit
Sekretaris (sekaligus Anggota) Secretary (and Member)	Department Head Tata Kelola dan Kepatuhan Department Head of Governance and Compliance
Anggota Members	Group Head Sekretariat Perusahaan, Group Head Hukum, Group Head Layanan SDM, Group Head K3 dan Sistem Manajemen Group Head of Corporate Secretariat, Group Head of Legal, Group Head of HR Services, Group Head of OHS and Management System
Penanggung Jawab Tim FKAP dan Tim UPG - Regional Team Leaders of FKAP and UPG - Regional	Executive Director 1, 2, 3, 4 Executive Directors 1, 2, 3, 4
Anggota Tim FKAP dan Tim UPG - Regional Members of the FKAP Team and UPG Team - Regional	Division Head Pelayanan SDM dan Umum Regional 1, 2, 3, dan 4, serta Division Head Teknik Regional 1, 2, 3 dan 4 Division Heads of Regional HR and General Services 1, 2, 3, and 4, as well as Division Heads of Regional Engineering 1, 2, 3, and 4
Penanggung Jawab Tim FKAP dan Tim UPG - Cabang/Sub Regional FKAP Team and UPG Team Leaders - Branch/Sub-Regional	General Manager/Sub Regional Head General Manager/Sub-Regional Head
Anggota Tim FKAP dan Tim UPG - Cabang/Sub Regional FKAP Team and UPG Team Members - Branch/Sub-Regional	Unit Pengelola Layanan SDM dan Umum serta Unit Pengelola Sistem Manajemen HR and General Services Management Unit and Management System Management Unit

## Keterlibatan Politik [GRI 3-3, 415-1]

Pelindo senantiasa menjaga sikap netral atau tidak terlibat dalam aktivitas politik. Sejalan dengan komitmen tersebut, Perseroan mewajibkan Direksi dan seluruh pekerja untuk mematuhi ketentuan peraturan perundang-undangan yang mengatur keterlibatan Pelindo dalam keterlibatan politik. Seluruh Dewan Komisaris dan Direksi telah menandatangani komitmen larangan melakukan aktivitas politik. Pada tahun 2025, Perseroan tidak terlibat dalam kegiatan politik apa pun.

Untuk memastikan implementasi tersebut, Perseroan menetapkan sejumlah ketentuan guna mencegah potensi pelanggaran, antara lain:

1. Insan Pelindo dilarang untuk menjadi pengurus partai politik dan/atau calon/anggota legislatif atau calon/pemimpin daerah/pemerintahan sebagaimana ketentuan perundang-undangan yang berlaku dan Insan Pelindo dilarang untuk keterlibatan dalam organisasi terlarang.
2. Insan Pelindo dilarang untuk ikut serta dalam keterlibatan tindakan pendanaan terorisme.
3. Tidak seorang pun boleh melakukan pemaksaan kepada orang lain sehingga membatasi hak individu

## Political Involvement [GRI 3-3, 415-1]

In 2025, the Company, which takes a neutral stance, was not involved in any political activities. In line with this commitment, the Company requires the Board of Directors and all employees to comply with applicable laws and regulations governing Pelindo's involvement in political activities with all members of the Board of Commissioners and Board of Directors signing a commitment to refrain from engaging in political activities.

To ensure effective implementation, the Company has several provisions that prevent potential violations, including:

1. Pelindo employees are prohibited from serving as officials of political parties and/or as candidates/members of legislative bodies or candidates/regional leaders/government officials, in accordance with applicable laws and regulations, and are also prohibited from involvement in prohibited organizations.
2. Pelindo employees are prohibited from participating in any form of terrorism financing activities.
3. No individual may coerce others in a way that restricts their individual rights to choose a political party.

yang bersangkutan untuk memutuskan kepada partai politik mana pilihannya ditujukan.

4. Tidak akan ada kontribusi yang berasal dari dana Perseroan, barang-barang dan fasilitas milik Perseroan, yang ditujukan untuk mendukung partai politik atau kandidat manapun, baik nasional maupun internasional termasuk pendanaan terorisme.
  5. Dilarang untuk membawa, memasang, mempertontonkan, serta mengenakan simbol, gambar, dan/atau ornamen Partai Politik (termasuk politisi) di lingkungan kantor tempat kerja/fasilitas umum lain milik Pelindo.
4. No contributions from Company funds, assets, or facilities shall be used to support any political party or candidate, whether at the national or international level, including for terrorism financing.
  5. It is prohibited to bring, display, exhibit, or wear symbols, images, and/or attributes of political parties (including politicians) within office premises or other public facilities owned by Pelindo.

## PENGADAAN BERKELANJUTAN

### Sustainable Procurement [GRI 3-3, 308-1, 308-2, 407-1, 408-1, 409-1, 414-1, 414-2]

Pelindo memiliki Kebijakan Pengadaan Hijau yang tertuang dalam Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/22/9/2/SPGD/UTMA/PLND-23 yang diterbitkan pada 22 September 2023. Melalui kebijakan tersebut, Perseroan memastikan bahwa setiap proses pengadaan barang dan jasa tidak hanya mempertimbangkan aspek ekonomi, tetapi juga memperhatikan dampak lingkungan dan sosial. Perseroan mengadakan pelatihan bagi karyawan terkait kriteria LST pemasok dalam melakukan pengadaan barang dan jasa.

Langkah strategis ini memberikan dampak positif dalam integrasi sistem rantai pasok digital yang secara signifikan meningkatkan kemampuan perusahaan dalam memitigasi risiko gangguan logistik, sekaligus mencegah potensi penurunan kualitas infrastruktur pelabuhan melalui pemilihan material dan jasa yang berkelanjutan.

Penerapan pengadaan yang bertanggung jawab ini memberikan dampak positif bagi pemangku kepentingan, terutama melalui terciptanya efisiensi rantai pasok yang mempercepat layanan bongkar muat di pelabuhan. Optimalisasi proses ini diharapkan mampu mendukung kelancaran distribusi logistik secara nasional. Di sisi lain, Perseroan secara proaktif mengelola dampak operasional yang timbul akibat aktivitas rantai pasok yang intensif, seperti peningkatan polusi suara dan debu di area sekitar. Dengan tetap mengedepankan standar pengadaan hijau, Pelindo berkomitmen untuk meminimalkan jejak lingkungan operasionalnya demi menjaga keseimbangan antara produktivitas pelabuhan dan kenyamanan masyarakat serta lingkungan di sekitar wilayah kerja. [GRI 3-3]

Pelindo has established a Green Procurement Policy as stipulated in the Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/22/9/2/SPGD/UTMA/PLND-23, issued on September 22, 2023. Through this policy, the Company ensures that all procurement processes for goods and services consider not only economic aspects but also environmental and social impacts. The Company conducts training for employees on ESG-related supplier criteria in procurement activities.

This strategic has had a positive impact on the integration of digital supply chain systems, significantly enhancing the company's ability to mitigate the risk of logistics disruptions while preventing potential deterioration of port infrastructure through the selection of sustainable materials and services.

The implementation of responsible procurement has a positive impact on stakeholders, particularly through the creation of supply chain efficiencies that accelerate cargo handling services at the port. This process optimization is expected to support the smooth flow of national logistics distribution. On the other hand, the Company proactively manages the operational impacts arising from intensive supply chain activities, such as increased noise and dust pollution in the surrounding areas. By continuing to prioritize green procurement standards, Pelindo is committed to minimizing its operational environmental footprint to maintain a balance between port productivity and the comfort of the community and the environment in the surrounding work areas. [GRI 3-3]



## Kriteria LST dalam Seleksi Pemasok ESG Criteria in Supplier Selection

Pelindo telah menetapkan sejumlah persyaratan yang wajib dipatuhi oleh pemasok, antara lain penggunaan material dengan spesifikasi yang memenuhi standar lingkungan, pemberdayaan tenaga kerja lokal, penerapan ketentuan Kesehatan, Keselamatan, Keamanan, dan Lingkungan (K3L), dan kepemilikan dokumen *hazard and risk assessment* K3L bagi pekerjaan dengan tingkat risiko tinggi.

Selain itu, Perseroan mewajibkan pemasok untuk menerapkan praktik ketenagakerjaan yang bertanggung jawab, termasuk kepatuhan terhadap ketentuan jam kerja maksimum, menjunjung tinggi hak asasi manusia, menghormati hak untuk berserikat dan melakukan perundingan bersama serta memastikan lingkungan kerja yang aman bagi pekerja, tidak mempekerjakan anak di bawah umur, tidak memberlakukan kerja paksa, tidak memberlakukan hukuman fisik dalam kebijakan disiplin dan tindakan diskriminasi, dan menjamin keselamatan serta kesehatan kerja. Perseroan juga mewajibkan pemasok memiliki dan menerapkan kebijakan dan program antikorupsi untuk memverifikasi kepatuhannya.

Pelindo has established a set of requirements that must be complied with by suppliers, including the use of materials that meet environmental standards, the empowerment of local workforce, the implementation of Health, Safety, Security, and Environment (HSSE) provisions, and the possession of HSSE hazard and risk assessment documentation for high-risk activities.

In addition, the Company requires suppliers to implement responsible labor practices, including compliance with maximum working hours, upholding human rights, respecting the right to freedom of association and collective bargaining, and ensuring a safe working environment. Suppliers are also prohibited from employing underage workers, engaging in forced labor, or imposing physical punishment and discriminatory practices in disciplinary policies, and ensuring occupational health and safety. The Company also requires suppliers to establish and implement anti-corruption policies and programs to verify the compliance.

Selain proses seleksi, Pelindo juga mengevaluasi dan mengaudit kinerja pemasok setiap tahun menggunakan metode pengisian form evaluasi setelah proyek kerjasama selesai. Evaluasi kinerja pemasok dilakukan oleh pengguna dengan menilai mutu/kualitas pekerjaan, waktu penyelesaian pekerjaan, teknis pelaksanaan pekerjaan seperti komunikasi, respons, integritas dalam Sistem Manajemen Anti Penyuapan, mitigasi risiko K3L, koordinasi antartim, serta *value added service* yang diberikan. Evaluasi kinerja pemasok dilakukan melalui dua tahapan, yaitu:

1. **Tahap pertama**, evaluasi kinerja dilakukan pada saat proses pemilihan penyedia, evaluasi dilakukan oleh penyelenggara terkait partisipasi pemasok, respons, dan keaktifan pemasok selama proses pemilihan penyedia.

In addition to the selection process, Pelindo also evaluates and audits supplier performance annually through an evaluation form completed upon the completion of each project. Supplier performance is assessed by the users by assessing work quality, timeliness of completion, and technical execution aspects, including communication, responsiveness, integrity within the Anti-Bribery Management System, HSSE risk mitigation, inter-team coordination, and the value-added services provided. Supplier performance evaluation is conducted in two stages, namely:

1. **First stage**, performance evaluation is carried out during the supplier selection process, evaluation is conducted by the procurement organizer, focusing on the supplier's participation, responsiveness, and level of engagement throughout the selection process.

2. **Tahap kedua**, kinerja pemasok dievaluasi oleh pengguna/unit fungsi selama proses pelaksanaan pekerjaan dan serah terima.

Hingga akhir periode pelaporan, sebanyak 100% atau setara dengan 535 pemasok telah melalui proses seleksi berdasarkan kriteria lingkungan dan sosial, dengan nilai kontrak Rp8,91 triliun. Dari jumlah pemasok yang diseleksi tersebut, sebanyak 44% (238 dari 535 pemasok) merupakan pemasok baru pada tahun 2025. Berdasarkan hasil evaluasi yang dilakukan, tidak terdapat pemasok yang teridentifikasi memiliki dampak negatif signifikan terhadap lingkungan dan sosial.

## Pemasok Lokal [GRI 3-3, 204-1]

Dalam pelaksanaan pengadaan barang dan jasa, Pelindo memprioritaskan penggunaan pemasok lokal yang berdomisili di Indonesia. Secara khusus, sejak tahun 2022 Perseroan selalu menggunakan pemasok jasa lokal dalam kegiatan operasionalnya. Komitmen ini merupakan bagian dari upaya Perseroan memperkuat perekonomian nasional serta mendorong terciptanya dampak positif terhadap pembangunan ekonomi di tingkat lokal. Proses pengadaan barang dan jasa dilakukan melalui aplikasi *e-procurement* berbasis web <https://p-eproc.pelindo.co.id/> untuk mendukung pengadaan yang transparan, kompetitif, dan akuntabel.

2. **Second stage**, supplier performance is evaluated by the user/functional unit during project implementation and handover.

By the end of the reporting period, 100% of suppliers, equivalent to 535 suppliers, had undergone a selection process based on environmental and social criteria, with a total contract value of Rp8.91 trillion. Among the selected suppliers, 44% (238 out of 535 suppliers) were new suppliers in 2025. Based on the evaluation results, no suppliers were identified as having significant negative environmental or social impacts.

## Local Suppliers [GRI 3-3, 204-1]

In the procurement of goods and services, Pelindo prioritizes the use of local suppliers domiciled in Indonesia. Since 2022, the Company has consistently engaged local service providers in its operational activities. This commitment reflects the Company's efforts to strengthen the national economy while contributing to positive economic development at the local level. The procurement process is conducted through a web-based *e-procurement* platform <https://p-eproc.pelindo.co.id/> to support transparent, competitive, and accountable procurement practices.

### Pemasok Suppliers

Keterangan Description		Satuan Unit	2025	2024	2023
Jumlah Pemasok Barang Number of Goods Suppliers	Lokal Local	Pemasok Suppliers	7	13	35
	Nonlokal Non-Local	Pemasok Suppliers	0	3	2
Jumlah Pemasok Jasa Number of Service Suppliers	Lokal Local	Pemasok Suppliers	528	508	493
	Nonlokal Non-Local	Pemasok Suppliers	0	0	0
<b>Jumlah Pemasok Total Suppliers</b>	<b>Lokal Local</b>	<b>Pemasok Suppliers</b>	<b>535</b>	<b>521</b>	<b>528</b>
		<b>%</b>	<b>100,00</b>	<b>99,43</b>	<b>99,62</b>
	<b>Nonlokal Non-Local</b>	<b>Pemasok Suppliers</b>	<b>0</b>	<b>3</b>	<b>2</b>
		<b>%</b>	<b>0,00</b>	<b>0,57</b>	<b>0,38</b>



### Nilai Kontrak Contract Value

Keterangan Description		Satuan Unit	2025	2024	2023
Jumlah Pemasok Barang Number of Goods Suppliers	Lokal Local	Rp Juta Rp Million	161.396,42	329.911,83	589.940,04
	Nonlokal Non-Local	Rp Juta Rp Million	0	1.965.550,14*	1.308.914,28
Jumlah Pemasok Jasa Number of Service Suppliers	Lokal Local	Rp Juta Rp Million	8.751.408,92	6.635.575,36	2.605.426,15
	Nonlokal Non-Local	Rp Juta Rp Million	0	0	0
Jumlah Pemasok Total Suppliers	<b>Lokal Local</b>	<b>Rp Juta Rp Million</b>	<b>8.912.805,34</b>	<b>6.965.487,19</b>	<b>3.195.366,19</b>
		<b>%</b>	<b>100,00</b>	<b>77,99</b>	<b>70,94</b>
	<b>Nonlokal Non-Local</b>	<b>Rp Juta Rp Million</b>	<b>0</b>	<b>1.965.550,14*</b>	<b>1.308.914,28</b>
		<b>%</b>	<b>0,00</b>	<b>22,01</b>	<b>29,06</b>

**Keterangan:**

\*Terdapat pernyataan informasi kembali data nilai kontrak pemasok barang nonlokal dan nilai kontrak pemasok nonlokal tahun 2024.

**Note:**

\*There is a restatement of the 2024 data on the contract value of non-local goods suppliers and the contract value of non-local suppliers.



# KEAMANAN INFORMASI DAN TRANSFORMASI Digital

## Information Security and Digital Transformation

### Keamanan Informasi [SV-PS-230a.1]

Pelindo menegaskan komitmen terhadap keamanan informasi melalui penerapan Kebijakan Keamanan Informasi yang merujuk pada standar dan kerangka kerja internasional, antara lain ISO/IEC 27001 Sistem Manajemen Keamanan Informasi, *National Institute of Standards and Technology* (NIST), dan *Computer for Information Service* (CIS) *Control*. Kebijakan tersebut diterjemahkan ke dalam operasional melalui pengelolaan risiko keamanan informasi yang sistematis serta penguatan pada sistem dan perangkat teknologi informasi yang mendukung proses bisnis krusial. Pendekatan ini untuk memastikan seluruh aktivitas operasional berlangsung secara aman, andal, dan berkesinambungan, sekaligus menjaga kontinuitas layanan.

Dalam memperkuat keamanan informasi, Perseroan mengukur tingkat kematangan keamanan informasi yang diverifikasi oleh Badan Siber dan Sandi Negara (BSSN). Pengukuran ini tidak hanya menilai kesiapan dan efektivitas pengamanan, tetapi juga menguji konsistensi penerapan melindungi aset informasi serta sistem teknologi informasi Perseroan.

### Information Security [SV-PS-230a.1]

Pelindo reaffirms its commitment to information security through the implementation of an Information Security Policy aligned with international standards and frameworks, including ISO/IEC 27001 Information Security Management System, National Institute of Standards and Technology (NIST), and Center for Internet Security (CIS) Controls. This policy is operationalized through systematic information security risk management, alongside strengthening information technology systems and infrastructure that support critical business processes. This approach ensures that all operational activities are conducted securely, reliably, and sustainably, while maintaining service continuity.

To further strengthen information security, the Company assessed its information security maturity level, which was verified by National Cyber and Crypto Agency (BSSN). This assessment not only evaluated the readiness and effectiveness of security measures but also tested the consistency of implementation in safeguarding the Company's information assets and information technology systems.



### Skor Kematangan Siber Cybersecurity Maturity Score

**4,13** (Level 4 – Terkelola)  
(Level 4 – Managed)

Di saat yang sama, Perseroan menjalankan *roadmap* peningkatan kapabilitas keamanan informasi secara bertahap untuk periode 2024-2026. Pada tahun 2025, penguatan difokuskan pada infrastruktur teknologi informasi dan penerapan kontrol keamanan utama, antara lain *Security Information and Event Management* (SIEM), *Endpoint Detection and Response* (EDR), *Multi-Factor Authentication* (MFA), *Web Application Firewall* (WAF), serta *Privileged Access Management* (PAM). Berbagai inisiatif tersebut dirancang untuk memperkuat ketahanan siber dan meningkatkan visibilitas terhadap potensi ancaman.

At the same time, the Company is implementing a phased roadmap to enhance its information security capabilities for the 2024–2026 period. In 2025, the focus is on strengthening IT infrastructure and implementing key security controls, including Security Information and Event Management (SIEM), Endpoint Detection and Response (EDR), Multi-Factor Authentication (MFA), Web Application Firewall (WAF), and Privileged Access Management (PAM). These initiatives are designed to strengthen cyber resilience and enhance visibility into potential threats.



## Teknologi Informasi

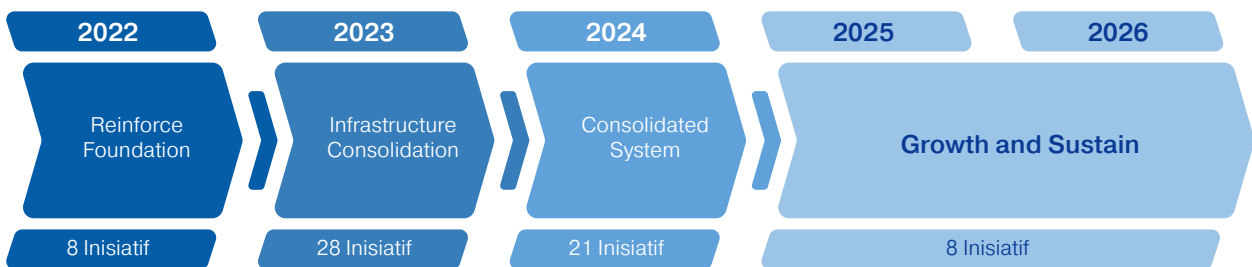
Dalam penerapan tata kelola teknologi informasi (TI), Pelindo mengadopsi kerangka kerja internasional COBIT 2019 sebagai acuan utama. Kerangka ini menyediakan struktur pengendalian yang sistematis dan mudah dikelola, serta berfungsi sebagai perangkat untuk mengarahkan, memantau, dan mengevaluasi aktivitas TI agar selaras dengan kebutuhan bisnis.

Pelindo juga menetapkan *roadmap* TI periode 2022-2026 yang memuat 12 inisiatif strategis yang dikelompokkan ke dalam empat tema utama. Peta jalan ini menjadi panduan dalam memperkuat fondasi digital, meningkatkan integrasi sistem, serta memastikan pengembangan TI berjalan secara adaptif.

## Information Technology

In implementing information technology (IT) governance, Pelindo adopts the COBIT 2019 framework as its primary reference. This framework provides a structured and manageable control system, serving as a tool to direct, monitor, and evaluate IT activities to ensure alignment with business needs.

Pelindo also established an IT roadmap for the 2022–2026 period, comprising 12 strategic initiatives grouped into four main themes. This roadmap serves as a guide to strengthen the digital foundation, enhance system integration, and ensure that IT development is carried out in an adaptive manner.



Penguatan tingkat kematangan pengelolaan TI menjadi fondasi utama yang memengaruhi efektivitas penerapan prinsip keberlanjutan di Pelindo. Melalui proses, kontrol, dan mekanisme pengukuran yang tertata, Perseroan dapat mengelola risiko secara lebih terukur, mengoptimalkan pemanfaatan teknologi, serta menghadirkan data yang andal untuk menopang pencapaian kinerja LST. Capaian tingkat kematangan TI juga menjadi cerminan sejauh mana praktik keberlanjutan telah dijalankan secara sistematis.

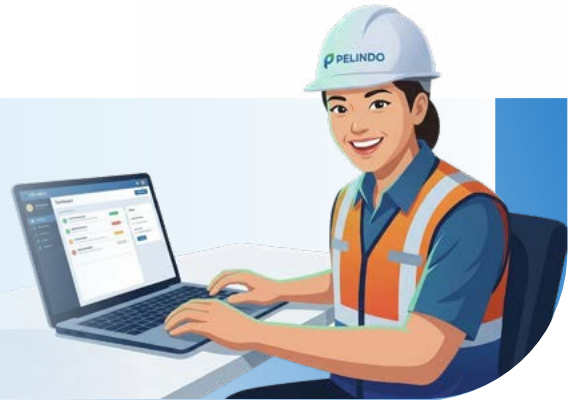
Strengthening the maturity level of IT governance serves as a key foundation influencing the effectiveness of sustainability implementation at Pelindo. Through well-structured processes, controls, and measurement mechanisms, the Company is able to manage risks in a more measurable manner, optimize the use of technology, and provide reliable data to support the achievement of ESG performance. The level of IT maturity also reflects the extent to which sustainability practices have been implemented in a systematic manner.

## Skor Kematangan IT

IT Maturity Score

# 2,39

(Level 2 Terkelola)  
(Level 2 Managed)



## Pelindungan Data Pribadi

Dalam aspek privasi, Pelindo memastikan pengelolaan data pribadi dilakukan secara aman dan sesuai ketentuan yang berlaku. Dalam menjalankan kegiatan usahanya, Perseroan menyimpan dan mengelola data pribadi sehingga penerapan Pelindungan Data Pribadi (PDP) menjadi kebutuhan yang tidak terpisahkan dari proses bisnis.

Landasan penerapan tersebut mengacu pada Undang-Undang No. 27 Tahun 2022 tentang Pelindungan Data Pribadi yang ditetapkan Pemerintah Indonesia. Komitmen manajemen terhadap implementasi Pelindungan Data Pribadi diwujudkan melalui pengesahan Peraturan Direksi mengenai Kebijakan Pelindungan Data Pribadi serta penerapan ISO 27001 terkait Sistem Manajemen Keamanan Informasi. Seluruh rangkaian kebijakan ini berfungsi sebagai pedoman strategis untuk menjamin bahwa setiap proses pengelolaan data pribadi dilakukan secara legal, aman, dan akuntabel.

## Personal Data Protection

In terms of privacy, Pelindo ensures that personal data is managed securely and in compliance with applicable regulations. In the course of its business activities, the Company collects and processes personal data, therefore the implementation of Personal Data Protection (PDP) has become an integral part of its business processes.

The implementation is guided by Law No. 27 of 2022 on Personal Data Protection, enacted by the Government of Indonesia. Management's commitment to implementing personal data protection is demonstrated through the adoption of the Board of Directors' Regulation on the Personal Data Protection Policy and the implementation of ISO 27001 regarding the Information Security Management System. This comprehensive set of policies serves as a strategic framework to ensure that all personal data management processes are conducted in a lawful, secure, and accountable manner.





### Kebijakan Pelindungan Data Pribadi Personal Data Protection Policy

Bab I Chapter I	Bab II Chapter II	Bab III Chapter III	Bab IV Chapter IV	Bab V Chapter V	Bab VI Chapter VI	Bab VII Chapter VII
<b>Ketentuan Umum</b> General Provisions	<b>Pelaksanaan Pelindungan Data Pribadi</b> Implementation of Personal Data Protection	<b>Kewajiban dan Hak Subjek Data Pribadi</b> Rights and Obligations of Personal Data Subjects	<b>Tahapan Pemrosesan Data Pribadi</b> Stages of Personal Data Processing	<b>Ketentuan Kerja Sama Bagi Pemakai Data Pribadi</b> Cooperation Provisions for the Use of Personal Data	<b>Persetujuan Data Pribadi</b> Personal Data Consent	<b>Batasan Penggunaan Data Pribadi</b> Limitations on the Use of Personal Data
Menjelaskan pengertian, maksud dan tujuan, 8 prinsip PDP, serta ruang lingkup Kebijakan PDP. Defines the key terms, objectives and purposes, 8 PDP principles, as well as the scope of the Personal Data Protection Policy.	Menjelaskan mengenai kategorisasi Data Pribadi, penunjukkan Data Protection Officer (DPO), dan peran pihak dalam PDP. Outlines the categorization of personal data, the appointment of a Data Protection Officer (DPO), and the roles of relevant parties in PDP.	Menjelaskan mengenai Hak dan Kewajiban Subjek Data Pribadi, <i>Data Owners</i> , dan <i>Data Custodian</i> yang harus dipenuhi oleh Pelindo. Outlines the rights and obligations of Personal Data Subjects, Data Owners, and Data Custodians that must be fulfilled by Pelindo.	Menjelaskan mengenai ketentuan dalam pemrosesan Data Pribadi. Outlines the provisions governing the processing of personal data.	Menjelaskan mengenai pengelolaan perjanjian kerja sama bagi penggunaan data pribadi yang dikelola Pelindo. Outlines the management of cooperation agreements governing the use of personal data managed by Pelindo.	Menjelaskan ketentuan terkait permintaan persetujuan data pribadi. Outlines the provisions related to obtaining consent for the processing of personal data.	Menjelaskan mengenai larangan dan konsekuensi dalam pemrosesan Data Pribadi. Outlines the prohibitions and consequences related to the processing of personal data.
<b>Lampiran I</b> Appendix I	: Data Pribadi Umum dan Data Pribadi Spesifik : General Personal Data and Specific Personal Data					
<b>Lampiran II</b> Appendix II	: Data Protection Officer : Data Protection Officer					

Pelindo melakukan berbagai inisiatif untuk memastikan Pelindungan Data Pribadi telah diimplementasikan secara holistik, antara lain:

- Pengembangan Kapabilitas SDM Pendukung dan Awareness terkait Pelindungan Data Pribadi**
  - Penunjukan dan pengembangan kapabilitas Data Protection Officer
  - Pengembangan konten pelatihan dan *campaign awareness* PDP
  - Pelaksanaan *workshop* pelatihan Pelindungan Data Pribadi
- Implementasi Teknologi Pendukung Pelindungan Data Pribadi**
  - Pengembangan kapabilitas *consent management* PDP dalam aplikasi terkait
  - Implementasi teknologi *Data Loss Prevention* (DLP) untuk Data Pribadi Digital Terstruktur
  - Implementasi teknologi *data masking* untuk proteksi Data Pribadi Digital Terstruktur

Pelindo has undertaken various initiatives to ensure that Personal Data Protection is implemented holistically, including:

- Development of Supporting Human Capital Capabilities and Awareness on Personal Data Protection**
  - Appointment and capability development of the Data Protection Officer
  - Development of training content and awareness campaigns on PDP
  - Implementation of Personal Data Protection training workshops
- Implementation of Supporting Technologies for Personal Data Protection**
  - Development of PDP consent management capabilities within related applications
  - Implementation of Data Loss Prevention (DLP) technology for Structured Digital Personal Data
  - Implementation of data masking technology to protect Structured Digital Personal Data

## Transformasi Digital

Pengembangan digitalisasi, termasuk inovasi dan adopsi tren teknologi, menjadi bagian dari Pedoman Penerapan dan Penyelenggaraan Teknologi Informasi Tahun 2022-2026. Group Teknologi Informasi bertanggung jawab atas kinerja inovasi digitalisasi dan pengembangan layanan TI, serta melaporkan kinerja secara berkala kepada Direktur Strategi untuk dievaluasi. [SEOJK F.26]

Program digitalisasi yang dilakukan oleh Pelindo pada tahun 2025, antara lain:

### 1. Pengembangan dan Implementasi Aplikasi

#### a. Dukungan Digitalisasi Proses Bisnis Non Operasional (*Back End*)

- Peluncuran layanan Single ERP di 34 entitas di lingkungan Grup Pelindo.
- Implementasi aplikasi Portaverse meliputi *talent and performance, learning, dan knowledge management system*.
- Peningkatan dan peluncuran aplikasi Surrounding Single ERP Grup Pelindo, seperti aplikasi portal pegawai (MyPelindo), aplikasi pengelolaan absensi pegawai (P-CiCo), aplikasi pengelolaan perjalanan dinas pekerja (Pelindo Travel), aplikasi pengelolaan proses *e-procurement* (Pelindo E-proc), aplikasi pengelolaan kas operasional (BIOS), aplikasi pengelolaan investasi korporat (Peluit), dan aplikasi pengelolaan surat dinas (Pelindo E-Office).
- Implementasi sistem *call center* keluhan pelanggan, terdiri dari *channel call center* keluhan pelanggan dengan teknologi omni channel, sistem pencatatan keluhan pelanggan dengan menggunakan *tools IT Service Management (ITSM)*, dan penyediaan fasilitas IT pendukung dalam pelaksanaan proses keluhan pelanggan.
- Peningkatan sistem *project management*.
- Simplifikasi proses bisnis korporat (non-operasional), terdiri dari sentralisasi proses persetujuan di portal Pekerja My Pelindo dan otomatisasi proses *revenue sharing*.
- Digitalisasi dan peningkatan proses perpajakan, terdiri dari integrasi dengan Dirjen Pajak untuk proses pengecekan keaslian NPWP pelanggan (SimTax), implementasi dan digitalisasi PSAK 71, dan pengiriman data pajak ke Aplikasi Coretax.
- Standardisasi aplikasi *back office*, termasuk aplikasi pengelolaan *meeting*

## Digital Transformation

The advancement of digitalization, including innovation and the adoption of emerging technology trends, forms part of the Information Technology Implementation and Governance Guidelines for the 2022-2026 period. The Information Technology Group is responsible for the performance of digital innovation and IT service development, and reports its performance periodically to the Director of Strategy for evaluation. [SEOJK F.26]

Digitalization programs implemented by Pelindo in 2025 include:

### 1. Application Development and Implementation

#### a. Support for Digitalization of Non-Operational (*Back-End*) Business Processes

- Launch of the Single ERP system across 34 entities within the Pelindo Group.
- Implementation of the Portaverse application, covering talent and performance, learning, and knowledge management systems.
- Enhancement and rollout of Surrounding Single ERP Group applications, including the employee portal (MyPelindo), attendance management system (P-CiCo), business travel management system (Pelindo Travel), e-procurement system (Pelindo E-Proc), operational cash management system (BIOS), corporate investment management system (Peluit), and official correspondence management system (Pelindo E-Office).
- Implementation of customer complaint call center system, including an omni-channel platform, a complaint logging system using IT Service Management (ITSM) tools, and supporting IT infrastructure for complaint handling processes.
- Enhancement of the project management system.
- Simplification of corporate (non-operational) business processes, including the centralization of approval processes in the MyPelindo employee portal and the automation of revenue-sharing processes.
- Digitalization and enhancement of tax processes, including integration with the Directorate General of Taxes for customer NPWP verification (SimTax), implementation and digitalization of PSAK 71, and submission of tax data to the Coretax application.
- Standardization of back-office applications, including applications for managing top



koordinasi *Top Management* (P-BOSS), aplikasi pengelolaan peralatan pelabuhan (SIGAP), aplikasi pengelolaan aset tetap (SIAP), aplikasi pengelolaan Rencana Kerja Management (P-RKM), aplikasi pengelolaan *Key Performance Indicator* korporat (P-KPI), aplikasi pengelolaan *Good Corporate Governance* (P-GOOD), aplikasi pengelolaan proses *Internal Control Over Financial Reporting* (PICO), aplikasi pengelolaan kas operasional (BIOS), aplikasi pengelolaan proses sistem manajemen, aplikasi pengelolaan risiko korporat (Prima), aplikasi pengelolaan customer engagement (P-Connect), aplikasi pengelolaan pengadaan barang dan jasa (Pelindo E-Procurement), pengembangan fitur *Contract Management System* pada aplikasi pengadaan (Pelindo E-Procurement), digitalisasi proses *vendor payment* pada aplikasi pengadaan (Pelindo E-Procurement), penerapan *e-sign* dan e-materai untuk tanda tangan dan pembubuhan materai bersama dengan pihak di luar Pelindo, aplikasi pengelolaan/manajemen arsip perusahaan (P-Ercent), aplikasi pengelolaan investasi korporat (Peluit), dan aplikasi Audit Management System (AMS).

- Maritime connectivity hub yaitu portal layanan pelabuhan yang mengintegrasikan ekosistem maritim seperti *shipping line, cargo owner, freight forwarder, trucking company*.
- Penyusunan desain standarisasi *customer portal*.
- Adopsi teknologi AI untuk proses *back office*.
- Peningkatan Single Master Data Management (MDM).
- Implementasi *big data analytics*, yaitu pembentukan integrasi data, *data warehouse*, dan visualisasi data yang informatif, termasuk pekerjaan Dashboard SSC Pengadaan, pekerjaan Dashboard Management Investasi, pekerjaan Dashboard Kinerja Operasi, pekerjaan Dashboard Planning Control Monitoring Center (PCMC), pekerjaan Dashboard Komersial, dan pekerjaan Dashboard Keuangan.

**b. Dukungan Digitalisasi Proses Bisnis Operasional (Layanan Aplikasi Front End)**

- Konsolidasi dan peningkatan aplikasi Integrated Billing System (IBS).
- Pengembangan aplikasi pengelolaan aset lahan serta fasilitas komersialisasi (Aplikasi Promote).

management coordination meetings (P-BOSS), port equipment management (SIGAP), fixed asset management (SIAP), management work plan (P-RKM), corporate Key Performance Indicators (P-KPI), Good Corporate Governance (P-GOOD), Internal Control Over Financial Reporting processes (PICO), operational cash management (BIOS), management system processes, corporate risk management (Prima), customer engagement (P-Connect), procurement of goods and services (Pelindo E-Procurement), enhancement of the Contract Management System feature within the procurement application (Pelindo E-Procurement), digitalization of vendor payment processes within the procurement application (Pelindo E-Procurement), implementation of e-signature and e-stamp for signing and stamping documents with external parties, corporate records and archives management (P-Ercent), corporate investment management (Peluit), and the Audit Management System (AMS).

- Maritime connectivity hub, a port service portal that integrates the maritime ecosystem, including shipping lines, cargo owners, freight forwarders, and trucking companies.
- Development of a standardized design for the customer portal.
- Adoption of AI technology for back-office processes.
- Enhancement of Single Master Data Management (MDM).
- Implementation of big data analytics, including the development of the SSC Procurement Dashboard, Investment Management Dashboard, Operational Performance Dashboard, Planning Control Monitoring Center (PCMC) Dashboard, Commercial Dashboard, and Finance Dashboard.

**b. Support for Digitalization of Operational Business Processes (Front-End Application Services)**

- Consolidation and enhancement of the Integrated Billing System (IBS).
- Development of an application for land asset management and commercialization facilities (Promote Application).

- Standardisasi aplikasi layanan operasional untuk layanan kapal, petikemas, dan barang, dengan pencapaian standardisasi pelayanan kapal (Phinisi) telah diimplementasi pada 87 atau 100% dari cabang pelabuhan Grup Pelindo, standardisasi pelayanan non petikemas melalui implementasi aplikasi PTOS-M pada 78 atau 90% dari terminal Grup Pelindo, standardisasi pelayanan petikemas melalui implementasi aplikasi PTOS-PK telah diimplementasikan pada 41 atau 90% dari terminal Grup Pelindo, dan standardisasi pelayanan Ro-Ro dan penumpang melalui implementasi aplikasi PTOS-R telah diimplementasikan pada 49 atau 100% dari terminal Grup Pelindo.

## 2. Peningkatan Infrastruktur dan Keamanan Sistem Informasi

- Transformasi infrastruktur *On Premise* ke Cloud.
- Pertukaran data terintegrasi melalui Pelindo Hub.
- Standardisasi layanan *corporate email*.
- Integrasi layanan CCTV.
- Peningkatan kapabilitas *Security Operation Center (SOC)*.
- Pengesahan Kebijakan Keamanan Sistem Informasi.
- Pengukuran maturitas keamanan sistem informasi oleh BSSN.
- Standardisasi dan implementasi *Secure Access Service Edge (SASE)*.
- Penentuan objek infrastruktur informasi vital (IIV).
- Implementasi *Security Information & Event Management (SIEM)*.
- Pembentukan *Cyber Security Incident Response Team (CSIRT)*.
- Sertifikasi personel yang menangani Keamanan Sistem Informasi.

## 3. Penyusunan IT Strategic Management and Governance

- Kajian implementasi *Data Loss Prevention (DLP)*.
- Penilaian dan peningkatan maturitas kapabilitas TI.
- Desain implementasi *enterprise architecture tools*.
- Penyusunan IT *Service Catalogue*.
- Pemantauan dan evaluasi IT *General Control*.
- Pengesahan Kebijakan Pelindungan Data Pribadi (PDP).
- Implementasi pemantauan dan evaluasi Internal *Control Over Financial Report (ICOFR)*.
- Pelaksanaan *Disaster Recovery Plan (SRP)* dan penyusunan *Business Continuity Plan (BCP)* untuk proses IT.

- Standardization of operational service applications for vessel, container, and cargo services, with achievements including vessel service standardization (Phinisi) implemented in 87 or 100% of Pelindo Group port branches; non-container service standardization through the implementation of the PTOS-M application in 78 or 90% of Pelindo Group terminals, container service standardization through the implementation of the PTOS-PK application in 41 or 90% of Pelindo Group terminals, and Ro-Ro and passenger service standardization through the implementation of the PTOS-R application in 49 or 100% of Pelindo Group terminals.

## 2. Enhancement of Information System Infrastructure and Security

- Transformation of On-Premise infrastructure to cloud.
- Integrated data exchange through Pelindo Hub.
- Standardization of corporate email services.
- Integration of CCTV services.
- Enhancement of Security Operations Center (SOC) capabilities.
- Establishment of Information System Security Policy.
- Measurement of information system security maturity by BSSN.
- Standardization and implementation of Secure Access Service Edge (SASE).
- Identification of vital information infrastructure objects (IIV).
- Implementation of Security Information & Event Management (SIEM).
- Establishment of a Cyber Security Incident Response Team (CSIRT).
- Certification of personnel responsible for Information System Security.

## 3. Development of IT Strategic Management and Governance

- Data Loss Prevention (DLP) implementation study.
- Evaluation and enhancement of IT capability maturity.
- Design of enterprise architecture tools implementation.
- Development of an IT Service Catalogue.
- Monitoring and evaluation of IT General Controls.
- Issuance of Personal Data Protection (PDP) Policy.
- Implementation of monitoring and evaluation of Internal Control Over Financial Reporting (ICOFR).
- Execution of Disaster Recovery Plan (DRP) and development of Business Continuity Plan (BCP) for IT processes.



#### 4. Digitalisasi Pelindo untuk Mendukung Program Pemerintah

- a. Implementasi integrasi Pemberitahuan Perdagangan Antarpulau Barang (PAB) dengan Kementerian Dalam Negeri di 23 pelabuhan.
- b. Integrasi dengan INAPORTNET untuk mendukung kegiatan pelayanan kapal (*ship clearance*) pada 87 pelabuhan.
- c. Pertukaran data dengan platform *National Logistic Ecosystem* (NLE) dan Indonesia *National Single Window* (INSW) melalui Pelindo Hub.
- d. Implementasi *auto gate system* di Pelabuhan yang terintegrasi dengan Bea Cukai untuk kegiatan *gate* lini 1 dan *gate* pelabuhan (*gatepass*) pada 25 pelabuhan.
- e. Simplifikasi proses bisnis pelayanan kapal, Single Submission SSM Pengangkut dan SSM Quarantine & Customs, yaitu mengkonsolidasikan *order management* yang dilakukan oleh *shipping agent* ke dalam satu portal. Pada tahun 2025, SSM Pengangkut sudah diimplementasikan di 87 pelabuhan dan SSM QC di enam pelabuhan.
- f. Implementasi *Single Truck Identification* (STID) pada 29 pelabuhan sebagai standar identitas truk yang beroperasi di seluruh Indonesia.
- g. Implementasi *Truck Booking System* (TBS) di enam pelabuhan atau 100% dari target tercapai.
- h. Pertukaran data pelaporan data *traffic* produksi dengan Badan Pusat Statistik.

#### 5. Digitalisasi Infrastruktur

- a. Pekerjaan virtualisasi server.
- b. Pekerjaan penyediaan infrastruktur *gate terminal multipurpose*.
- c. Pekerjaan implementasi *privileged-access management* di lingkungan Perseroan.
- d. Pekerjaan peremajaan infrastruktur dan jaringan di lingkungan Perseroan.
- e. Pengelolaan sistem keamanan informasi, meliputi penguatan kapabilitas *security operation center*, *digitalisasi forensics & incident response* (DFIR), *domain name system security extensions*, *end point security*, *database*, dan perangkat *peripheral* dan beberapa perangkat pendukung keamanan informasi lainnya.

#### 4. Digitalization of Pelindo to Support Government Programs

- a. Implementation of integration of Inter-Island Trade Notification of Goods (PAB) with the Ministry of Home Affairs across 23 ports.
- b. Integration with INAPORTNET to support ship clearance services at 87 ports.
- c. Data exchange with the National Logistic Ecosystem (NLE) and Indonesia National Single Window (INSW) platforms through Pelindo Hub.
- d. Implementation of an auto gate system at ports integrated with Customs for gate line 1 and port gate (*gatepass*) operations at 25 ports.
- e. Simplification of vessel service business processes through Single Submission SSM Carrier and SSM Quarantine & Customs, consolidating order management by shipping agents into a single portal. In 2025, SSM Carrier has been implemented in 87 ports and SSM QC in six ports.
- f. Implementation of Single Truck Identification (STID) at 29 ports as a standardized truck identification system operating nationwide.
- g. Implementation of the Truck Booking System (TBS) at six ports, achieving 100% of the target.
- h. Data exchange for traffic production reporting with Statistics Indonesia.

#### 5. Infrastructure Digitalization

- a. Server virtualization.
- b. Provision of infrastructure for multipurpose terminal gate systems.
- c. Implementation of privileged access management within the Company's environment.
- d. Modernization of infrastructure and network systems within the Company's environment.
- e. Management of information security systems, including strengthening security operations center capabilities, digital forensics & incident response (DFIR), domain name system security extensions, endpoint security, databases, peripheral devices, and other supporting information security tools.

# PELINDO

TERMINAL PETIKEMAS  
TPS SURABAYA



3

# Menciptakan Nilai Sosial Berkelanjutan

Creating Sustainable  
Social Value





# KESEHATAN DAN KESELAMATAN KERJA

## Occupational Health and Safety

Pelindo membangun kontribusi sosial jangka panjang dengan memastikan setiap aktivitas kerja terlaksana secara aman, sehat, dan bertanggung jawab. Komitmen ini diwujudkan melalui penerapan K3 yang terstruktur untuk menciptakan lingkungan kerja yang layak dan aman bagi seluruh karyawan, sejalan dengan meningkatnya intensitas kerja dan kompleksitas peralatan operasional. Dengan berlandaskan pada prinsip pencegahan, Perseroan secara konsisten melakukan identifikasi bahaya, penguatan budaya K3, serta evaluasi berkala melalui audit untuk mencapai target *zero accident* dan peniadaan penyakit akibat kerja (PAK), baik bagi karyawan maupun pihak ketiga. [SEOJK F.21]

Implementasi K3 yang komprehensif memberikan dampak positif bagi Perseroan melalui peningkatan produktivitas dan efisiensi kerja yang signifikan. Di sisi lain, tata kelola K3 yang ketat berfungsi sebagai langkah preventif untuk memitigasi risiko gangguan operasional yang berpotensi menyebabkan kehilangan pendapatan. Bagi pemangku kepentingan, keberhasilan pengelolaan ini tidak hanya meminimalkan risiko kecelakaan kerja dan menciptakan lingkungan yang sehat, tetapi juga mencegah dampak negatif insiden operasional terhadap lingkungan serta komunitas di sekitar wilayah kerja. [GRI 3-3]

### Tata Kelola K3

Pelindo mengarahkan penerapan K3 dengan mengacu pada kebijakan, standar, dan regulasi yang berlaku, serta memastikan koordinasi, pengawasan, dan pelibatan karyawan berjalan konsisten hingga tingkat operasional. Dasar hukum penerapan lingkungan kerja yang layak dan aman berpedoman pada: [GRI 3-3, 403-1]

1. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/21/10/1/HSSE/UTMA/PLND-22 tentang Keselamatan dan Kesehatan Kerja (K3) di Lingkungan PT Pelabuhan Indonesia (Persero).
2. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/17/4/2/SKKK/UTMA/PLND-24 tentang Program Keselamatan Hidup Perusahaan (*Corporate Life Saving Rules*) PT Pelabuhan Indonesia (Persero).
3. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/12/1/2/KBDK/UTMA/PLND-24 tentang Pedoman Saling Menghargai di Tempat Kerja (*Respectful Workplace Policy*) di Lingkungan PT Pelabuhan Indonesia (Persero).

Reflected in the structured implementation of OHS to create a safe and conducive working environment for all employees, and in line with increasing work intensity and the growing complexity of operational equipment, Pelindo has built long-term social value by ensuring that all work activities are carried out safely, healthily, and responsibly. Guided by the principle of prevention, the Company consistently identifies hazards, strengthens its occupational safety and health (OSH) culture, and conducts periodic evaluations through audits to achieve the goal of zero accidents and the elimination of work-related illnesses, for both employees and third parties. [SEOJK F.21]

Comprehensive OSH implementation has a positive impact on the Company through significant improvements in productivity and work efficiency. On the other hand, strict OSH management serves as a preventive measure to mitigate the risk of operational disruptions that could potentially lead to revenue loss. For stakeholders, the success of this management not only minimizes the risk of workplace accidents and creates a healthy environment but also prevents the negative impact of operational incidents on the environment and communities surrounding the work area. [GRI 3-3]

### OHS Governance

OHS operates with applicable policies, standards, and regulations, ensuring consistent coordination, supervision, and employee engagement down to the operational level. The legal basis for a safe and conducive working environment refers to: [GRI 3-3, 403-1]

1. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/21/10/1/HSSE/UTMA/PLND-22 concerning Occupational Health and Safety (OHS) within PT Pelabuhan Indonesia (Persero).
2. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/17/4/2/SKKK/UTMA/PLND-24 concerning the Corporate Life Saving Rules Program of PT Pelabuhan Indonesia (Persero).
3. Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/12/1/2/KBDK/UTMA/PLND-24 concerning the Respectful Workplace Policy within PT Pelabuhan Indonesia (Persero).



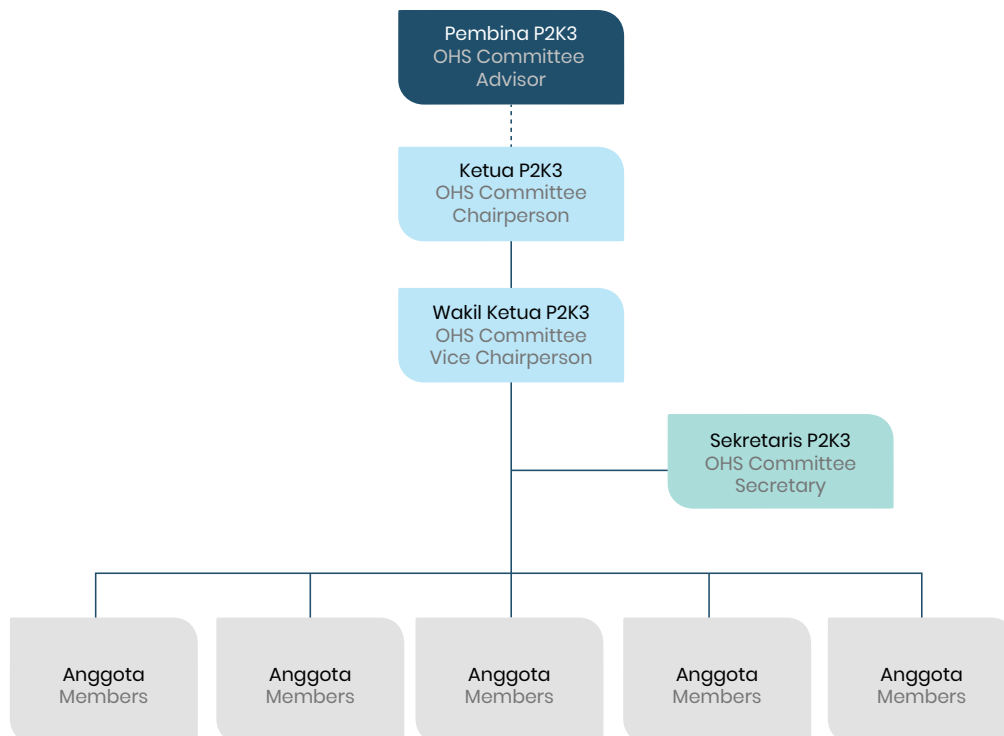
Sebagai mekanisme pelaksanaan kebijakan dan pengendalian K3 di lapangan, Perseroan membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di kantor pusat, regional, dan cabang. Pembentukan ini secara resmi dituangkan melalui Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) Nomor KL.01.01/8/11/2/SK/PPK/PGLA/PLND-24 Tanggal 8 November 2024 tentang Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Kantor Pusat PT Pelabuhan Indonesia (Persero).

P2K3 berperan memberi masukan kepada manajemen, mengoordinasikan program K3, mengidentifikasi dan mengevaluasi bahaya, memperkuat sosialisasi dan pelatihan, serta memantau kepatuhan melalui inspeksi/audit, rekomendasi perbaikan, dan melaksanakan pertemuan rutin untuk membahas penerapan K3 setiap triwulan. Keanggotaan P2K3 mengacu pada ketentuan yang berlaku, dengan susunan sebagai berikut: [GRI 3-3, 403-4]

As a mechanism for implementing OHS policies and controls in the field, the Occupational Health and Safety Advisory Committee (OHS Committee) operates at the head office, region, and branch levels. This establishment is formally stipulated through the Board of Directors Decree of PT Pelabuhan Indonesia (Persero) No. KL.01.01/8/11/2/SK/PPK/PGLA/PLND-24 dated November 8, 2024, concerning the Establishment of the Occupational Health and Safety Advisory Committee (OHS Committee) at the Head Office of PT Pelabuhan Indonesia (Persero).

The OHS Committee provides input to management, coordinates OHS programs, identifies and evaluates hazards, strengthens awareness and training initiatives, and monitors compliance through inspections and audits, recommending corrective actions, and conducting regular meetings to review OHS implementation on a quarterly basis. The composition of the OHS Committee refers to applicable regulations, with the following structure: [GRI 3-3, 403-4]

### Struktur P2K3 Pelindo Pelindo OHS Committee Structure



### Keanggotaan P2K3 Pelindo Pelindo OHS Committee Membership

Jabatan P2K3 OHS Committee Positions	Jabatan	Position
Pembina Advisor	<ul style="list-style-type: none"> <li>Direktur Utama</li> <li>Wakil Direktur Utama</li> <li>Direktur Pengelola</li> <li>Direktur SDM dan Umum</li> <li>Direktur Investasi</li> <li>Direktur Keuangan</li> <li>Direktur Strategi</li> </ul>	<ul style="list-style-type: none"> <li>President Director</li> <li>Vice President Director</li> <li>Director of Operations</li> <li>Director of Human Resources and General Affairs</li> <li>Director of Investment</li> <li>Director of Finance</li> <li>Director of Strategy</li> </ul>
Ketua Chairperson	Group Head K3 dan Sistem Manajemen	Group OHS and Management System
Wakil Ketua I Vice Chairperson I	Group Head Manajemen Risiko, Tata Kelola, dan Kepatuhan	Group Head of Risk Management, Governance, and Compliance
Wakil Ketua II Vice Chairperson II	Group Head Sekretaris Perusahaan	Group Head of Corporate Secretary
Wakil Ketua III Vice Chairperson III	Department Head Keselamatan dan Kesehatan Kerja	Department Head of Occupational Health and Safety
Sekretaris Secretary	Senior Officer I Keselamatan dan Kesehatan Kerja	Senior Officer I of Occupational Health and Safety
Anggota Member	<ul style="list-style-type: none"> <li>Pejabat struktural yang mengelola aktivitas kritical Perseroan yang meliputi:                             <ol style="list-style-type: none"> <li>Group Head;</li> <li>Department Head di kantor pusat;</li> <li>Executive Director Regional;</li> <li>Regional Division Head;</li> <li>General Manager; dan</li> <li>Manager Bidang di cabang.</li> </ol> </li> <li>Pengurus serikat pekerja dan perwakilan pekerja.</li> </ul>	<ul style="list-style-type: none"> <li>Structural officials responsible for managing the Company's critical activities, including:                             <ol style="list-style-type: none"> <li>Group Head;</li> <li>Department Head at the Head Office;</li> <li>Region Executive Director;</li> <li>Region Division Head;</li> <li>General Manager; and</li> <li>Branch Functional Manager.</li> </ol> </li> <li>Labor union representatives and employee representatives.</li> </ul>

Hingga akhir periode pelaporan, P2K3 di kantor pusat terdiri dari 56 anggota. Fungsi *Health, Safety, Security, and Environment* (HSSE) Kantor Pusat menjalankan peran pembinaan melalui pengarahannya pembentukan P2K3 di masing-masing regional beserta wilayah kerja di areanya guna mengoptimalkan partisipasi, konsultasi, dan komunikasi terkait keselamatan dan kesehatan kerja. [GRI 403-4]

Penerapan P2K3 telah berjalan di berbagai unit kerja pada Regional 1, Regional 2, Regional 3, dan Regional 4, mencakup kantor regional dan beberapa cabang pelabuhan. Adapun beberapa cabang pada Regional 3 dan Regional 4 masih dalam tahap pemenuhan, terutama terkait pengembangan kompetensi karyawan yang dipersiapkan sebagai Ahli K3 Umum sekaligus Sekretaris P2K3 sehingga pembentukan P2K3 dapat dilakukan sesuai persyaratan.

At the end of the reporting period, the OHS Committee at the Head Office consisted of 56 members. Health, Safety, Security, and Environment (HSSE) function at the Head Office is supervisory, providing guidance on the establishment of OHS Committee in each region and across their respective operational areas to optimize participation, consultation, and communication related to OHS. [GRI 403-4]

OHS Committee has been implemented in various work units in Region 1, Region 2, Region 3, and Region 4, covering region offices and several port branches. Several branches in Region 3 and Region 4 are still in the process of completion, particularly in terms of developing employee competencies to be appointed as General OHS Experts as well as OHS Committee Secretaries, ensuring OHS Committee can be completed in accordance with the required standards.



## Sistem Manajemen K3 [GRI 403-2]

Penerapan standar K3 di seluruh unit kerja Pelindo dikelola secara sistematis melalui SMK3 dan menjadi bagian dari Sistem Manajemen Terpadu (SMT) yang berlaku bagi seluruh karyawan, mitra, vendor, serta pemangku kepentingan lain di wilayah operasional Perseroan. SMT disosialisasikan kepada seluruh (100%) karyawan di lokasi operasional maupun pihak terkait melalui penyampaian kebijakan yang dipasang pada ruang kerja dan ruang layanan sehingga mudah diakses dan dibaca oleh karyawan maupun tamu yang berkunjung. [GRI 403-4]

SMK3 diterapkan secara holistik dan mencakup seluruh aktivitas operasional Perseroan, termasuk seluruh (100%) karyawan, baik karyawan organik maupun karyawan nonorganik, serta seluruh (100%) kontraktor dan mitra kerja yang aktivitas operasionalnya dikendalikan oleh Perseroan. Pelindo berkomitmen untuk memastikan implementasi SMK3 dijalankan secara komprehensif. [GRI 403-1, 403-8]

Selain mengacu pada ketentuan nasional yang berlaku, Perseroan memperkuat penerapan sistem manajemen K3 di kantor pusat dan regional dengan mengadopsi ISO 45001:2018. Implementasi tersebut dievaluasi secara berkala melalui audit SMK3 yang dilaksanakan oleh pihak ketiga dan dilaporkan kepada Kementerian Ketenagakerjaan RI. Audit ini mengacu pada ISO 45001:2018 dan PP No. 50 Tahun 2012, serta mencakup 76 wilayah kerja yang terdiri atas Kantor Pusat, Kantor Regional, Cabang Pelabuhan, dan Subholding. Hasil audit digunakan sebagai dasar perbaikan dan penyempurnaan implementasi K3 di masing-masing unit kerja.

Selain pelaksanaan audit internal, Perseroan juga melaksanakan sertifikasi SMK3 PP No. 50 Tahun 2012 sebagai bentuk pemenuhan kepatuhan terhadap peraturan perundang-undangan, serta sertifikasi ISO 45001:2018 melalui badan sertifikasi independen. Sertifikasi ini dilakukan sesuai kebutuhan masing-masing wilayah kerja operasional untuk memastikan kesesuaian penerapan sistem manajemen K3 dengan standar yang berlaku.

## OHS Management System [GRI 403-2]

Implementation of OHS standards across all Pelindo work units is managed through the OHSMS which forms part of the Integrated Management System (IMS), and applies to all employees, partners, vendors, and other stakeholders within the Company's operational areas. The IMS is communicated to all (100%) employees at operational sites as well as relevant parties through the dissemination of policies displayed in workspaces and service areas, ensuring they are easily accessible and visible to both employees and visiting guests. [GRI 403-4]

The OHSMS is implemented holistically and covers all of the Company's operational activities, including all (100%) employees, both organic and non-organic, as well as all (100%) contractors and business partners whose operational activities are controlled by the Company. Pelindo is committed to ensuring that the implementation of SMK3 is carried out comprehensively. [GRI 403-1, 403-8]

In addition to complying with applicable national regulations, OHS management system is strengthened at both the Head Office and region levels by adopting ISO 45001:2018, periodically evaluated through OHSMS audits conducted by independent third parties and reported to the Ministry of Manpower of the Republic of Indonesia. The audits refer to ISO 45001:2018 and Government Regulation No. 50 of 2012, and cover 76 operational areas, including the Head Office, Region Offices, Port Branches, and Sub-holdings. The audit results serve as a basis for continuous improvement and enhancement of OHS implementation across each work unit.

In addition to conducting internal audits, the Company also carries out OHSMS certification in accordance with Government Regulation No. 50 of 2012 as a form of compliance with applicable laws and regulations, as well as ISO 45001:2018 certification through independent certification bodies. These are undertaken based on the specific needs of each operational area to ensure that the OHS management system aligns with the applicable standards.

**Cakupan Sertifikasi pada Sistem Manajemen K3 Pelindo**  
**Certification Scope of Pelindo's OHS Management System**



**77,63%**

**59 Wilayah dari 76 wilayah  
(cabang dan kawasan)**

59 Regions out of 76 regions  
(branches and areas)



**90,78%**

**69 Wilayah dari 76 wilayah  
(cabang dan kawasan)**

69 Regions out of 76 regions  
(branches and areas)

Sebagai bagian dari penerapan SMK3, Perseroan menjalankan mekanisme manajemen risiko K3 yang terstandarisasi untuk memastikan pengidentifikasian bahaya, penilaian risiko, dan penetapan tindakan pengendalian secara konsisten di seluruh unit kerja. Mekanisme ini kemudian diperkuat melalui pengendalian operasional pada aktivitas berisiko tinggi dengan penerapan Prosedur Nomor SMK3/PI0/PD.04.00.00/00-2024 tentang SOP Prosedur Izin Kerja (*Work Permit*) dan Pengawasan (*Supervision*). Melalui prosedur tersebut, pekerjaan berisiko tinggi hanya dapat dilakukan dan/atau ditinggalkan setelah memperoleh persetujuan atasan, memastikan peralatan dalam kondisi tidak beroperasi/dimatikan dan menemukannya pada area aman, serta menyelesaikan verifikasi bahwa kondisi sekitar tidak membahayakan.

Pelindo juga mengatur mekanisme pengelolaan insiden melalui Prosedur Nomor SMK3/PI0/PD.18.00.00/00-2024 tentang SOP Manajemen Insiden. Investigasi dilakukan oleh Tim Investigator Gabungan yang tersertifikasi dan melibatkan lintas unit kerja untuk menjaga independensi, sebagaimana ditetapkan pada Berita Acara Direksi dan panduan teknis terkait. Pelaporan kondisi kedaruratan dapat dilakukan melalui kanal "informasi kontak darurat" yang tersedia di tempat kerja untuk mendukung respons yang cepat dan terkoordinasi.

Agar respons tersebut didukung kesiapan organisasi dan perlindungan karyawan di lapangan, Pelindo meningkatkan kesiapsiagaan dan tanggap darurat melalui penetapan prosedur penanganan, pembentukan tim tanggap darurat, serta pelaksanaan pelatihan dan *drill* secara berkala sesuai kebutuhan operasional. Pemenuhan penggunaan alat pelindung diri (APD) juga diatur melalui Panduan Teknis Nomor 001.1/PDT/SKPP/PLND-24 tentang Alat Pelindung Diri (APD) guna menjamin perlindungan karyawan sesuai jenis pekerjaan dan potensi paparannya.

As part of the implementation of SMK3, the Company implements a standardized OSH risk management mechanism to ensure the consistent identification of hazards, risk assessment, and establishment of control measures across all work units. This mechanism is further reinforced through operational controls on high-risk activities via the implementation of Procedure No. SMK3/PI0/PD.04.00.00/00-2024 regarding the Work Permit (WP) SOP and Supervision. Through these procedures, high-risk work may only be performed and/or ceased after obtaining supervisor approval, ensuring equipment is in a non-operational state/turned off and placed in a safe area, and completing verification that surrounding conditions do not pose a hazard.

An incident management mechanism through Procedure No. SMK3/PI0/PD.18.00.00/00-2024 on Incident Management SOP means that investigations are conducted by a certified Joint Investigation Team involving cross-functional work units to ensure independence, as stipulated in the Board of Directors' Minutes and related technical guidelines. Emergency conditions can be reported through the "emergency contact information" channels available at the workplace to support a swift and coordinated response.

To ensure that such responses are supported by organizational readiness and the protection of employees in the field, emergency preparedness and response is enhanced through handling procedures, the formation of emergency response teams, and the regular implementation of training and drills in line with operational needs. The use of personal protective equipment (PPE) is also governed by Technical Guideline No. 001.1/PDT/SKPP/PLND-24 on Personal Protective Equipment (PPE), ensuring employee protection in accordance with job types and exposure risks.



Selain itu, Pelindo senantiasa menjaga konsistensi penerapan K3 dan memperkuat kontrol sistemik bagi pihak internal maupun eksternal melalui *safety induction* di aplikasi Portaverse sebelum memasuki dan/atau bekerja di area operasional. Seluruh elemen tersebut menjadi bagian dari penerapan SMK3 yang terintegrasi dalam pengelolaan operasional, dengan evaluasi dan perbaikan berkelanjutan sebagai dasar peningkatan kinerja K3.

## Manajemen Risiko K3 [GRI 403-2]

Dalam kerangka SMK3, Pelindo mengelola risiko K3 melalui Identifikasi Bahaya dan Pengendalian Risiko (IBPR). Risiko dipetakan per lokasi menggunakan matriks tingkat keparahan dan intensitas, kemudian ditetapkan pengendalian yang relevan. Proses IBPR dijalankan melalui aplikasi MyHSSE sesuai format serta ketentuan pada prosedur dan panduan teknis terkait.

Untuk memastikan risiko dengan konsekuensi paling serius dikelola secara konsisten di seluruh lokasi, Perseroan melengkapi proses IBPR dengan *Corporate Life Saving Rules* (CLSR) sebagai rujukan kategorisasi risiko kritikal dan standar perilaku kerja aman. CLSR merupakan kerangka aturan keselamatan yang menegaskan keselamatan sebagai prioritas utama dalam seluruh kegiatan Perseroan dan menjadi pedoman bagi karyawan, mitra kerja, serta pemangku kepentingan untuk menerapkan praktik kerja aman. Penerapan CLSR memperkuat disiplin pengendalian risiko dan keandalan operasi, yang dijabarkan ke dalam sembilan elemen utama sebagai berikut.

In addition, Pelindo consistently maintains OHS implementation and strengthens systemic controls for both internal and external parties through safety induction via the Portaverse application prior to entering and/or working in operational areas. All elements form part of the SMK3 implementation integrated into operational management, with continuous evaluation and improvement serving as the foundation for enhancing OHS performance.

## OHS Risk Management [GRI 403-2]

Within the OHSMS framework, OHS risks are managed through Hazard Identification and Risk Control (HIRAC). Risks are mapped by location using a severity and likelihood matrix, followed by the determination of appropriate control measures. The HIRAC process is implemented through the MyHSSE application in accordance with the formats and provisions set out in the relevant procedures and technical guidelines.

To ensure that risks with the most severe consequences are managed across all locations, the HIRAC process is complemented by Corporate Life Saving Rules (CLSR) as a reference for critical risk categorization and safe work behavior standards. CLSR serves as a framework that reinforces safety as the top priority across all Company activities and provides guidance for employees, contractors, and stakeholders in implementing safe work practices. The implementation of CLSR strengthens risk control discipline and operational reliability, which is outlined in the following nine key elements.



## Sembilan Elemen Corporate Life Saving Rules Pelindo Nine Elements of Pelindo's Corporate Life Saving Rules



### 1 Pemberlakuan Area Terbatas Restricted Area

Setiap pihak wajib memahami dan mengikuti aturan terkait pemberlakuan area terbatas di lingkungan pelabuhan.  
All parties are required to understand and comply with regulations governing restricted areas within the port environment.



### 2 Bekerja pada Posisi Zona Aman Working at Safe Zone Position

Setiap pihak wajib memahami dan mengikuti aturan terkait bagaimana memosisikan diri untuk berada pada zona yang aman saat bekerja.  
All parties must understand and follow guidelines on positioning themselves within safe zones while working.



### 3 Sehat saat Bekerja Fit to Work

Setiap pihak wajib memastikan kesehatan dan kebugaran pekerja sebelum melaksanakan pekerjaannya.  
All parties must ensure workers are physically fit and in good health prior to performing their duties.



### 4 Bekerja di Sekitar Perairan Working Near Water

Seluruh pihak wajib memastikan kesediaan dan kelaikan APD, sarana prasarana evakuasi, serta rambu K3 di sekitar wilayah perairan.  
All parties must ensure the availability and adequacy of PPE, evacuation facilities, and OHS signage in areas near water.



### 5 Bekerja dengan Peralatan Pelabuhan Working with Port Equipment

Seluruh pihak wajib memastikan kelayakan dan izin peralatan pelabuhan sebelum digunakan.  
All parties must ensure that port equipment is fit for use and properly authorized before operation.



### 6 Bekerja di Ketinggian Working at Height

Setiap pihak wajib memastikan penggunaan alat pelindung diri (APD) yang tidak terbatas pada pelindung kepala, pelindung mata dan muka, pelindung telinga, pelindung pernapasan beserta perlengkapannya, pelindung tangan, pelindung kaki, pakaian pelindung, alat pelindung jatuh perorangan, dan pelampung serta alat pelindung jatuh (APJ) yang tidak terbatas pada sabuk tubuh (*full body harness*) dan tali pembatas gerak (*work restraint*) secara layak dan tepat.

All parties must ensure the proper and appropriate use of personal protective equipment (PPE), including but not limited to head, eye and face, hearing, respiratory along with its accessories, hand protection, foot protection, protective clothing, personal fall protection equipment, life jackets, and fall protection systems such as full body harnesses and work restraint systems.



### 7 Bekerja di Dekat Barang Berbahaya Working Near Hazardous or Dangerous Goods

Setiap pihak wajib memastikan prosedur dan standar keselamatan, APD yang layak dan sesuai, serta mitigasi risiko ketika bekerja di dekat barang berbahaya.

All parties must ensure adherence to safety procedures and standards, appropriate and adequate PPE, and the implementation of risk mitigation measures when working near hazardous materials.



### 8 Bekerja saat Perbaikan Peralatan dan Sistem Instalasi Working During Maintenance and Installation System

Setiap pihak wajib memastikan arus energi telah diisolasi saat melakukan perbaikan peralatan dan sistem instalasi.

All parties must ensure that all energy sources have been isolated when performing maintenance on equipment and installation systems.



### 9 Bekerja di Ruang Terbatas Working in Confined Space

Seluruh pihak wajib memastikan perizinan dan standar keselamatan sebelum bekerja di ruang terbatas.

All parties must ensure proper authorization and compliance with safety standards prior to working in confined spaces.



Pengendalian di tingkat operasional diperkuat melalui mitigasi yang mencakup penilaian lokasi kerja, pemasangan rambu K3, serta penyediaan sarana-prasarana keselamatan seperti alat pemadam api ringan (APAR) dan kotak P3K di area kerja. Dukungan mobil pemadam kebakaran dan proteksi kebakaran otomatis juga disediakan pada sejumlah lokasi. Kesiapsiagaan darurat dilaksanakan melalui prosedur pelaporan dan penanganan, dukungan tim tanggap darurat, serta pelatihan dan pengujian rutin rencana tanggap darurat.

Untuk menjaga efektivitas pengendalian, Perseroan menerapkan mekanisme pelaporan kondisi berbahaya agar dapat segera ditindaklanjuti, sekaligus memastikan pemenuhan alat pelindung diri (APD) yang diperlukan sesuai ketentuan. Perseroan juga melakukan investigasi dan pemetaan penyebab kecelakaan kerja, serta menetapkan tindakan mitigasi guna mencegah kejadian berulang.

Seluruh temuan dan insiden K3 yang dilaporkan serta hasil investigasi kemudian diintegrasikan ke mekanisme pemantauan CLSR. Perseroan memantau penerapan CLSR dengan mengompilasi data monitoring tindak lanjut rekomendasi investigasi *major incident* Perseroan untuk periode 2025 pada cakupan seluruh entitas Pelindo. Setiap insiden dan temuan K3 dipetakan ke kategori CLSR, berdasarkan metode investigasi sehingga menghasilkan *root cause analysis* (RCA). Hasil persebaran tersebut menjadi dasar penetapan prioritas tindak lanjut pada unit kerja terkait. [GRI 403-7, 403-10]

Penerapan manajemen risiko K3 pada aspek kesehatan kerja diwujudkan melalui peninjauan kesehatan secara berkala untuk mengidentifikasi potensi penyakit akibat pekerjaan dan mengoptimalkan langkah pencegahan. Peninjauan dilakukan melalui *Medical Check Up* (MCU) tahunan untuk menilai riwayat kesehatan dan keterkaitannya dengan beban kerja, serta penyusunan *Health Risk Assessment* (HRA) yang telah diimplementasikan di seluruh wilayah operasional Perseroan. [GRI 403-7]

Operational-level controls are strengthened through mitigation measures that include workplace assessments, the installation of OHS signage, and the provision of safety facilities such as fire extinguishers and first aid kits in work areas, with fire trucks and automatic fire protection systems available at selected locations. Emergency preparedness is implemented through reporting and response procedures, the support of emergency response teams, as well as regular training and testing of emergency response plans.

To maintain the effectiveness of controls, a hazard reporting mechanism ensures timely follow-ups and the provision of PPE, in accordance with applicable requirements. The Company also conducts investigations and identifies the root causes of workplace incidents, and establishes mitigation measures to prevent recurrence.

All reported OHS findings and incidents, along with investigation results, are integrated into the CLSR monitoring mechanism which compiles data on the follow-up of major incident investigation recommendations for the 2025 period across all Pelindo entities. Each OHS incident and finding is mapped to CLSR categories based on the investigation methodology, resulting in a root cause analysis (RCA), with results serving as the basis for determining follow-up priorities within the respective work units. [GRI 403-7, 403-10]

OHS risk management is carried out through periodic health reviews to identify potential work-related illnesses and optimize preventive measures. These reviews are conducted through annual Medical Check-Ups (MCU) to assess health history and its relation to workload, as well as through the development of Health Risk Assessments (HRA), which have been implemented across all operational areas. [GRI 403-7]

### Identifikasi Bahaya, Risiko K3, dan Mitigasi Hazard Identification, OHS Risks, and Mitigation

Bahaya Hazards	Risiko Keselamatan Kerja Occupational Safety Risks	Risiko Kesehatan Health Risks	Mitigasi dan Pengelolaan Risiko Risk Mitigation and Management
Debu Dust	Kecelakaan akibat terganggunya pandangan Accidents caused by impaired vision	Iritasi saluran pernapasan, gangguan paru-paru, dan iritasi mata Respiratory tract irritation, lung problems, and eye irritation	Penggunaan masker dan <i>safety goggles</i> Use of masks and safety goggles
Kebisingan Noise	Kecelakaan akibat ketidakmampuan mendengar peringatan bahaya Accidents caused by an inability to hear danger warnings	Gangguan pendengaran Hearing loss	Penggunaan <i>earmuff/earplug</i> , pembatasan waktu kerja, dan pengukuran lingkungan kerja kebisingan Use of earmuffs/earplugs, work time limits, and workplace noise measurements
Suhu Panas High Temperature	Kecelakaan akibat penurunan kewaspadaan Accidents caused by a loss of alertness	Heat exhaustion dan dehidrasi Heat exhaustion and dehydration	Penggunaan baju lengan panjang, helm, rompi, dan <i>safety shoes</i> , serta pembatasan waktu kerja Use of long-sleeved shirts, helmets, vests, and safety shoes, as well as work time limits

Perseroan melaksanakan penguatan K3 yang dituangkan dalam Rencana Program K3 Tahunan yang disusun setiap tahun dengan melibatkan pihak internal dan eksternal, termasuk akademisi/ahli K3, P2K3, perwakilan karyawan, serta pemangku kepentingan terkait lainnya. Rencana ini memuat tujuan dan sasaran, skala prioritas, upaya pengendalian bahaya, penetapan sumber daya, jangka waktu pelaksanaan, indikator pencapaian, dan sistem pertanggungjawaban.

An Annual OHS Program Plan is developed each year with the involvement of both internal and external parties, including OHS experts/academics, OHS Committee, employee representatives, and other relevant stakeholders. The plan outlines objectives and targets, priority levels, hazard control measures, resource allocation, implementation timelines, performance indicators, and accountability mechanisms.

## Strategi K3

Strategi K3 Pelindo disusun sebagai tindak lanjut dari penerapan manajemen risiko K3 untuk memastikan prioritas pengendalian dijalankan secara terarah dan konsisten di seluruh wilayah kerja. Pendekatan ini diterjemahkan ke dalam program peningkatan kompetensi melalui pelatihan dan sertifikasi, pelatihan dan simulasi kesiapsiagaan, serta penguatan induksi keamanan (*safety induction*) dan kesadaran keamanan (*safety awareness*) bagi karyawan, tenaga kerja bongkar muat, dan pemangku kepentingan. Upaya tersebut didukung pemenuhan sarana kesehatan dan keselamatan, serta berkoordinasi dengan pihak terkait guna meningkatkan kesiapan respons di lapangan.

## OHS Strategy

Pelindo's OHS strategy is a follow-up to OHS risk management implementation to ensure that control priorities are carried out in a structured and consistent manner across all operational areas. This approach is delivered into competency enhancement programs through training and certification, emergency preparedness training and simulations, as well as stronger safety induction and safety awareness for employees, stevedoring workers, and stakeholders. These efforts are supported by the provision of health and safety facilities, along with coordination with relevant parties to enhance on-site response readiness.

### Pelatihan K3

Pelindo mengimplementasikan fokus peningkatan kompetensi dalam Strategi K3 melalui penyelenggaraan pelatihan dan sertifikasi K3 secara rutin. Program ini meningkatkan kesadaran terhadap potensi risiko dan bahaya di lingkungan kerja, menekan risiko kecelakaan, serta memastikan karyawan memiliki kompetensi untuk bekerja secara aman sesuai prosedur K3.

### OHS Training

Regular implementation of OHS training and certification programs enhance awareness of potential workplace risks and hazards, reduce the likelihood of incidents, and ensure that employees are equipped with the necessary competencies to work safely in accordance with OHS procedures.



Perseroan juga menjaga kepatuhan dan kesiapsiagaan melalui kegiatan pelatihan dan simulasi yang dilaksanakan setiap tahun, meliputi tanggap darurat, pelatihan kebakaran di darat, dan tanggap darurat kelautan. Pada tahun pelaporan, Perseroan menyelenggarakan Pelatihan dan Sertifikasi Pertolongan Pertama pada Kecelakaan. Program ini dilaksanakan pada tanggal 12-13 Februari 2025 yang diikuti oleh 33 karyawan Kantor Pusat.

[GRI 403-5]

### Kesadaran Keamanan dan Induksi Keamanan

Pelindo juga menjalankan rangkaian kegiatan yang menanamkan disiplin K3 dalam praktik kerja sehari-hari. Kegiatan ini diarahkan untuk memperluas pemahaman prosedur K3 dan membangun kepedulian terhadap potensi bahaya di area kerja. Pencegahan kecelakaan kerja dilaksanakan melalui: [GRI 403-4]

- *Safety leader forum*;
- Standardisasi K3;
- Sinergi HSSE;
- MyHSSE; dan
- *Safety Building*.

Sebelum memasuki dan/atau bekerja di area operasional, Pelindo menyelenggarakan induksi keamanan K3 bagi pihak internal maupun eksternal sebagai bagian dari tindakan pengamanan atas rencana peningkatan aspek keselamatan pemangku kepentingan oleh manajemen. Induksi keamanan wajib diikuti oleh seluruh karyawan Perseroan dengan belajar mandiri secara daring melalui aplikasi Portaverse. Sementara itu, karyawan mutasi dan pihak eksternal mengikuti induksi keamanan melalui departemen HSSE setempat, mengacu pada Nota Dinas Nomor KL.04/3/6/1/SKKK/PGLA-24 Tanggal 3 Juni 2024 serta Surat Dinas Nomor KL.04/3/6/2/SKKK/PGLA/PLND-24 Tanggal 3 Juni 2024. [GRI 403-7]

Selain itu, Pelindo secara rutin menyelenggarakan kegiatan peningkatan kesadaran keamanan bagi karyawan, tenaga kerja bongkar muat, dan pemangku kepentingan untuk memperdalam pemahaman K3, meningkatkan kemampuan mengenali risiko bahaya, serta mendorong perilaku kerja aman agar kondisi tidak aman dapat dihindari.

### Dukungan dan Pelayanan Kesehatan Karyawan

Pelindo menyediakan dukungan dan pelayanan kesehatan bagi karyawan organik, nonorganik, dan alihdaya sesuai dengan Peraturan Direksi No. HK.01/21/10/1/HSSE/UTMA/PLND-22 sebagai bagian dari pelaksanaan K3. Program dan kebijakan yang dijalankan berpedoman pada Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan dan Undang-Undang No. 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial. Layanan kesehatan kerja ditujukan untuk mendukung

The Company also maintains compliance and preparedness through annual training and simulation programs, including emergency response, onshore firefighting training, and marine emergency response. During the reporting year, the Company conducted First Aid Training and Certification on February 12–13, 2025, attended by 33 employees from the Head Office. [GRI 403-5]

### Safety Awareness and Safety Induction

Pelindo also conducts a series of initiatives to instill OHS discipline in daily work practices. These initiatives aim to enhance understanding of OHS procedures and strengthen awareness of potential hazards in the workplace. Workplace accident prevention is implemented through: [GRI 403-4]

- Safety leader forum;
- OHS standardization;
- HSSE synergy;
- MyHSSE; and
- Safety Building.

Prior to entering and/or working in operational areas, OHS safety induction for both internal and external parties is part of safeguarding measures to support management's plan to enhance stakeholder safety. The safety induction is mandatory for all Company employees and is completed through self-paced online learning via the Portaverse application. Meanwhile, transferred employees and external parties are required to undergo safety induction through the respective local HSSE department, in accordance with Internal Memo No. KL.04/3/6/1/SKKK/PGLA-24 dated June 3, 2024 and Official Letter No. KL.04/3/6/2/SKKK/PGLA/PLND-24 dated June 3, 2024. [GRI 403-7]

In addition, Pelindo regularly conducts safety awareness programs for employees, stevedoring workers, and stakeholders to deepen understanding of OHS, enhance the ability to identify potential hazards, and promote safe work behaviors to prevent unsafe conditions.

### Employee Health Support and Services

Pelindo provides health support and services to permanent, non-permanent, and contract employees in accordance with Board Regulation No. HK.01/21/10/1/HSSE/UTMA/PLND-22 as part of its occupational health and safety (OHS) implementation. The programs and policies implemented are guided by Law No. 13 of 2003 on Manpower and Law No. 24 of 2011 on the Social Security Administration Agency. Occupational health services are designed to support hazard identification

identifikasi bahaya dan pengendalian risiko kesehatan/*Health Risk Assessment* (HRA) melalui peninjauan berkala, komunikasi kesehatan, serta penanganan medis yang terintegrasi. Dukungan kesehatan ini mencakup layanan kesehatan akibat kerja dan bukan akibat kerja, dilaksanakan melalui program dan fasilitas berikut: [GRI 403-3, 403-6]

1. *Health Risk Assessment* (HRA) untuk mencegah penyakit akibat kerja (PAK);
2. *Medical Check Up* (MCU) yang dilakukan rutin setiap tahun;
3. *Health Talk*;
4. Kepesertaan Program BPJS Kesehatan dan BPJS Ketenagakerjaan;
5. Klinik kesehatan, terdiri dari dua jenis yaitu klinik rawat jalan dan klinik gawat darurat; dan
6. Kotak P3K di area kerja sebagai dukungan pertolongan pertama.

MCU dan HRA dimanfaatkan untuk deteksi dini dan pemetaan faktor risiko kesehatan kerja, sekaligus menjadi dasar rekomendasi tindak lanjut pencegahan PAK. Kotak P3K dan klinik kesehatan mendukung respons awal terhadap keluhan kesehatan maupun kejadian di tempat kerja, termasuk pemberian pertolongan pertama dan rujukan sesuai kebutuhan. Layanan klinik kesehatan yang disediakan Perseroan terdiri dari dua tipe, yaitu layanan rawat jalan dan gawat darurat. Perseroan menjamin perlindungan menyeluruh terhadap kerahasiaan data pribadi dan rekam medis pengguna layanan kesehatan. [GRI 403-3]

Akses karyawan terhadap layanan difasilitasi melalui ketersediaan P3K dan klinik di wilayah operasional, serta pemanfaatan jejaring fasilitas kesehatan BPJS Kesehatan untuk layanan lanjutan. Mutu layanan dikelola melalui penerapan standar dan prosedur layanan, pemenuhan kualifikasi tenaga medis tersertifikasi, serta evaluasi berkala berbasis pencatatan layanan dan tindak lanjut perbaikan bersama fungsi terkait. *Health Talk* dan *Sharing Session* turut mendorong literasi kesehatan dan pembiasaan perilaku hidup sehat.

Dalam konteks kesiapsiagaan darurat, Pelindo juga menyediakan sarana pendukung kesehatan dan keselamatan kerja berupa mobil ambulans dan mobil pemadam kebakaran (PMK) untuk kebutuhan operasional, antara lain kegiatan penyemprotan di area dermaga, khususnya terminal non-petikemas setelah bongkar muat curah kering dan curah cair. Pada area yang belum memiliki ambulans, Perseroan bekerja sama dengan puskesmas terdekat untuk menunjang pelayanan kesehatan. Perseroan juga menjalin kerja sama dengan satuan damkar pemerintah daerah setempat sehingga fasilitas mobil PMK dapat dimanfaatkan masyarakat apabila terjadi kebakaran. [GRI 403-7]

and health risk control/*Health Risk Assessment* (HRA) through periodic reviews, health communication, and integrated medical care. This health support covers both work-related and non-work-related health services, delivered through the following programs and facilities: [GRI 403-3, 403-6]

1. Health Risk Assessment (HRA) to prevent work-related illnesses;
2. Annual Medical Check-Ups (MCU);
3. Health Talks;
4. Participation in BPJS Kesehatan and BPJS Ketenagakerjaan programs;
5. Health clinics, consisting of outpatient clinics and emergency clinics; and
6. First aid kits in work areas to support initial medical response.

MCU and HRA offer early detection and mapping of occupational health risk factors, while also serving as the basis for follow-up recommendations to prevent work-related illnesses. First aid kits and health clinics support initial responses to health complaints and workplace incidents, including first aid treatment and referrals as needed. The Company's health clinic services consist of outpatient and emergency care. The Company guarantees comprehensive protection of the confidentiality of personal data and medical records of healthcare service users. [GRI 403-3]

Employee access to these services is facilitated through the availability of first aid kits and clinics, as well as through the BPJS Kesehatan healthcare network for advanced treatment. Service quality is managed through the implementation of service standards and procedures, the fulfillment of certified medical personnel qualifications, and periodic evaluations based on service records and coordinated improvement actions with relevant functions. Health Talks and Sharing Sessions also promote health literacy and encourage healthy lifestyle practices.

In the context of emergency preparedness, Pelindo also provides supporting health and safety facilities, including ambulances and fire trucks, for operational needs such as spraying activities in port areas, particularly at non-container terminals following dry and liquid bulk handling. In areas where ambulances are not available, the Company collaborates with nearby community health centers to support healthcare services, and also partners with local government fire departments to enable fire trucks to be utilized by the community in the event of a fire. [GRI 403-7]



## Metrik dan Kinerja K3

Pelindo menempatkan keselamatan kerja sebagai prioritas bagi karyawan maupun pemangku kepentingan yang berada di lokasi operasional Perseroan. Sepanjang 2025, tidak terdapat kasus fatalitas di ruang lingkup karyawan tetapi terdapat 7 fatalitas di ruang lingkup pekerja eksternal. Pada tahun pelaporan, Perseroan tidak mencatat adanya kasus penyakit akibat kerja maupun kasus kematian akibat sakit yang berhubungan dengan pekerjaan, baik karyawan maupun nonkaryawan Perseroan. [GRI 403-9, 403-10]

Perseroan menyadari bahwa capaian K3 tidak hanya diukur dari kekuatan sistem, tetapi juga dari hasil nyata di lapangan. Sehubungan dengan masih terjadinya insiden fatal pada periode pelaporan, Perseroan telah melakukan evaluasi menyeluruh terhadap akar penyebab insiden serta memperkuat langkah korektif dan preventif secara berkelanjutan, termasuk melalui penguatan kepemimpinan keselamatan, peningkatan disiplin operasional, dan penyempurnaan implementasi *Corporate Life Saving Rules* di seluruh wilayah kerja. [GRI 403-9] [TR-MT-320a.1]

## OHS Metrics and Performance

Workplace safety is a priority for both employees and stakeholders. In 2025, no fatalities were recorded among employees, however 7 fatalities occurred within external workers. During the reporting year, the Company did not record any cases of work-related illnesses or work-related fatalities due to illness, for both employees and non-employees. [GRI 403-9, 403-10]

The Company recognizes that OHS performance is measured not only by the strength of the system, but primarily by tangible results on the site. In light of the occurrence of fatal incidents during the reporting period, the Company has conducted a comprehensive evaluation of the root causes of these incidents and is continuously strengthening corrective and preventive measures, including through enhanced safety leadership, improved operational discipline, and the refinement of the implementation of *Corporate Life Saving Rules* across all operational areas. [GRI 403-9] [TR-MT-320a.1]

Tahun Year	Kategori Category	Kematian/ Kecelakaan Fatal Fatality	Cedera Injury	Kerusakan Properti Property Damage	Kerusakan Lingkungan Environmental Damage	Isu Keamanan Security Issue	Total
2025	Karyawan Employee	0	14	135	12	2	207
	Pekerja Eksternal External Workers	7	37				
2024	Karyawan Employee	1	23	224	8	3	312
	Pekerja Eksternal External Workers	5	48				
2023	Karyawan Employee	1	15	277	13	4	382
	Pekerja Eksternal External Workers	17	55				

Berdasarkan hasil evaluasi atas kejadian kecelakaan kerja fatal (*fatality*) di lingkungan Perseroan, mayoritas disebabkan oleh benturan yang terjadi di daerah dermaga. Untuk mendalami tindak lanjut terhadap insiden kecelakaan kerja, Pelindo menggunakan *Lost Time Injury Frequency Rate* (LTIFR) untuk menggambarkan tingkat frekuensi kecelakaan kerja yang mengakibatkan kehilangan waktu kerja (*lost time*) pada periode pelaporan. Perhitungan LTIFR mengacu pada standar 1.000.000 jam kerja sebagai dasar penghitungan sehingga hasilnya dapat dibandingkan secara konsisten antara satu lokasi dengan yang lain. Rincian LTIFR dan indikator kinerja K3 lainnya disajikan sebagai berikut: [GRI 403-9]

Based on the results of an evaluation of fatal workplace accidents within the Company, the majority were caused by collisions that occurred in the dock area. To further assess follow-up actions on workplace incidents, Pelindo uses the *Lost Time Injury Frequency Rate* (LTIFR) to reflect the frequency of work-related injuries resulting in lost working time during the reporting period. The LTIFR is calculated based on a standard of 1,000,000 working hours, allowing for consistent comparison across locations. Details of LTIFR and other OHS performance indicators are presented as follows: [GRI 403-9]

### Rekapitulasi LTFIR Berdasarkan Lokasi LTIFR Summary by Location

Lokasi Operational Locations	Lagging Indicator (LTIFR) Lagging Indicator (LTIFR)		Realisasi Nilai LTIFR Actual LTIFR Value	Target Nilai LTIFR Target LTIFR Value	Capaian Achievement
	Jumlah Insiden Number of Incidents	Jumlah Jam Kerja Total Working Hours			
Kantor Pusat Head Office	0	1.760.804	0,00	0,93	110%
Regional 1 Region 1	0	1.171.040	0,00	0,90	110%
Regional 2 Region 2	0	4.615.127	0,00	0,90	110%
Regional 3 Region 3	0	7.831.384	0,00	0,90	110%
Regional 4 Region 4	1	2.307.413	0,43	0,90	110%
SPTP	2	19.953.889	0,10	0,90	110%
SPMT	0	9.513.504	0,00	0,90	110%
SPSL	3	3.409.120	0,88	0,90	102%
SPJM	0	15.154.311	0,00	0,90	110%

### Distribusi Insiden Fatality Berdasarkan Lokasi Distribution of Fatality Incidents by Location

#### Distribusi Insiden Fatality Berdasarkan Lokasi

Distribution of Fatality Incidents by Location

Dermaga Wharf **85,71%**

Lokasi Lapangan Penumpukan Kontainer Container Stacking Yard Location **14,29%**

Galangan Shipyard **0,00%**

#### Distribusi Insiden Fatality Berdasarkan Penyebab

Distribution of Fatality Incidents by Cause

Bongkar Muat Cargo Handling **14,29%**

Bekerja di Ketinggian Working at Height **28,57%**

Benturan Collision **57,14%**





**Realisasi Biaya Pemenuhan Sarana dan Prasarana K3 (Rp Juta)**  
**Realization of OHS Facilities and Infrastructure Costs (Rp Million)**

Entitas Entity	APD PPE	APAR/ Hydrant Fire Extinguishers / Hydrants	Kotak P3K First Aid Kits	Rambu Signage	Pagar Fencing	Sarana dan Prasarana Lainnya Other Facilities and Infrastructure	Total
Regional 1 Region 1	30,87	13,67	20,47	166,99	173,97	196,87	602,84
Regional 2 Region 2	1.718,00	785,12	249,87	611,16	1.044,88	2.182,39	6.591,42
Regional 3 Region 3	431,50	404,16	289,62	542,48	200,00	957,45	2.825,21
Regional 4 Region 4	221,87	72,75	19,55	96,66	401,51	14,25	826,59
SPTP	204,02	939,78	8,00	861,13	1.023,00	3.224,75	6.260,68
SPMT	5.500,00	225,00	75,00	335,00	110,00	-	6.245,00
SPSL	738,69	432,46	82,75	606,94	105,00	-	1.860,84
SPJM	7.710,94	191,28	29,58	161,72	-	544,01	8.742,53

## MANAJEMEN KETENAGAKERJAAN

### Employment Management

Manajemen ketenagakerjaan Perseroan diarahkan untuk memaksimalkan kualitas layanan dan ketahanan organisasi di tengah dinamika operasional pelabuhan. Karyawan dikelola agar senantiasa berpedoman pada regulasi perlindungan tenaga kerja serta praktik terbaik, baik di tingkat nasional maupun global. Hal ini dilakukan demi membangun lingkungan kerja yang adil, aman, dan kondusif bagi pengembangan potensi setiap individu melalui prinsip kesetaraan, keberagaman, serta sistem penilaian kinerja yang objektif.

Pendekatan strategis tersebut membawa dampak positif bagi bisnis, di mana kesejahteraan dan kompetensi karyawan yang terjaga mampu meningkatkan efisiensi serta inovasi secara signifikan. Tingkat retensi yang tinggi juga memberikan keuntungan finansial dengan menekan biaya rekrutmen secara berkelanjutan. Namun, Perseroan tetap mengantisipasi risiko ketidakpuasan karyawan guna memitigasi potensi gangguan industrial, seperti aksi mogok kerja, yang dapat memengaruhi aktivitas operasi.

Di sisi pemangku kepentingan, komitmen Perseroan terwujud melalui prinsip kesetaraan serta penyediaan jalur pengembangan karier bagi seluruh karyawan. Di sisi lain, Perseroan juga menaruh perhatian khusus pada

The Company's workforce management is designed to maximize service quality and organizational resilience amid the dynamic nature of port operations. Employees are managed to ensure they consistently adhere to labor protection regulations and best practices, both at the national and global levels. This is done to foster a fair, safe, and conducive work environment for the development of each individual's potential through the principles of equality, diversity, and an objective performance evaluation system.

This strategic approach yields positive business outcomes, as the well-being and competence of employees significantly enhance efficiency and innovation. High retention rates also provide financial benefits by continuously reducing recruitment costs. However, the Company remains vigilant regarding the risk of employee dissatisfaction to mitigate potential industrial disruptions, such as strikes, which could impact operational activities.

Regarding stakeholders, the Company's commitment is manifested through the principle of equality and the provision of career development pathways for all employees. Additionally, the Company pays special

tantangan fisik dan mental, terutama risiko kelelahan kerja yang muncul akibat pemberlakuan pola kerja *shift*. Upaya mitigasi terus dilakukan untuk menyeimbangkan tuntutan operasional dengan kesehatan karyawan guna menciptakan ekosistem kerja yang produktif. [GRI 3-3]

## Kesetaraan dan Keberagaman

Sejalan dengan komitmen penciptaan nilai sosial berkelanjutan, Pelindo berkomitmen menerapkan prinsip kesetaraan dan keberagaman dalam pengelolaan sumber daya manusia. Pendekatan ini diarahkan untuk membangun lingkungan kerja yang inklusif, setara, dan mendorong partisipasi aktif seluruh karyawan, sekaligus menumbuhkan budaya kolaboratif yang saling menghargai. Penerapan prinsip tersebut menjadi bagian dari strategi keberlanjutan Perseroan dalam memperkuat peran SDM sebagai fondasi pertumbuhan jangka panjang. [SEOJK F.18]

Prinsip kesetaraan dan nondiskriminasi diterapkan secara konsisten di seluruh siklus ketenagakerjaan, mulai dari proses rekrutmen, pengembangan kompetensi dan karier, penilaian kinerja, hingga penetapan remunerasi. Dalam implementasinya, Perseroan menjamin perlindungan dari segala bentuk diskriminasi berdasarkan umur, disabilitas, ras, etnis, gender, agama, pandangan politik, status perkawinan, kewarganegaraan, maupun latar belakang sosial. Kesempatan kerja serta penempatan jabatan ditentukan berdasarkan kapasitas dan kompetensi individu. Kebijakan ini diatur dalam Peraturan Direksi Nomor HK.01/27/6/1/RKTK/UTMA/PLND-23 tentang Manajemen Talenta dan Suksesi. [GRI 3-3]

Selaras dengan itu, Pelindo mendorong keterlibatan masyarakat setempat dalam struktur manajemen senior pada lokasi operasional yang signifikan. Pada tahun pelaporan, sebesar 49,31% manajemen senior berasal dari masyarakat setempat. Dalam pengungkapan ini, manajemen senior didefinisikan sebagai karyawan yang berada pada jabatan struktural, sedangkan definisi masyarakat setempat merujuk pada karyawan yang lokasi kerjanya berada pada kota/kabupaten yang sama dengan domisili tempat tinggalnya. Hal ini mencerminkan komitmen Perseroan dalam memastikan kesinambungan kepemimpinan, pemahaman konteks lokal, serta kontribusi ekonomi di wilayah operasional. [GRI 202-2]

attention to physical and mental challenges, particularly the risk of work-related fatigue arising from shift work schedules. Mitigation efforts are continuously undertaken to balance operational demands with employee well-being, thereby fostering a productive work ecosystem. [GRI 3-3]

## Equality and Diversity

In line with its commitment to creating sustainable social value, Pelindo upholds the principles of equality and diversity in managing its human capital. This approach is aimed at fostering an inclusive and equitable workplace that encourages active participation from all employees, while cultivating a collaborative culture built on mutual respect. The implementation of these principles forms an integral part of the Company's sustainability strategy to strengthen the role of human capital as a foundation for long-term growth. [SEOJK F.18]

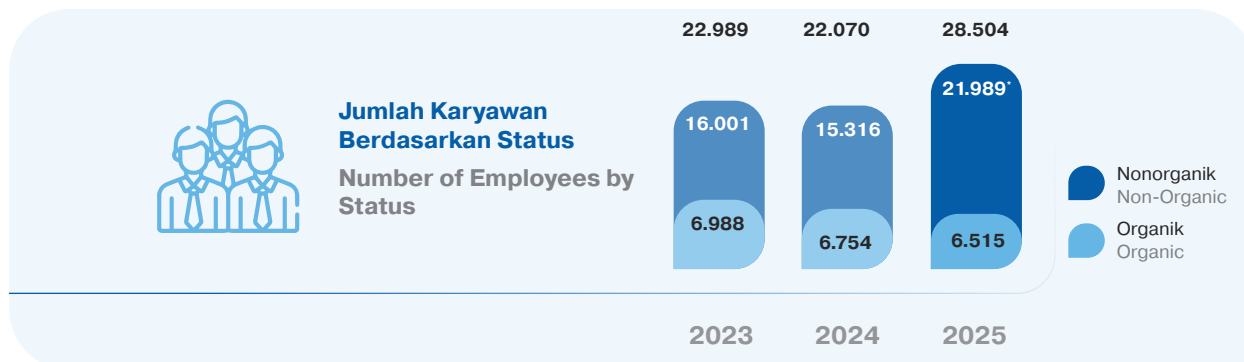
The principles of equality and non-discrimination are consistently applied throughout the entire employment lifecycle, from recruitment, competency and career development, and performance evaluation to remuneration determination. In practice, the Company guarantees protection against all forms of discrimination based on age, disability, race, ethnicity, gender, religion, political opinion, marital status, nationality, and social origin. Employment opportunities and job placements are based on individual capacity and competencies. These policies are governed under the Board of Directors Regulation No. HK.01/27/6/1/RKTK/UTMA/PLND-23 on Talent and Succession Management. [GRI 3-3]

In line with this, Pelindo promotes the inclusion of local communities within senior management structures at significant operational locations. During the reporting year, 49.31% of senior management originated from local communities. In this disclosure, senior management refers to employees holding structural positions, while local communities refer to employees whose work locations are in the same city or regency as their place of residence. This reflects the Company's commitment to ensuring leadership continuity, local context understanding, and economic contribution within its operational areas. [GRI 202-2]



Dalam struktur kepegawaian, Pelindo mengelompokkan karyawan ke dalam karyawan organik dan nonorganik. Karyawan organik merupakan karyawan yang memiliki Nomor Induk Pekerja Pelabuhan (NIPP), termasuk karyawan dalam masa percobaan yang telah diangkat oleh Perseroan. Per 31 Desember 2025, jumlah karyawan organik Pelindo tercatat sebanyak 6.515 orang. [GRI 2-7, 405-1] [SEOJK C.3] [SV-PS-330a.1]

Within its workforce structure, Pelindo classifies employees into organic and non-organic categories. Organic employees are those who hold a Port Employee Identification Number (NIPP), including employees in probation who have been formally appointed by the Company. As of December 31, 2025, the number of Pelindo's organic employees reached 6,515. [GRI 2-7, 405-1] [S EOJK C.3] [SV-PS-330a.1]



**Keterangan:**

\*) Tahun 2025, Nonorganik mencakup BOD Non Pelindo, PKWT, TAD, dan pemborongan, sedangkan tahun 2023 dan 2024 tidak mencakup pemborongan sehingga menyebabkan peningkatan pada karyawan nonorganik sebesar 31,34% pada tahun 2025.

**Notes:**

\*) In 2025, non-permanent employees include non-Pelindo BOD, fixed-term contract workers, temporary workers, and contract workers, whereas in 2023 and 2024, contract workers were not included, resulting in a 31.34% increase in non-permanent employees in 2025.

**Jumlah Karyawan Berdasarkan Status dan Wilayah Kerja**  
Number of Employees by Status and Work Location

Status Status	2025			2024			2023		
	KP	KD	Total	KP	KD	Total	KP	KD	Total
Organik Organic	848	5.667	6.515	861	5.893	6.754	733	6.255	6.988
Nonorganik Nonorganic	211	21.778	21.989*	132	15.184	15.316	123	15.878	16.001
<b>Total Total</b>	<b>1.059</b>	<b>27.445</b>	<b>28.504</b>	<b>993</b>	<b>21.077</b>	<b>22.070</b>	<b>856</b>	<b>22.133</b>	<b>22.989</b>

**Keterangan:**

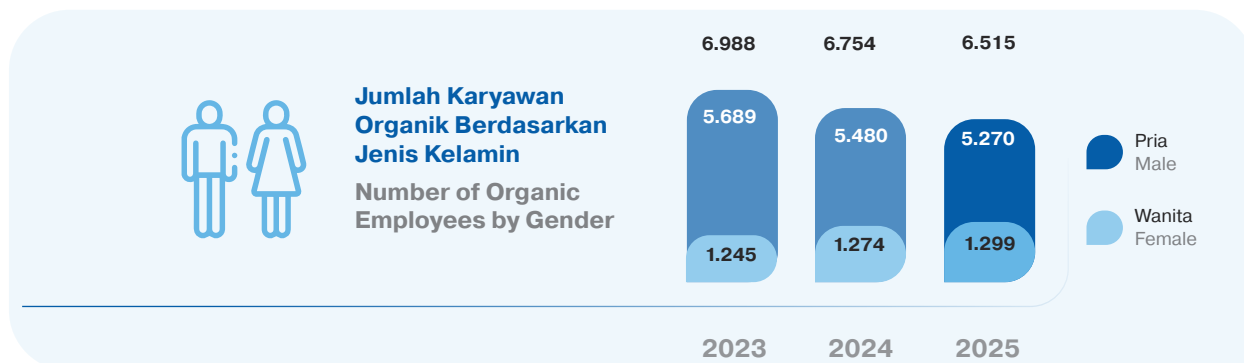
KP: Kantor Pusat, KD: Kantor di Daerah (Regional)

\*) Tahun 2025, Non-Organik mencakup BOD Non Pelindo, PKWT, TAD, dan pemborongan, sedangkan tahun 2023 dan 2024 tidak mencakup pemborongan.

**Notes:**

KP: Head Office, KD: Regional Offices

\*) In 2025, non-organic employees include Non-Pelindo BOD, PKWT, TAD, and contracted workers, while in 2023 and 2024 do not include contracted workers.



### Jumlah Karyawan Organik Berdasarkan Usia dan Jenis Kelamin Number of Organic Employees by Age Group and Gender

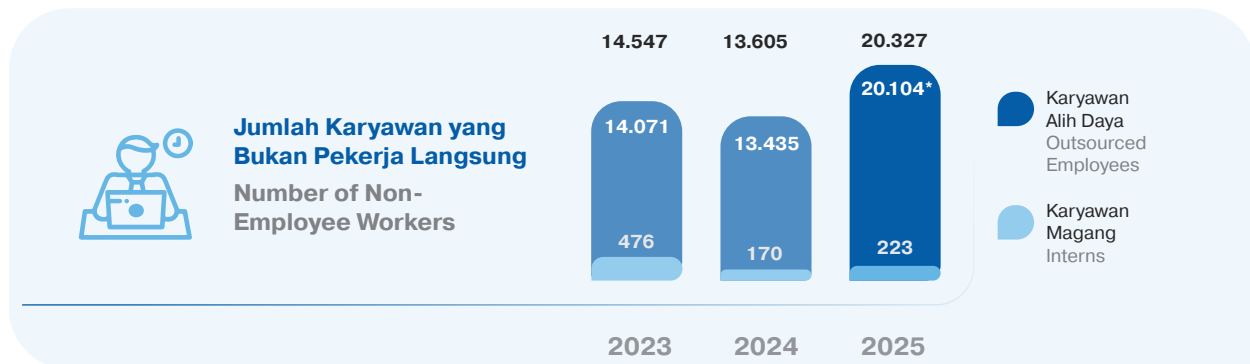
Usia Age	2025			2024			2023		
	Pria Male	Wanita Female	Total Total	Pria Male	Wanita Female	Total Total	Pria Male	Wanita Female	Total Total
<26 Tahun <26 Years old	4	3	7	5	4	9	12	4	16
26–35 Tahun 26-35 Years old	749	332	1.081	1.008	436	1.444	1.305	535	1.840
36–45 Tahun 36-45 Years old	2.246	636	2.882	2.224	546	2.770	2.166	478	2.644
46–51 Tahun 46-51 Years old	1.148	123	1.271	1.191	145	1.336	1.214	155	1.369
51–55 Tahun 51-55 Years old	929	126	1.055	884	114	998	807	106	913
>55 Tahun >55 Years old	194	25	219	168	29	197	185	21	206
<b>Total Total</b>	<b>5.270</b>	<b>1.245</b>	<b>6.515</b>	<b>5.480</b>	<b>1.274</b>	<b>6.754</b>	<b>5.689</b>	<b>1.299</b>	<b>6.988</b>

### Jumlah Karyawan Organik Berdasarkan Tingkat Pendidikan dan Jenis Kelamin Number of Organic Employees by Education Level and Gender

Tingkat Pendidikan Education Level	2025			2024			2023		
	Pria Male	Wanita Female	Total Total	Pria Male	Wanita Female	Total Total	Pria Male	Wanita Female	Total Total
Pascasarjana Postgraduate	1.025	227	1.252	1.026	230	1.256	953	220	1.173
Sarjana Bachelor's Degree	2.418	754	3.172	2.524	762	3.286	2.579	770	3.349
Sarjana Muda Diploma	616	191	807	665	203	868	694	205	899
SMA Senior High School	1.211	73	1.284	1.265	79	1.344	1.462	104	1.566
SMP Junior High School	0	0	0	0	0	0	1	0	1
<b>Total Total</b>	<b>5.270</b>	<b>1.245</b>	<b>6.515</b>	<b>5.480</b>	<b>1.274</b>	<b>6.754</b>	<b>5.689</b>	<b>1.299</b>	<b>6.988</b>

Selain karyawan organik dan nonorganik, Pelindo juga melibatkan tenaga kerja pihak ketiga yang tidak memiliki hubungan kerja langsung dengan Perseroan guna mendukung kegiatan Perseroan. Kelompok ini terdiri atas karyawan alih daya dan peserta magang, dengan penugasan terutama pada fungsi operasional dan administrasi. Berikut rincian mengenai karyawan yang bukan pekerja langsung pada Perseroan. [GRI 2-8]

In addition to organic and non-organic employees, Pelindo also engages third-party personnel who do not have a direct employment relationship with the Company to support its operations. This group consists of outsourced employees and interns, primarily assigned to operational and administrative functions. The following presents the details of personnel who are not directly employed by the Company. [GRI 2-8]



**Keterangan:**

\*) Karyawan alih daya mengalami peningkatan sebesar 49,64% karena penambahan lingkup data yang mencakup TAD dan pemborongan.

**Notes:**

\*) The number of outsourced employees increased by 49.64% due to the expansion of the data scope to include TAD and contracting.

## Perputaran Karyawan

Perputaran karyawan menjadi salah satu indikator yang digunakan Perseroan untuk menilai dinamika pengelolaan sumber daya manusia serta kesinambungan kompetensi organisasi. Perputaran karyawan dianalisis dengan mempertimbangkan keseimbangan antara karyawan yang keluar dan karyawan yang direkrut selama periode pelaporan, sejalan dengan kebijakan ketenagakerjaan yang menjunjung prinsip kesetaraan dan kesempatan yang sama.

[GRI 3-3]

Pada tahun 2025, Pelindo hanya melakukan perekrutan untuk karyawan Nonorganik atau Perjanjian Kerja Waktu Tertentu (PKWT) sebanyak 92 orang, sehingga tidak terdapat perekrutan karyawan organik. Proses rekrutmen dilaksanakan dengan memberikan kesempatan yang setara bagi seluruh calon tenaga kerja, termasuk masyarakat lokal dan masyarakat adat setempat. Selain itu, Perseroan juga membuka kesempatan kerja bagi penyandang disabilitas dengan memastikan tersedianya lingkungan kerja yang inklusif dan mendukung, sebagaimana diatur dalam Peraturan Kerja Bersama (PKB) antara Pelindo dan Serikat Pekerja Pelabuhan Indonesia Bersatu Periode 2023–2025.

Hingga 31 Desember 2025, Perseroan mencatat tingkat perputaran karyawan organik sebesar 3,60%. Melalui tingkat perputaran ini, Perseroan senantiasa mengawasi perubahan komposisi tenaga kerja selama periode pelaporan dan menjadi bagian dari evaluasi berkelanjutan Perseroan dalam menjaga stabilitas organisasi, efektivitas operasional, serta keselarasan kebutuhan tenaga kerja dengan arah pengembangan bisnis jangka panjang. [GRI 401-1] [SV-PS-330a.2]

## Employee Turnover

Employee turnover is one of the indicators used by the Company to assess the dynamics of human capital management and the continuity of organizational competencies. Turnover is analyzed by considering the balance between employees leaving and those recruited during the reporting period, in line with employment policies that uphold principles of equality and equal opportunity. [GRI 3-3]

In 2025, Pelindo conducted recruitment only for non-organic employees under Fixed-Term Employment Agreements (PKWT), totaling 92 people, with no recruitment of organic employees. The recruitment process was carried out by providing equal opportunities for all candidates, including local communities and indigenous peoples. In addition, the Company provides employment opportunities for persons with disabilities by ensuring an inclusive and supportive work environment, as stipulated in the Collective Labor Agreement (CLA) between Pelindo and the Pelabuhan Indonesia Bersatu Labor Union for the 2023–2025 period.

As of December 31, 2025, the Company recorded an organic employee turnover rate of 3.60%. Through this metric, the Company continuously monitors changes in workforce composition during the reporting period and uses it as part of its ongoing evaluation to maintain organizational stability, operational effectiveness, and alignment between workforce needs and long-term business development. [GRI 401-1] [SV-PS-330a.2]

### Jumlah Perputaran Karyawan Organik Berdasarkan Lokasi Operasional Number of Organic Employee Turnover by Operational Locations

Lokasi Operasional Operational Locations	2025		2024		2023	
	Total Total	Persentase Percentage	Total Total	Persentase Percentage	Total Total	Persentase Percentage
Kantor Pusat Head Office	16	1,03%	10	0,71%	10	1,01%
Regional 1 Region 1	9	2,01%	13	2,52%	16	1,99%
Regional 2 Region 2	25	2,09%	27	2,11%	28	1,81%
Regional 3 Region 3	25	2,66%	12	1,22%	27	1,97%
Regional 4 Region 4	17	2,40%	21	2,72%	19	1,79%
SPTP	54	1,78%	63	1,88%	52	1,44%
SPMT	32	1,52%	38	1,79%	24	1,20%
SPSL	2	0,80%	6	2,26%	4	1,29%
SPJM	55	1,97%	40	1,38%	35	1,66%
KSO Terminal Petikemas Koja	2	14,29%	2	15,38%	0	0,00%
PT Pendidikan Maritim Logistik Indonesia	2	4,08%	0	0,00%	0	0,00%
PT ILCS	0	0,00%	2	1,75%	0	0,00%
PT PHC Medan	0	0,00%	0	0,00%	1	6,25%

### Jumlah Perputaran Karyawan Organik Berdasarkan Jenis Kelamin Number of Organic Employee Turnover by Gender

Jenis Kelamin Gender	2025		2024		2023	
	Total Total	Persentase Percentage	Total Total	Persentase Percentage	Total Total	Persentase Percentage
Pria Male	210	2,0%	203	1,8%	190	1,6%
Wanita Female	29	1,2%	31	1,2%	26	1,0%

### Jumlah Perputaran Karyawan Organik Berdasarkan Kelompok Usia Number of Organic Employee Turnover by Age Group

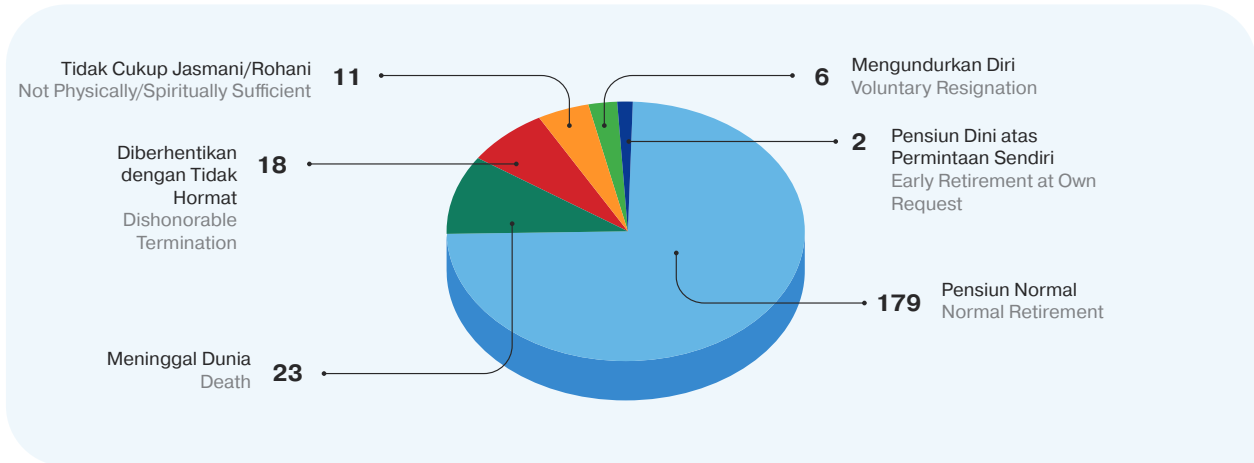
Kelompok Usia Age Group	2025		2024		2023	
	Total Total	Persentase Percentage	Total Total	Persentase Percentage	Total Total	Persentase Percentage
<30 Tahun <30 Years old	0	0,0%	1	0,4%	1	0,4%
31-40 Tahun 31-40 Years old	20	0,4%	20	0,4%	13	0,2%
41-50 Tahun 41-50 Years old	23	0,5%	8	0,2%	14	0,3%
51-60 Tahun 30 Years old	196	6,8%	204	6,2%	186	5,1%
>60 Tahun 30 Years old	0	0,0%	0	0,0%	2	100,0%



Sepanjang tahun 2025, Perseroan mencatat 239 karyawan berhenti bekerja. Penghentian hubungan kerja tersebut terjadi karena beberapa alasan, antara lain meninggal dunia, memasuki pensiun normal maupun pensiun dini, mengundurkan diri atas inisiatif pribadi, serta pemberhentian sesuai ketentuan yang berlaku. [SV-PS-330a.2]

Throughout 2025, the Company recorded 239 employee separations. These separations occurred for various reasons, including death, normal retirement and early retirement, voluntary resignation, as well as terminations in accordance with applicable regulations. [SV-PS-330a.2]

**Perputaran Karyawan Berdasarkan Alasan**  
**Employee Turnover by Reason**



## Pengelolaan Pembelajaran

Pelindo menempatkan pengembangan sumber daya manusia sebagai prioritas strategis untuk mendorong pertumbuhan kinerja keberlanjutan Perseroan. Melalui pelatihan dan pengembangan kompetensi yang terstruktur, karyawan dibekali keterampilan teknis (*hard skills*), nonteknis (*soft skills*), kepemimpinan, kemampuan manajerial, serta sertifikasi yang diselaraskan dengan regulasi, kebutuhan bisnis, dan dinamika industri. Upaya ini menjadi faktor kunci untuk meningkatkan kompetensi yang relevan, mendorong daya saing, serta mendukung pengembangan karier sehingga berkontribusi langsung pada pencapaian target kinerja dan penerapan prinsip keberlanjutan. Hal ini juga menjadi upaya Perseroan dalam meningkatkan pengembangan karier bagi karyawan perempuan dan karyawan penyandang disabilitas. [GRI 3-3]

Sepanjang tahun 2025, Perseroan terus memperkuat pengembangan kompetensi pekerja melalui sistem pembelajaran yang terstruktur, terukur, dan selaras dengan kebutuhan bisnis. Sebagai bagian dari komitmen dalam membangun budaya belajar berkelanjutan, Perseroan menetapkan target minimum 50 jam pelatihan per pekerja per tahun. Target tersebut dirancang untuk memastikan setiap Insan Pelindo memperoleh kesempatan kompetensi secara berkelanjutan, baik melalui pelatihan dan sertifikasi yang dilaksanakan secara luring maupun daring, maupun melalui program pembelajaran berbasis akademi.

## Learning Management

Pelindo places human capital development as a strategic priority to drive the Company's sustainable performance. Through structured training and competency development programs, employees are equipped with technical skills, soft skills, leadership capabilities, managerial competencies, and certifications aligned with regulatory requirements, business needs, and industry dynamics. These efforts serve as a key enabler to enhance relevant competencies, strengthen competitiveness, and support career development, thereby contributing directly to performance targets and the implementation of sustainability principles. This initiative is also part of the Company's efforts to enhance career opportunities for female and disabled employees. [GRI 3-3]

Throughout 2025, the Company continues to strengthen employee competency development through a structured, measurable learning system aligned with business needs. As part of its commitment to fostering a culture of continuous learning, the Company has set a minimum target of 50 training hours per employee per year. This target is designed to ensure that every Pelindo employee has ongoing opportunities to develop their competencies, whether through in-person or online training and certification programs, or through academy-based learning programs.

Perseroan menyelenggarakan 917 program pelatihan, sertifikasi, dan seminar secara luring, daring, maupun kombinasi luring dan daring melalui berbagai platform, salah satunya aplikasi Portaverse. Program tersebut diikuti oleh 6.716 karyawan, mencakup organik, nonorganik, dan tenaga ahli daya. Hingga akhir 2025, Pelindo telah mengalokasikan anggaran pelatihan dan pengembangan karyawan sebesar Rp45,4 miliar. [GRI 404-1] [SEOJK F.22]

The Company conducted 917 training programs, certifications, and seminars delivered through offline, online, and hybrid formats via various platforms, including the Portaverse application. These programs were attended by 6,716 employees, covering organic employees, non-organic employees, and outsourced experts. By the end of 2025, Pelindo had allocated Rp45.4 billion for employee training and development. [GRI 404-1] [SEOJK F.22]



### Program Pengembangan Karyawan [GRI 404-2] Employee Development Program

Sepanjang tahun 2025, Perseroan secara konsisten melaksanakan berbagai inisiatif pengembangan kompetensi yang dirancang untuk memperkuat kapabilitas kepemimpinan dan keahlian teknis karyawan di seluruh lini organisasi. Program pengelolaan pembelajaran ini merupakan bagian dari strategi transformasi talenta yang bertujuan untuk memastikan kesiapan sumber daya manusia dalam menghadapi dinamika industri kepelabuhanan global. Rincian program yang dilaksanakan adalah sebagai berikut:

Throughout 2025, the Company consistently implemented various competency development initiatives designed to strengthen the leadership capabilities and technical expertise of employees across all levels of the organization. This learning management program is part of a talent transformation strategy aimed at ensuring the readiness of human resources to face the dynamics of the global port industry. Details of the programs implemented are as follows:



**Accelerated Leadership Program for Pelabuhan Indonesia (ALPI) Cycle 2:**

- program pengembangan kepemimpinan intensif dengan durasi total 10 bulan.
- **30 peserta** pada tingkat manajerial madya dengan total **183,5 jam pelatihan**.
  - **31 peserta** pada tingkat manajerial muda dengan total **181 jam pelatihan**.

**Accelerated Leadership Program for Pelabuhan Indonesia (ALPI) Cycle 2: an intensive leadership development program** with a total duration of 10 months.

- **30 participants** at the mid-management level with a total of **183.5 training hours**.
- **31 participants** at the junior management level with a total of **181 training hours**.



**Scholarship Helpdesk:** program pembekalan bahasa dan persiapan beasiswa, termasuk pemberian rekomendasi bidang studi dan universitas yang selaras dengan kebutuhan strategis Perseroan.

- **12 pekerja** melanjutkan studi pascasarjana di luar negeri.

**Scholarship Helpdesk:** a language training and scholarship preparation program, including recommendations for fields of study and universities aligned with the Company's strategic needs.

- **12 employees** are pursuing graduate studies abroad.



**Core Business Academies:** penguatan operasional inti melalui *Training* SDM Operasional Pelayanan Terminal Non-Petikemas serta *Training* SDM Operasional Pelayanan Roro dan Penumpang, yang diselenggarakan di berbagai Cabang Pelabuhan di wilayah Timur dan Barat.

**Core Business Academies:** strengthening core operations through Operational Staff Training for Non-Container Terminal Services and Operational Staff Training for Ro-Ro and Passenger Services, held at various Port Branches in the Eastern and Western regions.



**Supporting Academies:** Program pendukung ini mencakup pelaksanaan *GM Academy*, *Legal Academy*, dan *Commercial Academy* yang bertujuan untuk memperkuat aspek tata kelola, kepatuhan, serta penajaman strategi komersial perusahaan.

**Supporting Academies:** These support programs include the *GM Academy*, *Legal Academy*, and *Commercial Academy*, which aim to strengthen governance and compliance and refine the company's commercial strategies.



**Sertifikasi Kompetensi Teknis:** Pelaksanaan sertifikasi di berbagai bidang krusial guna memastikan kepatuhan terhadap standar profesional, meliputi bidang HSSE, manajemen risiko, sistem manajemen, keberlanjutan, lingkungan, internal audit, sumber daya manusia, *project management*, pengadaan (*procurement*), hingga tata kelola (*governance*).

**Technical Competency Certification:** The implementation of certifications across various critical fields to ensure compliance with professional standards, including HSSE, risk management, management systems, sustainability, environment, internal audit, human resources, project management, procurement, and governance.

### Rekapitulasi Rata-rata Jam Pelatihan Average Training Hours Recapitulation

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan Number of Employees Received Trainings			Jumlah Jam Pelatihan Total Training Hours			Rata-rata Jam Pelatihan Average Training Hours		
	2025**	2024	2023*	2025	2024	2023*	2025	2024	2023*
Berdasarkan Gender Based on Gender									
Pria Male	5.409	216.07	72.481	372.971	458.85	298.129	68	70	56
Wanita Female	1.307	51.726	20.869	118.416	123.883	78.514	90	83	61
Berdasarkan Kategori Karyawan Based on Employee Category									
Struktural Structural	2.907	69.384	40.351	220.255	179.365	185.764	75	90	52
Nonstruktural Non-structural	3.809	198.412	52.999	271.131	403.368	190.879	71	67	64

**Keterangan:**

\*) Data mencakup perhitungan Regional 1-4 dan holding.  
\*\*) Pada tahun 2025, metodologi perhitungan karyawan yang mengikuti pelatihan mengalami penyempurnaan yaitu menggunakan pendekatan jumlah karyawan unik (*unique employee count*), sedangkan data tahun 2024 dan 2023 dihitung secara kumulatif berdasarkan jumlah keikutsertaan pelatihan sehingga satu karyawan dapat dihitung lebih dari satu kali. Penyesuaian ini dilakukan untuk memberikan representasi yang lebih akurat atas tingkat partisipasi pekerja dalam program pengembangan kompetensi secara individu.

**Note:**

\*) Data includes Region 1-4 and holding calculations.  
\*\*) In 2025, the methodology for calculating the number of employees participating in training was refined to use a "unique employee count" approach, whereas data for 2024 and 2023 were calculated cumulatively based on the number of training sessions attended, meaning that a single employee could be counted more than once. This adjustment was made to provide a more accurate representation of individual employee participation rates in competency development programs.

### Innovation Engagement Circle Innovation Engagement Circle

Perseroan melaksanakan program *Innovation Engagement Circle* sebagai sarana untuk memperkenalkan pengembangan serta portofolio produk inovasi kepada seluruh pekerja Pelindo. Inisiatif ini mencakup inovasi yang dihasilkan melalui mekanisme inkubasi di kantor pusat maupun pengembangan di masing-masing entitas grup, yang selaras dengan target kinerja tahunan berupa implementasi minimal satu inovasi. Selain berasal dari internal, inovasi juga dikembangkan melalui kolaborasi dengan pihak eksternal guna memperkaya kapabilitas dan perspektif.

The Company implements the *Innovation Engagement Circle* program as a means to introduce innovation development and the portfolio of innovative products to all Pelindo employees. This initiative encompasses innovations generated through incubation mechanisms at the headquarters as well as development within each group entity, in line with the annual performance target of implementing at least one innovation. In addition to internal sources, innovations are also developed through collaboration with external parties to enrich capabilities and perspectives.



Pelaksanaan program ini diwujudkan melalui penyusunan *newsletter* dan video publikasi yang didistribusikan melalui berbagai kanal komunikasi internal, antara lain *Peo*, *Portaverse*, *Community of Practice* (CoP) Inovasi, surel, serta grup WhatsApp. Sepanjang tahun 2025, Perseroan menerbitkan delapan publikasi produk inovasi yang menjadi media pembelajaran dan diseminasi pengetahuan, sekaligus mendorong peningkatan kompetensi dan budaya inovasi secara berkelanjutan di lingkungan kerja. Berikut judul *newsletter* dan video publikasi yang disampaikan sepanjang tahun 2025.

The program is implemented through the production of newsletters and video publications distributed via various internal communication channels, including *Peo*, *Portaverse*, the Innovation Community of Practice (CoP), email, and WhatsApp groups. Throughout 2025, the Company published eight innovation product publications that serve as learning resources and knowledge dissemination tools, while simultaneously fostering continuous improvement in competencies and an innovation culture within the workplace. Below are the titles of the newsletters and video publications released throughout 2025.

7. Innovation Booth at Pelindo Forum 2025
8. Digital Maritime Development Center (DMDC)
9. I-CON 2.0 Innovation Challenge of Excellence by ILCS
10. Implementasi Inovasi Pemanfaatan Radar *Microwave* pada Blok ARTG
11. Pelindo Innovation Award 2024–2025
12. Sistem Monitoring APD Berbasis *Artificial Intelligence*
13. Virtu-VR Pelindo Future Learning Experience (by INCUBE 2024)
14. FGD EXCUBE
15. Sistem *Delivery Best Pick* dalam Mendukung Efisiensi Biaya Logistik
16. EBBI (Efisiensi BBM Berbasis Inverter)
17. PANDA (Pelindo Akuntansi Digital)
18. Port Safe (P-Safe) 100% Commitment Zero Accidents

19. Innovation Booth at Pelindo Forum 2025
20. Digital Maritime Development Center (DMDC)
21. I-CON 2.0 Innovation Challenge of Excellence by ILCS
22. Implementation of Microwave Radar Technology in the ARTG Block
23. Pelindo Innovation Award 2024–2025
24. Artificial Intelligence-Based PPE Monitoring System
25. Virtu-VR Pelindo Future Learning Experience (by INCUBE 2024)
26. EXCUBE Focus Group Discussion
27. Best Pick Delivery System to Support Logistics Cost Efficiency
28. EBBI (Inverter-Based Fuel Efficiency)
29. PANDA (Pelindo Digital Accounting)
30. Port Safe (P-Safe) 100% Commitment to Zero Accidents

**Program Prapensiun [GRI 404-2] [SEOJK F.22]**

Pelindo memperluas pengembangan SDM tidak hanya pada peningkatan kompetensi selama masa kerja, tetapi juga pada persiapan karyawan memasuki masa pensiun. Untuk memastikan kepastian kesejahteraan pascakerja, Perseroan menetapkan Kebijakan Pengaturan Kesejahteraan Karyawan Purnabakti yang diatur dalam Perjanjian Kerja Bersama (PKB) Nomor KP.08.03/10/11/2/HBUP/UTMA/PLND-24 antara PT Pelabuhan Indonesia (Persero) dan Serikat Pekerja Pelabuhan Indonesia Bersatu Periode 2023–2025.

Sebagai bentuk dukungan yang lebih terarah, Perseroan menyelenggarakan program prapensiun bagi karyawan yang akan memasuki usia pensiun 56 tahun. Program ini dapat diikuti sejak karyawan berusia 51 tahun atau 5 tahun sebelum pensiun. Pada tahun 2025, program tersebut diikuti oleh 209 karyawan beserta pasangannya.

**Pre-Retirement Program [GRI 404-2] [SEOJK F.22]**

Pelindo extends its human capital development efforts beyond competency enhancement during employment to include preparation for employees entering retirement. To ensure post-employment welfare, the Company has formalized an Employee Retirement Welfare Policy as stipulated in the Collective Labor Agreement (CLA) No. KP.08.03/10/11/2/HBUP/UTMA/PLND-24 between PT Pelabuhan Indonesia (Persero) and the Pelabuhan Indonesia Bersatu Labor Union for the 2023–2025 period.

As a more targeted support measure, the Company implements a pre-retirement program for employees approaching the retirement age of 56. This program is available to employees starting at the age of 51, or five years prior to retirement. In 2025, the program was attended by 209 employees along with their spouses.



### Pelatihan Menjelang Pensiun/Program Bantuan Peralihan Tahun 2025 Pre-Retirement Training/Transition Assistance Program 2025

Judul Pelatihan Training Title	Jumlah Batch Number of Batches
<b>Perencanaan Keuangan dan Literasi Finansial Financial Planning and Financial Literacy</b>	
Investasi dan Instrumen Keuangan Investment and Financial Instruments	24
Perencanaan Keuangan untuk Hari Tua Retirement Financial Planning	24
<i>Financial Freedom Blueprint: Merancang Hidup di Usia Muda</i> Financial Freedom Blueprint: Designing Life at a Young Age	9
<i>Wealth &amp; Wellness: Perencanaan Keuangan untuk Gaya Hidup Berkelanjutan</i> Wealth & Wellness: Financial Planning for a Sustainable Lifestyle	9
<i>Money by Design</i> Money by Design	7
<i>Smart Capital Allocation for Long-Term Value</i> Smart Capital Allocation for Long-Term Value	1
<b>Persiapan Pensiun dan Transisi Pasca-Kerja Retirement Preparation and Post-Retirement Transition</b>	
ESQ Masa Persiapan Pensiun ESQ Pre-Retirement Program	6
Pelatihan <i>Ready to Retire</i> Ready to Retire Training	4
Tenang di Hari Tua: Siapkan Dana Pensiun dari Sekarang Peaceful Retirement: Start Preparing Your Pension Fund Today	1
<b>Kewirausahaan dan Pengembangan Karier Alternatif Entrepreneurship and Alternative Career Development</b>	
Merintis Bisnis UMKM Menjelang Pensiun Starting an MSME Business Ahead of Retirement	24
Dasar-dasar Kewirausahaan yang Sukses Fundamentals of Successful Entrepreneurship	23
Sociopreneur: Berkarya di Masa Pensiun Sociopreneurship: Creating Impact in Retirement	22
<i>Side Hustle Mastery: Membangun Bisnis Sampingan</i> Side Hustle Mastery: Building a Secondary Income Stream	1
<b>Kompetensi Teknis Keuangan dan Aktuaria Technical Competencies in Finance and Actuarial</b>	
Perhitungan Aktuaria Imbalan Pasca Kerja & PSAK 24 Actuarial Calculation of Post-Employment Benefits & PSAK 24	9

## Kesejahteraan Karyawan

Kesejahteraan karyawan merupakan bagian dari prioritas Pelindo dalam mengelola SDM. Hal tersebut diwujudkan dengan pemenuhan imbalan kerja sesuai kebijakan yang berlaku, yang mencakup remunerasi, manfaat, dan upah sebagai hak normatif. Remunerasi dan manfaat diberikan sesuai ketentuan serta kebijakan yang berlaku dengan prinsip keadilan dan tingkat yang kompetitif dibandingkan industri atau segmen bisnis sejenis.

## Employee Welfare

Employee welfare is a key priority for Pelindo in managing its human capital. This is reflected in the provision of employee compensation in accordance with applicable policies, covering remuneration, benefits, and wages as normative rights. Remuneration and benefits are provided based on prevailing regulations and policies, guided by principles of fairness and competitiveness relative to industry standards or comparable business segments.

Selaras dengan komitmen tersebut, Perseroan memastikan remunerasi karyawan pemula berada di atas Upah Minimum Provinsi (UMP) bagi pria maupun wanita, serta menerapkan prinsip nondiskriminasi berdasarkan jenis kelamin. Rasio gaji pokok dan remunerasi wanita terhadap pria ditetapkan 1:1 pada seluruh kelas jabatan dan kualifikasi yang setara. Perseroan juga memastikan remunerasi karyawan alih daya berada di atas UMP di masing-masing wilayah. [GRI 202-1, 405-2] [SEOJK F.20]

In line with this commitment, the Company ensures that entry-level employee remuneration is above the Provincial Minimum Wage (UMP) for both male and female, while applying a non-discriminatory approach based on gender. The ratio of basic salary and remuneration between female and male employees is maintained at 1:1 across all equivalent job levels and qualifications. The Company also ensures that remuneration for outsourced employees is above the applicable UMP in each region. [GRI 202-1, 405-2] [SEOJK F.20]

### Remunerasi Karyawan Organik Tingkat Terendah dengan UMP Tahun 2025 Lowest Organic Employee Remuneration Compared to the 2025 UMP

Lokasi/Wilayah Kerja Work Location/Area	Provinsi/Daerah Province/Region	Upah Minimum Provinsi Provincial Minimum Wage (Rp)	Remunerasi Karyawan Organik Tingkat Terendah Lowest Organic Employee Remuneration (Rp)	Persentase Percentage
Kantor Pusat Head Office	DKI Jakarta DKI Jakarta	5.396.791	12.095.000	224%
Regional 1 Region 1	Sumatera Utara North Sumatra	2.992.559	7.992.000	267%
Regional 2 Region 2	DKI Jakarta DKI Jakarta	5.396.791	12.095.000	224%
Regional 3 Region 3	Jawa Timur East Java	2.305.985	9.935.000	431%
Regional 4 Region 4	Sulawesi Selatan South Sulawesi	3.657.527	6.130.000	168%
SPTP	Jawa Timur East Java	2.305.985	9.935.000	431%
SPMT	Sumatera Utara North Sumatra	2.992.559	7.992.000	267%
SPSL	DKI Jakarta DKI Jakarta	5.396.791	12.095.000	224%
SPJM	Sulawesi Selatan South Sulawesi	3.657.527	6.130.000	168%

Selain pengaturan remunerasi, Perseroan menyediakan manfaat kesejahteraan bagi karyawan organik serta karyawan nonorganik dan alih daya sesuai ketentuan yang berlaku. [GRI 401-2]

In addition to remuneration arrangements, the Company provides welfare benefits to organic employees as well as non-organic and outsourced employees in accordance with applicable regulations. [GRI 401-2]

### Manfaat dan Fasilitas yang Diterima Karyawan Employee Benefits and Facilities

Uraian Description	Karyawan Organik Organic Employees	Karyawan Nonorganik dan Alih Daya Non-Organic and Outsourced Employees
Asuransi Kecacatan dan Kecelakaan Kerja Occupational Disability and Work Accident Insurance	✓	✓
Asuransi Meninggal Dunia Karena Karyawan Work-related Death Insurance	✓	✓
Asuransi Meninggal Dunia Bukan Karena Karyawan Non-Work-Related Death Insurance	✓	✓
Asuransi Kecacatan dan Kecelakaan di Luar Kecelakaan Kerja Disability and Accident Insurance Outside Work Activities	✓	✓



Uraian Description	Karyawan Organik Organic Employees	Karyawan Nonorganik dan Alih Daya Non-Organic and Outsourced Employees
Jaminan Kesehatan bagi Karyawan Health Insurance for Employees	✓	✓
Jaminan Kesehatan bagi Pasangan Karyawan Health Insurance for Employees' Spouses	✓	✓
Jaminan Kesehatan bagi Anak Karyawan Health Insurance for Employees' Children	✓	✓
Cuti Melahirkan   Maternity Leave	✓	✓
Cuti Haid   Menstrual Leave	✓	✓
Cuti Menunaikan Haji atau Ziarah Keagamaan Hajj or Religious Pilgrimage Leave	✓	✓
Tunjangan Hari Raya   Religious Holiday Allowance	✓	✓
Dana Pensiun   Pension Fund	✓	-
Pesangon   Severance Pay	✓	-
Uang Kompensasi   Compensation Benefits	✓	✓

**Keterangan:**

\* Berlaku untuk seluruh wilayah operasi.

\*\* Tidak ada tunjangan kepemilikan saham.

**Notes:**

\* Applies to all operational areas.

\*\* No stock ownership benefits.

Cuti dengan alasan penting disediakan oleh Perseroan untuk mendukung kesejahteraan pekerja dalam kondisi khusus, yang mencakup pernikahan pertama, serta musibah sakit atau meninggal dunia pada orang tua dan anggota keluarga inti lainnya, dengan ketentuan dan prosedur pemberian izin yang dilaksanakan sesuai dengan aturan yang tercantum dalam Perjanjian Kerja Bersama (PKB).

Di samping pemenuhan remunerasi, Pelindo menata kesejahteraan jangka panjang melalui perlindungan masa pensiun dengan mengikutsertakan seluruh karyawan dalam program Jaminan Hari Tua (JHT). Perseroan membayarkan iuran sebesar 3,7% dari total iuran yang ditetapkan, sedangkan karyawan berkontribusi melalui potongan gaji bulanan sebesar 2% sesuai ketentuan BPJS Ketenagakerjaan. Sepanjang tahun 2025, Pelindo telah menyalurkan total manfaat pensiun senilai Rp138,50 miliar yang mencakup pembayaran Manfaat Pensiun Bulanan dan Manfaat Sekaligus, dengan total peserta yang tercatat mencapai 11.715 orang. [GRI 201-3]

Selain itu, Perseroan berkomitmen mendukung keseimbangan kehidupan kerja melalui penerapan fleksibilitas kerja yang adaptif, di mana karyawan diberikan opsi *remote working* dengan ketentuan khusus *Work From Anywhere* (WFA) pada periode Hari Raya Idul Fitri, Natal dan Tahun Baru, serta kebijakan *flexitime* yang memungkinkan penyesuaian durasi waktu kerja hingga 30 menit sebelum atau sesudah jam operasional standar di pagi dan sore hari, sebagaimana diatur dalam Peraturan Direksi Nomor HK.01/5/3/2/KIRF/UTMA/PLND-24 tentang Hari dan Jam Kerja bagi Pekerja PT Pelabuhan Indonesia (Persero).

The Company provides leave for important reasons to support the well-being of employees under special circumstances, including a first marriage, as well as the illness or death of a parent or other immediate family member, with the terms and procedures for granting such leave carried out in accordance with the provisions set forth in the Collective Labor Agreement (CLA).

In addition to providing remuneration, Pelindo enhances long-term employee welfare through retirement protection by enrolling all employees in the Old-Age Security (JHT) program. The Company contributes 3.7% of the total required contribution, while employees contribute 2% through monthly salary deductions, in accordance with BPJS Ketenagakerjaan regulations. Throughout 2025, Pelindo has disbursed a total of Rp138.50 billion in pension benefits, including monthly pension payments and lump-sum benefits, with a total of 11,715 participants on record. [GRI 201-3]

In addition, the Company is committed to supporting work-life balance through the implementation of adaptive workplace flexibility, whereby employees are given the option of remote work under specific *Work From Anywhere* (WFA) provisions during the Eid al-Fitr, Christmas, and New Year holidays, as well as a flexitime policy that allows for adjustments to working hours of up to 30 minutes before or after standard operating hours in the morning and afternoon, as stipulated in Board Regulation No. HK.01/5/3/2/KIRF/UTMA/PLND-24 regarding Working Days and Hours for Employees of PT Pelabuhan Indonesia (Persero).

### Cuti Melahirkan [GRI 401-3]

Pelindo memberikan hak cuti melahirkan (*maternity leave*) dan cuti pendampingan (*paternity leave*) sesuai ketentuan perundang-undangan dan kebijakan internal. Karyawan wanita memperoleh cuti melahirkan selama 90 hari berdasarkan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, serta diatur dalam Perjanjian Kerja Bersama Periode 2023–2025 Nomor KP.08.03/10/11/2/HBUP/UTMA/PLND-23 dan Nomor 01/XI/SKEP/SPPI-B/2023, serta Peraturan Direksi Nomor HK.01/1/3/2/KIRF/UTM/PLND-24 tentang Cuti dan Izin bagi Pekerja di Lingkungan PT Pelabuhan Indonesia (Persero).

Perseroan memastikan karyawan wanita yang menjalankan cuti melahirkan dapat kembali bekerja setelah masa cuti berakhir, dengan tetap memperoleh hak gaji/tunjangan, jaminan kesehatan, dan manfaat kesejahteraan lainnya. Selain itu, karyawan pria diberikan cuti tiga hari kerja untuk mendampingi istri sah yang melahirkan atau mengalami keguguran kandungan. Sepanjang tahun 2025, sebanyak 87 karyawan wanita menggunakan cuti melahirkan dan 230 karyawan pria menggunakan cuti pendampingan, dengan persentase karyawan yang kembali bekerja setelah cuti berakhir sebesar 100%.

### Maternity Leave [GRI 401-3]

Pelindo provides maternity leave and paternity leave entitlements in accordance with applicable regulations and internal policies. Female employees are entitled to 90 days of maternity leave based on Law No. 13 of 2003 on Manpower, as well as provisions set out in the Collective Labor Agreement for the 2023–2025 period No. KP.08.03/10/11/2/HBUP/UTMA/PLND-23 and No. 01/XI/SKEP/SPPI-B/2023, and the Board of Directors Regulation No. HK.01/1/3/2/KIRF/UTM/PLND-24 on Leave and Permits for Employees within PT Pelabuhan Indonesia (Persero).

The Company ensures that female employees taking maternity leave are able to return to work after the leave period ends, while continuing to receive their salary/allowances, health insurance, and other welfare benefits. In addition, male employees are granted three working days of leave to accompany their legally married spouse during childbirth or miscarriage. Throughout 2025, a total of 87 female employees took maternity leave and 230 male employees took paternity leave, with a 100% return-to-work rate upon completion of the leave period.

### Penggunaan Hak Cuti Melahirkan [GRI 401-3] Utilization of Maternity Leave Entitlements

Uraian Description	2025		2024		2023	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Jumlah Karyawan yang Berhak atas Cuti Melahirkan Number of Employees Eligible for Maternity Leave	230	87	77	73	9	89
<b>Jumlah   Total</b>	<b>317</b>		<b>150</b>		<b>98</b>	
Jumlah Karyawan yang Mengambil Cuti Melahirkan Number of Employees Who Took Maternity Leave	230	87	77	73	9	89
<b>Jumlah   Total</b>	<b>317</b>		<b>150</b>		<b>98</b>	
Jumlah Karyawan yang Kembali Bekerja Setelah Melahirkan/ Setelah Mengambil Cuti untuk Kelahiran Anaknya Number of Employees Who Returned to Work After Giving Birth or Taking Maternity Leave	96	74	9	89	9	49
<b>Jumlah   Total</b>	<b>170</b>		<b>98</b>		<b>58</b>	
Jumlah Karyawan yang Masih Bekerja 12 Bulan Setelah Kembali Bekerja Number of Employees Still Employed 12 Months After Returning to Work	96	74	9	89	9	49
<b>Jumlah   Total</b>	<b>170</b>		<b>98</b>		<b>58</b>	
Tingkat Retensi Setelah Melahirkan Post-Maternity Retention Rate	100%	97%	100%	100%	100%	91%

Sebagai bentuk dukungan nyata terhadap keseimbangan kehidupan kerja dan kesejahteraan pekerja perempuan, Perseroan tidak hanya memberikan hak cuti melahirkan sesuai dengan ketentuan yang berlaku, tetapi juga

As a concrete demonstration of its commitment to work-life balance and the well-being of female employees, the Company not only provides maternity leave in accordance with applicable regulations but also offers safe and



menyediakan fasilitas pengasuhan anak yang aman dan nyaman melalui Marinerito Club Daycare di Jakarta, sehingga para pekerja dapat kembali bekerja dengan tenang dan tetap terhubung dengan perkembangan buah hati mereka.

## Penilaian Kinerja

Pelindo menerapkan penilaian kinerja secara berkala sebagai bagian dari pengelolaan talenta dan pengembangan karier. Proses ini tidak hanya mengevaluasi capaian individu, tetapi juga menjadi instrumen untuk meningkatkan efektivitas kerja dan produktivitas tim, sekaligus memastikan kinerja selaras dengan sasaran dan strategi Perseroan. Dengan prinsip objektivitas dan transparansi, penilaian kinerja mendorong budaya kerja profesional, kompetitif, dan berorientasi hasil.

Penilaian kinerja diterapkan kepada seluruh (100%) karyawan organik tanpa diskriminasi, dan dilakukan melalui kombinasi pencapaian KPI serta penilaian perilaku yang terintegrasi dalam platform internal Portaverse. Proses ini memastikan evaluasi yang objektif dan menyeluruh sebagai dasar pengambilan keputusan terkait pengembangan karier, termasuk promosi, rotasi, maupun demosi, sekaligus menjadi instrumen untuk menilai efektivitas pengelolaan SDM dan merancang tindak lanjut pengembangan yang lebih terarah. Rincian jumlah karyawan yang memperoleh promosi disajikan pada bagian berikut. [GRI 404-3] [SV-PS-330a.3]

comfortable childcare facilities through the Marinerito Club Daycare in Jakarta, enabling employees to return to work with peace of mind while staying connected to their children's development.

## Performance Evaluation

Pelindo implements periodic performance evaluations as part of its talent management and career development processes. This process not only assesses individual achievements but also serves as a tool to enhance work effectiveness and team productivity, while ensuring alignment with the Company's goals and strategy. Guided by the principles of objectivity and transparency, performance evaluations foster a professional, competitive, and results-oriented work culture.

Performance evaluations are applied to all (100%) organic employees without discrimination and are conducted through a combination of KPI achievement and behavioral assessments integrated within the internal Portaverse platform. This process ensures a comprehensive and objective evaluation, forming the basis for decision-making related to career development, including promotions, rotations, and demotions, as well as serves as a tool to assess the effectiveness of human capital management and to design more targeted development actions. Details of employees receiving promotions are presented in the following section. [GRI 404-3] [SV-PS-330a.3]

### Rekapitulasi Promosi Berdasarkan Hasil Penilaian Kinerja Promotion Recapitulation Based on Performance Evaluation Results

Uraian Description	2025		2024	
	Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage
<b>Total Karyawan yang Mendapatkan Promosi</b> Total Employees Receiving Promotions				
Karyawan Organik yang Mendapatkan Promosi Organic Employees Receiving Promotions	235	4%	390	6%
Total Karyawan Organik   Total Organic Employees	6.497	100%	6.754	100%
<b>Karyawan yang Mendapatkan Promosi Berdasarkan Jenis Kelamin</b> Employees Receiving Promotions by Gender				
Pria   Male	193	82%	61	15,6%
Wanita   Female	42	18%	329	84,4%
Total   Total	235	100%	390	100%
<b>Karyawan yang Mendapatkan Promosi Berdasarkan Jenjang Jabatan</b> Employees Receiving Promotions by Job Level				
Eksekutif   Executive	72	31%	31	8%
Manajer   Manager	100	43%	226	58%
Staff   Staff	63	27%	133	34%
<b>Total   Total</b>	<b>235</b>	<b>100%</b>	<b>390</b>	<b>100%</b>

Sebagai bagian dari pengembangan karier yang terstruktur dan berkelanjutan, Perusahaan juga menyelenggarakan program *Event Talent* yang memberikan kesempatan kepada karyawan untuk memilih hingga tiga posisi sesuai jalur kariernya. Program ini bertujuan menjaring aspirasi karier, menyusun rencana pengembangan individu, serta memastikan keselarasan antara kebutuhan organisasi dan potensi pekerja melalui pengisian *Commitment Letter*, *Employee Career Aspiration (ECA)*, *Management Career Aspiration (MACA)*, *Succession Career Aspiration (SUCA)*, dan *Individual Development Plan (IDP)*. Pendekatan ini mendukung pengembangan talenta secara sistematis sekaligus memperkuat kesiapan organisasi dalam memenuhi kebutuhan peran strategis di masa depan.

## Hubungan Industrial

Pelindo menjaga hubungan industrial yang kondusif melalui komunikasi yang terbuka, transparan, dan konstruktif, termasuk dalam penyelesaian isu-isu ketenagakerjaan. Dalam kerangka tersebut, Perseroan menghormati hak kebebasan berserikat dan perundingan kolektif, serta menempatkan serikat pekerja sebagai mitra dialog untuk menjaga keseimbangan kepentingan Perseroan dan karyawan. Perseroan melakukan pengukuran pemenuhan kebebasan berserikat melalui survei karyawan untuk memastikan kepatuhan terhadap standar. [GRI 3-3]

Pelindo memiliki dua serikat pekerja yang telah resmi tercatat pada instansi ketenagakerjaan terkait, yaitu Serikat Pekerja Pelabuhan Indonesia Bersatu dan Serikat Pekerja Pelabuhan Indonesia (SPPI). Serikat pekerja mewakili anggotanya dalam perundingan dengan manajemen untuk menyusun dan menyetujui Perjanjian Kerja Bersama (PKB) sehingga seluruh karyawan (100%) tercakup dalam PKB. [GRI 2-30]

Untuk menjaga transparansi hubungan kerja, Perseroan memastikan karyawan memperoleh informasi apabila terdapat perubahan operasi yang berpotensi memengaruhi status pekerjaan, khususnya terkait penggabungan, peleburan, atau pengambilalihan. Mengacu pada UU Nomor 40 Tahun 2007 tentang Perseroan Terbatas, informasi disampaikan minimal 30 hari sebelum keputusan ditetapkan melalui RUPS, disertai ruang klarifikasi dan pemenuhan hak karyawan, termasuk kompensasi, sesuai ketentuan yang berlaku. [GRI 402-1]

Sebagai wadah penyampaian aspirasi terkait kondisi kerja, Pelindo menyediakan kanal Keluh Kesah Pekerja melalui *chatbot* WhatsApp Pelindo Kekeku dan portal P-Talk. Melalui kanal tersebut, pekerja dapat menyampaikan

As part of a structured and sustainable career development approach, the Company also implements the *Event Talent* program, which provides employees with the opportunity to select up to three positions aligned with their career paths. This program aims to capture career aspirations, develop individual development plans, and ensure alignment between organizational needs and employee potential through the completion of a *Commitment Letter*, *Employee Career Aspiration (ECA)*, *Management Career Aspiration (MACA)*, *Succession Career Aspiration (SUCA)*, and *Individual Development Plan (IDP)*. This approach supports systematic talent development while strengthening the organization's readiness to fulfill future strategic roles.

## Industrial Relations

Pelindo maintains conducive industrial relations through open, transparent, and constructive communication, including in addressing employment-related issues. Within this framework, the Company respects the rights to freedom of association and collective bargaining, and positions labor unions as dialogue partners to maintain a balance between the interests of the Company and its employees. The Company assesses compliance of freedom of association through employee surveys to ensure adherence to standards. [GRI 3-3]

Pelindo has two officially registered labor unions with the relevant labor authorities, namely the Pelabuhan Indonesia Bersatu Labor Union and the Pelabuhan Indonesia Labor Union (SPPI). These unions represent their members in negotiations with management to formulate and agree on the Collective Labor Agreement (CLA), ensuring that all employees (100%) are covered under the CLA. [GRI 2-30]

To maintain transparency in employment relations, the Company ensures that employees are informed of any operational changes that may affect employment status, particularly in relation to mergers, consolidations, or acquisitions. In accordance with Law No. 40 of 2007 on Limited Liability Companies, such information is communicated at least 30 days prior to the decision being finalized through the GMS, accompanied by opportunities for clarification and the fulfillment of employee rights, including compensation, in line with applicable regulations. [GRI 402-1]

As a platform for expressing concerns regarding working conditions, Pelindo provides the Employee Grievance Channel through the Pelindo Kekeku WhatsApp chatbot and the P-Talk portal. Through these channels, employees



keluhan mengenai hak dan kewajiban, sarana prasarana, serta hubungan antarpekerja, sesuai dengan ketentuan Peraturan Direksi Nomor HK.0V/12./4/1/HBUP/UTMA/PLND-23.

can submit complaints regarding rights and obligations, facilities and infrastructure, as well as inter-employee relations, in accordance with the provisions of Board Regulation No. HK.0V/12./4/1/HBUP/UTMA/PLND-23.

### Alur Penanganan Keluh Kesah Pekerja Worker Grievance Handling Process



## Hak Asasi Manusia [GRI 408-1, 409-1]

Pelindo menjunjung penghormatan hak asasi manusia di lingkungan kerja melalui kebijakan ketenagakerjaan yang memastikan perlakuan setara, bebas diskriminasi, bebas dari segala bentuk kekerasan apa pun, serta perlindungan hak dasar karyawan. Komitmen tersebut tecermin dengan ditetapkannya usia minimum bekerja, yaitu 18 tahun sesuai UU No. 35 Tahun 2014. Ketentuan ini dipenuhi oleh seluruh karyawan sehingga tidak terdapat praktik pekerja anak maupun pekerja di bawah umur di seluruh lini operasional. Pengintegrasian prinsip HAM yang kuat ini menciptakan lingkungan kerja yang sehat dan bermartabat, yang secara strategis memperkuat kredibilitas etis Perseroan di mata publik maupun investor.

Bagi pemangku kepentingan, kebijakan ini memberikan jaminan atas pemuhan hak-hak dasar, kebebasan berserikat, serta perwujudan ruang kerja yang bebas dari segala bentuk pelecehan dan diskriminasi. Perseroan senantiasa menyadari bahwa penerapan kebijakan yang tidak konsisten dapat memicu risiko pelanggaran HAM, termasuk potensi ketidakadilan pembagian jam kerja pada operasional pelabuhan yang berlangsung 24 jam. Oleh karena itu, Pelindo secara proaktif memperkuat pengawasan operasional guna menyeimbangkan tuntutan produktivitas dengan penghormatan terhadap

## Human Rights [GRI 408-1, 409-1]

Pelindo upholds respect for human rights in the workplace through its employment policies, which ensure equal treatment, non-discrimination, free from all forms of violence, and the protection of employees' fundamental rights. This commitment is reflected in the establishment of a minimum working age of 18, in accordance with Law No. 35 of 2014. This requirement is fulfilled by all employees, and therefore no instances of child labor or underage workers across all operational lines. The strong integration of human rights principles fosters a healthy and dignified workplace, which in turn strengthens the Company's ethical credibility among the public and investors.

For stakeholders, this policy provides assurance of the fulfillment of fundamental rights, freedom of association, and a work environment free from all forms of harassment and discrimination. The Company recognizes that inconsistent policy implementation may lead to human rights risks, including potential inequities in work hour allocation within 24-hour port operations. Therefore, Pelindo proactively strengthens operational oversight to balance productivity demands with respect for employee well-being, while mitigating social risks that may affect business sustainability. [GRI 2-23, 3-3] [SEOJK F:18]

kesejahteraan karyawan, sekaligus memitigasi risiko sosial yang dapat memengaruhi keberlanjutan bisnis.

[GRI 2-23, 3-3] [SEOJK F.18]

Pelindo berkomitmen penuh untuk menjaga integritas operasional dengan tidak membiarkan segala bentuk pelanggaran hak asasi manusia terjadi, baik secara langsung maupun tidak langsung. Komitmen ini diwujudkan melalui penerapan kebijakan, sistem pengendalian, dan mekanisme pengawasan ketat yang wajib dipatuhi oleh seluruh karyawan, mitra strategis, pemasok, dan pihak ketiga yang menjalin hubungan bisnis dengan perusahaan.

Perseroan juga menegaskan tidak terdapat tenaga kerja paksa melalui pengaturan jam kerja yang disepakati dan diterapkan sesuai ketentuan, yaitu 40 jam per minggu. Pada unit kerja dan level tertentu, Perseroan menerapkan sistem kerja giliran (*shift work*) sesuai kondisi pekerjaan, dengan kelebihan waktu kerja dihitung sebagai lembur berikut kompensasinya, serta pengaturan waktu istirahat.

[SEOJK F.19]

Selain pencegahan, Perseroan memastikan tersedianya kanal pelaporan apabila terdapat dugaan pelanggaran hak karyawan, termasuk hak kebebasan berserikat. Hingga akhir periode pelaporan, Perseroan tidak mencatat adanya insiden pelanggaran HAM dan diskriminasi. Meski demikian, Perseroan tetap menyediakan *Whistleblowing System* (WBS) sebagai mekanisme pengaduan yang dapat diakses karyawan. Sejalan dengan hal tersebut, seluruh petugas keamanan telah memiliki pengetahuan mendasar tentang hak asasi manusia (HAM) melalui pendidikan dan sertifikasi satuan pengamanan (satpam) sesuai dengan Peraturan Kapolri No.Pol.18 Tahun 2006. [GRI 406-1, 410-1]

Pelindo is fully committed to maintaining operational integrity by preventing any form of human rights violations, whether direct or indirect. This commitment is carried out through the implementation of policies, control systems, and strict oversight mechanisms that must be adhered to by all employees, strategic partners, suppliers, and third parties with whom the company conducts business.

The Company also affirms the absence of forced labor through the regulation of working hours, which are agreed upon and implemented in accordance with applicable provisions, namely 40 hours per week. In certain units and positions, the Company applies a shift work system based on operational needs, with additional working hours treated as overtime and compensated accordingly, along with regulated rest periods. [SEOJK F.19]

In addition to preventive measures, the Company ensures the availability of reporting channels for any alleged violations of employee rights, including the right to freedom of association. As of the end of the reporting period, the Company recorded no incidents of human rights violations or discrimination. Nevertheless, the Company continues to provide a Whistleblowing System (WBS) as an accessible grievance mechanism for employees. In line with this, all security personnel have received basic knowledge of human rights through training and certification in accordance with National Police Regulation No. 18 of 2006. [GRI 406-1, 410-1]

## HUBUNGAN DENGAN MASYARAKAT

### Community Relations

Pelindo berkomitmen untuk memperluas dampak sosial melalui pengelolaan hubungan dengan masyarakat dalam pelaksanaan program tanggung jawab sosial dan lingkungan (TJSL) untuk menciptakan nilai sosial berkelanjutan bagi komunitas di sekitar wilayah kerja pelabuhan. Kerangka pelaksanaannya mengacu pada ISO 26000 yang terintegrasi dengan prinsip Tujuan Pembangunan Berkelanjutan (TPB). Di samping itu, program TJSL Pelindo juga berpedoman pada ketentuan TJSL BUMN agar program kemasyarakatan

Pelindo is committed to expanding its social impact through the management of community relations in the implementation of Corporate Social Responsibility (CSR) programs, with the aim of creating sustainable social value for communities surrounding its port operational areas. The implementation framework refers to ISO 26000 and is integrated with the principles of the Sustainable Development Goals (SDGs). In addition, Pelindo's CSR programs are guided by SOE CSR regulations to ensure that community programs are relevant, well-directed,



yang dirancang relevan, terarah, dan akuntabel. Melalui pendekatan yang terstruktur, Perseroan berupaya menciptakan nilai sosial berkelanjutan bagi komunitas di sekitar wilayah kerja pelabuhan, yang secara strategis berdampak positif pada penguatan reputasi serta peningkatan citra perusahaan di mata publik.

Pengelolaan hubungan masyarakat yang efektif ini memberikan kontribusi nyata dalam mengurangi risiko konflik sosial serta mendukung stabilitas operasional di sekitar pelabuhan. Bagi pemangku kepentingan, inisiatif ini berperan penting dalam meningkatkan kesejahteraan masyarakat secara kolektif. Namun, Perseroan juga secara proaktif memitigasi risiko ketidaktepatan sasaran program serta berupaya meminimalkan potensi ketergantungan masyarakat terhadap bantuan perusahaan. Dengan fokus pada pemberdayaan yang mandiri, Pelindo berkomitmen untuk terus menyelaraskan pertumbuhan bisnis dengan kemajuan sosial komunitas lokal secara harmonis. [GRI 3-3]

## Keterlibatan Masyarakat

Pelindo mewujudkan dukungannya terhadap keterlibatan masyarakat setempat melalui berbagai inisiatif dan program TJSJ yang disusun dengan berbasis proses partisipatif. Sebelum menjalankan program pengembangan masyarakat, Pelindo melakukan dialog, pemetaan sosial, dan diskusi kelompok terfokus (DKT) bersama warga sekitar serta pemangku kepentingan terkait untuk memahami kebutuhan, aspirasi, dan isu prioritas di wilayah kerja. [GRI 3-3]

Hasil dari proses tersebut menjadi pijakan untuk menyusun program yang tepat sasaran dan benar-benar menjawab kebutuhan masyarakat. Pelindo mencatat 100% wilayah operasi yang telah menerapkan keterlibatan masyarakat setempat, penilaian dampak, dan/atau program pengembangan masyarakat, serta menyampaikan hasil penilaian dampak dan tindak lanjutnya melalui Laporan *Social Mapping* dan *Forum Group Discussion* (FGD) untuk dievaluasi penerapannya. Selain itu, Perseroan juga menyediakan mekanisme pengaduan formal bagi masyarakat untuk menyampaikan keluhan atau masukan terkait operasional dan program pelibatan masyarakat, yaitu melalui mekanisme WBS. [GRI 2-26, 413-1] [SEOJK F.24]

Melalui mekanisme pengaduan formal yang disediakan, sepanjang 2025 Pelindo tidak menerima pengaduan dari masyarakat di sekitar wilayah operasional terkait kegiatan operasional pelabuhan. Pada periode yang sama, Perseroan juga tidak mencatat adanya insiden pelanggaran yang melibatkan hak-hak masyarakat adat. [GRI 411-1]

and Through a structured approach, the Company strives to create sustainable social value for communities in the areas surrounding its port operations, which strategically has a positive impact on strengthening the Company's reputation and enhancing its public image.

This effective public relations management makes a tangible contribution to reducing the risk of social conflict and supporting operational stability in the areas surrounding the port. For stakeholders, this initiative plays a crucial role in improving the collective well-being of the community. However, the Company also proactively mitigates the risk of programs missing their mark and works to minimize the potential for community dependence on corporate assistance. With a focus on self-reliant empowerment, Pelindo is committed to continuously aligning business growth with the social progress of local communities in a harmonious manner. [GRI 3-3]

## Community Engagement

Pelindo demonstrates its commitment to engaging local communities through various CSR initiatives and programs developed using a participatory approach. Prior to implementing community development programs, Pelindo conducts dialogue, social mapping, and focus group discussions (FGDs) with local residents and relevant stakeholders to understand needs, aspirations, and priority issues within its operational areas. [GRI 3-3]

The outcomes of this process serve as the foundation for designing targeted programs that effectively address community needs. Pelindo recorded that 100% of its operational areas have implemented local community engagement, impact assessments, and/or community development programs, and communicates the results of these assessments along with follow-up actions through Social Mapping Reports and Focus Group Discussions (FGDs) for evaluation. In addition, the Company provides a formal grievance mechanism for communities to submit complaints or feedback related to operations and engagement programs, namely through the WBS mechanism. [GRI 2-26, 413-1] [SEOJK F.24]

Through the formal grievance mechanism provided, throughout 2025 Pelindo did not receive any complaints from communities surrounding its operational areas related to port operations. During the same period, the Company also recorded no incidents involving violations of the rights of indigenous peoples. [GRI 411-1]

Selain mengelola umpan balik masyarakat, Pelindo juga melakukan identifikasi atas aktivitas operasional yang secara aktual dan/atau berpotensi menimbulkan dampak negatif signifikan bagi masyarakat setempat. Identifikasi ini menjadi dasar penetapan langkah pencegahan dan mitigasi agar dampak dapat dikelola secara bertanggung jawab. [GRI 413-2] [SEOJK F.23, F.28]

In addition to managing community feedback, Pelindo also identifies operational activities that may actually or potentially cause significant negative impacts on local communities. This identification serves as the basis for determining preventive and mitigation measures to ensure that impacts are managed responsibly. [GRI 413-2] [SEOJK F.23, F.28]

### Identifikasi Dampak Sosial dan Pengelolaannya Identification and Management of Social Impacts

Lokasi Operasional Operational Location	Sumber Dampak Source of Impact	Potensi Dampak Sosial Potential Social Impacts	Langkah Mitigasi Mitigation Measures
Kawasan pelabuhan dan area operasional pendukung Port areas and supporting operational areas	Kegiatan operasional dan kebutuhan tenaga kerja serta aktivitas ekonomi Operational activities, workforce requirements, and related economic activities	Keterbatasan akses masyarakat lokal terhadap kesempatan kerja dan peluang usaha Limited access of local communities to employment opportunities and business opportunities	<ol style="list-style-type: none"> <li>1. Prioritas rekrutmen tenaga kerja lokal sesuai kebutuhan operasional</li> <li>2. Penyediaan peluang usaha bagi masyarakat sekitar melalui UMKM</li> <li>3. Kerja sama dengan pemerintah daerah dalam penyerapan tenaga kerja</li> <li>4. Pelaksanaan program pemberdayaan masyarakat</li> </ol> <ol style="list-style-type: none"> <li>1. Prioritizing the recruitment of local workforce in accordance with operational needs</li> <li>2. Providing business opportunities for surrounding communities through MSMEs</li> <li>3. Collaborating with local governments in workforce absorption</li> <li>4. Implementing community empowerment programs</li> </ol>
Kawasan pelabuhan dan permukiman sekitar Port areas and surrounding residential communities	Aktivitas operasional pelabuhan dan mobilitas kendaraan Port operational activities and vehicle mobility	Kebisingan dan kemacetan yang dapat mengganggu kenyamanan masyarakat sekitar Noise and traffic congestion that may disrupt the comfort of surrounding communities	<ol style="list-style-type: none"> <li>1. Koordinasi dengan instansi terkait dalam pengaturan lalu lintas di sekitar pelabuhan</li> <li>2. Pemantauan persepsi masyarakat secara berkala melalui survei dan FGD</li> <li>3. Pelaksanaan komunikasi dan pelibatan masyarakat secara berkelanjutan</li> </ol> <ol style="list-style-type: none"> <li>1. Coordinating with relevant authorities in managing traffic around port areas</li> <li>2. Periodically monitoring community perceptions through surveys and FGDs</li> <li>3. Conducting continuous communication and community engagement</li> </ol>
Kawasan pelabuhan dan lingkungan sekitar Port areas and surrounding environment	Timbulan sampah dan limbah B3 dari aktivitas operasional pelabuhan Waste generation and hazardous waste (B3) from port operational activities	Potensi gangguan kesehatan dan kenyamanan masyarakat akibat pengelolaan limbah yang tidak optimal Potential health and comfort disturbances due to suboptimal waste management	<ol style="list-style-type: none"> <li>1. Penyediaan dan pengelolaan TPS sampah dan fasilitas penyimpanan limbah B3 berizin</li> <li>2. Kerja sama dengan pihak ketiga berizin untuk pengangkutan dan pengolahan limbah</li> <li>3. Pemilahan, pemantauan, dan pencatatan volume limbah secara berkala</li> <li>4. Penerapan pengelolaan limbah sesuai ketentuan peraturan yang berlaku</li> </ol> <ol style="list-style-type: none"> <li>1. Providing and managing TPS and licensed hazardous waste storage facilities</li> <li>2. Collaborating with licensed third parties for waste transportation and treatment</li> <li>3. Segregation, monitoring, and periodic recording of waste volumes.</li> <li>4. Implementing waste management in accordance with applicable regulations</li> </ol>

## Program Pengembangan Masyarakat

Pelindo menindaklanjuti pendekatan pengelolaan hubungan dengan masyarakat tersebut melalui pelaksanaan program TJSL BUMN, yaitu Program Pendanaan Usaha Mikro dan Kecil (PUMK) serta Program Bantuan dan/atau Kegiatan Lainnya, yang meliputi kegiatan berbentuk pembinaan. Pelaksanaan TJSL dikelompokkan dalam empat pilar, yaitu Pilar Sosial, Pilar Ekonomi, Pilar Lingkungan, serta Pilar Hukum dan

## Community Development Programs

Pelindo follows up its community engagement approach through the implementation of SOE CSR programs, namely the Micro and Small Business Funding Program (PUMK) and the Assistance and/or Other Activities Program, which include capacity-building initiatives. CSR implementation is structured into four pillars, namely Social, Economic, Environmental, and Legal & Governance. This categorization is intended to ensure



Tata Kelola. Pengategorian ini dilakukan agar manfaat program lebih terarah dan dapat menjangkau berbagai kebutuhan masyarakat di sekitar wilayah kerja.

Ruang lingkup pengembangan masyarakat juga mencakup Program Barunawati sebagai bentuk kepedulian Perseroan terhadap pendidikan generasi muda melalui dukungan sarana dan prasarana, edukasi, serta beasiswa. Selain itu, Pelindo menjalankan Program Pembiayaan dan Investasi Kegiatan Berkelanjutan sesuai POJK No. 51/POJK.03/2017 yang selaras dengan target TPB, serta kegiatan lingkungan seperti rehabilitasi mangrove dan penanaman pohon yang melibatkan masyarakat dalam pengelolaan dan pemanfaatannya. Implementasi program di seluruh Indonesia dikelola melalui 4 Regional oleh unit kerja di bawah Group Head Sekretariat Perusahaan. [GRI 3-3]

#### **Program Pendanaan Usaha Mikro dan Kecil (PUMK)** [GRI 203-2, 413-1] [SEOJK F.3, F.23, F.25]

Pelindo melaksanakan Program Pendanaan Usaha Mikro dan Kecil (PUMK) sebagai bagian dari Program Pengembangan Ekonomi dan UMK untuk mendorong kemandirian ekonomi pelaku usaha, khususnya di sekitar wilayah kerja Perseroan. Program ini tidak hanya menyediakan akses permodalan melalui skema pendanaan bergulir, tetapi juga diperkuat dengan subprogram pendukung, antara lain pelatihan dan sertifikasi usaha, keikutsertaan pameran, serta bantuan peningkatan kapasitas usaha dan masyarakat. Seluruh rangkaian kegiatan didanai melalui anggaran perusahaan dan dijalankan dalam kerangka Program TJSL Bantuan dan/atau Kegiatan Lainnya, dengan pengelolaan penyaluran dan kualitas pinjaman yang tertib, akuntabel, dan berorientasi pada kesinambungan manfaat.

Pada 2025, Pelindo menyalurkan dana Program PUMK sebesar Rp13,44 miliar atau 73,15% dari Rencana Kerja dan Anggaran (RKA) Tahun 2025. Sumber pendanaan program ini berasal dari dana bergulir yang telah dialokasikan sebelumnya, dengan total dana tersedia hingga 2025 mencapai Rp20,28 miliar. Untuk menjaga akuntabilitas penyaluran, kualitas pinjaman PUMK diklasifikasikan menjadi empat kategori, yaitu Lancar, Kurang Lancar, Diragukan, dan Macet, sesuai Peraturan Menteri BUMN Republik Indonesia No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) BUMN. Hingga 2025, sebanyak 0,21% piutang/pinjaman PUMK Pelindo tercatat berkualitas lancar.

that program benefits are more targeted and able to address the diverse needs of communities surrounding operational areas.

The scope of community development also includes the Barunawati Program as a demonstration of the Company's commitment to supporting youth education through the provision of facilities and infrastructure, educational programs, and scholarships. In addition, Pelindo implements Sustainable Financing and Investment Programs in accordance with POJK No. 51/POJK.03/2017, aligned with the SDGs, as well as environmental initiatives such as mangrove rehabilitation and tree planting that involve communities in their management and utilization. The implementation of programs across Indonesia is managed through 4 Regions by working units under the Group Head of Corporate Secretariat. [GRI 3-3]

#### **Micro and Small Business Funding Program (PUMK)** [GRI 203-2, 413-1] [SEOJK F.3, F.23, F.25]

Pelindo implements the Micro and Small Business Funding Program (PUMK) as part of its Economic Development and MSME Program to promote the economic independence of entrepreneurs, particularly those in areas surrounding the Company's operations. This program not only provides access to capital through a revolving funding scheme but is also supported by complementary subprograms, including business training and certification, participation in exhibitions, as well as assistance for business and community capacity development. All activities are funded through the Company's budget and carried out under the CSR Assistance and/or Other Activities Program, with loan disbursement and quality management conducted in an orderly, accountable manner and oriented toward sustainable benefits.

In 2025, Pelindo disbursed Rp13.44 billion under the PUMK Program, equivalent to 73.15% of the 2025 Work Plan and Budget (RKA). The program is funded through previously allocated revolving funds, with total available funds reaching Rp20.28 billion as of 2025. To ensure accountability in disbursement, PUMK loan quality is classified into four categories, namely Current, Substandard, Doubtful, and Loss, in accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 on Special Assignments and Corporate Social and Environmental Responsibility (CSR) Programs for SOEs. As of 2025, 0.21% of Pelindo's PUMK receivables/loans were classified as current.

**Penyaluran Dana Program PUMK (Rp Miliar)**  
**Disbursement of PUMK Program Funds (Rp Billion)**

Uraian Description	Program PUMK PUMK Program				Persentase Capaian 2025 2025 Achievement Percentage	
	Audit 2023 2023 Audit	Audit 2024 2024 Audit	RKA 2025 2025 RKA	Audit 2025 2025 Audit	Terhadap Audit 2024 Compared to 2024 Audit	Terhadap RKA 2025 Compared to 2025 RKA
	(1)	(2)	(3)	(4)	(4=3/1)	(4=3/2)
PUMK	23,88	18,38	79,78	13,44	73,15%	16,85%

**Rincian Dana PUMK Tahun 2025 (Rp Miliar)**  
**Details of PUMK Funds in 2025 (Rp Billion)**

Uraian Description	Program PUMK Program PUMK			Persentase Capaian Terhadap Tahun Sebelumnya Achievement Percentage Compared to the Previous Year
	Audit 2023 2023 Audit	Audit 2024 2024 Audit	Audit 2025 2025 Audit	
Saldo Awal Opening Balance	30,28	25,03	17,30	69,12%
Pengembalian Pinjaman Mitra Binaan Loan Repayments from Fostered Partners	13,82	3,30	2,63	79,70%
Pendapatan Jasa Administrasi Pinjaman Loan Administrative Service Income	0,98	0,21	0,15	71,73%
Penerimaan Jasa Administrasi Bank Bank Administrative Service Income	0,34	(0,17)	0,20	(4,32)%
Kelebihan Pembayaran Angsuran Excess Installment Payments	0,43	0,24	2	0,70%
Pendapatan Lain Other Income	3,07	3,24	2	0,06%
<b>Jumlah Dana yang Tersedia Total Available Funds</b>	<b>48,91</b>	<b>35,68</b>	<b>20,28</b>	<b>56,85%</b>

**Program Tanggung Jawab Sosial Lingkungan  
(TJSL) [GRI 203-2, 413-1] [SEJJK F.25]**

Sebagai salah satu program pengembangan masyarakat, Pelindo melaksanakan Program TJSL Bantuan dan/atau Kegiatan Lainnya yang mencakup pembinaan untuk menjawab kebutuhan sosial, ekonomi, lingkungan, serta aspek hukum dan tata kelola di sekitar wilayah operasional. Program ini dikelompokkan ke dalam empat pilar agar perencanaan dan penyaluran bantuan lebih terarah serta selaras dengan kebutuhan masyarakat setempat.

**Corporate Social Responsibility (CSR) Program [GRI 203-2, 413-1] [SEJJK F.25]**

As part of its community development initiatives, Pelindo implemented the CSR Program for Assistance and/or Other Activities, which includes capacity-building efforts to address social, economic, environmental, as well as legal and governance aspects in areas surrounding its operational regions. The program is structured into four pillars to ensure that planning and distribution are more targeted and aligned with local community needs.

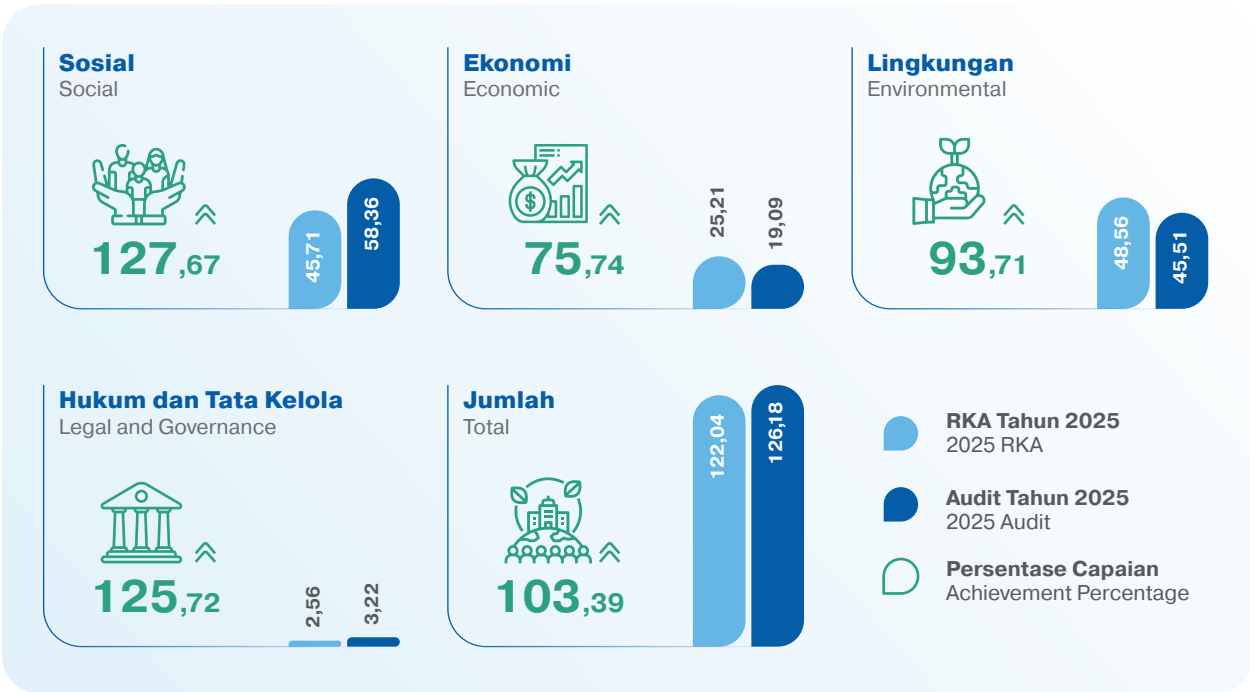
Pelaksanaan Program TJSL Bantuan dan/atau Kegiatan Lainnya dilakukan melalui mekanisme penetapan prioritas program berdasarkan Tanggung Jawab Sosial dan Lingkungan. Program ini dilaksanakan di bawah tanggung jawab Departemen Tanggung Jawab Sosial dan Lingkungan, yang memiliki peran dalam merencanakan, mengoordinasikan, serta memastikan pelaksanaan program TJSL berjalan secara terintegrasi, terarah, dan terukur, sehingga memberikan manfaat pada aspek ekonomi, sosial, dan lingkungan serta selaras dengan prinsip tata kelola yang dapat dipertanggungjawabkan.

The implementation of the CSR Program for Assistance and/or Other Activities follows a priority-setting mechanism based on Corporate Social Responsibility considerations. The program is managed under the Corporate Social Responsibility Department, which is responsible for planning, coordinating, and ensuring that CSR initiatives are carried out in an integrated, structured, and measurable manner. This approach aims to deliver tangible economic, social, and environmental benefits while upholding accountable governance practices.

Pada tahun 2025, Pelindo mengalokasikan anggaran Program TJSL Bantuan dan/atau Kegiatan Lainnya berdasarkan prioritas kebutuhan masyarakat dan fokus program di masing-masing wilayah kerja. Alokasi terbesar tercatat pada pilar Lingkungan dengan RKA 2025 sebesar Rp48,56 miliar, diikuti pilar Sosial dengan RKA 2025 sebesar Rp45,71 miliar. Total RKA 2025 tercatat Rp122,04 miliar, sedangkan realisasi program mencapai Rp126,18 miliar atau 103,39% berdasarkan hasil audit yang telah dilaksanakan oleh Perseroan.

In 2025, Pelindo allocated the CSR Program budget based on community needs and program priorities across each operational area. The largest allocation was directed to the Environmental pillar, with a 2025 RKA of Rp48.56 billion, followed by the Social pillar at Rp45.71 billion. The total 2025 RKA amounted to Rp122.04 billion, while program realization reached Rp126.18 billion, or 103.39%, based on the Company's audited results.

**Program TJSL Bantuan dan Kegiatan Lainnya (Rp Miliar)**  
**CSR Program for Assistance and Other Activities Activities (Rp Billion)**



## Pilar Sosial Social Pillars



Pilar Sosial merupakan bentuk dukungan dan kontribusi Pelindo dalam memperkuat pemenuhan hak dasar dan meningkatkan kualitas hidup masyarakat secara inklusif di wilayah operasional Perseroan. Pilar ini berfokus pada pengurangan kemiskinan, pemenuhan kebutuhan pangan, kesehatan, pendidikan, serta kesetaraan gender, dengan indikator terukur dan keberpihakan pada kelompok rentan.

Social pillar reflects Pelindo's support and contribution to strengthening the fulfillment of basic rights and improving the quality of life of communities in an inclusive manner across the Company's operational areas. This pillar focuses on poverty reduction, access to food, healthcare, education, and gender equality, with measurable indicators and a strong emphasis on vulnerable groups.



### Ketangguhan Komunitas Community Resilience

Kategori program TJSL ini diarahkan untuk memperkuat ketangguhan komunitas di sekitar pelabuhan melalui pemberdayaan ekonomi masyarakat pesisir dan respons cepat terhadap kondisi kedaruratan.

This CSR category is aimed at strengthening the resilience of communities surrounding port areas through the economic empowerment of coastal communities and rapid response to emergency situations.

- Program Teman Nelayan: **11 kota/kabupaten**  
Teman Nelayan Program: **11 cities/regencies**
- Program Tanggap Bencana dan Musibah: **22 kota/kabupaten**  
Disaster and Emergency Response Program: **22 cities/regencies**



### Kesehatan & Pelindungan Kelompok Rentan Health & Protection of Vulnerable Groups

Program TJSL pada kategori ini berfokus pada peningkatan kualitas kesehatan masyarakat dan penguatan pelindungan bagi kelompok rentan melalui intervensi kesehatan dan program inklusi. Program TJSL pada kategori ini dilaksanakan diberbagai wilayah sekitar Perseroan beroperasi.

CSR programs in this category focus on improving community health and strengthening protection for vulnerable groups through health interventions and inclusion programs. CSR programs in this category were implemented across various areas surrounding the Company's operations.

- Program Pelindo Sehat (stunting ibu dan bayi): **48 kota/kabupaten**  
Pelindo Sehat Program (maternal and child stunting): **48 cities/regencies**
- Program SIP (Sahabat Inspiratif Pelindo): **11 kota/kabupaten**  
SIP Program (Sahabat Inspiratif Pelindo): **11 cities/regencies**



### Pemenuhan Kebutuhan Dasar & Layanan Sosial

Fulfillment of Basic Needs & Social Services

Pelaksanaan TJSL pada kategori ini berfokus pada pemenuhan kebutuhan dasar serta penguatan layanan sosial masyarakat di sekitar wilayah operasional Perseroan melalui bantuan sosial dan dukungan infrastruktur sosial. Program TJSL pada Kategori ini menjangkau beberapa kota/kabupaten tempat Perseroan beroperasi.

CSR implementation in this category focuses on meeting basic needs and strengthening community social services in areas surrounding the Company's operational areas through social assistance and support for social infrastructure. CSR programs in this category reached several cities/regencies where the Company operates.

- Program Pelindo Berbagi dan Peduli: **97 kota/kabupaten**  
Pelindo Sharing and Care Program: **97 cities/regencies**
- Dukungan Pembangunan Nasional Sosial: **31 kota/kabupaten**  
National Social Development Support: **31 cities/regencies**
- Bantuan Fasilitas Umum: **41 kota/kabupaten**  
Public Facilities Assistance: **41 cities/regencies**
- Bantuan Sarana Ibadah: **49 kota/kabupaten**  
Places of Worship Assistance: **49 cities/regencies**



### Pendidikan dan Pengembangan Kapasitas

Education and capacity development

Program TJSL pada kategori ini berfokus pada peningkatan akses dan kualitas pembelajaran melalui bantuan sarana pendidikan, beasiswa dan dukungan riset, serta penguatan pendidikan nonformal dan pelatihan keterampilan. Program dilaksanakan di berbagai wilayah operasional Perseroan.

CSR programs in this category focus on improving access to and the quality of learning through support for educational facilities, scholarships and research, as well as strengthening non-formal education and skills training. The programs were implemented across various operational areas of the Company.

- Program Bantuan Sarana Pendidikan: **39 kota/kabupaten**  
Education Facilities Assistance Program: **39 cities/regencies**
- Program Dukungan Pembangunan Nasional Pendidikan: **12 kota/kabupaten**  
National Education Development Support Program: **12 cities/regencies**
- Program Penunjang Pendidikan: **25 kota/kabupaten**  
Education Support Program: **25 cities/regencies**
- Program Beasiswa dan Riset Pelindo Juara: **21 kota/kabupaten**  
Pelindo Juara Scholarship and Research Program: **21 cities/regencies**
- Program Pelindo Mengajar: **34 kota/kabupaten**  
Pelindo Mengajar Program: **34 cities/regencies**

## Pilar Lingkungan Environmental Pillar



Pilar lingkungan menjadi fondasi bagi Pelindo dalam menjaga kualitas ekosistem melalui pengelolaan sumber daya alam secara bertanggung jawab, konservasi keanekaragaman hayati, serta penguatan ketahanan iklim. Pilar ini sejalan dengan penerapan konsep *green port* melalui pengendalian polusi, peningkatan kualitas air, udara, dan lahan, serta mitigasi dan adaptasi perubahan iklim di kawasan pelabuhan.

Environmental pillar serves as a foundation for Pelindo in maintaining ecosystem quality through responsible natural resource management, biodiversity conservation, and strengthening climate resilience. This pillar is aligned with the implementation of the green port concept through pollution control, improvement of water, air, and land quality, as well as climate change mitigation and adaptation within port areas.



### Pengelolaan Sampah & Penghijauan Waste Management & Greening

Pelaksanaan TJSJL pada kategori ini mencakup pengelolaan sampah terpadu berbasis komunitas serta program penghijauan dan reboisasi melalui penanaman pohon untuk mendukung konsep *green port* dan peningkatan kualitas lingkungan di wilayah operasional Perseroan. CSR implementation in this category includes community-based integrated waste management and greening and reforestation programs through tree planting to support the green port concept and improve environmental quality in the Company's operational areas.

- Program Pengelolaan Sampah Terpadu: **32 kota/kabupaten**  
Integrated Waste Management Program: **32 cities/regencies**
- Program Pelindo Communitree: **21 kota/kabupaten**  
Pelindo Communitree Program: **21 cities/regencies**



### Konservasi Lingkungan dan Rehabilitasi Pesisir Environmental Conservation and Coastal Rehabilitation

Kategori ini berfokus pada pemberdayaan desa binaan untuk konservasi lingkungan dan penghitungan karbon, serta rehabilitasi wilayah pesisir guna mendukung *green port* dan *blue carbon* sebagai bagian dari kontribusi terhadap mitigasi perubahan iklim.

This category focuses on empowering assisted villages for environmental conservation and carbon accounting, as well as coastal rehabilitation to support green port and blue carbon initiatives as part of climate change mitigation efforts.

- Program Carbon Village: **19 kota/kabupaten**  
Carbon Village Program: **19 cities/regencies**
- Program Pelindo Lestari : **43 kota/kabupaten**  
Pelindo Lestari Program: **43 cities/regencies**



## Pilar Ekonomi

### Economic Pillar



Pelindo mengarahkan pelaksanaan TJSL pilar ekonomi untuk mendorong pertumbuhan yang berkualitas dan inklusif melalui penciptaan kesempatan kerja produktif, penguatan industri dan inovasi, serta dukungan infrastruktur yang andal. Pilar ini menekankan perluasan akses energi bersih dan terjangkau, pengurangan kesenjangan, dan kemitraan strategis yang memperkuat ekosistem usaha.

Pelindo directs the implementation of the CSR economic pillar to promote quality and inclusive growth through the creation of productive employment opportunities, strengthening industry and innovation, and supporting reliable infrastructure. This pillar emphasizes expanding access to clean and affordable energy, reducing inequality, and fostering strategic partnerships that strengthen the business ecosystem.



### Akselerasi UMK Berorientasi Ekspor

#### Export-Oriented MSME Acceleration

Kategori program TJSL ini berfokus pada penguatan kapasitas dan daya saing UMK agar mampu menembus pasar global melalui inkubasi khusus, pemenuhan persyaratan ekspor, serta kurasi untuk mencetak UMK *Champion* yang berdaya saing internasional.

This CSR program category focuses on strengthening the capacity and competitiveness of MSMEs to access global markets through dedicated incubation, fulfillment of export requirements, and curation to develop internationally competitive MSME champions.

- Program Gedor Ekspor: **10 kota/kabupaten**
- Gedor Ekspor Program: **10 cities/regencies**



### Inkubasi & Pengembangan Kewirausahaan

#### Incubation & Entrepreneurship Development

Program TJSL pada kategori ini diarahkan pada pengembangan kualitas produk dan kapasitas usaha UMK melalui proses seleksi dan kurasi, inkubasi dan akselerasi bisnis, penyediaan akses pemasaran melalui Local Pride Spot, serta fasilitasi partisipasi dalam pameran dan dukungan kewirausahaan.

CSR programs in this category are aimed at enhancing product quality and business capacity of MSMEs through selection and curation processes, business incubation and acceleration, provision of market access through Local Pride Spot, as well as facilitation of participation in exhibitions and entrepreneurship support.

- Program Maritimpreneur: **21 kota/kabupaten**  
Maritimpreneur Program: **21 cities/regencies**
- Program UMK Akselerator: **23 kota/kabupaten**  
MSME Accelerator Program: **23 cities/regencies**



### Dukungan Infrastruktur Ekonomi Daerah Regional Economic Infrastructure Support

Pelaksanaan program TJSL pada kategori ini diarahkan untuk memperkuat ketangguhan komunitas di sekitar pelabuhan melalui pemberdayaan ekonomi masyarakat pesisir dan respons cepat terhadap kondisi kedaruratan.  
CSR program implementation in this category is directed at strengthening the resilience of communities surrounding port areas through the economic empowerment of coastal communities and rapid response to emergency situations.

- Dukungan Pembangunan Nasional Ekonomi: **11 kota/kabupaten** National Economic Development Support Program: **11 cities/regencies**

## Pilar Hukum dan Tata Kelola Legal and Governance Pillar



Pilar Hukum dan Tata Kelola memastikan pengelolaan TJSL yang akuntabel, transparan, dan terukur. Fokusnya mencakup penguatan kapasitas pengelola melalui peningkatan kompetensi dan standardisasi pelaksanaan, pemantauan kinerja melalui pengukuran dampak dan publikasi capaian sebagai bentuk pertanggungjawaban, serta integrasi TJSL dalam proyek strategis agar selaras dengan prinsip tata kelola yang baik.  
Legal and Governance pillar ensures that CSR is managed in an accountable, transparent, and measurable manner. Its focus includes strengthening the capacity of program managers through competency development and standardized implementation, monitoring performance through impact measurement and the disclosure of results as a form of accountability, as well as integrating CSR into strategic projects in alignment with good governance principles.



### Peningkatan Kapasitas & Kompetensi Pengelola TJSL Capacity & Competency Development of CSR Program Managers

Pelaksanaan TJSL pada kategori ini berfokus pada penguatan kapasitas, kompetensi, dan profesionalisme pengelola TJSL melalui pelatihan, sertifikasi, serta forum berbagi pengetahuan guna memastikan tata kelola program yang lebih terstruktur dan akuntabel.  
CSR implementation in this category focuses on strengthening the capacity, competence, and professionalism of CSR program managers through training, certification, and knowledge-sharing forums to ensure more structured and accountable program governance.

- Pelatihan dan Sertifikasi TJSL: **3 kota** CSR Training and Certification: **3 cities**
- Penyelenggaraan Seminar dan Workshop TJSL: **4 kota** CSR Seminars and Workshops: **4 cities**



### Pengukuran Dampak & Integrasi Program Strategis Impact Measurement & Strategic Program Integration

Kategori program TJSL ini diarahkan pada penguatan akuntabilitas dan transparansi pelaksanaan TJSL melalui perhitungan dampak dan publikasi kinerja program, serta integrasi TJSL pada proyek strategis dengan pendekatan *creating shared value* (CSV) untuk memastikan kontribusi yang terukur dan selaras dengan prioritas Perseroan.

This CSR program category is aimed at strengthening accountability and transparency in CSR implementation through impact measurement and program performance disclosure, as well as integrating CSR into strategic projects using a creating shared value (CSV) approach to ensure measurable contributions aligned with the Company's priorities.

- Perhitungan Dampak dan Publikasi TJSL: **6 kota/kabupaten**  
CSR Impact Measurement and Publication: **6 cities/regencies**
- Program TJSL pada Proyek Strategis: **6 kota/kabupaten**  
CSR Programs in Strategic Projects: **6 cities/regencies**

### Program Barunawati [GRI 203-2, 413-1] [SEOJK F.25] Barunawati Program



Program Barunawati merupakan wujud kepedulian Perseroan, baik di lingkup holding maupun subholding, terhadap peningkatan kualitas pendidikan generasi muda Indonesia. Program ini diarahkan untuk membantu sekolah meningkatkan akses dan kualitas pembelajaran melalui dukungan sarana-prasarana, edukasi, dan beasiswa, dengan fokus pada kebutuhan yang paling relevan di tiap-tiap wilayah penerima manfaat. Pada tahun 2025, Program ini berfokus pada kesejahteraan guru dan tenaga kependidikan di Yayasan Barunawati Nusantara dengan mengalokasikan anggaran sebesar Rp864.000.000. Bantuan penunjang kesejahteraan ini ditujukan untuk 153 tenaga pendidik yang bertujuan untuk meningkatkan motivasi dan semangat mengajar, serta mendorong peningkatan kualitas kegiatan belajar mengajar di sekolah-sekolah yang dikelola oleh Yayasan Barunawati Nusantara.

The Barunawati Program reflects the Company's commitment, both at the holding and sub-holding levels, to improving the quality of education for Indonesia's younger generation. The program is designed to support schools in enhancing access to and the quality of learning through the provision of facilities and infrastructure, educational initiatives, and scholarships, with a focus on the most relevant needs in each beneficiary area. In 2025, the program focused on improving the welfare of teachers and education personnel under the Barunawati Nusantara Foundation, with a budget allocation of Rp864,000,000. This support was provided to 153 educators, aiming to enhance motivation and teaching enthusiasm, as well as to improve the quality of teaching and learning activities in schools managed by the Barunawati Nusantara Foundation.

## Program Pembiayaan dan Investasi Kegiatan Berkelanjutan [GRI 203-1, 203-2, 413-1] [SEOJK F.3, F.23, F.25] Sustainable Financing and Investment Program



Pelindo menerapkan ketentuan Otoritas Jasa Keuangan (OJK) dalam POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Kepatuhan ini menegaskan kewajiban emiten untuk menyelenggarakan program pembiayaan atau investasi yang selaras dengan prinsip keuangan dan kegiatan berkelanjutan. Komitmen tersebut menjadi acuan dalam penyusunan kriteria pembiayaan dan investasi Perseroan. Setiap penyaluran dana yang dilakukan oleh Perseroan akan ditinjau dan dinilai berdasarkan kesesuaiannya terhadap prinsip keberlanjutan serta pengelolaan dampak lingkungan dan sosial.

1. Pembiayaan atau investasi Pelindo sesuai dengan kriteria keuangan berkelanjutan, yaitu:
2. Mengutamakan efisiensi dan efektivitas penggunaan sumber daya alam secara berkelanjutan untuk mengurangi pemborosan dan menjaga ketersediaannya bagi generasi mendatang.
3. Mencegah, membatasi, mengurangi, atau memperbaiki kerusakan lingkungan hidup, termasuk penurunan polusi, pengelolaan limbah, pelestarian ekosistem, serta upaya mengurangi ketidakadilan sosial dan kesenjangan.
4. Memberikan solusi konkret bagi masyarakat terdampak perubahan iklim melalui penciptaan peluang dan pemberdayaan untuk meningkatkan kapasitas adaptasi.

Sejalan dengan komitmen tersebut, Pelindo pada tahun 2025 mengembangkan investasi berkelanjutan melalui penerapan *Green Port and Electrification*, Rehabilitasi Ekosistem Pesisir, Revitalisasi Infrastruktur Pelabuhan, Proteksi Pesisir dan Talud, serta Pemberdayaan Masyarakat Pesisir guna meningkatkan efisiensi sumber daya, mengurangi dampak lingkungan, dan memperkuat ketahanan sosial serta ekonomi wilayah operasional.

Pelindo applies the provisions set by the Financial Services Authority (OJK) under POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. This compliance underscores the obligation of issuers to implement financing and investment programs aligned with sustainable finance principles and activities. This commitment serves as a reference in establishing the Company's financing and investment criteria. All fund disbursements undertaken by the Company are reviewed and assessed based on their alignment with sustainability principles, as well as the management of environmental and social impacts.

1. Pelindo's financing and investment activities are aligned with sustainable finance criteria, as follows:
2. Prioritizing the efficient and effective use of natural resources in a sustainable manner to reduce waste and ensure their availability for future generations.
3. Preventing, limiting, reducing, or remediating environmental damage, including pollution reduction, waste management, ecosystem conservation, as well as efforts to address social inequality and disparities.
4. Providing concrete solutions for communities affected by climate change through the creation of opportunities and empowerment to enhance adaptive capacity.

In line with this commitment, in 2025 Pelindo advanced sustainable investments through the implementation of Green Port and Electrification, Coastal Ecosystem Rehabilitation, Port Infrastructure Revitalization, Coastal Protection and Seawall Development, as well as Coastal Community Empowerment to enhance resource efficiency, reduce environmental impacts, and strengthen the social and economic resilience of its operational areas.



## Rehabilitasi Mangrove dan Penanaman Pohon [SEOJK F.10] Mangrove Rehabilitation and Tree Planting



Pelindo mengimplementasikan tanggung jawab terhadap kelestarian lingkungan melalui program rehabilitasi mangrove dan penanaman pohon, yang pelaksanaannya melibatkan kelompok tani setempat. Pada tahun 2025, kegiatan penanaman mangrove mencakup lebih dari 156,30 hektare, sedangkan penyulaman mangrove yang dilakukan pada tahun 2025 mencapai 62 hektare.

Pelaksanaan program tersebar di sejumlah wilayah regional, antara lain Indramayu, Makassar, Kabupaten Batu Bara, Kabupaten Serang, Kabupaten Tangerang, Belitung Bangkalan, Kabupaten Bone, Kabupaten Wajo, Kabupaten Demak, Kabupaten Deli Serdang, Kabupaten Maros, Medan, dan daerah lainnya. Program ini ditujukan untuk menjaga kelestarian ekosistem pesisir serta mengurangi risiko abrasi dan dampak perubahan iklim.

Selain mangrove, Pelindo melaksanakan penanaman sebanyak 4.180 pohon pada tahun 2025 sebagai bagian dari komitmen pelestarian lingkungan. Kegiatan ini diarahkan untuk meningkatkan kualitas udara, menjaga ekosistem lokal, dan menurunkan jejak karbon. Ke depan, Pelindo akan terus mengidentifikasi peluang kontribusi lainnya untuk mendukung upaya pelestarian lingkungan secara berkelanjutan. Berikut rincian dari program rehabilitasi mangrove dan penanaman pohon yang dilaksanakan oleh Perseroan.

Pelindo implements its environmental responsibility through mangrove rehabilitation and tree planting programs, involving local farmer groups in their execution. In 2025, mangrove planting activities covered more than 156.30 hectares, while mangrove replanting carried out during the year reached 62 hectares.

The program is implemented across several regional areas, including Indramayu, Makassar, Batu Bara Regency, Serang Regency, Tangerang Regency, Belitung Bangkalan, Bone Regency, Wajo Regency, Demak Regency, Deli Serdang Regency, Maros Regency, Medan, and other regions. The initiative aims to preserve coastal ecosystems while reducing the risks of abrasion and the impacts of climate change.

In addition to mangrove initiatives, Pelindo planted 4,180 trees in 2025 as part of its commitment to environmental conservation. These activities are intended to improve air quality, maintain local ecosystems, and reduce the carbon footprint. Going forward, Pelindo will continue to identify further opportunities to contribute to environmental preservation efforts on a sustainable basis. The following outlines the details of the mangrove rehabilitation and tree planting programs implemented by the Company.

**Jumlah Bibit Pohon yang Ditanam pada Tahun 2025**  
Number of Tree Seedlings Planted in 2025

Lokasi Operasional Operational Location	Penanaman Mangrove Mangrove Planting	Penyulaman Mangrove Mangrove Replanting	Penanaman Pohon Tree Planting
Kantor Pusat Head Office	22	16	Program pembuatan RTH di Kec. Cilincing Green Open Space Development Program in Cilincing District
Regional 1 Region 1	49,5	8	4,5
Regional 2 Region 2	197,6	22,88	9,25
Regional 3 Region 3	127,6	16	5
Regional 4 Region 4	73,15	-	4,9
SPTP	69,36	15	5
SPMT	11	-	1,53
SPSL	17,6	7,2	5
SPJM	24,75	-	5

## Kinerja dan Evaluasi Program Pengembangan Masyarakat [GRI 203-2,

413-1] [SEOJK F.23]

Pemantauan kinerja dan evaluasi secara konsisten dilakukan oleh Pelindo sebagai bagian dari pengelolaan program pengembangan masyarakat yang akuntabel. Langkah ini bertujuan memastikan setiap inisiatif TJSL tepat sasaran, relevan bagi penerima manfaat, dan menghasilkan nilai yang terukur. Melalui pendekatan ini, Perseroan meninjau efektivitas program sekaligus mengidentifikasi ruang perbaikan secara berkelanjutan. Pada tahun 2025, evaluasi dilakukan terhadap Program Kampung Bahari Marunda yang dilaksanakan di Cilincing, Jakarta Utara; Program Pengolahan Limbah Jaringan di Pesisir Kalibaru, Jakarta Utara; dan Program Desa Binaan Senteluk, Lombok Barat, Nusa Tenggara Barat.

Dalam melaksanakan proses evaluasi, Pelindo menilai beberapa program TJSL melalui metode *Social Return on Investment* (SROI) untuk mengukur nilai sosial yang dihasilkan program sekaligus pengembalian investasi. Survei SROI dilakukan melalui pendekatan kuantitatif dan kualitatif. Pengumpulan data evaluasi dilakukan melalui wawancara, observasi lapangan, dan analisis perubahan sebelum dan sesudah program dengan melibatkan penerima manfaat dan pemangku kepentingan terkait.

## Performance and Evaluation of Community Development Programs [GRI 203-2, 413-1] [SEOJK F.23]

Pelindo consistently conducts performance monitoring and evaluation as part of accountable community development program management. This approach aims to ensure that each CSR initiative is well-targeted, relevant to beneficiaries, and delivers measurable value. Through this process, the Company assesses program effectiveness while identifying areas for continuous improvement. In 2025, the evaluation focused on the Kampung Bahari Marunda Program implemented in Cilincing, North Jakarta; The Fishing Net Waste Management Program in the Kalibaru Coastal Area, North Jakarta; and the Senteluk Village Development Program, West Lombok, West Nusa Tenggara.

In carrying out the evaluation process, Pelindo assesses selected CSR programs using the Social Return on Investment (SROI) method to measure the social value generated alongside the return on investment. The SROI survey is conducted using both quantitative and qualitative approaches. Data collection for the evaluation includes interviews, field observations, and analysis of changes before and after program implementation, involving beneficiaries and relevant stakeholders.

### Hasil Penilaian SROI pada Program TJSL 2025

### SROI Assessment Results for the 2025 CSR Program

#### Program Kampung Bahari Marunda, Cilincing, Jakarta Utara

Marunda Coastal Village  
Program, Cilincing, North Jakarta



Nilai SROI  
SROI Score

1,2

Memberdayakan ekonomi masyarakat pesisir di RW 4 dan RW 6 Kampung Marunda melalui kolaborasi antara Pelindo dan Rumah Zakat yang berfokus pada pemberdayaan ekonomi masyarakat pesisir melalui intervensi Bantuan Kelompok Usaha Bersama (KUBE), Kewirausahaan UMKM, dan Sentra Kuliner.

Empowering the coastal community economy in RW 4 and RW 6 of Marunda Village through a collaboration between Pelindo and Rumah Zakat, focusing on coastal community economic empowerment via interventions such as the Joint Business Group (KUBE) Assistance, MSME Entrepreneurship, and Culinary Centers.



### Program Pengolahan Limbah Jaring di Pesisir Kalibaru, Jakarta Utara

Fishing Net Waste Management  
Program in the Kalibaru Coastal  
Area, North Jakarta



Nilai SROI  
SROI Score

1,3

Melaksanakan berbagai kegiatan yang berkontribusi dalam membangun sistem pengelolaan limbah jaring ikan yang dikelola oleh bank limbah berbasis masyarakat melalui pengumpulan dan pengangkutan jaring ikan bekas serta penguatan kapasitas pengelolaan bank limbah.

Implementing various activities that contribute to building a fishing net waste management system managed by a community-based waste bank through the collection and transportation of used fishing nets as well as strengthening the capacity of waste bank management.

### Program Desa Binaan Senteluk, Lombok Barat, Nusa Tenggara Barat

Senteluk Village Development  
Program, West Lombok, West  
Nusa Tenggara



Nilai SROI  
SROI Score

2,17

Mendukung pengembangan *port tourism* dengan memberikan pelatihan, pendampingan, dan bantuan infrastruktur dan sarana prasarana pendukung kegiatan pariwisata.

Supporting the development of port tourism by providing training, mentoring, and assistance with infrastructure and facilities to support tourism activities

## TANGGUNG JAWAB KEPADA PELANGGAN

### Responsibility to Customers

Pelindo menyediakan layanan kepelabuhanan yang andal dan aman dengan orientasi pada kebutuhan pengguna jasa. Dalam menyediakan layanan, Pelindo menerapkan prinsip kesetaraan tanpa membedakan latar belakang pelanggan, sejalan dengan Undang-Undang Perlindungan Konsumen Pasal 7 (c) mengenai kewajiban pelaku usaha untuk melayani konsumen secara benar, jujur, dan tanpa diskriminasi. Prinsip ini juga selaras dengan Pedoman Kode Etik Bisnis Pelindo Bab II Etika Profesional, Subbab D tentang Hubungan dengan Pelanggan. Untuk memperluas akses informasi layanan, Perseroan menyajikan informasi melalui *website* resmi Pelindo serta menyediakan *e-service* untuk pemenuhan kebutuhan layanan dan pembayaran jasa kepelabuhanan, dengan fitur *e-registration*, *e-booking*, *e-tracking/tracing*, *e-payment*, *e-billing*, dan *e-care*. [GRI 3-3] [SEOJK F.17, F.26]

Pelindo provides reliable and safe port services with a strong orientation toward meeting the needs of service users. In delivering these services, Pelindo applies the principle of equality without discriminating against customers based on their background, in line with Article 7(c) of the Consumer Protection Law, which requires business actors to serve consumers properly, honestly, and without discrimination. This principle is also aligned with Pelindo's Business Code of Conduct, Chapter II on Professional Ethics, Subchapter D concerning Relations with Customers. To expand access to service information, the Company provides information through Pelindo's official website and offers e-services to facilitate service requests and port service payments, featuring e-registration, e-booking, e-tracking/tracing, e-payment, e-billing, and e-care. [GRI 3-3] [SEOJK F.17, F.26]

Komitmen tersebut dijalankan melalui pengelolaan layanan yang mencakup penyediaan jasa yang aman, komunikasi pemasaran dan pelibatan pelanggan, serta pengukuran kepuasan pelanggan secara berkala. Pada sisi operasional, Pelindo mengembangkan Pelindo *Terminal Operating System Multipurpose* (PTOS-M) sebagai *single platform* untuk mendukung layanan operasional kepelabuhanan kargo non-peti kemas. Pelindo juga melanjutkan transformasi digital untuk mempermudah akses layanan, disertai pengelolaan keamanan privasi dan informasi guna menjaga kepercayaan pelanggan dalam pemanfaatan layanan berbasis teknologi. Untuk menjaga konsistensi kualitas layanan, Perseroan meninjau standar layanan secara berkala agar tetap selaras dengan SOP yang berlaku.

Perseroan menerapkan kebijakan pengelolaan data pelanggan berdasarkan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/28/12/1/BNPL/UTMA/PLND-22 tanggal 28 Desember 2022 tentang Pedoman Bina Pelanggan untuk menjaga privasi serta mencegah kebocoran, pencurian, dan kehilangan data. Data pelanggan dihimpun melalui cabang, terminal, atau pelabuhan dan diinput ke sistem *Customer Relationship Management* (CRM), lalu dipantau dan dievaluasi berkala. Jika terdapat ketidaksesuaian, unit terkait menghubungi pelanggan untuk pembaruan data. Sepanjang 2025, tidak terdapat pengaduan maupun insiden terkait pengelolaan data pelanggan. [GRI 418-1] [SV-PS-230a.2] [SV-PS-230a.3]

Secara strategis, pencapaian tingkat kepuasan pelanggan yang tinggi mampu memperkuat posisi kompetitif Perseroan dalam industri kepelabuhanan. Keandalan operasi yang terjaga secara konsisten bertujuan untuk memitigasi risiko finansial, terutama terkait potensi peningkatan biaya kompensasi dan asuransi akibat kerusakan kargo atau keterlambatan layanan. Dampak positif ini turut dirasakan langsung oleh para pemangku kepentingan melalui proses distribusi yang lebih cepat dan efisien secara biaya. Sebaliknya, efektivitas layanan operasional menjadi faktor kunci bagi perusahaan pelayanan dalam menghindari pembengkakan biaya sewa kapal serta konsumsi bahan bakar yang dapat timbul apabila terjadi hambatan dalam layanan pelabuhan. [GRI 3-3]

The commitment is implemented through service management practices that include the provision of safe services, marketing communication and customer engagement, as well as the regular measurement of customer satisfaction. On the operational side, Pelindo developed the Pelindo Terminal Operating System Multipurpose (PTOS-M) as a single platform to support port operational services for non-containerized cargo. Pelindo also continues its digital transformation to facilitate easier access to services, accompanied by the management of privacy and information security to maintain customer trust in technology-based services. To ensure consistent service quality, the Company periodically reviews its service standards to ensure alignment with the applicable SOPs.

The Company implements a customer data management policy based on the Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/28/12/1/BNPL/UTMA/PLND-22 dated December 28, 2022 concerning Customer Development Guidelines, aimed at safeguarding privacy and preventing data leakage, theft, and loss. Customer data is collected through branches, terminals, or ports and entered into the Customer Relationship Management (CRM) system, where it is regularly monitored and evaluated. If any discrepancies are identified, the relevant unit contacts customers to update the data. Throughout 2025, there were no complaints or incidents related to customer data management. [GRI 418-1] [SV-PS-230a.2] [SV-PS-230a.3]

Strategically, achieving a high level of customer satisfaction strengthens the Company's competitive position in the port industry. Consistently maintaining operational reliability aims to mitigate financial risks, particularly those related to potential increases in compensation and insurance costs resulting from cargo damage or service delays. Stakeholders directly benefit from these positive impacts through faster and more cost-efficient distribution processes. Conversely, the effectiveness of operational services is a key factor for service providers in avoiding inflated vessel charter costs and fuel consumption that may arise in the event of disruptions in port services. [GRI 3-3]



## Standardisasi CRM melalui CONNECT CRM Standardization through CONNECT

Perseroan menerapkan sistem *Single Customer Relationship Management* (CRM) bernama CONNECT (CRM Pelindo Network) yang digunakan oleh seluruh tim komersial pelanggan di lingkungan Regional, Cabang, Subholding, Terminal, dan Anak Perusahaan Pelindo. Sistem ini mendukung pengelolaan *single* data pelanggan, pencatatan aktivitas dan keluhan pelanggan, integrasi penyampaian keluhan dari *Customer Care* Pelindo 102 ke seluruh entitas Pelindo Group, serta memantau pelaksanaan Survei Kepuasan Pelanggan, sehingga memperkuat standarisasi pengelolaan data dan hubungan pelanggan, khususnya pada layanan kepelabuhanan. Hingga tahun 2025, implementasi sistem ini telah mencakup:

- Seluruh Cabang Pelabuhan Perseroan
- Subholding SPTP, seluruh terminal di bawah SPTP, serta PT IPC TPK
- Subholding SPMT, seluruh *branch* di bawah SPMT, serta PT IKT Tbk dan PT PTP
- Subholding SPJM beserta seluruh wilayah/area SPJM
- Subholding SPSL serta anak perusahaannya, yaitu MTI dan PIL

\*) Perseroan akan melanjutkan implementasi CONNECT pada tahun 2026 yang mencakup PT TPS, PT TTL, PT KKT, PT JAI, PT PMS, PT LEGI, PT EPI, serta entitas lainnya seperti BMS.

\*) The Company will continue the implementation of CONNECT in 2026, which will include PT TPS, PT TTL, PT KKT, PT JAI, PT PMS, PT LEGI, PT EPI, as well as other entities such as BMS.

The Company implements a *Single Customer Relationship Management* (CRM) system known as CONNECT (CRM Pelindo Network), which is used by all commercial customer teams across Regional Offices, Branches, Subholdings, Terminals, and Subsidiaries within the Pelindo Group. This system supports the management of a single customer data, records customer activities and complaints, integrates complaint submissions from Pelindo Customer Care 102 across all Pelindo Group entities, and monitors the implementation of the Customer Satisfaction Survey, therefore strengthens the standardization of customer data management and customer relationship management, particularly in port service operations. As of 2025, the implementation of this system has covered:

- All of the Company's Port Branches
- SPTP Subholding, all terminals under SPTP, and PT IPC TPK
- SPMT Subholding, all branches under SPMT, as well as PT IKT Tbk and PT PTP
- SPJM Subholding and all SPJM regions/areas
- SPSL Subholding and its subsidiaries, namely MTI and PIL

## Jasa yang Aman

Pelindo menjadikan aspek keselamatan dan keamanan sebagai prioritas dalam pemberian layanan kepelabuhanan kepada pelanggan. Untuk mendukung keandalan layanan, Perseroan telah mengimplementasikan Sistem Manajemen K3 (SMK3), ISO 45001:2018, dan ISPS Code. Melalui integrasi standar tersebut, Pelindo menjamin kesehatan dan keselamatan pelanggan di lingkungan operasional.

[GRI 416-1]

Pada aspek keamanan pelabuhan, Pelindo menerapkan *International Ship and Port Security* (ISPS) Code untuk mengidentifikasi ancaman keamanan dan menetapkan langkah pencegahan terhadap insiden yang dapat berdampak pada kapal maupun fasilitas pelabuhan dalam perdagangan internasional. Penerapan ISPS Code mengacu pada amandemen atas *International Convention for the Safety of Life at Sea* (SOLAS) 1974/1988 yang mengatur ketentuan keselamatan dan keamanan pelayaran internasional, termasuk persyaratan keamanan kapal dan fasilitas pelabuhan. Ketentuan tersebut juga selaras dengan Keputusan Menteri Perhubungan Nomor KM.33 Tahun 2002 serta standar internasional yang merujuk pada ketentuan International Maritime Organization (IMO). [SEOJK F.27]

## Safe Services

Pelindo prioritizes safety and security in delivering port services to customers. To support service reliability, the Company has implemented an Occupational Health and Safety Management System (SMK3), ISO 45001:2018, and the ISPS Code. Through the integration of these standards, Pelindo ensures the health and safety of customers within its operational areas. [GRI 416-1]

In terms of port security, Pelindo applies the *International Ship and Port Facility Security* (ISPS) Code to identify security threats and establish preventive measures against incidents that may affect ships and port facilities involved in international trade. The implementation of the ISPS Code refers to the amendments to the *International Convention for the Safety of Life at Sea* (SOLAS) 1974/1988, which regulates international maritime safety and security, including security requirements for ships and port facilities. These provisions are also aligned with the Decree of the Minister of Transportation No. KM.33 of 2002 and international standards referring to the regulations of the International Maritime Organization (IMO). [SEOJK F.27]

### Cakupan Penerapan Keamanan Pelabuhan ISPS Code [SEOJK F.27] Scope of ISPS Code Implementation in Port Security



Di tengah dinamika operasional dan pengembangan pelabuhan, Pelindo mengelola risiko potensial maupun faktual melalui pemetaan pada aspek LST sebagaimana diuraikan dalam laporan ini, guna menjaga konsistensi dan keandalan penyediaan jasa. Sepanjang tahun 2025, tidak terdapat insiden ketidakpatuhan terkait dampak kesehatan dan keselamatan jasa dan tidak terdapat jasa Pelindo yang ditarik kembali dengan alasan apa pun. [GRI 416-2] [SEOJK F.28, F.29]

Amid the dynamics of port operations and development, Pelindo manages both potential and actual risks through mapping across ESG aspects, as outlined in this report, to maintain consistency and reliability in service delivery. Throughout 2025, there were no incidents of non-compliance related to the health and safety impacts of services, and no Pelindo services were withdrawn for any reason. [GRI 416-2] [SEOJK F.28, F.29]

### Komunikasi Pemasaran

Pelindo membangun hubungan yang berkelanjutan dengan pelanggan melalui program keterlibatan dan retensi yang mengacu pada pelanggan utama yang telah ditetapkan. Upaya tersebut diwujudkan dengan program Bina Pelanggan yang dilaksanakan melalui kegiatan berikut: [GRI 3-3]

### Marketing Communication

Pelindo builds sustainable relationships with customers through engagement and retention programs that focus on identified key customers. These efforts are implemented through the Customer Development Program, which is carried out through the following activities: [GRI 3-3]

#### Program Bina Pelanggan Customer Development Program





### Pelaksanaan Kegiatan Pelanggan Customer Engagement Activities

Jenis Kegiatan Type of activity	Jumlah Pelaksanaan Number of Implementations		
	2025	2024	2023
Kunjungan Pelanggan Customer Visits	2.112	1.568	322
Pertemuan Pelanggan (Rapat/ FGD/ Sharing Session/ Port Visit) Customer Meetings (Meetings/FGDs/ Sharing Sessions/Port Visits)	151	81	33
Sosialisasi Socialization	250	318	101
Customer Hearing/ Gathering/ Engagement/ Event	117	5	0
Coffee Morning	312	269	145
Customer Award	0	1	0
<b>Jumlah Total</b>	<b>2.942</b>	<b>2.242</b>	<b>601</b>

**Keterangan:**

Mencakup data Kantor Pusat, Regional 1–4, dan 4 Subholding.

**Notes:**

Includes data from the Head Office, Regions 1–4, and 4 Subholdings.



### Customer Care Pelindo 102 [GRI 2-16, 2-25]

Pada Mei 2025, Perseroan meluncurkan *Customer Care* Pelindo 102 sebagai kanal tunggal layanan pelanggan untuk memudahkan penyampaian pertanyaan, permintaan informasi, dan pengaduan secara lebih terpusat dan efisien. Layanan ini dapat diakses melalui:

In May 2025, the Company launched Pelindo 102 Customer Care as a single customer service channel to facilitate the submission of questions, requests for information, and complaints in a more centralized and efficient manner. This service can be accessed via:

- Telepon | Phone : 102
- WhatsApp Chat : 0811-1552-102
- Surel | Email : customer.care@pelindo.co.id

**Cakupan Layanan**

- Pertanyaan dan permohonan informasi
- Penyampaian keluhan pelanggan
- Penyampaian saran
- Penyampaian apresiasi dari pelanggan dan/atau stakeholder eksternal kepada Pelindo

**Scope of Services**

- Inquiries and requests for information
- Submission of customer complaints
- Submission of suggestions
- Submission of appreciation from customers and/or external stakeholders to Pelindo

Cakupan layanan *Customer Care* Pelindo 102 meliputi seluruh Cabang Pelabuhan Pelindo serta seluruh Subholding, terminal/branch, dan Anak Perusahaan Subholding. Sejalan dengan penerapan kanal tunggal tersebut, Cabang, Subholding, dan Anak Perusahaan tetap dapat menerima pengaduan secara langsung melalui *walk-in customer*, yaitu pelanggan yang datang langsung ke lokasi pelayanan untuk menyampaikan keluhan atau permintaan informasi, maupun melalui surat kepada entitas terkait.

The Customer Care Pelindo 102 service covers all Pelindo Port Branches as well as all Subholdings, terminals/branches, and subsidiaries under the Subholdings. In line with the implementation of this single channel, Branches, Subholdings, and Subsidiaries may still receive complaints directly through walk-in customers, namely customers who visit the service locations to submit complaints or request information, as well as through written correspondence addressed to the relevant entities.

Secara keseluruhan, laporan keluhan pelanggan yang tercatat dalam bentuk tiket, baik melalui kanal layanan *Customer Care 102* maupun *walk-in customer* dan surat pelanggan adalah sebagai berikut:

Overall, customer complaints recorded in the form of tickets, submitted through the Customer Care 102 service channel, as well as through walk-in customers and customer letters are presented as follows:



### Laporan Keluhan Pelanggan Customer Complaint Report

#### Jumlah Tiket Keluhan pada Tahun 2025 | Number of Complaint Tickets in 2025

Uraian Description	Jumlah Tiket Total Ticket	Persentase Percentage
Jumlah tiket pada <i>Customer Care Pelindo 102</i> Number of tickets at Pelindo 102 Customer Care	6.829 Tiket   Tickets	55%
Jumlah tiket yang dibuat pelanggan di entitas grup perusahaan Number of tickets created by customers in the company's group entities	5.618 Tiket   Tickets	45%
<b>Total</b>	<b>12.447 Tiket   Tickets</b>	<b>100%</b>

#### Status Penanganan Tiket Keluhan pada Tahun 2025 | Complaint Ticket Handling Status in 2025

Status Status	Jumlah Tiket Total Ticket	Persentase Percentage
Masih dalam proses penanganan Still in process of handling	1.288 Tiket   Tickets	10%
Selesai ditangani Resolved	11.159 Tiket   Tickets	90%
<b>Total</b>	<b>12.447 Tiket   Tickets</b>	<b>100%</b>

Perseroan juga memastikan pelanggan memperoleh penjelasan yang memadai mengenai ketentuan layanan, penggunaan jasa secara aman, serta informasi relevan lainnya sesuai ketentuan yang berlaku. Seluruh (100%) jasa dan aplikasi penunjang layanan telah melalui pengujian dan evaluasi secara menyeluruh sebelum diluncurkan. Sejalan dengan hal ini, Perseroan tidak menerima sanksi atau denda terkait ketidakpatuhan pada aspek pemberian informasi/produk maupun komunikasi pemasaran sepanjang tahun 2025. [GRI 417-1, 417-2, 417-3] [SEOJK F.27]

The Company also ensures that customers receive adequate explanations regarding service provisions, the safe use of services, and other relevant information in accordance with applicable regulations. All services and supporting service applications (100%) have undergone comprehensive testing and evaluation prior to their launch. In line with this, the Company did not receive any sanctions or fines related to non-compliance with product and service information or marketing communication aspects throughout 2025. [GRI 417-1, 417-2, 417-3] [SEOJK F.27]

## Survei Kepuasan Pelanggan

Pelindo melaksanakan survei kepuasan pelanggan secara berkala untuk mengukur persepsi atas kualitas layanan sekaligus memastikan kesesuaian layanan dengan harapan pelanggan. Kepuasan pelanggan dipandang berperan penting dalam membangun kepercayaan

## Customer Satisfaction Survey

Pelindo conducts periodic customer satisfaction surveys to measure perceptions of service quality while ensuring that services remain aligned with customer expectations. Customer satisfaction plays an important role in building trust, which in turn encourages customer loyalty and



yang mendorong loyalitas dan keterikatan pelanggan (*customer engagement*), sehingga mendukung keberlanjutan bisnis kepelabuhanan. Untuk menjamin transparansi, objektivitas, dan akuntabilitas, pelaksanaan survei dilakukan oleh konsultan independen, mencakup pengukuran kepuasan (*customer satisfaction*), loyalitas (*customer loyalty*), keterikatan (*customer engagement*), dan *net promoter score*.

Dalam survei kepuasan pelanggan tahun 2025, Pelindo menetapkan cakupan responden yang mencakup pengguna jasa kapal dan barang (*cargo owner/agen pelayaran/EMKL/forwarder*), nahkoda kapal dan penumpang, serta pengguna jasa properti, logistik lini II, air, dan listrik. Ruang lingkup penilaian meliputi pelayanan kapal di Dermaga Umum dan TUKS, pelayanan barang, pelayanan terminal penumpang, jasa properti, *car terminal*, logistik, serta air dan listrik, dengan pengumpulan data secara online melalui tautan kuesioner dan QR code.

Selama pelaksanaan survei, Pelindo bersama konsultan memantau tingkat partisipasi melalui *dashboard* P-CONNECT, menerapkan *cut off* pengumpulan data, serta melakukan *reminder* untuk meningkatkan tingkat respons, temuan, dan umpan balik yang terkumpul selanjutnya diolah dan dikomunikasikan sebagai dasar tindak lanjut perbaikan layanan.

Pengukuran dilakukan menggunakan *Customer Satisfaction Index* (CSI), *Customer Loyalty Index* (CLI), dan *Customer Engagement Index* (CEI) berbasis skala Likert dengan rentang nilai 1 sampai 5, serta *Net Promoter Score* (NPS) berbasis persentase (%). Dari 4.149 responden, Pelindo mencatat nilai CSI konsolidasian sebesar 4,42 dengan kategori sangat puas, CLI sebesar 4,43, dan CEI sebesar 4,46, yang menunjukkan persepsi pelanggan yang positif terhadap kualitas layanan Perseroan.

Dalam dua tahun terakhir, NPS ditetapkan sebagai salah satu *Key Performance Indicator* (KPI) Perseroan untuk mengukur loyalitas pelanggan. Pada 2025, target NPS ditetapkan sebesar 46%, dengan realisasi mencapai 60,46% yang mencerminkan tingkat kepuasan dan loyalitas pelanggan yang tinggi. Capaian ini tidak hanya melampaui target yang telah ditetapkan, tetapi juga menunjukkan bahwa nilai NPS Perseroan berada di atas rata-rata global industri transportasi dan logistik. Berikut rincian hasil survei kepuasan pelanggan yang dilaksanakan oleh Perseroan. [SEOJK F.30]

engagement, thereby supporting the sustainability of the port business. To ensure transparency, objectivity, and accountability, the surveys are conducted by an independent consultant, covering the measurement of customer satisfaction, customer loyalty, customer engagement, and the net promoter score.

In the 2025 Customer Satisfaction Survey, Pelindo defined the respondent scope to include vessel and cargo service users (cargo owners/shipping agents/EMKL/forwarders), ship captains and passengers, as well as users of property, second-line logistics, water, and electricity services. The scope of assessment covered vessel services at Public Wharves and TUKS, cargo handling services, passenger terminal services, property services, car terminals, logistics services, as well as water and electricity services, with data were collected online through questionnaire links and QR codes.

During the survey implementation, Pelindo, together with the consultant, monitored participation rates through the P-CONNECT dashboard, applied a data collection cut-off period, and conducted reminders to increase response rates. The findings and feedback collected were subsequently processed and communicated as the basis for service improvement follow-ups.

The measurement used the Customer Satisfaction Index (CSI), Customer Loyalty Index (CLI), and Customer Engagement Index (CEI) based on a Likert scale ranging from 1 to 5, as well as the Net Promoter Score (NPS) based on percentage (%). Out of 4,149 respondents, Pelindo recorded a consolidated CSI score of 4.42 categorized as very satisfied, a CLI score of 4.43, and a CEI score of 4.46, indicating positive customer perceptions of the Company's service quality.

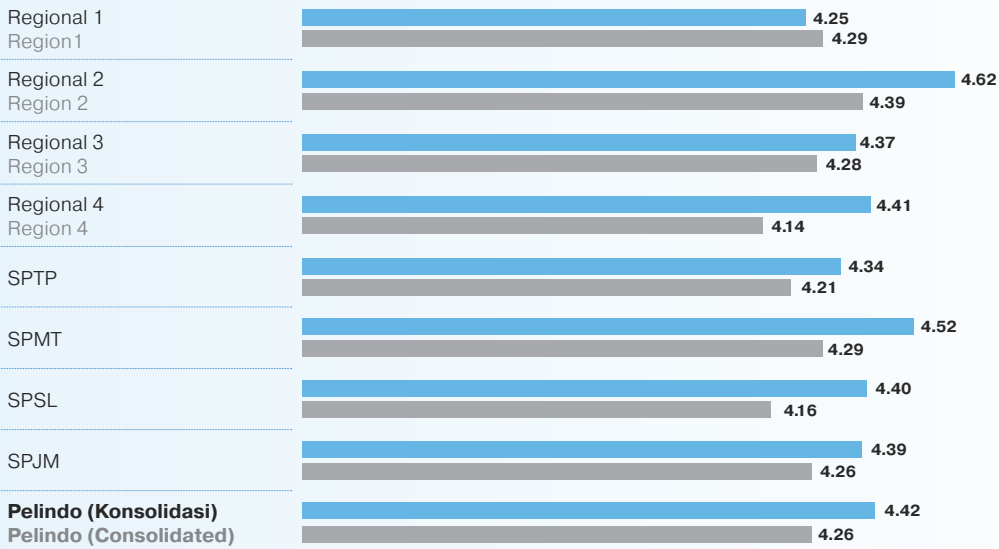
Over the past two years, the Net Promoter Score (NPS) has been established as one of the Company's Key Performance Indicators (KPI) to measure customer loyalty. In 2025, the NPS target was set at 46%, with actual achievement reaching 60.46%, reflecting a high level of customer satisfaction and loyalty. This achievement not only exceeded the established target but also indicates that the Company's NPS is above the global average for the transportation and logistics industry. The following presents the details of the customer satisfaction survey results conducted by the Company. [SEOJK F.30]

### Indeks Kepuasan Pelanggan

Customer Satisfaction Index

■ 2025 ■ 2024

#### Lokasi Operasional | Operational Location

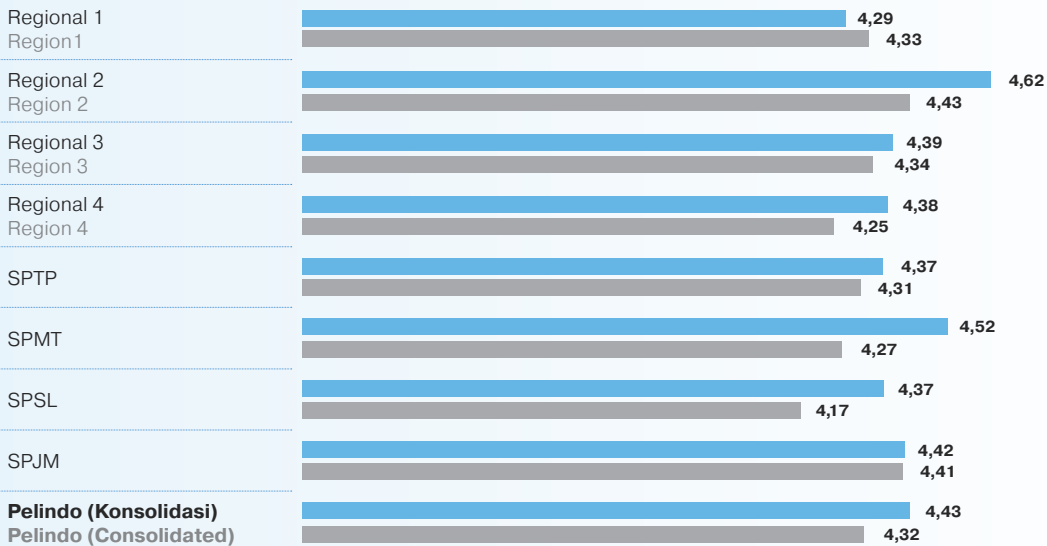


### Indeks Loyalitas Pelanggan

Customer Loyalty Index

■ 2025 ■ 2024

#### Lokasi Operasional | Operational Location



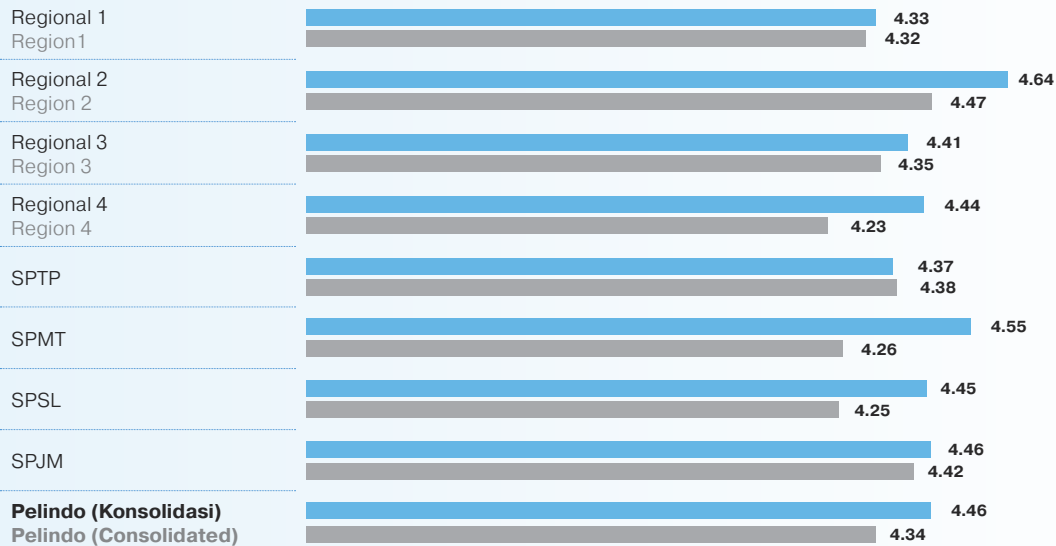


### Indeks *Engagement* Pelanggan

Customer Engagement Index

■ 2025 ■ 2024

#### Lokasi Operasional | Operational Location

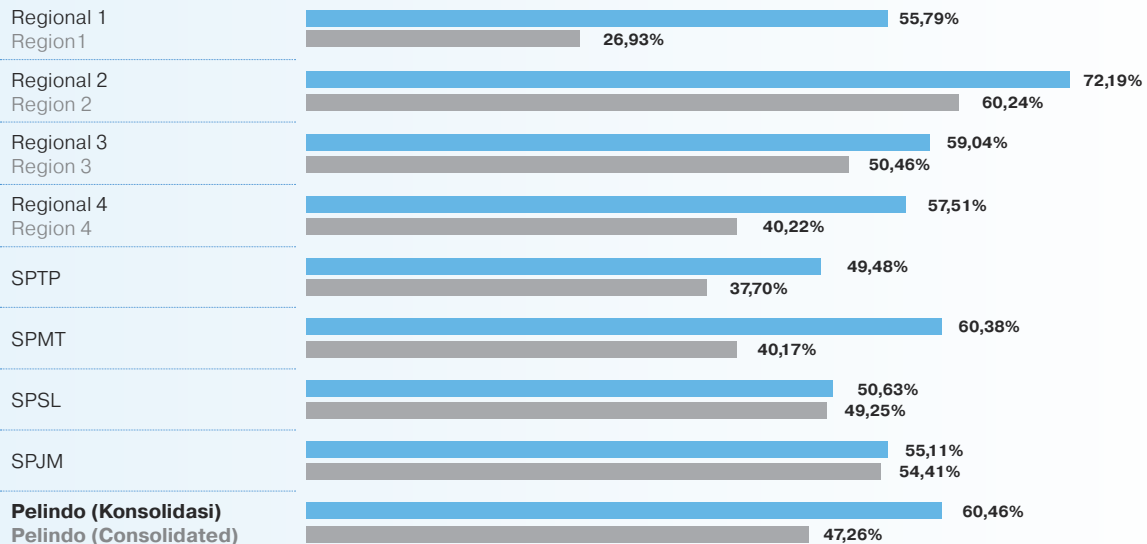


### Net Promotor Score

Net Promotor Score

■ 2025 ■ 2024

#### Lokasi Operasional | Operational Location



# 4

## **Transformasi Lingkungan Hijau**

Green Environmental  
Transformation







Kesadaran akan pentingnya daya dukung lingkungan mendorong Pelindo dalam mengintegrasikan prinsip keberlanjutan ke dalam inti strategi bisnis guna mencapai operasi bisnis yang efisien, bertanggung jawab terhadap lingkungan, dan memberikan dampak positif di sekitar. Dalam menjalankan hal tersebut, Pelindo membuat kebijakan *Environmental Management System*, kebijakan keberlanjutan, dan strategi keberlanjutan guna memastikan setiap aktivitas operasional berkontribusi pada pelestarian lingkungan untuk generasi mendatang.

Recognizing the critical importance of environmental carrying capacity, Pelindo integrates sustainability principles into the core of its business strategy to achieve efficient operations, environmental responsibility, and positive impacts on surrounding communities. To support this commitment, Pelindo established an Environmental Management System policy, a sustainability policy, and a sustainability strategy to ensure that all operational activities contribute to environmental preservation for future generations.



**Pelindo melakukan pengelolaan lingkungan berkelanjutan berdasarkan Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/2/2/3/PIPP/UTMA/PLND 2024 tentang Pedoman Penerapan Upaya Keberlanjutan Perusahaan di Lingkungan PT Pelabuhan Indonesia (Persero).**

Pelindo implements sustainable environmental management in accordance with the Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) No. HK.01/2/2/3/PIPP/UTMA/PLND 2024 on the Guidelines for Implementing Corporate Sustainability Initiatives within PT Pelabuhan Indonesia (Persero).



# PELABUHAN HIJAU RAMAH LINGKUNGAN

## Environmentally Sustainable Green Ports

Seluruh rangkaian layanan pelabuhan dan logistik Pelindo memerlukan konsumsi energi yang signifikan yang berdampak langsung terhadap emisi di kawasan operasional dan berpotensi mempercepat perubahan iklim serta meningkatkan risiko beban biaya operasional maupun pemulihan dampak lingkungan di area pelabuhan. Perseroan berkomitmen mewujudkan pelabuhan yang berkelanjutan dan ramah lingkungan (*green port and smart port*) yang diimplementasikan melalui modernisasi peralatan bongkar muat bertenaga listrik, optimalisasi arus lalu lintas kapal untuk efisiensi bahan bakar, serta pengembangan kawasan hijau sebagai penyerap karbon alami.

Operasionalisasi *green port* pada empat lokasi pelabuhan Pelindo telah dievaluasi oleh pihak ketiga independen dengan skor rata-rata sebesar 74,02. Di samping evaluasi teknis tersebut, pemantauan kepatuhan lingkungan Perseroan secara rutin dilakukan melalui penilaian PROPER oleh Kementerian Lingkungan Hidup. Saat ini, Perseroan sedang mempersiapkan pengembangan cakupan audit internal serta eksternal terkait aspek lingkungan untuk melengkapi evaluasi yang sudah berjalan.

Pelindo's port and logistics operations require significant energy consumption, which directly contributes to emissions within operational areas and may accelerate climate change while increasing the risk of higher operating costs and environmental remediation in port areas. The Company is committed to developing sustainable and environmentally friendly ports (*green port and smart port*), implemented through the modernization of electrically powered cargo handling equipment, optimization of vessel traffic flow to improve fuel efficiency, and the development of green areas as natural carbon sinks.

The implementation of green port initiatives across four Pelindo port locations has been evaluated by independent third parties, with an average score of 74.02. In addition to these technical assessments, the Company's environmental compliance is regularly monitored through the PROPER evaluation conducted by the Ministry of Environment. The Company is currently preparing to expand the scope of both internal and external environmental audits to further strengthen its existing evaluation framework.



**1**  
**PROPER**  
**HIJAU | Green**

**12**  
**PROPER**  
**BIRU | Blue**

### Identifikasi dan Mitigasi Dampak Lingkungan

Pelindo telah mengidentifikasi dan menyusun rencana pemantauan potensi dampak lingkungan yang timbul dari aktivitas bisnis dan rantai operasional serta langkah mitigasinya yang dilaporkan secara kontinu kepada KLH. Identifikasi terhadap dampak operasional telah dipetakan secara menyeluruh, mencakup emisi gas rumah kaca dari konsumsi BBM dan listrik, risiko tumpahan minyak di area perairan, hingga polusi udara dan suara dari alat berat. [SEOJK F.23, F.28]

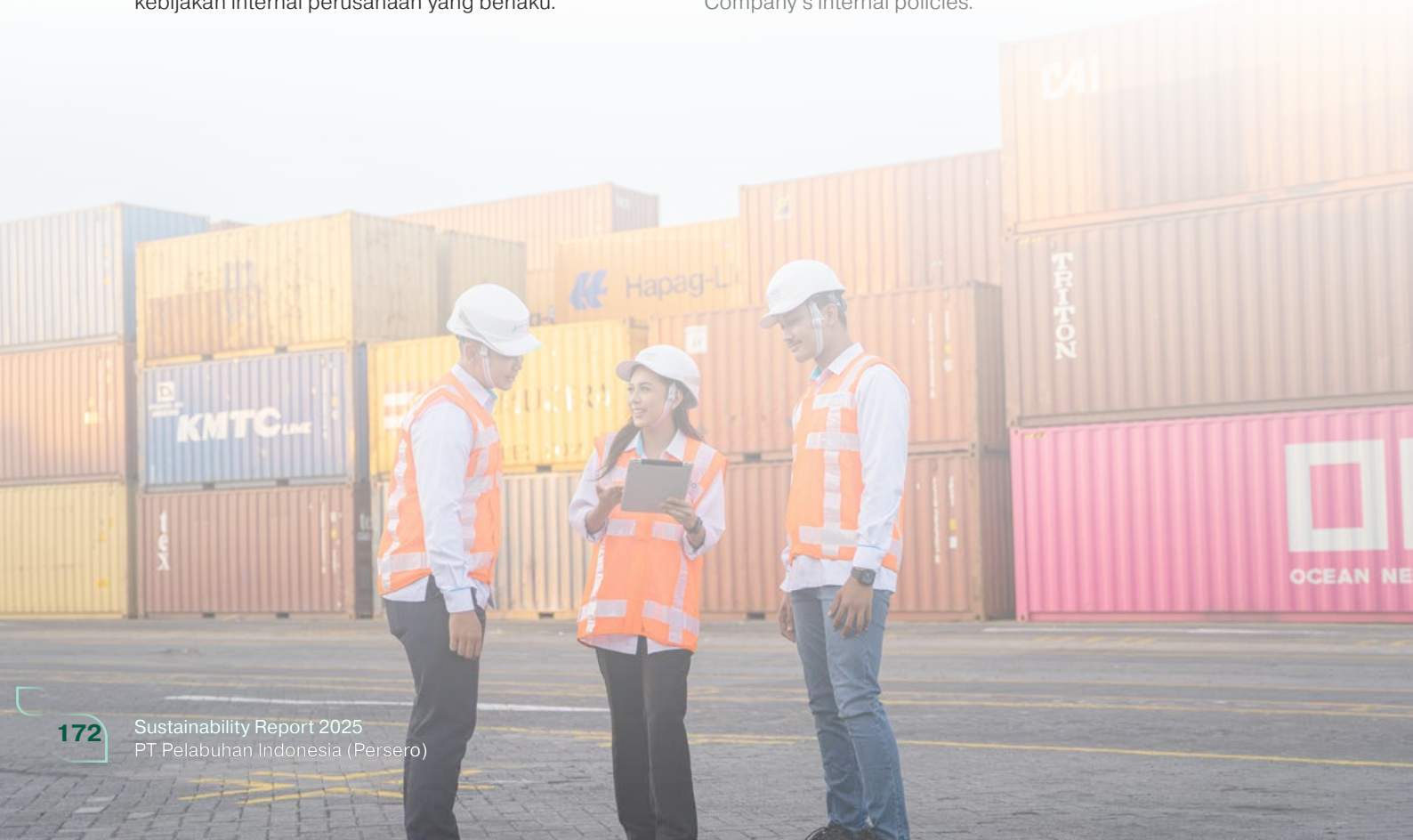
### Environmental Impact Identification and Mitigation

Pelindo has identified and developed a monitoring plan for potential environmental impacts arising from its business activities and operational chain, along with mitigation measures, which are reported on an ongoing basis to the Ministry of Environment and Forestry. The identification of operational impacts has been comprehensively mapped, covering greenhouse gas emissions from fuel and electricity consumption, the risk of oil spills in water bodies, as well as air and noise pollution from heavy machinery. [SEOJK F.23, F.28]

Lokasi Operasional Operational Location	Sumber Dampak Source of Impact	Potensi Dampak Lingkungan Potential Environmental Impact	Langkah Mitigasi Mitigation Measures
Perkantoran, lapangan, dan pelabuhan Offices, yards, and port areas	Penggunaan Bahan Bakar Minyak (BBM) Fuel Consumption	Emisi Gas Rumah Kaca (GRK) Greenhouse Gas (GHG) Emissions	<ol style="list-style-type: none"> <li>1. Transisi ke alat bongkar muat bertenaga listrik</li> <li>2. Pemantauan emisi secara berkala</li> <li>3. Penyediaan <i>On-Shore Power Supply</i> untuk mengurangi emisi kapal</li> </ol> <ol style="list-style-type: none"> <li>1. Transition to electrically powered cargo handling equipment</li> <li>2. Periodic emissions monitoring</li> <li>3. Provision of On-Shore Power Supply to reduce vessel emissions</li> </ol>
Laut Sea	Tumpahan minyak dan limbah kapal Oil spills and vessel waste	Polusi laut Marine pollution	<ol style="list-style-type: none"> <li>1. Penyediaan <i>Reception Facilities</i> untuk pengelolaan limbah kapal</li> <li>2. Pemantauan terhadap sampah di pelabuhan dan kapal</li> </ol> <ol style="list-style-type: none"> <li>1. Provision of Reception Facilities for the management of ship-generated waste</li> <li>2. Monitoring of waste in port areas and on vessels</li> </ol>
Lingkungan pelabuhan Areas surrounding the port	Aktivitas kendaraan dan mesin-mesin besar Vehicle operations and heavy machinery	Polusi udara dan suara dapat memengaruhi kualitas lingkungan Air and noise pollution that may affect environmental quality	<ol style="list-style-type: none"> <li>1. Pemantauan kualitas udara dan tingkat kebisingan secara berkala</li> </ol> <ol style="list-style-type: none"> <li>1. Periodic monitoring of air quality and noise levels</li> </ol>

Komitmen Perseroan terhadap pengelolaan lingkungan hidup diperkuat melalui sertifikasi internasional ISO 14001:2015 tentang Sistem Manajemen Lingkungan (SML) pada 90% dari total Grup Pelindo sebagai perwujudan konsistensi pengendalian dampak lingkungan. Selain itu, sertifikasi Sistem Manajemen Lingkungan juga dilaksanakan sesuai dengan kebutuhan masing-masing wilayah kerja operasional, sebagaimana kebijakan internal perusahaan yang berlaku.

The Company's commitment to environmental management is reinforced through ISO 14001:2015 certification on Environmental Management Systems (EMS), covering 90% of the total Pelindo Group as a demonstration of consistent environmental impact control. In addition, Environmental Management System certification is implemented in accordance with the specific needs of each operational area, in line with the Company's internal policies.





# KETAHANAN IKLIM

## Climate Resilience

Perubahan iklim menjadi tantangan global yang menuntut perhatian khusus dari Pelindo dalam pengelolaan energi dan mitigasi emisi gas rumah kaca (GRK) pada seluruh lini operasional. Sebagai bentuk tanggung jawab lingkungan, Perseroan berkomitmen memperkuat ketahanan iklim melalui penetapan target pengurangan emisi yang terukur serta implementasi langkah-langkah efisiensi energi yang komprehensif. Upaya ini secara strategis bertujuan untuk mengurangi ketergantungan perusahaan terhadap fluktuasi harga energi fosil, sekaligus memastikan operasional pelabuhan menjadi lebih ramah lingkungan dan berkelanjutan dalam jangka panjang.

Meskipun membutuhkan investasi awal (*CapEx*) yang cukup tinggi, transisi energi ini memberikan dampak positif bagi pemangku kepentingan melalui peningkatan kualitas udara di sekitar area pelabuhan. Di sisi lain, Perseroan secara saksama memitigasi potensi beban signifikan pada infrastruktur listrik lokal guna menjaga stabilitas pasokan energi di daerah tersebut. Melalui pendekatan terintegrasi, Pelindo berupaya menyeimbangkan antara kebutuhan akselerasi teknologi rendah karbon dengan ketahanan infrastruktur untuk mewujudkan ekosistem maritim yang tangguh terhadap perubahan iklim. [GRI 3-3]

## Pengelolaan Energi

Dalam menjalankan kegiatan operasionalnya, Pelindo bergantung pada suplai bahan bakar minyak (BBM) dari penyedia eksternal dan suplai listrik dari PT Perusahaan Listrik Negara (PLN) dan sebagian kecil dipasok oleh PT Energi Pelabuhan Indonesia (EPI) bersama PT Haleyora Power. Selain mengandalkan listrik dari pihak ketiga, Perseroan mengintegrasikan energi terbarukan melalui penerapan Pembangkit Listrik Tenaga Surya (PLTS) dengan total daya mencapai 1.268 kilo watt mencapai reduksi emisi 857,87 ton CO<sub>2</sub> per tahun sebagai bagian dari komitmen mendukung target *net zero emission*. [GRI 3-3]

Hingga tahun pelaporan, Perusahaan telah memperoleh sertifikasi sistem manajemen energi ISO 50001:2018 pada PT Terminal Petikemas Surabaya dan PT Terminal Teluk Lamong sebagai bukti komitmen Perseroan dalam menerapkan sistem manajemen energi yang berstandar internasional. Pencapaian ini mencerminkan efektivitas

Climate change presents a global challenge that requires Pelindo to place strong emphasis on energy management and greenhouse gas (GHG) emissions mitigation across all operational lines. As a form of environmental responsibility, the Company is committed to strengthening climate resilience through the establishment of measurable emission reduction targets and the implementation of comprehensive energy efficiency measures. These strategic efforts aim to reduce the Company's dependence on fossil fuel price fluctuations while ensuring that port operations become more environmentally friendly and sustainable in the long term.

Although requiring a substantial initial investment (*CapEx*), this energy transition delivers positive impacts to stakeholders by improving air quality around the port area. On the other hand, the Company carefully mitigates potential significant burdens on the local electrical infrastructure to maintain energy supply stability in the region. Through an integrated approach, Pelindo strives to balance the need for low-carbon technology acceleration with infrastructural resilience to realize a maritime ecosystem that is resilient to climate change. [GRI 3-3]

## Energy Management

In its operational activities, Pelindo relies on fuel supply from external providers and electricity supply from PT Perusahaan Listrik Negara (PLN), with a smaller portion supplied by PT Energi Pelabuhan Indonesia (EPI) in collaboration with PT Haleyora Power. In addition to third-party electricity, the Company has integrated renewable energy through the installation of solar power plants (PLTS) with a total capacity of 1,268 kilowatts, achieving emissions reductions of 857.87 tons of CO<sub>2</sub> per year as part of its commitment to supporting net zero emission target. [GRI 3-3]

As of the reporting year, the Company has obtained ISO 50001:2018 Energy Management System certification at PT Terminal Petikemas Surabaya and PT Terminal Teluk Lamong, demonstrating its commitment to implementing internationally recognized energy management practices. This achievement reflects the effectiveness

upaya efisiensi energi yang terukur di seluruh lini bisnis guna mendukung target penurunan konsumsi energi secara berkelanjutan.

Intensitas konsumsi energi pada tahun 2025 tercatat mengalami peningkatan dibandingkan tahun sebelumnya, yang semula 81,80 menjadi 109,84. Kenaikan ini dipengaruhi oleh perluasan cakupan data melalui penambahan entitas Pelindo Multi Terminal pada *Subholding* Group dan Anak Perusahaan Non-Klaster, serta peningkatan aktivitas *throughput* petikemas dan kapal yang berdampak pada volume penggunaan bahan bakar.

of measurable energy efficiency initiatives across its business lines in supporting sustained reductions in energy consumption.

Energy consumption intensity in 2025 increased compared to the previous year, rising from 81.80 to 109.84. This increase was driven by the expanded data scope through the inclusion of Pelindo Multi Terminal within the Sub-holding Group and Non-Cluster Subsidiaries, as well as higher container and vessel throughput activities, which led to increased fuel consumption.

### Konsumsi Energi [GRI 302-1, 302-3] [SEOJK F.6] [TR-MT-110a.3] Energy Consumption

Jenis Energi Energy Type	Satuan Unit	2025 <sup>1</sup>	2024 <sup>2</sup>	2023 <sup>3</sup>
<b>Energi Terbarukan</b> <b>Renewable Energy</b>				
Pembangkit Listrik Tenaga Surya Solar Panel <sup>4</sup>	GJ	4.102	3.933	496
<b>Total Konsumsi Energi Terbarukan</b> <b>Total Renewable Energy Consumption</b>	<b>GJ</b>	<b>4.102</b>	<b>3.933</b>	<b>496</b>
<b>Energi Tidak Terbarukan</b> <b>Non-Renewable Energy</b>				
Listrik dari Pihak Ketiga Electricity from Third Parties	GJ	829.084	1.068.926	908.031
Bahan Bakar <sup>5</sup> Fuel <sup>5</sup>	GJ	3.445.248	1.523.583	2.357.780
<b>Total Konsumsi Energi Tidak Terbarukan</b> <b>Total Non-Renewable Energy Consumption</b>	<b>GJ</b>	<b>4.274.332</b>	<b>2.592.509</b>	<b>3.265.811</b>
<b>Total Konsumsi Energi</b> <b>Total Energy Consumption</b>	<b>GJ</b>	<b>4.278.434</b>	<b>2.596.443</b>	<b>3.266.307</b>
<b>Intensitas Konsumsi Energi<sup>6</sup></b> <b>Energy Consumption Intensity<sup>6</sup></b>	<b>GJ/Rp Miliar</b> <b>GJ/Rp Billion</b>	<b>116,49</b>	<b>74,54</b>	<b>96,31</b>

**Keterangan:**

- <sup>1</sup> Data mencakup Kantor Pusat, *Subholding Group*, Regional dan Cabang, dan Anak Perusahaan Non Klaster sehingga menyebabkan peningkatan signifikan pada konsumsi bahan bakar sebesar 126,13%.
  - <sup>2</sup> Data mencakup *Holding, Subholding (standalone)*, Regional dan Cabang.
  - <sup>3</sup> Data pada tahun 2023 meliputi Pelindo *Subholding*.
  - <sup>4</sup> Data pada 2025 mencakup PLTS dan penerangan jalan umum solar panel, sedangkan data pada tahun 2024 dan 2023 hanya mencakup PLTS.
  - <sup>5</sup> Mencakup B40 dan bensin.
  - <sup>6</sup> Data tidak termasuk konsumsi energi dari perjalanan dinas dengan pesawat dan intensitas dihitung menggunakan pendapatan usaha sebagai denominator.
    - Faktor konversi liter ke gigajoule berdasarkan hextobinary.com, sedangkan faktor konversi kWh ke gigajoule berdasarkan convertunits.com
- Tahun dasar 2023.

**Notes:**

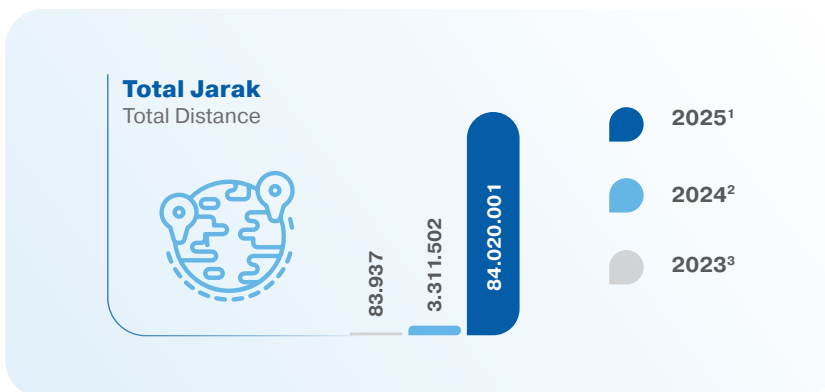
- <sup>1</sup> The data includes the Head Office, Group Subholding Companies, Regional Offices and Branches, and Non-Cluster Subsidiaries, resulting in a significant increase in fuel consumption of 126.13%.
- <sup>2</sup> Data covers the Holding, Sub-holding (standalone), Regional, and Branches.
- <sup>3</sup> Data for 2023 includes Pelindo Sub-holding.
- <sup>4</sup> Data for 2025 includes PLTS and solar-powered street lighting, while data for 2024 and 2023 includes only PLTS
- <sup>5</sup> Includes B40 and gasoline.
- <sup>6</sup> Data excludes energy consumption from business travel by air, and intensity is calculated using operating revenue as the denominator.
  - Conversion factors from liters to gigajoules are based on hextobinary.com, while conversion factors from kWh to gigajoules are based on convertunits.com.
  - Base year 2023.

Pelindo telah memperluas pemetaan konsumsi bahan bakar dari perjalanan dinas udara jajaran Dewan Komisaris dan Direksi Pelindo Group sebagai bagian dari pelaporan emisi tidak langsung di luar organisasi. Langkah pemetaan ini adalah perwujudan komitmen Pelindo dalam memperkuat akurasi data jejak karbon dan mendukung strategi dekarbonisasi.

Pelindo has expanded the mapping of fuel consumption from business air travel undertaken by the Board of Commissioners and Board of Directors across the Pelindo Group as part of reporting indirect emissions outside the organization. This mapping initiative reflects Pelindo's commitment to enhancing the accuracy of its carbon footprint data and supporting its decarbonization strategy.



### Konsumsi Energi dari Perjalanan Dinas [GRI 302-2] Energy Consumption from Business Travel



**Keterangan:**

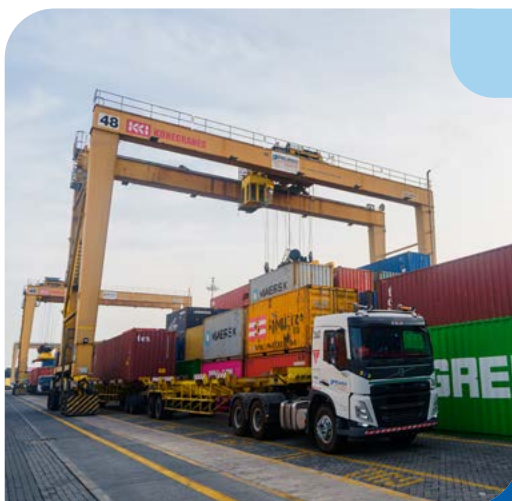
- <sup>1</sup> Perjalanan dinas pesawat Dewan Komisaris, Direksi, dan seluruh pegawai yang mencakup Holding, Subholding Group, Regional dan Cabang.
- <sup>2</sup> Perjalanan dinas pesawat Dewan Komisaris dan Direksi terdiri dari Pelindo Group.
- <sup>3</sup> Perjalanan dinas pesawat Dewan Komisaris dan Direksi terdiri hanya Pelindo Holding.
  - Konsumsi energi di luar organisasi mengacu pada Standar Akuntansi dan Pelaporan Rantai Nilai Korporat (Cakupan 3) Protokol GRK.
  - Volume energi atau bahan bakar yang dikonsumsi dalam perjalanan dinas dihitung dengan menggunakan kalkulator emisi karbon dari International Civil Aviation Organization (ICAO).

**Notes:**

- <sup>1</sup> Business air travel for the Board of Commissioners, Board of Directors, and all employees, covering the Holding, Subholding Group, Regional, and Branch offices.
- <sup>2</sup> Business air travel for the Board of Commissioners and Board of Directors, consisting of the Pelindo Group.
- <sup>3</sup> Business air travel for the Board of Commissioners and Board of Directors, consisting only of Pelindo Holding.
  - Energy consumption outside of the organization refers to the GHG Protocol Corporate Value Chain (Scope 3) Standard.
  - The volume of energy or fuel consumed in business travel is calculated using the carbon emission calculator from the International Civil Aviation Organization (ICAO).

Sepanjang tahun 2025, belum dilakukan perhitungan rancangan efisiensi energi untuk kapal baru. Meskipun demikian, Pelindo berhasil meningkatkan penggunaan energi terbarukan sebesar 4,28% dibandingkan tahun sebelumnya. Beberapa upaya efisiensi energi yang dilakukan Perseroan, antara lain: [GRI 302-4, 302-5, 305-5] [SEOJK F.7] [TR-MT-110a.3, TR-MT-110a.4]

Throughout 2025, no energy efficiency design calculations were conducted for new vessels. Nevertheless, Pelindo increased its use of renewable energy by 4.28% compared to the previous year. The Company also implemented several energy efficiency initiatives, including: [GRI 302-4, 302-5, 305-5] [SEOJK F.7] [TR-MT-110a.3, TR-MT-110a.4]



#### Elektrifikasi Alat Utama Electrification of Key Equipment

##### Rubber Tyred Gantry (RTG)

Efisiensi energi  
Energy efficiency

**88%**

Reduksi emisi operasional  
Operational emissions reduction

**138 tCO<sub>2</sub>**  
per tahun per unit  
per year per unit

##### Quay Container Crane (QCC)

Efisiensi energi  
Energy efficiency

**84%**

Reduksi emisi operasional  
Operational emissions reduction

**216 tCO<sub>2</sub>**  
per tahun  
per year

Lokasi proyek Pelindo IPC TPK dan TPKB memanfaatkan elektrifikasi pada peralatan bongkar buat yang memberikan dampak signifikan terhadap lingkungan berupa peningkatan efisiensi energi dan pengurangan emisi dengan tingkat produktivitas setara. Elektrifikasi dilakukan pada QCC dan RTG dari penggerak diesel ke elektrik.

At Pelindo IPC TPK and TPKB project sites, electrification of cargo handling equipment has been implemented, delivering significant environmental benefits through improved energy efficiency and reduced emissions while maintaining comparable productivity levels. This transition involves converting QCC and RTG cranes from diesel-powered to electric systems.



**Implementasi On Shore Power Supply**  
On-Shore Power Supply Implementation

Reduksi emisi hingga  
Emissions reduction of up to

**19,32%**

Per call  
Per call

**2.140 tCO<sub>2</sub>**

Per tahun  
Per year

Pada Pelabuhan Tanjung Priok, Pelindo menggunakan dua unit *On-Shore Power Supply* (OPS) bagi *shipping line* domestik saat sandar di pelabuhan yang memungkinkan pengurangan konsumsi bahan bakar hingga 30-33% pada tingkat adopsi saat ini. Dari sisi ekonomi, pelanggan Pelindo dapat menghemat biaya hingga Rp300 juta per bulan.

At Port of Tanjung Priok, Pelindo operates two units of On-Shore Power Supply (OPS) for domestic shipping lines while berthed at the port, enabling a reduction in fuel consumption of approximately 30–33% at current adoption levels. From an economic perspective, Pelindo’s customers can achieve cost savings of up to Rp300 million per month.



**Implementasi Pembangkit Listrik Tenaga Surya**  
Solar Panel Implementation

Kapasitas terpasang  
Installed capacity

**1.268 kWp**

Potensi reduksi emisi  
Potential emissions reduction

**858 tCO<sub>2</sub>e**

Per tahun  
Per year

Hingga tahun 2025, Pelindo telah menggunakan Pembangkit Listrik Tenaga Surya (PLTS) sebagai sumber energi terbarukan yang tersebar di berbagai pelabuhan dan fasilitas operasional. PLTS dengan mayoritas skema *on-grid* telah berhasil mengurangi emisi dari substitusi konsumsi listrik berbasis energi fosil.

As of 2025, Pelindo has deployed solar power plants (PLTS) as a renewable energy source across various ports and operational facilities. These systems, predominantly operating under an on-grid scheme, have contributed to emissions reductions by substituting electricity consumption derived from fossil-based energy sources.

**Teknologi Hibrida dengan Baterai**  
Hybrid Technology with Battery Systems

Implementasi teknologi hibrida dengan baterai sebagai sumber energi bantu mesin.  
Implementation of hybrid battery technology as an auxiliary power source for machinery.

**Biodiesel B40**  
B40 Biodiesel



## Pengelolaan Emisi

Pelindo menyadari bahwa aktivitas logistik sektor maritim dari operasionalnya memengaruhi emisi Gas Rumah Kaca (GRK). Oleh sebab itu, Perseroan mendorong penerapan strategi dekarbonisasi melalui berbagai upaya di seluruh wilayah kerja. Sebagai salah satu wujud komitmen mitigasi perubahan iklim dan pencapaian keberlanjutan jangka panjang, Perseroan menetapkan target reduksi emisi hingga 21% pada tahun 2030 dengan tahun dasar 2023 yang diikuti dengan peta jalan reduksi emisi GRK. [GRI 3-3]

## Emissions Management

Pelindo recognizes that maritime logistics activities within its operations contribute to Greenhouse Gas (GHG) emissions. Accordingly, the Company promotes the implementation of decarbonization strategies across all operational areas. As part of its commitment to climate change mitigation and long-term sustainability, the Company has set a target to reduce emissions by up to 21% by 2030, using 2023 as the base year, supported by a comprehensive GHG emissions reduction roadmap. [GRI 3-3]

**Peta Jalan Dekarbonisasi [TR-MT-110a.2]**  
**Decarbonization Roadmap**

Tahun Year	Target Target	Capaian Achievement	Upaya Effort
<b>2023</b>	Penetapan <i>baseline</i> target reduksi emisi hingga 21% pada tahun 2030 Establishment of a baseline for emissions reduction targets of up to 21% by 2030		
<b>2025</b>	Reduksi emisi Emissions Reduction <b>17%</b> dari <i>baseline</i> 2023 from the 2023 baseline	Reduksi emisi Emissions Reduction <b>6,5%</b> dari <i>baseline</i> 2023 from the 2023 baseline	<ul style="list-style-type: none"> <li>Penggunaan biosolar, yaitu B30 dan B40.</li> <li>Instalasi pembangkit listrik tenaga surya dan penerangan jalan umum berbasis solar panel.</li> <li>Use of biodiesel, namely B30 and B40</li> <li>Installation of solar power plants and solar-powered street lighting</li> </ul>
<b>2026</b>	Reduksi emisi Emissions Reduction <b>16%</b> dari <i>baseline</i> 2023 from the 2023 baseline		<ul style="list-style-type: none"> <li>Elektrifikasi alat bongkar muat (<i>Quay Container Crane</i> dan <i>Rubber Tyred Gantry Crane</i>) mencapai 189 unit</li> <li>Kapasitas PLTS hingga 2.055,04 kWp</li> <li>Menjangkau penyediaan fasilitas <i>On-Shore Power Supply</i> di seluruh dermaga (kapal dapat menggunakan energi listrik saat sandar di dermaga) sebanyak 65 unit</li> <li>Electrification of cargo handling equipment (<i>Quay Container Cranes</i> and <i>Rubber Tyred Gantry Cranes</i>) reaching 189 units</li> <li>Solar power capacity of up to 2,055.04 kWp</li> <li>Expansion of <i>On-Shore Power Supply</i> facilities across all berths, enabling vessels to use electricity while docked, totaling 65 units</li> </ul>
<b>2030</b>	Reduksi emisi Emissions Reduction <b>21%</b> dari <i>baseline</i> 2023 from the 2023 baseline		<ul style="list-style-type: none"> <li>Elektrifikasi alat bongkar muat CC dan RTG mencapai 302 unit</li> <li>Pemanfaatan PLTS dengan kapasitas mencapai 5.200 kWp</li> <li>Electrification of cargo handling equipment CC and RTG reaching 302 units</li> <li>Utilization of PLTS with a total capacity of up to 5,200 kWp</li> </ul>

Dalam upaya meningkatkan akuntabilitas pelaporan emisi GRK, Pelindo telah mengadopsi ISO 14064-1 sebagai kerangka acuan inventarisasi dan verifikasi emisi GRK. Implementasi tahap awal telah diterapkan pada lingkup operasional PT Pelindo Terminal Petikemas (SPTP) sebagai *business operator* petikemas, yang telah memiliki Pedoman Inventarisasi Emisi GRK berbasis ISO 14064-1 (No. HK/01/1/3/1/MHSE/DRTU/PLTP-24/GRK-001) serta Laporan Inventarisasi emisi GRK yang

In an effort to improve the accountability of GHG emissions reporting, Pelindo has adopted ISO 14064-1 as the framework for GHG emissions inventory and verification. The initial phase of implementation has been applied to the operational scope of PT Pelindo Terminal Petikemas (SPTP) as a container business operator, which has established GHG Emissions Inventory Guidelines based on ISO 14064-1 (No. HK/01/1/3/1/MHSE/DRTU/PLTP-24/GRK-001) as well as a verified

telah terverifikasi. Implementasi di SPTP menjadi fondasi bagi perluasan penerapan standar ini secara bertahap ke seluruh *subholding* di lingkungan Pelindo Group. [TR-MT-110a.1]

GHG Emissions Inventory Report. The implementation at SPTP serves as the foundation for the gradual expansion of this standard's application across all subholdings within the Pelindo Group. [TR-MT-110a.1]

**Emisi GRK Cakupan 1 dan 2 [GRI 305-1, 305-2, 305-4] [SEOJK F.11] [TR-MT-110a.1]**  
**Scope 1 and 2 GHG Emissions**

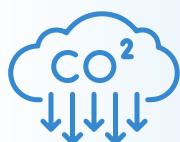
Sumber Emisi Emission Source	Satuan Unit	2025 <sup>1</sup>	2024 <sup>2</sup>	2023 <sup>3</sup>
<b>Cakupan 1 Scope 1</b>				
Bahan Bakar <sup>4</sup> Fuel <sup>4</sup>	Ton CO <sub>2</sub> eq	173.709	116.986	181.039
<b>Cakupan 2 Scope 2</b>				
Pemakaian Listrik Electricity Consumption	Ton CO <sub>2</sub> eq	181.937	213.240	199.262
<b>Total Emisi GRK Cakupan 1 dan 2 Total GHG Emissions Scope 1 and 2</b>	<b>Ton CO<sub>2</sub>eq</b>	<b>355.646</b>	<b>330.226</b>	<b>380.301</b>
Pengurangan Emisi GRK Cakupan 1 dan 2 <sup>5</sup> Reduction of GHG Emissions Scope 1 and 2 <sup>5</sup>	Ton CO <sub>2</sub> eq	24.655	50.075	
<b>Intensitas Emisi GRK<sup>6</sup> GHG Emissions Intensity<sup>6</sup></b>	<b>Ton CO<sub>2</sub>eq/Rp Miliar Ton CO<sub>2</sub>eq/Rp Billion</b>	<b>9,68</b>	<b>9,48<sup>7</sup></b>	<b>11,21</b>

**Keterangan:**

- <sup>1</sup> Data mencakup Kantor Pusat, *Subholding Group*, Regional dan Cabang, dan Anak Perusahaan Non Klaster.
- <sup>2</sup> Data mencakup *Holding, Subholding (standalone)*, Regional dan Cabang.
- <sup>3</sup> Data pada tahun 2023 meliputi Pelindo *Subholding*.
- <sup>4</sup> Mencakup B30 dan B40, namun terdapat keterbatasan dalam proses kalkulasi yang menyebabkan pencatatan emisi masih mencakup emisi biogenik.
- <sup>5</sup> Pengurangan Emisi GRK Cakupan 1 dan 2 mengacu pada base year Emisi GRK 2023.
- <sup>6</sup> Intensitas dihitung menggunakan pendapatan usaha sebagai denominator.
- <sup>7</sup> Terdapat penyajian data kembali dikarenakan terdapat perubahan data pendapatan usaha.
  - Perhitungan emisi dari pemakaian solar mengacu pada Pedoman Penyelenggaraan Inventarisasi GRK Nasional Kementerian Lingkungan Hidup 2012.
  - Mengacu pada *The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol)*, 2004.
  - Faktor emisi Cakupan 1 mengacu pada Kalkulator Hijau sebesar 2,63 kg CO<sub>2</sub>e/liter dan faktor emisi Cakupan 2 mengacu pada Kalkulator Hijau sebesar 0,79 kg CO<sub>2</sub>e/kWh.
  - Tahun dasar 2023.
  - Intensitas emisi tidak termasuk perjalanan dinas dengan pesawat, karena data terbatas hanya perjalanan dinas untuk Dewan Komisaris dan Direksi.

**Notes:**

- <sup>1</sup> Data covers the Head Office, Sub-holding Group, Regional and Branches, and Non-Cluster Subsidiaries.
- <sup>2</sup> Data covers the Holding, Sub-holding (standalone), Regional, and Branches.
- <sup>3</sup> Data for 2023 includes Pelindo Sub-holding.
- <sup>4</sup> Includes B30 and B40; however, due to calculation limitations, emission records still include biogenic emissions.
- <sup>5</sup> GHG Emission Reductions for Scope 1 and 2 refer to the 2023 GHG Emissions base year.
- <sup>6</sup> Intensity is calculated using operating revenue as the denominator.
- <sup>7</sup> Data has been restated due to changes in operating revenue figures.



**91.044**  
Ton CO<sub>2</sub>eq

**Emisi Biogenik pada  
Tahun 2025**  
**Biogenic Emission in 2025**



Pada tahun 2025, Pelindo memperluas pengukuran emisi GRK Cakupan 3 dari perjalanan dinas udara dan aktivitas kapal selama di pelabuhan.

In 2025, Pelindo expanded the measurement of Scope 3 GHG emissions to include business air travel and vessel activities at port.

**Emisi GRK Cakupan 3 [GRI 305-3] [SEOJK F.11]**  
**Scope 3 GHG Emissions**

Sumber Emisi Emission Source	Satuan Unit	2025 <sup>1</sup>	2024 <sup>2</sup>	2023 <sup>3</sup>
Perjalanan Dinas dengan Pesawat Terbang	km	84.020.001	3.311.502	83.937
Business Air Travel by Plane	Ton CO <sub>2</sub> eq	11.316.256,40	418,05	7,45
Kegiatan kapal pada pelabuhan <sup>4</sup> Vessel activities at ports <sup>4</sup>	Ton CO <sub>2</sub> eq	825.556		
<b>Total Emisi Cakupan 3 Total Scope 3 Emissions</b>	<b>Ton CO<sub>2</sub>eq</b>	<b>12.141.812,40</b>	<b>418,05</b>	<b>7,45</b>
<b>Total Emisi Cakupan 1, 2, dan 3 Total Scope 1, 2, and 3 Emissions</b>	<b>Ton CO<sub>2</sub>eq</b>	<b>12.474.558,40</b>	<b>330.664,05</b>	<b>380.308,45</b>

**Keterangan:**

- <sup>1</sup> Perjalanan dinas pesawat Dewan Komisaris, Direksi, dan seluruh pegawai yang mencakup  *Holding, Subholding Group, Regional dan Cabang.*
- <sup>2</sup> Perjalanan dinas pesawat Dewan Komisaris dan Direksi terdiri dari Pelindo Group.
- <sup>3</sup> Perjalanan dinas pesawat Dewan Komisaris dan Direksi terdiri hanya Pelindo  *Holding.*
- <sup>4</sup> Emisi cakupan 3 dari kegiatan kapal pada empat pelabuhan (Belawan, Tanjung Priok, Tanjung Perak, dan Makassar) dengan tahun 2025 sebagai tahun awal perhitungan. Perhitungan misi cakupan 3 berdasarkan GHG Protocol Scope 3 Emissions Guideline Version 1.0 2013 dan Port Emissions Toolkit IMO 2018

**Notes:**

- <sup>1</sup> Business air travel for the Board of Commissioners, Board of Directors, and all employees, covering the Holding, Subholding Group, Regional, and Branch offices.
- <sup>2</sup> Business air travel for the Board of Commissioners and Board of Directors, consisting of the Pelindo Group.
- <sup>3</sup> Business air travel for the Board of Commissioners and Board of Directors, consisting only of Pelindo Holding.
- <sup>4</sup> Scope 3 emissions from vessel activities at four ports (Belawan, Tanjung Priok, Tanjung Perak, and Makassar), with 2025 as the base year for calculation. The Scope 3 emissions calculation is based on the GHG Protocol Scope 3 Emissions Guideline Version 1.0 2013 and the IMO Port Emissions Toolkit 2018.

Sepanjang tahun 2025, Pelindo mengimplementasikan program standarisasi operasional di seluruh pelabuhan dan terminal, elektrifikasi alat bongkar muat (seperti  *Quay Container Crane dan Rubber Tyred Gantry Crane*), pengembangan pembangkit listrik tenaga surya (PLTS), dan penyediaan fasilitas  *On-Shore Power Supply* (kapal dapat menggunakan energi listrik saat sandar di dermaga). [GRI 305-5] [SEOJK F.12] [TR-MT-110a.1]

Throughout 2025, Pelindo implemented an operational standardization program across all ports and terminals, including the electrification of cargo handling equipment (such as Quay Container Cranes and Rubber Tyred Gantry cranes), the development of solar power plants (PLTS), and the provision of On-Shore Power Supply facilities (enabling vessels to use electricity while berthed).[GRI 305-5] [SEOJK F.12] [TR-MT-110a.1]

Pelindo juga melakukan pengendalian kualitas udara ambien secara langsung melalui pemantauan oleh pihak ketiga terhadap polutan signifikan seperti nitrogen oksida (NOx), belerang dioksida (SOx), karbon monoksida (CO), dan materi partikulat (PM) yang dihasilkan dari aktivitas mesin utama serta peralatan pendukung. Perseroan senantiasa memastikan pemenuhan baku mutu udara ambien pada lokasi operasional sebagai komitmen pemenuhan izin lingkungan yang dimiliki.

Pelindo also carried out direct ambient air quality control through third-party monitoring of key pollutants, including nitrogen oxides (NOx), sulfur dioxide (SOx), carbon monoxide (CO), and particulate matter (PM) generated from primary machinery and supporting equipment. The Company consistently ensures compliance with ambient air quality standards across its operational areas as part of its commitment to fulfilling environmental permit requirements.

**Pemantauan Kualitas Udara [TR-MT-120a.1] [GRI 305-7]**  
**Air Quality Monitoring**

Emisi Emission	Satuan Unit	2025*	2024
Partikulat debu (TSP) Total Suspended Particulate (TSP)	µg/m <sup>3</sup>	64,97	66,89
PM 10	µg/m <sup>3</sup>	28,08	21,26
PM2.5	µg/m <sup>3</sup>	18,09	11,96
NO <sub>2</sub>	µg/m <sup>3</sup>	32,65	29,47
SO <sub>2</sub>	µg/m <sup>3</sup>	34,85	40,43
CO	µg/m <sup>3</sup>	1.564,38	2.910,93

**Catatan:**

\* Data mencakup Holding dan Regional serta dihitung menggunakan metode rata-rata berdasarkan hasil pemantauan.  
\*\* Data 2023 belum tersedia dikarenakan belum terkonsolidasi.

**Notes:**

\* Data covers the Holding and Regional and is calculated using an average method based on monitoring results.  
\*\* 2023 data is not yet available as it has not yet been consolidated.

Aktivitas operasional Pelindo tidak menghasilkan *Ozone Depleting Substances* (ODS) yang memiliki dampak ekologis. Meskipun demikian, Pelindo turut berpartisipasi dalam gerakan Perlindungan Lapisan Ozon (PLO) yang dijalankan melalui substitusi terhadap penggunaan Bahan Perusak Ozon (BPO) di seluruh fasilitas operasional. Implementasi kebijakan ini tidak hanya bertujuan untuk menekan dampak degradasi lapisan ozon sesuai Undang-Undang Nomor 32 Tahun 2009, tetapi juga untuk mengoptimalkan performa pendinginan dan keamanan operasional secara berkelanjutan. [GRI 305-6]

Pelindo's operational activities do not produce *Ozone-Depleting Substances* (ODS) that have an ecological impact. Nevertheless, Pelindo actively participates in the Ozone Layer Protection (OLP) movement by substituting the use of ODS across all operational facilities. This policy implementation is intended not only to mitigate ozone layer degradation in accordance with Law No. 32 of 2009, but also to enhance cooling performance and ensure sustained operational safety. [GRI 305-6]

**Penggunaan Refrigeran Ramah Lingkungan**  
Use of Environmentally Friendly Refrigerants



Penerapan dan substitusi bertahap alat pendingin udara ke *refrigerant* non-CFC R410  
Gradual implementation and substitution of air conditioning systems with non-CFC refrigerant R410

**Alat Pemadam Api Ramah Lingkungan**  
Environmentally Friendly Fire Suppression Equipment



Penggantian alat pemadam api berbahan halon dengan perangkat pemadam yang ramah lingkungan  
Replacement of halon-based fire extinguishers with environmentally friendly fire suppression systems



# PENGELOLAAN LINGKUNGAN HIDUP

## Environmental Management

### Pengelolaan Bahan Baku dan Material

Sumber daya alam yang terbatas serta dampak lingkungan dari rantai pasok mendorong Pelindo untuk menerapkan manajemen material dengan fokus efisiensi pada peralatan operasional utama. Penilaian daya guna material serta substitusi bahan baku ramah lingkungan menjadi kunci dalam optimalisasi material yang dilakukan Pelindo untuk memperpanjang siklus hidup aset. [GRI 3-3]

Sebagai bagian dari komitmen terhadap keberlanjutan dan pelabuhan ramah lingkungan (*green port*), Perseroan secara bertahap menerapkan kebijakan elektrifikasi pada alat bongkar muat guna menggantikan sumber energi fosil dengan listrik sebagai bentuk penggunaan material operasional yang lebih ramah lingkungan. Transformasi energi ini diikuti dengan pencatatan ketat terhadap material utama pendukung operasional, seperti pelumas dan suku cadang, yang penggunaannya dipantau sepanjang tahun pelaporan. [SEOJK F.5]

### Raw Materials and Materials Management

Limited natural resources and the environmental impacts of the supply chain have driven Pelindo to implement material management practices focused on efficiency in key operational equipment. Assessing material efficiency and substituting with environmentally friendly inputs are central to Pelindo's efforts to optimize material use and extend asset life cycles. [GRI 3-3]

As part of its commitment to sustainability and green port development, the Company has gradually implemented electrification policies for cargo handling equipment to replace fossil-based energy with electricity, promoting more environmentally responsible operational inputs. This energy transition is supported by strict monitoring of key operational materials, such as lubricants and spare parts, whose usage is tracked throughout the reporting year. [SEOJK F.5]



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**Elektrifikasi**  
**Electrification**

alat bongkar muat  
cargo handling equipment units

### Pengelolaan Air dan Air Limbah

Operasional pelabuhan memiliki kaitan erat dengan sumber daya air, baik dari konsumsi air bersih maupun potensi dampak terhadap ekosistem pesisir. Pelindo menyadari bahwa penggunaan air yang berlebihan dapat meningkatkan risiko intrusi air laut, sehingga Perseroan melakukan program efisiensi dan penggunaan sumber daya air alternatif. Salah satu sumber air yang digunakan adalah air laut dengan memanfaatkan teknologi *Sea Water Reverse Osmosis* (SWRO). Langkah ini menjadi instrumen penting bagi Perseroan dalam

### Water and Wastewater Management

Port operations are closely linked to water resources, involving both the consumption of fresh water and potential impacts on coastal ecosystems. Pelindo recognizes that excessive water extraction can increase the risk of seawater intrusion; therefore, the Company has implemented efficiency programs and utilized alternative water sources. One such source is seawater, processed through *Sea Water Reverse Osmosis* (SWRO) technology. This step serves as a vital instrument for the Company in mitigating the risk of financial loss resulting

memitigasi risiko kerugian finansial akibat ketidakpatuhan terhadap regulasi pengelolaan lingkungan yang berlaku.

Dari sisi pemangku kepentingan, pengelolaan sumber daya air yang bertanggung jawab berkontribusi langsung pada peningkatan kualitas hidup masyarakat di sekitar wilayah operasional. Meskipun demikian, Pelindo tetap menaruh perhatian besar pada pengawasan kualitas air limbah guna memitigasi dampak kesehatan masyarakat akibat paparan polutan. [GRI 3-3]

Dengan memanfaatkan air laut sebagai salah satu sumber air, Pelindo berharap dapat mengurangi penggunaan air dari sumber air bersih lainnya, yang turut berkontribusi dalam pelestarian cadangan air tanah dan permukaan. Pelindo menjamin bahwa konsumsi dan pengolahan air di area operasional dilakukan secara bertanggung jawab demi menjaga keseimbangan sumber daya air setempat. [GRI 303-1]

from non-compliance with applicable environmental management regulations.

From a stakeholder perspective, responsible water resource management contributes directly to improving the quality of life for communities surrounding operational areas. Nonetheless, Pelindo remains deeply committed to monitoring wastewater quality to mitigate public health impacts from pollutant exposure. [GRI 3-3]

By utilizing seawater as a primary water source, Pelindo aims to reduce its reliance on other freshwater sources, thereby contributing to the preservation of groundwater and surface water reserves. Pelindo ensures that water consumption and treatment within its operational areas are managed responsibly to maintain the balance of local water resources. [GRI 303-1]

### Pengambilan Air [GRI 303-3] Water Withdrawal

Sumber Air Water Source	Satuan Unit	2025 <sup>1</sup>	2024	2023 <sup>3</sup>
Air dari Pihak Ketiga Water from Third Parties	Megaliter	2.759,81	2.152,41	7.745,45
Air Tanah Groundwater	Megaliter	1.388,57	1.364,89	842,72
Air Permukaan Surface Water	Megaliter	62,46	44,96	147,99
Air Daur Ulang Recycled Water	Megaliter	11,52	4,45 <sup>1</sup>	-
Sea Water Reverse Osmosis (SWRO) <sup>2</sup> Sea Water Reverse Osmosis (SWRO) <sup>2</sup>	Megaliter	424,70	1.854,01	-
<b>Total Pengambilan Air Total Water Withdrawal</b>	<b>Megaliter</b>	<b>4.647,07</b>	<b>5.420,72</b>	<b>8.736,17</b>
<b>Intensitas Pengambilan Air<sup>4</sup> Water Withdrawal Intensity<sup>4</sup></b>	<b>Megaliter/Rp Miliar Megaliter/Rp Billion</b>	<b>0,13</b>	<b>0,16</b>	<b>0,26</b>

**Keterangan:**

- <sup>1</sup> Data mencakup Kantor Pusat, Subholding Group, Regional dan Cabang, dan Anak Perusahaan Non Klaster.
- <sup>2</sup> Data mencakup regional 2 dan 3, data SWRO 2023 tidak tercatat dikarenakan alat ukur bermasalah.
- <sup>3</sup> Data mencakup Pelindo Subholding.
- <sup>4</sup> Perhitungan intensitas pengambilan air menggunakan pendapatan usaha sebagai denominator.

**Notes:**

- <sup>1</sup> Data covers the Head Office, Sub-holding Group, Regional and Branches, and Non-Cluster Subsidiaries.
- <sup>2</sup> Data covers Regions 2 and 3; SWRO data for 2023 was not recorded due to issues with the measurement equipment.
- <sup>3</sup> Data includes Pelindo Sub-holding.
- <sup>4</sup> Water withdrawal intensity is calculated using business revenue as the denominator.



**Penggunaan Air Berdasarkan Entitas [GRI 303-5] [SEOJK F.8]**  
**Water Use by Entity**

Wilayah Region	Satuan Unit	2025*	2024	2023**
Kantor Pusat Head Office	Megaliter	320,48		
Regional 1 (termasuk Cabang) Region 1 (includes Branches)	Megaliter	658,67	976,10	501,19
Regional 2 (termasuk Cabang) Region 2 (includes Branches)	Megaliter	675,51	983,79	1.069,87
Regional 3 (termasuk Cabang) Region 3 (includes Branches)	Megaliter	590,73	2.269,18	1.005,50
Regional 4 (termasuk Cabang) Region 4 (includes Branches)	Megaliter	995,83	687,92	4.801,38
Subholding PT Pelindo Multi Terminal (termasuk Cabang dan Anak Perusahaan) Sub-holding PT Pelindo Multi Terminal (includes Branches and Subsidiaries)	Megaliter	484,42	11,45	465,57
Subholding PT Pelindo Solusi Logistik (termasuk Anak Perusahaan) Sub-holding PT Pelindo Solusi Logistik (includes Subsidiaries Anak Perusahaan)	Megaliter	146,55	101,19	338,96
Subholding PT Pelindo Terminal Petikemas (termasuk Cabang dan Anak Perusahaan) Sub-holding PT Pelindo Terminal Petikemas (includes Branches and Subsidiaries)	Megaliter	423,16	391,10	553,70
Subholding PT Pelindo Jasa Maritim (termasuk Anak Perusahaan) Sub-holding PT Pelindo Jasa Maritim (includes Subsidiaries)	Megaliter	215,72		
PT Pendidikan Maritim dan Logistik Indonesia	Megaliter	24,41		
PT Jakarta International Container Terminal	Megaliter	75,42		
PT Prima Husada Cipta	Megaliter	18,62		
PT Terminal Petikemas Koja	Megaliter	17,54		
<b>Total Penggunaan Air Total Water Consumption</b>	<b>Megaliter</b>	<b>4.647,07</b>	<b>5.420,72</b>	<b>8.736,17</b>

**Keterangan:**

\* Terdapat perubahan kategorisasi pada tahun 2025, di antaranya pemisahan kantor pusat yang sebelumnya tercakup dalam Regional 2 dan Pelindo Jasa Maritim yang sebelumnya tercakup dalam Regional 4. Selain itu, terdapat perluasan cakupan dengan menambahkan Pendidikan Maritim dan Logistik Indonesia, Jasa International Container Terminal, Prima Husada Cipta, dan Terminal Petikemas Koja.

\*\* Terdapat penyajian data kembali pada Regional 1, Regional 3, dan Pelindo Solusi Logistik.

- Konversi meter kubik ke megaliter berdasarkan unitconverters.net.

**Notes:**

\* There are changes in categorization were implemented in 2025, including the separation of the Head Office, which was previously included under Region 2, and Pelindo Jasa Maritim, which was previously included under Region 4. In addition, the reporting scope was expanded to include PT Pendidikan Maritim dan Logistik Indonesia, PT Jakarta International Container Terminal, PT Prima Husada Cipta, and PT Terminal Petikemas Koja.

\*\* There is a restatement of data for Region 1, Region 3, and PT Pelindo Solusi Logistik.

- Conversion from cubic meters to megaliters is based on unitconverters.net.

**Biaya Konsumsi Air (Rp Miliar) [SEOJK F.4]**  
**Water Consumption Costs (Rp Billion)**

Keterangan Description	2025*	2024**	2023
Biaya Konsumsi Air Water Consumption Costs	100,57	87,94	53,95

**Keterangan:**

\* Data mencakup Holding, Regional, dan Anak Perusahaan.  
\*\* Terdapat penyajian kembali data pada 2024 karena perluasan cakupan data.

**Notes:**

\* Data covers the Holding, Regional, and Subsidiaries.  
\*\* Data for 2024 has been restated due to the expansion of data coverage.



**Inovasi Air Berkelanjutan**  
**Sustainable Water Innovation**



**Pelindo Kurangi Ketergantungan Air Tanah melalui Teknologi SWRO**

Pelindo mengimplementasikan teknologi *Sea Water Reverse Osmosis* (SWRO) sebagai solusi inovatif untuk mengurangi ketergantungan terhadap air tanah di kawasan pelabuhan. Inisiatif ini diarahkan untuk mengurangi ketergantungan terhadap air tanah sekaligus menjaga keseimbangan lingkungan

Penggunaan air tanah secara berlebihan berpotensi menimbulkan dampak seperti penurunan muka tanah, intrusi air laut, serta degradasi kualitas lingkungan. Melalui teknologi SWRO, air laut diolah menjadi air tanah dengan proses penyaringan bertekanan tinggi, sehingga menghadirkan sumber air alternatif yang lebih berkelanjutan. Sepanjang tahun 2025, SWRO yang dioperasikan Pelindo telah menyumbang 9,14% dari total penggunaan air.

Fasilitas SWRO telah dioperasikan di tiga pelabuhan strategis dengan kapasitas yang mendukung kebutuhan air bersih. Pengelolaan fasilitas ini dilakukan secara berkala untuk menjaga kinerja dan keandalan operasional.

Langkah ini tidak hanya mendukung ketersediaan air secara berkelanjutan, tetapi juga berkontribusi pada upaya perlindungan lingkungan pesisir dan pengelolaan sumber daya air yang lebih bertanggung jawab.

**Pelindo Reduces Groundwater Dependence through SWRO Technology**

Pelindo has implemented *Sea Water Reverse Osmosis* (SWRO) technology as an innovative solution to reduce reliance on groundwater in port areas. This initiative is designed to decrease groundwater dependency while maintaining environmental balance

Excessive groundwater extraction poses risks such as land subsidence, seawater intrusion, and environmental degradation. Through SWRO technology, seawater is treated into freshwater using a high-pressure filtration process, providing a more sustainable alternative water source. In 2025, the SWRO facilities operated by Pelindo contributed 9.14% to the total water consumption.

SWRO facilities have been deployed across three strategic ports, with capacities designed to meet clean water demands. These facilities are managed and maintained regularly to ensure optimal performance and operational reliability.

This initiative not only supports sustainable water availability but also contributes to the protection of coastal ecosystems and more responsible water resource management.



## Pengelolaan Air Limbah

Air limbah yang dihasilkan dari aktivitas operasional secara berkala dipantau dan dikelola sebelum dilepaskan ke badan air. Sebesar 35% air yang digunakan untuk proses operasional, termasuk air limbah domestik, telah melalui proses pengolahan di instalasi pengolahan air limbah (IPAL) hingga memenuhi standar baku mutu yang ketat sebelum dialirkan kembali ke lingkungan. Pemantauan kualitas pengolahan IPAL dilakukan melalui pihak ketiga dengan standar SNI. Pemantauan dilakukan terhadap zat-zat prioritas, antara lain pH, BOD, COD, TSS, minyak dan lemak, amonia, total coliform, dan debit. Pada tahun 2025, air limbah yang dilepas ke badan air telah memenuhi baku mutu yang ditetapkan. [GRI 303-2]

Pengawasan dan evaluasi berkala terhadap standar pelayanan mencakup pengolahan air limbah guna menjamin kesehatan serta keselamatan pelanggan di seluruh wilayah operasional pelabuhan. Langkah ini dilakukan untuk memastikan bahwa prosedur operasional yang dijalankan Pelindo tidak hanya memenuhi standar keamanan tertinggi bagi pengguna jasa, tetapi juga melindungi masyarakat dari potensi risiko kerusakan lingkungan. [GRI 3-3]

Melalui penilaian dan pengukuran terhadap aspek kesehatan dan dampak lingkungan tersebut, sepanjang tahun 2025, tidak ditemukan dampak signifikan terhadap lingkungan dari proses pengambilan, penggunaan, hingga pembuangan air.

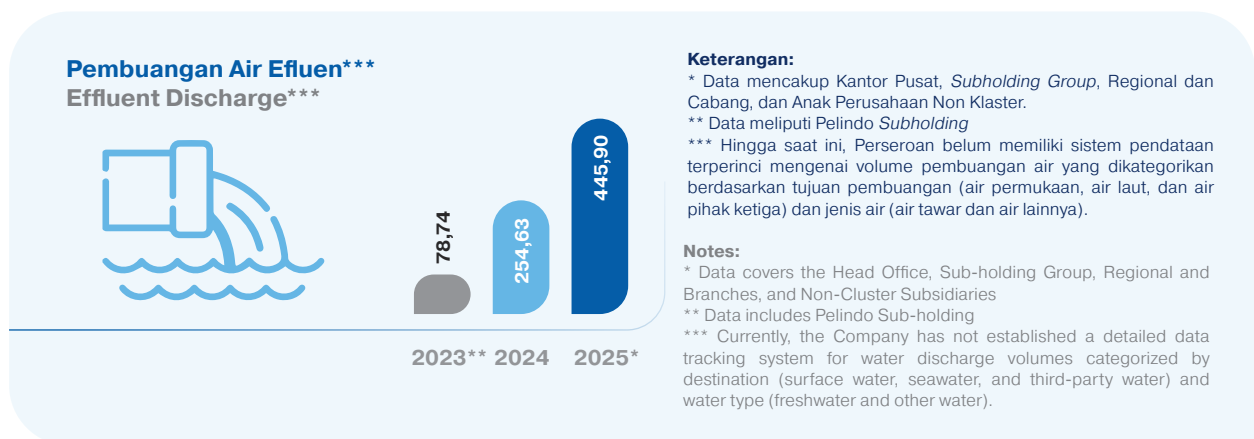
## Wastewater Management

Wastewater generated from operational activities is regularly monitored and treated prior to discharge into water bodies. Approximately 35% of water used in operations, including domestic wastewater, has been treated through wastewater treatment plants (WWTP) to meet stringent quality standards before being released back into the environment. Monitoring of WWTP treatment quality is conducted by third parties in accordance with Indonesian National Standards (SNI). Key parameters monitored include pH, BOD, COD, TSS, oil and grease, ammonia, total coliform, and flow rate. In 2025, all discharged wastewater complied with the applicable regulatory standards. [GRI 303-2]

Periodic supervision and evaluation of service standards also cover wastewater treatment to ensure the health and safety of customers across all port operational areas. This approach ensures that Pelindo's operational procedures not only meet the highest safety standards for service users but also protect surrounding communities from potential environmental risks. [GRI 3-3]

Based on these assessments and measurements of health and environmental impacts, no significant environmental impacts were identified from water withdrawal, usage, or discharge throughout 2025.

### Total Pembuangan Air (Megaliter) [GRI 303-4] Total Water Discharge (Megaliter)



## Pengelolaan Limbah

Pelindo menyadari bahwa aktivitas operasionalnya menghasilkan berbagai jenis limbah yang berpotensi memberikan dampak lingkungan sehingga manajemen limbah difokuskan pada pengurangan limbah, pemilahan yang ketat, serta pengolahan sesuai standar regulasi yang berlaku. Strategi ini dievaluasi secara berkelanjutan guna memastikan efektivitas mitigasi risiko dampak lingkungan serta kepatuhan terhadap kebijakan pengelolaan limbah di seluruh wilayah operasional.

[GRI 3-3]

Aktivitas operasional pelabuhan menghasilkan timbulan limbah dengan potensi pencemaran tanah dan perairan jika tidak dikelola. Limbah tersebut berupa bahan berbahaya dan beracun (B3) yang meliputi *toner*, *cartridge*, kain majun, oli bekas genset, dan bangkai lampu, serta limbah non-B3 dari aktivitas perkantoran dan kantin. Untuk memitigasi risiko limbah B3 dan memastikan seluruh prosesnya telah memenuhi standar regulasi, Pelindo melakukan pengelolaan melalui kemitraan dengan pihak ketiga yang berlisensi.

[GRI 306-1] [SEOJK F.14]

Sementara itu, pengolahan limbah non-B3 diterapkan melalui prinsip 3R (*Reduce, Reuse, Recycle*) dengan melakukan pemilahan ketat antara sampah organik dan anorganik. Limbah organik akan dikonversi menjadi pupuk kompos untuk kebutuhan internal maupun masyarakat. Sebaliknya, limbah yang tidak dapat didaur ulang diserahkan ke pihak ketiga sebagai pengelola untuk kemudian dikirimkan ke tempat pembuangan akhir (TPA).

[GRI 306-2] [SEOJK F.14]

Di sektor pelayanan kapal, pengelolaan limbah dilakukan secara terpadu melalui *Reception Facilities* (RF) atau tempat penyimpanan sementara limbah B3 pada 67 lokasi dan program manajemen limbah kapal terbaru sebagai berikut.

[GRI 306-2] [SEOJK F.14]

## Waste Management

Pelindo recognizes that its operational activities generate various types of waste that may pose environmental risks. Accordingly, waste management is focused on waste reduction, strict segregation, and treatment in compliance with applicable regulatory standards. This strategy is continuously evaluated to ensure the effectiveness of environmental risk mitigation and adherence to waste management policies across all operational areas.

[GRI 3-3]

Port operations generate waste with the potential to contaminate soil and water if not properly managed. These include hazardous and toxic waste (B3), such as toner, cartridges, contaminated cloth (rags), used generator oil, and discarded lamps, as well as non-hazardous waste from office and canteen activities. To mitigate risks associated with hazardous waste and ensure full regulatory compliance, Pelindo manages such waste through partnerships with licensed third parties.

[GRI 306-1] [SEOJK F.14]

Meanwhile, non-hazardous waste is managed through the 3R principles (Reduce, Reuse, Recycle), supported by strict segregation between organic and inorganic waste. Organic waste is converted into compost for internal use and community distribution. Meanwhile, the Non-recyclable waste is handed over to third-party waste handlers for final disposal at designated landfill sites.

[GRI 306-2] [SEOJK F.14]

In vessel services, waste management is carried out in an integrated manner through Reception Facilities (RF), or temporary storage sites for hazardous waste, across 67 locations, along with the implementation of the following vessel waste management programs.

[GRI 306-2] [SEOJK F.14]



**Jenis Limbah**  
Waste Type

- Limbah dari pengoperasian permesinan kapal
- Limbah dari pemeliharaan kapal
- Limbah dari pembersihan muatan dan ruang muat
- Limbah dari kegiatan domestik kapal (dapur, cucian, dan kamar mandi)
- Limbah sisa muatan (*cargo residues*)
- Waste from vessel machinery operations
- Waste from vessel maintenance activities
- Waste from cargo and cargo hold cleaning
- Waste from onboard domestic activities (galley, laundry, and bathrooms)
- Cargo residues



**Proses (Integrasi Sistem Pelaporan Kapal Inaportnet dengan Sistem Pengelolaan Limbah Pelabuhan Pelindo)**

Process (Integration of the Inaportnet Vessel Reporting System with Pelindo's Port Waste Management System)

- 1 Limbah diklasifikasi berdasarkan jenis dan jumlah  
Waste is classified based on type and quantity
- 2 Operator kapal/agen mengajukan permohonan rencana penurunan limbah dari kapal melalui sistem Inaportnet  
Ship operators/agents submit waste discharge plans through the Inaportnet system
- 3 Limbah diturunkan dan diolah oleh pihak ketiga  
Waste is discharged and treated by licensed third parties

**Timbulan Limbah [GRI 306-3, 306-4, 306-5] [SEOJK F:13]**  
Waste Generated

Pengolahan Limbah Waste Treatment	Satuan Unit	2025 <sup>1</sup>	2024	2023
<b>Limbah B3</b> Hazardous Waste				
Limbah yang Diangkut Waste Transported	Ton	53.731	127.986 <sup>3</sup>	71.189 <sup>2</sup>
<b>Total Limbah B3</b> Total Hazardous Waste	<b>Ton</b>	<b>55.397</b>	<b>176.279<sup>3</sup></b>	<b>45.370<sup>2</sup></b>
<b>Limbah Non-B3</b> Non-Hazardous Waste				
Limbah yang Dikompos Waste Composted	Ton	375	697	1.974
Limbah yang Didaur Ulang Waste Recycled	Ton	240	425	1.522
Limbah yang Digunakan Kembali Waste Reused	Ton	103	120	0
Limbah yang Diangkut ke TPA Waste Sent to Landfill	Ton	33.478	39.207	137.686
Limbah yang Dibakar Waste Incinerated	Ton	0	0	0,50
<b>Total Limbah Non-B3</b> Total Non-Hazardous Waste	<b>Ton</b>	<b>37.282</b>	<b>40.76</b>	<b>141.182</b>
<b>Total Limbah</b> Total Waste	<b>Ton</b>	<b>92.679</b>	<b>217.039</b>	<b>186.551</b>

**Keterangan:**

- <sup>1</sup> Data pada tahun 2025 mencakup  *Holding, Subholding Group, Regional dan Cabang, dan Anak Perusahaan Non Klaster.*  
<sup>2</sup> Data meliputi Pelindo Subholding  
<sup>3</sup> Data tidak termasuk Pelindo Subholding

**Notes:**

- <sup>1</sup> Data for 2025 covers the Holding, Sub-holding Group, Regional and Branches, and Non-Cluster Subsidiaries.  
<sup>2</sup> Data includes Pelindo Sub-holding.  
<sup>3</sup> Data excludes Pelindo Sub-holding.

Selama tahun 2025, sebanyak 718 ton atau 0,80% limbah telah berhasil dialihkan dari tempat pembuangan akhir (TPA). Selain itu, tidak terjadi tumpahan atau kebocoran limbah yang signifikan di seluruh wilayah operasional.

[TR-MT-160a.3] [SEOJK F.15]

## Pengelolaan Keanekaragaman Hayati

Dampak aktivitas operasional pelabuhan terhadap ekosistem di sekitar wilayah kegiatan mendorong Pelindo turut memprioritaskan pengelolaan keanekaragaman hayati dalam strategi manajemen dampak lingkungan. Melalui penerapan mitigasi dan program konservasi, terutama di area pelabuhan, Pelindo berkomitmen meminimalkan gangguan terhadap keanekaragaman hayati dengan memastikan kelestarian flora dan fauna di sekitar wilayah operasional tetap terjaga. [GRI 3-3]

Pelindo menerapkan Kebijakan Sistem Manajemen Terpadu (SMT) untuk memastikan Perseroan memprioritaskan perlindungan alam dan mengelola potensi dampak keanekaragaman hayati dengan mendukung pelestarian keanekaragaman hayati. Strategi ini dimulai dengan penghindaran dampak pada tahap awal, diikuti oleh upaya menekan efek seminimal mungkin, melakukan pemulihan area terdampak, serta menjalankan langkah-langkah perlindungan spesies dan habitat yang diperlukan. [GRI 101-1]

Sesuai dengan komitmen melindungi keanekaragaman hayati, Perseroan memastikan pada tahun pelaporan, seluruh wilayah operasional yang dimiliki maupun dikelola oleh Pelindo tidak berada dalam, atau berdekatan langsung dengan, kawasan lindung maupun area dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung. Selain itu, Perseroan telah melakukan kajian keanekaragaman hayati melalui dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) yang telah memperoleh persetujuan dari Kementerian Lingkungan Hidup (KLH), dengan hasil yang menunjukkan bahwa kegiatan operasional tidak memberikan dampak signifikan terhadap keanekaragaman hayati di sekitar wilayah operasional.

Guna meminimalkan risiko masuknya spesies invasif, Perseroan mewajibkan seluruh armada kapal untuk melakukan pembuangan air *ballast* dengan merujuk pada ketentuan yang berlaku, khususnya Perpres No. 132 Tahun 2015. Walaupun kalkulasi persentase armada yang melaksanakan pengelolaan dan pertukaran air *ballast* belum tersedia untuk periode 2024, Perseroan tetap memegang komitmen penuh untuk menyelaraskan prosedur operasionalnya dengan mandat regulasi tersebut. [GRI 101-4, 101-5] [SEOJK F.9] [TR-MT-160a.1, TR-MT-160a.2]

Throughout 2025, there are 718 tons, or 0.80% of total waste, were successfully diverted from landfill. In addition, no significant waste spills or leakages occurred across all operational areas. [TR-MT-160a.3] [SEOJK F.15]

## Biodiversity Management

The environmental impacts of port operations on surrounding ecosystems have led Pelindo to prioritize biodiversity management as part of its environmental impact management strategy. Through mitigation measures and conservation programs, particularly within port areas, Pelindo is committed to minimizing disturbances to biodiversity by ensuring the preservation of flora and fauna around its operational areas. [GRI 3-3]

Pelindo implements an Integrated Management System (IMS) policy to ensure that the Company prioritizes environmental protection and manages potential biodiversity impacts by supporting conservation efforts. This strategy begins with impact avoidance at the earliest stage, followed by efforts to minimize impacts, restore affected areas, and implement necessary measures to protect species and habitats. [GRI 101-1]

In line with its biodiversity protection commitment, the Company ensures that, during the reporting year, all operational areas owned or managed by Pelindo are not located within, or directly adjacent to, protected areas or areas of high biodiversity value outside protected zones. In addition, the Company has conducted biodiversity assessments through Environmental Impact Assessment (AMDAL) documents approved by the Ministry of Environment, with results indicating that operational activities do not have significant impacts on biodiversity in surrounding areas.

To minimize the risk of invasive species introduction, the Company requires all vessels to manage ballast water discharge in accordance with applicable regulations, particularly Presidential Regulation No. 132 of 2015. Although data on the percentage of fleets implementing ballast water management and exchange is not yet available for the 2024 period, the Company remains fully committed to aligning its operational procedures with these regulatory requirements. [GRI 101-4, 101-5] [SEOJK F.9] [TR-MT-160a.1, TR-MT-160a.2]



Pelaksanaan upaya mitigasi tidak dapat mencegah dampak tidak terhindarkan dari kegiatan operasional, misalnya berupa potensi gangguan kualitas air laut, sedimentasi, kebisingan, serta perubahan ekosistem pesisir di sekitar wilayah operasional Pelindo. Pelindo berupaya mengantisipasi dan memitigasi dampak tersebut melalui penerapan upaya pengelolaan lingkungan yang terencana, terukur, dan berkelanjutan, termasuk penerapan standar operasional ramah lingkungan, pemantauan berkala terhadap parameter lingkungan, serta penyesuaian kegiatan operasional apabila teridentifikasi potensi risiko lingkungan yang signifikan. Selain pengendalian operasional, Perseroan berkomitmen mereklamasi habitat di lahan terganggu pada beberapa titik di seluruh lokasi kegiatan Pelindo melalui program rehabilitasi mangrove, penanaman pohon, pembuatan taman di area *ring* 1 Pelabuhan dan pelestarian terumbu karang, serta konservasi *biodiversity* (keanekaragaman hayati) lainnya, seperti dugong. Selain itu, Protokol Nagoya tentang Akses dan Pembagian Keuntungan tidak berlaku bagi sektor bisnis Pelindo. [GRI 101-2, 101-3]

Despite the implementation of mitigation measures, certain unavoidable impacts may arise from operational activities, including potential disturbances to seawater quality, sedimentation, noise, and changes to coastal ecosystems surrounding Pelindo's operational areas. The Company seeks to anticipate and mitigate these impacts through structured, measurable, and continuous environmental management efforts, including the adoption of environmentally responsible operational standards, periodic monitoring of environmental parameters, and adjustments to operational activities where significant environmental risks are identified. In addition to operational controls, the Company is committed to restoring habitats in disturbed areas across several operational sites through mangrove rehabilitation, tree planting, development of green spaces within port buffer zones (*ring* 1), coral reef conservation, and broader biodiversity conservation initiatives, including species such as dugongs. In addition, the Nagoya Protocol on Access and Benefit Sharing is not applicable to Pelindo's business sector. [GRI 101-2, 101-3]

**Inisiatif Keanekaragaman Hayati [SEOJK F:10] [GRI 101-2]**  
**Biodiversity Initiatives**



**Regional 1**  
Region 1



**Rehabilitasi Terumbu Karang di Pantai Anio Itam dan Gapang - Sabang**  
Coral Reef Rehabilitation at Anio Itam Beach and Gapang Beach - Sabang

Penanaman sebanyak  
Planting of

**832**

Fragmen karang  
Coral fragments

Penggunaan rak meja transplantasi  
Use of transplantation table racks

**17**

Rak meja  
Table racks

**Tujuan:**

- Memulihkan kesehatan ekosistem terumbu karang di Pantai Anio Itam dan Gapang untuk meningkatkan kualitas biodiversitas laut serta mendukung ketahanan ekonomi masyarakat lokal melalui lingkungan pesisir yang terjaga.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Rehabilitasi terumbu karang di Pantai Anio Itam dan Gapang melibatkan partisipasi aktif masyarakat lokal dalam proses penanaman dan perawatan, guna memastikan keberlanjutan ekosistem sekaligus memberikan manfaat ekonomi bagi komunitas pesisir.

**Objective:**

- To restore the health of coral reef ecosystems at Anio Itam Beach and Gapang Beach, enhancing marine biodiversity while supporting the economic resilience of local communities through well-preserved coastal environments.

**Actions and Stakeholder Engagement:**

- Coral reef rehabilitation at Anio Itam Beach and Pantai Beach involves active participation from local communities in planting and maintenance activities, ensuring ecosystem sustainability while delivering economic benefits to coastal communities.



**Kantor Pusat**  
Head Office



**Konservasi Dugong - Pulau Bintan**  
Dugong Conservation – Bintan Island

**Tujuan:**

Melindungi populasi dugong dari ancaman kepunahan dengan pemulihan ekosistem habitat alami

**Objective:**

To protect the dugong population from the threat of extinction through the restoration of its natural habitat ecosystem.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Pemetaan habitat dugong sebagai dasar langkah konservasi.
- Pembangunan Sarana pendukung berupa *Dugong Information Center* sebagai pusat riset dan basis data bagi akademisi Universitas Maritim Raja Ali Haji dalam memantau kesehatan dan populasi dugong.
- Penyelenggaraan Sekolah Lapang Perlindungan Dugong untuk meningkatkan pemahaman konservasi dan melatih keterampilan masyarakat lokal Pulau Bintan.
- Pembentukan kelompok *Dugong Rangers* untuk pengawasan dan perlindungan habitat dari aktivitas merusak lingkungan di kawasan konservasi.

**Actions and Stakeholder Engagement**

- Mapping of dugong habitats as a basis for conservation measures.
- Development of supporting facilities, including a Dugong Information Center, serving as a research hub and database for academics from Universitas Maritim Raja Ali Haji to monitor dugong health and population.
- Implementation of Dugong Protection Field Schools to enhance conservation awareness and build the capacity of local communities in Bintan Island.
- Establishment of Dugong Ranger groups to oversee and protect habitats from environmentally harmful activities within conservation areas.



**Restorasi Terumbu Karang di Pulau Hanita - Labuan Bajo**  
Coral Reef Restoration on Hanita Island – Labuan Bajo

Luas area yang telah direstorasi  
Restored area

**0,45**

ha

Penanaman sebanyak  
Planting of

**3.750**

Fragmen karang  
Coral fragments

Penanaman pada  
Planting at

**25**

Substrat  
Substrates

**Tujuan:**

- Memulihkan fungsi ekologis ekosistem bawah laut melalui rehabilitasi terumbu karang guna menjaga keberlanjutan biota laut serta memperkuat ketahanan wilayah pesisir.

**Objective:**

- To restore the ecological functions of marine ecosystems through coral reef rehabilitation, supporting the sustainability of marine biodiversity and strengthening coastal resilience.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Penanaman fragmen karang pada beberapa unit substrat dengan melibatkan langsung masyarakat Pulau Hanita dalam proses transplansi dan pemeliharaan guna memastikan transfer pengetahuan teknis terhadap pemulihan ekosistem laut.

**Actions and Stakeholder Engagement:**

- Coral fragment transplantation on multiple substrate units, with direct involvement of local communities on Hanita Island in the transplantation and maintenance process, ensuring effective transfer of technical knowledge for marine ecosystem restoration.



**Regional 3**  
Region 3



**Rehabilitasi Terumbu Karang di Pantai Mutiara Trenggalek - Sub Regional Jawa**  
Coral Reef Rehabilitation at Mutiara Trenggalek Beach – Java Sub-Region

Luas area yang telah direstorasi  
Restored area

**0,008**  
ha

Penanaman sebanyak  
Planting of

**3.000**  
Bibit karang  
Coral seedlings

Penggunaan media inovatif  
Use of innovative media

**10**  
Media *fish house*  
fish house units

**Tujuan:**

- Mempertahankan kelestarian ekosistem laut dan biota bawah laut di perairan Trenggalek melalui kegiatan konservasi berbasis pariwisata guna menjamin keberlanjutan sumber daya alam bagi masyarakat setempat.

**Objective:**

- To preserve marine ecosystems and underwater biodiversity in the waters of Trenggalek through tourism-based conservation initiatives, ensuring the long-term sustainability of natural resources for local communities.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Rehabilitasi melalui penanaman bibit karang dengan berbagai media inovatif berupa 30 unit *bioreeftek*, 10 unit *fish house*, dan 11 unit meja tanam guna mempercepat pemulihan ekosistem dan penyediaan habitat ikan.

**Actions and Stakeholder Engagement:**

- Rehabilitation through coral seedling transplantation using various innovative media, including 30 *bioreeftek* units, 10 fish house units, and 11 planting table units, to accelerate ecosystem recovery and enhance fish habitat availability.



**Rehabilitasi Terumbu Karang di Desa Adat Bondalem Tejakula Duleleng - Sub Regional Bali Nusra**  
Coral Reef Rehabilitation in Adat Bondalem Village, Tejakula, Buleleng – Bali Nusra Sub-Region

Luas area yang telah direstorasi  
Restored area

**0,008**  
ha

Penanaman sebanyak  
Planting of

**300**  
*Baby coral jenis branching coral*  
Baby branching corals

Penempatan pada  
Placement on

**35**  
Media *Fish Dome*  
Fish Dome units

**Tujuan**

- Menjaga kehidupan bawah laut di Pantai Desa Bondalem melalui konservasi dan restorasi terumbu karang berbasis edukasi dan pariwisata guna menciptakan ekosistem laut yang sehat serta berkelanjutan bagi generasi mendatang.

**Objective**

- To preserve marine life along the coast of Bondalem Village through education- and tourism-based coral reef conservation and restoration, fostering a healthy and sustainable marine ecosystem for future generations.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Restorasi terumbu karang melalui penanaman *baby coral* yang ditempatkan pada unit media *Fish Dome* dalam lima *cluster*.
- Melibatkan kelompok nelayan, Poklhasar, hingga pelaku wisata pada Desa Adat Bondalem melalui kegiatan pariwisata dan edukasi bagi siswa pelajar.

**Actions and Stakeholder Engagement**

- Coral reef restoration through the transplantation of baby corals placed on Fish Dome media units across five clusters.
- Engagement of fisher groups, Poklhasar, and tourism operators in Bondalem Village through tourism activities and educational programs for students.



**Regional 2**  
Region 2



**Rehabilitasi dan Pelestarian Terumbu Karang di Pulau Pramuka - Tanjung Priok**  
Coral Reef Rehabilitation and Conservation on Pramuka Island – Tanjung Priok

Luas area yang telah direstorasi  
Restored area

**0,6**  
ha

Penanaman sebanyak  
Planting of

**1.500**  
Baby coral

Peletakan pada  
Placement on

**150**  
Media tanam  
Planting media units

**Tujuan:**

- Menciptakan konservasi ekosistem laut yang selaras dengan pariwisata kelautan berkelanjutan di Pulau Panggang melalui pemulihan terumbu karang guna menjaga keanekaragaman hayati dan meningkatkan kesejahteraan masyarakat pesisir.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Rehabilitasi ekosistem laut dengan penanaman *baby coral* bersama masyarakat lokal di Kepulauan Seribu untuk menjamin keberlangsungan pertumbuhan karang.

**Objective:**

- To establish marine ecosystem conservation aligned with sustainable marine tourism on Panggang Island through coral reef restoration, preserving biodiversity while enhancing the livelihoods of coastal communities.

**Actions and Stakeholder Engagement:**

- Rehabilitation of marine ecosystems through the planting of baby corals in collaboration with local communities in Thousand Island, ensuring the sustained growth and resilience of coral reefs.



**Regional 4**  
Region 4



**Konservasi Terumbu Karang - Cabang Makassar**  
Coral Reef Conservation – Makassar Branch

Luas area yang telah direstorasi  
Restored area

**0,015**  
ha

Penanaman sebanyak  
Planting of

**300**  
Bibit fragmen karang  
coral

Penempatan pada  
Placement on

**15**  
Media spider  
Spider media units

**Tujuan:**

- Memperbaiki kualitas ekosistem laut dan menjaga kelestarian terumbu karang di sekitar Pulau Barrang Lompo melalui kegiatan konservasi berbasis pemberdayaan masyarakat guna menciptakan lingkungan perairan yang sehat dan lestari.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Restorasi terumbu karang melalui penanaman bibit fragmen karang yang dilengkapi sistem pemantauan berkala selama 6 bulan untuk menjamin tingkat kelangsungan hidup karang.
- Melibatkan masyarakat Pulau Barrang Lompo dalam edukasi dan transplantasi guna meningkatkan kesadaran akan pentingnya kelestarian ekosistem laut bagi wilayah tersebut.

**Objective:**

- To improve marine ecosystem quality and preserve coral reefs around Barrang Lompo Island through community-based conservation initiatives, fostering a healthy and sustainable marine environment.

**Actions and Stakeholder Engagement:**

- Coral reef restoration through the transplantation of coral fragments, supported by a six-month periodic monitoring system to ensure coral survival rates.
- Engagement of local communities on Barrang Lompo Island through education and transplantation activities to enhance awareness of the importance of marine ecosystem conservation in the area.



SPTP



**Restorasi Terumbu Karang di Pulau Karimunjawa - Karimunjawa**  
Coral Reef Restoration in Karimunjawa - Karimunjawa

Luas area yang telah direstorasi  
Restored area

**0,015**  
ha

Penanaman sebanyak  
Planting of

**720**

Fragmen karang  
Coral fragments

Penggunaan struktur *Artificial Patch Reef (APR)*  
Use of Artificial Patch Reef (APR) Structures

**4**

Unit struktur  
Structural units

**Tujuan:**

- Memulihkan ekosistem laut di Pulau Karimunjawa melalui penerapan teknologi terumbu buatan dan program adopsi karang guna mendukung kelestarian biodiversitas serta pemberdayaan ekonomi masyarakat nelayan setempat.

**Objective:**

- To restore marine ecosystems in Karimunjawa through the application of artificial reef technology and coral adoption programs, supporting biodiversity conservation while empowering local fishing communities.

**Tindakan dan Pelibatan Pemangku Kepentingan**

- Implementasi penanaman fragmen karang pada 4 unit struktur buatan APR sebagai upaya percepatan pemulihan ekosistem laut.

**Actions and Stakeholder Engagement**

- Implementation of coral fragment transplantation on four APR structures to accelerate marine ecosystem recovery.

## Biaya Pengelolaan Lingkungan

Sepanjang tahun 2025, Perseroan menerima satu pengaduan terkait lingkungan dari pemangku kepentingan yang telah ditangani secara responsif melalui proses verifikasi serta tindakan perbaikan yang diperlukan sesuai dengan prosedur pengelolaan lingkungan. Hingga akhir periode pelaporan, pengaduan tersebut telah dinyatakan selesai sepenuhnya, hal ini mencerminkan komitmen Perseroan dalam meminimalkan dampak operasional serta menjaga hubungan harmonis dengan masyarakat sekitar dan ekosistem lokal.

Pelindo juga mengeluarkan biaya lingkungan sebagai bentuk investasi keberlanjutan dalam pengurusan izin lingkungan dan pemantauan kualitas lingkungan secara berkala guna memastikan seluruh aktivitas operasional tetap selaras dengan standar ekologi yang berlaku.

## Environmental Management Costs

Throughout 2025, the Company received one environmental complaint from stakeholders, which was addressed promptly through verification and the necessary corrective actions in accordance with environmental management procedures. As of the end of the reporting period, the complaint had been fully resolved, reflecting the Company's commitment to minimizing operational impacts while maintaining harmonious relationships with surrounding communities and local ecosystems.

Pelindo also incurred environmental cost as part of its sustainability investment, including costs related to environmental permitting and regular environmental quality monitoring to ensure that all operational activities remain aligned with applicable ecological standards.

**Biaya Lingkungan [SEOJK F.4]**  
Environmental Costs



# REFERENSI OTORITAS JASA KEUANGAN (OJK) [SEOJK G.4]

## Financial Service Authority (OJK) Reference

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# INDEKS ISI STANDARD GRI

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<b>Kesehatan dan Keselamatan Pelanggan Customer Health and Safety</b>					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	160		

Standar GRI GRI Standard	Pengungkapan Disclosure	Halaman Page	Tidak Mencantumkan Omission		
			Persyaratan Tidak Mencantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: Customer Health and Safety 2016	416-1	Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Assessment of the health and safety impacts of product and service categories	160		
	416-2	Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Incidents of non-compliance concerning the health and safety impacts of products and services	161		
<b>Pemasaran dan Pelabelan Marketing and Labeling</b>					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	161		
GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	417-1	Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling	164		
	417-2	Insiden ketidakpatuhan terkait informasi dan pelabelan produk dan jasa Incidents of non-compliance concerning product and service information and labeling	164		
	417-3	Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	174		
<b>Privasi Pelanggan Customer Privacy</b>					
GRI 3: Topik Material 2021 GRI 3: Material Topics 2021	3-3	Manajemen topik material Management of material topics	159		
GRI 418: Privasi Pelanggan 2016 GRI 418: Customer Privacy 2016	418-1	Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan Substantiated complaints concerning breaches of customer privacy and losses of customer data	159		



# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) MARINE TRANSPORTATION

Topik Topic	SASB	Pengungkapan Disclosure	Halaman Page
Emisi Gas Rumah Kaca Greenhouse Gas Emissions	TR-MT-110a.1	Emisi Cakupan 1 global bruto Gross global Scope-1 emissions	177-179
	TR-MT-110a.2	Pembahasan strategi atau rencana jangka panjang dan jangka pendek untuk mengelola emisi Cakupan 1, target pengurangan emisi, serta analisis kinerja terhadap target tersebut Discussion of long- and short-term strategy or plan to manage Scope-1 emissions, emissions reduction targets, and an analysis of performance against those targets	177
	TR-MT-110a.3	(1) Total energi yang dikonsumsi (2) Persentase bahan bakar minyak berat (3) Persentase energi terbarukan (1) Total energy consumed (2) Percentage heavy fuel oil (3) Percentage renewable energy	174-175
	TR-MT-110a.4	Indeks Rancangan Efisiensi Energi (EEDI) rata-rata untuk kapal baru Average Energy Efficiency Design Index (EEDI) for new ships	175
Kualitas Udara Air Quality	TR-MT-120a.1	Emisi udara dari polutan berikut: (1) NO <sub>x</sub> (tidak termasuk N <sub>2</sub> O), (2) SO <sub>x</sub> , dan (3) Partikel materi (PM10) Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , and (3) Particulate Matter (PM10)	180
Dampak Ekologis Ecological Impacts	TR-MT-160a.1	Durasi pelayaran di kawasan laut yang dilindungi atau area dengan status konservasi yang dilindungi Shipping duration in marine protected areas or areas of protected conservation status	188
	TR-MT-160a.2	Persentase armada yang menerapkan (1) pertukaran dan (2) pengolahan air <i>ballast</i> Percentage of fleet implementing ballast water (1) exchange and (2) treatment	188
	TR-MT-160a.3	(1) Jumlah dan (2) volume total tumpahan dan pelepasan ke lingkungan (1) Number and (2) aggregate volume of spills and releases to the environment	187
Kesehatan & Keselamatan Tenaga Kerja Workforce Health & Safety	TR-MT-320a.1	Tingkat insiden kehilangan waktu kerja (LTIR) Lost time incident rate (LTIR)	125-126
Etika Bisnis Business Ethics	TR-MT-510a.1	Jumlah kunjungan ke pelabuhan di negara-negara dengan 20 peringkat terendah dalam Indeks Persepsi Korupsi Transparency International Number of calls at ports in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Tidak relevan Not relevant
	TR-MT-510a.2	Total kerugian finansial akibat proses hukum yang terkait dengan suap atau korupsi Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	93-96

# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) PROFESSIONAL AND COMMERCIAL SERVICES

Topik Topic	SASB	Pengungkapan Disclosure	Halaman Page
Keamanan Data Data Security	SV-PS-230a.1	Deskripsi pendekatan dalam mengidentifikasi dan menangani risiko keamanan data Description of approach to identifying and addressing data security risks	103
	SV-PS-230a.2	Deskripsi kebijakan dan praktik terkait pengumpulan, penggunaan, dan penyimpanan informasi pelanggan Description of policies and practices relating to collection, usage, and retention of customer information	159
	SV-PS-230a.3	(1) Jumlah pelanggaran data, (2) persentase yang (a) melibatkan informasi bisnis rahasia pelanggan dan (b) merupakan pelanggaran data pribadi, (3) jumlah (a) pelanggan dan (b) individu yang terdampak (1) Number of data breaches, (2) percentage that (a) involve customers' confidential business information and (b) are personal data breaches, (3) number of (a) customers and (b) individuals affected	159
Keberagaman dan Keterlibatan Tenaga Kerja Workforce Diversity & Engagement	SV-PS-330a.1	Persentase perwakilan (1) gender dan (2) kelompok keberagaman untuk (a) manajemen eksekutif, (b) manajemen non-eksekutif, dan (c) seluruh karyawan lainnya Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, and (c) all other employees	128-130
	SV-PS-330a.2	(1) Tingkat pergantian karyawan secara sukarela dan (2) tidak sukarela (1) Voluntary and (2) involuntary turnover rate for employees	131-133
	SV-PS-330a.3	Keterlibatan karyawan dalam persentase Employee engagement as a percentage	141-142
Integritas Profesional Professional Integrity	SV-PS-510a.1	Deskripsi pendekatan untuk memastikan integritas profesional Description of approach to ensuring professional integrity	88-91
	SV-PS-510a.2	Total kerugian finansial akibat proses hukum yang terkait dengan integritas profesional Total amount of monetary losses as a result of legal proceedings associated with professional integrity	93



## INDEPENDENT ASSURANCE STATEMENT

**PT Pelabuhan Indonesia (Persero)  
Sustainability Report 2025  
Statement No: 04/IAS/CBC/IV/2026  
In-Accordance, Type 2 - Moderate Level**

### Scope of Engagement in Assurance

CBC Global Indonesia (“CBC Global Indonesia”, “us” or “we”) were commissioned by **PT Pelabuhan Indonesia (Persero) (“Pelindo”)** with the objective to provide assurance of **Pelindo’s 2025 Sustainability Report** (the “Report”) in accordance to GRI Sustainability Reporting Universal Standards, POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, TCFD, SASB, early adoption IFRS S1 S2, and the adherence to AA1000 Accountability Principles (2018) with assurance over the Subject Matter presented in the Report, for the reporting year ended 31st December 2025. **This statement is intended to be used by stakeholders & management of Pelindo.**

The **scope and limitation** of our work is restricted to the following areas:

#### 1. Subject Matters

• GRI 2: General Disclosures 2021	• GRI 308: Supplier Environmental Assessment 2016
• GRI 3: Material Topics 2021	• GRI 401: Employment 2016
• GRI 201: Economic Performance 2016	• GRI 403: Occupational Health and Safety 2018
• GRI 203: Indirect Economic Impacts 2016	• GRI 405: Diversity and Equal Opportunity 2016
• GRI 204: Procurement Practices 2016	• GRI 406: Non-discrimination 2016
• GRI 205: Anti-corruption 2016	• GRI 408: Child Labor 2016
• GRI 206: Anti-competitive Behavior 2016	• GRI 409: Forced or Compulsory Labor 2016
• GRI 302: Energy 2016	• GRI 413: Local Communities 2016
• GRI 303: Water and Effluents 2018	• GRI 414: Supplier Social Assessment 2016
• GRI 305: Emissions 2016	• GRI 416: Customer Health and Safety 2016
• GRI 306: Waste 2020	

#### 2. AA1000 Principles (2018)

Our assurance engagement was planned and performed to meet the requirements of a **Type 2 “Moderate Level”** of assurance as defined by AA1000 Assurance Standard (AA1000AS) v3 to evaluate the nature and extent of **Pelindo’s** adherence to all four AA1000 AccountAbility Principles (2018): Inclusivity, Materiality, Responsiveness and Impact, where sufficient evidence has been obtained to support our statement such that the risk of our conclusion being in error is reduced, but not reduced to very low, but not zero.

**We have not performed any work, and do not express any conclusions, on any other information outside of the Subject Matter** that may be published in the Report or on **Pelindo’s** website for the current reporting period or for previous periods and assumed that the financial data and figures provided by **Pelindo** has been audited by independent parties therefore, presentation of financial data and figures in the report NOT within the scope of assurance.



### Responsibilities of the Management of Pelindo

The Management of **Pelindo** is responsible for the preparation of the Subject Matter in accordance with the Reporting Criteria. The responsibility includes designing, implementing and maintaining internal control relevant to the preparation of Subject Matter information that is free from material misstatement, whether due to fraud or error.

### Responsibilities, Competencies and Independency of CBC Global Indonesia

Our responsibility is to plan and perform our work to obtain assurance over whether the Subject Matter information has been prepared in accordance with the GRI Universal Standard, POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, TCFD, SASB, early adoption IFRS S1 S2 and to report to **Pelindo** in the form of an independent assurance conclusion, based on the work performed and the review progress. We must also express a conclusion over whether the Report adheres to the AA1000 Principles (2018) and comment on the nature and extent of each Principle individually. All this engagement was carried out by an independent team of sustainability assurance professionals whose already obtained the **Certified Sustainability Report Assurer (CSRA) or Associate Certified Sustainability Assurance Practitioner (ACSAP) and any other relevant certifications.**

CBC Global Indonesia is bounded by rules of conduct and professional practice relating to independence and quality overseen by AccountAbility (www.accountability.org/standards/licensing/ AA1000 as licensed-providers) and has established policies and procedures that are designed to ensure that our team maintain independence and integrity. We had no financial interest in the operation of **Pelindo** other than for the assessment and assurance of this report. We don't accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

### Methodology

We conduct the following assurance procedures and activities:

- Pre-engagement to ensure the independence and impartiality of the assurance team.
- Kick-off meeting and initial analysis of the report draft.
- Review, assess and evidence the reliability and quality of sustainability performance and disclosed information as specified in the Report content for the reporting period of 1st of January up to 31st of December 2025.
- Evaluate the adherence of report content, disclosure and presentation **against the criteria of standard, principles, and indicators using references from AA1000AS v3, AA1000AP (2018) (AccountAbility Principles), GRI Universal Standards, POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021,TCFD, SASB and early adoption S1 S2.** Adopt IPCC Guidelines for calculation methodology of energy used and emission.
- Conduct in-depth on documents compliance, governance, risk management, business continuity management topics with the representatives of the relevant functions/divisions of the **Pelindo** concerning sustainability strategy and policies for material issues and the implementation of these across the **Pelindo's** business.
- Obtained an understanding of how the identified sustainability information is gathered, collated and aggregated internally and enquiries of management of **Pelindo** to gain an understanding of the processes for determining material issues for key stakeholder groups.



- Performed limited substantive testing, on a sample basis, of the sustainability information identified, to verify the assumptions, estimations and computations **Pelindo** made and to check that data had been appropriately measured, recorded, collated and reported.
- Compare the subject matter presented in the report to corresponding information in the relevant underlying sources on a sample basis.
- Evaluate the subject matter presented in the report to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of the group.
- Discuss and analysis data and reports with management of **Pelindo** and data contributor to determine whether there are any material misstatement of fact or material inconsistencies based on our understanding obtained as part of our assurance engagement.

### Finding and Conclusions

From the assurance program and the evidence, we have obtained, a detailed review against the AA1000 AccountAbility Principles of Inclusivity, Materiality, Responsiveness and Impact, the GRI Universal Standards, POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, TCFD, SASB and early adoption IFRS S1 S2 is set out below:

#### INCLUSIVITY

Based on the evidence presented, **Pelindo** has demonstrated a strong commitment to the principle of Inclusivity by systematically identifying and engaging stakeholders in accordance with the AA1000 Stakeholder Engagement Standard (SES) 2015. The Company actively engaged 239 internal and 88 external stakeholders through a questionnaire mechanism to ensure that aspirations from across the spectrum, from state institutions to local communities, have been represented in the company's strategic direction. This commitment is emphasized through the existence of a stakeholder engagement governance policy that aims to build harmonious relationships and ensure that every input is considered in the strategic decision-making process.

#### MATERIALITY

The application of the Materiality principle in this report has been supported by the use of the Double Materiality Assessment (DMA) methodology that reviews sustainability issues from both an inside-out perspective on the impact on the environment and society (inside-out) and a financial perspective (outside-in). Through a thorough identification and assessment process, the Company has determined 10 key material topics that reflect the most significant risks and opportunities for business and stakeholder sustainability. The determination of these topics has been validated and approved by the Board of Directors, providing confidence that this report includes the most relevant information for the Company's economic, environmental, and social performance.



## RESPONSIVENESS

Regarding the Responsiveness principle, **Pelindo** demonstrated the organization's ability to respond to material issues through the development of four strategic pillars and an ESG Framework that serves as operational guidelines. The Company maintains transparent communication by providing feedback mechanisms through questionnaires and formal complaint channels such as the Whistleblowing System (**Pelindo Bersih**), which is integrated with the Indonesian Corruption Eradication Commission (KPK). Although there was no specific input regarding the previous year's report, the Company consistently communicated progress towards achieving ESG Milestone targets and fulfilling regulatory obligations in a timely manner to all stakeholders.

## IMPACT

The Company has fulfilled the Impact principle by implementing measurable ESG performance monitoring and measurement mechanisms across all operational areas. This is demonstrated through quantitative impact reporting, such as a 6.5% reduction in GHG emissions, and the use of the Social Return on Investment (SROI) methodology in certain community empowerment programs to accurately measure the social value generated. This impact disclosure is supported by external assessments such as PROPER and ISO certification, which provide an objective picture of the effectiveness of mitigation measures and the Company's tangible contribution to creating inclusive long-term value for Indonesia.

## GRI STANDARDS PRINCIPLES

The Report has prepared in accordance with GRI Universal Standards, where all disclosure of each material topic is presented in the Report. The disclosures of management approach for each material topic in general is fairly disclosed. The Management of **Pelindo** has applied the principles for defining the report's quality (balance, comparability, accuracy, timeliness, clarity, and reliability) and the principles for defining the report's content (stakeholder inclusiveness, sustainability context, materiality, and completeness) and supporting documents were adequately presented during the assurance program.

## Adherence to POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021

The report has followed or complied to all POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021 reporting guidelines. In terms of the adherence against the regulations, **Pelindo** has developed and simplified more policies and initiatives on social and environment concerns. The **Pelindo** is advised to improve their risk and impact analysis on sustainability and also improve the assessment on high-risk lending sectors with negative impacts towards social and environment issues. In addition, the **Pelindo** should also update its sustainability reporting data collection system more comprehensively, integrated, and reliable.

## Opinion Statement

Our professional and certified team of sustainability report assurer has assured this report in accordance with the AA1000AP (2018), AA1000AS v3 and GRI Standards. From the review progress, we conclude that the **Pelindo's** Sustainability Report 2025 provides a fair view of the all the **Pelindo's** programs and performances during 2025. The extent to which the GRI Standards has been applied in the Report and conclude this report has been prepared in accordance with GRI Universal Standards.



We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion. We conclude that the data in 2025 for all material topics performance indicators are fairly represented and there is nothing has come to our attention that would lead us to believe that the subject matter in the Report for the year ended 31 December 2025, in all material respects, is not prepared in accordance with the applicable criteria.

### Conclusion & Recommendations

- Develop an integrated impact identification and measurement of those impact by establishing a sustainability performance monitoring system with a better database system. The sustainability performance database can be monitored, its accuracy will be maintained, and target achievement can be more measurable.
- The report notes the absence of feedback on the previous year's report. Moving forward, the Company can proactively provide a more accessible feedback mechanism throughout the year to demonstrate transparency in responding to stakeholder concerns in a timely manner.
- Based on AA1000 Stakeholder Engagement Standard the analysis of stakeholder engagement should be more varied by stating specific objectives for each relevant stakeholder.

For and on behalf of:  
Jakarta, April 28<sup>th</sup>, 2026

**Dr. Erna Lovita, SE., MSi., Ak., CA., CSRS., CSRA**

Engagement Leader

Certified Sustainability Reporting Specialist No. S-UB3-1407-305

Certified Sustainability Reporting Assurer No. A-UB1-1506-146

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# LEMBAR UMPAN BALIK [OJK G.2]

## Feedback Sheet

Terima kasih atas perhatian Anda terhadap Laporan Keberlanjutan PT Pelabuhan Indonesia (Persero) Tahun 2025 yang memaparkan kinerja lingkungan, sosial, tata kelola, dan ekonomi Perusahaan. Sebagai upaya peningkatan kualitas laporan di masa mendatang, kami mengharapkan kesediaan Anda untuk memberikan saran dan kritik melalui kuesioner terlampir.

We appreciate your interest in PT Pelabuhan Indonesia (Persero)'s 2025 Sustainability Report, which outlines our environmental, social, governance, and economic performance. To help us improve our future reporting, we kindly invite you to share your feedback and suggestions by completing the attached questionnaire.

[https://bit.ly/FeedbackForm\\_SRPelindo2025](https://bit.ly/FeedbackForm_SRPelindo2025)

Kode QR | QR Code





# ACCELERATING SUSTAINABLE PORT AND MARITIME CONNECTIVITY ACROSS THE VALUE CHAIN

Akselerasi Pelabuhan  
Berkelanjutan dan Konektivitas  
Maritim pada Seluruh Rantai Nilai



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