Beyond the Target, Sustaining the Impact

Melampaui Target, Menjaga Dampak Berkelanjutan



PT PELNI (Persero)

Laporan Keberlanjutan 2025 *Sustainability Report*

TEMA LAPORAN KEBERLANJUTAN 2025
SUSTAINABILITY REPORT THEME IN 2025



BEYOND THE TARGET, SUSTAINING THE IMPACT
MELAMPAUI TARGET, MENJAGA DAMPAK BERKELANJUTAN

Sejalan dengan keberhasilan PT PELNI (Persero) dalam melampaui berbagai target bisnis dan operasional sepanjang tahun 2025—seperti perolehan pendapatan usaha mencapai Rp6,24 triliun serta sukses melayani lebih dari 5,15 juta penumpang dan distribusi logistik di seluruh penjuru negeri—Perseroan terus memperkuat kontribusinya terhadap pembangunan nasional. Pencapaian ini diwujudkan melalui konektivitas maritim yang andal di jalur komersial maupun penugasan daerah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP), peningkatan kualitas layanan berbasis digital, serta tata kelola perusahaan yang bertanggung jawab dan berintegritas.

Berbekal kinerja keuangan dan operasional yang positif, PELNI tidak hanya menciptakan nilai ekonomi jangka panjang, tetapi juga menghadirkan manfaat sosial dan lingkungan secara nyata. Komitmen ini dibuktikan melalui penguatan kerangka kerja keberlanjutan, di antaranya penggunaan 100% bahan bakar ramah lingkungan Biodiesel B40 pada armada pelayaran, integrasi Pedoman ESG (SK Direksi No. 10.30/01/SK/HKO.01/2025), serta berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berdampak langsung pada masyarakat pesisir.

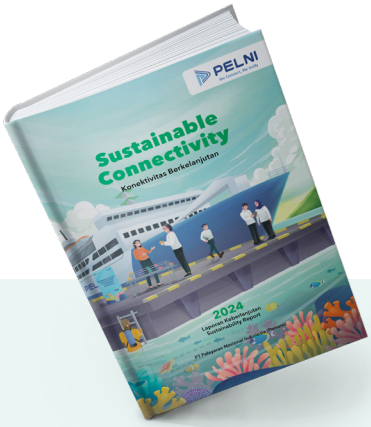
Tema *"Beyond the Target, Sustaining the Impact"* mencerminkan komitmen mendasar PELNI untuk memastikan bahwa setiap pencapaian kinerja operasional dan bisnis hari ini tidak berhenti sebagai angka statistik, melainkan bertransformasi menjadi dampak positif yang berkelanjutan, menjaga kelestarian ekosistem maritim, serta memberikan nilai tambah yang diwariskan bagi generasi mendatang.

In line with PT PELNI (Persero)'s success in exceeding its key business and operational targets throughout 2025—highlighted by an operating revenue of Rp6.24 trillion and the seamless transportation of over 5.15 million passengers along with vital national logistics distribution—the Company continues to solidify its contribution to national development. This achievement is realized through reliable maritime connectivity across commercial routes and assignment lines in Underdeveloped, Frontier, Outermost, and Border Areas (3TP) regions, continuous digitally-driven service enhancements, and the practice of responsible, high-integrity corporate governance.

Building upon this positive financial and operational momentum, PELNI creates not only sustainable economic value but also delivers meaningful social and environmental benefits. This commitment is demonstrated through a robust sustainability framework, including a 100% transition to Biodiesel B40 eco-friendly fuel across its shipping fleet, the official adoption of the ESG Guidelines (Board of Directors Decree No. 10.30/01/SK/HKO.01/2025), and impactful Social and Environmental Responsibility (TJSL) initiatives targeting coastal communities.

The theme "Beyond the Target, Sustaining the Impact" encapsulates PELNI's fundamental commitment to ensuring every operational and business milestone achieved today goes beyond mere figures—translating into sustainable positive impacts, preserving maritime ecosystems, and creating long-lasting value for generations to come.

KESINAMBUNGAN TEMA KEBERLANJUTAN
SUSTAINABILITY THEME CONTINUITY



Sustainable Connectivity
Konektivitas Keberlanjutan

Sebagai penyedia layanan transportasi laut yang menghubungkan berbagai wilayah di Indonesia, PELNI menyadari pentingnya isu keberlanjutan yang kini menjadi perhatian global. Kesadaran ini mendorong PELNI untuk mengintegrasikan prinsip-prinsip *Environmental, Social, and Governance* (ESG) ke dalam setiap aspek operasionalnya, dengan tujuan mewujudkan "*Sustainable Connectivity*" yang tidak hanya menghubungkan wilayah secara fisik, tetapi juga mengintegrasikan nilai-nilai keberlanjutan di setiap aktivitas Perseroan.

As a provider of maritime transportation services connecting various regions in Indonesia, PELNI recognizes the importance of sustainability, a global concern. This awareness drives PELNI to integrate Environmental, Social, and Governance (ESG) principles into every aspect of its operations, to realize "Sustainable Connectivity" that not only physically connects regions but also integrates sustainability values into every Company activity.

2024



Transformation to Drive Sustainable Business
Transformasi untuk Mendorong Bisnis yang Berkelanjutan

Pada tahun 2023, PELNI mengambil langkah-langkah strategis yang terarah untuk mendorong transformasi menuju model bisnis yang berkelanjutan. Tema keberlanjutan tersebut merefleksikan komitmen Perseroan untuk senantiasa beradaptasi dan bertumbuh secara berkelanjutan di tengah dinamika dan kompleksitas tantangan global, tanpa mengesampingkan prinsip-prinsip keberlanjutan.

Transformasi ini berpusat pada tiga pilar utama yaitu integrasi bisnis, pengembangan infrastruktur logistik maritim, dan penerapan praktik bisnis yang bertanggung jawab. Melalui strategi transformasi ini, PELNI secara konsisten mengintegrasikan nilai-nilai keberlanjutan ke dalam seluruh inisiatif strategis, mulai dari pengembangan dan pengelolaan sumber daya manusia, pemberdayaan komunitas, pengelolaan lingkungan yang bertanggung jawab, hingga penguatan penerapan tata kelola perusahaan yang baik.

In 2023, PELNI took strategic steps to drive the transformation towards a sustainable business model. This sustainability theme reflects the Company's commitment to continuously adapt and grow sustainably amidst the dynamics and complexity of global challenges, without neglecting sustainability principles.

This transformation is centered on three main pillars: business integration, maritime logistics infrastructure development, and responsible business practices. Through this transformation strategy, PELNI consistently integrates sustainability values into all strategic initiatives, from the development and management of human resources to community empowerment, responsible environmental management, and strengthening the implementation of good corporate governance.

2023



Business Integration and Maritime Logistic Infrastructure Development
Perkembangan Infrastruktur Logistik Maritim dan Integrasi Bisnis

Pada tahun 2022, seiring dengan pemulihan mobilitas antar daerah dan aktivitas ekonomi nasional pascapandemi Covid-19, PELNI memperkuat perannya dalam bisnis logistik maritim antara lain melalui pengembangan platform digital dan penerapan sistem layanan terpadu. Upaya ini didukung oleh penguatan sumber daya manusia, restrukturisasi organisasi, hingga digitalisasi informasi. Hal ini diharapkan akan mampu mendorong efisiensi distribusi logistik sebagai nilai tambah berkelanjutan bagi negeri. Sebagai perusahaan pelayaran dengan fungsi strategis pada transportasi laut, PELNI terus beradaptasi terhadap dinamika industri melalui implementasi agenda transformasi 2020–2024 "*9 Transformactions to Drive Growth*", termasuk pengembangan layanan berbasis digital dan diversifikasi produk seperti paket wisata, sebagai bagian dari upaya mewujudkan pertumbuhan usaha yang berkelanjutan.

In 2022, in line with the recovery of interregional mobility and national economic activity following the Covid-19 pandemic, PELNI strengthened its role in maritime logistics, including through the development of digital platforms and the implementation of integrated service systems. Human resource development, organizational restructuring, and information digitization supported the efforts. It was expected to drive logistics distribution efficiency as a sustainable added value for the country. As a shipping company with a strategic role in maritime transportation, PELNI continued to adapt to industry dynamics through the implementation of its 2020–2024 transformation agenda, "9 Transformactions to Drive Growth," including the development of digital-based services and product diversification, such as tour packages, as part of its efforts to achieve sustainable business growth.

2022



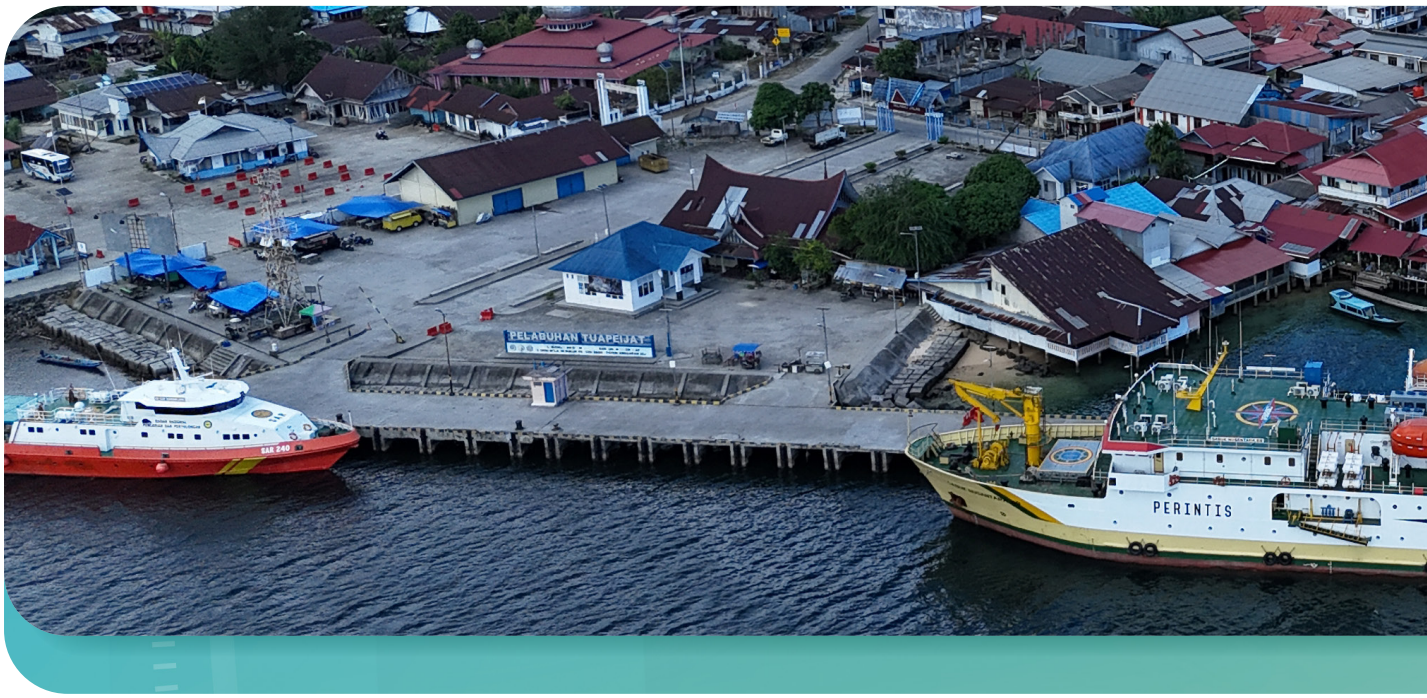
Adapting to Changes for Sustainable Development
Beradaptasi pada Perubahan untuk Pengembangan Berkelanjutan

Pada tahun 2021, di tengah berlanjutnya dampak pandemi Covid-19 terhadap perekonomian nasional dan industri transportasi, PELNI mengusung tema "Beradaptasi pada Perubahan untuk Pengembangan Berkelanjutan" sebagai landasan pengelolaan usaha. Perseroan memfokuskan strategi pada upaya *Survival & Business Recovery* guna menjaga keberlangsungan operasional sekaligus memulihkan kinerja bisnis yang terdampak pandemi. Dengan prioritas utama yakni pada optimalisasi pendapatan, penguatan *operational* dan *service excellence*, percepatan digitalisasi proses bisnis, pengembangan talenta, serta penguatan budaya Perseroan sebagai fondasi transformasi jangka panjang. Selain itu, dalam perannya sebagai Agen Pembangunan, PELNI terus memperkuat konektivitas dan aksesibilitas masyarakat melalui penguatan konektivitas transportasi laut di Indonesia. Adanya tujuan tersebut, Perseroan bergerak untuk terus membangun Indonesia dalam pembangunan yang berkelanjutan.

In 2021, PELNI adopted the theme "Adapting to Change for Sustainable Development" as the foundation for its business management, amid the ongoing impact of the Covid-19 pandemic on the national economy and the transportation industry. The Company focused its strategy on Survival & Business Recovery efforts to maintain operational continuity and restore business performance impacted by the pandemic. The main priorities were revenue optimization, strengthening operational and service excellence, accelerating business process digitalization, talent development, and strengthening corporate culture as the foundation for long-term transformation. Furthermore, in its role as an Agent of Development, PELNI continued to strengthen connectivity and accessibility for the community by enhancing maritime transportation connectivity in Indonesia. With this goal, the Company is committed to continuously building Indonesia towards sustainable development.

2021

TENTANG LAPORAN KEBERLANJUTAN
ABOUT SUSTAINABILITY REPORT



Laporan keberlanjutan ini disusun sebagai bagian integral dari upaya PT Pelayaran Nasional Indonesia (Persero) dalam membangun hubungan yang transparan dan berkelanjutan dengan para pemangku kepentingan. Dengan konteks itulah, Perseroan menerbitkan Laporan Keberlanjutan PT Pelayaran Nasional Indonesia (Persero) tahun buku 2025. Laporan Keberlanjutan ini merupakan laporan ke-9 yang diterbitkan oleh Perseroan, yang juga menjadi bentuk pemenuhan tanggung jawab Perseroan terhadap peraturan perundang-undangan yang berlaku.

Laporan Keberlanjutan PT Pelayaran Nasional Indonesia (Persero) berisi pernyataan mengenai kinerja ekonomi, lingkungan, sosial, dan tata kelola, serta arah dan strategi Perseroan. Pernyataan-pernyataan yang tertuang dalam laporan tersebut, dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan prediksi kondisi yang akan datang di lingkungan bisnis dan operasional. Pada laporan ini memuat kata "PT PELNI (Persero)", "PELNI" atau "Perseroan" yang digunakan dan didefinisikan sebagai PT Pelayaran Nasional Indonesia (Persero).

Isi laporan keberlanjutan ini merupakan tanggung jawab penuh dan telah disetujui oleh Direktur Utama. Perseroan menerbitkan laporan ini dalam dua bahasa, yakni Bahasa Indonesia dan Bahasa Inggris. Laporan bisa didapatkan, dibaca, dan/atau diunduh melalui situs resmi Perseroan dengan alamat www.pelni.co.id.

This sustainability report is prepared as an integral part of PT Pelayaran Nasional Indonesia (Persero)'s efforts to build transparent and sustainable relationships with its stakeholders. In this context, the Company publishes the PT Pelayaran Nasional Indonesia (Persero) Sustainability Report for the 2025 fiscal year. This Sustainability Report is the Company's ninth published report, and also demonstrates its compliance with applicable laws and regulations.

The Sustainability Report of PT Pelayaran Nasional Indonesia (Persero) contains statements regarding the Company's economic, environmental, social, and governance performance, as well as its direction and strategy. The statements in the report are based on various assumptions about current and anticipated conditions in the business and operational environments. In this report, the terms "PT PELNI (Persero)", "PELNI", or "Company" are used and defined as PT Pelayaran Nasional Indonesia (Persero).

The contents of this sustainability report are the sole responsibility of and have been approved by the President Director. The Company publishes this report in two languages: Indonesian and English. The report can be accessed, read, and/or downloaded through the Company's official website at www.pelni.co.id.



ACUAN PENYUSUNAN LAPORAN

Laporan keberlanjutan ini disusun mengacu pada:

REPORT PREPARATION REFERENCES

This sustainability report is prepared with reference to:

Standar/Regulasi Standards/Regulations	Keterangan Description
Global Reporting Initiative ("GRI") 2021	"in Accordance"
Peraturan Otoritas Jasa Keuangan ("OJK") No.51/ POJK.03/2017 Financial Services Authority Regulation ("OJK") No. 51/ POJK.03/2017	Sesuai dengan Pedoman dalam Lampiran SEOJK No.16 / SEOJK.04/2021. In accordance with the Guidelines in the Attachment to SEOJK No. 16/SEOJK.04/2021.
International Financial Reporting Standards (IFRS) S1 & S2	*Disclosure Governance, Strategy, Risk Management, Metrics & Target*

Data lengkap kecocokan informasi Perseroan dengan SEOJK No.16/SEOJK.04/2021, Indeks Standar GRI disajikan di bagian belakang laporan ini, dimulai pada halaman 424 - 438.

Complete data on the Company's information compliance with SEOJK No. 16/SEOJK.04/2021, the GRI Standard Index is presented at the back of this report, starting on pages 424 - 438.

PERIODE LAPORAN

Laporan ini memuat data dan informasi pelaporan yang dimulai dari 1 Januari 2025 sampai dengan 31 Desember 2025. Periode laporan ini sama dengan periode pelaporan Laporan Keuangan. Laporan keberlanjutan ini dipublikasikan pada Agustus 2026. [GRI 2-3]

REPORTING PERIOD

This report contains data and reporting information from January 1, 2025, to December 31, 2025. This reporting period is the same as the reporting period for the Financial Statements. This sustainability report was published in August 2026. [GRI 2-3]

ENTITAS YANG DIMASUKKAN DALAM PELAPORAN

Dalam laporan keberlanjutan ini, data dan informasi keuangan bersumber pada Laporan Keuangan Konsolidasian Perseroan dan Entitas Anak untuk tahun yang berakhir pada tanggal 31 Desember 2025. Untuk seluruh entitas anak yang terkonsolidasi di dalam Laporan Keuangan Perseroan tercakup di dalam Laporan Keberlanjutan ini, terutama berkaitan dengan data kinerja keuangan. Dengan demikian, terkait informasi keuangan pada laporan ini bersumber dari Laporan Keuangan PT Pelayaran Nasional Indonesia (Persero) Tahun 2024 yang telah diaudit oleh Kantor Akuntan Publik Djoko, Sidik & Indra. [GRI 2-2]

EXTERNAL ASSURANCE

Seluruh informasi yang diungkapkan dalam laporan ini telah melalui proses verifikasi internal untuk memastikan keandalannya bagi tujuan evaluasi dan pengambilan keputusan. Untuk memastikan bahwa Laporan Keberlanjutan ini disusun sesuai dengan standar pelaporan yang berlaku, Perseroan menggunakan jasa *assurance* dari pihak eksternal yang independen, yakni BATS Sustainability Assurer (PT Keberlanjutan Menjaga Bumi). Jasa *assurance* yang dipilih secara transparan melalui proses seleksi prosedural untuk menilai berbagai penyedia jasa penjaminan yang kompeten dan independen. Selanjutnya, penjaminan eksternal yang dipilih memperoleh persetujuan dari Direktur Utama terkait penunjukan penjamin eksternal yang independen. [GRI 2-5]

Laporan ini dijamin menggunakan standar AA1000 AS (*Accountability Assurance Standard*) *Type* 2 dengan memastikan prinsip inklusivitas, materialitas, responsivitas, dan dampak.

Adapun untuk menjamin independensi penilaian, Perseroan memastikan bahwa tidak ada hubungan kerja lain dengan pihak *assurer* eksternal di luar penugasan ini. Laporan hasil *assurance* independen untuk tahun buku 2025 dapat ditemukan pada lampiran.

AKSESIBILITAS DAN UMPAN BALIK [GRI 2-3]

Perseroan juga menyediakan akses informasi yang luas kepada seluruh pemangku kepentingan, termasuk investor dan pihak lainnya, terkait laporan keberlanjutan ini. Untuk informasi lebih lanjut, pemangku kepentingan diimbau untuk menghubungi Perseroan melalui alamat berikut:

ENTITIES INCLUDED IN THE REPORT

In this sustainability report, financial data and information are taken from the Company's Consolidated Financial Statements and those of its Subsidiaries for the year ending December 31, 2025. All consolidated subsidiaries included in the Company's Financial Statements are included in this Sustainability Report, particularly concerning financial performance data. Therefore, the financial information in this report is sourced from the 2024 Financial Statements of PT Pelayaran Nasional Indonesia (Persero), audited by the Djoko, Sidik & Indra Public Accounting Firm. [GRI 2-2]

EXTERNAL ASSURANCE

All information disclosed in this report has undergone an internal verification process to ensure its reliability for evaluation and decision-making purposes. To ensure that this Sustainability Report is prepared in accordance with applicable reporting standards, the Company utilizes the services of an independent external party, BATS Sustainability Assurer (PT Keberlanjutan Menjaga Bumi). This assurance service was selected transparently through a procedural selection process to assess various competent and independent assurance providers. Furthermore, the selected external assurance provider obtained the President Director's approval for the appointment of the independent external guarantor. [GRI 2-5]

This report is guaranteed to use the AA1000 AS (Accountability Assurance Standard) Type 2 standard by ensuring compliance with the principles of inclusivity, materiality, responsiveness, and impact.

To ensure the independence of the assessment, the Company ensures that it has no other working relationships with external assurers outside of this assignment. The independent assurance report for the 2025 financial year is available in the appendix.

ACCESSIBILITY AND FEEDBACK [GRI 2-3]

The Company also provides broad access to information regarding this sustainability report for all stakeholders, including investors and other parties. For further information, stakeholders are encouraged to contact the Company at the following address:



Vice President ESG dan Manajemen Risiko
Vice President of ESG and Risk Management

PT Pelayaran Nasional Indonesia (Persero)

Kantor Pusat | Head Office:
Jl. Gajah Mada No. 14, Jakarta Pusat, 10130

(021) 6334342
(021) 63854130
infopelni162@pelni.co.id
www.pelni.co.id

PENYAJIAN KEMBALI (*RESTATEMENT*) INFORMASI

Informasi data pada periode tahun sebelumnya dalam Laporan Keberlanjutan ini disajikan kembali dalam rangka menyesuaikan dengan validitas data yang dimiliki Perseroan. Setiap penyajian kembali pada informasi data, Perseroan memberikan penanda (*) dan keterangan pada bagian bawah dari tabel atau informasi tersebut. [GRI 2-4]

RESTATEMENT OF INFORMATION

Data from previous years in this Sustainability Report has been restated to align with the Company's data validity. For each restatement of data, the Company provides an asterisk (*) and a description at the bottom of the table or information. [GRI 2-4]

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PENCAPAIAN PENTING TAHUN 2025
KEY ACHIEVEMENTS IN 2025

LABA TAHUN BERJALAN 2025
PROFIT FOR THE YEAR IN 2025

Rp202,29
Miliar | Billion

4,14% meningkat increased

PENDAPATAN USAHA BERSIH 2025
NET OPERATING REVENUE IN 2025

Rp6.243,12
Miliar | Billion

1,07% meningkat increased

EMISI 2025 SCOPE 1, 2, 3
EMISSIONS IN 2025 (SCOPE 1, 2, 3)

454.795
Ton CO2eq

7,04% menurun decreased

PENGGUNAAN BIOSOLAR B40 2025
B40 BIOSOLAR USE IN 2025

8.314.539
Gigajoule | Gigajoules

0,41% meningkat increased

JUMLAH PENYALURAN DANA PROGRAM TJSL 2025
TOTAL OF TJSL PROGRAM FUNDS DISBURSED IN 2025

Rp35.559
Juta | Million

2,56% meningkat increased

BIAYA PENDIDIKAN, PELATIHAN, DAN SERTIFIKASI TENAGA KERJA 2025
WORKFORCE EDUCATION, TRAINING, AND CERTIFICATION COSTS IN 2025

Rp20,05
Miliar | Billion

2,70% meningkat increased

ROADMAP ESG
ESG ROADMAP

Sebagai perusahaan pelayaran nasional yang memegang peran strategis dalam mendukung konektivitas dan pembangunan Indonesia, PELNI memandang keberlanjutan sebagai bagian yang tidak terpisahkan dari strategi pertumbuhan jangka panjang. Sejalan dengan dinamika global, tuntutan pemangku kepentingan, serta komitmen nasional terhadap pembangunan berkelanjutan, PELNI secara bertahap membangun kerangka kerja keberlanjutan yang terintegrasi, dengan mengedepankan prinsip *Environmental*, *Social*, *and Governance* (ESG) sebagai landasan utama dalam menjalankan kegiatan operasional dan pengembangan bisnis Perseroan.

Langkah dan target keberlanjutan PELNI ini merefleksikan implementasi ESG secara keseluruhan yang tidak hanya membantu mengurangi dampak negatif terhadap lingkungan dan masyarakat, tetapi juga meningkatkan kinerja Perseroan secara keseluruhan, menciptakan nilai jangka panjang, dan memastikan keberlanjutan usaha di masa depan yang bertanggung jawab. Dengan mewujudkan tujuan tersebut, Perseroan merencanakan kerangka kerja keberlanjutan yang terarah dan terukur dengan menyusun peta jalan ESG yang dirancang secara bertahap dan berkesinambungan. Peta jalan ini menjadi panduan strategis Perseroan dalam mengintegrasikan prinsip ESG ke dalam kebijakan, tata kelola, dan operasional Perseroan, sekaligus memastikan pencapaian kinerja keberlanjutan yang selaras dengan visi jangka panjang Perseroan. Tahapan implementasi ESG tersebut dimulai dari penguatan fondasi dan pemahaman dasar, dilanjutkan dengan penguatan dampak dan pengukuran kinerja, hingga mencapai fase transformasi yang berorientasi dalam menciptakan dampak jangka panjang yang berkelanjutan. Adapun peta jalan ESG yang direncanakan PELNI disampaikan sebagai berikut:

As a national shipping company that plays a strategic role in supporting Indonesia's connectivity and development, PELNI views sustainability as an integral part of its long-term growth strategy. In line with global dynamics, stakeholder demands, and the national commitment to sustainable development, PELNI is gradually building an integrated sustainability framework, prioritizing Environmental, Social, and Governance (ESG) principles as the primary foundation for the Company's operations and business development.

PELNI's sustainability measures and targets reflect the overall implementation of ESG, which not only helps reduce negative environmental and societal impacts but also improves overall company performance, creates long-term value, and ensures responsible business sustainability in the future. To realize these goals, the Company plans to implement a targeted, measurable sustainability framework by developing a phased, sustainable ESG roadmap. This roadmap serves as a strategic guide for the Company in integrating ESG principles into its policies, governance, and operations, while ensuring sustainability performance that aligns with the Company's long-term vision. The stages of ESG implementation begin with strengthening the foundation and basic understanding, followed by enhancing impact and performance measurement, culminating in the transformation phase, oriented towards creating sustainable, long-term impact. The ESG roadmap planned by PELNI is presented as follows:

2025–2026 (ESG *Quick Win*)

Pada fase awal ini, PELNI memfokuskan langkah strategis pada prinsip *Environmental, Social, and Governance* (ESG) ke dalam tata kelola dan kegiatan operasional Perseroan. Upaya tersebut mencakup penerapan kebijakan dasar keberlanjutan, pengelolaan sumber daya alam secara bertanggung jawab, serta peningkatan kesejahteraan sosial bagi karyawan dan komunitas. Dalam periode ini, PELNI melakukan penilaian dan identifikasi aspek-aspek ESG yang relevan, menyusun kerangka kerja pelaporan ESG, serta meningkatkan kesadaran dan pemahaman seluruh pemangku kepentingan terhadap pentingnya penerapan prinsip ESG.

In this initial phase, PELNI is focusing on integrating Environmental, Social, and Governance (ESG) principles into the Company's governance and operational activities. These efforts include implementing basic sustainability policies, responsible natural resource management, and improving the social welfare of employees and communities. During this period, PELNI is assessing and identifying relevant ESG aspects, developing an ESG reporting framework, and increasing awareness and understanding of the importance of implementing ESG principles across all stakeholders.

Tujuan | Objective:
Membangun pemahaman dasar mengenai ESG serta memastikan penerapan prinsip-prinsip ESG secara konsisten di seluruh lini Perseroan.
To build a fundamental understanding of ESG and ensure the consistent implementation of ESG principles across all levels in the Company.

2027–2028 (ESG *Milestone*)

Pada fase kedua, PELNI memfokuskan pada dampak implementasi ESG melalui pelaksanaan program pengelolaan lingkungan yang lebih terstruktur, antara lain pengurangan emisi karbon dan peningkatan efisiensi energi, serta inisiatif pemberdayaan sosial yang mencakup pengembangan masyarakat dan peningkatan keberagaman. Selain itu, Perseroan memperkuat penerapan tata kelola perusahaan yang transparan dan akuntabel. Pada periode ini, PELNI juga melakukan evaluasi kinerja ESG secara berkelanjutan dengan menggunakan indikator yang terukur.

In the second phase, PELNI is focusing on the impact of ESG implementation through a more structured environmental management program, including reducing carbon emissions and increasing energy efficiency, as well as social empowerment initiatives that encompass community development and increasing diversity. Furthermore, the Company strengthens its transparent and accountable corporate governance practices. During this period, PELNI also implements ongoing ESG performance evaluations using measurable indicators.

Tujuan | Objective:
Mengukur dan memperkuat dampak positif penerapan ESG melalui program yang terarah dan terukur, sekaligus meningkatkan kualitas tata kelola dan transparansi Perseroan.
Measuring and strengthening the positive impact of ESG implementation through directed and measurable programs, while improving the quality of corporate governance and transparency.

2029
(ESG *Excellence*)

Pada fase ketiga, PELNI mengarahkan upaya pada transformasi ESG secara menyeluruh guna menciptakan dampak keberlanjutan jangka panjang. Perseroan mendorong penerapan inovasi teknologi hijau, percepatan dekarbonisasi, pengembangan model bisnis berbasis *circular economy*, serta mengembangkan produk dan layanan yang memberikan dampak positif bagi lingkungan dan sosial. Pada bidang sosial, Perseroaan berkomitmen penuh dalam pengurangan kesenjangan sosial melalui peningkatan akses terhadap pendidikan, penguatan kesetaraan gender, dan perluasan inklusi sosial.

In the third phase, PELNI is directing its efforts towards a comprehensive ESG transformation to create long-term sustainability. The company is encouraging the implementation of green technology innovation, accelerating decarbonization, developing circular economy-based business models, and developing products and services that have a positive environmental and social impact. In the social sector, the company is fully committed to reducing social disparities by improving access to education, strengthening gender equality, and expanding social inclusion.

Tujuan | Objective:
Menjadi pelopor dalam transformasi ESG melalui penciptaan inovasi sosial dan keberlanjutan yang memberikan manfaat jangka panjang, sekaligus berkontribusi dalam menjawab tantangan global seperti perubahan iklim dan ketidaksetaraan sosial.
To be a pioneer in ESG transformation through the creation of social and sustainability innovations that provide long-term benefits, while contributing to addressing global challenges such as climate change and social inequality.

RANTAI PASOKAN [GRI 2-6]
SUPPLY CHAIN [GRI 2-6]

SEKTOR HULU
UPSTREAM SECTOR
Penyedia Input Operasional
Operational Input Providers

- **Pengguna Bahan Bakar & Energi**
  - » Bahan bakar kapal (HSD/MFO/B40)
  - » Pelumas dan energi pendukung
  - » Penyediaan energi untuk fasilitas darat dan pelabuhan
- **Pemasok Armada & Sarana Kapal**
  - » Galangan kapal (pembangunan & *docking*)
  - » Penyedia jasa perawatan dan perbaikan kapal
- **Pemasok Logistik & Kebutuhan Operasional**
  - » Perbekalan kapal (*catering*, air bersih, kebutuhan awak)
  - » Peralatan IT & sistem digital tiket/*logistic*
  - » Jasa kepelabuhanan dan bongkar muat
- **Penyedia SDM & Jasa Pendukung**
  - » Rekrutmen dan pelatihan awak kapal
  - » Jasa keamanan, kebersihan, dan operasional pelabuhan

- **Fuel & Energy Users**
  - » Marine fuel (HSD/MFO/B40)
  - » Lubricants and supporting energy
  - » Energy provision for onshore and port facilities
- **Fleet & Ship Facilities Suppliers**
  - » Shipyards (construction & docking)
  - » Ship maintenance and repair service providers
- **Logistics & Operational Needs Suppliers**
  - » Ship supplies (catering, clean water, crew needs)
  - » IT equipment & digital ticketing/logistics systems
  - » Port and stevedoring services
- **Human Resources & Support Services Providers**
  - » Crew recruitment and training
  - » Security, cleaning, and port operational services

CORE OPERATIONS
Transformasi Input Menjadi Layanan
Transforming Inputs into Services

- **Operasional Armada Pelayaran**
  - » Kapal penumpang serbaguna
  - » Kapal perintis
  - » Kapal penugasan (Tol Laut, logistik strategis)
- **Pengelolaan Jadwal & Rute Pelayaran**
  - » Penentuan rute nasional dan 3TP
  - » Optimalisasi jadwal dan kapasitas kapal
- **Layanan Pendukung Terintegrasi**
  - » Sistem tiket dan reservasi digital
  - » Pengelolaan terminal dan pelabuhan singgah
  - » Keselamatan, keamanan, dan pelayanan pelanggan
- **Pengelolaan Dampak ESG**
  - » Penggunaan bahan bakar maupun energi & pengendalian emisi
  - » Pengelolaan limbah kapal
  - » Keselamatan kerja & perlindungan awak
  - » Kepatuhan GCG, UPG, dan manajemen risiko

Jumlah kapal sampai dengan 31 Desember 2025:
- 19 Kapal Penumpang Serbaguna;
- 2 Kapal 3 in 1;
- 3 Kapal Tipe 500 Pax;
- 2 Kapal Roro;
- 1 Kapal Barang;
- 10 Kapal Tol Laut;
- 1 Kapal Ternak
- 30 Kapal Perintis;
- 18 Kapal Rede.

- **Shipping Fleet Operations**
  - » Multipurpose passenger ships
  - » Pioneer ships
  - » Assignment ships (Sea Highway, strategic logistics)
- **Shipping Schedule & Route Management**
  - » Determination of national routes and 3TP
  - » Optimization of ship schedules and capacity
- **Integrated Support Services**
  - » Digital ticketing and reservation systems
  - » Terminal and port of call management
  - » Safety, security, and customer service
- **ESG Impact Management**
  - » Fuel and energy use & emission control
  - » Ship waste management
  - » Occupational safety & crew protection
  - » Compliance with GCG, UPG, and risk management

Number of ships as of December 31, 2025:
- 19 Multipurpose Passenger Ships;
- 2 3-in-1 Ships;
- 3 500-pax Ships;
- 2 Roll-Up (RoRo) Ships;
- 1 Cargo Ship;
- 10 Sea Toll Ships;
- 1 Livestock Ship;
- 30 Pioneer Ships;
- 18 Rede Ships.

SEKTOR HILIR
DOWNSTREAM SECTOR
Penerima Manfaat Produk & Jasa Layanan
Beneficiaries of Products and Services

- **Penumpang Transportasi Laut**
  - » Masyarakat umum
  - » Penumpang di wilayah 3TP
  - » Program penugasan negara & layanan publik
- **Pelanggan Logistik & Distribusi Barang**
  - » Distribusi barang kebutuhan pokok
  - » Logistik nasional & daerah
  - » Dukungan stabilitas harga dan pasokan
- **Pemerintah & Pemangku Kepentingan**
  - » Kementerian/Lembaga (penugasan PSO, Tol Laut)
  - » Pemerintah daerah
  - » BUMN dan mitra strategis
- **Masyarakat & Ekonomi Lokal**
  - » UMKM di sekitar Pelabuhan
  - » Tenaga kerja lokal
  - » Peningkatan aksesibilitas dan konektivitas wilayah

- **Sea Transportation Passengers**
  - » General Public
  - » Passengers in the 3TP area
  - » State assignment programs & public services
- **Logistics & Goods Distribution Customers**
  - » Distribution of basic necessities
  - » National & regional logistics
  - » Support for price and supply stability
- **Government & Stakeholders**
  - » Ministries/Institutions (PSO assignments, Sea Toll)
  - » Regional governments
  - » State-Owned Enterprises and strategic partners
- **Local Communities & Economy**
  - » MSMEs around the Port
  - » Local workforce
  - » Improvement of regional accessibility and connectivity

NILAI TAMBAH DI SEPANJANG RANTAI PASOK
ADDED VALUE ALONG THE SUPPLY CHAIN

- **Nilai Ekonomi**
  - » Penciptaan lapangan kerja
  - » Perputaran ekonomi daerah
  - » Efisiensi logistik nasional
- **Nilai Sosial**
  - » Akses transportasi inklusif
  - » Konektivitas wilayah Tertinggal, Terdepan, dan Terluar (3TP)
  - » Keselamatan dan pelayanan publik
- **Nilai Lingkungan**
  - » Efisiensi penggunaan bahan bakar maupun pemanfaatan energi terbarukan
  - » Pengurangan emisi
  - » Pengelolaan limbah dan sumber daya
- **Nilai Tata Kelola**
  - » Transparansi pengadaan
  - » Manajemen risiko rantai pasok
  - » Kepatuhan terhadap regulasi nasional dan internasional.

- **Economic Value**
  - » Job creation
  - » Regional economic turnover
  - » National logistics efficiency
- **Social Value**
  - » Inclusive transportation access
  - » Connectivity for underdeveloped, frontier, and outermost regions (3TP)
  - » Public safety and services
- **Environmental Value**
  - » Fuel efficiency and renewable energy utilization
  - » Emission reduction
  - » Waste and resource management
- **Governance Value**
  - » Procurement transparency
  - » Supply chain risk management
  - » Compliance with national and international regulations

PELNI memandang rantai pasokan sebagai ekosistem terintegrasi yang menopang penyediaan produk dan jasa transportasi laut nasional, sekaligus menjadi bagian penting dalam penciptaan nilai ekonomi, sosial, dan lingkungan secara berkelanjutan. Rantai pasokan PELNI mencakup keterlibatan entitas hulu sebagai penyedia input operasional, proses inti berupa pengelolaan dan pengoperasian layanan pelayaran, hingga entitas hilir sebagai penerima manfaat langsung atas jasa layanan yang diberikan dari Perseroan.

PELNI views the supply chain as an integrated ecosystem that supports the provision of national maritime transportation products and services and is a crucial part of creating sustainable economic, social, and environmental value. PELNI's supply chain encompasses upstream entities that provide operational inputs, core processes such as the management and operation of shipping services, and downstream entities that are direct beneficiaries of the Company's services.

Melalui pengelolaan rantai pasokan dari hulu hingga hilir secara terintegrasi, PELNI berupaya memastikan bahwa penyediaan produk dan jasa transportasi laut tidak hanya mendukung kinerja Perseroan, tetapi juga memberikan dampak positif bagi wilayah sekitar Perseroan. Pendekatan ini memperkuat komitmen Perseroan dalam mewujudkan konektivitas maritim yang berkelanjutan, di mana setiap mata rantai berkontribusi terhadap penciptaan nilai jangka panjang bagi Perseroan, masyarakat dan lingkungan.

Dalam operasional tersebut, Perseroan secara konsisten memperhatikan pengelolaan dampak lingkungan melalui efisiensi penggunaan energi, pengendalian emisi gas rumah kaca, pengelolaan limbah kapal, serta pemanfaatan teknologi yang ramah lingkungan, baik di aktivitas kapal maupun di fasilitas pendukung darat. Upaya ini juga melibatkan kerja sama dengan pemasok dan mitra usaha agar penerapan standar lingkungan yang terbaik dapat dijalankan secara konsisten di sepanjang rantai pasokan.

Through integrated upstream-to-downstream supply chain management, PELNI strives to ensure that the provision of maritime transportation products and services not only supports the Company's performance but also positively impacts the surrounding areas. This approach reinforces the Company's commitment to achieving sustainable maritime connectivity, where every link contributes to long-term value creation for the company, society, and the environment.

In its operations, the Company consistently prioritizes environmental impact management through energy efficiency, greenhouse gas emission control, ship waste management, and the use of environmentally friendly technologies, both on ships and at onshore support facilities. These efforts also involve collaboration with suppliers and business partners to ensure consistent implementation of the highest environmental standards throughout the supply chain.

KOMITMEN DAN STRATEGI KEBERLANJUTAN
SUSTAINABILITY COMMITMENT AND STRATEGY

Sebagai Badan Usaha Milik Negara yang menjalankan peran strategis dalam penyediaan layanan transportasi laut nasional, PT PELNI (Persero) memandang keberlanjutan sebagai fondasi utama untuk menjaga kesinambungan usaha, meningkatkan kualitas layanan publik, sekaligus memperkuat kontribusi Perseroan terhadap pembangunan nasional. Komitmen tersebut diwujudkan melalui integrasi *Environmental*, *Social*, *and Governance* (ESG) ke dalam strategi, kebijakan, tata kelola, serta proses bisnis Perseroan.

As a state-owned enterprise with a strategic role in providing national maritime transportation services, PT PELNI (Persero) views sustainability as a key foundation for maintaining business continuity, improving the quality of public services, and strengthening the Company's contribution to national development. This commitment is realized through the integration of Environmental, Social, and Governance (ESG) into the Company's strategies, policies, governance, and business processes.

STRATEGI KEBERLANJUTAN [GRI 2-23, 2-24][OJK-A.1]

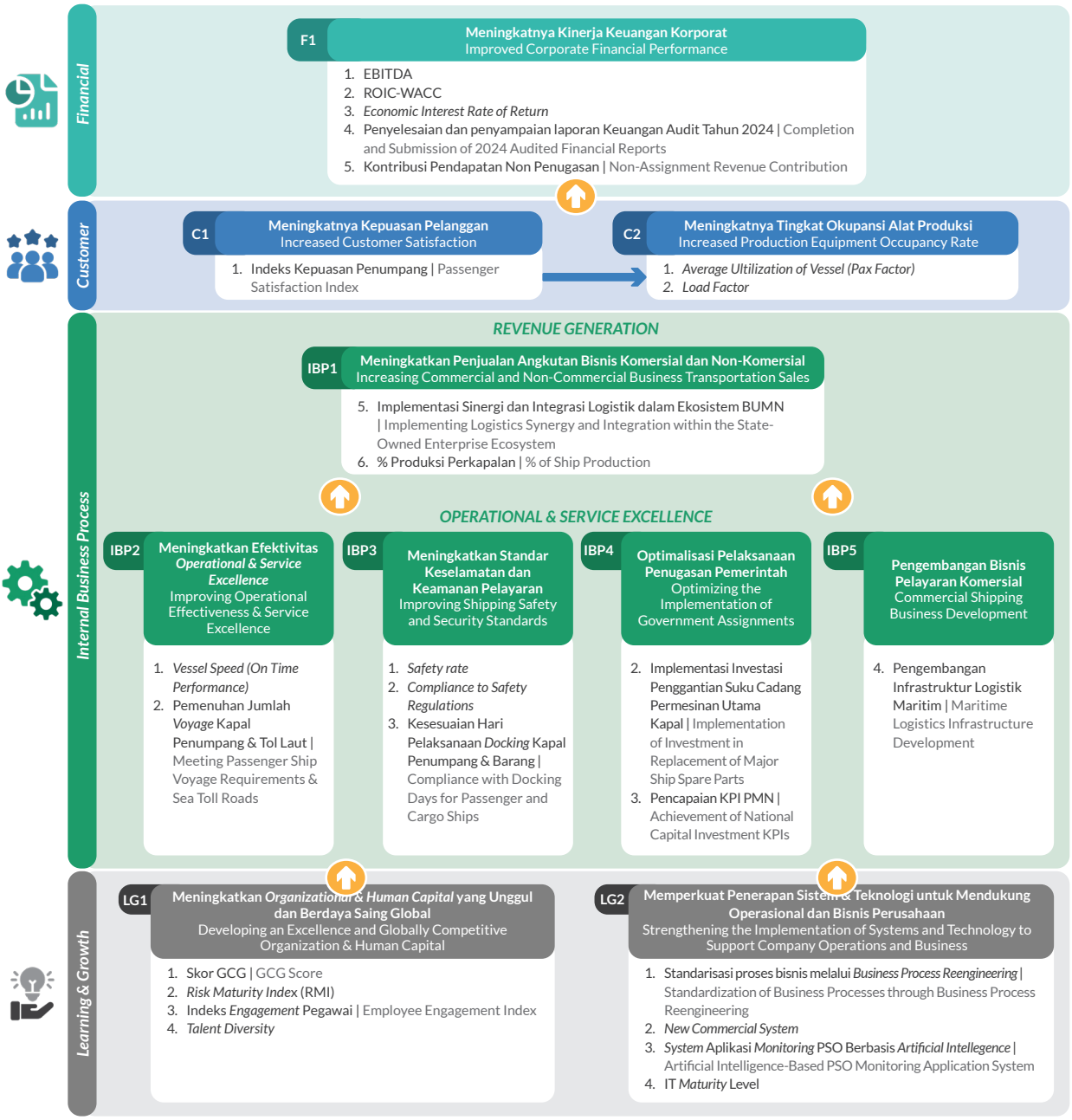
Dalam menjalankan kegiatan usahanya, Perseroan menitikberatkan pada keselarasan pemenuhan aspek ekonomi, lingkungan hidup, dan sosial, dengan tujuan tidak hanya mencetak laba, tetapi juga menciptakan nilai berkelanjutan. Keselarasan tersebut sesuai dengan visi Perseroan untuk tahun 2025-2029, yakni "**Menjadi perusahaan pelayaran yang unggul dan berdaya saing global dalam mendukung konektivitas dan pertumbuhan ekosistem logistik maritim Indonesia**". Melalui visi yang baru, PELNI menunjukkan komitmen penuh untuk mewujudkan penyediaan layanan yang unggul dan terpercaya yang didukung dengan inovasi yang berkelanjutan, mendukung peningkatan konektivitas antar wilayah di Indonesia, pelaksanaan bisnis yang bertanggung jawab terhadap lingkungan dan sosial melalui implementasi *Environmental*, *Social and Governance* (ESG) yang aktif, memberikan kontribusi terhadap pertumbuhan ekosistem logistik maritim Indonesia, serta mencapai pertumbuhan Perseroan yang berkesinambungan melalui komersialisasi bisnis yang lebih intensif.

SUSTAINABILITY STRATEGY [GRI 2-23, 2-24][OJK-A.1]

In carrying out its business activities, the Company emphasizes aligning economic, environmental, and social aspects, with the aim of not only generating profits but also creating sustainable value. This alignment is in accordance with the Company's vision for 2025-2029: **"To become an excellent and globally competitive shipping company in supporting connectivity and growth of Indonesia's maritime logistics ecosystem".** Through the new vision, PELNI demonstrates its full commitment to realizing the provision of superior and reliable services supported by continuous innovation, supporting increased connectivity between regions in Indonesia, implementing environmentally and socially responsible businesses through the active implementation of Environmental, Social and Governance (ESG), contributing to the growth of the Indonesian maritime logistics ecosystem, and achieving sustainable Company growth through more intensive business commercialization.

Selaras dengan visi yang baru, PELNI telah menyusun arah pengembangan Perseroan yang berfokus *Quality Assured Shipping Operator* pada tahun 2025. Dengan tujuan akhir pada fase tersebut yaitu operasional yang terstandarisasi di seluruh wilayah operasional dan layanan yang unggul, portofolio bisnis dengan kualitas layanan yang unggul dan berdaya saing melalui pengembangan secara organik maupun kemitraan, ekspansi bisnis komersial baru dan *zero accident* dalam operasional dengan standar keselamatan dan keamanan pelayaran, serta *safety culture* yang kuat. Guna memastikan tercapainya strategi Perseroan pada tahun 2025, ditetapkan sasaran strategis Perseroan yang dituangkan kedalam bentuk peta strategi dengan menggunakan metode *balanced scorecard*, sebagai berikut:

In line with the new vision, PELNI has formulated a company development direction focusing on Quality Assured Shipping Operator in 2025, with the final goal in this phase being standardized operations across all operational areas and superior services, a business portfolio with superior and competitive service quality through organic and partnership development, new commercial business expansion and zero accidents in operations with shipping safety and security standards, and a strong safety culture. To ensure the achievement of the Company's strategy in 2025, the Company's strategic targets are set out in the form of a strategy map using the balanced scorecard method, as follows:



Untuk menunjang tercapainya sasaran strategis pada kinerja keuangan, Perseroan juga menyusun sasaran strategis lainnya yang telah diselaraskan dengan strategi Perseroan berdasarkan metode *balance scorecard*, antara lain:

- **Aspek Pelanggan (*Customer*)**
  - » C1. Meningkatnya Kepuasan Pelanggan;
  - » C2. Meningkatnya Tingkat Okupansi Alat Produksi.

To support the achievement of strategic targets for financial performance, the Company has also developed other strategic targets aligned with the company's strategy based on the balanced scorecard method, including:

- **Customer Aspect**
  - » C1. Increase Customer Satisfaction;
  - » C2. Increase Production Equipment Occupancy Rate.

- **Aspek Proses Bisnis Internal (*Internal Business Process*)**
  - » IBP1. Meningkatkan Penjualan Angkutan Bisnis Komersial dan *Non*-Komersial;
  - » IBP2. Meningkatkan Efektivitas *Operational & Service Excellence;*
  - » IBP3. Meningkatkan Standar Keselamatan dan Keamanan Pelayaran;
  - » IBP4. Optimalisasi Pelaksanaan Penugasan Pemerintah;
  - » IBP5. Pengembangan Bisnis Pelayaran Komersial.

- **Aspek Pertumbuhan & Pembelajaran (*Learning & Growth*)**
  - » LG1. Meningkatkan *Organizational & Human Capital* yang Unggul dan Berdaya Saing Global;
  - » LG2. Memperkuat Penerapan Sistem & Teknologi Untuk Mendukung Operasional dan Bisnis Perusahaan.

PENGUATAN PEDOMAN ESG

Dalam rangka mengelola aspek ESG secara terintegrasi dan berkelanjutan, PT PELNI (Persero) menetapkan Pedoman ESG sebagai landasan utama dalam perumusan dan pelaksanaan strategi keberlanjutan Perseroan. Tahun 2025, PELNI secara resmi mengintegrasikan prinsip-prinsip keberlanjutan ke dalam operasional bisnisnya melalui pengesahan Surat Keputusan Direksi Nomor: 10.30/01/SK/HKO.01/2025 tentang Pedoman Lingkungan (*Environmental*), Sosial (*Social*), dan Tata Kelola (*Governance*) (ESG) PT PELNI (Persero).

Panduan ESG ini disusun bukan sekadar sebagai pemenuhan kepatuhan terhadap regulasi, melainkan sebagai komitmen strategis korporasi dalam menyelaraskan pertumbuhan ekonomi dengan perlindungan lingkungan hidup, tanggung jawab sosial, serta penegakan tata kelola perusahaan yang bersih. Kehadiran pedoman ini menjadi arah baru bagi seluruh insan PELNI untuk menjalankan roda bisnis yang lebih bertanggung jawab dan akuntabel.

Adapun tiga pilar utama Pedoman ESG yaitu pilar sosial, pilar lingkungan, dan pilar tata kelola, yang masing-masing memiliki sasaran dan pendekatan pengelolaan sebagai berikut:

- **Internal Business Process Aspect**
  - » IBP1. Increase Commercial and Non-Commercial Business Transportation Sales;
  - » IBP2. Increase Operational Effectiveness & Service Excellence;
  - » IBP3. Improve Shipping Safety and Security Standards;
  - » IBP4. Optimize the Implementation of Government Assignments;
  - » IBP5. Develop the Commercial Shipping Business.

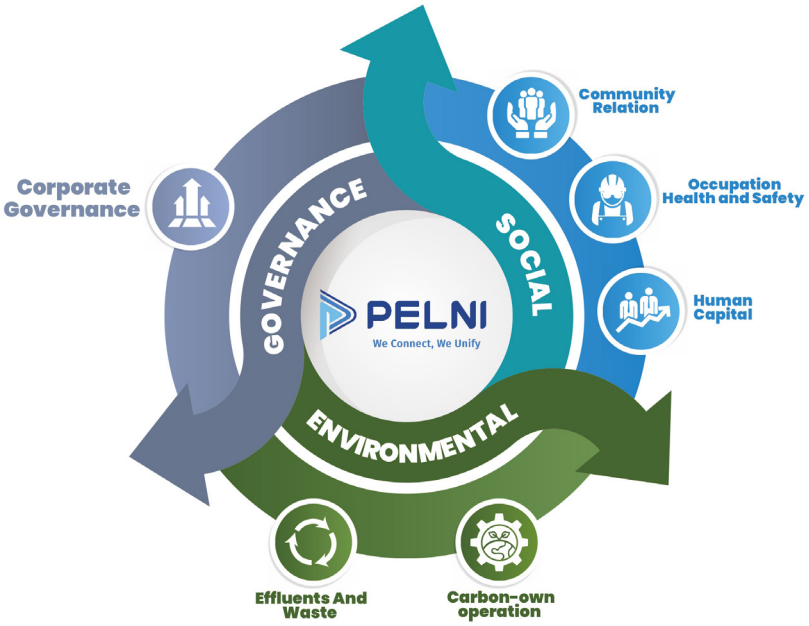
- **Learning & Growth Aspect**
  - » LG1. Improve Organizational & Human Capital Excellence and Global Competitiveness;
  - » LG2. Strengthen the Implementation of Systems & Technology to Support Company Operations and Business.

STRENGTHENING ESG GUIDELINES

To manage ESG aspects in an integrated and sustainable manner, PT PELNI (Persero) has established the ESG Guidelines as the primary foundation for formulating and implementing the Company's sustainability strategy. In 2025, PELNI officially integrated sustainability principles into its business operations through the ratification of the Board of Directors Decree No. 10.30/01/SK/HKO.01/2025 concerning the Environmental, Social, and Governance (ESG) Guidelines of PT PELNI (Persero).

These ESG guidelines are not simply designed to meet regulatory compliance requirements, but rather represent a corporate strategic commitment to aligning economic growth with environmental protection, social responsibility, and upholding good corporate governance. These guidelines set a new direction for all PELNI employees to conduct their business more responsibly and accountably.

The ESG Guidelines focuses on three main pillars: social, environmental, and governance, each with the following objectives and management approaches:



Ruang Lingkup Pedoman ESG

Ruang lingkup Pedoman ESG PELNI melibatkan aspek keberlanjutan, yaitu Lingkungan (*Environmental*), Sosial (*Social*), dan Tata Kelola (*Governance*). Dalam aspek lingkungan, PELNI berfokus pada pengelolaan dampak operasional, salah satunya yang dihasilkan oleh armada kapal, termasuk pengurangan emisi karbon, pengelolaan limbah, efisiensi energi, dan pemeliharaan sumber daya alam yang digunakan. Pada aspek sosial, berfokus pada tanggung jawab sosial dan lingkungan PELNI atau *Corporate Social Responsibility*, kesejahteraan dan Kesehatan karyawan, hubungan dengan komunitas lokal yang terdampak oleh operasional Perseroan.

Sementara itu, dalam aspek tata kelola, PELNI menetapkan pada transparansi, integritas, dan penguatan praktik tata kelola yang baik di setiap level organisasi. Ini mencakup kepatuhan terhadap regulasi, kebijakan anti-korupsi, serta penguatan sistem pengawasan dan audit internal untuk memastikan bahwa operasional PT PELNI (Persero) berlangsung secara etis dan akuntabel.

Scope of ESG Guidelines

The scope of PELNI's ESG Guidelines covers the following sustainability aspects: Environmental, Social, and Governance. In the environmental aspect, PELNI focuses on managing operational impacts, including those generated by its fleet, including carbon emission reduction, waste management, energy efficiency, and the maintenance of natural resources it uses. In the social aspect, it focuses on PELNI's social and environmental responsibility, or Corporate Social Responsibility, employee welfare and health, and relations with local communities impacted by the Company's operations.

Meanwhile, in terms of governance, PELNI emphasizes transparency, integrity, and strengthening good governance practices at every organizational level. This includes compliance with regulations, anti-corruption policies, and strengthening internal oversight and audit systems to ensure that PT PELNI (Persero) operates ethically and accountably.



Lingkungan | Environment

Pada pilar lingkungan, Perseroan berupaya mengurangi dampak lingkungan pada kegiatan operasional yang bertanggung jawab. Upaya tersebut diwujudkan melalui:

1. ***Effluents and Waste*:** Upaya Perseroan mengelola limbah operasional agar dapat memitigasi risiko pencemaran lingkungan dan kepatuhan regulasi. Selain itu, Perseroan juga mengevaluasi paparan risiko operasional Perseroan terhadap isu limbah berdasarkan tingkat paparan risiko, rencana pengelolaan manajemen risiko dan peluang penanganan limbah operasional.
2. ***Carbon Own Operation*** berfokus pada emisi Gas Rumah Kaca (GRK) yang dihasilkan langsung dan tidak langsung dari aktivitas operasional Perseroan dengan memperhitungkan aspek energi dan emisi yang meliputi:
   a. **Energi:** PELNI mengelola konsumsi energi operasional kapal dan kantor melalui berbagai inisiatif efisiensi energi dan pemilihan sumber energi terbarukan guna mengurangi dampak lingkungan.
   b. **Emisi:** Perseroan senantiasa mengidentifikasi dan mengelola emisi gas rumah kaca (GRK) dari seluruh cakupan operasionalnya melalui berbagai inisiatif penurunan emisi guna menekan dampak lingkungan dan kesehatan pada wilayah sekitar.

Under the environmental pillar, the Company strives to reduce the environmental impact of its responsible operations. These efforts are realized through:

1. **Effluents and Waste:** The Company's efforts to manage operational waste to mitigate the risk of environmental pollution and comply with regulations. In addition, the Company evaluates its operational risk exposure to waste issues based on the level of risk exposure, risk management plans, and opportunities for handling operational waste.
2. **Carbon Own Operation** focuses on greenhouse gas (GHG) emissions generated directly and indirectly from the Company's operational activities, taking into account energy and emissions aspects, including:
   a. **Energy:** PELNI manages the operational energy consumption of ships and offices through various energy efficiency initiatives and the selection of renewable energy sources to reduce environmental impacts.
   b. **Emissions:** The Company continuously identifies and manages greenhouse gas (GHG) emissions from all its operational areas through various emission reduction initiatives to minimize environmental and health impacts on surrounding areas.



Sosial | Social

Pada pilar sosial, Perseroan berkomitmen untuk menciptakan lingkungan kerja yang aman dan nyaman, serta memberikan kontribusi positif bagi masyarakat di sekitar wilayah operasional. Implementasi pilar sosial mencakup:

1. **Aspek *Human Capital*** yaitu menilai dan mendorong strategi pengelolaan sumber daya manusia proaktif yang memaksimalkan kinerja karyawan, dengan mewujudkan tempat kerja yang aman, beragam, inklusif dan beradaptasi terhadap perubahan guna meningkatkan kinerja bisnis jangka panjang serta visi dan misi Perseroan dengan aspek *training & education* serta *diversity and equal opportunity* yang meliputi:
   a. ***Training & Education*:** Perseroan memberikan kesempatan kepada karyawan untuk mengembangkan kompetensi melalui berbagai program pelatihan dan evaluasi kinerja yang terukur. Upaya ini bertujuan meningkatkan produktivitas, kualitas pelayanan kepada pelanggan, serta mendukung mitigasi risiko kecelakaan kerja.
   b. ***Diversity and Equal Opportunity***: Perseroan memberikan hak kesempatan yang sama bagi seluruh karyawan di Perseroan untuk menciptakan lingkungan kerja yang adil, inklusif dan bebas diskriminasi.
2. ***Occupation Health and Safety***: Komitmen PELNI dalam menciptakan kondisi kerja yang sehat dan aman melalui penerapan sistem manajemen K3 yang tersertifikasi, audit berkala, pelatihan, serta mitigasi risiko guna mendukung kesehatan dan keselamatan pekerja.
3. ***Community Relation*:** Komitmen PELNI dalam mengelola hubungan antara perusahaan dengan masyarakat. Dengan aspek manajemen risiko dengan mengevaluasi kebijakan dan program hak asasi manusia, hak masyarakat adat serta praktik pelibatan masyarakat, pembangunan lokal dan hubungan dengan pelanggan yang meliputi:
   a. ***Local Community:*** Perseroan mengidentifikasi keterlibatan, dampak, dan program pengembangan PELNI terhadap masyarakat setempat guna memitigasi risiko konflik sosial serta membuka peluang keberlanjutan bisnis.
   b. ***Customer Satisfaction***: Perseroan melakukan penilaian kepuasan pelanggan yang mencerminkan persepsi kualitas, kenyamanan, dan keamanan layanan transportasi laut berdasarkan aspek kualitas dan keamanan layanan, perlindungan data privasi, pengelolaan umpan balik, serta penyediaan pelayanan yang adil bagi seluruh kelompok masyarakat.



Sosial | Social

In the social pillar, the Company is committed to creating a safe and comfortable work environment and making a positive contribution to the communities surrounding its operational areas. Implementation of the social pillar includes:

1. **The Human Capital aspect** is to assess and encourage proactive human resource management strategies that maximize employee performance by creating a safe, diverse, inclusive workplace and adapting to change to improve long-term business performance and the Company's vision and mission, with aspects of training & education as well as diversity and equal opportunity, including:
   a. **Training & Education:** The Company provides employees with opportunities to develop their competencies through various training programs and measurable performance evaluations. These efforts aim to increase productivity, improve customer service quality, and mitigate the risk of workplace accidents.
   b. **Diversity and Equal Opportunity:** The Company provides equal opportunities for all employees to create a fair, inclusive, and discrimination-free work environment.
2. **Occupational Health and Safety:** PELNI's commitment to creating healthy and safe working conditions through the implementation of a certified K3 management system, regular audits, training, and risk mitigation to support worker health and safety.
3. **Community Relations:** PELNI's commitment to managing relations between the Company and the community. This includes risk management aspects such as evaluating human rights policies and programs, indigenous peoples' rights, community engagement practices, local development, and customer relations, including:
   a. **Local Community:** The Company identifies PELNI's involvement, impact, and development programs on local communities to mitigate the risk of social conflict and open up opportunities for business sustainability.
   b. **Customer Satisfaction:** The Company conducts customer satisfaction assessments that reflect perceptions of the quality, comfort, and safety of sea transportation services based on aspects of service quality and security, data privacy protection, feedback management, and the provision of fair services for all community groups.



Tata Kelola | Governance

Pada pilar tata kelola, Perseroan berkomitmen untuk menerapkan tata kelola yang baik pada setiap aktivitas operasional. Implementasi pilar tata kelola mencakup:

1. **Tata Kelola:** Dengan menyusun dan mengimplementasi *sustainability committee* sebagai *internal control* dalam pelaksanaan ESG pada kegiatan operasional.
2. **Anti-Korupsi:** Melalui penyusunan yang terencana terkait pelatihan anti-korupsi dan mengimplementasi kegiatan operasional yang sesuai dengan praktik anti-korupsi yang berlaku.

Under the governance pillar, the Company is committed to implementing good governance in all operational activities. Implementation of the governance pillar includes:

1. **Governance:** By establishing and implementing a sustainability committee as an internal control for ESG implementation in operational activities.
2. **Anti-Corruption:** Through the planned development of anti-corruption training and the implementation of operational activities in accordance with applicable anti-corruption practices.

Berdasarkan Pedoman ESG tersebut, Perseroan telah mengidentifikasi dan memetakan topik-topik yang menjadi fokus utama PT PELNI (Persero). Topik-topik tersebut telah menjawab beberapa poin dari 17 Tujuan Pembangunan Berkelanjutan (SDGs).

Based on the ESG Sustainability Framework, the Company has identified and mapped out the key focus topics for PT PELNI (Persero). These topics address several points of the 17 Sustainable Development Goals (SDGs).

Berikut merupakan pemetaan relevansi dan peluang PELNI terkait topik-topik material yang sesuai dengan poin SDGs yang relevan yakni:

1. **Menghapus Kemiskinan (SDGs 1)**
   Perseroan mendukung pencapaian **SDGs 1: Menghapus Kemiskinan** melalui pemetaan aktivitas pengembangan masyarakat yang disesuaikan dengan risiko dan karakteristik bisnis PT PELNI (Persero). Pendekatan ini Perseroan mengidentifikasi wilayah atau kelompok masyarakat yang memiliki tingkat kerentanan lebih tinggi serta merancang program yang relevan dan tepat sasaran. Program tersebut diarahkan untuk meningkatkan kesejahteraan masyarakat dan mengurangi tingkat kemiskinan, melalui pelatihan keterampilan, dukungan pendidikan, serta pemberdayaan ekonomi masyarakat setempat.

2. **Kehidupan Sehat dan Sejahtera (SDGs 3)**
   Penguatan implementasi aspek keselamatan dan kesehatan kerja di seluruh kegiatan operasional merupakan bagian penting dari kontribusi terhadap **SDG 3: Kehidupan Sehat dan Sejahtera**. Perseroan berkomitmen untuk memastikan kesehatan yang baik dan kesejahteraan bagi semua serta pekerjaan yang layak dan pertumbuhan ekonomi yang inklusif.

   Upaya tersebut dilakukan melalui penyediaan fasilitas kesehatan yang memadai, penerapan prosedur keselamatan yang ketat, serta pelaksanaan program keselamatan dan kesehatan kerja yang terintegrasi, sehingga mendukung terciptanya lingkungan kerja yang aman dan kondusif bagi seluruh insan PELNI. Dalam konteks SDG 3 ini, dengan memastikan keselamatan dan kesehatan kerja yang optimal di tempat kerja adalah langkah penting untuk menciptakan lingkungan yang aman dan sehat bagi semua karyawan.

3. **Pendidikan Berkualitas (SDGs 4)**
   Perseroan mendukung pencapaian **SDG 4: Pendidikan Berkualitas** melalui penyusunan dan pelaksanaan rencana pelatihan yang disesuaikan dengan kebutuhan pengembangan kompetensi dan kapabilitas karyawan. Program pelatihan dirancang yang sesuai dengan kebutuhan operasional dan transformasi bisnis Perseroan.

The following is a mapping of PELNI's relevance and opportunities related to material topics that are in line with relevant SDG points:

1. **No Poverty (SDGs 1)**
   The Company supports achieving **SDGs 1: No Poverty** by mapping community development activities tailored to the risks and business characteristics of PT PELNI (Persero). With this approach, the Company identifies areas or community groups with higher levels of vulnerability and designs relevant and targeted programs. These programs aim to improve community welfare and reduce poverty through skills training, educational support, and local economic empowerment.

2. **Good Health and Well-Being (SDGs 3)**
   Strengthening the implementation of occupational safety and health across all operational activities is a crucial part of contributing to **SDG 3: Good Health and Well-Being.** The Company is committed to improving health and well-being for all, as well as to decent work and inclusive economic growth.

   These efforts are carried out through the provision of adequate health facilities, the implementation of strict safety procedures, and the implementation of an integrated occupational safety and health program, thereby supporting the creation of a safe and conducive work environment for all PELNI employees. In the context of SDG 3, ensuring optimal occupational safety and health in the workplace is an important step towards creating a safe and healthy environment for all employees.

3. **Quality Education (SDGs 4)**
   The Company supports the achievement of **SDG 4: Quality Education** by developing and implementing training plans tailored to the needs of employee competency and capability development. Training programs are designed to suit the Company's operational needs and business transformation.

Melalui pendekatan tersebut, Perseroan tidak hanya meningkatkan keterampilan dan kualitas pengetahuan tenaga kerjanya, tetapi juga mendukung akses terhadap pendidikan dan pembelajaran berkualitas bagi seluruh karyawan. Hal ini sejalan dengan tujuan SDG 4 yang menekankan pentingnya pendidikan yang berkualitas sebagai fondasi pengembangan keterampilan yang relevan dengan dunia kerja.

4. **Kesetaraan Gender (SDGs 5)**
   Perseroan berkomitmen untuk mendukung pencapaian **SDG 5: Kesetaraan Gender** melalui peningkatan keberagaman tenaga kerja dan penerapan prinsip inklusivitas di lingkungan kerja. Perseroan mendorong terciptanya kesempatan yang setara bagi perempuan dan laki-laki untuk berpartisipasi, berkembang, dan berkontribusi dalam seluruh aspek operasional Perseroan.

   Upaya ini diwujudkan melalui kebijakan dan praktik pengelolaan sumber daya manusia yang menjunjung tinggi prinsip kesetaraan dan *non*-diskriminasi, sehingga tercipta lingkungan kerja yang adil, inklusif, dan berkelanjutan.

5. **Energi Bersih dan Terjangkau (SDG 7)**
   Kontribusi Perseroan mendukung **SDGs 7: Energi Bersih dan Terjangkau** dengan menetapkan target penggunaan energi tahunan yang spesifik untuk seluruh unit operasional serta implementasi sistem inventarisasi energi terintegrasi. Hal ini Perseroan meningkatkan *awareness* bagi seluruh karyawan terkait penghematan energi, menetapkan SOP pengelolaan energi yang efisien dan mengembangkan pelaporan intensitas energi. Memperluas penggunaan panel surya dan sumber energi terbarukan di fasilitas operasional Perseroan.

6. **Pekerjaan Layak dan Pertumbuhan Ekonomi (SDGs 8)**
   Kontribusi Perseroan terhadap **SDG 8: Pekerjaan Layak dan Pertumbuhan Ekonomi** diwujudkan melalui penguatan aspek keselamatan dan kesehatan kerja, yang berperan penting dalam menciptakan kondisi kerja yang layak dan pertumbuhan ekonomi yang inklusif. Lingkungan kerja yang aman dan sehat memungkinkan karyawan untuk bekerja secara optimal tanpa terganggu oleh risiko kecelakaan maupun gangguan kesehatan.

Through this approach, the Company not only improves the skills and knowledge of its workforce but also supports access to quality education and learning for all employees. This aligns with SDG 4, which emphasizes the importance of quality education as a foundation for developing skills relevant to the workplace.

4. **Gender Equality (SDGs 5)**
   The Company is committed to supporting the achievement of **SDG 5: Gender Equality** by increasing workforce diversity and implementing inclusive workplace principles. The Company encourages equal opportunities for women and men to participate, develop, and contribute in all aspects of the Company's operations.

   This effort is realized through human resource management policies and practices that uphold the principles of equality and non-discrimination, thereby creating a fair, inclusive, and sustainable work environment.

5. **Affordable and Clean Energy (SDGs 7)**
   The Company's contribution to support **SDG 7: Affordable and Clean Energy** is achieved by establishing specific annual energy usage targets for all operational units and implementing an integrated energy inventory system. This includes raising awareness among all employees regarding energy conservation, establishing SOPs for efficient energy management, developing energy intensity reporting, and expanding the use of solar panels and renewable energy sources at the Company's operational facilities.

6. **Decent Work and Economic Growth (SDGs 8)**
   The Company's contribution to **SDG 8: Decent Work and Economic Growth** is realized through strengthening occupational safety and health aspects, which play a crucial role in creating decent working conditions and supporting employee productivity and inclusive economic growth. A safe and healthy work environment enables employees to perform optimally without being affected by the risk of accidents or health problems.

Selain itu, pelaksanaan rencana pelatihan yang efektif juga berkontribusi pada SDG 8, yang berfokus pada penciptaan pekerjaan yang layak dan pertumbuhan ekonomi yang inklusif. Dengan meningkatkan kapabilitas karyawan melalui pelatihan yang tepat, PELNI memastikan bahwa tenaga kerja yang terampil dan produktif dapat mendukung operasional Perseroan secara maksimal.

Furthermore, implementing an effective training plan also contributes to SDG 8, which focuses on decent work creation and inclusive economic growth. By enhancing employee capabilities through appropriate training, PELNI ensures a skilled and productive workforce that can optimally support the Company's operations.

7. **Industri, Inovasi, dan Infrastruktur (SDG 9)**
   Perseroan melakukan elektrifikasi teknologi pada fasilitas operasional Perseroan. Hal ini dengan menerapkan teknologi atau mesin baru pada kapal untuk mendukung penggunaan energi ramah lingkungan. Pengadaan penggunaan teknologi pemulihan minyak di kapal menggunakan sistem pemulihan minyak (*Oil Water Separator*).

7. **Industry, Innovation and Infrastructure (SDG 9)**
   The Company is electrifying its operational facilities. This is done by implementing new technology and engines on ships to support the use of environmentally friendly energy. The procurement of oil recovery technology on ships utilizes an Oil Water Separator system.

8. **Konsumsi dan Produksi yang Bertanggung Jawab (SDGs 12)**
   Perseroan mendukung pencapaian **SDGs 12: Konsumsi dan Produksi yang Bertanggung Jawab** melalui pemetaan aktivitas operasional yang menghasilkan limbah serta penetapan target penurunan limbah. Pemetaan ini bertujuan untuk mengidentifikasi sumber-sumber limbah utama, sehingga Perseroan dapat merancang langkah-langkah pencegahan, pengurangan, daur ulang, dan penggunaan kembali limbah secara lebih efektif.

   Dalam rangka mendukung SDGs 12, Perseroan juga berkomitmen untuk mengoptimalkan konsumsi energi melalui peningkatan efisiensi penggunaan bahan bakar pada armada kapal dan fasilitas operasional. Upaya Perseroan tersebut, tidak hanya bertujuan untuk menekan konsumsi energi secara berlebihan, tetapi juga untuk mengurangi emisi gas rumah kaca yang dihasilkan dari kegiatan operasional Perseroan. Dengan demikian, Perseroan berkontribusi pada pengelolaan sumber daya alam yang lebih efisien dan berkelanjutan, yang sejalan dengan target global pengelolaan energi yang lebih ramah lingkungan pada tahun 2030 termasuk *net zero emission*.

8. **Responsible Consumption and Production (SDGs 12)**
   The Company supports the achievement of **SDG 12: Responsible Consumption and Production** by mapping operational activities that generate waste and by establishing waste-reduction targets. This mapping aims to identify key waste sources so the Company can design more effective waste prevention, reduction, recycling, and reuse measures.

   In support of SDGs 12, the Company is also committed to optimizing energy consumption by increasing fuel efficiency in its fleet and operational facilities. These efforts aim not only to curb excessive energy consumption but also to reduce greenhouse gas emissions from its operational activities. Thus, the Company contributes to more efficient and sustainable natural resource management, which aligns with the global target of more environmentally friendly energy management by 2030, including net-zero emissions.

9. **Penanganan Perubahan Iklim (SDGs 13)**
   Perseroan berkontribusi terhadap pencapaian **SDGs 13: Penanganan Perubahan Iklim** melalui penetapan *baseline* serta target pengurangan emisi gas rumah kaca (GRK) dari kegiatan operasional PELNI. Penetapan *baseline* emisi GRK menjadi langkah awal yang penting untuk mengukur dan memahami jejak karbon yang

9. **Climate Action (SDGs 13)**
   The Company contributes to achieving **SDG 13: Climate Action** by establishing baselines and targets to reduce greenhouse gas (GHG) emissions from PELNI's operational activities. Establishing a GHG emission baseline is a crucial first step in measuring and understanding the carbon footprint generated

dihasilkan dari berbagai aktivitas operasional, termasuk penggunaan bahan bakar pada armada kapal serta kegiatan aktivitas lainnya.

Berdasarkan *baseline* tersebut, Perseroan menetapkan target pengurangan emisi GRK sebagai bagian dari strategi mitigasi perubahan iklim yang terencana dan terukur. Upaya ini untuk mengurangi dampak negatif terhadap iklim, serta mendukung upaya global dalam mengurangi pemanasan global.

10. Perdamaian, Keadilan, dan Kelembagaan yang Kuat (SDGs 16)

Perseroan mendukung pencapaian **SDGs 16: Perdamaian, Keadilan, dan Kelembagaan yang Kuat** melalui penguatan tata kelola dan peningkatan kualitas layanan kepada pelanggan. Salah satu upaya yang dilakukan adalah penetapan target penilaian serta penyusunan rencana implementasi yang terstruktur untuk meningkatkan tingkat kepuasan pelanggan.

Dengan menetapkan indikator dan target kinerja yang jelas, Perseroan berkomitmen untuk memastikan bahwa setiap proses pelayanan dilakukan secara transparan, adil, dan akuntabel. Pendekatan ini bertujuan untuk meningkatkan kualitas layanan yang diberikan kepada pelanggan, serta menjamin bahwa hak dan kepentingan pelanggan dikelola secara bertanggung jawab. Peningkatan kualitas layanan tersebut juga menjadi bagian dari upaya memperkuat kepercayaan publik terhadap Perseroan sebagai penyedia layanan transportasi laut nasional.

11. Ekosistem Lautan (SDG 14)

Dalam aktivitas operasional yang menghasilkan limbah B3 dan Non B3, Perseroan memiliki ketentuan penanganan limbah sebagai upaya mendukung pencapaian **SDG 14: Ekosistem Lautan.** PELNI dapat lebih memahami sumber-sumber limbah yang dihasilkan dan mengidentifikasi khususnya di setiap unit kapal untuk mengurangi dampak kerusakan kelautan. Selain itu, untuk upaya mencapai SDG 14, Perseroan melakukan kontribusi untuk memperluas dampak positifnya melalui program-program tanggung jawab sosial dan lingkungan seperti rehabilitasi mangrove, perlindungan terumbu karang, dan, kampanye laut bersih bersama komunitas pesisir sebagai bentuk kontribusi Perseroan dalam kelestarian laut Indonesia.

by various operational activities, including fuel use in the ship fleet and other activities.

Based on this baseline, the Company has set a GHG emissions reduction target as part of a planned, measurable climate change mitigation strategy. This effort aims to reduce the negative impact on the climate and support global efforts to reduce global warming.

10. Peace, Justice, and Strong Institutions (SDGs 16)

The Company supports achieving **SDG 16: Peace, Justice, and Strong Institutions** by strengthening governance and improving the quality of customer service. One of these efforts is establishing assessment targets and developing a structured implementation plan to improve customer satisfaction.

The Company is committed to ensuring every service process is conducted transparently, fairly, and accountably by establishing clear performance indicators and targets. This approach aims to improve the quality of service provided to customers and ensure that their rights and interests are managed responsibly. This improved service quality is also part of an effort to strengthen public trust in the Company as a national maritime transportation service provider.

11. Life Below Water (SDGs 14)

In operational activities that produce B3 and Non-B3 waste, the Company has waste management provisions to support the achievement of **SDG 14: Life Below Water**. PELNI can better understand the sources of waste produced and identify them specifically in each ship unit to reduce the impact of marine damage. Furthermore, to achieve SDG 14, the Company contributes to expanding its positive impact through social and environmental responsibility programs such as mangrove rehabilitation, coral reef protection, and clean sea campaigns with coastal communities as a form of the Company's contribution to the sustainability of Indonesia's seas.

12. Kemitraan untuk Mencapai Tujuan (SDG 17)

Penerapan tata kelola perusahaan yang baik (*good corporate governance*) memegang peranan penting dalam mendukung pencapaian **SDG 17: Kemitraan untuk Mencapai Tujuan**, khususnya terkait dengan pengembangan institusi yang efektif, akuntabel, dan transparan di seluruh tingkatan. Perseroan berupaya memastikan bahwa proses pengambilan keputusan dilakukan secara responsif, inklusif, partisipatif, dan representatif, sejalan dengan prinsip-prinsip tata kelola yang baik.

Sebagai bagian dari upaya tersebut, Perseroan membentuk *Sustainability Committee* yang berfungsi untuk mengoordinasikan, mengawasi, dan mengevaluasi pengelolaan isu-isu keberlanjutan. Keberadaan komite ini memastikan pengelolaan keberlanjutan dilakukan secara lebih terstruktur, dengan mekanisme pengawasan dan pelaporan yang berbasis data, sehingga meningkatkan transparansi dan akuntabilitas dalam pelaksanaan strategi keberlanjutan.

Selain itu, terkait topik anti-korupsi memiliki peran yang signifikan dalam mendukung pencapaian SDG 17, khususnya pada target untuk mengurangi praktik korupsi dan suap dalam segala bentuknya. Perseroan menerapkan berbagai inisiatif, antara lain penyusunan dan pelaksanaan program pelatihan anti-korupsi serta penerapan prosedur operasional yang sejalan dengan prinsip-prinsip anti-korupsi. Langkah-langkah tersebut merupakan bagian dari komitmen Perseroan dalam mewujudkan tata kelola perusahaan yang bersih, transparan, dan berintegritas, sekaligus memperkuat kemitraan yang berlandaskan kepercayaan dengan seluruh pemangku kepentingan.

KOMITMEN KEBERLANJUTAN [GRI 2-23]

PELNI berkomitmen penuh pada kegiatan operasional Perseroan dilaksanakan dengan memperhatikan aspek lingkungan hidup, sosial, dan tata kelola. Perseroan menyadari sebagai pelaku usaha tidak hanya berfokus pada pencapaian laba, tetapi juga mencakup tanggung jawab untuk menjaga kelestarian lingkungan hidup serta menunjukkan kepedulian terhadap isu-isu sosial yang bertanggung jawab. Sejalan dengan hal tersebut, Perseroan memahami posisinya sebagai entitas usaha

12. Partnerships for the Goals (SDG 17)

The implementation of good corporate governance plays a critical role in achieving **SDG 17: Partnerships for the Goals,** particularly in developing effective, accountable, and transparent institutions at all levels. The Company strives to ensure that decision-making processes are conducted in a responsive, inclusive, participatory, and representative manner, in line with the principles of good governance.

As part of this effort, the Company established a Sustainability Committee to coordinate, oversee, and evaluate the management of sustainability issues. This committee ensures a more structured sustainability management process, with data-driven monitoring and reporting mechanisms, thereby enhancing transparency and accountability in the implementation of sustainability strategies.

Furthermore, anti-corruption plays a significant role in achieving SDG 17, particularly the target to reduce corruption and bribery in all its forms. The Company has implemented various initiatives, including the development and implementation of anti-corruption training programs and the implementation of operational procedures aligned with anti-corruption principles. These steps are part of the Company's commitment to realizing clean, transparent, and integrity-based corporate governance, while strengthening trust-based partnerships with all stakeholders.

SUSTAINABILITY COMMITMENT [GRI 2-23]

PELNI is fully committed to conducting its operations with due regard for environmental, social, and governance factors. The Company recognizes that, as a business actor, it is not solely focused on achieving profits but also on maintaining environmental sustainability and demonstrating concern for responsible social issues. In line with this, the Company understands its position as a business entity closely linked to stakeholders across the economic, social, and environmental sectors. Therefore,

yang memiliki keterkaitan erat dengan para pemangku kepentingan di bidang ekonomi, sosial, dan lingkungan hidup. Oleh karena itu, PELNI berupaya menerapkan standar perilaku etika bisnis dengan *best practise* yang berlaku.

PELNI strives to implement ethical business conduct standards in accordance with applicable best practices.

Perseroan menempatkan etika bisnis dan kepatuhan hukum sebagai bagian yang tidak terpisahkan dari strategi keberlanjutan. Komitmen tersebut dituangkan dalam Pedoman Perilaku dan Etika (*Code of Conduct*) yang menjadi acuan bagi seluruh insan PELNI dalam berinteraksi dengan pemangku kepentingan internal maupun eksternal, termasuk karyawan, pelanggan, pemerintah, pemasok, mitra usaha, serta masyarakat. Pedoman ini mencerminkan nilai-nilai integritas, profesionalisme, dan tanggung jawab sosial yang dijunjung tinggi oleh Perseroan dalam membangun hubungan jangka panjang yang berkelanjutan.

The Company considers business ethics and legal compliance to be integral to its sustainability strategy. This commitment is outlined in the Code of Conduct, which serves as a reference for all PELNI personnel in interacting with internal and external stakeholders, including employees, customers, the government, suppliers, business partners, and the community. This Code reflects the Company's values of integrity, professionalism, and social responsibility in building sustainable, long-term relationships.

Selain mengacu pada Kode Etik, Perseroan juga memiliki pedoman dan/atau aturan tertulis untuk mengatur penerapan GCG yang berlaku di Perseroan. Pedoman tersebut disusun dengan didasarkan pada Anggaran Dasar Perusahaan, peraturan perundang-undangan dan *best practices* penerapan *Good Corporate Governance* yang berlaku. Pedoman ini berfungsi sebagai panduan bagi manajemen hingga unit kerja Perseroan yang dirancang untuk menjamin terjaganya penerapan GCG dalam aktivitas bisnis sehari-hari. Pedoman tersebut, antara lain:

1. Kebijakan Tata Kelola Perusahaan yang Baik (GCG *Code*);
2. Pedoman Tata Laksana Kerja Dewan Komisaris dan Direksi;
3. Pedoman Kerja Komite Audit;
4. Pedoman Kerja Komite Nominasi dan Remunerasi;
5. Pedoman Kerja Komite Pemantau Manajemen Risiko;
6. Pedoman Kerja Komite Tata Kelola Terintegrasi;
7. Piagam Kerja Satuan Pengawasan Intern;
8. Pedoman Sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistleblowing System*);
9. Pedoman Pengendalian Gratifikasi;
10. Pedoman Manajemen Terintegrasi di Lingkungan PT PELNI (Persero);
11. Pedoman dan Sistem Manajemen Risiko;
12. Kebijakan Sumber Daya Manusia (SDM);
13. Kebijakan Standar Pelayanan Informasi;
14. Pola Pembinaan Anak Perusahaan;

In addition to referring to the Code of Ethics, the Company also has written guidelines and/or regulations to govern the implementation of GCG within the Company. These guidelines are based on the Company's Articles of Association, applicable laws and regulations, and best practices for implementing Good Corporate Governance. These guidelines serve as a guide for management and the Company's work units, designed to ensure the implementation of GCG in daily business activities. These guidelines include:

1. Good Corporate Governance Policy (GCG Code);
2. Guidelines for the Work Procedures of the Board of Commissioners and Directors;
3. Guidelines for the Audit Committee;
4. Guidelines for the Nomination and Remuneration Committee;
5. Guidelines for the Risk Management Monitoring Committee;
6. Guidelines for the Integrated Governance Committee;
7. Internal Audit Unit Charter;
8. Guidelines for the Whistleblowing System;
9. Guidelines for Gratification Control;
10. Guidelines for Integrated Management within PT PELNI (Persero);
11. Guidelines and Risk Management System;
12. Human Resources (HR) Policy;
13. Information Service Standards Policy;
14. Subsidiary Development Pattern;

15. Pedoman Pengadaan Barang/Jasa;
16. Pedoman ESG; serta
17. Kebijakan-kebijakan lainnya.

Dalam aspek kepatuhan hukum, Perseroan secara konsisten mematuhi seluruh peraturan perundang-undangan yang berlaku di bidang lingkungan, sosial, dan ketenagakerjaan, termasuk ketentuan terkait keselamatan pelayaran, hak-hak pekerja, serta standar kesehatan dan keselamatan kerja. Kepatuhan ini menjadi prasyarat utama dalam menjaga kepercayaan pemangku kepentingan dan memastikan operasional Perseroan berjalan secara bertanggung jawab dan berkelanjutan.

15. Guidelines for Procurement of Goods/Services;
16. ESG Guidelines; and
17. Other Policies.

In terms of legal compliance, the Company consistently adheres to all applicable environmental, social, and labor laws and regulations, including provisions on shipping safety, workers' rights, and occupational health and safety standards. This compliance is a key prerequisite for maintaining stakeholder trust and ensuring the Company's operations are conducted responsibly and sustainably.

MEMBANGUN BUDAYA KEBERLANJUTAN [OJK F.1]
BUILDING SUSTAINABILITY CULTURE [OJK F.1]

Perseroan menyadari bahwa keberhasilan strategi keberlanjutan sangat bergantung pada keterlibatan dan kesadaran seluruh insan PELNI. Oleh karena itu, Perseroan secara berkelanjutan membangun budaya keberlanjutan melalui berbagai program internal, antara lain sosialisasi budaya keberlanjutan di lingkungan kerja dengan perubahan kebijakan serta peningkatan *awareness* ESG ke seluruh lini organisasi serta penguatan nilai-nilai budaya AKHLAK sebagai nilai inti BUMN. Budaya AKHLAK, yakni Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif, menjadi pedoman perilaku bagi seluruh karyawan dalam mendukung pencapaian tujuan keberlanjutan Perseroan. Penjelasan lebih lanjut terkait AKHLAK disampaikan pada Bab Profil Perusahaan dalam Laporan Keberlanjutan ini.

Bentuk upaya penguatan nilai utama AKHLAK tersebut, PELNI melakukan *launching* budaya Perseroan tersebut pada tanggal 27 Agustus 2020 dan sosialisasi kepada seluruh pegawai pada tanggal 4 September 2020 melalui media daring. Nilai-nilai utama tersebut juga ditetapkan dalam SK Direksi Nomor: 10.07/01/SK/HKO.01/2020 tentang Penetapan Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara di Lingkungan PT PELNI (Persero). Untuk mensosialisasikan Nilai-Nilai Utama ini, PT PELNI (Persero) juga melakukan sosialisasi ke seluruh unit kerja, anak perusahaan dan Perseroan terafiliasi terkait dengan implementasi AKHLAK sebagai budaya Perseroan. [F.1]

The Company recognizes that the success of its sustainability strategy depends heavily on the involvement and awareness of all PELNI employees. Therefore, the Company continuously builds a culture of sustainability through various internal programs, including the socialization of a culture of sustainability in the work environment through policy changes and increasing ESG awareness across all levels of the organization, and the strengthening of AKHLAK cultural values as the core values of State-Owned Enterprises. The AKHLAK culture: Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative, serves as a behavioral guideline for all employees in supporting the achievement of the Company's sustainability goals. Further explanation regarding AKHLAK is presented in the Company Profile Chapter of this Sustainability Report.

As an effort to strengthen the core values of AKHLAK, PELNI launched the corporate culture on August 27, 2020, and socialized it to all employees on September 4, 2020, through online media. These core values are also stipulated in the Board of Directors' Decree Number: 10.07/01/SK/HKO.01/2020 concerning the Determination of Core Values for Human Resources of State-Owned Enterprises within PT PELNI (Persero). To socialize these Core Values, PT PELNI (Persero) also conducted socialization sessions for all work units, subsidiaries, and affiliated companies on the implementation of AKHLAK as a corporate culture. [F.1]

PELNI menjalankan serangkaian program budaya Keberlanjutan di lingkungan Perseroan selama tahun 2025, antara lain:

1. Internalisasi budaya keberlanjutan di lingkungan PT PELNI;
2. *Training* mengenai inventarisasi emisi;
3. *Webinar* ESG *Spectra (Sustainability of* PELNI *for Environmental, Knowledge and Transformation);*
4. Instruksi kerja pengurangan penggunaan botol minum sekali pakai;
5. Instruksi kerja hemat energi;
6. Pengenalan mesin RVM (*Reverse Vending Machine*) *plastic to point* yakni mesin yang menerima botol plastik bekas dan menukarkannya menjadi poin atau insentif bagi pengguna;
7. *Recycle waste management*.

Melalui internalisasi budaya keberlanjutan tersebut, Perseroan meyakini dapat mendorong terciptanya lingkungan kerja yang beretika, inklusif, serta responsif terhadap tantangan sosial dan lingkungan.

PELNI implemented a series of sustainability culture programs within the Company throughout 2025, including:

1. Internalization of a sustainability culture within PT PELNI;
2. Training on emissions inventory;
3. ESG Spectra (Sustainability of PELNI for Environmental, Knowledge, and Transformation) webinars;
4. Work instructions to reduce the use of disposable drinking bottles;
5. Energy-saving work instructions;
6. Introduction of a plastic-to-point Reverse Vending Machine (RVM) that accepts used plastic bottles and exchanges them for points or incentives for users;
7. Recycling waste management.

By internalizing this culture of sustainability, the Company can foster an ethical, inclusive, and responsive work environment towards social and environmental challenges.

PENGHARGAAN DAN SERTIFIKASI KEBERLANJUTAN
SUSTAINABILITY AWARDS AND CERTIFICATIONS

PENGHARGAAN TERKAIT KEBERLANJUTAN
SUSTAINABILITY AWARDS

Tanggal Perolehan **Date Received**	9 Januari 2025 January 9, 2025
Kategori Penghargaan **Award Category**	Penghargaan Kepada Operator dengan Pelayanan Terbaik Pada Program Tiket Gratis Angkutan Laut Natal 2024 dan Tahun Baru 2025 Award to the Operator with the Best Service in the Free Ticket Program for Christmas 2024 and New Year 2025 Sea Transportation
Lembaga yang memberikan **Issuing Institution**	Kementerian Perhubungan RI Ministry of Transportation of the Republic of Indonesia

ESG Award Anugerah Avirama Nawasena



Tanggal Perolehan **Date Received**	5 Februari 2025 February 5, 2025
Kategori Penghargaan **Award Category**	ESG Award Anugerah Avirama Nawasena Anugerah Avirama Nawasena ESG Award
Lembaga yang memberikan **Issuing Institution**	Sekolah Bisnis dan Manajemen ITB ITB School of Business and Management

Indonesia Leading Women Awards



Tanggal Perolehan **Date Received**	15 Mei 2025 May 15, 2025
Kategori Penghargaan **Award Category**	Outstanding Transformation for Maritime Award
Lembaga yang memberikan **Issuing Institution**	CNN Indonesia

TJSL dan CSR Awards 2025



Tanggal Perolehan **Date Received**	25 Juni 2025 June 25, 2025
Kategori Penghargaan **Award Category**	TJSL dan CSR Awards 2025 Social and Environmental Responsibility and CSR Awards 2025
Lembaga yang memberikan **Issuing Institution**	BUMN TRACK

RA Kartini Awards



Tanggal Perolehan **Date Received**	26 Juni 2025 June 26, 2025
Kategori Penghargaan **Award Category**	RA Kartini Awards - Visionary Leader in Digital Transformation
Lembaga yang memberikan **Issuing Institution**	Trans Event

Top GRC Awards 2025



Tanggal Perolehan **Date Received**	8 September 2025 September 8, 2025
Kategori Penghargaan **Award Category**	Top GRC Awards 2025 #STAR5 & The Most Committed GRC Leader 2025
Lembaga yang memberikan **Issuing Institution**	TopBusiness

The Best Contact Center Indonesia 2025



Tanggal Perolehan **Date Received**	25 September 2025 September 25, 2025
Kategori Penghargaan **Award Category**	The Best Contact Center Indonesia 2025 - The Best People Development dengan perolehan Peringkat Gold The Best Contact Center Indonesia 2025 - The Best People Development with a Gold Rating
Lembaga yang memberikan **Issuing Institution**	Indonesia Contact Center Association

Indonesia Best CMO Awards 2025



Tanggal Perolehan **Date Received**	31 Oktober 2025 October 31, 2025
Kategori Penghargaan **Award Category**	Best CMO 2025 in Promoting Sustainable Logistics Growth through Technology-Driven Sea Toll Service (Category: Shipping Industry)
Lembaga yang memberikan **Issuing Institution**	Warta Ekonomi

Top Human Capital Awards 2025



Tanggal Perolehan **Date Received**	4 November 2025 November 4, 2025
Kategori Penghargaan **Award Category**	"TOP Human Capital Awards 2025 #Stars 4" dan "The Most Committed Top Leader on Human Capital 2025 untuk Direktur Utama PELNI" "TOP Human Capital Awards 2025 #Stars 4" and "The Most Committed Top Leader on Human Capital 2025 for President Director of PELNI"
Lembaga yang memberikan **Issuing Institution**	TopBusiness

Bisnis Indonesia Logistics Award (BILA) 2025



Tanggal Perolehan **Date Received**	5 November 2025 November 5, 2025
Kategori Penghargaan **Award Category**	Excellence in Tol Laut Service Innovation
Lembaga yang memberikan **Issuing Institution**	Bisnis Indonesia

Indonesia Kita Awards 2025



Tanggal Perolehan **Date Received**	10 November 2025 November 10, 2025
Kategori Penghargaan **Award Category**	Outstanding in Public Transportation Services Indonesia Kita Awards 2025
Lembaga yang memberikan **Issuing Institution**	Garuda TV

Women in SDG's Action Awards 2025



Tanggal Perolehan **Date Received**	11 November 2025 November 11, 2025
Kategori Penghargaan **Award Category**	SDG 9 – Industri, Inovasi, dan Infrastruktur SDG 9 – Industry, Innovation and Infrastructure
Lembaga yang memberikan **Issuing Institution**	Bisnis Indonesia

Indonesia Logistic & Transportasi Award (ILTA) 2025



Tanggal Perolehan **Date Received**	14 November 2025 November 14, 2025
Kategori Penghargaan **Award Category**	"Infrastructure Development & Multimoda Connectivity" dan "Women's Leadership in Logistic and Transport" "Infrastructure Development & Multimoda Connectivity" and "Women's Leadership in Logistic and Transport"
Lembaga yang memberikan **Issuing Institution**	Economic Review

Corporate Governance Perception Index (CGPI) Award 2025



Tanggal Perolehan **Date Received**	25 November 2025 November 25, 2025
Kategori Penghargaan **Award Category**	Trusted Company Based on Corporate Governance Perception Index (CGPI)
Lembaga yang memberikan **Issuing Institution**	Indonesia Institute for Corporate Governance & Majalah SWA

Indonesia QHSE Sustainability Awards 2025



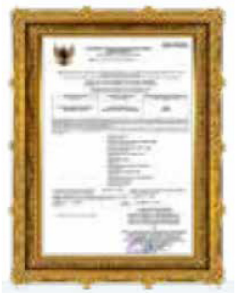
Tanggal Perolehan **Date Received**	27 November 2025 November 27, 2025
Kategori Penghargaan **Award Category**	"The Best CONCERNED of QHSE" & "The Best Leadership QHSE"
Lembaga yang memberikan **Issuing Institution**	Business Asia Indonesia

Indonesia CEO Excellence Awards 2025



Tanggal Perolehan **Date Received**	18 Desember 2025 December 18, 2025
Kategori Penghargaan **Award Category**	Indonesia CEO Excellence 2025 for Driving Customer - Centric Maritime Service Excellence through Digital Transformation - Direktur Utama Ibu Tri Andayani Indonesia CEO Excellence 2025 for Driving Customer - Centric Maritime Service Excellence through Digital Transformation - President Director Tri Andayani
Lembaga yang memberikan **Issuing Institution**	Warta Ekonomi

SERTIFIKASI TERKAIT KEBERLANJUTAN
SUSTAINABILITY CERTIFICATIONS



Sertifikasi **Certification**	Dokumen Penyesuaian Manajemen Keselamatan No. AL/601/186/16/DK/2021 Safety Management Adjustment Document No. AL/601/186/16/DK/2021
Penerbit Sertifikat: **Certification Agency**	Menteri Perhubungan Minister of Transportation
Masa berlaku **Validity Date**	7 Agustus 2020 - 10 Agustus 2025 August 7, 2020 - August 10, 2025



Sertifikasi **Certification**	Sertifikat Penghargaan Sistem Manajemen Keselamatan dan Kesehatan Kerja Occupational Health and Safety Management System Award Certificate
Penerbit Sertifikat: **Certification Agency**	Menteri Ketenagakerjaan Minister of Manpower
Masa berlaku **Validity Date**	3 (tiga) tahun sejak dikeluarkan 3 (three) years from its issuance date



Sertifikasi **Certification**	HACCP (Hazard Analysis and Critical Control Point) dan memenuhi standar SNI CXC 1: 1969 rev 2020 **Ruang Lingkup:** KM DOROLONDA (Kapal Penumpang) **Rute:** Tanjung Priok-Surabaya-Makassar-Baubau-Namlea-Ambon-Ternate-Bitung (PP) HACCP (Hazard Analysis and Critical Control Point) and meets SNI CXC 1: 1969 rev 2020 standards. **Scope:** KM DOROLONDA (Passenger Ship) **Route:** Tanjung Priok-Surabaya-Makassar-Baubau-Namlea-Ambon-Ternate-Bitung (round trip)
Penerbit Sertifikat: **Certification Agency**	Sucofindo
Masa berlaku **Validity Date**	26 September 2023 - 25 September 2026 September 26, 2023 - September 25, 2026



Sertifikasi Certification	**SNI ISO 45001:2018** Sistem Manajemen Kesehatan dan Keselamatan Kerja Occupational Health and Safety Management System
Penerbit Sertifikat: Certification Agency	Sucofindo
Masa berlaku Validity Date	9 Januari 2024 - 8 Januari 2027 January 9, 2024 - January 8, 2027



Sertifikasi Certification	**SNI ISO 9001:2015** Sistem Manajemen Mutu Quality Management System
Penerbit Sertifikat: Certification Agency	Sucofindo
Masa berlaku Validity Date	3 Februari 2024 - 2 Februari 2027 February 3, 2024 - February 2, 2027

PERISTIWA PENTING
KEY EVENTS



6 Januari 2025
January 6, 2025

Direktur Usaha Angkutan Barang dan Tol Laut PELNI Kokok Susanto melepas pelayaran perdana KM Logistik Nusantara 4 di Pelabuhan Tanjung Priok, Jakarta, Senin (6/1).

PELNI Director of Cargo and Sea Toll, Kokok Susanto, launched the maiden voyage of the KM Logistik Nusantara 4 at Tanjung Priok Port, Jakarta, on Monday (1/6).



8 Januari 2025
January 8, 2025

Direktur Utama PELNI Tri Andayani secara resmi menutup Posko Natal 2024 dan Tahun Baru 2025 (Nataru) di Kantor Pusat PELNI, Jakarta, Rabu (8/1).

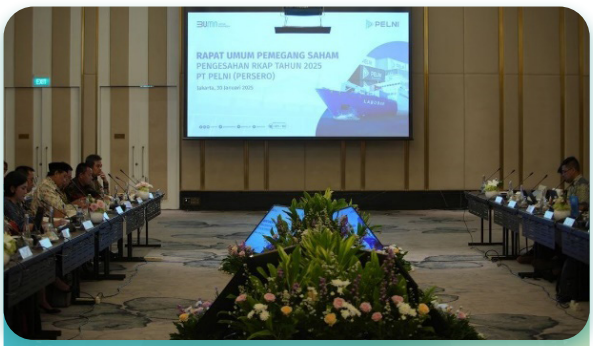
PELNI President Director Tri Andayani officially closed the 2024 Christmas and 2025 New Year (Nataru) Command Post at PELNI Head Office in Jakarta on Wednesday (1/8).



24 Januari 2025
January 24, 2025

PT PELNI (Persero) menyelenggarakan kegiatan *Entry Meeting Assessment Good Corporate Governance* Tahun Buku 2024 di Kantor Pusat PELNI, Jakarta (24/1).

PT PELNI (Persero) held an Entry Meeting for the 2024 Fiscal Year Good Corporate Governance Assessment at PELNI Head Office, Jakarta (1/24).



30 Januari 2025
January 30, 2025

PT PELNI (Persero) menggelar Rapat Umum Pemegang Saham (RUPS) di Hotel ST. Regis, Jakarta (30/1). RUPS dipimpin oleh Direktur Utama PELNI Tri Andayani dan diikuti oleh seluruh jajaran direksi PELNI dan direksi Anak Usaha.

PT PELNI (Persero) held a General Meeting of Shareholders (GMS) at the ST. Regis Hotel, Jakarta (1/30). The GMS was chaired by PELNI President Director Tri Andayani and attended by the entire PELNI board of directors and directors of subsidiaries.



5 Februari 2025
February 5, 2025

PT PELNI (Persero) meraih penghargaan ESG Award Anugerah Avirama Nawasena yang diselenggarakan oleh Sekolah Bisnis dan Manajemen ITB pada Rabu (5/2).

PT PELNI (Persero) received the Anugerah Avirama Nawasena ESG Award, organized by the Bandung Institute of Technology (ITB) School of Business and Management on Wednesday (2/5).



6 Februari 2025
February 6, 2025

PT PELNI (Persero) meresmikan program konservasi penyu dengan melakukan pelepasan tukik atau anak penyu di Pantai Lambaro, Pulo Aceh, Kabupaten Aceh Besar.

PT PELNI (Persero) inaugurated the turtle conservation program by releasing baby turtles, or hatchlings, at Lambaro Beach, Pulo Aceh, Aceh Besar Regency.



12 Februari 2025
February 12, 2025

PT PELNI (Persero) mengadakan *Townhall Meeting* PT PELNI (Persero) Semester 1 Tahun 2025 dengan mengangkat tema "PELNI *Going Extra Miles: Beyond The Target*", yang diselenggarakan di Auditorium Kantor Pusat PT PELNI (Persero), Jakarta (12/1).

PT PELNI (Persero) held a Townhall Meeting for Semester 1 of 2025 with the theme " PELNI Going Extra Miles: Beyond The Target." The meeting took place at the Auditorium of PT PELNI (Persero) Head Office in Jakarta (1/12).



17-18 Februari 2025
February 17-18, 2025

PT PELNI (Persero) menggelar *Ambidextrous Leadership Program*, yang dilaksanakan di Jakarta, pada 17-18 Februari 2025. Program ini dirancang sebagai penyegaran implementasi budaya AKHLAK, memperkuat kepemimpinan yang adaptif dan inovatif, seimbang antara eksploitasi keunggulan pada saat ini dan eksplorasi di masa depan.

PT PELNI (Persero) held the Ambidextrous Leadership Program in Jakarta on February 17-18, 2025. This program was designed to refresh the implementation of the AKHLAK culture, strengthen adaptive and innovative leadership, and balance the exploitation of current strengths with exploration of the future.



7 Maret 2025
March 7, 2025

Pastikan kapal prima, PT PELNI (Persero) siap melayani angkutan Lebaran Idulfitri 1446 H.

PT PELNI (Persero) ensured its ships were in prime condition to support transportation services for Eid al-Fitr 1446 H.



13 Maret 2025
March 13, 2025

Dalam rangka pelaksanaan kegiatan pelayanan Peak Season Lebaran Tahun 2025 atau Idulfitri 1446 Hijriah, Manajemen PT PELNI (Persero) menyelenggarakan Doa Bersama secara *hybrid* pada Kamis (13/3) pukul 16:00 WIB di Ruang Auditorium Kantor Pusat, Jakarta.

In preparation for the 2025 Eid al-Fitr (Eid al-Fitr 1446 H) peak season, PT PELNI (Persero) Management held a hybrid prayer service on Thursday (3/13) at 4:00 P.M. WIB in the Auditorium of its Head Office, Jakarta.



14 Maret 2025
March 14, 2025

PT PELNI (Persero) bekerja sama dengan Kementerian Badan Usaha Milik Negara (kini Badan Pengaturan BUMN) dalam mendukung masyarakat melalui program tanggung jawab sosial dan lingkungan (TJSL) bertajuk "Sobat Aksi Ramadan BUMN 2025" yang digelar di MA Darul Abidin, Gerisak Semanggelang, Kecamatan Sakra Bar, Lombok Timur, Nusa Tenggara Barat pada Jumat (14/3).

PT PELNI (Persero) collaborated with the Ministry of State-Owned Enterprises (now the State-Owned Enterprise Regulatory Agency/BP BUMN) to support the community through a social and environmental responsibility (TJSL) program titled "SOE Ramadhan Action 2025," held at MA Darul Abidin, Gerisak Semanggelang, Sakra Bar District, East Lombok, West Nusa Tenggara on Friday (3/14).



17 Maret 2025
March 17, 2025

Manajemen PT PELNI (Persero) melaksanakan agenda pembukaan posko angkutan lebaran 2025, yang dilaksanakan di *Operation Room* Kantor Pusat Jakarta, pada Senin (17/3).

PT PELNI (Persero) management held the opening of the 2025 Eid al-Fitr transportation command post in the Jakarta Head Office Operations Room on Monday (3/17).



21 Maret 2025
March 21, 2025

Direktur SDM dan Umum PT PELNI (Persero) Heri Purnomo menghadiri pelepasan Tim Jelajah Lebaran 2025 resmi dilakukan di Kantor Wisma Bisnis Indonesia.

PT PELNI (Persero) Director of Human Capital and General Affairs, Heri Purnomo, attended the official send-off of the 2025 Eid al-Fitr Exploration Team at the Wisma Bisnis Indonesia office.



24 Maret 2025
March 24, 2025

PT PELNI (Persero) menjalankan agenda pelepasan mudik lebaran gratis yang menjadi bagian dari program tanggung jawab sosial dan lingkungan (TJSL) Perseroan.

PT PELNI (Persero) held a free Eid homecoming send-off ceremony as part of the Company's social and environmental responsibility (TJSL) program.



7 April 2025
April 7, 2025

Wakil Presiden RI Gibran Rakabuming Raka bersama Wakil Menteri BUMN RI Aminuddin Ma'ruf melakukan kunjungan kerja ke Kantor Pusat PELNI.

Indonesian Vice President Gibran Rakabuming Raka and Deputy Minister of State-Owned Enterprises Aminuddin Ma'ruf paid a working visit to the PELNI Head Office.



15 April 2025
April 15, 2025

PT PELNI (Persero) menyelenggarakan *In House Training Program* Pilah Sampah guna merealisasikan program pemilahan sampah di Gedung Kantor Pusat.

PT PELNI (Persero) held an in-house training on the Waste Sorting Program at its Head Office Building.



7 Mei 2025
May 7, 2025

PT PELNI (Persero) menyelenggarakan kegiatan Bakti BUMN sebagai bagian dari rangkaian perayaan Hari Ulang Tahun ke-73. Agenda ini dilaksanakan di SDS Pantai Indah Cilincing, Jakarta Utara.

PT PELNI (Persero) held a BUMN (State-Owned Enterprises) Service event as part of its 73rd Anniversary celebrations. The event took place at the Pantai Indah Cilincing Elementary School in North Jakarta.



14 Mei 2025
May 14, 2025

PT PELNI (Persero) menyelenggarakan Rapat Umum Pemegang Saham (RUPS) terkait Laporan Manajemen Audited tahun 2024 yang dilaksanakan di Auditorium Kantor Pusat, Jakarta.

PT PELNI (Persero) held a General Meeting of Shareholders (GMS) regarding the 2024 Audited Management Report at the Auditorium of its Head Office, Jakarta.



15 Mei 2025
May 15, 2025

Direktur Utama PT PELNI (Persero) Tri Andayani meraih penghargaan *Outstanding Transformation for Maritime Award* dalam gelaran Indonesia Leading Women Awards yang diselenggarakan CNN Indonesia.

PT PELNI (Persero) President Director Tri Andayani won the Outstanding Transformation for Maritime Award at the Indonesia Leading Women Awards held by CNN Indonesia.



16 Mei 2025
May 16, 2025

PT PELNI (Persero) menerima Sertifikat SMAP dan Sertifikat SMK dari PT TUV NORD Indonesia. Penyerahan ini dilaksanakan di Kantor Pusat PELNI, Jakarta.

PT PELNI (Persero) received the SMAP and SMK Certificates from PT TUV NORD Indonesia. The handover ceremony took place at the PELNI Head Office in Jakarta.



21 Mei 2025
May 21, 2025

PELNI menyelenggarakan Program Pelatihan Pengembangan untuk Pimpinan dan Kepala Cabang PT PELNI (Persero).

PELNI held a Development Training Program for PT PELNI (Persero) Leaders and Branch Managers.



23 Mei 2025
May 23, 2025

PT PELNI (Persero) menyelenggarakan "Sosialisasi dan Bimbingan Teknis Pemberdayaan Dunia Usaha Anti-Korupsi" sebagai wujud komitmen perusahaan dalam menerapkan tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) di Jakarta.

PT PELNI (Persero) held a "Socialization and Technical Guidance for Empowering the Anti-Corruption Business World" as a manifestation of the Company's commitment to implementing good corporate governance (GCG) in Jakarta.



25 Mei 2025
May 25, 2025

PT PELNI (Persero) menggelar acara jalan sehat bertajuk "PELNI Funwalk Fest 2025" di Taman Mini Indonesia Indah, Jakarta.

PT PELNI (Persero) held a fun walk event titled "PELNI Funwalk Fest 2025" at Taman Mini Indonesia Indah, Jakarta.



20 Juni 2025
June 20, 2025

PT PELNI (Persero) menyelenggarakan konferensi pers terkait penyampaian *progress* program diskon tarif tiket 50% di Pelabuhan Tanjung Priok, Jakarta.

PT PELNI (Persero) held a press conference to announce the progress of the 50% ticket discount program at Tanjung Priok Port, Jakarta.



30 Juni 2025
June 30, 2025

PT PELNI (Persero) menyelenggarakan Rapat Umum Pemegang Saham (RUPS) untuk Pengesahan Laporan Tahunan Tahun 2024

PT PELNI (Persero) held a General Meeting of Shareholders (GMS) to ratify the 2024 Annual Report.



10 Juli 2025
July 10, 2025

PT PELNI (Persero) Tahun 2025 menyelenggarakan *Kick Off Meeting* dan *Gap Analysis* dalam rangka implementasi Sistem Manajemen Terintegrasi Tahun 2025.

PT PELNI (Persero) held a Kick-Off Meeting and Gap Analysis for the implementation of the 2025 Integrated Management System.



17 Juli 2025
July 17, 2025

PT PELNI (Persero) menyelenggarakan kegiatan CFO *Talks & Seminar Respectful Workplace Policy* (RWP) dengan mengusung tema "Kerja Asik, Tanpa *Toxic*", kegiatan ini dilaksanakan secara *hybrid* dan diikuti oleh pegawai kantor pusat, cabang, serta kapal.

PT PELNI (Persero) held a CFO Talks & Seminar on Respectful Workplace Policy (RWP) with the theme "Fun Work, Without Toxic Conditions." Employees from the head office, branch offices, and ships attended this hybrid activity.



18 Juli 2025
July 18, 2025

PT PELNI (Persero) melaksanakan program Bantuan Sarana Peningkatan Produksi UMKM Perempuan bagi pelaku Usaha Mikro, Kecil, dan Menengah (UMKM) di Kelurahan Koja, Jakarta Utara.

PT PELNI (Persero) implemented a program to improve production facilities for women-owned MSMEs (Micro, Small, and Medium Enterprises) in Koja Village, North Jakarta.



24 Juli 2025
July 24, 2025

PT PELNI (Persero) menyelenggarakan konferensi pers di Pelabuhan Tanjung Priok, Jakarta. Dalam konferensi pers, Direktur Utama PELNI Tri Andayani memastikan Perseroan akan terus menjalankan penugasan kapal logistik untuk menekan disparitas harga dan menjamin ketersediaan barang pokok dan penting di wilayah tertinggal, terdepan, terluar, dan perbatasan.

PT PELNI (Persero) held a press conference at Tanjung Priok Port, Jakarta. During the press conference, PELNI President Director Tri Andayani confirmed that the Company will continue deploying logistics vessels to reduce price disparities and ensure the availability of basic and essential goods in remote, frontier, isolated, and border areas.



30 – 31 Juli 2025
July 30-31, 2025

PT PELNI (Persero) bersama Yayasan Karya Kompak Medika Sembilan Empat (KOMET 94), menjalankan program tanggung jawab sosial dan lingkungan (TJSL). Melalui program ini, PELNI menyerahkan bantuan 200 *life jacket* kepada nelayan, serta bantuan 100 paket Makan Bergizi Gratis (MBG) kepada balita *pre stunting*. Selain itu, Perseroan juga meresmikan Taman Baca di Kelurahan Sasa, Ternate Selatan.

PT PELNI (Persero), together with the Karya Kompak Medika Sembilan Empat (KOMET 94) Foundation, implemented a social and environmental responsibility (TJSL) program. Through this program, PELNI distributed 200 life jackets to fishermen and 100 free nutritious meal packages (MBG) to pre-stunted toddlers. In addition, the Company also inaugurated a reading park in Sasa Village, South Ternate.



18 – 22 Agustus 2025
August 18–22, 2025

Sebanyak 80 taruna-taruni SMKN 2 Subang mengikuti *Study on Board* di KM Kelud pada 18 – 22 Agustus 2025.

A total of 80 cadets from SMKN 2 Subang participated in Study on Board at KM Kelud from August 18–22, 2025.



19 – 29 Agustus 2025
August 19–29, 2025

PT PELNI (Persero) menyelenggarakan Diklat Orientasi Pegawai Perjanjian Kerja Waktu Tertentu (PKWT) Tahun 2025. Kegiatan ini diikuti oleh 117 peserta.

PT PELNI (Persero) held an Orientation Training for Fixed-Term Employment Contract (PKWT) Employees in 2025. 117 participants attended this activity.



20 Agustus 2025
August 20, 2025

PT PELNI (Persero) melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) meresmikan Desa Mandiri Pandanrejo di Kota Batu, Jawa Timur. Peresmian dilakukan oleh Walikota Batu Nurochman dan Direktur Keuangan dan Manajemen Risiko PELNI Anik Hidayati didampingi Direktur Utama PELNI Services Sukendra dan *Vice President Treasury* dan TJSL PELNI Fauziah Ferryna.

PT PELNI (Persero), through its Social and Environmental Responsibility (TJSL) program, inaugurated the Pandanrejo Independent Village in Batu City, East Java. The inauguration was conducted by Batu Mayor Nurochman and PELNI Director of Finance and Risk Management Anik Hidayati, accompanied by PELNI Services President Director Sukendra and PELNI Vice President of Treasury and Social & Environmental Responsibility Fauziah Ferryna.



8 September 2025
September 8, 2025

PT PELNI (Persero) meraih penghargaan bergengsi sebagai Top GRC Awards 2025 #STAR5 dan The Most Committed GRC Leader 2025 untuk Direktur Keuangan dan Manajemen Risiko PELNI Anik Hidayati pada ajang yang digelar oleh TopBusiness di Hotel Raffles Jakarta.

PT PELNI (Persero) received the prestigious Top GRC Awards 2025 #STAR5 and The Most Committed GRC Leader 2025 for PELNI Director of Finance and Risk Management, Anik Hidayati, at an event held by TopBusiness at the Raffles Hotel, Jakarta.



25 September 2025
September 25, 2025

PT PELNI (Persero) berhasil meraih penghargaan The Best People Development pada ajang The Best Contact Center Indonesia 2025 yang diselenggarakan oleh Indonesia Contact Center Association (ICCA) di Jakarta.

PT PELNI (Persero) won the Best People Development award at the Best Contact Center Indonesia 2025 event held by the Indonesia Contact Center Association (ICCA) in Jakarta.



25 September 2025
September 25, 2025

PT PELNI (Persero) menggelar *Customer Appreciation Night* 2025 yang diselenggarakan sebagai wujud rasa terima kasih dan apresiasi kepada para pengguna jasa yang telah setia mempercayakan layanan logistik dan pelayaran PELNI.

PT PELNI (Persero) held Customer Appreciation Night 2025 as a token of gratitude and appreciation to service users who have loyally entrusted PELNI's logistics and shipping services.



7 Oktober 2025
October 7, 2025

PT PELNI (Persero) menyelenggarakan *Workshop* Penyusunan & Finalisasi Rencana Jangka Panjang Perseroan (RJPP) 2026 – 2030.

PT PELNI (Persero) held a Workshop on the Preparation and Finalization of the Company's Long-Term Plan 2026–2030.



16 Oktober 2025
October 16, 2025

Kepala DPA QHSSE PT PELNI (Persero) Capt. Aldrin Dalimunte hadir sebagai narasumber dalam *Workshop* Implementasi dan Rencana Aksi Bersama Keselamatan Pelayaran di Jakarta. *Workshop* ini diselenggarakan oleh Direktorat Kesiapsiagaan, Badan Nasional Pencarian dan Pertolongan (Basarnas).

Capt. Aldrin Dalimunte, Head of DPA QHSSE at PT PELNI (Persero), was present as a speaker at the Maritime Safety Implementation and Joint Action Plan Workshop in Jakarta. The workshop was organized by the Directorate of Preparedness of the National Search and Rescue Agency (Basarnas).



4 November 2025
November 4, 2025

Dalam ajang Top Human Capital Awards 2025 yang dilaksanakan oleh Majalah TopBusiness, PT PELNI (Persero) meraih dua penghargaan sekaligus, yaitu Top Human Capital Awards 2025 #Star 4 dan The Most Committed Top Leader on Human Capital 2025.

PT PELNI (Persero) won two awards at the 2025 Top Human Capital Awards held by Majalah TopBusiness: Top Human Capital Awards 2025 #Star 4 and The Most Committed Top Leader on Human Capital 2025.



5 November 2025
November 5, 2025

PT PELNI (Persero) menyelenggarakan *Workshop* Kewirausahaan bekerja sama dengan PT Bank Rakyat Indonesia (Persero) Tbk dan Santripreneur Indonesia.

PT PELNI (Persero) held an Entrepreneurship Workshop in collaboration with PT Bank Rakyat Indonesia (Persero) Tbk and Santripreneur Indonesia.



10 November 2025
November 10, 2025

PELNI meraih penghargaan *Outstanding in Public Transportation Services* dalam ajang Indonesia Kita Awards 2025, ajang bergengsi yang diselenggarakan oleh Garuda TV di Jakarta.

PELNI won the Outstanding in Public Transportation Services award at the 2025 Indonesia Kita Awards, a prestigious event hosted by Garuda TV in Jakarta.



11 November 2025
November 11, 2025

Direktur Utama PT PELNI (Persero) Tri Andayani, berhasil meraih penghargaan Kategori SDG 9: Industri, Inovasi, dan Infrastruktur pada ajang Women in Sustainable Development (SDGs) Action Award 2025, yang diselenggarakan oleh Bisnis Indonesia. Penghargaan diterima oleh Vice President Treasury dan TJSL PELNI Fauziah Ferryna mewakili Direktur Utama PELNI Tri Andayani.

President Director of PT PELNI (Persero), Tri Andayani, won the SDG 9: Industry, Innovation, and Infrastructure award at the 2025 Women in Sustainable Development (SDGs) Action Award, organized by Bisnis Indonesia. The award was accepted by PELNI Vice President of Treasury and Corporate Social Responsibility (TJSL), Fauziah Ferryna, on behalf of PELNI President Director Tri Andayani.



14 November 2025
November 14, 2025

PT PELNI (Persero) melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) berupa Penanaman *Seagrass* di Dompak, Kepulauan Riau.

PT PELNI (Persero) implemented seagrass planting for its Social and Environmental Responsibility (TJSL) program in Dompak, Riau Islands.



14 November 2025
November 14, 2025

PT PELNI (Persero) meraih dua penghargaan pada ajang Indonesia *Logistics and Transport Award* 2025 untuk kategori *Matured Company*. Dua penghargaan tersebut masing-masing diberikan pada bidang Infrastructure Development & Multimoda Connectivity, serta penghargaan *Women's Leadership in Logistic and Transport* yang dianugerahkan kepada Direktur Utama PELNI Ibu Tri Andayani. Keduanya memperoleh predikat *Very Excellent – 5 Stars*.

PT PELNI (Persero) won two awards at the 2025 Indonesia Logistics and Transport Awards in the Matured Company category. The two awards were given for Infrastructure Development & Multimodal Connectivity and Women's Leadership in Logistics and Transport, awarded to PELNI President Director Tri Andayani. Both received the Very Excellent – 5 Stars rating.



27 November 2025
November 27, 2025

PELNI Meraih Penghargaan "The Best CONCERNED of QHSE" serta "The Best Leadership QHSE" dalam ajang Indonesia QHSE *Sustainability Awards* 2025, yang diselenggarakan oleh Majalah Business Asia Indonesia.

PELNI won the "The Best CONCERNED of QHSE" and "The Best Leadership QHSE" awards at the 2025 Indonesia QHSE Sustainability Awards, organized by Majalah Business Asia Indonesia.



26 November 2025
November 26, 2025

PT PELNI (Persero) menyelenggarakan kegiatan Sosialisasi Stimulus Ekonomi Natal 2025 dan Tahun Baru 2026 di Aroem Resto & Ballroom, Jakarta. Kegiatan ini bertujuan memberikan informasi lengkap mengenai Penugasan Pemerintah terkait Program Stimulus Ekonomi berupa diskon tiket kapal penumpang kelas ekonomi pada periode Natal dan Tahun Baru 2025.

PT PELNI (Persero) held a socialization event for the 2025 Christmas and 2026 New Year Economic Stimulus at the Aroem Resto & Ballroom, Jakarta. This event aimed to provide comprehensive information on the Government's assignment for the Economic Stimulus Program, including discounts on economy-class passenger ship tickets during the 2025 Christmas and New Year period.

02



Ikhtisar Kinerja Berkelanjutan

Sustainability Performance Overview


PELNI
LOGISTIK NUSANTARA 2
PELNI
PELNI
PELNI Logistics

PENCAPAIAN KEBERLANJUTAN TAHUN 2025
SUSTAINABILITY ACHIEVEMENTS IN 2025

Pendapatan/Penjualan 2025
Revenue/Sales in 2025

Rp 6.243.123
Juta | Million

Laba Tahun Berjalan 2025
Profit For The Year in 2025

Rp 202.288
Juta | Million

Emisi
Emissions

488.874
Ton CO2eq

Pelestarian Keanekaragaman Hayati
Biodiversity Conservation

4.596
Bibit Pohon
Tree Seedlings

15
Hektar Terumbu Karang
Hectar Coral Reefs

Jumlah Penyaluran Dana Program TJSL 2025
Total of TJSL Program Funds Disbursed in 2025

Rp 35.559
Juta | Million

Biaya Pelatihan dan Sertifikasi Tenaga Kerja 2025
Workforce Training and Certification Costs in 2025

Rp 20.047
Juta | Million

Penggunaan Bahan Bakar B40 2025
B40 Use in 2025

8.314.539
Gigajoules

Indeks Kepuasan Pelanggan (IKP) 2025
Customer Satisfaction Index in 2025

4,05
(Kategori Puas) skala 5,00
(Satisfied Category) on a 5.00 scale

KINERJA ASPEK EKONOMI [OJK B.1]
ECONOMIC PERFORMANCE [OJK B.1]

Kinerja Aspek Ekonomi Economic Performance	Satuan Unit	2025	2024*	2023*
Kinerja Keuangan **Financial Performance**				
Pendapatan Usaha Operating Revenue	Rp Juta Rp Million	6.243.123	6.177.057	5.766.619
Laba Tahun Berjalan Profit for the Current Year	Rp Juta Rp Million	202.288	194.250	201.631
Kinerja Operasional **Operational Performance**				
Gross Register Tonnage (GRT)	Ton	329.279	329.095	356.174
GRT Commission Days	Hari Day	20.444	20.358	24.078
Frekuensi *Voyage* Voyage Frequency	Voyage	1.617	1.573	1.901
Jumlah Penumpang Total Passengers	Orang Person	5.153.846	5.095.725	5.262.689
Muatan Barang Cargo Load	Ton/m^3	117.617	115.338	139.283
Muatan *Container* Container Load	TEUs	23.838	23.117	24.758
Muatan Kendaraan Vehicle Load	Unit	5.984	11.146	11.339
Muatan *Red Pack* Red Pack Load	Kg	578.980	1.085.168	992.122
Muatan Hewan Ternak Cattle Load	Ekor Tail	7.134	7.200	7.308
Pelibatan Pemasok Barang dan Jasa (Lokal/Indonesia) Involvement of Goods and Services Suppliers (Local/Indonesian)	Perusahaan/ Mitra Company/Partner	564	1.158	952
Persentase Nilai Pengadaan Pemasok Lokal Percentage of Local Supplier Procurement Value	%	97,07	99,48	94,49
Komposisi Kapal yang Menggunakan Bahan Bakar Biodiesel terhadap Jumlah Keseluruhan Kapal Composition of Ships using Biodiesel Fuel to Total Number of Ships	%	100,00	100,00	100,00

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

KINERJA ASPEK LINGKUNGAN [OJK B.2]
ENVIRONMENTAL PERFORMANCE [OJK B.2]

Kinerja Aspek Lingkungan Environmental Aspect	Satuan Unit	2025	2024*	2023*
Penggunaan dan Efisiensi Energi **Energy Usage and Efficiency**				
Listrik Electricity	Gigajoule	14.207	14.732	15.215
Bensin Fuel Oil		5.166	5.328	-
Solar Diesel Fuel		738	390	-
B40 B40		8.314.539	8.280.669	8.873.397
Penggunaan Energi Energy Use		8.334.650	8.301.119	8.888.612
Intensitas Energi/Penumpang (Gj/Orang) Energy Intensity/Passenger (Gj/Person)		1,62	1,63	1,69
Intensitas Energi/Karyawan (Gj/Orang) Energy Intensity/Employee (Gj/Person)		4,58	4,51	3,04
Intensitas Energi/Jarak (Gj/Nm) Energy Intensity/Distance (Gj/Nm)		2,76	3,28	4,39
Pengelolaan dan Pengendalian Emisi **Emission Management and Control**				
Emisi *Scope* 1 Scope 1 Emissions	Ton CO2eq	449.713	484.221	375.562
Emisi *Scope* 1 dan 2 Scope 1 and 2 Emissions		454.183	488.874	386.977
Emisi *Scope* 1, 2, dan 3 Scope 1, 2, and 3 Emissions		454.795	489.234	386.977
Jarak Tempuh Pelayaran Shipping Distance	*Nautical Miles*(NM)	3.010.141	2.533.996	2.025.601
Intensitas Emisi GRK *Scope* 1 Emission Intensity of Scope 1 GHG Emissions	Ton CO2eq/NM	0,149	0,191	0,19
Intensitas Emisi GRK *Scope* 1 dan 2 Emission Intensity of Scope 1 and 2 GHG Emissions		0,151	0,193	0,19
Intensitas Emisi GRK *Scope* 1, 2, dan 3 Emission Intensity of Scope 1, 2, and 3 GHG Emissions		0,151	0,193	-
Penurunan (Kenaikan) Emisi GRK Cakupan 1 Reduction (Increase) of Scope 1 GHG Emissions	Ton CO2eq	(34.508)	108.659	105.219
Penurunan (Kenaikan) Emisi GRK Cakupan 2 Reduction (Increase) of Scope 2 GHG Emissions		(175)	(6.762)	(2.098)
Penurunan (Kenaikan) Emisi GRK Cakupan 3 Reduction (Increase) of Scope 3 GHG Emissions		252	360	-

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

Kinerja Aspek Lingkungan Environmental Aspect	Satuan Unit	2025	2024*	2023*
Pengelolaan Air, Limbah, dan Efluen **Water, Waste, and Effluent Management**				
Konsumsi Air (Pihak Ketiga yang Digunakan untuk Kapal) Water Consumption (Third Party Used for Ships)	M^3	1.023.385	1.146.399	3.328.537
Konsumsi Air (Pihak Ketiga yang Digunakan untuk Area Perkantoran) Water Consumption (Third Party Used for Office Areas)	M^3	13.248	16.827	17.766
Jumlah Limbah B3 Total B3 Waste	Ton	0,00520	0,00862	0,012
Jumlah Timbulan Limbah Non-B3 Total Non-B3 Waste Generated	Ton	5.395	5.738	4.760
Jumlah Limbah Kapal Total Ship Waste	Ton	87.277,00	68.890,82	19.613,10
Pelestarian Keanekaragaman Hayati **Biodiversity Conservation**				
Pohon Tree	Satuan Unit	4.596 • Bibit Alpukat, • Bibit Sawi, • Bibit Kubis, • Bibit Bakau, • Bibit Matoa, • Bibit Mangrove, • Bibit Lamun. • Avocado Seedlings, • Mustard Seedlings, • Cabbage Seedlings, • Mangrove Seedlings, • Matoa Seedlings, • Seagrass Seedlings.	450 • Bibit Waru, • Jambu Biji, • Kelengkeng, • Mangga. • Waru Seeds, • Guava, • Longan, • Mango.	13.300 • Bibit Kemiri, • Cokelat. • Candlenuts, • Chocolate.
Terumbu Karang Coral Reef	Hektar Hectar	15	-	-
Mangrove	Satuan Unit	500	2.000	10.000

Keterangan | Note:
1 kWh=0,0036 GigaJoule, 1 liter= 0,0342 GigaJoule
*: Penyajian kembali Informasi (*restatement*)
1 kWh = 0.0036 GigaJoule, 1 liter = 0.0342 GigaJoule
*: Restatement of information

KINERJA ASPEK SOSIAL [OJK B.3]
SOCIAL PERFORMANCE [OJK B.3]

Dampak Positif

Positive Impact

Kinerja Aspek Sosial Social Performance	Satuan Unit	2025	2024*	2023*
Total Pegawai Total Employees	Orang Person	4.393	4.520	5.011
Jumlah Jam Kerja Number of Working Hours	Jam Hour	8.364.272	9.473.920	10.045.848
Jumlah Kecelakaan Kerja (Fatalitas) Number of Work Accidents (Fatalities)	Kasus Case	10	18	10
Jumlah Pengaduan Pelanggan Number of Consumer Complaints	Kasus Case	-	-	-
Indeks Kepuasan Pelanggan Customer Satisfaction Index	Indeks Index 0-5,00	4,19 dari skala 5,00 Puas 4.19 on a scale of 5.00 Satisfied	4,05 dari skala 5,00 Puas 4,05 on a scale of 5.00 Satisfied	4,05 dari skala 5,00 Puas 4.05 on a scale of 5.00 Satisfied
Jumlah Penyaluran Dana Program TJSL Total of TJSL Program Funds Disbursed	Rp Juta Rp Million	35.559	34.671	26.611
Biaya Pendidikan, Pelatihan dan Sertifikasi Education, Training, and Certification Costs	Rp Juta Rp Million	20.047	19.519	11.465

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

Dampak Negatif

Dalam menjalankan aktivitas bisnisnya, Perseroan berupaya untuk terus memberikan dampak positif bagi seluruh pemangku kepentingannya. Pada 2025, aktivitas Perseroan tidak berdampak negatif terhadap lingkungan dan sosial.

Negative Impacts

In carrying out its business activities, the Company strives to consistently provide a positive impact for all stakeholders. In 2025, the Company's operational activities did not negatively affect the surrounding environment and social units.

KINERJA ASPEK TATA KELOLA
GOVERNANCE PERFORMANCE

Kinerja Aspek Tata Kelola Governance Performance Aspect	Satuan Unit	2025	2024	2023
Penilaian GCG GCG Assessment	Skala 0 - 100 Scale of 0 - 100	87,44	87,136	86,821
Komposisi Direksi Perempuan [GRI 2-9] Composition of Female Directors	%	50,00	50,00	50,00

TOPIK MATERIAL
MATERIAL TOPICS

PENENTUAN TOPIK MATERIAL [GRI 3-1]

Topik material dalam Laporan Keberlanjutan ini, seperti disebutkan dalam Standar GRI, adalah topik-topik yang telah diprioritaskan oleh organisasi untuk dicantumkan dalam laporan. Dimensi yang digunakan dalam menentukan prioritas meliputi dampak terhadap aspek ekonomi, lingkungan, dan sosial secara menyeluruh. Dalam laporan ini, dampak merujuk pada pengaruh operasional PELNI terhadap kondisi ekonomi, lingkungan, dan/atau masyarakat yang pada akhirnya mencerminkan kontribusi Perseroan, baik secara positif maupun negatif, dalam mendukung terciptanya pembangunan berkelanjutan yang inklusif dan berkesinambungan.

PELNI melakukan peninjauan topik material setiap tahunnya. Mulai tahun 2025, PELNI telah menerapkan penilaian *double materiality* sebagai pendekatan utama. Dalam mengukur dan melaporkan kinerja keberlanjutan, PELNI menggunakan *materiality topic* didasarkan pada pedoman *Global Reporting Initiative* (GRI) dan kerangka *International Financial Reporting Standards* (IFRS) S1 dan S2. Kedua *Standard* tersebut digunakan untuk memetakan isu material, memberikan kerangka kerja yang jelas untuk pengukuran kinerja serta untuk mengkomunikasikan dampak lingkungan, sosial dan tata kelola yang dihasilkan, serta untuk mengidentifikasi area strategis untuk mencapai tujuan berkelanjutan. *Double materiality* mencakup 2 (dua) aspek:

1. Materialitas Dampak (Dampak aktivitas Perseroan terhadap lingkungan dan sosial (*inside-out*)); serta

2. Material Keuangan (Dampak terhadap kondisi keuangan dan kinerja bisnis Perseroan).

Selain itu, penentuan *materiality topic* juga berdasarkan pendekatan isu tingkat risiko yang dihadapi Perseroan dengan mempertimbangkan kemampuan Perseroan mengelola isu keberlanjutan yang dapat memengaruhi kinerja jangka panjang serta bagaimana Perseroan mengelola dampak dari aktivitas terhadap pemangku kepentingan, masyarakat dan lingkungan. Selain itu, Perseroan juga melibatkan pemangku kepentingan internal dan eksternal Perseroan agar lebih tepat dan sesuai dengan kebutuhan strategis Perseroan tahun 2025.

Sejalan dengan upaya PELNI untuk mewujudkan strategi keberlanjutan yang terarah, sistematis, dan terukur, PELNI telah menentukan topik material yang tertuang dalam dokumen *Roadmap Environmental, Social, and Governance* (ESG) yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) periode 2025-2029 yang telah dirilis.

MATERIAL TOPICS DETERMINATION [GRI 3-1]

The material topics in this Sustainability Report, as defined in the GRI Standards, are those the organization has prioritized for inclusion. The dimensions used in determining priorities include impacts on the overall economic, environmental, and social aspects. In this report, impact refers to the influence of PELNI's operations on economic, environmental, and/or societal conditions, which ultimately reflect the Company's positive and negative contributions to inclusive and sustainable development.

PELNI reviews its material topics annually. Starting in 2025, PELNI has adopted double materiality assessment as its primary approach. In measuring and reporting sustainability performance, PELNI determines material topics based on the Global Reporting Initiative (GRI) Standards and the International Financial Reporting Standards (IFRS) S1 and S2 framework. These standards are used to identify and map material issues, provide a clear framework for performance measurement, communicate environmental, social, and governance impacts, and identify strategic areas to achieve sustainability objectives. Double materiality covers 2 (two) aspects:

1. Impact Materiality (the impact of the Company's activities on environmental and social aspects (inside-out)); and
2. Financial Materiality (the impact on the Company's financial condition and business performance).

In addition, the determination of material topics also adopts a risk-based approach by considering the level of risk faced by the Company, including its capability to manage sustainability issues that may affect long-term performance, as well as how the Company manages the impacts of its activities on stakeholders, society, and the environment. Furthermore, the Company engages both internal and external stakeholders to ensure that the identified material topics are accurate and aligned with the Company's strategic priorities for 2025.

In line with PELNI's efforts to realize a targeted, systematic, and measurable sustainability strategy, PELNI has identified the material topics outlined in the Environmental, Social, and Governance (ESG) Roadmap document, as well as those outlined in the recently released 2025-2029 Corporate Long-Term Plan (RJPP). In determining material topics,

Dalam menentukan topik material, PELNI melaksanakan serangkaian proses berikut:

1. **Memahami konteks Perseroan**
   Proses penetapan topik material diawali dengan pemahaman komprehensif terhadap konteks Perseroan, terutama dampak yang timbul dari kegiatan operasionalnya. Tahapan ini mencakup kajian atas berbagai isu keberlanjutan yang relevan dengan industri PELNI berdasarkan *sustainability reporting standards*, indikator penilaian ESG *raters*, serta topik material yang diungkapkan oleh perusahaan sejenis (*peers*). Selain itu, proses identifikasi turut memperhatikan dinamika regulasi, harapan para pemangku kepentingan, perkembangan industri, serta arah kebijakan dan strategi bisnis Perseroan agar topik material yang ditetapkan tetap relevan, adaptif, dan sejalan dengan prinsip pembangunan berkelanjutan.

   Lebih lanjut, untuk penentuan topik material ini dilakukan untuk mengukur cakupan yang relevan baik bagi Perseroan dan pemangku kepentingan dalam menyusun rencana keberlanjutan. Langkah berikutnya dalam proses ini meliputi:
   a. **Standar Pelaporan (POJK, SASB, GRI):** terdapat beberapa standar yang digunakan dalam pengindentifikasian Topik Material, standar pelaporan SASB dan GRI menyediakan kerangka kerja yang konsisten untuk pengukuran dan pelaporan isu keberlanjutan. Ini memungkinkan Perseroan untuk melaporkan data dalam format yang dapat dibandingkan dengan perusahaan lain dalam industri yang sama, serta memudahkan *stakeholder* dalam melakukan analisis dan perbandingan;
   b. **SASB** adalah standar keberlanjutan berbasis industri yang memungkinkan terdapat perbedaan dalam topik yang relevan untuk setiap industri. Sementara itu, standar GRI adalah salah satu standar yang paling luas digunakan di seluruh dunia dan mencakup beragam aspek keberlanjutan.
   c. **ESG *Raters*** berperan dalam pengembangan topik material. Pada dasarnya setiap *raters* memiliki penilaiannya tersendiri. ESG *raters* memiliki peran penting dalam penilaian kinerja ESG Perseroan. Walaupun tidak secara langsung, namun hal ini menjadi penilaian *stakeholder* dalam penentuan risiko ESG; dan
   d. **Topik Material *Peers*** digunakan untuk dapat melihat kondisi PELNI dalam konteks keberlanjutan dengan menganalisis dokumen keberlanjutan dengan perusahaan yang memiliki industri atau sektor yang sama, sehingga memungkinkan perbandingan dan

PELNI implemented the following series of processes:

1. **Understanding the Company's Context**
   The process of determining material topics begins with a comprehensive understanding of the Company's context, particularly the impacts arising from its operational activities. This stage includes a review of sustainability issues relevant to the PELNI industry, based on sustainability reporting standards, assessment indicators of ESG raters, and material topics disclosed by peer companies. Furthermore, the identification process takes into account regulatory dynamics, stakeholder expectations, industry developments, and the direction of the Company's business policies and strategies to ensure that the identified material topics remain relevant, adaptable, and aligned with sustainable development principles.

   Furthermore, the determination of material topics is carried out to gauge the relevant scope for both the Company and stakeholders in developing a sustainability plan. The next steps in this process include:
   a. **Reporting Standards (POJK, SASB, GRI):** Several standards are used to identify Material Topics. The SASB and GRI reporting standards provide a consistent framework for measuring and reporting sustainability issues. This allows the Company to report data in a format comparable to other companies in the same industry and to facilitate stakeholder analysis and comparison.
   b. **SASB** is an industry-based sustainability standard that allows for differences in the topics relevant to each industry. Meanwhile, the GRI standards are among the most widely used worldwide and cover a broad range of sustainability issues.
   c. **ESG Raters** play a role in developing material topics. Essentially, each rater has their own assessment. ESG raters play a crucial role in assessing a company's ESG performance. Although not directly involved, this serves as a stakeholder assessment in determining ESG risk.
   d. **Material Topics of Peers** are used to view PELNI's condition in the context of sustainability by analyzing sustainability documents with companies that have the same industry or sector, thus enabling comparison and evaluation of the Company's

evaluasi terhadap kinerja keberlanjutan Perseroan dengan pesaing dan mitra sejenisnya.

2. **Mengidentifikasi dampak aktual dan potensial**
   Dari berbagai topik yang relevan dengan industri PELNI, Perseroan melakukan identifikasi atas dampak positif maupun negatif, baik yang telah terjadi maupun yang berpotensi terjadi, terhadap aspek ekonomi, lingkungan, dan sosial, termasuk hak asasi manusia (HAM), yang berasal dari seluruh kegiatan operasional dan hubungan usahanya.

   Proses identifikasi tersebut dilakukan melalui kajian internal serta pelibatan pemangku kepentingan, dengan mempertimbangkan tingkat materialitas dampak, berapa pengaruh yang ditimbulkan, serta potensi risiko dan peluang keberlanjutan pada masa mendatang. Untuk tahap validasi internal, dilakukan penguatan diskusi terkait kondisi keberlanjutan PELNI. Hal ini dilakukan dengan beberapa divisi dengan tujuan untuk menggali dan mengkonfirmasi terkait berbagai inisiatif keberlanjutan yang sudah atau akan dilakukan.

3. **Menilai signifikansi dampak**
   Setiap dampak dievaluasi tingkat signifikansinya berdasarkan besarnya pengaruh terhadap keberlanjutan Perseroan dan para pemangku kepentingan, dengan mempertimbangkan aspek risiko, intensitas kejadian, serta luas cakupan dampak yang ditimbulkan.

4. **Memprioritaskan dampak yang paling signifikan untuk pelaporan**
   Dampak dengan tingkat signifikansi tertinggi diprioritaskan untuk dilaporkan guna memastikan fokus pelaporan tertuju pada isu-isu kritikal yang memiliki pengaruh paling besar terhadap Perseroan dan para pemangku kepentingan. Dalam proses tersebut, PELNI juga mempertimbangkan masukan dari pemangku kepentingan internal maupun eksternal melalui penyebaran kuesioner *Materiality Assessment*, sebagai bagian dari upaya untuk memperoleh perspektif yang objektif, komprehensif, dan selaras dengan ekspektasi para pemangku kepentingan.

   Dalam menentukan materialitas dan *boundary* pelaporan, Perseroan mengacu pada pendekatan yang ditetapkan dalam standar GRI yang mencakup tiga tahapan utama sebagai berikut:

sustainability performance with competitors and similar partners.

2. **Identifying actual and potential impacts**
   From various topics relevant to the PELNI industry, the Company identifies positive and negative impacts, both existing and potential, on economic, environmental, and social aspects, including human rights, arising from all its operational activities and business relations.

   The identification process was conducted through internal studies and stakeholder engagement, taking into account the materiality of the impact, its potential impact, and potential risks and opportunities for future sustainability. For the internal validation stage, discussions regarding PELNI's sustainability status were strengthened. This was conducted with several divisions to explore and confirm various sustainability initiatives that have been or will be implemented.

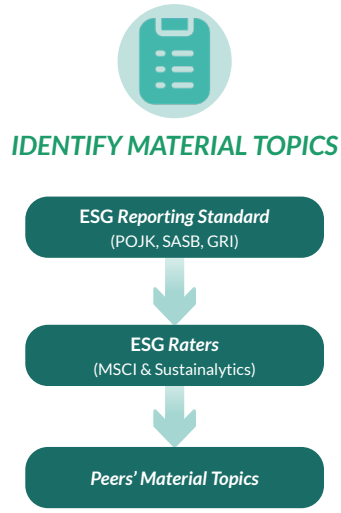
3. **Assessing the significance of impacts**
   Each impact is evaluated for its significance based on its effect on the Company's and its stakeholders' sustainability, taking into account risk factors, the incident's intensity, and the scope of the impact.

4. **Prioritizing the most significant impacts for reporting**

   Impacts with the highest level of significance are prioritized for reporting to ensure that reporting focuses on critical issues with the greatest impact on the Company and its stakeholders. During this process, PELNI also considers input from internal and external stakeholders through the distribution of a Materiality Assessment questionnaire, as part of its efforts to obtain an objective, comprehensive perspective that aligns with stakeholder expectations.

   In determining materiality and reporting boundaries, the Company refers to the approach set out in the GRI standards, which includes the following three main stages:

Alur Penyusunan Topik Material
Material Topics Compilation Flow



PENENTUAN PRIORITAS DAMPAK UNTUK PELAPORAN
PRIORITIZING IMPACT REPORTING

Untuk menentukan prioritas dampak yang akan dilaporkan, Perseroan mengadopsi proses berikut:

1. **Kriteria Penilaian**
   Perseroan menilai signifikansi dampak berdasarkan kriteria seperti skala (besar kecilnya dampak), jangkauan (seberapa luas dampak terjadi), dan konteks (sensitivitas lingkungan atau sosial dari lokasi operasi);
2. **Matriks Materialitas**
   Perseroan menggunakan matriks materialitas untuk memvisualisasikan dan menentukan prioritas isu-isu keberlanjutan. Matriks ini dibangun dengan mempertimbangkan kepentingan isu bagi pemangku kepentingan Perseroan dan pengaruh isu terhadap kesuksesan bisnis jangka panjang;
3. **Prioritas Pelaporan**
   Berdasarkan proses tersebut, Perseroan menentukan isu-isu material yang memiliki dampak signifikan terkait ekonomi, sosial, dan lingkungan. Perseroan memastikan bahwa pengelolaan dampak atas isu-isu material telah dituangkan dalam kebijakan, program, dan inisiatif yang juga akan dilaporkan dalam laporan keberlanjutan.

To prioritize impacts for reporting, the Company adopts the following process:

1. **Assessment Criteria**
   The Company assesses the significance of impacts based on criteria such as scale (the magnitude of the impact), reach (the extent of the impact), and context (the environmental or social sensitivity of the operational location);
2. **Materiality Matrix**
   The Company uses a materiality matrix to visualize and prioritize sustainability issues. This matrix is constructed by considering the importance of the issues to the Company's stakeholders and their impact on long-term business success;

3. **Reporting Priorities**
   Based on this process, the Company identifies material issues that have significant economic, social, and environmental impacts. The Company ensures that the management of the impacts of these material issues is incorporated into policies, programs, and initiatives, and that these impacts are also reported in the sustainability report.

Secara umum, topik material pada periode pelaporan tahun buku 2025 relatif tidak mengalami perubahan signifikan dibandingkan dengan periode pelaporan sebelumnya. Dalam pengungkapan topik material dilakukan untuk meningkatkan efektivitas pelaporan serta mengikuti praktik terbaik dalam pelaporan keberlanjutan. Selain itu, penambahan topik Tata Kelola bertujuan untuk meningkatkan transparansi dan akuntabilitas Perseroan. [GRI 3-1, 3-2]

Berdasarkan berbagai langkah yang telah dilakukan tersebut, PELNI telah menetapkan daftar topik material yang akan dikelola dalam periode 2025–2029. Pada setiap tahun dalam periode tersebut, PELNI akan melakukan peninjauan kembali terhadap relevansi topik material dengan mempertimbangkan perkembangan dinamika bisnis, perubahan regulasi, ekspektasi pemangku kepentingan, serta kondisi dan arah strategis Perseroan, sehingga pengelolaan isu material tetap adaptif dan selaras dengan prinsip keberlanjutan.

DAFTAR TOPIK MATERIAL TAHUN 2025

Berdasarkan pemetaan topik material diatas, jumlah topik material mengalami penyesuaian dari 11 topik material menjadi 6 Topik Material Utama. Penyesuaian tersebut mencakup integrasi penggabungan dampak langsung dan tidak langsung tanpa mengubah substansi topik material.

In general, material topics in the 2025 fiscal year reporting period remained relatively unchanged compared to the previous reporting period. Disclosure of material topics is intended to improve reporting effectiveness and adhere to best practices in sustainability reporting. Furthermore, the addition of the Governance topic aims to enhance the Company's transparency and accountability. [GRI 3-1, 3-2]

Based on the various steps taken, PELNI has established a list of material topics to be managed for 2025–2029. Each year during this period, PELNI will review the relevance of material topics by considering business dynamics, regulatory changes, stakeholder expectations, and the Company's strategic direction and conditions, ensuring that material issue management remains adaptive and aligned with sustainability principles.

MATERIAL TOPICS LIST IN 2025

Based on the material topic mapping above, the number of material topics has been adjusted from 11 to 6 Main Material Topics. This adjustment includes integrating direct and indirect impacts without changing the substance of the material topics.

Topik Material Prioritas
Priority Material Topics

No.	Topic Material Material Topics	Isu-isu Utama Key Issues	Risiko Potensi Dampak Risk Potential Impacts	SDGs	Indeks GRI GRI Index
1.	*Effluents and Waste*	Upaya Perseroan dalam mengelola limbah operasional yang berpotensi mencemari lingkungan. Company's efforts in managing operational waste that may potentially cause environmental pollution.	1. Pencemaran pembuangan limbah minyak, *ballast water*, plastik perairan laut dan pesisir; 2. Permasalahan pelanggaran regulasi; 3. Peningkatan biaya lingkungan dan risiko *financial* jangka panjang. 1. Pollution resulting from the disposal of oil waste, ballast water, and plastic waste into marine and coastal environments; 2. Regulatory non-compliance issues; 3. Increased environmental costs and long-term financial risks.	SDGs Poin 6, 12 dan 14. SDGs Points 6, 12, and 14.	1. GRI 301: Material; 2. GRI 303: Air dan Efluen; 3. GRI 306: Limbah. 1. GRI 301: Materials; 2. GRI 303: Water and Effluents; 3. GRI 306: Waste.

Topik Material Prioritas
Priority Material Topics

No.	Topic Material Material Topics	Isu-isu Utama Key Issues	Risiko Potensi Dampak Risk Potential Impacts	SDGs	Indeks GRI GRI Index
2.	*Carbon - Own Operation*	Emisi gas rumah kaca (GRK) yang dihasilkan langsung dan tidak langsung dari aktivitas operasional Perseroan. Greenhouse gas (GHG) emissions generated directly and indirectly from the Company's operational activities.	1. Ketergantungan pada bahan bakar fosil dan volatilitas harga energi global yang mempengaruhi biaya operasional kapal; 2. Pemenuhan tuntutan *stakeholder*, pemerintah dan masyarakat untuk pengurangi intensitas emisi karbon. 1. Dependence on fossil fuels and volatility in global energy prices that may affect vessel operating costs; 2. Increasing expectations from stakeholders, government, and society to reduce carbon emission intensity.	SDGs Poin 7, 12 dan 13. SDGs Points 7, 12, and 13.	1. GRI 203: Dampak Ekonomi Tidak Langsung; 2. GRI 302: Energi; 3. GRI 305: Emisi. 1. GRI 203: Indirect Economic Impacts; 2. GRI 302: Energy; 3. GRI 305: Emissions.
3.	*Human Capital*	Mengatasi kesenjangan dan inklusivitas serta kesiapan Perseroan dalam merespon transformasi Sumber Daya Manusia (SDM) di tempat kerja. Addressing gaps and promoting inclusiveness, as well as enhancing the Company's readiness to respond to workforce transformation in the workplace.	1. Produktivitas menurun karena kurangnya dan *engagement* dapat menghambat kinerja operasional; 2. Kurangnya inovasi dikarenakan minimnya keberagaman keterampilan Perseroan; 3. Tingkat *turnover* tinggi dapat mempengaruhi biaya perekrutan dan pelatihan, penurunan produktivitas, beban kerja berlebih, gangguan pada operasional dan layanan pelanggan. 1. Declining productivity due to insufficient employee engagement, which may hinder operational performance; 2. Reduced innovation resulting from limited diversity in the Company's skill sets; 3. High employee turnover may increase recruitment and training costs, reduce productivity, create excessive workloads, and disrupt operations and customer service.	SDGs Poin 5, 8, 10, 16 dan 17. SDGs Points 5, 8, 10, 16, and 17.	1. GRI 401: Ketenagakerjaan; 2. GRI 404: Pelatihan dan Pendidikan; 3. GRI 405: Keanekaragaman dan Peluang Setara; 1. GRI 401: Employment; 2. GRI 404: Training and Education; 3. GRI 405: Diversity and Equal Opportunity;

Topik Material Prioritas
Priority Material Topics

No.	Topic Material Material Topics	Isu-isu Utama Key Issues	Risiko Potensi Dampak Risk Potential Impacts	SDGs	Indeks GRI GRI Index
4.	*Occupation Health and Safety*	Menciptakan kondisi kerja yang sehat dan aman bagi pekerja, tujuan ini selaras dengan tujuan pembangunan berkelanjutan. Creating healthy and safe working conditions for employees, aligned with the Sustainable Development Goals (SDGs).	1. Gangguan kesehatan mental Anak Buah Kapal (ABK) karena jam kerja panjang di kapal tanpa penerapan program kesejahteraan yang memadahi; 2. Kecelakaan kerja akibat perbaikan atau pembersihan kapal akibat penerapan SOP tidak maksimal. 1. Mental health challenges among crew members due to long working hours onboard without adequate employee well-being programs; 2. Workplace accidents during vessel maintenance or cleaning activities resulting from ineffective implementation of Standard Operating Procedures (SOPs).	SDGs Poin 3, 8 dan 16. SDGs Points 3, 8, and 16.	GRI 403: Kesehatan dan Keselamatan Kerja; GRI 403: Occupational Health and Safety;
5.	*Community Relations*	Meningkatkan hubungan antara Perseroan dengan masyarakat. Selain itu, juga dapat meningkatkan citra baik Perseroan di masyarakat. Strengthening the relationship between the Company and the community, while also enhancing the Company's positive reputation in society.	1. Potensi konflik sosial, penolakan proyek, tuntutan hukum, atau kehilangan *social license to operate;* 2. Kegagalan program CSR karena tida sesuai dengan kebutuhan nyata masyarakat (hanya simbolik). 1. Potential social conflicts, project rejection, legal claims, or loss of social license to operate; 2. Failure of CSR programs due to misalignment with the actual needs of communities (symbolic rather than impactful initiatives).	SDGs Poin 1, 3, 4, 8, 10, 11 dan 17. SDGs Points 1, 3, 4, 8, 10. 11, and 17.	1. GRI 203: Dampak Ekonomi Tidak Langsung; 2. GRI 413: Masyarakat Lokal. 1. GRI 203: Indirect Economic Impacts; 2. GRI 413: Local Communities.

Topik Material Prioritas
Priority Material Topics

No.	Topic Material Material Topics	Isu-isu Utama Key Issues	Risiko Potensi Dampak Risk Potential Impacts	SDGs	Indeks GRI GRI Index
6.	*Corporate Governance*	Berfokus pada kualitas dan integritas Direksi/manajemen; struktur dewan; kepemilikan dan hak-hak pemegang saham; remunerasi; serta audit dan pelaporan keuangan. Focusing on the quality and integrity of the Board of Directors/ management; board structure; shareholder ownership and rights; remuneration; as well as audit and financial reporting.	1. Kurangnya keberagaman dan kompetensi Direksi, serta kurangnya inovasi karena homogenitas pandangan; 2. Sistem *whistleblowing* lemah, dan risiko kasus besar tidak terdeteksi sejak dini. 1. Limited diversity and competency within the Board of Directors, as well as reduced innovation due to homogeneity of perspectives; 2. Weak whistleblowing mechanisms and the risk that major issues may not be detected at an early stage.	SDGs Poin 8, 12, 16 dan 17. SDGs Points 8, 12, 16, and 17.	GRI 205: Anti-Korupsi. GRI 205: Anti-corruption.

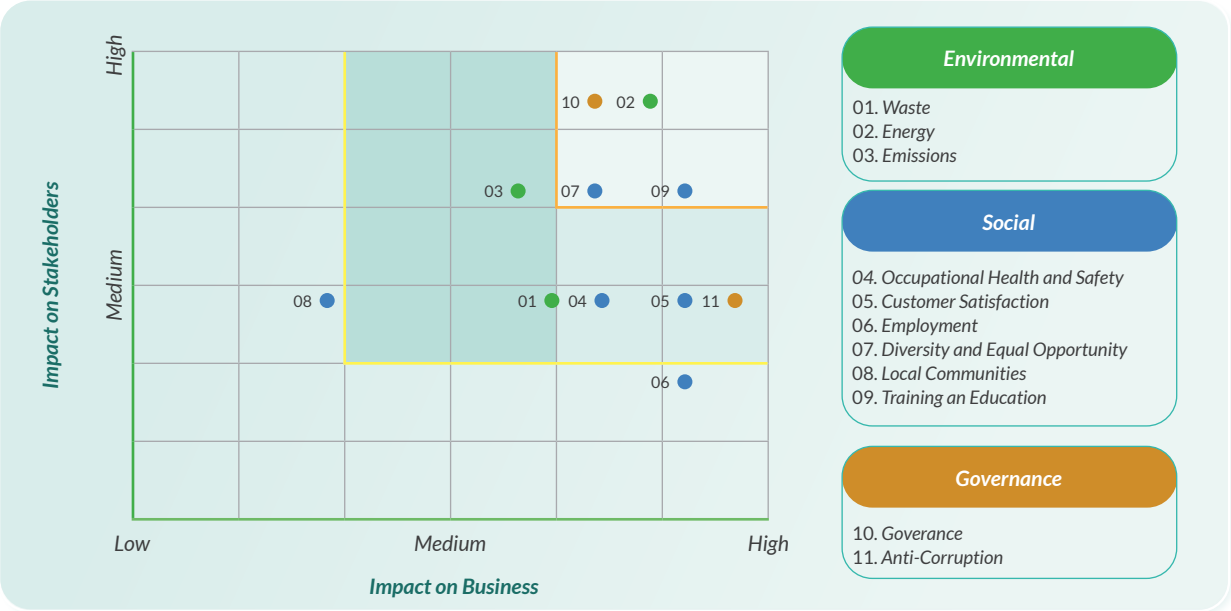
Selanjutnya, topik-topik tersebut dievaluasi tingkat signifikansi dampaknya, baik yang telah terjadi maupun yang berpotensi terjadi, terhadap aspek ekonomi, lingkungan, sosial, dan hak asasi manusia (HAM) dalam seluruh kegiatan operasional serta hubungan bisnis PELNI. Penilaian ini dilakukan dengan melibatkan pemangku kepentingan internal maupun eksternal melalui metode konsultasi, survei, FGD, dan lainnya. Penilaian tersebut menghasilkan matriks materialitas yang memetakan prioritas dampak paling signifikan berdasarkan 2 (dua) aspek utama, yaitu dampak terhadap bisnis PELNI dan dampak terhadap pemangku kepentingan. Matriks ini menjadi dasar bagi Perseroan dalam menentukan fokus pengelolaan isu material, penyusunan strategi keberlanjutan, serta pengungkapan informasi yang relevan dan transparan kepada para pemangku kepentingan. Seluruh rangkaian proses ini melibatkan para pakar, akademisi, serta pemangku kepentingan internal dan eksternal. [GRI 2- 29]

These topics are then evaluated for their significant, existing, and potential impacts on the economic, environmental, social, and human rights aspects of all PELNI operational activities and business relationships. This assessment involves internal and external stakeholders through consultations, surveys, focus group discussions (FGDs), and other methods. The assessment produces a materiality matrix that prioritizes the most significant impacts across 2 (two) main aspects: the impact on PELNI's business and on stakeholders. This matrix serves as the Company's basis for determining the focus for managing material issues, developing sustainability strategies, and disclosing relevant and transparent information to stakeholders. This entire process involves experts, academics, and internal and external stakeholders. [GRI 2- 29]

Selanjutnya, topik-topik material tersebut diprioritaskan menjadi tiga tingkatan, yaitu *High*, *Medium*, dan *Low* yang dapat dilihat pada grafik berikut ini:

These material topics are then prioritized into three levels: High, Medium, and Low, as shown in the following chart:

Grafik Matriks Material untuk tahun 2025
Material Matrix Chart for 2025



MATERIALITY FRAMEWORK & ASSESSMENT

PT PELNI (Persero) secara berkala melakukan penilaian materialitas untuk mengidentifikasi, mengevaluasi, dan memprioritaskan isu-isu keberlanjutan yang paling relevan bagi Perseroan dan para pemangku kepentingan. Proses ini menjadi landasan dalam penyusunan strategi keberlanjutan, pengelolaan risiko dan peluang, serta penyampaian informasi yang transparan dan akuntabel dalam laporan keberlanjutan.

Adapun mengenai *Materiality Framework & Assessment*, PELNI telah mengaturnya di dalam suatu pedoman yaitu dengan Surat Keputusan Direksi Nomor: 10.30/01/SK/HKO.01/2025 Tentang Pedoman Lingkungan (*Environmental*), Sosial (*Social*), Dan Tata Kelola (*Governance*) (ESG) PT PELNI (Persero).

Assessment untuk menetapkan *materiality framework* yaitu:
1. Mengacu pada standar ESG International seperti *Global Reporting Initiative*(GRI);
2. Melibatkan ESG *Raters* seperti MSCI dan Sustainalytics untuk mendapatkan perspektif penilaian keberlanjutan; serta

MATERIALITY FRAMEWORK & ASSESSMENT

PT PELNI (Persero) periodically conducts materiality assessments to identify, evaluate, and prioritize sustainability issues that are most relevant to the Company and its stakeholders. This process serves as the foundation for formulating sustainability strategies, managing risks and opportunities, and delivering transparent and accountable disclosures in the sustainability report.

Regarding the Materiality Framework & Assessment, PT PELNI has established a formal guideline through the Board of Directors Decree Number: 10.30/01/SK/HKO.01/2025 concerning the Environmental, Social, and Governance (ESG) Guidelines of PT PELNI (Persero).

The assessment conducted to establish the materiality framework includes:
1. Referring to international ESG standards, such as the Global Reporting Initiative (GRI);
2. Engaging ESG rating agencies, such as MSCI and Sustainalytics, to obtain perspectives on sustainability performance assessment; and

3. Menganalisis topik material dari perusahaan pelayaran atau logistik lain yang sejenis untuk memahami praktik terbaik di industri.

Sebagai bagian dari evaluasi atas dampak, kebutuhan pemangku kepentingan, serta keselarasan dengan standar internasional, PELNI melakukan beberapa penyesuaian terhadap daftar topik material tahun 2025 dibandingkan tahun 2024. Topik pengelolaan air dan limbah dimasukkan sebagai topik material seiring adanya perubahan fokus dan prioritas Perseroan dalam pemanfaatan air yang lebih efisien dan pengelolaan air limbah yang optimal, hal ini sebagai upaya Perseroan dalam menitikberatkan pada aspek *Environmental*, *Social*, *and Governance* (ESG). Selama periode 2023–2025, Perseroan tidak melakukan perubahan terhadap topik material karena tetap berfokus pada kebutuhan dan prioritas strategis Perseroan. Meskipun demikian, pada tahun 2025 Perseroan memberikan perhatian yang lebih besar terhadap berbagai topik material yang menjadi fokus utama dalam mendukung pencapaian tujuan bisnis dan keberlanjutan.

Namun, beberapa topik tetap dipertahankan karena dampaknya yang signifikan terhadap operasional dan keberlanjutan Perseroan. Topik seperti emisi, energi, SDM & ketenagakerjaan, kesehatan & keselamatan, dan masyarakat setempat tetap dipertahankan sebagai topik material karena relevansinya yang besar dalam mendukung keberlanjutan Perseroan dan memberikan dampak positif bagi masyarakat.

Perubahan pada daftar topik material ini didasarkan pada evaluasi tingkat signifikansi dampak, kebutuhan dan ekspektasi pemangku kepentingan, serta konsistensi dengan standar internasional yang berlaku. Topik yang tidak lagi dikategorikan sebagai material dinilai memiliki dampak yang relatif kurang signifikan atau telah terintegrasi ke dalam topik material lainnya, sementara topik baru ditambahkan sebagai respons terhadap perkembangan isu keberlanjutan, harapan pemangku kepentingan, dinamika industri, serta penerapan praktik terbaik yang relevan dengan kegiatan usaha Perseroan. [GRI 2- 29]

3. Analyzing material topics from other comparable shipping and logistics companies to understand industry best practices.

As part of the evaluation of impacts, stakeholder needs, and alignment with international standards, PELNI made several adjustments to the list of material topics in 2025 compared to 2024. The topic of water and waste management was included as a material topic in line with the Company's shift in focus and priorities toward more efficient water utilization and optimal wastewater management. This is the Company's effort to emphasize Environmental, Social, and Governance (ESG) aspects. During the 2023–2025 period, the Company made no changes to its material topics, remaining focused on the Company's strategic needs and priorities. In 2025, however, the Company focused more on material topics that were key to achieving business and sustainability goals.

However, some topics remain due to their significant impact on the Company's operations and sustainability. Topics such as emissions, energy, HR & employment, health & safety, and local communities remain material due to their significant relevance in supporting the Company's sustainability and providing a positive impact on society.

Changes to this list of material topics are based on an evaluation of the impact's level of significance, stakeholder needs and expectations, and consistency with applicable international standards. Topics that are no longer categorized as material are considered to have a relatively lower impact or to have been integrated into other material topics. Meanwhile, new topics are added in response to developments in sustainability issues, stakeholder expectations, industry dynamics, and the implementation of best practices relevant to the Company's business activities. [GRI 2- 29]

AKSESIBILITAS DAN UMPAN BALIK [GRI 2-3]
ACCESSIBILITY AND FEEDBACK [GRI 2-3]

PELNI menyambut baik komentar, ide, dan umpan balik dari para pembaca demi perbaikan kualitas laporan yang dihasilkan berikutnya. Laporan keberlanjutan ini memuat data dengan keterangan "pengungkapan kembali" akibat perubahan metode dan cakupan perhitungan. Secara keseluruhan, pengungkapan kembali tersebut tidak berpengaruh signifikan pada data. PELNI mengundang para pembaca dan pemangku kepentingan untuk mengakses dan mengunduh laporan keberlanjutan ini. Untuk pertanyaan yang lebih lanjut mengenai laporan ini dapat disampaikan kepada:

PELNI welcomes comments, ideas, and feedback from readers to improve the quality of future reports. This sustainability report contains data with the caption "re-disclosure" due to changes in calculation methods and scope. Overall, this re-disclosure does not significantly impact the data. PELNI invites readers and stakeholders to access and download this sustainability report. For further questions regarding this report, please contact:

Vice President Manajemen Risiko dan ESG
Vice President of ESG and Risk Management

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03



Laporan Direksi

Director's Report


PELNI
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PELNI
E NI
PelniLogistics
TOL LAUT



SAMBUTAN DIREKTUR UTAMA

[GRI 2-22] [OJK D.1]

MESSAGE FROM THE PRESIDENT DIRECTOR [GRI 2-22] [OJK D.1]

Seluruh Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dalam menjalankan praktik bisnis yang berkelanjutan, Perseroan mengacu pada prinsip *Environment, Social, and Governance* (ESG) yang mencakup pengelolaan aspek lingkungan, pemberdayaan sosial, dan penerapan tata kelola perusahaan yang baik sebagai fondasi penciptaan nilai jangka panjang.

Dengan menerapkan ketiga pilar ESG secara menyeluruh, Perseroan berupaya membangun ketahanan usaha dan menciptakan nilai yang berkelanjutan. Melalui komitmen tersebut, tahun 2025 menjadi momentum PELNI dalam memperkuat implementasi ESG sebagai bagian dari transformasi Perseroan, melalui peningkatan tata kelola, pengelolaan dampak lingkungan dan sosial yang lebih bertanggung jawab, penguatan transparansi, serta optimalisasi efisiensi operasional guna mendukung pertumbuhan yang berkelanjutan. Penguatan implementasi ESG diharapkan tidak hanya mampu meningkatkan reputasi Perseroan, tetapi juga membuka peluang usaha baru, memperkuat jaringan trayek, mengoptimalkan kinerja Perseroan, serta menghadirkan layanan yang semakin mengedepankan prinsip keberlanjutan dan tanggung jawab terhadap aspek lingkungan, sosial, dan tata kelola.

Dear Shareholders and Stakeholders,

In carrying out sustainable business practices, the Company adheres to the principles of Environment, Social, and Governance (ESG), including environmental management, social empowerment, and the implementation of good corporate governance as a foundation for long-term value creation.

By comprehensively implementing the three ESG pillars, the Company strives to build business resilience and create sustainable value. Through this commitment, 2025 became a momentum for PELNI to strengthen ESG implementation as part of the company's transformation, by improving governance, enhancing responsible environmental and social impact management, increasing transparency, and optimizing operational efficiency to support sustainable growth. Strengthening ESG implementation is expected not only to improve the Company's reputation but also to open new business opportunities, expand the route network, optimize company performance, and provide services that increasingly prioritize sustainability and responsibility across environmental, social, and governance aspects.



Tahun 2025, PT PELNI (Persero) menetapkan Pedoman ESG sebagai landasan integrasi prinsip ESG di seluruh entitas PELNI Group dan setiap unit kerja.

In 2025, PT PELNI (Persero) established ESG Guidelines as the basis for integrating ESG principles across all PELNI Group entities and each work unit.

Tri Andayani

Direktur Utama
President Director

LANGKAH PENTING MEWUJUDKAN KEBERLANJUTAN

Dinamika perekonomian global dan nasional sepanjang tahun 2025 masih menjadi salah satu faktor eksternal yang berpengaruh terhadap operasional dan kinerja bisnis PELNI. Berbagai tantangan yang muncul dari ketidakpastian ekonomi, perubahan kondisi pasar, serta peningkatan biaya operasional yang mendorong Perseroan untuk terus memperkuat strategi bisnis dan komitmen keberlanjutan guna menjaga kinerja, daya saing, dan keberlangsungan usaha dalam jangka panjang.

Dalam rangka menjawab tantangan dan isu-isu strategis tersebut, PT PELNI (Persero) melakukan penyesuaian dan menyusun kembali visi Perseroan untuk tahun 2025-2029, yakni "**Menjadi perusahaan pelayaran yang unggul dan berdaya saing global dalam mendukung konektivitas dan pertumbuhan ekosistem logistik maritim Indonesia**". Melalui visi yang baru ini, PT PELNI (Persero) menunjukkan komitmen penuh untuk mewujudkan penyediaan layanan yang unggul dan terpercaya yang didukung dengan inovasi yang berkelanjutan, mendukung peningkatan konektivitas

IMPORTANT STEPS TO ACHIEVE SUSTAINABILITY

Global and national economic dynamics throughout 2025 remained one of the external factors impacting PELNI's operations and business performance. Various challenges arising from economic uncertainty, changing market conditions, and rising operational costs prompted the Company to continuously strengthen its business strategy and sustainability commitments to maintain performance, competitiveness, and long-term business continuity.

To address these strategic challenges and issues, PT PELNI (Persero) adjusted and reformulated its Company vision for 2025-2029, namely **"To become an excellent and globally competitive shipping company in supporting connectivity and growth of Indonesia's maritime logistics ecosystem".** Through this new vision, PT PELNI (Persero) demonstrates its full commitment to realizing the provision of leading and reliable services supported by sustainable innovation, supporting increased connectivity between regions in Indonesia, implementing environmentally and socially responsible

antarwilayah di Indonesia, pelaksanaan bisnis yang bertanggung jawab terhadap lingkungan dan sosial melalui implementasi *Environmental*, *Social*, *and Governance* (ESG) yang aktif, memberikan kontribusi terhadap pertumbuhan ekosistem logistik maritim Indonesia, serta mencapai pertumbuhan Perseroan yang berkesinambungan melalui komersialisasi bisnis yang lebih agresif.

businesses through the active implementation of Environmental, Social and Governance (ESG), contributing to the growth of Indonesia's maritime logistics ecosystem, and achieving sustainable Company growth through more aggressive business commercialization.

Dalam mewujudkan visi Perseroan, PELNI terus memperkuat implementasi ESG sebagai bagian dari strategi keberlanjutan. Tahun 2025 menjadi tonggak penting bagi Perseroan melalui penyusunan Pedoman Lingkungan (*Environmental*), Sosial (*Social*), dan Tata Kelola (*Governance*) (ESG) PT PELNI (Persero), yang menjadi acuan dalam mengintegrasikan prinsip-prinsip ESG secara menyeluruh ke seluruh entitas PELNI Group dan setiap unit kerja. Pedoman ESG ini telah disahkan pada Surat Keputusan Direksi Nomor: 10.30/01/SK/HKO.01/2025 dengan salah satu tujuan yakni memberikan landasan yang jelas dan acuan yang terstruktur bagi PELNI dalam menerapkan prinsip-prinsip pengelolaan ESG di seluruh aspek operasional Perseroan. Dengan adanya pedoman tersebut, Perseroan semakin memperkuat implementasi prinsip keberlanjutan sebagai bagian integral dari strategi bisnis dan pengambilan keputusan Perseroan.

In realizing the Company's vision, PELNI continues to strengthen its ESG implementation as part of its sustainability strategy. 2025 marked an important milestone for the Company with the development of the Environmental, Social, and Governance (ESG) Guidelines for PT PELNI (Persero), which serve as a reference for integrating ESG principles comprehensively across all PELNI Group entities and work units. These ESG Guidelines have been ratified in the Board of Directors' Decree Number: 10.30/01/SK/HKO.01/2025, with one of the objectives being to provide a clear foundation and structured reference for PELNI in implementing ESG management principles across all aspects of the Company's operations. With these guidelines, the Company further strengthens the implementation of sustainability principles as an integral part of its business strategy and decision-making.

PELNI berharap, penetapan Pedoman ESG ini juga dapat meningkatkan kinerja Perseroan, tidak hanya dari segi keuangan, namun juga mampu memberikan gambaran utuh tentang pengelolaan materialitas ganda dari isu keberlanjutan yang ada, yaitu dampak yang berhasil diciptakan Perseroan atas rantai nilainya terhadap lingkungan dan seluruh pemangku kepentingan, serta pengelolaan risiko ESG yang dapat berakibat signifikan bagi operasional dan bisnis serta keuangan Perseroan.

PELNI hopes that the establishment of these ESG Guidelines will also improve the Company's performance, not only in terms of finance, but also be able to provide a complete picture of the management of the dual materiality of existing sustainability issues, namely the impact that the Company has successfully created on its value chain on the environment and all stakeholders, as well as the management of ESG risks that can have significant impacts on the Company's operations, business, and finances.

Pedoman ESG PELNI juga sebagai wujud mencapai *roadmap* PELNI tahun 2025-2029 pada Fase 3: *Sustainable Shipping Provider* untuk tahun 2029. Pada fase ketiga tersebut, fokus utama PT PELNI (Persero) yakni mencapai pertumbuhan yang berkesinambungan melalui pertumbuhan yang konsisten dari setiap portofolio bisnis serta mampu bersaing yang didukung dengan adanya implementasi aspek ESG yang proaktif, inovasi teknologi, dan budaya *continuous improvement* guna mendukung pemberian layanan yang terus berorientasi pada pelanggan.

PELNI's ESG guidelines also support achieving PELNI's 2025-2029 roadmap in Phase 3: Sustainable Shipping Provider for 2029. In this third phase, the main focus of PT PELNI (Persero) is to achieve sustainable growth through consistent growth of each business portfolio and to be able to compete with the support of proactive implementation of ESG aspects, technological innovation, and a culture of continuous improvement to support the provision of services that continue to be customer-oriented.

Sebagai bagian dari transformasi menuju *roadmap* Perseroan *"Sustainable Shipping Provider"* pada tahun 2029, PELNI menetapkan tujuan jangka panjang untuk menjadi perusahaan pelayaran yang memimpin dalam penerapan prinsip keberlanjutan serta menjadi tolok ukur (*benchmark*) bagi pelaku usaha lain di industri sejenis. Untuk mewujudkan visi tersebut, Perseroan terus memperkuat tata kelola keberlanjutan melalui penyusunan kebijakan, pengintegrasian aspek ESG ke dalam strategi bisnis, serta penguatan koordinasi lintas fungsi. Agar perjalanan keberlanjutan ini dapat berjalan secara sistematis, terarah, terukur, dan akuntabel, manajemen PELNI juga membentuk Komite *Sustainability* yang ditetapkan berdasarkan Keputusan Direksi Nomor 05.209/03/SK/HKO.01/2025 tentang Komite *Sustainability* PT PELNI (Persero).

Komite ini langsung dipimpin oleh VP Manajemen Risiko & ESG dengan Dewan Penasihat dan Penanggung Jawab ialah Direktur Perseroan, dengan harapan berbagai inisiatif keberlanjutan yang akan dikembangkan PELNI tetap pada jalur visi dan misi Perseroan serta memenuhi perundang-perundangan yang berlaku. Komite ini juga melibatkan seluruh Direksi sebagai pengawas yang langsung bertanggung jawab memantau perkembangan penerapan inisiatif keberlanjutan. Agar dapat terarah dan tepat sasaran, komite ini beranggotakan berbagai divisi dan unit yang terbagi dalam 3 (tiga) bagian besar yang dibagi berdasarkan pendekatan E, S, dan G serta divisi yang berkaitan dengan Pertumbuhan Perseroan.

Selain itu, pedoman ESG ini juga menetapkan *framework* menjadi peta jalan dalam memandu Perseroan dalam menjalankan berbagai inisiatif berbasis lingkungan, sosial dan tata kelola yang terintegrasi. Dengan mencakup penyusunan topik material mengenai penyampaian informasi secara transparan mengenai isu-isu keberlanjutan, identifikasi topik material, *sustainability standard*, *ESG Raters* (penilaian eksternal dari pihak ketiga dalam memberikan gambaran objektif tentang kinerja ESG), serta *Peers Benchmarking* (posisi keberlanjutan suatu perusahaan dengan melakukan perbandingan dengan perusahaan–perusahaan lain dalam sektor atau industri yang sama).

As part of the Company's transformation towards a "Sustainable Shipping Provider" roadmap by 2029, PELNI has set a long-term goal to become a shipping company that leads in implementing sustainability principles and becomes a benchmark for other business players in similar industries. To realize this vision, the Company continues to strengthen sustainability governance through policy formulation, integrating ESG aspects into business strategies, and enhancing cross-functional coordination. To ensure this sustainability journey runs systematically and is directed, measurable, and accountable, PELNI management has also established a Sustainability Committee in accordance with Board of Directors Decree Number 05.209/03/SK/HKO.01/2025 concerning the PT PELNI (Persero) Sustainability Committee.

This committee is directly led by the VP of ESG & Risk Management, with the Company Director as its responsible officer and Advisory Board. It is hoped that the various sustainability initiatives developed by PELNI will remain aligned with the Company's vision and mission and comply with applicable laws and regulations. This committee also involves the entire Board of Directors as supervisors, directly responsible for monitoring the progress of sustainability initiatives. To ensure a focused, targeted approach, this committee comprises members from various divisions and units, divided into three major sections based on the E, S, and G approaches, as well as a division focused on Company Growth.

Furthermore, these ESG guidelines establish a roadmap for the Company to implement integrated environmental, social, and governance initiatives. This includes the development of material topics regarding the transparent delivery of information on sustainability issues, the identification of material topics, sustainability standards, ESG Raters (external third-party assessments that provide an objective picture of ESG performance), and Peer Benchmarking (a company's sustainability position by comparing it with other companies in the same sector or industry).

PELNI menyadari bahwa Pedoman ESG merupakan dokumen yang bersifat dinamis dan akan terus disempurnakan seiring dengan perkembangan isu keberlanjutan. Perseroan meyakini bahwa pembaruan dan penyesuaian akan terus dilakukan, khususnya dalam meningkatkan kesadaran dan pemahaman Insan PELNI terhadap berbagai isu keberlanjutan. Perubahan dan penyesuaian di masa-masa mendatang inilah yang diharapkan mampu menciptakan integrasi yang utuh antara pengembangan bisnis berbasis margin jangka pendek dengan pengelolaan keberlanjutan berbasis investasi jangka panjang.

PELNI juga menaruh perhatian dengan adanya penguatan Pedoman ESG menjadi salah satu kerangka utama pemenuhan regulator dan pemangku kepentingan untuk mendorong praktik bisnis yang bertanggung jawab, meningkatkan daya tarik investasi, dan menciptakan pertumbuhan yang berkelanjutan. Pemenuhan regulasi pada Pedoman ESG mencakup berbagai aspek mulai pengurangan dampak lingkungan seperti emisi karbon dari operasional kapal, hingga memastikan tanggung jawab sosial Perseroan terhadap karyawan, pelanggan dan masyarakat luas. Pada tahun 2025, PELNI telah melaksanakan berbagai kebijakan yang telah dipublikasikan sesuai dengan penerapan ESG. Diharapkan, berbagai kebijakan ini dapat menjadi pijakan bagi seluruh Insan PELNI untuk dapat secara sistematis dan bersama-sama mengimplementasikan keberlanjutan dalam proses bisnis dan rantai nilai yang dikembangkan.

PERKEMBANGAN PENERAPAN KEBERLANJUTAN PELNI

Jika dibandingkan dengan target operasi dan keuangan, Perseroan berhasil membukukan pendapatan usaha perkapalan lebih tinggi 102,66% dari target yang telah ditetapkan. Capaian tersebut terutama ditopang oleh peningkatan pendapatan dari jasa pelayanan kapal PSO dan Subsidi sepanjang tahun berjalan. Sejalan dengan kinerja pendapatan, realisasi laba tahun berjalan tercatat lebih tinggi 108,27% dibandingkan dengan target yang ditetapkan. Jika dibandingkan dengan tahun sebelumnya, kinerja operasi dan keuangan Perseroan menunjukkan

PELNI recognizes that the ESG Guidelines are a dynamic document and will continue to be refined as sustainability issues evolve. The Company believes that updates and adjustments will continue, particularly to increase PELNI personnel's awareness and understanding of various sustainability issues. These future changes and adjustments are expected to create a complete integration between short-term margin-based business development and long-term investment-based sustainability management.

PELNI also focuses on strengthening the ESG Guidelines as one of the main frameworks for compliance with regulators and stakeholders, to encourage responsible business practices, increase investment attractiveness, and drive sustainable growth. Compliance with the ESG Guidelines covers various aspects, from reducing environmental impacts, such as carbon emissions from ship operations, to ensuring corporate social responsibility towards employees, customers, and the wider community. By 2025, PELNI had implemented various published policies in accordance with ESG implementation. It is hoped that these policies can serve as a foundation for all PELNI personnel to systematically and collaboratively implement sustainability in their business processes and value chains.

PROGRESS OF PELNI SUSTAINABILITY IMPLEMENTATION

Compared to operational and financial targets, the Company successfully recorded shipping business revenues 102.66% above the target. This achievement was primarily supported by increased revenue from PSO and Subsidy ship services throughout the current year. In line with revenue performance, the realization of profit for the year was recorded 108.27% higher than the set target. Compared with the previous year, the Company's operational and financial performance showed strong growth. The Company's revenue increased by 1.07%,

pertumbuhan yang cukup baik. Pendapatan Perseroan meningkat 1,07%, yang diiringi dengan laba tahun berjalan yang tumbuh 4,14% dibandingkan tahun sebelumnya. Peningkatan tersebut menunjukkan kemampuan Perseroan dalam memperkuat fundamental keuangan dan kapasitas usaha guna mendukung pengembangan bisnis dan investasi jangka panjang.

accompanied by profit for the year, which grew 4.14% compared to the previous year. This increase demonstrates the Company's ability to strengthen its financial fundamentals and business capacity to support long-term business development and investment.

Untuk target pada aspek lingkungan dan sosial, Perseroan telah menetapkan target jangka pendek, menengah maupun jangka panjang yang tertuang dalam ESG *Roadmap* 2025. Target tersebut disusun sebagai arah strategis dalam mengelola dampak lingkungan dan sosial yang timbul dari kegiatan operasional maupun pengembangan bisnis Perseroan. *Roadmap* ESG PELNI ini dapat menjadi acuan Perseroan dalam Peta Transformasi menuju bisnis yang lebih keberlanjutan melalui penerapan prinsip-prinsip lingkungan, sosial, dan tata kelola (ESG) secara terintegrasi.

For its environmental and social initiatives, the Company has established short-, medium-, and long-term targets as outlined in the 2025 ESG Roadmap. These targets serve as the Company's strategic direction for managing the environmental and social impacts arising from its operational activities and business development initiatives. PELNI's ESG Roadmap provides a strategic reference for the Company's transformation toward a more sustainable business by integrating Environmental, Social, and Governance (ESG) principles into its operations and decision-making processes.

Dibandingkan tahun sebelumnya, Perseroan berhasil meningkatkan kinerja lingkungannya melalui penurunan konsumsi energi berupa BBM, solar, dan listrik sebesar 2,78%, serta penggunaan energi terbarukan.

Compared to the previous year, the Company succeeded in improving its environmental performance by reducing energy consumption in the form of fuel, diesel, and electricity by 2.78%, as well as the use of renewable energy.

Emisi karbon sebagai buangan Gas Rumah Kaca (GRK) terpantau mengalami perbaikan, dengan penurunan jumlah emisi GRK Cakupan 1 dan Cakupan 2 sebesar 7,1%, dari 488.874 tCO_2e menjadi 454.183 tCO_2e. Penurunan emisi GRK Cakupan 1 dan Cakupan 2 ini tak lepas dari pengurangan energi yang dikonsumsi sebagai dampak dari pemanfaatan penggunaan energi terbarukan yakni Biosolar B40.

Carbon emissions as Greenhouse Gas (GHG) emissions were observed to have improved, with a decrease in the amount of Scope 1 and Scope 2 GHG emissions by 7.1%, from 488,874 tCO_2e to 454,183 tCO_2e. The decrease in Scope 1 and Scope 2 GHG emissions is inseparable from the reduction in energy consumption resulting from the use of renewable energy, i.e., Biodiesel B40.

Di samping itu, sebagai operator kapal yang beroperasi di perairan Indonesia, Perseroan juga wajib mematuhi ketentuan internasional Konvensi IMO Marpol 73/78, di mana ketentuan tersebut salah satunya mengatur dengan ketat atas tumpahan yang terjadi di perairan laut, baik tumpahan minyak maupun limbah. Sepanjang tahun 2025, Perseroan mencatat timbulan limbah Non-B3 yang berasal dari aktivitas perkantoran serta limbah yang dihasilkan dari operasional kapal. Volume limbah *Non*-B3 tercatat sebesar 5.395 ton, atau mengalami

In addition, as a ship operator operating in Indonesian waters, the Company is required to comply with the international provisions of the IMO MARPOL 73/78 Convention, one of which strictly regulates spills in marine waters, including oil and waste. Throughout 2025, the Company recorded Hazardous and Toxic Waste (B3) and non-B3 waste generated from ship operations. Throughout 2025, the Company recorded non-hazardous (Non-B3) waste generated from office activities and vessel operations. Total non-hazardous

penurunan sebesar 343 ton dibandingkan dengan 5.738 ton pada tahun 2024. Penurunan timbulan limbah B3 tersebut didukung oleh berbagai inisiatif pengelolaan limbah yang lebih efektif, salah satunya melalui program *upcycle jacket*, yaitu pemanfaatan kembali material yang tidak lagi digunakan menjadi produk bernilai guna. Selain itu, PELNI juga melakukan daur ulang *life jacket* yang tidak terpakai menjadi *tote bag* yang ramah lingkungan sebagai inisiatif dari Program pengelolaan Limbah Sampah *Non*-B3.

waste amounted to 5,395 tons, representing a decrease of 343 tons from 5,738 tons in 2024. The reduction in waste generation was supported by various initiatives to improve waste management effectiveness, including the Upcycle Jacket Program, which repurposes unused materials into value-added products. In addition, PELNI recycled unused life jackets into environmentally friendly tote bags as an initiative of the Non-B3 Waste Management Program.

Untuk dapat mengantisipasi terjadi tumpahan limbah tersebut, PELNI secara berkala melakukan perawatan seluruh unit kapal. Dalam proses *docking* tersebut, selain perawatan mesin kapal secara menyeluruh, seluruh limbah yang terdapat dalam unit kapal akan dikeluarkan dan diproses oleh pihak ketiga yang ditunjuk untuk mengelola limbah hasil kapal.

To prevent such waste spills, PELNI regularly performs maintenance on all ships. During the docking process, in addition to comprehensive engine maintenance, all waste on board is removed and processed by a third party designated to manage ship waste.

Secara rutin dan berkala, Perseroan juga menggunakan cat ramah lingkungan pada seluruh lambung bawah kapal yang dioperasikan dengan pengendalian sistem anti-teritip (*antifouling*). Cat *anti-fouling* berfungsi melapisi permukaan bawah air kapal untuk mencegah biota laut seperti alga dan moluska menempel pada lambung kapal. Hal ini dilakukan agar laju kapal tetap dapat dipertahankan pada kecepatan yang diinginkan, yang pada akhirnya akan berdampak pada efisiensi bahan bakar.

The Company routinely applies environmentally friendly paint to the entire hull, which is operated with an anti-barnacle (antifouling) system. The antifouling paint coats the ship's underwater hull to prevent marine life, such as algae and mollusks, from adhering to the hull. This ensures the ship's speed remains at the desired level, ultimately improving fuel efficiency.

Dalam pengoperasian seluruh kapal, sepanjang tahun 2025, PELNI juga menggunakan biosolar B40. Biosolar B40 adalah campuran bahan bakar yang terdiri dari 40% biodiesel dan 60% minyak diesel. Bahan bakar ini digunakan untuk mesin diesel, utamanya mesin berkecepatan tinggi. Penggunaan bahan bakar ini bertujuan untuk mengurangi ketergantungan pada bahan bakar fosil dan meningkatkan keberlanjutan lingkungan. Selain mampu meningkatkan peforma mesin, penggunaan biosolar B40 juga berkontribusi positif dalam meningkatkan kualitas udara. Kontribusi positif ini berupa kemampuan mengurangi emisi karbon monoksida, hidrokarbon, dan material padat atau cair yang tersuspensi di udara.

Throughout 2025, PELNI used B40 biodiesel for all its ships. B40 biodiesel is a fuel blend consisting of 40% biodiesel and 60% diesel. This fuel is used in diesel engines, particularly high-speed engines. The use of this fuel aims to reduce dependence on fossil fuels and improve environmental sustainability. In addition to improving engine performance, the use of B40 biodiesel also contributes positively to improving air quality. This positive contribution is achieved by reducing emissions of carbon monoxide, hydrocarbons, and suspended solid or liquid materials.

Perseroan juga mengadopsi teknologi untuk mereduksi potensi emisi, di mana pada tahun 2025 telah mengoperasikan penggunaan mobil listrik serta *repowering main engine*, sehingga mampu mereduksi potensi emisi per tahun.

The Company also adopted technology to reduce potential emissions, including operating electric cars by 2025 and repowering the main engine, thereby reducing annual emissions.

Pendekatan strategis atas keanekaragaman hayati juga menjadi isu penting dalam keberlanjutan Perseroan. Untuk itu, PELNI juga melakukan restorasi Terumbu Karang di Karimun Jawa serta penanaman *Seagrass* di Pulau Dompak, Tanjung Pinang. Program restorasi dan rehabilitasi ini merupakan bagian dari komitmen PELNI dalam menjaga kelestarian keanekaragaman hayati laut, meningkatkan kualitas habitat biota perairan, serta mendukung keberlanjutan sumber daya kelautan. Selain memberikan manfaat ekologis melalui percepatan pemulihan ekosistem, program ini juga diharapkan dapat memberikan dampak positif bagi masyarakat pesisir, khususnya dalam mendukung sektor perikanan berkelanjutan dan pengembangan ekowisata di wilayah sekitar.

A strategic approach to biodiversity is also a key sustainability issue for the Company. To further support marine environmental conservation, PELNI carried out coral reef restoration in Karimunjawa and seagrass planting in Dompak Island, Tanjung Pinang. These restoration and rehabilitation initiatives form part of the Company's commitment to preserving marine biodiversity, enhancing the quality of aquatic habitats, and supporting the sustainable management of marine resources. In addition to accelerating ecosystem recovery and delivering ecological benefits, these programs are expected to generate positive impacts for coastal communities by supporting sustainable fisheries and promoting the development of ecotourism in the surrounding areas.

Pemantauan lingkungan juga dilakukan secara periodik terhadap biota laut di beberapa titik sampling pelabuhan. Berdasarkan hasil laporan dalam dokumen pemantauan lingkungan Pelabuhan, tidak terdampak gangguan terhadap biota laut pada aktivitas operasional perkapalan.

Environmental monitoring is also conducted periodically on marine biota at several port sampling points. Based on the report in the Port's environmental monitoring document, there was no disruption to marine life during shipping operations.

Pada aspek sosial, PELNI terus mendorong kesadaran atas standar Keselamatan dan Kesehatan Kerja (K3) di seluruh proyek dan kantor pusat agar dapat terus ditingkatkan. K3 menjadi isu prioritas bagi PELNI yang telah diintegrasikan ke dalam manajemen mutu proyek, yang kemudian disebut sebagai *Quality, Health, Safety, and Environment* (QHSE) dengan biro tersendiri yang secara organisasi berada langsung di bawah koordinasi Direktur Utama. Pembentukan organisasi QHSE ini menjadi gambaran tentang pentingnya K3 bagi PELNI dalam seluruh dimensi kegiatan operasi yang dilakukan. Hingga akhir tahun 2025, jumlah jam kerja yang berhasil tercatat pada Perseroan mencapai 8.364.272. Dari keseluruhan jam kerja tersebut, terdapat 15 (lima belas) orang mengalami kecelakaan kerja baik *Lost Day, Fatality, Lost Time Injury, Total Recordable Incident Rate* (TRIR), maupun *Severity Rate* (SR).

In the social aspect, PELNI continues to encourage awareness of Occupational Health and Safety (OHS) standards across all projects and head offices, enabling continuous improvement. OHS is a priority issue for PELNI, which has been integrated into project quality management, referred to as Quality, Health, Safety, and Environment (QHSE), with a separate bureau directly under the coordination of the President Director. The formation of this QHSE organization underscores the importance of OHS for PELNI across all operational activities. Until the end of 2025, the number of working hours recorded by the Company reached 8,364,272. Out of the total hours worked, 15 (fifteen) employees experienced occupational accidents, including Lost Day Cases, Fatality, Lost Time Injury, Total Recordable Incident Rate (TRIR), or Severity Rate (SR).

Pengelolaan ketenagakerjaan di lingkup PELNI tak lepas dari pengembangan dan kompetensi karyawan. Selama tahun 2025, realisasi pengembangan kompetensi pegawai darat menunjukkan capaian kinerja yang optimal dengan tingkat pemenuhan pelatihan mencapai 100% dari total populasi 1.268 pegawai. Distribusi kepesertaan ini tersebar secara berjenjang di seluruh

PELNI's workforce management is inextricably linked to employee development and competency. Throughout 2025, the land-based employee competency development program demonstrated optimal performance, with training completion reaching 100% among the total of 1,268 employees. This participation was distributed hierarchically throughout the organizational structure, with the largest

struktur organisasi, dengan proporsi terbesar berada pada level pelaksana (Staf) sebanyak 530 orang dan *Officer* sebanyak 291 orang, serta tetap mengakomodasi kebutuhan level manajerial hingga strategi.

Aspek sosial lainnya ditempuh PELNI dengan upaya membangun hubungan yang manusia berbasis Hak Asasi Manusia (HAM) dalam pengelolaan ketenagakerjaan. Karyawan, yang biasa kami sebut sebagai Insan PELNI, telah menjadi penggerak utama dari organisasi yang telah berjalan sejauh ini. Prinsip saling membutuhkan tentunya diwujudkan dalam 2 (dua) arah, produktivitas kinerja yang diiringi dengan pemenuhan hak-hak ketenagakerjaan serta peningkatan kompetensi diri dari setiap Insan PELNI. Hingga akhir tahun 2025, jumlah karyawan PELNI yang mengikut penilaian kinerja sebanyak 272 karyawan laki-laki dan 202 karyawan perempuan.

PT PELNI (Persero) juga senantiasa memastikan bahwa kebijakan pengupahan yang diterapkan telah sesuai dengan ketentuan pemerintah yang berlaku. Perseroan juga menjunjung tinggi prinsip kesetaraan dalam pemberian remunerasi, yang tercermin dari rasio remunerasi karyawan laki-laki dan perempuan sebesar 1:1 pada tingkat jabatan yang setara.

Terkait hubungan dengan pelanggan tentu menjadi hal mendasar dalam mengevaluasi seluruh kualitas produk dan layanan transportasi laut yang diberikan PELNI kepada seluruh pelanggan. Hubungan yang setara dan manusiawi menjadi prinsip mendasar bagi PELNI dalam membangun dan membina hubungan dengan para pelanggan. Salah satunya dilakukan melalui inovasi yang terus menerus dilakukan seperti penggunaan teknologi dan digitalisasi. Selain itu, Perseroan juga mengukur tingkat kepuasan pelayanan yakni pada tahun 2025, Indeks Kepuasan Pelanggan (IKP) PELNI tercatat berada 4,19 dari skala 5 atau 83,80 pada skala 100, yang termasuk dalam kategori puas. Hasil ini menunjukkan bahwa secara umum layanan PELNI telah mampu memenuhi harapan pelanggan. Selain itu, PELNI juga mengukur tingkat kepuasan pelayanan di Kantor Cabang melalui Indeks Kepuasan Pelanggan (IKP) Kantor Cabang yang secara keseluruhan tercatat sebesar 4,10 pada skala 5 atau setara dengan 82,00 pada skala 100, dan termasuk dalam kategori puas. Hasil ini menunjukkan bahwa layanan Cabang PELNI secara umum telah mampu memenuhi harapan pelanggan.

proportion at the executive level (Staff), comprising 530 employees, and at the Officer level, comprising 291 employees, while still accommodating the needs of the managerial and strategic levels.

Another social aspect pursued by PELNI is through efforts to build human relations based on Human Rights (HAM) in labor management. Employees, whom we usually refer to as PELNI Employees, have been the main driving force of the organization that has run so far. The principle of mutual need is certainly realized in 2 (two) directions: performance productivity, accompanied by the fulfillment of labor rights, and the improvement of each PELNI Employee's self-competence. Until the end of 2025, the number of PELNI employees who took part in the performance assessment was 272 male employees and 202 female employees.

PT PELNI (Persero) consistently ensures that its wage policies comply with applicable government regulations. The company also upholds the principle of equal remuneration, reflected in a 1:1 remuneration ratio for male and female employees at the same job level.

Relations with customers are fundamental in evaluating the quality of all maritime transportation products and services provided by PELNI to all customers. Equal and humane relations are fundamental principles for PELNI in its interactions with customers. One way to achieve this is through continuous innovation, such as the use of technology and digitalization. The Company also measures the level of service satisfaction. In 2025, PELNI recorded a Customer Satisfaction Index (CSI) of 4.19 on a scale of 5, or 83.80 on a scale of 100, placing it in the "Satisfied" category. This result indicates that, overall, PELNI's services have met customer expectations. In addition, PELNI assessed service quality at its branch offices through the Branch Customer Satisfaction Index (Branch CSI), which achieved an overall score of 4.10 on a scale of 5, equivalent to 82.00 on a scale of 100, also falling within the "Satisfied" category. This result demonstrates that the services provided by PELNI's branch offices have, in general, met customer expectations.

Selain itu, masyarakat tentunya menjadi isu penting yang harus terus tumbuh bersama. Terutama dengan dirilisnya Peraturan Menteri BUMN RI No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, PELNI memiliki kewajiban terkait kepatuhan untuk dapat menciptakan nilai tambah bagi masyarakat khususnya di sekitar lokasi operasional. PELNI juga melakukan hubungan antara isu eksternal TJSL dan *stakeholder mapping* sangat penting untuk mencapai tujuan pembangunan berkelanjutan. Dengan melakukan *stakeholder mapping* PT PELNI (Persero) dapat mengidentifikasi dan memahami kepentingan *stakeholders*, serta mengembangkan strategi untuk mengatasi isu eksternal. Ini akan membantu PT PELNI (Persero) mencapai tujuan pembangunan berkelanjutan dan meningkatkan keberlanjutan operasional. Sampai dengan tahun 2025, realisasi program TJSL untuk *program Community Involvement and Development* (CID) dan Non-CID adalah sebesar Rp35.559.361.009,- atau sebesar 69,43% dari Rencana Kerja dan Anggaran (RKA) tahun 2025.

The community is certainly an important issue that must continue to grow together, and the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises imposes obligations on PELNI to comply and create added value for the community, especially around operational locations. PELNI also sees the relationship between external issues of Social and Environmental Responsibility (TJSL) and stakeholder mapping as crucial to achieving sustainable development goals. By conducting stakeholder mapping, PT PELNI (Persero) can identify and understand stakeholder interests and develop strategies to address external issues. This will help PT PELNI (Persero) achieve sustainable development goals and improve operational sustainability. As of last year, the realization of the TJSL program for the Community Involvement and Development (CID) and Non-CID programs was Rp35,559,361,009, or 69.43% of the 2025 Work Plan and Budget.

Pada isu tata kelola, PELNI berupaya secara optimal untuk menerapkan bisnis yang beretika dalam seluruh kegiatan yang dilakukan. Dengan penguatan organisasi, Kode Etik dan sosialisasi serta penegakannya, sertifkasi Sistem Manajemen Anti Penyuapan (SMAP), pengelolaan gratifikasi dan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), hingga penggunaan Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS) terus dilakukan dalam rangka menciptakan tata kelola perusahaan yang kuat.

In terms of governance, PELNI strives to implement ethical business practices effectively across all its activities. Along with organizational strengthening, Code of Ethics and its socialization and enforcement, Anti-Bribery Management System (SMAP) certification, management of gratuities, State Officials' Wealth Reports (LHKPN), and the use of the Whistleblowing System (WBS) are all ongoing efforts to foster strong corporate governance.

PROSPEK MENDATANG

Tahun 2026 masih akan menjadi tahun penuh tantangan. Sejumlah analis memprediksi perekonomian global masih belum akan menunjukkan tanda-tanda kebangkitannya. Tidak hanya itu, efisiensi yang dilakukan Pemerintah Indonesia turut menjadi faktor yang harus diperhitungkan bagi PELNI untuk dapat melihat peluang bisnis yang tersedia. Dari sisi perjalanan keberlanjutan sebagaimana tertuang dalam *Roadmap* PELNI periode 2025-2029 bahwa menjadi fokus besar PELNI di tahun 2026 untuk mewujudkan sebagai operator pelayaran

FUTURE PROSPECTS

The year 2026 will remain challenging. Several analysts predict that the global economy will still show no signs of recovery. Furthermore, the efficiency measures implemented by the Indonesian government are a factor that PELNI must consider when identifying available business opportunities. In terms of sustainability, as outlined in the PELNI Roadmap for the 2025-2029 period, PELNI's major focus in 2026 is to become a shipping operator that can guarantee service quality through operational and service excellence, one of

yang dapat memberikan jaminan kualitas layanan melalui keunggulan operasional dan layanan, salah satunya melalui tercapainya standarisasi di seluruh area operasional dengan *branding* yang konsisten di seluruh armada PT PELNI (Persero). Hal ini PELNI terus memperkuat pelayanan pelanggan dalam struktur "Sosial" yang menjad lingkup bagian ESG.

which is through achieving standardization across all operational areas with consistent branding across the entire PT PELNI (Persero) fleet. To this end, PELNI continues to strengthen customer service within the "Social" structure, which falls under the ESG section.

Selain itu, Perseroan juga terus memperkuat landasan dasar dan *roadmap* kebijakan *sustainability* dengan penguatan implementasi ESG yang telah menjadi salah satu fokus pengembangan bisnis secara global, termasuk industri pelayaran yaitu *Green Shippin*g. Hal ini untuk mendukung pelaksanaan bisnis yang lebih bertanggung jawab terhadap lingkungan dan sosial, seperti dukungan terhadap dekarbonisasi dan kewirausahaan sosial, namun juga memberikan peluang penetrasi terhadap pasar baru terkait *sustainability*.

Furthermore, the Company continues to strengthen its sustainability policy foundation and roadmap by strengthening ESG implementation, which has become a focus of global business development, including in the shipping industry, namely Green Shipping. This supports more environmentally and socially responsible business practices, such as supporting decarbonization and social entrepreneurship, while also providing opportunities to penetrate new sustainability-related markets.

Dalam upaya penguatan ESG, PELNI melakukan berbagai pemetaan data lingkungan akan terus diimplementasi dan diperbaiki agar langkah penting untuk dapat tumbuh dan berproses. Termasuk pelibatan aktif Komite Sustainability dalam mengawal inisiatif keberlanjutan agar dapat terintegrasi dengan baik dalam seluruh proses bisnis dan rantai nilai Perseroan.

In an effort to strengthen ESG, PELNI has conducted various environmental data-mapping initiatives that will continue to be implemented and refined as a crucial step toward growth and progress. This includes the active involvement of the Sustainability Committee in overseeing sustainability initiatives to ensure they are well integrated into all business processes and the Company's value chain.

Dalam cakupan Komite Sustainability untuk tahun 2026, PELNI akan terus menentukan area-area terpenting bagi PT PELNI (Persero) untuk melaksanakan perubahan yang selaras dengan tren ESG global dan lokal industri *shipping*, seperti dekarbonisasi operasi dan konservasi sumber daya alam. Dengan mendefinisikan topik material dan objektif *sustainability* Perseroan berdasarkan tren ESG relevan, berikut implementasi aturan *sustainability*, melalui aktivitas seperti:

1. Memahami tujuan *sustainability* dan berbagai industri global dan lokal, seperti strategi dekarbonisasi IMO dan Indonesia *Net Zero* 2060 ;

2. Melibatkan pegawai, konsumen, pemasok, dan *stakeholder* lainnya dalam proses penentuan tujuan untuk memastikan keselarasan dan komitmen terhadap agenda *sustainability.*

Within the scope of the Sustainability Committee for 2026, PELNI will continue to identify the most important areas for PT PELNI (Persero) to implement changes aligned with global and local ESG trends in the shipping industry, such as decarbonizing operations and conserving natural resources. By defining material topics and corporate sustainability objectives based on relevant ESG trends, the following is the implementation of sustainability regulations, through activities such as:

1. Understand sustainability goals and various global and local industry objectives, such as the IMO decarbonization strategy and Indonesia Net Zero 2060;
2. Involve employees, consumers, suppliers, and other stakeholders in the goal-setting process to ensure alignment and commitment to the sustainability agenda.

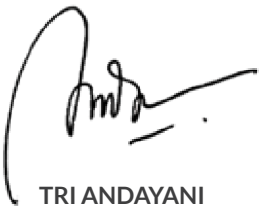
Bersamaan dengan pembentukan Komite Sustainability, Perseroan juga akan merumuskan dan mengembangkan tujuan yang *measurable* dan *achievable* yang sesuai dengan objektif *sustainability* dan strategi entitas Grup PELNI keseluruhan, termasuk anak perusahaan sesuai dengan *roadmap* Perseroan 2025-2029. Hal ini diharapkan mampu mendorong penerapan keberlanjutan yang sistematis dan terukur di semua Entitas PELNI Grup.

Kami sungguh berharap seluruh inisiatif keberlanjutan dan pencapaian yang telah ditorehkan di sepanjang tahun 2025 dapat menjadi hal fundamental bagi berbagai pengembangan keberlanjutan di masa mendatang.

Along with establishing the Sustainability Committee, the Company will also formulate and develop measurable, achievable goals that align with the sustainability objectives and overall corporate strategy, including those of its subsidiaries, in accordance with the Company's 2025-2029 roadmap. This is expected to encourage the systematic and measurable implementation of sustainability across all PELNI Group Entities.

We sincerely hope that all the sustainability initiatives and achievements achieved throughout 2025 will serve as a foundation for future sustainable development.

Atas Nama Direksi
On behalf of the Board of Directors
PT PELAYARAN NASIONAL INDONESIA (PERSERO)



TRI ANDAYANI
Direktur Utama
President Director

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEBERLANJUTAN 2025 PT PELAYARAN NASIONAL INDONESIA (PERSERO)

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

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Mei 2026

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Soenarko Gatie Atmodjo
Komisaris Utama
President Commissioner

Faturohman
Komisaris
Commissioner

Budi Mantoro
Komisaris
Commissioner

Moekhlas Sidik
Komisaris
Commissioner

Sosialisman Hidayat Hasibuan
Komisaris Independen
Independent Commissioner

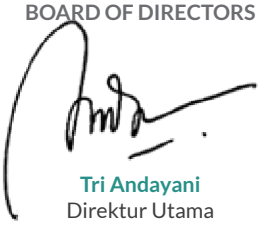
STATEMENT OF RESPONSIBILITY OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS FOR THE 2025 SUSTAINABILITY REPORT OF PT PELAYARAN NASIONAL INDONESIA (PERSERO)

We, the undersigned, declare that all information in PT Pelayaran Nasional Indonesia (Persero)'s 2025 Sustainability Report has been presented in its entirety, and we are fully responsible for the accuracy of the Company's Annual Report and Financial Statements.

Hereby, this statement is made truthfully.

Jakarta, May 2026

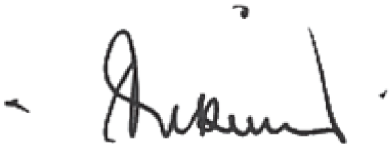
DIREKTUR
BOARD OF DIRECTORS



Tri Andayani
Direktur Utama
President Director



Anik Hidayati
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management



Nuraini Dessy W
Direktur Usaha Angkutan Penumpang
Director of Passenger Business



Heri Purnomo
Direktur Sumber Daya Manusia dan Umum
Director of Human Capital and General Affairs



Robert M.P. Sinaga
Direktur Armada dan Teknik
Director of Fleet and Engineering



Kokok Susanto
Direktur Usaha Angkutan Barang dan Tol Laut
Director of Cargo Business and Sea Toll

04



Profil Perusahaan

Company Profile


PELNI
KM. TIDAR
PELNI We Connect, We Unify
TIDAR

IDENTITAS PERSEROAN [GRI 2-1, 2-6]
CORPORATE IDENTITY [GRI 2-1, 2-6]

Nama Perseroan [GRI 2-1]
Company Name [GRI 2-1]
Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia.
Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia.

Penyebutan
Naming
PELNI, PT PELNI (Persero) atau Perseroan.
PELNI, PT PELNI (Persero), or the Company.

Bentuk Hukum [GRI 2-1]
Legal Form [GRI 2-1]
Perseroan Terbatas.
Limited Liability Company.

Status Perusahaan [GRI 2-1]
Company Status [GRI 2-1]
Badan Usaha Milik Negara (BUMN).
State-Owned Enterprise.

Tanggal Pendirian
Date of Establishment
28 April 1952.
April 28, 1952.

Dasar Hukum Pendirian
Legal Basis of Establishment
Akta Pendirian Nomor 92 tanggal 28 April 1952 oleh Raden Kadiran, notaris di Jakarta dan telah memperoleh Surat Keputusan Menteri Perhubungan Nomor M.2/1/2 tanggal 28 Februari 1952 dan Nomor A.2/1/2 tanggal 19 April 1952, serta Berita Negara Republik Indonesia Nomor 50 tanggal 20 Juni 1952.
Deed of Establishment Number 92 dated April 28, 1952, by Notary Raden Kadiran in Jakarta, and has obtained the Minister of Transportation Decree Number M.2/1/2 dated February 28, 1952, and Number A.2/1/2 dated April 19, 1952, as well as the State Gazette of the Republic of Indonesia Number 50 dated June 20, 1952.

Informasi Perubahan nama
Name Change
Sejak awal berdiri pada tanggal 28 April 1952 hingga laporan keberlanjutan ini diterbitkan, Perseroan mengalami perubahan nama dari "PT Pelayaran Nasional Indonesia" menjadi Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia sesuai dengan perubahan Anggaran Dasar dalam Akta Pernyataan Keputusan Menteri Badan Usaha Milik Negara Nomor 10 Tanggal 04 Juli 2025 yang dibuat dihadapan Notaris Emmy Yatmini, SH.
Since its inception on April 28, 1952, until the publication of this sustainability report, the Company has changed its name from "PT Pelayaran Nasional Indonesia" to Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia in accordance with the changes to the Articles of Association in the Deed of Decree of the Minister of State-Owned Enterprises Number 10 dated July 4, 2025, made before Notary Emmy Yatmini, SH.

Nomor Pokok Wajib Pajak (NPWP)
Taxpayer Identification Number
01.001.637.6-093.000.

Surat Izin Usaha Perusahaan Angkutan Laut (SIUPAL)
Maritime Transport Business License
AL.010/1645/DA-2023.

Bidang Usaha [OJK C.4] [GRI 2-6]
Line of Business [OJK C.4] [GRI 2-6]
Pelayaran.
Shipping.

Kegiatan Usaha sesuai dengan Anggaran Dasar [OJK C.4] [GRI 2-6]
Business Activity in Accordance with the Articles of Association [OJK C.4] [GRI 2-6]
Perseroan melakukan usaha di bidang pelayaran serta melakukan optimalisasi pemanfaat sumber daya Perseroan berdasarkan prinsip tata kelola perusahaan yang baik.
The Company operates in the shipping sector and optimizes its resource use in line with the principles of good corporate governance.



Produk dan Jasa Layanan [OJK C.4]
Products and Services [OJK C.4]

1. **Jasa Perkapalan** terdiri dari:
   a. Kapal 2 in 1,
   b. Kapal 3 in 1,
   c. Kapal Tipe 500 Pax,
   d. Kapal Roro,
   e. Kapal Barang,
   f. Kapal Tol Laut,
   g. Kapal Ternak,
   h. Kapal Perintis,
   i. Kapal Rede,
2. Fasilitas Kapal,
3. Manajemen Keselamatan,
4. Usaha Sampingan dan Penunjang *Tour*.

1. **Shipping services** consist of:
   a. 2-in-1 ships,
   b. 3-in-1 ships,
   c. 500-pax ships,
   d. RoRo ships,
   e. Cargo ship,
   f. Sea toll ships,
   g. Livestock ship,
   h. Pioneer ships,
   i. Rede ships,
2. Ship Facilities,
3. Safety Management,
4. Strategic Business Unit and Tour Support.

Modal Dasar
Authorized Capital
Rp13.000.000.000.000,-

Modal Ditempatkan dan Disetor Penuh
Issued and Fully Paid-Up Capital
Rp9.129.900.000.000,-

Jaringan usaha per 2025 [OJK C.4]
Business network as of 2025 [OJK C.4]

- 25 Jaringan Trayek Kapal Penumpang;
- 8 Jaringan Trayek Kapal Tol Laut;
- 30 Jaringan Trayek Nasional Kapal Perintis;
- 1 Jaringan Trayek Nasional Kapal Ternak;
- 18 Jaringan Trayek Nasional Kapal Rede;
- 375 Pelabuhan Singgah;
- 1.111 Ruas.

- 25 Passenger Ship Route Networks;
- 8 Sea Toll Ship Route Networks;
- 30 National Pioneer Ship Route Networks;
- 1 National Livestock Ship Route Network;
- 18 National Rede Ship Route Networks;
- 375 Ports of Call;
- 1,111 Routes.

Kepemilikan Saham per 31 Desember 2025 [OJK C.3], [GRI 2-1]
Shareholding as of December 31, 2025 [OJK 3.C.3], [GRI 2-1]

- Badan Pengatur BUMN : Seri A Dwi Warna (0,00001%)
- PT Danantara Aset Management: Seri B (99,99999%)
- State-Owned Enterprise Regulatory Agency: Series A Dwi Warna (0.00001%)
- PT Danantara Aset Management: Series B (99.99999%)

Alamat Perusahaan [OJK C.2], [GRI 2-1]
Registered Company Address [OJK C.2], [GRI 2-1]

Jl. Gajah Mada No. 14, Jakarta Pusat, 10130
DKI Jakarta, Indonesia.

www.pelni.co.id
+62 21- 638 54130
+62 21- 633 4342
infopelni162@pelni.co.id

Media Sosial
Social Media

Pelni162
@pelni162
@pelni162
PT PELNI (Persero)

Jumlah Sumber Daya Manusia
Number of Human Resources

- **Tahun 2025 : 4.393 orang**
- Tahun 2024 : 4.533 orang
- Tahun 2023 : 5.011 orang
- **In 2025: 4,393 people**
- In 2024: 4,533 people
- In 2023: 5,011 people



TENTANG GRUP PT PELNI (PERSERO)
ABOUT PT PELNI (PERSERO) GROUP

PT Pelayaran Nasional Indonesia (Persero) (selanjutnya disebut PT PELNI (Persero) atau Perseroan) memulai perjalanan usahanya melalui pendirian usaha berdasarkan Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dan Menteri Pekerjaan Umum tanggal 5 September 1950 berupa Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA). Namun, pada tanggal 28 April 1952 Yayasan Pepuska resmi dibubarkan dan diganti menjadi PT PELNI dengan berdasarkan Surat Keputusan Menteri Perhubungan Nomor M.2/1/2 tanggal 28 Februari 1952 dan No. A.2/1/2 tanggal 19 April 1952, serta Berita Negara Republik Indonesia No. 50 tanggal 20 Juni 1952. Status PT PELNI mengalami dua kali perubahan. Pada tahun 1961, Pemerintah menetapkan perubahan status dari Perusahaan Perseroan menjadi Perusahaan Negara (PN) dan dicantumkan dalam Lembaran Negara RI No. LN 1961.

Kemudian pada tahun 1975, status Perseroan diubah dari Perusahaan Negara (PN) menjadi Perseroan terbatas (PT) PELNI sesuai dengan Akta Pendirian No. 31 tanggal 30 Oktober 1975. Perubahan tersebut dicantumkan dalam Berita Negara RI No. 562-1976 dan Tambahan Berita Negara RI No. 60 tanggal 27 Juni 1976 dan Akte Perubahan Nomor 22 tanggal 4 Maret 1998 tentang Anggaran Dasar PT PELNI yang diumumkan dalam Berita Negara Republik Indonesia tanggal 16 April 1999 Nomor 31 tambahan Berita Negara Nomor 2203.

PT Pelayaran Nasional Indonesia (Persero) (hereinafter referred to as PT PELNI (Persero) or the Company) began its business journey through the establishment of a business based on a Joint Decree between the Minister of Transportation and the Minister of Public Works dated September 5, 1950, in the form of Yayasan Penguasaan Pusat Kapal-kapal (Pepuska Foundation). However, on April 28, 1952, the Pepuska Foundation was officially dissolved and replaced by PT PELNI, based on the Minister of Transportation Decree Number M.2/1/2 dated February 28, 1952, and No. A.2/1/2 dated April 19, 1952, as well as the State Gazette of the Republic of Indonesia No. 50 dated June 20, 1952. PT PELNI's status changed twice. In 1961, the Government determined the change in status from a State-Owned Enterprise in the form of a Limited Liability Company into a State Company (PN), which was published in the State Gazette of the Republic of Indonesia No. LN 1961.

Then, in 1975, the Company's status was changed from a State Company (PN) to a Limited Liability Company (PT) PELNI in accordance with the Deed of Establishment No. 31 dated October 30, 1975. It was stated in the State Gazette of the Republic of Indonesia No. 562-1976 and Supplement to the State Gazette of the Republic of Indonesia No. 60 dated June 27, 1976 and Deed of Amendment Number 22 dated March 4, 1998 concerning the Articles of Association of PT PELNI which was announced in the State Gazette of the Republic of Indonesia dated April 16, 1999, Number 31 Supplement to the State Gazette Number 2203.



Namun pada tahun 2025, terjadi perubahan anggaran dasar terkait perubahan nama Perseroan dari "PT Pelayaran Nasional Indonesia" menjadi Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia sesuai dengan perubahan Anggaran Dasar dalam Akta Pernyataan Keputusan Menteri Badan Usaha Milik Negara Nomor 10 Tanggal 04 Juli 2025 yang dibuat dihadapan Notaris Emmy Yatmini, SH., Notaris di Jakarta. Anggaran Dasar tersebut telah disahkan oleh Kementerian Hukum Republik Indonesia Nomor AHU-AH.01.03-0175733 tanggal 05 Juli 2025.

Dalam rangka merespons berbagai isu strategis di tahun 2025 yakni antara lain peningkatan kualitas layanan, penguatan peran Perseroan dalam meningkatkan konektivitas antardaerah di wilayah Indonesia serta kontribusi terhadap pengembangan ekosistem logistik maritim nasional, sekaligus memastikan keberlanjutan bisnis di masa mendatang, PT PELNI (Persero) melakukan penyesuaian visi dan misi Perseroan untuk periode 2025–2029. Adapun perubahan visi PT PELNI (Persero) yakni "Menjadi Perusahaan Pelayaran yang Unggul dan Berdaya Saing Global dalam Mendukung Konektivitas dan Pertumbuhan Ekosistem Logistik Maritim Indonesia". Visi tersebut diarahkan agar Perseroan mampu mendukung peningkatan konektivitas antardaerah, memperlancar distribusi logistik maritim, serta mendorong pertumbuhan ekonomi daerah maupun nasional yang inklusif dan berkelanjutan. Selaras dengan penetapan visi yang baru, Perseroan melakukan penyesuaian terhadap misi Perseroan pada tahun 2025.

However, in 2025, changes were made to the Company's articles of association related to the change of the Company's name from "PT Pelayaran Nasional Indonesia" to Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia, in accordance with the amendments to the Articles of Association in the Deed of Decree of the Minister of State-Owned Enterprises Number 10 dated July 4, 2025, drawn up before Notary Emmy Yatmini, SH., in Jakarta. These Articles of Association were ratified by the Ministry of Law of the Republic of Indonesia under No. AHU-AH.01.03-0175733 dated July 5, 2025.

In response to various strategic issues in 2025, including improving service quality, strengthening the Company's role in enhancing inter-regional connectivity in Indonesia, and contributing to the development of the national maritime logistics ecosystem, while ensuring future business sustainability, PT PELNI (Persero) adjusted the Company's vision and mission for the 2025–2029 period. The change in PT PELNI (Persero) vision is "To become an Excellent and Globally Competitive Shipping Company in Supporting Connectivity and Growth of Indonesia's Maritime Logistics Ecosystem". This vision is intended to enable the Company to support increased inter-regional connectivity, facilitate maritime logistics distribution, and encourage inclusive and sustainable regional and national economic growth. In line with the new vision, the Company adjusted its mission in 2025.

Selain memperbaharui visi dan misi Perseroan, PT PELNI (Persero) juga memperkuat penerapan *Environmental, Social, and Governance* (ESG) yang inklusif. Penerapan ESG yang inklusif menjadi landasan penting bagi Perseroan dalam memastikan bahwa kinerja usaha tidak hanya diukur dari aspek finansial, tetapi juga berdampak terhadap lingkungan, masyarakat, serta praktik tata kelola yang dijalankan. Bagi Perseroan, mengintegrasikan prinsip ESG ke dalam strategi bisnis dapat meningkatkan efisiensi, pengurangan biaya, dan peningkatan reputasi Perseroan secara berkelanjutan.

Pada tahun 2025, PT PELNI (Persero) menerapkan strategi pada Fase 1 (2025-2026) yaitu *Quality-Assured Shipping Operator* dengan tujuan akhir pada fase tersebut yaitu operasional yang terstandarisasi di seluruh wilayah operasional dan layanan yang unggul, portofolio bisnis dengan kualitas layanan yang unggul dan berdaya saing melalui pengembangan secara organik maupun kemitraan, ekspansi bisnis komersial baru dan *zero accident* dalam operasional dengan standar keselamatan dan keamanan pelayaran, serta *safety culture* yang kuat. Strategi tersebut menjadi unsur utama Perseroan dalam memegang teguh prinsip ESG, hal ini terlihat dari standar pengelolaan Perseroan yang berkualitas tinggi, transportasi manajemen yang terarah, dan manajemen keselamatan yang baik.

Komitmen tersebut juga ditunjukkan dengan penguatan sistem lingkungan yang berkelanjutan, di mana Perseroan dan Entitas Anak telah mendapatkan berbagai penghargaan dan sertifikasi terkait ESG yang mendukung aktivitas bisnis Perseroan. Penghargaan dan sertifikasi dari berbagai organisasi ini, menjadi bukti nyata bahwa PT PT PELNI (Persero) berkomitmen dalam memberikan hasil terbaik bagi seluruh pemangku kepentingan, dan berupaya meningkatkan daya saing di bidang Pelayaran dan Logistik Maritim Terkemuka di Asia Tenggara dengan tetap memperhatikan lingkungan, sosial, dan ketenagakerjaan.

Tahun 2025 menandai dimulainya implementasi Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero) Tahun 2025–2029 dengan mengusung tema fase ***"Quality-Assured Shipping Operator".*** Fase ini merupakan tahap strategis yang menjadi landasan transformasi Perseroan menuju perusahaan pelayaran dan logistik maritim yang unggul, tangguh, dan berdaya saing global.

Pada fase ini, Perseroan memprioritaskan peningkatan keunggulan operasional melalui standardisasi layanan di seluruh wilayah operasional, penguatan aspek

Besides updating the Company's vision and mission, PT PELNI (Persero) is also strengthening the implementation of inclusive Environmental, Social, and Governance (ESG). This inclusive implementation is a crucial foundation for the Company in ensuring that business performance is measured not only financially but also in terms of its environmental, social, and governance impacts. For the Company, integrating ESG principles into its business strategy can increase efficiency, reduce costs, and sustainably enhance the company's reputation.

In 2025, PT PELNI (Persero) implemented a Quality-Assured Shipping Operator strategy in Phase 1 (2025-2026), with the ultimate goal in that phase being standardized operations across all operational areas and superior services, a business portfolio with superior and competitive service quality through organic and partnership development, new commercial business expansion and zero accidents in operations with shipping safety and security standards, and a strong safety culture. This strategy is the Company's main element in upholding ESG principles, as evidenced by high-quality corporate governance standards, targeted management transportation, and good safety management.

The Company reaffirmed its commitment by strengthening its sustainable environmental system, where the Company and its Subsidiaries have received various ESG-related awards and certifications that support the Company's business activities. These awards and certifications from multiple organizations are clear evidence that PT PELNI (Persero) is committed to delivering the best results for all stakeholders and to increasing competitiveness in the Leading Shipping and Maritime Logistics sector in Southeast Asia, while continuing to pay attention to environmental, social, and employment issues.

The year 2025 marked the start of the implementation of PT PELNI (Persero)'s 2025–2029 Long-Term Corporate Plan (RJPP), which carries the theme of the **"Quality-Assured Shipping Operator"** phase. This phase is a strategic milestone that serves as the foundation for the Company's transformation into an excellent, resilient, and globally competitive maritime shipping and logistics company.

In this phase, the Company prioritized enhancing operational excellence by standardizing services across all operational areas, strengthening shipping safety

keselamatan dan keamanan pelayaran, pembentukan budaya keselamatan (*safety culture*) yang berkelanjutan, serta pengembangan portofolio bisnis yang adaptif dan bernilai tambah. Seluruh inisiatif tersebut dirancang untuk mendukung pencapaian visi Perseroan sebagai perusahaan pelayaran yang andal dalam memperkuat konektivitas nasional dan mendorong pertumbuhan ekosistem logistik maritim Indonesia.

Sampai dengan tahun laporan keberlanjutan diterbitkan, PT PELNI (Persero) mempersiapkan beberapa langkah strategi seperti menyusun pedoman & *roadmap* ESG Tahun 2025-2029 serta menyusun strategi penerapan prinsip-prinsip ESG yang sesuai dengan kondisi perusahaan dan sejalan dengan keinginan seluruh *stakeholder* PT PELNI (Persero). Selain itu, Perseroan juga mempersiapkan langkah-langkah strategis lainnya untuk menjadi perusahaan yang ramah lingkungan secara berkelanjutan, yakni dengan menerapkan tata kelola yang berorientasi pada prinsip berkelanjutan (*sustainability*), yang dapat memberikan nilai tambah kepada para pemangku kepentingan.

and security, establishing a sustainable safety culture, and developing an adaptive, value-added business portfolio. All of these initiatives are designed to support the Company's vision of becoming a reliable shipping company, strengthening national connectivity and driving the growth of Indonesia's maritime logistics ecosystem.

Until the year of publication of this sustainability report, PT PELNI (Persero) has prepared several strategic steps, such as compiling ESG guidelines & roadmap for 2025-2029 and developing a strategy for implementing ESG principles that are appropriate to the company's conditions and in line with the wishes of all PT PELNI (Persero) stakeholders. The Company is also preparing other strategic steps to become a sustainable, environmentally friendly company by implementing governance aligned with sustainability principles, which can provide added value to stakeholders.

PERUBAHAN EMITEN ATAU PERUSAHAAN PUBLIK
CHANGE OF ISSUER OR PUBLIC COMPANY

Sampai dengan akhir tahun 2025, PT PELNI (Persero) melakukan penyesuaian visi dan misi Perseroan dalam rangka meningkatkan kualitas layanan, memperkuat peran Perseroan dalam meningkatkan konektivitas antardaerah di wilayah Indonesia serta memberikan kontribusi terhadap pengembangan ekosistem logistik maritim nasional, sekaligus memastikan keberlanjutan bisnis di masa mendatang. Perubahan visi dan misi Perseroan dijelaskan dalam subbab Visi dan Misi Keberlanjutan pada halaman 88-89.

Selain penyesuaian visi dan misi, sepanjang tahun 2025, PT PELNI (Persero) tidak mengalami perubahan signifikan yang berdampak pada kinerja Perseroan melalui aksi korporasi seperti merger, akuisisi, atau pembukaan/penutupan kantor dan wilayah operasional. Sehingga informasi tersebut tidak dapat disajikan dalam Laporan Keberlanjutan ini. [GRI 2-6], [OJK C.6]

Until the end of 2025, PT PELNI (Persero) adjusted its vision and mission to improve service quality, strengthen its role in advancing inter-regional connectivity in Indonesia, and contribute to the development of the national maritime logistics ecosystem, while ensuring future business sustainability. Changes to the Company's vision and mission are outlined in the Sustainability Vision and Mission sub-chapter on page 88-89.

Aside from the vision and mission adjustments, PT PELNI (Persero) did not experience any significant changes in its performance through corporate actions, such as mergers, acquisitions, or the opening/closing of offices or operational areas throughout 2025. Therefore, such information was not presentable in this Sustainability Report. [GRI 2-6], [OJK C.6]

VISI, MISI, DAN NILAI-NILAI KEBERLANJUTAN [GRI 2-23] [OJK C.1, F.1]

VISION, MISSION, AND SUSTAINABILITY VALUES [GRI 2-23] [OJK C.1, F.1]

VISI DAN MISI

Visi dan Misi keberlanjutan Perseroan merupakan pedoman yang mampu mengarahkan praktik bisnis perusahaan dalam menerapkan strategi, prioritas dan investasi secara keberlanjutan dengan tetap memperhatikan faktor-faktor etika bisnis, lingkungan, sosial dan pertumbuhan kinerja keuangan perusahaan.

Selain itu, dalam rangka menjawab isu-isu strategis seperti kualitas layanan yang perlu ditingkatkan, peran perusahaan dalam meningkatkan konektivitas antardaerah di wilayah Indonesia dan memberikan kontribusi terhadap ekosistem logistik maritim Indonesia, serta keberlanjutan bisnis yang perlu menjadi fokus Perseroan ke depan, PT PELNI (Persero) pun melakukan penyesuaian pada visi dan misi perusahaan periode 2025-2029.

Visi dan Misi Perseroan telah disahkan sesuai dengan Laporan Manajemen PT PELNI (Persero) Tahun 2025 Nomor 01.09/08/S-B/DU/2026 tanggal 19 Januari 2026. Visi dan Misi Perseroan juga senantiasa dievaluasi oleh Dewan Komisaris dan Direksi secara periodik. Visi, Misi, dan Nilai-Nilai PT PELNI (Persero) dipublikasikan pada situs *web* Perseroan dan dikomunikasikan kepada seluruh pegawai, pemasok maupun kontraktor sebagai upaya memperkuat pemahaman kepada semua pemangku kepentingan terkait konsep keberlanjutan dalam kegiatan operasional Perseroan. [GRI 2-23]

VISION AND MISSION

The Company's sustainability vision and mission serve as guidelines for its business practices, guiding the implementation of sustainable strategies, priorities, and investments while still considering business ethics, environmental, social, and financial performance growth factors.

Furthermore, to address strategic issues such as the need for improved service quality, the Company's role in enhancing inter-regional connectivity within Indonesia and contributing to the Indonesian Maritime logistics ecosystem, and business sustainability, which must be the Company's focus in the future, PT PELNI (Persero) has adjusted its vision and mission for the 2025-2029 period.

The Company's Vision and Mission have been ratified in accordance with PT PELNI (Persero) Management Report for 2025 Number 01.09/08/S-B/DU/2026 dated January 19, 2026. The Company's Vision and Mission are also periodically evaluated by the Board of Commissioners and the Board of Directors. The Vision, Mission, and Values of PT PELNI (Persero) are published on the Company's website and communicated to all employees, suppliers, and contractors to strengthen stakeholders' understanding of sustainability in the Company's operational activities. [GRI 2-23]

VISI | VISION

Menjadi Perusahaan Pelayaran yang Unggul dan Berdaya Saing Global dalam Mendukung Konektivitas dan Pertumbuhan Ekosistem Logistik Maritim Indonesia.

To Become an Excellent and Globally Competitive Shipping Company in Supporting Connectivity and Growth of Indonesia's Maritime Logistics Ecosystem.

MAKNA VISI PT PELNI (PERSERO) MEANING OF PT PELNI (PERSERO) VISION

Unggul | Excellent

Melalui visi yang baru, PT PELNI (Persero) menunjukkan komitmen penuh melalui kata "unggul" dalam visi tersebut untuk mewujudkan *operational* dan *service excellence*, yang dimana mampu beroperasi secara efektif dan efisien, mengutamakan jaminan kualitas kepada setiap pelanggan dalam penyediaan layanan, seperti kenyamanan dan keamanan dalam berlayar, ketepatan waktu, serta mampu menempatkan prioritas pada aspek perbaikan yang berkelanjutan dengan *customer centricity mindset* guna terus meningkatkan kualitas dan daya saing sehingga dapat mendukung bisnis dalam perluasan dan pertumbuhan pangsa pasar.

Through its new vision, PT PELNI (Persero) demonstrates its full commitment to realizing operational and service excellence, using the word "excellent" in its vision. This means operating effectively and efficiently, prioritizing quality assurance for every customer, such as comfort and safety in shipping and punctuality, and prioritizing continuous improvement with a customer-centric mindset to continuously enhance quality and competitiveness, thereby supporting the business in expanding and growing market share.

Berdaya Saing Global | Globally Competitive

Melalui kalimat "berdaya saing global", Perseroan juga terus berinovasi dari segala aspek, baik layanan, operasional, maupun teknologi, sesuai dengan tren pelayaran secara global untuk meningkatkan daya saing diantara pemain pelayaran lainnya.
Through the phrase "globally competitive," the Company continues to innovate across services, operations, and technology, in line with global shipping trends, to increase its competitiveness against other shipping players.

Konektivitas | Connectivity

Melalui kata "konektivitas", PT PELNI (Persero) akan terus mendukung peningkatan konektivitas antar wilayah di Indonesia melalui jaringan trayek dan usaha yang dapat memenuhi kebutuhan masyarakat dari dan ke seluruh penjuru di Indonesia, serta melayani masyarakat dari seluruh segmen, termasuk dalam meningkatkan aksesibilitas masyarakat di daerah tertinggal, terluar, terdepan, dan perbatasan (3TP).
Through the word "connectivity," PT PELNI (Persero) will continue to support increased connectivity between regions in Indonesia through a network of routes and services that can meet the needs of people traveling to and from all corners of Indonesia, as well as serving people from all segments, including improving accessibility for communities in underdeveloped, frontier, outermost and border areas (3TP).

Pertumbuhan Ekosistem Logistik Maritim Indonesia | Growth of Indonesia's Maritime Logistics Ecosystem

Selain itu, melalui kalimat "pertumbuhan ekosistem logistik maritim Indonesia", PT PELNI (Persero) beserta dengan entitas di dalam grup berkomitmen untuk memberikan kontribusi terhadap pertumbuhan ekosistem logistik maritim Indonesia, salah satunya melalui penciptaan sinergi dengan pemerintah, asosiasi, BUMN, maupun swasta dalam meningkatkan pergerakan barang, dan mampu meningkatkan pertumbuhan ekonomi di wilayah-wilayah yang dilalui melalui layanan yang diberikan.
Furthermore, through the phrase "Growth of Indonesia's Maritime Logistics Ecosystem," PT PELNI (Persero) and its group entities are committed to contributing to the growth of Indonesia's maritime logistics ecosystem, including by creating synergies with the government, associations, state-owned enterprises, and the private sector to improve the movement of goods and boost economic growth in the regions through which they operate.

MISI | MISSION

Dalam menunjang pencapaian visi, PT PELNI (Persero) juga melakukan penyelarasan misi Perseroan yakni antara lain:

1. Menjamin konektivitas antar pulau dan aksesibilitas masyarakat dengan mengelola angkutan laut untuk menunjang terwujudnya Wawasan Nusantara.
2. Mengelola layanan angkutan pelayaran yang handal, terpercaya, dan aman melalui operasional dan layanan yang unggul, serta inovasi yang berkelanjutan.
3. Memberikan kontribusi yang positif terhadap negara, meningkatkan kompetensi dan produktivitas karyawan, serta mencapai pertumbuhan perusahaan yang berkesinambungan.

To support the achievement of its vision, PT PELNI (Persero) is also aligning its mission, including:

1. Ensuring inter-island connectivity and community accessibility by managing sea transportation to support the realization of the Archipelago Insight.
2. Managing reliable, trustworthy, and safe shipping services through excellent operations and services, as well as sustainable innovation.
3. Making a positive contribution to the country, increasing employee competence and productivity, and achieving sustainable company growth.

NILAI-NILAI PERSEROAN

CORPORATE VALUES

AKHLAK

BUDAYA PERSEROAN (*CORPORATE CULTURE*)

AMANAH
- Memenuhi janji dan komitmen.
- Bertanggung Jawab atas tugas, keputusan, dan tindakan yang dilakukan.
- Berpegang teguh kepada nilai dan etika.

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

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

LOYAL
- Menjaga nama baik sesama karyawan, pimpinan, BUMN dan negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

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

KOLABORATIF
- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka untuk bekerjasama menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

PERNYATAAN MENGENAI BUDAYA PERSEROAN (*CORPORATE CULTURE*)

Untuk mendukung terwujudnya visi dan misi Perseroan, maka perlu ditetapkan Nilai – Nilai Utama (*Core Values*) dan Perilaku Utama (*Core Attitude*) PT PELNI (Persero) yang diadopsi dari Nilai - Nilai Utama (*Core Values*) SDM BUMN yang harus selalu dipelajari, dipahami, dihayati dan dilaksanakan oleh seluruh Insan PT PELNI (Persero) agar menjadi pondasi, pembentukan karakter atau kebiasaan seluruh insan PT PELNI (Persero)

CORPORATE CULTURE

TRUSTWORTHY
- Fulfilling promises and commitments.
- Responsible for tasks, decisions, and actions taken.
- Adhering to values and ethics.

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

HARMONIOUS
- Respecting everyone regardless of their background.
- Like helping others.
- Building a conducive work environment.

LOYAL
- Maintaining the good name of fellow employees, leaders, state-owned enterprises, and the State.
- Willing to sacrifice to achieve a greater goal.
- Obeying the leader as long as it does not conflict with the law and ethics.

ADAPTIVE
- Quickly adapting to be better.
- Continuously making improvements following technological developments.
- Acting proactively.

COLLABORATIVE
- Giving various parties opportunities to contribute.
- Open to collaborating in generating added value.
- Mobilizing the use of various resources for common goals.

STATEMENT ON CORPORATE CULTURE

To support the realization of the Company's vision and mission, it is necessary to establish PT PELNI (Persero)'s core values and core attitude, adopted from the Core Values of Human Resources in State-Owned Enterprises, which must always be studied, understood, internalized, and implemented by all PT PELNI (Persero) Employees to become the foundation, character formation, or habits of

dalam melaksanakan aktivitas kerja sehari-hari. Hal ini pula bertujuan untuk meningkatkan daya saing PT PELNI (Persero) menjadi pemain global dan menjadikan Perseroan sebagai penyedia talenta.

Mengacu pada Surat Menteri Badan Usaha Milik Negara Nomor: SK-115/MBU/05/2022 tentang Pedoman Implementasi Nilai-Nilai Utama Sumber Daya Manusia Badan Usaha Milik Negara (AKHLAK *Culture Journey*) dan nilai-nilai utama (*core values*) tersebut. Dalam implementasinya, seluruh insan BUMN berpegang teguh pada prinsip Nilai-Nilai Utama sebagai panduan perilaku yang tertuang dalam AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif).

Maksud dan tujuan penetapan Nilai-Nilai Utama (*Core Values*) AKHLAK di lingkungan PT PELNI (Persero) adalah sebagai berikut:

1. Agar seluruh insan PT PELNI (Persero) mengetahui, mengimplementasikan, dan menginternalisasikan Nilai-Nilai Utama (*Core Values*) AKHLAK secara sungguh-sungguh, konsisten dan konsekuen sehingga melahirkan perilaku keseharian dan membentuk budaya kerja PT PELNI (Persero) yang selaras dengan Nilai-Nilai Utama (*Core Values*) tersebut;
2. Membantu seluruh insan PT PELNI (Persero) agar berperilaku secara benar, baik secara hukum maupun secara etis dalam rangka menjaga dan meningkatkan citra Perseroan;
3. Membentuk insan PT PELNI (Persero) berintegritas kuat dan perilaku yang beretika, diharapkan Perseroan akan memperoleh kepercayaan yang terus-menerus dari para *stakeholders*;
4. Memberikan kejelasan dalam bersikap dan berperilaku bagi insan PT PELNI (Persero) dalam menjalankan aktivitas kerjanya sehingga menghasilkan reputasi yang baik, yang pada akhirnya mewujudkan keberhasilan usaha dalam jangka panjang;
5. Membentuk karakter insan PT PELNI (Persero) yang bertanggungjawab dan beretika dalam berinteraksi baik dengan sesama insan PT PELNI (Persero) maupun dengan pihak di luar Perseroan;
6. Menciptakan suasana dan lingkungan kerja yang sehat dan nyaman dengan menjunjung tinggi Nilai-Nilai Utama (*Core Values*) AKHLAK sehingga akan mendukung peningkatan kinerja secara berkelanjutan.

SOSIALISASI DAN INTERNALISASI BUDAYA PERSEROAN [OJK F.1]

Sebagai bentuk implementasi di internal Perseroan, PT PELNI (Persero) meluncurkan budaya perusahaan berdasarkan SK Direksi Nomor: 10.07/01/SK/

all PT PELNI (Persero) employees in carrying out daily work activities. This also aims to increase PT PELNI (Persero)'s competitiveness to become a global player and to make the Company a talent provider.

Referring to the Letter of the Minister of State-Owned Enterprises Number: SK-115/MBU/05/2022 concerning Guidelines for the Implementation of the Core Values of Human Resources in State-Owned Enterprises (AKHLAK Culture Journey) and the core values. In its implementation, all State-Owned Enterprise employees adhere to the Core Values as a guide to behavior, as outlined in AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative).

The purpose and objectives of establishing AKHLAK Core Values within PT PELNI (Persero) are as follows:

1. To make PT PELNI (Persero) employees know, implement, and internalize the AKHLAK Core Values seriously, consistently, and consequently to create daily behavior and form a PT PELNI (Persero) work culture that is in line with the Core Values;
2. To assist all PT PELNI (Persero) employees to behave correctly, both legally and ethically, to maintain and improve the company's image;
3. To create PT PELNI (Persero) employees with strong integrity and ethical behavior, enabling the Company to gain continuous trust from stakeholders;
4. To provide clarity in the attitude and behavior of PT PELNI (Persero) employees in carrying out their work activities, to produce a good reputation, which ultimately results in long-term business success;
5. To develop the character of PT PELNI (Persero) employees to be responsible and ethical in their interactions with fellow employees and with parties outside the Company;
6. To create a healthy and comfortable work environment by upholding the AKHLAK Core Values, thereby supporting sustainable performance improvement.

SOCIALIZATION AND INTERNALIZATION OF CORPORATE CULTURE [OJK F.1]

As a form of implementation within the Company, PT PELNI (Persero) launched a corporate culture based on the Board of Directors Decree Number: 10.07/01/SK/

HKO.01/2020 tentang Penetapan Nilai-Nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara di Lingkungan PT PELNI (Persero) yang dipublikasikan pada tanggal 27 Agustus 2020 dan sosialisasi ke seluruh unit kerja, anak perusahaan dan perusahaan terafiliasi terkait dengan implementasi AKHLAK sebagai budaya perusahaan pada tanggal 4 September 2020 melalui media daring.

Selain itu, PT PELNI (Persero) telah memiliki mempunyai aturan internal berkaitan dengan penerapan AKHLAK yang disediakan di area tempat kerja dengan Nomor: SK 01.24/01/SK/HKO.01/2022 dan *Respectful Workplace Policy* dengan Nomor SK:07.26/01/SE/HKO.03/2022 dan kedua hal tersebut sudah diimplementasikan dengan baik kepada seluruh insan PT PELNI (Persero). [GRI 2-23]

Selama tahun 2025, PT PELNI (Persero) menyelenggarakan beberapa program sosialisasi budaya AKHLAK yang diadakan di area wilayah kantor maupun wilayah operasional seperti:

1. Program Aktivasi Budaya AKHLAK Untuk Pegawai Laut (ABK); serta
2. Program Aktivasi Budaya AKHLAK dan Penguatan di bidang Keselamatan, Keamanan, dan Layanan Untuk Pegawai Laut (ABK).

Perseroan menyadari pentingnya landasan yang kokoh dalam membangun keselarasan budaya kerja di seluruh lini organisasi. Dengan dukungan tim internalisasi budaya yang dibentuk Perseroan dengan dipimpin oleh Manajer Hubungan Industrial dan Budaya Perusahaan (Manager of Industrial Relation and Corporate Culture) berdasarkan Surat Keputusan Direksi Nomor 01.30/01/SK/HKO.01/2025 tanggal 30 Januari 2025 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat di PT PELNI (Persero) untuk memastikan visi, misi, dan nilai-nilai perusahaan tertanam dalam setiap aspek operasional.

Manajer Hubungan Industrial dan Budaya Perusahaan ini memiliki fungsi strategis mempunyai fungsi penyiapan perumusan kebijakan, pelaksanaan, penelaahan, pengendalian dan pelaporan pengelolaan *database* pegawai, layanan administrasi personalia atau kepegawaian, pengelolaan kegiatan maupun penyiapan materi hubungan industrial perusahaan, dan kegiatan internalisasi budaya perusahaan melalui penyusunan, sosialisasi, implementasi, *monitoring*, dan evaluasi program budaya perusahaan sesuai dengan ketentuan yang berlaku.

HKO.01/2020 concerning the Determination of Core Values of State-Owned Enterprises' Human Resources within PT PELNI (Persero), which was published on August 27, 2020, and socialized to all work units, subsidiaries, and affiliated companies related to the implementation of AKHLAK as a corporate culture on September 4, 2020, through online media.

PT PELNI (Persero) has internal regulations related to the implementation of AKHLAK available in the workplace area: Regulation Number: SK 01.24/01/SK/HKO.01/2022 and Respectful Workplace Policy Number SK: 07.26/01/SE/HKO.03/2022. These two regulations have been well implemented for all PT PELNI (Persero) employees. [GRI 2-23]

In 2025, PT PELNI (Persero) held several AKHLAK cultural socialization programs in office areas and operational areas, such as:

1. AKHLAK Culture Activation Program for Maritime Employees (ABK); and
2. AKHLAK Culture Activation Program and Strengthening Safety, Security, and Service for Maritime Employees (ABK).

The Company recognizes the importance of a solid foundation in building a harmonious work culture across all lines of the organization. With the support of a cultural internalization team formed by the Company led by the Manager of Industrial Relations and Corporate Culture based on the Decree of the Board of Directors Number 01.30/01/SK/HKO.01/2025 dated January 30, 2025 concerning the Organizational Structure, Main Duties and Functions of the Head Office at PT PELNI (Persero) to ensure the Company's vision, mission, and values are embedded in every operational aspect.

The Manager of Industrial Relations and Corporate Culture has a strategic function of preparing policy formulations, implementing, reviewing, controlling, and reporting employee database management, personnel or staffing administration services, managing activities, and preparing company industrial relations materials, and internalizing corporate culture activities through the preparation, socialization, implementation, monitoring and evaluation of corporate culture programs in accordance with applicable provisions.

KEGIATAN USAHA [GRI 2-6] [OJK C.4, C.6]
BUSINESS ACTIVITY [GRI 2-6] [OJK C.4, C.6]

Berdasarkan Pasal 3, Anggaran Dasar Perseroan sebagaimana diatur dalam Akta Keputusan Rapat Nomor 1 Tanggal 2 Februari 2026, Notaris Ida Adiningsih, SH., tentang Salinan Keputusan Para Pemegang Saham PT Pelayaran Nasional Indonesia (Persero), No. 34 Tahun 2026 dan No.SK.031/DI-DAM/DO/2026, tanggal 5 Januari 2026, tentang Persetujuan Pengalihan Saham, Perubahan Struktur Permodalan dan Perubahan Anggaran Dasar PT Pelayaran Nasional Indonesia (Persero), dan telah mendapatkan telah tercatat pada Sistem Administrasi Hukum Kementerian Hukum Republik Indonesia No. AHU-0039032.AH.01.11 Tahun 2026, tanggal 23 Februari 2026, berikut perubahan Anggaran Dasar Perseroan, maksud dan tujuan PT PELNI (Persero) adalah melakukan usaha di bidang pelayaran serta melakukan optimalisasi pemanfaatan sumber daya berdasarkan prinsip tata kelola perusahaan yang baik.

KEGIATAN USAHA YANG DIJALANKAN

Untuk mencapai maksud dan tujuan tersebut, Perseroan melaksanakan kegiatan usaha utama sebagai berikut:

1. Angkutan Laut Dalam Negeri *Liner* dan *Tramper* untuk Penumpang;
2. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Penumpang;
3. Angkutan Laut Dalam Negeri untuk Wisata;
4. Angkutan Laut Dalam Negeri Perintis untuk Penumpang;
5. Angkutan Laut Luar Negeri *Liner* dan *Tramper* untuk Penumpang;
6. Angkutan Laut Luar Negeri untuk Wisata;
7. Angkutan Laut Dalam Negeri untuk Barang Umum;
8. Angkutan Laut Perairan Pelabuhan Dalam Negeri untuk Barang;
9. Angkutan Laut Dalam Negeri untuk Barang Khusus;
10. Angkutan Laut Dalam Negeri Perintis untuk Barang;
11. Angkutan Laut Luar Negeri untuk Barang Umum;
12. Angkutan Laut Luar Negeri untuk Barang Khusus;
13. Aktivitas Penunjang Pertambangan dan Penggalian Lainnya;
14. Pengadaan armada dan kelengkapannya untuk menyelenggarakan pengangkutan penumpang;
15. Pergudangan dan Penyimpanan;
16. Aktivitas *Cold Storage*;
17. Aktivitas *Bounded Warehousing* atau Wilayah Kawasan Berikat;
18. Pengelolaan Gudang Sistem Resi Gudang;
19. Pergudangan dan Penyimpanan Lainnya;
20. Aktivitas Pelayanan Kepelabuhanan Laut;
21. Aktivitas Pengelolaan Kapal;

Pursuant to Article 3 of the Company's Articles of Association, as stipulated in Deed of Shareholders' Resolution No. 1 dated February 2, 2026, drawn up before Ida Adiningsih, S.H., Notary, concerning the Resolution of the Shareholders of PT Pelayaran Nasional Indonesia (Persero), based on Shareholders' Resolutions No. 34 of 2026 and No. SK.031/DI-DAM/DO/2026 dated January 5, 2026, regarding the Approval of Share Transfer, Amendment to the Capital Structure, and Amendment to the Articles of Association of PT Pelayaran Nasional Indonesia (Persero), which has been duly recorded in the Legal Administration System of the Ministry of Law of the Republic of Indonesia under No. AHU-0039032.AH.01.11 of 2026, dated February 23, 2026, including the latest amendments to the Company's Articles of Association, PT PELNI (Persero)'s purposes and objectives are to conduct business in the shipping sector and to optimize resource use in line with the principles of good corporate governance.

BUSINESS ACTIVITIES

To achieve these aims and objectives, the Company carries out the following main business activities:

1. Domestic Liner and Tramper Sea Transport for Passengers;
2. Domestic Port Water Transport for Passengers;
3. Domestic Sea Transport for Tourism;
4. Domestic Pioneer Sea Transport for Passengers;
5. International Liner and Tramper Sea Transport for Passengers;
6. International Sea Transport for Tourism;
7. Domestic Sea Transport for General Cargo;
8. Domestic Port Water Transport for Cargo;
9. Domestic Sea Transport for Special Cargo;
10. Domestic Pioneer Sea Transport for Cargo;
11. International Sea Transport for General Cargo;
12. International Sea Transport for Special Cargo;
13. Other Support Activities for Mining and Quarrying;
14. Procurement of fleet and equipment to operate passenger transportation;
15. Warehousing and Storage Services;
16. Cold Storage Activities;
17. Bounded Warehousing Activities or Bonded Zone Areas;
18. Warehouse Management for Warehouse Receipt System;
19. Other Warehousing and Storage Services;
20. Seaport Service Activities;
21. Ship Management Activities;

22. Aktivitas Penunjang Angkutan Perairan Lainnya;
23. Jasa Pengurusan Transportasi (JPT);
24. Aktivitas Ekspedisi Muatan Kapal (EMKL);
25. Angkutan Multimoda;
26. Jasa Keagenan Kapal/Agen Perkapalan Perusahaan Pelayaran;
27. Aktivitas Penunjang Angkutan Lain YTDL;
28. Portal *Web* dan/atau Platform Digital dengan Tujuan Komersial;
29. Perdagangan Besar atas Dasar Balas Jasa (*Fee*) atau Kontrak;
30. Perdagangan Besar Hasil Perikanan;
31. Perdagangan Besar Beras;
32. Perdagangan Besar Buah-Buahan;
33. Perdagangan Besar Sayuran;
34. Perdagangan Besar Kopi, Teh dan Kakao;
35. Perdagangan Besar Bahan Makanan dan Minuman Hasil Pertanian Lainnya;
36. Perdagangan Besar Daging Sapi dan Daging Sapi Olahan;
37. Perdagangan Besar Daging Ayam dan Daging Ayam Olahan;
38. Perdagangan Besar Daging dan Daging Olahan Lainnya;
39. Perdagangan Besar Hasil Olahan Perikanan;
40. Perdagangan Besar Telur dan Hasil Olahan Telur;
41. Perdagangan Besar Susu dan Produk Susu;
42. Perdagangan Besar Minyak dan Lemak Hewani;
43. Perdagangan Besar Makanan dan Minimum Lainnya;
44. Perdagangan Eceran Hasil Perikanan;
45. Perdagangan Eceran Hasil Pertanian Lainnya;
46. Perdagangan Eceran Beras;
47. Reparasi Mesin untuk Keperluan Umum;
48. Reparasi Kapal, Perahu dan Bangunan Terapung;
49. Aktivitas Konsultasi Pariwisata;
50. Aktivitas Konsultasi Transportasi; dan
51. Kegiatan Penunjang Pendidikan.

22. Other Water Transportation Support Activities;
23. Transportation Management Services (JPT);
24. Ship Freight Forwarding Activities (EMKL);
25. Multimodal Transportation;
26. Ship Agency Services/Shipping Agent Services for Shipping Companies;
27. Other Transportation Support Activities (Not Included in Other Activities/YTDL);
28. Web Portals and/or Digital Platforms Without Commercial Purpose;
29. Wholesale Trade on a Fee or Contract Basis;
30. Wholesale of Fishery Products;
31. Wholesale of Rice;
32. Wholesale of Fruits;
33. Wholesale of Vegetables;
34. Wholesale of Coffee, Tea, and Cocoa;
35. Wholesale of Other Agricultural Food and Beverages;
36. Wholesale of Beef and Processed Beef;
37. Wholesale of Chicken Meat and Processed Chicken Meat;
38. Wholesale of Meat and Other Processed Meat Products;
39. Wholesale of Processed Fishery Products;
40. Wholesale of Eggs and Processed Egg Products;
41. Wholesale of Milk and Dairy Products;
42. Wholesale of Animal Oils and Fats;
43. Wholesale of Other Food and Beverages;
44. Retail of Fishery Products;
45. Retail of Other Agricultural Products;
46. Retail of Rice;
47. Machine Repair for General Purpose;
48. Ship, Boat, and Floating Structure Repair;
49. Tourism Consultancy Activities;
50. Transportation Consultancy Activities; and
51. Educational Support Activities.

PRODUK DAN JASA [GRI 2-6]
PRODUCTS AND SERVICES [GRI 2-6]



Selama tahun 2025, produk dan jasa layanan yang disediakan PT PELNI (Persero) yakni antara lain:

In 2025, PT PELNI (Persero) provided products and services as follows:

JASA PERKAPALAN
SHIPPING SERVICES

KAPAL 2 IN 1

Kapal jenis 2 in 1 merupakan kapal yang dirancang untuk mengangkut penumpang dan kontainer dalam satu unit kapal. Dengan kapasitas lebih dari 1.500 penumpang dan kemampuan mengangkut hingga 100 kontainer, kapal ini dikembangkan sebagai solusi transportasi laut nasional yang efisien dan multifungsi. Kapal tipe ini difungsikan untuk melayani masyarakat, khususnya di wilayah Indonesia bagian tengah dan timur, dalam rangka pemenuhan kebutuhan logistik maupun mobilitas penumpang antarpulau. Adapun kapal jenis 2 in 1 yang dioperasikan oleh PELNI adalah sebagai berikut:

1. KM Gunung Dempo;
2. KM Dobonsolo;
3. KM Sinabung;
4. KM Nggapulu;

2-IN-1 SHIPS

A 2-in-1 ship is a ship designed to transport both passengers and containers. With a capacity of over 1,500 passengers and the ability to carry up to 100 containers, this ship was developed as an efficient and multifunctional national maritime transportation solution. This type of ship serves the community, especially in central and eastern Indonesia, by meeting logistical needs and supporting inter-island passenger mobility. PELNI's 2-in-1 ships are as follows:

1. KM Gunung Dempo;
2. KM Dobonsolo;
3. KM Sinabung;
4. KM Nggapulu;

5. KM Kelud;
6. KM Bukit Siguntang;
7. KM Tidar;
8. KM Lambelu;
9. KM Lawit;
10. KM Tatamailau;
11. KM Labobar;
12. KM Umsini;
13. KM Awu;
14. KM Sirimau;
15. KM Kelimutu;
16. KM Leuser;
17. KM Binaiya;
18. KM Bukit Raya;
19. KM Tilongkabila.

KAPAL 3 IN 1

Kapal jenis 3 in 1 merupakan kapal penumpang multifungsi yang dirancang untuk mengangkut penumpang, kontainer, dan kendaraan dalam satu unit kapal. Kapal ini menjadi solusi yang efisien dalam mendukung konektivitas antarwilayah, khususnya ke daerah-daerah di Indonesia bagian timur yang sulit dijangkau melalui jalur darat.

Dengan adanya ruang khusus untuk kendaraan dan kontainer, kapal tipe ini memainkan peran penting dalam memperlancar distribusi logistik, termasuk pengiriman kebutuhan pokok dari kota-kota besar seperti Jakarta, Surabaya, dan Makassar. Inovasi kapal 3 in 1 turut mendukung pemerataan ekonomi serta mempercepat mobilitas barang dan orang melalui moda transportasi laut nasional. Adapun kapal jenis 3 in 1 yang dioperasikan oleh PELNI adalah sebagai berikut:

1. KM Ciremai; serta
2. KM Dobonsolo

KAPAL TIPE 500 PAX

Kapal tipe 500 Pax merupakan kapal penumpang berkapasitas sekitar 500 orang. Kapal ini difungsikan untuk melayani rute-rute pendek hingga menengah, terutama di wilayah timur Indonesia. Ukurannya yang lebih kecil dibandingkan kapal besar memungkinkan kapal ini bersandar di pelabuhan-pelabuhan kecil yang tidak dapat dijangkau oleh kapal lain. Adapun kapal jenis 500 Pax yang dioperasikan oleh PELNI adalah sebagai berikut:

5. KM Kelud;
6. KM Bukit Siguntang;
7. KM Tidar;
8. KM Lambelu;
9. KM Lawit;
10. KM Tatamailau;
11. KM Labobar;
12. KM Umsini;
13. KM Awu;
14. KM Sirimau;
15. KM Kelimutu;
16. KM Leuser;
17. KM Binaiya;
18. KM Bukit Raya;
19. KM Tilongkabila.

3-IN-1 SHIPS

A 3-in-1 ship is a multifunctional passenger ship designed to transport passengers, containers, and vehicles. This ship is an efficient solution for supporting interregional connectivity, particularly to areas in eastern Indonesia that are difficult to reach by land.

With dedicated space for vehicles and containers, this type of ship plays a crucial role in streamlining logistics distribution, including the delivery of essential goods from major cities like Jakarta, Surabaya, and Makassar. The innovation of 3-in-1 ships contributes to economic equality and accelerates the mobility of goods and people through national maritime transportation. PELNI's 3-in-1 ships are as follows:

1. KM Ciremai; and
2. KM Dobonsolo

500-PAX SHIPS

A 500-Pax ship is a passenger ship with a capacity of approximately 500 people. This type of ship serves short- to medium-distance routes, primarily in eastern Indonesia. Its smaller size compared to larger ships allows it to dock at small ports inaccessible to other ships. PELNI's 500-Pax ships are as follows:

1. KM Pangrango;
2. KM Sangiang; serta
3. KM Wilis.

KAPAL RORO

Kapal jenis RoRo (*Roll-on/Roll-off*) merupakan kapal yang dirancang untuk mengangkut kendaraan bermotor seperti mobil, bus, dan truk melalui ramp (landasan miring), sehingga proses bongkar muat dapat dilakukan dengan cepat tanpa memerlukan alat berat. Selain kendaraan, kapal RoRo juga dapat mengangkut penumpang, khususnya pada jenis RoPax (*Roll-on/Roll-off Passenger*). Kapal ini berperan penting dalam mendukung konektivitas antarpulau, terutama dalam distribusi logistik dan mobilitas masyarakat di wilayah kepulauan Indonesia. Adapun kapal jenis RoRo yang dioperasikan oleh PELNI adalah sebagai berikut:

1. KM Egon; serta
2. KM Jet Liner.

KAPAL BARANG

Untuk keperluan distribusi barang logistik ke seluruh wilayah Indonesia, PT PELNI (Persero) memiliki 1 (satu) kapal barang yaitu KM Caraka Jaya Niaga III – 22 untuk mengangkut kargo volume besar dengan layanan terbaik dan dukungan SDM profesional.

KAPAL TOL LAUT

Mengacu pada Peraturan Pemerintah, Kapal Tol Laut ini dioperasikan sesuai dengan peraturan yakni:

1. Peraturan Presiden RI No. 70 Tahun 2017 Tentang Penyelenggaraan Kewajiban Publik Untuk Angkutan Barang di Laut;
2. Peraturan Presiden No. 71 Tahun 2015 Tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting;
3. Peraturan Menteri Perhubungan No. PM. 4 Tahun 2016 tentang Perubahan Atas Peraturan Menteri Perhubungan No. PM 161 Tahun 2015 tentang Penyelenggaraan Kewajiban Pelayanan Publik Untuk Angkutan Barang di Laut; dan
4. Peraturan Menteri Perhubungan No. 17 Tahun 2017 tentang Tarif Angkutan Barang Di Laut Dalam Rangka Pelaksanaan Kewajiban Pelayanan Publik (*Public Service Obligation*).

Sampai dengan akhir tahun 2025, PT PELNI (Persero) mengoperasikan 10 (sepuluh) armada Kapal Tol Laut, yaitu KM Logistik Nusantara I, II, III, IV, V dan VI, serta KM Kendhaga Nusantara 01, 07, 08, dan 11.

1. KM Pangrango;
2. KM Sangiang; and
3. KM Wilis.

RORO SHIPS

A RoRo (Roll-on/Roll-off) ship is designed to transport motorized vehicles such as cars, buses, and trucks via ramps (sloped platforms), allowing loading and unloading to be carried out quickly without the need for heavy equipment. Besides vehicles, RoRo ships can also transport passengers, especially RoPax (Roll-on/Roll-off Passenger) ships. This type of ship plays an essential role in supporting inter-island connectivity, especially in logistics distribution and community mobility in the Indonesian archipelago. PELNI's RoRo ships are as follows:

1. KM Egon; and
2. KM Jet Liner.

CARGO SHIP

For the distribution of logistics goods throughout Indonesia, PT PELNI (Persero) has 1 (one) cargo ship, KM Caraka Jaya Niaga III – 22, to transport large-volume cargo, providing the best service and support from professional human resources.

SEA TOLL SHIPS

Referring to Government Regulations, this Sea Toll Ship is operated in accordance with the following regulations:

1. Presidential Regulation No. 70 of 2017 concerning the Implementation of Public Obligations for Sea Freight Transport;
2. Presidential Regulation No. 71 of 2015 concerning the Determination and Storage of Basic Needs and Essential Goods;
3. Minister of Transportation Regulation No. PM. 4 of 2016 concerning the Amendment to Minister of Transportation Regulation No. PM 161 of 2015 on the Implementation of Public Service Obligations for Sea Freight Transport; and
4. Minister of Transportation Regulation No. 17 of 2017 concerning Freight Rates at Sea in the Implementation of Public Service Obligations (PSO).

Until the end of 2025, PT PELNI (Persero) operated 10 (ten) Sea Toll Ships: KM Logistik Nusantara I, II, III, IV, V, VI, and KM Kendhaga Nusantara 01, 07, 08, 11.

KAPAL TERNAK

PT PELNI (Persero) mengoperasikan 1 (satu) armada Kapal Ternak yaitu KM Camara Nusantara I dengan Rute Kupang - Waingapu - Tg.Priok - Cirebon - Kupang. Kapal Ternak ini difungsikan untuk membantu Pemerintah menekan harga daging dan mensejahterakan para peternak di sentra peternakan sapi dalam negeri.

KAPAL PERINTIS

Armada Kapal Perintis merupakan bagian dari penugasan Pemerintah kepada PT PELNI (Persero) selain Kapal Tol Laut dan Kapal Ternak. Dasar hukum pengelolaan Kapal Perintis, antara lain:

1. Peraturan Presiden Nomor 2 Tahun 2016 Tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis Milik Negara;
2. Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 55 Tahun 2019 tentang Komponen;
3. Biaya dan Pendapatan yang Diperhitungkan dalam Kegiatan Pelayanan Publik Perintis Negara; serta
4. Keputusan Direktur Jenderal Perhubungan Laut Nomor KP.998/DJPL/2021 tanggal 9 November 2021 tentang Jaringan Trayek Angkutan Laut Perintis Tahun Anggaran 2022.

Sampai akhir tahun 2025, PT PELNI (Persero) mengoperasikan 30 (tiga puluh) Kapal Perintis, yang menjangkau daerah terpencil di seluruh Indonesia.

KAPAL REDE

Kapal Rede merupakan bagian dari penugasan pemerintah kepada PT PELNI (Persero). Sepanjang tahun 2025, Perseroan mengoperasikan 18 (delapan belas) Kapal Rede yang tersebar di seluruh Indonesia.

LIVESTOCK SHIP

PT PELNI (Persero) operated 1 (one) livestock ship, KM Camara Nusantara I, with a shipping route of Kupang - Waingapu - Tg. Priok - Cirebon - Kupang. This livestock ship helps the government reduce meat prices and improve the welfare of livestock farmers in domestic cattle-farming centers.

PIONEER SHIPS

The Pioneer Ship fleet is part of the government assignment to PT PELNI (Persero), alongside RoRo (Roll-on/Roll-off) and Livestock ships. The legal basis for managing Pioneer Ships includes:

1. Presidential Regulation Number 2 of 2016 concerning the Implementation of Public Service Obligations for State-Owned Pioneer Ships.
2. Minister of Transportation Regulation of the Republic of Indonesia Number PM 55 of 2019 concerning Cost Components and Revenues Calculated in the Activities of State Pioneer Public Services.
3. Director General of Sea Transportation Decision Number KP.998/DJPL/2021 dated November 9, 2021, concerning the Network of Pioneer Sea Transportation Routes for Fiscal Year 2022.

By the end of 2025, PT PELNI (Persero) operated 30 (thirty) Pioneer Ships, which reach remote areas throughout Indonesia.

REDE SHIPS

Rede Ship is part of a government assignment to PT PELNI (Persero). Throughout 2025, the Company operated 18 (eighteen) Rede Ships throughout Indonesia.

FASILITAS KAPAL
SHIP FACILITIES

Selain mengoperasikan berbagai kapal, PT PELNI (Persero) juga menyediakan tenaga kerja profesional dan fasilitas terbaik demi kenyamanan penumpang dalam melakukan perjalanan menggunakan armada PT PELNI (Persero), meliputi:

1. **Fasilitas Umum** terdiri dari:
   - *Live Music*;
   - *Charging Spot*;
   - Kasur Ekonomi;
   - Toilet;

In addition to operating various ships, PT PELNI (Persero) also provides professional staff and the best facilities for passenger comfort when traveling on PT PELNI (Persero)'s ships, such as:

1. **Public Facilities**, consisting of:
   - Live Music;
   - Charging Spots;
   - Economy Class Beds;
   - Toilets;

- Mushola;
- Klinik;
- *Hot Water*;
- *Cleaning Service*;
- TV.

2. **Fasilitas Berbayar** terdiri dari:
   - Mini *Theatre*;
   - *Add On* (Sprei, Selimut, Bantal, dan Amenities);
   - *Supplement Food* (Susu UHT, biskuit, jus buah kemasan).

3. **Fasilitas Permakanan** terdiri dari:
   - Restoran (Ruang Makan Penumpang Kelas);
   - *Bread Toaster*;
   - *Combi Oven*;
   - Menu Makan (bento *box*);
   - Air Minum dalam Kemasan dengan *branding* PELNI.

4. **Produk komersial angkutan penumpang atau *Commercial on Board* (COB by PELNI)** terdiri dari:
   - PELNI TRAFFIC merupakan pengelompokan layanan komersial angkutan penumpang yang menawarkan konsep B2B seperti *branding*, promosi, sewa *space*, dan iklan di kapal;
   - PELNI EXPERIENCE merupakan pengelompokan layanan komersial angkutan penumpang yang menawarkan pengalaman (*experience*) pelanggan di Kapal PELNI dengan mengoptimalkan berbagai kegiatan MICE (*Meeting on Board*, *Tour on Board*, *Study on Board*, *Event on Board*), Kapal Phinisi, wisata dan perjalanan (*traveling*);
   - PELNI PLUS merupakan pengelompokan layanan komersial angkutan penumpang yang memberikan nilai tambah (*added value*) pada pelanggan dengan berbagai layanan penunjang selama berlayar seperti Layanan Tambahan (*Add on*), Layanan Internet Komersial dan Layanan Antarmoda.
5. **Keagenan Kapal Jenis Layanan Keagenan** terdiri dari:
   - *Clearance in & out*;
   - *Bunker, Fresh Water, Provision Supply*;
   - *Crew & Guest Attendance*;
   - *Protecting Agent*;
   - *Custom & Immigration Clearance*;
   - Layanan *Sea Pollution*; dan
   - Layanan *Garbage Removal*.

- Prayer Rooms;
- Clinics;
- Hot Water;
- Cleaning Services;
- TV.

2. **Paid Facilities**, consisting of:
   - Mini Theatre;
   - Add-Ons (Sheets, Blankets, Pillows, and Amenities).
   - Supplement Food (UHT Milk, Biscuits, Packaged Fruit Juices).

3. **Dining Facilities**, consisting of:
   - Restaurants (Passenger Dining Areas);
   - Bread Toasters;
   - Combi Ovens;
   - Meal Menu (bento boxes);
   - PELNI Branded Bottled Drinking Water.

4. **Commercial on Board (COB by PELNI) Products**, consisting of:
   - PELNI TRAFFIC offers commercial passenger transport services with a B2B concept, including branding, promotion, space rental, and advertising on ships;
   - PELNI EXPERIENCE offers commercial passenger transport services enhancing customer experience onboard with various MICE activities (Meeting on Board, Tour on Board, Study on Board, Event on Board), Phinisi Ships, tourism, and travel;
   - PELNI PLUS offers additional value-added services to customers during sailing, such as Additional Services (Add-ons), Commercial Internet Services, and Intermodal Services.

5. **Ship Agency Services Types of Agency Services**, consisting of:
   - Clearance in & out;
   - Bunker, Fresh Water, Provision Supply;
   - Crew & Guest Attendance;
   - Protecting Agent;
   - Customs & Immigration Clearance;
   - Sea Pollution Services; and
   - Garbage Removal Services.

MANAJEMEN KESELAMATAN
SAFETY MANAGEMENT

1. Mengacu pada regulasi International Maritime Organization (IMO) bahwa manajemen keselamatan terdiri dari:
   - SOLAS 1974 *Consolidated* 2004 (*Chapter* IX:ISM *Code*);
   - MARPOL 78 *Consolidated* 2006;
   - STCW 95 (KM. 70 tahun 1998, PP No. 7 Tahun 2000 tentang Kepelautan);
   - COLREG 72 (*Collision Regulation* tahun 72).
2. *International Load Line Convention* (ILLC) 1966;
3. Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan Dan Kesehatan Kerja;
4. *The International Organization for Standardization* (ISO) 45001-Sistem Manajemen Keselamatan Dan Kesehatan Kerja.

1. Referring to the International Maritime Organization (IMO) regulations, safety management consists of:
   - SOLAS 1974 Consolidated 2004 (Chapter IX: ISM Code);
   - MARPOL 78 Consolidated 2006;
   - STCW 95 (Ministerial Decree No. 70 of 1998, Government Regulation No. 7 of 2000 on Seafaring);
   - COLREG 72 (Collision Regulations of 1972).
2. International Load Line Convention (ILLC) 1966;
3. Government Regulation (PP) No. 50 of 2012 on the Implementation of Occupational Health and Safety Management System;
4. The International Organization for Standardization (ISO) 45001 – Occupational Health and Safety Management System.

USAHA SAMPINGAN & PENUNJANG *TOUR*
STRATEGIC BUSINESS UNIT & TOUR SUPPORT

Dalam menjalankan usaha sampingan dan penunjang kegiatan tur, PT PELNI (Persero) menyediakan fasilitas pendukung perjalanan wisata. Hal ini guna mendukung pengembangan sektor pariwisata dan meningkatkan konektivitas antardaerah tujuan wisata. Adapun usaha sampingan dan penunjang kegiatan tur yang dilakukan PT PELNI (Persero) terdiri dari:

TOUR
Tour Paket Kapal Phinisi
1. Wisata Pulau Padar;
2. Wisata Pulau Rinca;
3. Wisata Pulau Komodo.

Hotel Bahtera
Hotel dengan fasilitas untuk acara rapat dan pusat pelatihan dilengkapi dengan fasilitas ruang rapat berkapasitas lebih dari 200 orang dan fasilitas penunjang lainnya.

To support the strategic business unit and tour operations, PT PELNI (Persero) provides travel support facilities. It aims to support the development of the tourism sector and improve connectivity between tourist destinations. The strategic business unit and tour support operated by PT PELNI (Persero) include:

TOUR
Phinisi Ship Package Tours:
1. Padar Island Tours;
2. Rinca Island Tours;
3. Komodo Island Tours.

Bahtera Hotel
A hotel facility for meetings and training centers equipped with meeting rooms that can accommodate more than 200 people and other supporting facilities.

Galangan Surya

Berdiri sejak 20 Mei 1996 dan mengerjakan kapal PT PELNI (Persero) tipe 500, yaitu KM Sangiang, KM Pangrango, KM Wilis. PT PELNI (Persero) melakukan *Maintenance Facilities* (PMF), proyeksi strategis yang dapat menjamin space dok dan perbaikan bagi seluruh kapal (termasuk kapal besar) yang dioperasikan oleh PT PELNI (Persero).

Bisnis Properti

Persewaan ruang kantor dari aset gedung PT PELNI (Persero) yang tersebar di seluruh cabang PT PELNI (Persero). Selain itu, bisnis properti ini juga terdiri dari persewaan ruang beriklan di atas kapal PT PELNI (Persero) serta persewaan toko dan cafe di atas kapal.

Chartering

Kegiatan penyewaan atau pengoperasian kapal bukan milik beserta awak kapal dan peralatannya.

Broking

Broking adalah kegiatan usaha perantara jual beli kapal dan/atau sewa kapal.

Surya Shipyard

Established on May 20, 1996, it built 500-Type ships: KM Sangiang, KM Pangrango, and KM Wilis. PT PELNI (Persero) operates Maintenance Facilities (PMF), a strategic initiative that guarantees docking space and repairs for all ships (including large ships) operated by PT PELNI (Persero).

Property Business

Rental of office space from PT PELNI (Persero) buildings located across PT PELNI (Persero) branches. This property business also includes renting advertising space on board PT PELNI (Persero) ships, as well as renting shops and cafes on board.

Chartering

The activity of renting or operating non-owned ships, along with their crew and equipment.

Broking

Broking is the business activity of an intermediary in the sale, purchase, or lease of ships.

WILAYAH OPERASIONAL [C.4]
OPERATIONAL AREA [C.4]

Jaringan Trayek Kapal Penumpang 2025
Passenger Ship Route Network 2025



Description:

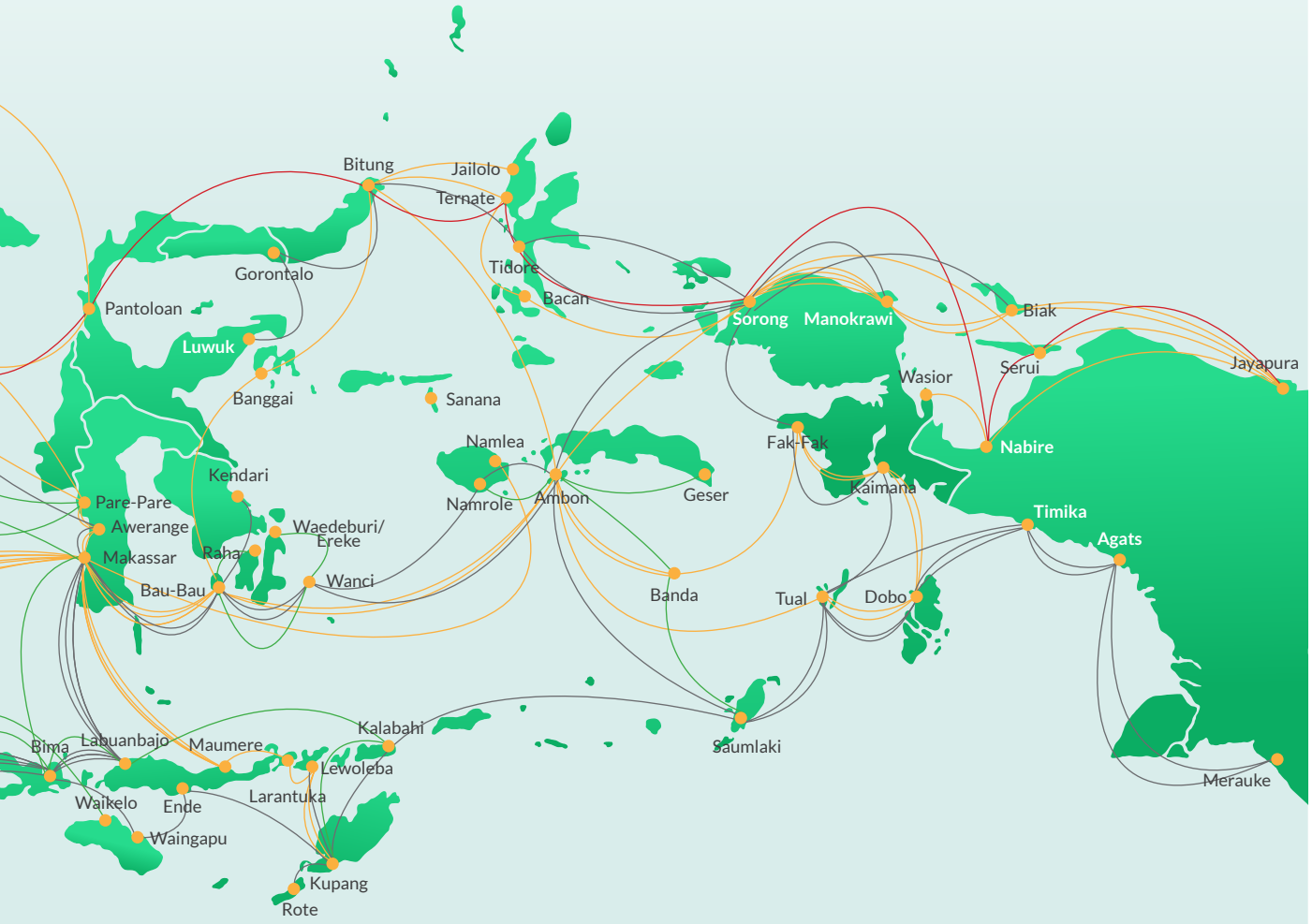
- Type 3000
- Type 2000
- Type 1000
- Type 500

25 Kapal Penumpang
Passenger Ships

511 Ruas
sections

74 Pelabuhan
Passenger Ships

1.359 Trayek
Routes



Jaringan Trayek Kapal Tol Laut 2025
Sea Toll Ship Route Network 2025



Keterangan | Description:

Pelabuhan singgah
Ports of Call

Pelabuhan *homebase*
Homebase Ports

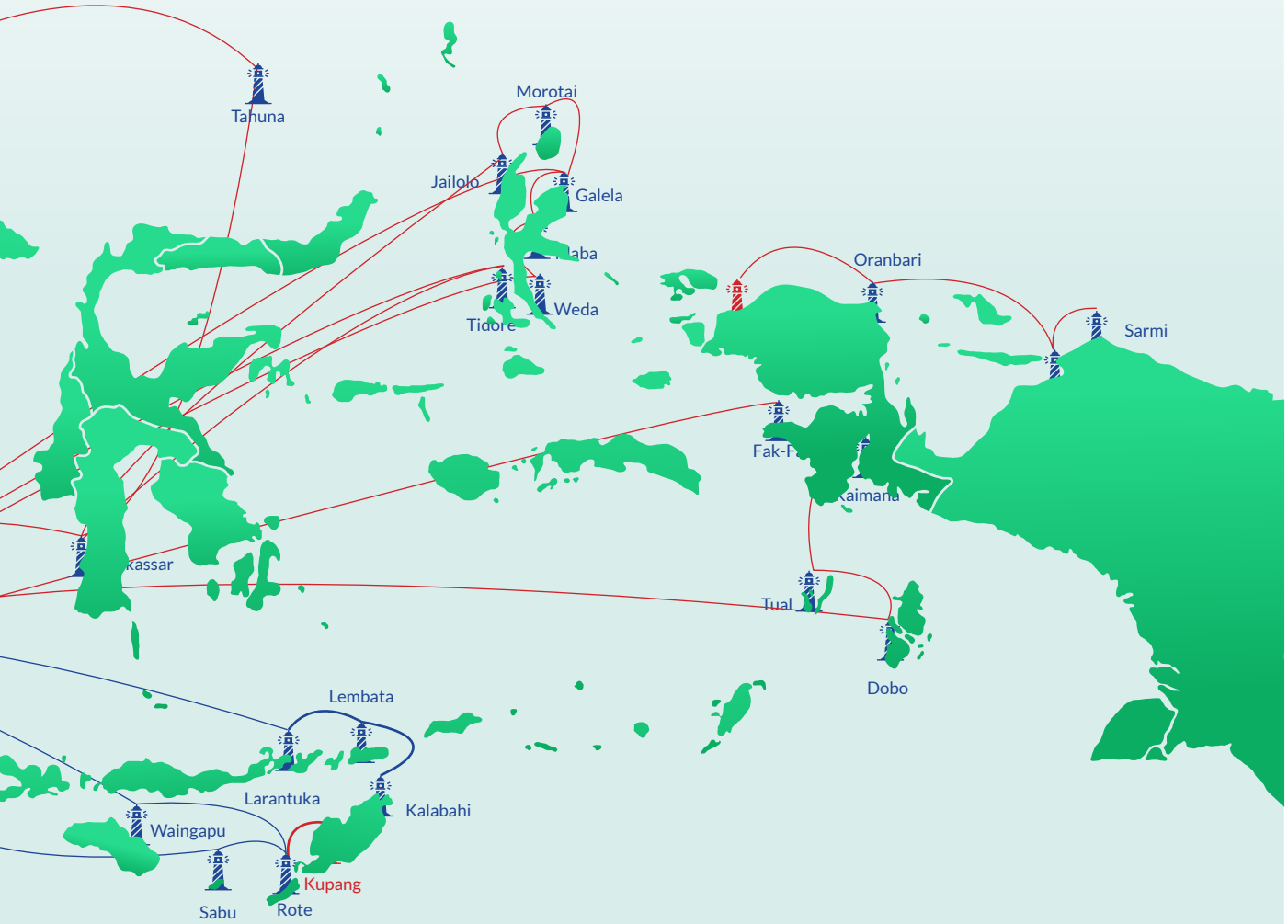
H-1	KM. Logistik Nusantara 2	Tanjung Perak - Makassar - Tahuna - Nunukan - Tanjung Perak
T-2	KM. Logistik Nusantara 4	Tanjung Priok - Tanjung Uban - Letung - Tarempa - Selat Lampa - Subi - Serasan - Midai - Tanjung Uban - Tanjung Priok
T-6	KM. Logistik Nusantara 3	Tanjung Perak - Tidore - Jailolo - Tanjung Perak
T-26	KM. Logistik Nusantara 1	Tanjung Perak - Fak-Fak - Kaimana - Dobo - Tual - Tanjung Perak

08 Trayek
Routes

42 Pelabuhan Singgah
Ports of Call

05 Unit
KM Logistik Nusantara

03 Unit
KM Kendhaga Nusantara

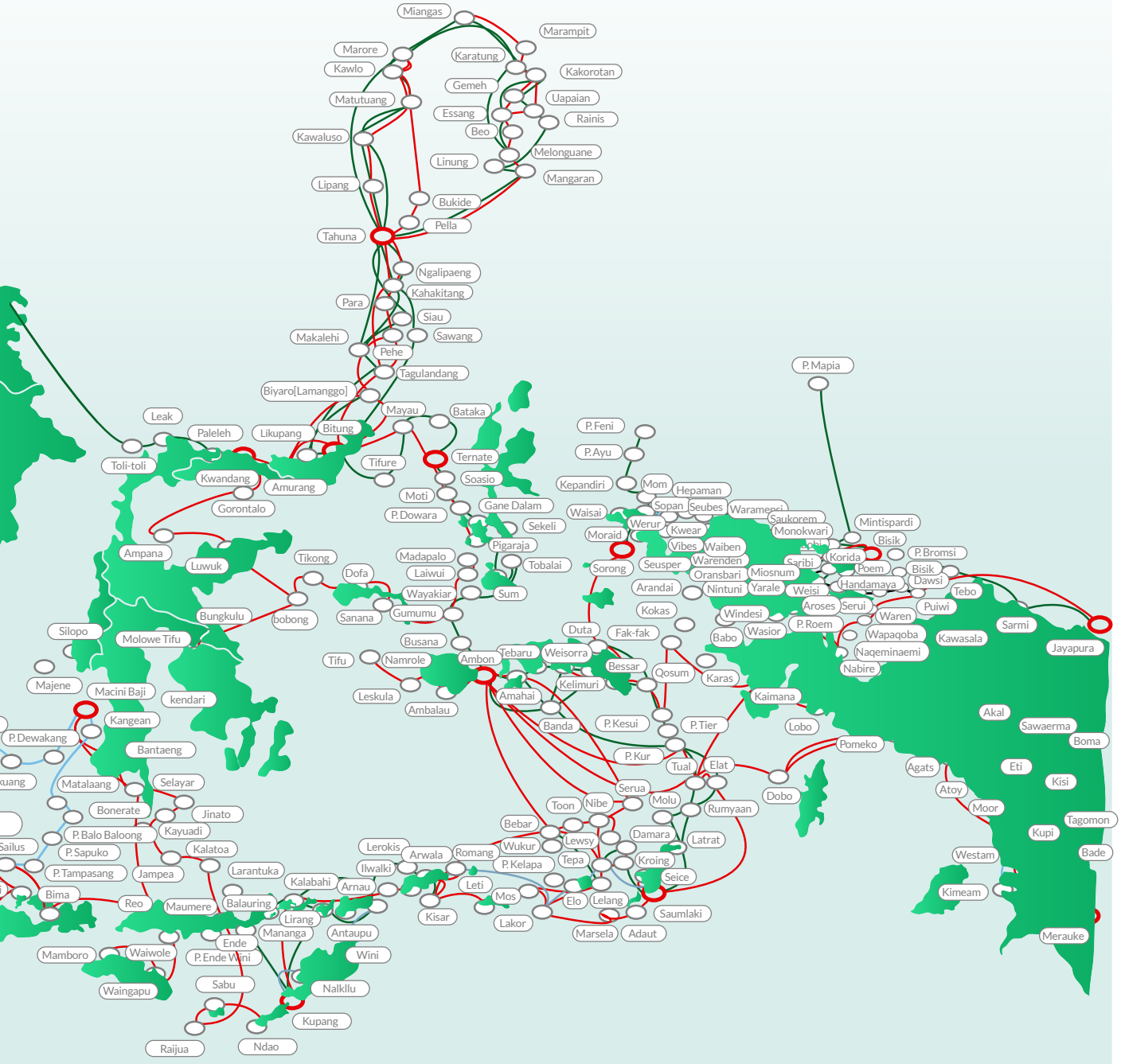


S-5B	KM. Kendhaga Nusantara 7	Kupang - Larantuka - Lembata - Kalabahi - Kupang
S-5A	KM. Kendhaga Nusantara 11	Kupang - Sabu - Rote - Kupang
T-9	KM. Logistik Nusantara 5	Tanjung Perak - Makassar - Morotai - Galela - Maba - Weda - Tanjung Perak
S-4	KM. Kendhaga Nusantara 8	Sorong - Oransbari - Waren - Sarmi - Sorong

Jaringan Trayek Nasional Kapal Perintis 2025
National Pioneer Ship Route Network 2025

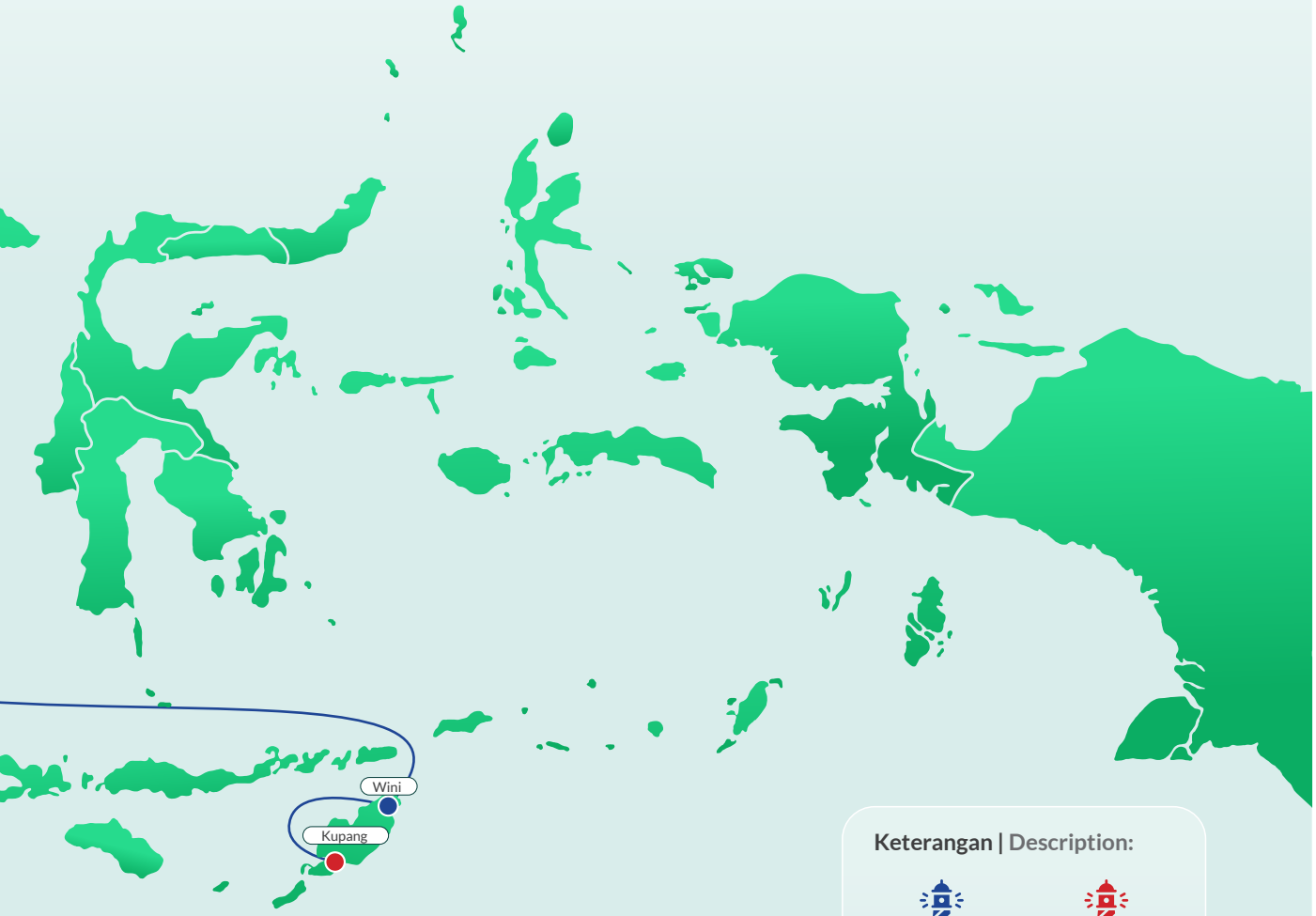


30	Kapal Perintis Pioneer Ships	230	Pelabuhan Ports
526	Ruas Sections	2.720	Trayek Routes


Miangas
Marampit
Marore
Karatung
Kawlo
Kakorotan
Gemeh
Matutuang
Uapaian
Essang
Rainis
Beo
Kawaluso
Melonguane
Linung
Mangaran
Lipang
Bukide
Pella
Tahuna
Ngalipaeng
Kahakitang
Para
Siau
Sawang
Makalehi
Pehe
Tagulandang
Biyaro[Lamanggo]
Mayau
Bataka
Leak
Paleleh
Likupang
Bitung
Toli-toli
Tifure
Ternate
Kwandang
Soasio
Amurang
Moti
Gorontalo
Gane Dalam
P.Dowara
Sekeli
Pigaraja
Ampana
Tikong
Madapalo
Tobalai
Luwuk
Dofa
Laiwui
Wayakiar
Sum
Bungkulu
bobong
Sanana
Gumumu
Silopo
Molowe Tifu
Busana
Tifu
Namrole
Ambon
Tebaru
Weisorra
Majene
Macini Baji
Leskula
Ambalau
Amahai
kendari
Kangean
P.Dewakang
Bantaeng
Banda
Matalaang
Selayar
Bonerate
Jinato
P.Balo Baloong
Kayuadi
P.Sapuko
Kalatoa
P.Tampasang
Jampea
Larantuka
Bima
Reo
Maumere
Kalabahi
Arnau
Balauring
Lirang
Mananga
Ende
Antaupu
Mamboro
Waiwole
P.Ende Wini
Wini
Waingapu
Sabu
Nalkllu
Kupang
Raijua
Ndao
P.Feni
P.Ayu
Kepandiri
Mom
Hepaman
Sopan
Seubes
Waramesi
Waisai
Werur
Kwear
Moraid
Vibes
Waiben
Warenden
Sorong
Seusper
Oransbari
Arandai
Nintuni
Kokas
Windesi
Babo
Wasior
Duta
Fak-fak
Bessar
Qosum
Karas
Kelimuri
Kaimana
P.Kesui
P.Tier
P.Kur
Tual
Elat
Serua
Toon
Nibe
Molu
Rumyaan
Dobo
Bebar
Lewsy
Damara
Latrat
Lerokis
Arwala
Romang
Wukur
Tepa
Kroing
Ilwalki
P.Kelapa
Seice
Leti
Mos
Elo
Lelang
Kisar
Lakor
Saumlaki
Marsela
Adaut
P.Mapia
Mintispardi
Saukorem
Monokwari
Bisik
Korida
P.Bromsi
Saribi
Poem
Bisik
Miosnum
Handamaya
Dawsi
Yarale
Weisi
Tebo
Aroses
Serui
Puiwi
P.Roem
Waren
Sarmi
Wapaqoba
Kawasala
Naqeminaemi
Jayapura
Nabire
Pomeko
Lobo
Akal
Sawaerma
Boma
Agats
Eti
Kisi
Atoy
Moor
Tagomon
Kupi
Bade
Westam
Kimeam
Merauke

Rute Kapal Ternak 2025
Livestock Ship Route 2025





Keterangan | Description:

Pelabuhan singgah
Ports of Call

Pelabuhan *homebase*
Homebase Ports

KOMPOSISI KEPEMILIKAN SAHAM [OJK C.3]
SHAREHOLDING COMPOSITION [OJK C.3]

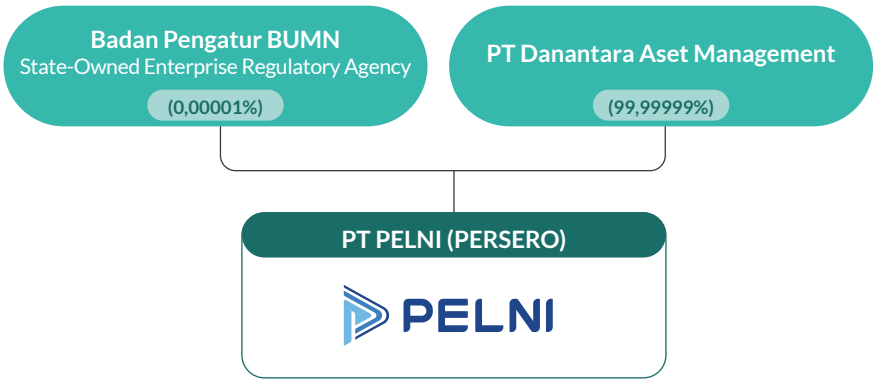
Sampai dengan 31 Desember 2025, Pemegang Saham Perseroan 100% dimiliki oleh Pemerintah Republik Indonesia. Pemegang Saham Utama dan pengendali PT PELNI (Persero) adalah Pemerintah Negara Republik Indonesia dengan wakil kuasa Pemegang Saham adalah Kementerian Negara BUMN Republik Indonesia. Berikut komposisi kepemilikan saham PT PELNI (Persero) per 31 Desember 2025, disajikan pada tabel di bawah ini:

As of December 31, 2025, the Government of the Republic of Indonesia owned 100% of the shares. The primary and controlling shareholder of PT PELNI (Persero) is the Government of the Republic of Indonesia, with the Ministry of State-Owned Enterprises as its proxy. The following is the composition of PT PELNI (Persero) shareholding as of December 31, 2025, as presented in the table below:

Tabel Kepemilikan Saham PT PELNI (Persero) Per 31 Desember 2025
Table: PT PELNI (Persero) Shareholding as of December 31, 2025

Pemegang Saham Shareholder	Jenis Saham Type of Share	Lembar Saham Number of Shares	Nilai Nominal per Lembar Saham Nominal Value per Share	Persentase Kepemilikan Percentage Ownership	Jumlah Nilai Saham Total Share Value
Badan Pengatur BUMN State-Owned Enterprise Regulatory Agency	Seri A	1	1.000.000	0,00001%	1.000.000
PT Danantara Asset Management	Seri B	9.129.899	1.000.000	99,99999%	9.129.899.000.000
Jumlah Total		**9.129.900**	**1.000.000**	**100%**	**9.129.900.000.000**

Struktur Pemegang Saham PT PELNI (Persero)
PT PELNI (Persero) Shareholder Structure



STRUKTUR GRUP PERSEROAN [GRI 2-1] [OJK C.2]
CORPORATE GROUP STRUCTURE [GRI 2-1] [OJK C.2]

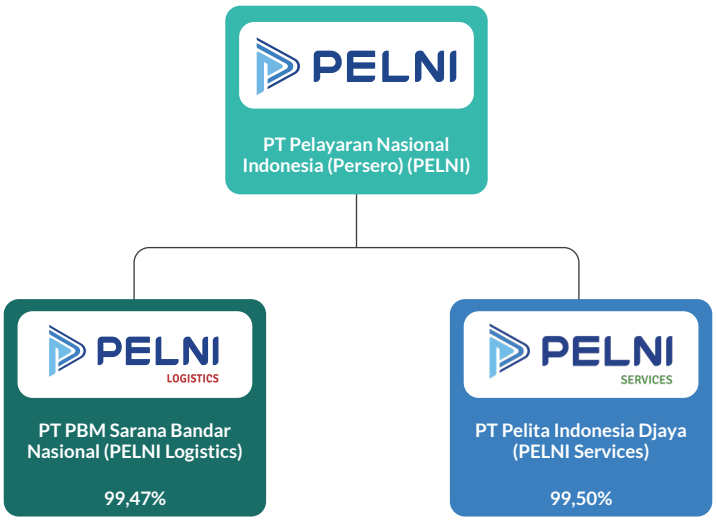
Sampai dengan 31 Desember 2025, PT PELNI (Persero) memiliki 2 (dua) anak perusahaan yaitu PT PBM Sarana Bandar Nasional (PELNI Logistics) dengan kepemilikan saham 99,47% serta PT Pelita Indonesia Djaya (PELNI Services) dengan kepemilikan saham 99,50%.

Struktur grup PT PELNI (Persero) pada 31 Desember 2025 dapat dilihat pada bagan di bawah ini:

As of December 31, 2025, PT PELNI (Persero) has two subsidiaries: PT PBM Sarana Bandar Nasional (PELNI Logistics), with a 99.47% shareholding, and PT Pelita Indonesia Djaya (PELNI Services), with a 99.50% shareholding.

PT PELNI (Persero) group structure, as of December 31, 2025, can be seen in the chart below:

STRUKTUR GRUP PELNI
PELNI GROUP STRUCTURE



TABEL INFORMASI ENTITAS ANAK
TABLE OF SUBSIDIARY INFORMATION

No	Nama Entitas Anak Name of Subsidiary	Bidang Usaha Line of Business	Kepemilikan Saham oleh Perseroan Shareholding by the Company	Total Aset per 31 Desember 2025 (Miliar Rupiah) Total Assets as of December 31, 2025 (Billion Rupiah)	Status dan Tahun Beroperasi Status and Years of Operation	Wilayah Operasional Operational Area
1.	PT PBM Sarana Bandar Nasional PELNI Logistics	Angkutan transportasi, bongkar muat, pengiriman barang, pergudangan, operator terminal laut, truk, *custom clearance*, pedalaman depo. Transportation, loading and unloading, freight forwarding, warehousing, marine terminal operators, trucking, customs clearance, and inland depot.	99,47%	Rp531,70	Beroperasi sejak 1987 Operating since 1987	Jakarta

No	Nama Entitas Anak Name of Subsidiary	Bidang Usaha Line of Business	Kepemilikan Saham oleh Perseroan Shareholding by the Company	Total Aset per 31 Desember 2025 (Miliar Rupiah) Total Assets as of December 31, 2025 (Billion Rupiah)	Status dan Tahun Beroperasi Status and Years of Operation	Wilayah Operasional Operational Area
2.	PT Pelita Indonesia Djaya (PELNI Services)	Jasa perdagangan umum, jasa kepelabuhan, perusahaan pengutusan kepabeanan, jasa kebersihan, jasa pengamanan, jasa pengelolaan kasur, jasa penyediaan air minum dalam kemasan, jasa pengelolaan hotel, jasa penyediaan hiburan atas kapal. *General trading services, port services, customs clearance, cleaning services, security services, mattress management services, bottled drinking water supply services, hotel management services, and on-board entertainment services.*	99,50%	Rp461,74	Beroperasi sejak 1970 *Operating since 1970*	Jakarta

ALAMAT KANTOR PUSAT, ANAK PERUSAHAAN, CABANG, DAN PERWAKILAN [GRI 2-6] [OJK C.2]

ADDRESS OF HEAD OFFICE, SUBSIDIARIES, BRANCHES, AND REPRESENTATIVES [GRI 2-6] [OJK C.2]

PT PELNI (PERSERO)

Kantor Pusat | Head Office

Jl. Gajah Mada No. 14, DKI Jakarta 10130

T. +6221 6334 342
F. +6221 6385 4130
E. humas@pelni.co.id
W. www.pelni.co.id

Pemasaran | Marketing

Jl. Gajah Mada No. 14, DKI Jakarta 10130

T. +6221 6385 50962
E. divisi.pemasaran@pelni.co.id

ANAK PERUSAHAAN [2-2]
SUBSIDIARY

PT PBM Sarana Bandar Nasional (PELNI Logistics)

Jl. Cempaka Putih Tengah II
B.13-144, Cempaka Putih, DKI Jakarta – 10510

T. +6221 4287 9000
F. +6221 4287 8389
E. info@ptsbn.co.id
W. www.ptsbn.co.id

PT Pelita Indonesia Djaya (PELNI Services) Ruko Cempaka Mas

Jl. Suprapto Blok Q No. 5 Jakarta Pusat

T. +6221 4393 3184
F. +6221 4393 1623
E. pt.pidc@gmail.com

STRATEGIC BUSINESS UNIT (SBU)

Galangan Surya Surabaya

Jl. Nilam Barat No. 39, Surabaya 60165

T. +6231 3291 909, +6231 3292 961
F. +6231 3291 909
E. galangan@pelni.co.id

Hotel Bahtera Cipayung

Jl. Raya Puncak Cipayung, No. 256, Bogor

T. +6251 8254 251, +6251 8257 451
F. +6251 8256 663
E. hotelbahtera@hotelbahterapelni.co.id

CABANG KELAS 1
CLASS 1 BRANCH

Tg Priok
Jl. Palmas No. 2, Tanjung Priok, Jakarta Utara
T. +6221 4393 3184 F. +6221 4393 1623
E. tg-priok@pelni.co.id

Surabaya
Jl. Pahlawan No.112-114, Surabaya
T. +6231 3293 197
F. +6231 3538 958, +6231 3293 195
E. surabaya@pelni.co.id

Makassar
Jl. Sawerigading No. 14, Makassar
T. +62411 3614 861
F. +62411 3631 395, +62411 3614 788
E. makassar@pelni.co.id

Ambon
Jl. D.I. Panjaitan No. 19, Ambon
T. +62911 3482 19, +62911 3531 61, +62911 3423 28
F. +62911 3520 49
E. ambon@pelni.co.id

CABANG KELAS 2
CLASS 2 BRANCH

Jayapura
Jl. Argapura No. 15, Jayapura Selatan, Papua
T. +62967 5332 70, +62967 5330 70, +62967 5314 12
F. +62967 5319 21, +62967 5333 70
E. jayapura@pelni.co.id

Balikpapan
Jl. Yos Sudarso No. 1 Balikpapan
T. +62542 4241 71, +62542 4224 10
F. +62542 7350 09
E. balikpapan@pelni.co.id

Sorong
Jl. Jend. A. Yani, Kompleks Pelabuhan, Sorong
T. +62951 3218 60
F. +62951 323873
E. sorong@pelni.co.id

Kupang
Jl. Pahlawan No.7 Kel. Fatufeto Kec. Alak Kupang, NTT
T. +62380 8219 44, +62380 8238 98
F. +62380 8336 46
E. kupang@pelni.co.id

Bau-Bau
Jl. Pahlawan No.1, Bau-bau Sulawesi Tenggara
T. +62402 2821 258 F. +62402 2821 188
+62402 2821 905 E. bau-bau@pelni.co.id
+62402 2822 705

Bitung
Jl. Sam Ratulangi No. 7 Bitung, Bitung Kota, Sulawesi Utara
T. +62438 3635 2, +62438 3581 8 F. +62438 3358 8
E. bitung@pelni.co.id

Manokwari
Jl. Siliwangi No. 24 Manokwari, Papua Barat
T. +62986 2151 66, F. +62986 2151 68
+62986 2151 67, E. manokwari@pelni.co.id
+62986 2151 65

CABANG KELAS 3
CLASS 3 BRANCH

Batam
Jl. DR. Cipto Mangunkusumo No. 4, Tanjung Pinggir, Sekupang, Pulau Batam
T. +62778 3221 81, +62778 3210 70
F. +62778 3210 85, +62778 3255 86
E. batam@pelni.co.id

Sampit
Jl. Ahmad Yani No 70, Mentawa Baru Ketapang, Kotawaringin Timur, Kalimantan Tengah 74322
T. (0531) 22006
F. (0531) 24502
E. sampit@pelni.co.id

Pare-Pare
Jl. Lasiming No. 44 Pare-pare, Sulawesi Selatan
T. +62421 2101 7, +62421 2470 9
F. +62421 2307 9
E. pare-pare@pelni.co.id

Denpasar
Jl. Raya Kuta No 299, Kuta, Badung, Bali 80361
T. (0361) 763963
F. (0361) 763964
E. denpasar@pelni.co.id

Nabire
Jl. Frans Kaisepo No. 14, Nabire, Papua
T. +62984 2285 0, +62984 2318 1, +62984 2507 2
F. +62984 2135 0
E. nabire@pelni.co.id

Maumere
Jl. Don Juan No.6, Alok, Sikka, Flores, Nusa Tenggara Timur 96613
T. (0382) 21013
F. (0382) 22020
E. maumere@pelni.co.id

CABANG KELAS 3
CLASS 3 BRANCH

Ternate
Jl. Jend.A.Yani, Kompleks Pelabuhan, Ternate, Maluku Utara
T. +62921 3121 434, +62921 4124 434, +62921 3125 474
F. +62921 3121 276
E. ternate@pelni.co.id

Larantuka
Jl. Don Lorenzo Dvg, Lohayong, Larantuka, Flores Timur, Nusa Tenggara Timur 86216
T. 6285342515038 / (0383) 21155
F. (0383) 21153
E. larantuka@pelni.co.id

Medan/Belawan
Jl. Gunung Krakatau No. 17A, Medan
T. +6261 4206 5268
F. +6261 4206 5267
E. belawan@pelni.co.id

Namlea
Jl. BTN Tatanggo, Namlea, Buru, Maluku 97571
T. (0913) 21069
E. namlea@pelni.co.id

Pontianak
Jl. ST. Abdurahman No.12 Pontianak, Kalimantan Barat
T. +62561 7481 24, +62561 7481 29
F. +62561 7481 31
E. pontianak@pelni.co.id

Fak Fak
Jl. D.I. Panjaitan Fak Fak, Papua Barat 98612
T. (0956) 23230 / (0956) 23371
F. (0956) 22556

Kumai
Jl. Sudirman, SH No. 16 Pangkalan Bun/Kumai, Kalimantan Tengah
T. +62532 2442 0
F. +62532 2407 3
E. kumai@pelni.co.id

Tual
Jl. Ahmad Yani No.2, Lodar El, Tual, Maluku 97713
T. (0916) 22520
F. (0916) 21181
E. tual@pelni.co.id

Tarakan
Jl. Kusuma Bangsa No. 100, Gunung Lingkas, Tarakan Kota
T. +62551 5116 9, +62551 2544 0
F. +62551 21529
E. tarakan@pelni.co.id

Biak
Jl. Jend. Sudirman No. 37, Burokub, Biak Kota, Biak Numfor, Papua 98115
T. (0981) 23255
F. (0981) 22225
E. biak@pelni.co.id

Nunukan
Jl. A. Yani No. 11, Nunukan, Kalimantan Tenggara
T. +62556 2130 9, +62556 2298 4
F. +62556 2102 9
E. nunukan@pelni.co.id

Serui
Jl. Dr. Wahidin Sudirohusodo, Kep. Yapen, Serui, Papua 98211
T. (0983) 32309 / (0983) 23256
F. (0983) 31552
E. serui@pelni.co.id

Semarang
Jl. Mpu Tantular 25-27, Semarang
T. +6224 3540 238, +6224 3546 722
F. +6224 3555 156
E. semarang@pelni.co.id

Tanjung Pinang
Jl. Jend. A. Yani No. 06 Tanjung Pinang Kepulauan Riau
T. +6277 1215 13, +62771 2193 3
F. +62771 2342 7
E. tg-pinang@pelni.co.id

CABANG KELAS 4
CLASS 4 BRANCH

Kota Baru / Batulicin
Jl. Pelabuhan Samudera No. 125, Batulicin, Tanah Bumbu, Kalimantan Selatan 72211
T. (0518) 70822
F. (0518) 71419
E. kotabaru@pelni.co.id

Waingapu
Jl. Hasanuddin No.1, Waingapu, Sumba Timur, Nusa Tenggara Timur 87116
T. (0387) 61665
F. (0387) 61027
E. waingapu@pelni.co.id

Bima
Jl. Kesatria No.2, Penatoi, Mpunda, Bima, Nusa Tenggara Barat 84116
T. 6282144523577 / (0374) 42046
F. (0374) 42625
E. bima@pelni.co.id

Kendari
Jl. Mayjen Sutoyo No. 75e, Watu-Watu, Kendari Barat, Kendari, Sulawesi Tenggara
T. 6282328887525 / (0401) 3121935
F. (0401) 3122156
E. kendari@pelni.co.id

Palu
Jl. Ra Kartini No.96, Palu Timur, Palu, Sulawesi Tengah 94111
T. (0451) 421696
F. (0451) 423237
E. palu@pelni.co.id

Luwuk
Jl. Sungai Limboto No. 74, Bungin, Luwuk, Banggai, Sulawesi Tengah 94713
T. (0461) 23013 / (0461) 23013
F. (0461) 21888
E. luwuk@pelni.co.id

CABANG KELAS 4 CLASS 4 BRANCH	
Labuan Bajo Jl. Trans Flores, Pasar Baru, Manggarai Barat, Nusa Tenggara Timur 86754 T. (0385) 2440304	**Kaimana** Jl. Diponegoro, Kaimana, Papua Barat 98113 T. (0957) 21009 E. kaimana@pelni.co.id F. (0957) 21464
Ende JL. Katedral No.2, Potulando, Ende, Nusa Tenggara Timur 86316 T. (0381) 21043 E. pelniende@pelni.co.id F. (0381) 21419	**Timika** Jl. R.A. Kartini No.5, Inauga, Mimika Baru, Papua 99962 T. 6281344833431 / (0901) 3126660 F. (0901) 321106 E. timika@pelni.co.id
Merauke JL. Sabang No. 318, Merauke, Papua Selatan 99114 T. (0971) 321591 E. merauke@pelni.co.id F. (0971) 321631	**Dobo** Jl. Yos Sudarso No.22, Galai Dubu, Kep. Aru, Dobo, Maluku 97613 T. (0917) 21300 E. dobo@pelni.co.id F. (0917) 21500

SKALA USAHA [OJK C.3]
BUSINESS SCALE [OJK C.3]

Skala usaha Perseroan disampaikan pada tabel di bawah ini:

The Company's business scale is presented in the table below:

Total Pendapatan Usaha Bersih
Total Net Operating Income

(dalam Juta Rupiah)
(in Million Rupiah)

Tahun Year	Jumlah Amount
2023	5.229.347
2024	6.177.057
2025	6.243.123

Laba Bersih Tahun Berjalan
Profit For The Current Year

(dalam Juta Rupiah)
(in Million Rupiah)

Tahun Year	Jumlah Amount
2023	201.202
2024	194.250
2025	202.288

Total Aset
Total Assets

(dalam Juta Rupiah)
(in Million Rupiah)

Tahun Year	Jumlah Amount
2023	7.999.795,93
2024	10.148.251,18
2025	13.054.188,70

Total Liabilitas
Total Liabilities

(dalam Juta Rupiah)
(in Million Rupiah)

Tahun Year	Jumlah Amount
2023	1.179.939,36
2024	1.629.464,72
2025	1.831.005,71

Total Ekuitas
Total Equity

(dalam Juta Rupiah)
(in Million Rupiah)

Tahun Year	Jumlah Amount
2023	6.819.856,57
2024	8.518.786,46
2025	11.223.182,99

Nama Pemegang Saham dan Persentase
Shareholder Name and Percentage

(dalam Juta Rupiah)
(in Million Rupiah)

Tahun Year	Jumlah Amount
2023	Pemerintah Negara Republik Indonesia : 100% atau 7.629.900 lembar saham. Government of the Republic of Indonesia: 100% or 7,629,900 shares.
2024	Pemerintah Negara Republik Indonesia : 100% atau 7.629.900 lembar saham. Government of the Republic of Indonesia: 100% or 7,629,900 shares.
2025	Badan Pengatur BUMN (Seri A): 0,00001% atau 1 lembar saham dan PT Danantara Asset Management (Seri B): 99,99999% atau 9.129.899 lembar saham. State-Owned Enterprise Regulatory Agency (Series A): 0.00001% or 1 share and PT Danantara Asset Management (Series B): 99.99999% or 9,129,899 shares.

Jumlah Jasa dan Layanan
Number of Services

Tahun Year	Jasa Perkapalan Shipping Service	Fasilitas Kapal Ship Facility	Unit Sampingan dan Penunjang Tour Strategic Business Unit and Tour Support
2023	7	5	6
2024	9	5	6
2025	9	5	6

KEANGGOTAAN DALAM ASOSIASI [GRI 2-28][OJK C.5]
ASSOCIATION MEMBERSHIP [GRI 2-28][OJK C.5]

PT PELNI (Persero) sebagai salah satu perusahaan pelayaran terbesar di Indonesia, senantiasa menjaga kemitraan bisnis yang berkelanjutan dengan para pemangku kepentingan melalui partisipasi aktif dalam asosiasi industri. Keterlibatan PELNI dalam asosiasi industri ini menjadi sarana strategis untuk meningkatkan kinerja operasional, memperluas jejaring dan wawasan bisnis, serta memperkuat ekosistem industri pelayaran nasional. Sampai dengan akhir tahun 2025, PELNI merupakan anggota dari asosiasi sebagai berikut:

PT PELNI (Persero), one of Indonesia's largest shipping companies, consistently maintains sustainable business partnerships with stakeholders through active participation in industry associations. PELNI's involvement in these industry associations serves as a strategic tool to improve operational performance, expand business networks and insights, and strengthen the national shipping industry ecosystem. Until the end of 2025, PELNI is a member of the following associations:

Indonesian National Shipowners' Association (INSA)

INSA berperan aktif dalam mendorong pengembangan sektor maritim yang berkelanjutan dengan memanfaatkan sinergi, kolaborasi, inovasi teknologi hijau, serta peningkatan kapasitas SDM di bidang maritim.
INSA plays an active role in promoting the development of a sustainable maritime sector by leveraging synergies, collaboration, green technology innovation, and enhancing human resource capacity in maritime.

Status di dalam Asosiasi: Anggota Aktif
Skala: Nasional

Membership Status: Active Member
Scale: National

Alamat | Address:
Wisma BSG, Lantai 3A #M04-05, Jl. Abdul Muis No.40, Jakarta Pusat, Kodepos: 10160.
(021) 3514348
(021) 351 4347

Forum Human Capital Indonesia (FHCI)

HCI merupakan inisiatif dari Kementerian BUMN untuk mengembangkan SDM di lingkungan BUMN secara berkelanjutan melalui berbagai program pelatihan, pengembangan kompetensi, dan peningkatan kapabilitas.
HCI is an initiative of the Ministry of State-Owned Enterprises to sustainably develop human resources within SOEs through various training programs, competency development, and capability enhancement.

Status di dalam Asosiasi: Anggota Aktif
Skala: Nasional

Membership Status: Active Member
Scale: National

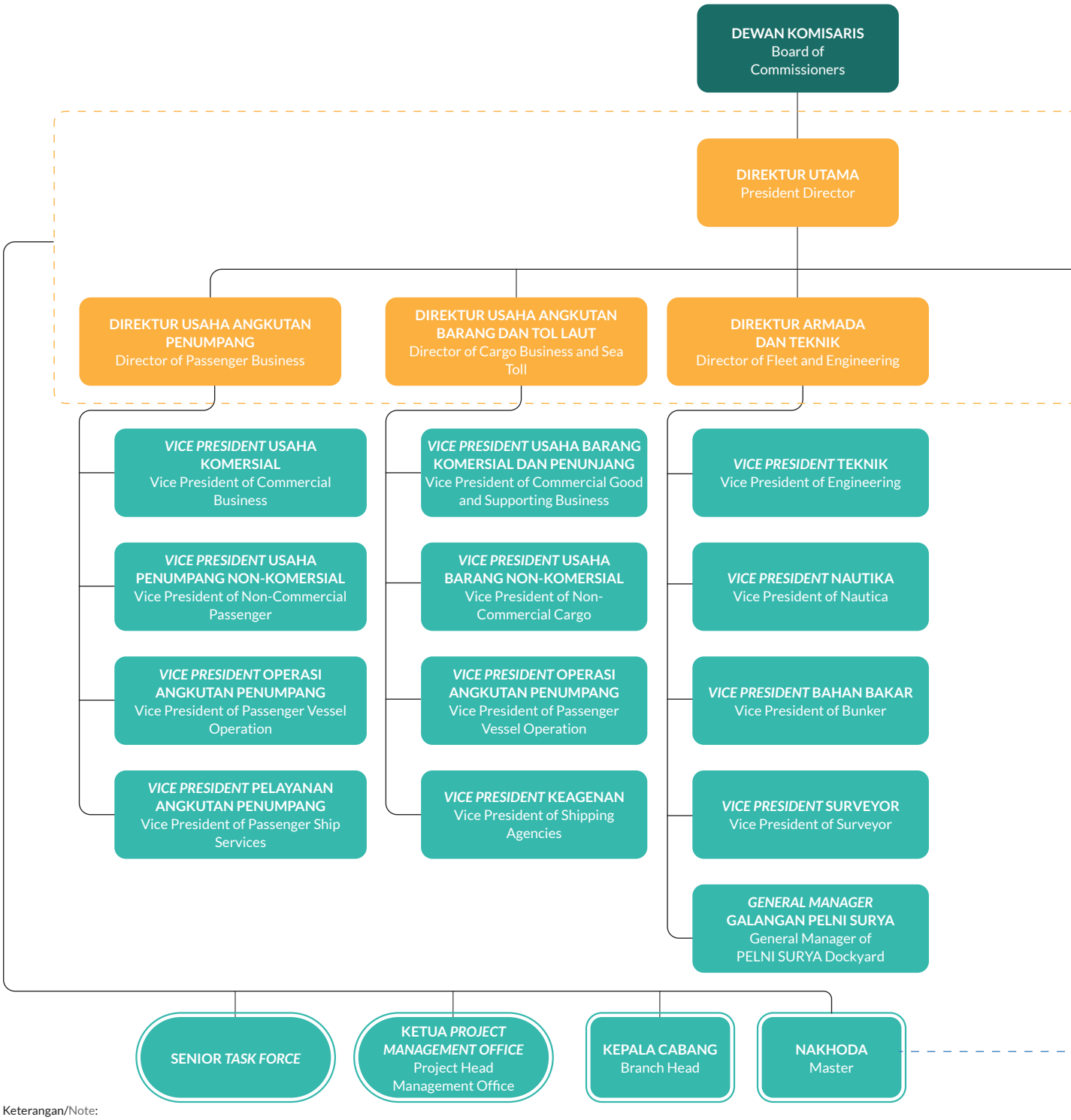
Alamat | Address:
Plaza Mandiri, Jl. Gatot Subroto No.Kav 36-38 Lt.28, Senayan, Kebayoran Baru, Jakarta Selatan 12190-Indonesia
(021) 27095432

STRUKTUR ORGANISASI
ORGANIZATIONAL STRUCTURE

Struktur Organisasi PT Pelni (Persero) telah disahkan melalui Surat Keputusan Direksi No. 01.30/01/SK/HK0.01/2025 tanggal 30 Januari 2025 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat di PT PELNI (Persero) yang disampaikan dalam bagan di bawah ini:

The organizational structure of PT Pelni (Persero) has been ratified through Board of Directors Decree No. 01.30/01/SK/HK0.01/2025 dated January 30, 2025, concerning the Organizational Structure, Main Duties, and Functions of the Head Office at PT PELNI (Persero), as presented in the chart below:

Struktur Organisasi PT PELNI (Persero)
Organizational Structure of PT PELNI (Persero)

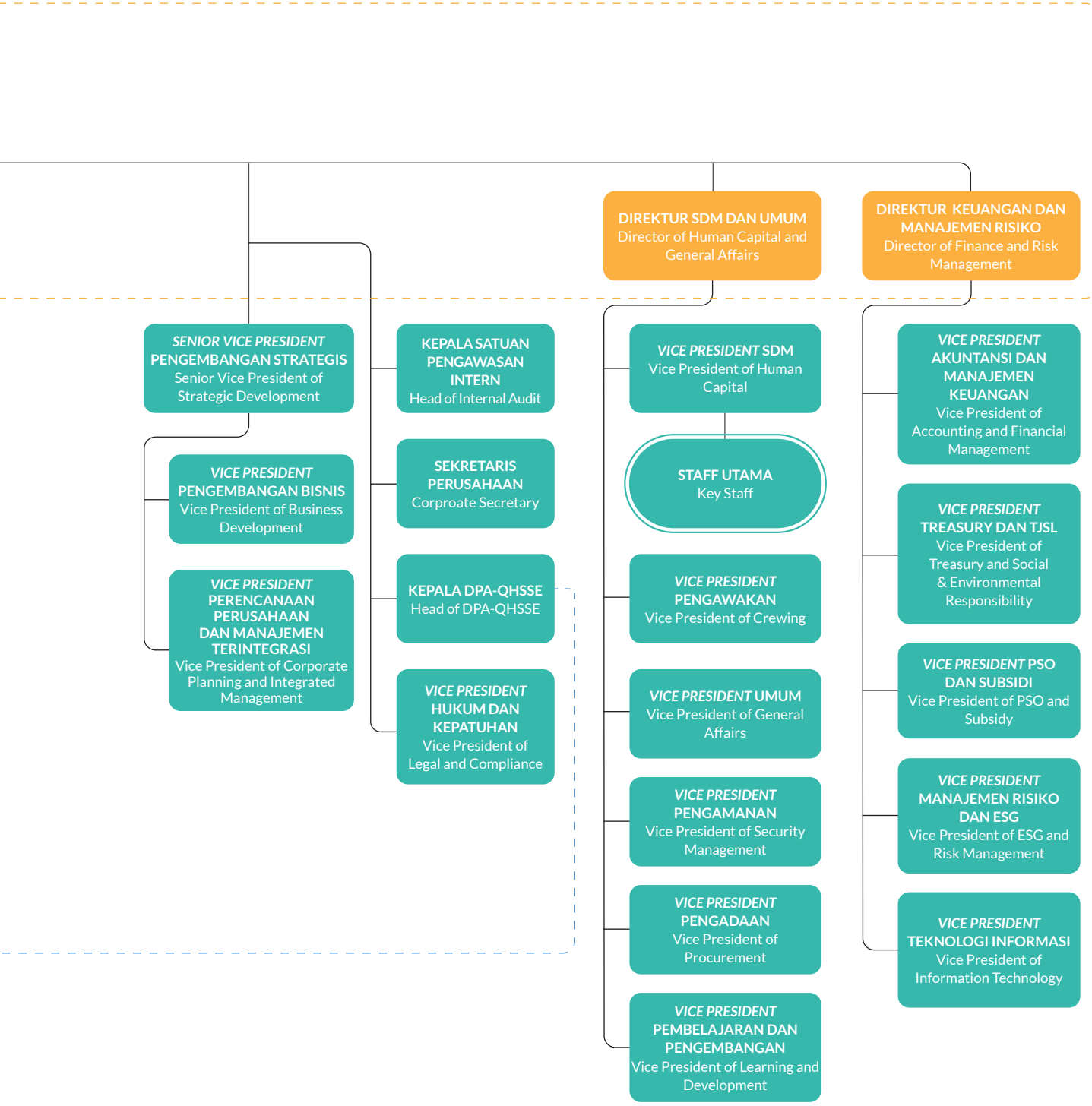


Keterangan/Note:

- Penyampaian Instruksi dan Fungsi Supervisi
  Delivery of Instructions and Supervisory Function
- Fungsi Koordinasi
  Coordination Function
- Direksi
  Board of Directors
- Dewan Komisaris
  Board of Commissioners
- Direksi
  Board of Directors
- SVP, Kepala VP dan Setara
  SVP, Head of VP and Equivalents
- Kumpulan Unit Kerja Tim (Memiliki Struktur Sendiri)
  Collection of Team Work Units (With Their Own Structure)
- Jabatan *Project Management Office, Task Force, Staff Utama*
  Project Management Office, Task Force, Key Staff Positions

Lampiran I Surat Keputusan Direksi
Nomor: 01.30/SK/HKO.01/2025
Tanggal: 30 Januari 2025

Attachment I to the Board of Directors Decree
Number 01.30/SK/HKO.01/2025
January 30, 2025



SUSUNAN DEWAN KOMISARIS DAN DIREKSI [GRI 2-9]
BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS COMPOSITION [GRI 2-9]

Susunan Dewan Komisaris PT PELNI (Persero) sesuai dengan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 72 Tahun 2025 SK.089/DI-DAM/DO.2025 tanggal 11 Desember 2025 dan Nomor: 109 Tahun 2025 SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025. Adapun susunan Dewan Komisaris PT PELNI (Persero) disampaikan pada tabel di bawah ini:

The composition of the Board of Commissioners of PT PELNI (Persero) is in accordance with the Shareholders' Decree of PT Pelayaran Nasional Indonesia (Persero) Number 72 of 2025 SK.089/DI-DAM/DO.2025 dated December 11, 2025, and Number 109 of 2025 SK.107/DI-DAM/DO/2025 dated December 29, 2025. The composition of the Board of Commissioners of PT PELNI (Persero) is presented in the table below:

No.	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
1	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 SK.089/DI-DAM/DO/2025 dated December 11, 2025
2	Sosialisman Hidayat Hasibuan	Komisaris Commissioner	SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025 SK.107/DI-DAM/DO/2025 dated December 29, 2025
3	Faturohman	Komisaris Commissioner	SK-121/MBU/05/2022 tanggal 19 Mei 2022 SK-121/MBU/05/2022 dated May 19, 2022
4	Budi Mantoro	Komisaris Commissioner	SK-9/MBU/01/2024 tanggal 16 Januari 2024 SK-9/MBU/01/2024 dated January 16, 2024
5	Moekhlas Sidik	Komisaris Commissioner	SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 SK.089/DI-DAM/DO/2025 dated December 11, 2025

Namun setelah berakhir tahun buku 2025, terjadi perubahan komposisi Dewan Komisaris berdasarkan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor: 107 Tahun 2026 dan Nomor: SK.045/DI-DAM/DO/2026, tanggal 30 Januari 2026, tentang Pemberhentian dan Pengangkatan Komisaris Utama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, dan telah di Akta Notariskan Nomor: 3, tanggal 9 Februari 2026, Notaris Ida Adiningsih, SH. Adapun susunan Dewan Komisaris setelah tahun buiku 2025 sebagai berikut:

- Soenarko Gatie Atmodjo : Komisaris Utama
- Sosialisman Hidayat Hasibuan : Komisaris Independen
- Moekhlas Sidik : Komisaris
- Faturohman : Komisaris
- Budi Mantoro : Komisaris

However, following the close of the 2025 financial year, a change in the composition of the Board of Commissioners occurred pursuant to PT Pelayaran Nasional Indonesia (Persero) Shareholders Resolution Number 107 of 2026 and Number SK.045/DI-DAM/DO/2026 dated January 30, 2026, regarding the dismissal and appointment of the President Commissioner of PT Pelayaran Nasional Indonesia (Persero). This change was formalized in Notarial Deed Number 3, dated February 9, 2026, drawn up by Notary Ida Adiningsih, S.H. The composition of the Board of Commissioners following the 2025 financial year is as follows:

- Soenarko Gatie Atmodjo : President Commissioner
- Sosialisman Hidayat Hasibuan: Independent Commissioner
- Moekhlas Sidik : Commissioner
- Faturohman : Commissioner
- Budi Mantoro : Commissioner

Susunan Direksi PT PELNI (Persero) berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-70/MBU/03/2024 tanggal 18 Maret 2024. Adapun susunan Dewan Direksi PT PELNI (Persero) disampaikan pada tabel di bawah ini:

The composition of the Board of Directors of PT PELNI (Persero) is based on the Decree of the Minister of State-Owned Enterprises Number: SK-70/MBU/03/2024 dated March 18, 2024. The composition of the Board of Directors of PT PELNI (Persero) is presented in the table below:

No.	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
1	Tri Andayani	Direktur Utama President Director	SK-57/MBU/02/2022 tanggal 25 Februari 2022 SK-57/MBU/02/2022 dated February 25, 2022
2	Nuraini Dessy W.	Direktur Usaha Angkutan Penumpang Director of Passenger Business	SK-262/MBU/09/2023 tanggal 21 September 2023 SK-262/MBU/09/2023 dated September 21, 2023
3	Heri Purnomo	Direktur SDM dan Umum Director of Human Capital and General Affairs	SK-6/MBU/01/2024 tanggal 9 Januari 2024 SK-6/MBU/01/2024 dated January 9, 2024
4	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	SK-263/MBU/11/2022 tanggal 21 November 2022 SK-263/MBU/11/2022 dated November 21, 2022
5	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Business and Sea Toll	SK-70/MBU/03/2024 tanggal 18 Maret 2024 SK-70/MBU/03/2024 dated March 18, 2024
6	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	SK-12/MBU/01/2021 tanggal 12 Januari 2021 SK-12/MBU/01/2021 dated January 12, 2021

INFORMASI JUMLAH KARYAWAN

[GRI 2-7, 2-8, 405-1] [OJK C.3]

INFORMATION ON THE NUMBER OF EMPLOYEES [GRI 2-7, 2-8, 405-1] [OJK C.3]

Sampai dengan 31 Desember 2025*, jumlah karyawan secara keseluruhan mencapai 4.393 orang, yang mengalami penurunan dibandingkan tahun 2024* yang mencapai 4.533 orang. Adapun jumlah karyawan Perseroan disajikan berdasarkan jenjang pendidikan, jenjang manajemen, jenjang usia, status hubungan kerja, aktivitas utama, lokasi dan jenis kelamin disampaikan pada tabel di bawah ini:

As of December 31, 2025*, the total number of employees reached 4,393, a decrease compared to 4,533 in 2024*. The number of Company employees is presented by education level, management level, age level, employment status, key activity, location, and gender as presented in the table below:

Komposisi Karyawan Berdasarkan Jenis Kelamin

Employee Composition Based on Gender

Jenis Kelamin Gender	2025		2024		2023	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Laki-Laki Male	3.908	88,96%	4.062	89,61%	4.431	88,43%
Perempuan Female	485	11,04%	471	10,39%	580	11,57%
Jumlah Seluruh Pegawai Total Number of Employees	**4.393**	**100,00%**	**4.533**	**100,00%**	**5.011**	**100,00%**

Komposisi Karyawan Berdasarkan Status Ketenagakerjaan, Wilayah Kerja, dan Jenis Kelamin

Employee Composition Based on Employment Status, Work Area, and Gender

Status Kepegawaian Employee Status	31 Desember 2025 December 31, 2025			31 Desember 2024 December 31, 2024			31 Desember 2023 December 31, 2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Pegawai Organik Organic Employee									
Darat Land	694	322	1.016	663	280	943	726	424	1.150
Laut Sea	1.740	8	1.748	1.594	10	1.604	1.681	9	1.690
Jumlah Pegawai Organik Number of Organic Employees	**2.434**	**330**	**2.764**	**2.257**	**290**	**2.547**	**2.407**	**433**	**2.840**
***Non*-Organik Non-Organic Employee**									
Darat Land	190	124	314	226	149	375	150	96	246
Laut Sea	1.291	25	1.316	1.579	32	1.611	1.874	51	1.925

Keterangan *: Jumlah pekerja yang dihitung berdasarkan jumlah individu aktual yang tercatat pada akhir periode pelaporan.
Note *: The number of employees is calculated based on the actual number of individuals recorded at the end of the reporting period.

Komposisi Karyawan Berdasarkan Status Ketenagakerjaan, Wilayah Kerja, dan Jenis Kelamin

Employee Composition Based on Employment Status, Work Area, and Gender

Status Kepegawaian Employee Status	31 Desember 2025 December 31, 2025			31 Desember 2024 December 31, 2024			31 Desember 2023 December 31, 2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Jumlah Pegawai Non Organis Number of Non-Organic Employees	1.481	149	1.630	1.805	181	1.986	2.024	147	2.171
Jumlah Seluruh Pegawai Total Number of Employees	3.915	479	4.393	4.062	471	4.533	4.431	580	5.011

Komposisi Karyawan Berdasarkan Jabatan

Employee Composition Based on Position

Level Jabatan Position Level	2025	2024	2023
A. Pegawai Darat | Non-Maritime Employee			
Direksi Board of Directors	6	6	6
2 - 4 (Manajer tingkat atas) 2 - 4 (Top-level managers)	64	68	65
5 - 7 (Manajer tingkat menengah) 5 - 7 (Middle-level managers)	193	203	200
8 - 9 (Manajer tingkat bawah) 8 - 9 (Lower-level managers)	216	216	244
10 - 13 Staf & Pejabat 10 - 13 Staff & Officers	775	731	759
14 - 16 Staf 14 - 16 Staff	76	95	122
Jumlah Pegawai Darat Number of Non-Maritime Employees	**1.330**	**1.319**	**1.396**
B. Pegawai Laut | Maritime Employee			
3 - 9 (Perwira) 3 - 9 (Commissioned Officers)	946	932	1.122
10 - 12 (Bintara) 10 - 12 (Non-commissioned officers)	331	288	525
13 - 15 (Tamtama) 13 - 15 (Enlisted Personnel)	1.792	1.994	1.968
Jumlah Pegawai Laut Number of Maritime Employees	**3.069**	**3.214**	**3.615**
Jumlah Seluruh Pegawai Total Number of Employees	**4.399***	**4.533**	**5.011**

Keterangan *:jumlah keseluruhan karyawan ditambah jumlah Direksi.
Note *: total number of employees plus number of Directors.

Komposisi Karyawan Berdasarkan Jenjang Usia dan Jenis Kelamin

Employee Composition Based on Age Level and Gender

Usia Age	2025			2024			2023		
	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total
> 60 Tahun > 55 Years old	10	0	10	272	8	280	176	15	191
51 - 60 Tahun 50 - 55 Years old	1.114	47	1.161	1.085	47	1.132	1.230	138	1.368
41 - 50 Tahun 40 - 49 Years old	644	25	669	524	19	543	772	71	843
31 – 40 Tahun 31 - 39 Years old	1.170	113	1.283	1.329	126	1.455	1.534	106	1.640
< 30 Tahun < 30 Years old	970	300	1.270	852	471	1.323	719	250	969
Jumlah Seluruh Pegawai Total Number of Employees	**3.908**	**485**	**4.393**	**4.062**	**671**	**4.733**	**4.431**	**580**	**5.011**

Komposisi Karyawan Berdasarkan Jenjang Pendidikan

Employee Composition Based on Education Level

Jenjang Pendidikan Education Level	2025	2024	2023
Pendidikan Akademik | Academic Education			
Pascasarjana (S2) Postgraduate (Master's Degree)	37	68	61
Sarjana (S1) Bachelor's Degree	957	934	852
Diploma	535	383	428
< SMA < High School	1.885	2.242	2.473
Jumlah Pegawai Darat Number of Non-Maritime Employees	**3.414**	**1.319**	**1.396**
Pendidikan Kejuruan | Vocational Education			
ANT I	37	57	93
ANT II	957	90	107
ANT III	535	207	251
< ANT IV	1.885	98	119

Komposisi Karyawan Berdasarkan Jenjang Pendidikan
Employee Composition Based on Education Level

Jenjang Pendidikan Education Level	2025	2024	2023
ATT I	44	27	73
ATT II	98	89	82
ANTT III	217	223	287
< ATT IV	146	115	185
Jumlah Pegawai Laut Number of Maritime Employees	**3.919**	**3.214**	**3.615**
Jumlah Seluruh Pegawai Total Number of Employees	**4.393**	**4.533**	**5.011**

Komposisi Karyawan Berdasarkan Wilayah per Tahun 2025
Employee Composition by Region as of 2025

No	Nama Cabang Branch Name	Non Organik Non-Organic			Organik Organic			Grand Total	Wilayah Region
		L (N)	P (N)	Total	L (O)	P (O)	Total		
1	Jakarta	2	3	5	37	7	44	49	Bagian Barat Western Part
2	Medan / Belawan	1	0	1	4	2	6	7	Bagian Barat Western Part
3	Pontianak	0	2	2	3	3	6	8	Bagian Barat Western Part
4	Pulau Batam	0	3	3	7	1	8	11	Bagian Barat Western Part
5	Semarang	1	0	1	8	3	11	12	Bagian Barat Western Part
6	Surabaya	7	2	9	25	10	35	44	Bagian Barat Western Part
7	Tanjung Pinang/Kijang	1	1	2	4	3	7	9	Bagian Barat Western Part
8	Balikpapan	1	3	4	9	2	11	15	Bagian Tengah Central Part
9	Bau Bau	6	4	10	8	1	9	19	Bagian Tengah Central Part
10	Bima	0	1	1	5	0	5	6	Bagian Tengah Central Part
11	Denpasar/Bali	3	2	5	7	2	9	14	Bagian Tengah Central Part

Komposisi Karyawan Berdasarkan Wilayah per Tahun 2025

Employee Composition by Region as of 2025

No	Nama Cabang Branch Name	Non Organik Non-Organic			Organik Organic			Grand Total	Wilayah Region
		L (N)	P (N)	Total	L (O)	P (O)	Total		
12	Ende	1	0	1	4	2	6	7	Bagian Tengah Central Part
13	Kendari	3	0	3	4	0	4	7	Bagian Tengah Central Part
14	Kotabaru P.Laut	1	0	1	4	2	6	7	Bagian Tengah Central Part
15	Kumai	3	0	3	3	1	4	7	Bagian Tengah Central Part
16	Kupang	5	2	7	7	3	10	17	Bagian Tengah Central Part
17	Labuan Bajo	2	0	2	4	1	5	7	Bagian Tengah Central Part
18	Larantuka	1	3	4	3	2	5	9	Bagian Tengah Central Part
19	Luwuk	0	1	1	5	1	6	7	Bagian Tengah Central Part
20	Makassar	7	3	10	22	7	29	39	Bagian Tengah Central Part
21	Manado / Bitung	2	3	5	14	0	14	19	Bagian Tengah Central Part
22	Maumere	1	0	1	4	2	6	7	Bagian Tengah Central Part
23	Nunukan	0	2	2	4	1	5	7	Bagian Tengah Central Part
24	Pare Pare	0	2	2	6	2	8	10	Bagian Tengah Central Part
25	Sampit	1	0	1	3	4	7	8	Bagian Tengah Central Part
26	Tarakan	1	1	2	4	3	7	9	Bagian Tengah Central Part
27	Ambon	11	4	15	14	3	17	32	Bagian Timur Eastern Part
28	Biak	1	2	3	5	1	6	9	Bagian Timur Eastern Part
29	Dobo	3	0	3	3	0	3	6	Bagian Timur Eastern Part
30	Donggala / Palu	0	0	0	6	1	7	7	Bagian Timur Eastern Part
31	Fak Fak	3	0	3	3	3	6	9	Bagian Timur Eastern Part
32	Jayapura	4	2	6	5	3	8	14	Bagian Timur Eastern Part
33	Kaimana	1	1	2	5	1	6	8	Bagian Timur Eastern Part

Komposisi Karyawan Berdasarkan Wilayah per Tahun 2025

Employee Composition by Region as of 2025

No	Nama Cabang Branch Name	Non Organik Non-Organic			Organik Organic			Grand Total	Wilayah Region
		L (N)	P (N)	Total	L (O)	P (O)	Total		
34	Manokwari	3	2	5	7	1	8	13	Bagian Timur Eastern Part
35	Merauke	1	3	4	2	0	2	6	Bagian Timur Eastern Part
36	Nabire	0	1	1	5	1	6	7	Bagian Timur Eastern Part
37	Namlea	4	0	4	2	2	4	8	Bagian Timur Eastern Part
38	Serui	5	1	6	3	0	3	9	Bagian Timur Eastern Part
39	Sorong	2	1	3	10	1	11	14	Bagian Timur Eastern Part
40	Ternate	1	2	3	5	2	7	10	Bagian Timur Eastern Part
41	Timika	3	0	3	4	1	5	8	Bagian Timur Eastern Part
42	Tual	1	2	3	5	2	7	10	Bagian Timur Eastern Part
43	Waingapu	2	0	2	2	4	6	8	Bagian Timur Eastern Part
Grand Total		**95**	**59**	**154**	**294**	**91**	**385**	**539**	

05

Tata Kelola Keberlanjutan

Sustainability Governance




PELNI
LABOBAR
KT. ANOMAN VIII
PELINDO
ANOMAN VIII

KOMITMEN PENERAPAN GCG
COMMITMENT TO GCG IMPLEMENTATION



Penerapan *Good Corporate Governance* (GCG) merupakan salah satu komitmen PT PELNI dalam rangka mewujudkan pertumbuhan usaha dan menjaga keberlangsungan bisnis Perseroan di masa mendatang. Hal ini dilakukan dengan menerapkan GCG yang komprehensif secara konsisten dalam setiap aktivitas usaha sehingga seluruh kegiatan operasional dapat berjalan secara konsisten dan berkesinambungan. Implementasi GCG PELNI diharapkan dapat diterapkan oleh seluruh lapisan, baik dari Dewan Komisaris, Direksi, Manajemen, hingga seluruh pekerja maupun mitra kerja. Implementasi GCG juga berperan penting dalam mengoptimalkan nilai Perseroan dan meningkatkan daya saing, sekaligus mendorong pengelolaan bisnis yang profesional, efisien, efektif, dan berintegritas. Dengan penerapan tata kelola yang baik secara konsisten, Perseroan mampu memperkuat kepercayaan para pemangku kepentingan, meningkatkan kualitas pengambilan keputusan, mengelola risiko secara lebih optimal, serta menciptakan nilai tambah yang berkelanjutan bagi seluruh pemegang saham dan pemangku kepentingan.

The implementation of Good Corporate Governance (GCG) is one of PT PELNI's strategic commitments to achieving sustainable business growth and safeguarding the Company's long-term business continuity. This commitment is carried out through the consistent application of comprehensive GCG principles across all business activities, ensuring that operational activities are conducted in a disciplined, consistent, and sustainable manner. PELNI's GCG implementation is expected to be embraced and practiced across all levels of the organization, including the Board of Commissioners, Board of Directors, Management, employees, and business partners. The implementation of GCG also plays a critical role in optimizing corporate value and strengthening competitiveness while promoting professional, efficient, effective, and integrity-driven business management. Through the consistent application of sound governance practices, the Company is able to strengthen stakeholder trust, enhance decision-making quality, optimize risk management, and create sustainable added value for shareholders and all stakeholders.

RENCANA STRATEGIS PENERAPAN GCG
STRATEGIC PLAN FOR GCG IMPLEMENTATION

PELNI berkomitmen untuk terus memperkuat praktik tata kelola Perseroan melalui penguatan implementasi Sistem Manajemen Terintegrasi yang mengacu pada standar internasional, meliputi ISO 9001:2015 Sistem Manajemen Mutu, ISO 37001:2016 Sistem Manajemen Anti Penyuapan, ISO 45001:2018 Sistem Manajemen Keselamatan dan Kesehatan Kerja (K3), ISO 14001:2015 Sistem Manajemen Lingkungan, serta ISO 37301:2021 Sistem Manajemen Kepatuhan. Penguatan sistem manajemen tersebut diharapkan dapat meningkatkan efektivitas operasional, memperkuat budaya kepatuhan dan integritas, mengoptimalkan pengelolaan risiko, serta mendukung terciptanya tata kelola Perseroan yang unggul, adaptif, dan berkelanjutan.

Sebagai wujud komitmen terhadap penerapan prinsip keberlanjutan, PELNI juga membentuk Komite Sustainability yang berperan dalam mendukung Direksi dan Dewan Komisaris dalam mengawasi, mengarahkan, serta mengevaluasi implementasi strategi, kebijakan, dan inisiatif keberlanjutan Perseroan. Melalui pembentukan komite tersebut, Perseroan berupaya memastikan bahwa aspek tata kelola, sosial, dan lingkungan terintegrasi (ESG) secara efektif dalam proses pengambilan keputusan pengelolaan risiko, serta penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

PELNI remains committed to continuously strengthening corporate governance practices through enhanced implementation of an Integrated Management System aligned with international standards, including ISO 9001:2015 Quality Management System; ISO 37001:2016 Anti-Bribery Management System; ISO 45001:2018 Occupational Health and Safety (OHS) Management System; ISO 14001:2015 Environmental Management System; and ISO 37301:2021 Compliance Management System. The strengthening of these management systems is expected to improve operational effectiveness, reinforce a culture of compliance and integrity, optimize risk management practices, and support the establishment of excellent, adaptive, and sustainable corporate governance.

As part of its commitment to sustainability principles, PELNI has also established a Sustainability Committee, which supports the Board of Directors and Board of Commissioners in overseeing, directing, and evaluating the implementation of the Company's sustainability strategies, policies, and initiatives. Through the establishment of this committee, the Company seeks to ensure that governance, social, and environmental (ESG) aspects are effectively integrated into decision-making processes, risk management practices, and the creation of long-term value for all stakeholders.

PRINSIP-PRINSIP GCG
GCG PRINCIPLES

Implementasi praktik GCG di lingkungan PELNI mengacu pada 5 (lima) prinsip dasar GCG, yaitu keterbukaan (*transparency*), akuntabilitas (*accountability*), pertanggungjawaban (*responsibility*), independensi (*independence*) atau profesional (*professional*), dan kewajaran (*fairness*) yang kerap disebut dengan T.A.R.I.F. Uraian mengenai prinsip-prinsip dasar tersebut dijelaskan pada tabel berikut:

The implementation of Good Corporate Governance (GCG) practices within PELNI is guided by five fundamental GCG principles, namely Transparency, Accountability, Responsibility, Independence (or Professionalism), and Fairness, collectively referred to as T.A.R.I.F. Descriptions of these fundamental principles are presented in the following table:

Prinsip Dasar Basic Principles	Penjelasan Explanation	Komitmen Perseroan Company's Commitment
Keterbukaan Transparency	Perseroan menjamin keterbukaan dalam mengemukakan informasi yang material dan relevan serta keterbukaan dalam melaksanakan proses pengambilan keputusan. The Company ensures transparency in disclosing material and relevant information and in conducting decision-making processes.	Perseroan menjamin Keterbukaan dalam proses pengambilan keputusan; serta keterbukaan dalam pengungkapan dan penyediaan informasi yang relevan mengenai Perseroan, yang mudah diakses oleh Pemangku Kepentingan sesuai dengan peraturan perundang-undangan serta standar, prinsip, dan praktik penyelenggaraan usaha yang sehat. The Company upholds transparency in decision-making processes, as well as in the disclosure and provision of relevant corporate information that is readily accessible to stakeholders in accordance with applicable laws and regulations, as well as established standards, principles, and sound business practices.
Akuntabilitas Accountability	Perseroan menjamin kejelasan fungsi dan pelaksanaan pertanggungjawaban Organ Perseroan sehingga pengelolaannya berjalan secara efektif. The Company ensures clarity of functions and the implementation of accountability among the Company's governing bodies to support effective management.	Perseroan memiliki kejelasan fungsi, struktur, sistem dan pelaksanaan pertanggungjawaban Organ Perseroan sehingga kinerja Perseroan dapat berjalan secara transparan, wajar, efektif, dan efisien. Prinsip akuntabilitas ini dilakukan dengan tujuan agar terdapat keseimbangan kekuasaan dan pengelolaan Perseroan secara efektif. The Company maintains clear functions, structures, systems, and accountability mechanisms for its governing bodies to ensure that corporate performance is managed in a transparent, fair, effective, and efficient manner. The principle of accountability is implemented to establish a balanced distribution of authority and to promote effective corporate management.
Pertanggungjawaban Responsibility	Perseroan menjamin kesesuaian pengelolaan Perseroan dengan peraturan perundang-undangan dan prinsip-prinsip pengelolaan yang sehat. The Company ensures that corporate management is conducted in compliance with applicable laws and regulations and in accordance with sound governance principles.	Perseroan senantiasa patuh terhadap ketentuan perundang-undangan yang berlaku dalam menjalankan setiap aktivitas bisnis dan operasionalnya sehari-hari guna terciptanya iklim bisnis yang sehat dan kondusif. Selain itu, sebagai bagian dari masyarakat, Perseroan juga senantiasa menjalankan tanggung jawab sosialnya terhadap masyarakat dan lingkungan. The Company consistently complies with prevailing laws and regulations in carrying out all business and operational activities to foster a healthy and conducive business environment. In addition, as part of society, the Company continuously fulfills its social responsibilities toward communities and the environment.
Independensi Independence	Perseroan menjamin pengelolaan usaha di bidang transportasi laut dilakukan secara profesional, objektif, dan independen, tanpa adanya pengaruh, intervensi, maupun tekanan dari pihak manapun yang dapat memengaruhi pengambilan keputusan dan pelaksanaan kegiatan usaha. The Company ensures that its sea transportation business operations are managed professionally, objectively, and independently, free from influence, intervention, or pressure from any party that may affect decision-making and business execution.	Perseroan menjamin bahwa seluruh kegiatan usaha dikelola secara mandiri, profesional, dan objektif, serta bebas dari benturan kepentingan, pengaruh, maupun tekanan dari pihak manapun yang dapat mengganggu independensi pengambilan keputusan. Pengelolaan Perseroan senantiasa dilakukan sesuai dengan peraturan perundang-undangan yang berlaku, nilai-nilai etika, serta standar, prinsip, dan praktik penyelenggaraan usaha transportasi laut yang sehat dan berkelanjutan. The Company ensures that all business activities are managed independently, professionally, and objectively, and remain free from conflicts of interest, influence, or pressure from any party that could compromise independent decision-making. Corporate management is consistently carried out in accordance with applicable laws and regulations, ethical values, and established standards, principles, and practices for healthy and sustainable sea transportation operations.

Prinsip Dasar Basic Principles	Penjelasan Explanation	Komitmen Perseroan Company's Commitment
Keadilan Fairness	Perseroan harus senantiasa memperhatikan hak-hak kepentingan Pemegang Saham dan Pemangku Kepentingan lainnya berdasarkan asas kesetaraan, keseimbangan dan kewajaran. The Company consistently respects and protects the rights and interests of shareholders and other stakeholders based on the principles of equality, balance, and fairness.	Perseroan menjamin kesetaraan, keseimbangan, dan keadilan di dalam memenuhi hak-hak Pemangku Kepentingan yang timbul berdasarkan perjanjian, peraturan perundang-undangan, dan nilai- nilai etika serta standar, prinsip, dan praktik penyelenggaraan Perseroan yang sehat. The Company ensures equality, balance, and fairness in fulfilling stakeholders' rights arising from agreements, applicable laws and regulations, ethical values, and established standards, principles, and practices of sound corporate governance.

DASAR PENERAPAN GCG [GRI 2-27]
BASIS FOR GCG IMPLEMENTATION [GRI 2-27]

Dasar penerapan GCG di lingkungan PELNI mengacu pada peraturan perundang-undangan, Pedoman Tata Kelola Perseroan yang Baik (*Good Corporate Governance*) Terintegrasi serta pedoman tata kelola bagi korporasi yang bergerak di industri transportasi laut di Indonesia. Adapun peraturan terkait penerapan GCG sebagai berikut:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya dalam Undang-Undang No. 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
3. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
4. Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang dikeluarkan oleh Komite Nasional Kebijakan Governance (KNKG) tahun 2021;
5. Pedoman Sistem Pelaporan Pelanggaran yang dikeluarkan oleh KNKG Tahun 2008;
6. Surat Keputusan Bersama Antara Dewan Komisaris dengan Direksi PT PELNI (Persero) Nomor: 12.31/05/SK/HKO.01/2025 tentang Pedoman Anti Korupsi, Anti Kecurangan dan Keterlibatan Dalam Politik di Lingkungan PT PELNI (Persero);
7. Surat Keputusan Bersama Antara Dewan Komisaris dengan Direksi PT PELNI (Persero) Nomor: 11.150/02/SK/HKO.01/2023 tentang Pedoman Tata Kelola Perseroan yang Baik (*Good Corporate Governance*) di Lingkungan PT PELNI (Persero);

The implementation of Good Corporate Governance (GCG) within PELNI is guided by prevailing laws and regulations, the Integrated Good Corporate Governance Guidelines, as well as governance frameworks applicable to corporations operating in Indonesia's maritime transportation industry. The regulations governing GCG implementation include the following:

1. Law Number 40 of 2007 concerning Limited Liability Companies and its amendments under Law Number 1 of 2025 regarding the Third Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises (SOEs);
2. Ministry of SOEs Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
3. Ministry of SOEs Regulation Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises;
4. Indonesian Corporate Governance Manual (PUGKI) 2021 issued by the National Committee on Governance Policy (KNKG) in 2021;
5. Whistleblowing System Guidelines issued by KNKG in 2008;
6. Joint Decree between the Board of Commissioners and Directors of PT PELNI (Persero) Number 12.31/05/SK/HKO.01/2025 concerning Guidelines for Anti-Corruption, Anti-Fraud and Involvement in Politics within PT PELNI (Persero);
7. Joint Decree between the Board of Commissioners and Directors of PT PELNI (Persero) Number 11.150/02/SK/HKO.01/2023 concerning Guidelines for Good Corporate Governance within PT PELNI (Persero);

8. Surat Keputusan Bersama antara Dewan Komisaris dengan Direksi PT PELNI (Persero) Nomor: 11.15/01/SK/HKO.01/2023 tentang Pedoman Tata Laksana (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero);
9. SK Direksi Nomor: 11.15/03/SK/HKO.01/2023 tentang Pedoman Perilaku dan Etika (*Code of Conduct*) di Lingkungan PT PELNI (Persero);
10. SK Direksi Nomor: 02.14/05/SK/HKO.01/2023 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT PELNI (Persero);
11. SK Direksi Nomor: 02.14/06/SK/HKO/01/2023 tentang Pedoman Pengendalian Gratifikasi (UPG) di Lingkungan PT PELNI (Persero); serta
12. SK Direksi Nomor: 11.15/04/SK/HKO.01/2023 tentang Pedoman Sistem Penanganan (*Whistleblowing System*) di Lingkungan PT PELNI (Persero).

Selain berbagai regulasi di atas, PELNI juga memiliki berbagai kebijakan internal yang berkaitan dengan implementasi GCG, yaitu Pedoman Tata Kelola Perseroan yang Baik (*Good Corporate Governance*) Terintegrasi, Pedoman dan Tata Tertib Dewan Komisaris dan Direksi, Pedoman *Code of Conduct* (Pedoman Perilaku), Piagam Komite Pemantau Risiko, Piagam Internal Audit, Kebijakan Kepatuhan Hukum dan Peraturan Perundang-undangan. Dengan mengacu berbagai pedoman tersebut, PELNI tidak memperoleh jumlah kejadian maupun denda pelanggaran yang signifikan yang berdampak pada reputasi Perseroan. [GRI 2-27]

8. Joint Decree between the Board of Commissioners and Directors of PT PELNI (Persero) Number 11.15/01/SK/HKO.01/2023 concerning the Board Manual for Directors and Board of Commissioners of PT PELNI (Persero);
9. Board of Directors Decree Number 11.15/03/SK/HKO.01/2023 concerning the Code of Conduct and Ethics within PT PELNI (Persero);
10. Board of Directors Decree Number 02.14/05/SK/HKO.01/2023 concerning Guidelines for Gratification Control within PT PELNI (Persero);
11. Board of Directors Decree Number 02.14/06/SK/HKO/01/2023 concerning Guidelines for Gratification Control (UPG) within PT PELNI (Persero); and
12. Board of Directors Decree Number 11.15/04/SK/HKO.01/2023 concerning Whistleblowing System Guidelines within PT PELNI (Persero).

In addition to the regulations above, PELNI has established various internal policies supporting the implementation of GCG, including the Integrated Good Corporate Governance Guidelines, Board of Commissioners and Board of Directors Charter and Rules of Procedure, Code of Conduct Guidelines, Risk Monitoring Committee Charter, Internal Audit Charter, and Compliance Policy on Laws and Regulations. In accordance with those various guidelines, PELNI has not recorded a significant number of incidents or violation-related fines that would impact the Company's reputation. [GRI 2-27]

KEPATUHAN TERHADAP HUKUM DAN PERATURAN
COMPLIANCE WITH LAWS AND REGULATIONS

PELNI berkomitmen untuk mematuhi regulasi dan peraturan perundang-undangan yang berlaku. Atas komitmen tersebut, selama tahun 2025, tidak terdapat kasus ketidakpatuhan Perseroan terhadap undang-undang. PELN juga berkomitmen untuk menerapkan ISO 9001:2015 Sistem Manajemen Mutu, ISO 37001:2016 Sistem Manajemen Anti Penyuapan, ISO 45001:2018 Sistem Manajemen K3, ISO 14001:2015 Sistem Manajemen Lingkungan, dan ISO 37301:2021 Sistem Manajemen Kepatuhan secara konsisten dan berkelanjutan guna meningkatkan kinerja, integritas, keselamatan, serta kepatuhan dalam seluruh aspek operasional Perseroan.

PELNI is committed to complying with all applicable laws and regulations. In line with this commitment, throughout 2025, the Company recorded no cases of non-compliance with prevailing laws and regulations. PELNI also remains committed to consistently and continuously implementing ISO 9001:2015 Quality Management System, ISO 37001:2016 Anti-Bribery Management System, ISO 45001:2018 Occupational Health and Safety Management System, ISO 14001:2015 Environmental Management System, and ISO 37301:2021 Compliance Management System to enhance performance, integrity, safety, and compliance across all aspects of the Company's operations.

STRUKTUR TATA KELOLA DAN KOMPOSISI [GRI 2-9, 2-11]

GOVERNANCE STRUCTURE AND COMPOSITION [GRI 2-9, 2-11]

PELNI memiliki struktur Tata Kelola yang memadai sebagai pijakan untuk mendukung terselenggaranya proses bisnis yang efektif dan berkontribusi dalam memberikan *outcome* kinerja yang positif sesuai dengan harapan para pemangku kepentingan. Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas beserta perubahannya, organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi di mana masing-masing memiliki tugas dan tanggung jawab dan wewenang tersendiri. PELNI menerapkan sistem tata kelola dua tingkat (*two-tier board system*), yang terdiri dari Dewan Komisaris sebagai dewan pengawas dan Direksi sebagai dewan eksekutif. Dalam struktur ini, Komisaris Utama (non-eksekutif) memimpin Dewan Komisaris dan menjalankan fungsi pengawasan secara independen, sementara Direktur Utama (eksekutif) bertanggung jawab atas pengelolaan operasional dan strategi Perseroan.

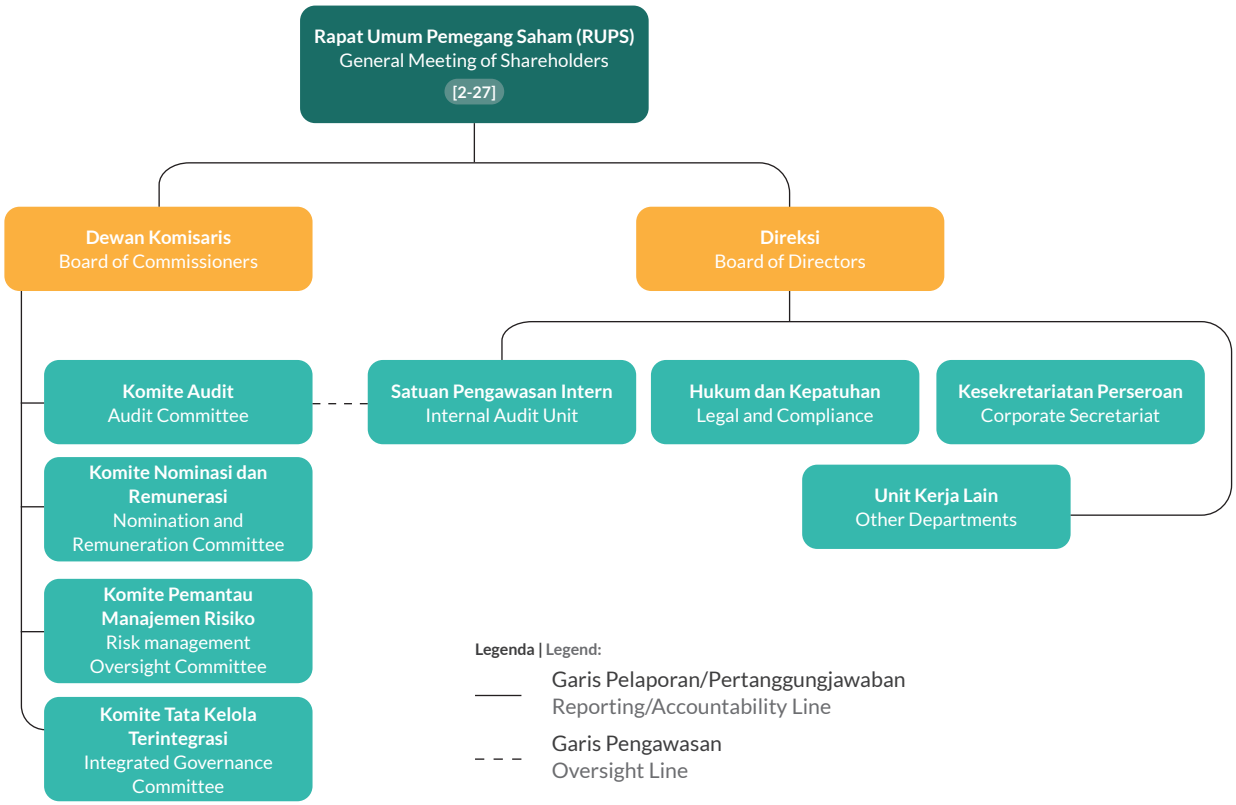
PELNI maintains an adequate governance structure as the foundation for supporting effective business processes and contributing to the achievement of positive performance outcomes in line with stakeholder expectations. Pursuant to Law No. 40 of 2007 concerning Limited Liability Companies and its amendments, the Company's governing bodies consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, each of which carries distinct duties, responsibilities, and authorities. PELNI adopts a two-tier board system, consisting of the Board of Commissioners as the supervisory body and the Board of Directors as the executive body. Within this structure, the President Commissioner (non-executive) leads the Board of Commissioners and performs supervisory functions independently, while the President Director (executive) is responsible for managing the Company's operations and strategic direction.

RUPS merupakan organ yang memegang kekuasaan tertinggi dalam Perseroan dan memegang segala kewenangan yang tidak diserahkan kepada Direksi atau Dewan Komisaris. Dalam menjalankan tugas, Dewan Komisaris dan Direksi sebagai organ utama dibantu oleh sejumlah organ pendukung. Organ pendukung untuk Dewan Komisaris terdiri dari Komite Audit, Komite Pemantau Manajemen Risiko, Komite Nominasi & Remunerasi, Komite Tata Kelola Terintegrasi, dan Sekretaris Dewan Komisaris. Sementara itu, Organ Pendukung untuk Direksi Dewan Manajemen (eksekutif) dan didukung oleh Satuan Pengawasan Intern, Divisi Hukum dan Kepatuhan, serta Divisi Kesekretariatan Perseroan agar pengurusan kegiatan Perseroan dapat berjalan efektif.

The GMS serves as the highest governing body of the Company and holds all authorities not delegated to the Board of Directors or the Board of Commissioners. In carrying out their duties, the Board of Commissioners and Board of Directors, as the Company's principal governance organs, are supported by several auxiliary bodies. Supporting organs for the Board of Commissioners consist of the Audit Committee, Risk Management Monitoring Committee, Nomination & Remuneration Committee, Integrated Governance Committee, and the Board of Commissioners' Secretary. Meanwhile, supporting organs for the Board of Directors include the Management Board (executive management) and are further supported by Internal Audit, Legal and Compliance Division, and Corporate Secretariat Division to ensure that the management of the Company's activities is conducted effectively and efficiently.

Untuk Struktur GCG PELNI disampaikan pada bagan di bawah ini:

The PELNI GCG structure is presented in the diagram below:



PENANGGUNG JAWAB PENERAPAN BERKELANJUTAN [OJK E.1] [GRI 2-13]

RESPONSIBILITY FOR SUSTAINABILITY IMPLEMENTATION [OJK E.1] [GRI 2-13]

PELNI berkewajiban untuk menerapkan Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perseroan Publik.

Pada salah satu klausul Peraturan Otoritas Jasa Keuangan tersebut, mengatur tentang adanya pegawai, pejabat dan/atau unit kerja sebagai penanggung jawab penerapan berkelanjutan. Untuk mewujudkan bentuk kepatuhan pada regulasi tersebut, PELNI membentuk Komite Sustainability berdasarkan Surat Keputusan Direksi Nomor: 05.09/02/SK/HKO.01/2025 dengan anggota yang berasal dari berbagai bidang terkait. Komite Sustainability PT PELNI memiliki fungsi untuk:

PELNI is required to comply with Financial Services Authority Regulation (OJK) Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.

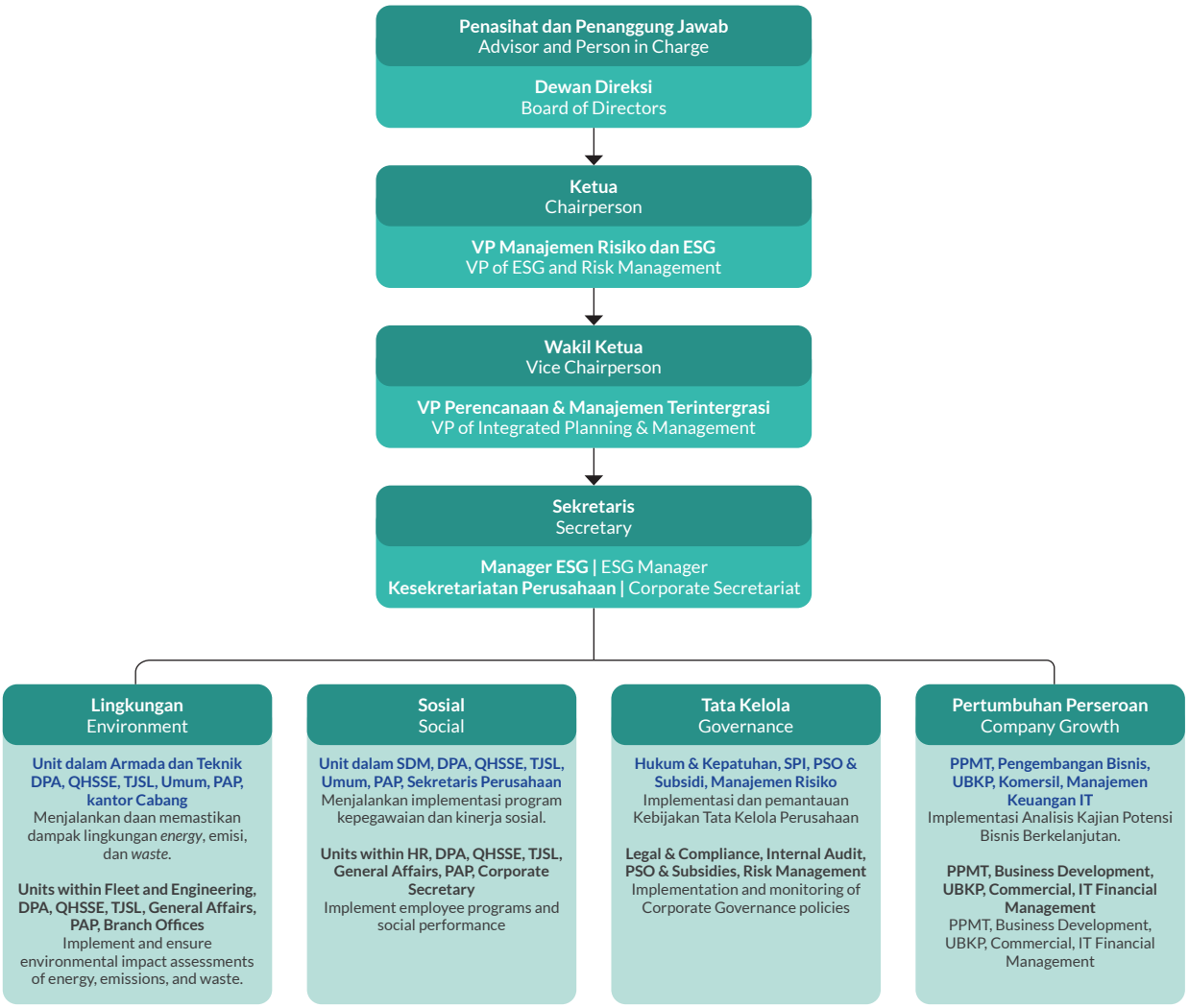
One of the provisions under the OJK Regulation requires the appointment of employees, officials, and/or a dedicated work unit responsible for sustainability implementation. To demonstrate compliance with this regulation, PELNI established a Sustainability Committee through Board of Directors Decree Number 05.09/02/SK/HKO.01/2025, with members representing various relevant functions across the Company. The Sustainability Committee of PT PELNI is responsible for the following functions:

1. Mengembangkan dan mengimplementasikan strategi keberlanjutan dengan cara:
   a. Merumuskan kebijakan dan strategi keberlanjutan yang mencakup aspek lingkungan sosial, tata kelola (ESG);
   b. Memastikan bahwa strategi ini diimplementasikan dengan baik di seluruh organisasi Perseroan;
2. Melakukan inovasi dan mendorong praktik baru dengan cara:
   a. Mendorong inovasi dalam hal produk, layanan dan proses yang lebih ramah lingkungan dan sosial;
   b. Mendorong organisasi untuk terus mencari cara-cara baru yang lebih efisien dan berkelanjutan dalam operasionalnya;
3. Membangun budaya keberlanjutan di seluruh organisasi, mengedukasi dan memotivasi karyawan untuk berperan efektif berbagai inisiatif keberlanjutan, dan menjadikan prinsip-prinsip keberlanjutan sebagai bagian integral dari budaya Perseroan;
4. Meningkatkan keterlibatan pemangku kepentingan dalam proses keberlanjutan seperti pelanggan, karyawan, komunitas lokal dan lembaga pemerintah untuk memastikan bahwa pendekatan keberlanjutan Perseroan tidak hanya menguntungkan internal, tetapi juga memiliki dampak positif bagi masyarakat luas;
5. Mengawasi rencana dan realisasi implementasi ESG;
6. Membantu Dewan Penasihat dan Penanggung Jawab sebagai pengawasan *timeline roadmap* ESG PT PELNI (Persero).

Adapun informasi struktur organisasi Komite Sustainability:

1. Developing and implementing sustainability strategies by:
   a. Formulating sustainability policies and strategies covering Environmental, Social, and Governance (ESG) aspects;
   b. Ensuring that these strategies are effectively implemented throughout the Company's organization;
2. Driving innovation and promoting new practices by:
   a. Encouraging innovation in products, services, and processes that are more environmentally and socially responsible;
   b. Promoting continuous exploration of more efficient and sustainable approaches across operational activities;
3. Building a sustainability culture throughout the organization, including educating and motivating employees to actively contribute to sustainability initiatives and embedding sustainability principles as an integral part of the corporate culture;
4. Enhancing stakeholder engagement in sustainability processes, including customers, employees, local communities, and government institutions, to ensure that the Company's sustainability approach not only delivers internal benefits but also generates positive impacts for society at large;
5. Monitoring the planning and implementation progress of ESG initiatives;
6. Supporting the Advisory Board and designated persons-in-charge in overseeing the implementation timeline of PT PELNI (Persero)'s ESG roadmap.

Information regarding the organizational structure of the Sustainability Committee is presented below:



Adapun rincian tugas dan wewenang masing-masing Komite Sustainability sebagai berikut:

Adapun rincian tugas dan wewenang masing-masing Komite Sustainability sebagai berikut:

Organ Komite Committee Organs	Pihak Terkait Related Parties	Tugas dan Wewenang Duties and Authorities
Dewan Penasihat dan Penanggung Jawab Advisory Board and Supervisory Board	Direktur Directors	1. Memastikan Komite Sustainability berkontribusi pada pencapaian dan penerapan visi dan misi Perseroan; 2. Memberikan arahan atau saran-saran kepada Komite Sustainability dalam hal strategi dan pelaksanaan keputusan Komite Sustainability; 3. Memastikan bahwa Kebijakan Komite Sustainability Perseroan mematuhi peraturan perundang-undangan yang berlaku dan kebijakan internal yang sudah ditetapkan; 4. Menetapkan tematik *sustainability* untuk menjadi agenda yang akan dibahas dalam rapat Komite Sustainability; 5. Menyampaikan rekomendasi kepada Komite Sustainability terkait perbaikan dalam proses operasional, kebijakan atau sistem yang ada di Perseroan. 1. Ensure that the Sustainability Committee contributes to the achievement and implementation of the Company's vision and mission; 2. Provide direction and recommendations to the Sustainability Committee regarding its strategies and the implementation of its decisions; 3. Ensure that the Sustainability Committee's policies comply with the applicable laws and regulations as well as the Company's established internal policies; 4. Determine sustainability themes to be included in the agenda of Sustainability Committee meetings; 5. Provide recommendations to the Sustainability Committee regarding improvements to the Company's operational processes, policies, or systems.
Ketua dan Wakil Ketua Chairperson and Vice Chairperson	• Ketua: VP Manajemen Risiko & ESG • Wakil Ketua: VP Perencanaan Perseroan dan Manajemen Terintegrasi • Chairperson: VP of ESG and Risk Management • Vice Chairperson: VP of Corporate Planning and Integrated Management	1. Mengusulkan tematik *sustainability* menjadi agenda yang akan dibahas dalam rapat Komite Sustainability kepada Dewan Penasihat dan Penanggung Jawab; 2. Memimpin jalannya rapat Komite Sustainability; 3. Melaporkan hasil rapat kepada Dewan Penasihat dan Penanggung Jawab. 1. Propose sustainability themes to the Advisory and Supervisory Board for inclusion in the agenda of Sustainability Committee meetings; 2. Chair and lead Sustainability Committee meetings; 3. Report the outcomes of Sustainability Committee meetings to the Advisory and Supervisory Board.
Sekretaris Komite Committee Secretary	• Manager ESG • Sekretaris Perseroan • ESG Manager • Corporate Secretary	1. Menjadwalkan rapat Komite Sustainability dengan agenda pembahasan tematik *sustainability* yang sudah ditetapkan oleh Dewan Penasihat dan Penanggung Jawab; 2. Mencatat risalah rapat dan mendokumentasikan hasil rapat Komite Sustainability; 3. Melakukan koordinasi dengan unit kerja terkait untuk ditindaklanjuti hasil rapat Komite Sustainability. 1. Schedule Sustainability Committee meetings based on the sustainability themes determined by the Advisory and Supervisory Board; 2. Prepare the minutes of meetings and document the outcomes of Sustainability Committee meetings; 3. Coordinate with the relevant business units to ensure the implementation of follow-up actions arising from Sustainability Committee meetings.

Organ Komite Committee Organs	Pihak Terkait Related Parties	Tugas dan Wewenang Duties and Authorities
Kelompok Lingkungan, Sosial, dan Tata Kelola atau ESG Group Environmental, Social, and Governance (ESG) Group	VP Lingkungan, Sosial, dan Tata Kelola terkait VP of Environmental, Social, and Governance (ESG)	1. Memberikan pendapat pada rapat Komite Sustainability sesuai dengan agenda rapat; 2. Memberikan informasi yang dibutuhkan dalam rapat Komite Sustainability sesuai dengan agenda rapat; 3. Melakukan rekomendasi pada rapat Komite Sustainability sesuai dengan agenda rapat. 1. Provide input and professional opinions during Sustainability Committee meetings in accordance with the meeting agenda; 2. Provide the information required to support discussions at Sustainability Committee meetings in accordance with the meeting agenda; 3. Submit recommendations during Sustainability Committee meetings in accordance with the meeting agenda.
Komunikasi dan Hubungan Kelembagaan pada Komite Sustainability Corporate Communications and Institutional Relations of Sustainability Committee	Sekretaris Perusahaan Corporate Secretary	1. Menyebarkan informasi yang relevan kepada pegawai atau pihak eksternal terkait kebijakan Komite Sustainability; 2. Menyebarkan informasi penting melalui berbagi saluran komunikasi seperti media sosial, situs web, buletin, atau acara publik terkait kebijakan Komite Sustainability; 3. Memberikan pendapat pada rapat Komite Sustainability sesuai dengan agenda rapat; 4. Memberikan informasi yang dibutuhkan dalam rapat Komite Sustainability sesuai dengan agenda rapat. 1. Disseminate relevant information on the Sustainability Committee's policies to employees and external stakeholders; 2. Communicate key information through various communication channels, including social media, the Company's website, newsletters, and public events, in relation to the Sustainability Committee's policies; 3. Provide input and professional opinions during Sustainability Committee meetings in accordance with the meeting agenda; 4. Provide the information required to support discussions at Sustainability Committee meetings in accordance with the meeting agenda.
Digitalisasi pada Komite Sustainability Digitalization of the Sustainability Committee	VP Teknologi Informasi VP of Information Technology	1. Melakukan sinergitas atau bersinergi dengan Komite Pengarah Teknologi Informasi dalam membangun keberlanjutan Perseroan; 2. Mendukung program prioritas keberlanjutan sebagai inovator teknologi digital; 3. Memberikan pendapat pada rapat Komite Sustainability sesuai dengan agenda rapat; 4. Menyebarkan informasi yang relevan kepada pegawai atau pihak eksternal terkait kebijakan Komite Sustainability. 1. Collaborate with the Information Technology Steering Committee to strengthen the Company's sustainability initiatives; 2. Support the Company's sustainability priority programs by serving as a digital technology innovator; 3. Provide input and professional opinions during Sustainability Committee meetings in accordance with the meeting agenda; 4. Disseminate relevant information on the Sustainability Committee's policies to employees and external stakeholders.

Organ Komite Committee Organs	Pihak Terkait Related Parties	Tugas dan Wewenang Duties and Authorities
Inovasi pada Komite Sustainability Innovation of the Sustainability Committee	• SVP Pengembangan Strategis; • VP Pengembangan Bisnis; • VP Perencanaan Perseroan & Manajemen Terintegrasi; • VP UBKP; • VP Usaha Komersial. • SVP of Strategic Development; • VP of Business Development; • VP of Corporate Planning & Integrated Management; • VP of UBKP; • VP of Commercial Business.	1. Memastikan Rencana Jangka Pendek Perseroan dan Rencana Jangka Panjang Perseroan sejalan dengan kebijakan Komite Sustainability; 2. Memastikan pengembangan bisnis Perseroan sejalan dengan kebijakan Komite Sustainability; 3. Membantu dalam memberikan rekomendasi atas peluang bisnis Perseroan yang berhubungan dengan praktik ESG; 4. Memberikan pendapat pada rapat Komite Sustainability sesuai dengan agenda rapat; 5. Memberikan informasi yang dibutuhkan dalam rapat Komite Sustainability sesuai dengan agenda rapat. 1. Ensure that the Company's Short-Term Corporate Plan and Long-Term Corporate Plan are aligned with the Sustainability Committee's policies; 2. Ensure that the Company's business development initiatives are aligned with the Sustainability Committee's policies; 3. Assist in providing recommendations on business opportunities related to the implementation of Environmental, Social, and Governance (ESG) practices; 4. Provide input and professional opinions during Sustainability Committee meetings in accordance with the meeting agenda; 5. Provide the information required to support discussions at Sustainability Committee meetings in accordance with the meeting agenda.
Keuangan dan Risiko pada Komite Sustainability Finance and Risk of the Sustainability Committee	• VP Treasury & TJSL; • VP Akuntansi & Manajemen Keuangan; • VP Manajemen Risiko & ESG. • VP of Treasury & Social and Environmental Responsibility (TJSL); • VP of Accounting & Financial Management; • Vice President of Risk Management & ESG.	1. Membantu dan memberikan informasi keuangan yang berhubungan dengan praktik ESG; 2. Membantu dan memberikan analisa risiko atas dampak negatif ataupun dampak positif terhadap Perseroan yang berhubungan dengan praktik ESG; 3. Memberikan pendapat pada rapat Komite Sustainability sesuai dengan agenda rapat. 1. Provide support and financial information related to the implementation of Environmental, Social, and Governance (ESG) practices; 2. Support and provide risk analyses of the potential positive and negative impacts of ESG practices on the Company; 3. Provide input and professional opinions during Sustainability Committee meetings in accordance with the meeting agenda.

PENGELOLAAN DAMPAK ESG [GRI 2-12, 2-13, 2-14] [OJK E.1,E.3]

ESG IMPACT MANAGEMENT [GRI 2-12, 2-13, 2-14][OJK E.1, E.3]

PT PELNI (Persero) berkomitmen untuk mendukung kesejahteraan masyarakat dan terwujudnya pelestarian lingkungan hidup. Perseroan berupaya untuk menjalankan komitmennya dengan menerapkan prinsip *Profit*, *People*, *Planet* (3P) serta ESG secara komprehensif. Perseroan berupaya untuk memastikan semua kegiatan usaha dengan peraturan tata kelola yang berlaku. Dengan komitmen tersebut, Perseroan membentuk Komite Sustainability yang diketuai oleh VP Manajemen Risiko & ESG yang bertanggung jawab kepada Direksi.

PT PELNI (Persero) is committed to supporting public welfare and promoting environmental preservation. The Company strives to uphold this commitment by comprehensively implementing the principles of the Profit, People, Planet (3Ps) and Environmental, Social, and Governance (ESG) practices across its operations. The Company also seeks to ensure that all business activities are conducted in accordance with applicable governance regulations. In support of this commitment, the Company has established a Sustainability Committee, chaired by the Vice President of ESG & Risk Management and accountable to the Board of Directors.

Dewan Komisaris dan Direksi bertanggung jawab untuk mengembangkan, menyetujui, dan memperbarui tujuan, nilai, misi, strategi, kebijakan, serta sasaran Perseroan terkait pembangunan berkelanjutan. Direksi menyusun RJPP dengan mempertimbangkan keberlanjutan lingkungan, sosial, dan GCG, serta RKAP yang mencakup Program TJSL. Dewan Komisaris mengawasi dan menyetujui dokumen-dokumen tersebut, memberikan nasihat kepada RUPS, serta memastikan keselarasan dengan prinsip pembangunan berkelanjutan.

The Board of Commissioners and Board of Directors are responsible for developing, approving, and periodically reviewing the Company's objectives, values, mission, strategies, policies, and targets related to sustainable development. The Board of Directors formulates the Long-Term Corporate Plan (RJPP) by incorporating environmental, social, and GCG considerations, as well as the Annual Work Plan and Budget (RKAP), which includes the Social and Environmental Responsibility Program (TJSL). The Board of Commissioners oversees and approves these documents, provides recommendations to the General Meeting of Shareholders (GMS), and ensures alignment with sustainable development principles.

Dalam mengelola dampak Perseroan terhadap aspek ekonomi, lingkungan, dan masyarakat, Direksi mendelegasikan tanggung jawab tersebut kepada Divisi Manajemen Risiko & ESG yang dikepalai oleh VP Manajemen Risiko & ESG serta Divisi Treasury yang dikepalai oleh VP Treasury. Kedua divisi ini berada di bawah koordinasi dan pengawasan Direktur Keuangan dan Manajemen Risiko, yang bertanggung jawab untuk memastikan bahwa strategi keberlanjutan dan manajemen risiko keuangan dirumuskan, diimplementasikan, dipantau, dan dievaluasi secara berkelanjutan agar selaras dengan kebijakan Perseroan, strategi bisnis, prinsip tata kelola Perseroan yang baik, serta ketentuan peraturan perundang-undangan yang berlaku.

In managing the Company's impacts on economic, environmental, and social aspects, the Board of Directors delegates these responsibilities to the ESG & Risk Management Division, led by the Vice President of ESG & Risk Management, and the Treasury Division, led by the Vice President of Treasury. Both divisions operate under the coordination and supervision of the Director of Finance and Risk Management, who is responsible for ensuring that sustainability strategies and financial risk management frameworks are formulated, implemented, monitored, and continuously evaluated to remain aligned with Company policies, business strategies, good corporate governance principles, and applicable laws and regulations.

Untuk memastikan efektivitas implementasi kebijakan keberlanjutan, VP Manajemen Risiko & ESG dan VP Treasury mendelegasikan tanggung jawab lebih lanjut kepada tim di bawahnya, yang terdiri dari *Manager*, *Supervisor*, *Staff*, dan *Officer*. Dalam pelaksanaan tugasnya, Divisi Manajemen Risiko & ESG bertanggung jawab atas pengelolaan aspek lingkungan, sosial, dan tata kelola (ESG), termasuk penyusunan dan penerapan

To ensure the effective implementation of sustainability policies, the Vice President of ESG & Risk Management and the Vice President of Treasury further delegate responsibilities to their respective teams comprising Managers, Supervisors, Staff, and Officers. In carrying out its duties, the ESG & Risk Management Division is responsible for managing environmental, social, and governance (ESG) aspects, including the formulation

kebijakan keberlanjutan, pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL), serta pemantauan pencapaian target keberlanjutan Perseroan. Di dalam divisi ini, *Manager* mengawasi perumusan strategi, implementasi kebijakan keberlanjutan, dan pelaporan kinerja ESG, sementara *Supervisor*, *Staff*, dan *Officer* berperan dalam pelaksanaan program-program ESG, pemantauan indikator keberlanjutan, pengumpulan dan pengelolaan data dampak lingkungan dan sosial, pelaksanaan asesmen risiko dan peluang keberlanjutan, serta koordinasi dengan berbagai unit kerja dan pemangku kepentingan untuk memastikan efektivitas implementasi inisiatif keberlanjutan di seluruh area operasional Perseroan.

Sementara itu, Divisi Treasury memiliki tanggung jawab untuk memastikan keberlanjutan aspek keuangan dalam implementasi program dan strategi keberlanjutan Perseroan. *Manager* di Divisi Treasury mengawasi strategi keuangan berkelanjutan, sementara *Supervisor*, *Staff*, dan *Officer* menjalankan tugas operasional terkait pendanaan dan manajemen risiko keuangan dalam program keberlanjutan.

PELAPORAN DAMPAK ESG [GRI 2-12]

VP Manajemen Risiko & ESG serta VP Treasury secara berkala melaporkan perkembangan dan hasil implementasi strategi keberlanjutan kepada Direktur Keuangan dan Manajemen Risiko. Pelaporan ini dilakukan secara bulanan melalui laporan tertulis yang mencakup pencapaian target keberlanjutan, tantangan yang dihadapi, serta rekomendasi tindak lanjut. Selain itu, pertemuan evaluasi dilakukan setiap triwulan untuk membahas secara mendalam perkembangan implementasi strategi keberlanjutan, termasuk analisis risiko dan peluang terkait ESG serta aspek keuangan keberlanjutan. Direktur Keuangan dan Manajemen Risiko memberikan umpan balik serta arahan strategis kepada kedua VP untuk memastikan keselarasan dengan kebijakan Perseroan dan regulasi yang berlaku.

Dewan Komisaris mengawasi kebijakan serta operasional Perseroan dalam pelaksanaan proses uji tuntas (*due diligence*) serta identifikasi, pengelolaan, dan pemantauan dampak ekonomi, lingkungan, dan sosial yang timbul dari kegiatan usaha Perseroan. Pengawasan tersebut dilakukan untuk memastikan bahwa seluruh aktivitas bisnis telah dilaksanakan sesuai dengan prinsip tata kelola Perseroan yang baik, manajemen risiko yang efektif, serta komitmen Perseroan terhadap keberlanjutan.

and implementation of sustainability policies, execution of the Social and Environmental Responsibility Program (TJSL), and monitoring the achievement of the Company's sustainability targets. Within this division, Managers oversee strategic formulation, implementation of sustainability policies, and ESG performance reporting, while Supervisors, Staff, and Officers are responsible for executing ESG programs, monitoring sustainability indicators, collecting and managing environmental and social impact data, conducting sustainability risk and opportunity assessments, and coordinating with various business units and stakeholders to ensure the effective implementation of sustainability initiatives across all operational areas of the Company.

Meanwhile, the Treasury Division is responsible for ensuring the financial sustainability aspect of the implementation of the Company's sustainability programs and strategies. Managers within the Treasury Division oversee sustainable finance strategies, while Supervisors, Staff, and Officers carry out operational responsibilities related to funding management and financial risk management in sustainability initiatives.

ESG IMPACT REPORTING [GRI 2-12]

The Vice President of ESG & Risk Management and the Vice President of Treasury periodically report the progress and outcomes of sustainability strategy implementation to the Director of Finance and Risk Management. Reporting is conducted on a monthly basis through written reports covering sustainability target achievements, challenges encountered, and recommendations for follow-up actions. In addition, evaluation meetings are held quarterly to comprehensively discuss the progress of sustainability strategy implementation, including analysis of ESG-related risks and opportunities as well as sustainable finance aspects. The Director of Finance and Risk Management provides feedback and strategic direction to both Vice Presidents to ensure alignment with Company policies and applicable regulations.

The Board of Commissioners oversees the Company's policies and operations in carrying out due diligence processes, including the identification, management, and monitoring of economic, environmental, and social impacts arising from the Company's business activities. Such oversight is conducted to ensure that all business activities are implemented in accordance with the principles of good corporate governance, effective risk management, and the Company's commitment to sustainability.

Direksi menyusun Program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan mempertimbangkan dampak, risiko, peluang, dan kebutuhan para pemangku kepentingan, serta keselarasan dengan strategi bisnis dan tujuan keberlanjutan Perseroan. Direksi juga secara berkala menyampaikan laporan keterlibatan pemangku kepentingan kepada Dewan Komisaris sebagai bagian dari mekanisme pengawasan dan evaluasi implementasi kebijakan keberlanjutan. Laporan ini mencakup langkah-langkah yang diambil oleh Direksi dalam menjalin komunikasi dengan pemangku kepentingan, mengidentifikasi isu-isu material, serta menindaklanjuti hasil keterlibatan tersebut dalam kebijakan dan program Perseroan. [GRI 2-12]

Direktur Keuangan dan Manajemen Risiko secara rutin melaporkan hasil evaluasi implementasi strategi keberlanjutan kepada Direksi. Pelaporan ini dilakukan dalam rapat Direksi yang diselenggarakan setiap triwulan, di mana Direktur Keuangan dan Manajemen Risiko menyampaikan perkembangan program ESG dan keberlanjutan keuangan, termasuk pencapaian target, kendala operasional, serta strategi mitigasi risiko yang diterapkan. Selain itu, laporan tahunan juga disusun sebagai bagian dari evaluasi kinerja keseluruhan yang kemudian dikaji lebih lanjut oleh Dewan Komisaris.

PELNI merupakan perusahaan dengan pemegang saham tunggal, yaitu Pemerintah melalui BP BUMN, keterlibatan pemangku kepentingan dalam penyusunan dan pelaksanaan kebijakan keberlanjutan mencerminkan arahan strategis, prioritas pembangunan, serta kebijakan yang ditetapkan oleh Pemerintah. Dalam hal ini, Dewan Komisaris memastikan bahwa arahan, rekomendasi, dan masukan dari BP BUMN terintegrasi ke dalam kebijakan, rencana kerja, dan program keberlanjutan Perseroan. Dewan Komisaris juga melakukan pengawasan terhadap efektivitas implementasi strategi keberlanjutan, pencapaian target yang telah ditetapkan, serta pengelolaan risiko dan peluang yang berkaitan dengan aspek keberlanjutan.

Dewan Komisaris mempertimbangkan hasil dari proses identifikasi dan pengelolaan dampak sebagai landasan dalam memberikan arahan strategis dan kebijakan kepada Direksi. Dalam menelaah laporan tahunan dan triwulanan, Dewan Komisaris mengkaji sejauh mana Program TJSL dan kebijakan terkait telah memberikan dampak positif, serta mengidentifikasi potensi peningkatan yang perlu dilakukan. Jika ditemukan

The Board of Directors formulates the Social and Environmental Responsibility Program (TJSL) by considering impacts, risks, opportunities, stakeholder needs, and alignment with the Company's business strategy and sustainability objectives. The Board of Directors also periodically submits stakeholder engagement reports to the Board of Commissioners as part of the oversight and evaluation mechanism for sustainability policy implementation. These reports include measures undertaken by the Board of Directors to maintain communication with stakeholders, identify material issues, and incorporate stakeholder engagement outcomes into the Company's policies and programs. [GRI 2-12]

The Director of Finance and Risk Management regularly reports the results of sustainability strategy implementation evaluations to the Board of Directors. Reporting is conducted during quarterly Board of Directors meetings, where updates are provided on ESG and sustainable finance initiatives, including target achievements, operational challenges, and risk mitigation strategies implemented. In addition, an annual report is prepared as part of the overall performance evaluation process, which is subsequently reviewed by the Board of Commissioners.

As a company with a single shareholder, namely the Government through the Ministry of State-Owned Enterprises (SOEs), stakeholder involvement in the formulation and implementation of sustainability policies reflects the strategic direction, development priorities, and policies established by the Government. In this regard, the Board of Commissioners ensures that directives, recommendations, and input from the Ministry of SOEs are effectively integrated into the Company's policies, work plans, and sustainability programs. The Board of Commissioners also oversees the effectiveness of sustainability strategy implementation, the achievement of established targets, and the management of sustainability-related risks and opportunities.

The Board of Commissioners considers the results of impact identification and management processes as the basis for providing strategic direction and policy recommendations to the Board of Directors. In reviewing annual and quarterly reports, the Board of Commissioners assesses the extent to which the TJSL Program and related policies have generated positive impacts and identifies areas for improvement. Where

ketidaksesuaian atau tantangan dalam implementasi program keberlanjutan, Dewan Komisaris dapat merekomendasikan penyesuaian kebijakan, optimalisasi alokasi sumber daya, atau strategi yang lebih efektif untuk meningkatkan pencapaian tujuan pembangunan berkelanjutan Perseroan.

Masukan dan rekomendasi yang diberikan oleh Dewan Komisaris kepada Direksi menjadi landasan dalam pengembangan dan penyelarasan kebijakan serta strategi keberlanjutan Perseroan yang tercermin dalam RJPP, RKAP, dan Program TJSL. Perubahan tersebut dapat meliputi penyempurnaan indikator dan target keberlanjutan, penguatan sistem pemantauan dan evaluasi, serta peningkatan kualitas pelaporan dan keterbukaan informasi guna mendukung penerapan praktik keberlanjutan yang efektif dan akuntabel.

Selain itu, hasil tinjauan dimanfaatkan untuk mengidentifikasi peluang peningkatan kinerja keberlanjutan melalui pengembangan program baru, penyesuaian kebijakan, maupun optimalisasi alokasi anggaran guna memperkuat kontribusi Perseroan terhadap pembangunan ekonomi, kesejahteraan sosial, dan pelestarian lingkungan. Di tingkat operasional, Perseroan menerapkan mekanisme pelaporan berjenjang yang memastikan informasi terkait pelaksanaan program ESG dan keberlanjutan keuangan tersampaikan secara tepat waktu dan akurat. Adapun lingkup *Staff* dan *Officer* menyusun laporan berkala yang memuat perkembangan implementasi program, pencapaian indikator kinerja, serta isu-isu yang memerlukan perhatian manajemen. Laporan tersebut kemudian direviu oleh *Supervisor* sebelum disampaikan kepada *Manager* untuk dilakukan evaluasi dan tindak lanjut yang diperlukan. Untuk lingkup *Manager* bertanggung jawab untuk melakukan analisis atas laporan tersebut dan menyusun laporan bulanan yang lebih komprehensif, mencakup evaluasi kinerja, tantangan, serta usulan perbaikan. Laporan ini kemudian diteruskan kepada VP Manajemen Risiko & ESG serta VP Treasury dalam bentuk laporan resmi dan presentasi dalam pertemuan bulanan. Seluruh laporan yang diterima oleh VP digunakan sebagai dasar dalam penyusunan laporan triwulanan yang akan disampaikan kepada Direktur Keuangan dan Manajemen Risiko.

discrepancies or challenges in the implementation of sustainability programs are identified, the Board of Commissioners may recommend policy adjustments, optimization of resource allocation, or more effective strategies to enhance the achievement of the Company's sustainable development objectives.

Recommendations and input provided by the Board of Commissioners to the Board of Directors serve as the foundation for developing and aligning the Company's sustainability policies and strategies, as reflected in the Long-Term Corporate Plan (RJPP), Annual Work Plan and Budget (RKAP), and the TJSL Program. Such adjustments may include refinement of sustainability indicators and targets, strengthening monitoring and evaluation systems, and improving reporting quality and information transparency to support effective and accountable sustainability practices.

In addition, the review outcomes are utilized to identify opportunities for improving sustainability performance through the development of new programs, policy adjustments, and optimization of budget allocation to strengthen the Company's contribution to economic development, social welfare, and environmental preservation. At the operational level, the Company implements a tiered reporting mechanism to ensure that information related to the implementation of ESG programs and sustainable finance initiatives is delivered accurately and in a timely manner. Staff and Officers prepare periodic reports covering program implementation progress, achievement of performance indicators, and issues requiring management attention. These reports are subsequently reviewed by Supervisors before being submitted to Managers for evaluation and necessary follow-up actions. Managers are responsible for analyzing these reports and preparing more comprehensive monthly reports that include performance evaluations, challenges encountered, and proposed improvements. These reports are then submitted to the Vice President of ESG & Risk Management and the Vice President of Treasury through official reports and presentations during monthly meetings. All reports received by the Vice Presidents serve as the basis for preparing quarterly reports to be submitted to the Director of Finance and Risk Management.

EFEKTIVITAS PENGELOLAAN DAMPAK
EFFECTIVENESS OF IMPACT MANAGEMENT

Dewan Komisaris dan Direksi secara berkala melakukan evaluasi terhadap efektivitas pengelolaan dampak ekonomi, lingkungan, dan sosial yang timbul dari kegiatan usaha Perseroan. Direksi melakukan penelaahan atas pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) serta menyampaikan hasilnya melalui laporan triwulanan dan laporan tahunan. Laporan tersebut selanjutnya ditelaah oleh Dewan Komisaris sebagai bagian dari pelaksanaan fungsi pengawasan, yang kemudian memberikan masukan dan rekomendasi kepada RUPS serta menyampaikan laporan pelaksanaan tugas pengawasannya secara berkala.

Proses evaluasi dan penelaahan tersebut dilaksanakan setiap triwulan dan tahunan guna memastikan efektivitas implementasi kebijakan, pencapaian target yang telah ditetapkan, serta kesesuaian strategi Perseroan dengan perkembangan lingkungan usaha dan ekspektasi para pemangku kepentingan. Selain itu, proses tersebut juga bertujuan untuk memastikan kepatuhan terhadap ketentuan peraturan perundang-undangan, arah kebijakan nasional, serta mandat yang diberikan oleh Pemerintah sebagai pemegang saham.

The Board of Commissioners and the Board of Directors periodically evaluate the effectiveness of managing the economic, environmental, and social impacts arising from the Company's business activities. The Board of Directors conducts reviews of the implementation of the Social and Environmental Responsibility Program (TJSL) and presents the outcomes through quarterly and annual reports. These reports are subsequently reviewed by the Board of Commissioners as part of its supervisory function, following which recommendations and input are provided to the General Meeting of Shareholders (GMS), along with periodic reports on the execution of its oversight responsibilities.

The evaluation and review processes are carried out on a quarterly and annual basis to ensure the effectiveness of policy implementation, achievement of established targets, and alignment of the Company's strategy with changes in the business environment and stakeholder expectations. In addition, these processes are intended to ensure compliance with applicable laws and regulations, national policy directions, and the mandate provided by the Government as the shareholder.

RAPAT UMUM PEMEGANG SAHAM
GENERAL MEETING OF SHAREHOLDERS

Rapat Umum Pemegang Saham (RUPS) mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas-batas yang ditentukan dalam Undang-Undang dan/atau Anggaran Dasar. Penyelenggaraan RUPS merupakan forum pemegang saham untuk mengambil keputusan strategis Perseroan yang di mana keputusan yang diambil saat RUPS harus didasarkan pada kepentingan usaha Perseroan dalam jangka panjang.

Dalam melaksanakan RUPS, PELNI berpedoman pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, juga mengacu pada Undang-Undang No. 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, serta Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha

The General Meeting of Shareholders (GMS) holds authorities that are not delegated to the Board of Directors or the Board of Commissioners, within the limits stipulated under the applicable laws and/or the Articles of Association. The implementation of the GMS serves as a shareholder forum for making strategic corporate decisions, where all resolutions adopted must be based on the long-term interests and sustainability of the Company's business.

In conducting the GMS, PELNI refers to Law Number 40 of 2007 concerning Limited Liability Companies, as amended, and also refers to Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises, as well as the Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023 concerning Governance Guidelines and Significant Corporate Activities of

Milik Negara yang mencabut Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perseroan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

JENIS RUPS

Pelaksanaan RUPS terdiri dari atas RUPS Tahunan (RUPST) dan RUPS Luar Biasa (RUPSLB).

1. **RUPS Tahunan**
   Pelaksanaan RUPS Tahunan diadakan setiap tahun, Paling lambat dalam bulan Juni setelah penutupan tahun buku yang bersangkutan. RUPS tahunan diadakan tiap tahun, dengan meliputi:
   a. Rapat Umum Pemegang Saham Tahunan mengenai persetujuan laporan tahunan; dan
   b. Rapat Umum Pemegang Saham Tahunan mengenai persetujuan Rencana Kerja dan Anggaran Perseroan.
2. **RUPS Luar Biasa**
   Pelaksanaan RUPS Luar Biasa diadakan apabila dianggap perlu oleh Direksi dan/ atau Dewan Komisaris dan/ atau Pemegang Saham dapat dilakukan setiap waktu berdasarkan kebutuhan untuk kepentingan Perseroan. Pemanggilan dan penyelenggaraan RUPSLB dilakukan melalui undangan tertulis dengan menginformasikan agenda pembahasannya.

PELAKSANAAN RUPS TAHUN 2025

Selama tahun 2025, PELNI menyelenggarakan 2 (dua) kali RUPS. Adapun rincian pelaksanaan RUPS sebagaimana tabel berikut:

State-Owned Enterprises, which revokes Minister of State-Owned Enterprises Regulation Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

TYPES OF GMS

The implementation of the GMS consists of the Annual General Meeting of Shareholders (AGMS) and the Extraordinary General Meeting of Shareholders (EGMS).

1. **Annual GMS**
   The AGMS is held annually, no later than June following the closing of the respective financial year. The Annual GMS includes:
   a. Annual General Meeting of Shareholders concerning the approval of the Annual Report; and
   b. Annual General Meeting of Shareholders concerning the approval of the Company's Work Plan and Budget.
2. **Extraordinary GMS**
   The Extraordinary GMS is convened whenever deemed necessary by the Board of Directors and/or the Board of Commissioners and/or the Shareholder and may be held at any time based on the Company's interests and requirements. Invitations and implementation of the EGMS are conducted through formal written notices specifying the meeting agenda.

IMPLEMENTATION OF THE 2025 GMS

During 2025, PELNI conducted 2 (two) General Meetings of Shareholders. Detailed information regarding the implementation of the GMS is presented in the following table:

No	Nama RUPS Name of GMS	Tanggal Pelaksanaan Date of Implementation
1.	Pengesahan Rencana Kerja dan Anggaran Perseroan (RKAP) Tahun 2025 Approval and Ratification of the Company's 2025 Work Plan and Budget (RKAP)	30 Januari 2025 January 30, 2025
2	Persetujuan dan Pengesahan Laporan Tahunan Perseroan Tahun Buku 2024 Approval and Ratification of the Company's Annual Report for the Financial Year 2024	23 Juni 2025 June 23, 2025

Lebih rinci tentang jenis RUPS, hak dan wewenang pemegang saham dalam RUPS, serta pelaksanaan RUPS dan keputusan serta tindak lanjutnya untuk periode 2024-2025 dapat dilihat pada bab Tata Kelola Perseroan yang Baik dalam Laporan Tahunan.

Further details regarding the types of General Meetings of Shareholders (GMS), the rights and authorities of shareholders at the GMS, as well as the implementation of the GMS, its resolutions, and follow-up actions for the 2024–2025 period are presented in the Good Corporate Governance chapter of this Annual Report.

DEWAN KOMISARIS
BOARD OF COMMISSIONERS

Dewan Komisaris merupakan Organ Perseroan yang bertanggung jawab kepada RUPS dan memiliki tugas dalam melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberikan nasihat kepada Direksi dalam menjalankan kepengurusan Perseroan. Dewan Komisaris memiliki fungsi untuk melakukan pemantauan terhadap efektivitas praktik *Good Corporate Governance* (GCG) yang diterapkan Perseroan dan apabila dipandang perlu, dapat melakukan penyesuaian sesuai dengan kebutuhan Perseroan.

Dewan Komisaris juga harus efektif dalam melaksanakan pengawasan seluruh aspek bisnis dan aspek korporat Perseroan, dan tidak hanya terbatas pada tindakan-tindakan Direksi yang memerlukan persetujuan Dewan Komisaris menurut ketentuan Anggaran Dasar Perseroan. Fungsi pengawasan Dewan Komisaris tidak boleh dan tidak dapat berubah menjadi tugas pelaksanaan (eksekutif) yang merupakan kewenangan Direksi.

The Board of Commissioners is a Company organ accountable to the General Meeting of Shareholders (GMS) and is responsible for conducting general and/or specific supervision in accordance with the Articles of Association, as well as providing advice to the Board of Directors in managing the Company. The Board of Commissioners is responsible for monitoring the effectiveness of the Company's Good Corporate Governance (GCG) practices and, where deemed necessary, making appropriate adjustments in line with the Company's needs.

The Board of Commissioners is also required to effectively oversee all aspects of the Company's business and corporate affairs, and its supervisory function is not limited solely to matters requiring the Board's approval under the Company's Articles of Association. The supervisory role of the Board of Commissioners must not and cannot extend to executive functions, which fall exclusively within the authority of the Board of Directors.

KOMPOSISI DAN MASA JABATAN DEWAN KOMISARIS

Komposisi Dewan Komisaris ditentukan dengan berbagai prosedur yang memungkinkan pengambilan keputusan secara efektif dan independen. Masing-masing anggota Dewan Komisaris termasuk Komisaris Utama memiliki kedudukan yang setara.

Dewan Komisaris diangkat dan diberhentikan oleh RUPS berdasarkan ketentuan yang berlaku mengingat tata cara pengangkatan dan pemberhentian tersebut memiliki diversifikasi aturan. Untuk masa jabatan Dewan Komisaris adalah 5 (lima) tahun dan dapat diangkat kembali untuk satu kali masa jabatan tanpa mengurangi Hak RUPS untuk memberhentikan sewaktu-waktu. Per 31 Desember 2025, susunan Dewan Komisaris PELNI terdiri dari 5 (lima) orang sebagaimana tabel berikut:

COMPOSITION AND TERM OF OFFICE OF THE BOARD OF COMMISSIONERS

The composition of the Board of Commissioners is determined through procedures that enable effective and independent decision-making. Each member of the Board of Commissioners, including the President Commissioner, holds an equal position.

Members of the Board of Commissioners are appointed and dismissed by the GMS in accordance with the prevailing laws and regulations, taking into account the various provisions governing such appointment and dismissal procedures. The members of the Board of Commissioners serve a term of 5 (five) years and may be reappointed for one additional term, without prejudice to the right of the GMS to dismiss them at any time. As of December 31, 2025, PELNI's Board of Commissioners consisted of 5 (five) members, as presented in the following table.

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Periode Jabatan Term of Office
Raden Mas Aris Santosa	Komisaris Utama President Commissioner	SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 Decree No. 089/DI-DAM/DO/2025 dated December 11, 2025	Laki-Laki Male	2025-sekarang (Periode Pertama) 2025-Present (First Term)

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Periode Jabatan Term of Office
Sosialisman Hidayat Hasibuan	Komisaris Commissioner	SK.107/DI-DAM/DO/2025 tanggal 29 Desember 2025 Decree No. 107/DI-DAM/DO/2025 dated December 29, 2025	Laki-Laki Male	2025-sekarang (Periode Pertama) 2025-Present (First Term)
Faturohman	Komisaris Commissioner	SK-121/MBU/05/2022 tanggal 19 Mei 2022 Decree No. 121/MBU/05/2022 dated May 19, 2022	Laki-Laki Male	2022-sekarang (Periode Pertama) 2022-Present (First Term)
Budi Mantoro	Komisaris Commissioner	SK-9/MBU/01/2024 tanggal 16 Januari 2024 Decree No. 9/MBU/01/2024 dated January 16, 2024	Laki-Laki Male	2024-sekarang (Periode Pertama) 2024-Present (First Term)
Moekhlas Sidik	Komisaris Commissioner	SK.089/DI-DAM/DO/2025 tanggal 11 Desember 2025 Decree No. 089/DI-DAM/DO/2025 dated December 11, 2025	Laki-Laki Male	2025-sekarang (Periode Pertama) 2025-Present (First Term)

DIREKSI
BOARD OF DIRECTORS

Direksi merupakan merupakan organ yang bertanggung jawab penuh terhadap pengelolaan Perseroan secara operasional, yang bertujuan untuk mencapai tujuan Perseroan sesuai dengan visi, misi, dan strategi yang telah ditetapkan. Direksi bertugas untuk memimpin, merencanakan, serta mengimplementasikan kebijakan strategis yang telah disetujui oleh Dewan Komisaris, serta bertanggung jawab atas kinerja keuangan dan operasional Perseroan.

Direksi juga bertanggung jawab penuh dan memastikan perwujudan akuntabilitas pada pengelolaan Perseroan sesuai dengan prinsip-prinsip GCG. Untuk menjalankan fungsi, tugas dan tanggung jawabnya dalam mengelola Perseroan, Direksi berpedoman pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, juga mengacu pada Undang-Undang No. 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara, serta Peraturan Menteri BUMN Nomor: PER-2/MBU/03/2023 tentang Pedoman Tata Kelola Dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang mencabut Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perseroan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

The Board of Directors is the Company organ that bears full responsibility for the operational management of the Company with the objective of achieving the Company's goals in accordance with its established vision, mission, and strategic direction. The Board of Directors is responsible for leading, planning, and implementing strategic policies approved by the Board of Commissioners, and is accountable for the Company's financial and operational performance.

The Board of Directors is also fully responsible for ensuring accountability in the management of the Company in accordance with the principles of Good Corporate Governance (GCG). In carrying out its functions, duties, and responsibilities, the Board of Directors adheres to Law No. 40 of 2007 on Limited Liability Companies, as well as Law No. 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 on State-Owned Enterprises. It also refers to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, which revoked the Regulation of the Minister of State-Owned Enterprises Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

KOMPOSISI DAN MASA JABATAN DIREKSI

Adapun masa jabatan Direksi adalah 5 (lima) tahun dan dapat diangkat kembali untuk satu kali masa jabatan tanpa mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. Komposisi Direksi per 31 Desember 2025 adalah sebagai berikut:

COMPOSITION AND TERM OF OFFICE OF THE BOARD OF DIRECTORS

Members of the Board of Directors serve a term of 5 (five) years and may be reappointed for one additional term, without prejudice to the right of the GMS to dismiss them at any time. As of December 31, 2025, the composition of the Board of Directors was as follows:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Jenis Kelamin Gender	Periode Jabatan Term of Office
Tri Andayani	Direktur Utama President Director	SK-57/MBU/02/2022 tanggal 25 Februari 2022 Decree No. 57/MBU/02/2022 dated February 25, 2022	Perempuan Female	2022-sekarang (Periode Pertama) 2022-Present (First Term)
Nuraini Dessy W.	Direktur Usaha Angkutan Penumpang Director of Passenger Business	SK-262/MBU/09/2023 tanggal 21 September 2023 Decree No. 262/MBU/09/2023 dated September 21, 2023	Perempuan Female	2023-sekarang (Periode Pertama) 2023-Present (First Term)
Heri Purnomo	Direktur SDM dan Umum Director of Human Capital and General Affairs	SK-6/MBU/01/2024 tanggal 9 Januari 2024 Decree No. 6/MBU/01/2024 dated January 9, 2024	Laki-Laki Male	2024-sekarang (Periode Pertama) 2024-Present (First Term)
Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	SK-263/MBU/11/2022 tanggal 21 November 2022 Decree No. 263/MBU/11/2022 dated November 21, 2022	Perempuan Female	2022-sekarang (Periode Pertama) 2022-Present (First Term)
Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Business and Sea Toll	SK-70/MBU/03/2024 tanggal 18 Maret 2024 Decree No. 70/MBU/03/2024 dated March 18, 2024	Laki-Laki Male	2024-sekarang (Periode Pertama) 2024-Present (First Term)
Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	SK-12/MBU/01/2021 tanggal 12 Januari 2021 Decree No. 12/MBU/01/2021 dated January 12, 2021	Laki-Laki Male	2021-sekarang (Periode Pertama) 2021-Present (First Term)

Pengungkapan informasi yang lebih lengkap mengenai Direksi dan organ dibawahnya dapat dilihat dalam Bab Tata Kelola Perseroan pada Laporan Tahunan PT PELNI (Persero) tahun buku 2025 yang diterbitkan secara terpisah dari Laporan ini.

Further information regarding the Board of Directors and the organizational structure under its supervision is presented in the Good Corporate Governance chapter of PT PELNI (Persero)'s 2025 Annual Report, which is published separately from this Report.

NOMINASI ANGGOTA DIREKSI DAN/ATAU ANGGOTA DEWAN KOMISARIS [GRI 2-10]

NOMINATION OF MEMBERS OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS [GRI 2-10]

PENCALONAN DAN PEMILIHAN DEWAN KOMISARIS DAN DIREKSI [GRI 2-10]

Pengangkatan, pemberhentian, dan penetapan besaran remunerasi Dewan Komisaris dan Direksi merupakan hak pemegang saham yang diputuskan melalui mekanisme RUPS. Keputusan tersebut diambil dengan mempertimbangkan rekomendasi dari Komite Nominasi dan Remunerasi yang disampaikan oleh Dewan Komisaris.

Proses nominasi Direksi dan Dewan Komisaris dilakukan melalui serangkaian tahapan yang sistematis, transparan, dan objektif, yang mencakup penjaringan, penilaian, serta penetapan calon anggota Direksi dan calon anggota Dewan Komisaris. Suksesi Direksi merupakan bagian integral dari penerapan fungsi nominasi pada tingkat manajerial tertinggi yang bertujuan untuk mempersiapkan regenerasi kepemimpinan secara terencana dan berkelanjutan guna memastikan kesinambungan operasional, efektivitas pengelolaan, serta keberlanjutan pertumbuhan dan kinerja Perseroan dalam jangka panjang.

Proses pengangkatan calon anggota Dewan Komisaris dan Direksi Perseroan dilaksanakan dengan berpedoman kepada peraturan perundang-undangan yang mengatur tata cara pengangkatan anggota Dewan Komisaris dan Direksi, antara lain:

1. Undang-Undang No. 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara;
2. Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 03 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; dan
3. Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Dewan Komisaris dan Direksi dipilih, diangkat, dan diberhentikan melalui RUPS oleh Menteri BUMN selaku wakil pemegang saham tunggal, yaitu Pemerintah.

NOMINATION AND APPOINTMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS [GRI 2-10]

The appointment, dismissal, and determination of the remuneration of the Board of Commissioners and the Board of Directors are the rights of the shareholders and are resolved through the General Meeting of Shareholders (GMS). Such decisions are made after taking into consideration the recommendations of the Nomination and Remuneration Committee as submitted by the Board of Commissioners.

The nomination process for members of the Board of Directors and the Board of Commissioners is conducted through a systematic, transparent, and objective process, encompassing the identification, assessment, and appointment of candidates. Succession planning for the Board of Directors forms an integral part of the nomination function at the highest management level and is intended to ensure well-planned and sustainable leadership regeneration, thereby supporting operational continuity, effective corporate management, and the Company's long-term growth and performance.

The appointment of candidates for the Board of Commissioners and the Board of Directors is carried out in accordance with the prevailing laws and regulations governing such appointments, including:

1. Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 on State-Owned Enterprises;
2. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises; and
3. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 concerning the Organization and Human Resources of State-Owned Enterprises.

The members of the Board of Commissioners and the Board of Directors are nominated, appointed, and dismissed through the General Meeting of Shareholders

Sehingga, hak inisiatif pengusulan calon Dewan Komisaris dan Direksi berada dimiliki oleh Badan Pengaturan BUMN.

KEBIJAKAN DAN PROSES NOMINASI ANGGOTA DIREKSI DAN/ATAU ANGGOTA DEWAN KOMISARIS [2-9, 2-10]

Kebijakan Dewan Komisaris dalam memberikan arahan dan pengawasan terkait perumusan serta pelaksanaan kebijakan pengembangan karir di Perseroan, adalah sebagai berikut:

1. Dewan Komisaris menugaskan Komite Dewan Komisaris terkait untuk melakukan telaah terhadap kualitas kebijakan suksesi manajemen dan penerapan untuk mendapatkan kualitas yang memadai atas arahan Dewan Komisaris tersebut;
2. Menyampaikan arahan tentang penerapan kebijakan suksesi manajemen Perseroan kepada Direksi;
3. Dewan Komisaris Perseroan melalui Komite Nominasi dan Remunerasi melakukan evaluasi atas daftar Talenta Terseleksi (*selected talent*) berdasarkan kinerja dan kapasitas;
4. Memastikan bahwa seluruh permasalahan kebijakan suksesi manajemen dan pelaksanaannya dibahas dalam rapat Dewan Komisaris.

Proses penetapan daftar dan pemeriksaan rekam jejak bagi Direksi maupun calon Direksi Perseroan dilakukan dengan mekanisme berikut ini:

1. Pengumpulan data daftar dan rekam jejak;
2. Validasi data daftar dan rekam jejak; dan
3. Penetapan daftar dan rekam jejak.

Terkait manajemen Talenta dilaksanakan melalui proses:

1. Penjaringan dan pemilihan Talenta;
2. Penilaian Talenta;
3. Pengklasifikasian Talenta;
4. Pengembangan Talenta; dan
5. Perputaran Talenta.

(GMS) by the Minister of State-Owned Enterprises, acting as the representative of the sole shareholder, namely the Government of Indonesia. Accordingly, the authority to propose candidates for the Board of Commissioners and the Board of Directors rests with the State-Owned Enterprises Regulatory Authority.

POLICY AND NOMINATION PROCESS FOR MEMBERS OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS [2-9, 2-10]

The policies of the Board of Commissioners in providing direction and oversight over the formulation and implementation of the Company's career development policy include the following:

1. Assigning the relevant Committee under the Board of Commissioners to review the quality of the Company's management succession policy and its implementation to ensure that it meets the standards expected by the Board of Commissioners;
2. Providing direction to the Board of Directors regarding the implementation of the Company's management succession policy;
3. Through the Nomination and Remuneration Committee, evaluating the Selected Talent pool based on performance and capability; and
4. Ensuring that all matters relating to the management succession policy and its implementation are discussed at meetings of the Board of Commissioners.

The process for establishing the list of incumbent Directors and prospective Director candidates, as well as conducting background checks, includes the following stages:

1. Collection of candidate information and background records;
2. Validation of candidate information and background records; and
3. Finalization of the candidate list and background records.

Meanwhile, Talent Management is implemented through the following processes:

1. Talent sourcing and selection;
2. Talent assessment;
3. Talent classification;
4. Talent development; and
5. Talent rotation.

Untuk sumber bakal calon Dewan Komisaris PT PELNI (Persero) berasal dari: Mantan Direksi BUMN, Dewan Komisaris/Dewan Pengawas BUMN, Pejabat struktural dan pejabat fungsional pemerintah, atau sumber lain.

Kegiatan penjaringan dilakukan oleh Menteri, Wakil Menteri, Sekretaris Kementerian, dan/atau Deputi dengan mengidentifikasi bakal calon dari berbagai sumber. Seluruh bakal calon yang terjaring selanjutnya didata, diverifikasi, dan dikelola secara administratif oleh Deputi.

Penetapan daftar dan pemeriksaan rekam jejak Direksi atau calon Direksi Perseroan dilaksanakan melalui serangkaian tahapan yang meliputi pengumpulan data daftar dan rekam jejak, validasi atas data yang telah diperoleh, serta penetapan daftar dan rekam jejak sebagai dasar dalam proses evaluasi dan pengambilan keputusan nominasi.

Sementara itu, Manajemen Talenta dilaksanakan secara terstruktur dan berkesinambungan melalui beberapa tahapan, yaitu penjaringan dan pemilihan talenta, penilaian talenta berdasarkan kompetensi dan potensi yang dimiliki, pengklasifikasian talenta sesuai hasil penilaian, pengembangan talenta melalui berbagai program peningkatan kapasitas dan kompetensi, serta perputaran talenta guna memperkaya pengalaman dan mempersiapkan kader pemimpin yang mampu mendukung keberlanjutan organisasi di masa mendatang.

Sebagai pemegang saham tunggal PELNI, Pemerintah melalui BP BUMN memiliki kewenangan penuh dalam memilih dan/atau mengangkat anggota Dewan Komisaris dan Direksi. Proses pemilihan ini dilaksanakan melalui mekanisme uji kelayakan dan kepatutan (*fit and proper test*), dengan mempertimbangkan berbagai aspek penting seperti keberagaman, independensi, serta kompetensi calon, termasuk pemahaman terhadap dampak ekonomi, lingkungan, sosial, dan HAM. [GRI 2-10]

Potential candidates for the Board of Commissioners of PT PELNI (Persero) may be drawn from former directors of state-owned enterprises, members of boards of commissioners or supervisory boards of state-owned enterprises, structural and functional government officials, or other qualified sources.

The identification process is conducted by the Minister, Vice Minister, Secretary of the Ministry, and/or the relevant Deputy by identifying potential candidates from various sources. All identified candidates are subsequently recorded, verified, and administratively managed by the relevant Deputy.

The establishment of the list of Director candidates and the conduct of background checks are carried out through a series of stages comprising the collection of candidate information and background records, validation of the information obtained, and finalization of the candidate list and background records, which serve as the basis for the evaluation and nomination process.

Talent Management is implemented in a structured and sustainable manner through several stages, namely talent sourcing and selection, assessment of competencies and potential, talent classification based on assessment results, talent development through various capacity-building and competency enhancement programs, and talent rotation to broaden experience and prepare future leaders capable of supporting the long-term sustainability of the organization.

As the sole shareholder of PELNI, the Government of Indonesia, through the State-Owned Enterprise Regulatory Agency (BP BUMN), has full authority to nominate and/or appoint members of the Board of Commissioners and the Board of Directors. The selection process is conducted through a fit and proper test, taking into account key considerations such as diversity, independence, and the competencies of candidates, including their understanding of economic, environmental, social, and human rights impacts. [GRI 2-10]

REMUNERASI DEWAN KOMISARIS DAN DIREKSI
REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI [GRI 2-19, 2-20, 2-21]

Penghasilan Direksi dan Dewan Komisaris Perseroan ditetapkan oleh RUPS. Prosedur penetapan Remunerasi bagi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Penetapan Penghasilan yang berupa Gaji atau Honorarium, Tunjangan, dan Fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan Perseroan, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan.

PROSEDUR PENGUSULAN HINGGA PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Penetapan besarnya remunerasi anggota Dewan Komisaris dan Direksi setiap tahunnya, ditentukan melalui RUPS berdasarkan kajian dan usulan Komite Nominasi & Remunerasi Perseroan. Besaran tantiem atau insentif kinerja diusulkan berdasarkan tingkat pencapaian KPI Direksi dengan mempertimbangkan tingkat kesehatan, kinerja, dan kemampuan keuangan Perseroan.

Penetapan remunerasi Dewan Komisaris dan Direksi diberikan mengacu kepada:

1. Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
2. Surat Keputusan Menteri BUMN Nomor SK-197/MBU/08/2024 tanggal 22 Agustus 2024 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2024; serta
3. Keputusan Rapat Umum Pemegang Saham PT PELNI (Persero) tentang Pengesahan Laporan Tahunan Tahun Buku 2024 yang disahkan pada tanggal RUPS Tahunan Tahun Buku 2024 tanggal 14 Mei 2025.

REMUNERATION POLICY FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS [GRI 2-19, 2-20, 2-21]

The remuneration of the Company's Board of Directors and Board of Commissioners is determined by the GMS. The procedure for determining the remuneration of the Board of Commissioners and the Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises. The determination of remuneration in the form of salaries or honoraria, allowances, and fixed facilities is carried out by taking into consideration the scale and complexity of the business, the inflation rate, the Company's financial condition and capability, as well as other relevant factors, and must not conflict with the prevailing laws and regulations.

PROCEDURES FOR PROPOSING AND DETERMINING THE REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The amount of remuneration for members of the Board of Commissioners and the Board of Directors is determined annually through the GMS based on the assessment and recommendations of the Company's Nomination and Remuneration Committee. The amount of tantiem or performance incentives is proposed based on the level of achievement of the Board of Directors' KPIs, taking into account the Company's level of soundness, performance, and financial capability.

The remuneration of the Board of Commissioners and the Board of Directors is determined with reference to:

1. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 dated March 20, 2023 concerning the Organization and Human Resources of State-Owned Enterprises;
2. Decree of the Minister of State-Owned Enterprises Number SK-197/MBU/08/2024 dated August 22, 2024 concerning the Determination of the Remuneration of the Boards of Directors, Boards of Commissioners, and Supervisory Boards of State-Owned Enterprises for 2024; and
3. The Resolution of the General Meeting of Shareholders of PT PELNI (Persero) approving the 2024 Annual Report, adopted at the Annual General Meeting of Shareholders for the 2024 financial year held on May 14, 2025.

STRUKTUR REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Struktur remunerasi Dewan Komisaris dan Direksi mengacu kepada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 dan peraturan Perseroan terkait Penetapan Remunerasi Direksi dan Dewan Komisaris berdasarkan pada Surat Kementerian Badan Usaha Milik Negara Nomor: SR-37/Wk.MBU.11/08/2024, tanggal 23 Agustus 2024, perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Tahun 2024, bahwa gaji/honorarium Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Tahun 2025 sebagai berikut:

1. Penghasilan anggota Direksi terdiri dari:
   a. Gaji/Honorarium;
   b. Tunjangan;
   c. Fasilitas;
   d. Tantiem/Insentif Kinerja/Insentif Khusus; dan
2. Penghasilan anggota Dewan Komisaris terdiri dari:
   a. Honorarium;
   b. Tunjangan;
   c. Fasilitas;dan
   d. LTI (*long term incentive*).

Dalam hal penentuan insentif jangka panjang (LTI), Perseroan melibatkan konsultan independen untuk membandingkan remunerasi dengan *benchmark* industri. Seluruh kebijakan dan usulan remunerasi dirancang dengan mempertimbangkan faktor kinerja, kemampuan keuangan Perseroan, serta kewajaran pasar, dan proses pengesahannya dilakukan melalui mekanisme penetapan yang telah diatur secara prosedural, bukan berdasarkan perolehan suara.

JUMLAH NOMINAL REMUNERASI DEWAN KOMISARIS DAN DIREKSI [GRI 2-21]

Jumlah remunerasi yang dibayarkan Perseroan kepada Dewan Komisaris dan Direksi selama tahun 2025 adalah sebesar Rp23.030.381.196.

Perseroan juga melaporkan rasio total kompensasi Direksi dengan rata-rata kompensasi karyawan. Total kompensasi karyawan merupakan jumlah dari seluruh kompensasi yang diterima oleh karyawan.

REMUNERATION STRUCTURE OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The remuneration structure of the Board of Commissioners and the Board of Directors refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 and the Company's internal regulations concerning the determination of remuneration for the Board of Directors and the Board of Commissioners, based on the Letter of the Ministry of State-Owned Enterprises Number: SR-37/Wk.MBU.11/ 08/2024 dated August 23, 2024 regarding the Determination of the Remuneration of the Board of Directors and the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) for 2024. Accordingly, the remuneration components for the 2025 financial year comprise the following:

1. Remuneration of the Board of Directors consist of:
   a. Salary/Honorarium;
   b. Allowances;
   c. Facilities; and
   d. Tantiem/Performance Incentives/Special Incentives.
2. Remuneration of the Board of Commissioners consist of:
   a. Honorarium;
   b. Allowances;
   c. Facilities; and
   d. Long-Term Incentives (LTI).

In determining the Long-Term Incentive (LTI), the Company engages an independent consultant to benchmark remuneration against industry practices. All remuneration policies and proposals are formulated by considering performance, the Company's financial capability, and market competitiveness. Their approval is carried out through the prescribed governance process rather than by voting.

TOTAL REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS [GRI 2-21]

The total remuneration paid by the Company to the Board of Commissioners and the Board of Directors during 2025 amounted to Rp23,030,381,196.

The Company also discloses the ratio of the total compensation of the Board of Directors to the average employee compensation. Total employee compensation represents the aggregate compensation received by all employees.

KEBIJAKAN PENILAIAN DAN EVALUASI KINERJA DEWAN KOMISARIS DAN DIREKSI [GRI 2-18]

PERFORMANCE ASSESSMENT AND EVALUATION POLICY FOR THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS [GRI 2-18]

Dalam melakukan penilaian kinerja Dewan Komisaris dan Direksi, Perseroan mengacu kepada Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tanggal 24 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Kinerja Dewan Komisaris dan Direksi dievaluasi setiap tahun oleh Pemegang Saham dalam RUPS. Untuk prosedur penilaian kinerja Dewan Komisaris dan Direksi secara individu menggunakan KPI dengan format yang tertuang dalam Salinan Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor SK-306/MBU/11/2023 tentang Petunjuk Teknis Penyusunan Indikator Kinerja Utama (*Key Performance Indicator*) Pada Badan Usaha Milik Negara.

Secara umum, kinerja Dewan Komisaris dan Direksi ditentukan berdasarkan tugas kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan maupun amanat Pemegang Saham. Kriteria evaluasi formal disampaikan secara terbuka kepada Dewan Komisaris dan Direksi sejak pengangkatannya.

In assessing the performance of the Board of Commissioners and the Board of Directors, the Company refers to the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 24, 2023 concerning the Organization and Human Resources of State-Owned Enterprises. The performance of the Board of Commissioners and the Board of Directors is evaluated annually by the Shareholders through the General Meeting of Shareholders (GMS). For the individual performance assessment procedures of the Board of Commissioners and Directors, KPIs are used with the format stated in the Copy of the Decree of the Minister of State-Owned Enterprises of the Republic of Indonesia Number SK-306/MBU/11/2023 concerning Technical Instructions for the Preparation of Key Performance Indicators in State-Owned Enterprises.

In general, the performance of both governing bodies is assessed based on the duties and responsibilities stipulated in the prevailing laws and regulations, the Company's Articles of Association, and the mandates of the Shareholders. The formal evaluation criteria are communicated transparently to members of the Board of Commissioners and the Board of Directors upon their appointment.

PENILAIAN KINERJA DEWAN KOMISARIS [GRI 2-18]

Evaluasi kinerja Dewan Komisaris dilakukan dengan mengukur tingkat pencapaian *Key Performance Indicators* (KPI) yang mencakup berbagai aspek strategis, termasuk efektivitas pelaksanaan fungsi pengawasan terhadap implementasi Rencana Jangka Panjang Perseroan (RJPP) dan Rencana Kerja dan Anggaran Perseroan (RKAP). Dalam RJPP dan RKAP tersebut, telah terintegrasi berbagai target, program, dan inisiatif yang berkaitan dengan aspek ekonomi, lingkungan, sosial/masyarakat, dan tata kelola, yang turut menjadi bagian dari parameter penilaian kinerja Dewan Komisaris. Selain itu, evaluasi juga mempertimbangkan efektivitas pengawasan terhadap pencapaian sasaran Perseroan, pengelolaan risiko, kepatuhan terhadap peraturan perundang-undangan, penerapan prinsip tata kelola Perseroan yang baik, serta dukungan terhadap implementasi strategi keberlanjutan.

Evaluasi dilaksanakan secara independen oleh Komite Nominasi dan Remunerasi yang dipimpin oleh Komisaris

PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS [GRI 2-18]

The performance of the Board of Commissioners is evaluated by measuring the achievement of its Key Performance Indicators (KPIs), which cover various strategic aspects, including the effectiveness of its supervisory function over the implementation of the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP). The RJPP and RKAP incorporate targets, programs, and initiatives relating to economic, environmental, social, and governance aspects, all of which form part of the performance assessment parameters for the Board of Commissioners. The evaluation also considers the effectiveness of the Board of Commissioners in overseeing the achievement of the Company's objectives, risk management, compliance with applicable laws and regulations, the implementation of Good Corporate Governance (GCG) principles, and support for the execution of the Company's sustainability strategy.

The evaluation is conducted independently by the Nomination and Remuneration Committee, chaired

Independen melalui metode *self-assessment* dan *peer evaluation* yang dilakukan setiap tahun. Proses evaluasi tersebut bertujuan untuk menilai efektivitas pelaksanaan tugas, kualitas pengambilan keputusan, kompetensi anggota Dewan Komisaris, serta kontribusinya dalam mendukung pencapaian tujuan strategis dan keberlanjutan Perseroan.

Dewan Komisaris menyampaikan laporan perkembangan realisasi KPI secara triwulanan kepada Pemegang Saham. Hasil penilaian kinerja Dewan Komisaris dilaporkan dalam Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris. Penyampaian laporan tersebut dapat dilakukan melalui RUPS atau secara sirkuler.

Hasil evaluasi menjadi dasar dalam penyusunan rencana tindak lanjut dan perbaikan berkelanjutan, yang dapat mencakup penguatan kompetensi melalui program pengembangan, penyempurnaan strategi dan mekanisme pengawasan, penyesuaian komposisi Dewan Komisaris sesuai kebutuhan organisasi, peningkatan penerapan praktik tata kelola dan bisnis yang lebih baik, serta penyesuaian remunerasi yang mencerminkan tingkat pencapaian kinerja dan kontribusi Dewan Komisaris dalam mengawasi pengelolaan dampak Perseroan terhadap aspek ekonomi, lingkungan, dan sosial secara berkelanjutan.

Berikut informasi hasil penilaian Dewan Komisaris Perseroan berdasarkan KPI selama tahun 2025 disampaikan pada tabel berikut:

by the Independent Commissioner, through annual self-assessments and peer evaluations. The evaluation process is intended to assess the effectiveness of the Board of Commissioners in carrying out its duties, the quality of its decision-making, the competencies of its members, and their contributions to achieving the Company's strategic objectives and long-term sustainability.

The Board of Commissioners submits quarterly reports on the progress of KPI achievement to the Shareholders. The results of the Board's performance evaluation are disclosed in the Board of Commissioners' Supervisory Report, which may be presented either through the General Meeting of Shareholders (GMS) or by circular resolution.

The evaluation results serve as the basis for follow-up actions and continuous improvement initiatives, which may include strengthening competencies through development programs, enhancing supervisory strategies and mechanisms, adjusting the composition of the Board of Commissioners in line with organizational needs, improving corporate governance and business practices, and refining the remuneration structure to reflect the Board's performance achievements and contributions in overseeing the Company's management of its economic, environmental, and social impacts in a sustainable manner.

Information on the performance assessment results of the Company's Board of Commissioners based on the 2025 KPIs is presented in the following table.

Skor Pencapaian KPI Kolegial Dewan Komisaris Board of Commissioners Collegial KPI Achievement Score	**100% dari target 100%** **100% of the 100% target**			
Skor Pencapaian KPI Masing-Masing Dewan Komisaris KPI Achievement Score for Each Board of Commissioners	**Nama** Name	**Jabatan** Position	**Target KPI** KPI Target	**Tingkat Pencapaian KPI** KPI Achievement Level
	Raden Mas Aris Santosa	Komisaris Utama President Commissioner	100%	100%
	Sosialisman Hidayat Hasibuan	Komisaris Commissioner	100%	100%
	Faturohman	Komisaris Commissioner	100%	100%
	Budi Mantoro	Komisaris Commissioner	100%	100%
	Moekhlas Sidik	Komisaris Commissioner	100%	100%

PENILAIAN KINERJA DIREKSI

Untuk Direksi, evaluasi kinerja difokuskan pada pencapaian *Key Performance Indicator* (KPI) baik secara kolegial maupun individual yang mencerminkan keberhasilan pelaksanaan strategi dan pengelolaan Perseroan secara menyeluruh. Penilaian tersebut mencakup indikator ekonomi, seperti profitabilitas dan kinerja keuangan Perseroan; indikator lingkungan, seperti efisiensi penggunaan bahan bakar kapal melalui pencapaian *Vessel Speed* (*On Time Performance*) yang berkontribusi terhadap pengurangan emisi; serta indikator sosial, seperti pemenuhan Tingkat Komponen Dalam Negeri (TKDN) dalam pengadaan barang dan jasa serta peningkatan representasi perempuan dalam *Nominated Talent*. Selain itu, evaluasi juga mempertimbangkan aspek tata kelola, manajemen risiko, kepatuhan terhadap regulasi, efektivitas implementasi program strategis, serta pencapaian target keberlanjutan yang telah ditetapkan Perseroan.

Evaluasi dilakukan melalui proses verifikasi independen oleh kantor akuntan publik serta pengawasan dan penelaahan oleh Dewan Komisaris yang dilaksanakan secara tahunan. Hasil evaluasi tersebut menjadi dasar untuk menilai efektivitas kepemimpinan Direksi dalam mencapai sasaran strategis, mengelola risiko, meningkatkan kinerja operasional, serta menciptakan nilai jangka panjang bagi Perseroan dan para pemangku kepentingan.

Berdasarkan hasil evaluasi, Perseroan dapat mengambil berbagai langkah tindak lanjut, antara lain rotasi atau pergantian Direksi, penyempurnaan strategi dan kebijakan operasional, penguatan sistem pengendalian dan manajemen risiko, pelaksanaan program pengembangan kompetensi dan kepemimpinan, serta penyesuaian remunerasi yang selaras dengan tingkat pencapaian kinerja. Langkah-langkah tersebut dilakukan untuk mendorong perbaikan berkelanjutan dan memastikan pengelolaan dampak Perseroan terhadap aspek ekonomi, lingkungan, dan sosial dilaksanakan secara efektif, bertanggung jawab, dan berkelanjutan.

HASIL PENILAIAN KINERJA DIREKSI SECARA INDIVIDU

Sesuai dengan ketentuan Peraturan Nomor PER-2/MBU/03/2023 Pasal 105, perhitungan pencapaian KPI Direksi, baik secara kolegial maupun individual, direviu oleh Kantor Akuntan Publik yang mengaudit

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The performance evaluation of the Board of Directors focuses on the achievement of Key Performance Indicators (KPIs), both collectively and individually, reflecting the successful implementation of the Company's strategy and overall corporate management. The assessment covers economic indicators, such as profitability and the Company's financial performance; environmental indicators, including fuel efficiency through the achievement of Vessel Speed (On-Time Performance), which contributes to emissions reduction; and social indicators, such as compliance with Domestic Component Level (TKDN) requirements in the procurement of goods and services and increased female representation within the Nominated Talent pool. In addition, the evaluation considers corporate governance, risk management, regulatory compliance, the effectiveness of strategic program implementation, and the achievement of the Company's sustainability targets.

The evaluation is conducted through an independent verification process performed by a public accounting firm, complemented by the oversight and review of the Board of Commissioners on an annual basis. The evaluation results serve as the basis for assessing the effectiveness of the Board of Directors' leadership in achieving strategic objectives, managing risks, improving operational performance, and creating long-term value for the Company and its stakeholders.

Based on the evaluation results, the Company may undertake various follow-up actions, including the rotation or replacement of members of the Board of Directors, refinement of corporate strategies and operational policies, strengthening of internal control and risk management systems, implementation of competency development and leadership enhancement programs, and adjustments to remuneration in line with performance achievements. These measures are intended to promote continuous improvement and ensure that the Company's management of its economic, environmental, and social impacts is carried out effectively, responsibly, and sustainably.

INDIVIDUAL PERFORMANCE ASSESSMENT RESULTS OF THE BOARD OF DIRECTORS

In accordance with Article 105 of Regulation Number PER-2/MBU/03/2023, the calculation of the Board of Directors' KPI achievement, both collectively and individually, is reviewed by the Public Accounting

Laporan Keuangan Perseroan. Sejalan dengan ketentuan tersebut, pada tahun 2025 reviu atas pencapaian KPI Individu Direksi dilakukan oleh KAP Djoko, Sidik & Indra guna memastikan independensi, objektivitas, dan keandalan hasil penilaian kinerja Direksi. Berikut informasi skor akhir untuk masing-masing KPI Individu Direksi PT PELNI (Persero) tahun 2025 disampaikan pada tabel sebagai berikut:

Firm that audits the Company's financial statements. In line with this provision, the review of the individual KPI achievements of the Board of Directors for 2025 was conducted by KAP Djoko, Sidik & Indra to ensure the independence, objectivity, and reliability of the performance assessment results. The final scores for each Individual KPI of the members of the Board of Directors of PT PELNI (Persero) for 2025 are presented in the following table.

Skor Pencapaian KPI Kolegial Direksi **Board of Directors Collegial KPI Achievement Score**	**105,99 dari target 100** **105.99 of the 100 target**			
	Nama Name	**Jabatan** Position	**Target KPI** KPI Target	**Tingkat Pencapaian KPI** KPI Achievement Level
Skor Pencapaian KPI Masing-Masing Direksi **KPI Achievement Score for Each Board of Directors**	Tri Andayani	Direktur Utama President Director	100	105,00
	Nuraini Dessy W.	Direktur Usaha Angkutan Penumpang Director of Passenger Business	100	103,05
	Heri Purnomo	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	100	101,20
	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	100	102,30
	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Business and Sea Toll	100	103,89
	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	100	102,54

PERAN BADAN TATA KELOLA TERTINGGI DALAM PELAPORAN KEBERLANJUTAN [GRI 2-14]

ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING [GRI 2-14]

Dalam hal pelaporan berkelanjutan, Direksi sebagai badan tata kelola tertinggi bertanggung jawab untuk meninjau dan menyetujui informasi yang dilaporkan. Penyetujuan laporan ditandai secara resmi dengan tanda tangan dari anggota Direksi yang menegaskan tanggung jawab dan dukungan penuh dari pihak manajemen terhadap isi laporan. Dengan demikian, proses peninjauan dan persetujuan laporan keberlanjutan tidak hanya menjadi bentuk verifikasi, tetapi juga simbol dari komitmen Perseroan dan manajemen terhadap praktik bisnis yang berkelanjutan dan transparan.

Adapun proses publikasi Laporan Keberlanjutan, Direktur berperan dalam mengkaji, memutuskan, dan mengevaluasi proses pelaporan. Direktur bertanggung jawab penuh atas seluruh isi laporan, termasuk topik material yang dilaporkan. Untuk memastikan keakuratan dan keandalan laporan, Direktur mengkoordinasikan serta menerima laporan kemajuan dalam penyusunan Laporan Keberlanjutan selama proses pengembangannya.

Dalam proses penyusunan, Divisi Manajemen Risiko & ESG turut membantu Direktur untuk mengkaji dan memastikan bahwa laporan telah disusun sesuai dengan standar yang berlaku. Proses peninjauan dan persetujuan isi laporan mengacu pada kesesuaian pengungkapan dengan standar GRI, dan POJK, serta dijamin oleh pihak penjamin independen. Evaluasi laporan dilakukan melalui pertemuan formal, di mana laporan dikaji secara menyeluruh sebelum diajukan untuk persetujuan lebih lanjut. Pada tahap akhir, laporan akan dikaji oleh Dewan Komisaris sebelum akhirnya disetujui. Sebagai bentuk bukti keterlibatan dan persetujuan, terlampir "Surat Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Keberlanjutan" yang menyatakan tanggung jawab Direksi dan Dewan Komisaris atas informasi yang disampaikan dalam laporan ini.

With respect to sustainability reporting, the Board of Directors, as the Company's highest governance body, is responsible for reviewing and approving the information disclosed in the Sustainability Report. Formal approval of the report is evidenced by the signatures of the members of the Board of Directors, signifying management's responsibility for and full endorsement of the report's contents. Accordingly, the review and approval process serves not only as a verification mechanism but also as a demonstration of the Company's and management's commitment to sustainable and transparent business practices.

In the publication of the Sustainability Report, the Board of Directors is responsible for reviewing, approving, and evaluating the reporting process. The Board of Directors assumes full responsibility for the contents of the report, including the material topics disclosed. To ensure the accuracy and reliability of the report, the Board of Directors coordinates and receives periodic progress updates throughout the preparation of the Sustainability Report.

During the reporting process, the ESG & Risk Management Division supports the Board of Directors in reviewing the report and ensuring that it has been prepared in accordance with the applicable standards. The review and approval process is based on compliance with the disclosure requirements of the GRI Standards, and the Financial Services Authority (OJK) regulations, with assurance provided by an independent assurance provider. The report is evaluated through formal meetings, during which its contents are comprehensively reviewed before being submitted for further approval. At the final stage, the report is reviewed by the Board of Commissioners prior to its approval. As evidence of the involvement and approval of the Company's governing bodies, a Statement of Responsibility of the Members of the Board of Commissioners and the Board of Directors for the Sustainability Report is attached, affirming the responsibility of both the Board of Directors and the Board of Commissioners for the information presented in this Report.

PENINGKATAN KOMPETENSI DEWAN KOMISARIS, DIREKSI, DAN KOMITE SUSTAINABILITY TERKAIT PENERAPAN BERKELANJUTAN [OJK E.2] [GRI 2-10, 2-17, 2-18, 2-19]

CAPACITY BUILDING FOR THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND SUSTAINABILITY COMMITTEE ON SUSTAINABILITY IMPLEMENTATION [OJK E.2] [GRI 2-10, 2-17, 2-18, 2-19]

Kompetensi dan keahlian masing-masing anggota Dewan Komisaris dan Direksi disesuaikan dengan kebutuhan strategis serta ruang lingkup tugas pada masing-masing direktorat dan departemen di PELNI. Penyesuaian tersebut dilakukan untuk memastikan tersedianya kapabilitas kepemimpinan yang memadai dalam mendukung pencapaian tujuan bisnis, pengelolaan risiko, penerapan tata kelola perusahaan yang baik, serta pelaksanaan strategi keberlanjutan Perseroan.

Sejalan dengan hal tersebut, dalam rangka memperkuat kompetensi Dewan Komisaris dan Direksi terkait pengelolaan dampak Perseroan terhadap aspek ekonomi, lingkungan, sosial, dan tata kelola (ESG), Perseroan secara berkelanjutan mendorong partisipasi semua manajemen kunci dalam berbagai program pelatihan, seminar, lokakarya, sertifikasi, forum diskusi, dan kegiatan peningkatan kapasitas lainnya yang relevan.

Merujuk pada komitmen tersebut, pada 2025, PELNI telah pengembangan kompetensi bagi Dewan Komisaris, Direksi, serta Komite Sustainability terkait dengan penerapan program berkelanjutan. Berikut adalah kompetensi dan keahlian masing-masing anggota Dewan Komisaris dan Direksi PELNI terkait dampak Perseroan terhadap aspek ekonomi/finansial (F), lingkungan (E), sosial (S), dan tata kelola (G). Adapun pelatihan dapat dilihat pada tabel di bawah ini:

The competencies and expertise of each member of the Board of Commissioners and the Board of Directors are aligned with the Company's strategic needs and the scope of responsibilities of each directorate and department within PELNI. This alignment is intended to ensure that the Company possesses the leadership capabilities required to support the achievement of its business objectives, effective risk management, the implementation of Good Corporate Governance (GCG), and the execution of the Company's sustainability strategy.

In line with this commitment, the Company continuously encourages the participation of all key management personnel in training programs, seminars, workshops, professional certifications, discussion forums, and other capacity-building initiatives relevant to managing the Company's economic, environmental, social, and governance (ESG) impacts.

Consistent with this commitment, throughout 2025, PELNI conducted competency development programs for the Board of Commissioners, the Board of Directors, and the Sustainability Committee to strengthen their capabilities in implementing the Company's sustainability initiatives. The competencies and expertise of each member of PELNI's Board of Commissioners and Board of Directors in relation to the Company's economic/financial (F), environmental (E), social (S), and governance (G) impacts are presented below. Details of the training programs are provided in the following table.

Dewan Komisaris
Board of Commissioners

No	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Penyelenggara Organizer	Tanggal Pelaksanaan Date of Event	F	E	S	G
1	Muhammad Awaluddin	Komisaris Utama President Commissioner	*Profesional Recognition Program (PRP) for QIA (Qualified Internal Auditor) Certification*	Yayasan Pendidikan Internal Audit (YPIA)	23 – 24 Mei 2025 May 23 – 24, 2025	√			
2	Faturohman	Komisaris Commissioner	*Qualified Risk Oversight Professional* (QROP)	Ikatan Komite Audit Indonesia	15 – 16 Oktober 2025 October 15 – 16, 2025	√			

Dewan Komisaris
Board of Commissioners

No	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Penyelenggara Organizer	Tanggal Pelaksanaan Date of Event	F	E	S	G
3	Budi Mantoro	Komisaris Commissioner	*Risk-Based Audit Training Program*	Crowe Global	15 Mei 2025 May 15, 2025	√			
			Overview of the Implementation of Internal Control Over Financial Reporting (ICOFR) at PT Pelayaran Nasional Indonesia (Persero)"	KAP Heliantono dan Rekan	10 November 2025 November 10, 2025	√			
4	Kristia Budiyarto	Komisaris Independen Independent Commissioner	*Expansive Leadership Program for BOD/BOC*	PT Mediatama Sinergi Emas	7 – 8 Agustus 2025 August 7 – 8, 2025				√
5	Raden Suhartono	Komisaris Commissioner	*Certification in Auditee Committee Practices*	Ikatan Komite Audit Indonesia	17 - 19 Juni 2025 June 17 – 19, 2025				√
			Risk-Based Audit Training Program	Crowe Global	15 Mei 2025 May 15, 2025				√
			Qualified Risk Oversight Professional (QROP)	Ikatan Komite Audit Indonesia	15 – 16 Oktober 2025 October 15 – 16, 2025				√

Keterangan:
Note:
F : *Financial*
E : *Environment*
S : *Social*
G : *Governance*

Direksi
Board of Directors

No	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Penyelenggara Organizer	Tanggal Pelaksanaan Date of Event	F	E	S	G
1	Tri Andayani	Direktur Utama President Director	*GRC Summit 2025 "Resilience to Sustainability: Leading through GRC in the Post-Digital Era"*	Center Risk Management & Sustainability (CRMS)	21 - 22 Agustus 2025 August 21 - 22, 2025				√
			ACGF Innovative Finance Clinic: Green and Resilient Ports in Southeast Asia	ADB	16 - 17 Oktober 2025 October 16 - 17, 2025	√	√		

Direksi
Board of Directors

No	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Penyelenggara Organizer	Tanggal Pelaksanaan Date of Event	F	E	S	G
2	Nuraini Dessy W.	Direktur Usaha Angkutan Penumpang Director of Passenger Business	*New CGLP "Internalizing Integrated Mindset Toward Sustainable Long-Term Value Creation*	Yayasan IICD (Indonesian Institute For Corporate Directorship)	18 - 19 Juni 2025 June 18 - 19, 2025				√
			GRC Summit 2025 "Resilience to Sustainability: Leading through GRC in the Post-Digital Era"	Center Risk Management & Sustainability (CRMS)	21 - 22 Agustus 2025 August 21 - 22, 2025				√
			Overview of the Implementation of Internal Control Over Financial Reporting (ICOFR) at PT Pelayaran Nasional Indonesia (Persero)"	KAP Heliantono dan Rekan	10 November 2025 November 10, 2025	√			
3	Heri Purnomo	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	*GRC Summit 2025 "Resilience to Sustainability: Leading through GRC in the Post-Digital Era"*	Center Risk Management & Sustainability (CRMS)	21 - 22 Agustus 2025 August 21 - 22, 2025				√
			Overview of the Implementation of Internal Control Over Financial Reporting (ICOFR) at PT Pelayaran Nasional Indonesia (Persero)"	KAP Heliantono dan Rekan	10 November 2025 November 10, 2025	√			
			Danantara *Strategic Human Capital Directors Certificate Program*	PPM Managemenet dan Danantara Indonesia	10-18 Desember 2025 December 10 - 18, 2025			√	

Direksi
Board of Directors

No	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Penyelenggara Organizer	Tanggal Pelaksanaan Date of Event	F	E	S	G
4	Anik Hidayati	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Sertifikasi Akuntan Profesionel Tingkat Lanjutan Advanced Professional Accountant Certification	BSE School of Excellent bersama Ikatan Akuntan Indonesia	16 - 25 Januari 2025 January 16 - 25, 2025	√			
			Aspek Akuntansi, Perpajakan dan Legal Untuk Merger, Akuisisi dan *Spin-Off* Badan Usaha Accounting, Taxation, and Legal Aspects of Mergers, Acquisitions, and Spin-Offs	Ikatan Akuntan Indonesia	11 - 13 Juni 2025 June 11 - 13, 2025	√			√
			GRC Summit 2025 "Resilience to Sustainability: Leading through GRC in the Post-Digital Era"	Center Risk Management & Sustainability (CRMS)	21 - 22 Agustus 2025 August 21 - 22, 2025				√
			ACGF Innovative Finance Clinic: Green and Resilient	ADB	16 - 17 October 2025 October 16 - 17, 2025	√			√
5	Kokok Susanto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo Business and Sea Toll	Business Indonesia BUMN Forum 2025	Bisnis Indonesia	22 Mei 2025 May 22, 2025				√
			GRC Summit 2025 "Resilience to Sustainability: Leading through GRC in the Post-Digital Era"	Center Risk Management & Sustainability (CRMS)	21 - 22 Agustus 2025 August 21 - 22, 2025				√
			CERG (Certified in Enterprise Risk Governance)	Enterprise Risk Management Academy (ERMA)	2-4 Desember 2025 December 2 - 4, 2025				√

Direksi
Board of Directors

No	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Penyelenggara Organizer	Tanggal Pelaksanaan Date of Event	F	E	S	G
6	Robert M.P. Sinaga	Direktur Armada dan Teknik Director of Fleet and Engineering	Konferensi Nasional Professional Manajemen Risiko XI *(Toward Golden Indonesia 2045: Risk Management as a Competitive Edge in a Complex World, Preparedness, Agility and Adaptation)*	LSP Manajemen Risiko (LSPMR)	27 - 28 November 2025 November 27 - 28 2025				√
			Risk Beyond International Conference 2025 (Risk Odyssey: Engineering Momentum, Building a Resilient)	Enterprise Risk Management Academy	4- 5 Desember 2025 December 4 - 5, 2025				√

Keterangan:
Note:
F : *Financial*
E : *Environment*
S : *Social*
G : *Governance*

Komite Sustainability
Sustainability Committee

Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Ketua Merangkap Pengelola Pertumbuhan Perseroan dan Pengembangan Bisnis Chairperson Concurrently serves as Corporate Growth and Business Development Manager	Tatang Ruskianta Dasuki	VP Manajemen Risiko & ESG VP of ESG & Risk Management	Webinar *Safety Talk* dengan Tema "Keselamatan dan Keamanan Kapal di Area Pelabuhan" Tahun 2025 Safety Talk Webinar 2025 "Ship Safety and Security in Port Areas"	20 Januari 2025 January 20, 2025			√	
			Workshop ERM ISO 31000 dan Implementasi RMIS ERM ISO 31000 Workshop and RMIS Implementation	25-27 Februari 2025 February 25 - 27, 2025				√
			Webinar ESG PELNI SPEKTRA *Series-1* Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025		√	√	√
			Internal Control Over Financial Reporting (ICOFR)	5 – 6 Mei 2025 May 5 – 6, 2025	√			

Komite Sustainability
Sustainability Committee

Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
			Pelatihan *BSE Masterclass "Global Trade Tensions : Turning Crisis into Opportunity"* BSE Masterclass Training "Global Trade Tensions: Turning Crisis into Opportunity"	28 Mei 2025 May 28, 2025	√			
			Training *Self Assessment Risk Maturity Index* (RMI) PT PELNI (Persero) PT PELNI (Persero) Risk Maturity Index (RMI) Self-Assessment Training	13 Juni 2025 June 13, 2025				√
			Webinar PELNI - SPEKTRA *(Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks Series-2 Beyond the Waves:* Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025		√		
			Webinar PELNI-SPEKTRA *(Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3 Our Waste, Our Responsibility:* Jebakan Plastik dan Apa yang bisa kita lakukan Webinar of PELNI-SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3: Our Waste, Our Responsibility: Plastic Trap and What We Can Do About It	22 Agustus 2025 August 22, 2025		√		
			Business Process Mapping (BPM) and Risk Control Matrix (RCM) Internal Control Over Financial Reporting (ICOFR) Workshop at PT PELNI (Persero)	10-14 November 2025" November 10 - 14, 2025				√
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
			Webinar ESG PELNI SPEKTRA *Talks #Series-4* Webinar of ESG PELNI SPEKTRA Talks #Series-4	14 November 2025 November 14, 2025		√	√	√
			Pelatihan PSAK 118 dan PSPK (IFRS 118) PSAK 118 and PSPK (IFRS 118) Training	30 - 31 Oktober 2025 October 30 - 31, 2025	√			

Komite Sustainability
Sustainability Committee

Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Wakil Ketua Merangkap Pengelola Tata Kelola Serta Pengelola Pertumbuhan Perseroan dan Pengembangan Bisnis Vice Chairperson Concurrently Managing Corporate Governance Managing Corporate Growth and Business Development	Taufik MR	VP Perencanaan Perseroan dan Manajemen Terintegrasi VP of Corporate Planning and Integrated Management	Program *Training* Audit Berbasis Risiko (*Risk-Based Audit*) Risk-Based Audit Training Program	15 Mei 2025 May 15, 2025				√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
	Balan Aji Bramantyo	Manager ESG ESG Manager	Pelatihan dan Sertifikasi ISO 14064 GHG ISO 14064 GHG Training and Certification Accounting Lead Verifier Certification Program	13 – 16 Januari 2025 January 13 – 16, 2025		√		
			Pelatihan *Sustainability Information Ecosystem* Sustainability Information Ecosystem Training	19-20 Februari 2025 February 19 – 20, 2025		√		
			Training & Sertifikasi *Certificates Sustainability for Finances* (CertSF) Training & Certification Certificates Sustainability for Finances (CertSF)	10 – 25 Mei 2025	√			
			Pelatihan dan Sertifikasi Manajer Energi di Sektor Maritim Training and Certification of Energy Managers in the Maritime Sector	23 – 26 September 2025 September 25 – 26, 2025		√		
			Pelatihan dan Sertifikasi *GRI Certified Training Course* GRI Certified Training Course	7 – 9 Oktober 2025 October 7 – 9 , 2025		√	√	√
			Indonesia International Sustainability (IISF) Forum 2025	10 – 11 Oktober 2025 October 10 – 11, 2025		√	√	√

Komite Sustainability
Sustainability Committee

Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
• Sekretaris Komite • Merangkap Pengelola Lingkungan, Sosial dan Tata Kelola • Serta Pengelola Pertumbuhan Perseroan dan Pengembangan Bisnis • Committee Secretary • Concurrently Serving as Environmental, Social, and Governance Manager • Corporate Growth and Business Development Manager	Evan Eryanto	Sekretaris Perseroan Corporate Secretary	*Strategic Leadership Development Program* PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Pelatihan *Legal For Non Legal Professional* Legal Training for Non-Legal Professionals	30 - 31 Oktober 2025 October 30 - 31, 2025				√
Pengelola Lingkungan serta Pertumbuhan Perseroan dan Pengembangan Bisnis Environmental Management and Corporate Growth and Business Development	Fauziah Ferryna	VP Treasury & TJSL VP of Treasury & Corporate Social Responsibility (TJSL)	Pelatihan PSAK 118 dan PSPK (IFRS 118) PSAK 118 and PSPK (IFRS 118) Training	30 - 31 Oktober 2025	√			
			Certified Procurement Officer	13-31 Oktober 2025 October 13 – 31, 2025				√
			CSR Sustainability Reporting	22 – 23 Desember 2025 December 22 – 23, 2025		√	√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
			Workshop Business Process Mapping (BPM) dan *Risk Control Matrix* (RCM) *Internal Control Over Financial Reporting* (ICOFR) PT PELNI (Persero) Business Process Mapping (BPM) and Risk Control Matrix (RCM) Internal Control Over Financial Reporting (ICOFR) Workshop at PT PELNI (Persero)	10-14 November 2025" November 10 - 14, 2025				√

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Pengelola Lingkungan dan Sosial Environmental and Social Manager	Aldrin Dalimunte	Kepala DPA-QHSSE Head of DPA-QHSSE	Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Sertifikasi *Designated Person Ashore* (DPA) Designated Person Ashore (DPA) Certification	02 - 04 Juni 2025 June 2 - 4, 2025		√	√	
			Internal Auditor ISPS Code ISPS Code Internal Auditor	06-08 Oktober 2025 October 5 - 8, 2025			√	
			Sertifikasi *Internal Auditor ISM Code* ISM Code Internal Auditor Certification	13 - 15 Oktober 2025 October 13 - 15, 2025		√	√	
Pengelola Sosial dan Tata Kelola Social and Governance Manager	Opik Taupik	VP SDM VP of Human Capital	Webinar PELNI - SPEKTRA (*Sustainability of PELNI for Environmental, Knowledge and Transformation*) Talks Series-2 Beyond the Waves: Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025		√		
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	

Komite Sustainability
Sustainability Committee

Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Pengelola Lingkungan dan Sosial Environmental and Social Manager	Repona Indah Periwi	VP Pelayanan Angkutan Penumpang VP of Passenger Transportation Services	Indonesia *CX Summit* 2025 (Customer Experience) Indonesia CX Summit 2025 (Customer Experience)	30 Januari 2025 January 30, 2025			√	
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
Lingkungan Environment	Romadhoni	VP Bahan Bakar VP of Fuel	Webinar *Safety Talk* dengan Tema "Keselamatan dan Keamanan Kapal di Area Pelabuhan" Tahun 2025 Safety Talk Webinar 2025 "Ship Safety and Security in Port Areas"	20 Januari 2025 January 20, 2025			√	
			Kegiatan Peringatan Bulan K3 Tahun 2025 " Webinar Waspada Gempa Megathrust" OHS Month Commemoration Activity 2025 "Megathrust Earthquake Alert Webinar"	11 Februari 2025 February 11, 2025			√	
			Webinar ESG PELNI SPEKTRA *Series-1* Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025		√	√	√
			Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Webinar PELNI - SPEKTRA (*Sustainability of* PELNI *for Environmental, Knowledge and Transformation*) *Talks Series-2 Beyond the Waves:* Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025		√		

Komite Sustainability
Sustainability Committee

Jabatan Pada Komite Sustainability Position in the Sustainability Committee	**Nama** Name	**Jabatan** Position	**Nama Pelatihan** Training Title	**Tanggal Pelaksanaan** Date of Event	F	E	S	G
Lingkungan Environment	Romadhoni	VP Bahan Bakar VP of Fuel	Webinar PELNI-SPEKTRA (*Sustainability of* PELNI *for Environmental, Knowledge and Transformation*) *Talks #Series-3 Our Waste, Our Responsibility:* Jebakan Plastik dan Apa yang bisa kita lakukan Webinar of PELNI-SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3: Our Waste, Our Responsibility: Plastic Trap and What We Can Do About It	22 Agustus 2025 August 22, 2025		√		
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
			Webinar ESG PELNI SPEKTRA Talks *#Series-4* Webinar of ESG PELNI SPEKTRA Talks #Series-4	14 November 2025 November 14, 2025	√	√	√	
	Budi Hardiansyah	VP Teknik VP of Engineering	*Strategic Leadership Development Program* PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025				
	Mardiyanto	VP Umum VP of General Affairs	Webinar ESG PELNI SPEKTRA *Series-1* Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025	√	√	√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025				

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Sosial Social	Rooshardianti	VP Pembelajaran dan Pengembangan VP of Learning and Development	Webinar ESG PELNI SPEKTRA *Series-1* Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025		√	√	√
			Webinar PELNI - SPEKTRA (*Sustainability of* PELNI *for Environmental, Knowledge and Transformation*) *Talks Series-2 Beyond the Waves:* Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025		√		
			Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Sosial Social	Simon	VP Pengawakan VP of Staffing	Kegiatan Peringatan Bulan K3 Tahun 2025 " Webinar Waspada Gempa Megathrust" OHS Month Commemoration Activity 2025 "Megathrust Earthquake Alert Webinar"	11 Februari 2025 February 11, 2025			√	
			Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Webinar Sosialisasi Pedoman Pelindungan Data Pribadi PT PELNI (Persero) Webinar on the Socialization of PT PELNI (Persero) Personal Data Protection Guidelines	25 Juni 2025 June 25, 2025			√	√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch I* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch I	04 -05 Agustus 2025 August 4 - 5, 2025			√	
Tata Kelola Governance	Agustinus Prima Wicaksono	VP Hukum & Kepatuhan VP of Legal & Compliance	Pelatihan Pembahasan dan Penyesuaian Perubahan ISO 37001:2016 menjadi ISO 37001:2025 serta pelatihan ISO 37301:2021 Sistem Manajemen Kepatuhan Training on Discussion and Adaptation of Changes from ISO 37001:2016 to ISO 37001:2025, and ISO 37301:2021 Compliance Management System Training	13 - 14 Juni 2025 June 13 - 14, 2025				√
			Pelatihan Pendidikan dan Sertifikasi Auditor Hukum (*Certified Legal Auditor*) Certified Legal Auditor Education and Certification Training	28 Oktober - 4 November 2025 October 28 - November 4, 2025				√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch I* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch I	04 -05 Agustus 2025 August 4 - 5, 2025			√	

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Tata Kelola Governance	Ralna Ayu Utami	Kepala SPI Head of Internal Audit	Program Training Audit Berbasis Risiko (*Risk-Based Audit*) Risk-Based Audit Training Program	15 Mei 2025 May 15, 2025				√
			Training Self Assessment Risk Maturity Index (RMI) PT PELNI (Persero) PT PELNI (Persero) Risk Maturity Index (RMI) Self-Assessment Training	13 Juni 2025 June 13, 2025				√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
	Indra Maulana	VP PSO & Subsidi VP of PSO & Subsidies	Webinar ESG PELNI SPEKTRA *Series-1* Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025	√	√	√	
			Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Webinar PELNI - SPEKTRA (*Sustainability of PELNI for Environmental, Knowledge and Transformation*) *Talks Series-2 Beyond the Waves:* Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025	√			

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	**Nama** Name	**Jabatan** Position	**Nama Pelatihan** Training Title	**Tanggal Pelaksanaan** Date of Event	F	E	S	G
Tata Kelola Governance	Indra Maulana	VP PSO & Subsidi VP of PSO & Subsidies	Webinar Sosialisasi Pedoman Pelindungan Data Pribadi PT PELNI (Persero) Webinar on the Socialization of PT PELNI (Persero) Personal Data Protection Guidelines	25 Juni 2025 June 25, 2025			√	√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Webinar PELNI-SPEKTRA (*Sustainability of PELNI for Environmental, Knowledge and Transformation*) *Talks #Series-3 Our Waste, Our Responsibility:* Jebakan Plastik dan Apa yang bisa kita lakukan Webinar of PELNI-SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3: Our Waste, Our Responsibility: Plastic Trap and What We Can Do About It	22 Agustus 2025 August 22, 2025		√		
			Webinar ESG PELNI SPEKTRA *Talks #Series-4* Webinar of ESG PELNI SPEKTRA Talks #Series-4	14 November 2025 November 14, 2025		√	√	√

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Pertumbuhan Perseroan dan Pengembangan Bisnis Corporate Growth and Business Development	Hana Suhardi	VP Pengembangan Bisnis VP of Business Development	Webinar *Safety Talk* dengan Tema "Keselamatan dan Keamanan Kapal di Area Pelabuhan" Tahun 2025 Safety Talk Webinar 2025 "Ship Safety and Security in Port Areas"	20 Januari 2025 January 20, 2025			√	
			Kegiatan Peringatan Bulan K3 Tahun 2025 " Webinar Waspada Gempa *Megathrust*" OHS Month Commemoration Activity 2025 "Megathrust Earthquake Alert Webinar"	11 Februari 2025 February 11, 2025			√	
			Webinar ESG PELNI SPEKTRA Series-1 Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025		√	√	√
			Webinar PELNI - SPEKTRA (*Sustainability of* PELNI *for Environmental, Knowledge and Transformation*) *Talks Series-2 Beyond the Waves:* Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025		√		
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Pertumbuhan Perseroan dan Pengembangan Bisnis Corporate Growth and Business Development	I Komang Budiwastawan	VP Usaha Barang Konsumen dan Penunjang (UBKP) VP of Consumer Goods and Supporting Business (UBKP)	Webinar Sosialisasi Pedoman Pelindungan Data Pribadi PT PELNI (Persero) Webinar on the Socialization of PT PELNI (Persero) Personal Data Protection Guidelines	25 Juni 2025 June 25, 2025			√	√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025 PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
	Berryl A. Insanul Firdaus	VP Usaha Komersial VP of Commercial Business	Pelatihan Pembahasan dan Penyesuaian Perubahan ISO 37001:2016 menjadi ISO 37001:2025 serta pelatihan ISO 37301:2021 Sistem Manajemen Kepatuhan Training on Discussion and Adaptation of Changes from ISO 37001:2016 to ISO 37001:2025, and ISO 37301:2021 Compliance Management System Training	13 - 14 Juni 2025 June 13 -14, 2025				√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Pertumbuhan Perseroan dan Pengembangan Bisnis Corporate Growth and Business Development	Angga Krisosa	VP Teknologi Informasi VP of Information Technology	Kegiatan Peringatan Bulan K3 Tahun 2025 " Webinar Waspada Gempa *Megathrust*" OHS Month Commemoration Activity 2025 "Megathrust Earthquake Alert Webinar"	11 Februari 2025 February 11, 2025			√	
			Webinar ESG PELNI SPEKTRA *Series-1* Webinar of ESG PELNI SPEKTRA Series-1	14 Maret 2025 March 14, 2025		√	√	√
			Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Training *Self Assessment Risk Maturity Index* (RMI) PT PELNI (Persero) PT PELNI (Persero) Risk Maturity Index (RMI) Self-Assessment Training	13 Juni 2025 June 13, 2025				√
			Webinar PELNI - SPEKTRA (*Sustainability of* PELNI *for Environmental, Knowledge and Transformation*) *Talks Series-2 Beyond the Waves:* Menyelami Krisis Laut dan Solusinya Webinar of PELNI - SPEKTRA (Sustainability of PELNI for Environmental, Knowledge, and Transformation) Talks Series 2 Beyond the Waves: Exploring the Marine Crisis and Its Solutions	19 Juni 2025 June 19, 2025		√		
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch II* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch II	11-12 Agustus 2025 August 11 - 12, 2025			√	

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Jabatan Pada Komite Sustainability Position in the Sustainability Committee	Nama Name	Jabatan Position	Nama Pelatihan Training Title	Tanggal Pelaksanaan Date of Event	F	E	S	G
Pertumbuhan Perseroan dan Pengembangan Bisnis Corporate Growth and Business Development	Angga Krisosa	VP Teknologi Informasi VP of Information Technology	Webinar PELNI-SPEKTRA (*Sustainability of* PELNI *for Environmental, Knowledge and Transformation*) *Talks #Series-3 Our Waste, Our Responsibility:* Jebakan Plastik dan Apa yang bisa kita lakukan Webinar of PELNI-SPEKTRA (Sustainability of PELNI for Environmental, Knowledge and Transformation) Talks #Series-3: Our Waste, Our Responsibility: Plastic Trap and What We Can Do About It	22 Agustus 2025 August 22, 2025		√		
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025, PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	
	Fitri Reckitta Dewi	VP Akuntansi dan Manajemen Keuangan VP of Accounting and Financial Management	Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan Radio Officer dalam Peningkatan Keselamatan Bernavigasi Safety Talk Webinar: Socialization and Implementation of SRS and DSC for Masters, Deck Officers, and Radio Officers to Improve Navigational Safety	9 Mei 2025 May 9, 2025			√	
			Program Training Audit Berbasis Risiko (*Risk-Based Audit*) Risk-Based Audit Training Program	15 Mei 2025 May 15, 2025				√
			Strategic Leadership Development Program PT PELNI (Persero) Tahun 2025 - *Fase 0 Batch I* PT PELNI (Persero) Strategic Leadership Development Program 2025 - Phase 0 Batch I	04 -05 Agustus 2025 August 4 - 5, 2025			√	
			Pelatihan PSAK 118 dan PSPK (IFRS 118) PSAK 118 and PSPK (IFRS 118) Training	30 - 31 Oktober 2025 October 30 - 31, 2025	√			
			Workshop Kewirausahaan PT PELNI (Persero) Tahun 2025, PT PELNI (Persero) Entrepreneurship Workshop 2025	04 November 2025 November 4, 2025			√	

Keterangan:
Note:
F : *Financial*
E : *Environment*
S : *Social*
G : *Governance*

Keterangan Warna:
Color Description:

- Posisi Utama di komite
  Main Position in Committee
- Rangkap Jabatan di Komite
  Concurrent Position in Committee
- Pengelola pada Bagian Lingkungan, Sosial, Tata Kelola serta Pertumbuhan Perseroan dan Pengembangan Bisnis
  Management of the Environment, Social, Governance, and Corporate Growth and Business Development

PELAKSANAAN ESG & SUSTAINABILITY
ESG & SUSTAINABILITY IMPLEMENTATION

PT PELNI (Persero) melakukan penyusunan Implementasi ESG & Sustainability Tahun 2025-2029. Implementasi tersebut meliputi:
1. Penyusunan pedoman & *roadmap* ESG Tahun 2025-2029;
2. Penyusunan strategi penerapan prinsip-prinsip ESG yang sesuai dengan kondisi Perseroan dan sejalan dengan keinginan seluruh *stakeholder* PT PELNI (Persero);
3. Penyusunan ESG *Pillar*, *Sustainability Framework*, dan ESG KPI yang sesuai dengan rencana kerja PT PELNI (Persero);
4. Penyusunan *Materiality Matrix* Perseroan yang sesuai dengan urgensi dan strategi ESG PT PELNI (Persero).

PT PELNI (Persero) has developed its 2025–2029 ESG & Sustainability Implementation Plan. The implementation covers the following key initiatives:
1. Development of the 2025–2029 ESG Guidelines and Roadmap;
2. Formulation of strategies for implementing ESG principles that are aligned with the Company's business conditions and the expectations of all PT PELNI (Persero) stakeholders;
3. Development of the Company's ESG Pillars, Sustainability Framework, and ESG Key Performance Indicators (KPIs) in line with PT PELNI (Persero)'s business plan;
4. Preparation of the Company's Materiality Matrix based on the Company's ESG priorities and strategic direction.

PENANGANAN BENTURAN KEPENTINGAN [2-15]
MANAGEMENT OF CONFLICTS OF INTEREST [2-15]

PENGUATAN KEBIJAKAN BENTURAN KEPENTINGAN (*CONFLICT OF INTEREST*)

Sebagai tindak lanjut arahan BP BUMN, PT PELNI (Persero) dan anak Perseroan telah memiliki kebijakan COI yang dituangkan dalam:

1. *Board Manual* Dewan Komisaris dan Direksi;
2. *Code of Conduct*;
3. Pernyataan Komitmen dan Pakta Integritas Dewan Komisaris, Direksi, dan Insan Perseroan. Kebijakan serupa juga telah diterapkan di PT PBM SBN dan PT PID untuk memastikan keselarasan penerapan GCG di seluruh PELNI Group.

STRENGTHENING THE CONFLICT OF INTEREST POLICY

As a follow-up to the directives of the State-Owned Enterprises Supervisory Agency, PT PELNI (Persero) and its subsidiaries have established Conflict of Interest (COI) policies, which are incorporated into the following corporate governance documents:
1. The Board Manual for the Board of Commissioners and Board of Directors;
2. The Code of Conduct; and
3. The Commitment Statement and Integrity Pact signed by the Board of Commissioners, the Board of Directors, and all Company personnel. Similar policies have also been implemented at PT PBM SBN and PT PID to ensure the consistent application of Good Corporate Governance (GCG) principles throughout the PELNI Group.

UPAYA PENCEGAHAN BENTURAN KEPENTINGAN

Untuk menghindari dan mengatasi potensi benturan kepentingan, anggota Dewan Komisaris dan Direksi PELNI wajib mengungkapkan setiap potensi benturan kepentingan, termasuk kepemilikan saham pribadi,

CONFLICT OF INTEREST PREVENTION MEASURES

To prevent and manage potential conflicts of interest, members of the Board of Commissioners and Board of Directors are required to disclose any actual or potential conflicts of interest, including personal share ownership,

hubungan keluarga, atau bisnis dengan pihak lain yang dapat mempengaruhi independensinya. Anggota Dewan Komisaris dan Direksi dilarang memanfaatkan Perseroan untuk kepentingan pribadi atau pihak lain yang merugikan Perseroan, serta tidak diperbolehkan mengambil keuntungan pribadi dari kegiatan Perseroan, kecuali penghasilan resmi yang telah ditetapkan. Anggota Dewan Komisaris dan Direksi diwajibkan untuk menandatangani Surat Pernyataan tentang Ketiadaan Benturan Kepentingan dan Pakta Integritas untuk setiap transaksi yang memerlukan persetujuan Dewan Komisaris dan/ atau RUPS/Menteri. Dokumen ini diperbarui setiap tahun atau sesuai ketentuan yang berlaku. Selain itu, Dewan Komisaris dan Direksi juga wajib melaporkan kepemilikan saham pribadi dan/atau saham keluarga kepada Sekretaris Perseroan untuk dicatat dalam Daftar Khusus, serta menyampaikan laporan harta kekayaan sesuai peraturan perundang-undangan.

family relationships, or business relationships with other parties that could affect their independence. Members of the Board of Commissioners and Board of Directors are prohibited from using the Company for personal gain or for the benefit of other parties in a manner that is detrimental to the Company. They are also prohibited from deriving personal benefits from the Company's activities, other than the official remuneration and benefits to which they are entitled. In addition, members of the Board of Commissioners and Board of Directors are required to sign a Statement of No Conflict of Interest and an Integrity Pact for every transaction requiring the approval of the Board of Commissioners and/or the General Meeting of Shareholders (GMS)/the Minister. These documents are updated annually or as otherwise required under the applicable regulations. Furthermore, the Board of Commissioners and Board of Directors are also required to disclose their personal and/or family share ownership to the Corporate Secretary for recording in the Special Register and to submit asset declarations in accordance with the prevailing laws and regulations.

Proses penghindaran benturan kepentingan di PELNI mencakup pengungkapan potensi benturan, larangan perangkapan jabatan, dan pelaporan kepemilikan saham. Anggota Dewan Komisaris dan Direksi dilarang merangkap jabatan yang dapat menimbulkan benturan kepentingan, kecuali atas penugasan khusus dari Menteri. Selain itu, anggota yang memiliki potensi benturan kepentingan tidak boleh terlibat dalam pengambilan keputusan yang berkaitan dengan benturan tersebut. Sepanjang tahun 2025, terkait rangkap jabatan yang dimiliki oleh masing-masing Dewan Komisaris dan Direksi PELNI tidak bersifat signifikan karena tidak mengganggu waktu, perhatian, maupun kewajiban mereka di Perseroan. [GRI 2-15]

PELNI's conflict of interest management process includes the disclosure of potential conflicts of interest, restrictions on concurrent positions, and the reporting of share ownership. Members of the Board of Commissioners and Board of Directors are prohibited from holding concurrent positions that may give rise to conflicts of interest, except where such appointments are made under a specific assignment from the Minister. Furthermore, members with a potential conflict of interest must abstain from participating in any deliberation or decision-making process related to the matter concerned. Throughout 2025, the concurrent positions held by members of PELNI's Board of Commissioners and Board of Directors were not considered significant, as they did not interfere with their time commitment, attention, or responsibilities in carrying out their duties within the Company. [GRI 2-15]

PENGELOLAAN KONFLIK KEPENTINGAN DEWAN KOMISARIS DAN DIREKSI [2-15]

MANAGEMENT OF CONFLICTS OF INTEREST OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS [2-15]

Sebagai Perseroan BUMN, PELNI memiliki kewajiban kepatuhan atas berbagai peraturan dan ketentuan terkait konflik dan benturan kepentingan Dewan Komisaris dan Direksi. Sebagaimana pula tertuang dalam Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Dewan Komisaris dan Direksi Perseroan berupaya memenuhi pengelolaan konflik dan benturan kepentingan, baik larangan atas rangkap jabatan di dalam dan di luar Perseroan, konflik kepentingan atas kepemilikan saham baik saham Perseroan maupun saham pemasok yang terlibat dalam rantai nilai, maupun transaksi afiliasi dan berelasi yang melibatkan Dewan Komisaris dan Direksi sebagaimana juga diungkapkan dalam Laporan Keuangan teraudit.

As a State-Owned Enterprise (SOE), PELNI is required to comply with various laws and regulations governing conflicts of interest involving the Board of Commissioners and the Board of Directors. As stipulated in the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, the Company's Board of Commissioners and Board of Directors are committed to effectively managing conflicts of interest. This includes compliance with restrictions on concurrent positions within and outside the Company, the management of conflicts arising from share ownership in the Company or in suppliers participating in the Company's value chain, as well as affiliated and related-party transactions involving members of the Board of Commissioners and the Board of Directors, as disclosed in the Company's audited financial statements.

PELNI juga mengungkapkan informasi material terkait benturan kepentingan dalam laporan tahunan serta laporan keuangan yang telah diaudit. Laporan ini mencakup kepemilikan saham, hubungan pihak terkait, dan transaksi dengan pihak terkait disertai saldo terutang atau kewajiban yang timbul dari transaksi tersebut. Dewan Komisaris menyampaikan laporan pengawasan kepada RUPS/Menteri, sementara Direksi wajib menyampaikan laporan triwulanan dan tahunan yang mencakup kepatuhan terhadap prinsip-prinsip GCG.

PELNI also discloses material information relating to conflicts of interest in its Annual Report and audited financial statements. Such disclosures include share ownership, related-party relationships, and related-party transactions, together with any outstanding balances or obligations arising from those transactions. The Board of Commissioners submits its supervisory reports to the General Meeting of Shareholders (GMS)/the Minister, while the Board of Directors is required to submit quarterly and annual reports that include information on compliance with the principles of Good Corporate Governance (GCG).

KOMUNIKASI MASALAH PENTING [2-16, 2-26]

COMMUNICATION OF CRITICAL CONCERNS [2-16, 2-26]

PELNI memiliki mekanisme untuk mengidentifikasi, mengelola, dan mengkomunikasikan masalah kritis kepada Dewan Komisaris dan Direksi. Masalah kritis adalah isu yang berdampak signifikan pada operasional, keuangan, reputasi, atau kepatuhan Perseroan terhadap peraturan yang berlaku, serta terhadap aspek Ekonomi, Sosial, Lingkungan, dan HAM.

PELNI has established mechanisms to identify, manage, and communicate critical concerns to the Board of Commissioners and the Board of Directors. Critical concerns are defined as issues that have a significant impact on the Company's operations, financial performance, reputation, regulatory compliance, or on its economic, social, environmental, and human rights impacts.

Komunikasi masalah kritis dilakukan melalui Nota Dinas sebagai sarana formal pelaporan yang mencakup temuan, analisis, dan rekomendasi tindak lanjut. Nota Dinas disampaikan oleh pelapor kepada manajemen senior untuk ditindaklanjuti. Jika masalah dinilai memiliki dampak strategis atau risiko tinggi, manajemen senior akan membawanya ke rapat internal Direksi dan menyampaikannya kepada Dewan Komisaris melalui rapat gabungan. Untuk masalah kritis yang mendesak atau berdampak langsung yang signifikan, Nota Dinas dapat disampaikan di luar jadwal rapat rutin guna memastikan penanganan yang cepat dan tepat. Sepanjang tahun 2025, tidak terdapat masalah kritis yang ditemukan dan disampaikan kepada Dewan Komisaris dan Direksi Perseroan.

Critical concerns are communicated through Internal Memoranda (Nota Dinas), which serve as the Company's formal reporting mechanism. These memoranda include the findings, analyses, and recommendations for follow-up actions and are submitted by the reporting unit to senior management for further action. Where an issue is considered to have strategic implications or presents a high level of risk, senior management escalates the matter to meetings of the Board of Directors and subsequently reports it to the Board of Commissioners through joint meetings. For urgent critical concerns or matters with significant immediate impacts, Internal Memoranda may be submitted outside the regular meeting schedule to ensure prompt and appropriate responses. Throughout 2025, no critical concerns were identified or reported to the Company's Board of Commissioners and Board of Directors.

ASESMEN GCG
GCG ASSESSMENT

Guna mengukur pelaksanaan GCG Perseroan, PELNI secara rutin melaksanakan pengukuran oleh pihak independen. Penilaian GCG oleh pihak eksternal tersebut bertujuan membuka peluang untuk memperoleh masukan-masukan berharga dalam mengidentifikasi area-area di mana Perseroan dapat terus menyempurnakan praktik GCG.

To evaluate the effectiveness of its Good Corporate Governance (GCG) implementation, PELNI regularly conducts governance assessments by an independent party. These external assessments are intended to provide valuable insights into areas where the Company can further strengthen and enhance its GCG practices.

Pada 2025, penilaian penerapan GCG dilakukan secara *self assessment* dengan perolehan **87,44 dengan predikat Sangat Baik** yang mencerminkan bahwa PELNI telah melakukan penerapan Tata Kelola Terintegrasi yang secara umum baik.

In 2025, the Company conducted a self-assessment of its GCG implementation and achieved a score of **87.44, earning the predicate "Very Good."** This result reflects that PELNI has implemented an integrated corporate governance system that is, overall, well established and effectively executed.

No.	Aspek Pengujian Indikator/Parameter Indicator/Parameter Assessment Aspect	Bobot Weight	Skor Score	% Capaian Achievement
1	Komitmen terhadap penerapan tata kelola secara berkelanjutan Commitment to the Sustainable Implementation of Corporate Governance	7,00	6,966	99,517
2	Pemegang Saham dan RUPS/Pemilik Modal Shareholders and the GMS/Capital Owner	9,00	7,238	80,417
3	Dewan Komisaris/Dewan Pengawas Board of Commissioners/Supervisory Board	35,00	31,475	89,929
4	Direksi Board of Directors	35,00	32,237	92,106

No.	Aspek Pengujian Indikator/Parameter Indicator/Parameter Assessment Aspect	Bobot Weight	Skor Score	% Capaian Achievement
5	Pengungkapan Informasi dan Transparansi Information Disclosure and Transparency	9,00	8,274	91,933
6	**Subtotal**		**86,190**	
7	Aspek Lainnya Other Aspects	5,00	1,250	25,00
8	**Skor Keseluruhan** Overall Score	**100,00**	**87,440**	**87,44**
9	**Predikat** Rating		**Sangat Baik** Very Good	

TATA KELOLA TERINTEGRASI
INTEGRATED GOVERNANCE

Pada periode bulan Januari sampai dengan Desember Tahun 2025, Dewan Komisaris telah melakukan pengawasan terkait pelaksanaan kebijakan Tata Kelola Terintegrasi melalui rapat rutin bulanan dengan Anggota Komite Tata Kelola Terintegrasi, Direktur Keuangan dan Manajemen Risiko PT PELNI (Persero), Direksi Anak Perseroan, Divisi Manajemen Risiko dan ESG, Divisi Hukum dan Kepatuhan Induk dan Anak Perseroan, SPI Induk serta SPI Anak Perseroan. Dalam rapat internal tersebut dibahas masalah *current issues* terkait dengan kepatuhan terhadap Tata Kelola Perseroan, Pengelolaan Manajemen Risiko, Penerapan GCG, Audit Intern dan pemutakhiran aturan internal Perseroan baik Induk maupun Anak Perseroan agar tetap *update* dan memenuhi ketentuan yang berlaku serta upaya sosialisasi yang dilakukan pada unit terkait baik di Induk Perseroan dan Anak Perseroan.

Program kerja Dewan Komisaris pada tahun 2025 meliputi:
1. Mengadakan Rapat Internal Komite TKT secara bulanan;
2. Melakukan Rapat dengan Direktur Manajemen risiko dan ESG, Divisi Hukum & Kepatuhan PT PELNI (Persero) beserta Timnya, Kepala Audit Internal/SPI Beserta Tim dan Direksi Anak Perseroan beserta Timnya;

During the period from January to December 2025, the Board of Commissioners supervised the implementation of the Company's Integrated Governance policy through regular monthly meetings with members of the Integrated Governance Committee, the Director of Finance and Risk Management of PT PELNI (Persero), the Boards of Directors of subsidiaries, the Risk Management and ESG Division, the Legal and Compliance Divisions of both the parent company and its subsidiaries, as well as the Internal Audit Units (SPI) of the parent company and its subsidiaries. These internal meetings addressed current issues relating to compliance with corporate governance policies, risk management practices, the implementation of GCG, internal audit activities, and the updating of internal regulations within both the parent company and its subsidiaries to ensure alignment with prevailing regulations as well as socialization efforts carried out in related units at both the Parent Company and Subsidiaries.

The Board of Commissioners' work program for 2025 included the following activities:
1. Conducting monthly internal meetings of the Integrated Governance Committee;
2. Holding meetings with the Director of Risk Management and ESG, the Legal and Compliance Division of PT PELNI (Persero) and its team, the Head of Internal Audit (SPI) and the Internal Audit team, as well as the Boards of Directors of subsidiaries and their respective management teams;

3. Melakukan pertemuan dengan Direktorat Terkait Induk dan Anak Perseroan;
4. Melakukan telaah terhadap penerapan tata kelola terintegrasi dengan berpedoman pada GCG;
5. Melaksanakan penugasan khusus dari Dewan Komisaris; dan
6. Melaksanakakan agenda *Workshop* dan Pelatihan Pengisian Kertas Kerja *Self Assessment* bersama BPKP Perwakilan DKI Jakarta.

3. Conducting meetings with the relevant directorates of the parent company and its subsidiaries;
4. Reviewing the implementation of integrated governance practices based on Good Corporate Governance (GCG) principles;
5. Carrying out special assignments delegated by the Board of Commissioners; and
6. Implementing workshops and training on the completion of the GCG Self-Assessment Working Papers in collaboration with the Jakarta Representative Office of the Financial and Development Supervisory Agency (BPKP).

KODE ETIK DAN PENERAPAN ETIKA BISNIS [GRI 2- 23, 2 - 24]
CODE OF ETHICS AND IMPLEMENTATION OF BUSINESS ETHICS [GRI 2- 23, 2 - 24]

Dalam menjalankan aktivitas operasional, PELNI memiliki Pedoman Perilaku (*Code of Conduct*) yang mengatur terkait Pedoman Perilaku dan Etika yang difungsikan untuk seluruh Insan PELNI. Pedoman Perilaku dan Etika merupakan dokumen yang menjadi dasar dan acuan bagi insan PT PELNI (Persero) dalam menjalankan aktivitas kerjanya sebagai wujud komitmen dari seluruh Insan PT PELNI (Persero) untuk melaksanakan praktik-praktik pengelolaan Perseroan yang baik dan sehat dalam rangka mencapai visi dan misi Perseroan.

In carrying out operational activities, PELNI has a Code of Conduct and Ethics that governs all PELNI Employees. The Code of Conduct and Ethics is a document that serves as a basis and reference for PT PELNI (Persero) employees in carrying out their work activities, as a commitment by all PT PELNI (Persero) employees to implement good and healthy Company management practices to achieve the Company's vision and mission.

Bentuk penguatan komitmen pada penerapan Pedoman Perilaku dan Etika dinyatakan pada Surat Keputusan Direksi No. 11.15/03/SK/HKO.01/2023 tanggal 15 November 2023 tentang Pedoman Perilaku dan Etika (*Code of Conduct*) di Lingkungan PT PELNI (Persero). Pedoman Perilaku dan Etika mengatur bagaimana insan PT PELNI (Persero) menjalankan aktivitas kerjanya secara etis dengan tetap mendasari pada peraturan dan ketentuan perundang-undangan yang berlaku sebagai penjabaran dari nilai-nilai Perseroan dan pelaksanaan prinsip-prinsip GCG.

The commitment to implementing the Code of Conduct and Ethics is stated in the Decree of the Board of Directors No. 11.15/03/SK/HKO.01/2023 dated November 15, 2023, concerning the Code of Conduct and Ethics within PT PELNI (Persero). The Code of Conduct and Ethics regulates how PT PELNI (Persero) employees carry out their work activities ethically, in accordance with applicable laws and regulations, as an elaboration of the Company's values and the implementation of GCG principles.

Tujuan penyusunan Pedoman Perilaku dan Etika PT PELNI (Persero) adalah untuk membantu seluruh Insan PT PELNI (Persero) baik di darat maupun di laut agar berperilaku secara benar baik secara hukum maupun

The purpose of compiling the Code of Conduct and Ethics of PT PELNI (Persero) is to assist all employees of PT PELNI (Persero), both on land and at sea, to behave correctly both legally and ethically to maintain

secara etis dalam rangka menjaga dan meningkatkan citra Perseroan. PT PELNI (Persero) sebagai BUMN yang melakukan usaha di bidang pelayaran meliputi jasa angkutan penumpang dan barang serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat.

Penerapan Pedoman Perilaku dan Etika ini mengatur tentang tata cara berperilaku Dewan Komisaris, Direksi, dan Karyawan Perseroan terhadap Pemangku Kepentingan yang berlandaskan prinsip-prinsip berintegritas dan beretika yang ditanamkan budaya Perseroan.

UPAYA PENEGAKAN PEDOMAN PERILAKU DAN ETIKA

Perseroan berkomitmen untuk menegakkan dan menginternalisasikan Pedoman Perilaku dan Etika (*Code of Conduct*) sebagai landasan dalam menjalankan kegiatan usaha yang berintegritas, profesional, dan sesuai dengan prinsip tata kelola Perseroan yang baik. Untuk mendukung implementasi Pedoman Perilaku dan Etika tersebut, Perseroan melaksanakan berbagai langkah, antara lain melakukan sosialisasi secara berkelanjutan kepada seluruh Insan Perseroan melalui berbagai sarana informasi dan komunikasi internal, serta mewajibkan penandatanganan Pernyataan Komitmen Pedoman Perilaku secara berkala.

Proses ini bertujuan untuk menegaskan pemahaman dan komitmen setiap insan Perseroan dalam menjalankan tugas dan tanggung jawabnya sesuai dengan nilai-nilai, etika, dan ketentuan yang berlaku di Perseroan. Direktorat SDM dan Umum bertanggung jawab untuk mengadministrasikan dan mengarsipkan dokumen pernyataan tersebut sebagai bagian integral dari sistem penerapan dan pengendalian Pedoman Perilaku Perseroan.

Ketentuan mengenai pemberian sanksi atas pelanggaran Pedoman Perilaku diatur dalam Bab IV Pedoman Perilaku Perseroan sebagai salah satu mekanisme penegakan kepatuhan dan budaya integritas di lingkungan Perseroan. Setiap Insan PELNI yang terbukti melakukan pelanggaran terhadap Pedoman Perilaku akan dikenakan sanksi sesuai dengan tingkat dan sifat pelanggaran yang dilakukan. Penerapan sanksi tersebut dilakukan secara objektif, konsisten, dan adil guna memastikan efektivitas pelaksanaan Pedoman Perilaku serta menjaga integritas, profesionalisme, dan reputasi Perseroan.

and improve the corporate image. PT PELNI (Persero), as a State-Owned Enterprise, conducts business in the shipping sector, including passenger and goods transportation services, and optimizes the use of the Company's resources to produce high-quality, highly competitive goods and/or services.

The Code of Conduct and Ethics governs the behavior of the Board of Commissioners, Directors, and Company Employees towards Stakeholders, based on the principles of integrity and ethics embedded in the Company's culture.

EFFORTS TO ENFORCE CODES OF CONDUCT AND ETHICS

The Company is committed to upholding and internalizing the Code of Conduct as a foundation for conducting business activities with integrity and professionalism, in accordance with the principles of good corporate governance. To support the implementation of the Code of Conduct, the Company has implemented various measures, including ongoing outreach to all Company personnel through various internal information and communication channels, and requiring the periodic signing of the Code of Conduct Commitment Statement.

This process aims to confirm each Company employee's understanding and commitment to fulfilling their duties and responsibilities in accordance with the Company's values, ethics, and applicable regulations. The Human Resources and General Affairs Directorate is responsible for administering and archiving this statement document as an integral part of the Company's Code of Conduct implementation and control system.

Provisions regarding sanctions for violations of the Code of Conduct are set out in Chapter IV of the Company's Code of Conduct, as one mechanism for enforcing compliance and fostering a culture of integrity within the Company. Any PELNI employee found to have violated the Code of Conduct will be subject to sanctions commensurate with the level and nature of the violation. These sanctions are implemented objectively, consistently, and fairly to ensure the Code of Conduct is effectively implemented and to maintain the integrity, professionalism, and reputation of the Company.

SOSIALISASI PEDOMAN PERILAKU DAN ETIKA

Perseroan juga melakukan upaya penguatan budaya kepatuhan melalui penyebarluasan materi pedoman, peningkatan pemahaman terhadap standar perilaku yang berlaku, serta pemantauan atas penerapan Pedoman Perilaku dalam aktivitas sehari-hari. Langkah-langkah tersebut bertujuan untuk membangun kesadaran, memperkuat budaya integritas, mencegah terjadinya pelanggaran, dan memastikan bahwa seluruh Insan PELNI menjalankan tugas dan tanggung jawabnya sesuai dengan budaya Perseroan serta ketentuan yang berlaku. Setiap pimpinan unit kerja juga diwajibkan mensosialisasikan Pedoman ini dan memastikan bahwa Kode Etik telah diterapkan dengan baik di unit kerja yang dipimpinnya. Direksi juga mengkomunikasikan secara efektif pedoman tentang Perilaku dan Etika (*Code of Conduct*) kepada Dewan Komisaris dan seluruh karyawan, karena sosialisasi merupakan tahapan penting dalam terciptanya insan PELNI yang berperilaku sesuai dengan Budaya Perseroan. Dewan Komisaris serta seluruh karyawannya memahami dan berkomitmen menjalankan tanggung jawab mereka untuk berperilaku yang sesuai pedoman tentang Perilaku dan Etika (*Code of Conduct*).

Perseroan senantiasa menaruh perhatian pada sosialisasi secara menyeluruh, baik di Kantor Pusat maupun di kantor cabang, yang dilakukan secara berkelanjutan guna mendukung terciptanya tata kelola Perseroan yang baik dan kepatuhan terhadap peraturan yang berlaku.

Perseroan menjamin kerahasiaan identitas setiap insan PELNI yang menyampaikan laporan dugaan pelanggaran serta berkomitmen untuk menindaklanjuti setiap laporan yang diterima sesuai dengan mekanisme dan ketentuan yang berlaku. Namun demikian, apabila berdasarkan hasil pemeriksaan laporan tersebut terbukti tidak benar atau disampaikan dengan itikad tidak baik, maka pelapor dapat dikenakan tindakan atau sanksi sesuai dengan peraturan dan ketentuan yang berlaku di Perseroan.

HAL-HAL YANG DIATUR DALAM PEDOMAN PERILAKU

Sebagai Perseroan di bidang transportasi laut, Perseroan menjunjung tinggi kepercayaan pelanggan maupun pemangku kepentingan lainnya sebagai wujud komitmennya terhadap layanan yang diberikan kepada pelanggan. Untuk mewujudkan hal tersebut, Perseroan

DISSEMINATION OF BEHAVIORAL AND ETHICAL GUIDELINES

The Company also strives to strengthen its compliance culture by disseminating guidelines, increasing understanding of applicable standards of conduct, and monitoring the Code of Conduct's implementation in daily activities. These steps aim to build awareness, strengthen a culture of integrity, prevent violations, and ensure that all PELNI employees carry out their duties and responsibilities in accordance with the Company's culture and applicable regulations. Each work unit leader is also required to disseminate this Code and ensure its proper implementation in their respective work units. The Board of Directors also effectively communicates the Code of Conduct to the Board of Commissioners and all employees, as dissemination is a crucial step in creating PELNI employees who behave in accordance with the Company's culture. The Board of Commissioners and all employees understand and are committed to fulfilling their responsibilities by adhering to the Code of Conduct.

The Company consistently prioritizes comprehensive dissemination, both at the Head Office and in branch offices, which is carried out on an ongoing basis to support good corporate governance and compliance with applicable regulations.

The Company guarantees the confidentiality of the identity of every PELNI employee who reports alleged violations and is committed to following up on every report received in accordance with applicable mechanisms and regulations. However, if the investigation finds the report to be untrue or submitted in bad faith, the reporting party may be subject to action or sanctions in accordance with the Company's applicable rules and regulations.

THINGS REGULATED IN THE CODE OF CONDUCT

As a maritime transportation company, the Company upholds the trust of its customers and other stakeholders as a manifestation of its commitment to the services it provides. To achieve this, the Company has implemented a Code of Conduct and Ethics that serves as a reference

menerapkan Pedoman Perilaku dan Etika yang menjadi acuan dalam berinteraksi dengan Pemangku kepentingan baik langsung maupun tidak langsung. Pedoman perilaku ini mengatur beberapa hal-hal yakni antara lain:

BAB I Pendahuluan

1. Latar Belakang
2. Pengertian Pedoman Perilaku & Etika
3. Maksud & Tujuan Pedoman Perilaku & Etika
4. Landasan Hukum
5. Visi & Misi Perseroan
6. Tata Nilai Utama PT PELNI (Persero)
7. Manfaat Pedoman Perilaku dan Etika
8. Daftar Istilah

BAB II Pedoman Etika Usaha

A. Etika yang Terkait dengan *Stakeholders*

1. Hubungan dengan Pemegang Saham
2. Hubungan dengan Karyawan
3. Hubungan dengan Pelanggan
4. Hubungan dengan Pemasok & Penyedia Barang dan Jasa
5. Hubungan dengan Mitra Kerja
6. Hubungan dengan Masyarakat & Lingkungan
7. Hubungan dengan Kreditur
8. Hubungan dengan Pemerintah
9. Hubungan dengan *Principal* Kapal Keagenan
10. Hubungan dengan Media Massa
11. Kepatuhan terhadap Hukum dan Perundang-undangan
12. Persaingan Usaha

B. Standar Etika Pengelolaan Perseroan

1. Integritas Laporan Keuangan
2. Penggunaan Aset Perseroan
3. Kesehatan, Keselamatan Kerja dan Lingkungan
4. Pengelolaan Anak Perseroan

BAB III Pedoman Kerja Etika Kerja

A. Menjaga Citra Perseroan

B. Tanggung Jawab terhadap Perseroan

1. Integritas
2. Kepatuhan terhadap Hukum & Peraturan Perundang-undangan
3. Kerahasiaan Informasi
4. Pencatatan Data, Pelaporan & Dokumentasi
5. Perlindungan Aset/Harta Perseroan, Informasi Perseroan dan *Intangible Asset*
6. Penggunaan Komunikasi Elektronik
7. Kepedulian terhadap Kesehatan dan keselamatan Kerja, serta Pelestarian dan Masyarakat
8. Penyalahgunaan Obat-obatan dan Alkohol
9. Keterlibatan Sosial dan Politik

in interacting with stakeholders, both directly and indirectly. This Code of Conduct regulates several matters, including:

CHAPTER I Introduction

1. Background
2. Definition of Code of Conduct & Ethics
3. Purpose & Objectives of Code of Conduct & Ethics
4. Legal Basis
5. Company Vision & Mission
6. Core Values of PT PELNI (Persero)
7. Benefits of the Code of Conduct & Ethics
8. Glossary

CHAPTER II Business Ethics Guidelines

A. Ethics Related to Stakeholders

1. Relations with Shareholders
2. Relations with Employees
3. Relations with Customers
4. Relations with Suppliers & Providers of Goods and Services
5. Relations with Business Partners
6. Relations with Community & Environment
7. Relations with Creditors
8. Relations with Government
9. Relations with Principals and Agencies
10. Relation with Mass Media
11. Compliance with Laws and Regulations
12. Business Competition

B. Ethical Standards for Corporate Management

1. Integrity of Financial Reports
2. Use of Company Assets
3. Occupational Health, Safety, and Environment
4. Management of Subsidiaries

CHAPTER III Work Guidelines, Work Ethics

A. Maintaining Corporate Image

B. Responsibility to the Company

1. Integrity
2. Compliance with Laws and Regulations
3. Confidentiality of Information
4. Data Recording, Reporting, and Documentation
5. Protection of Company Assets, Company Information, and Intangible Assets
6. Use of Electronic Communications
7. Concern for Occupational Health and Safety, Conservation, and Community
8. 8. Drug and Alcohol Abuse
9. Social and Political Involvement

C. **Benturan Kepentingan**
   1. Menghindari Benturan Kepentingan
   2. Investasi dan Kepemilikan Saham Pribadi Karyawan
   3. Kegiatan di Luar Perseroan
   4. Perlakuan Terhadap Keluarga dan Teman
   5. Pemberian dan Penerimaan Suap, Hadiah, Jamuan, Hiburan, dan Pemberian Donasi
D. **Hubungan Kerja**
   1. Lingkungan Kerja yang Bebas dari Diskriminasi, Pelecehan, Perbuatan Asusila, Ancaman, dan Kekerasan
   2. Kerja Sama Atasan dan Bawahan
E. **Hubungan dengan Konsumen**
   1. Pelayanan kepada Konsumen
   2. Perlakuan Adil dan Tidak Diskriminatif
F. **Perlakuan terhadap Mitra Bisnis**
G. **Perlakuan terhadap Pesaing**
H. **Hubungan dengan Pemerintah**
   1. Kepatuhan terhadap Ketentuan/Peraturan Terkait
   2. Pola Hubungan dan Komunikasi
I. **Hubungan dengan Masyarakat**
   1. Pelayanan Masyarakat
   2. Pemberian Donasi
   3. Kesadaran akan Lingkungan Alam

C. **Conflicts of Interest**
   1. Avoiding Conflicts of Interest
   2. Employee Investments and Personal Stock Ownership
   3. Activities Outside the Company
   4. Treatment of Family and Friends
   5. Giving and Accepting Bribes, Gifts, Hospitality, Entertainment, and Donations
D. **Employment Relations**
   1. A Work Environment Free from Discrimination, Harassment, Indecent Acts, Threats, and Violence
   2. Cooperation Between Superiors and Subordinates
E. **Customer Relations**
   1. Customer Service
   2. Fair and Non-Discriminatory Treatment
F. **Treatment of Business Partners**
G. **Treatment of Competitors**
H. **Relations with Government**
   1. Compliance with Related Provisions/Regulations
   2. Relationship and Communication Patterns
I. **Relations with Community**
   1. Community Service
   2. Donations
   3. Environmental Awareness

BAB IV Penerapan Pedoman Perilaku dan Etika

A. Sosialisasi Pedoman
B. Pernyataan Kepatuhan Insan PT PELNI (Persero)
C. Mekanisme Penegakan Pedoman Perilaku termasuk Pelaporan atas Pelanggaran
D. Pelanggaran dan Sanksi Pedoman Perilaku dan Etika
E. Penghargaan atas Pelaksanaan Pedoman Perilaku dan Etika

CHAPTER IV Implementation of Code of Conduct and Ethics

A. Guideline Dissemination
B. Statement of Compliance of PT PELNI (Persero) Employees
C. Code of Conduct Enforcement Mechanisms, including Reporting of Violations
D. Violations and Sanctions for Code of Conduct and Ethics
E. Rewards for Implementation of Code of Conduct and Ethics

EVALUASI EFEKTIVITAS PELAKSANAAN PEDOMAN PERILAKU

Untuk mengukur efektivitas implementasi Pedoman Perilaku dan Etika, PELNI secara berkala melakukan evaluasi terhadap Efektivitas Pelaksanaan Pedoman Perilaku. Evaluasi ini dilakukan kepada seluruh insan PELNI tanpa terkecuali. Evaluasi terhadap efektivitas pelaksanaan Pedoman Perilaku dan Etika ini juga dapat diketahui dari pelanggaran kode etik terutama adanya pengaduan yang masuk dari *stakeholders* secara langsung atau melalui *Whistleblowing System*.

EVALUATION OF THE EFFECTIVENESS OF THE CODE OF CONDUCT IMPLEMENTATION

To measure the effectiveness of the Code of Conduct and Ethics, PELNI periodically evaluates its implementation. This evaluation applies to all PELNI employees without exception. The effectiveness of the Code of Conduct and Ethics can also be assessed from the code violations, particularly complaints received directly from stakeholders or through the Whistleblowing System.

Pedoman Perilaku dan Etika ditinjau secara berkala dan berkelanjutan sesuai dengan dinamika lingkungan usaha, perkembangan regulasi, serta praktik tata kelola yang berlaku. Namun demikian, setiap perubahan yang dilakukan terhadap Pedoman Perilaku dan Etika tetap berlandaskan pada prinsip-prinsip integritas, profesionalisme, dan nilai-nilai Perseroan yang telah ditetapkan, sehingga tidak mengorbankan nilai-nilai fundamental tersebut demi keuntungan jangka pendek semata. Dengan demikian, PELNI akan terus memastikan bahwa keberlanjutan penerapan budaya etika dan tata kelola yang konsisten dapat mendukung pencapaian tujuan jangka panjang Perseroan.

The Code of Conduct and Ethics is reviewed periodically and continuously in line with the business environment, regulatory developments, and applicable governance practices. However, any changes to the Code of Conduct and Ethics remain grounded in the principles of integrity, professionalism, and established company values, ensuring that these fundamental values are not sacrificed for short-term gain. Therefore, PELNI will continue to ensure the consistent implementation of a culture of ethics and governance to support the achievement of the company's long-term goals.

JUMLAH PELANGGARAN PEDOMAN PERILAKU

Pada 2025, jumlah pelanggaran Pedoman Perilaku dan Etika tercatat sebanyak 25 (dua puluh lima) kasus, dan hingga akhir tahun pelaporan, kasus tersebut sudah dapat diselesaikan dengan baik. Adapun informasi terkait pelanggaran Kode Etik/penyimpangan internal selama tahun 2023-2025 disampaikan pada tabel di bawah ini:

NUMBER OF CODE OF CONDUCT VIOLATIONS

In 2025, there were 25 (twenty-five) cases of Code of Conduct and Ethics violations. By the end of the reporting year, these cases had been successfully resolved. Information regarding Code of Ethics violations/internal misconduct throughout 2023-2025 is presented in the table below:

Nama Name	2025	2024	2023
Peringatan Lisan Verbal Warning	-	13	13
Peringatan Tertulis Written Warning	4	6	6
Peringatan Keras Severe Warning	10	22	22
Skorsing Suspension	5	12	12
PHK Layoff	6	14	14
Jumlah Total	**25**	**67**	**67**

WHISTLEBLOWING SYSTEM/SISTEM PELAPORAN PELANGGARAN [GRI 2-16]

WHISTLEBLOWING SYSTEM [GRI 2-16]

Dalam rangka meningkatkan efektivitas penerapan tata kelola Perseroan yang baik dan berkelanjutan, PELNI berkomitmen untuk membangun mekanisme Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS). *Whistleblowing System* merupakan sistem pelaporan pelanggaran yang dikelola oleh Perseroan dan dapat diakses oleh seluruh insan PELNI apabila terjadi pengaduan dan penyingkapan terkait perilaku melawan hukum maupun perbuatan tidak etis/tidak semestinya. Kebijakan pelaksanaan Sistem Pelaporan Pelanggaran di PELNI telah disahkan melalui Surat Keputusan Direksi Nomor 11.15/04/SK/HKO.01/2023 tentang Pedoman Sistem Penanganan Pengaduan Dugaan Pelanggaran (*Whistleblowing System*) di Lingkungan PT PELNI (Persero).

PELNI is committed to establishing a Whistleblowing System (WBS). The Whistleblowing System is a reporting system managed by the Company and can be accessed by all PELNI employees to report complaints or disclosures related to unlawful behavior or unethical/improper actions. The policy for implementing the Whistleblowing System at PELNI has been ratified by the Decree of the Board of Directors Number 11.15/04/SK/HKO.01/2023 concerning Guidelines for the Handling of the Whistleblowing System within PT PELNI (Persero).

Sebagai Perseroan yang profesional, independen dan berintegritas, PT PELNI (Persero) mewujudkan komitmen pelaksanaan GCG salah satunya melalui Sistem Penanganan Pengaduan Dugaan Pelanggaran (WBS). Penyediaan dan pelaksanaan WBS ini diharapkan dapat menjadi upaya dalam meningkatkan budaya pelaporan atas suatu penyimpangan yang ada di Perseroan. WBS ini juga menjadi bagian dari mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya masalah atau potensi kerugian Perseroan akibat sebuah pelanggaran.

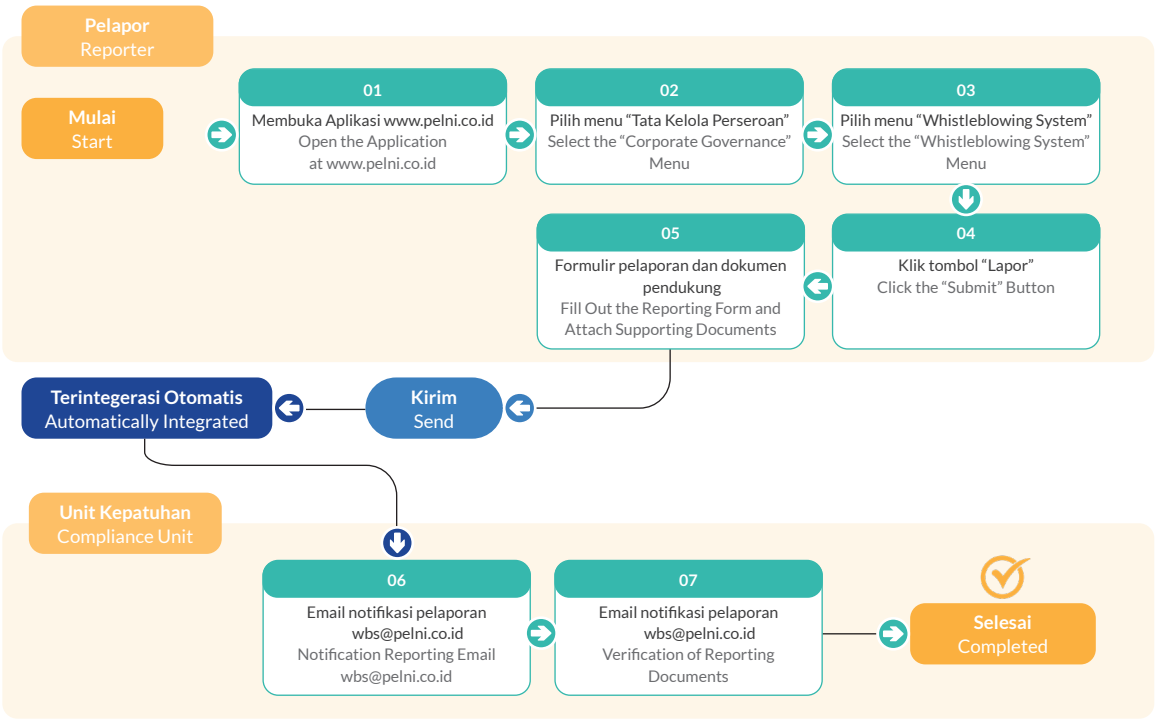
As a professional, independent, and integrity-driven company, PT PELNI (Persero) embodies its commitment to GCG implementation, including through the WBS. The provision and implementation of this WBS is expected to foster a culture of reporting any misconduct within the Company. The WBS also serves as an early warning system for potential problems or potential losses to the Company resulting from violations.

Setiap insan PELNI wajib melaporkan pelanggaran yang dilakukan oleh insan PELNI lainnya (tidak memandang jabatan) yang terjadi di lingkungan Perseroan sesuai dengan bentuk tindak pelanggaran yang dapat dilaporkan melalui WBS. Tentunya, WBS memberikan jaminan perlindungan dan kerahasiaan identitas bagi pelapor.

Every PELNI employee is required to report violations committed by other PELNI employees (regardless of position) within the Company, in accordance with the types of violations that can be reported through the WBS. The WBS guarantees the protection and confidentiality of the whistleblower's identity.

Mekanisme penanganan, pelayanan, dan penyelesaian pengaduan dilaksanakan melalui tahapan sebagai berikut:

The complaint handling, service, and resolution mechanism is implemented through the following stages:



Adapun kebijakan PELNI menerima dan menyelesaikan pengaduan pelanggaran yakni:

1. Perseroan wajib menerima pengaduan pelanggaran dari pihak internal maupun eksternal;
2. Perseroan wajib menerima dan menyelesaikan pengaduan pelanggaran baik dari pelapor yang mencantumkan identitasnya maupun yang tidak; serta
3. Perseroan wajib menindaklanjuti pengaduan pelanggaran yang terlebih dahulu disortir.

Dalam upaya efektivitas penerapan Pedoman Perilaku dan Etika ini, Perseroan juga menyediakan media pengaduan pelanggaran (*Whistleblowing System*), apabila terjadi pelanggaran pada Pedoman Perilaku yang dilakukan oleh seluruh insan PELNI. Perseroan mendorong partisipasi aktif para pekerja dalam melaporkan potensi bahaya melalui sistem pelaporan yang disediakan, yaitu melalui saluran *Whistleblowing System* (WBS) yang dapat diakses di www.pelni.co.id/wbs. [GRI 2-25]

PERLINDUNGAN BAGI PELAPOR

Bagi laporan yang terbukti kebenarannya, Perseroan akan memberikan perlindungan terhadap pelapor sesuai ketentuan perundang-undangan yang berlaku. PT PELNI (Persero) juga memberikan perlindungan terhadap pelapor baik dari segi pekerjaan, fisik, remunerasi dan fasilitas pekerjaan yang diterima pelapor yang beritikad baik. Dalam

PELNI's policy for receiving and resolving complaints of violations is as follows:

1. The Company is obliged to accept complaints of violations from both internal and external parties;
2. The Company is obliged to accept and resolve complaints of violations, whether from whistleblowers who identify themselves or not; and
3. The Company is obliged to follow up on complaints of violations that have been pre-sorted.

To ensure the effective implementation of this Code of Conduct and Ethics, the Company also provides a whistleblowing system for reporting violations of the Code of Conduct committed by all PELNI employees. The Company encourages employees to actively report potential hazards through the Whistleblowing System (WBS), which can be accessed at www.pelni.co.id/wbs. [GRI 2-25]

PROTECTION FOR WHISTLEBLOWERS

For reports that are proven to be true, the Company will protect the whistleblowers in accordance with applicable laws and regulations. PT PELNI (Persero) also protects whistleblowers in terms of employment, physical protection, remuneration, and work facilities received by whistleblowers acting in good faith. In certain cases,

hal tertentu, PELNI juga melindungi kerahasiaan identitas Pelapor yang beritikad baik, laporan maupun segala data lain yang terkait dengan laporan yang masuk melalui *Whistleblowing System* (WBS).

Dewan Komisaris dan Direksi juga berkomitmen untuk melindungi pelapor pelanggaran yang beritikad baik untuk mendorong sistem penanganan pengaduan dugaan pelanggaran dan sekaligus menjamin keamanan pelapor maupun keluarganya. [GRI 2-16]

Mengacu pada Pedoman Sistem Penanganan Pengaduan Dugaan Pelanggaran, Perseroan memiliki komitmen yang jelas dan tidak memihak untuk mendukung dan melindungi semua pelapor yang menginformasikan kejadian pelanggaran yang terjadi di Perseroan. PELNI memberikan fasilitas dan perlindungan sebagai berikut:

1. Fasilitas saluran pelaporan (*website* Perseroan dengan alamat https://pelni.co.id, nomor WhatsApp: 08112804162 dan *email*: wbs@pelni.co.id yang bebas dan rahasia;
2. Perlindungan kerahasiaan identitas pelapor selama pelapor menjaga kerahasiaan pelanggaran yang diadukan kepada pihak manapun. Perlindungan ini diberikan bila pelapor memberikan identitas serta informasi yang dapat digunakan untuk menghubungi pelapor;
3. Perlindungan atas tindakan balasan dari terlapor atau organisasi. Perlindungan dari tekanan, dari penundaan kenaikan pangkat, pemecatan, gugatan hukum, harta benda, hingga tindakan fisik. Perlindungan ini tidak hanya untuk pelapor tetapi juga dapat diperluas hingga ke anggota keluarga pelapor;
4. Informasi pelaksanaan tindak lanjut, berupa kapan dan bagaimana serta kepada institusi mana tindak lanjut diserahkan. Informasi ini disampaikan secara rahasia kepada pelapor yang lengkap identitasnya;
5. Perlindungan terhadap pelapor juga berlaku bagi para pihak yang melaksanakan investigasi maupun pihak-pihak yang memberikan informasi terkait dengan pengaduan/penyingkapan tersebut.

SOSIALISASI *WHISTLEBLOWING SYSTEM*

Dalam rangka meningkatkan pemahaman terhadap penerapan pedoman sistem pelaporan pelanggaran di Perseroan, maka secara berkala PELNI melaksanakan sosialisasi *Whistleblowing System* (WBS) kepada pihak internal Perseroan. *Whistleblowing System* ini juga telah disosialisasikan kepada *stakeholders* secara langsung, melalui *website* dan portal internal Perseroan.

PELNI also protects the confidentiality of the identities of whistleblowers who act in good faith, their reports, and all other data related to reports submitted through the Whistleblowing System (WBS).

The Board of Commissioners and Directors are also committed to protecting whistleblowers acting in good faith, to promoting a system for handling complaints of alleged violations, and to ensuring the safety of whistleblowers and their families. [GRI 2-16]

In accordance with the Guidelines for the System for Handling Alleged Violations of Complaints, the Company has a clear and impartial commitment to support and protect all whistleblowers who report incidents of violations within the company. PELNI provides the following facilities and protection:

1. Reporting channels (company website at https://pelni.co.id, WhatsApp number: 08112804162, and email: wbs@pelni.co.id) are free and confidential;
2. Protection of the confidentiality of the whistleblowers' identity as long as they maintain the confidentiality of the reported violation to any party. This protection is provided if the reporter provides their identity and information that can be used to contact them;
3. Protection against retaliation from the reported party or organization. Protection from pressure, from delays in promotions, dismissals, lawsuits, property losses, and physical violence. This protection applies not only to the whistleblowers but can also be extended to the whistleblowers' family members;
4. Information on the implementation of follow-up actions, including when and how, and to which institution the follow-up action is submitted. This information is provided confidentially to the whistleblowers with their complete identity;
5. Protection for whistleblowers also applies to parties conducting investigations and parties providing information related to the complaint/disclosure.

DISSEMINATION OF WHISTLEBLOWING SYSTEM

To improve understanding of the implementation of the Company's whistleblowing system guidelines, PELNI periodically conducts outreach on the Whistleblowing System (WBS) within the Company. This Whistleblowing System has also been disseminated directly to stakeholders through the Company's website and internal portal.

Perseroan juga diwajibkan mempublikasikan serta mensosialisasikan Kebijakan Pengelolaan Pengaduan Pelanggaran kepada seluruh Insan PT PELNI (Persero) maupun *stakeholders* melalui berbagai media Perseroan. Sosialisasi dilakukan untuk memudahkan dan memastikan bahwa seluruh insan PT PELNI (Persero) maupun pihak berkepentingan mengetahui adanya Sistem Penanganan Pengaduan Dugaan Pelanggaran. Sosialisasi Sistem Penanganan Pengaduan Dugaan Pelanggaran atau WBS dilakukan dengan cara, antara lain:

1. Sosialisasi untuk pejabat Perseroan, meliputi workshop pada Kantor Pusat, Kantor Cabang, Anak Perseroan dan Kapal. Tujuannya adalah agar para pejabat Perseroan dapat memahami keseluruhan proses WBS;
2. Sosialisasi untuk Karyawan, meliputi *workshop* atau pelatihan dengan instruktur para manager unit kerja terkait dan dengan menggunakan materi sosialisasi, materi diklat atau *e-learning*, *mailing list* pegawai, dan majalah/tabloid internal Perseroan yang telah disiapkan oleh Tim Pengelola Pengaduan Pelanggaran;
3. Sebagai bagian dari sosialisasi kepada *stakeholders* eksternal PT PELNI (Persero) menyajikan materi GCG melalui berbagai media dan juga dalam *website* PT PELNI (Persero), sosialisasi melalui *banner*, piagam pakta integritas Insan PT PELNI (Persero).

PIHAK PENGELOLA PELAPORAN

Mekanisme pelaporan dan tindak lanjut pengaduan dikelola oleh Tim Pengelola Pengaduan Pelanggaran, yang ditunjuk oleh Perseroan yang berfungsi untuk menindaklanjuti laporan yang diterima dalam sistem pelaporan pelanggaran (*Whistleblowing System*), dengan tugas yakni sebagai berikut:

1. Tim Pengelola Pengaduan Pelanggaran melakukan verifikasi atas laporan yang masuk dan akan memutuskan perlu tidaknya dilakukan investigasi atas pengaduan pelanggaran dalam waktu 15 (lima belas) hari kerja dan dapat diperpanjang menjadi 30 (tiga puluh) hari kerja;
2. Apabila hasil verifikasi menunjukkan bahwa pengaduan tidak benar dan tidak ada bukti maka tidak akan diproses lebih lanjut;
3. Hasil verifikasi pengaduan pelanggaran yang melibatkan Karyawan Perseroan yang memenuhi kriteria indikasi pelanggaran dilaporkan kepada Direktur Utama/Direktur yang ditunjuk untuk

The Company is also required to publish and disseminate the Violation Complaint Management Policy to all PT PELNI (Persero) employees and stakeholders through various Company media. This dissemination is carried out to facilitate and ensure that all PT PELNI (Persero) employees and stakeholders are aware of the WBS. WBS dissemination is carried out in the following ways:

1. Outreach for Company officials, including workshops at the Head Office, Branch Offices, Subsidiaries, and Ships. The goal is to ensure Company officials understand the entire WBS process;
2. Outreach for Employees, including workshops or training with instructors from relevant work unit managers and utilizing outreach materials, training materials, or e-learning, employee mailing lists, and internal company magazines/tabloids prepared by the Violation Complaint Management Team;
3. As part of outreach to external stakeholders, PT PELNI (Persero) presents GCG materials through various media and on the PT PELNI (Persero) website, through banners, and the PT PELNI (Persero) Employee Integrity Pact Charter.

REPORTING MANAGEMENT PARTY

The reporting and follow-up mechanism for complaints is managed by the Violation Complaint Management Team, appointed by the Company, whose function is to follow up on reports received in the Whistleblowing System with the following duties:

1. The Violation Complaint Management Team will verify the received report and decide whether an investigation is necessary within 15 (fifteen) working days, which may be extended to 30 (thirty) working days.
2. If the verification results indicate that the complaint is false and lacks evidence, it will not be processed further.
3. The results of the verification of violation complaints involving Company Employees that meet the criteria for indications of violations are reported to the President Director/designated Director for

dilakukan investigasi;
4. Hasil verifikasi pengaduan pelanggaran yang melibatkan Direksi yang memenuhi kriteria indikasi pelanggaran, dilaporkan kepada Dewan Komisaris untuk dilakukan investigasi;
5. Hasil verifikasi pengaduan pelanggaran yang melibatkan Dewan Komisaris dan Organ Pendukung Komisaris, yang memenuhi kriteria indikasi pelanggaran, dilaporkan kepada Pemegang Saham/ BP BUMN untuk dilakukan investigasi.

PIHAK YANG MENGELOLA PENGADUAN

Untuk pihak yang mengelola pengaduan PELNI yakni antara lain:
1. Tim Pengelola *Whistleblowing System* adalah unit yang melekat pada Departemen Kepatuhan. Tugas tim meliputi: menerima Pengaduan Pelanggaran, menindaklanjuti sesuai ketentuan, menyiapkan laporan, melakukan Evaluasi secara berkala dan melaksanakan sosialisasi WBS;
2. Direktur utama PT PELNI (Persero) bertanggungjawab terhadap penyelenggaraan WBS pada Perseroan yang dalam pelaksanaan tugas sehari-hari dibantu oleh pengelola WBS BUMN;
3. Untuk dugaan pelanggaran yang dilakukan oleh Karyawan, maka Direksi membentuk Tim yang ditetapkan oleh Direksi dengan susunan Tim sebagai berikut:
   a. Penanggung Jawab: Direktur Utama
   b. Pengawas: Direktur Keuangan dan Manajemen Risiko
   c. Ketua Tim: Kepala Satuan Internal
   d. Anggota:
      - VP Manajemen Risiko & Kepatuhan
      - VP Hukum
      - VP SDM
      - Pengawas Investigasi
      - Manager Penilaian Kinerja Pegawai
      - Manager Perencanaan SDM Darat
      - Manager Perencanaan SDM Laut
      - Manager Peraturan Bantuan Hukum
      - Manager Kepatuhan
4. Dalam hal terdapat pengaduan terkait anggota Direksi atau anggota Dewan Komisaris PT PELNI (Persero) maka pengelola WBS PT PELNI (Persero) wajib meneruskan pengaduan tersebut kepada pengelola WBS Kementerian BUMN;

investigation.
4. The results of the verification of violation complaints involving Directors that meet the criteria for indications of violations are reported to the Board of Commissioners for investigation.
5. The results of the verification of violation complaints involving the Board of Commissioners and Supporting Organs of the Commissioners, that meet the criteria for indications of violations, are reported to the Shareholders/BUMN BP for investigation.

PARTIES MANAGING COMPLAINTS

Parties managing PELNI complaints include:

1. The Whistleblowing System Management Team, a unit attached to the Compliance Department. The team's duties include: receiving Complaints of Violations, following up in accordance with regulations, preparing reports, conducting periodic evaluations, and implementing WBS socialization;

2. The President Director of PT PELNI (Persero), who is responsible for implementing the WBS at the Company, assisted in daily tasks by the State-Owned Enterprise WBS Manager;
3. For alleged violations committed by employees, the Board of Directors will form a team appointed by the Board of Directors with the following composition:
   a. Person in Charge: President Director
   b. Supervisor: Director of Finance and Risk Management
   c. Team Leader: Head of Internal Affairs
   d. Members:
      - VP Risk Management & Compliance
      - VP Legal Affairs
      - VP Human Resources
      - Investigation Supervisor
      - Employee Performance Assessment Manager
      - Offshore HR Planning Manager
      - Onshore HR Planning Manager
      - Legal Aid Regulations Manager
      - Compliance Manager
4. In the event of a complaint regarding a member of the Board of Directors or a member of the Board of Commissioners of PT PELNI (Persero), the WBS manager of PT PELNI (Persero) is obliged to forward the complaint to the WBS manager of the Ministry of State-Owned Enterprises;

5. Penanggung jawab WBS PT PELNI (Persero) menyampaikan laporan pelaksanaan penanganan pengaduan dugaan pelanggaran kepada pimpinan tinggi madya yang menyelenggarakan fungsi penanganan pengaduan di Kementerian BUMN secara periodik setiap semester, paling lambat 1 (satu) bulan setelah periodik tersebut berakhir.

JUMLAH PENGADUAN TAHUN 2025 DAN TINDAK LANJUTNYA

Selama periode 2025, terdapat dua pengaduan pelanggaran yang masuk melalui sistem WBS yang diterima oleh Divisi Hukum & Kepatuhan. Per 31 Desember 2025, terdapat 2 (dua) laporan pengaduan tersebut telah selesai ditindaklanjuti.

5. The party responsible for the WBS of PT PELNI (Persero) submits a report on the implementation of handling complaints of alleged violations to the senior management, who carries out the function of handling complaints at the Ministry of State-Owned Enterprises, periodically every semester, no later than 1 (one) month after the period ends.

NUMBER OF COMPLAINTS IN 2025 AND FOLLOW-UP

Throughout 2025, two complaints of violations were received through the WBS system and received by the Legal & Compliance Division. As of December 31, 2025, 2 (two) complaints had been followed up on.

MANAJEMEN RISIKO [OJK E.3][GRI 2-25, 201-2]
RISK MANAGEMENT [OJK E.3][GRI 2-25, 201-2]

PELNI menyadari bahwa risiko keberlanjutan termasuk risiko perubahan iklim merupakan faktor yang dapat berdampak pada aktivitas operasional Perseroan. Oleh karena itu, PELNI telah melakukan identifikasi risiko dan peluang termasuk risiko dan peluang perubahan iklim serta risiko yang berdampak pada *Environmental*, *Social* and *Governance* (ESG).

Dalam hal ini, PELNI akan terus menunjukkan komitmennya dalam menerapkan manajemen risiko secara menyeluruh dan berkesinambungan pada seluruh lini Perseroan. Hal ini selaras dengan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN yang mewajibkan seluruh BUMN termasuk PT PELNI (Persero) untuk menerapkan model tata kelola risiko tiga lini (*three lines of model*), dengan penekanan pada integrasi tata kelola, manajemen risiko, dan kepatuhan dalam satu kerangka pengelolaan yang terstruktur untuk memastikan pengelolaan risiko yang efektif guna mendukung pencapaian kinerja Perseroan.

PELNI recognizes that sustainability risks, including climate change risks, can impact the Company's operational activities. Therefore, PELNI has identified risks and opportunities, including climate change risks and opportunities, as well as risks impacting Environmental, Social, and Governance (ESG).

In this regard, PELNI will continue to demonstrate its commitment to implementing comprehensive and sustainable risk management across all lines of the company. This is in line with the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, which requires all state-owned enterprises, including PT PELNI (Persero), to implement a three-line risk governance model, with an emphasis on integrating governance, risk management, and compliance within a structured management framework to ensure effective risk management to support the achievement of company performance.

Tujuan dari penerapan manajemen risiko ini adalah untuk memastikan bahwa seluruh potensi risiko yang timbul dapat dikelola secara efektif, terintegrasi dengan tujuan strategis, dan mampu menjadi dasar dalam pengambilan keputusan di seluruh tingkatan Perseroan. Penerapan manajemen risiko merupakan landasan yang sangat penting dalam upaya untuk mendukung pencapaian sasaran serta visi dan misi PT PELNI (Persero) yaitu menjadi Perseroan pelayaran yang unggul dalam mendukung konektivitas dan pertumbuhan ekosistem logistik maritim Indonesia.

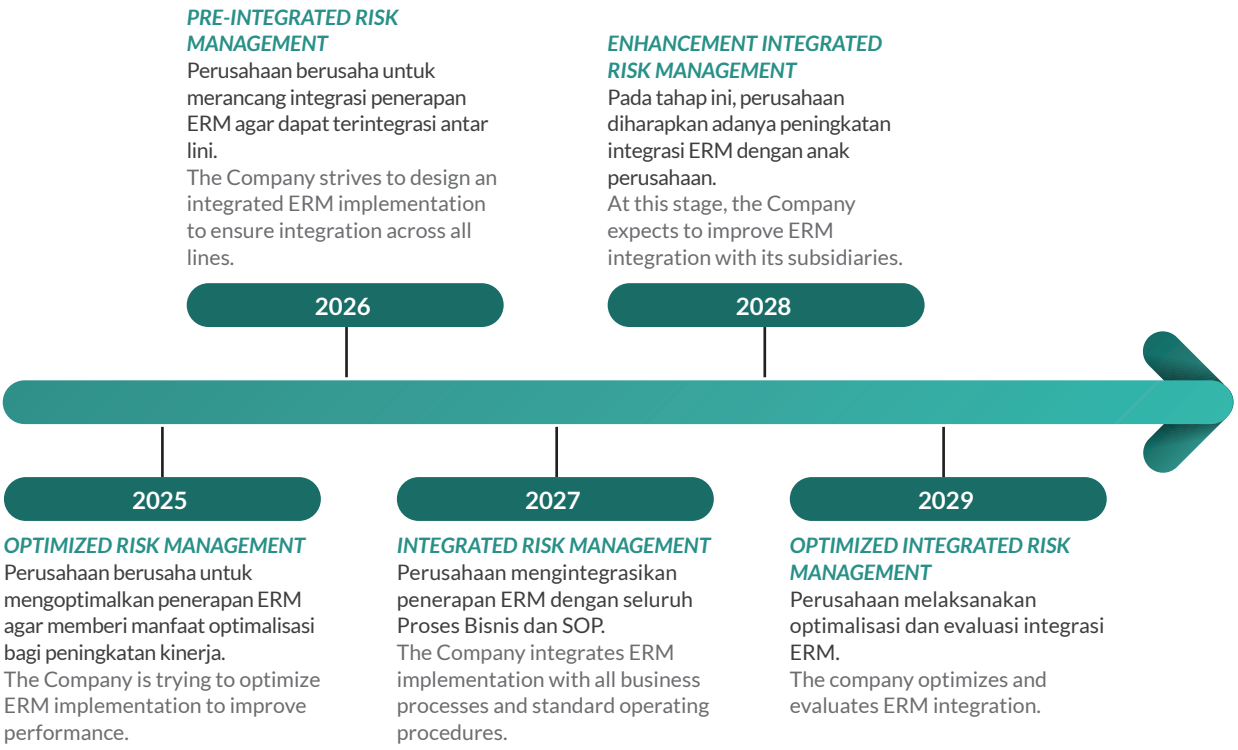
The purpose of implementing risk management is to ensure that all potential risks are effectively managed, integrated with strategic objectives, and serve as the basis for decision-making at all levels of the company. The implementation of risk management is a crucial foundation for achieving PT PELNI (Persero)'s goals, vision, and mission: to become a leading shipping company that supports connectivity and the growth of Indonesia's maritime logistics ecosystem.

Dengan mewujudkan komitmen tersebut, PELNI telah memiliki sistem manajemen risiko yang bertujuan untuk mengelola dan memitigasi risiko, serta mengelola peluang yang dimiliki. PELNI juga telah *roadmap* manajemen risiko tahun 2025 hingga 2029 yang disampaikan sebagai berikut:

By realizing this commitment, PELNI has established a risk management system to manage and mitigate risks, as well as to identify and capitalize on opportunities. PELNI has also outlined a risk management roadmap for 2025 to 2029, as follows:

Roadmap Manajemen Risiko tahun 2025-2029

Risk Management Roadmap 2025-2026



KERANGKA DAN MEKANISME PENERAPAN MANAJEMEN RISIKO

Penerapan manajemen risiko pada PT PELNI (Persero) dilakukan berdasarkan pada ISO 31000:2018 yang tertuang dalam Pedoman Manajemen Risiko sesuai Surat Keputusan Direksi Nomor: 01.14/03/SK/HKO.01/2022 tentang Pedoman Manajemen Risiko Berbasis ISO 31000:2018 PT PELNI (Persero) serta Surat Keputusan Direksi Nomor 12.31/01/SK/HKO.01/2024 tentang Pedoman Manajemen Risiko, yang berfungsi sebagai pedoman utama dalam pengendalian risiko. Pedoman Manajemen Risiko bertujuan memberikan jaminan yang memadai (*reasonable assurance*) bagi tercapainya tujuan serta mempertahankan dan meningkatkan nilai pemegang saham. Untuk mewujudkannya, pedoman ini mengedepankan peningkatan kesadaran risiko di semua tingkat organisasi, penguatan ketahanan, pelaksanaan mitigasi risiko, dan pengendalian risiko sisa (*residual risk*) pada tingkat yang dapat diterima (*tolerable level*).

Penerapan kerangka manajemen risiko PT PELNI (Persero) mengacu pada ISO 31000:2018, yang mencakup seluruh proses sistematis mulai dari identifikasi, analisis, evaluasi, hingga pengendalian risiko. Proses ini dilaksanakan secara terstruktur untuk memastikan bahwa seluruh potensi risiko dapat dikenali dan dikelola dengan baik. Selain itu, pemantauan dilakukan secara berkala guna menilai tingkat efektivitas pengendalian risiko, mengevaluasi perubahan profil risiko, serta memastikan pelaksanaan rencana mitigasi berjalan sesuai target waktu dan kebijakan Perseroan. Melalui pendekatan ini, Perseroan mampu mendeteksi risiko secara dini, merumuskan tindakan mitigasi yang tepat, serta meningkatkan efisiensi dan kinerja operasional secara optimal. Proses ini mencakup pengawasan terhadap implementasi perlakuan risiko, penyusunan laporan risiko, serta evaluasi efektivitas pengelolaan risiko. Pelaksanaan manajemen risiko di PT PELNI (Persero), dilaksanakan secara sistematis melalui metodologi dan prosedur yang mencakup identifikasi, pengukuran, penanganan, serta pemantauan risiko dari seluruh aktivitas bisnis. Setelah tahap perencanaan risiko, pemantauan dan evaluasi memegang peran penting, dengan keberhasilan yang sangat bergantung pada kolaborasi semua pihak, khususnya unit pengelola risiko.

RISK MANAGEMENT IMPLEMENTATION FRAMEWORK AND MECHANISMS

Risk management implementation at PT PELNI (Persero) is based on ISO 31000:2018, as outlined in the Risk Management Guidelines, as stipulated in Board of Directors Decree Number 01.14/03/SK/HKO.01/2022 concerning ISO 31000:2018-Based Risk Management Guidelines for PT PELNI (Persero) and Board of Directors Decree Number 12.31/01/SK/HKO.01/2024 concerning Risk Management Guidelines, which serve as the primary guideline for risk control. The Risk Management Guidelines aim to provide reasonable assurance for achieving company objectives and maintaining and enhancing shareholder value. To achieve this, these guidelines prioritize increasing risk awareness across the organization, strengthening resilience, implementing risk mitigation measures, and controlling residual risk at an acceptable level.

The implementation of PT PELNI (Persero)'s risk management framework is based on ISO 31000:2018, which encompasses the entire systematic process from identification, analysis, and evaluation to risk control. This process is implemented in a structured manner to ensure that all potential risks are recognized and managed properly. Furthermore, monitoring is conducted periodically to assess the effectiveness of risk controls, evaluate changes in risk profiles, and ensure that mitigation plans are implemented within time targets and company policies. Through this approach, the company can detect risks early, formulate appropriate mitigation actions, and optimally improve operational efficiency and performance. This process includes monitoring the implementation of risk treatment, preparing risk reports, and evaluating the effectiveness of risk management. The implementation of risk management at PT PELNI (Persero) is carried out systematically through methodologies and procedures that include identifying, measuring, handling, and monitoring risks across all business activities. After the risk planning stage, monitoring and evaluation play a crucial role, with success highly dependent on the collaboration of all parties, particularly the risk management unit.

TANGGUNG JAWAB ORGAN PENERAPAN MANAJEMEN RISIKO [GRI 2-12]

Penerapan Manajemen Risiko melibatkan Organ Perseroan, dilaksanakan sesuai dengan kedudukan masing-masing, yaitu:

1. **Dewan Komisaris** memiliki tanggung jawab yakni:
   a. Memberikan arahan atas kebijakan Manajemen Risiko;
   b. Melaksanakan pengawasan dan memberikan saran perbaikan kepada Dewan Direksi atas penerapan kebijakan Manajemen Risiko;
2. **Komite Pemantau Manajemen Risiko (KPMR)**
   Pembentukan Komite Pemantau Manajemen Risiko merupakan bagian dari upaya Perseroan untuk memperkuat praktik pengawasan terhadap kebijakan dan sistem manajemen risiko di Perseroan sebagai bagian dari implementasi Tata Kelola Perseroan yang Baik (GCG). Komite Pemantau Manajemen Risiko bertugas untuk:
   a. Memberikan masukan kepada Dewan Komisaris mengenai penyusunan perbaikan manajemen risiko yang berkaitan dengan pengendalian risiko semua bidang Perseroan sebelum mendapat persetujuan Dewan Komisaris;
   b. Melakukan diskusi dengan Dewan Direksi atau unit kerja yang terkait dengan manajemen risiko, jika diperlukan;
   c. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);
3. **Direksi** memiliki tanggung jawab yakni:
   a. Menetapkan Kebijakan, Pedoman Penerapan Manajemen Risiko secara tertulis dan komprehensif;
   b. Menetapkan *risk appetite* dan batas toleransi risiko yang digunakan sebagai ukuran kriteria nilai risiko;
   c. Bertanggung jawab atas penerapan Kebijakan Manajemen Risiko;
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);
4. **Direktur Keuangan dan Manajemen Risiko** memiliki tanggung jawab yakni:
   a. Memastikan bahwa organisasi yang dibentuk untuk mengelola Manajemen Risiko telah berfungsi secara independen;
   b. Melaksanakan evaluasi kebijakan Manajemen Risiko secara berkala untuk memastikan keakuratan metodologi asesmen risiko dan kecukupan implementasi sistem;

RESPONSIBILITIES OF RISK MANAGEMENT IMPLEMENTATION ORGANS [GRI 2-12]

Risk Management implementation involves the Company's organs, which are implemented according to their respective positions:

1. **Board of Commissioners** is responsible for:
   a. Providing direction on Risk Management policies;
   b. Overseeing and providing recommendations for improvements to the Board of Directors regarding the implementation of Risk Management policies;
2. **Risk Management Monitoring Committee**
   The establishment of the Risk Management Monitoring Committee is part of the Company's efforts to strengthen oversight of risk management policies and systems in line with the implementation of Good Corporate Governance (GCG). The Risk Management Monitoring Committee is responsible for:
   a. Providing input to the Board of Commissioners regarding the preparation of risk management improvements related to risk control across all areas of the Company before obtaining approval from the Board of Commissioners;
   b. Conducting discussions with the Board of Directors or work units related to risk management, if necessary;
   c. And other activities in accordance with PT PELNI (Persero) risk management guidelines.
3. **Board of Directors** is responsible for:
   a. Establishing written and comprehensive Risk Management Implementation Policies and Guidelines;
   b. Establishing risk appetite and risk tolerance limits used as risk assessment criteria;
   c. Implementing Risk Management Policies;
   d. And other matters in accordance with PT PELNI (Persero) risk management guidelines;
4. **Director of Finance and Risk Management** is responsible for:
   a. Ensuring that the organization established to manage Risk Management functions independently;
   b. Conducting periodic evaluations of Risk Management policies to ensure the accuracy of the risk assessment methodology and the adequacy of system implementation;

c. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);

5. **Satuan Pengawas Intern (SPI)** memiliki tanggung jawab yakni:
   a. Memiliki fungsi pengawasan atas pelaksanaan manajemen risiko;
   b. Berperan dalam memastikan bahwa seluruh aktivitas dan proses bisnis yang dilakukan oleh *risk owner* telah sesuai dengan kebijakan, standar, prosedur kerja, dan manual yang ditetapkan oleh Direksi, termasuk di dalamnya kebijakan manajemen risiko;
   c. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);
6. **Divisi Manajemen Risiko dan ESG** memiliki tanggung jawab yakni:
   a. Menyusun dan mengusulkan Kebijakan, Pedoman dan Prosedur Penerapan Manajemen Risiko kepada Dewan Direksi;
   b. Membangun arsitektur, SOP dan strategi manajemen risiko;
   c. Memastikan proses manajemen risiko berjalan dengan efektif di seluruh lingkungan Perseroan;
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);
7. **Departemen Manajemen Risiko** memiliki tanggung jawab yakni:
   a. Melakukan penjabaran *risk appetite* dan *risk tolerance level* korporat;
   b. Melakukan penjabaran *risk tolerance* ke level unit kerja pemilik risiko sebagai acuan bagi pemilik risiko dalam memutuskan tentang seberapa besar risiko yang dapat diambil;
   c. Mengkoordinasikan dan mengintegrasikan semua upaya pengelolaan risiko diseluruh Perseroan;
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);
8. **Divisi/Unit Pemilik Risiko** memiliki tanggung jawab yakni:
   a. Mengelola risiko-risiko yang ada di unit kerjanya;
   b. Mengendalikan pengendalian risiko dan melaporkan hasilnya secara berkala;
   c. Bertanggung jawab atas kerugian dan risiko yang terjadi sebagai akibat penyimpangan dan/atau pelanggaran terhadap keputusan Direksi;
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);

c. And other matters in accordance with PT PELNI (Persero) risk management guidelines.

5. **Internal Supervisory Unit (SPI)** is responsible for:
   a. Overseeing the implementation of risk management;
   b. Ensuring that all activities and business processes carried out by risk owners comply with the policies, standards, work procedures, and manuals established by the Board of Directors, including the risk management policy;
   c. Other activities in accordance with PT PELNI (Persero) risk management guidelines.
6. **Risk Management and Compliance Division** is responsible for:
   a. Developing and proposing Risk Management Policies, Guidelines, and Procedures to the Board of Directors;
   b. Developing risk management architecture, SOPs, and strategies;
   c. Ensuring the effective implementation of risk management processes throughout the company;
   d. And other duties in accordance with PT PELNI (Persero) risk management guidelines.
7. **Risk Management Department** is responsible for:
   a. Elaborating risk appetite and risk tolerance at the corporate level;
   b. Elaborating risk tolerance at the risk owner's work unit level as a reference for risk owners in deciding how much risk to take;
   c. Coordinating and integrating all risk management efforts throughout the Company;
   d. And other activities in accordance with PT PELNI (Persero) risk management guidelines.
8. **Risk Owner Division/Unit** is responsible for:
   a. Managing risks within its work unit;
   b. Controlling risk management and reporting the results periodically;
   c. Losses and risks arising from misconduct and/or violations against the Board of Directors' resolutions;
   d. And other matters in accordance with PT PELNI (Persero) risk management guidelines.

9. ***Risk Officer*** memiliki tanggung jawab yakni:
   a. Merupakan fungsi yang diintegrasikan dengan *risk performance management officer* pada jabatan setingkat manager serta dikukuhkan melalui SK Direksi;
   b. Penugasan fungsi *risk officer* dapat diberikan secara berkala;
   c. Menjadi pendamping para risk owner dan unit kerja untuk membantu proses implementasi manajemen risiko;
   d. Dan lainnya sesuai pada pedoman manajemen risiko PT PELNI (Persero);
10. **Seluruh Pegawai**
    Seluruh pegawai mempunyai peran dalam mewujudkan Manajemen Risiko yang efektif dan secara aktif berpartisipasi mengidentifikasi risiko potensial yang ada di lingkungannya dan membantu melaksanakan tindakan Penanganan Risiko yang tepat.

Dengan adanya tugas dan tanggung jawab pada Organ Perseroan terkait penanganan risiko, PELNI dapat mengoptimalisasi berbagai risiko yang dihadapi dengan menerapkan konsep manajemen risiko secara efektif dan tepat waktu.

PENGELOLAAN RISIKO KEBERLANJUTAN

Terkait dengan pengelolaan risiko dan peluang keberlanjutan termasuk perubahan iklim, sepanjang tahun 2025, PELNI telah menghitung dampak finansial atas risiko yang timbul dari perubahan iklim. Adapun risiko dan peluang keberlanjutan dan perubahan iklim disampaikan pada tabel sebagai berikut:

9. **Risk Officer** is responsible for:
   a. Functions integrated with the risk performance management officer at the managerial level and confirmed by a Board of Directors' Decree;
   b. Assignments that can be given periodically;
   c. Acting as a mentor to risk owners and work units to assist in the implementation of risk management;
   d. And other matters in accordance with PT PELNI (Persero) risk management guidelines.
10. **All Employees**
    All employees have a role in realizing effective Risk Management and actively participate in identifying potential risks in their environment and helping to implement appropriate Risk Management actions.

With the Company's organs assigned duties and responsibilities related to risk management, PELNI can optimize the risks it faces by effectively and timely implementing risk management concepts.

SUSTAINABILITY RISK MANAGEMENT

Regarding the management of sustainability risks and opportunities, including climate change, throughout 2025, PELNI has calculated the financial impact of climate change-related risks. The sustainability and climate change risks and opportunities are presented as follows:

Risiko Keberlanjutan dan Perubahan Iklim
Sustainability and Climate Change Risks

Jenis Risiko Risk Type	Penyebab Reason	Dampak Impact	Mitigasi Risiko Risk Mitigation
Ekonomi Economy			
Biaya penugasan kapal penumpang tidak dapat ditagihkan Unbilled passenger ship assignment costs	Teridentifikasi biaya yang tidak dapat dipertanggungjawabkan oleh *Project Manager* karena adanya bukti pendukung yang tidak memenuhi standar, ketidaklengkapan dokumen pendukung, serta kesalahan administrasi dan pencatatan keuangan. Costs identified by the Project Manager cannot be accounted for due to substandard supporting evidence, incomplete supporting documents, and administrative and financial recording errors.	Dapat berkurangnya laba Perseroan dan ada biaya yang bertambah dan adanya nilai dampak yang ditimbulkan dengan tidak terserapnya anggaran dan pengurangan laba. This results in reduced company profits and increased costs, as well as an assessment of the impact caused by unused budgets and reduced profits.	1. Melakukan peningkatan terhadap kualitas dan ketepatan data dukung dokumen pendukung; 2. Melakukan penguatan pengendalian pencatatan biaya; 3. Menetapkan early warning system untuk mengidentifikasi biaya berpotensi tidak tertagih sejak awal. 1. Improve the quality and accuracy of supporting data and supporting documents; 2. Strengthen cost recording controls; 3. Establish an early warning system to identify potentially unbilled costs early on.
Potential loss bisnis kontainer di kapal penumpang Potential loss of container business on passenger ships	Adanya penyesuaian produksi dengan penghasilan, dasar penyusunan tarif lama yang tidak relevan, serta okupansi yang rendah pada beberapa trayek similar atau pada trayek yang memiliki beberapa kompetitor. Production adjustments to revenue, outdated tariff bases that are irrelevant, and low occupancy on some similar routes or routes with multiple competitors.	Berdampak pada kehilangan pendapatan penghasilan kontainer di kapal penumpang. This results in lost container revenue on passenger ships.	1. Melaksanakan analisis komprehensif terhadap model bisnis kontainer pada kapal penumpang untuk menentukan prioritas rute dan segmen pasar yang memiliki potensi terbesar; 2. Meningkatkan program pelatihan *market analysis* serta CRM (*Customer Relationship Management*) untuk tim pemasaran dan penjualan; 3. Penguatan sistem digital untuk pemantauan muatan secara real time sehingga proses operasional menjadi lebih efisien dan akurat. 1. Conduct a comprehensive analysis of the container business model on passenger ships to determine priority routes and market segments with the greatest potential; 2. Enhance market analysis and CRM (Customer Relationship Management) training programs for marketing and sales teams; 3. Strengthen digital systems for real-time cargo monitoring to make operational processes more efficient and accurate.

Risiko Keberlanjutan dan Perubahan Iklim
Sustainability and Climate Change Risks

Jenis Risiko Risk Type	Penyebab Reason	Dampak Impact	Mitigasi Risiko Risk Mitigation
Lingkungan **Environment**			
Adanya kejadian kerusakan lingkungan Environmental damage incidents	Tumpahan minyak atau bahan bakar dari kapal, pengelolaan limbah kapal yang tidak sesuai standar, kebocoran bahan berbahaya dan beracun (B3), kurang efektifnya pengawasan terhadap aspek lingkungan, rendahnya kepatuhan terhadap prosedur operasional dan regulasi lingkungan, serta terjadinya kecelakaan atau insiden operasional yang berdampak pada lingkungan. Oil or fuel spills from ships, substandard ship waste management, leaks of hazardous and toxic materials (B3), ineffective environmental oversight, low compliance with operational procedures and environmental regulations, and operational accidents or incidents that impact the environment.	Berdampak pada pencemaran laut, kerusakan ekosistem laut, dan ketergantungan pada bahan bakar fosil. These have an impact on marine pollution, damage to marine ecosystems, and dependence on fossil fuels.	1. Melaksanakan internal audit ke seluruh kapal sesuai dengan rencana program kerja Divisi. (Triwulan IV-2025. telah dilaksanakan internal audit di 12 kapal PT PELNI); 2. Meningkatkan pemahaman kru kapal terkait perawatan peralatan perlindungan pencemaran lingkungan kapal melalui program *Workshop* Keselamatan Mandiri. (KM. Kelimutu, KM. Leuser, KM. Labobar, KM. Sirimau, KM. Wilis, KM. Sangiang). 1. Conduct internal audits on all vessels in accordance with the Division's work program plan. (In the fourth quarter of 2025, internal audits were conducted on 12 PELNI vessels); 2. Improve crew understanding of the maintenance of shipboard environmental pollution protection equipment through the Independent Safety Workshop program (KM Kelimutu, KM Leuser, KM Labobar, KM Sirimau, KM Wilis, and KM Sangiang).
Sosial **Social**			
Kecelakaan Kapal Ship Accidents	Ketidakpatuhan terhadap SOP dan regulasi keselamatan, kondisi *force majeure* akibat bencana alam, keterbatasan kapabilitas SDM laut, faktor eksternal seperti kondisi pandu dan tunda, serta faktor internal berupa *human error*. Non-compliance with SOPs and safety regulations, force majeure due to natural disasters, limited maritime human resource capabilities, external factors such as pilotage and tug conditions, and internal factors such as human error.	Meningkatnya biaya penanganan kecelakaan kapal, potensi korban luka maupun meninggal dunia, kerusakan aset, serta peningkatan biaya operasional Perseroan. Selain berdampak finansial, kejadian kecelakaan kapal juga berpotensi menimbulkan dampak non-keuangan berupa penurunan reputasi Perseroan dan menurunnya tingkat kepercayaan publik ataupun *stakeholder*. Increased ship accident handling costs, potential injuries or fatalities, asset damage, and increased company operating costs. In addition to financial impacts, ship accidents can also cause non-financial impacts, such as a decline in the company's reputation and a decrease in public and stakeholder trust.	1. Menggunakan strategi *risk sharing* bekerjasama dengan pihak asuransi dan membayar sejumlah premi yang disepakati; 2. Manual SMK telah direvisi dan mendapatkan *approval* dari Ditkapel (25 kapal penumpang); 3. Melaksanakan *Workshop* Keselamatan Mandiri secara internal untuk Kapal Penumpang PT. PELNI (Persero) 20 dari 20 kapal dengan progress 100% (KM. Kelimutu, KM. Leuser, KM. Labobar, KM. Sirimau, KM. Wilis, KM. Sangiang). 1. Employ a risk-sharing strategy in collaboration with insurance companies and pay the agreed-upon premiums; 2. Revise the Vocational School Manual and receive approval from the Directorate General of Shipbuilding (25 passenger ships); 3. Conduct an internal Independent Safety Workshop for 20 of PT PELNI (Persero) Passenger Ships with 100% progress (KM Kelimutu, KM Leuser, KM Labobar, KM Sirimau, KM Wilis, and KM Sangiang).

Risiko Keberlanjutan dan Perubahan Iklim

Sustainability and Climate Change Risks

Jenis Risiko Risk Type	Penyebab Reason	Dampak Impact	Mitigasi Risiko Risk Mitigation
Penyediaan kualitas layanan tidak optimal Suboptimal provision of service quality	Penyediaan kualitas layanan yang tidak optimal disebabkan oleh belum efektifnya pengawasan terhadap pemenuhan standar layanan, keterbatasan kapasitas operasional pada periode tertentu, kurang memadainya pemeliharaan fasilitas pendukung, serta belum optimalnya mekanisme evaluasi dan tindak lanjut atas keluhan pelanggan. Service quality that is not optimal is caused by ineffective monitoring of service standard fulfillment, limited operational capacity during certain periods, inadequate maintenance of supporting facilities, and inadequate evaluation and follow-up mechanisms for customer complaints.	Dapat mengurangi kepercayaan masyarakat terhadap PELNI sebagai penyedia jasa transportasi laut nasional, sehingga berpotensi memengaruhi tingkat utilisasi layanan, pendapatan Perseroan, serta keberlanjutan pertumbuhan bisnis dalam jangka panjang. It can erode public trust in PELNI as a national maritime transportation service provider, potentially affecting service utilization, company income, and long-term business sustainability.	1. Telah dilaksanakan Pengadaan Revitalisasi Kasur Penumpang Ekonomi di Kapal Penumpang PT PELNI (Persero) (data suplai Kasur Semester II terlampir); 2. Implementasi SPM (Standar Pelayanan Minimum) Penyampaian Usulan Design ke BOD estimasi pada Week II Desember 2025; 3. Telah dilaksanakan sosialisasi SPM (Standar Pelayanan Minimum) melalui *zoom meeting* pada tanggal 12 November 2025; 4. Telah dilakukan implementasi SPM pada kegiatan *pre* dan *post on board* di Cabang dan di Kapal, sehingga monitoring pelaksanaan kegiatan melalui KPI Cabang dan KPI Kapal; 5. Telah dilaksanakan revitalisasi Ruang Informasi di 8 Kapal Penumpang Tahun 2025 (KM. Tilongkabila, KM. Dobonsolo, KM.Lambelu, KM. Sinabung, KM. Binaiya, KM. Leuser, KM. Gunung Dempo dan KM. Ciremai). 1. The procurement of revitalized economy-class passenger mattresses on PT PELNI (Persero) passenger ships has been implemented (mattress supply data for the second semester is attached); 2. The implementation of the Minimum Service Standards is expected to be submitted to the Board of Directors in the second week of December 2025; 3. The socialization of the Minimum Service Standards was conducted via a Zoom meeting on November 12, 2025; 4. The implementation of the Minimum Service Standards in pre- and post-board activities at branches and on ships has been carried out, resulting in monitoring of activity implementation through Branch and Ship KPIs; 5. The revitalization of the Information Rooms on eight passenger ships (KM Tilongkabila, KM Dobonsolo, KM Lambelu, KM Sinabung, KM Binaiya, KM Leuser, KM Gunung Dempo, and KM Ciremai) has been implemented in 2025.

RISIKO DAN UPAYA PERUBAHAN IKLIM

TATA KELOLA DAMPAK PERUBAHAN IKLIM [GRI 201-2]

Perseroan telah mengadopsi sejumlah langkah strategis dalam pengelolaan perubahan iklim, yang meliputi hal-hal sebagai berikut:

CLIMATE CHANGE RISKS AND MEASURES

GOVERNANCE OF CLIMATE CHANGE IMPACTS [GRI 201-2]

The Company has adopted several strategic steps in climate change management, including the following:

1. Memiliki Komite Sustainability yakni tingkat direksi yang bertanggung jawab atas pengawasan strategi dan kinerja ESG Perseroan dan memiliki ESG *Task Force* yang berfungsi sebagai eksekutor dari program-program ESG Perseroan;
2. Melakukan pengembangan kebijakan dan prosedur manajemen risiko ESG;
3. Menerapkan proses penilaian risiko iklim guna mengidentifikasi, mengevaluasi, dan mengelola risiko yang berkaitan dengan perubahan iklim;
4. Memiliki rencana strategis terkait manajemen risiko iklim, yang mencakup berbagai inisiatif seperti pengurangan emisi karbon, investasi dalam energi rendah karbon, serta berbagai langkah-langkah adaptasi terhadap perubahan iklim;
5. Melaporkan kinerja ESG secara berkala, dengan informasi yang transparan bagi pemegang saham, investor, serta pemangku kepentingan lainnya.

UPAYA DALAM MENANGANI PERUBAHAN IKLIM

Perseroan telah membentuk struktur tata kelola pada tingkat Dewan dan Manajemen yang bertanggung jawab untuk mengawasi, mengevaluasi, serta mengelola isu-isu terkait perubahan iklim. Pendekatan yang terstruktur ini memastikan bahwa aspek perubahan iklim terintegrasi dalam proses pengambilan keputusan strategis serta memperoleh perhatian yang memadai dari Dewan dan Manajemen Eksekutif.

Adapun peran dan tanggung jawab masing-masing pihak dalam pengelolaan isu perubahan iklim adalah sebagai berikut.

1. **Direktur Utama** memiliki tanggung jawab yakni menyetujui kebijakan, strategi, dan target perubahan iklim, serta memastikan integrasinya dalam keputusan strategis dan alokasi sumber daya;
2. **Ketua dan Anggota Komite Sustainability** memiliki tanggung jawab yakni mengkoordinasikan dan mengawasi pelaksanaan strategi keberlanjutan, termasuk efisiensi energi, pengurangan emisi, dan kepatuhan terhadap standar lingkungan global.
3. **Penanggung Jawab Bidang Perubahan Iklim Komite Sustainability** yakni memberikan usulan dan masukan terkait dengan perubahan iklim, mengelola risiko perubahan iklim, mengembangkan langkah mitigasi dampak lingkungan, dan mendorong inovasi teknologi ramah lingkungan.

1. Establishing a Sustainability Committee, a board-level institution responsible for overseeing the Company's ESG strategy and performance, and an ESG Task Force that serves as the executor of the Company's ESG programs;
2. Developing ESG risk management policies and procedures;
3. Implementing a climate risk assessment process to identify, evaluate, and manage risks related to climate change;
4. Having a strategic plan related to climate risk management, which includes various initiatives such as carbon emission reduction, investment in low-carbon energy, and various climate change adaptation measures;
5. Reporting ESG performance regularly, with transparent information for shareholders, investors, and other stakeholders.

EFFORTS TO ADDRESS CLIMATE CHANGE

The Company has established governance structures at the Board and Management levels to oversee, evaluate, and manage climate change-related issues. This structured approach ensures that climate change aspects are integrated into the strategic decision-making process and receive adequate attention from the Board and Executive Management.

The roles and responsibilities of each party in managing climate change issues are as follows:

1. **President Director** is responsible for approving climate change policies, strategies, and targets, and ensuring their integration into strategic decisions and resource allocation;
2. **Chairman and Members of the Sustainability Committee** are responsible for coordinating and overseeing the implementation of sustainability strategies, including energy efficiency, emissions reduction, and compliance with global environmental standards.
3. **The Responsible Party for Climate Change, Sustainability Committee** is responsible for providing suggestions and input related to climate change, managing climate change risks, developing environmental impact mitigation measures, and encouraging environmentally friendly technological innovation.

4. **Departemen ESG & Manajemen Risiko** memiliki tanggung jawab yakni menyelaraskan kebijakan keberlanjutan dengan strategi bisnis melalui penyusunan *roadmap* dekarbonisasi dan pengembangan investasi teknologi rendah karbon.
5. **VP ESG** memiliki tanggung jawab yakni mengkoordinasikan inisiatif keberlanjutan, memantau kinerja ESG, serta memastikan pelaporan dilakukan secara transparan sesuai standar nasional dan global.

4. **ESG & Risk Management Department** is responsible for aligning sustainability policies with business strategies through the preparation of a decarbonization roadmap and the development of low-carbon technology investments.
5. **VP ESG** is responsible for coordinating sustainability initiatives, monitoring ESG performance, and ensuring that reporting is carried out transparently according to national and global standards.

ANALISIS RISIKO PERUBAHAN IKLIM

Analisis dalam mengidentifikasikan risiko dan dampak bagi Perseroan berdasarkan asumsi masing-masing skenario. Berikut adalah risiko, dampak yang mungkin muncul yang telah diidentifikasikan oleh Perseroan dan mitigasi risiko berdasarkan skenario iklim yang ada: [GRI 3-3,201-2]

CLIMATE CHANGE RISK ANALYSIS

This analysis identifies risks and impacts for the Company based on the assumptions of each scenario. The following are the risks, potential impacts identified by the Company, and risk mitigation measures based on the existing climate scenarios: [GRI 3-3,201-2]

Jenis Risiko Risk Type	Dampak pada Perseroan Impact on the Company	Mitigasi Risiko Risk Mitigation
Accident di Atas Kapal akibat *Human Error* Accident on Board due to Human Error	Menyebabkan operasional kapal dapat terganggu, kecelakaan kapal dan kerusakaan/ kerugian aset. This may lead to disruptions in vessel operations, maritime accidents, and asset damage or loss.	1. Melakukan kegiatan *refreshment* untuk me-*recall* atau mengingatkan kembali para ABK terkait Tupoksi di atas kapal; 2. Melakukan koordinasi dengan tim diklat untuk mengadakan diklat ECDIS (*Electronik Chart Display and Information System*); serta 3. Melakukan koordinasi untuk mengadakan *refreshment* dan evaluasi untuk ABK Perwiran Mesin. 1. Conduct refresher activities to reinforce crew members' understanding of their duties and responsibilities on board; 2. Coordinate with the training team to organize ECDIS (Electronic Chart Display and Information System) training; and 3. Coordinate the arrangement of refresher sessions and evaluations for engineer officers.
Kerusakan Alat Keselamatan, *Deck*, Telekomunikasi, dan Elektronika Kapal Damage to Ship Safety Equipment, Deck, Telecommunications, and Electronics	Dapat menimbulkan biaya perbaikan atas kerusakan perangkat *Deck & Tonnes Equivalent* (TE). This may result in repair costs for damage to the Deck & Tonnes Equivalent (TE) equipment.	1. Memasang poster terkait *Standard Operating Procedure* penggunaan peralatan kenautikaan; 2. *Sharing knowledge* dari vendor teknisi kepada ABK terkait perbaikan mandiri; serta 3. Melakukan kegiatan perawatan tahunan pada alat kenautikaan (alat keselamatan). 1. Display posters regarding the Standard Operating Procedure for the use of nautical equipment; 2. Facilitate knowledge sharing from vendor technicians to crew members regarding independent repairs; and 3. Conduct annual maintenance on nautical equipment (safety equipment).

Jenis Risiko Risk Type	Dampak pada Perseroan Impact on the Company	Mitigasi Risiko Risk Mitigation
Perencanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) Tidak Tepat Sasaran Social and Environmental Responsibility (TJSL) Planning Misses the Mark	1. Dapat tidak tercapainya *Key Performance Indicator* (KPI) TJSL; 2. Dapat berdampak pada nama baik Perseroan; 3. Penyelenggaraan TJSL tidak mencapai tepat sasaran; serta 4. Realisasi program TJSL tidak mencapai target Rencana Kerja dan Anggaran (RKA). 1. Failure to achieve Social and Environmental Responsibility (TJSL) Key Performance Indicators (KPIs); 2. Potential impact on the Company's reputation; 3. TJSL activities failing to reach the intended targets; and 4. Realization of TJSL programs falling short of Work Plan and Budget (RKA) targets.	1. Optimalisasi penagihan Mitra Binaan secara berkala; 2. Melakukan pemantauan dan koordinasi secara berkala dengan Departemen Perencanaan Korporat terkait perkembangan pada draft *Standard Operating Procedure* (SOP); serta 3. Percepatan proses administrasi. 1. Periodic optimization of collections from Assisted Partners; 2. Periodic monitoring and coordination with the Corporate Planning Department regarding the progress of the Standard Operating Procedure (SOP) draft; and 3. Acceleration of administrative processes.
Konsumsi Bahan Bakar Tinggi High fuel consumption	Biaya penggunaan bahan bakar lebih tinggi. Higher fuel costs.	1. Melakukan *Check On The Spot* (COTS) penggunaan bahan bakar di setiap kapal; 2. Melakukan evaluasi konsumsi BBM per kapal; serta 3. Melakukan Koordinasi untuk penyempurnaan aplikasi *Vessel Web Analyzer* pada armada kapal penumpang. 1. Conduct Check On The Spot (COTS) regarding fuel usage on each vessel; 2. Evaluate fuel consumption per vessel; and 3. Coordinate efforts to refine the Vessel Web Analyzer application for the passenger vessel fleet.
Kualitas Layanan Kontainer yang Tidak Sesuai dengan Kebutuhan Pelanggan Container Service Quality that doesn't Meet Customer Needs	1. *Loss opportunity* dalam potensi bisnis (dalam menjangkau target *market* yang baru); 2. Penurunan kinerja produksi angkutan barang; 3. Penurunan tingkat kepuasan pelanggan; 4. Penurunan reputasi pelayaran barang yang berpotensi menurunkan *trust* dari pemerintah dalam hal penyelenggaraan pelayaran penugasan; serta 5. Tidak terciptanya *service excellent.* 1. Lost business opportunities (in reaching new target markets); 2. Decline in freight transport operational performance; 3. Decline in customer satisfaction levels; 4. Damage to the freight shipping reputation, potentially eroding government trust regarding the operation of mandated shipping services; and 5. Failure to achieve service excellence.	1. Melakukan pemenuhan kebutuhan kontainer (sewa); 2. Melakukan optimalisasi proses reposisi kontainer; serta 3. Melakukan *stock opname* dan pencatatan kondisi kontainer secara berkala. 1. Meet container requirements (via leasing); 2. Optimize the container repositioning process; and 3. Conduct periodic stock takes and record container conditions.

Jenis Risiko Risk Type	Dampak pada Perseroan Impact on the Company	Mitigasi Risiko Risk Mitigation
Implementasi Strategi & *Roadmap Sustainability* Tidak Efektif Ineffective Implementation of the Sustainability Strategy and Roadmap	1. Risiko kegagalan dalam menerapkan praktik bisnis berkelanjutan; 2. Kesulitan dalam memenuhi persyaratan kepatuhan lingkungan dan sosial yang ditetapkan oleh pemerintah atau regulator; serta 3. Dapat terjadi hambatan dalam integrasi ESG ke dalam proses bisnis. 1. Risk of failure to implement sustainable business practices; 2. Difficulty in meeting environmental and social compliance requirements set by the government or regulators; and 3. Potential obstacles in integrating ESG into business processes.	Melakukan pelatihan terkait ESG secara bekala bagi Tim Penyusun. Conduct periodic ESG-related training for the drafting team.

ANTI-KORUPSI DAN ANTI-GRATIFIKASI
ANTI-CORRUPTION AND ANTI-GRATIFICATION

Kegiatan operasional PELNI berpotensi menimbulkan risiko korupsi yang dapat berdampak pada aspek ekonomi, sosial, dan penghormatan terhadap Hak Asasi Manusia (HAM). Oleh karena itu, PELNI menerapkan pengendalian internal yang efektif, memperkuat transparansi dan akuntabilitas dalam setiap proses bisnis, serta menyelenggarakan pelatihan anti-korupsi bagi seluruh jajaran manajemen dan pekerja guna meningkatkan kesadaran, pemahaman, dan kepatuhan terhadap prinsip integritas. Upaya tersebut dilakukan secara berkelanjutan sebagai bentuk komitmen PELNI dalam menciptakan lingkungan usaha yang beretika, mencegah praktik korupsi, serta mendukung penerapan tata kelola Perseroan yang baik. Sebagai bagian dari upaya memperkuat budaya anti-korupsi dan meningkatkan efektivitas pengelolaan risiko terkait, PELNI berencana menyelenggarakan *workshop* secara bertahap bagi seluruh mitra bisnis guna meningkatkan kesadaran serta mendorong penerapan prinsip-prinsip pencegahan. [GRI 3-3]

PELNI's operational activities have the potential to create corruption risks that can impact economic and social aspects, as well as respect for human rights. Therefore, PELNI implements effective internal controls, strengthens transparency and accountability across all business processes, and conducts anti-corruption training for all levels of management and employees to increase awareness, understanding, and compliance with integrity principles. These efforts are ongoing as part of PELNI's commitment to creating an ethical business environment, preventing corruption, and supporting the implementation of good corporate governance. As part of its efforts to strengthen its anti-corruption culture and improve the effectiveness of related risk management, PELNI plans to hold workshops in stages for all business partners to raise awareness and encourage the implementation of prevention principles. [GRI 3-3]

PELNI berkomitmen untuk memberantas korupsi dengan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai dengan standar ISO 37001:2016. Komitmen ini diwujudkan melalui kebijakan anti-korupsi yang tegas dan prosedur pengendalian yang sistematis di seluruh lini organisasi. Pelaksanaan SMAP meliputi identifikasi

PELNI is committed to eradicating corruption by implementing an Anti-Bribery Management System (SMAP) in accordance with ISO 37001:2016. This commitment is realized through a firm anti-corruption policy and systematic control procedures across all levels of the organization. The implementation of the SMAP

risiko korupsi, pelatihan kesadaran anti-penyuapan, serta penyediaan mekanisme pelaporan yang aman dan perlindungan bagi pelapor, sebagai upaya menjaga budaya organisasi yang bersih dan profesional. Evaluasi dan pengawasan secara berkala dilakukan untuk memastikan efektivitas sistem dan mendukung tata kelola Perseroan yang berintegritas.

DASAR HUKUM DAN KEBIJAKAN [GRI 2-23, 2-27]

Dalam menerapkan praktik anti-korupsi, PELNI berpedoman pada ketentuan dan peraturan yang berlaku meliputi:

1. Peraturan KPK RI No. 2 Tahun 2019 tentang Pelaporan Gratifikasi;
2. Peraturan KPK RI No. 2 Tahun 2020 tentang Perubahan atas Peraturan KPK RI No. 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara;
3. Surat Sekretaris Menteri Kementerian BUMN No. S-17/S.MBU/02/2020 tanggal 17 Februari 2020 tentang Sertifikasi ISO 37001 Sistem Anti Penyuapan di BUMN;
4. Surat Keputusan Bersama Antara Dewan Komisaris dengan Direksi PT PELNI (Persero) Nomor: 12.31/05/SK/HKO.01/2025 tentang Pedoman Anti Korupsi, Anti Kecurangan dan Keterlibatan Dalam Politik di Lingkungan PT PELNI (Persero);
5. Surat Keputusan Bersama Antara Dewan Komisaris dengan Direksi PT PELNI (Persero) Nomor: 11.150/02/SK/HKO.01/2023 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di Lingkungan PT PELNI (Persero);
6. Surat Keputusan Bersama Antara Dewan Komisaris dengan Direksi PT PELNI (Persero) Nomor: 11.15/01/SK/HKO.01/2023 tentang Pedoman Tata Laksana (*Board Manual*) Direksi dan Dewan Komisaris PT PELNI (Persero);
7. SK Direksi Nomor: 11.15/03/SK/HKO.01/2023 tentang Pedoman Perilaku dan Etika (*Code of Conduct*) di Lingkungan PT PELNI (Persero);
8. SK Direksi Nomor: 02.14/05/SK/HKO.01/2023 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT PELNI (Persero);
9. SK Direksi Nomor: 02.14/06/SK/HKO/01/2023 tentang Pedoman Pengendalian Gratifikasi (UPG) di Lingkungan PT PELNI (Persero);

includes identifying corruption risks, providing anti-bribery awareness training, and providing a secure reporting mechanism and protection for whistleblowers, as an effort to maintain a clean and professional organizational culture. Periodic evaluation and supervision are carried out to ensure the effectiveness of the system and support corporate governance with integrity.

LEGAL BASIS AND POLICY [GRI 2-23, 2-27]

In implementing anti-corruption practices, PELNI is guided by the following provisions and regulations:

1. Corruption Eradication Commission Regulation No. 2 of 2019 concerning Reporting of Gratification;
2. Corruption Eradication Commission Regulation No. 2 of 2020 concerning Amendments to Corruption Eradication Commission Regulation No. 7 of 2016 concerning Procedures for Registration, Announcement, and Examination of State Officials' Assets;
3. Letter from the Secretary of the Ministry of State-Owned Enterprises No. S-17/S.MBU/02/2020 dated February 17, 2020, concerning ISO 37001 Certification of Anti-Bribery Systems in State-Owned Enterprises;
4. Joint Decree of the Board of Commissioners and the Board of Directors of PT PELNI (Persero) No. 12.31/05/SK/HKO.01/2025 concerning the Guidelines on Anti-Corruption, Anti-Fraud, and Political Involvement within PT PELNI (Persero);
5. Joint Decree of the Board of Commissioners and the Board of Directors of PT PELNI (Persero) No. 11.150/02/SK/HKO.01/2023 concerning the Guidelines on Good Corporate Governance within PT PELNI (Persero);
6. Joint Decree of the Board of Commissioners and the Board of Directors of PT PELNI (Persero) No. 11.15/01/SK/HKO.01/2023 concerning the Board Manual for the Board of Directors and the Board of Commissioners of PT PELNI (Persero);
7. Board of Directors Decree No. 11.15/03/SK/HKO.01/2023 concerning the Code of Conduct and Ethics within PT PELNI (Persero);
8. Board of Directors Decree No. 02.14/05/SK/HKO.01/2023 concerning the Gratification Control Guidelines within PT PELNI (Persero);
9. Board of Directors Decree No. 02.14/06/SK/HKO.01/2023 concerning the Guidelines for the Gratification Control Unit (UPG) within PT PELNI (Persero);

10. SK Direksi Nomor: 11.15/04/SK/HKO.01/2023 tentang Pedoman Sistem Penanganan (*Whistleblowing System*) di Lingkungan PT PELNI (Persero);
11. SK Direksi No. 03.16/01/SK/HKO.01/2020 tentang Sistem Manajemen Anti Penyuapan (SMAP) Di Lingkungan PT PELNI (Persero);
12. SK Direksi No. 02.20/01/SK/HKO.02/2020 tentang Penandatanganan Komitmen *Good Corporate Governance* (GCG) Perusahaan Perseroan Di PT PELNI (Persero);
13. Instruksi Direktur SDM & Umum Nomor: 01.14/01/INS/HKO.03/2022 tentang Penandatanganan Komitmen *Good Corporate Governance* (GCG) PT PELNI (Persero);
14. SK Direksi No. 07.26/03/SK/HKO.01/2021 tentang Perubahan Atas SK Direksi No. 10.23/01/SK/HKO.01/2019 tentang Pedoman Pengadaan Barang/Jasa PT PELNI (Persero);
15. Surat Keputusan Direksi Nomor 09.09/01/SK/HKO.01/2024 tentang Pedoman Sistem Manajemen Terintegrasi di Lingkungan PT PELNI (Persero);
16. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No 02/MBU/03/2023 tentang Pedoman Tata Kelola dan kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
17. Indikator/Parameter Penilaian dan Evaluasi atas penerapan tata kelola Perseroan yang baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara; serta
18. Surat Keputusan Bersama Antara Dewan Komisaris PT PELNI (Persero) dengan Direksi PT PELNI (Persero) Nomor: 12.18/01/SK/HKO.01/2025 tentang Pedoman Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme PT PELNI (Persero) .

Komitmen Perseroan terhadap antikorupsi, diperkuat dengan sertifikasi SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) dan ISO 37301:2021 terkait Sistem Manajemen Kepatuhan.

PRAKTIK ANTI-KORUPSI

PELNI bertekad secara penuh untuk mendukung pencegahan dan pemberantasan tindak pidana korupsi demi terciptanya iklim usaha yang sehat dan menghindari

10. Board of Directors Decree No. 11.15/04/SK/HKO.01/2023 concerning the Whistleblowing System Guidelines within PT PELNI (Persero);
11. Board of Directors Decree No. 03.16/01/SK/HKO.01/2020 concerning the Anti-Bribery Management System (ABMS) within PT PELNI (Persero);
12. Board of Directors Decree No. 02.20/01/SK/HKO.02/2020 concerning the Signing of the Company's Good Corporate Governance (GCG) Commitment at PT PELNI (Persero).
13. Instruction of the Director of Human Resources & General Affairs No. 01.14/01/INS/HKO.03/2022 concerning the Signing of the Good Corporate Governance (GCG) Commitment at PT PELNI (Persero);
14. Board of Directors Decree No. 07.26/03/SK/HKO.01/2021 concerning Amendments to Board of Directors Decree No. 10.23/01/SK/HKO.01/2019 concerning Guidelines for Procurement of Goods/Services at PT PELNI (Persero);
15. Board of Directors Decree No. 09.09/01/SK/HKO.01/2024 concerning Guidelines for the Integrated Management System within PT PELNI (Persero);
16. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. 02/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
17. Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises; and
18. Joint Decree between the Board of Commissioners of PT PELNI (Persero) and the Board of Directors of PT PELNI (Persero) Number 12.18/01/SK/HKO.01/2025 concerning Guidelines for Anti-Money Laundering and Prevention of Terrorism Financing of PT PELNI (Persero).

The Company's commitment to anti-corruption is strengthened by certification under SNI ISO 37001:2016 for the Anti-Bribery Management System (SMAP) and ISO 37301:2021 for the Compliance Management System.

ANTI-CORRUPTION PRACTICES

PELNI is fully committed to supporting the prevention and eradication of corruption to create a healthy business climate and avoid conflicts of interest. In its

konflik kepentingan. Dalam upaya menjalankan praktik bisnis yang sehat, Perseroan juga berkomitmen untuk menerapkan etika bisnis yang berdasarkan prinsip-prinsip GCG. Salah satu implementasinya adalah larangan bagi setiap Insan PELNI untuk memberikan dan menjanjikan, baik langsung maupun tidak langsung berupa hadiah, suap dan sejenisnya kepada penyelenggara negara, mitra kerja, dan pihak- pihak lain yang berhubungan dengan Perseroan, di mana pemberian tersebut diketahui atau patut diduga digunakan untuk mempengaruhi dan menggerakkan pihak-pihak tersebut untuk melakukan atau tidak melakukan sesuatu dalam jabatannya yang bertentangan dengan kewajibannya.

PT PELNI (Persero) juga berupaya menerapkan langkah-langkah pencegahan dan pengendalian antikorupsi pada unit kerja di setiap wilayah operasional sesuai dengan ruang lingkup Sistem Manajemen Anti Penyuapan (SMAP) berdasarkan ISO 37001:2016. Implementasi tersebut mencakup upaya pencegahan terhadap praktik gratifikasi, penyuapan, benturan kepentingan, serta berbagai bentuk perilaku tidak etis lainnya guna memperkuat budaya integritas dan tata kelola Perseroan yang baik.

SOSIALISASI ANTI-KORUPSI

Selama tahun 2025, PELNI telah menginformasikan kebijakan dan prosedur anti-korupsi kepada seluruh Dewan Komisaris, Direksi, Pegawai, Pemasok, dan Mitra Bisnis. Adapun komunikasi kepada pihak internal, termasuk Dewan Komisaris, Direksi, dan Pegawai, dilakukan melalui penandatanganan pakta integritas, kegiatan sosialisasi, serta penyebaran informasi menggunakan berbagai media cetak dan elektronik, seperti spanduk, media sosial, situs web, dan media komunikasi lainnya.

Selain itu, PELNI secara berkelanjutan melakukan penguatan pemahaman dan kesadaran seluruh insan Perseroan terhadap pentingnya penerapan budaya integritas melalui program edukasi, kampanye anti-korupsi, serta penyampaian informasi mengenai kebijakan, prosedur, dan mekanisme pelaporan pelanggaran yang berlaku. Upaya ini merupakan bentuk komitmen PELNI dalam menciptakan lingkungan kerja yang transparan, beretika, dan bebas dari praktik korupsi serta mendukung penerapan tata kelola Perseroan yang baik.

efforts to implement healthy business practices, the Company is also committed to upholding business ethics grounded in GCG principles. One implementation is the prohibition on all PELNI employees from giving or promising, directly or indirectly, gifts, bribes, and similar acts to state officials, business partners, and other parties related to the Company, where such gifts are known or reasonably suspected to be used to influence or control these parties to do or not do something in their positions that is contrary to their obligations.

PT PELNI (Persero) also strives to implement anti-corruption prevention and control measures in work units in each operational area in accordance with the scope of the Anti-Bribery Management System (SMAP) based on ISO 37001:2016. This implementation includes efforts to prevent the practice of gratification, bribery, conflicts of interest, and various other forms of unethical behavior to strengthen a culture of integrity and good corporate governance.

DISSEMINATION OF ANTI-CORRUPTION

Throughout 2025, PELNI has communicated its anti-corruption policies and procedures to the entire Board of Commissioners, Board of Directors, Employees, Suppliers, and Business Partners. Internal communication, including the Board of Commissioners, Board of Directors, and Employees, is conducted through the signing of an integrity pact, outreach activities, and dissemination of information through various print and electronic media, such as banners, social media, websites, and other communication channels.

In addition, PELNI continuously strengthens employees' understanding and awareness of the importance of implementing a culture of integrity through educational programs, anti-corruption campaigns, and the dissemination of information on applicable policies, procedures, and reporting mechanisms. These efforts demonstrate PELNI's commitment to creating a transparent, ethical, and corruption-free work environment and to supporting the implementation of good corporate governance.

Program sosialisasi tersebut mencakup komunikasi kebijakan anti-gratifikasi melalui nota dinas yang disampaikan oleh Divisi Kesekretariatan kepada seluruh insan PELNI dari manajemen hingga karyawan tetap maupun tidak tetap, serta sosialisasi mengenai gratifikasi dan SMAP yang dilaksanakan oleh Divisi Manajemen Risiko & Kepatuhan di kantor cabang maupun kapal PELNI. [GRI 205-2]

Sepanjang tahun 2025, PELNI menyediakan program sosialisasi dan *workshop* kepada seluruh insan Perseroan terkait:

1. PELNI bekerjasama dengan Komisi Pemberantasan Korupsi (KPK) melalui sosialisasi Antikorupsi dan Bimtek Aplikasi PanCek KPK di PELNI (Persero) dengan tema "Mewujudkan Ekosistem Antikorupsi Dunia Usaha dan Perannya Dalam Pemberantasan Tindak Pidana Korupsi" tanggal 23 Mei 2025 yang diselenggarakan di Kantor Pusat PELNI dan secara *hybrid* untuk area operasional perkapalan dan kantor cabang;
2. Pelatihan Pembahasan dan Penyesuaian Perubahan ISO 37001:2016 menjadi ISO 37001:2025 serta Pelatihan ISO 37301:2021 Sistem Manajemen Kepatuhan (SMK) yang diselenggarakan secara *internal training* pada tanggal 13 - 14 Juni 2025;
3. *Training Internal Audit* Sistem Manajemen Terintegrasi serta *Awareness Anti Fraud* dan *Anti Corruption* yang diselenggarakan 02 – 04 September 2025.

Sementara itu, PELNI senantiasa mengkomunikasikan kebijakan dan prosedur anti-korupsi kepada pemasok dan mitra bisnis di seluruh area operasional Perseroan serta juga dilakukan melalui penandatanganan pakta integritas. Selain itu, PELNI juga menjalankan kampanye anti korupsi kepada pihak eksternal selain pemasok dan mitra bisnis melalui media sosial. [GRI 205-1, 205-2]

PERKARA TERKAIT KORUPSI

Sepanjang tahun 2025, terdapat 2 (dua) laporan penerimaan gratifikasi yang disampaikan kepada KPK melalui aplikasi Gratifikasi *Online* (GOL). Berdasarkan tindak lanjut atas laporan tersebut, tidak ditemukan insiden korupsi yang terbukti, tidak ada karyawan yang diberhentikan atau dihukum, serta tidak ada kontrak mitra bisnis yang dihentikan akibat pelanggaran korupsi. Dengan demikian, PELNI juga tidak menghadapi kasus hukum terkait korupsi pada tahun 2025. [GRI 205-3], [TR-MT-510a.2]

These outreach programs include communicating the anti-gratification policy through official memos delivered by the Secretariat Division to all PELNI employees from management to permanent and non-permanent employees, as well as outreach on gratuities and the SMAP conducted by the Risk Management & Compliance Division at PELNI branch offices and on ships. [GRI 205-2]

Throughout 2025, PELNI provided outreach programs and workshops to all employees related to:

1. PELNI's collaboration with the Corruption Eradication Commission (KPK) through anti-corruption outreach and technical guidance on the KPK's PanCek application at PELNI (Persero), with the theme "Creating an Anti-Corruption Ecosystem in the Business World and Its Role in Eradicating Criminal Acts of Corruption" on May 23, 2025, held at PELNI Head Office and via a hybrid approach for shipping operations and branch offices;
2. Training on Discussion and Adjustment of Changes from ISO 37001:2016 to ISO 37001:2025, as well as ISO 37301:2021 Training related to the Compliance Management System (SMK), held internally on June 13 - 14, 2025;
3. Training on Internal Audit of Integrated Management Systems and Anti-Fraud and Anti-Corruption Awareness, held on September 2 - 4, 2025.

Meanwhile, PELNI consistently communicates its anti-corruption policies and procedures to suppliers and business partners throughout the Company's operational areas, including through the signing of integrity pacts. Furthermore, PELNI also runs an anti-corruption campaign for external parties, including suppliers and business partners, through social media. [GRI 205-1, 205-2]

CORRUPTION-RELATED CASES

Throughout 2025, two reports of receiving gratuities were submitted to the Corruption Eradication Commission through the Gratifikasi Online (GOL) application. Based on follow-up to these reports, no proven corruption incidents were found, no employees were dismissed or punished, and no business partner contracts were terminated due to corruption violations. Therefore, PELNI did not face any corruption-related legal cases in 2025. [GRI 205-3], [TR-MT-510a.2]

KEPATUHAN TERHADAP HUKUM DAN PERATURAN [GRI 2-27]
COMPLIANCE WITH LAWS AND REGULATIONS [GRI 2-27]

PELNI berkomitmen untuk menerapkan prinsip-prinsip GCG pada terbaik, yang terutama terlihat dari pembentukan Divisi Hukum di bawah Divisi Manajemen Risiko dan Kepatuhan sebagai penasihat (*Advisory*) internal Perseroan. Komitmen ini juga diperkuat dengan pemberlakuan berbagai komitmen kebijakan yang mengatur tentang perilaku bisnis yang bertanggung jawab, perilaku bisnis yang menghormati hak asasi manusia dan kebijakan operasional hubungan bisnis dengan pemangku kepentingan.

PELNI is committed to implementing GCG principles to the best of its ability, as evidenced by the establishment of a Legal Division under the Risk Management and Compliance Division as the Company's internal advisor. This commitment is also reinforced by the implementation of various policy commitments governing responsible business conduct, business conduct that respects human rights, and operational policies for business relations with stakeholders.

Sepanjang tahun 2025, tidak terdapat permasalahan dan/atau perkara hukum yang dihadapi Perseroan, entitas anak, serta anggota Dewan Komisaris dan Direksi Perseroan.

Throughout 2025, there were no legal issues and/or legal proceedings involving the Company, its subsidiaries, or the members of the Board of Commissioners and the Board of Directors.

SANKSI ADMINISTRASI
ADMINISTRATIVE SANCTIONS

Selama periode tahun 2025, Perseroan tidak menerima sanksi administrasi baik yang dikenakan kepada Perseroan, anggota Dewan Komisaris maupun Direksi baik oleh BP BUMN sebagai pemegang saham maupun otoritas lainnya yang terkait dengan Perseroan.

Throughout 2025, the Company received no administrative sanctions imposed on the Company, its members of the Board of Commissioners, or its Directors, either by the State-Owned Enterprises Agency (BP BUMN) as its shareholder or by other authorities related to the Company.

PERKARA PERPAJAKAN
TAXATION CASES

Sepanjang tahun 2025, tidak terdapat perkara perpajakan yang melibatkan Perseroan maupun anggota Dewan Komisaris dan Direksi serta entitas anak.

Throughout 2025, there were no tax cases involving the Company, its members of the Board of Commissioners, its Directors, or its subsidiaries.

PERKARA LINGKUNGAN
ENVIRONMENTAL CASES

Sepanjang tahun 2025, terdapat perkara lingkungan yang melibatkan Perseroan maupun anggota Dewan Komisaris dan Direksi serta entitas anak. Tetapi perkara lingkungan telah ditindaklanjuti oleh internal Perseroan.

Throughout 2025, there were no environmental cases involving the Company, its members of the Board of Commissioners, its Directors, or its subsidiaries. However, these environmental cases have been followed up on internally by the Company.

PELIBATAN PEMANGKU KEPENTINGAN [OJK E.4]
STAKEHOLDER ENGAGEMENT [OJK E.4]

PELNI mendefinisikan seluruh pemangku kepentingan sebagai entitas atau individu yang terpengaruh oleh kegiatan, produk, dan jasa Perseroan. Di sisi lain, keberadaan mereka juga mempengaruhi Perseroan dalam mewujudkan keberhasilan penerapan strategi dan pencapaian tujuan. Pelibatan pemangku kepentingan diarahkan pada kepentingan usaha Perseroan dengan memperhatikan tanggung jawab sosial Perseroan, kepedulian terhadap masalah-masalah lingkungan, serta memperhatikan skala prioritas dalam membangun komunikasi dengan berbagai mitra strategis. Melalui pelibatan tersebut, Perseroan dapat selalu mengikuti dan menjawab kebutuhan pemangku kepentingan, sekaligus bisa melakukan perubahan atau penyesuaian program ke arah yang lebih baik. Kerja sama dilakukan Perseroan dengan pendekatan yang berbeda disesuaikan dengan kepentingan Perseroan dan para pemangku kepentingan.

PELNI defines all stakeholders as entities or individuals affected by the Company's activities, products, and services. Furthermore, their presence also influences the Company's success in implementing its strategies and achieving its objectives. Stakeholder engagement focuses on the Company's business interests, taking into account corporate social responsibility and environmental concerns, and prioritizes communication with various strategic partners. Through this engagement, the Company can consistently monitor and address stakeholder needs while simultaneously improving programs. The Company employs various collaboration approaches tailored to the interests of both the Company and its stakeholders.

Perseroan menentukan wadah/forum kegiatan komunikasi dengan pemangku kepentingan berdasarkan kelompok yang mempengaruhi dan dipengaruhi oleh aktivitasnya. Perseroan menyadari peran penting dari keterlibatan para pemangku kepentingan terhadap kelangsungan operasional Perseroan. Berbagai forum komunikasi formal dan informal terus dijalin agar visi dan misi Perseroan dalam pembangunan masyarakat yang berkelanjutan mencapai sasaran yang tepat.

The Company determines the forums for stakeholder communication activities based on the groups that influence and are influenced by its activities. The Company recognizes the critical role of stakeholder engagement in maintaining its operations. Various formal and informal communication forums are continuously established to ensure the Company's vision and mission of sustainable community development achieve their intended goals.

Berdasarkan forum komunikasi tersebut, Perseroan telah mengidentifikasi dan menentukan pemangku kepentingan, metode pelibatan, frekuensi pelibatan dan topik/harapan pemangku kepentingan dalam pelibatan pemangku kepentingan sebagai berikut:

Based on these communication forums, the Company has identified and determined stakeholders, engagement methods, frequency of engagement, and stakeholder topics/expectations in stakeholder engagement, as follows:

Tabel Pelibatan Pemangku Kepentingan

Table: Stakeholder Engagement [GRI 2-29]

Pemangku Kepentingan Stakeholder	Metode Pelibatan Engagement Method	Frekuensi Frequency	Topik Utama yang Diajukan Main Topics Proposed	Harapan Pemangku Kepentingan Stakeholder Expectations
Pemegang Saham (BP BUMN) Shareholders (BP BUMN)	1. Rapat Umum Pemegang Saham (RUPS); 2. Pelaporan kinerja Perseroan ke BP BUMN; 3. Pelaporan Kinerja CSR dan PKBL ke BP BUMN; 4. Pelaporan Kinerja Keuangan ke BP BUMN; 5. Pelaporan pelaksanaan PSO ke Kementerian Keuangan, Kementerian Perhubungan, BPK dan BP BUMN. 1. General Meeting of Shareholders (GMS); 2. Company Performance Reporting to the BP BUMN; 3. CSR Performance and Partnership and Community Development Program (PKBL) Reporting to the BP BUMN; 4. Financial Performance Reporting to the BP BUMN; 5. Public Service Obligation (PSO) Implementation Reporting to the Ministry of Finance, Ministry of Transportation, Supreme Audit Agency (BPK), and the BP BUMN.	RUPS Tahunan, diadakan dua kali dalam satu tahun. Sedangkan RUPS Luar Biasa, diadakan saat diperlukan. The Annual General Meeting of Shareholders (AGMS) is held twice a year, while the Extraordinary General Meeting of Shareholders (EGMS) is held when necessary.	1. Pembahasan anggaran/Laporan pertanggungjawaban keuangan; 2. Keterbukaan informasi; 3. tata kelola Perseroan; 4. Pengangkatan dan pemberhentian Direksi dan Dewan Komisaris. 1. Budget discussions/ financial accountability reports; 2. Transparency of corporate governance information; 3. Appointment and dismissal of the Board of Directors and Board of Commissioners.	Perseroan memastikan akuntabilitas laporan keuangan dan transparansi GCG melalui RUPS serta pelaporan kinerja Perseroan, CSR, PKBL, dan pelaksanaan PSO. Perseroan juga memiliki kinerja yang positif dan berkelanjutan sehingga mampu memberikan kontribusi positif bagi seluruh pemangku kepentingan. The Company ensures accountability in its financial reports and transparency in GCG through the General Meeting of Shareholders (GMS) and reporting on corporate performance, CSR, PKBL, and PSO implementation. The Company also maintains positive and sustainable performance, enabling it to make a positive contribution to all stakeholders.
Pemerintah/ Regulator (DPR RI dan Kementerian Perhubungan) Government/ Regulator (House of Representatives of the Republic of Indonesia and Ministry of Transportation)	BUMN Pelaporan pelaksanaan PSO ke Kementerian Keuangan, Kementerian Perhubungan, BPK dan BP BUMN. State-Owned Enterprises (SOEs) report on PSO implementation to the Ministry of Finance, the Ministry of Transportation, the Supreme Audit Agency (BPK), and the BP BUMN.	Minimal sekali dalam setahun. At least once a year.	1. Ketaatan terhadap peraturan perundang-undangan; 2. Pelaporan kinerja PSO; 3. Laporan penilaian GCG. 1. Compliance with laws and regulations; 2. PSO performance reporting; 3. GCG assessment reports.	Mengawasi kepatuhan Perseroan terhadap Peraturan perundang-undangan, pelaporan pelaksanaan PSO, dan evaluasi GCG guna menjaga kesesuaian operasional dengan kebijakan dan regulasi yang berlaku. Overseeing the Company's compliance with laws and regulations, reporting on PSO implementation, and GCG evaluation to maintain operational compliance with applicable policies and regulations.

Tabel Pelibatan Pemangku Kepentingan

Table: Stakeholder Engagement [GRI 2-29]

Pemangku Kepentingan Stakeholder	Metode Pelibatan Engagement Method	Frekuensi Frequency	Topik Utama yang Diajukan Main Topics Proposed	Harapan Pemangku Kepentingan Stakeholder Expectations
Pegawai Employees	1. Rapat pimpinan; 2. *Town Hall Meeting*; 3. Rapat koordinasi setiap Direktorat; 4. Rapat Bipartit; 5. Pelaksanaan pelatihan dan sertifikasi; 6. Kegiatan sosialisasi; 7. Serikat Pekerja. 1. Leadership Meeting; 2. Town Hall Meeting; 3. Coordination Meeting for each Directorate; 4. Bipartite Meeting; 5. Training and Certification Implementation; 6. Socialization Activities; 7. Trade Union.	1. Empat kali per tahun; 2. Dua kali per tahun; 3. Tiga kali per bulan; 4. Dua kali per tahun; 5. Saat diperlukan. 1. Four times per year; 2. Twice per year; 3. Three times per month; 4. Twice per year; 5. As needed.	1. Pencapaian kinerja dan strategi Perseroan; 2. Kebijakan dan penyesuaian remunerasi pegawai; 3. Pemenuhan hak-hak normatif pegawai dan perlindungan kerja; 4. Kebebasan berserikat; 5. Pendidikan dan pelatihan; 6. Jaminan kesehatan dan keselamatan kerja (K3). 1. Achieving company performance and strategies; 2. Employee remuneration policies and adjustments; 3. Fulfilling employee normative rights and job protection; 4. Freedom of association; 5. Education and training; 6. Occupational health and safety (OHS) guarantees.	Menyampaikan dan mengevaluasi pencapaian kinerja serta strategi Perseroan, menyesuaikan kebijakan remunerasi, menjamin pemenuhan hak dan perlindungan kerja, menguatkan kebebasan berserikat, serta meningkatkan kompetensi melalui pelatihan dan memastikan keselamatan kerja. Pada akhirnya, mendapatkan lingkungan kerja yang nyaman, imbalan kerja yang memadai dan memberikan kesempatan untuk berkembang. Communicate and evaluate the Company's performance and strategy, adjust remuneration policies, ensure compliance with labor rights and protections, strengthen freedom of association, and improve competency through training and occupational safety. Ultimately, this ensures a comfortable work environment, adequate compensation, and growth opportunities.

Tabel Pelibatan Pemangku Kepentingan

Table: Stakeholder Engagement [GRI 2-29]

Pemangku Kepentingan Stakeholder	Metode Pelibatan Engagement Method	Frekuensi Frequency	Topik Utama yang Diajukan Main Topics Proposed	Harapan Pemangku Kepentingan Stakeholder Expectations
Pelanggan/ Konsumen Customers/ Consumers	1. *Website;* 2. *Contact Center;* 3. Kunjungan langsung; 4. Sosialisasi; 5. Survei Pengukuran Tingkat Kepuasan Pelanggan. 1. Website; 2. Contact Center; 3. In-person visits; 4. Socialization; 5. Survey to measure the level of insured satisfaction.	Setiap saat. At any time.	1. Kualitas produk dan Layanan; 2. Jaminan atas standar produk dan layanan; 3. Hubungan komersial dengan pelanggan. 1. Product and service quality; 2. Guarantee of product and service standards; 3. Commercial relationships with customers.	1. Mendapatkan layanan dan mutu layanan yang memuaskan; dan 2. Memberikan perlindungan kepada Pelanggan; 3. Menjaga kepuasan pelanggan sebagai bagian penting dalam keberlanjutan bisnis Perseroan. 1. Obtaining satisfactory service and quality; 2. Protecting customers; 3. Maintaining customer satisfaction is an essential part of the Company's business sustainability.
Masyarakat Public	1. Program CSR & PKBL; 2. Sarana Pengaduan Masyarakat. 1. CSR & PKBL Programs; 2. Public Complaints Facility.	Setiap saat. At any time.	1. Bantuan sosial masyarakat; 2. Kontribusi Perseroan terhadap pembangunan daerah. 1. Community social assistance; 2. Company contributions to regional development.	Memberikan bantuan sosial melalui program CSR dan sarana pengaduan, serta berkontribusi aktif terhadap pembangunan dan kesejahteraan wilayah tempat Perseroan beroperasi. Providing social assistance through CSR programs and complaint channels, as well as actively contributing to the development and welfare of the areas where the Company operates.
Mitra Kerja Partners	Kontrak kerjasama/tender. Cooperation contract/tender.	1. Bila dibutuhkan; 2. Minimal satu tahun sekali. 1. When needed; 2. At least once a year.	1. Peningkatan keikutsertaan pemasok lokal; 2. Informasi peluang kerjasama. 1. Increasing local supplier participation; 2. Information on collaboration opportunities.	Meningkatkan partisipasi pemasok lokal dan memberikan informasi jelas serta transparan mengenai peluang kerjasama untuk mendukung keberlanjutan rantai pasok Perseroan. Increasing local supplier participation and providing clear and transparent information about collaboration opportunities to support the sustainability of the Company's supply chain.

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Table: Stakeholder Engagement [GRI 2-29]

Pemangku Kepentingan Stakeholder	Metode Pelibatan Engagement Method	Frekuensi Frequency	Topik Utama yang Diajukan Main Topics Proposed	Harapan Pemangku Kepentingan Stakeholder Expectations
Media	1. *Press release;* 2. *Media visit;* 3. *Press Gathering;* dan 4. *Press conference.* 1. Press release; 2. Media visit; 3. Press Gathering; and 4. Press conference.	Saat diperlukan. When necessary.	Pelaksanaan program. Program implementation.	1. Narasumber berita yang terpercaya; serta 2. Pemberitaan yang akurat. 1. Trusted news sources; and 2. Accurate reporting.

Dalam memastikan pelibatan pemangku kepentingan yang bermakna, Perseroan melaksanakan komunikasi yang terbuka, transparan, dan berkelanjutan dengan seluruh kelompok pemangku kepentingan. Perseroan berkomitmen untuk mendengarkan aspirasi, kebutuhan, serta masukan dari para pemangku kepentingan guna meningkatkan kualitas pengelolaan Perseroan sekaligus mengantisipasi dampak sosial, ekonomi, dan lingkungan yang timbul dari aktivitas operasional.

Pelibatan pemangku kepentingan dilakukan melalui berbagai mekanisme komunikasi dan interaksi yang terstruktur guna membangun hubungan yang saling percaya serta menciptakan nilai bersama. Setiap masukan yang diterima menjadi bahan evaluasi dan pertimbangan dalam penyusunan strategi, pengambilan keputusan, serta pengembangan program keberlanjutan Perseroan. Dengan pendekatan tersebut, Perseroan memastikan bahwa kepentingan pemangku kepentingan dapat terakomodasi secara seimbang dalam mendukung pertumbuhan bisnis yang berkelanjutan. Pelibatan dilakukan melalui berbagai metode yang disesuaikan dengan karakteristik masing-masing kelompok, sehingga tercipta sinergi optimal dalam mendukung pencapaian tujuan keberlanjutan Perseroan.

To ensure meaningful stakeholder engagement, the Company maintains open, transparent, and ongoing communication with all stakeholder groups. The Company is committed to listening to the aspirations, needs, and input of stakeholders to improve the quality of corporate management while anticipating the social, economic, and environmental impacts arising from its operational activities.

Stakeholder engagement is conducted through various structured communication and interaction mechanisms to build trusting relationships and create shared value. All input received is used as evaluation and consideration in the formulation of strategies, decision-making, and development of the Company's sustainability programs. With this approach, the Company ensures that stakeholder interests are balanced and supported by sustainable business growth. Engagement is conducted through various methods tailored to each group's characteristics, thereby creating optimal synergy in supporting the achievement of the Company's sustainability goals.

PERMASALAHAN TERHADAP PENERAPAN KEBERLANJUTAN [OJK E.5]

ISSUES IN THE IMPLEMENTATION OF SUSTAINABILITY [OJK E.5]

Selama tahun 2025, PELNI berkomitmen untuk menerapkan praktik *Environment, Social, and Governance* (ESG) sebagaimana tertuang dalam Pedoman Keputusan Direksi SK Direksi Nomor: 10.30/01/SK/HKO.01/2025; tentang Penetapan *Environmental, Social & Governance* (ESG) *Policy* PT PELNI (Persero). Dalam hal ini penyusunan implementasi ESG & *sustainability* merupakan pedoman atau langkah strategis untuk meningkatkan kinerja Perseroan yang berkelanjutan dan bertanggungjawab serta mendukung praktik bisnis yang beretika dan ramah lingkungan dengan tujuan untuk meningkatkan reputasi Perseroan dan kepercayaan para pemangku kepentingan, termasuk pemegang saham, karyawan, pelanggan, dan masyarakat luas.

Selain itu, Perseroan juga mengintegrasikan prinsip ESG ke dalam perencanaan strategis dan rencana pengembangan Perseroan masa mendatang. Sejalan dengan hal tersebut, Divisi Manajemen Risiko & ESG telah melakukan penyusunan ESG *Baseline* sebagai dasar penilaian awal terhadap tingkat penerapan ESG Perseroan. ESG *Baseline* ini digunakan untuk mengidentifikasi kondisi eksisting, kesenjangan (*gap*) terhadap praktik terbaik dan standar keberlanjutan, serta risiko dan peluang ESG yang relevan dengan kegiatan usaha Perseroan.

Dalam menjalankan implementasi ESG & sustainability maupun menetapkan ESG *Baseline*, PELNI masih menghadapi sejumlah tantangan, antara lain penguatan internalisasi budaya ESG di seluruh tingkat organisasi serta peningkatan komitmen dan dukungan Direksi (*Board of Directors*/BOD).

Throughout 2025, PELNI has committed to implementing Environmental, Social, and Governance (ESG) practices as outlined in the Decree of the Board of Directors Number 10.30/01/SK/HKO.01/2025 concerning the Determination of the Environmental, Social & Governance (ESG) Policy of PT PELNI (Persero). In this case, the preparation of ESG & sustainability implementation is a guideline or strategic step to improve the Company's sustainable and responsible performance and to support ethical and environmentally friendly business practices, thereby enhancing the Company's reputation and the trust of stakeholders, including shareholders, employees, customers, and the broader community.

Furthermore, the Company has integrated ESG principles into its strategic planning and future corporate development plans. In line with this, the Risk Management & ESG Division has developed an ESG Baseline as a basis for an initial assessment of the company's ESG implementation level. This ESG Baseline is used to identify existing conditions, gaps with best practices and sustainability standards, and ESG risks and opportunities relevant to the company's business activities.

In implementing ESG & sustainability and establishing the ESG Baseline, PELNI still faces several challenges, including strengthening the internalization of ESG culture across all levels of the organization and increasing the commitment and support of the Board of Directors (BOD).



Aspek Kinerja Ekonomi

Economic Performance Aspect


PELNI
SABUK NUSANTARA 69
TOL LAUT

ASPEK KINERJA EKONOMI
ECONOMIC PERFORMANCE ASPECT

PELNI telah menyusun dan menjalankan langkah strategis Perseroan tahun 2025-2029 sebagai kelanjutan dari program TRANSFORMations yang disusun ke dalam strategi korporasi, yaitu "*Quantum7 to drive sustainable business growth*" atau "*Quantum7*" yang memiliki sasaran dan strategi untuk mendorong pencapaian tujuan Perseroan. Pada tahun 2025, Perseroan memiliki strategi "*Quantum7*" untuk mendorong pelaksanaan transformasi dan standarisasi operasional Perseroan secara *end-to-end*, baik dari sisi bisnis, proses, *people*, tata kelola, maupun teknologi untuk mencapai *operational* dan *service excellence*, perluasan pangsa pasar dengan pengembangan bisnis komersial dan *non-captive*, serta pengembangan inovasi dan perbaikan yang berkelanjutan dengan *customer-centricity mindset* yang mampu mendorong pertumbuhan bisnis PT PELNI (Persero) yang berkelanjutan.

Untuk strategi "*Quantum7*" mencakup tujuh pilar strategis, yang dimana setiap pilar strategis tersebut memiliki sasaran, strategi turunan (strategi bisnis dan fungsional), serta program strategis pendukungnya. Tujuh pilar strategis untuk PELNI tahun 2025 - 2029 tersebut, mencakup:

1. ***Operational* and *Service Excellence***
   Yakni dengan memberikan jaminan kualitas layanan dengan detail dan berfokus pada *customer-centric*, dari mulai peningkatan kebersihan sampai penguatan standar keamanan dan keselamatan, serta ramah lingkungan;
2. ***Business Strengthening & Expansion***
   Yakni dengan melakukan ekspansi dan penguatan bisnis dengan menetapkan *value proposition* dan rencana bisnis yang tepat, sehingga dapat menjadi mitra yang terpercaya dan kredibel;
3. ***Sustainable Business Growth***
   Yakni dengan mendorong pertumbuhan bisnis yang berkelanjutan dengan dukungan inovasi, sehingga dapat terus beradaptasi dengan pasar dan tetap kompetitif;
4. ***Effective and Efficient Process***
   Yakni dengan menjalankan proses yang efektif dan efisien melalui pelaksanaan *Business Process Reengineering*;
5. ***Agile and Innovative Human Resources***
   Yakni dengan membangun SDM yang *agile* dan inovatif, serta mengeliminasi silo melalui transformasi cara kerja dan budaya, peningkatan kapabilitas pegawai yang sejalan dengan perkembangan kebutuhan dan tren, *Next Generations Leaders Program*, yang termasuk di dalamnya meningkatkan jumlah kepemimpinan perempuan dalam Perseroan;

PELNI has formulated and implemented the Company's strategic initiatives for the 2025–2029 period as a continuation of the TRANSFORMactions program, which has been structured into a corporate strategy titled "Quantum7 to Drive Sustainable Business Growth" or "Quantum7." This strategy is designed with clear objectives and action plans to support the achievement of the Company's goals. In 2025, the Company adopts the "Quantum7" strategy to drive transformation and end-to-end operational standardization across all aspects of the organization, including business, processes, people, governance, and technology. This initiative aims to achieve operational and service excellence, expand market share through the development of both commercial and non-captive businesses, and foster continuous innovation and improvement through a customer-centric mindset to support PT PELNI (Persero)'s sustainable business growth.

The "Quantum7" strategy comprises seven strategic pillars, each supported by specific targets, derivative strategies (both business and functional), and strategic programs. The seven strategic pillars for PELNI for the 2025–2029 period are as follows:

1. **Operational and Service Excellence**
   Delivering assured service quality with detailed, customer-centric focus, including improvements in cleanliness, enhanced safety and security standards, and environmentally friendly operations;
2. **Business Strengthening & Expansion**
   Expanding and strengthening the business by defining appropriate value propositions and business plans, positioning the Company as a trusted and credible partner;
3. **Sustainable Business Growth**
   Driving sustainable business growth supported by continuous innovation, enabling the Company to adapt to market dynamics and remain competitive;
4. **Effective and Efficient Process**
   Ensuring effective and efficient operations through the implementation of Business Process Reengineering;
5. **Agile and Innovative Human Resources**
   Developing agile and innovative human capital while eliminating organizational silos through transformation of work methods and culture, enhancing employee capabilities in line with evolving needs and trends, and implementing the Next Generation Leaders Program, including increasing female representation in leadership roles;

6. ***Advanced Technology Enablers***
   Yakni dengan mengoptimalkan penggunaan teknologi dalam mendukung bisnis, meningkatkan produktivitas, dan kepemimpinan biaya melalui implementasi *New Commercial System*; dan
7. ***Integrated Corporate Governance***
   Yakni dengan menjalankan usaha dengan berpedoman pada tata kelola yang baik dan terintegrasi, serta mengeliminasi redundansi dalam struktur usaha.

Keberhasilan pencapaian kinerja PELNI tidak terlepas dari ketepatan inisiatif dan kebijakan strategis Perseroan dalam menetapkan target serta mengimplementasikan program kerja sesuai dengan Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 yang telah memperoleh pengesahan dari Dewan Komisaris dan Direksi pada Oktober 2024.

Penyusunan target kinerja dan strategi Perseroan dilakukan secara komprehensif dengan mempertimbangkan hasil evaluasi atas pencapaian kinerja tahun sebelumnya, proyeksi kondisi perekonomian dan dinamika industri, serta berbagai peluang dan tantangan yang diperkirakan akan memengaruhi kinerja Perseroan pada tahun mendatang. Pendekatan tersebut bertujuan untuk memastikan target yang ditetapkan bersifat realistis, terukur, dan selaras dengan arah strategis serta tujuan jangka panjang Perseroan.

6. **Advanced Technology Enablers**
   Optimizing the use of technology to support business operations, improve productivity, and enhance cost leadership through the implementation of a New Commercial System; and
7. **Integrated Corporate Governance**
   Conducting business in accordance with good and integrated corporate governance principles while eliminating redundancies within the organizational structure.

The success of PELNI's performance achievement is inseparable from the accuracy of the Company's strategic initiatives and policies in setting targets and implementing work programs in accordance with the Revised 2025 Company Work Plan and Budget (RKAP), which the Board of Commissioners and Directors approved in October 2024.

The Company's performance targets and strategies are developed comprehensively, taking into account the evaluation of the previous year's performance, projected economic conditions and industry dynamics, and the various opportunities and challenges expected to impact the Company's performance in the coming year. This approach aims to ensure that the targets set are realistic, measurable, and aligned with the Company's strategic direction and long-term goals.

PEROLEHAN DAN PENDISTRIBUSIAN NILAI EKONOMI [GRI 201-1]

ECONOMIC VALUE GENERATED AND DISTRIBUTED [GRI 201-1]

Dalam menghitung perolehan dan pendistribusian nilai ekonomi kepada Pemangku Kepentingan, PELNI mengacu pada metodologi yang ditetapkan dalam GRI Standards, khususnya indikator terkait kinerja ekonomi. Perhitungan tersebut menggunakan data dan informasi yang bersumber dari laporan keuangan konsolidasian Perseroan yang telah diaudit, guna memastikan akurasi, keterbandingan, dan keandalan informasi yang disajikan.

Sepanjang tahun 2025, PELNI terus berupaya menciptakan nilai ekonomi yang tidak hanya berorientasi pada pencapaian target bisnis, tetapi juga memberikan

In calculating the economic value generated and distributed to stakeholders, PELNI refers to the methodology established under the GRI Standards, particularly indicators related to economic performance. The calculation is based on data and information derived from the Company's audited consolidated financial statements to ensure accuracy, comparability, and reliability of the information presented.

Throughout 2025, PELNI continues to strive to create economic value that is not only oriented towards achieving business targets but also makes a real

kontribusi nyata terhadap pembangunan ekonomi yang berkelanjutan di Indonesia. Melalui pengelolaan usaha yang kehati-hatian dan berorientasi pada penciptaan nilai jangka panjang, Perseroan berhasil membukukan kinerja ekonomi yang positif, baik dibandingkan dengan tahun sebelumnya maupun terhadap target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025.

Seluruh data keuangan yang digunakan dalam pengungkapan kinerja ekonomi ini mengacu pada Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir pada 31 Desember 2025 dan 31 Desember 2024. Laporan keuangan tersebut telah diaudit oleh Kantor Akuntan Publik Djoko, Sidik & Indra sesuai dengan laporan auditor independen yang diterbitkan, sehingga memberikan keyakinan atas kewajaran penyajian informasi keuangan yang menjadi dasar perhitungan nilai ekonomi Perseroan.

Berikut adalah rincian kinerja ekonomi dan operasional Perseroan yang disampaikan pada tabel berikut:

contribution to sustainable economic development in Indonesia. Through prudent business management and a focus on long-term value creation, the Company has successfully recorded positive economic performance, both compared to the previous year and against the targets set in the 2025 Company Work Plan and Budget.

All financial data used in this disclosure of economic performance refers to the Company's Consolidated Financial Statements for the financial years ending December 31, 2025 and December 31, 2024. These financial statements have been audited by the Public Accounting Firm Djoko, Sidik & Indra in accordance with the published independent auditor's report, thereby ensuring the fairness of the presentation of financial information that forms the basis for calculating the Company's economic value.

Details of the Company's economic and operational performance are presented in the table below:

Tabel Perbandingan Target dan Kinerja Ekonomi dan Operasional [OJK F.2]

Table: Comparison of Targets and Economic & Operational Performance [OJK F.2]

(dalam Jutaan Rupiah)
(in Million Rupiah)

Uraian Description	Satuan Unit	2025		2024		2023	
		Target	Realisasi Realization	Target	Realisasi Realization	Target	Realisasi Realization
Produksi Usaha Perkapalan | Shipping Business Production							
Kapal yang Dioperasikan Number of Vessels Operated	Kapal Vessels	84	84	84	82	102	102
Gross Register Tonnage (GRT)	Ton Tons	329.279	329.279	349.095	329.095	359.461	356.174
Commission Days	Hari Days	20.395	20.444	20.849	20.358	22.373	24.078
Frekuensi Voyage Voyage Frequency	Voyage	1.513	1.617	1.623	1.573	1.718	1.901
Jumlah Penumpang Number of Passengers	Orang Person	4.752.417	5.153.846	4.662.769	5.095.725	4.297.758	5.262.689
Muatan Barang Cargo Volume	Ton/m3	85.858	117.617	98.792	115.338	142.699	139.283
Muatan Kontainer Container Cargo	TEUs	23.767	23.838	28.552	23.117	26.782	24.758
Muatan Kendaraan Vehicle Cargo	Unit	12.778	5.984	23.164	11.146	12.652	11.339
Muatan *Red Pack* Red Pack Cargo	Kg	1.078.712	578.980	1.002.913	1.085.168	845.972	992.122

Tabel Perbandingan Target dan Kinerja Ekonomi dan Operasional [OJK F.2]

Table: Comparison of Targets and Economic & Operational Performance [OJK F.2]

(dalam Jutaan Rupiah)
(in Million Rupiah)

Uraian Description	Satuan Unit	2025		2024		2023	
		Target	Realisasi Realization	Target	Realisasi Realization	Target	Realisasi Realization
Muatan Hewan Ternak Livestock Cargo	Ekor Heads	7.125	7.134	4.699	7.200	6.300	7.308
Kinerja Keuangan | Financial Performance							
Aset Lancar Current Assets	Rp juta Rp million	3.825.234	9.934.118	7.082.485	7.137.809	4.163.764	5.062.044
Aset Tidak Lancar Non-Current Assets	Rp juta Rp million	3.586.582	3.038.748	4.341.386	2.946.079	4.009.930	2.973.988
Jumlah Aset Total Assets	Rp juta Rp million	7.411.816	12.972.866	11.423.871	10.083.888	8.173.694	8.036.032
Liabilitas Jangka Pendek Current Liabilities	Rp juta Rp million	12.972.866	1.518.479	857.149	1.422.771	884.410	1.012.238
Liabilitas Jangka Panjang Non-Current Liabilities	Rp juta Rp million	200.429	200.429	311.758	138.067	143.743	200.053
Jumlah Liabilitas Total Liabilities	Rp juta Rp million	1.718.908	1.718.908	1.168.906	1.560.838	1.028.153	1.212.292
Ekuitas Equity	Rp juta	11.253.958	11.253.958	10.254.965	8.523.050	6.685.825	6.823.741
Pendapatan Usaha Bersih Net Operating Revenue	Rp juta Rp million	6.292.999	6.243.123	6.498.773	6.177.057	5.518.145	5.766.619
Laba Tahun Berjalan Profit for the Year	Rp juta Rp million	186.830	202.288	186.123	194.250	190.805	201.631
Kinerja Rasio Keuangan | Financial Ratios Performance							
Gross Profit Margin	%	14,94	1,84	15,55	15,90	15,06	15,13
Net Profit Margin	%	2,64	0,03	2,55	2,84	2,94	3,49
Return on Equity (ROE)	%	1,47	1,78	1,81	2,28	2,81	2,95
Rasio Lancar Current Ratio	%	724,64	6,15	826,00	501,68	405,08	500,08
Rasio Kas Cash Ratio	%	226,80	2,53	677,00	289,21	195,42	345,23

Pada tahun 2025, Perseroan mencatat kinerja operasional yang positif melalui pendapatan bersih yang dihasilkan sebesar Rp6,24 triliun, meningkat 1,07% dibandingkan tahun 2024 yang sebesar Rp6,18 triliun. Nilai ekonomi tersebut berasal dari segmen usaha penugasan dan non-penugasan, dengan segmen usaha penugasan memberikan kontribusi utama sebesar 92,23% atau senilai Rp5,70 triliun terhadap pendapatan usaha bersih Perseroan.

Selain menjalankan kegiatan operasional, Perseroan juga merealisasikan berbagai program investasi berkelanjutan yang memberikan manfaat ekonomi, sosial, dan lingkungan. Pada tahun 2025, Perseroan mengalokasikan dana sebesar

In 2025, the Company recorded positive operational performance, with net revenue amounting to Rp6.24 trillion, representing an increase of 1.07% compared to Rp6.18 trillion in 2024. This economic value was generated from both assignment and non-assignment business segments, with the assignment segment contributing the majority at 92.23%, or Rp5.70 trillion, to the Company's net operating revenue.

In addition to its operational activities, the Company implemented various sustainable investment programs that generated economic, social, and environmental benefits. In 2025, the Company allocated Rp149.81

Rp149,81 juta untuk program restorasi dan rehabilitasi terumbu karang sebagai upaya mendukung pelestarian ekosistem laut dan keanekaragaman hayati.

Di bidang pemberdayaan masyarakat, Perseroan melaksanakan Program Pemberdayaan Peternak Sapi di Kupang melalui pembangunan *digester* biogas dengan realisasi sebesar Rp60,81 juta. Program Biogas ini memberikan manfaat langsung bagi peternak melalui pengurangan biaya energi dan pupuk, mendorong pengembangan usaha skala rumah tangga, serta memberikan nilai tambah bagi Perseroan melalui peningkatan muatan kapal ternak.

Selain itu Perseroan juga merealisasikan program beasiswa Mahasiswa bidang Sistem Kelistrikan Kapal/ *Electro-Technical Officer* (ETO) sebesar Rp140 juta. Program ini merupakan bagian dari komitmen Perseroan dalam mendukung pengembangan sumber daya manusia yang kompeten di sektor kemaritiman sekaligus menyiapkan talenta yang mampu memenuhi kebutuhan industri pelayaran di masa depan.

million to a coral reef restoration and rehabilitation program as part of its commitment to preserving marine ecosystems and biodiversity.

In the area of community empowerment, the Company implemented the Cattle Farmer Empowerment Program in Kupang through the construction of biogas digesters, with an investment of Rp60.81 million. The Biogas Program provides direct benefits to local farmers by reducing energy and fertilizer costs, supporting the development of household-scale enterprises, and creating added value for the Company through increased livestock cargo volumes.

In addition, the Company allocated Rp140 million to a scholarship program for university students specializing in Ship Electrical Systems/Electro-Technical Officer (ETO). This initiative reflects the Company's commitment to developing competent human resources in the maritime sector while preparing talent to meet the evolving needs of the shipping industry in the future.

Tabel Kinerja Segmen Operasi [OJK F.2]

Table: Operating Segment Performance [OJK F.2]

(dalam Jutaan Rupiah)
(in Million Rupiah)

Uraian Description	2025		2024*		2023*	
	Realisasi Realization	Komposisi Compostiion	Realisasi Realization	Komposisi Compostiion	Realisasi Realization	Komposisi Compostiion
Penugasan Assignments	5.698.316	92,31%	5.572.186	90,21%	4.812.113	83,45%
Non-Penugasan Non-Assignments	474.918	7,69%	604.870	9,79%	954.506	16,55%
Total Pendapatan Usaha Bersih Konsolidasian Total Consolidated Net Operating Revenue	**6.173.234**	**100,00%**	**6.177.056**	**100,00%**	**5.766.619**	**100,00%**

Keterangan | Note:
*: Penyajian kembali Informasi (restatement)
*: Restatement of information

Tabel Perbandingan Target dan Realisasi Investasi pada Proyek Investasi Keberlanjutan [OJK F.3, F.4]

Table: Comparison of Target and Realization of Investment in Sustainability Projects [OJK F.3, F.4]

Uraian Description	2025		2024		2023	
	Target	Realisasi Realization	Target	Realisasi Realization	Target	Realisasi Realization
Restorasi dan Rehabilitasi Terumbu Karang Coral Reef Restoration and Rehabilitation	149.808.325	149.808.325	259.268.100	259.268.100	520.853.375	520.853.375

Tabel Perbandingan Target dan Realisasi Investasi pada Proyek Investasi Keberlanjutan [OJK F.3, F.4]

Table: Comparison of Target and Realization of Investment in Sustainability Projects [OJK F.3, F.4]

Uraian Description	2025		2024		2023	
	Target	Realisasi Realization	Target	Realisasi Realization	Target	Realisasi Realization
Program Pembangunan *Digester* Biogas Biogas Digester Construction Program	60.810.811	60.810.811	141.891.892	141.891.892	-	-
Beasiswa Mahasiswa bidang Sistem Kelistrikan Kapal/*Electro-Technical Officer* (ETO) Scholarships for Ship Electrical Systems/ Electro-Technical Officers (ETO)	140.000.000	140.000.000	100.000.000	100.000.000	-	-

Pada tahun 2025, nilai ekonomi yang didistribusikan oleh Perseroan tercatat sebesar Rp5,40 triliun, meningkat 9,90% dibandingkan tahun 2024 yang mencapai Rp4,92 triliun. Distribusi nilai ekonomi tersebut mencerminkan komitmen Perseroan dalam menciptakan nilai tambah yang berkelanjutan bagi para pemangku kepentingan melalui pemenuhan kewajiban operasional, pemberian manfaat kepada karyawan, kontribusi kepada negara, serta pelaksanaan program tanggung jawab sosial. Melalui distribusi nilai ekonomi tersebut, Perseroan turut mendukung pertumbuhan ekonomi nasional yang berkelanjutan.

In 2025, the economic value distributed by the Company amounted to Rp5.40 trillion, representing an increase of 9.90% compared to Rp4.92 trillion in 2024. The distribution of this economic value reflects the Company's commitment to delivering sustainable economic contributions to its stakeholders through fulfilling operational obligations, providing employee benefits, contributing to the nation, and implementing social responsibility programs. Through this distribution of economic value, the Company supports sustainable national economic growth.

Pendistribusian nilai ekonomi tersebut mencerminkan komitmen Perseroan dalam memberikan kontribusi ekonomi yang berkelanjutan bagi Pemangku Kepentingan serta mendukung pembangunan ekonomi nasional.

The distribution of this economic value reflects the Company's commitment to delivering sustainable economic contributions to its stakeholders while supporting national economic development.

Sebagai bagian dari distribusi nilai ekonomi langsung yang dihasilkan, PELNI menyalurkan manfaat ekonomi kepada para pemangku kepentingan melalui pembiayaan operasional, pembayaran gaji dan manfaat karyawan, pembayaran kepada pemerintah dalam bentuk pajak, serta pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) atau *Corporate Social Responsibility* (CSR). Sepanjang tahun 2025, nilai ekonomi langsung yang didistribusikan mencapai Rp5,40 triliun, meningkat 9,90% dibandingkan tahun 2024 yang tercatat sebesar Rp4,92 triliun.

As part of the distribution of direct economic value generated, PELNI distributed it to its stakeholders in the form of operational expenditures, employee salaries and benefits, tax payments to the State, and social assistance and Corporate Social Responsibility (CSR) programs. In 2025, the total distribution reached Rp5.40 trillion, an increase of 9.90% from Rp4.92 trillion in 2024.

Berikut adalah rincian nilai ekonomi langsung Perseroan yang dihasilkan, distribusikan, dan ditahan: [GRI 201-1]

Details of the Company's direct economic value generated, distributed, and retained are presented in the table below: [GRI 201-1]

Tabel Nilai Ekonomi yang Dihasilkan, Didistribusikan, dan Ditahan
Table: Economic Value Generated, Distributed, and Retained

(dalam Jutaan Rupiah)
(in Million Rupiah)

Uraian Description	2025	2024*	2023*
Nilai Ekonomi yang Dihasilkan **Economic Value Generated**			
Penugasan Pemerintah Government Assignments	3.816.876	3.732.804	3.445.327
Tambang Pasasi Passage Mining	1.657.559	1.478.698	1.350.801
Tambang Muatan Cargo Mining	351.127	344.657	361.100
Usaha Perkapalan Lainnya Other Shipping Services	89.973	65.462	36.030
Usaha Perbengkelan Workshop Services	29.107	23.083	22.742
Usaha Perhotelan Hospitality Workshop	4.372	5.361	5.231
Usaha Penunjang Lainnya Other Supporting Services	21.210	15.691	550.534
Jumlah Nilai Ekonomi yang Dihasilkan **Total Economic Value Generated**	**5.970.225**	**5.665.756**	**5.771.765**
Nilai Ekonomi yang Didistribusikan **Total Economic Value Distributed**			
Pembayaran Biaya Operasional Operating Expenses	389.711	392.788	340.758
Gaji Pegawai dan Benefit Lainnya Employee Salaries and Other Benefit	715.070	647.663	478.110
Pembayaran Pajak Tas Payments	452.814	424.031	315.343
Pembayaran kepada Pemasok Payment to Suppliers	3.810.132	3.417.572	3.060.170
Bantuan Sosial dan TJSL Social Assistance and TJSL	35.559	34.671	26.611
Total Nilai Ekonomi yang Didistribusikan **Total Economic Value Distributed**	**5.403.286**	**4.916.725**	**4.220.992**
Total Nilai Ekonomi yang Ditahan **Total Economic Value Retained**	**566.938**	**749.031**	**1.550.773**

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

Selain itu, PELNI berupaya mengembangkan Kegiatan Usaha Berwawasan Lingkungan (KUBL) melalui penggunaan solar jenis B35 dalam pengoperasian unit kapal. Penggunaan biodiesel B40 ini diharapkan mampu menurunkan emisi karbon yang dihasilkan. Biodiesel B40 ini merupakan campuran 40% biodiesel (energi terbarukan) yang berasal dari minyak

In addition, PELNI continues to develop Environmentally-Oriented Business Activities (KUBL) through the use of B35 biodiesel in its vessel operations. The adoption of B40 biodiesel is expected to reduce carbon emissions generated from operational activities. B40 biodiesel consists of a blend of 40% biodiesel (renewable energy) derived from palm oil and 60% conventional diesel fuel

nabati dan 60% solar (energi fosil). Perseroan menganggarkan penggunaan Biodiesel B40 sebesar Rp1.580.362.224.662,-

Tak hanya itu, bentuk komitmen terhadap energi hijau, PELNI telah menggunakan Bahan Bakar Minyak (BBM) berjenis B40 (40% *Fatty Acid Methyl Ester*/FAME dan 60% diesel) pada tahun 2025. Penerapan biodiesel B40 merupakan salah satu upaya Perseroan untuk mengurangi intensitas emisi gas rumah kaca sekaligus mendukung kebijakan Pemerintah dalam pemanfaatan energi baru terbarukan.

Melalui penggunaan biodiesel B40, Perseroan berhasil menurunkan emisi gas rumah kaca sebesar 7,57%, dengan total emisi yang dihasilkan pada tahun 2025 tercatat sebesar 454.795 tCO_2e dibandingkan tahun sebelumnya sebesar 489.234 tCO_2e. Pencapaian ini mencerminkan komitmen Perseroan dalam meningkatkan efisiensi energi, mengurangi dampak lingkungan dari kegiatan operasional, serta mendukung target dekarbonisasi sektor transportasi dan pelayaran secara berkelanjutan.

Dalam pemeliharaan kapal, PELNI juga menerapkan prinsip berkelanjutan dengan mengaplikasikan cat dengan sistem anti-teritip (*anti-fouling system*) yang ramah lingkungan pada lambung kapal. Waktu pelaksanaan pengecatan mengikuti jadwal rutin *docking* masing-masing kapal, yaitu setiap 30 bulan sekali.

(fossil energy). The Company has allocated a budget of Rp1.580.362.224.662,- for the use of B40 biodiesel.

Furthermore, as part of its commitment to green energy, PELNI As part of its commitment to green energy, PELNI adopted B40 biodiesel (40% Fatty Acid Methyl Ester/ FAME and 60% diesel) in 2025. The implementation of B40 biodiesel represents one of the Company's initiatives to reduce greenhouse gas (GHG) emission intensity while supporting the Government's policy on the utilization of renewable energy.

Through the use of B40 biodiesel, the Company successfully reduced its greenhouse gas emissions by 7.57%, with total emissions declining to 454,795 tCO_2e in 2025 from 489,234 tCO_2e in the previous year. This achievement reflects the Company's commitment to improving energy efficiency, minimizing the environmental impact of its operations, and supporting the long-term decarbonization of the transportation and maritime sectors.

In vessel maintenance, PELNI also applies sustainable principles by using environmentally friendly anti-fouling coating systems on ship hulls. The application schedule follows each vessel's regular docking cycle, which occurs every 30 months.

DAMPAK EKONOMI TIDAK LANGSUNG KINERJA PROGRAM PENUGASAN [GRI 203-1, 203-2]

INDIRECT BENEFITS ASSIGNMENT PROGRAM PERFORMANCE [GRI 203-1, 203-2]

KAPAL PENUMPANG

Kegiatan angkutan laut penumpang merupakan layanan transportasi yang diselenggarakan oleh PELNI melalui pengoperasian armada kapal penumpang pada rute pelayaran domestik yang menjangkau lebih dari 94 pelabuhan di seluruh wilayah Indonesia.

Berdasarkan penugasan Pemerintah, PELNI sebagai penyelenggara angkutan laut nasional diwajibkan untuk menyediakan layanan angkutan laut penumpang kelas ekonomi ke seluruh pelosok Indonesia dengan tarif yang

PASSENGER VESSELS

Sea passenger transportation activities represent a transportation service provided by PELNI through the operation of its passenger vessel fleet on domestic shipping routes, covering more than 94 ports across Indonesia.

Under government assignment, PELNI, as the national sea transportation provider, is mandated to deliver economy-class passenger sea transport services throughout Indonesia at fares determined by the

ditetapkan oleh Pemerintah sejak tahun 2003. Dalam pelaksanaan kewajiban tersebut, Perseroan memperoleh kompensasi berupa dana *Public Service Obligation* (PSO). Kebijakan ini memberikan kemudahan bagi masyarakat untuk melakukan perjalanan antarwilayah di Indonesia dengan menggunakan transportasi laut yang aman, andal, dan terjangkau.

Government since 2003. In fulfilling this obligation, the Company receives compensation in the form of Public Service Obligation (PSO) funding. This policy enables the public to travel between regions in Indonesia using safe, reliable, and affordable sea transportation.

Lebih lanjut, kompensasi dana PSO merupakan selisih antara pendapatan yang diperoleh berdasarkan tarif yang ditetapkan oleh Pemerintah dengan biaya pokok penyelenggaraan pelayanan umum angkutan laut penumpang kelas ekonomi dalam negeri. Biaya pokok tersebut mencakup seluruh biaya persiapan dan operasional, termasuk komponen keuntungan yang wajar serta pajak penghasilan, yang timbul dalam rangka penyediaan layanan angkutan laut penumpang kelas ekonomi sebagai bagian dari kewajiban pelayanan publik.

Furthermore, PSO compensation represents the difference between revenue generated based on government-regulated tariffs and the cost of providing public economy-class domestic sea passenger transport services. These costs include all preparation and operational expenses, including a reasonable margin and income tax, incurred in delivering such public service obligations.

Sepanjang tahun 2025, Perseroan telah melayani pengangkutan penyeberangan bagi sebanyak 5.153.846 penumpang di seluruh wilayah Indonesia. Jumlah tersebut menunjukkan peningkatan 1,14% dibandingkan dengan tahun 2024 yang tercatat sebanyak 5.095.725 penumpang, seiring dengan meningkatnya mobilitas masyarakat dan pemulihan aktivitas transportasi laut nasional.

Throughout 2025, the Company served a total of 5,153,846 passengers across Indonesia. This figure reflects an increase of 1.14% compared to 5,095,725 passengers in 2024, in line with rising public mobility and the recovery of national sea transportation activities.

Selain melayani angkutan penumpang, kapal penumpang PELNI juga menyediakan layanan angkutan barang sebagai bagian dari optimalisasi kapasitas angkut kapal. Layanan ini mencakup pengangkutan peti kemas (*dry container* dan *reefer container*), *general cargo*, *red pack*, serta kendaraan, yang didistribusikan ke seluruh pelabuhan singgah armada kapal PELNI. Sebagai perusahaan jasa transportasi laut, PELNI tidak menggunakan material input yang diukur berdasarkan berat atau volume dalam kegiatan operasionalnya. Oleh karena itu, Perseroan tidak memiliki penggunaan material yang berasal dari bahan daur ulang untuk dilaporkan.

In addition to passenger services, PELNI's passenger vessels also provide cargo transportation services as part of optimizing vessel carrying capacity. These services include the transportation of containers (dry containers and reefer containers), general cargo, red pack, and vehicles, distributed across all ports of call served by PELNI's fleet. As a sea transportation service company, PELNI does not utilize material inputs measured by weight or volume in its operational activities. Therefore, the Company does not report the use of recycled input materials.

Tabel Jumlah Kapal PELNI
Table: Number of PELNI Vessels

Jenis Kapal Type of Vessel	2025	2024	2023
Kapal Penumpang **Passenger Vessels**			
Pax 3000	1	1	1
Pax 2000	11	11	11
Pax 1000	9	9	9
Pax 500	3	3	3

Tabel Jumlah Kapal PELNI
Table: Number of PELNI Vessels

Jenis Kapal Type of Vessel	2025	2024	2023
RoRo (*Roll on-Roll off*)	2	2	2
Jumlah Total	**26**	**26**	**26**
Kapal Perintis Pioneer Vessels	30	30	48
Kapal Barang Cargo Vessels	9	9	10
Kapal Ternak Livestock Vessels	1	1	1
Kapal Rede Rede Vessels	18	16	16
Kapal Non-Penugasan Non-Assignment Vessels	-	-	1
Jumlah Total	**84**	**82**	**102**

KAPAL PERINTIS

Armada Kapal Perintis merupakan bagian dari penugasan Pemerintah kepada PELNI yang bertujuan untuk memperkuat konektivitas nasional dengan menjangkau wilayah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP). Melalui layanan ini, Perseroan berperan dalam membuka akses transportasi laut yang andal dan berkelanjutan guna mendukung pemerataan pembangunan, meningkatkan mobilitas masyarakat, serta mendorong pertumbuhan ekonomi di wilayah-wilayah yang memiliki keterbatasan akses infrastruktur transportasi.

Dasar kebijakan pengelolaan Kapal Perintis, antara lain:

1. Peraturan Presiden Nomor 2 Tahun 2016 tentang Penyelenggaraan Kegiatan Pelayanan Publik Kapal Perintis Milik Negara;
2. Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 55 Tahun 2019 tentang Komponen Biaya dan Pendapatan yang Diperhitungkan dalam Kegiatan Pelayanan Publik Perintis Negara;
3. Keputusan Direktur Jenderal Perhubungan Laut Nomor KP.998/DJPL/2021 tanggal 9 November 2021 tentang Jaringan Trayek Angkutan Laut Perintis Tahun Anggaran 2022.

Hingga akhir tahun 2025, Perseroan mengoperasikan sebanyak 30 armada Kapal Perintis yang melayani rute-rute di wilayah terluar Indonesia, khususnya di kawasan

PIONEER VESSELS

The Pioneer Vessel fleet represents part of the Government's assignment to PELNI, aimed at strengthening national connectivity by serving Underdeveloped, Frontier, Outermost, and Border Areas (3TP). Through this service, the Company plays a strategic role in providing reliable and sustainable sea transportation access to support equitable development, enhance community mobility, and stimulate economic growth in regions with limited transportation infrastructure.

The regulatory framework governing the management of Pioneer Vessels includes, among others:

1. Presidential Regulation Number 2 of 2016 concerning the Implementation of Public Service Activities for State-Owned Pioneer Vessels;
2. Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 55 of 2019 concerning Cost and Revenue Components Considered in State Pioneer Public Service Activities;
3. Decree of the Director General of Sea Transportation No. KP.998/DJPL/2021 dated November 9, 2021, regarding the Pioneer Sea Transportation Route Network for Fiscal Year 2022.

As of the end of 2025, the Company operated a total of 30 Pioneer Vessels serving routes in Indonesia's outermost regions, particularly in Eastern Indonesia. Throughout

Indonesia Timur. Sepanjang tahun 2025, layanan Kapal Perintis tersebut telah mengangkut sebanyak 680.928 penumpang serta mendistribusikan sekitar 90.688 ton/m^3 barang, sehingga berkontribusi dalam meningkatkan konektivitas, mobilitas masyarakat, serta kelancaran distribusi logistik di wilayah dengan keterbatasan akses transportasi.

TOL LAUT

Program Tol Laut merupakan layanan angkutan barang laut yang dilaksanakan oleh Perseroan bersama Pemerintah sebagai upaya memperkuat konektivitas maritim nasional melalui pelayanan yang rutin dan terjadwal dari wilayah barat hingga timur Indonesia. Program ini bertujuan untuk menjangkau serta mendistribusikan muatan logistik ke daerah Tertinggal, Terdepan, Terluar, dan Perbatasan (3TP), guna menjamin ketersediaan barang kebutuhan pokok, menekan disparitas harga antarwilayah, serta mendukung peningkatan kesejahteraan dan pemerataan pembangunan masyarakat.

Mengacu pada Peraturan Menteri Perdagangan Nomor 59 Tahun 2020 tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting, muatan yang diangkut melalui kapal Tol Laut diklasifikasikan ke dalam beberapa kategori sebagai berikut:

2025, these Pioneer Vessel services transported 680,928 passengers and distributed approximately 90,688 tons/m^3 of cargo, thereby contributing to improved connectivity, enhanced community mobility, and smoother logistics distribution in areas with limited transportation access.

SEA TOLL

The Sea Toll Program is a maritime cargo transportation service implemented by the Company in collaboration with the Government as part of efforts to strengthen national maritime connectivity through regular and scheduled services from western to eastern Indonesia. This program aims to reach and distribute logistics cargo to Underdeveloped, Frontier, Outermost, and Border Areas (3TP), in order to ensure the availability of essential goods, reduce inter-regional price disparities, and support improved welfare and equitable development across communities.

Referring to the Regulation of the Minister of Trade Number 59 of 2020 concerning the Determination and Storage of Essential Goods and Important Goods, cargo transported through Sea Toll vessels is classified into several categories as follows:

Barang Kebutuhan Pokok Basic Necessity Goods			**Barang Penting** Essential Goods
Barang Kebutuhan Pokok Hasil Pertanian: 1. Beras 2. Kedelai bahan baku tahu dan tempe 3. Cabai 4. Bawang merah	Barang Kebutuhan Pokok Hasil Industri: 1. Gula 2. Minyak goreng 3. Tepung terigu	Barang Kebutuhan Pokok Hasil Peternakan dan Perikanan: 1. Daging sapi/daging ayam ras 2. Telur ayam ras 3. Ikan segar, yakni bandeng, kembung dan tongkol/ tuna/cakalang	1. Benih, yakni benih padi, jagung, dan kedelai 2. Pupuk 3. Gas Elpiji 3 (tiga) kilogram 4. Triplek 5. Semen 6. Besi baja konstruksi 7. Baja ringan
Agricultural Products: 1. Rice 2. Soybeans (raw materials for tofu and tempeh) 3. Chilli peppers 4. Shallots	Industrial Products: 1. Sugar 2. Cooking oil 3. Wheat flour	Livestock and Fisheries Products: 1. Beef/broiler chicken 2. Chicken eggs 3. Fresh fish, such as milkfish, mackerel, and tuna/skipjack.	1. Seeds, such as rice, corn, and soybeans 2. Fertilizer 3. 3 kg LPG 4. Plywood 5. Cement 6. Structural steel 7. Light steel

Sementara itu, berdasarkan Peraturan Menteri Perdagangan Nomor 53 Tahun 2020 tentang Penetapan Jenis Barang yang Diangkut dalam Program Penyelenggaraan Kewajiban Pelayanan Publik (*Public Service Obligation*/PSO) untuk Angkutan Barang dari dan ke Daerah 3TP, jenis barang yang dapat diangkut ditetapkan sebagai berikut:

Meanwhile, based on the Regulation of the Minister of Trade Number 53 of 2020 concerning the Determination of Types of Goods Transported under the Public Service Obligation (PSO) Program for Cargo Transportation to and from 3TP, the types of goods that may be transported are determined as follows:

Barang Penting Lainnya Other Essential Items				
Air mineral Mineral water	Margarin Margarine	Susu Milk	Pakaian jadi Clothes	Pakan ternak atau pakan ikan Livestock feed or fish feed
Bawang putih Garlic	Mie instan Instant noodle	Teh Tea	Popok bayi dan dewasa Baby and adult diapers	Asbes/gypsum Asbestos or gypsum
Garam Sal	Minuman ringan Soft drinks	Kopi Coffee	Deterjen/sabun/pasta gigi Detergent/soap/ toothpaste	Paku Nails
Kacang hijau Mung bean	Obat-obatan Medicines	Ikan kemasan kaleng Canned fish	Alat tulis/peralatan sekolah Stationary	Seng Zinc sheets
Kacang tanah Peanuts	Sayuran Vegetables	Biskuit Biscuits	Gas elpiji 12 kg 12 kg LPG	Aspal Asphalt

Pada tahun 2025, Program Tol Laut mengoperasikan 10 (sepuluh) rute pelayaran ke berbagai wilayah di Indonesia dengan total volume distribusi barang mencapai 13.142 TEUs kontainer. Pada bulan Desember 2025, dari 9 (Sembilan) Kapal Barang yang dimiliki, 8 (delapan) kapal menjalani penugasan tol laut (5 trayek dijalankan oleh 6 KM Logistik Nusantara yaitu KM Logistik Nusantara 1, 2, 3, 4, 5, dan 3 trayek dijalankan oleh KM Kendhaga Nusantara 7, 8, dan 11).

KAPAL TERNAK

Dalam rangka mendukung upaya Pemerintah menekan harga daging nasional sekaligus meningkatkan kesejahteraan peternak di sentra peternakan sapi dalam negeri, PELNI mengoperasikan satu armada kapal ternak, yaitu KM Camara Nusantara I, dengan rute Kupang–Waingapu–Tanjung Priok–Cirebon–Kupang. Sepanjang tahun 2025, kapal ternak tersebut berhasil mengangkut sebanyak 7.134 ekor ternak dengan rata-rata *load factor* sebesar 89,18% dengan *On-Time Performance* (OTP) sebesar 97,92%. Capaian tersebut dihitung berdasarkan Rencana Anggaran Biaya (RAB) dalam kontrak penugasan dengan Kementerian Perhubungan serta realisasi operasional selama tahun 2025.

KAPAL REDE

Kapal rede merupakan kapal milik Kementerian Perhubungan yang dioperasikan oleh Perseroan sebagai kapal pengumpan (*feeder*) untuk menghubungkan pelabuhan utama dengan pelabuhan atau lokasi yang belum dapat disinggahi oleh kapal utama. Keterbatasan tersebut umumnya disebabkan oleh belum memadainya fasilitas pelabuhan serta kondisi kedalaman alur dan kolam pelabuhan yang relatif dangkal. Hingga tahun 2025, Perseroan mengoperasikan sebanyak 18 (delapan belas) unit kapal rede yang tersebar di berbagai wilayah Indonesia guna mendukung konektivitas dan kelancaran distribusi transportasi laut nasional.

In 2025, the Sea Toll Program operated 10 (ten) shipping routes across various regions in Indonesia, with a total cargo distribution volume reaching 13,142 TEUs of containers. As of December 2025, out of 9 (nine) cargo vessels owned by the Company, 8 (eight) vessels were assigned to Sea Toll operations (5 routes were served by 6 KM Logistik Nusantara vessels, namely KM Logistik Nusantara 1, 2, 3, 4, 5, and 3 routes were served by KM Kendhaga Nusantara 7, 8, and 11).

LIVESTOCK VESSELS

In support of the Government's efforts to stabilize national meat prices while improving the welfare of livestock farmers in domestic cattle production centers, PELNI operates one livestock vessel, namely KM Camara Nusantara I, serving the Kupang–Waingapu–Tanjung Priok–Cirebon–Kupang route. Throughout 2025, the livestock vessel successfully transported 7,134 heads of livestock, with an average load factor of 89.18% and an On-Time Performance (OTP) of 97.92%. These achievements are measured based on the Budget Plan (RAB) outlined in the assignment contract with the Ministry of Transportation and the actual operational performance throughout 2025.

REDE VESSELS

Rede vessels are ships owned by the Ministry of Transportation and operated by the Company as feeder vessels to connect main ports with ports or locations that cannot yet be accessed by primary vessels. These limitations are generally due to inadequate port infrastructure as well as relatively shallow channel and harbor basin depths. As of 2025, the Company operates 18 (eighteen) rede vessels across various regions in Indonesia to support connectivity and the smooth distribution of national sea transportation.

No.	Nama Kapal Vessel Name	Pelabuhan Pangkalan Homebase Port
1	Gandha Nusantara 07	Tg. Balai Karimun
2	Gandha Nusantara 08	Tg. Balai Karimun
3	Gandha Nusantara 04	Karimun Jawa
4	Gandha Nusantara 10	Karimun Jawa
5	Gandha Nusantara 09	Bima
6	Gandha Nusantara 14	Lewotobi
7	Gandha Nusantara 12	Maumere
8	Gandha Nusantara 20	Labuan Bajo
9	Gandha Nusantara 19	Raha
10	Gandha Nusantara 16	Liana Banggai
11	Gandha Nusantara 15	Yefman
12	Gandha Nusantara 05	Kwandang
13	Gandha Nusantara 18	Manado
14	Gandha Nusantara 06	Daruba
15	Gandha Nusantara 13	Likupang
16	Gandha Nusantara 17	Soasio
17	Gandha Nusantara 03	Maccini Baji
18	Gandha Nusantara 11	Wisai

DUKUNGAN TERHADAP EKONOMI LOKAL
[GRI 203-1, 203-2]
SUPPORT FOR LOCAL ECONOMY
[GRI 203-1, 203-2]

PELNI memiliki beragam bidang usaha yang terus dikembangkan untuk mendukung pertumbuhan berkelanjutan. Sejalan dengan hal tersebut, Perseroan menjalin kerja sama strategis dengan para pemasok barang dan jasa guna memastikan kelancaran operasional, efisiensi proses bisnis, serta peningkatan kualitas layanan yang diberikan. Dalam menjalin kerja sama strategis dengan para pemasok barang dan jasa melalui proses pengadaan, PELNI senantiasa mengacu pada regulasi terbaru yang ditetapkan oleh Kementerian BUMN RI di antaranya Surat Edaran Menteri BUMN RI No. SE-10/MBU/08/2020 tentang Peningkatan Peran Usaha Mikro, Kecil, dan Menengah dalam Pengadaan Barang dan Jasa di Badan Usaha Milik Negara. Selain itu, Perseroan juga merujuk pada Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. [GRI 3-3]

PELNI operates across various business segments that continue to be developed to support sustainable growth. In line with this, the Company establishes strategic partnerships with suppliers of goods and services to ensure smooth operations, enhance business process efficiency, and improve service quality. In conducting procurement processes and forming such partnerships, PELNI consistently refers to the latest regulations issued by the Ministry of State-Owned Enterprises of the Republic of Indonesia, including Circular Letter No. SE-10/MBU/08/2020 on Increasing the Role of Micro, Small, and Medium Enterprises (MSMEs) in the Procurement of Goods and Services within State-Owned Enterprises. In addition, the Company adheres to Minister of SOEs Regulation No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Activities of SOEs. [GRI 3-3]

Pada lingkup internal, PELNI telah mengatur praktik pengadaan barang dan jasa yang telah diatur dalam Surat Keputusan Direksi No. 07.26/03/SK/HKO.01/2021 tentang Perubahan Atas SK Direksi No. 10.23/01/SK/HKO.01/2019 tentang Pedoman Pengadaan Barang/Jasa PT PELNI (Persero). Komitmen prosedur pengadaan ini sejalan dengan kebijakan Pemerintah dalam meningkatkan penggunaan komponen dalam negeri sebagaimana diatur dalam Peraturan Presiden Nomor 12 Tahun 2021 tentang Perubahan atas Peraturan Presiden Nomor 16 Tahun 2018 tentang Pengadaan Barang/Jasa Pemerintah.

Berkaitan dengan hal tersebut, Perseroan berkomitmen untuk memberikan kontribusi terhadap perekonomian nasional melalui pelaksanaan kebijakan Pembelian Dalam Negeri (PDN), dengan mengutamakan pengadaan barang dan jasa dari pelaku usaha lokal dan nasional. Pemasok nasional adalah pihak yang menjalankan usaha dan berdomisili di Indonesia, baik BUMN dan swasta, maupun UMKM. Melalui kerja sama tersebut, diharapkan pemasok nasional dapat semakin berkembang dan berdaya saing, sehingga pada akhirnya turut memperkuat struktur perekonomian nasional serta mendorong pertumbuhan ekonomi yang berkelanjutan. Selain pemasok nasional, PELNI juga menjalin kerja sama dengan pemasok asing, yakni pemasok yang menjalankan usaha dan berdomisili di luar Indonesia. Kerja sama dengan pemasok asing dilakukan apabila kebutuhan barang dan jasa PELNI belum dapat dipenuhi oleh pemasok nasional, atau berdasarkan pertimbangan strategis tertentu yang ditetapkan oleh manajemen, dengan tetap memperhatikan aspek efisiensi, kualitas, dan kepatuhan terhadap ketentuan yang berlaku.

Sebagai bentuk komitmen penerapan prinsip GCG untuk mewujudkan transparansi dan akuntabilitas, pelaksanaan seluruh transaksi pengadaan barang/jasa di PELNI menggunakan sistem *e-Proc*. Setelah mendaftar dan teregistrasi, pemasok yang hendak mengikuti lelang dapat masuk ke *Smart e-Procurement* dengan alamat *https://procurement.pelni.co.id*.

Sepanjang tahun 2025, proporsi pengeluaran untuk pemasok lokal (BUMN dan swasta) mencapai Rp4.292.770.183.199 atau 97,07% % untuk proporsi pemasok barang dan jasa lokal selama setahun. Berikut informasi realisasi pembelian barang dan jasa kepada para pemasok PELNI dengan proporsi sebagai berikut:

Internally, PELNI has established procurement practices governed by the Board of Directors Decree No. 07.26/03/SK/HKO.01/2021 regarding Amendments to Board of Directors Decree No. 10.23/01/SK/HKO.01/2019 on Procurement Guidelines for Goods/Services of PT PELNI (Persero). This procurement framework aligns with Government policies to increase the use of domestic components, as stipulated in Presidential Regulation No. 12 of 2021 concerning Amendments to Presidential Regulation No. 16 of 2018 on Government Procurement of Goods/Services.

In this regard, the Company is committed to contributing to the national economy through the implementation of the Domestic Purchasing Policy (PDN), prioritizing the procurement of goods and services from local and national business actors. National suppliers refer to entities operating and domiciled in Indonesia, including state-owned enterprises, private companies, and MSMEs. Through such partnerships, national suppliers are expected to grow and enhance their competitiveness, ultimately strengthening the national economic structure and supporting sustainable economic growth. In addition to national suppliers, PELNI also collaborates with foreign suppliers, defined as entities operating and domiciled outside Indonesia. Engagements with foreign suppliers are conducted when the Company's requirements for goods and services cannot be fulfilled by domestic suppliers, or based on specific strategic considerations determined by management, while maintaining due consideration for efficiency, quality, and compliance with applicable regulations.

As part of its commitment to Good Corporate Governance (GCG) principles—particularly transparency and accountability—all procurement transactions at PELNI are conducted through an e-procurement system (e-Proc). Registered suppliers wishing to participate in tenders can access the Smart e-Procurement platform at https://procurement.pelni.co.id.

Throughout 2025, the proportion of expenditure on local suppliers (SOEs and private entities) amounted to Rp4,292,770,183,199, or 97.07% of total procurement spending on goods and services. The following information shows the realization of purchases of goods and services from PELNI suppliers with the following proportions:

Tabel Jumlah Pemasok Barang dan Jasa [GRI 204-1]

Table: Number of Suppliers of Goods and Services [GRI 204-1]

Uraian Description	Satuan Unit	2025		2024		2023	
		Lokal (Nasional) Local (National)	Internasional International	Lokal (Nasional) Local (National)	Internasional International	Lokal (Nasional) Local (National)	Internasional International
Jumlah Pemasok Number of Suppliers	Entitas Entity	564	17	1.158	6	952	5
	%	97,07	2,93	99,48	0,52	99,48	0,52
Pembayaran kepada Pemasok Payment to Suppliers	Rupiah	4.292.770.183.199	407.214.898.598	4.606.711.006.997	349.576.945.417	3.631.581.753.919	193.661.851.273
	%	91,34	8,66	92,25	7,75	94,94	5,06

Inisiatif tersebut turut mendukung penguatan pelaku usaha lokal dan nasional, mendorong pertumbuhan ekonomi yang inklusif, serta mendukung keberlanjutan pembangunan di Indonesia. Rincian realisasi pembelian tersebut mencerminkan komitmen Perseroan dalam memprioritaskan pemanfaatan sumber daya dalam negeri serta berkontribusi terhadap pembangunan ekonomi nasional secara berkelanjutan.

Selain memastikan tingkat penggunaan komponen dalam negeri, Perseroan juga memastikan bahwa seluruh kerja sama dengan pemasok dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku. Perseroan juga memastikan bahwa setiap vendor yang bekerja sama dengan PELNI tidak terindikasi pada praktik pekerja anak maupun kerja paksa melalui proses verifikasi dan pemeriksaan dokumen persyaratan vendor pada saat proses pengadaan. Upaya ini merupakan bagian dari penerapan prinsip kepatuhan dan tanggung jawab dalam pengelolaan rantai pasok dalam menghormati hak-hak ketenagakerjaan. [GRI 3-3]

Ke depannya, PELNI akan memperkuat penerapan aspek ketenagakerjaan dalam pengelolaan vendor melalui pengembangan proses evaluasi khusus yang mencakup kepatuhan terhadap prinsip-prinsip ketenagakerjaan. Langkah ini merupakan bagian dari komitmen PELNI untuk meningkatkan standar pengelolaan rantai pasok yang bertanggung jawab dan berkelanjutan. [GRI 2-24]

These initiatives contribute to strengthening local and national business actors, fostering inclusive economic growth, and supporting sustainable development in Indonesia. The realization of such procurement reflects the Company's commitment to prioritizing the utilization of domestic resources while contributing to sustainable national economic development.

In addition to ensuring a high level of domestic component utilization, the Company also ensures that all partnerships with suppliers are conducted in compliance with applicable laws and regulations. The Company also ensures that no vendors partnering with PELNI are implicated in child labor or forced labor practices, doing so through verification processes and the review of required documentation during procurement. This effort is part of upholding compliance and responsibility principles in supply chain management while respecting labor rights. [GRI 3-3]

Moving forward, PELNI will strengthen the integration of labor-related aspects into vendor management by developing a specialized evaluation process that encompasses compliance with labor principles. This measure reflects PELNI's commitment to elevating standards for responsible and sustainable supply chain management. [GRI 2-24]

KONTRIBUSI TERHADAP NEGARA
CONTRIBUTION TO THE STATE

Sebagai bagian dari kontribusi nilai ekonomi kepada Pemerintah, PELNI menunaikan kewajiban perpajakan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Pada tahun 2025, total pajak yang dibayarkan Perseroan tercatat sebesar Rp553,90 miliar, yang terdiri dari Pajak Pertambahan Nilai (PPN), Pajak Penghasilan (PPh), serta pajak lainnya. Berikut informasi kontribusi terhadap negara disampaikan pada tabel di bawah ini [GRI 207-4]:

As part of its contribution of economic value to the Government, PELNI fulfills its tax obligations in accordance with prevailing laws and regulations. In 2025, the total taxes paid by the Company amounted to Rp553.90 billion, consisting of Value Added Tax (VAT), Income Tax, and other applicable taxes. The details of the Company's contribution to the state are presented in the table below [GRI 207-4]:

Tabel Kontribusi terhadap Negara Tahun 2023-2025
Table: Contribution to the State 2023-2025

(dalam Jutaan Rupiah)
(in Million Rupiah)

Uraian Description	2025	2024	2023
Pajak **Tax**			
Pajak Penghasilan (PPh) Income Tax	193.691	193.712	161.657
Pajak Pertambahan Nilai (PPN) & Pajak Penjualan atas Barang Mewah (PPnBM) Value Added Tax (VAT) & Luxury Goods Sales Tax (PPnBM)	305.987	269.179	195.231
Bea Masuk/Keluar, Bea & Cukai, dan Materai Import/Export Duties, Customs & Excise, and Stamp Duty	19.207	20.390	0
Pajak Daerah dan Retribusi Daerah Local Taxes and Contributions	18.312	6.693	5.292
Total Pajak **Total Taxes**	**537.196**	**489.974**	**362.180**
Penerimaan Negara Bukan Pajak (PNBP) **Non-Tax State Revenue**			
PNBP Lainnya Other PNBP	16.709	14.884	15.754
Jumlah Kontribusi kepada Negara **Total Contributions to the State**	**553.905**	**504.860**	**377.934**

PEMBAYARAN PAJAK PERSEROAN [GRI 207-1]

Dalam menjalankan kegiatan usahanya, Perseroan menjunjung tinggi prinsip kepatuhan (*tax compliance*) dan transparansi, termasuk dalam aspek perpajakan. Sebagai upaya untuk memastikan pemahaman dan penerapan ketentuan perpajakan yang mutakhir, Perseroan secara aktif melakukan sosialisasi peraturan perpajakan terbaru bekerja sama dengan Direktorat Jenderal Pajak, serta secara berkala berpartisipasi dalam forum perpajakan BUMN.

CORPORATE TAX PAYMENT [GRI 207-1]

In conducting its business activities, the Company upholds the principles of compliance (tax compliance) and transparency, including in taxation matters. To ensure proper understanding and implementation of the latest tax regulations, the Company actively conducts dissemination of updated tax regulations in collaboration with the Directorate General of Taxes and regularly participates in SOE tax forums.

Perseroan secara berkelanjutan melakukan evaluasi dan peninjauan atas aspek perpajakan yang dikoordinasikan oleh Divisi Treasury, dengan pelaporan kepada Direktur Keuangan. Sejalan dengan penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/ GCG), Perseroan juga melakukan penilaian atas kegiatan usaha untuk memastikan kesesuaian dengan peraturan perpajakan yang berlaku, sebagai bentuk komitmen terhadap praktik bisnis yang bertanggung jawab dan berkelanjutan.

PENGELOLAAN DAN MITIGASI RISIKO PERPAJAKAN [GRI 207-2]

Dalam rangka menjaga keberlanjutan usaha, PELNI menerapkan pengelolaan dan mitigasi risiko perpajakan secara berkelanjutan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Pengelolaan risiko perpajakan tersebut merupakan bagian dari kerangka manajemen risiko Perseroan untuk memastikan kepatuhan dan meminimalkan potensi risiko fiskal.

Pelaksanaan pengelolaan risiko perpajakan dikoordinasikan oleh Divisi Akuntansi, yang bertanggung jawab kepada Direktur Keuangan dan Manajemen Risiko. Divisi Akuntansi secara berkala menyelenggarakan rapat koordinasi serta menyampaikan laporan terkait pemeriksaan pajak dan isu perpajakan lainnya kepada Direktur Keuangan.

Selain itu, apabila terdapat perubahan atau penerbitan peraturan perpajakan yang baru, Divisi Akuntansi secara proaktif melakukan kajian dan menyampaikan laporan serta rekomendasi kepada Direktur Keuangan guna memastikan penyesuaian kebijakan dan praktik perpajakan Perseroan tetap selaras dengan ketentuan yang berlaku.

KETERLIBATAN PEMANGKU KEPENTINGAN DAN PENGELOLAAN KEPEDULIAN TERKAIT PERPAJAKAN [GRI 207-3]

Dalam rangka memastikan kepatuhan terhadap peraturan perpajakan yang berlaku, PELNI secara aktif melibatkan pemangku kepentingan di bidang perpajakan, khususnya Direktorat Jenderal Pajak, untuk memperoleh pemutakhiran atas kebijakan dan regulasi perpajakan. Informasi tersebut selanjutnya disosialisasikan kepada unit kerja terkait di lingkungan Perseroan dan entitas anak, guna memastikan bahwa seluruh aktivitas usaha Perseroan senantiasa selaras dengan ketentuan perpajakan yang berlaku. Sebagai bentuk dukungan terhadap peningkatan

The Company continuously evaluates and reviews its tax-related aspects, coordinated by the Treasury Division, with reporting to the Finance Director. In line with the implementation of Good Corporate Governance (GCG) principles, the Company also assesses its business activities to ensure compliance with applicable tax regulations, as part of its commitment to responsible and sustainable business practices.

TAX RISK MANAGEMENT AND MITIGATION [GRI 207-2]

To support business sustainability, PELNI implements ongoing tax risk management and mitigation in accordance with prevailing laws and regulations. Tax risk management forms an integral part of the Company's overall risk management framework to ensure compliance and minimize potential fiscal risks.

The implementation of tax risk management is coordinated by the Accounting Division, which reports to the Director of Finance and Risk Management. The Accounting Division regularly conducts coordination meetings and reports on tax audits and other taxation-related issues to the Director of Finance.

Furthermore, in the event of changes or issuance of new tax regulations, the Accounting Division proactively conducts assessments and submits reports along with recommendations to the Finance Director to ensure that the Company's tax policies and practices remain aligned with applicable regulations.

STAKEHOLDER ENGAGEMENT AND MANAGEMENT OF TAX-RELATED CONCERNS [GRI 207-3]

To ensure compliance with applicable tax regulations, PELNI actively engages with stakeholders in the taxation sector, particularly the Directorate General of Taxes, to obtain updates on tax policies and regulations. This information is subsequently disseminated to relevant work units within the Company and its subsidiaries to ensure that all business activities remain aligned with prevailing tax provisions. As part of its commitment to enhancing tax compliance, the Company also collaborates with various stakeholders, including the

kepatuhan pajak, Perseroan juga menjalin kerja sama dengan berbagai pihak, antara lain Pemerintah Provinsi Nusa Tenggara Timur melalui Badan Pendapatan dan Aset Daerah Provinsi Nusa Tenggara Timur, dalam rangka penerapan zona integritas taat pajak kendaraan bermotor di sejumlah pelabuhan laut. Inisiatif ini mencerminkan peran aktif Perseroan dalam mendukung tata kelola perpajakan yang transparan dan bertanggung jawab di tingkat daerah.

Provincial Government of East Nusa Tenggara through the Regional Revenue and Asset Agency, in implementing tax-compliant integrity zones for motor vehicle taxes at several seaports. This initiative reflects the Company's active role in promoting transparent and accountable tax governance at the regional level.

Lebih lanjut, sebagai perusahaan milik negara, PELNI senantiasa melaksanakan kewajiban pelaporan dan pembayaran pajak kepada Negara secara akurat dan tepat waktu. Seluruh kegiatan operasional Perseroan berada di wilayah Indonesia dan Perseroan tidak memiliki cabang maupun kantor operasional di luar negeri, sehingga kewajiban perpajakan hanya dilaporkan untuk yurisdiksi Indonesia. Pada tahun 2025, Perseroan telah memenuhi kewajiban perpajakan dengan baik, dengan total pajak yang dibayarkan sebesar Rp553,90 miliar.

Furthermore, as a state-owned enterprise, PELNI consistently fulfills its tax reporting and payment obligations to the State in an accurate and timely manner. All of the Company's operations are conducted within Indonesia, and the Company does not have branches or operational offices overseas; therefore, its tax obligations are reported solely within the Indonesian jurisdiction. In 2025, the Company fulfilled its tax obligations effectively, with total tax payments amounting to Rp553.90 billion.

NILAI EKONOMI YANG DIPEROLEH [GRI 201-4]
ECONOMIC VALUE GENERATED [GRI 201-4]

Pada tahun 2025, Perseroan menerima bantuan dari Pemerintah dalam bentuk Penyertaan Modal Negara (PMN) sebesar Rp2,5 triliun, dan telah mendapatkan persetujuan dari Dewan Perwakilan Rakyat (DPR). Perseroan akan memanfaatkan dana tersebut untuk pengadaan tiga unit kapal penumpang baru. Pengadaan ini merupakan bagian dari penugasan pemerintah kepada PELNI berdasarkan Peraturan Pemerintah (PP) Nomor 20 Tahun 2010 tentang Angkutan di Perairan, guna memperkuat konektivitas maritim dan pelayanan transportasi laut di Indonesia. Pengadaan kapal baru ini akan meningkatkan kapasitas dan kualitas layanan Perseroan, khususnya untuk masyarakat di wilayah 3TP.

In 2025, the Company received financial support from the Government in the form of State Capital Injection (PMN) amounting to Rp2.5 trillion, which has been approved by the House of Representatives (DPR). The Company will utilize these funds for the procurement of three new passenger vessels. This procurement forms part of the Government's assignment to PELNI based on Government Regulation (GR) Number 20 of 2010 concerning Water Transportation, aimed at strengthening maritime connectivity and improving sea transportation services in Indonesia. The addition of new vessels is expected to enhance the Company's service capacity and quality, particularly for communities in 3TP.

Selama periode pelaporan, PT PELNI (Persero) juga menerima bantuan keuangan dari pemerintah dalam bentuk lain dari pemerintah, seperti fasilitas dan keringanan pajak, pembebasan royalti, insentif, maupun tunjangan finansial lainnya.

During the reporting period, PT PELNI (Persero) also received financial assistance from the government in other forms, such as tax facilities and relief, royalty exemptions, incentives, and other financial benefits.

Akan tetapi pada tahun 2025, PELNI terus memperkuat pengelolaan penugasan *Public Service Obligation* (PSO) dan subsidi Pemerintah melalui peningkatan kualitas administrasi dan dokumentasi operasional, percepatan proses rekonsiliasi data dengan kementerian/lembaga terkait, serta penguatan koordinasi lintas unit kerja guna memastikan proses pengajuan, verifikasi, dan pencairan

In 2025, PELNI continued to strengthen the management of its Public Service Obligation (PSO) assignments and Government subsidies by enhancing the quality of administrative processes and operational documentation, accelerating data reconciliation with relevant ministries and government agencies, and reinforcing cross-functional coordination to ensure that subsidy submission,

subsidi berjalan secara tepat waktu, akurat, dan sesuai dengan ketentuan yang berlaku.

Dalam hal ini, Perseroan melaksanakan pemantauan dan evaluasi secara berkala terhadap realisasi biaya penugasan untuk memastikan kesesuaian antara biaya yang dikeluarkan dengan mekanisme penggantian yang ditetapkan Pemerintah. Upaya tersebut dilakukan untuk meminimalkan potensi selisih biaya yang tidak dapat diklaim, menjaga efektivitas pengelolaan dana penugasan, serta mendukung keberlanjutan kinerja keuangan Perseroan.

verification, and disbursement processes were carried out in a timely, accurate, and compliant manner.

To support these efforts, the Company conducted regular monitoring and evaluation of the costs incurred in fulfilling its PSO assignments to ensure alignment between actual expenditures and the Government's reimbursement mechanism. These measures were undertaken to minimize the risk of unreimbursable costs, enhance the effectiveness of PSO fund management, and support the long-term sustainability of the Company's financial performance.

DAMPAK PERUBAHAN IKLIM PADA KINERJA EKONOMI KEBERLANJUTAN PELNI [GRI 201-2]

IMPACT OF CLIMATE CHANGE ON PELNI'S SUSTAINABLE ECONOMIC PERFORMANCE [GRI 201-2]

Perubahan iklim yang semakin nyata turut memberikan dampak signifikan terhadap sektor jasa maritim, termasuk operasional PELNI, khususnya dalam hal peningkatan risiko cuaca ekstrem, gangguan jadwal pelayaran, serta kebutuhan penyesuaian strategi operasional yang lebih adaptif dan berkelanjutan. Cuaca ekstrem seperti angin kencang, gelombang tinggi, serta peningkatan frekuensi hujan deras di wilayah pelabuhan, telah mengganggu kelancaran layanan pandu dan penundaan kapal.

Terkait gangguan operasional akibat cuaca ekstrem, selama musim hujan intens pada tahun 2025, tercatat adanya:

1. Keterlambatan rotasi kapal, yang berdampak pada efisiensi layanan dan penurunan utilisasi armada; serta
2. Peningkatan risiko keselamatan kerja bagi awak kapal akibat kondisi laut yang tidak stabil.

Gangguan operasional tersebut turut memengaruhi kinerja keuangan Perseroan, terutama dapat memberikan tekanan terhadap pencapaian pendapatan PELNI. Pada tahun 2025, Perseroan mencatatkan realisasi pendapatan Perseroan mencapai Rp6,24 triliun dengan target Rp6,29 triliun.

PELNI juga menghadapi tekanan biaya tambahan untuk perawatan armada akibat kondisi laut yang memburuk serta potensi pembengkakan belanja modal di masa depan untuk mendukung adaptasi terhadap perubahan iklim.

Climate change, which is becoming increasingly evident, has had a significant impact on the maritime services sector, including PELNI's operations—particularly in terms of heightened risks from extreme weather, disruptions to sailing schedules, and the need for more adaptive and sustainable operational strategies. Extreme weather conditions such as strong winds, high waves, and increased frequency of heavy rainfall in port areas have disrupted pilotage services and caused vessel delays.

With regard to operational disruptions caused by extreme weather, during the period of intense rainy season in 2025, the following were recorded:

1. Vessel rotation delays, affecting service efficiency and reducing fleet utilization;
2. Increased occupational safety risks for crew members due to unstable sea conditions;

These operational disruptions also affected the Company's financial performance, particularly by placing pressure on PELNI's revenue achievement. In 2025, the Company recorded revenue of Rp6.24 trillion, against a target of Rp6.29 trillion.

PELNI also faces additional cost pressures related to fleet maintenance due to deteriorating sea conditions, as well as potential increases in future capital expenditures required to support climate change adaptation.

Terkait emisi Gas Rumah Kaca (GRK) menjadi penyebab utama dari pemanasan global yang kemudian menciptakan perubahan iklim dan siklus cuaca. Perserikatan Bangsa Bangsa (PBB) menyatakan bahwa pemanasan global saat ini merupakan yang tercepat dalam sejarah peradaban.

PELNI menyadari posisinya sebagai pelaku usaha yang turut berkontribusi atas dampak pemanasan global dan perubahan iklim yang terjadi. Pada tahun 2025, PELNI menginisiasi Roadmap Kebijakan Keberlanjutan yang tertuang dalam penyusunan RJP PELNI 2025-2029 yang diselaraskan dengan pedoman tersebut, terutama dalam hal peningkatan implementasi *green energy* dan ESG, salah satunya melalui inisiatif modernisasi armada kapal untuk mendukung aspek dekarbonisasi.

PELNI perlu mengambil langkah-langkah untuk melakukan pengurangan dan/atau penyerapan emisi GRK dan menyusun peta jalan emisi GRK dan program strategis dekarbonisasi dengan menetapkan target emisi GRK per tahun pada tahun 2023-2030. Program strategis yang dicanangkan PELNI untuk mempersiapkan strategi jangka menengah dalam menyelaraskan agenda emisi nihil yang telah dicanangkan Pemerintah Indonesia di tahun 2060. Tentang upaya PELNI dalam memantau dampak lingkungan yang terjadi dari rantai nilai bisnis konstruksi yang dikembangkan dapat dilihat pada bab Kinerja Lingkungan dalam Laporan Keberlanjutan ini. [GRI 3-3]

Greenhouse Gas (GHG) emissions are recognized as a primary driver of global warming, which in turn leads to climate change and shifting weather patterns. The United Nations (UN) has stated that the current rate of global warming is the fastest in recorded human history.

PELNI acknowledges its role as a business entity contributing to the impacts of global warming and climate change. In 2025, PELNI initiated a Sustainability Policy Roadmap as part of the preparation of its Long-Term Plan (RJP) 2025-2029, aligned with relevant guidelines, particularly in strengthening the implementation of green energy and ESG principles. One of the key initiatives includes the modernization of the vessel fleet to support decarbonization efforts.

PELNI is committed to taking concrete measures to reduce and/or absorb GHG emissions and to develop a GHG emissions roadmap alongside strategic decarbonization programs, including the establishment of annual emission reduction targets for the 2023–2030 period. These strategic initiatives are designed to support the Company's medium-term strategy in aligning with Indonesia's national net-zero emissions target by 2060. Further details on PELNI's efforts to monitor environmental impacts across its business value chain can be found in the Environmental Performance section of this Sustainability Report. [GRI 3-3]

INVESTASI INFRASTRUKTUR DAN DUKUNGAN LAYANAN [GRI 203-1]

INFRASTRUCTURE INVESTMENT AND SERVICE SUPPORT [GRI 203-1]

Dalam pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), PELNI memprioritaskan pembangunan infrastruktur vital dan dukungan layanan di sekitar wilayah operasional Perseroan. Investasi jangka panjang ini merupakan wujud komitmen Perseroan terhadap pemenuhan SDG 8 dan SDG 10. Melalui pendekatan yang saling terkait (*interconnected*) antara pembangunan infrastruktur dan pertumbuhan ekonomi berkelanjutan, secara tidak langsung berkontribusi pada penguatan konektivitas sekaligus peningkatan produktivitas masyarakat lokal. Khususnya wilayah 3TP. Dengan terbukanya aksesibilitas infrastruktur tersebut,

In implementing its Social and Environmental Responsibility (TJSL), PELNI prioritizes the development of vital infrastructure and service support around the company's operational areas. This long-term investment is a manifestation of the company's commitment to fulfilling SDGs 8 and SDG 10. An interconnected approach to infrastructure development and sustainable economic growth indirectly strengthens connectivity while increasing the productivity of local communities, especially in the 3TP regions. With the opening of infrastructure, the local economic ecosystem begins to operate independently and improves the quality of life,

ekosistem perekonomian lokal mulai bergerak secara mandiri serta peningkatan kualitas hidup dasar, termasuk kemudahan akses terhadap pelayanan kesehatan, pendidikan, dan distribusi bantuan kemanusiaan secara berkelanjutan. Beragam bantuan pembangunan infrastruktur yang diberikan PELNI terbukti mampu membawa perubahan dan dampak positif bagi masyarakat selama tahun 2025, sebagaimana dijelaskan melalui tabel berikut:

including easier access to health services and education, and the sustainable distribution of humanitarian aid. Various infrastructure development assistance provided by PELNI has proven to be able to bring positive changes and impacts to the community in 2025, as explained in the following table:

Sarana Facilities	Infrastruktur Infrastructure	Dampak Tidak Langsung Indirect Impacts	Wilayah Region
Sarana Perumahan Housing Facilities	Perbaikan atap rumah korban bencana Gunung Meletus di Larantuka. Roof repair for houses of communities affected by the volcanic eruption disaster in Larantuka.	Bantuan sarana rumah bagi masyarakat yang terdampak bencana bertujuan untuk mendukung pemulihan kondisi hunian, meningkatkan kelayakan tempat tinggal, serta membantu korban bencana agar dapat kembali menjalani kehidupan secara aman dan nyaman. Housing assistance for disaster-affected communities aims to support housing recovery, improve living conditions, and help victims resume safe and comfortable daily lives.	NTT East Nusa Tenggara
Sarana Pendidikan Educational Facilities	Perbaikan sarana sekolah SDN Umpanga Kec. Bungku Barat, Kab. Morowali, Sulawesi Tengah. Improvement of school facilities at SDN Umpanga, West Bungku District, Morowali Regency, Central Sulawesi.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to create better comfort and feasibility for students and academic activities, enabling learning processes to run optimally, effectively, and sustainably.	Sulawesi Tengah Central Sulawesi
Sarana Pendidikan Educational Facilities	Rehabilitasi ruang kelas, kamar mandi dan toilet siswa MI Miftahul Ulum Sooko Wringinanom. Rehabilitation of classrooms, bathrooms, and student toilets at MI Miftahul Ulum Sooko Wringinanom.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility for students and academic activities, ensuring optimal, effective, and sustainable learning processes.	Jawa Timur East Java
Sarana Ibadah Religious Facilities	Renovasi atap gedung Pondok Pesantren Tahfidzul Qur'an Roudhotul Muhibbi Gresik. Roof renovation of the Tahfidzul Qur'an Islamic Boarding School (Roudhotul Muhibbi) building in Gresik.	Peningkatan toleransi antar umat beragama dan memperkuat ikatan sosial bagi masyarakat sekitar wilayah operasional. Strengthening interfaith tolerance and reinforcing social cohesion within communities surrounding operational areas.	Jawa Timur East Java
Sarana Pendidikan Educational Facilities	Bantuan renovasi lapangan sekolah SDN 39 Kalua Pare-Pare. Renovation assistance for the school field at SDN 39 Kalua, Pare-Pare.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility, ensuring optimal, effective, and sustainable learning processes.	Sulawesi Selatan South Sulawesi
Sarana Umum Public Facilities	Pembangunan Taman Pendidikan Al-Quran Al Hikam. Construction of Al-Qur'an Education Park (TPA) Al Hikam.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility, enabling learning processes to run optimally, effectively, and sustainably.	Jawa Tengah Central Java
Sarana Pendidikan Educational Facilities	Pembangunan ruang kelas baru PAUD Tunas Muda. Construction of new classrooms for PAUD Tunas Muda.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility for students and academic activities, ensuring optimal, effective, and sustainable learning processes.	NTT East Nusa Tenggara
Sarana Ibadah Religious Facilities	DPN Pembangunan Asrama Santri PPTQ Nurul Iman di Tulungagung. Construction of a student dormitory for PPTQ Nurul Iman in Tulungagung.	Peningkatan toleransi antar umat beragama, dan memperkuat ikatan sosial bagi masyarakat sekitar wilayah operasional. Strengthening interfaith tolerance and reinforcing social cohesion within communities surrounding operational areas.	Jawa Timur East Java

Sarana Facilities	Infrastruktur Infrastructure	Dampak Tidak Langsung Indirect Impacts	Wilayah Region
Sarana Pendidikan Educational Facilities	Pembangunan dan renovasi Sekolah MDTA Raudhatul Huda. Construction and renovation of MDTA Raudhatul Huda School.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility for students and academic activities, ensuring optimal, effective, and sustainable learning processes.	Jawa Barat West Java
Sarana Pendidikan Educational Facilities	Bantuan Renovasi SDIT Arce Gantung Batulicin. Renovation assistance for SDIT Arce Gantung Batulicin.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility for students and academic activities, ensuring optimal, effective, and sustainable learning processes.	Kalimantan Selatan South Kalimantan
Sarana Umum Public Facilities	Bantuan Sarana Prasarana Kantor PMI Kepulauan Seribu. Provision of facilities and infrastructure support for the Indonesian Red Cross (PMI) Office in Kepulauan Seribu.	Bantuan sarana dan prasarana Kantor PMI Kepulauan Seribu bertujuan untuk meningkatkan kapasitas operasional dan kualitas pelayanan, sehingga dapat mendukung pelaksanaan tugas kemanusiaan secara lebih efektif, responsif, dan berkelanjutan. Support for facilities and infrastructure at the PMI Kepulauan Seribu Office aims to enhance operational capacity and service quality, enabling more effective, responsive, and sustainable humanitarian services.	DKI Jakarta Special Capital Region of Jakarta
Sarana Pendidikan Educational Facilities	Bantuan Sarana dan Prasarana SD YPK Bethel Mambor Nabire Papua Tengah. Provision of facilities and infrastructure support for SD YPK Bethel Mambor, Nabire, Central Papua.	Peningkatan aktivitas pendidikan dilakukan untuk mendukung terciptanya kenyamanan dan kelayakan yang lebih baik bagi siswa maupun seluruh kegiatan akademik, sehingga proses pembelajaran dapat berlangsung secara optimal, efektif, dan berkelanjutan. Enhancement of educational activities to improve comfort and feasibility for students and academic activities, ensuring optimal, effective, and sustainable learning processes.	Papua

MENCIPTAKAN DAMPAK EKONOMI DARI OPERASI BISNIS

CREATING ECONOMIC IMPACT FROM BUSINESS OPERATIONS

MEMBANGUN KONEKTIVITAS YANG BERDAMPAK

Sektor maritim memiliki kontribusi yang signifikan terhadap pertumbuhan ekonomi nasional melalui peningkatan konektivitas yang didukung oleh sistem transportasi laut yang andal. Transportasi laut merupakan infrastruktur strategis dalam menggerakkan aktivitas perekonomian Indonesia, khususnya di wilayah 3TP, yang memiliki ketergantungan tinggi terhadap akses logistik dan mobilitas antarwilayah.

Selain berperan dalam mendorong pertumbuhan ekonomi nasional, konektivitas yang dihasilkan melalui transportasi laut juga mendukung pemerataan pembangunan nasional, memperkuat integrasi antarwilayah, serta meningkatkan akses masyarakat terhadap layanan dan peluang ekonomi di seluruh pelosok Indonesia.

PELNI sebagai Badan Usaha Milik Negara (BUMN) yang

BUILDING IMPACTFUL CONNECTIVITY

The maritime sector plays a significant role in national economic growth through enhanced connectivity supported by reliable sea transportation systems. Sea transportation serves as a strategic infrastructure in driving Indonesia's economic activities, particularly in 3TP regions, which have a high dependency on logistics access and interregional mobility.

In addition to supporting national economic growth, connectivity enabled by sea transportation also contributes to equitable development, strengthens interregional integration, and improves public access to services and economic opportunities across Indonesia.

As a State-Owned Enterprise (SOE) engaged in maritime

bergerak di bidang transportasi laut menjalankan mandat Pemerintah untuk memperkuat konektivitas antarpulau dan menjangkau wilayah-wilayah terpencil di Indonesia. Mandat tersebut dilaksanakan melalui program *Public Service Obligation* (PSO) sebagai upaya mendukung pemerataan pembangunan serta pertumbuhan ekonomi yang inklusif di seluruh wilayah Indonesia.

Melalui penyediaan layanan transportasi laut yang andal dan berkelanjutan, Perseroan berperan dalam meningkatkan aksesibilitas masyarakat terhadap mobilitas, distribusi barang, dan layanan dasar. Cakupan penugasan Pemerintah kepada Perseroan meliputi pelayanan Kapal Penumpang, Tol Laut, Kapal Perintis, Kapal Ternak, serta Kapal Rede, yang secara kolektif berkontribusi terhadap penguatan konektivitas nasional dan pembangunan wilayah, khususnya di daerah 3TP. [GRI 203-2] [POJK F.28]

Perseroan berkomitmen untuk melaksanakan program penugasan Pemerintah secara optimal melalui peningkatan efisiensi rantai distribusi logistik dan barang kebutuhan pokok antarwilayah. Upaya tersebut ditujukan untuk mendukung stabilisasi serta keterjangkauan harga bahan pokok secara lebih merata di seluruh wilayah Indonesia. Dengan terjaganya kelancaran distribusi dan efisiensi biaya logistik, Perseroan diharapkan dapat berkontribusi terhadap pengendalian disparitas harga serta mendorong pertumbuhan ekonomi yang inklusif, khususnya di wilayah 3TP.

Selain melaksanakan penugasan Pemerintah, Perseroan juga menyediakan layanan transportasi laut yang memberikan nilai tambah bagi masyarakat di berbagai daerah. Masyarakat dapat memanfaatkan kapasitas muatan balik kapal untuk mendistribusikan produk dan komoditas unggulan daerah ke wilayah lain secara lebih mudah dan terjangkau. Sebagai contoh, masyarakat di wilayah Morotai dan Tidore memanfaatkan layanan tersebut untuk pengiriman hasil bumi seperti kopra, pala, ikan, garam, dan komoditas lokal lainnya ke luar daerah. Keberadaan layanan ini mendukung kelancaran distribusi hasil produksi masyarakat, meningkatkan akses pasar, serta berkontribusi terhadap peningkatan aktivitas dan perputaran ekonomi di tingkat lokal.

Perseroan memiliki peran strategis dalam mendukung pelaksanaan program Pemerintah, khususnya pada layanan pelayaran penumpang dan angkutan barang. Dalam konteks Agenda Maritim Indonesia, PT PELNI (Persero) berkontribusi melalui penyediaan

transportation, PELNI carries out the Government's mandate to strengthen inter-island connectivity and reach remote areas across Indonesia. This mandate is implemented through the Public Service Obligation (PSO) program, aimed at supporting equitable development and inclusive economic growth nationwide.

Through the provision of reliable and sustainable sea transportation services, the Company plays a role in improving public accessibility to mobility, goods distribution, and essential services. The scope of the Government's assignment to the Company includes Passenger Vessels, Sea Toll, Pioneer Vessels, Livestock Vessels, and Rede Vessels, all of which collectively contribute to strengthening national connectivity and regional development, particularly in 3TP areas. [GRI 203-2] [POJK F.28]

The Company is committed to optimally implementing Government assignment programs by enhancing the efficiency of logistics and essential goods distribution chains across regions. These efforts aim to support price stability and affordability of basic necessities throughout Indonesia. By maintaining smooth distribution and improving logistics cost efficiency, the Company is expected to contribute to reducing price disparities and fostering inclusive economic growth, particularly in 3TP regions.

In addition to carrying out Government assignments, the Company also provides maritime transportation services that deliver added value to communities across various regions. Communities can utilize the return cargo capacity of vessels to distribute regional products and commodities to other areas more easily and affordably. For instance, communities in Morotai and Tidore use these services to ship local products such as copra, nutmeg, fish, salt, and other commodities to external markets. The availability of this service supports the smooth distribution of local production, improves market access, and contributes to increased economic activity and circulation at the local level.

The Company plays a strategic role in supporting Government programs, particularly in passenger shipping and cargo transportation services. Within the context of Indonesia's Maritime Agenda, PT PELNI (Persero) contributes through the provision of reliable,

layanan transportasi laut yang andal, terjangkau, dan menjangkau seluruh wilayah Nusantara, sehingga mendukung peningkatan konektivitas nasional, pemerataan pembangunan, serta penguatan ketahanan logistik nasional. Adapun peran Perseroan dalam Agenda Maritim Indonesia meliputi:

1. **Infrastruktur Negara**
   PELNI menyediakan akses transportasi publik antar pulau (daerah yang sudah dan sedang berkembang).
2. **Agen Pembangunan**
   PELNI menyediakan akses transportasi publik ke wilayah 3TP guna mempercepat pembangunan dan membuka isolasi geografis.
3. **Sistem Logistik**
   PELNI mengangkut kebutuhan pokok dan kebutuhan lainnya bagi masyarakat termasuk di pulau-pulau terpencil dan terluar guna stabilisasi harga.
4. **Kedaulatan NKRI**
   PELNI menyediakan akses untuk keperluan sosial politik Negara dan pertahanan nasional melalui kunjungan reguler antar pulau.
5. **Tanggap Darurat**
   PELNI menyediakan angkutan dengan kapasitas besar, cepat dan handal ke seluruh pelosok Nusantara dalam kondisi darurat nasional.

Berdasarkan Laporan Akhir Kajian Dampak Sosial dan Ekonomi atas Penugasan PSO dan Subsidi PELNI, pelaksanaan penugasan *Public Service Obligation* (PSO) dan skema subsidi yang dijalankan Perseroan terbukti memberikan dampak positif yang signifikan terhadap aspek sosial dan ekonomi masyarakat. Dampak tersebut antara lain meliputi: [GRI 203-2]

1. **Mendorong Pembangunan dan Pemerataan**
   Bentuk kehadiran APBN dalam mendorong pembangunan dan pemerataan antar daerah. Studi kasus pada PDRB Kota Surabaya dan Morotai tahun 2016 dan 2020, di mana Surabaya mengalami kontraksi 4,48%, sedangkan Morotai masih mampu tumbuh positif di angka 2,68% meski di tengah pandemi.
2. **Menurunkan Biaya Transportasi**
   Menurunnya biaya transportasi dapat meningkatkan mobilitas masyarakat, karena biaya transportasi alternatif yang disediakan oleh pasar (*market based*) cenderung lebih tinggi. Studi kasus dari beroperasinya KM Dobonsolo memberikan manfaat bagi masyarakat berupa biaya transportasi yang lebih rendah dengan jumlah penghematan USD7,75 juta pada tahun 2016-2021.

affordable, and nationwide maritime transportation services, thereby supporting enhanced national connectivity, equitable development, and strengthened national logistics resilience. The Company's roles within Indonesia's Maritime Agenda include:

1. **State Infrastructure**
   PELNI provides inter-island public transportation access (to both developed and developing regions).
2. **Development Agent**
   PELNI provides public transportation access to 3TP regions to accelerate development and reduce geographic isolation.
3. **Logistics System**
   PELNI transports essential goods and other necessities for communities, including those in remote and outermost islands, to support price stability.
4. **National Sovereignty**
   PELNI provides transportation access for socio-political and national defense purposes through regular inter-island services.
5. **Emergency Response**
   PELNI provides large-capacity, fast, and reliable transportation services across the archipelago during national emergency situations.

Based on the Final Report on the Socio-Economic Impact Assessment of PSO Assignments and Subsidies of PELNI, the implementation of the Public Service Obligation (PSO) and subsidy schemes has demonstrated significant positive impacts on social and economic aspects. These impacts include: [GRI 203-2]

1. **Promoting Development and Equity**
   Reflects the role of the State Budget (APBN) in driving regional development and equity. A case study of Gross Regional Domestic Product (GRDP) in Surabaya and Morotai in 2016 and 2020 shows that Surabaya contracted by 4.48%, while Morotai still recorded positive growth of 2.68% despite the pandemic.
2. **Reducing Transportation Costs**
   Lower transportation costs enhance community mobility, as market-based alternatives tend to be more expensive. A case study of KM Dobonsolo operations shows cost savings of USD7.75 million for the community during 2016–2021.

3. **Pengurangan Ketimpangan dan Peningkatan Ekonomi**
   Adanya kesempatan untuk pengurangan ketimpangan antar wilayah melalui konektivitas antara wilayah dan kesempatan ekonomi yang semakin luas. Studi kasus dari beroperasinya KM Tilongkabila menunjukkan adanya penurunan angka pengangguran di kota Kendari dari 9,27 ribu orang pada tahun 2016 menjadi 7,08 ribu orang pada tahun 2020.
4. **Distribusi Barang dan Jasa**
   Dampak yang lebih besar pada rute tertentu dimana pesaing belum banyak tersedia, harga rute yang ditawarkan pasar tidak terjangkau atau layanan dari pesaing tidak memiliki jadwal yang jelas. Studi kasus dari beroperasinya KM Logistik Nusantara 5 menunjukkan penurunan harga barang sebesar 16% hingga 38% di wilayah Maluku Utara.
5. **Mendorong Konektivitas dan Mobilitas**
   Peningkatan konektivitas antar pulau dan mendorong mobilitas masyarakat dalam aktivitas ekonomi dan sosial. Studi kasus dari beroperasinya KM Kelud mendukung mobilisasi tenaga kerja dari Jakarta ke Malaysia/Singapura (melalui Batam, Kijang, dan Tanjung Balai Karimun) dan sebaliknya.

Kehadiran armada PELNI yang menjangkau berbagai wilayah di seluruh nusantara telah memberikan dampak positif bagi daerah-daerah persinggahan. Tinjauan lebih lanjut terhadap manfaat operasional kapal Tol Laut, khususnya dalam upaya menurunkan disparitas harga, menunjukkan bahwa wilayah yang dilayani mengalami penurunan harga bahan pokok dibandingkan dengan kondisi sebelum implementasi program Tol Laut atau apabila distribusi tidak menggunakan armada Tol Laut.

Kondisi tersebut menjadi indikator positif atas efektivitas pelaksanaan program Tol Laut sebagai salah satu instrumen Pemerintah dalam mendorong pemerataan pembangunan dan peningkatan kesejahteraan masyarakat di seluruh wilayah Indonesia. Melalui pengoperasian armada kapal Tol Laut yang secara rutin melayani rute-rute yang telah ditetapkan, program ini berkontribusi dalam menurunkan disparitas harga bahan pokok, menjaga stabilitas harga, serta meningkatkan daya beli masyarakat, khususnya di wilayah Indonesia Timur dan daerah 3TP.

3. **Reducing Inequality and Enhancing Economic Growth**
   Improved connectivity creates opportunities to reduce regional disparities and expand economic opportunities. A case study of KM Tilongkabila operations shows a decrease in unemployment in Kendari from 9.27 thousand people in 2016 to 7.08 thousand in 2020.

4. **Distribution of Goods and Services**
   Greater impact is observed on routes with limited competition, unaffordable market prices, or unreliable schedules. A case study of KM Logistik Nusantara 5 shows a reduction in goods prices by 16% to 38% in North Maluku.

5. **Enhancing Connectivity and Mobility**
   Increased inter-island connectivity promotes both economic and social mobility. A case study of KM Kelud operations supports labor mobility between Jakarta and Malaysia/Singapore (via Batam, Kijang, and Tanjung Balai Karimun), and vice versa.

The presence of PELNI's fleet, which reaches various regions across the archipelago, has generated positive impacts for port-of-call areas. A further review of the operational benefits of the Sea Toll vessels, particularly in reducing price disparities, indicates that regions served have experienced a decline in the prices of basic commodities compared to conditions prior to the implementation of the Sea Toll program or when distribution does not utilize Sea Toll vessels.

This condition serves as a positive indicator of the effectiveness of the Sea Toll program as one of the Government's key instruments in promoting equitable development and improving public welfare across Indonesia. Through the regular operation of Sea Toll vessels along designated routes, the program contributes to reducing price disparities of essential goods, maintaining price stability, and enhancing purchasing power, particularly in Eastern Indonesia and 3TP regions.

KONTRIBUSI TERHADAP PEMBANGUNAN EKONOMI BERKELANJUTAN [GRI 203-2]

PELNI menyadari bahwa keberadaannya di tengah masyarakat tidak semata-mata berorientasi pada pencapaian laba maksimal, melainkan juga mengandung nilai-nilai yang mencerminkan tanggung jawab sosial, kepedulian terhadap pemangku kepentingan, serta komitmen untuk memberikan manfaat yang berkelanjutan bagi masyarakat luas. Nilai-nilai itu antara lain turut berkontribusi terhadap pembangunan ekonomi, sosial, dan lingkungan bagi masyarakat sekitar, yang merupakan bagian dari dukungan Perseroan terhadap Tujuan Pembangunan Berkelanjutan.

Oleh karena itu, Perseroan berkomitmen dan bekerja keras untuk meminimalisir dampak negatif yang ditimbulkan sembari meningkatkan dampak positif, baik secara langsung maupun tidak langsung terutama terhadap percepatan pembangunan ekonomi baik secara regional maupun nasional, melalui peran Perseroan sebagai entitas usaha yang bergerak di bidang penyelenggaraan dan pengusahaan pelayanan jasa kapal, penumpang, barang, dan kegiatan jasa terkait dengan kepelabuhanan.

Dampak ekonomi tidak langsung dengan adanya aktivitas bisnis dan operasional PELNI antara lain: Perseroan telah membuka lapangan kerja baru dan peluang untuk bermitra dengan pemasok lokal guna memenuhi permintaan barang dan jasa yang dibutuhkan PELN. Tenaga kerja lokal dan terjalinnya kerja sama dengan pemasok lokal merupakan kontribusi Perseroan dalam memajukan dan memberdayakan perekonomian lokal.

Selain itu, PELNI melalui juga telah melaksanakan program-program TJSL untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan. Perseroan juga berkontribusi secara tidak langsung terhadap pembangunan ekonomi nasional melalui pajak dan/atau dividen kepada Pemerintah yang digunakan kembali untuk pelaksanaan program-program kesejahteraan masyarakat. Oleh karena itu, pengungkapan informasi terkait dampak ekonomi tidak langsung dari aktivitas TJSL Perseroan menjadi topik yang material, sehingga kontribusi dan peran aktif PELNI dapat tersampaikan secara transparan kepada para pemangku kepentingan, sekaligus membuka ruang bagi masukan konstruktif guna penyempurnaan dan peningkatan efektivitas program pada periode berikutnya. [GRI 3-3]

CONTRIBUTION TO SUSTAINABLE ECONOMIC DEVELOPMENT [GRI 203-2]

PELNI recognizes that its presence within society is not solely oriented toward maximizing profit, but also embodies values that reflect social responsibility, stakeholder engagement, and a commitment to delivering sustainable benefits to the wider community. These values contribute to economic, social, and environmental development in surrounding communities, as part of the Company's support for the Sustainable Development Goals (SDGs).

Accordingly, the Company remains committed and continuously strives to minimize negative impacts while enhancing positive impacts, both directly and indirectly, particularly in accelerating economic development at regional and national levels. This is carried out through the Company's role as a business entity engaged in the provision and operation of maritime services, including passenger transport, cargo services, and port-related activities.

Indirect economic impacts arising from PELNI's business and operational activities include the creation of new employment opportunities and partnerships with local suppliers to meet the Company's demand for goods and services. The engagement of local labor and collaboration with local suppliers represent the Company's contribution to strengthening and empowering local economies.

In addition, PELNI has implemented Corporate Social and Environmental Responsibility (TJSL) programs to support the achievement of the Sustainable Development Goals. The Company also contributes indirectly to national economic development through tax payments and/or dividends to the Government, which are subsequently utilized to fund public welfare programs. Therefore, the disclosure of information related to the indirect economic impacts of the Company's TJSL activities is considered a material topic, enabling the Company's contributions and active role to be communicated transparently to stakeholders, while also providing opportunities for constructive feedback to enhance and improve the effectiveness of such programs in the future. [GRI 3-3]

07



Kinerja Pengelolaan Lingkungan

Environmental Management Performance


PELNI
KM. EGON
PELNI We Connect, We Unify
GON



Sebagai Badan Usaha Milik Negara yang bergerak di industri transportasi perkapalan, PELNI menyadari bahwa kegiatan operasional memiliki keterkaitan langsung dengan keberlanjutan lingkungan, terutama lingkungan laut dan pesisir. Oleh karena itu, pengelolaan lingkungan menjadi salah satu aspek fundamental dalam strategi keberlanjutan Perseroan. Melalui penerapan praktik operasional yang bertanggung jawab, Perseroan melakukan berbagai implementasi yakni kepatuhan terhadap peraturan lingkungan yang berlaku, upaya berkelanjutan dalam penanganan dampak emisi, limbah, dan pencemaran laut, pelestarian keanekaragaman hayati, optimalisasi konsumsi energi, dan penggunaan Energi Baru Terbarukan (EBT). Perseroan berkomitmen untuk mendukung keberlanjutan ekosistem maritim sekaligus memastikan pertumbuhan usaha yang selaras dengan prinsip pembangunan berkelanjutan.

As a State-Owned Enterprise operating in the maritime transportation industry, PELNI recognizes that its operational activities are directly linked to environmental sustainability, particularly the preservation of marine and coastal ecosystems. Therefore, environmental management constitutes one of the fundamentAal aspects of the Company's sustainability strategy. Through the implementation of responsible operational practices, the Company has undertaken various initiatives, including compliance with applicable environmental regulations, continuous efforts to mitigate the impacts of emissions, waste, and marine pollution, the preservation of biodiversity, as well as the optimization of energy consumption and the utilization of renewable energy sources. The Company remains committed to supporting the sustainability of the maritime ecosystem while ensuring business growth that is aligned with the principles of sustainable development.

DAMPAK OPERASIONAL PERSEROAN TERHADAP LINGKUNGAN

THE COMPANY'S OPERATIONAL IMPACT ON THE ENVIRONMENT

Perseroan menyadari bahwa kegiatan operasionalnya memiliki dampak langsung maupun tidak langsung terhadap lingkungan. Di satu sisi, kehadiran PELNI memberikan dampak positif berupa penyediaan moda transportasi laut yang relatif lebih efisien dalam mengangkut penumpang dan barang antarpulau, mendukung konektivitas nasional, menekan ketimpangan wilayah, serta berkontribusi dalam pengurangan emisi per satuan angkut dibandingkan moda transportasi tertentu. Namun di sisi lain, aktivitas pelayaran juga berpotensi menimbulkan dampak negatif terhadap lingkungan, antara lain emisi gas buang kapal, potensi pencemaran laut akibat limbah operasional, penggunaan bahan bakar fosil, serta gangguan terhadap ekosistem laut dan pesisir.

Oleh karena itu, PELNI berkomitmen untuk mengelola dampak lingkungan secara bertanggung jawab melalui penerapan praktik operasional yang berkelanjutan, salah satunya melalui penggunaan biodiesel untuk bahan bakar kapal, kepatuhan terhadap regulasi lingkungan, serta upaya berkelanjutan dalam meminimalkan risiko dan dampak negatif demi menjaga keseimbangan antara kinerja bisnis dan kelestarian lingkungan.

The Company recognizes that its operational activities have both direct and indirect impacts on the environment. On the one hand, PELNI's presence generates positive impacts through the provision of maritime transportation services that are relatively more efficient in transporting passengers and goods across islands, supporting national connectivity, reducing regional disparities, and contributing to lower emissions per transport unit compared to certain other modes of transportation. On the other hand, shipping activities also have the potential to generate adverse environmental impacts, including vessel exhaust emissions, the risk of marine pollution arising from operational waste, the use of fossil fuels, as well as disturbances to marine and coastal ecosystems.

Accordingly, PELNI is committed to managing its environmental impacts responsibly through the implementation of sustainable operational practices, including the use of biodiesel as marine fuel, adherence to environmental regulations, and continuous efforts to minimize environmental risks and adverse impacts, thereby maintaining a balance between business performance and environmental preservation.

PENGELOLAAN ENERGI

[OJK F.5, F.6, F.7]
ENERGY MANAGEMENT

[OJK F.5, F.6, F.7]

Energi merupakan aspek fundamental dalam mendukung kelancaran operasional Perseroan. Di sisi lain, penggunaan energi juga menjadi perhatian utama para pemangku kepentingan seiring meningkatnya kesadaran global terhadap isu perubahan iklim. Oleh karena itu, Perseroan berkomitmen untuk berkontribusi dalam menjaga kelestarian lingkungan dengan mengambil peran aktif dalam upaya pengurangan dampak konsumsi energi terhadap lingkungan, antara lain melalui penerapan kebijakan efisiensi dan pengelolaan penggunaan energi secara berkelanjutan.

Energy is a fundamental aspect in supporting the smooth operation of the Company's business activities. At the same time, energy consumption has become a key concern for stakeholders amid growing global awareness of climate change issues. Accordingly, the Company is committed to contributing to environmental preservation by taking an active role in reducing the environmental impact of energy consumption, including through the implementation of energy efficiency policies and the sustainable management of energy use.

Perseroan menggunakan empat jenis sumber energi dalam kegiatan operasionalnya, yaitu biodiesel B40 untuk operasional kapal, listrik yang dipasok oleh PLN untuk kebutuhan kantor, serta bensin dan solar untuk pengoperasian genset dan kendaraan operasional kantor. Pada tahun 2025, penggunaan bahan bakar B40 mulai diterapkan pada sejumlah armada pelayaran nasional untuk mendukung energi hijau dan mengurangi emisi karbon. B40 merupakan bahan bakar campuran yang terdiri atas 40% biodiesel sebagai energi terbarukan yang bersumber dari minyak kelapa sawit dan 60% solar sebagai energi fosil. Selain itu, PELNI tidak melakukan penjualan listrik serta tidak menggunakan maupun menjual energi dalam bentuk pemanas, pendingin, dan uap.

The Company utilizes four types of energy sources in its operational activities, namely B40 biodiesel for vessel operations, electricity supplied by PLN for office operations, as well as gasoline and diesel fuel for the operation of generators and office vehicles. In 2025, the use of B40 fuel began to be implemented across several national shipping fleets to support green energy initiatives and reduce carbon emissions. B40 is a blended fuel consisting of 40% biodiesel derived from renewable palm oil-based energy sources and 60% diesel fuel derived from fossil energy. In addition, PELNI does not engage in the sale of electricity and does not use or sell energy in the form of heating, cooling, or steam.

Kegiatan operasional kapal dan fasilitas pendukung Perseroan membutuhkan konsumsi energi yang signifikan. Hal ini berpotensi memberikan dampak terhadap aspek ekonomi, sosial, lingkungan, serta hak asasi manusia. Oleh karena itu, pengelolaan energi yang efektif dan bertanggung jawab menjadi bagian penting dalam mendukung keberlanjutan operasional Perseroan, sekaligus meminimalkan dampak lingkungan serta menjaga kesehatan dan kesejahteraan masyarakat di sekitar wilayah operasional. [GRI 3-3]

The Company's vessel operations and supporting facilities require significant energy consumption. This may potentially affect economic, social, environmental, and human rights aspects. Therefore, effective and responsible energy management constitutes an essential part of supporting the sustainability of the Company's operations, while minimizing environmental impacts and safeguarding the health and well-being of communities surrounding its operational areas. [GRI 3-3]

Penggunaan energi dalam jumlah signifikan untuk operasional Perseroan berpotensi meningkatkan biaya operasional yang berdampak pada kinerja ekonomi Perseroan, sekaligus menimbulkan emisi dan polusi yang dapat berdampak negatif terhadap lingkungan. Dampak lingkungan tersebut pada gilirannya berpotensi memengaruhi kesehatan dan kesejahteraan sosial masyarakat sekitar, serta mengancam pemenuhan hak atas lingkungan hidup yang baik dan sehat sebagai bagian dari hak asasi manusia.

Significant energy consumption in the Company's operations has the potential to increase operational costs, thereby affecting the Company's economic performance, while also generating emissions and pollution that may adversely impact the environment. These environmental impacts may, in turn, affect the health and social welfare of surrounding communities, as well as threaten the fulfillment of the right to a good and healthy environment as part of fundamental human rights.

Terlebih, sebagian armada kapal milik Perseroan yang telah melampaui usia produktif berdampak pada menurunnya efisiensi konsumsi energi, seiring dengan kinerja mesin dan sistem pendukung kapal yang tidak lagi optimal. Kondisi tersebut berpotensi meningkatkan kebutuhan bahan bakar di atas tingkat ideal, sehingga memerlukan pengelolaan dan langkah mitigasi yang berkelanjutan.

Furthermore, part of the Company's fleet has exceeded its productive lifespan, resulting in declining energy efficiency as the performance of vessel engines and supporting systems is no longer optimal. This condition may increase fuel requirements beyond ideal levels and therefore requires continuous management and mitigation measures.

Untuk merespons tantangan armada kapal yang telah melampaui usia produktif dan berdampak pada penurunan efisiensi operasional, Perseroan menyusun program peremajaan dan penggantian armada secara bertahap. Strategi ini mencakup pengadaan kapal baru

To address the challenges posed by aging vessels and the resulting decline in operational efficiency, the Company has developed a phased fleet rejuvenation and replacement program. This strategy includes the procurement of new vessels equipped with low-emission

yang dilengkapi teknologi rendah emisi dan lebih ramah lingkungan, serta pelaksanaan modifikasi pada kapal-kapal eksisting guna menekan tingkat emisi secara signifikan.

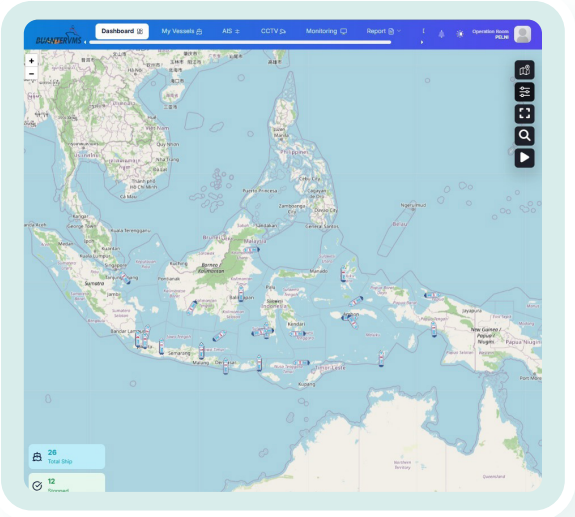
Perseroan berkomitmen untuk mengelola konsumsi energi sesuai dengan ketentuan MARPOL Annex VI melalui pelaksanaan verifikasi teknis dan audit internal secara berkala guna memastikan penggunaan energi yang efisien dan memenuhi standar. Pengelolaan energi ini dilakukan sebagai bagian dari tanggung jawab Perseroan dalam menjaga kelestarian lingkungan maritim serta kesehatan masyarakat. Selain itu, penerapan pengelolaan emisi yang efektif turut mendukung perlindungan kesehatan dan keselamatan awak kapal serta penumpang, yang merupakan bagian integral dari pemenuhan Hak Asasi Manusia (HAM).

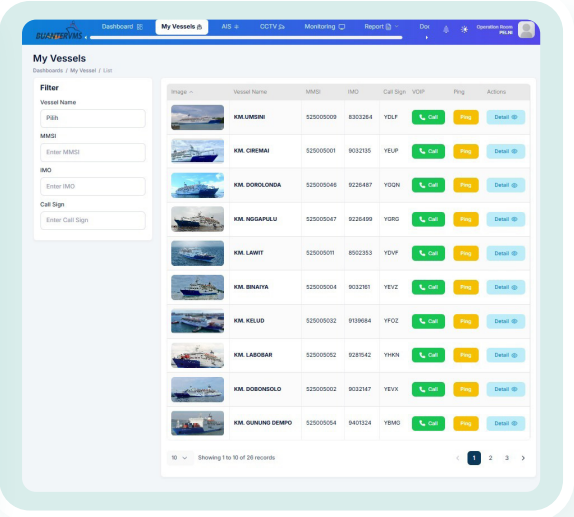
Dalam rangka memantau kinerja dan operasional armada, Perseroan telah mengembangkan *operational dashboard* berbasis teknologi SISKOMKAP (Sistem Komunikasi Kapal). *Dashboard* ini digunakan untuk mendukung fungsi *tracking* dan *positioning* kapal, pemantauan penggunaan bahan bakar minyak (BBM), serta optimalisasi rute pelayaran. Melalui pemanfaatan teknologi tersebut, Perseroan mampu melakukan pengawasan konsumsi BBM secara lebih akurat dan berkelanjutan, sekaligus mengoptimalkan rute pelayaran sehingga meningkatkan efisiensi penggunaan energi dan mendukung pengurangan dampak lingkungan dari kegiatan operasional kapal. Pada tahun 2025, penggunaan *operational dashboard* berbasis teknologi SISKOMKAP (Sistem Komunikasi Kapal) disampaikan di bawah ini:

and environmentally friendly technologies, as well as modifications to existing vessels to significantly reduce emission levels.

The Company is committed to managing energy consumption in accordance with the provisions of International Maritime Organization's MARPOL Annex VI through the implementation of periodic technical verification and internal audits to ensure efficient energy use and compliance with applicable standards. This energy management initiative forms part of the Company's responsibility to preserve the maritime environment and protect public health. In addition, the implementation of effective emissions management supports the protection of the health and safety of crew members and passengers, which constitutes an integral part of the fulfillment of Human Rights.

To monitor fleet performance and operational activities, the Company has developed an operational dashboard based on SISKOMKAP (Ship Communication System) technology. This dashboard supports vessel tracking and positioning functions, fuel consumption monitoring, and route optimization. Through the utilization of this technology, the Company is able to monitor fuel consumption more accurately and consistently, while optimizing shipping routes to improve energy efficiency and support the reduction of environmental impacts arising from vessel operations. The implementation of the operational dashboard based on SISKOMKAP technology in 2025 is presented below:





DASAR HUKUM DAN KEBIJAKAN

Dalam pengelolaan sumber daya energi, PELNI berpedoman pada berbagai ketentuan dan regulasi yang berlaku guna memastikan kepatuhan terhadap standar keselamatan, efisiensi operasional, serta perlindungan lingkungan. Adapun regulasi dan kebijakan yang menjadi acuan Perseroan meliputi:

1. MARPOL Annex VI Resolusi MEPC.328(76);
2. Keputusan Direktur Jenderal EBTKE Kementerian ESDM Nomor 195.K/EK.05/DJE/2022 tentang Standar dan Mutu (Spesifikasi) Bahan Bakar Nabati Jenis Biodiesel sebagai Bahan Bakar Lain yang Dipasarkan di Dalam Negeri;
3. Surat Keputusan Direksi Nomor 01.18/01/SK/HKO.01/2019 tentang *Standard Operating Procedure* Pengelolaan Bahan Bakar Minyak (BBM), Pelumas (*Lubricating Oil*/LO), dan Pelumas Bekas (B3);
4. Surat Instruksi Direktur Utama Nomor: 04.10/01/INS/HKO.01/2026 tentang Pola Kerja Pegawai dan Program Optimasi Pemanfaatan Energi di Lingkungan PT PELNI (Persero); serta
5. SK Direksi Nomor 12.24/01/SK/HKO.01/2025 tentang *Standard Operating Procedure* (SOP) Pengelolaan Bahan Bakar Minyak (BBM), Pelumas (LO) dan Pelumas Bekas (Limbah B3) Di PT PELNI (Persero).

Pedoman tersebut menjadi landasan bagi Perseroan dalam mengelola energi secara bertanggung jawab dan berkelanjutan, sejalan dengan komitmen PELNI terhadap perlindungan lingkungan dan pemenuhan aspek keselamatan serta kesehatan kerja.

RENCANA STRATEGIS

Untuk mengatasi tantangan armada kapal yang telah melewati usia produktif dan menurunkan efisiensi operasional, PELNI merencanakan peremajaan melalui *repowering* (penggantian mesin) dan pembaruan *sparepart* utama. Upaya ini bertujuan meningkatkan kinerja operasional sekaligus memperpanjang usia teknis kapal. Selain itu, sebagai bentuk komitmen terhadap energi hijau, PELNI berencana untuk menggunakan BBM berjenis B40 (40% FAME dan 60% diesel) pada tahun 2025.

PROGRAM EFISIENSI ENERGI

PT PELNI tidak hanya memprioritaskan pada perolehan laba, tetapi juga mengedepankan pengelolaan lingkungan

LEGAL BASIS AND POLICIES

In managing its energy resources, PELNI adheres to various applicable laws, regulations, and internal policies to ensure compliance with safety standards, operational efficiency, and environmental protection requirements. The regulations and policies serving as the Company's key references include:

1. MARPOL Annex VI Resolution MEPC.328(76);
2. Decree of the Director General of Directorate General of New, Renewable Energy and Energy Conservation No. 195.K/EK.05/DJE/2022 concerning Standards and Quality Specifications for Biodiesel-Type Biofuel as an Alternative Fuel Marketed Domestically;
3. Board of Directors Decree No. 01.18/01/SK/HKO.01/2019 concerning the Standard Operating Procedure for the Management of Fuel Oil (BBM), Lubricating Oil (LO), and Used Lubricants classified as hazardous waste (B3);
4. President Director's Instruction Letter No. 04.10/01/INS/HKO.01/2026 on Employee Work Arrangements and the Energy Utilization Optimization Program within PT PELNI (Persero); and
5. Board of Directors' Decree No. 12.24/01/SK/HKO.01/2025 on the Standard Operating Procedure (SOP) for the Management of Fuel Oil (BBM), Lubricants (LO), and Used Lubricants (Hazardous Waste/B3) at PT PELNI (Persero).

These guidelines serve as the foundation for the Company in managing energy responsibly and sustainably, in line with PELNI's commitment to environmental protection and the fulfillment of occupational safety and health requirements.

STRATEGIC PLANS

To address the challenges posed by vessels that have exceeded their productive lifespan and have contributed to declining operational efficiency, PELNI has planned a fleet rejuvenation program through repowering (engine replacement) and the renewal of major spare parts. These initiatives are aimed at improving operational performance while extending the technical lifespan of vessels. In addition, as part of its commitment to green energy, PELNI plans to implement the use of B40 fuel (40% Fatty Acid Methyl Ester/FAME and 60% diesel) in 2025.

ENERGY EFFICIENCY PROGRAMS

PT PELNI places equal emphasis not only on profitability but also on environmental stewardship to support a

hidup untuk masa depan yang lebih berkelanjutan. Untuk itu, Perseroan berupaya melakukan pengelolaan lingkungan hidup secara baik dengan berfokus pada pengelolaan sumber daya energi secara optimal, terpadu, dan berkelanjutan, serta memanfaatkan energi secara efisien di semua sektor operasional guna mendukung pengurangan emisi, peningkatan efisiensi penggunaan bahan bakar, dan terciptanya transportasi laut yang ramah lingkungan. Dalam mengoptimalkan upaya pengelolaan lingkungan hidup, Perseroan memiliki program kerja guna meningkatkan efisiensi penggunaan energi, baik bahan bakar operasi kapal maupun energi listrik untuk operasional kantor secara konsisten yang dilaksanakan sepanjang tahun 2025, antara lain:

1. Pelatihan bagi kru kapal untuk optimasi penggunaan Bahan Bakar Kapal;
2. Pemeliharaan rutin mesin kapal agar pembakaran lebih efisien;
3. *Monitoring* pemakaian BBM pada kapal sebagai bahan evaluasi;
4. Optimasi rute kapal untuk mengurangi pemakaian BBM;
5. Penggunaan lampu LED di sebagian area kantor; serta
6. Kampanye internal untuk penghematan energi.

Sebagai wujud komitmen Perseroan dalam mendukung efisiensi energi dan penerapan operasional yang berkelanjutan, PELNI menerbitkan Surat Instruksi Direktur Utama Nomor 04.10/01/INS/HKO.01/2026 tentang Pola Kerja Pegawai dan Program Optimasi Pemanfaatan Energi di Lingkungan PT PELNI (Persero). Melalui instruksi tersebut, seluruh unit kerja diarahkan untuk menerapkan berbagai langkah optimalisasi pemanfaatan energi secara efisien di lingkungan kerja sebagai bagian dari upaya meningkatkan efektivitas penggunaan energi, menekan konsumsi energi, serta mendukung pencapaian target keberlanjutan Perseroan.

Dalam pelaksanaannya, setiap unit kerja diwajibkan menerapkan langkah-langkah efisiensi energi sesuai dengan ketentuan yang diatur dalam surat instruksi dimaksud, antara lain sebagai berikut:

1. Optimasi pelaksanaan rapat dan koordinasi secara daring untuk kegiatan yang tidak memerlukan kehadiran fisik;
2. Penggunaan listrik secara efisien di lingkungan perkantoran, termasuk pengaturan penggunaan pendingin ruangan dan peralatan listrik;
3. Optimasi pemanfaatan pencahayaan alami pada siang hari di ruang kerja;
4. Memastikan peralatan listrik dimatikan setelah jam kerja apabila tidak digunakan;

more sustainable future. Accordingly, the Company is committed to managing the environment responsibly by focusing on the optimal, integrated, and sustainable management of energy resources, as well as promoting efficient energy utilization across all operational sectors to support emissions reduction, improve fuel efficiency, and foster environmentally friendly maritime transportation. To optimize its environmental management efforts, the Company has implemented a number of work programs aimed at improving energy efficiency, both in vessel fuel consumption and electricity use for office operations, consistently throughout 2025, including:

1. Training for vessel crews to optimize marine fuel utilization;
2. Routine maintenance of vessel engines to improve combustion efficiency;
3. Monitoring fuel consumption on vessels as part of performance evaluation;
4. Route optimization to reduce fuel consumption;
5. The use of LED lighting in selected office areas; and
6. Internal campaigns on energy-saving.

As part of its commitment to supporting energy efficiency and sustainable operations, PELNI issued President Director's Instruction Letter No. 04.10/01/INS/HKO.01/2026 on Employee Work Arrangements and the Energy Utilization Optimization Program within PT PELNI (Persero). Through this instruction, all business units are directed to implement a range of energy optimization measures in the workplace as part of the Company's efforts to improve energy efficiency, reduce energy consumption, and support the achievement of its sustainability objectives.

Under the instruction, each business unit is required to implement energy efficiency measures in accordance with the provisions stipulated in the instruction letter in question, including:

1. Optimizing the use of virtual meetings and online coordination for activities that do not require physical attendance;
2. Promoting efficient electricity use in office environments, including the prudent operation of air-conditioning systems and electrical equipment;
3. Maximizing the use of natural daylight in workspaces during daytime hours;
4. Ensuring that electrical equipment is switched off after working hours when not in use;

5. Pembatasan pelaksanaan perjalanan dinas dengan cara selektif dan mempertimbangkan urgensi, prioritas kegiatan serta efektivitas dan efisiensi biaya;
6. Mengoptimalkan penggunaan sarana transportasi secara efisien serta mendorong pemanfaatan transportasi publik bagi pegawai dalam mobilitas kerja yang memungkinkan; dan
7. Menumbuhkan budaya hemat energi di lingkungan kerja sebagai bagian dari komitmen Perseroan terhadap pengelolaan energi yang efisien dan berkelanjutan.

5. Limiting business travel by considering its urgency, priority, cost-effectiveness, and overall efficiency;
6. Optimizing the efficient use of transportation facilities while encouraging employees to utilize public transportation whenever feasible for business-related travel; and
7. Fostering an energy conservation culture in the workplace as part of the Company's commitment to efficient and sustainable energy management.

Adapun upaya penghematan bahan bakar minyak (BBM) yang dilakukan PELNI yaitu pengaturan jadwal operasi kendaraan operasional serta penggunaan bahan bakar yang ramah lingkungan. [OJK F.7]

PELNI's fuel conservation initiatives include optimizing the operating schedules of its operational vehicles and using environmentally friendly fuels. [OJK F.7]

Terkait dengan penggunaan bahan bakar, Perseroan telah melakukan perhitungan besaran reduksi atau efisiensi kebutuhan energi dari layanan yang disediakan kepada pelanggan dan pengguna kapal dengan menggantikan penggunaan biodiesel dari B35 menjadi B40. Dengan kandungan energi yang lebih tinggi, penggunaan Biodiesel B40 meningkatkan efisiensi bahan bakar kapal, memungkinkan kapal menempuh jarak yang lebih jauh atau mengangkut lebih banyak muatan dengan jumlah bahan bakar yang sama. Dalam menjalankan jasa pelayaran di tahun 2025, penggunaan Biodiesel B40 mampu mencatatkan pengurangan energi di mana total intensitas penggunaan *High-Speed Diesel* (HSD) yang digunakan pada tahun 2025 sebesar 2,77 GJ/NM menurun dari tahun 2024 yang tercatat sebesar 3,28 GJ/NM. [GRI 302-5]

With regard to fuel utilization, the Company has calculated the level of energy reduction and efficiency improvements generated from the services provided to customers and vessel users through the transition from B35 biodiesel to B40 biodiesel. With its higher energy content, the use of B40 biodiesel improves vessel fuel efficiency, enabling vessels to travel longer distances or carry greater loads using the same amount of fuel. In carrying out its shipping services in 2025, the use of B40 biodiesel recorded energy reductions, with the total intensity of High-Speed Diesel (HSD) consumption in 2025 amounting to 2.77 GJ/NM, representing a decrease compared to 3.28 GJ/NM recorded in 2024. [GRI 302-5]

Terkait upaya penghematan energi di area perkapalan, Perseroan menerapkan berbagai inovasi, antara lain *Energo Profin* dan *Shaft Generator Leroy-Somer* 500 kW. *Energo Profin* merupakan perangkat penghemat energi berupa penutup baling-baling yang berputar mengikuti pergerakan baling-baling kapal. Perangkat ini berfungsi meningkatkan efisiensi sistem pendorong (propulsi) kapal sehingga dapat meningkatkan kecepatan pelayaran dan menghemat konsumsi bahan bakar rata-rata sebesar 2%.

Regarding energy-saving initiatives in its shipping operations, the Company has implemented various innovations, including the Energo Profin and the 500 kW Leroy-Somer Shaft Generator. The Energo Profin is an energy-saving device consisting of a propeller cap that rotates in sync with the ship's propeller. This device enhances the efficiency of the vessel's propulsion system, thereby increasing cruising speed and reducing average fuel consumption by 2%.

Selain itu, kapal barang PELNI juga dilengkapi dengan *Shaft Generator Leroy-Somer* 500 kW yang memanfaatkan putaran mesin induk (*main engine*) untuk menghasilkan energi listrik selama pelayaran. Penggunaan perangkat ini dapat mengurangi ketergantungan terhadap *auxiliary diesel generator*, sehingga mampu menghemat konsumsi bahan bakar sekitar 3–8% sekaligus berkontribusi terhadap penurunan emisi gas rumah kaca.

PELNI's cargo ships are also equipped with the 500 kW Leroy-Somer Shaft Generator, which utilizes the rotation of the main engine to generate electricity during voyages. This device reduces reliance on auxiliary diesel generators, resulting in fuel savings of approximately 3–8% while also contributing to reduced greenhouse gas emissions.

KONSUMSI ENERGI [GRI 302-1, 302-2, 302-3, 302-4, 302-5] [OJK F.5, F.6, F.7]

Sepanjang tahun 2025, total konsumsi energi PELNI tercatat sebesar 8.334.650 GJ. Jumlah tersebut terdiri atas konsumsi energi di dalam Perseroan, meliputi 8.314.539 GJ bahan bakar minyak (BBM) kapal jenis B40, 14.207 GJ listrik, 5.166 GJ bensin, dan 738 GJ solar.

Seiring dengan capaian tersebut, intensitas penggunaan energi di dalam Perseroan pada tahun 2025 sebesar 4,58 GJ/karyawan mengalami kenaikan dibandingkan tahun sebelumnya 4,51 GJ/karyawan pada tahun sebelumnya. Kenaikan ini disebabkan aktivitas operasional selama tahun pelaporan.

Sementara intensitas penggunaan energi di luar Perseroan untuk jasa perkapalan sebesar 1,61 GJ/penumpang mengalami penurunan dibandingkan tahun sebelumnya 1,63 GJ/penumpang. Begitu juga, intensitas pemakaian energi terhadap jarak yang ditempuh selama tahun 2025 sebesar 2,76 GJ/NM juga mengalami penurunan dibandingkan tahun sebelumnya 3,28GJ/NM.

Pemeliharaan rutin mesin kapal serta pemantauan penggunaan bahan bakar minyak (BBM) yang dilaksanakan secara konsisten sepanjang tahun 2025 memberikan kontribusi signifikan terhadap peningkatan efisiensi energi dalam operasional jasa pelayaran Perseroan. Melalui implementasi kedua inisiatif tersebut, intensitas konsumsi bahan bakar kapal berhasil ditekan menjadi 2,77 GJ/NM, atau menurun sebesar 15,48% dibandingkan dengan tahun sebelumnya yang tercatat sebesar 3,28 GJ/NM.

ENERGY CONSUMPTION [GRI 302-1, 302-2, 302-3, 302-4, 302-5] [OJK F.5, F.6, F.7

Throughout 2025, PELNI's total energy consumption was recorded at 8,334,650 GJ. This figure comprised energy consumption within the Company, including 8,314,539 GJ of B40 marine fuel, 14,207 GJ of electricity, 5,166 GJ of gasoline, and 738 GJ of diesel fuel.

In line with these achievements, the Company's internal energy intensity increased slightly to 4.58 GJ per employee in 2025, compared with 4.51 GJ per employee in the previous year. This increase was attributable to operational activities during the reporting year.

Meanwhile, external energy intensity for the Company's shipping services improved, with energy intensity per passenger decreasing to 1.61 GJ per passenger in 2025 from 1.63 GJ per passenger in the previous year. Likewise, energy intensity per nautical mile traveled declined to 2.76 GJ/NM in 2025, compared with 3.28 GJ/NM in 2024.

Routine maintenance of vessel engines and the consistent monitoring of fuel oil (BBM) consumption throughout 2025 contributed significantly to improving the energy efficiency of the Company's shipping operations. Through the implementation of these initiatives, the vessel fuel consumption intensity was reduced to 2.77 GJ/NM, representing an 15.48% improvement compared with 3.28 GJ/NM recorded in the previous year.

Tabel Rincian dan Kontribusi Penggunaan Energi [GRI 302-1, 302-2][OJK F.6, F.7] [SASB TR-MT-110a.3]

Table: Energy Usage Details [GRI 302-1, 302-2][OJK F.6, F.7] [SASB TR-MT-110a.3]

(dalam Gigajoule)
(in Gigajoule)

Uraian Description	Satuan Unit	2025***		2024**		2023*		2024-2025 Kenaikan/ (Penurunan) Increase/ (Decrease) (%)
		Energi Energy	Kontribusi Contribution (%)	Energi Energy	Kontribusi Contribution (%)	Energi Energy	Kontribusi Contribution (%)	
Listrik Electricity	Kwh	3.946.512		4.092.105		4.226.389		(3,56%)
	GJ	14.207	0,17%	14.732	0,18%	15.215	0,17%	(3,56%)
Energi Terbarukan (B40) Renewable Energy (B40)	Liter	218.357.761		217.468.261		221.187.114		0,41%
	GJ	8.314.539	99,76%	8.280.669	99,75%	8.873.397	99,83%	0,41%

Tabel Rincian dan Kontribusi Penggunaan Energi [GRI 302-1, 302-2][OJK F.6, F.7] [SASB TR-MT-110a.3]

Table: Energy Usage Details [GRI 302-1, 302-2][OJK F.6, F.7] [SASB TR-MT-110a.3]

(dalam Gigajoule)
(in Gigajoule)

Uraian Description	Satuan Unit	2025***		2024**		2023*		2024-2025 Kenaikan/ (Penurunan) Increase/ (Decrease) (%)
		Energi Energy	Kontribusi Contribution (%)	Energi Energy	Kontribusi Contribution (%)	Energi Energy	Kontribusi Contribution (%)	
Solar Diesel Fuel	Liter	19.372		10.474		-		84,95%
	GJ	738	0,01%	390	0,00%	-	0,00%	89,72%
Bensin Gasoline	Liter	150.386		155.115		-		(3,05%)
	GJ	5.166	0,06%	5.328	0,06%	-	0,00%	(3,04%)
Total Penggunaan BBM Total Fuel Consumption	**GJ**	**8.320.443**	**99,83%**	**8.286.387**	**99,82%**	**8.873.397**	**99,83%**	**0,41%**
Total Penggunaan Energi Total Energy Consumption	**GJ**	**8.334.650**	**100,00%**	**8.301.119**	**100,00%**	**8.888.612**	**100,00%**	**(0,15%)**
Total Jarak Total Distance	Nm	3.010.141		2.533.996		2.025.601		18,79%
Total Penumpang Total Passengers	Orang Person	5.153.834		5.095.725		5.262.689		1,14%
Total Karyawan Total Employees	Orang Person	4.393		4.533		5.011		(3,09%)

Catatan:
*Penggunaan Biodiesel B-30 merupakan campuran dari 30% energi terbarukan (biodiesel (FAME) yang berasal dari minyak sawit) dan 70% energi tidak terbaukan (solar) dan Biodiesel B-35 merupakan campuran dari 35% energi terbarukan (biodiesel (FAME) yang berasal dari minyak sawit) dan 65% energi tidak terbaukan (solar). Terdapat Penyajian kembali Informasi (*restatement*)
**Penggunaan Biodiesel B-35 dan Penggunaan Biodiesel B-40 merupakan campuran dari 40% energi terbarukan (biodiesel (FAME) yang berasal dari minyak sawit) dan 60% energi tidak terbaukan (solar). Terdapat Penyajian kembali Informasi (*restatement*)
***Penggunaan sepenuhnya Biodiesel B-40. Terdapat Penyajian kembali Informasi (*restatement*)

* Adoption of B30 biodiesel which consists of a blend of 30% renewable energy (biodiesel/FAME derived from palm oil) and 70% non-renewable energy (diesel fuel). B35 biodiesel which consists of a blend of 35% renewable energy (biodiesel/FAME derived from palm oil) and 65% non-renewable energy (diesel fuel). There was a restatement of information.
** Adoption of B35 biodiesel, and B40 biodiesel which consists of a blend of 40% renewable energy (biodiesel/FAME derived from palm oil) and 60% non-renewable energy (diesel fuel). During the reporting period, the Company transitioned from the use of B35 biodiesel to B40 biodiesel. There was a restatement of information.
*** Full adoption of B40 biodiesel. There was a restatement of information.

Tabel Penggunaan Energi Per Penggunaan [GRI 302-4, 302-5] [OJK F.6, F.7]

Table: Energy Usage Per Use [GRI 302-4, 302-5] [OJK F.6, F.7]

(dalam Gigajoule)
(in Gigajoule)

Uraian Description	2025	2024*	2023*	2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)	
				Jumlah Total	Persentase Percentage
Penggunaan Energi untuk Jasa Pelayaran Energy Use for Shipping Services	8.314.539	8.280.669	8.873.397	33.870	0,41%
Penggunaan Energi di dalam Perseroan Energy Use within the Company	20.111	20.449	15.215	(337)	(1,65%)
Total Pemakaian Energi Total Energy Consumption	**8.334.650**	**8.301.118**	**8.888.612**	**33.533**	**0,40%**

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

Tabel Intensitas Penggunaan Energi [GRI 302-3] [OJK F.6]

Table: Energy Consumption Intensity [GRI 302-3] [OJK F.6]

Uraian Description	Satuan Unit	2025	2024*	2023*	2024-2025 Kenaikan/ (Penurunan) Increase/ (Decrease)
Jarak Tempuh Pelayaran Shipping Distance	*Nautical Miles* (NM)	3.010.141	2.533.996	2.025.601	18,79%
Jumlah Penggunaan Energi Total Energy Use	Gigajoule (GJ)	8.334.650	8.301.1199	8.888.612	(0,15%)
Penggunaan Energi untuk Jasa Pelayaran **Energy Use for Shipping Services**					
Intensitas Pemakaian Energi/Jarak Energy Consumption Intensity/Distance	GJ/NM	2,77	3,28	4,39	(15,48%)
Intensitas Pemakaian Energi/Penumpang Energy Consumption Intensity/Passengers	Gj/Orang Gj/Person	1,62	1,63	1,69	(0,73%)
Penggunaan Energi di dalam Perseroan **Energy Use within the Company**					
Intensitas Pemakaian Energi/Karyawan Energy Consumption Intensity/Employee	Gj/Orang Gj/Person	4,58	4,51	3,04	1,49%

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

PENGENDALIAN EMISI GAS RUMAH KACA

[GRI 3-3] [SASB TR-MT-120A.1]

GREENHOUSE GAS EMISSION CONTROL [GRI 3-3] [SASB TR-MT-120A.1]

Emisi Gas Rumah Kaca (GRK) yang dihasilkan dari operasional kapal dan fasilitas pendukung PELNI berpotensi menimbulkan dampak terhadap aspek ekonomi, sosial, lingkungan, serta hak asasi manusia. Dalam skala tertentu, emisi dari aktivitas operasional Perseroan berpotensi meningkatkan risiko pencemaran udara yang dapat menurunkan kualitas lingkungan dan berdampak pada kesehatan masyarakat. Kondisi tersebut dapat memengaruhi kesejahteraan sosial serta berpotensi mengganggu pemenuhan hak atas lingkungan hidup yang bersih dan sehat sebagai bagian dari hak asasi manusia.

Dengan armada kapal Perseroan yang telah melewati usia produktif, risiko peningkatan emisi semakin besar karena mesin dan sistem pendukung kapal tidak lagi beroperasi dengan optimal dan efisiensi bahan bakar rendah. Kondisi ini dapat memperburuk kualitas udara dan berdampak negatif pada lingkungan. Oleh karena itu, pengelolaan emisi yang efektif menjadi kebutuhan

Greenhouse Gas (GHG) emissions generated from PELNI's vessel operations and supporting facilities may potentially impact economic, social, environmental, and human rights aspects. To a certain extent, emissions arising from the Company's operational activities may increase the risk of air pollution, which can reduce environmental quality and adversely affect public health. Such conditions may influence social welfare and potentially interfere with the fulfillment of the right to a clean and healthy environment as part of fundamental human rights.

Given that part of the Company's fleet has exceeded its productive lifespan, the risk of increased emissions becomes more significant as vessel engines and supporting systems no longer operate optimally and fuel efficiency declines. This condition may worsen air quality and negatively affect the environment. Therefore, effective emissions management has become a critical necessity to

penting untuk mendukung keberlanjutan operasional Perseroan sekaligus menjaga kelestarian lingkungan dan kesehatan masyarakat di sekitar wilayah operasional.

Untuk meningkatkan efisiensi operasional armada yang telah melewati usia produktif, PELNI merencanakan program peremajaan dan penggantian kapal secara bertahap. Strategi ini mencakup pengadaan kapal baru dengan teknologi rendah emisi yang lebih ramah lingkungan, serta modifikasi kapal eksisting guna menurunkan tingkat emisi secara signifikan. Perseroan berkomitmen mengendalikan emisi sesuai dengan ketentuan MARPOL Annex VI melalui pelaksanaan verifikasi teknis dan audit internal secara berkala untuk memastikan tingkat emisi berada dalam batas standar yang ditetapkan. Upaya pengendalian ini bertujuan menjaga kelestarian lingkungan maritim serta melindungi kesehatan masyarakat. Selain itu, pengelolaan emisi yang efektif juga mendukung perlindungan kesehatan dan keselamatan awak kapal serta penumpang sebagai bagian dari pemenuhan hak asasi manusia.

DASAR HUKUM DAN KEBIJAKAN

Dalam upaya pengendalian emisi, PELNI berpedoman pada peraturan dan ketentuan berikut:
1. MARPOL Annex VI Resolusi MEPC.328(76);
2. Keputusan Ditjen EBTKE Kementerian ESDM Nomor 195.K/EK.05/DJE/2022 Tentang Standar dan Mutu (Spesifikasi) Bahan Bakar Nabati Jenis Biodiesel Sebagai Bahan Bakar Lain yang Dipasarkan di Dalam Negeri; serta
3. SK Direksi Nomor 01.18/01/SK/HKO.01/2019 tentang *Standard Operating Procedure* Pengelolaan BBM, Pelumas (LO), dan Pelumas Bekas (B3).

RENCANA STRATEGIS PADA PENGURANGAN EMISI [OJK F.12]

PELNI berkomitmen tinggi untuk berkontribusi terhadap pencapaian target pengurangan emisi nasional sebesar 29% pada tahun 2030. Untuk itu, Perseroan melakukan sejumlah langkah strategis dan berkelanjutan, antara lain melalui pengukuran emisi karbon di PELNI yang saat ini dilakukan dengan menghitung jumlah total bahan bakar yang digunakan serta jumlah kapal yang dioperasikan Perseroan dalam satu tahun. Selain itu, Perseroan juga terus mendorong efisiensi penggunaan bahan bakar, optimalisasi operasional armada, penerapan

support the sustainability of the Company's operations while preserving environmental quality and protecting the health of communities surrounding operational areas.

To improve the operational efficiency of aging vessels, PELNI has planned a phased fleet rejuvenation and replacement program. This strategy includes the procurement of new vessels equipped with low-emission and environmentally friendly technologies, as well as modifications to existing vessels to significantly reduce emission levels. The Company is committed to controlling emissions in accordance with the provisions of International Maritime Organization's MARPOL Annex VI through periodic technical verification and internal audits to ensure that emission levels remain within established standards. These control measures are intended to preserve the maritime environment and protect public health. In addition, effective emissions management supports the protection of the health and safety of crew members and passengers as an integral part of the fulfillment of human rights.

LEGAL BASIS AND POLICIES

In its efforts to control emissions, PELNI adheres to the following regulations and provisions:
1. MARPOL Annex VI Resolution MEPC.328(76);
2. Decree of the Director General of Directorate General of New, Renewable Energy and Energy Conservation No. 195.K/EK.05/DJE/2022 concerning Standards and Quality Specifications for Biodiesel-Type Biofuel as an Alternative Fuel Marketed Domestically; and
3. Board of Directors Decree No. 01.18/01/SK/HKO.01/2019 concerning the Standard Operating Procedure for the Management of Fuel Oil (BBM), Lubricating Oil (LO), and Used Lubricants classified as hazardous waste (B3).

STRATEGIC PLAN ON EMISSION REDUCTION [OJK F.12]

PELNI is strongly committed to contributing to the achievement of the national emissions reduction target of 29% by 2030. To this end, the Company has undertaken a number of strategic and sustainable initiatives, including carbon emissions measurement at PELNI, which is currently conducted by calculating the total amount of fuel consumed and the number of vessels operated by the Company annually. In addition, the Company continues to promote fuel efficiency improvements, fleet operational optimization, the implementation of

praktik pelayaran yang lebih ramah lingkungan, serta peningkatan kesadaran seluruh insan Perseroan terhadap pentingnya pengelolaan emisi gas rumah kaca secara bertanggung jawab dan berkesinambungan.

Terkait dengan armada kapal yang telah melewati usia produktif dan menurunkan efisiensi operasional, PELNI merencanakan program peremajaan dan penggantian armada secara bertahap. Strategi ini meliputi pengadaan kapal baru dengan teknologi rendah emisi yang lebih ramah lingkungan, serta modifikasi kapal-kapal tua agar mampu mengurangi emisi secara signifikan.

Selain itu, sebagai bagian dari komitmen pengendalian emisi, PELNI berencana mengimplementasikan penggunaan bahan bakar B40 yang terdiri atas 40% *Fatty Acid Methyl Ester* (FAME) berbasis kelapa sawit dan 60% diesel, dimulai tahun 2025 untuk menekan emisi karbon dan polutan lainnya.

Hal ini sejalan dengan ketentuan dari pemerintah sesuai dengan Surat Edaran Menteri ESDM No.10.E/EK.05/DJE/2022 tentang Implementasi Penahapan Pemanfaatan Bahan Bakar Nabati Jenis Biodiesel sebagai Campuran Bahan Bakar Minyak Jenis Solar dalam Kerangka Pembiayaan oleh Badan Pengelola Dana Perkebunan Kelapa Sawit. Kebijakan tersebut bertujuan untuk meningkatkan pasokan energi secara berkelanjutan. Selain itu, juga sebagai upaya untuk menekan impor solar di tengah situasi global yang terancam krisis, sehingga ketergantungan terhadap solar dapat dikurangi.

Dengan demikian, penggunaan bahan bakar biodiesel jenis B40 diharapkan mampu menekan emisi karbon yang dihasilkan dari operasional bahan bakar pada kapal-kapal PELNI secara khusus, sekaligus mendukung implementasi operasional pelayaran yang lebih ramah lingkungan, efisien, dan selaras dengan komitmen Perseroan dalam mendukung transisi energi berkelanjutan serta pencapaian target pengurangan emisi nasional.

KINERJA PENGENDALIAN EMISI GRK [GRI 305-1, 305-2, 305-3][OJK F.11, F.12]

Emisi GRK langsung Perseroan terutama berasal dari penggunaan bahan bakar B40 pada operasional kapal. Seiring dengan penggunaan bahan bakar tersebut, Perseroan juga telah melakukan perhitungan atas emisi biogenik yang dihasilkan. Sementara itu, emisi GRK tidak

more environmentally friendly shipping practices, and enhanced awareness among all employees regarding the importance of responsible and sustainable greenhouse gas emissions management.

In response to the challenges posed by vessels that have exceeded their productive lifespan and have experienced declining operational efficiency, PELNI has planned a phased fleet rejuvenation and replacement program. This strategy includes the procurement of new vessels equipped with low-emission and environmentally friendly technologies, as well as modifications to aging vessels to significantly reduce emission levels.

Furthermore, as part of its emissions control commitment, PELNI plans to implement the use of B40 fuel, consisting of 40% Fatty Acid Methyl Ester (FAME) derived from palm oil and 60% diesel, starting in 2025 to reduce carbon emissions and other pollutants.

This initiative is aligned with government regulations as stipulated in Circular Letter No. 10.E/EK.05/DJE/2022 issued by the Ministry of Energy and Mineral Resources concerning the phased implementation of biodiesel-type biofuel blending in diesel fuel within the financing framework of the Palm Oil Plantation Fund Management Agency. This policy is intended to strengthen sustainable energy supply while also reducing diesel imports amid global conditions threatened by energy crises, thereby lowering dependency on conventional diesel fuel.

Accordingly, the use of B40 biodiesel is expected to reduce carbon emissions generated from PELNI's vessel fuel operations, while supporting the implementation of shipping operations that are more environmentally friendly, efficient, and aligned with the Company's commitment to supporting sustainable energy transition and the achievement of national emissions reduction targets.

GREENHOUSE GAS EMISSIONS CONTROL PERFORMANCE [GRI 305-1, 305-2, 305-3][OJK F.11, F.12]

The Company's direct GHG emissions primarily originate from the use of marine fuel in vessel operations. Alongside the use of such fuel, the Company has also calculated the resulting biogenic emissions. Meanwhile, indirect GHG emissions arise from electricity consumption supplied

langsung bersumber dari konsumsi listrik yang dipasok oleh PLN serta aktivitas perjalanan dinas pegawai PELNI. Dalam melakukan perhitungan dan konsolidasi emisi GRK, Perseroan menerapkan pendekatan kontrol operasional yang mencakup seluruh kegiatan operasional, termasuk entitas anak.

Selain itu, Perseroan hingga saat ini sudah menetapkan tahun dasar (*baseline*) sebagai acuan perhitungan emisi GRK. Sehingga tahun 2025, Perseroan menetapkan ESG baseline dalam perhitungan emisi GRK untuk periode pelaporan dan pengelolaan emisi di masa mendatang.

Pada tahun 2025, Perseroan mencatat keseluruhan emisi yang dihasilkan (*Scope* 1, 2 dan 3) mencapai 454.795 tCO_2e mengalami penurunan 7,57% dibandingkan emisi tahun sebelumnya sebesar 489.234 tCO_2e. Untuk emisi GRK Cakupan 1 yang dihasilkan oleh Perseroan tercatat sebesar 449.713 tCO_2e. Sementara itu, emisi GRK Cakupan 2 yang berasal dari konsumsi listrik dari PLN mencapai 4.470 tCO_2e, dan emisi GRK Cakupan 3 yang bersumber dari perjalanan dinas menggunakan pesawat udara tercatat sebesar 612 tCO_2e.

Dari sisi aktivitas perkantoran, pada tahun 2025, total emisi mencapai 4.881 ton CO_2e per tahun, dengan kontribusi terbesar berasal dari konsumsi listrik gedung (4.470 ton CO_2e per tahun atau sekitar 92%) diikuti kendaraan operasional Perseroan meliputi mobil, motor dan truk (409 ton CO_2e per tahun atau sekitar 8%), dan penggunaan genset (±1,91 ton CO_2e per tahun). Apabila digabungkan (*Scope* 1 dan *Scope* 2), emisi dari pelayaran dan perkantoran memberikan total emisi sekitar 454.183 ton CO_2e untuk tahun 2025, di mana sektor pelayaran menyumbang sekitar 99% dari total emisi operasional *Scope* 1 dan 2 Perseroan.

OZONE DEPLETING SUBSTANCES (ODS) [GRI 305-6]

Dalam empat tahun terakhir, PELNI telah menggunakan bahan kimia yang ramah terhadap lapisan ozon pada sistem pendingin kapal, yaitu freon R410 yang memiliki nilai *Ozone Depleting Potential* (ODP) sebesar nol. Penggunaan bahan ini tidak menimbulkan dampak terhadap penipisan lapisan ozon dan merupakan bagian dari komitmen PELNI dalam mendukung perlindungan lingkungan.

by PLN and employee business travel activities by air. In calculating and consolidating greenhouse gas emissions, the Company applies an operational control approach, which encompasses all operational activities, including those of its subsidiaries.

To date, the Company has formally established a baseline year as a reference for GHG emissions calculations. Consequently, emissions performance measurement is currently conducted by comparing achievements against the previous year. Nevertheless, the Company plans to designate 2024 as the baseline year for future GHG emissions reporting and management.

In 2025, the Company recorded total greenhouse gas (GHG) emissions (Scopes 1, 2, and 3) of 454,795 tCO_2e, representing a 7.57% reduction from 489,234 tCO_2e in the previous year. Scope 1 GHG emissions amounted to 449,713 tCO_2e. Meanwhile, Scope 2 GHG emissions, primarily generated from electricity consumption supplied by PLN, totaled 4,470 tCO_2e, while Scope 3 GHG emissions, attributable to business air travel, were recorded at 612 tCO_2e.

From office-related activities, total emissions in 2025 reached 4,881 tCO_2e per year, with the largest contribution originating from building electricity consumption (4,470 tCO_2e per year, or approximately 92%), followed by Company operational vehicles—including cars, motorcycles, and trucks (409 tCO_2e per year, or approximately 8%) and generator usage (approximately 1.91 tCO_2e per year). When combined (Scope 1 and Scope 2), emissions from shipping and office operations amounted to approximately 454,183 tCO_2e in 2025, with the shipping sector accounting for approximately 97% of the Company's total operational Scope 1 and Scope 2 emissions.

OZONE DEPLETING SUBSTANCES (ODS) [GRI 305-6]

Over the past four years, PELNI has utilized ozone-friendly chemical substances in its vessel cooling systems, namely R410 refrigerant, which has an Ozone Depleting Potential (ODP) value of zero. The use of this substance does not contribute to ozone layer depletion and forms part of the Company's commitment to supporting environmental protection.

EMISI LAINNYA [GRI 305-7] [SASB TR-MT-120a.1]

Pada 2025, Perseroan belum melakukan penghitungan terhadap emisi lainnya seperti Nitrogen Oksida (NOx), Sulfur Oksida (SOx), dan polutan lainnya.

OTHER EMISSIONS [GRI 305-7] [SASB TR-MT-120a.1]

As of 2025, the Company has not yet conducted calculations relating to other emissions, including Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and other pollutants.

Tabel Emisi yang Dihasilkan, Intensitas Emisi, dan Pengurangan Emisi [GRI 305-1, 305-2, 305-3, 305-4, 305-5] [OJK F.11, F.12] [SASB TR-MT-110a.1]

Table: Emissions Generated, Emission Intensity, and Emission Reduction [GRI 305-1, 305-2, 305-3, 305-4, 305-5] [OJK F.11, F.12] [SASB TR-MT-110a.1]

Uraian Description	Satuan Unit	2025	2024*	2023*	2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)
Emisi yang Dihasilkan **Emission Generated**					
***Scope* 1 [305-1]**					
BBM Kapal Marine Fuel	tCO_2e	449.302	483.824	375.562	(7,68%)
Penggunaan Genset Generator Use	tCO_2e	1,91	2,17	-	(13,40%)
Kendaraan Kantor Office Vehicles	tCO_2e	409	395	-	3,42%
Jumlah Emisi *Scope* 1 **Total Scope 1 Emissions**	**tCO_2e**	**449.713**	**484.221**	**375.562**	**(7,67%)**
***Scope* 2 [305-2]**					
Listrik Electricity	tCO_2e	4.470	4.653	11.415	(4,08%)
Jumlah Emisi *Scope* 2 **Total Scope 2 Emission**	**tCO_2e**	**4.470**	**4.653**	**11.415**	**(4,08%)**
Jumlah Emisi *Scope* 1 dan 2 **Total Scope 1 and 2 Emission**	**tCO_2e**	**454.183**	**488.874**	**386.977**	**(7,64%)**
***Scope* 3 [305-3]**					
Perjalanan Dinas Business Travel	tCO_2e	612	360,00	-	41,16%
Jumlah Emisi *Scope* 3 **Total Scope 3 Emission**	**tCO_2e**	**612**	**360,00**	**-**	**41,16%**
Jumlah Emisi *Scope* 1, 2 dan 3 **Total Scope 1, 2, and 3 Emission**	**tCO_2e**	**454.795**	**489.234**	**386.977**	**(7,57%)**
Intensitas Emisi GRK **GHG Emission Intensity**					
Jarak Tempuh Pelayaran Shipping Distance	Newton Meter (NM)	3.010.141	2.533.996	2.025.601	18,79%
Emisi GRK *Scope* 1 Scope 1 GHG Emissions	tCO_2e / NM	0,149	0,191	0,19	-21,82%

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

Tabel Emisi yang Dihasilkan, Intensitas Emisi, dan Pengurangan Emisi [GRI 305-1, 305-2, 305-3, 305-4, 305-5] [OJK F.11, F.12] [SASB TR-MT-110a.1]

Table: Emissions Generated, Emission Intensity, and Emission Reduction [GRI 305-1, 305-2, 305-3, 305-4, 305-5] [OJK F.11, F.12] [SASB TR-MT-110a.1]

Uraian Description	Satuan Unit	2025	2024*	2023*	2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)
Emisi GRK *Scope* 1 dan 2 Scope 1 and 2 GHG Emissions	tCO_2e / NM	0,151	0,193	0,19	-21,79%
Emisi GRK *Scope* 1, 2 dan 3 Scope 1, 2, and 3 GHG Emissions	tCO_2e / NM	0,151	0,193	-	-21,74%
Pengurangan (Kenaikan) Emisi GRK **GHG Emission Reduction (Increase)**					
GRK *Scope* 1 Scope 1 GHG	tCO_2e	(34.508)	108.659	105.219	
GRK *Scope* 2 Scope 2 GHG	tCO_2e	(175)	(6.770)	(2.098)	
GRK *Scope* 3 Scope 3 GHG	tCO_2e	252	360	-	

Keterangan | Note:
*: Penyajian kembali Informasi (*restatement*)
*: Restatement of information

PENANGANAN LIMBAH [GRI 306-1]
WASTE MANAGEMENT [GRI 306-1]

Limbah yang dihasilkan dari kegiatan operasional kapal dan kantor PELNI berpotensi menimbulkan dampak terhadap aspek ekonomi, sosial, lingkungan, serta hak asasi manusia. Dalam jumlah yang signifikan, limbah yang dihasilkan oleh PELNI, baik limbah B3 maupun non-B3 yang berasal dari aktivitas kapal dan perkantoran, berpotensi menimbulkan dampak negatif terhadap lingkungan dan kehidupan sosial masyarakat. Apabila tidak dikelola secara tepat, limbah tersebut dapat mencemari perairan, tanah, dan udara, yang pada akhirnya mengancam keseimbangan ekosistem serta pemenuhan hak masyarakat atas lingkungan hidup yang bersih dan sehat sebagai bagian dari hak asasi manusia. Oleh karena itu, pengelolaan limbah yang terencana dan efektif menjadi kebutuhan penting guna mendukung keberlanjutan operasional Perseroan, sekaligus menjaga kelestarian lingkungan dan melindungi kesehatan masyarakat di sekitar wilayah operasional. [GRI 3-3]

Waste generated from PELNI's vessel and office operations may potentially impact economic, social, environmental, and human rights aspects. In significant quantities, waste generated by the Company—including both hazardous waste (B3) and non-hazardous waste arising from vessel and office activities—may have adverse effects on the environment and surrounding communities. If not managed properly, such waste may contaminate water bodies, soil, and air, thereby threatening ecosystem balance and undermining the public's right to a clean and healthy environment as part of fundamental human rights. Therefore, well-planned and effective waste management is an essential requirement to support the sustainability of the Company's operations while preserving environmental quality and protecting public health in areas surrounding operational activities. [GRI 3-3]

Terlebih, armada kapal Perseroan yang sebagian telah memasuki usia tua menghadapi berbagai tantangan dalam penerapan teknologi pengelolaan limbah yang ramah lingkungan. Keterbatasan ruang, sumber daya manusia, serta infrastruktur pendukung di atas kapal menjadi kendala utama dalam mengadopsi teknologi baru secara optimal. Selain itu, penumpukan sampah di kapal belum dapat sepenuhnya ditangani secara cepat, terutama ketika kapal singgah di pelabuhan-pelabuhan kecil yang masih memiliki keterbatasan fasilitas pengelolaan limbah.

Sebagai bagian dari upaya peningkatan pengelolaan limbah, PELNI merencanakan pengadaan mesin pencacah sampah untuk meningkatkan efektivitas pengolahan limbah di atas kapal. Inisiatif ini diharapkan dapat mendukung penerapan teknologi yang lebih ramah lingkungan, mengurangi volume limbah, serta meningkatkan efisiensi penanganan sampah selama operasional pelayaran.

DASAR HUKUM DAN KEBIJAKAN

Dalam rangka pengelolaan limbah, Perseroan berpedoman pada ketentuan dan peraturan berikut:
1. MARPOL Annex V Resolusi MEPC.201(62);
2. SK Direksi Nomor 01.18/01/SK/HKO.01/2019 tentang Standar Operasional Prosedur Pengelolaan BBM, Pelumas (LO), dan Pelumas Bekas (B3); serta
3. Instruksi Direktur Keuangan dan Manajemen Risiko Nomor:12.11/01/INS/HKO.04/2025 tentang Pengurangan Penggunaan Air Minum Dalam Kemasan Plastik Sekali Pakai di Lingkungan Perkantoran PT PELNI (Persero).

RENCANA STRATEGIS

Sebagai bagian dari upaya peningkatan pengelolaan limbah, PELNI berencana untuk menyediakan mesin pencacah sampah guna meningkatkan efektivitas pengolahan limbah dan mendukung penerapan teknologi ramah lingkungan di kapal.

UPAYA PENGURANGAN LIMBAH

Dalam rangka mendukung pelaksanaan program keberlanjutan lingkungan serta mewujudkan budaya kerja yang peduli dan bertanggung jawab terhadap lingkungan perkantoran, PELNI menerbitkan Surat Instruksi Direktur Keuangan dan Manajemen Risiko Nomor 12.11/01/

Furthermore, part of the Company's aging fleet faces challenges in implementing environmentally friendly waste management technologies. Limited onboard space, human resources, and supporting infrastructure constitute major constraints in optimally adopting new technologies. In addition, waste accumulation onboard cannot always be addressed promptly, particularly when vessels call at smaller ports with limited waste management facilities.

As part of its efforts to improve waste management practices, PELNI plans to procure waste shredding machines to enhance the effectiveness of onboard waste processing. This initiative is expected to support the adoption of more environmentally friendly technologies, reduce waste volume, and improve the efficiency of waste handling during shipping operations.

LEGAL BASIS AND POLICIES

In carrying out waste management, the Company adheres to the following laws and regulations:
1. MARPOL Annex V Resolution MEPC.201(62); and
2. Board of Directors Decree No. 01.18/01/SK/HKO.01/2019 concerning the Standard Operating Procedure for the Management of Fuel Oil (BBM), Lubricating Oil (LO), and Used Lubricants classified as hazardous waste (B3); and
3. Instruction of the Director of Finance and Risk Management Number: 12.11/01/INS/HKO.04/2025 on the Reduction of Single-Use Plastic Bottled Drinking Water Consumption within the Office Environment of PT PELNI (Persero).

STRATEGIC PLANS

As part of its efforts to enhance waste management practices, PELNI plans to provide waste shredding machines to improve waste processing effectiveness and support the implementation of environmentally friendly technologies onboard vessels.

WASTE REDUCTION EFFORTS

To support environmental sustainability initiatives and foster a workplace culture that prioritizes environmental responsibility, PELNI has issued an instruction letter from the Director of Finance and Risk Management Number 12.11/01/INS/HKO.04/2025 regarding the reduction of

INS/HKO.04/2025 tentang Pengurangan Penggunaan Air Minum Dalam Kemasan Plastik Sekali di Lingkungan Perkantoran PT PELNI (Persero). Melalui instruksi tersebut, seluruh unit kerja diarahkan untuk mengurangi penyediaan air minum kemasan plastik sekali pakai di lingkungan kantor pusat, kantor cabang dan *terminal point* PT PELNI (Persero). Hal ini diwajibkan pada seluruh kegiatan operasional, rapat, dan pertemuan resmi tidak menggunakan air minum dalam kemasan sekali pakai. Hal ini agar mengurangi limbah plastik di area operasional kantor pusat, kantor cabang dan *terminal point* PELNI.

single-use plastic bottled water consumption across PT PELNI (Persero) office facilities. This directive mandates that all work units reduce the provision of single-use plastic bottled water at PT PELNI (Persero) head office, branch offices, and terminal points. The use of single-use plastic bottled water is prohibited during all operational activities, meetings, and official gatherings. These measures aim to reduce plastic waste within PELNI's head office, branch offices, and terminal points.

PELNI senantiasa berupaya untuk menjaga komitmennya melakukan pelestarian lingkungan hidup. Melalui Divisi Pelayaran Angkutan Penumpang, Perseroan di tahun 2025 telah melaksanakan pengelolaan sampah sendiri bekerja sama dengan masyarakat sekitar sebagai Mitra Binaan. Kerja sama tersebut, sampah yang dihasilkan dari kegiatan usaha Perseroan tidak lagi langsung dibuang ke Tempat Pemrosesan Akhir (TPA), namun didaur uang, diolah kembali agar memiliki nilai ekonomi yang dapat mendatangkan manfaat bagi masyarakat.

PELNI continuously strives to uphold its commitment to environmental preservation. Through its Passenger Transport Shipping Division, the Company implemented independent waste management initiatives in 2025 in collaboration with surrounding communities acting as development partners. Through this collaboration, waste generated from the Company's business activities is no longer disposed of directly at final disposal sites. Instead, it is recycled and reprocessed to create economic value that provides tangible benefits to local communities.

Untuk mendukung kegiatan tersebut, Perseroan menempatkan petugas khusus untuk memilah sampah organik, anorganik, dan limbah B3 di atas kapal. Masing-masing jenis sampah tersebut ditempatkan pada 3 jenis tempat sampah yang berbeda, yakni tempat sampah warna hijau untuk sampah organik, sementara yang berwarna kuning untuk sampah anorganik, dan kantong plastik warna merah diperuntukkan limbah B3. Setelah sampah dipilah, selanjutnya dibawa ke pelabuhan dan dilakukan proses pengelolaan lebih lanjut.

To support these initiatives, the Company has assigned dedicated personnel onboard vessels to segregate organic waste, inorganic waste, and hazardous waste (B3). Each waste category is placed in separate plastic bags: green bags for organic waste, yellow bags for inorganic waste, and red bags for hazardous waste. Once segregated, the waste is transported to port for further processing and management.

Dalam upaya Perseroan untuk mengurangi sampah plastik dibuktikan dengan aksi nyata melalui penerapan pembatasan penggunaan plastik di lingkungan PT PELNI (Persero). Hal ini menjadi pencapaian positif bagi Perseroan dan akan terus-menerus dilakukan agar menjadi budaya keberlanjutan di lingkungan internal Perseroan. Selain itu, Perseroan juga senantiasa mendorong peningkatan kesadaran dan partisipasi seluruh insan Perseroan dalam menerapkan perilaku ramah lingkungan melalui penggunaan produk yang dapat digunakan kembali, pengurangan limbah sekali pakai, serta penerapan pola kerja yang mendukung pengelolaan lingkungan secara bertanggung jawab dan berkelanjutan. [OJK F.1]

The Company's efforts to reduce plastic waste are demonstrated through concrete actions, including the implementation of restrictions on plastic use within PT PELNI (Persero). This achievement represents a positive milestone for the Company and will continue to be reinforced as part of cultivating a sustainability-oriented culture within the organization. In addition, the Company continuously promotes greater awareness and participation among all employees in adopting environmentally responsible behavior through the use of reusable products, the reduction of single-use waste, and the implementation of work practices that support responsible and sustainable environmental management. [OJK F.1]

KINERJA PENGELOLAAN LIMBAH [GRI 306-1, 306-2, 306-5][OJK F.14]

Limbah yang dihasilkan oleh PELNI bersumber dari kegiatan operasional kapal dan Perkantoran. Limbah B3 pada kapal terutama berasal dari aktivitas perawatan mesin dan penggantian oli, yang menghasilkan oli bekas dan pelumas bekas. Apabila tidak dikelola secara tepat, limbah B3 tersebut berpotensi mencemari perairan laut serta menimbulkan kerusakan pada ekosistem maritim.

Selain itu, limbah non-B3 yang dihasilkan di kapal meliputi kemasan makanan, plastik, serta sampah domestik lainnya yang berasal dari aktivitas awak kapal dan penumpang. Limbah non-B3 juga berasal dari rantai nilai Perseroan, khususnya dari aktivitas *tenant* di kapal penumpang seperti *minimarket*, kafe, dan layanan komersial lainnya. Penumpukan limbah non-B3 tersebut, apabila tidak dikelola dengan baik, berpotensi mencemari pelabuhan dan perairan sekitar serta mengganggu kelestarian biota laut.

Sementara itu, limbah B3 yang dihasilkan dari operasional kantor PELNI berasal dari kegiatan perawatan medis di klinik kantor pusat, antara lain jarum suntik bekas, perban bekas, serta sampel darah yang dihasilkan dari pelayanan kesehatan. Limbah medis tersebut memiliki potensi risiko penularan penyakit serta dampak pencemaran lingkungan apabila tidak dikelola sesuai dengan ketentuan yang berlaku.

Adapun limbah non-B3 yang dihasilkan dari operasional kantor berasal dari aktivitas sehari-hari Perseroan, seperti penggunaan kertas, plastik, dan sampah domestik lainnya. Limbah non-B3 ini berpotensi menimbulkan penumpukan di Tempat Pemrosesan Akhir (TPA) apabila tidak dilakukan pengelolaan yang memadai. Seluruh limbah yang dihasilkan di kantor PELNI bersumber dari aktivitas internal Perseroan.

Dalam pengelolaan limbah B3 yang dihasilkan dari operasional kapal, PELNI melakukan penyimpanan sementara limbah tersebut di dalam *sludge tank* kapal sebelum diturunkan di pelabuhan *homebase* untuk selanjutnya diserahkan kepada pihak ketiga yang berizin sebagai pengelola limbah B3. Selain itu, PELNI secara berkelanjutan memberikan edukasi kepada awak kapal terkait prosedur penanganan limbah guna meminimalkan risiko pencemaran lingkungan.

Adapun limbah non-B3 yang dihasilkan di kapal dikelola dengan menerapkan prinsip ekonomi sirkular melalui

WASTE MANAGEMENT PERFORMANCE [GRI 306-1, 306-2, 306-5][OJK F.14]

Waste generated by PELNI originates from vessel and office operations. Hazardous waste (B3) generated onboard vessels primarily results from engine maintenance activities and oil replacement processes, which produce used oil and lubricants. If not properly managed, such hazardous waste may contaminate marine waters and cause damage to maritime ecosystems.

In addition, non-hazardous waste generated onboard vessels includes food packaging, plastic waste, and other domestic waste produced by crew members and passengers. Non-hazardous waste is also generated through the Company's value chain, particularly from tenant activities onboard passenger vessels, including minimarkets, cafés, and other commercial services. If not properly managed, the accumulation of such waste may pollute ports and surrounding waters and disrupt marine biodiversity.

Meanwhile, hazardous waste generated from PELNI's office operations primarily originates from medical care activities at the head office clinic, including used syringes, used bandages, and blood samples resulting from healthcare services. Such medical waste poses risks of disease transmission and environmental contamination if not managed in accordance with applicable regulations.

Non-hazardous waste generated from office operations arises from the Company's daily activities, including paper usage, plastic waste, and other domestic waste. If not adequately managed, this waste may contribute to accumulation at final disposal sites. All waste generated within PELNI's offices originates from the Company's internal operational activities.

In managing hazardous waste generated from vessel operations, PELNI temporarily stores such waste in onboard sludge tanks before discharging it at homebase ports for handover to licensed third-party hazardous waste management providers. In addition, the Company continuously provides education to vessel crews regarding waste handling procedures to minimize the risk of environmental pollution.

Meanwhile, non-hazardous waste generated onboard vessels is managed through the application of circular

Program Rumah Kelola Sampah (RKS). Program ini bertujuan untuk mengolah limbah menjadi produk yang memiliki nilai ekonomi, sehingga dapat mengurangi jumlah residu limbah yang dibuang ke Tempat Pemrosesan Akhir (TPA). [GRI 306-1, 306-2]

PROSES PENGUMPULAN DAN PEMANTAUAN DATA LIMBAH

Proses pengumpulan data limbah dilakukan melalui pemantauan rutin oleh Divisi Manajemen Risiko dan Kepatuhan. Data yang dikumpulkan mencakup jumlah kejadian ABK membuang sampah di laut dan kebocoran tangki minyak dan oli. Informasi ini dikumpulkan secara bulanan dan dievaluasi secara kumulatif setiap tahun untuk memastikan pemantauan yang akurat dan *real-time*. PT PELNI menggunakan Indikator Kinerja Risiko (KRI) untuk mengukur dan mengevaluasi jumlah limbah yang dihasilkan. Prosedur operasional standar (SOP) terkait pengelolaan BBM, pelumas, dan pelumas bekas (limbah B3) diterapkan untuk memastikan penanganan limbah yang efektif dan sesuai dengan regulasi yang berlaku.[GRI 306-1, 306-2]

Sedangkan prosedur pengelolaan dan pembuangan sampah di kapal PELNI diatur dalam Manual Sistem Manajemen Keselamatan (SMK) yang disusun dengan mengacu pada ketentuan Revisi MARPOL Annex V Resolusi MEPC.201(62), sebagai berikut:

economy principles under the Waste Management House Program (Rumah Kelola Sampah/RKS). This program aims to process waste into products with economic value, thereby reducing the amount of residual waste disposed of at final disposal sites. [GRI 306-1, 306-2]

WASTE DATA COLLECTION AND MONITORING PROCESS

The waste data collection process is conducted through routine monitoring by the Risk Management and Compliance Division. The data collected include the number of incidents involving crew members disposing of waste into the sea, as well as incidents of oil and lubricant tank leakage. This information is collected on a monthly basis and cumulatively evaluated each year to ensure accurate and real-time monitoring. PT PELNI utilizes Key Risk Indicators (KRI) to measure and evaluate the volume of waste generated. Standard Operating Procedures (SOPs) relating to the management of fuel oil, lubricants, and used lubricants classified as hazardous waste (B3) are implemented to ensure effective waste handling and compliance with applicable regulations. [GRI 306-1, 306-2]

Meanwhile, waste management and disposal procedures onboard PELNI vessels are governed by the Safety Management System (SMS) Manual, which has been developed with reference to the provisions of the revised MARPOL Annex V Resolution MEPC.201(62). The waste disposal provisions are as follows:

Jenis Sampah Type of Waste	**Kapal di Luar Area Khusus** Vessels Outside Special Area	**Kapal di Dalam Area Khusus** Vessels Within Special Area	**Anjungan Lepas Pantai dan Seluruh Kapal yang Berada dalam Jarak 500 Meter dari Anjungan Tersebut** Offshore Platforms anf All Vessels Operating within 500 Meters of Those Platforms
Sampah makanan yang dihaluskan Ground food waste	Pembuangan diizinkan sejauh ≥ 3 mil laut (*Nautical Mile*/NM) dari daratan terdekat dan saat kapal sedang berlayar (*en route**) Disposal is permitted at a distance of ≥ 3 nautical miles (nm) from the nearest land while the vessel is en route*	Pembuangan diizinkan sejauh ≥ 12 mil laut (*Nautical Mile*/NM) dari daratan terdekat dan saat kapal sedang berlayar (*en route**) Disposal is permitted at a distance of ≥ 12 nautical miles (nm) from the nearest land and while the ship is underway (en route*)	Pembuangan diizinkan sejauh ≥ 3 mil laut (*Nautical Mile*/NM) dari daratan terdekat Disposal is permitted at a distance of ≥ 3 nautical miles (nm) from the nearest land.

Jenis Sampah Type of Waste	**Kapal di Luar Area Khusus** Vessels Outside Special Area	**Kapal di Dalam Area Khusus** Vessels Within Special Area	**Anjungan Lepas Pantai dan Seluruh Kapal yang Berada dalam Jarak 500 Meter dari Anjungan Tersebut** Offshore Platforms anf All Vessels Operating within 500 Meters of Those Platforms
Sampah makanan yang tidak dihaluskan Unground food waste	Pembuangan diizinkan sejauh mungkin dari daratan terdekat dan saat kapal sedang berlayar (*en route**) Disposal is permitted as far as practicable from the nearest land while the vessel is en route*	Pembuangan dilarang Disposal is prohibited	Pembuangan dilarang Disposal is prohibited
Sisa muatan[1] yang tidak tercampur dengan cucian Cargo residues[1] not mixed with wash water		Pembuangan dilarang Disposal is prohibited	Pembuangan dilarang Disposal is prohibited
Sisa muatan[1] yang bercampur dengan air cucian Cargo residues[1] mixed with wash water		Pembuangan hanya diizinkan dalam keadaan tertentu2 dan harus dilakukan pada jarak ≥ 12 mil laut (*Nautical Mile*/NM) dari daratan terdekat serta saat kapal sedang berlayar (*en route**) Disposal is only permitted under certain circumstances and must be carried out at a distance of ≥ 12 nautical miles (nm) from the nearest land and while the ship is underway (en route*)	Pembuangan dilarang Disposal is prohibited
Bahan pembersih dan zat aditif[1] yang terkandung dalam air pencucian ruang muatan Cleaning agents and additives[1] contained in cargo hold wash water	Pembuangan diizinkan Disposal is permitted		Pembuangan dilarang Disposal is prohibited
Bahan pembersih dan zat aditif[1] yang terkandung dalam air pencucian dek dan permukaan luar kapal Cleaning agents and additives[1] contained in deck wash water and external surface wash water	Pembuangan diizinkan Disposal is permitted		Pembuangan dilarang Disposal is prohibited
Bangkai hewan yang dibawa di atas kapal sebagai muatan dan mati saat pelayaran Animal carcasses carried onboard as cargo and deceased during voyage	Pembuangan diizinkan sejauh mungkin dari daratan terdekat dan saat kapal sedang berlayar (*en route**) Disposal is permitted as far as practicable from the nearest land while the vessel is en route*	Pembuangan dilarang Disposal is prohibited	Pembuangan dilarang Disposal is prohibited
Seluruh jenis sampah lainnya termasuk plastik, limbah domestik, minyak jelantah, abu dari incinerator, limbah operasional, dan perlengkapan penangkapan ikan All other types of waste, including plastics, domestic waste, used cooking oil, incinerator ash, operational waste, and fishing gear	Pembuangan dilarang Disposal is prohibited	Pembuangan dilarang Disposal is prohibited	Pembuangan dilarang Disposal is prohibited

Jenis Sampah Type of Waste	Kapal di Luar Area Khusus Vessels Outside Special Area	Kapal di Dalam Area Khusus Vessels Within Special Area	Anjungan Lepas Pantai dan Seluruh Kapal yang Berada dalam Jarak 500 Meter dari Anjungan Tersebut Offshore Platforms anf All Vessels Operating within 500 Meters of Those Platforms
Sampah campuran Mixed waste	Ketika sampah tercampur atau terkontaminasi dengan zat lain yang dilarang untuk dibuang atau yang memiliki persyaratan pembuangan berbeda, maka persyaratan yang berlaku adalah yang paling ketat. When waste is mixed or contaminated with other substances that are prohibited for disposal or that have different disposal requirements, the most stringent requirements apply.		

1. Zat-zat ini tidak boleh membahayakan lingkungan laut.
2. Menurut regulasi 6.1.2 dari MARPOL Annex V, pembuangan (limbah/sisa muatan) hanya diperbolehkan jika: (a) baik pelabuhan asal maupun pelabuhan tujuan berikutnya berada di dalam area khusus, dan kapal tidak akan melewati luar area khusus di antara kedua pelabuhan tersebut (mengacu pada regulasi 6.1.2.2); dan (b) tidak tersedia fasilitas penerimaan limbah yang memadai di kedua pelabuhan tersebut (mengacu pada regulasi 6.1.2.3).
*) *"En route"* berarti kapal sedang berlayar di laut mengikuti satu atau beberapa jalur pelayaran, termasuk penyimpangan dari rute langsung terpendek, sejauh penyimpangan tersebut memungkinkan secara praktis untuk tujuan navigasi, yang akan menyebabkan pembuangan limbah tersebar di area laut seluas mungkin secara wajar dan praktis.

1. These substances must not be harmful to the marine environment.
2. In accordance with Regulation 6.1.2 of MARPOL Annex V, discharge (of cargo residues) is permitted only if: (a) both the port of departure and the next port of destination are located within a Special Area, and the vessel will not transit outside the Special Area between those ports (refer to Regulation 6.1.2.2); and (b) adequate port reception facilities are not available at either of those ports (refer to Regulation 6.1.2.3).
*) "En route" means that the vessel is underway at sea on a course or courses, including any deviation from the shortest direct route that is, as far as practicable, consistent with navigational purposes, so that any discharge occurs over as wide an area of the sea as is reasonable and practicable.

Kegiatan operasional kapal Perseroan juga menghasilkan limbah berupa kotoran manusia dan limbah minyak. Untuk mengelola limbah kotoran manusia, seluruh armada kapal Perseroan telah dilengkapi dengan *Sewage Treatment Plant* (STP) yang terdiri atas tiga tahapan utama, yaitu penampungan, proses pengolahan melalui pencampuran bahan kimia, serta tahap pembuangan dan pengendapan. Limbah hasil pengolahan STP selanjutnya dibuang sesuai ketentuan, yakni pada jarak minimal 12 mil laut (*Nautical* Mile/NM) dari garis pantai.

Limbah minyak yang dihasilkan dari pengoperasian mesin kapal dikelola melalui penerapan sejumlah prosedur dan sarana pengendalian, antara lain sebagai berikut:

1. ***Shipboard Oil Pollution Emergency Plan* (SOPEP)**, yaitu prosedur dan perlengkapan yang disiapkan untuk penanganan awal apabila terjadi tumpahan minyak di kapal.
2. ***Chemical Oil Dispersant***, yakni bahan kimia yang digunakan untuk membantu menetralkan dan mengurai minyak yang tumpah atau tercecer ke perairan laut.
3. ***Oil Water Separator* (OWS)**, yaitu peralatan yang berfungsi memisahkan kandungan minyak dari air sebelum dibuang ke laut. Minyak hasil pemisahan ditampung dalam tangki *dirty oil*, sementara air hasil pemisahan dibuang ke laut sesuai dengan ketentuan yang berlaku.

Limbah B3 yang dihasilkan dari aktivitas perkantoran dikelola melalui kerja sama dengan pihak ketiga yang memiliki izin resmi dari Kementerian Lingkungan Hidup

The Company's vessel operations also generate waste in the form of sewage and oil waste. To manage sewage waste, all vessels in the Company's fleet are equipped with a Sewage Treatment Plant (STP) consisting of three main stages: collection, treatment through chemical mixing, and discharge and sedimentation. The treated effluent from the STP is subsequently discharged in accordance with applicable regulations, specifically at a minimum distance of 12 Nautical Miles (NM) from the coastline.

Oil waste generated from vessel engine operations is managed through the implementation of various control procedures and facilities, including the following:

1. **Shipboard Oil Pollution Emergency Plan (SOPEP)**, consisting of procedures and equipment prepared for immediate response in the event of an oil spill onboard.
2. **Chemical Oil Dispersant**, which are chemical agents used to neutralize and disperse oil spills or leakages into marine waters.
3. **Oil Water Separator (OWS)**, equipment designed to separate oil content from water prior to discharge into the sea. The separated oil is stored in a dirty oil tank, while the treated water is discharged into the sea in accordance with applicable regulations.

Hazardous waste (B3) generated from office activities is managed through cooperation with third-party service providers holding official permits from the Ministry

dan Kehutanan (KLHK) untuk dilakukan pemusnahan menggunakan metode insinerasi. Sementara itu, pengelolaan limbah non-B3 di lingkungan kantor dilakukan melalui penerapan program *paperless* guna mengurangi penggunaan kertas, serta penyediaan fasilitas tempat sampah terpilah yang disertai dengan edukasi kepada pegawai agar dapat berpartisipasi aktif dalam pemilahan sampah. Seluruh limbah non-B3 yang dihasilkan dari operasional perkantoran selanjutnya dikelola oleh pihak ketiga yang telah memiliki izin sesuai dengan ketentuan yang berlaku.

Sepanjang tahun 2025, Perseroan mencatat timbulan limbah B3 yang berasal dari aktivitas perkantoran serta limbah non-B3 yang dihasilkan dari operasional kapal. Volume limbah B3 perkantoran tercatat sebesar 0,00520 ton, atau mengalami penurunan sebesar 39,68% dibandingkan dengan 0,00862 ton pada tahun 2024. Penurunan timbulan limbah B3 tersebut terutama disebabkan oleh berkurangnya aktivitas pelayanan medis di klinik kantor pusat. Seluruh limbah B3 yang dihasilkan telah dikelola sepenuhnya oleh pihak ketiga berizin melalui metode insinerasi, sehingga tidak terdapat limbah B3 yang dialihkan atau dibuang ke tempat pembuangan akhir.

of Environment and Forestry for disposal through incineration methods. Meanwhile, non-hazardous waste management within office environments is carried out through the implementation of paperless initiatives to reduce paper consumption, as well as the provision of segregated waste bins accompanied by employee education programs to encourage active participation in waste segregation. All non-hazardous waste generated from office operations is subsequently managed by licensed third parties in accordance with applicable regulations.

Throughout 2025, the Company recorded hazardous waste generated from office activities as well as non-hazardous waste generated from vessel operations. The volume of office hazardous waste amounted to 0.00520 tons, representing a 39.68% decrease compared to 0.00862 tons in 2024. This reduction was primarily attributable to decreased medical service activities at the head office clinic. All hazardous waste generated during the reporting period was fully managed by licensed third-party providers through incineration, with no hazardous waste diverted to or disposed of at final disposal sites (landfill).

Tabel Timbulan dan Pengelolaan Limbah [GRI 306-3, 306-4, 306-5] [OJK F.13]

Table: Waste Generation and Management [GRI 306-3, 306-4, 306-5] [OJK F.13]

(dalam Ton)
(in Tons)

Uraian Description	2025	2024	2023	2024-2025*** Kenaikan/(Penurunan) Increase/(Decrease)
Limbah Kantor Pusat **Head Office Waste**				
Limbah B3 **Hazardous Waste [GRI 306-3]**				
Timbulan Limbah B3 **Hazardous Waste Generation**				
Limbah Klinis memiliki karakteristik infeksius Clinical Waste with infectious characteristics	0,00520	0,00862	0,012	(0,00342)
Jumlah Limbah Timbulan B3 **Total Hazardous Waste Generation**	**0,00520**	**0,00862**	**0,012**	**(0,00342)**
Pengelolaan dan Pembuangan Limbah B3 **Hazardous Waste Management and Disposal [GRI 306-3]**				
Dialihkan dari TPA Diverted from Landfill	0,00130	0	0	0,0013
Dikirimkan ke TPA* Sent to Landfill*	0,00390	0,00862	0,012	(0,00472)
Jumlah Limbah Timbulan B3 **Total Hazardous Waste Generation**	**0,00520**	**0,00862**	**0,012**	**(0,00342)**

Tabel Timbulan dan Pengelolaan Limbah [GRI 306-3, 306-4, 306-5] [OJK F.13]

Table: Waste Generation and Management [GRI 306-3, 306-4, 306-5] [OJK F.13]

(dalam Ton)
(in Tons)

Uraian Description	2025	2024	2023	2024-2025*** Kenaikan/(Penurunan) Increase/(Decrease)
Limbah Non-B3 **Non-Hazardous Waste**				
Timbulan Limbah Non-B3 **Non-Hazardous Waste Generation**				
Sampah Daur Ulang, Sampah Organik, dan Sampah Residu Recyclable Waste, Organic Waste, and Residual Waste	5.395	5.738	4.760	(343)
Jumlah Timbulan Limbah Non-B3 **Total Non-Hazardous Waste Generation**	**5.395**	**5.738**	**4.760**	**(343)**
Pengelolaan dan Pembuangan Limbah Non B3 **Non-Hazardous Waste Management and Disposal [GRI 306-3]**				
Dialihkan dari TPA Diverted from Landfill	0	0	0	0
Dikirimkan ke TPA** Sent to Landfill**	5.395	5.738	4.760	(343)

Keterangan | Note:
*) Limbah B3 yang dikirimkan ke TPA dikelola oleh pihak ketiga dengan metode insinerasi tanpa perolehan energi di luar.
*) Hazardous and Toxic Waste sent to the landfill is managed by a third party using an incineration method without external energy generation.
***) Penyajian kembali Informasi (*restatement*)
**) Limbah B3 yang dikirimkan ke TPA dikelola oleh pihak ketiga dengan metode penimbun di luar.
**) Hazardous and Toxic Waste sent to the landfill is managed by a third party using an external landfill method.
***) Restatement of information

Terkait sampah yang dihasilkan di tahun 2025, Perseroan telah melakukan pengukuran volume sampah yang dihasilkan pada setiap kapal, namun pengukuran yang dilakukan belum berdasarkan pada volume sampah berdasarkan jenisnya. Sampai dengan tahun 2025, jumlah sampah pada area perkapalan mengalami peningkatan 26,69% dibandingkan tahun sebelumnya. Peningkatan tersebut terutama dipengaruhi oleh peningkatan jumlah penumpang kapal sebesar 1,14% dibandingkan tahun 2024.

With respect to waste generated in 2025, the Company measured the total volume of waste produced on each vessel. However, the measurement has not yet been categorized by waste type. As of 2025, the total volume of waste generated from shipping operations increased by 26.69% compared with the previous year. This increase was primarily attributable to the growth in passenger traffic, which rose by 1.14% compared with 2024.

Berikut adalah total rincian sampah kapal yang dikelola dalam 3 (tiga) tahun terakhir: [GRI 306-3] [POJK F.13]

The following presents the total volume of vessel waste managed by the Company over the past three years: [GRI 306-3] [POJK F.13]

Tabel Limbah Kapal

Table: Ship Waste

(dalam Ton)
(in Tons)

Uraian Description	2025	2024	2023	2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)	
KM Awu	3.660,50	3416,1	1.309,50	244,40	7,15%
KM Binaiya	4.898,00	2700,7	734,9	2.197,30	81,36%
KM Bukit Siguntang	6.089,80	3504,8	1.997,40	2.585,00	73,76%

Tabel Limbah Kapal
Table: Ship Waste

(dalam Ton)
(in Tons)

Uraian Description	2025	2024	2023	2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)	
KM Bukit Raya	1.726,00	1.565,30	801	160,70	10,27%
KM Ciremai	4.347,70	3.420,86	495	926,84	27,09%
KM Dobonsolo	3.418,10	3965,9	847	(547,80)	(13,81%)
KM Dorolonda	4.656,00	3749,6	429	906,40	24,17%
KM Egon	1.333,90	1092,8	399	241,10	22,06%
KM Gunung Dempo	5.077,30	3.626,89	864	1.450,41	39,99%
KM Jetliner	1.234,00	630	0	604,00	95,87%
KM Kelimutu	1.389,00	376,5	451	1.012,50	268,92%
KM Kelud	5.167,00	3.351	1.351,00	1.816,00	54,19%
KM Labobar	6.524,10	3.033,90	1.049,00	3.490,20	115,04%
KM Lembelu	7.646,00	4.923,10	1.042,10	2.722,90	55,31%
KM Lawit	2.015,50	484,5	167	1.531,00	316,00%
KM Leuser	2.724,60	2.440,80	595,5	283,80	11,63%
KM Nggapula	3.162,00	3.674	803	-512,00	(13,94%)
KM Pangrango	1.474,00	1.141	46	333,00	29,18%
KM Sangiang	468	796,1	225	(328,10)	(41,21%)
KM Sirimau	4.096,10	5.142,67	998,4	(1.046,57)	(20,35%)
KM Sinabung	2.494,00	2.242,80	984	251,20	11,20%
KM Tatamailau	1.606,60	1.412	617,8	194,60	13,78%
KM Tidar	5.314,70	5.287,80	982	26,90	0,51%
KM Tilong Kabila	3.631,50	3.362,60	995	268,90	8,00%
KM Umsini	24	1.339	880	(1.315,00)	(98,21%)
KM Wils	3.098,60	2.210,10	549,5	888,50	40,20%
Total	**87.277,00**	**68.890,82**	**19.613,10**	**18.386,18**	**26,69%**

Sedangkan tahun 2025, PELNI mencatat timbulan limbah Non-B3 yang berasal dari aktivitas perkantoran serta limbah non-B3 yang dihasilkan dari operasional kapal, yang dikategorikan sampah daur ulang, sampah organik, dan sampah residu. Volume limbah Non-B3 tercatat sebesar 5.395 ton, atau mengalami penurunan sebesar 343 ton dibandingkan dengan 5.738 ton pada tahun 2024. Penurunan timbulan limbah B3 tersebut didukung oleh berbagai inisiatif pengelolaan limbah yang lebih

Meanwhile in 2025, PELNI recorded non-hazardous waste generated from office activities as well as non-hazardous waste arising from vessel operations, categorized as recyclable waste, organic waste, and residual waste. The volume of non-hazardous (Non-B3) waste totaled 5,395 tons, representing a reduction of 343 tons from 5,738 tons in 2024. This decrease in waste generation was supported by various initiatives to improve waste management, including the Upcycle

efektif, salah satunya melalui program *upcycle jacket*, yaitu pemanfaatan kembali material yang tidak lagi digunakan menjadi produk bernilai guna.

Penurunan tersebut juga terutama dipengaruhi oleh efektivitas implementasi program pengelolaan dan pengurangan limbah yang telah dijalankan oleh Perseroan.

PENANGANAN TUMPAHAN [SASB TRMT-160a.3 OJK F.15]

Selama tahun 2025, dengan pengelolaan limbah yang baik, maka tidak terjadi tumpahan bahan kimia, minyak, bahan bakar, dan zat-zat lainnya yang dapat berpotensi mempengaruhi tanah, air, udara, keanekaragaman hayati dan kesehatan manusia.

KONSERVASI AIR
WATER CONSERVATION

Keterbatasan air bersih juga menjadi salah satu isu lingkungan yang menjadi perhatian PELNI. Oleh karena itu, Perseroan senantiasa berupaya melakukan penghematan penggunaan air bersih. Perseroan menggunakan air untuk kegiatan pelaksanaan dan kebutuhan operasional kantor pusat dan kantor cabang maupun unit-unit fasilitas operasional. Dalam lingkup penggunaan air untuk kegiatan bisnis Perseroan terbagi berdasarkan wilayah operasi, yaitu wilayah darat dan laut. Untuk penggunaan air pada wilayah darat, pada laporan ini hanya mencakup penggunaan air di wilayah kantor pusat PT PELNI (Persero).

Untuk mendukung pelaksanaan konservasi air, Perseroan juga melakukan *monitoring* pemakaian air setiap harinya dan didokumentasikan secara bulanan serta dibuatkan grafik. Selanjutnya, hasil monitoring akan dibandingkan dengan hasil produksi bulanan untuk memonitor pemakaian air. [GRI 303-2]

DASAR HUKUM DAN KEBIJAKAN

PELNI melakukan pengelolaan sumber daya air dengan berpedoman pada ketentuan dan peraturan berikut:
1. *Ballast Water Management System*, Resolusi MEPC.387(81); serta
2. SK Direksi Nomor 01.18/01/SK/HKO.01/2019 tentang Standar Operasional Prosedur Pengelolaan BBM, Pelumas (LO), dan Pelumas Bekas (B3).

Jacket Program, which repurposes unused materials into value-added products.

The reduction was also primarily attributable to the effective implementation of the Company's waste management and waste reduction programs.

SPILL MANAGEMENT [SASB TRMT-160a.3 OJK F.15]

Throughout 2025, as a result of effective waste management practices, there were no incidents of chemical, oil, fuel, or other substance spills that could potentially affect soil, water, air, biodiversity, or human health.

Limited access to clean water remains one of the environmental issues of concern to PELNI. Accordingly, the Company continuously strives to promote efficient water use. The Company utilizes water to support operational activities and the needs of its head office, branch offices, and operational facilities. Within the scope of the Company's business activities, water consumption is divided based on operational areas, namely land-based operations and maritime operations. For land-based operations, this report covers water consumption at PT PELNI (Persero) Head Office only.

To support water conservation efforts, the Company conducts daily water consumption monitoring, which is documented on a monthly basis and presented in graphical form. The monitoring results are subsequently compared with monthly production outcomes to evaluate and control water usage. [GRI 303-2]

LEGAL BASIS AND POLICIES

In managing water resources, PELNI adheres to the following regulations and policies:
1. Ballast Water Management System, Resolution MEPC.387(81); and
2. Board of Directors Decree No. 01.18/01/SK/HKO.01/2019 concerning the Standard Operating Procedure for the Management of Fuel Oil (BBM), Lubricating Oil (LO), and Used Lubricants classified as hazardous waste (B3).

PENGELOLAAN PEMANFAATAN KONSUMSI AIR

Berdasarkan data historis tahunan konsumsi air tawar pada armada kapal PELNI, kebutuhan pasokan air tawar dalam jumlah signifikan untuk mendukung operasional kapal berpotensi memberikan tekanan terhadap ketersediaan air bersih di wilayah daratan, khususnya di daerah tertinggal, terdepan, dan terluar (3T) yang memiliki keterbatasan pasokan serta infrastruktur air.

Selain itu, Perseroan melakukan identifikasi dan mitigasi terhadap potensi dampak kelangkaan air yang timbul dari penggunaan air di lingkungan kantor. Upaya tersebut dilakukan melalui pemantauan rutin terhadap meteran air serta evaluasi tagihan PDAM setiap bulan guna memastikan penggunaan air tetap terkendali dan efisien. Langkah ini merupakan bagian dari komitmen Perseroan dalam mendukung pengelolaan sumber daya air yang bertanggung jawab. [GRI 303-2]

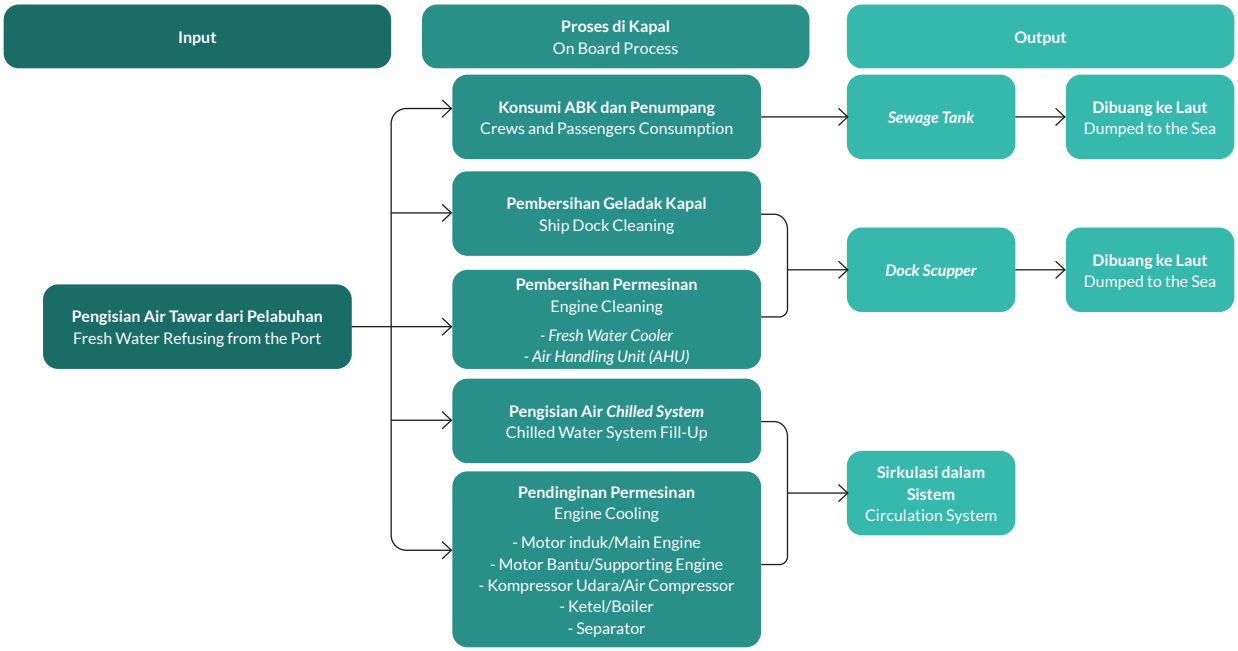
Penggunaan air pada operasi kapal terbagi berdasarkan sumber air yang diambil. Secara rinci, proses penggunaan air pada kapal dapat dilihat pada bagan berikut ini:

WATER CONSUMPTION MANAGEMENT

Based on historical annual freshwater consumption data across the PELNI fleet, the significant freshwater supply required to support vessel operations has the potential to place pressure on clean water availability in land-based areas, particularly in underdeveloped, frontier, and outermost regions (3T areas) where water supply and supporting infrastructure remain limited.

In addition, the Company identifies and mitigates potential water scarcity risks arising from office water usage. These efforts are carried out through routine monitoring of water meters and monthly evaluations of regional water utility bills to ensure that water consumption remains controlled and efficient. This initiative forms part of the Company's commitment to supporting responsible water resource management. [GRI 303-2]

Water use in vessel operations is categorized according to the source from which the water is obtained. A detailed overview of the vessel water usage process is presented in the following diagram:



UPAYA PENGHEMATAN KONSUMSI AIR

Adapun inisiatif penghematan konsumsi air yang telah diterapkan di lingkungan kapal dan kantor sepanjang tahun 2025 meliputi:

WATER CONSUMPTION SAVING INITIATIVES

The water conservation initiatives implemented across vessel and office environments throughout 2025 included:

1. Pemasangan kran otomatis pada fasilitas sanitasi kantor untuk mengurangi pemborosan air;
2. Pelaksanaan kampanye peningkatan kesadaran penggunaan air secara bijak kepada pegawai dan penumpang kapal; serta
3. Pelaksanaan perawatan rutin terhadap instalasi perpipaan di kapal dan kantor guna mencegah kebocoran dan kehilangan air.

Serangkaian upaya identifikasi, kolaborasi, dan penerapan efisiensi tersebut dilaksanakan sebagai bentuk kepatuhan Perseroan terhadap kebijakan pemerintah, khususnya Undang-Undang Nomor 17 Tahun 2019 tentang Sumber Daya Air. Upaya ini mencerminkan komitmen Perseroan dalam mendukung pengelolaan sumber daya air yang berkelanjutan serta bertanggung jawab.

Dalam kurun waktu 4 (empat) tahun terakhir, Perseroan hanya menggunakan air tawar yang bersumber dari pihak ketiga di wilayah yang tidak mengalami kelangkaan air. Perseroan juga tidak melakukan pengambilan maupun pembuangan air dari atau ke wilayah yang mengalami kelangkaan air. Selain itu, jumlah pengambilan, pembuangan, dan konsumsi air dalam kegiatan operasional Perseroan berada pada tingkat yang sama, mengingat seluruh air yang diambil digunakan sepenuhnya dalam proses operasional dan selanjutnya dibuang tanpa adanya perubahan volume yang signifikan. [GRI 303-1]

Sepanjang tahun 2025, volume pengambilan, pembuangan, dan konsumsi air Perseroan tercatat sebesar 1.023.385 m^3, mengalami penurunan sebesar 10,73% dibandingkan tahun sebelumnya yang mencapai 1.146.399 m^3. Penurunan ini terutama disebabkan oleh penurunan jumlah kapal yang dioperasikan dari 82 kapal pada 2024 menjadi 26 kapal pada 2025.

1. The installation of automatic faucets in office sanitation facilities to reduce water wastage;
2. The implementation of awareness campaigns promoting prudent water use among employees and vessel passengers; and
3. Routine maintenance of piping systems onboard vessels and within office facilities to prevent leakage and water loss.

These identification, collaboration, and efficiency initiatives were undertaken as part of the Company's compliance with government policies, particularly Law No. 17 of 2019 concerning Water Resources. These efforts reflect the Company's commitment to supporting sustainable and responsible water resource management.

Over the past four years, the Company has exclusively utilized freshwater supplied by third parties in areas that are not classified as water-stressed regions. The Company has also not withdrawn or discharged water from or into water-stressed areas. In addition, the volume of water withdrawal, discharge, and consumption within the Company's operational activities remained at equivalent levels, given that all water withdrawn is fully utilized for operational processes and subsequently discharged without significant changes in volume. [GRI 303-1]

Throughout 2025, the Company's total water withdrawal, discharge, and consumption amounted to 1,023,385 m^3, representing a decrease of 10.73% compared to 1,146,399 m^3 recorded in the previous year. The decrease was primarily attributable to the decrease/increase in the number of vessels operated, from 82 vessels in 2024 to 26 vessels in 2025.

Tabel Pengambilan, Penggunaan, dan Pembuangan Air [GRI 303-3, 303-4, 303-5][OJK F.8, F.14]

Table: Water Intake, Usage, and Disposal [GRI 303-3, 303-4, 303-5][OJK F.8, F.14]

Uraian Description	Satuan Unit	Semua Wilayah All Region			2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)
		2025	2024	2023	
Pengambilan Air **Water Intake**					
Pihak Ketiga untuk Kapal Third Party for Ships	M^3	1.023.385	1.146.399	3.328.537	(10,73%)
Air PAM/PDAM PAM/PDAM Water		13.248	16.827	17.766	(21,27%)

Tabel Pengambilan, Penggunaan, dan Pembuangan Air [GRI 303-3, 303-4, 303-5][OJK F.8, F.14]

Table: Water Intake, Usage, and Disposal [GRI 303-3, 303-4, 303-5][OJK F.8, F.14]

Uraian Description	Satuan Unit	Semua Wilayah All Region			2024-2025 Kenaikan/(Penurunan) Increase/(Decrease)
		2025	2024	2023	
Konsumsi Air **Water Usage**					
Pihak Ketiga untuk Kapal Third Party for Ships	M^3	1.023.385	1.146.399	3.328.537	(10,73%)
Air PAM/PDAM PAM/PDAM Water		13.248	16.827	17.766	(21,27%)
Pembuangan Air **Water Disposal**					
Pihak Ketiga untuk Kapal Third Party for Ships	M^3	1.023.385	1.146.399	3.328.537	(10,73%)
Air PAM/PDAM PAM/PDAM Water		13.248	16.827	17.766	(21,27%)

PENGELOLAAN DAMPAK PEMBUANGAN AIR [GRI 303-2]

Dalam menjalankan kegiatan operasionalnya, PELNI mengacu pada regulasi nasional serta ketentuan yang ditetapkan oleh *International Maritime Organization* (IMO) terkait pengelolaan air, termasuk pengendalian dan pembuangan efluen dari aktivitas operasional kapal di seluruh wilayah pelayaran. Perseroan menyadari bahwa kegiatan tersebut berpotensi menimbulkan dampak lingkungan, seperti pencemaran akibat tumpahan minyak, limbah domestik, serta gangguan terhadap ekosistem laut, termasuk kerusakan terumbu karang di perairan yang sensitif. Oleh karena itu, Perseroan berkomitmen untuk mengelola air secara bertanggung jawab dengan memperhatikan kebijakan publik dan karakteristik lokal di setiap wilayah operasional, serta mendukung perlindungan ekosistem laut dan upaya konservasi secara berkelanjutan.

Zat prioritas dalam pembuangan efluen terutama berasal dari aktivitas operasional kapal, antara lain pengoperasian mesin yang menghasilkan residu minyak dan pelumas, serta kegiatan pembersihan kapal yang menggunakan bahan kimia seperti *Sodium Hypochlorite* dan *Sodium Hydroxide*. Untuk mengendalikan potensi dampak lingkungan yang ditimbulkan, Perseroan bekerja sama dengan vendor pengelola limbah B3 yang telah bersertifikasi. Perseroan juga melengkapi armada kapal dengan sistem pengolahan efluen, seperti *sewage tank* dan *dock scupper*, guna

MANAGEMENT OF WATER DISPOSAL IMPACT [GRI 303-2]

In carrying out its operational activities, PELNI adheres to national regulations as well as provisions established by the International Maritime Organization concerning water management, including the control and discharge of effluents generated from vessel operations across all shipping routes. The Company recognizes that such activities may potentially result in environmental impacts, including pollution caused by oil spills, domestic waste discharge, and disturbances to marine ecosystems, including damage to coral reefs in sensitive waters. Accordingly, the Company is committed to managing water responsibly by taking into account public policy requirements and the local characteristics of each operational area, while supporting marine ecosystem protection and ongoing conservation efforts.

Priority substances contained in effluent discharges primarily originate from vessel operational activities, including engine operations that generate oil and lubricant residues, as well as vessel cleaning activities involving chemical substances such as Sodium Hypochlorite and Sodium Hydroxide. To control potential environmental impacts, the Company collaborates with certified hazardous waste (B3) management vendors. The Company equips its fleet with effluent treatment systems, including sewage tanks and dock scuppers, to

memastikan bahwa proses pembuangan efluen telah memenuhi baku mutu lingkungan yang ditetapkan sesuai dengan ketentuan yang berlaku.

Selain itu, Perseroan menerapkan standar minimum kualitas efluen yang mengacu pada ketentuan MARPOL, termasuk pada wilayah operasional yang belum memiliki pengaturan khusus terkait pembuangan limbah. Perseroan juga menetapkan pedoman internal untuk memastikan bahwa kualitas air buangan telah memenuhi peraturan perundang-undangan yang berlaku serta standar yang relevan dengan sektor maritim. Dalam pelaksanaannya, Perseroan turut mempertimbangkan kondisi lingkungan laut di sekitar lokasi pembuangan guna meminimalkan potensi dampak terhadap ekosistem perairan.

ensure that effluent discharge processes comply with applicable environmental quality standards.

Furthermore, the Company applies minimum effluent quality standards in accordance with MARPOL provisions, including in operational areas where no specific local regulations governing waste discharge are in place. The Company has also established internal guidelines to ensure that discharged water quality complies with prevailing laws and regulations, as well as relevant standards applicable to the maritime sector. In implementation, the Company also takes into account marine environmental conditions surrounding discharge locations to minimize potential impacts on aquatic ecosystems.

PELESTARIAN KEANEKARAGAMAN HAYATI [OJK F.9]
BIODIVERSITY CONSERVATION [OJK F.9]

PELNI menyadari bahwa kegiatan operasional Perseroan memiliki keterkaitan langsung dengan ekosistem laut, sehingga berpotensi menimbulkan dampak terhadap keanekaragaman hayati di perairan Indonesia.

DASAR HUKUM DAN KEBIJAKAN

Dalam upaya mendukung perlindungan dan pelestarian keanekaragaman hayati laut, Perseroan menjalankan kegiatan operasionalnya dengan berpedoman pada ketentuan dan peraturan perundang-undangan yang berlaku, antara lain:

1. Undang-Undang Nomor 45 Tahun 2009 tentang Perubahan atas Undang-Undang Nomor 31 Tahun 2004 tentang Perikanan; dan
2. Peraturan Pemerintah Nomor 60 Tahun 2007 tentang Konservasi Sumber Daya Ikan.

Sebagai Perseroan yang bergerak di bidang jasa transportasi laut, PT PELNI (Persero) turut mendukung pelaksanaan Konservasi Perairan sesuai dengan pada UU No. 31 Tahun 2004 yang direvisi menjadi UU No. 45 tahun 2009. Undang-undang tersebut mengamanatkan pengelolaan sumber daya ikan dengan prinsip konservasi, di mana menteri terkait menetapkan kawasan konservasi.

PELNI recognizes that the Company's operational activities are directly connected to marine ecosystems and therefore have the potential to affect biodiversity in Indonesian waters.

LEGAL BASIS AND POLICIES

In supporting the protection and preservation of marine biodiversity, the Company conducts its operational activities in accordance with applicable laws and regulations, including:

1. Law Number 45 of 2009 concerning Amendments to Law No. 31 of 2004 on Fisheries; and
2. Government Regulation Number 60 of 2007 concerning Conservation of Fishery Resources.

As a company operating in the maritime transportation services sector, PT PELNI (Persero) supports the implementation of marine conservation measures in accordance with Law No. 31 of 2004, as amended by Law No. 45 of 2009. The law mandates the management of fishery resources based on conservation principles, under which the relevant minister is authorized to designate conservation areas.

Dalam mengacu pada peraturan yang berlaku, Perseroan memastikan bahwa rute pelayaran yang dioperasikan tidak melewati kawasan dengan nilai keanekaragaman hayati tinggi. Hal ini sesuai dengan Keputusan Direktur Jenderal Perhubungan Laut No. KP-DJPL 276 Tahun 2022 tentang Jaringan Trayek Penyelenggaraan Kewajiban Pelayanan Publik Bidang Angkutan Laut Kelas Ekonomi Tahun Anggaran 2023. Sesuai dengan keputusan tersebut, dengan total jarak sekitar 111.967 Mil Laut, rute pelayaran PT PELNI tidak melintasi kawasan lindung atau kawasan dengan nilai keanekaragaman hayati tinggi. [GRI 101-1, 304-1, 304-2] [POJK F.9]

DAMPAK OPERASI PELNI TERHADAP KEANEKARAGAMAN HAYATI [OJKF.9,F.16]

Operasional pelayaran yang dijalankan oleh Perseroan berpotensi menimbulkan dampak terhadap habitat laut, termasuk terumbu karang, padang lamun, dan hutan mangrove yang berada di sepanjang jalur pelayaran. Aktivitas tersebut, apabila tidak dikelola dengan baik, dapat menyebabkan degradasi ekosistem laut yang memiliki peran penting dalam menjaga keseimbangan lingkungan perairan.

Kerusakan pada habitat laut tersebut berpotensi mengancam keberlangsungan berbagai spesies yang bergantung pada ekosistem tersebut sebagai tempat hidup, berlindung, dan sumber pakan, seperti ikan badut, *parrotfish*, dugong, dan kuda laut. Secara khusus, kerusakan terumbu karang memiliki dampak jangka panjang karena proses pemulihannya membutuhkan waktu yang lama dan dalam kondisi tertentu bersifat sulit untuk dipulihkan secara optimal.

Pembuangan limbah dari aktivitas operasional kapal Perseroan berpotensi menimbulkan pencemaran perairan laut di sepanjang rute pelayaran. Pencemaran tersebut dapat berdampak negatif terhadap komponen ekosistem laut, termasuk *fitoplankton* dan *zooplankton* sebagai dasar rantai makanan, serta berbagai fauna laut seperti ikan tuna, salmon, paus, lumba-lumba, dan anjing laut.

Selain itu, aktivitas pelayaran berpotensi memengaruhi dinamika oseanografi, termasuk perubahan pola aliran air, tingkat salinitas, serta siklus nutrisi pada ekosistem laut dalam di sekitar pelabuhan dan sepanjang rute pelayaran Perseroan. Perubahan tersebut dapat berdampak pada berbagai spesies laut, seperti bintang laut, bulu babi, paus, lumba-lumba, dan anjing laut, yang

In complying with these regulations, the Company ensures that its shipping routes do not pass through areas of high biodiversity value. This is in accordance with the Decree of the Director General of Sea Transportation No. KP-DJPL 276 of 2022 concerning the Public Service Obligation Route Network for Economy-Class Sea Transportation for Fiscal Year 2023. Pursuant to this decree, with a total operational distance of approximately 111,967 nautical miles, PT PELNI's shipping routes do not traverse protected areas or regions classified as having high biodiversity value. [GRI 101-1, 304-1, 304-2] [POJK F.9]

PELNI'S OPERATIONAL IMPACT ON BIODIVERSITY [OJKF.9,F.16]

The Company's shipping operations have the potential to affect marine habitats, including coral reefs, seagrass beds, and mangrove forests located along shipping routes. If not properly managed, such activities may lead to the degradation of marine ecosystems that play a critical role in maintaining the balance of aquatic environments.

Damage to these marine habitats may threaten the survival of various species that depend on such ecosystems for shelter, breeding grounds, and food sources, including clownfish, parrotfish, dugongs, and seahorses. In particular, coral reef degradation may have long-term consequences, as coral reef recovery requires extended periods and, under certain conditions, may be difficult to fully restore.

Waste discharge resulting from the Company's vessel operations may also potentially pollute marine waters along shipping routes. Such pollution may adversely affect marine ecosystem components, including phytoplankton and zooplankton as the foundation of the marine food chain, as well as various marine fauna such as tuna, salmon, whales, dolphins, and seals.

In addition, shipping activities may influence oceanographic dynamics, including changes in water flow patterns, salinity levels, and nutrient cycles within deep-sea ecosystems surrounding ports and along the Company's shipping routes. These changes may affect marine species such as starfish, sea urchins, whales, dolphins, and seals, which depend on the balance of

bergantung pada keseimbangan ekosistem perairan untuk kelangsungan hidupnya. Dampak yang ditimbulkan bersifat jangka panjang dan kompleks, serta tingkat pemulihannya sangat bergantung pada interaksi ekologis yang terjadi di dalam ekosistem tersebut, sehingga tidak selalu dapat dikembalikan ke kondisi semula.

Terkait dampak pencemaran berpotensi berlangsung secara berkelanjutan selama kegiatan operasional pelayaran berlangsung dan dapat memperburuk kualitas lingkungan laut, serta menimbulkan konsekuensi jangka panjang terhadap keberlangsungan populasi spesies yang terdampak. Tingkat kemampuan pemulihan (reversibilitas) ekosistem laut sangat bergantung pada efektivitas penerapan sistem pengelolaan limbah, kepatuhan terhadap regulasi yang berlaku, serta pelaksanaan upaya pencegahan dan rehabilitasi lingkungan secara konsisten.

Penggunaan air *ballast* pada kapal Perseroan berpotensi menimbulkan risiko introduksi spesies asing invasif, seperti kerang zebra dan ikan *lionfish*, ke wilayah pelabuhan dan kawasan pesisir. Keberadaan spesies invasif tersebut dapat memicu perubahan signifikan pada struktur dan keseimbangan ekosistem lokal, serta menimbulkan tekanan terhadap spesies endemik. Dengan berbagai dampak yang diakibatkan keanekaragaman hayati laut, sepanjang tahun 2025, Perseroan tidak memiliki pengaduan terkait lingkungan hidup yang diterima. [GRI 101-6]

UPAYA PELESTARIAN KEANEKARAGAMAN HAYATI [OJK F.10]

Sebagai Perseroan pelayaran yang beroperasi di berbagai wilayah laut domestik maupun internasional, Perseroan menyadari bahwa aktivitas operasional kapal dan pengelolaan pelabuhan dapat berdampak terhadap keanekaragaman hayati laut, termasuk spesies-spesies yang terdaftar dalam Daftar Merah IUCN dan daftar konservasi nasional. Untuk memastikan pengelolaan dampak yang lebih akurat dan bertanggung jawab, Perseroan akan melakukan pemetaan spesies dilindungi dan habitat penting di wilayah operasional pada tahun 2025 dan 2026.

Dalam rangka mendukung upaya konservasi dan pemulihan ekosistem pesisir, PT PELNI (Persero) bekerja sama dengan berbagai universitas melaksanakan Program Rehabilitasi Terumbu Karang di kawasan *Underwater*. Program ini dirancang untuk memperkuat upaya rehabilitasi ekosistem laut sekaligus meningkatkan keberlanjutan sumber daya pesisir melalui berbagai kegiatan sebagai berikut: [GRI 101-2]

aquatic ecosystems for survival. The resulting impacts are long-term and complex, and the degree of ecosystem recovery depends significantly on ecological interactions within affected environments, meaning that restoration to original conditions may not always be achievable.

Potential pollution impacts may persist throughout the duration of shipping operations and may further degrade marine environmental quality, potentially resulting in long-term consequences for affected species populations. The recoverability of marine ecosystems depends heavily on the effectiveness of waste management systems, compliance with applicable regulations, and the consistent implementation of preventive and environmental rehabilitation measures.

The use of ballast water in the Company's vessels may also pose the risk of introducing invasive alien species, such as zebra mussels and lionfish, into port areas and coastal zones. The presence of such invasive species may trigger significant changes in the structure and balance of local ecosystems and place pressure on endemic species. Despite these potential biodiversity-related impacts, throughout 2025 the Company received no environmental complaints related to biodiversity impacts. [GRI 101-6]

BIODIVERSITY CONSERVATION EFFORTS [OJK F.10]

As a shipping company operating across domestic and international maritime routes, the Company recognizes that vessel operations and port management activities may affect marine biodiversity, including species listed on the International Union for Conservation of Nature Red List as well as national conservation lists. To ensure more accurate and responsible impact management, the Company plans to conduct mapping of protected species and critical habitats within its operational areas during 2025 and 2026.

As part of its commitment to coastal ecosystem conservation and restoration, PT PELNI (Persero), in collaboration with several universities, implemented a Coral Reef Rehabilitation Program in the Underwater area. The program was designed to strengthen marine ecosystem restoration efforts while enhancing the sustainability of coastal resources through the following initiatives: [GRI 101-2]

1. Pembuatan *artificial reef* dengan penanaman 1000 media transplantasi;
2. Melakukan sosialisasi kepada nelayan sekitar untuk turut melestarikan biota laut;
3. Identifikasi biota-biota laut; serta
4. *Monitoring* pada pertumbuhan karang yang dilakukan setiap bulan.

Selain itu, Perseroan juga berkolaborasi dengan *Carbon Ethics* untuk melaksanakan program penanaman lamun (*seagrass*) di Pulau Dompak. Inisiatif ini merupakan bagian dari komitmen Perseroan dalam mendukung konservasi ekosistem pesisir, meningkatkan cadangan karbon biru (*blue carbon*), menjaga habitat biota laut, serta mendukung upaya mitigasi perubahan iklim melalui solusi berbasis alam (*nature-based solutions*). [GRI 101-2]

Kegiatan tersebut dilakukan melalui pendekatan kolaboratif dengan pemangku kepentingan terkait, termasuk otoritas lingkungan, lembaga riset, dan mitra konservasi. Hasil dari pemetaan ini akan diungkap secara transparan dalam laporan keberlanjutan tahun 2025, sebagai bagian dari komitmen Perseroan terhadap perlindungan keanekaragaman hayati dan pencapaian Tujuan Pembangunan Berkelanjutan.

Terkait aktivitas operasional, dampak yang ditimbulkan bersifat jangka panjang dan berpotensi *irreversible*, mengingat spesies invasif cenderung sulit dikendalikan dan dipulihkan sepenuhnya setelah proses invasi terjadi. Oleh karena itu, Perseroan terus melakukan langkah mitigasi dan pengawasan secara berkelanjutan guna meminimalkan potensi penyebaran spesies invasif, termasuk melalui penerapan prosedur operasional yang memperhatikan aspek perlindungan ekosistem dan keanekaragaman hayati di wilayah operasional Perseroan. Terkait pengelolaan air *ballast*, Perseroan melaksanakan secara bertanggung jawab sebagai upaya pencegahan degradasi ekosistem laut dan perlindungan keanekaragaman hayati.

KINERJA PELESTARIAN KEANEKARAGAMAN HAYATI

Di sepanjang tahun 2025, PELNI telah menjalankan kegiatan bisnisnya berdasarkan peraturan perundang-undangan yang berlaku, sehingga tidak terdapat pelanggaran undang-undang dan peraturan tentang lingkungan hidup yang dilakukan oleh Perseroan. Selain itu, tidak terdapat jumlah dan materi pengaduan lingkungan hidup yang diterima dan diselesaikan oleh Perseroan. [GRI 2-27] [OJK F.16]

1. Construction of artificial reefs with the installation of 1,000 coral transplantation units;
2. Community outreach programs to encourage local fishers to participate in the conservation of marine ecosystems;
3. Identification and monitoring of marine biodiversity; and
4. Monthly monitoring of coral growth to assess the effectiveness of the rehabilitation program.

In addition, the Company collaborated with Carbon Ethics to implement a seagrass planting program on Dompak Island. This initiative forms part of the Company's commitment to conserving coastal ecosystems, enhancing blue carbon stocks, protecting marine habitats, and supporting climate change mitigation through nature-based solutions. [GRI 101-2]

These activities were carried out through a collaborative approach involving relevant stakeholders, including environmental authorities, research institutions, and conservation partners. The results of this mapping will be transparently disclosed in the Company's 2025 Sustainability Report as part of PELNI's commitment to biodiversity protection and the achievement of the Sustainable Development Goals (SDGs).

With respect to operational impacts, such impacts may be long-term and potentially irreversible, particularly as invasive species are often difficult to control and restore once biological invasion has occurred. Accordingly, the Company continues to implement continuous mitigation and monitoring measures to minimize the risk of invasive species spread, including through the enforcement of operational procedures that incorporate ecosystem protection and biodiversity conservation considerations. With regard to ballast water management, the Company applies responsible practices as part of its efforts to prevent marine ecosystem degradation and safeguard biodiversity.

BIODIVERSITY CONSERVATION PERFORMANCE

Throughout 2025, PELNI conducted its business activities in full compliance with applicable laws and regulations. As a result, there were no violations of environmental laws and regulations committed by the Company. In addition, there were no environmental complaints received or resolved by the Company during the reporting year. [GRI 2-27] [OJK F.16]

Hingga akhir tahun 2025, tidak terdapat spesies dengan status kritis, terancam punah, rentan, hampir terancam, maupun berisiko rendah berdasarkan daftar *International Union for Conservation of Nature* (IUCN) atau daftar konservasi nasional yang terdampak secara langsung oleh wilayah operasional PELNI.

Meski demikian, Perseroan tetap berkomitmen untuk mendukung pelestarian keanekaragaman hayati melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) di sekitar wilayah operasional Perseroan. Hal tersebut diwujudkan program penanaman pohon hingga tahun 2025 sebanyak 4.596 bibit pohon dengan rincian sebagai berikut:

As of the end of 2025, there were no species categorized as critically endangered, endangered, vulnerable, near threatened, or least concern under the International Union for Conservation of Nature (IUCN) Red List or national conservation lists that were directly affected by PELNI's operational areas.

Nevertheless, the Company remains committed to supporting biodiversity conservation through the implementation of its Corporate Social and Environmental Responsibility (TJSL) programs in the areas surrounding its operations. This commitment was demonstrated through tree-planting initiatives, with a total of 4,596 tree seedlings planted as of 2025, as detailed below:

No	Keterangan Description	Jumlah Bibit Number of Seeds	Jenis Pohon Types of Plant
1	Penanaman Pohon di Maumere Tree Planting in Maumere	96	Bibit Alpukat, Sawi, dan Kubis Avocado, Mustard, and Cabbage Seedlings
2	Penanaman Pohon di Batam Tree Planting in Batam	400	Bibit Bakau Mangrove Seedlings
3	Penanaman Pohon di Serui Tree Planting in Serui	400	Bibit Alpukat Avocado Seedlings
4	Penanaman Pohon di Baubau Tree Planting in Baubau	500	Bibit Mangrove Mangrove Seedlings
5	Penanaman Pohon di Biak Tree Planting in Biak	200	Bibit Matoa/Bintanggur/Sner/Kayu Besi Matoa/Bintanggur/Sner/Kayu Besi Seedlings
6	Penanaman Lamun di TJ Pinang Seagrass Planting in TJ Pinang	3000	Bibit Lamun/ Seagrass Seagrass Seedlings
Total Pohon Total Number of Plants		**4.596**	

Selain melaksanakan kegiatan penanaman bibit pohon, PELNI juga berkontribusi dalam upaya pelestarian ekosistem laut melalui program restorasi dan rehabilitasi terumbu karang. Pada tahun 2025, Perseroan melaksanakan restorasi ekosistem terumbu karang yang mengalami kerusakan di perairan Pulau Menjangan Besar, Zona Perikanan Tradisional, Taman Nasional Karimunjawa, dengan luas area restorasi mencapai 18,48 m².

Di samping itu, Perseroan juga melaksanakan program rehabilitasi terumbu karang di kawasan Bangsring Underwater. Kawasan konservasi tersebut memiliki luas sekitar 15 hektare dan telah dilengkapi dengan berbagai struktur rehabilitasi terumbu karang yang menggunakan beragam metode. Melalui pembangunan taman terumbu karang, PELNI berupaya melengkapi area konservasi yang masih belum terisi sekaligus memperkuat upaya pemulihan ekosistem laut di kawasan tersebut.

In addition to its tree-planting initiatives, PELNI contributes to marine ecosystem conservation through coral reef restoration and rehabilitation programs. In 2025, the Company carried out coral reef restoration in degraded areas of the waters surrounding Menjangan Besar Island, within the Traditional Fishing Zone of Karimunjawa National Park, covering a restoration area of 18.48 m².

The Company also implemented a coral reef rehabilitation program in the Bangsring Underwater conservation area. Spanning approximately 15 hectares, the site has been equipped with various coral reef rehabilitation structures employing different restoration methods. Through the development of a coral reef garden, PELNI aims to complement existing conservation areas that remain underdeveloped while further strengthening marine ecosystem restoration efforts within the site.

Program restorasi dan rehabilitasi terumbu karang ini merupakan bagian dari komitmen Perseroan dalam menjaga kelestarian keanekaragaman hayati laut, meningkatkan kualitas habitat biota perairan, serta mendukung keberlanjutan sumber daya kelautan. Selain memberikan manfaat ekologis melalui percepatan pemulihan ekosistem, program ini juga diharapkan dapat memberikan dampak positif bagi masyarakat pesisir, khususnya dalam mendukung sektor perikanan berkelanjutan dan pengembangan ekowisata di wilayah sekitar.

These coral reef restoration and rehabilitation initiatives form part of the Company's commitment to preserving marine biodiversity, enhancing the quality of aquatic habitats, and supporting the sustainable management of marine resources. In addition to accelerating ecosystem recovery and delivering ecological benefits, the programs are expected to generate positive impacts for coastal communities by supporting sustainable fisheries and promoting ecotourism development in the surrounding areas.

TANTANGAN PERUBAHAN IKLIM
CLIMATE CHANGE CHALLENGES

IMPLIKASI FINANSIAL SERTA RISIKO DAN PELUANG LAIN AKIBAT DARI PERUBAHAN IKLIM [GRI 201 - 2]

Perubahan iklim telah menjadi salah satu tantangan terbesar yang dihadapi oleh sektor transportasi laut di seluruh dunia, termasuk di Indonesia. Sebagai Perseroan yang bergerak di bidang pelayaran, PELNI juga dapat mengalami dampak signifikan dari perubahan ini. Perubahan iklim dapat membawa risiko fisik dan operasional pada Perseroan yang berpotensi menyebabkan perubahan substantif dalam operasi, pendapatan, dan pengeluaran Perseroan. Perseroan telah mengidentifikasi berbagai langkah mitigasi dan pengelolaan dampak dari perubahan iklim yang ditujukan untuk mengurangi risiko yang dihadapi Perseroan dalam operasi kapal, di antaranya disampaikan pada tabel di bawah ini:

FINANCIAL IMPLICATIONS, RISKS, AND OTHER OPPORTUNITIES ARISING FROM CLIMATE CHANGE [GRI 201 - 2]

Climate change has become one of the greatest challenges facing the maritime transportation sector worldwide, including in Indonesia. As a company operating in the shipping industry, PELNI is also exposed to potentially significant impacts arising from climate change. Climate change may create physical and operational risks for the Company that could lead to substantive changes in operations, revenue generation, and expenditure structures. The Company has identified various mitigation measures and impact management initiatives aimed at reducing climate-related risks to vessel operations, as presented in the table below:

Uraian Risiko Risk Types	Penjelasan Risiko Risk Explanation	Dampak Impact	Upaya Mitigasi Mitigation Measures
Risiko Kerusakan Mesin dan Gangguan Operasional Risk of Machinery Damage and Operational Disruptions	Cuaca ekstrem dapat mempercepat keausan pada mesin kapal, meningkatkan risiko kerusakan mendadak yang dapat mengakibatkan gangguan operasional. Kondisi lingkungan yang keras juga dapat mempengaruhi kinerja mesin kapal, menambah tekanan pada permesinan utama. Extreme weather can accelerate wear and tear on ship engines, increasing the risk of sudden breakdowns that can lead to operational disruptions. Harsh environmental conditions can also affect ship engine performance, putting additional stress on key machinery.	Kerusakan mesin dapat mengakibatkan gangguan operasional, penundaan jadwal, dan biaya perbaikan yang tinggi. Engine failure can result in operational disruptions, schedule delays, and high repair costs.	Untuk mengatasi risiko ini, PELNI melakukan penggantian suku cadang permesinan utama kapal secara berkala. Langkah ini memastikan bahwa mesin kapal tetap dalam kondisi optimal dan dapat beroperasi dengan aman dan efisien, bahkan dalam kondisi cuaca yang menantang. To address this risk, PELNI regularly replaces the ship's main machinery parts. This ensures that the ship's engines remain in optimal condition and can operate safely and efficiently, even in challenging weather conditions.

Uraian Risiko Risk Types	Penjelasan Risiko Risk Explanation	Dampak Impact	Upaya Mitigasi Mitigation Measures
Risiko Keselamatan dan Kesiapsiagaan Operasional Risk of Operational Safety and Readiness	Perubahan iklim menyebabkan cuaca ekstrem seperti *waterspout*, hujan lebat, dan siklon tropis, yang berdampak langsung pada keselamatan pelayaran dan kesiapsiagaan operasional kapal. Cuaca buruk ini meningkatkan risiko kecelakaan dan kerusakan pada kapal, serta mengganggu jadwal operasional. Climate change is causing extreme weather events such as waterspouts, heavy rain, and tropical cyclones, which directly impact shipping safety and ship operational readiness. This severe weather increases the risk of accidents and damage to ships, as well as disrupting operational schedules.	Kecelakaan kapal dapat menyebabkan kerugian material dan reputasi Perseroan, serta potensi kerugian nyawa. Shipping accidents can cause material and reputational losses for the Company, as well as potential loss of life.	Untuk memitigasi risiko ini, PELNI menyelenggarakan pelatihan pegawai laut secara rutin. Pelatihan ini bertujuan untuk meningkatkan kesiapan dan keterampilan kru dalam menghadapi kondisi cuaca buruk dan situasi darurat, sehingga mereka dapat merespons dengan cepat dan efektif terhadap situasi tersebut, mengurangi risiko kecelakaan dan kerugian operasional. To mitigate this risk, PELNI regularly conducts training for its marine personnel. This training aims to improve the crew's readiness and skills in dealing with adverse weather conditions and emergency situations, enabling them to respond quickly and effectively to such situations, reducing the risk of accidents and operational losses.
Risiko Kegagalan Struktural dan Keandalan Operasional Risk of Structural Failure and Operational Reliability	Kondisi cuaca ekstrem akibat perubahan iklim juga dapat menyebabkan kegagalan struktural pada kapal. Gelombang tinggi dan angin kencang dapat merusak struktur kapal, mengancam keselamatan dan kelancaran operasional. Extreme weather conditions caused by climate change can also cause structural failures on ships. High waves and strong winds can damage ship structures, threatening safety and smooth operations.	Kegagalan struktural dapat mengakibatkan kecelakaan serius, kerugian finansial, dan kerusakan reputasi. Structural failures can result in serious accidents, financial losses, and reputational damage.	PELNI melaksanakan pemeliharaan kapal secara rutin untuk menjaga kondisi kapal tetap baik dan siap menghadapi cuaca ekstrem. Ini mencakup inspeksi dan perbaikan yang diperlukan untuk memastikan semua sistem dan struktur kapal berfungsi dengan baik, mengurangi risiko kegagalan struktural. PELNI conducts routine ship maintenance to keep the ship in good condition and ready to face extreme weather. This includes inspections and necessary repairs to ensure all ship systems and structures are functioning properly, reducing the risk of structural failure.
Risiko Finansial dari Kerusakan Kapal Financial Risk from Ship Damage	Cuaca ekstrem yang disebabkan oleh perubahan iklim meningkatkan risiko kerusakan kapal, yang dapat menyebabkan kerugian finansial yang signifikan bagi Perseroan. Extreme weather caused by climate change increases the risk of ship damage, which can result in significant financial losses for the Company.	Kerusakan atau kehilangan kapal dapat menyebabkan biaya penggantian yang tinggi dan gangguan besar pada operasi Perseroan. Damage to or loss of a vessel can result in high replacement costs and significant disruption to the Company's operations.	PELNI menggunakan asuransi kapal untuk mengelola risiko finansial ini. Premi asuransi yang lebih tinggi memberikan perlindungan finansial terhadap kerugian yang mungkin timbul akibat kerusakan atau kecelakaan yang disebabkan oleh cuaca ekstrem, memastikan bahwa Perseroan memiliki sumber daya yang cukup untuk menutupi biaya perbaikan atau penggantian kapal jika terjadi insiden. PELNI uses ship insurance to manage this financial risk. Higher insurance premiums provide financial protection against losses that may arise from damage or accidents caused by extreme weather, ensuring that the Company has sufficient resources to cover the costs of repairing or replacing the ship in the event of an incident.

Tanpa tindakan mitigasi, perubahan iklim dapat menyebabkan kerugian finansial yang signifikan bagi PELNI. Kerugian ini mencakup biaya akibat kecelakaan dan kerusakan operasional yang dapat menimbulkan kerugian hingga miliaran rupiah setiap tahun. Sebaliknya, tindakan mitigasi yang tepat memberikan peluang untuk meningkatkan kepercayaan pelanggan serta efisiensi pada keuangan Perseroan. Selain itu, penerapan strategi mitigasi dan adaptasi perubahan iklim secara konsisten juga dapat memperkuat ketahanan operasional Perseroan, menjaga keberlangsungan layanan transportasi laut, mengurangi potensi gangguan operasional, serta mendukung terciptanya nilai jangka panjang bagi pemangku kepentingan dan keberlanjutan usaha Perseroan.

Without adequate mitigation measures, climate change may result in significant financial losses for PELNI. Such losses may include costs arising from accidents and operational disruptions, which could potentially result in losses amounting to billions of Rupiah annually. Conversely, appropriate mitigation measures provide opportunities to enhance customer confidence and improve the Company's financial efficiency. Furthermore, the consistent implementation of climate change mitigation and adaptation strategies can strengthen the Company's operational resilience, ensure the continuity of maritime transportation services, reduce the potential for operational disruptions, and support the creation of long-term value for stakeholders while safeguarding the sustainability of the Company's business.

BIAYA PENGELOLAAN DAN PEMANTAUAN LINGKUNGAN
ENVIRONMENTAL MANAGEMENT AND MONITORING COSTS

PELNI melakukan perhitungan biaya yang dikeluarkan atas berbagai program pengelolaan dan pemantauan lingkungan yang dilakukan sepanjang tahun 2025 sebesar Rp2,30 miliar.

In 2025, PELNI incurred Rp2.30 billion in expenditures for the implementation of various environmental management and monitoring programs.

PENANGANAN PENGADUAN LINGKUNGAN [OJK F.16]
ENVIRONMENTAL COMPLAINT HANDLING [OJK F.16]

Masyarakat dan pemangku kepentingan lainnya dapat menyampaikan saran, kritik, maupun pengaduan kepada Perseroan terkait permasalahan lingkungan melalui berbagai saluran komunikasi, antara lain surat resmi, surat elektronik (*e-mail*), telepon, situs *web* resmi Perseroan, serta pertemuan tatap muka dengan mengunjungi Kantor Pusat maupun Kantor Perwakilan Perseroan.

Melalui berbagai pengelolaan lingkungan yang terkelola dengan baik, Perseroan tidak menerima pengaduan yang berkaitan dengan dampak lingkungan hidup dari kegiatan operasional Perseroan selama tahun 2025.

Communities and other stakeholders may submit suggestions, criticisms, or complaints to the Company regarding environmental issues through various communication channels, including formal written correspondence, electronic mail (e-mail), telephone, the Company's official website, and face-to-face meetings through visits to the Company's Head Office or Representative Offices.

Through the implementation of effective environmental management practices, the Company did not receive any complaints related to environmental impacts arising from its operational activities throughout 2025.

08



Aspek Ketenagakerjaan

Employment Aspect


PELNI
KM CAMARA NUSANTARA 1
TOL LAUT

PT PELNI menyadari bahwa dinamika ketenagakerjaan di lingkungan Perseroan memiliki dampak multi-dimensi yang signifikan, mencakup aspek ekonomi, sosial, kesejahteraan karyawan, hingga penegakan hak asasi manusia. Guna memitigasi risiko sekaligus mengoptimalkan potensi tersebut, Perseroan berkomitmen menerapkan pengelolaan Sumber Daya Manusia (SDM) yang transparan, adil, dan berkelanjutan. Langkah strategis ini diambil demi menjaga kontinuitas operasional Perseroan, sekaligus memastikan terciptanya lingkungan kerja yang aman, sehat, dan sejahtera bagi seluruh insan PELNI. Melalui pengelolaan sumber daya manusia yang berkelanjutan, Perseroan berupaya meningkatkan kualitas kehidupan kerja sekaligus mendukung pencapaian tujuan bisnis jangka panjang.

PT PELNI recognizes that employment dynamics within the Company have significant multidimensional impacts, encompassing economic, social, employee welfare, and human rights aspects. To mitigate related risks while maximizing the opportunities arising from these impacts, the Company is committed to implementing transparent, fair, and sustainable Human Resource Management practices. This strategic approach is undertaken to maintain the continuity of the Company's operations while ensuring the creation of a safe, healthy, and prosperous working environment for all PELNI personnel. Through sustainable human resource management, the Company strives to enhance the quality of working life while supporting the achievement of its long-term business objectives.

PT PELNI (Persero) juga menegaskan komitmennya dalam mengelola keberagaman dan kesetaraan kesempatan bagi seluruh insan PELNI melalui penerapan kebijakan serta pedoman ketenagakerjaan yang menjamin perlakuan adil, inklusif, dan bebas dari segala bentuk diskriminasi. Perseroan senantiasa menjunjung tinggi prinsip penghormatan terhadap hak asasi manusia, keberagaman latar belakang, serta kesempatan yang setara dalam proses rekrutmen, pengembangan karier, promosi, dan pemberian remunerasi.

PT PELNI (Persero) also reaffirms its commitment to managing diversity and ensuring equal opportunities for all PELNI personnel through the implementation of employment policies and guidelines that promote fair, inclusive, and non-discriminatory treatment. The Company consistently upholds the principles of respect for human rights, diversity of backgrounds, and equal opportunities in recruitment, career development, promotion, and remuneration processes.

Lebih lanjut, Perseroan secara konsisten mendorong terciptanya keberagaman demografis, baik melalui penerapan prinsip kesetaraan gender maupun penguatan kolaborasi lintas generasi (*age diversity*), guna membangun organisasi yang dinamis, adaptif, dan berdaya saing. Upaya tersebut mendukung terciptanya lingkungan kerja yang inklusif, kondusif, dan kolaboratif sehingga mampu mendorong peningkatan produktivitas serta kinerja organisasi secara berkelanjutan.

Furthermore, the Company continuously promotes demographic diversity through the implementation of gender equality principles and the strengthening of cross-generational collaboration (age diversity) to foster a dynamic, adaptive, and competitive organization. These efforts support the creation of an inclusive, conducive, and collaborative working environment that contributes to enhanced productivity and sustainable organizational performance.

DAMPAK AKTUAL DAN POTENSIAL
ACTUAL AND POTENTIAL IMPACTS

Penerapan prinsip keberagaman dan kesetaraan di PELNI terbukti memberikan dampak positif yang signifikan terhadap terciptanya lingkungan kerja yang inklusif, adil, serta bebas dari diskriminasi. Iklim kerja yang sehat ini secara langsung berkontribusi pada peningkatan

The implementation of diversity and equal opportunity principles at PELNI has demonstrated significant positive impacts in fostering an inclusive, fair, and discrimination-free workplace. Such a healthy work environment directly contributes to enhancing employee welfare and

kesejahteraan dan produktivitas insan PELNI melalui penyediaan hak, fasilitas, serta program pengembangan kompetensi yang setara. Di sisi lain, Perseroan juga mengidentifikasi risiko operasional berupa potensi penurunan kepuasan kerja dan fluktuasi tingkat perputaran karyawan (*turnover*). Guna mengantisipasi hal tersebut, PELNI berkomitmen untuk senantiasa menjaga konsistensi, keseimbangan, serta keberlanjutan implementasi prinsip kesetaraan di seluruh lini organisasi.

productivity through the provision of equitable rights, facilities, and competency development programs. At the same time, the Company recognizes potential operational risks, including the possibility of declining job satisfaction and fluctuations in employee turnover rates. To address these challenges, PELNI remains committed to maintaining the consistency, balance, and sustainability of equal opportunity practices across all levels of the organization.

DASAR HUKUM DAN KEBIJAKAN
LEGAL BASIS AND POLICIES

Dalam tata kelola sumber daya manusia, PELNI senantiasa mengacu pada standar dan regulasi berikut:

1. Undang-Undang RI No. 21 Tahun 1999 tentang Pengesahan ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation (Konvensi ILO Mengenai Diskriminasi dalam Pekerjaan dan Jabatan)
2. Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan yang telah diubah melalui Undang-Undang RI No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang RI No. 2 Tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang;
3. Surat Keputusan Direksi Nomor 04.29/03/SK/HKO.01/2021 tentang Hak-Hak Kesejahteraan Pegawai PT PELNI (Persero);
4. Surat Keputusan Direksi Nomor 11.04/01/SK/HKO.01/2021 tentang Pengelolaan Tenaga Kerja Alih Daya di Lingkungan PT PELNI (Persero);
5. Surat Keputusan Direksi Nomor 11.30/01/SK/HKO.01/2021 tentang Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat;
6. Surat Edaran Direktur SDM & Umum Nomor 06.17/01/01/SE/HKO.03/2021 tentang Budaya Berdoa Bersama dan Morning Briefing di Lingkungan PT PELNI (Persero);
7. Surat Keputusan Direksi Nomor 06.30/01/SK/HKO.01/2021 tentang Pengawasan Kinerja Kapal dan Cabang di PT PELNI (Persero);
8. Surat Keputusan Direksi Nomor 07.26/02/SK/HKO.01/2021 tentang Penanganan Awak Kapal Meninggal di Atas Kapal PT PELNI (Persero);

In managing its human resources, PELNI consistently refers to the following laws, regulations, and internal policies:

1. Law No. 21 of 1999 concerning the Ratification of ILO Convention No. 111 concerning Discrimination in Respect of Employment and Occupation;
2. Law No. 13 of 2003 concerning Manpower, as amended by Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation as Law;
3. Board of Directors Decree No. 04.29/03/SK/HKO.01/2021 concerning Employee Welfare Benefits of PT PELNI (Persero);
4. Board of Directors Decree No. 11.04/01/SK/HKO.01/2021 concerning the Management of Outsourced Personnel within PT PELNI (Persero);
5. Board of Directors Decree No. 11.30/01/SK/HKO.01/2021 concerning Work Unit and Position Formation within the Head Office;
6. Circular Letter of the Director of Human Resources and General Affairs No. 06.17/01/01/SE/HKO.03/2021 concerning the Practice of Joint Prayer and Morning Briefing within PT PELNI (Persero);
7. Board of Directors Decree No. 06.30/01/SK/HKO.01/2021 concerning the Performance Monitoring of Vessels and Branch Offices of PT PELNI (Persero);
8. Board of Directors Decree No. 07.26/02/SK/HKO.01/2021 concerning the Handling of Crew Members Deceased Onboard PT PELNI (Persero) Vessels;

9. Surat Keputusan Direksi Nomor 08.23/01/SK/HKO.01/2021 tentang Struktur Organisasi dan Tata Kelola Unit Bisnis Strategis (Strategic Business Unit/SBU) Galangan PT PELNI Surya Surabaya;
10. Surat Keputusan Direksi Nomor 09.22/01/SK/HKO.01/2021 tentang Pedoman Penilaian Kinerja Pegawai PT PELNI (Persero);
11. Surat Keputusan Direksi Nomor 09.24/04/SK/HKO.01/2021 tentang Pedoman Penunjukan Pejabat Pelaksana Harian (Plh.) dan Pejabat Pelaksana Tugas (Plt.) di PT PELNI (Persero);
12. Surat Keputusan Direksi Nomor 11.02/01/SK/HKO.01/2021 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat di PT PELNI (Persero);
13. SK/HKO.01/2021 tentang Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat;
14. Surat Keputusan Direksi Nomor 11.30/03/SK/HKO.01/2021 tentang Standar Kompetensi Direksi Anak Perusahaan dan Pejabat Struktural Satu Level di Bawah Direksi di Lingkungan PT PELNI (Persero);
15. Surat Keputusan Direksi Nomor 06.15/01/SK/HKO.01/2022 tentang Struktur Organisasi, Tugas Pokok dan Fungsi di Kantor Pusat PT PELNI (Persero);
16. Surat Keputusan Direksi Nomor 01.02/01/SK/HKO.01/2019 tentang Struktur Organisasi & Tata Kerja Kantor Cabang PT PT PELNI (Persero);
17. Surat Keputusan Direksi Nomor 09.22/01/SK/HKO.01/2021 tentang Penilaian Kinerja Pegawai;
18. Surat Keputusan Direksi Nomor 07.07/02/SK/HKO.01/2022 tentang Struktur Organisasi dan Tata Kelola Unit Bisnis Strategis (SBU) Hotel Bahtera;
19. Surat Keputusan Direksi Nomor 01.24/01/SK/HKO.01/2022 tentang Pedoman Tata Nilai Utama (*Core Values*) Akhlak PT.PT PELNI (Persero);
20. Surat Keputusan Direksi Nomor 02.03/02/SK/HKO.01/2022 tentang Pedoman *Knowledge Management System* di PT PT PELNI (Persero);
21. Surat Keputusan Direksi Nomor 02.17/01/SK/HKO.01/2022 tentang Pedoman Penilaian Klasifikasi Cabang;
22. Instruksi Direktur SDM & Umum Nomor 04.06/01/INS/HKO.03/2022 tentang Pelaksanaan *Self Directed Learning* (SDL) dan *Sharing Knowledge* di Lingkungan di PT PELNI (Persero);

9. Board of Directors Decree No. 08.23/01/SK/HKO.01/2021 concerning the Organizational Structure and Governance of the PT PELNI Surya Surabaya Shipyard Strategic Business Unit (SBU);
10. Board of Directors Decree No. 09.22/01/SK/HKO.01/2021 concerning the Employee Performance Assessment Guidelines of PT PELNI (Persero);
11. Board of Directors Decree No. 09.24/04/SK/HKO.01/2021 concerning the Guidelines for the Appointment of Acting Officials (Plh.) and Interim Officials (Plt.) within PT PELNI (Persero);
12. Board of Directors Decree No. 11.02/01/SK/HKO.01/2021 concerning the Organizational Structure, Duties, and Functions of the Head Office of PT PELNI (Persero);
13. Board of Directors Decree No. SK/HKO.01/2021 concerning Work Unit and Position Formation within the Head Office;
14. Board of Directors Decree No. 11.30/03/SK/HKO.01/2021 concerning Competency Standards for Directors of Subsidiaries and Structural Officials One Level Below the Board of Directors within PT PELNI (Persero);
15. Board of Directors Decree No. 06.15/01/SK/HKO.01/2022 concerning the Organizational Structure, Duties, and Functions of the Head Office of PT PELNI (Persero);
16. Board of Directors Decree No. 01.02/01/SK/HKO.01/2019 concerning the Organizational Structure and Work Procedures of Branch Offices of PT PELNI (Persero);
17. Board of Directors Decree No. 09.22/01/SK/HKO.01/2021 concerning Employee Performance Assessment;
18. Board of Directors Decree No. 07.07/02/SK/HKO.01/2022 concerning the Organizational Structure and Governance of the Bahtera Hotel Strategic Business Unit (SBU);
19. Board of Directors Decree No. 01.24/01/SK/HKO.01/2022 concerning the Guidelines for the AKHLAK Core Values of PT PELNI (Persero);
20. Board of Directors Decree No. 02.03/02/SK/HKO.01/2022 concerning the Knowledge Management System Guidelines of PT PELNI (Persero);
21. Board of Directors Decree No. 02.17/01/SK/HKO.01/2022 concerning the Branch Classification Assessment Guidelines;
22. Instruction of the Director of Human Resources and General Affairs No. 04.06/01/INS/HKO.03/2022 concerning the Implementation of Self-Directed Learning (SDL) and Knowledge Sharing within PT PELNI (Persero); and

23. Surat Edaran Direktur SDM & Umum Nomor 08.16/SE/HKO.03/2022 tentang Ketentuan Pelaksanaan *Medical Check-Up* (MCU) dan *General Check-Up* (GCU) Pegawai PT PELNI (Persero);
24. Surat Keputusan Direksi Nomor: 02.27/01/SK/HKO.01/2026 tentang Penanggung Jawab Keselamatan dan Kesehatan Kerja (K3) di Lingkungan PT PELNI (Persero);
25. Surat Keputusan Bersama Antara Dewan Komisaris PT PELNI (Persero) dengan Direksi PT PELNI (Persero) Nomor: 12.31/05/SK/HKO.01/2025 tentang Pedoman Anti Korupsi, Anti Kecurangan dan Keterlibatan Dalam Politik di Lingkungan PT PELNI (Persero);
26. Surat Keputusan Direksi Nomor: 01.30/01/SK/HKO.01/2025 tentang Struktur Organisasi, Tugas Pokok, dan Fungsi Kantor Pusat di PT PELNI (Persero); serta
27. Surat Keputusan Direksi Nomor 07.03/02//SK/HKO.01/2023 Tentang Struktur Organisasi Kapal PT Pelayaran Nasional Indoneisa (Persero).

23. Circular Letter of the Director of Human Resources and General Affairs No. 08.16/SE/HKO.03/2022 concerning the Implementation of Medical Check-Ups (MCU) and General Check-Ups (GCU) for Employees of PT PELNI (Persero);
24. Directors' Decree No. 02.27/01/SK/HKO.01/2026 concerning the Person in Charge of Occupational Safety and Health (K3) within PT PELNI (Persero);
25. Joint Decree between the Board of Commissioners and Directors of PT PELNI (Persero) No. 12.31/05/SK/HKO.01/2025 concerning Guidelines for Anti-Corruption, Anti-Fraud and Involvement in Politics within PT PELNI (Persero);
26. Directors' Decree No. 01.30/01/SK/HKO.01/2025 concerning the Organizational Structure, Main Duties, and Functions of the Head Office at PT PELNI (Persero); and
27. Directors' Decree No. 07.03/02//SK/HKO.01/2023 concerning the Ship Organizational Structure of PT Pelayaran Nasional Indonesia (Persero).

RENCANA STRATEGIS
STRATEGIC PLAN

Untuk rencana strategis pengelolaan SDM sebagai berikut:

1. Merumuskan *framework* dan *roadmap* transformasi budaya yang komprehensif bagi seluruh Grup PELNI;
2. Mengembangkan *Human Capital Dashboard* sebagai pusat data integratif manajemen SDM;
3. Mengoptimalkan presensi kantor pusat melalui implementasi fitur *Geo-Tagging*;
4. Melakukan penguatan tata kelola operasional kapal melalui pemutakhiran PDAK dan restrukturisasi organisasi di atas kapal;
5. Menyelaraskan kebijakan pengelolaan SDM di seluruh entitas anak dan cucu Perseroan;
6. Mengakselerasi internalisasi nilai-nilai budaya perusahaan di lingkungan Grup PELNI;
7. Mewujudkan kesejahteraan karyawan melalui implementasi *Employee Well-being Program*.

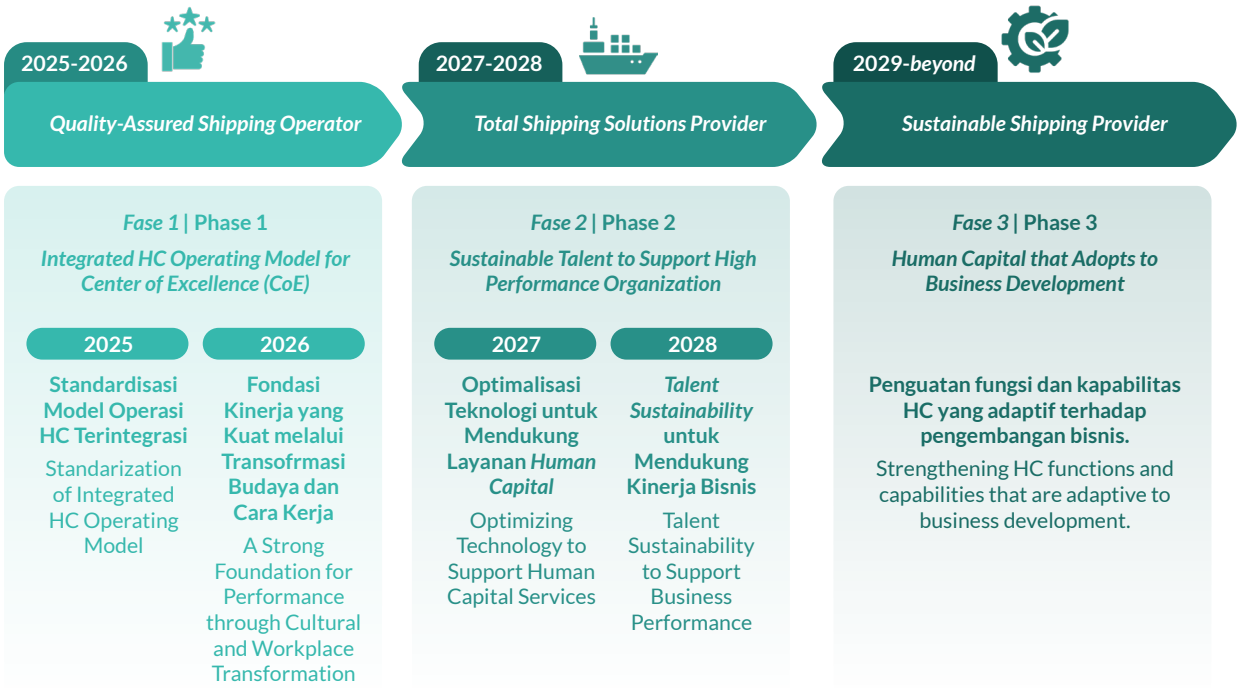
The Company has established the following strategic initiatives for Human Resource Management:

1. Formulate a comprehensive cultural transformation framework and roadmap across the entire PELNI Group;
2. Develop a Human Capital Dashboard as an integrated data hub for human resource management;
3. Optimize Head Office attendance management through the implementation of Geo-Tagging features;
4. Strengthen vessel operational governance through updates to the PDAK and organizational restructuring of onboard personnel;
5. Align human resource management policies across all subsidiaries and sub-subsidiaries within the Group;
6. Accelerate the internalization of the Company's core values and corporate culture throughout the PELNI Group; and
7. Enhance employee welfare through the implementation of the Employee Well-being Program.

ROADMAP PENGELOLAAN SDM PERSEROAN
HUMAN RESOURCE MANAGEMENT ROADMAP

Perseroan memandang Modal Manusia (*Human Capital*) sebagai pilar krusial sekaligus penggerak utama pertumbuhan bisnis yang berkelanjutan. Berlandaskan komitmen tersebut, PT PELNI (Persero) secara konsisten menerapkan tata kelola SDM yang efektif, efisien, dan terukur guna mencetak tenaga kerja yang terampil, kompeten, berintegritas, serta memiliki loyalitas tinggi terhadap korporasi. Sebagai bentuk pengejawantahan komitmen jangka panjang, Perseroan telah menyusun Peta Jalan (*Roadmap*) Pengelolaan SDM Periode 2025-2029. Peta jalan ini berfungsi sebagai panduan strategis yang berkesinambungan dalam menyelaraskan kapasitas talenta dengan arah perkembangan bisnis masa depan.

The Company views Human Capital as a critical pillar and a key driver of sustainable business growth. Guided by this commitment, PT PELNI (Persero) consistently implements effective, efficient, and measurable Human Resource Management practices to develop a workforce that is skilled, competent, highly ethical, and strongly committed to the organization. As a manifestation of its long-term commitment, the Company has established the 2025–2029 Human Resource Management Roadmap. This roadmap serves as a strategic framework for sustainably aligning talent capabilities with the Company's future business development agenda.



DEMOGRAFI KARYAWAN PERSEROAN [2-7, 2-8][OJK C.3]
COMPANY EMPLOYEE DEMOGRAPHICS [2-7, 2-8][OJK C.3]

Seluruh sumber daya manusia yang bernaung di bawah PT PELNI (Persero) merupakan Warga Negara Indonesia (WNI) yang bekerja dengan skema penuh waktu (*full-time*), baik dengan status pegawai tetap maupun pegawai tidak tetap. Perseroan menegaskan kebijakan ketenagakerjaan yang adil dengan tidak mempekerjakan pegawai paruh waktu (*part-time*) ataupun pegawai dengan jam kerja yang tidak menentu.

All personnel employed by PT PELNI (Persero) are Indonesian citizens who work on a full-time basis, either as permanent employees or non-permanent employees. The Company upholds fair employment practices by not employing part-time personnel or workers with irregular working hours.

Guna mendukung kelancaran operasional pada fungsi-fungsi penunjang, Perseroan juga bermitra dengan pekerja bukan pegawai melalui mekanisme alih daya (*outsourcing*). Ruang lingkup pekerjaan tenaga alih daya ini mencakup bidang keamanan, kebersihan, *housekeeping*, *managed service*, *Departure Control System* (DCS), dan posisi penunjang lainnya. Adapun kompilasi data kuantitatif ketenagakerjaan dalam laporan ini dikelola secara terpusat oleh Divisi SDM menggunakan metode perhitungan berbasis jumlah individu (*headcount*) per akhir periode pelaporan. Pada tahun 2025, jumlah pekerja *outsourcing* PELNI tercatat sebanyak 1.419 orang, menurun 3,14% dibanding tahun sebelumnya yang berjumlah 1.465 orang. Penurunan ini disebabkan oleh berkurangnya kebutuhan tenaga alih daya terhadap beberapa jenis pekerjaan.

To support operational continuity in supporting functions, the Company also engages non-employee workers through outsourcing arrangements. The scope of outsourced services includes security, cleaning services, housekeeping, managed services, Departure Control System (DCS) operations, and other supporting roles. Quantitative employment data presented in this report are centrally managed by the Human Resource Division using a headcount-based methodology as of the end of the reporting period. In 2025, PELNI employed a total of 1,419 outsourced personnel, representing a decrease of 3.14% compared to the previous year, which also recorded 1,465 outsourced personnel. This decrease was attributable to a reduced need for outsourced personnel for certain types of work.

Adapun informasi pekerja *outsourcing* yang direkrut oleh Perseroan selama tahun 2023-2025 merupakan jumlah pekerja *non*-karyawan dihitung berdasarkan jumlah individu yang terlibat pada akhir periode pelaporan. Informasi pekerja *outsourcing* disampaikan pada tabel sebagai berikut: [GRI 2-8]

Information regarding outsourced workers recruited by the Company throughout 2023–2025 represents the number of non-employee workers, calculated based on the number of individuals engaged at the end of the reporting period. Details on outsourced workers are presented in the following table: [GRI 2-8]

Tabel Pekerja *Outsourcing* [GRI 2-8]
Table: Outsourced Worker [GRI 2-8]

Jenis Pekerjaan Types of Outsourced Work	2025	2024	2023
Admin Bahan Bakar Fuel Administration Staff	1	1	1
Contact Center	17	17	17
Pengawalan dan Pengamanan Gedung Building Security Services (Security Escort and Building Protection)	208	208	183
Pengawalan dan Pengamanan (kapal) * Security Escort Services (ship) *	141	206	180
Pelayanan Kebersihan Darat Land-Based Cleaning Services	102	85	81
Janitor	57	56	55
Hiburan Band Entertainment Band	44	48	84
Housekeeping	75	83	88

Tabel Pekerja *Outsourcing* [GRI 2-8]

Table: Outsourced Worker [GRI 2-8]

Jenis Pekerjaan Types of Outsourced Work	2025	2024	2023
DCS (*Departure Control System*) & Admin Emplooi Departure Control System (DCS) & Employee Administration	164	155	118
Driver	17	16	16
Embarkasi/Debarkasi & FL (*Freight Loading*) Embarkation/Disembarkation & Freight Loading (FL)	137	119	77
Pelayanan Tiket Ticketing Services	113	110	118
Petugas Taman Park Maintenance Officer	3	3	2
Reservasi Tiket Ticket Reservation Services	7	6	6
Monitoring Tiket Ticket Monitoring	4	5	0
Teknisi Technician	5	4	2
TKBM (Tenaga Kerja Bongkar Muat) Persmat Stevedoring Workers (TKBM) – Persmat	5	5	4
Ship Monitoring	16	16	0
Pelayanan Kebersihan Laut Sea Cleaning Services	288*	289	366
Management Service Hotel Bahtera Hotel Management Services – Hotel Bahtera	22	21	21
Satpam Darat Hotel Bahtera Hotel Security – Hotel Bahtera	4	4	4
Call Center SBN	2	2	2
Driver SBN	2	2	2
TKBM SBN Jayapura Stevedoring Workers (TKBM) – SBN Jayapura	3	4	4
Jumlah Pekerja *Outsourcing* **Total Outsourced Workers**	**1.437**	**1.465**	**1.431**

Keterangan *: crewing PT PBN
Note *: PT PBN crewing

Per 31 Desember 2025, jumlah karyawan PT PELNI (Persero) tercatat sebanyak 4.393 orang, menurun 3,08% dibandingkan tahun sebelumnya yang tercatat sebanyak 4.533 orang. Penurunan ini disebabkan oleh beberapa faktor, antara lain:

1. Pengalihan status sebagian pegawai Perseroan menjadi pegawai PT Rumah Sakit Pelni (PT RS PELNI) sebagai bagian dari *spin-off* PT RS PELNI yang sebelumnya merupakan entitas anak PELNI, dan kemudian diambil alih oleh *Holding* Rumah Sakit BUMN (IHC) pada tahun 2020;
2. Pengunduran diri sebanyak 62 pegawai, meskipun di sisi lain terdapat perekrutan 290 pegawai baru.

As of December 31, 2025, PT PELNI (Persero) employed a total of 4,393 employees, representing a 3.08% decrease from 4,533 employees recorded in the previous year. This decline was attributable to several factors, including:

1. The transfer of a portion of the Company's employees to PT Rumah Sakit Pelni (PT RS PELNI) as part of the spin-off process of PT RS PELNI, which was previously a PELNI subsidiary and was subsequently integrated into the State-Owned Hospital Holding Company (IHC) in 2020;
2. The resignation of 62 employees, although this was partially offset by the recruitment of 290 new employees during the year.

Dari total jumlah karyawan, sebanyak 2.748 orang merupakan karyawan dengan status organik, sementara karyawan non-organik sebanyak 1.645 orang. Seluruh karyawan, termasuk yang menempati posisi manajemen senior, merupakan Warga Negara Indonesia bukan pekerja asing.

Perseroan senantiasa menjunjung tinggi prinsip kesetaraan dan keberagaman di lingkungan kerja dengan menerapkan kebijakan non-diskriminasi yang ketat terhadap perbedaan jenis kelamin, suku bangsa, agama, ras, maupun latar belakang sosial lainnya. Upaya berkelanjutan dalam membangun budaya kerja yang inklusif ini telah membuahkan hasil positif. Hal tersebut tercermin secara nyata dari pencapaian nilai kepatuhan Perseroan, di mana tidak terdapat satu pun insiden diskriminasi yang dilaporkan sepanjang tahun 2025. [OJK F.18]

Rincian demografi karyawan dapat dilihat pada bab Profil Perusahaan dalam Laporan Keberlanjutan tahun buku 2025 halaman 121-125.

Of the total workforce, 2,748 employees were classified as organic employees, while 1,645 employees were categorized as non-organic employees. All employees, including those occupying senior management positions, are Indonesian nationals, and the Company does not employ foreign workers.

The Company consistently upholds the principles of equality and diversity in the workplace by implementing a strict non-discrimination policy covering gender, ethnicity, religion, race, and other social backgrounds. The Company's ongoing efforts to foster an inclusive workplace culture have yielded positive results. This is reflected in its compliance performance, with no reported incidents of discrimination throughout 2025. [OJK F.18]

Detailed employee demographic information is presented in the Company Profile section of the 2025 Sustainability Report on pages 121-125.

REKRUTMEN DAN *TURNOVER* [GRI 401-1]
RECRUITMENT AND TURNOVER [GRI 401-1]

Rekrutmen menjadi salah satu instrumen strategis PELNI dalam memastikan ketersediaan talenta yang kompeten dan berkualitas. Melalui mekanisme ini, Perseroan dapat mendukung proses regenerasi SDM serta memenuhi kebutuhan pengisian posisi dan jabatan yang belum terisi. Proses rekrutmen dilaksanakan berdasarkan kebutuhan yang telah direncanakan dalam Rencana Jangka Pendek dan Rencana Jangka Panjang Perusahaan. Adapun penyusunan *Recruitment Plan* dilakukan dengan mempertimbangkan hasil evaluasi kinerja periode sebelumnya, arah pengembangan bisnis, serta kebutuhan sumber daya manusia di masa mendatang.

Perseroan melaksanakan proses rekrutmen sebagai tahapan krusial dalam membangun kapasitas modal manusia yang kompeten dan berkelanjutan, yang pada gilirannya akan meningkatkan nilai bisnis serta daya saing korporasi. Dalam pelaksanaannya, PELNI menjunjung

Recruitment serves as one of PELNI's strategic instruments in ensuring the availability of competent and qualified talent. Through this mechanism, the Company supports workforce regeneration while addressing staffing requirements for vacant positions and roles. Recruitment activities are carried out based on workforce requirements identified in the Company's Short-Term and Long-Term Corporate Plans. The Recruitment Plan is developed by taking into account the results of previous performance evaluations, the Company's business development strategy, and future human resource requirements.

The Company views recruitment as a critical process in building sustainable and high-quality human capital, which in turn enhances business value and corporate competitiveness. In implementing its recruitment processes, PELNI upholds the principle of equal employment

tinggi asas kesetaraan peluang kerja yang transparan bagi seluruh pelamar, tanpa membedakan *gender*, suku, ras, etnis, maupun agama, sepanjang kandidat memenuhi kualifikasi profesional yang ditetapkan. Sejalan dengan komitmen terhadap penghormatan Hak Asasi Manusia (HAM), Perseroan menerapkan batas usia minimum yang ketat untuk mencegah segala bentuk praktik pekerja anak di bawah umur. Lebih lanjut, PELNI memastikan bahwa setiap pegawai yang diterima terikat dalam kontrak kerja yang jelas, sah secara hukum, serta bebas dari segala bentuk intimidasi maupun praktik kerja paksa. [GRI 3-3]

Untuk hal perencanaan tenaga kerja, Perseroan memiliki 3 (tiga) status pekerja, di antaranya Pekerja Penugasan PELNI, Pekerja dalam Perjanjian Kerja Waktu Tertentu, dan Pekerja Tenaga Alih Daya. Dalam perjalanan bisnis sebagai bagian dari Grup PELNI, Perseroan belum diperkenankan untuk memiliki pekerja secara mandiri dan diharapkan untuk turut menjalankan strategi atas pemenuhan sumber daya manusianya.

Dari strategi tersebut, maka dalam pemenuhan SDM dalam aspek Pekerja Penugasan PELNI, dalam hal penambahan jumlah pekerja maka Perseroan akan mendapatkan Pekerja Penugasan PELNI yang ditugaskan pada Perseroan melalui Surat Keputusan Direksi. Dalam hal pengurangan jumlah Pekerja terjadi dengan adanya alasan mutasi, pensiun, atau meninggal dunia. Berikut disampaikan tabel rekrutmen dan pergerakan Pekerja PELNI disampaikan sebagai berikut:

opportunity by providing a transparent and fair selection process for all applicants, regardless of gender, ethnicity, race, nationality, or religion, provided that candidates meet the required professional qualifications. In line with its commitment to respecting Human Rights, the Company enforces a strict minimum working age requirement to prevent all forms of child labor. Furthermore, PELNI ensures that all employees are engaged under clear and legally valid employment agreements and are protected from any form of intimidation, coercion, or forced labor practices. [GRI 3-3]

With respect to workforce planning, the Company utilizes three categories of workers, namely PELNI Assignment Employees, Fixed-Term Contract Employees (PKWT), and Outsourced Personnel. As part of the PELNI Group, the Company is currently not authorized to independently recruit permanent employees and is therefore expected to implement workforce fulfillment strategies in alignment with the Group's human resource management framework.

Under this arrangement, workforce requirements for PELNI Assignment Employees are fulfilled through the assignment of personnel to the Company based on a Board of Directors Decree. Workforce reductions within this category may occur due to employee transfers, retirement, or death. Details regarding the recruitment and workforce movement of PELNI Assignment Employees are presented in the following table:

Tabel Rekrutmen Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin [GRI 401-1]

Table: Employee Recruitment by Work Area and Gender [GRI 401-1]

Wilayah Kerja Work Area	2025			2024			2023		
	L M	P F	Total	L M	P F	Total	L M	P F	Total
Karyawan Organik **Organic Employees**									
Darat Shore-Based	0	0	0	145	89	234	117	72	189
Laut Sea-Based	0	0	0	0	0	0	0	0	0
Total Karyawan Organik **Total Organic Employees**	**0**	**0**	**0**	**145**	**89**	**234**	**117**	**72**	**189**
Karyawan Non-Organik **Non-Organic Employees**									
Darat Shore-Based	72	45	117	0	0	0	0	0	0

Tabel Rekrutmen Pegawai Berdasarkan Wilayah Kerja dan Jenis Kelamin [GRI 401-1]

Table: Employee Recruitment by Work Area and Gender [GRI 401-1]

Wilayah Kerja Work Area	2025			2024			2023		
	L M	P F	Total	L M	P F	Total	L M	P F	Total
Laut Sea-Based	140	12	152	54	2	56	195	15	210
Total Karyawan Non-Organik Total Non-Organic Employees	**212**	**57**	**269**	**54**	**2**	**56**	**195**	**15**	**210**
Total Karyawan Total Employees	**212**	**57**	**269**	**199**	**91**	**290**	**312**	**87**	**399**

Keterangan *: Definisi wilayah kerja dapat meliputi kantor pusat dan kantor cabang, posisi atau lokasi operasional Perseroan atau definisi lain yang dapat menunjukkan dimana wilayah kerja suatu Perseroan.
Note *: The definition of a work area may include the head office and branch offices, the position or location of the Company's operations, or other definitions that may indicate where a Company's work area is.

Tabel Rekrutmen Karyawan Berdasarkan Kelompok Usia dan Jenis Kelamin [GRI 401-1]

Table: Employee Recruitment by Age Group and Gender [GRI 401-1]

Kelompok Usia Age Group	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Pegawai Darat Shore Based Employees									
> 55 tahun|years old	0	0	0	0	0	0	0	0	0
50-55 tahun|years old	1	0	1	9	0	9	7	0	7
40-49 tahun|years old	0	0	0	3	0	3	1	0	1
30-39 tahun|years old	2	1	3	10	2	12	14	10	24
< 30 tahun|years old	69	44	113	124	86	210	95	62	157
Jumlah Pegawai Darat Total Shore-Based Employees	**72**	**45**	**117**	**146**	**88**	**234**	**117**	**72**	**189**
Pegawai Laut Sea Based Employees									
> 55 tahun|years old	1	0	1	6	0	6	2	0	2
50-55 tahun|years old	3	0	3	5	0	5	0	0	0
40-49 tahun|years old	10	0	10	5	2	7	29	1	30
30-39 tahun|years old	32	1	33	11	0	11	56	0	56
< 30 tahun|years old	94	11	105	27	0	27	108	14	122
Jumlah Pegawai Laut Total Sea-Based Employees	**140**	**12**	**152**	**54**	**2**	**56**	**195**	**15**	**210**
Jumlah Pegawai Baru Total New Employees	**212**	**57**	**269**	**199**	**91**	**290**	**312**	**87**	**399**

Tabel Pergantian Karyawan Berdasarkan Wilayah Kerja [GRI 401-1]

Table: Employee Turnover by Work Area [GRI 401-1]

Wilayah Kerja Work Area	2025	2024	2023
Darat Shore-Based	109	40	147
Laut Sea-Based	158	22	174
Jumlah **Total**	**267**	**62**	**321**

Tabel Pergantian Karyawan Berdasarkan Kelompok Usia dan Jenis Kelamin [GRI 401-1]

Table: Employee Turnover by Age Group and Gender [GRI 401-1]

Kelompok Usia Age Group	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
> 55 tahun|years old	194	8	202	7	0	3	235	38	273
50-55 tahun|years old	12	0	12	7	0	10	8	1	9
40-49 tahun|years old	5	0	5	2	0	3	6	0	6
30-39 tahun|years old	11	7	18	20	7	20	19	4	23
< 30 tahun|years old	16	14	30	10	0	26	6	4	10
Jumlah **Total**	**238**	**29**	**267**	**46**	**16**	**62**	**274**	**47**	**321**

Tabel Pergantian Karyawan Berdasarkan Jenis Kelamin

Table: Employee Turnover by Gender

Jenis Kelamin Gender	2025	2024	2023
Pria Male	238	46	274
Wanita Female	29	16	47
Jumlah **Total**	**267**	**62**	**321**

Tabel Tingkat *Turnover* Periode 2023 – 2025 [GRI 401-1]

Table: Turnover Rate for the Period 2023 – 2025 [GRI 401-1]

Perihal Subject	2025	2024	2023
Berhenti Kerja (orang) Resignations (persons)	296	215	298
Karyawan Awal Tahun Employees at the Beginning of the Year	4.533	5.011	5.003
Karyawan Akhir Tahun Employees at the End of the Year	4.393	4.533	5.011

Tabel Tingkat *Turnover* Periode 2023 – 2025 [GRI 401-1]

Table: Turnover Rate for the Period 2023 – 2025 [GRI 401-1]

Perihal Subject	2025	2024	2023
Faktor Pembagi (Jumlah karyawan awal tahun + jumlah karyawan akhir tahun) x ½) Divisor (Number of employees at the beginning of the year + number of employees at the end of the year) x ½)	4.463	4.772	5.007
Tingkat *Turnover* (%) Turnover Rate	**6,63%**	**4,48%**	**5,95%**

KEBERAGAMAN DAN KESETARAAN [OJK F.18]

DIVERSITY AND EQUALITY [OJK F.18]

Sebagai perwujudan tata kelola Perseroan yang bertanggung jawab, Perseroan berkomitmen untuk menerapkan kebijakan dan pedoman ketenagakerjaan yang menjamin perlakuan yang adil, setara, dan inklusif bagi seluruh karyawan tanpa membedakan gender, suku, agama, ras, maupun latar belakang lainnya. Komitmen tersebut diwujudkan melalui penerapan sistem pengelolaan sumber daya manusia yang transparan, objektif, dan berbasis kompetensi serta kinerja, termasuk dalam pelaksanaan rotasi, promosi, serta pengembangan karier karyawan. [GRI 3-3]

As part of its commitment to responsible corporate governance, the Company is dedicated to implementing employment policies and guidelines that ensure fair, equitable, and inclusive treatment for all employees, regardless of gender, ethnicity, religion, race, or other backgrounds. This commitment is realized through the implementation of a transparent, objective, and competency- and performance-based Human Resource Management system, including employee rotation, promotion, and career development processes. [GRI 3-3]

Selain itu, PELNI secara konsisten mendorong terciptanya keberagaman dalam komposisi tenaga kerja sebagai bagian dari upaya membangun organisasi yang adaptif dan berdaya saing. Hal ini tercermin dari keterwakilan *gender* yang seimbang serta kolaborasi lintas generasi (*age diversity*) di berbagai tingkat organisasi, yang berkontribusi dalam memperkaya perspektif, memperkuat inovasi, dan meningkatkan efektivitas pengambilan keputusan.

Furthermore, PELNI consistently promotes workforce diversity as an integral component of building an adaptive and competitive organization. This is reflected in balanced gender representation and cross-generational collaboration (age diversity) across various levels of the organization, which contribute to broader perspectives, stronger innovation capabilities, and more effective decision-making.

Untuk memperkuat implementasi komitmen keberagaman dan inklusi tersebut, Perseroan tengah merumuskan langkah strategis melalui pengembangan dan implementasi "PELNI *Next Generation Leaders Program*". Program ini dirancang untuk mengidentifikasi, mengembangkan, dan mempersiapkan talenta-talenta potensial sebagai calon pemimpin masa depan, sekaligus meningkatkan keterwakilan perempuan (*female*

To further strengthen the implementation of its diversity and inclusion commitments, the Company is currently formulating strategic initiatives through the development and implementation of the "PELNI Next Generation Leaders Program". This program is designed to identify, develop, and prepare high-potential talent as future leaders while simultaneously enhancing female representation in managerial and structural leadership

leadership) pada jenjang manajerial dan struktural. Melalui program ini, Perseroan berharap dapat menciptakan ekosistem kepemimpinan yang lebih inklusif, berkelanjutan, dan selaras dengan kebutuhan organisasi di masa mendatang. Selain itu, PELNI menerapkan pendekatan yang mendukung keterwakilan masyarakat lokal dalam jajaran manajemen senior di wilayah operasi signifikan. Pada tahun 2025, seluruh atau 100% manajemen senior PELNI yang didefinisikan sebagai BOD-1 berasal dari masyarakat lokal, yaitu warga negara Indonesia. Perseroan meyakini bahwa keterlibatan masyarakat lokal dalam posisi manajerial dapat memperkaya perspektif strategis, memberikan kontribusi positif bagi masyarakat, serta mencerminkan keberagaman di lingkungan kerja. [GRI 202-2]

positions. Through this initiative, the Company aims to foster a more inclusive and sustainable leadership ecosystem that is aligned with the organization's future needs. Furthermore, PELNI adopts an approach that supports the representation of local communities within senior management ranks in its key areas of operation. In 2025, 100% of PELNI's senior management—defined as the BOD-1 level—were drawn from the local community (i.e., Indonesian citizens). The Company believes that the involvement of local community members in managerial positions enriches strategic perspectives, contributes positively to the community, and reflects workplace diversity. [GRI 202-2]

Komitmen PT PELNI (Persero) dalam menegakkan Hak Asasi Manusia (HAM) di lingkungan kerja salah satunya diwujudkan melalui penyediaan kesempatan yang setara bagi perempuan dalam komposisi badan tata kelola tertinggi Perseroan. Pada tahun 2025, kesetaraan gender ini direfleksikan secara nyata dengan keterwakilan 3 (tiga) dari 6 (enam) anggota Direksi yang merupakan perempuan, termasuk posisi Direktur Utama yang dijabat oleh seorang perempuan.

PT PELNI (Persero)'s commitment to upholding Human Rights in the workplace is demonstrated, among other ways, through the provision of equal opportunities for women within the composition of the Company's highest governance body. In 2025, this commitment to gender equality was clearly reflected in the composition of the Board of Directors, where 3 (three) out of 6 (six) Directors were women, including the position of President Director, which was held by a woman.

Di sisi lain, karakteristik operasional industri pelayaran yang didominasi oleh aktivitas fisik tingkat tinggi, seperti pengoperasian armada kapal, kegiatan bongkar muat, serta perbengkelan, menyebabkan komposisi pegawai perempuan di lingkungan Perseroan tercatat sebanyak 485 orang atau merepresentasikan 11,04% dari total keseluruhan karyawan . Kendati demikian, PELNI secara ketat menerapkan kebijakan non-diskriminasi yang menjamin rasio gaji pokok antara karyawan pria dan wanita adalah seimbang sebesar 1:1 untuk setiap jenjang jabatan yang setara di seluruh wilayah operasional Indonesia. Adapun diferensiasi dalam total remunerasi masing-masing individu secara objektif hanya ditentukan berdasarkan ruang lingkup tanggung jawab, capaian kinerja, serta faktor profesional terkait lainnya. [GRI 405-2]

On the other hand, the operational characteristics of the shipping industry, which are predominantly associated with physically demanding activities such as vessel operations, cargo handling, and shipyard maintenance services, have influenced the gender composition of the Company's workforce. As of 2025, female employees totaled 485 individuals, representing 11.04% of the Company's total workforce. Nevertheless, PELNI strictly implements a non-discrimination policy that ensures an equal basic salary ratio of 1:1 between male and female employees occupying equivalent positions across all operational regions in Indonesia. Any differences in total remuneration are determined objectively based solely on the scope of responsibilities, performance achievements, and other relevant professional factors. [GRI 405-2]

PELNI berkomitmen untuk mewujudkan amanah Undang-Undang RI No. 8 Tahun 2016 Tentang Penyandang Disabilitas dengan memberikan kesempatan untuk bekerja sesuai ragam Penyandang Disabilitas sebagai bentuk penghormatan, perlindungan, dan pemenuhan hak asasi manusia bagi Penyandang Disabilitas. Adapun jumlah karyawan Penyandang Disabilitas pada tahun 2025 sebanyak 4 (empat) orang karyawan.

PELNI is committed to implementing the mandate of Law No. 8 of 2016 concerning Persons with Disabilities by providing employment opportunities that accommodate various types of disabilities as a form of respect for, protection of, and fulfillment of the rights of persons with disabilities. In 2025, the number of employees with disabilities was 4 (four).

Sepanjang tahun 2025, tidak terdapat insiden diskriminasi di lingkungan PELNI, sehingga tidak ada tindakan remediasi.

KEBIJAKAN TENAGA KERJA PAKSA DAN TENAGA KERJA ANAK [GRI 2-7, OJK F.19]

Sebagai Badan Usaha Milik Negara (BUMN) yang menjunjung tinggi prinsip *Environmental, Social, and Governance* (ESG) dan kepatuhan terhadap regulasi ketenagakerjaan, PT PELNI memiliki kebijakan tegas terhadap praktik kerja paksa dan pekerja anak. Pada tahun 2025, Perseroan memastikan bahwa seluruh proses rekrutmen dan lingkungan kerja bebas dari eksploitasi. PELNI berkomitmen untuk mematuhi Undang-Undang Ketenagakerjaan No. 13 Tahun 2003 serta konvensi ILO terkait batas usia minimum dan larangan kerja paksa. Perseroan menerapkan verifikasi identitas yang ketat melalui sistem digital untuk memastikan tidak ada personil di bawah umur yang dipekerjakan, terutama di area operasional kapal yang memiliki risiko tinggi.

Throughout 2025, no incidents of discrimination were reported within PELNI's operations. Accordingly, no remedial actions related to discrimination cases were required.

POLICY ON FORCED LABOR AND CHILD LABOR [GRI 2-7, OJK F.19]

As a State-Owned Enterprise (SOE) that upholds Environmental, Social, and Governance (ESG) principles and compliance with labor regulations, PT PELNI maintains a strict policy against forced labor and child labor practices. In 2025, the Company ensured that all recruitment processes and workplace environments were free from any form of exploitation. PELNI is committed to complying with Law No. 13 of 2003 concerning Manpower, as well as relevant International Labour Organization (ILO) conventions regarding minimum working age requirements and the prohibition of forced labor. The Company implements rigorous identity verification procedures through digital systems to ensure that no underage individuals are employed, particularly within vessel operations and other high-risk operational areas.

Tabel Kebijakan Perlindungan Tenaga Kerja 2025 [GRI 2-7]

Table: Labor Protection Policy in 2025 [GRI 2-7]

Aspek Perlindungan Protection Aspect	Kebijakan & Implementasi Policy & Implementation	Status
Tenaga Kerja Paksa Forced Labour	Larangan segala bentuk kerja paksa; seluruh karyawan bekerja berdasarkan kontrak legal (PKL/PKWT) yang disepakati secara sukarela. Prohibition of all forms of forced labour; all employees work under legally binding contracts (PKWTT/PKWT) entered into voluntarily.	Nihil Kasus No Cases
Tenaga Kerja Anak Child Labour	Batas usia minimum rekrutmen adalah 18 tahun untuk posisi umum dan sesuai standar sertifikasi laut untuk kru kapal. Minimum recruitment age of 18 years for general positions and in accordance with maritime certification standards for seafarers.	Nihil Kasus No Cases
Kepatuhan Regulasi Regulatory Compliance	Pemenuhan standar *International Labour Organization* (ILO) dan Konvensi Kerja Maritim (MLC 2006). Compliance with International Labour Organization (ILO) standards and Maritime Labour Convention (MLC 2006).	Patuh Compliant
Mekanisme Pengaduan Grievance Mechanism	Tersedianya *Whistleblowing System* (WBS) untuk melaporkan indikasi intimidasi atau eksploitasi kerja. Whistleblowing System (WBS) available to report any indications of intimidation or labour exploitation.	Aktif Active

KESEJAHTERAAN KARYAWAN
EMPLOYEE WELFARE

PT PELNI (Persero) meyakini bahwa kesejahteraan karyawan merupakan salah satu faktor penting dalam mendorong motivasi, keterikatan (*engagement*), dan loyalitas terhadap Perseroan. Oleh karena itu, Perseroan secara konsisten memastikan pemenuhan hak-hak karyawan dengan mengedepankan prinsip kesetaraan. Salah satu implementasinya adalah pemberian gaji pokok bagi karyawan *entry level* yang dilakukan secara adil dan tanpa membedakan latar belakang individu. Selain itu, prinsip kesetaraan juga terlihat dari pemberian jumlah/nilai upah Perseroan yang tidak memandang jenis kelamin. Hal ini sejalan dengan kebijakan pemerintah mengenai pemberian upah minimum tanpa membedakan jenis kelamin, suku, ras, agama, jenis kelamin, dan aliran politik. [GRI 405-2]

Rasio remunerasi karyawan pria dan wanita: 1:1 (Masa kerja, Kelas Jabatan, dan Jabatan yang sama tidak membedakan *Gender*). Rasio gaji pokok karyawan *entry level* di Perseroan dibandingkan dengan UMR setempat: Paket Gaji pegawai *entry level* tetap mendapat paket gaji sesuai dengan UMP setempat. Sedangkan untuk informasi mengenai rasio remunerasi Dewan Komisaris, Direksi, dan karyawan Perseroan adalah sebagai berikut:

PT PELNI (Persero) believes that employee welfare is a key factor in fostering employee motivation, engagement, and loyalty to the Company. Accordingly, the Company consistently ensures the fulfillment of employee rights while upholding the principle of equality. One manifestation of this commitment is the provision of fair and equitable base salaries for entry-level employees without discrimination based on individual backgrounds. Furthermore, the principle of equality is reflected in the Company's remuneration practices, which do not differentiate based on gender. This approach is aligned with government policies regarding minimum wage provisions that prohibit discrimination on the basis of gender, ethnicity, race, religion, or political affiliation. [GRI 405-2]

The remuneration ratio between male and female employees is maintained at 1:1, whereby employees with the same length of service, job grade, and position receive equal remuneration regardless of gender. The base salary package provided to entry-level employees is consistently maintained at a level that complies with the applicable Provincial Minimum Wage (UMP) in the respective location of employment. Information regarding the remuneration ratio among the Board of Commissioners, the Board of Directors, and the Company's employees is presented as follows:

Rasio Remunerasi Dewan Komisaris, Direksi, dan Karyawan Tahun 2025 [GRI 2-21]
Remuneration Ratio for the Board of Commissioners, Directors, and Employees in 2025 [GRI 2-21]

Keterangan Details	Rasio Ratio
Direksi terhadap Direktur Utama Directors compared to President Director	1:1,18
Dewan Komisaris terhadap Komisaris Utama Commissioners compared to President Commissioner	1:1,11
Komisaris Utama terhadap Direktur Utama President Commissioner compared to President Director	1:2,22
Karyawan Level Tertinggi terhadap Direktur Utama Highest Level Employee compared to President Director	1:16,80
Karyawan Level Terendah terhadap Direktur Utama Lowest Level Employee compared to President Director	1:31

Perseroan memberikan imbal jasa kepada karyawan dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku, struktur dan tingkat jabatan, masa kerja, status kepegawaian, serta berbagai komponen remunerasi lainnya, termasuk tunjangan, insentif, dan fasilitas yang menyertai. Kebijakan remunerasi tersebut dirancang untuk mendukung

The Company provides remuneration to employees in accordance with applicable laws and regulations, taking into consideration organizational structure and job grade, length of service, employment status, as well as various remuneration components, including allowances, incentives, and employee benefits. The remuneration policy is designed to support the establishment of a fair,

terciptanya sistem kompensasi yang adil, kompetitif, dan selaras dengan kontribusi serta tanggung jawab masing-masing karyawan.

PT PELNI (Persero) senantiasa memastikan bahwa kebijakan pengupahan yang diterapkan telah sesuai dengan ketentuan pemerintah yang berlaku. Perseroan juga menjunjung tinggi prinsip kesetaraan dalam pemberian remunerasi, yang tercermin dari rasio remunerasi karyawan laki-laki dan perempuan sebesar 1:1 pada tingkat jabatan yang setara. Dalam pengungkapan ini, wilayah yang digunakan sebagai acuan dalam penerapan ketentuan upah minimum adalah Provinsi DKI Jakarta. [GRI 202-1] [OJK F.20]

competitive, and performance-oriented compensation system that is aligned with the contributions and responsibilities of each employee.

PT PELNI (Persero) consistently ensures that its wage policies comply with prevailing government regulations. The Company also upholds the principle of equality in remuneration practices, as reflected in the 1:1 remuneration ratio between male and female employees holding equivalent positions. For the purpose of this disclosure, the Province of DKI Jakarta is used as the reference region for the application of minimum wage requirements. [GRI 202-1] [OJK F.20]

Tabel Rasio Remunerasi Pegawai Perempuan dibanding Laki-laki [GRI 405-2]

Table: Ratio of Remuneration of Female Employees to Male Employees [GRI 405-2]

Jabatan Positions	2025	2024	2023
Pegawai Darat **Shore-Based Employee**			
Direksi Board of Directors	1,05	1,04	1,05
2 - 4 (Manajer tingkat atas) / BOD-1 2 - 4 (Upper Management) /BOD-1	1,06	1,16	1,16
5 - 7 (Manajer tingkat menengah) /BOD-2 5 - 7 (Middle Management) /BOD-2	1,01	1,01	1,01
8 - 9 (Manajer tingkat bawah) /SPV 8 - 9 (Lower Management) /SPV	0,97	0,93	0,93
10 - 13 (Staff) 10 - 13 (Staff & Officials)	0,98	0,98	0,98
14 - 16 (Officer) 14 - 16 (Officer)	1,03	1,03	1,03
Pegawai Laut **Sea-Based Employee**			
3 - 9 (Perwira) 3 - 9 (Commissioned Officers)	0,78	0,78	0,71
10 - 12 (Bintara) 10 - 12 (Non-commissioned Officers)	0,85	0,85	1,02
13 - 15 (Tamtama) 13 - 15 (Enlisted Personnel)	-	-	0,84

Keterangan *:informasi terkait jabatab Tamtama lebih dominan oleh pegawai laki-laki, sehingga tidak dapat membandingkan rasio perempuan dan laki-laki.
Note *: Male employees dominate the information regarding the position of Enlisted Personnel, so it is not possible to compare the ratio of women and men.

PT PELNI (Persero) menerapkan sistem pembukuan dan standarisasi penggajian yang terstruktur berlandaskan pada tingkat golongan serta skala *grade* jabatan. Dalam menentukan ambang batas remunerasi terendah, Perseroan senantiasa patuh pada regulasi

PT PELNI (Persero) implements a structured payroll administration and compensation standardization system based on employee classification levels and job grading scales. In determining the minimum remuneration threshold, the Company consistently complies with

ketenagakerjaan nasional yang berlaku, termasuk pemenuhan Peraturan Menteri Ketenagakerjaan Nomor 16 Tahun 2024 yang menetapkan eskalasi Upah Minimum tahun 2025 sebesar 6,5%. Kebijakan ini diadopsi oleh Perseroan sebagai acuan dasar utama dalam melakukan penyesuaian batas bawah upah secara berkala.

Secara komprehensif, penetapan besaran remunerasi karyawan diatur berdasarkan kluster posisi penempatan, tingkat jabatan struktural/fungsional, masa kerja, serta status kepegawaian individu. Perseroan berkomitmen penuh untuk memberikan paket remunerasi yang berada di atas standar Upah Minimum Provinsi (UMP) di seluruh wilayah operasional, serta memastikan pemenuhan kompensasi layak tersebut berjalan selaras dengan ketentuan yang telah disepakati bersama dalam Perjanjian Kerja Bersama (PKB). [GRI 3-3]

STRUKTUR DAN KOMPONEN PENDAPATAN KARYAWAN

Besaran remunerasi riil yang diterima oleh pekerja ditentukan secara objektif dan individual melalui mekanisme penilaian berbasis kinerja, yang diukur secara berkala menggunakan indikator *Key Performance Indicator* (KPI) masing-masing pegawai. Struktur remunerasi di lingkungan PELNI dikelola secara integratif, di mana pendapatan karyawan tidak hanya terbatas pada gaji pokok, melainkan merupakan akumulasi dari beberapa komponen kesejahteraan yang membentuk total pendapatan bersih (*Take Home Pay*/THP), meliputi:

1. **Gaji Pokok:** Komponen upah dasar yang besarannya ditentukan secara proporsional berdasarkan masa kerja efektif serta tingkatan golongan pegawai, di mana klasifikasi terendah dimulai dari *Grade* 15;
2. **Tunjangan Tetap:** Komponen kesejahteraan yang diberikan secara berkala, mencakup tunjangan keluarga, tunjangan jabatan (struktural/fungsional), serta tunjangan peralihan kebijakan organisasi; dan
3. **Tunjangan Tidak Tetap:** Komponen insentif variabel yang penyalurannya disesuaikan dengan aktivitas operasional dan penugasan karyawan, seperti tunjangan layar yang dialokasikan bagi Anak Buah Kapal (ABK), serta uang makan dan transportasi harian yang dialokasikan khusus bagi pegawai operasional darat.

Berdasarkan analisis komparatif estimasi remunerasi terendah antara pegawai operasional darat dan laut terhadap rata-rata Upah Minimum Provinsi (UMP) nasional pada tahun 2025, Perseroan mencatat beberapa pencapaian strategis sebagai berikut:

applicable national labor regulations, including the provisions of Minister of Manpower Regulation No. 16 of 2024, which stipulates a 6.5% increase in the minimum wage for 2025. This regulation serves as a key reference in the Company's periodic adjustment of minimum compensation levels.

More comprehensively, employee remuneration is determined based on several factors, including job placement cluster, structural or functional position level, length of service, and individual employment status. The Company is fully committed to providing remuneration packages that exceed the applicable Provincial Minimum Wage (UMP) across its operational areas and to ensuring that such fair compensation is provided in accordance with the provisions mutually agreed upon under the Collective Labor Agreement (CLA). [GRI 3-3]

EMPLOYEE REMUNERATION STRUCTURE AND COMPONENTS

The actual remuneration received by employees is determined objectively and individually through a performance-based assessment mechanism, measured periodically using each employee's Key Performance Indicators (KPIs). PELNI's remuneration framework is managed in an integrated manner, whereby employee earnings extend beyond base salary and comprise various welfare components that collectively form the employee's total Take-Home Pay (THP), including:

1. **Base Salary:** The core wage component, determined proportionately based on the employee's length of service and job classification level, with the lowest employee classification commencing at Grade 15;
2. **Fixed Allowances:** Regular welfare benefits provided on a recurring basis, including family allowances, position allowances (structural or functional), and transitional allowances related to organizational policy changes; and
3. **Non-Fixed Allowances:** Variable incentive components provided according to operational activities and work assignments, such as sailing allowances granted to vessel crew members and daily meal and transportation allowances provided to land-based operational employees.

Based on a comparative analysis of the estimated minimum remuneration received by land-based and seafaring employees against the national average Provincial Minimum Wage (UMP) in 2025, the Company recorded several key achievements as follows:

1. **Pemenuhan Kepatuhan Regulasi Ketenagakerjaan:** Nilai remunerasi minimum bagi pegawai tetap PT PELNI (Persero) secara konsisten berada di atas standar UMP nasional, khususnya apabila diakumulasikan dengan komponen tunjangan tetap serta tunjangan operasional yang berlaku di Perseroan;
2. **Apresiasi Risiko Kerja Operasional Laut:** Pegawai laut memperoleh rasio pendapatan terhadap UMP yang signifikan lebih tinggi, dengan estimasi mencapai hingga 160% dari ambang batas UMP terendah. Hal ini didorong oleh pengalokasian komponen Tunjangan Layar sebagai kompensasi atas risiko kerja serta kompleksitas operasional di laut; serta

3. **Komitmen Peningkatan Kesejahteraan Karyawan:** Merespons kebijakan eskalasi UMP nasional sebesar 6,5% di tahun 2025, Perseroan secara proaktif melakukan kalibrasi dan penyesuaian struktur skala upah internal. Langkah mitigasi ini diambil guna menjaga daya beli seluruh insan PELNI agar tetap berada di atas standar minimum industri logistik dan pelayaran lokal.

Remunerasi terendah di PELNI pada tahun 2025 diperkirakan tetap kompetitif dan memenuhi standar BUMN, dengan persentase rata-rata berkisar antara 110% - 160% dari Upah Minimum Regional, tergantung pada lokasi penempatan dan jenis tugas (darat atau laut).

STRUKTUR DAN ESTIMASI REMUNERASI BERDASARKAN GENDER

Sebagai bagian dari implementasi bisnis yang bertanggung jawab dan berkelanjutan, PELNI berkomitmen penuh pada prinsip keadilan pengupahan universal, yaitu *Equal Pay for Equal Work*. Perseroan memastikan bahwa setiap insan PELNI menerima kompensasi yang adil tanpa dipengaruhi oleh gender. Kebijakan ini diwujudkan melalui standardisasi skala upah yang objektif berdasarkan kompetensi, tingkatan jabatan, serta kinerja. Perbandingan rasio remunerasi antara karyawan perempuan dan pria *entry level* pada wilayah operasional pada tahun 2023-2025, diuraikan secara transparan pada tabel berikut:

1. **Compliance with Labor Regulations:** The minimum remuneration received by permanent employees of PT PELNI (Persero) consistently exceeds the applicable national minimum wage standards, particularly when fixed allowances and operational allowances are included in the overall compensation package;
2. **Recognition of Maritime Operational Risks:** Seafaring employees receive a significantly higher income-to-UMP ratio, estimated at up to 160% of the lowest applicable minimum wage threshold. This is primarily attributable to the provision of sailing allowances as compensation for the higher occupational risks and operational complexities associated with maritime activities; and
3. **Commitment to Enhancing Employee Welfare:** In response to the 6.5% increase in the national minimum wage in 2025, the Company proactively recalibrated and adjusted its internal wage structure and salary scales. This measure was undertaken to safeguard employees' purchasing power and ensure that compensation levels remain above the minimum standards generally applied within the domestic logistics and shipping industries.

In 2025, the minimum remuneration provided by PELNI remained competitive and aligned with prevailing State-Owned Enterprise (SOE) standards, averaging approximately 110%–160% of the applicable Regional Minimum Wage, depending on the employee's work location and assignment category (land-based or maritime operations).

REMUNERATION STRUCTURE AND ESTIMATED REMUNERATION BY GENDER

As part of its commitment to responsible and sustainable business practices, PELNI fully upholds the universal principle of Equal Pay for Equal Work. The Company ensures that all PELNI employees receive fair compensation that is not influenced by gender. This commitment is implemented through a standardized remuneration framework based on objective criteria, including competency, job grade, and performance. A comparison of the remuneration ratio between female and male entry-level employees across the Company's operational areas for the period 2023–2025 is transparently presented in the following table:

Tabel Perbandingan Upah Pegawai *Entry-Level* terhadap UMR [GRI 202-1, 405-2][OJK F.20]

Table: Comparison of Entry-Level Employee Wages to the Minimum Wage [GRI 202-1, 405-2][OJK F.20]

Uraian Description	Satuan Unit	2025		2024		2023	
		Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female	Laki-laki Male	Perempuan Female
UMP DKI Jakarta DKI Jakarta Provincial Minimum Wage	Rp	5.396.761	5.396.761	5.067.381	5.067.381	4.901.798	4.901.798
Pegawai Darat **Shore-Based Employee**							
Upah Pegawai Terendah Lowest Employee Wage	Rp	6.817.677	6.817.677	6.413.765	6.413.765	6.413.765	6.413.765
Upah Pegawai Terendah terhadap UMP DKI Jakarta Lowest Employee Wage in Comparison with DKI	%	126,33	126,33	118,84	118,84	130,85	130,85
Pegawai Laut **Sea-Based Employee**							
Upah Pegawai Terendah Lowest Employee Wage	Rp	6.817.677	6.817.677	7.626.912	7.626.912	7.816.978	7.816.978
Upah Pegawai Terendah terhadap UMP DKI Jakarta Lowest Employee Wage in Comparison with DKI	%	126,33	126,33	141,32	141,32	159,47	159,47

Di luar pemberian kompensasi utama berupa gaji pokok, PELNI berkomitmen untuk senantiasa meningkatkan kesejahteraan serta mendukung produktivitas kerja pegawai melalui penyediaan berbagai komponen manfaat dan fasilitas penunjang. Dalam penerapannya, Perseroan memberlakukan kebijakan pemenuhan hak yang diselaraskan dengan status ketenagakerjaan, di mana terdapat beberapa diferensiasi komponen manfaat antara karyawan tetap dan karyawan kontrak. Adapun perbandingan menyeluruh mengenai distribusi fasilitas kesejahteraan tersebut disajikan secara transparan pada tabel berikut [GRI 401-2]:

In addition to providing primary compensation in the form of base salary, PELNI is committed to continuously enhancing employee welfare and supporting workforce productivity through the provision of various benefits and supporting facilities. In practice, the Company applies employee benefit policies that are aligned with employment status, resulting in certain differences in benefit entitlements between permanent employees and contract employees. A comprehensive comparison of the distribution of these welfare benefits is presented transparently in the following table [GRI 401-2]:

Fasilitas dan *Benefit* Employee Benefits and Facilities	**Karyawan Tetap** Permanent Employee	**Karyawan Tidak Tetap** Non-Permanent Employee
Gaji Pokok Base Salary	√	√
Asuransi Kecelakaan Kerja & Meninggal Normal Work Accident and Death Insurance	√	√
Tunjangan Kesehatan (BPJS Kesehatan) Health Benefits (BPJS Kesehatan)	√	√
Fasilitas *Top Up* dengan PT RS PT PELNI Top-Up Healthcare Facility through PT RS PELNI	√	√
BPJS Ketenagakerjaan (JHT, JKK, JKM, JP) BPJS Ketenagakerjaan (JHT, JKK, JKM, JP)	√	√
Tunjangan Hari Raya Religious Holiday Allowance (THR)	√	√
Tunjangan Cuti Melahirkan Maternity Leave Allowance	√	√
Program Pensiun Pension Program	√	x
Tunjangan Hari Tua Old-Age Benefit	√	x
Kesehatan Pensiunan Pegawai Retiree Healthcare Benefits	√	x
Bantuan Biaya Kacamata Eyeglass Cost Assistance	√	x
Rumah Dinas untuk Pejabat Struktural di Cabang Official Housing for Structural Officers at Branch Offices	√	√
Kendaraan Dinas untuk Pejabat Struktural Official Vehicle for Structural Officers	√	√
Tunjangan Telekomunikasi untuk Pejabat Struktural Telecommunications Allowance for Structural Officers	√	√
Tunjangan Struktural/Fungsional/Komando untuk Pejabat Struktural Structural/Functional/Command Allowance for Structural Officers	√	√
Tunjangan Pendidikan Education Allowance	√	√
Tunjangan Jasa Produksi Production Service Allowance	√	√

KEBEBASAN BERSERIKAT DAN HUBUNGAN INDUSTRIAL YANG HARMONIS

FREEDOM OF ASSOCIATION AND HARMONIOUS INDUSTRIAL RELATIONS

PELNI berkomitmen penuh dalam membangun hubungan industrial yang harmonis, dinamis, dan berkeadilan melalui pemeliharaan keseimbangan yang kokoh antara hak dan kewajiban ketenagakerjaan. Komitmen ini diwujudkan oleh Perseroan melalui intensifikasi komunikasi dua arah serta pelibatan aktif seluruh pekerja guna menyelaraskan visi kolektif dalam mencapai target strategis Perseroan.

Sebagai wujud nyata dukungan terhadap hak kebebasan berserikat, seluruh pekerja di lingkungan PELNI bernaung di bawah payung organisasi Serikat Pekerja PELNI. Organisasi ini mengemban fungsi krusial sebagai wadah penyaluran aspirasi sekaligus mitra strategis manajemen dalam menciptakan iklim kerja yang kondusif, aman, dan produktif.

Sejalan dengan hal tersebut, PELNI senantiasa memperkuat hubungan industrial yang harmonis dengan seluruh pegawai melalui pelibatan aktif dalam proses pengambilan keputusan, khususnya yang berkaitan dengan pemenuhan hak, kesejahteraan, dan kondisi kerja. Komitmen tersebut diwujudkan melalui berbagai inisiatif, antara lain: komitmen ini dibuktikan melalui beberapa inisiatif yakni:

1. **Pembentukan Perjanjian Kerja Bersama (PKB)**
   Hubungan industrial antara PELNI dan pekerja diwujudkan melalui Perjanjian Kerja Bersama (PKB) yang diperbarui secara berkala sebagai landasan dalam mengatur hubungan kerja antara Perseroan dan pekerja. PKB memuat berbagai ketentuan mengenai hak dan kewajiban pekerja, pengaturan waktu kerja dan cuti, sistem remunerasi dan tunjangan, penerapan Keselamatan dan Kesehatan Kerja (K3), serta mekanisme penyelesaian perselisihan hubungan industrial antara pekerja dan Perseroan.

2. **Pembentukan Serikat Pekerja**
   Dalam Perseroan, Serikat Pekerja berperan sebagai perwakilan resmi pekerja dalam menjalin komunikasi dan dialog dengan manajemen. Selain itu, Serikat Pekerja menjadi mitra strategis Perseroan dalam perundingan berbagai kebijakan ketenagakerjaan, sekaligus berfungsi sebagai wadah penyaluran aspirasi serta pelindung hak-hak normatif pekerja.

   Hubungan antara Perseroan dan Serikat Pekerja dibangun melalui mekanisme bipartit yang dilandasi semangat kemitraan, dialog yang konstruktif, dan

PELNI is fully committed to fostering harmonious, dynamic, and equitable industrial relations by maintaining a strong balance between employment rights and obligations. This commitment is realized through the promotion of constructive two-way communication and the active involvement of employees in aligning collective efforts toward the achievement of the Company's strategic objectives.

As a tangible expression of its support for freedom of association, all employees across the Company are represented under the PELNI Workers Union. The union serves a vital role as a channel for employee aspirations and as a strategic partner of management in creating a conducive, safe, and productive working environment.

In line with this, PELNI consistently strengthens harmonious industrial relations with all employees through active involvement in decision-making processes, particularly those related to the fulfillment of rights, welfare, and working conditions. This commitment is demonstrated through various initiatives, including:

1. **Formation of Collective Labor Agreement (CLA)**
   Industrial relations between PELNI and workers are realized through a Collective Labor Agreement, which is updated regularly as a basis for regulating work relations between the Company and workers. The agreement contains various provisions regarding workers' rights and obligations, regulation of working time and leave, remuneration and allowance systems, implementation of Occupational Health and Safety (OHS), as well as mechanisms for resolving industrial relations disputes between workers and the Company.

2. **Formation of Labor Union**
   Within the Company, the Labor Union serves as the official representative of workers in communication and dialogue with management. Furthermore, the Labor Union serves as the Company's strategic partner in negotiating various employment policies, while also serving as a forum for channeling aspirations and protecting workers' normative rights.

   The relationship between the Company and the Labor Union is built through a bipartite mechanism based on a spirit of partnership, constructive dialogue,

kerja sama strategis. Melalui pendekatan tersebut, kedua belah pihak berupaya menciptakan hubungan industrial yang harmonis, menjaga keseimbangan kepentingan, serta mendukung keberlangsungan dan pertumbuhan Perseroan secara berkelanjutan.

Di samping itu, manajemen juga secara aktif berkontribusi dalam mendukung berbagai program peningkatan kompetensi profesional bagi para anggota serikat guna memacu pertumbuhan kualitas modal manusia secara inklusif.

PEMBERLAKUAN PERJANJIAN KERJA BERSAMA (PKB)

Guna mendukung terciptanya hubungan industrial yang harmonis, PELNI mengimplementasikan berbagai mekanisme yang mendorong terwujudnya hubungan kerja yang adil, konstruktif, dan berkelanjutan antara Perseroan dan pekerja. Salah satu implementasi utamanya adalah pemberlakuan Perjanjian Kerja Bersama (PKB) periode 2023–2025 yang ditetapkan melalui Surat Keputusan Direksi Nomor 07.08/01/SK/HKO.01/2023 tentang Penetapan Pemberlakuan Perjanjian Kerja Bersama (PKB) Periode 2023–2025 antara PT PELNI (Persero) dan Serikat Pekerja PELNI.

PKB ini juga menjadi landasan dalam mengatur hubungan kerja antara Perseroan dan pekerja, termasuk pemenuhan hak dan kewajiban para pihak serta mekanisme penyelesaian berbagai isu ketenagakerjaan. Untuk mendukung implementasi PKB, Perseroan juga membentuk berbagai forum dan kelembagaan hubungan industrial, yang meliputi Lembaga Kerja Sama (LKS) Bipartit, Lembaga Kerja Sama (LKS) Tripartit, dan Lembaga Konseling. Forum-forum tersebut berfungsi sebagai sarana komunikasi, dialog, konsultasi, serta penyelesaian permasalahan ketenagakerjaan secara partisipatif, sehingga mampu memperkuat hubungan industrial yang kondusif, produktif, dan saling menguntungkan bagi Perseroan maupun pekerja.

Selama tahun 2025, terjadi perubahan addendum Perjanjian Kerja Bersama (PKB) yang disampaikan sebagai berikut:

and strategic cooperation. Through this approach, both parties strive to create harmonious industrial relations, maintain a balance of interests, and support the Company's sustainability and growth.

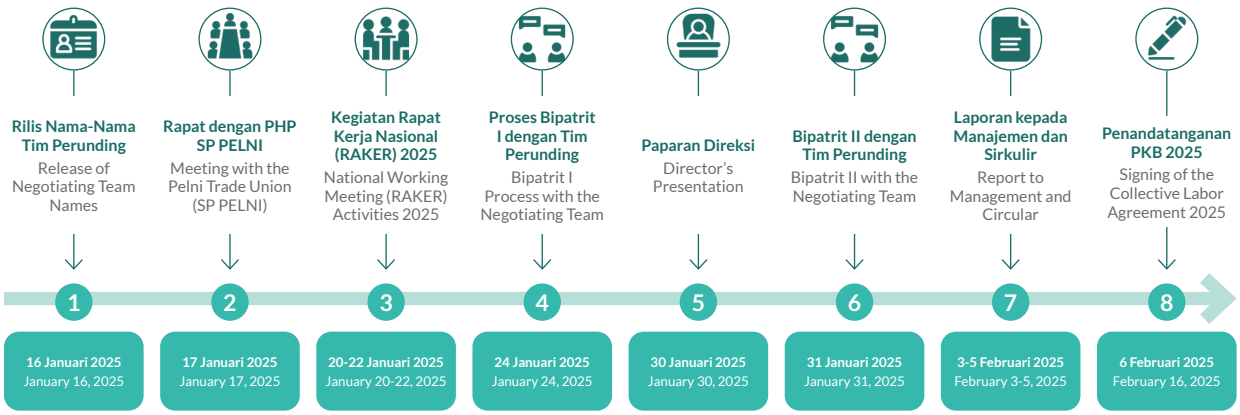
In addition, management actively supports various professional competency improvement programs for union members to stimulate inclusive human capital growth.

ENFORCEMENT OF COLLECTIVE LABOR AGREEMENT (CLA)

To support harmonious industrial relations, PELNI implements various mechanisms that encourage fair, constructive, and sustainable working relations between the Company and workers. One of the main implementations is the 2023–2025 Collective Labor Agreement stipulated through the Board of Directors Decree No. 07.08/01/SK/HKO.01/2023 concerning the Determination of the 2023–2025 Collective Labor Agreement Implementation between PT PELNI (Persero) and the PELNI Labor Union.

This agreement also serves as the basis for regulating the employment relations between the Company and its employees, including the fulfillment of the rights and obligations of the parties and the mechanisms for resolving various employment issues. To support its implementation, the Company has also established various industrial relations forums and institutions, including the Bipartite Cooperation Institution, the Tripartite Cooperation Institution, and the Counseling Institution. These forums serve as a means of communication, dialogue, consultation, and participatory resolution of employment issues, thereby strengthening conducive, productive, and mutually beneficial industrial relations for both the Company and its employees.

During 2025, amendments to the Collective Labor Agreement (CLA) were introduced, as outlined below:



Guna memperkuat sinergi dan memitigasi potensi benturan kepentingan, Perseroan bersama Serikat Pekerja secara konsisten mengimplementasikan langkah-langkah strategis berikut:

1. **Pengejawantahan Perjanjian Kerja Bersama (PKB):** Menjadikan PKB sebagai landasan hukum, etika, dan operasional utama yang disepakati bersama oleh manajemen dan Serikat Pekerja dalam mengatur tata kelola ketenagakerjaan.

2. **Pelaksanaan Dialog Rutin dan Berkelanjutan:** Menyelenggarakan forum pertemuan berkala antara jajaran manajemen dan perwakilan serikat untuk mendiskusikan berbagai isu strategis, rencana pengembangan bisnis, serta kesejahteraan pekerja.
3. **Penyelesaian Penyelesaian Perselisihan Berbasis Kekeluargaan:** Mengedepankan prinsip musyawarah mufakat secara konsisten dalam menangani serta menyelesaikan setiap dinamika dan kendala ketenagakerjaan di lapangan.

Melalui kolaborasi yang solid dan berkesinambungan ini, Perseroan berhasil menjaga stabilitas operasional sepanjang tahun buku 2025, tidak mencatat adanya permasalahan signifikan terkait hubungan ketenagakerjaan maupun aspek Keselamatan dan Kesehatan Kerja (K3). Pencapaian ini menjadi bukti nyata atas keberhasilan implementasi hubungan industrial yang sehat, aman, dan berkelanjutan di seluruh lini organisasi PELNI. Adapun informasi mengenai persentase pegawai yang ikut anggota Serikat Pekerja disampaikan pada tabel di bawah ini:

To further strengthen synergy and mitigate potential conflicts of interest, the Company and the Workers Union consistently implement the following strategic measures:

1. **Implementation of the Collective Labor Agreement (CLA):** Establishing the CLA as the primary legal, ethical, and operational framework mutually agreed upon by management and the Workers Union to govern employment relations and workforce management practices.
2. **Regular and Continuous Dialogue:** Conducting periodic meetings between management representatives and union officials to discuss strategic issues, business development plans, and employee welfare matters.
3. **Consensus-Based Dispute Resolution:** Prioritizing consultation and mutual agreement in addressing and resolving employment-related issues and workplace challenges in a constructive and amicable manner.

Through this strong and sustained collaboration, the Company successfully maintained operational stability throughout the 2025 reporting year and recorded no significant issues related to industrial relations or Occupational Health and Safety (OHS) matters. This achievement demonstrates the effectiveness of the Company's efforts in fostering a healthy, safe, and sustainable industrial relations environment across all levels of PELNI. Information regarding the percentage of employees who are members of the Workers Union is presented in the table below:

Tabel Serikat Pekerja

Table: Labor Union [GRI 2-30]

Uraian Details	Satuan Unit	2025	2024	2023
Jumlah Pegawai Anggota Serikat Pekerja Number of Employees Who Are Members of a Labor Union	Orang Person	2.475	2.135	2.475
Jumlah Seluruh Pegawai Total Number of Employees	Orang Person	5.011	4.533	5.011
Persentase Pegawai Anggota Serikat Pekerja Percentage of Employees Who Are Members of a Labor Union	%	49,39	47,10	49,39

KEBIJAKAN CUTI MELAHIRKAN [GRI 401-3]
MATERNITY LEAVE POLICY

PT PELNI (Persero) berkomitmen penuh dalam mewujudkan pemenuhan hak-hak normatif serta kesejahteraan karyawan beserta keluarganya, khususnya pada fase krusial 1.000 hari pertama kehidupan anak. Sebagai Badan Usaha Milik Negara (BUMN) yang patuh terhadap regulasi nasional, Perseroan telah mengadopsi dan mengimplementasikan amanat Undang-Undang Nomor 4 Tahun 2024 tentang Kesejahteraan Ibu dan Anak pada Fase Seribu Hari Pertama Kehidupan (UU KIA). Kebijakan ini ditujukan untuk memberikan perlindungan ketenagakerjaan yang berimbang di lingkungan Perseroan melalui ketentuan berikut:

1. **Perlindungan dan Hak Pekerja Ibu (Istri)**
   a. **Durasi Cuti:** Pekerja perempuan berhak mendapatkan durasi cuti melahirkan dasar sekurang-kurangnya 3 (tiga) bulan pertama yang bersifat wajib. Cuti tersebut dapat diperpanjang paling lama 3 (tiga) bulan berikutnya (total maksimal 6 bulan) apabila terdapat kondisi khusus medis terkait kesehatan ibu dan/atau anak yang dibuktikan dengan surat keterangan dokter;
   b. **Ketentuan Remunerasi:** Guna menjamin ketenangan pemulihan pasca persalinan dan optimalisasi pemberian Air Susu Ibu (ASI) eksklusif, Perseroan memberikan upah penuh sebesar 100% pada bulan pertama hingga bulan keempat, serta sebesar 75% dari upah untuk bulan kelima dan keenam;

PT PELNI (Persero) is fully committed to ensuring the fulfillment of employees' statutory rights and welfare, as well as that of their families, particularly during the critical first 1,000 days of a child's life. As a State-Owned Enterprise (SOE) that complies with national regulations, the Company has adopted and implemented the provisions of Law No. 4 of 2024 concerning Maternal and Child Welfare During the First One Thousand Days of Life (Maternal and Child Welfare Law). This policy is intended to provide balanced employment protection within the Company through the following provisions:

1. **Protection and Rights of Female Employees (Mothers)**
   a. **Leave Duration:** Female employees are entitled to a mandatory maternity leave period of at least three (3) months following childbirth. The leave may be extended for up to an additional three (3) months (for a maximum total of six months) in the event of specific medical conditions affecting the mother and/or child, as evidenced by a medical certificate issued by a licensed physician.
   b. **Remuneration Provisions:** To support postnatal recovery and promote exclusive breastfeeding, the Company provides full salary payment (100%) during the first through fourth months of maternity leave and 75% of salary during the fifth and sixth months.

c. **Jaminan Perlindungan Kerja:** Perseroan memberikan kepastian hukum yang ketat di mana pekerja yang mengambil hak cuti melahirkan tidak dapat dikenai Pemutusan Hubungan Kerja (PHK) dan tetap memperoleh seluruh hak ketenagakerjaannya secara utuh.

2. **Perlindungan dan Hak Pekerja Suami**
   a. **Cuti Pendampingan Persalinan:** Sebagai bentuk dukungan terhadap kondisi psikologis istri, pekerja pria yang istrinya melahirkan berhak atas cuti pendampingan selama 2 (dua) hari, dan dapat diberikan tambahan paling lama 3 (tiga) hari berikutnya (total 5 hari) atau sesuai dengan kesepakatan bersama Perseroan;
   b. **Cuti Pendampingan Keguguran:** Pekerja pria berhak mendapatkan alokasi cuti selama 2 (dua) hari apabila istri mengalami keguguran kandungan;
   c. **Tanggung Jawab Kelompok:** Kebijakan ini mewajibkan pekerja suami untuk aktif mendampingi istri, mendukung kesuksesan program ASI eksklusif, serta menjaga pemenuhan gizi dan kesehatan keluarga.

Dengan mengacu pada peraturan perundang-perundangan tersebut, PELNI juga menyediakan ruang laktasi di kantor operasional dan setiap armada kapal penumpang. Adapun informasi mengenai karyawan yang berhak memperoleh cuti melahirkan disampaikan pada tabel di bawah ini:

c. **Employment Protection:** The Company provides strong employment protection by ensuring that employees who exercise their maternity leave rights are protected from termination of employment and continue to receive all employment-related rights and benefits in full.

2. **Protection and Rights of Male Employees (Fathers)**
   a. **Paternity Leave:** As a form of support for the physical and psychological well-being of their spouses, male employees whose wives give birth are entitled to two (2) days of paternity leave, with the possibility of an additional three (3) days (for a total of five days), or as otherwise agreed with the Company.
   b. **Leave for Miscarriage Support:** Male employees are entitled to two (2) days of leave in the event that their spouse experiences a miscarriage.
   c. **Shared Family Responsibility:** This policy encourages male employees to actively support their spouses, contribute to the success of exclusive breastfeeding programs, and help ensure the nutritional well-being and overall health of their families.

In accordance with these regulatory provisions, PELNI also provides lactation rooms at its operational offices and aboard all passenger vessels. Information regarding employees eligible for maternity and paternity leave is presented in the table below.

Uraian Details	2025	2024	2023
Pegawai yang berhak mendapat cuti melahirkan Employees eligible for maternity leave	479	471	580
Pegawai yang mengambil cuti melahirkan Employees who took maternity leave	4	13	13
Pegawai yang kembali bekerja pada periode pelaporan setelah cuti melahirkan berakhir Employees who returned to work during the reporting period after maternity leave ended	4	13	13
Pegawai yang kembali bekerja setelah cuti melahirkan berakhir, yang masih dipekerjakan 12 bulan setelah kembali bekerja Employees who returned to work after maternity leave and remained employed 12 months after returning	4	13	13
Tingkat pegawai yang kembali bekerja dan dapat dipertahankan setelah mengambil cuti melahirkan Return-to-work and retention rate following maternity leave	4	13	13

Perseroan telah memiliki kebijakan terkait cuti melahirkan yang memberikan kesempatan kepada pegawai laki-laki untuk mengajukan izin pendampingan bagi istri yang melahirkan. Namun, hingga saat ini, pemanfaatan kebijakan tersebut belum dicatat dan diinventarisasi secara khusus. Ke depan, PELNI akan memperkuat mekanisme pencatatan dan inventarisasi atas pemanfaatan izin pendampingan bagi pegawai laki-laki untuk mendampingi istri melahirkan sesuai dengan ketentuan yang berlaku. Langkah ini merupakan bagian dari upaya Perseroan untuk meningkatkan pengelolaan data ketenagakerjaan serta mendukung pemenuhan hak pegawai secara lebih optimal.

The Company has a maternity leave policy that allows male employees to apply for leave to accompany their wives during childbirth. However, to date, the utilization of this policy has not been specifically recorded or tracked. Moving forward, PELNI will strengthen the mechanisms for recording and tracking the use of such leave by male employees, in accordance with applicable regulations. This measure is part of the Company's efforts to improve workforce data management and better support the fulfillment of employee rights.

PELATIHAN DAN PENGEMBANGAN SDM

[GRI 404-1, 404-3] [OJK F.22]

HUMAN RESOURCE DEVELOPMENT AND TRAINING [GRI 404-1, 404-3] [OJK F.22]

Dalam rangka mendukung pencapaian target strategis yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2025-2029, PT PELNI (Persero) secara berkesinambungan melakukan akselerasi peningkatan kapabilitas organisasi, khususnya pada sektor tata kelola sumber daya manusia. Perseroan memandang modal manusia (*human capital*) yang berkualitas sebagai aset utama sekaligus pilar penggerak roda bisnis korporasi. Oleh karena itu, PELNI menetapkan komitmen kuat untuk menyelenggarakan program pelatihan dan pengembangan kompetensi karyawan secara konsisten, terukur, dan merata, baik bagi pegawai operasional darat maupun kru armada laut.

In support of the strategic objectives set forth in the Company's Long-Term Corporate Plan (RJPP) 2025–2029, PT PELNI (Persero) continuously accelerates organizational capability enhancement, particularly in the area of Human Resource Management. The Company regards high-quality human capital as a key asset and a primary driver of sustainable business growth. Accordingly, PELNI is committed to implementing employee training and competency development programs in a consistent, structured, and equitable manner for both land-based operational personnel and maritime crew members.

Dalam mengelola sumber daya manusia, Perseroan berpedoman pada ketentuan dan peraturan berikut:

1. SK Direksi No. 09.22/01/SK/HKO.01/2021 tentang Pedoman Penilaian Kinerja Pegawai PT PELNI (Persero);
2. SK Direksi No. 02.03/02/SK/ HKO.01/2022 tentang Pedoman *Knowledge Management System* di PT PELNI (Persero); dan
3. Instruksi Direktur SDM & Umum No. 04.06/01/INS/ HKO.03/2022 tentang Pelaksanaan *Self Directed Learning* (SDL) dan *Sharing Knowledge* di Lingkungan di PT PELNI (Persero);

In managing its human resources, the Company adheres to the following policies and regulations:

1. Board of Directors Decree No. 09.22/01/SK/ HKO.01/2021 concerning the Employee Performance Assessment Guidelines of PT PELNI (Persero);
2. Board of Directors Decree No. 02.03/02/SK/ HKO.01/2022 concerning the Knowledge Management System Guidelines of PT PELNI (Persero); and
3. Instruction of the Director of Human Resources and General Affairs No. 04.06/01/INS/HKO.03/2022 concerning the Implementation of Self-Directed Learning (SDL) and Knowledge Sharing within PT PELNI (Persero).

Adapun program pengembangan kompetensi yang dijalankan di sepanjang tahun 2025 terbagi menjadi beberapa jenis, antara lain:

1. **Diklat Orientasi**
   Program ini diselenggarakan bagi calon pegawai guna memberikan pengenalan mendalam mengenai ruang lingkup bisnis, budaya korporasi, serta fungsi dan tugas jabatan di lingkungan Perseroan. Diklat ini bertujuan membekali insan PELNI baru dengan pengetahuan, pemahaman, dan sikap dasar yang selaras dengan nilai-nilai internal agar siap berkontribusi dalam mendukung perwujudan visi dan misi Perseroan secara berkelanjutan.

2. **Diklat Teknis**
   Merupakan program edukasi yang ditujukan bagi jabatan pelaksana dan staf pada fungsi-fungsi utama organisasi guna mendukung efektivitas bisnis inti (*core business*) Perseroan. Diklat teknis ini dibagi menjadi dua tingkatan berdasarkan skala analisisnya.

   a. Pelatihan Tingkat Mula: Program wajib bagi pegawai dengan kelas jabatan 13 dan 12 agar dapat mengoptimalkan fungsi dan tugas yang bersifat semi-analitis serta teknis berdasarkan rantai nilai (*value chain*) Perseroan.
   b. Pelatihan Tingkat Lanjut: Program wajib bagi pegawai dengan kelas jabatan 11 dan 10 guna memaksimalkan pelaksanaan fungsi tugas yang bersifat analitis dan teknis tinggi pada *value chain* Perseroan.

3. **Diklat Manajerial**
   Diselenggarakan khusus bagi pejabat struktural maupun fungsional untuk mengembangkan kapabilitas kepemimpinan diri dan organisasi, sehingga mampu mengeksekusi tugas pokok jabatan manajerial secara optimal. Kluster ini terbagi atas tiga jenjang, antara lain:
   a. Pelatihan Manajerial Tingkat Muda: Wajib diikuti oleh pegawai pada kelas jabatan 9 sampai dengan 8.
   b. Pelatihan Manajerial Tingkat Madya: Wajib diikuti oleh pegawai pada kelas jabatan 7 sampai dengan 5.
   c. Pelatihan Manajerial Tingkat Utama: Wajib diikuti oleh pegawai pada level eksekutif dengan kelas jabatan 4 sampai dengan 1.

The competency development programs implemented throughout 2025 were categorized into several types, as follows:

1. **Orientation Training Program**
   This program is designed for prospective employees to provide a comprehensive introduction to the Company's business scope, corporate culture, organizational functions, and job responsibilities. The program aims to equip new PELNI employees with the knowledge, understanding, and foundational mindset aligned with the Company's core values, enabling them to contribute effectively to the sustainable achievement of the Company's vision and mission.

2. **Technical Training Program**
   This educational program is intended for operational personnel and staff within the Company's key functional areas to support the effectiveness of PELNI's core business activities. Technical training is divided into two levels based on the complexity of analysis and technical responsibilities:
   a. Basic-Level Technical Training: A mandatory program for employees in Job Grades 13 and 12, designed to enhance the execution of semi-analytical and technical functions within the Company's value chain.
   b. Advanced-Level Technical Training: A mandatory program for employees in Job Grades 11 and 10, aimed at strengthening the execution of highly analytical and technical functions across the Company's value chain.

3. **Managerial Training Program**
   This program is specifically designed for structural and functional officers to develop leadership capabilities at both the individual and organizational levels, enabling them to perform managerial responsibilities effectively. The managerial training cluster is divided into three levels:
   a. Junior Managerial Training: Mandatory for employees in Job Grades 9 to 8.
   b. Intermediate Managerial Training: Mandatory for employees in Job Grades 7 to 5.
   c. Executive Managerial Training: Mandatory for executive-level employees in Job Grades 4 to 1.

4. **Pelatihan Pengayaan**
   Program ini bertujuan memperluas wawasan, pemahaman, keterampilan, dan pembentukan sikap kerja pegawai yang adaptif. Melalui pelatihan ini, insan PELNI diharapkan mampu mengantisipasi serta menyesuaikan diri terhadap dinamika lingkungan bisnis dan kemajuan teknologi informasi yang menunjang tupoksi masing-masing. Metode pengayaan dikemas dalam bentuk lokakarya (*workshop*), seminar, konferensi, simposium, hingga program penyuluhan yang diselenggarakan melalui skema *in-house training* maupun *public training*.

5. **Sertifikasi Profesi**
   Merupakan bentuk pengakuan profesional non-formal yang diberikan kepada pegawai atas keahlian spesifik tertentu berdasarkan kepatuhan perundang-undangan, regulasi pemerintah, atau standardisasi *International Maritime Organization* (IMO) yang bersifat mandatori (*mandatory*). Penerbitan sertifikasi ini wajib dikeluarkan oleh lembaga yang memiliki kualifikasi (*qualified*) dan dibagi menjadi dua sektor penempatan:
   a. Sertifikasi Profesi Pegawai Darat: Penetapan atau pengakuan resmi oleh organisasi profesional terhadap pegawai darat untuk menunjukkan pemenuhan standar kapabilitas dalam mengeksekusi tugas spesifik.

   b. Sertifikasi Profesi Pegawai Laut: Pelatihan dan sertifikasi wajib bagi perwira dan kelasi yang merujuk pada ketentuan *Standards of Training, Certification and Watchkeeping* (STCW) sebagai prasyarat mutlak kelaiklautan untuk berlayar.

6. **Pelatihan Purnabakti**
   Sebagai bentuk tanggung jawab sosial internal, Perseroan menyelenggarakan program purnabakti untuk membekali para karyawan yang memasuki masa pensiun dengan kesiapan mental-spiritual, keterampilan produktif, serta wawasan kewirausahaan agar mampu mandiri di masa purnatugas. Sepanjang tahun buku 2025, program ini telah diikuti oleh total 60 (enam puluh) orang,

4. **Enrichment Training Program**
   This program is designed to broaden employees' knowledge, understanding, skills, and adaptive work attitudes. Through this training, PELNI personnel are expected to anticipate and adapt to changes in the business environment and advancements in information technology that support their respective roles and responsibilities. Enrichment programs are delivered through various learning formats, including workshops, seminars, conferences, symposiums, and outreach programs, conducted through both in-house training and public training schemes.

5. **Professional Certification**
   Professional certification serves as a form of non-formal professional recognition awarded to employees for specific expertise in accordance with applicable laws and regulations, government requirements, or mandatory standards established by the International Maritime Organization (IMO). Such certifications must be issued by qualified and accredited institutions and are categorized into two employment sectors:
   a. Professional Certification for Land-Based Employees: Official recognition granted by professional organizations to land-based employees, demonstrating compliance with established competency standards required to perform specific duties and responsibilities.
   b. Professional Certification for Seafaring Employees: Mandatory training and certification programs for officers and crew members based on the provisions of the Standards of Training, Certification and Watchkeeping (STCW). These certifications constitute essential seaworthiness requirements and are mandatory prerequisites for maritime operations.

6. **Pre-Retirement Training Program**
   As part of its commitment to employee welfare and social responsibility, the Company organizes pre-retirement programs designed to equip employees approaching retirement with mental and emotional readiness, productive life skills, and entrepreneurial knowledge to support their independence during retirement. Throughout the 2025 reporting year, the program was attended by a total of 60 (sixty)

yang terdiri dari 30 (tiga puluh) orang pegawai darat dan 30 (tiga puluh) orang pegawai laut. Rangkaian pengembangan kompetensi ini diintegrasikan melalui seminar, *workshop*, program sertifikasi, serta pelatihan penjenjangan berkala yang difasilitasi oleh Perseroan.

participants, comprising 30 (thirty) land-based employees and 30 (thirty) seafaring employees. These competency development initiatives are delivered through an integrated framework consisting of seminars, workshops, certification programs, and structured career-level training facilitated by the Company.

Berikut informasi rata-rata jam pelatihan karyawan selama tahun 2023-2025 disampaikan pada tabel berikut:

Information regarding the average training hours per employee during the 2023–2025 period is presented in the following table:

Tabel Rata-rata Jam Pelatihan Karyawan

Table: Average Employee Training Hours

Jabatan Position	2025			2024			2023		
	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average
Keseluruhan Overall	3.156	192.320	116	2.943	176.170	145	8.963	112.186	27

Tabel Rata-rata Jam Pelatihan Karyawan Berdasarkan Jenis Kelamin [GRI 404-1]

Table: Average Employee Training Hours by Gender [GRI 404-1]

Jabatan Position	2025			2024			2023		
	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average
Laki-laki Male	2.702	164.800	53,35	2.540	139.817	55,05	7.345	87.115	11,86
Perempuan Female	454	27.520	62,97	403	36.353	90,21	1.618	25.071	15,50
Jumlah Total	**3.156**	**192.320**	**116**	**2.943**	**176.170**	**145**	**8.963**	**112.186**	**27**

Tabel Jam Pelatihan Karyawan Berdasarkan Wilayah Kerja [GRI 3-3]

Table: Employee Training Hours by Work Area [GRI 3-3]

Wilayah Kerja Work Area	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Darat Shore-Based	81.706	40.324	122.030	54.059	35.751	54.059	46.227	24.263	70.490
Laut Sea-Based	69.729	561	70.920	85.758	602	85.758	40.888	808	41.696
Jumlah Total	**151.435**	**40.885**	**192.320**	**139.817**	**36.353**	**139.817**	**87.115**	**25.071**	**112.186**

Tabel Rata-rata Jam Pelatihan Karyawan Berdasarkan Jabatan

Table: Average Employee Training Hours by Position

Jabatan Position	2025			2024			2023		
	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average
Darat Shore-Based									
EVP	0	0	0	1	24	24,00	8	64	8,00
Vice President	72	5.098	70,81	67	5427	81,00	476	5.564	11,69
Manager	146	21.194	145,16	141	10.802	76,61	776	8.857	11,41
Supervisor	217	21.781	100,37	189	15.706	83,10	874	10.453	11,96
Staff	530	52.923	99,85	439	42.117	95,94	1.861	35.191	18,91
Officer	291	20.874	71,73	239	15.698	65,68	603	9.748	16,17
Clerk	12	160	13,33	5	36	7,20	57	613	10,75
Jumlah Pegawai Darat Total Shore-Based Employees	**1.268**	**122.030**	**501,25**	1.081	89.810	83,08	4.655	70.490	88,89
Laut Sea-Based									
Nakhoda/ KKM Captain/ Chief Engineer	52	6.099	96,81	86	2.842	33,05	235	2.420	10,30
Perwira Commissioned Officer	405	20.138	44,85	388	13.672	35,24	1.288	12.020	9,33
Bintara Non-Commissioned Officer	260	12.346	42,87	218	7.912	36,29	570	6.040	10,60

Tabel Rata-rata Jam Pelatihan Karyawan Berdasarkan Jabatan

Table: Average Employee Training Hours by Position

Jabatan Position	2025			2024			2023		
	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average	Pegawai Employees	Jam Hours	Rata-rata Average
Tamtama Enlisted Personnel	1.171	31.707	21,75	1.170	61.934	52,94	2.215	21.216	9,58
Jumlah Pegawai Laut Total Sea-Based Employees	**1.888**	**70.290**	**206,28**	1.862	86.360	46,38	4.308	41.696	39,80
Jumlah Keseluruhan Total Overall	**3.156**	**192.320**	**707,53**	2.943	176.170	59,86	8.963	112.186	12,52

*) Perubahan metode perhitungan pada tahun 2025 dan 2024 dibandingkan dengan 2023:
1. Pegawai
   - 2024 dan 2025: Dihitung berdasarkan jumlah pegawai dalam suatu level jabatan yang mengikuti pelatihan, 1 orang dihitung sebanyak 1 kali.
   - 2023: Dihitung berdasarkan jumlah keikutsertaan pelatihan suatu level jabatan, 1 orang dapat dihitung beberapa kali jika ikut lebih dari 1 pelatihan.
2. Jam
   - 2024 dan 2025: Total jam pelatihan yang diikuti oleh pegawai dalam 1 tahun.
   - 2023: Total jam dari seluruh sesi pelatihan yang diikuti oleh level jabatan tersebut.
3. Rata-rata
   - 2024 dan 2025: Total jam pelatihan dibagi jumlah pegawai yang mengikuti pelatihan.
   - 2023: Total jam pelatihan dibagi jumlah keikutsertaan pelatihan.

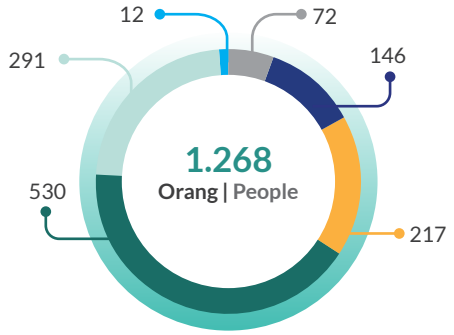
*) Changes to the calculation method in 2025 and 2024 compared to 2023:
1. Employees
   - 2024 and 2025: Calculated based on the number of employees at a position level who participated in training, with each employee being counted once.
   - 2023: Calculated based on the number of training sessions attended by each position level. Each employee can be counted multiple times if they participate in more than one training session.
2. Hours
   - 2024 and 2025: Total training hours attended by employees in the year.
   - 2023: Total hours of all training sessions attended by each position level.
3. Average
   - 2024 and 2025: Total training hours divided by the number of employees who participated in the training.
   - 2023: Total training hours divided by the number of training sessions attended.

Realisasi pengembangan kompetensi pegawai darat menunjukkan capaian kinerja yang optimal dengan tingkat pemenuhan pelatihan mencapai 100% dari total populasi 1.268 pegawai. Distribusi kepesertaan ini tersebar secara berjenjang di seluruh struktur organisasi, dengan proporsi terbesar berada pada level pelaksana (Staf) sebanyak 530 orang dan *Officer* sebanyak 291 orang, serta tetap mengakomodasi kebutuhan level manajerial hingga strategis. Selain pelatihan reguler, Perseroan juga memfasilitasi peningkatan keahlian khusus melalui program sertifikasi yang telah diikuti oleh 81 pegawai, dimana mayoritas penerima sertifikasi berasal dari level Staf sebanyak 36 orang guna memperkuat kompetensi teknis di lini dasar.

The implementation of competency development programs for shore-based employees achieved optimal results, with training participation reaching 100% of the total population of 1,268 employees. Participation was distributed across all organizational levels, with the largest proportion consisting of Staff-level employees (530 participants) and Officers (291 participants), while also accommodating the development needs of managerial and strategic-level personnel. In addition to regular training programs, the Company facilitated the enhancement of specialized expertise through professional certification programs attended by 81 employees. The majority of certification recipients were Staff-level employees (36 individuals), reflecting the Company's commitment to strengthening technical competencies at the operational level.

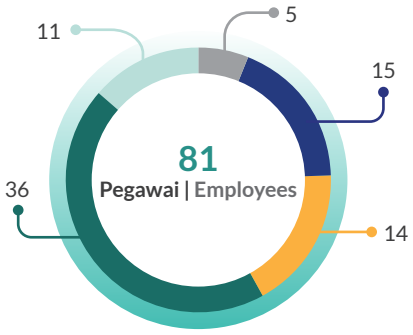
Pemenuhan Pelatihan Pegawai Berdasarkan Jabatan

Fulfillment of Employee Training by Position



Pemenuhan Sertifikasi Pegawai Berdasarkan Jabatan

Fulfillment of Employee Certification by Position





Realisasi pengembangan kompetensi bagi Pegawai Laut mencatatkan capaian positif dengan persentase pemenuhan pelatihan sebesar 83,61%, di mana sebanyak 1.888 pegawai dari total populasi 2.258 pegawai laut telah menerima intervensi pelatihan. Distribusi penerima pelatihan ini mencakup seluruh jenjang kepangkatan, dengan proporsi terbesar pada level Tamtama sebanyak 1.099 orang, diikuti oleh Perwira sebanyak 405 orang, Bintara 260 orang, serta Nakhoda/KKM sebanyak 86 orang. Selain pelatihan reguler, Perseroan juga memfasilitasi sertifikasi Non-STCW (seperti *Welding*, TOT 6.09, HACCP, dan lain-lain) yang didominasi oleh Perwira (130 sertifikat), guna meningkatkan keahlian spesifik di luar persyaratan dasar.

Berikut program Pelatihan PELNI (terutama untuk BOD-1 dan BOD-2) dalam tiga kategori utama yakni *public training*, *inhouse training*, dan sertifikasi tahun 2025 disampaikan pada tabel di bawah ini: [GRI 404-3]

Meanwhile, competency development initiatives for seafarers recorded positive achievements, with a training fulfillment rate of 83.61%, whereby 1,888 employees out of a total population of 2,258 seafarers participated in training programs. Training participants represented all ranks and positions, with the largest proportion consisting of Ratings (1,099 employees), followed by Officers (405 employees), Petty Officers (260 employees), and Masters/Chief Engineers (86 employees). In addition to regular training, the Company also facilitated Non-STCW certification programs (including Welding, Training of Trainers (TOT) 6.09, HACCP, and others), which were predominantly undertaken by Officers (130 certifications) to enhance specialized competencies beyond mandatory maritime qualification requirements.

Details of PT PELNI (Persero)'s training programs, particularly those designed for BOD-1 and BOD-2 levels, categorized into public training, in-house training, and certification programs throughout 2025, are presented in the following table. [GRI 404-3]

Program Pelatihan *Public Training* untuk BOD-1

Public Training Programs for BOD-1

No	Nama Kegiatan Activities/Programs	Tanggal Pelaksanaan Organizing Date
1	Indonesia CX *Summit* 2025	30 Januari 2025 January 30, 2025
2	Pelatihan *Training of Trainer* (ToT) IMC 6.09 Training of Trainer (ToT) IMC 6.09	28 April – 7 Mei 2025 April 28 – May 7, 2025
3	*Internal Control Over Financial Reporting* (ICOFR)	5 – 6 Mei 2025 May 5 – 6, 2025
4	Pelatihan BSE *Masterclass "Global Trade Tensions"* BSE Masterclass: Global Trade Tensions	28 Mei 2025 May 28, 2025
5	Konferensi Auditor Internal (KAI) & Munas FKSPI Internal Auditor Conference (KAI) & National Congress of FKSPI	1 – 4 Juli 2025 July 1 – 4, 2025

Program Pelatihan *Public Training* untuk BOD-1

Public Training Programs for BOD-1

No	Nama Kegiatan Activities/Programs	Tanggal Pelaksanaan Organizing Date
6	Seminar Ikatan Komite Audit Indonesia (IKAI) Indonesian Audit Committee Association (IKAI) Seminar	15 Juli 2025 July 15, 2025
7	Program *Star Track Cohort* 1 Star Track Cohort 1 Program	27 Agustus 2025 August 27, 2025
8	Pelatihan *Business Essential Batch* IV Business Essential Training Batch IV	Nov 2024 – Jan 2025 November 2024 – January 2025
9	Seminar dan Indonesian *In-House Counsel Summit* Indonesian In-House Counsel Summit Seminar	2 – 3 Oktober 2025 October 2 – 3, 2025
10	Pelatihan *Legal For Non Legal Professional* Legal for Non-Legal Professionals Training	30 – 31 Oktober 2025 October 30 – 31, 2025
11	Pelatihan CSR *Sustainability Reporting* CSR and Sustainability Reporting Training	22 – 23 Desember 2025 December 22 – 23, 2025

Program Pelatihan *Inhouse Training* untuk BOD-1

Inhouse Training Programs for BOD-1

No	Nama Kegiatan Activities/Programs	Tanggal Pelaksanaan Organizing Date
1	*Webinar Safety Talk*: Keselamatan Kapal Safety Talk Webinar: Ship Safety	20 Januari 2025 January 20, 2025
2	Webinar Waspada Gempa *Megathrust* (Bulan K3) Megathrust Earthquake Awareness Webinar (Occupational Health and Safety Month)	11 Februari 2025 February 11, 2025
3	*Ambidextrous Leadership*	17 – 18 Februari 2025 February 17 – 18, 2025
4	Webinar ESG PELNI SPEKTRA Series-1 PELNI ESG SPEKTRA Webinar Series-1	14 Maret 2025 March 14, 2025
5	Pelatihan Pengembangan Fungsi *Front Office* Front Office Function Development Training	21 – 24 Mei 2025 May 21 – 24, 2025
6	*Sharing Session Leadership* Kepala Cabang Leadership Sharing Session for Branch Managers	24 Mei 2025 May 24, 2025
7	*Webinar Safety Talk*: Sosialisasi SRS & DSC Safety Talk Webinar: SRS & DSC Socialization	9 Mei 2025 May 9, 2025
8	Webinar PELNI-SPEKTRA *Series*-2 PELNI ESG SPEKTRA Webinar Series-2	19 Juni 2025 June 19, 2025
9	*Training Self Assessment Risk Maturity Index* (RMI) Self-Assessment Risk Maturity Index (RMI) Training	13 Juni 2025 June 13, 2025
10	Sosialisasi Pedoman Perlindungan Data Pribadi Personal Data Protection Guidelines Socialization	25 Juni 2025 June 25, 2025
11	Sosialisasi Rencana Strategis TI (RSTI) 2025-2029 IT Strategic Plan (RSTI) 2025–2029 Socialization	1 Agustus 2025 August 1, 2025
12	Pelatihan *Risk-Based Planning* (RKAP 2026) Risk-Based Planning Training (RKAP 2026)	19 – 20 Agustus 2025 August 19 – 20, 2025
13	*Coaching & Mentoring* Kepala Cabang Coaching and Mentoring for Branch Managers	19 – 21 Agustus 2025 August 19 – 21, 2025
14	Webinar PELNI-SPEKTRA *Series*-3 (*Plastic Waste*) PELNI SPEKTRA Webinar Series-3 (Plastic Waste Management)	22 Agustus 2025 August 22, 2025

Program Pelatihan *Inhouse Training* untuk BOD-1

Inhouse Training Programs for BOD-1

No	Nama Kegiatan Activities/Programs	Tanggal Pelaksanaan Organizing Date
15	Webinar Internalisasi Keterbukaan Informasi Publik Public Information Disclosure Internalization Webinar	4 September 2025 September 4, 2025
16	Workshop BPM dan *Risk Control Matrix* (ICOFR) Business Process Mapping (BPM) and Risk Control Matrix (ICOFR) Workshop	10 – 14 November 2025 November 10 – 14, 2025
17	Webinar ESG PELNI SPEKTRA *Series*-4 PELNI ESG SPEKTRA Webinar Series-4	14 November 2025 November 14, 2025
18	Pelatihan *Finance for Non-Finance* (FINON) Finance for Non-Finance (FINON) Training	19 November 2025 November 19, 2025

Program Sertifikasi untuk BOD-1

Certification Programs for BOD-1

No.	Nama Sertifikasi Certification Programs	Tanggal Pelaksanaan Organizing Date
1	Sertifikasi *Designated Person Ashore* (DPA) Designated Person Ashore (DPA) Certification	2 – 4 Juni 2025 June 2 – 4, 2025
2	Sertifikasi Internal Auditor ISPS *Code* ISPS Code Internal Auditor Certification	6 – 8 Oktober 2025 October 6 – 8, 2025
3	Sertifikasi Internal Auditor ISM *Code* ISM Code Internal Auditor Certification	13 – 15 Oktober 2025 October 13 – 15, 2025
4	Pelatihan & Sertifikasi Auditor Hukum (CLA) Certified Legal Auditor (CLA) Training and Certification	28 Okt – 4 Nov 2025 October 28 – November 4, 2025

Program Pelatihan *Public Training* untuk BOD-2

Public Training Programs for BOD-2

No	Nama Pelatihan Training Programs	Tanggal Pelaksanaan Organizing Date
1	Indonesia CX *Summit* 2025	30 Januari January 30
2	Pelatihan *Sustainability Information Ecosystem* Sustainability Information Ecosystem Training	19 - 20 Februari February 19 – 20
3	Seminar Hukum Ikastara Legal: Tanggung Jawab Direksi & Komisaris Ikastara Legal Seminar: Duties and Responsibilities of Directors and Commissioners	25 Februari February 25
4	Program *Intermediate* Insan Legal BUMN Intermediate Program for BUMN Legal Professionals	05 - 14 Februari February 5 – 14
5	Pelatihan *Risk Assessment Technique* Risk Assessment Technique Training	15 - 17 April April 15 – 17
6	Pelatihan *Training of Trainer* (ToT) IMC 6.09 Training of Trainer (ToT) IMC 6.09	28 April - 7 Mei April 28 – May 7
7	*Designing Management Development Program*	07 - 08 Mei May 7 – 8
8	Persiapan Sertifikasi AMPP/NACE CIP Level 1 Preparation for AMPP/NACE CIP Level 1 Certification	06-08 & 19-24 Mei May 6 – 8 & 19 – 24
9	Pelatihan *Risk Modelling for Better Performance* Risk Modelling for Better Performance Training	26 - 27 Mei May 26 – 27
10	BSE *Masterclass "Global Trade Tensions"*	28 Mei May 28

Program Pelatihan *Public Training* untuk BOD-2

Public Training Programs for BOD-2

No	Nama Pelatihan Training Programs	Tanggal Pelaksanaan Organizing Date
11	Pelatihan SP2DK dan Pemeriksaan Pajak SP2DK and Tax Audit Training	25 - 26 Juni June 25 – 26
12	Pelatihan Berbasis SKKNI Bidang Hubungan Industrial SKKNI-Based Industrial Relations Training	25 - 26 Juni June 25 – 26
13	Pelatihan *Social Return On Investment* (SROI) Social Return on Investment (SROI) Training	12 - 14 Agustus August 12 – 14
14	Strategi Menghadapi Sengketa Pajak: SP2DK & Litigasi Tax Dispute Strategy: SP2DK & Litigation	21 Agustus August 21
15	GRC *Summit Resilience To Sustainability*	21 - 22 Agustus August 21 – 22
16	Pelatihan & Sertifikasi Manajer Energi Sektor Maritim Energy Manager Certification Training for Maritime Sector	23 - 26 September September 23 – 26
17	Seminar & Indonesian *In-House Counsel Summit* Indonesian In-House Counsel Summit Seminar	02 - 03 Oktober October 2 – 3
18	Pelatihan *Integrated Risk Based Internal Auditing* Integrated Risk-Based Internal Auditing Training	06 - 07 Oktober Octobrt 6 – 7
19	Indonesia International Sustainability (IISF) Forum	10 - 11 Oktober October 10 – 11
20	Pelatihan Pajak Antisipasi Temuan Pemeriksaan PPh Badan Corporate Income Tax Audit Findings Mitigation Training	15 - 16 Oktober October 15 – 16
21	*Risk Control Self Assessment*	03 - 04 November November 3 – 4
22	*Master Class Risk Governance*	03 Desember December 3
23	Pelatihan Perlindungan Data Pribadi Berbasis ISO 27701:2019 Personal Data Protection Training Based on ISO 27701:2019	16 Desember December 16

Program Pelatihan *Inhouse Training* untuk BOD-2

Inhouse Training Programs for BOD-2

Periode Waktu Period	Kegiatan Pelatihan Training
Januari January	*Safety Talk* Keselamatan Kapal Safety Talk on Ship Safety
Februari February	*E-Procurement*, Webinar Waspada *Megathrust*, *Sustainability Report*, *Ambidextrous Leadership*, *Workshop* ERM ISO 31000 E-Procurement, Webinar on Megathrust Earthquake Preparedness, Sustainability Report, Ambidextrous Leadership, ERM ISO 31000 Workshop
Maret March	*Webinar* ESG PELNI SPEKTRA *Series*-1 PELNI ESG Webinar SPEKTRA Series-1
April	Aplikasi Cat Jotun, Program Pilah Sampah, Pembekalan *Change Coordinator* Jotun Paint Application Training, Waste Segregation Program, Change Coordinator Briefing
Mei May	Integrasi Siparsel & *E-Procurement*, Emisi Gas Rumah Kaca, Audit Berbasis Risiko, *Front Office*, *Sharing Session Leadership* Siparsel & E-Procurement Integration, Greenhouse Gas Emissions, Risk-Based Audit, Front Office, Leadership Sharing Session

Program Pelatihan *Inhouse Training* untuk BOD-2

Inhouse Training Programs for BOD-2

Periode Waktu Period	Kegiatan Pelatihan Training
Juni June	*Safety Talk* Navigasi, Behavioral Event Interview (BEI), Penyesuaian ISO 37001:2025, Webinar Sosialisasi UU PDP Navigation Safety Talk, Behavioral Event Interview (BEI), ISO 37001:2025 Updates, Personal Data Protection Law Awareness Webinar
Juli July	Sosialisasi Polis Asuransi *Marine Hull* Marine Hull Insurance Policy Socialization
Agustus August	Sosialisasi RSTI 2025-2029, *Creating Value* (RKAP 2026), *Awareness* ISO Terintegrasi, *Coaching & Mentoring* Kepala Cabang RSTI 2025–2029 Socialization, Creating Value (RKAP 2026), Integrated ISO Awareness, Coaching & Mentoring for Branch Managers
September	Keterbukaan Informasi Publik, Internal Audit Sistem Manajemen Terintegrasi & Anti *Fraud* Public Information Disclosure, Integrated Management System Internal Audit & Anti-Fraud
Oktober October	Pelatihan PSAK 118 dan PSPK PSAK 118 and PSPK Training
November	Kewirausahaan, *Security Awareness, Business Process Mapping* (BPM), *Finance for Non-Finance* (FINON), Laporan Emisi GRK Entrepreneurship, Security Awareness, Business Process Mapping (BPM), Finance for Non-Finance (FINON), Greenhouse Gas Emissions Reporting
Desember December	*Self Assessment* IACM SPI Internal Audit Capability Model (IACM) Self-Assessment (SPI)

Program Sertifikasi untuk BOD-2

Certification Program for BOD-2

No	Nama Sertifikasi Certification	Tanggal Pelaksanaan Organizing Date
1	ISO 14064 GHG *Accounting Lead Verifier*	13 - 16 Januari 2025 January 13-16, 2025
2	*Qualified Risk Management Analyst* (QRMA)	11 - 14 Februari 2025 February 11-14, 2025
3	Sertifikasi QIA Tingkat Lanjutan Advanced Qualified Internal Auditor (QIA) Certification	17 Februari - 1 Maret 2025 February 17 – March 1, 2025
4	Pelatihan Internal Auditor ISM *Code* ISM Code Internal Auditor Training	14 - 16 April 2025 April 14-16, 2025
5	*Certificates Sustainability for Finances* (CertSF)	10 - 25 Mei 2025 May 10-25, 2025
6	Qualified Internal Auditor (QIA) - Tingkat Lanjutan Qualified Internal Auditor (QIA) – Advanced Level	30 Juni - 12 Juli 2025 June 30 – July 12, 2025
7	Company Security Officer (CSO) - Divisi DPA QHSSE Company Security Officer (CSO) – DPA QHSSE Division	11 - 13 Juni 2025 June 11 – 13, 2025
8	Qualified Internal Auditor (QIA) - Tingkat Dasar Qualified Internal Auditor (QIA) – Basic Level	14 - 19 Juli 2025 July 14 – 19, 2025
9	Qualified Internal Auditor (QIA) - Tingkat Manajerial Qualified Internal Auditor (QIA) – Managerial Level	19 - 26 Agustus 2025 August 19 – 26, 2025
10	Pendidikan Khusus Profesi Advokat (PKPA) Special Professional Legal Education Program (PKPA)	13 - 28 Agustus 2025 August 13 – 28, 2025
11	Qualified Internal Auditor (QIA) - Tingkat Dasar Qualified Internal Auditor (QIA) – Basic Level	15 - 20 September 2025 September 15 – 20, 2025

Program Sertifikasi untuk BOD-2
Certification Program for BOD-2

No	Nama Sertifikasi Certification	Tanggal Pelaksanaan Organizing Date
12	Sertifikasi *Marine Superintendent* Marine Superintendent Certification	15 - 19 September 2025 September 15 – 19, 2025
13	Sertifikasi *Certified Procurement Specialist* (CPSp) Certified Procurement Specialist (CPSp) Certification	06 - 24 Oktober 2025 October 6 – 24, 2025
14	Sertifikasi GRI *Certified Training Course* GRI Certified Training Course Certification	07 - 09 Oktober 2025 October 7 – 9, 2025
15	Sertifikasi Auditor Hukum (Certified Legal Auditor) Certified Legal Auditor Program	28 Oktober - 4 November 2025 October 28 – November 4, 2025
16	*Marine Superintendent*	10 - 14 November 2025 November 10 – 14, 2025
17	*Designated Person Ashore* (DPA) ISM *Code*	15 - 17 Desember 2025 December 15 – 17, 2025

Selain pelatihan untuk BOD-1 dan BOD-2, terdapat juga pelatihan pegawai darat berdasarkan unit kerja di berbagai direktorat dan unit disampaikan pada tabel ini:

In addition to the training programs designed for BOD-1 and BOD-2 executives, there also competency development initiatives for shore-based employees across various directorates and organizational units. The distribution of these training programs is presented in the table below.

Unit Kerja / Direktorat Work Unit/Directorate	Jumlah Peserta Number of Participants
Cabang / SBU Branch Office / Strategic Business Unit	545
Dir. Utama President Director	174
Dir. SDMU Directorate of Human Capital and General Affairs	164
Dir. Keuangan Directorate of Finance	138
Dir. Armatek Directorate of Fleet and Engineering	100
Dir. UAP Directorate of Passenger Business	93
Dir. UABTL Directorate of Logistics and Port Business Development	59
Total	**1.273**

Tabel Biaya Pendidikan, Pelatihan, dan Sertifikasi Tahun 2023 - 2025

Table: Education, Training, and Certification Costs (2023–2025)

Uraian Description	2025	2024	2023
Sertifikasi Certification	4.693.510.420	9.734.458.469	3.496.453.595
Platihan Training	15.353.370.483	9.785.017.203	7.968.736.883
Total	**20.046.880.903**	**19.519.475.672**	**11.465.190.478**

BIAYA PENGEMBANGAN KOMPETENSI PEGAWAI

Biaya yang dikeluarkan oleh PT PELNI untuk pelaksanaan kegiatan pengembangan kompetensi pegawai melalui pelatihan, pendidikan, seminar, *workshop*, sertifikasi dan beasiswa untuk pegawai laut dan darat pada 2025 adalah 20,05 miliar atau meningkat dibanding pada tahun 2024 sejumlah 19,52 miliar. Peningkatan ini disebabkan oleh meningkatnya biaya pelatihan 56,91% dari tahun 2024 sebesar Rp9,79 miliar menjadi Rp15,35 miliar pada tahun 2025.

EMPLOYEE COMPETENCY DEVELOPMENT COST

The total expenditure incurred by PT PELNI for employee competency development activities, including training, education programs, seminars, workshops, professional certifications, and scholarships for both shore-based and seafaring employees, amounted to Rp20.05 billion in 2025, representing an increase compared to Rp19.52 billion recorded in 2024. This increase was attributable to a 56.91% rise in training costs to Rp15.35 billion in 2025 from Rp9.79 billion in 2024.

PENILAIAN KINERJA KARYAWAN
EMPLOYEE PERFORMANCE EVALUATION

Penilaian kinerja karyawan bertujuan untuk mengukur pencapaian kerja secara objektif dan adil, sekaligus memberikan penghargaan atas peningkatan kinerja melalui penerapan program *Pay for Performance*. Proses penilaian dilakukan berdasarkan indikator dan target kinerja yang telah ditetapkan, tanpa membedakan suku, agama, ras, gender, pandangan politik, maupun latar belakang lainnya.

Perseroan meyakini bahwa sistem penilaian kinerja yang transparan, objektif, dan akuntabel dapat meningkatkan kepercayaan serta penerimaan karyawan terhadap hasil evaluasi yang diperoleh. Pada akhirnya, hal tersebut diharapkan dapat mendorong kepuasan kerja, meningkatkan motivasi dan keterikatan karyawan, serta memberikan kontribusi positif terhadap peningkatan produktivitas dan kinerja Perseroan secara berkelanjutan.

Employee performance evaluations are conducted to objectively and fairly measure individual performance achievements while providing recognition for performance improvement through the implementation of the Pay for Performance program. The evaluation process is based on predetermined performance indicators and targets and is carried out without discrimination based on ethnicity, religion, race, gender, political views, or any other background.

The Company believes that a transparent, objective, and accountable performance evaluation system enhances employee trust and acceptance of evaluation outcomes. Ultimately, this approach is expected to improve job satisfaction, strengthen employee motivation and engagement, and contribute positively to the sustainable enhancement of the Company's productivity and overall performance.

Penilaian kinerja yang dilaksanakan secara objektif dan berkeadilan menjadi salah satu dasar bagi Perseroan dalam menetapkan pengembangan karier karyawan. Hasil penilaian tersebut digunakan sebagai pertimbangan dalam pelaksanaan promosi, mutasi, maupun rotasi jabatan sesuai dengan kebutuhan organisasi dan kompetensi karyawan. Dalam kondisi tertentu, hasil evaluasi juga dapat menjadi dasar penyesuaian jabatan (demosi) sesuai dengan ketentuan dan kebijakan yang berlaku di Perseroan. Dalam hal ini, PELNI menerapkan sistem *Performance Appraisal* (PA) dengan tujuan untuk mengevaluasi kinerja, potensi karyawan, serta bagian dari proses internalisasi Tata Nilai Perseroan.

Untuk memastikan terjaganya kualitas kinerja sumber daya manusia, Perseroan melaksanakan evaluasi kinerja secara berkala terhadap seluruh karyawan. Proses evaluasi diawali dengan penilaian mandiri (*self-assessment*) oleh karyawan yang kemudian direviu dan divalidasi oleh atasan langsung. Hasil evaluasi yang mencakup aspek kompetensi dan pencapaian Indikator Kinerja Utama (IKU) selanjutnya digunakan sebagai salah satu dasar dalam penyusunan program pengembangan karier dan pengelolaan talenta.

Objective and equitable performance assessments also serve as one of the key foundations for employee career development decisions. Evaluation results are considered in determining promotions, transfers, and job rotations based on organizational needs and employee competencies. Under certain circumstances, performance evaluation outcomes may also form the basis for position adjustments (demotions) in accordance with the Company's applicable policies and regulations. In this regard, PELNI implements a Performance Appraisal (PA) system aimed at evaluating employee performance and potential, while also serving as a mechanism for reinforcing the Company's Core Values.

To maintain the quality and effectiveness of its human capital, the Company conducts periodic performance evaluations for all employees. The process begins with a self-assessment conducted by each employee, which is subsequently reviewed and validated by the employee's direct supervisor. The evaluation results, encompassing both competency assessments and the achievement of Key Performance Indicators (KPIs), are then utilized as one of the primary considerations in career development planning and talent management initiatives.

Jumlah Karyawan yang Mendapatkan Penilaian Kinerja [GRI 404-3]

Number of Employees Who Received Performance Assessments [GRI 404-3]

Keterangan Information	2025	2024	2023
Laki-laki Male	272	141	-
Perempuan Female	202	78	-
Total	**474**	**219**	**552**

Tabel Tinjauan Kinerja dan Pengembangan Karier Pegawai [GRI 404-3]

Table: Employee Performance Review and Career Development [GRI 404-3]

Uraian Description	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Jumlah Pegawai yang Menerima Tinjauan Number of Employees Receiving Review	272	202	474	141	78	219	-	-	552
Jumlah Seluruh Pegawai Total Number of Employees	3.908	485	4.393	4.062	471	4.533	-	-	5.003

Tabel Tinjauan Kinerja dan Pengembangan Karier Pegawai [GRI 404-3]

Table: Employee Performance Review and Career Development [GRI 404-3]

Uraian Description	2025			2024			2023		
	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total	Laki-laki Male	Perempuan Female	Jumlah Total
Persentase Pegawai yang Menerima Tinjauan Percentage of Employees Receiving Review	**6,96%**	**41,65%**	**48,61%**	347	16,56	20,03%	-	-	11,03%

Tabel Promosi Pegawai [OJK F.18, GRI 404-3]

Table: Employee Promotion [OJK F.18, GRI 404-3]

Jenis Kelamin Gender	2024			2023			2022		
	Jumlah Pegawai yang Dipromosikan Number of Employees Promoted	Jumlah Seluruh Pegawai Total Number of Employees	%	Jumlah Pegawai yang Dipromosikan Number of Employees Promoted	Jumlah Seluruh Pegawai Total Number of Employees	%	Jumlah Pegawai yang Dipromosikan Number of Employees Promoted	Jumlah Seluruh Pegawai Total Number of Employees	%
Laki-laki Male	272	3.908	6,96	141	4.062	3,47	-	-	-
Perempuan Female	202	485	41,65	78	471	16,56	-	-	-
Jumlah Total	474	4.393	48,61	219	4.533	20,03	552	5.003	11,03

PENSIUN
RETIREMENT PROGRAM

Selain pelatihan kepada karyawan yang masih aktif, PELNI juga memberikan pelatihan kepada karyawan yang akan pensiun (pra-pensiun) yang dinamakan Pelatihan Purnabakti. Pelatihan ini diadakan Perseroan sebagai sarana untuk membekali para pegawai yang hendak memasuki masa pensiun. Para pegawai dibekali dengan pengetahuan, keterampilan, sikap mental/spiritual, dan kemampuan kewirausahaan untuk menghadapi masa pensiun. Dengan demikian, para pegawai tersebut diharapkan siap/mampu mandiri dan tetap produktif pada saat masa pensiunnya

Pendidikan dan pelatihan bagi purna tugas terdiri dari program persiapan menghadapi purna tugas dan program keterampilan usaha mandiri yang dapat diikuti ketika karyawan memasuki usia 50-55 tahun.

Pada tahun 2025, diadakan pelatihan pra-pensiun yang dilakukan sebanyak 2 (dua) kali dalam bentuk kegiatan Masa Persiapan Pensiun. Adapun pelatihan Purnabakti yang dilaksanakan selama tahun 2025 disampaikan sebagai berikut:

In addition to training for active employees, PELNI also provides training for employees who are about to retire (pre-retirement), which is called Retirement Training. The Company provides Retirement Training to equip employees approaching retirement. Employees are equipped with the knowledge, skills, mental/spiritual attitudes, and entrepreneurial abilities to prepare for retirement. This ensures these employees are prepared and able to be independent and remain productive in retirement.

Retirement education and training programs consist of retirement preparation modules as well as entrepreneurship and self-employment skills development programs, which may be attended by employees between the ages of 50 and 55.

In 2025, the Company organized pre-retirement training programs on 2 (two) occasions as part of the Retirement Preparation Period (MPP) activities. The Retirement Training implemented in 2025 is as follows:

Tanggal Date	**Pelatihan** Training	**Jumlah Peserta** Number of Participants	**Penyelenggara** Organizer
12 - 15 Agustus 2025 August 12 - 15, 2025	Diklat Purnabakti Pegawai Darat Land-based Employee Retirement Training	30 orang | people	PT Sinergi Daya Insani
18 - 21 November 2025 August 12 - 15, 2025	Diklat Purnabakti Pegawai Laut Seafarer Retirement Training	30 orang | people	

Materi yang dijelaskan pada kegiatan pelatihan tersebut mencakup manajemen diri, kewirausahaan, pendampingan kesehatan, dan pendampingan psikologis. [GRI 3-3, 404-2]

Untuk mendukung kesejahteraan para pegawai yang memasuki masa pensiun, Perseroan memberikan program manfaat pensiun yang mengacu pada ketentuan BPJS Ketenagakerjaan. [GRI 201-3]

Berikut informasi program pensiun lainnya yang diberikan Perseroan bagi seluruh karyawan PELNI, dengan penjelasan pada tabel berikut:

The material explained in the training activities includes self-management, entrepreneurship, health assistance, and psychological assistance. [GRI 3-3, 404-2]

To support the welfare of employees entering retirement, the Company provides retirement benefits in accordance with the provisions of the Indonesian Social Security Agency for Employment (BPJS Ketenagakerjaan). [GRI 201-3]

The Company provides various retirement benefit programs for all PELNI employees. Details of these programs are presented in the following table:

Program Pensiun Retirement Programs	**Landasan Hukum** Legal Basis	**Penjelasan** Explanation	**Iuran Karyawan** Employee Contributions	**Iuran Perseroan** Company Contributions
Program Pensiun Iuran Pasti (PPIP) Defined Contribution Pension Program	SK Hak - Hak Kesejahteran Pegawai Nomor: 10.02/02/SK/ HKO.01/2024 Board of Directors Decree on Employee Welfare Entitlements No. 10.02/02/SK/ HKO.01/2024	1. Tabungan dana pensiun yang dikelola oleh *provider* dana pensiun. Dana yang telah terkumpul akan diberikan kepada karyawan ketika memasuki masa pensiun; 2. Pegawai yang diangkat menjadi pegawai tetap sesudah tahun 2007; 3. Pegawai yang diangkat menjadi pegawai tetap sebelum tahun 2007. 1. A pension savings program managed by a pension fund provider. The accumulated funds are disbursed to employees upon retirement; 2. Applicable to employees who were appointed as permanent employees after 2007; 3. Applicable to employees who were appointed as permanent employees before 2007.	Pegawai diangkat sesudah tahun 2007 sebesar 5% dari gaji pokok. Employees appointed after 2007 contribute 5% of their basic salary.	1. Pegawai diangkat sesudah tahun 2007 sebesar 15% dari upah pokok; 2. Pegawai diangkat sebelum tahun 2007 sebesar 5% dari upah pokok. 1. Employees appointed after 2007: 15% of basic salary; 2. Employees appointed before 2007: 5% of basic salary.
Program Kesehatan Pensiun Retiree Healthcare Program	SK Hak - Hak Kesejahteran Pegawai Nomor: 10.02/02/SK/ HKO.01/2024 Board of Directors Decree on Employee Welfare Entitlements No. 10.02/02/SK/ HKO.01/2024	1. Program pendanaan yang bertujuan untuk membiayai layanan Kesehatan bagi karyawan purna bakti yang akan diberikan pada saat masa pensiun; 2. Peserta merupakan pegawai yang diangkat menjadi pegawai tetap sebelum tahun 2007 dengan produk BPJS Kesehatan. 1. A funding program designed to finance healthcare services for retired employees, with benefits provided upon retirement; 2. Participants consist of employees who were appointed as permanent employees before 2007 and are covered under the BPJS Health program.	2% dari upah pokok. 2% of basic salary.	3% dari upah pokok. 3% of basic salary.

Program Pensiun Retirement Programs	**Landasan Hukum** Legal Basis	**Penjelasan** Explanation	**Iuran Karyawan** Employee Contributions	**Iuran Perseroan** Company Contributions
Program Pensiun manfaat Pasti Defined Benefit Pension Program	SK Hak - Hak Kesejahteran Pegawai Nomor: 10.02/02/SK/HKO.01/2024 Board of Directors Decree on Employee Welfare Entitlements No. 10.02/02/SK/HKO.01/2024	1. Peserta merupakan pegawai yang diangkat menjadi pegawai tetap sebelum tahun 2007; 2. Iuran Program Pensiun Manfaat Pasti dilaksanakan oleh Dana Pensiun PELNI. 1. Participants consist of employees who were appointed as permanent employees before 2007; 2. Contributions to the Defined Benefit Pension Program are administered by the PELNI Pension Fund.	5% dari upah pokok. 5% of basic salary.	10% dari upah pokok. 10% of basic salary.
BPJS KETENAGAKERJAAN	1. Peraturan Pemerintah (PP) Nomor 44 Tahun 2015; 2. Peraturan Pemerintah (PP) Nomor 45 Tahun 2015; 3. Peraturan Pemerintah (PP) Nomor 46 Tahun 2015; 4. Peraturan Pemerintah (PP) Nomor 82 tahun 2018; 5. Peraturan Pemerintah (PP) Nomor 49 Tahun 2023; 6. Peraturan Pemerintah (PP) Nomor 60 tahun 2015.	1. Program Jaminan Pensiun BPJS Ketenagakerjaan bertujuan memberikan perlindungan finansial kepada peserta ketika memasuki usia pensiun, atau dalam kondisi tertentu seperti kehilangan pekerjaan atau cacat total tetap, BPJS Ketenagakerjaan; 2. JHT: Bertujuan untuk memberikan dukungan finansial kepada peserta ketika mereka pensiun, mengalami cacat total tetap, atau meninggal dunia; 3. Jaminan Pensiun: Bertujuan untuk mempertahankan derajat kehidupan yang layak bagi peserta setelah pensiun atau mengalami cacat total tetap, dengan memberikan manfaat bulanan; 4. JKK (Jaminan Kecelakaan Kerja): Perlindungan dari risiko kecelakaan kerja; 5. JKM (Jaminan Kematian): Perlindungan dari risiko kematian.	1. Besar Iuran JHT ditanggung Pegawai sebesar 2% dari paket gaji; 2. Besar Iuran JP ditanggung pegawai sebesar1% dari paket gaji.	1. Besar Iuran JHT ditanggung Perseroan sebesar 3,7%dari paket gaji; 2. Besar Iuran JP ditanggung Perseroan sebesar 2% dari paket gaji; 3. Besar Iuran JKM sebesar 1,27% dari paket gaji dan wajib dibayar oleh Perseroan; 4. Besar Iuran JKM sebesar 0,3% dari paket gaji dan wajib dibayar oleh Perseroan.

Program Pensiun Retirement Programs	**Landasan Hukum** Legal Basis	**Penjelasan** Explanation	**Iuran Karyawan** Employee Contributions	**Iuran Perseroan** Company Contributions
BPJS Employment Social Security Program	1. Government Regulation No. 44 of 2015 concerning the Implementation of Work Accident Insurance and Death Benefits Programs; 2. Government Regulation No. 45 of 2015 concerning the Administration of Pension Benefit Programs; 3. Government Regulation No. 46 of 2015 concerning the Administration of Old-Age Security Programs; 4. Government Regulation No. 82 of 2018 concerning Health Insurance; 5. Government Regulation No. 49 of 2023 concerning Amendments to Regulations on Social Security Programs; 6. Government Regulation No. 60 of 2015 concerning Procedures for Amendments to Social Security Program Regulations.	1. The BPJS Employment Pension Security Program aims to provide financial protection to participants upon reaching retirement age or under certain conditions, such as job loss or permanent total disability; 2. Old-Age Security (JHT): Provides financial support to participants upon retirement, permanent total disability, or death; 3. Pension Security (JP): Aims to maintain a decent standard of living for participants after retirement or in the event of permanent total disability through the provision of monthly benefits; 4. Work Accident Insurance (JKK): Provides protection against occupational accident risks; 5. Death Benefit Insurance (JKM): Provides protection against the risk of death.	1. Old-Age Security (JHT): Employee contribution is 2% of the salary package. 2. Pension Security (JP): Employee contribution is 1% of the salary package.	1. Old-Age Security (JHT): Company contribution amounts to 3.7% of the salary package; 2. Pension Security (JP): Company contribution amounts to 2% of the salary package; 3. Work Accident Insurance (JKK): Contribution amounts to 1.27% of the salary package and is fully borne by the Company; 4. Death Benefit Insurance (JKM): Contribution amounts to 0.3% of the salary package and is fully borne by the Company.
Pendanaan Hari Tua Old-Age Benefits Funding Program	SK Hak - Hak Kesejahteran Pegawai Nomor: 10.02/02/SK/HKO.01/2024 Board of Directors Decree on Employee Welfare Entitlements No. 10.02/02/SK/HKO.01/2024	Pengalihan risiko Perseroan kepada asuransi dalam rangka melaksanakan ketentuan undang – undang ketenagakerjaan dalam hal pemutusan hubungan kerja. Pemutusan hubungan kerja yang dimaksud dalam hal ini adalah Pensiun Normal, Pensiun karena Meninggal Dunia dan Pensiun karena Cacat Tetap Total. Risk transfer mechanism from the Company to an insurance provider in fulfilling obligations under labor regulations relating to employment termination. The termination events covered under this program include normal retirement, retirement due to death, and retirement due to permanent total disability.		Besaran iuran premi program ini ditanggung penuh oleh Perseroan. The premium contributions for this program are fully covered by the Company.

LINGKUNGAN BEKERJA YANG LAYAK DAN AMAN [OJK F.21]

DECENT AND SAFE WORKING ENVIRONMENT [OJK F.21]

PT PELNI (Persero) berkomitmen penuh dalam menyediakan lingkungan kerja yang aman, sehat, dan inklusif bagi seluruh insan PELNI maupun mitra kerja. Keselarasan ini diwujudkan sebagai bentuk kepatuhan terhadap amanat Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja Menjadi Undang-Undang, khususnya yang mengatur perlindungan tenaga kerja serta implementasi standar Keselamatan dan Kesehatan Kerja (K3). Bagi Perseroan, penciptaan iklim kerja yang harmonis bukan sekadar pemenuhan kewajiban regulasi, melainkan sebuah fondasi utama dalam memacu produktivitas yang berkelanjutan, yang sejalan dengan internalisasi nilai-nilai utama korporasi.

Secara operasional, komitmen tersebut diwujudkan melalui penyediaan infrastruktur dan fasilitas kerja yang mendukung kesejahteraan fisik serta spiritual karyawan. Perseroan memfasilitasi area kerja yang higienis, ruang laktasi yang memadai bagi ibu menyusui, serta sarana ibadah yang representatif. Guna memitigasi risiko kecelakaan kerja dan melindungi aset korporasi, sistem proteksi kebakaran mutakhir juga telah diintegrasikan di seluruh area kerja. Langkah pengamanan ini menjadi bagian tidak terpisahkan dari implementasi Kode Etik Perseroan (*Code of Conduct*) dalam menjaga keselamatan personel secara menyeluruh.

Sebagai bentuk kepedulian nyata terhadap kesejahteraan jangka panjang, Perseroan memastikan seluruh pegawai telah terdaftar sebagai peserta program Jaminan Kesehatan Nasional (JKN) melalui BPJS Kesehatan secara komprehensif. Jaminan perlindungan medis yang andal ini diberikan untuk memastikan setiap individu mendapatkan hak akses kesehatan yang layak. Melalui integrasi jaminan sosial yang kuat, PELNI secara konsisten menerapkan praktik ketenagakerjaan yang adil, bertanggung jawab, dan patuh terhadap ketentuan perundang-undangan yang berlaku di Indonesia.

PT PELNI (Persero) is fully committed to providing a safe, healthy, and inclusive working environment for all PELNI employees and business partners. This commitment reflects the Company's compliance with Law No. 6 of 2023 concerning the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation, particularly provisions related to labor protection and the implementation of Occupational Health and Safety (OHS) standards. For the Company, fostering a harmonious workplace is not merely a regulatory obligation but also a fundamental pillar in driving sustainable productivity, in line with the internalization of the Company's core values.

Operationally, this commitment is demonstrated through the provision of workplace infrastructure and facilities that support employees' physical well-being and spiritual needs. The Company provides hygienic working areas, adequate lactation rooms for nursing mothers, and appropriate worship facilities. To mitigate occupational risks and safeguard corporate assets, modern fire protection systems have also been integrated throughout the workplace. These safety measures form an integral part of the implementation of the Company's Code of Conduct in ensuring the protection and well-being of all personnel.

As part of its commitment to long-term employee welfare, the Company ensures that all employees are comprehensively enrolled in the National Health Insurance (JKN) program administered by BPJS Kesehatan. This reliable healthcare protection is provided to ensure that every individual has access to adequate healthcare services. Through the integration of a robust social security system, PELNI consistently upholds fair, responsible, and compliant employment practices in accordance with prevailing laws and regulations in Indonesia.

KESEHATAN DAN KESELAMATAN KERJA [GRI 403-1]
OCCUPATIONAL HEALTH AND SAFETY [GRI 403-1]

DASAR HUKUM DAN KEBIJAKAN

Dalam menerapkan praktik K3, PELNI berpedoman pada ketentuan dan peraturan berikut:

1. Surat Edaran Direktur SDM & Umum Nomor 08.16/SE/HKO.03/2022 tentang Ketentuan Pelaksanaan *Medical Check-Up* (MCU) dan *General Check-Up* (GCU) Pegawai PT PELNI (Persero);

2. Surat Keputusan Direksi No. 07.26/02/SK/HKO.01/2021 tentang Penanganan Awak Kapal Meninggal di Atas Kapal PT PELNI (Persero).

Selain berpedoman pada kebijakan internal, PELNI juga melakukan sinkronisasi standar nasional dan internasional ke dalam kegiatan operasional terkait penanganan K3 yang meliputi:

1. **Sertifikasi ISO 45001:2018:** Perseroan telah mengimplementasikan standar internasional ini sebagai landasan dalam memperkuat sistem manajemen keselamatan dan kesehatan kerja (K3) secara berkelanjutan dan proaktif. Penerapannya berfokus pada identifikasi, penilaian, dan pengendalian risiko K3 secara komprehensif di seluruh unit kerja, serta mendorong keterlibatan aktif pekerja dalam upaya pencegahan kecelakaan kerja dan penyakit akibat kerja (PAK). Melalui implementasi standar ini, Perseroan berupaya menciptakan lingkungan kerja yang aman, sehat, dan produktif bagi seluruh pekerja;

2. **Kepatuhan terhadap Peraturan Pemerintah No. 50 Tahun 2012:** Perseroan memastikan penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai dengan ketentuan Peraturan Pemerintah Nomor 50 Tahun 2012. Pengawasan dan evaluasi dilakukan secara menyeluruh pada seluruh aktivitas operasional, mulai dari fungsi administratif di kantor pusat hingga kegiatan operasional pada armada kapal yang memiliki tingkat risiko tinggi. Langkah ini bertujuan untuk memastikan konsistensi penerapan standar K3 serta memperkuat budaya keselamatan di seluruh lini organisasi;

3. **Kepatuhan terhadap Standar IMO (*International Maritime Organization*):** Sebagai subjek hukum dalam industri pelayaran internasional, PT PELNI mematuhi *International Safety Management* (ISM) *Code*. Kepatuhan terhadap instrumen IMO ini merupakan mandat mutlak untuk menjamin keselamatan jiwa

LEGAL BASIS AND POLICIES

In implementing Occupational Health and Safety (OHS) practices, PELNI adheres to the following policies and regulations:

1. Human Resources and General Affairs Director Circular Letter No. 08.16/SE/HKO.03/2022 concerning the Implementation of Medical Check-Ups (MCU) and General Check-Ups (GCU) for PT PELNI (Persero) Employees;
2. Board of Directors Decree No. 07.26/02/SK/HKO.01/2021 concerning the Handling of Crew Members Who Pass Away Onboard PT PELNI (Persero) Vessels.

In addition to adhering to internal policies, PELNI also aligns national and international standards with its operational activities related to occupational health and safety management, including:

1. **ISO 45001:2018 Certification:** The Company has implemented this international standard as the foundation for strengthening its Occupational Health and Safety Management System (OHSMS) in a sustainable and proactive manner. Its implementation focuses on the comprehensive identification, assessment, and control of occupational health and safety risks across all business units, while encouraging active employee participation in the prevention of workplace accidents and occupational diseases. Through the implementation of this standard, the Company strives to create a safe, healthy, and productive working environment for all employees.
2. **Compliance with Government Regulation No. 50 of 2012:** The Company ensures the implementation of an Occupational Health and Safety Management System (SMK3) in accordance with the requirements of Government Regulation No. 50 of 2012. Monitoring and evaluation are conducted comprehensively across all operational activities, ranging from administrative functions at the Head Office to operational activities on vessels, which involve higher occupational risk levels. This approach is intended to ensure the consistent application of OHS standards and strengthen the safety culture throughout the organization;
3. **Compliance with International Maritime Organization (IMO) Standards:** As a participant in the international shipping industry, PT PELNI complies with the International Safety Management (ISM) Code. Adherence to this IMO instrument is essential to ensuring safety of life at sea, the safe

di laut, keamanan wahana air, serta preventivitas terhadap pencemaran lingkungan maritim.

SISTEM MANAJEMEN KESELAMATAN DAN KESEHATAN KERJA [GRI 403-1]

Sebagai bentuk komitmen mutlak dalam menjamin keselamatan tenaga kerja, Perseroan telah mengimplementasikan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) secara menyeluruh. Penerapan sistem ini merupakan wujud kepatuhan terhadap regulasi nasional, yang mengacu pada Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja, Peraturan Menteri Tenaga Kerja RI Nomor PER.04/MEN/1987, serta Peraturan Pemerintah Nomor 50 Tahun 2012. Regulasi tersebut mewajibkan setiap perusahaan yang mempekerjakan lebih dari 100 tenaga kerja atau memiliki intensitas potensi bahaya tinggi untuk menerapkan SMK3 serta membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3).[GRI 3-3, 403-1]

Di samping kepatuhan hukum nasional, implementasi SMK3 di lingkungan PT PELNI (Persero) juga diselaraskan dengan standar internasional, yang merujuk pada ISO 45001:2018 dan *International Safety Management Code* (ISM Code). Pelaksanaan standar ini diwujudkan secara operasional melalui penyusunan Manual Manajemen Keselamatan, Prosedur Darurat Awak Kapal (PDAK), *Standard Operating Procedure* (SOP) Awak Kapal, serta penerbitan Surat Keputusan *Management Response Team* (SK MRT). Adapun ruang lingkup penerapan SMK3 ini mencakup seluruh pekerja, aktivitas operasional bisnis, serta tempat kerja di lingkungan Perseroan tanpa pengecualian.

Sebagai bentuk pengawasan, Perseroan telah membentuk struktur PP2K3 yang disahkan melalui Keputusan Dinas Tenaga Kerja, Transmigrasi, dan Energi Provinsi DKI Jakarta Nomor 1762 Tahun 2022. Komite P2K3 ini mengemban mandat untuk memberikan rekomendasi serta saran penanganan isu K3 kepada manajemen, menggencarkan sosialisasi keselamatan, melakukan inspeksi berkala (*safety patrol*) guna mengidentifikasi tindakan tidak aman (*unsafe acts*) dan kondisi tidak aman (*unsafe conditions*), serta menyelenggarakan pelatihan K3 dan simulasi tanggap darurat secara periodik.

operation of vessels, and the prevention of marine environmental pollution.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM [GRI 403-1]

As part of its unwavering commitment to safeguarding the health and safety of its workforce, the Company has comprehensively implemented an Occupational Health and Safety Management System (OHSMS). The implementation of this system reflects compliance with national regulations, including Law No. 1 of 1970 on Occupational Safety, Minister of Manpower Regulation No. PER.04/MEN/1987, and Government Regulation No. 50 of 2012. These regulations require companies employing more than 100 workers or operating in high-risk environments to implement an OHSMS and establish an Occupational Health and Safety Committee (P2K3). [GRI 3-3, 403-1]

In addition to complying with national legal requirements, the implementation of the OHSMS within PT PELNI (Persero) is aligned with international standards, namely ISO 45001:2018 and the International Safety Management (ISM) Code. These standards are operationalized through the development of a Safety Management Manual, Ship Crew Emergency Procedures (PDAK), Standard Operating Procedures (SOPs) for ship crews, and the issuance of Management Response Team (MRT) Decrees. The scope of the OHSMS covers all employees, business operations, and workplaces across the Company without exception.

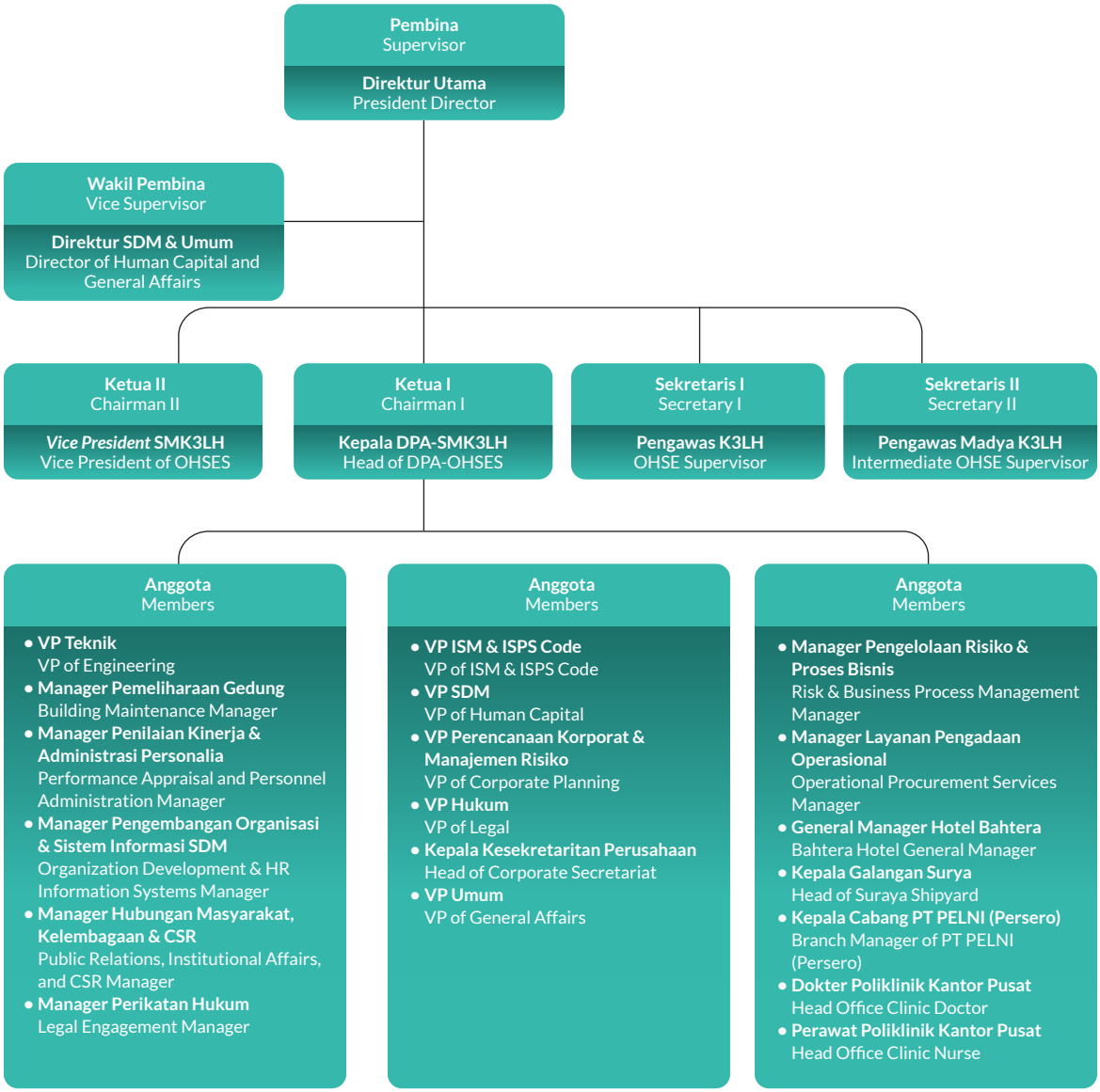
As part of its oversight framework, the Company has established an Occupational Health and Safety Committee (P2K3), formally endorsed through Decree No. 1762 of 2022 issued by the Jakarta Provincial Office of Manpower, Transmigration, and Energy. The Committee is mandated to provide recommendations and advice to management on occupational health and safety matters, promote safety awareness campaigns, conduct regular safety patrols to identify unsafe acts and unsafe conditions, and organize periodic OHS training programs and emergency response simulations.

Selama tahun 2025, PELNI menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang berlaku untuk semua karyawan (100%), baik karyawan tetap maupun tidak tetap. [GRI 403-8]

Untuk menjamin efektivitas tata kelola pengawasan tersebut, fungsi dan tanggung jawab komite diatur berdasarkan struktur organisasi P2K3 yang berlandaskan pada Surat Keputusan Direksi Nomor 03.24/03/SK/HKO.01/2021 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) PT PELNI (Persero) yakni sebagai berikut:[GRI 3-3, 403-4]

Throughout 2025, PELNI implemented the Occupational Health and Safety Management System (SMK3), which applies to all employees (100%), both permanent and non-permanent. [GRI 403-8]

To ensure the effectiveness of this governance and oversight mechanism, the roles and responsibilities of the Committee are defined within the P2K3 organizational structure in accordance with Board of Directors Decree No. 03.24/03/SK/HKO.01/2021 concerning the Occupational Health and Safety Committee (P2K3) of PT PELNI (Persero), as outlined below: [GRI 3-3, 403-4]



PARTISIPASI, KONSULTASI, DAN KOMUNIKASI PEKERJA TENTANG KESELAMATAN DAN KESEHATAN KERJA, TERUTAMA INSPEKSI DAN AUDIT K3 [GRI 403-4][SASB 320a.1]

PELNI berkomitmen penuh pada implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dengan menempatkan partisipasi aktif pekerja sebagai pilar utama. Keterlibatan ini mencakup seluruh tahapan krusial, mulai dari identifikasi bahaya dan penilaian risiko hingga perumusan prosedur keselamatan. Perseroan memfasilitasi partisipasi tersebut melalui program pelatihan K3 berkelanjutan, forum diskusi manajemen-pekerja, serta penyediaan sistem pelaporan insiden dan *near-miss* yang komprehensif.

PELNI mengintegrasikan proses konsultasi pekerja secara formal melalui forum diskusi dan dialog terbuka guna menyempurnakan pengembangan SMK3. Kolaborasi ini mencakup penyusunan hingga revisi kebijakan K3, termasuk mekanisme pelaporan insiden yang transparan. Pada fase implementasi, pekerja tidak hanya diwajibkan mematuhi prosedur dan penggunaan Alat Pelindung Diri (APD), tetapi juga didorong untuk proaktif melaporkan kondisi tidak aman. Melalui pertemuan rutin dan pengumpulan umpan balik, Perseroan memastikan setiap prosedur tetap relevan dan efektif menghadapi dinamika di lapangan.

Keterlibatan pekerja meluas hingga tahap evaluasi berkala terhadap efektivitas SMK3. Melalui analisis data kecelakaan, kejadian *near-miss*, audit internal, serta inspeksi keselamatan, para pekerja berperan aktif dalam memetakan performa K3 Perseroan. Temuan evaluasi tersebut kemudian dikaji dalam forum Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) serta dialog manajemen guna merumuskan langkah perbaikan yang tepat. Guna mendukung aspek ini, PELNI memastikan aksesibilitas informasi K3 yang luas melalui berbagai kanal, mulai dari media sosial, baliho di area operasional dan kapal, hingga platform komunikasi internal yang diperbarui secara *real-time*.

WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY, INCLUDING OHS INSPECTIONS AND AUDITS [GRI 403-4][SASB 320a.1]

PT PELNI (Persero) is fully committed to implementing an effective Occupational Health and Safety Management System (OHSMS), with active employee participation serving as a fundamental pillar. Employee involvement encompasses all critical stages of the OHS process, including hazard identification, risk assessment, and the development of safety procedures. The Company facilitates such participation through continuous OHS training programs, management-worker discussion forums, and a comprehensive incident and near-miss reporting system.

PELNI formally integrates employee consultation into the OHSMS through discussion forums and open dialogue aimed at enhancing the development and effectiveness of occupational health and safety practices. This collaboration extends to the formulation and revision of OHS policies, including transparent incident reporting mechanisms. During the implementation phase, employees are not only required to comply with established procedures and utilize Personal Protective Equipment (PPE), but are also encouraged to proactively report unsafe conditions. Through regular meetings and feedback collection, the Company ensures that all procedures remain relevant and effective in addressing evolving operational conditions.

Employee involvement also extends to the periodic evaluation of OHSMS effectiveness. Through the analysis of accident data, near-miss incidents, internal audits, and safety inspections, employees actively contribute to assessing the Company's OHS performance. The findings from these evaluations are subsequently reviewed through the Occupational Health and Safety Committee (P2K3) and management forums to formulate appropriate corrective and preventive actions. To support this process, PELNI ensures broad accessibility to OHS-related information through various communication channels, including social media platforms, safety billboards located in operational areas and onboard vessels, as well as internal communication platforms that are updated on a real-time basis.

Komite formal gabungan manajemen dan pekerja, yaitu P2K3, memiliki tanggung jawab utama dalam mengidentifikasi bahaya, mengevaluasi risiko, serta mengembangkan dan merevisi kebijakan dan prosedur K3 sesuai kebutuhan. Dalam hal ini, P2K3 sebagai jembatan formal antara manajemen dan pekerja dengan fokus utama pada keselamatan kerja. Tugasnya mencakup analisis bahaya serta penyempurnaan kebijakan K3 sesuai dinamika kebutuhan Perseroan. Setiap bulan, isu-isu krusial K3 dibahas secara mendalam untuk menghasilkan rekomendasi yang konkret. Otoritas penuh P2K3 dalam menetapkan kebijakan didukung penuh oleh Direktur Utama sebagai pembina, yang memastikan seluruh hasil keputusan tersebut terinternalisasi dengan baik di seluruh unit kerja PELNI.

AUDIT K3

PT PELNI (Persero), selaku entitas penyelenggara transportasi laut nasional terbesar di Indonesia, menempatkan aspek Keselamatan dan Kesehatan Kerja (K3) sebagai fundamental utama dalam seluruh dimensi operasionalnya. Sinergi antara perusahaan induk dengan seluruh anak perusahaan, termasuk PELNI Services, diwujudkan melalui penerapan Sistem Manajemen K3 (SMK3) yang komprehensif, terintegrasi, serta berorientasi pada keberlanjutan demi menjamin keamanan ekosistem bisnis dari potensi insiden.

Dalam rangka menjaga reliabilitas dan validitas sistem, PELNI menerapkan mekanisme audit berjenjang guna memastikan seluruh prosedur operasional dijalankan dengan optimal seperti:

1. **Audit Internal Berkala:** Evaluasi mandiri dilaksanakan secara terjadwal, sekurang-kurangnya satu kali dalam setahun, yang berfungsi sebagai mekanisme deteksi dini (*early warning system*). Proses ini ditujukan untuk mengukur tingkat kesiapan personel serta keandalan infrastruktur pendukung secara komparatif sebelum melalui fase penilaian formal.
2. **Audit Eksternal Independen:** Validasi sistemik diselenggarakan oleh lembaga sertifikasi independen terakreditasi, seperti PT Alkon Indo Sertifikasi dan PT Sucofindo. Keterlibatan pihak ketiga tersebut bertujuan untuk menjamin transparansi, objektivitas,

The formal joint management-worker committee, namely the Occupational Health and Safety Committee (P2K3), bears primary responsibility for identifying hazards, evaluating risks, and developing as well as revising OHS policies and procedures as necessary. In this regard, P2K3 serves as the formal bridge between management and employees, with a primary focus on workplace safety. Its responsibilities include hazard analysis and the continuous enhancement of OHS policies in line with the Company's evolving operational needs. Critical OHS issues are discussed comprehensively on a monthly basis to generate actionable recommendations. The committee's authority in establishing OHS-related policies is fully supported by the President Director, who serves as the Committee Advisor and ensures that all decisions and recommendations are effectively communicated and implemented across all PELNI business units.

OCCUPATIONAL HEALTH AND SAFETY (OHS) AUDITS

As the largest national maritime transportation company in Indonesia, PT PELNI (Persero) places Occupational Health and Safety (OHS) as a fundamental priority across all aspects of its operations. Synergy between the parent company and all subsidiaries, including PELNI Services, is realized through the implementation of a comprehensive, integrated, and sustainability-oriented Occupational Health and Safety Management System (OHSMS), aimed at safeguarding the business ecosystem from potential incidents and operational risks.

To maintain the reliability and effectiveness of the system, PELNI implements a multi-tiered audit mechanism to ensure that all operational procedures are carried out optimally, including:

1. **Periodic Internal Audits:** Internal evaluations are conducted on a scheduled basis, at least once annually, serving as an early warning mechanism. This process is designed to assess personnel preparedness and the reliability of supporting infrastructure, while identifying opportunities for improvement prior to formal assessments.
2. **Independent External Audits:** System validation is performed by accredited independent certification bodies, such as PT Alkon Indo Sertifikasi and PT Sucofindo. The involvement of third-party assessors is intended to ensure transparency, objectivity, and

serta memastikan adaptasi berkelanjutan terhadap dinamika regulasi dan praktik terbaik di industri pelayaran global.

PELATIHAN BAGI PEKERJA MENGENAI KESELAMATAN DAN KESEHATAN KERJA

Guna memperkuat budaya Keselamatan dan Kesehatan Kerja (K3), PELNI menyelenggarakan program pelatihan dan sosialisasi rutin untuk meningkatkan kompetensi, kepedulian, serta kesadaran seluruh insan Perseroan. Upaya ini diakomodasi melalui berbagai metode, mulai dari pelatihan daring, program penyegaran (*refresher training*), hingga berbagi pengetahuan (*sharing knowledge*) melalui aplikasi digital LENTERA. [GRI 3-3, 403-7]

Program ini melibatkan seluruh pekerja di darat maupun laut, mencakup berbagai level jabatan dari staf hingga manajer, selaras dengan regulasi yang berlaku. Sepanjang tahun 2025, inisiatif pelatihan K3 yang telah terlaksana meliputi:[GRI 403-5]

continuous alignment with evolving regulatory requirements and international best practices within the maritime industry.

OCCUPATIONAL HEALTH AND SAFETY TRAINING FOR EMPLOYEES

To strengthen the Occupational Health and Safety (OHS) culture across the organization, PELNI conducts regular training and awareness programs aimed at enhancing the competence, awareness, and commitment of all employees toward workplace safety and health. These initiatives are delivered through various methods, including online training, refresher programs, and knowledge-sharing activities facilitated through the Company's digital platform, LENTERA. [GRI 3-3, 403-7]

The program involves all shore-based and seafaring employees across various organizational levels, ranging from staff members to managerial personnel, in accordance with applicable regulations. Throughout 2025, the OHS training initiatives implemented by the Company included the following: [GRI 403-5]

Tanggal Date	Kegiatan Pelatihan Training Activities
20 Januari 2025 January 20, 2025	Webinar *Safety Talk* dengan Tema "Keselamatan dan Keamanan Kapal di Area Pelabuhan". Safety Talk Webinar on "Ship Safety and Security in Port Areas".
11 Februari 2025 February 11, 2025	Kegiatan Peringatan Bulan K3 Tahun 2025 "Webinar Waspada Gempa Megathrust". National OHS Month 2025 Commemoration Program: "Megathrust Earthquake Preparedness Webinar".
09 Mei 2025 May 9, 2025	Webinar *Safety Talk* Sosialisasi dan Implementasi SRS dan DSC terhadap Nakhoda, Perwira Dek dan *Radio Officer* dalam Peningkatan Keselamatan Bernavigasi. Safety Talk Webinar on the Socialization and Implementation of the Ship Reporting System (SRS) and Digital Selective Calling (DSC) for Captains, Deck Officers, and Radio Officers to Enhance Navigational Safety.
24-25 Juni 2025 June 24-25, 2025	Simulasi dan Latihan Penanganan Keadaan Darurat Kebakaran Gedung Kemayoran dan Gudang Persmart PT PELNI (Persero) Tahun 2025. Emergency Response Simulation and Fire Drill at the Kemayoran Office Building and Persmart Warehouse of PT PELNI (Persero) in 2025.
16 - 10 Oktober 2025 October 16-10, 2025	Pelatihan *Food Safety* dan Sertifikasi *Food Handler* untuk ABK Kapal Penumpang. Food Safety Training and Food Handler Certification Program for Passenger Vessel Crew Members.
04- 06 November 2025 November 4-6, 2025	Pelatihan Penanggulangan Kebakaran dan Kebocoran Kapal di KODIKLAT-AL 2025. Ship Firefighting and Leak Response Training at the Indonesian Navy Education, Training, and Doctrine Development Command (KODIKLATAL) 2025.
17-22 November 2025 November 17-22, 2025	Pelatihan Pertolongan Pertama pada Kecelakaan (P3K) dan Pelatihan Kebakaran Kelas D PT PELNI (Persero) *Batch* I Group A. First Aid Training (P3K) and Class D Firefighting Training for PT PELNI (Persero) – Batch I, Group A.
24-29 November 2025 November 24-29, 2025	Pelatihan Pertolongan Pertama pada Kecelakaan (P3K) dan Pelatihan Kebakaran Kelas D PT PELNI (Persero) *Batch* II Group B. First Aid Training (P3K) and Class D Firefighting Training for PT PELNI (Persero) – Batch II, Group B.

Menyadari risiko kerja yang lebih tinggi di lingkungan laut akibat cuaca ekstrem dan kondisi perairan yang dinamis, PELNI memberikan perhatian khusus bagi kru kapal. Serangkaian pelatihan krusial bagi pekerja laut mencakup:

1. Keamanan dan Keselamatan Laut;
2. Penanggulangan Kebakaran di Laut;
3. Pertolongan Pertama di Laut; serta
4. Prosedur Evakuasi Kondisi Darurat.

PENCEGAHAN DAN MITIGASI DAMPAK DARI KESELAMATAN DAN KESEHATAN KERJA YANG SECARA LANGSUNG TERKAIT HUBUNGAN BISNIS [GRI 403-2, 403-7]

PELNI berkomitmen penuh menerapkan standar terbaik Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L) guna melindungi seluruh tenaga kerja dari risiko kecelakaan maupun penyakit akibat kerja. Implementasi K3L yang konsisten diharapkan mampu menciptakan lingkungan kerja yang aman, nyaman, dan sehat. Dengan suasana kerja yang kondusif, produktivitas karyawan akan meningkat, yang pada akhirnya mendorong performa Perseroan secara keseluruhan. Bagi PELNI, lingkungan kerja yang memenuhi kaidah K3 adalah investasi strategis karena segala aspek di sekitar karyawan berpengaruh langsung terhadap efektivitas mereka dalam menjalankan tugas.

Perseroan menerapkan prosedur formal berbasis manual Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) untuk memetakan bahaya dan risiko pada seluruh aktivitas operasional (rutin & non-rutin). Langkah-langkah yang diambil meliputi:[GRI 403-2]

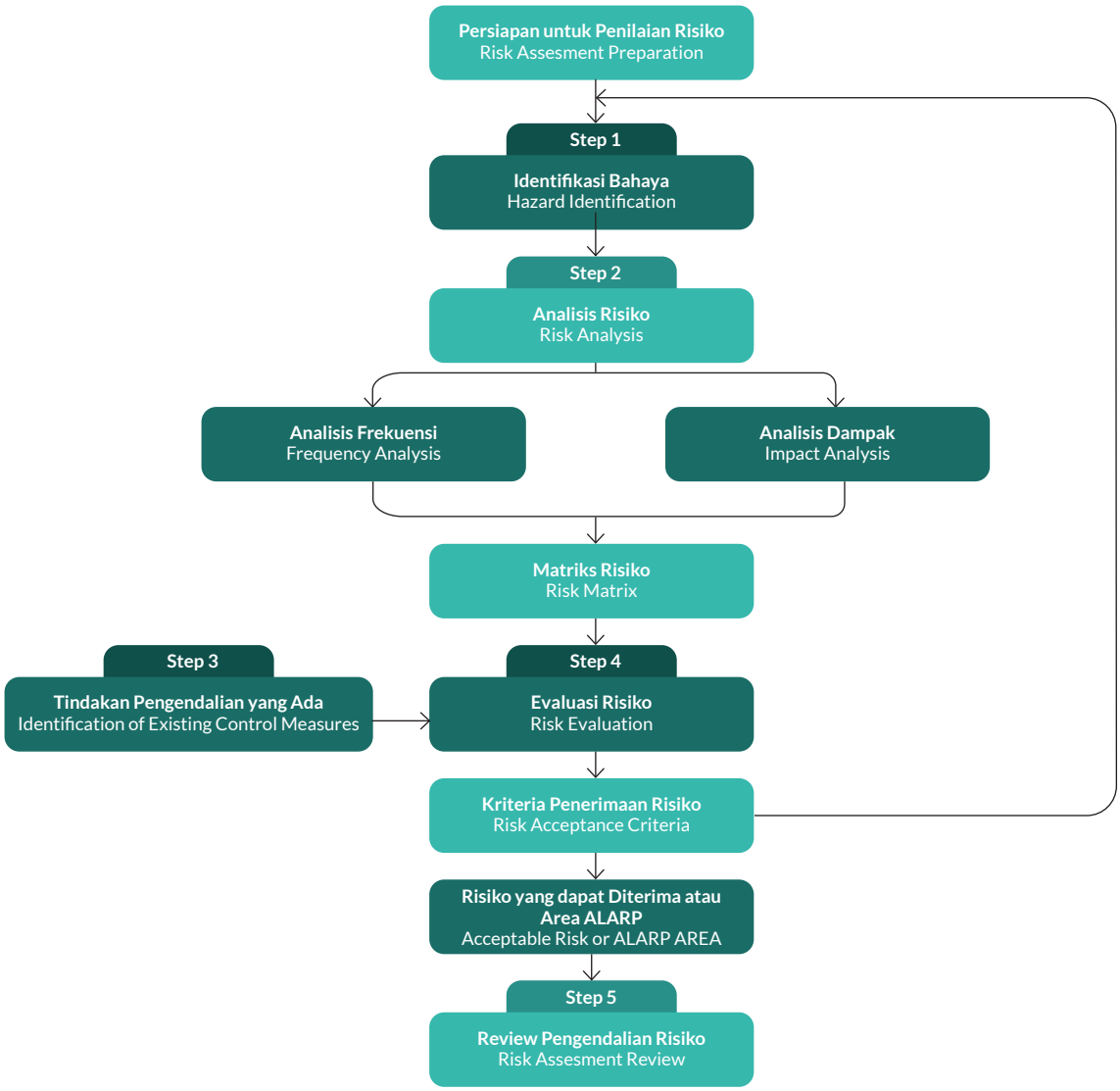
Recognizing the higher occupational risks associated with maritime operations due to extreme weather conditions and dynamic sea environments, PELNI places special emphasis on the competency development of its vessel crews. Key training programs provided to seafaring personnel include:

1. Maritime Safety and Security;
2. Firefighting at Sea;
3. First Aid at Sea; and
4. Emergency Evacuation Procedures.

PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED TO BUSINESS RELATIONSHIPS [GRI 403-2, 403-7]

PELNI is fully committed to implementing best practices in Occupational Health, Safety, and Environment (OHSE) management to protect all workers from the risks of workplace accidents and occupational illnesses. Consistent implementation of OHSE standards is expected to create a safe, comfortable, and healthy working environment. Such a conducive workplace environment enhances employee productivity, which in turn contributes positively to the Company's overall performance. For PELNI, a workplace that adheres to occupational health and safety principles represents a strategic investment, as all aspects of the working environment directly influence employees' effectiveness in carrying out their responsibilities.

The Company applies formal procedures based on its Occupational Health and Safety Management System (OHSMS) Manual to identify hazards and assess risks associated with all operational activities, both routine and non-routine. The measures undertaken include: [GRI 403-2]



Langkah 1: Identifikasi Bahaya (*Hazard Identification*)

Tahap ini bertujuan untuk memetakan seluruh potensi sumber bahaya yang dapat mengganggu operasional atau keselamatan di atas kapal.

1. **Ruang Lingkup Identifikasi:** Identifikasi harus mencakup seluruh aspek kegiatan operasional/ sistem/tugas di atas kapal yang mengandung unsur bahaya (*hazard*), termasuk:
   a. Aktivitas pekerjaan rutin yang sedang berjalan;
   b. Aktivitas implementasi tugas atau sistem baru;
   c. Aktivitas Non-Rutin: Pekerjaan insidental (misalnya: perawatan peralatan darurat);
   d. Manajemen Perubahan: Penggantian prosedur atau modernisasi peralatan (otomatisasi); serta

Step 1: Hazard Identification

This stage aims to identify and map all potential sources of hazards that may affect operational continuity or compromise safety onboard vessels.

1. **Scope of Hazard Identification:** Hazard identification must comprehensively cover all operational activities, systems, and tasks onboard vessels that involve potential hazards, including:
   a. Ongoing routine work activities;
   b. Activities related to the implementation of new tasks or systems;
   c. Non-routine activities, including incidental work (e.g., maintenance of emergency equipment);
   d. Management of Change, including procedural revisions or equipment modernization and automation initiatives; and

e. Evaluasi Temuan: Tindak lanjut atas temuan Ketidaksesuaian (*Non-Conformity*/NC).

2. **Metode Kerja** yakni:
   a. Fokus pada bahaya yang memiliki konsekuensi negatif yang signifikan;
   b. Membangun korelasi logis antara sumber bahaya (*hazard*) dan dampak yang ditimbulkan (*consequences*);
   c. Menggunakan *checklist* standar, analisis laporan kecelakaan historis, serta hasil laporan inspeksi atau audit.
3. ***Output* Langkah 1** yakni:
   a. Daftar bahaya dan skenario terkait yang telah diprioritaskan berdasarkan estimasi level risiko;
   b. Penjelasan komprehensif mengenai rantai sebab-akibat.

4. **Metode Identifikasi Bahaya**
   Identifikasi bahaya dilakukan secara komprehensif melalui instrumen antara lain:
   a. **Daftar Uji (*Checklist*):** Evaluasi rutin menggunakan parameter yang telah ditetapkan.
   b. **Analisis Insiden:** Peninjauan ulang berdasarkan rekam jejak laporan kecelakaan.
   c. **Hasil Audit & Inspeksi:** Pemanfaatan data dari temuan inspeksi lapangan maupun audit internal/eksternal.
5. **Klasifikasi Bahaya Pelayaran**
   Identifikasi mencakup jenis-jenis bahaya spesifik di sektor maritim serta kategorisasi bahaya yang berlaku khusus pada lingkungan armada kapal PELNI.

Langkah 2: Analisis Risiko (*Risk Analysis*)

Setelah bahaya teridentifikasi, langkah selanjutnya adalah melakukan investigasi mendalam untuk memahami profil risiko tersebut.

1. **Tujuan Analisis:** Melakukan investigasi terperinci terhadap penyebab dan dampak dari skenario bahaya yang paling kritis. Dengan menggunakan teknik pemodelan risiko yang tepat, organisasi dapat memprioritaskan sumber daya pada area berisiko tinggi (*High Risk*) serta mengevaluasi faktor-faktor yang memengaruhi tingkat keparahan risiko tersebut.

2. **Pendekatan Analisis:** Terdapat tiga metode utama untuk mengevaluasi risiko agar fokus penanganan tepat sasaran:

e. Evaluation of Findings, including follow-up actions arising from Non-Conformities (NCs).

2. **Methodology:**
   a. Focusing on hazards that may result in significant adverse consequences;
   b. Establishing a logical relationship between hazard sources and their potential consequences; and
   c. Utilizing standardized checklists, historical accident analyses, and findings from inspections and audits.
3. **Output of Step 1:**
   a. A prioritized list of hazards and associated scenarios based on estimated risk levels; and
   b. A comprehensive explanation of the cause-and-effect relationships associated with identified hazards.
4. **Hazard Identification Methods**

Hazard identification is carried out comprehensively through various instruments, including:

   a. **Checklists:** Routine evaluations conducted using predetermined parameters and criteria;
   b. **Incident Analysis:** Reviews based on historical accident and incident records; and
   c. **Audit and Inspection Findings:** Utilization of information derived from field inspections as well as internal and external audit findings.
5. **Maritime Hazard Classification**
   The identification process encompasses various types of hazards specific to maritime operations, including hazard categories that are particularly relevant to the operational environment of PELNI's fleet.

Step 2: Risk Analysis

Once hazards have been identified, the next step is to conduct a thorough investigation to understand the associated risk profile.

1. **Objective of the Analysis:** The purpose of risk analysis is to conduct a detailed assessment of the causes and potential consequences of the most critical hazard scenarios. By applying appropriate risk assessment and modeling techniques, the organization can prioritize resources toward High-Risk areas and evaluate the factors that influence the likelihood and severity of such risks.
2. **Risk Assessment Approaches:** Three primary approaches may be used to evaluate risks and ensure that mitigation efforts are appropriately targeted:

Metode Methods	Penjelasan Explanation	Contoh Instrumen Instrument Examples
Kualitatif Qualitative Approach	Penilaian berdasarkan deskripsi kualitas (Tinggi, Sedang, Rendah). Assessment based on descriptive categories, such as High, Medium, or Low.	*What If Analysis*, FMEA, Checklist Analysis.
Kuantitatif Quantitative Approach	Menggunakan angka *numeric* spesifik untuk menghitung dampak dan probabilitas. Assessment using specific numerical values to calculate the probability and potential impact of risks.	*Fault Tree Analysis* (FTA).
Semi-Kuantitatif Semi-Quantitative Approach	Memberikan skor angka pada setiap kategori kualitatif untuk mendapatkan nilai peringkat. Assessment based on numerical scores assigned to qualitative categories in order to generate risk rankings.	Tabel Matriks Risiko. Risk Matrix Table.

3. **Instrumen Matriks Risiko:** Matriks risiko berfungsi sebagai alat ukur untuk menetapkan ambang batas antara risiko yang dapat ditoleransi (*acceptable risk*) dan risiko yang tidak dapat ditoleransi (*unacceptable risk*).

4. **Hasil Akhir (*Output*) Langkah 2:** Identifikasi area atau aktivitas dengan risiko tinggi yang memerlukan penanganan atau mitigasi segera.

Langkah 3: Identifikasi & Evaluasi Tindakan Pengendalian

Pada tahap ini, fokus utama adalah memetakan kendali yang sudah tersedia serta memastikan apakah kendali tersebut cukup kuat untuk meredam risiko yang telah diidentifikasi.

1. **Tahapan Pengendalian Risiko:**
   a. **Penentuan Area Prioritas:** Menetapkan area atau aktivitas dengan level risiko tinggi yang mendesak untuk diberikan intervensi pengendalian;
   b. **Identifikasi RCM (*Risk Control Measure*):** Merumuskan langkah-langkah pengendalian potensial yang sesuai dengan jenis bahaya yang dihadapi;
   c. **Uji Efektivitas:** Melakukan evaluasi ulang (seperti pada Langkah 2) untuk mengukur sejauh mana RCM mampu menurunkan tingkat risiko hingga mencapai batas aman.
2. **Tujuan Utama Penerapan RCM:** Implementasi *Risk Control Measure* harus diarahkan untuk mencapai empat target berikut:
   a. **Pencegahan Kegagalan:** Menekan frekuensi munculnya bahaya melalui desain teknis yang lebih aman, standarisasi prosedur, kebijakan organisasi yang ketat, serta pelatihan personel yang intensif;

3. **Risk Matrix as an Assessment Tool:** A risk matrix serves as a key tool for determining the threshold between risks that are considered acceptable and those that are deemed unacceptable. This instrument enables the organization to evaluate risk levels systematically and establish appropriate mitigation priorities.
4. **Output of Step 2:** The primary outcome of the risk analysis process is the identification of high-risk areas, activities, or operations that require immediate control measures, corrective actions, or risk mitigation efforts.

Step 3: Identification and Evaluation of Control Measures

At this stage, the primary focus is to identify existing controls and assess whether they are sufficiently robust to mitigate the risks that have been identified.

1. **Risk Control Process:**
   a. **Determination of Priority Areas:** Identify areas or activities with high-risk levels that require immediate control interventions;
   b. **Identification of Risk Control Measures (RCM):** Develop potential control measures that are appropriate to the specific hazards identified;
   c. **Effectiveness Assessment:** Reassess the identified risks (as conducted in Step 2) to evaluate the extent to which the proposed RCMs can reduce risk levels to an acceptable threshold.
2. **Primary Objectives of Risk Control Measures (RCM):** The implementation of Risk Control Measures is directed toward achieving the following objectives:
   a. **Failure Prevention:** Minimize the likelihood of hazards occurring through safer engineering designs, standardized operating procedures, stringent organizational policies, and comprehensive personnel training programs.

b. **Reduksi Dampak:** Mengurangi besaran kerusakan atau efek negatif saat terjadi kegagalan sistem atau manusia;
c. **Kontrol Lingkungan Kerja:** Mengeliminasi kondisi atau situasi yang memicu terjadinya kegagalan;
d. **Mitigasi Krisis:** Meminimalisir konsekuensi fatal jika kecelakaan tetap terjadi melalui sistem tanggap darurat yang efektif.

3. **Audit Kendali Eksisting:** Melakukan verifikasi kritis untuk memastikan apakah tindakan pengendalian yang saat ini terpasang di atas kapal benar-benar mampu (andal) dalam mengelola risiko, atau justru membutuhkan peningkatan (*upgrade*).

Langkah 4: Evaluasi & Mitigasi Risiko

Setelah bahaya diidentifikasi dan pengendalian eksisting dipetakan, langkah krusial selanjutnya adalah menilai apakah risiko tersebut dapat diterima atau memerlukan tindakan perbaikan tambahan.

1. **Proses Evaluasi Risiko:** Penilai risiko wajib melakukan tinjauan kritis untuk membandingkan tingkat risiko saat ini dengan efektivitas pengendalian yang ada. Tujuannya adalah untuk memutuskan:
   - Kendali yang ada sudah memadai untuk menjaga keamanan operasional maupun yang diperlukan langkah pengendalian tambahan untuk menurunkan level risiko.
2. **Parameter Penilaian:** Evaluasi risiko harus mampu mengkalkulasi potensi kerugian secara spesifik pada tiga aspek utama:
   a. **Keselamatan Jiwa:** Risiko cedera hingga kematian kru dan penumpang.
   b. **Harta Benda:** Kerusakan pada struktur kapal, muatan, dan aset Perseroan.
   c. **Lingkungan:** Potensi pencemaran laut dan dampak ekologis lainnya.
3. **Sistem Indeks & Pemeringkatan:** Penilaian dilakukan dengan menggunakan sistem indeks atau ranking yang mengacu pada dua variabel utama:
   a. **Frekuensi:** Seberapa sering bahaya tersebut mungkin terjadi.
   b. **Dampak:** Seberapa parah konsekuensi yang ditimbulkan jika bahaya terjadi.

b. **Impact Reduction:** Reduce the magnitude of damage, losses, or adverse consequences resulting from system failures or human error.
c. **Work Environment Control:** Eliminate or minimize workplace conditions and situations that may trigger failures or unsafe events.
d. **Crisis Mitigation:** Limit the severity of consequences should an incident occur through effective emergency preparedness and response systems.

3. **Audit of Existing Controls:** A critical review is conducted to verify whether the control measures currently implemented on board vessels are sufficiently effective and reliable in managing identified risks or whether further enhancement and upgrading are required.

Step 4: Risk Evaluation and Mitigation

Following hazard identification and the assessment of existing controls, the next critical step is to determine whether the identified risks are acceptable or require additional corrective and preventive measures.

1. **Risk Evaluation Process:** Risk assessors are required to conduct a thorough review by comparing the current level of risk against the effectiveness of existing control measures. The objective is to determine whether:
   - Existing controls are sufficient to maintain safe and reliable operations; or additional control measures are required to further reduce risk levels.
2. **Assessment Parameters:** Risk evaluations must quantify and assess potential impacts across three key areas:
   a. **Life Safety:** Risks of injury, serious harm, or fatality to crew members, passengers, and other personnel.
   b. **Property and Assets:** Potential damage to vessels, cargo, equipment, infrastructure, and other corporate assets.
   c. **Environmental Impact:** Risks associated with marine pollution and other adverse environmental consequences.
3. **Indexing and Ranking System:** Risk assessments are conducted using an index or ranking system based on two primary variables:
   a. **Likelihood (Frequency):** – the probability or frequency of a hazard occurring.
   b. **Consequence (Severity):** the magnitude of the impact should the hazard materialize.

4. **Strategi Pengurangan Risiko (Konsep ALARP):** Risiko harus ditekan hingga mencapai level ALARP (*As Low As Reasonably Practicable*), yaitu kondisi ketika risiko berada pada tingkat serendah mungkin yang masuk akal dan praktis untuk dilaksanakan.

5. **Konsep ALARP**
   - **Kategori Tingkatan ALARP:** Dalam konsep ini, risiko diklasifikasikan ke dalam tiga zona utama:
     a. **Zona Tidak Dapat Diterima (*Unacceptable*):** Risiko sangat tinggi yang harus segera dihentikan atau dimitigasi tanpa kompromi.

     b. **Zona Toleransi (*Tolerable*/ALARP):** Risiko yang dapat diterima hanya jika tindakan pengendalian telah dioptimalkan secara maksimal.

     c. **Zona Dapat Diterima (*Broadly Acceptable*):** Risiko rendah yang dianggap tidak memerlukan tindakan pengendalian tambahan lebih lanjut.

     Risiko Rendah (Dapat Diterima)
     - **Optimalisasi Pengendalian:** Tidak diperlukan penambahan tindakan pencegahan atau mitigasi baru maupun opsi pengendalian alternatif lainnya.
     - **Efisiensi Biaya (*Cost-Benefit*):** Fokus pada penerapan solusi yang sebanding antara manfaat dan biaya, atau memprioritaskan tindakan perbaikan dengan alokasi biaya yang seminimal mungkin.
     - ***Monitoring* Berkelanjutan:** Melakukan pengawasan secara periodik guna menjamin konsistensi pelaksanaan tindakan pengendalian yang telah ditetapkan di lapangan.

     Risiko Sedang (Dapat Ditoleransi)
     - Upaya mitigasi risiko dilakukan dengan tetap mempertimbangkan efisiensi biaya pencegahan sebagai prioritas.
     - Implementasi langkah-langkah pengurangan risiko tersebut dijadwalkan untuk dilaksanakan dalam jangka waktu tertentu.

4. **Risk Reduction Strategy (ALARP Principle):** Risks must be reduced to a level that is As Low As Reasonably Practicable (ALARP), meaning that risk reduction measures should be implemented until further reduction would be disproportionate to the resources, effort, or cost required.

5. **ALARP Framework**
   - **ALARP Level Category:** Under the ALARP principle, risks are classified into three categories:
     a. **Unacceptable Risk Zone:** Risks within this category are considered intolerable and require immediate action. Activities associated with such risks must be suspended, prohibited, or mitigated without compromise until acceptable levels are achieved.
     b. **Tolerable (ALARP) Risk Zone:** Risks may be tolerated only when all reasonably practicable control measures have been implemented and optimized. Continuous efforts must be undertaken to further reduce risk wherever feasible.
     c. **Broadly Acceptable Risk Zone:** Risks within this category are considered sufficiently low and generally do not require additional mitigation measures beyond existing controls.

     Low Risk (Acceptable)
     - **Control Optimization:** No additional preventive or mitigation measures are required beyond existing controls.

     - **Cost-Benefit Consideration:** Focus is placed on implementing solutions that provide a reasonable balance between benefits and costs, while prioritizing improvements that require minimal resource allocation.
     - **Ongoing Monitoring:** Periodic monitoring is conducted to ensure continued effectiveness and consistent implementation of established control measures.

     Medium Risk (Tolerable)
     - Risk mitigation efforts are implemented while maintaining consideration for the cost-effectiveness of preventive measures.
     - Risk reduction initiatives are planned and executed within a defined timeframe to further lower risk exposure.

Risiko Tinggi (Tidak dapat Ditoleransi)

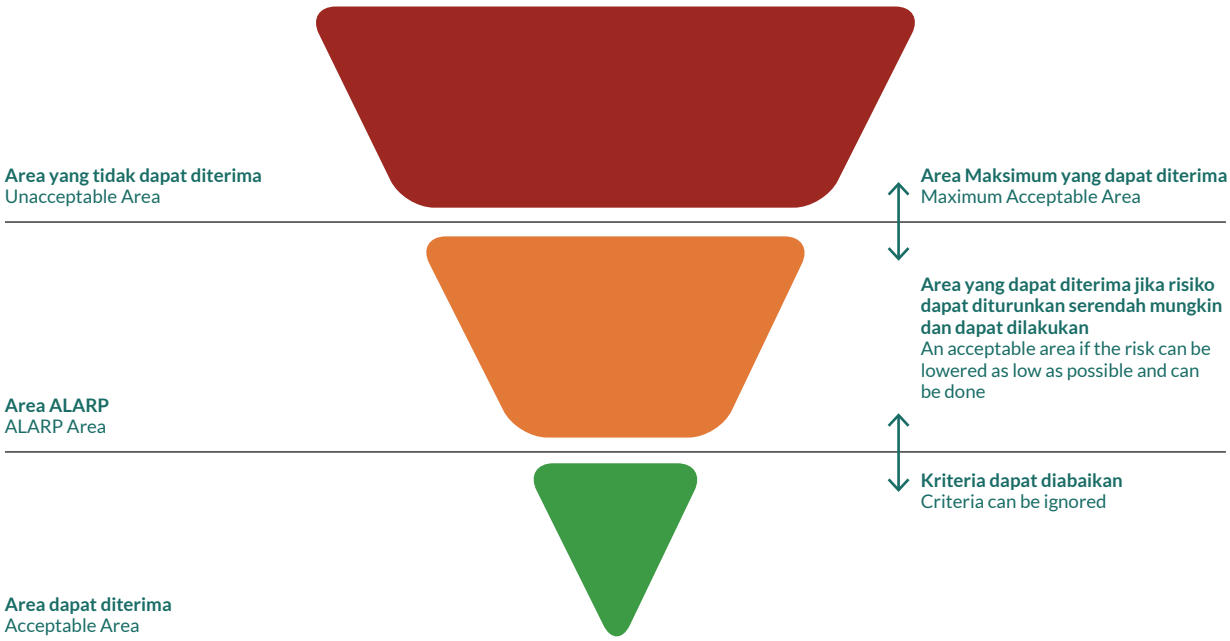
- **Efektivitas Biaya:** Tindakan pengendalian tambahan wajib mempertimbangkan prinsip efektivitas biaya tanpa mengurangi standar keselamatan.
- **Tanggung Jawab Korporasi:** Perseroan memegang tanggung jawab penuh dalam upaya mitigasi dan penurunan level risiko.
- **Penghentian Pekerjaan:** Jika risiko tidak dapat diturunkan ke level aman meskipun sumber daya telah dimaksimalkan, maka pekerjaan **wajib dihentikan** atau tetap dilarang untuk dilaksanakan.

6. **Metodologi Segitiga ALARP**
   Sebagai kerangka kerja pengambilan keputusan, Segitiga ALARP memetakan risiko berdasarkan ambang batas toleransi. Bagian lebar di bawah melambangkan risiko minimal yang dapat diterima, sementara bagian mengerucut ke atas menunjukkan peningkatan risiko yang memerlukan pengendalian ketat atau penghentian aktivitas jika berada di zona merah.

High Risk (Intolerable)

- **Cost-Effective Controls:** Additional control measures must be implemented, taking into account cost-effectiveness without compromising safety standards.
- **Corporate Responsibility:** The Company assumes full responsibility for implementing mitigation measures and reducing risk levels.
- **Work Suspension:** Where risks cannot be reduced to an acceptable level despite the application of all reasonably practicable controls, the activity must be suspended or prohibited from proceeding.

6. **ALARP Triangle Methodology**
   As a decision-making framework, the ALARP Triangle categorizes risks according to their level of tolerability. The broad lower section represents minimal risks that are broadly acceptable, while the narrowing upper section represents increasing levels of risk requiring stricter controls. Risks falling within the uppermost red zone are considered unacceptable and necessitate immediate mitigation measures or cessation of the related activity.



7. **Mengurangi risiko yang teridentifikasi** melalui penerapan *Risk Control Measures* (RCM). Tindakan ini berfungsi sebagai pelindung keselamatan (*safety barrier*) untuk mencegah eskalasi kejadian menjadi kecelakaan.
8. **Menilai efektivitas RCM** dengan mengukur sejauh mana tindakan tersebut mampu menurunkan frekuensi kejadian maupun tingkat keparahan konsekuensi yang ditimbulkan.

Langkah 5 - Tinjauan Penilaian Risiko

1. **Mekanisme Tinjauan**
   Peninjauan terhadap penilaian risiko dilakukan secara terstruktur melalui dua mekanisme utama untuk menjamin relevansi data terhadap kondisi lapangan yang dinamis:
   a. **Tinjauan Periodik:** Dilakukan secara berkala sesuai jadwal audit internal atau siklus manajemen tahunan yang telah ditetapkan. Tinjauan ini berfungsi untuk memastikan bahwa asumsi risiko lama masih relevan terhadap kondisi kapal, kru, dan teknologi yang digunakan saat ini, meskipun tidak ada insiden besar yang terjadi;

   b. **Tinjauan Khusus:** Dilakukan sebagai respon cepat apabila terjadi perubahan signifikan dalam operasional. Hal ini mencakup situasi seperti adanya rute pelayaran baru yang lebih menantang, modifikasi struktur atau peralatan kapal, pergantian kru secara besar-besaran, atau setelah terjadinya insiden maupun laporan kondisi berbahaya yang memerlukan evaluasi ulang terhadap efektivitas kendali yang ada.

2. **Tanggung Jawab DPA (*Designated Person Ashore*)**

   Dalam melaksanakan tugas pengawasan dan tinjauan penilaian risiko, DPA mengemban tanggung jawab kritis untuk mengevaluasi aspek-aspek berikut secara mendalam:
   a. **Signifikansi Bahaya dan Risiko:** DPA harus menganalisis apakah profil risiko terkait kegiatan operasional kapal masih berada dalam batas yang dapat ditoleransi (*acceptable*). Evaluasi ini mencakup penilaian apakah pengendalian yang ada saat ini sudah cukup untuk menekan risiko hingga level serendah mungkin yang dapat dicapai secara praktis (*As Low As Reasonably Practicable* / ALARP);

7. **Mitigate identified risks** through the implementation of Risk Control Measures (RCM). These measures serve as a safety barrier to prevent incidents from escalating into accidents.

8. **Assess the effectiveness of RCM** by measuring the extent to which these measures reduce the frequency of incidents and the severity of their consequences.

Step 5 – Risk Assessment Review

1. **Review Mechanism**
   Risk assessments are reviewed through a structured process comprising two primary mechanisms to ensure that risk information remains relevant and aligned with dynamic operational conditions:
   a. **Periodic Review:** Periodic reviews are conducted on a regular basis in accordance with established internal audit schedules or annual management review cycles. The purpose of these reviews is to verify that existing risk assumptions remain valid and applicable to current vessel conditions, crew composition, operational activities, and technological developments, even in the absence of significant incidents;
   b. **Special Review:** Special reviews are undertaken as an immediate response to significant operational changes or emerging risk conditions. Such circumstances may include The introduction of new or more challenging shipping routes; modifications to vessel structures, systems, or equipment; Large-scale crew changes or workforce restructuring; the occurrence of incidents, accidents, near-miss events, or reports of hazardous conditions requiring reassessment of existing controls.
2. **Responsibilities of the Designated Person Ashore (DPA)**
   In carrying out oversight functions and reviewing risk assessments, the Designated Person Ashore (DPA) assumes a critical role in evaluating the following aspects comprehensively:
   a. **Significance of Hazards and Risks:** The DPA is responsible for assessing whether the risk profile associated with vessel operations remains within acceptable tolerance limits. This evaluation includes determining whether existing control measures are adequate to reduce risks to a level that is As Low As Reasonably Practicable (ALARP);

b. **Validitas Standar Penilaian:** Memastikan bahwa matriks dan level risiko yang diterapkan masih selaras dengan standar industri terbaru serta kebijakan internal Perseroan. DPA harus memvalidasi bahwa kriteria keparahan (*severity*) dan kemungkinan (*likelihood*) yang digunakan mencerminkan realitas operasional terkini di atas kapal;
c. **Integrasi Referensi Teknis & Historis:** Penilaian tidak boleh dilakukan secara terisolasi. DPA wajib menyatukan wawasan dari manual *Formal Safety Analysis* (FSA), perubahan regulasi maritim internasional (seperti IMO/SOLAS), hingga pembelajaran dari laporan *near misses* (hampir celaka) dan studi kasus kecelakaan di industri serupa. Tujuannya adalah untuk mencegah terjadinya kegagalan sistemik yang pernah dialami pihak lain;
d. **Optimalisasi SMK:** Mengidentifikasi setiap celah dalam prosedur dan memberikan rekomendasi perbaikan berkelanjutan. Tinjauan ini harus menjadi cerminan nyata dari efektivitas manual Sistem Manajemen Keselamatan (SMK), memastikan bahwa dokumen tersebut bukan sekadar teks administratif, melainkan panduan hidup yang adaptif terhadap keselamatan kru dan perlindungan lingkungan laut.

3. **Dokumentasi dan Evaluasi**
   a. Setiap tindakan pengendalian baru yang dihasilkan dari proses tinjauan harus diimplementasikan secara konkret di lapangan. Proses ini mencakup penunjukan personil yang bertanggung jawab, batas waktu tindak lanjut, serta evaluasi pasca-implementasi untuk memastikan bahwa solusi yang diberikan tidak memicu risiko baru yang tidak diinginkan;

b. **Validity of Assessment Standards:** The DPA must ensure that the risk matrices and assessment criteria applied remain aligned with current industry standards and the Company's internal policies. This includes validating that the severity and likelihood criteria accurately reflect prevailing operational conditions on board vessels;
c. **Integration of Technical and Historical References:** Risk assessments must not be conducted in isolation. The DPA is required to incorporate insights derived from Formal Safety Analysis (FSA) documentation, updates to international maritime regulations (including requirements issued by the International Maritime Organization and the International Convention for the Safety of Life at Sea), as well as lessons learned from near-miss reports and accident case studies within the maritime industry. This integrated approach is intended to prevent the recurrence of systemic failures experienced by other organizations;
d. **SMS Optimization:** The DPA is responsible for identifying gaps within existing procedures and providing recommendations for continual improvement. Such reviews should serve as a practical measure of the effectiveness of the Company's Safety Management System (SMS), ensuring that the system functions not merely as an administrative requirement, but as a dynamic and continuously evolving framework that supports crew safety, operational reliability, and the protection of the marine environment.

3. **Dokumentasi dan Evaluasi**
   a. All new control measures arising from the review process must be implemented effectively and consistently in operational activities. This process includes the assignment of responsible personnel, the establishment of clear implementation timelines, and post-implementation evaluations to verify the effectiveness of the measures. Such evaluations are conducted to ensure that the implemented controls successfully mitigate identified risks without creating unintended new hazards or operational vulnerabilities;

b. Seluruh catatan, revisi, dan hasil audit penilaian risiko wajib diarsipkan secara sistematis dalam manajemen arsip SMK3/SMK. Dokumentasi yang rapi sangat krusial untuk menjamin ketertelusuran (*traceability*) data, yang menjadi bukti kepatuhan hukum (*legal compliance*) saat menghadapi audit eksternal, investigasi insiden, maupun saat melakukan tinjauan manajemen di masa mendatang.

b. All records, revisions, findings, and outcomes of risk assessment reviews and audits must be systematically documented and maintained within the Company's Occupational Health and Safety Management System (OHSMS) and Safety Management System (SMS) documentation framework. Comprehensive and well-organized documentation is essential to ensure data traceability and accountability. These records serve as critical evidence of legal and regulatory compliance during external audits, incident investigations, regulatory inspections, and future management review processes.

LAYANAN KESEHATAN KERJA [GRI 403-3]

Perseroan berkomitmen menciptakan lingkungan kerja yang aman melalui identifikasi bahaya dan audit risiko secara berkala guna memitigasi potensi kecelakaan kerja. Strategi pengendalian risiko dilakukan dengan penyediaan Alat Pelindung Diri (APD) serta pelatihan khusus bagi pekerja di area berisiko tinggi. Selain itu, kualitas layanan kesehatan kerja dijamin oleh tenaga medis berizin resmi di bawah pengawasan tim internal yang kompeten. Akses medis bagi karyawan tersedia secara optimal melalui jaringan Poliklinik PELNI, baik di kantor pusat maupun di seluruh armada kapal operasional.

Untuk komitmen kesejahteraan Perseroan diwujudkan melalui penyediaan akses kesehatan umum bagi seluruh karyawan dan keluarganya di RS PELNI serta lokasi terkait. Melalui sinergi dengan BPJS Kesehatan dan manajemen biaya yang efektif, Perseroan memastikan layanan kesehatan tetap berkualitas namun efisien. Karyawan juga dibekali informasi mengenai standar biaya pemeriksaan kesehatan termasuk *Medical Check-Ups* (MCU) dan *General Check-Ups* (GCU) untuk mendukung pemanfaatan layanan yang lebih terencana dan terjangkau bagi seluruh lini organisasi, termasuk unit bisnis dan awak kapal.[GRI 403-6]

OCCUPATIONAL HEALTH SERVICES [GRI 403-3]

The Company is committed to creating a safe and healthy working environment through regular hazard identification and risk assessments aimed at mitigating potential workplace accidents and occupational hazards. Risk control measures are implemented through the provision of appropriate Personal Protective Equipment (PPE) and specialized training programs for employees working in high-risk areas. In addition, the quality of occupational health services is maintained by licensed medical professionals under the supervision of competent internal personnel. Employees are provided with access to medical services through the PELNI Polyclinic network, available both at the Head Office and across the Company's operational fleet.

The Company's commitment to employee well-being is further demonstrated through the provision of healthcare access for employees and their families at PELNI Hospital and other designated healthcare facilities. Through collaboration with the national health insurance program (BPJS Kesehatan) and effective healthcare cost management, the Company strives to ensure that healthcare services remain both high-quality and cost-efficient. Employees are also provided with information regarding applicable medical examination standards and costs, including Medical Check-Ups (MCU) and General Check-Ups (GCU), to support better planning and accessibility of healthcare services across all organizational levels, including business units and vessel crews. [GRI 403-6]

Perseroan menyelenggarakan berbagai program kesehatan sukarela sebagai bentuk kepedulian terhadap kesejahteraan holistik pekerja. Inisiatif ini mencakup layanan konseling kesehatan mental, pemeriksaan kesehatan berkala (MCU/GCU), serta program preventif untuk risiko penyakit umum. Seluruh layanan dirancang secara fleksibel guna memastikan kemudahan akses bagi setiap individu. Bagi pekerja yang menghadapi penyakit serius, Perseroan berkomitmen memberikan dukungan penuh melalui perawatan komprehensif di Rumah Sakit PELNI. Sejalan dengan prinsip kepatuhan hukum, seluruh informasi kesehatan pekerja dijaga kerahasiaannya secara ketat dan tidak digunakan sebagai dasar keputusan kepegawaian.

As part of its commitment to promoting holistic employee well-being, the Company implements various voluntary health programs. These initiatives include mental health counseling services, periodic health examinations (MCU/GCU), and preventive programs addressing common health risks. All services are designed to be accessible and flexible, ensuring that employees can readily benefit from available healthcare support. For employees facing serious medical conditions, the Company is committed to providing comprehensive care and treatment through PELNI Hospital. In line with its commitment to legal compliance and the protection of employee rights, the Company maintains strict confidentiality of all employee health information. Such information is safeguarded and is not used as a basis for employment-related decisions.

DATA KECELAKAAN KERJA DAN PENYAKIT AKIBAT KERJA

PT PELNI (Persero) menempatkan keselamatan dan kesehatan seluruh personel sebagai prioritas fundamental dalam setiap lini operasionalnya. Terhitung hingga 31 Desember 2025, Perseroan berhasil mencatatkan rekam jejak keselamatan yang sangat baik dengan nihil kasus kematian akibat kerja (*zero fatality*) serta tidak ditemukannya kasus penyakit akibat kerja (PAK) yang teridentifikasi secara klinis. Pencapaian ini merupakan hasil dari pengawasan ketat dan implementasi standar keselamatan tinggi yang berlaku secara menyeluruh, mencakup seluruh ekosistem kerja Perseroan. Hal ini melibatkan tidak hanya karyawan tetap, tetapi juga tenaga kerja kontrak, subkontraktor, hingga mitra kerja strategis yang beroperasi di bawah naungan serta wilayah kerja PT PELNI (Persero).

OCCUPATIONAL ACCIDENTS AND OCCUPATIONAL DISEASE DATA

PT PELNI (Persero) places the safety and health of all personnel as a fundamental priority across every aspect of its operations. As of December 31, 2025, the Company maintained an excellent safety record, achieving zero work-related fatalities and reporting no clinically identified cases of occupational diseases. This achievement reflects the effectiveness of the Company's rigorous oversight mechanisms and comprehensive implementation of high occupational safety and health standards throughout its operations. The Company's commitment to workplace safety extends beyond its permanent workforce and encompasses the entire operational ecosystem, including contract employees, subcontractors, and strategic business partners operating within the scope of PT PELNI (Persero)'s activities and workplaces.

Tabel Laporan Keselamatan dan Kesehatan Kerja (K3) Tahun 2025

Table: 2025 Occupational Safety and Health (K3) Report [GRI 403-9, 403-10]

Perihal Subject	Pekerja Perseroan Company Employee	Bukan Pekerja Perseroan Not A Company Employee
I. Kecelakaan Kerja | Workplace Accidents		
Jumlah Kasus Kecelakaan Kerja Fatal Number Of Fatal Workplace Accidents	2	Nihil None
Jumlah Kasus Kecelakaan Kerja Sedang Number of Moderate Workplace Accidents	7	Nihil None
Jumlah Kasus Kecelakaan Kerja Ringan Number Of Minor Workplace Accidents	1	Nihil None

Tabel Laporan Keselamatan dan Kesehatan Kerja (K3) Tahun 2025

Table: 2025 Occupational Safety and Health (K3) Report [GRI 403-9, 403-10]

Perihal Subject	Pekerja Perseroan Company Employee	Bukan Pekerja Perseroan Not A Company Employee
II. Penyakit Akibat Kerja | Occupational Diseases		
Jumlah Kematian Akibat Penyakit Akibat Kerja Number Of Deaths Due To Workplace Diseases	Nihil None	Nihil None
Jumlah Kasus Penyakit Terkait Pekerjaan Yang Tercatat **Number Of Recorded Work-Related Disease Cases**	**Nihil** **None**	**Nihil** **None**
III. Total Rekapitulasi | Total Summary		
Total Kasus K3 2025 **Total Occupational Health And Safety Cases In 2025**	**10**	**Nihil** **None**

Tabel Kecelakaan dan Penyakit Akibat Kerja

Table: Occupational Accidents and Diseases [GRI 403-9, 403-10][SASB 320a.1]

Uraian Description	2025	2024	2023
Kecelakaan Kerja **Occupational Injuries**			
Pegawai **Employees**			
Kematian Akibat Kecelakaan Kerja Fatalities as a Result of Work-Related Injuries	0	0	0
Kecelakaan Kerja dengan Konsekuensi Tinggi* High-Consequence Work-Related Injuries*	0	0	0
Kecelakaan Kerja yang dapat Dicatat Recordable Work-Related Injuries	10	18	0
Tingkat Kehilangan Waktu Kerja (LTIR)** Lost Time Injury Rate (LTIR)**	1,20	0,66	-
Tingkat Frekuensi Kecelakaan (FRIR)** Frequency Rate of Recordable Injuries (FRIR)**	1,79	1,99	-
Pekerja Non-Pegawai **Non-Employees**			
Kematian Akibat Kecelakaan Kerja Fatalities as a Result of Work-Related Injuries	0	0	0
Kecelakaan Kerja dengan Konsekuensi Tinggi* High-Consequence Work-Related Injuries*	0	0	0
Kecelakaan Kerja yang dapat Dicatat Recordable Work-Related Injuries	-	-	-
Tingkat Frekuensi Kecelakaan (FRIR) Frequency Rate of Recordable Injuries (FRIR)	-	-	-

Tabel Kecelakaan dan Penyakit Akibat Kerja

Table: Occupational Accidents and Diseases [GRI 403-9, 403-10][SASB 320a.1]

Uraian Description	2025	2024	2023
Penyakit Akibat Kerja **Occupational Diseases**			
Pegawai Employees	0	0	0
Pekerja Non-Pegawai Non-Employees	0	0	0

Keterangan :
*) Kecelakaan berat, seperti cacat permanen dan lain-lain, namun tidak termasuk kematian.
**) Per 1.000.000 jam kerja.
Note:
*) Serious accidents, such as permanent disability and others, but excluding death.
**) Per 1,000,000 working hours

Sebagai upaya mitigasi risiko penyakit akibat kerja, Perseroan secara konsisten melakukan identifikasi bahaya melalui inspeksi rutin, analisis laporan medis, serta pemantauan lingkungan kerja yang mengacu pada standar K3.

Sepanjang tahun 2025, ditemukan beberapa potensi risiko utama bagi awak kapal, meliputi gangguan pendengaran akibat kebisingan mesin, iritasi kulit dan pernapasan dari paparan bahan kimia, serta risiko biologis akibat keterbatasan sanitasi. Menanggapi temuan tersebut, Perseroan telah mengimplementasikan langkah pengendalian komprehensif yang mencakup solusi teknis seperti pemasangan peredam suara, kebijakan administratif melalui rotasi kerja dan pelatihan berkala, hingga penyediaan Alat Pelindung Diri (APD) lengkap sebagai lapisan pertahanan terakhir dalam menjaga kesehatan dan keselamatan kerja karyawan.

As part of its efforts to mitigate occupational disease risks, the Company consistently conducts hazard identification through routine inspections, analysis of medical reports, and workplace environment monitoring in accordance with Occupational Health and Safety (OHS) standards.

Throughout 2025, several key potential risks to seafarers were identified, including hearing impairment resulting from engine noise exposure, skin and respiratory irritation caused by exposure to hazardous chemicals, and biological hazards associated with limited sanitation conditions. In response to these findings, the Company implemented comprehensive control measures encompassing engineering controls, such as the installation of noise-reduction systems; administrative controls through job rotation programs and periodic training; and the provision of complete Personal Protective Equipment (PPE) as the final layer of protection to safeguard employees' occupational health and safety.

09



Aspek Sosial: Sosial Kemasyarakatan

Social Aspects: Societal


GANDHA NUSANTARA 07

KOMITMEN DAN KEBIJAKAN
COMMITMENT AND POLICY



Bagi PELNI, menjalankan operasional yang bertanggung jawab bukan sekadar kewajiban, melainkan sebuah prioritas dan filosofi kerja. Perseroan berkomitmen penuh menjalankan inisiatif TJSL yang mencakup perlindungan sumber daya alam hayati, penciptaan peluang kemandirian ekonomi bagi masyarakat pesisir, hingga pemberian dukungan berkelanjutan pada dunia pendidikan demi masa depan generasi bangsa. Berlandaskan sistem tata kelola yang transparan dan mitigasi risiko yang terencana secara matang, PELNI memastikan setiap aktivitas bisnis selaras dengan standar etika dan prinsip GCG. Upaya kolektif ini merupakan wujud dedikasi PELNI untuk menghadirkan keadilan sosial dan kesejahteraan yang merata bagi seluruh masyarakat yang kami layani, dari pelabuhan ke pelabuhan di seluruh penjuru Indonesia.

Selain itu, PT PELNI (Persero) pada tahun 2025 berfokus pada penguatan peran Perseroan sebagai agen pembangunan berkelanjutan yang mengintegrasikan aspek ekonomi, sosial, dan lingkungan dengan tujuan mendukung Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals*/SDGs) melalui kolaborasi strategis. Pengelolaan program ini dilakukan secara terstruktur melalui inisiatif pemberdayaan masyarakat, seperti pengembangan Desa Mandiri, penyediaan infrastruktur pengolahan limbah, serta pemanfaatan energi terbarukan, yang seluruhnya diarahkan untuk memberikan dampak jangka panjang bagi kesejahteraan masyarakat di wilayah operasional PELNI. [GRI 3-3]

For PELNI, conducting responsible operations is not merely an obligation, but a priority and a work philosophy. The Company is fully committed to implementing Social and Environmental Responsibility (TJSL) initiatives that include protecting natural resources, creating economic opportunities for coastal communities, and providing ongoing educational support for future generations. With a transparent governance system and carefully planned risk mitigation, PELNI ensures that every business activity aligns with ethical standards and GCG principles. This collective effort demonstrates PELNI's dedication to providing social justice and equitable prosperity for all the communities we serve, from port to port across Indonesia.

In 2025, PT PELNI (Persero) focused on strengthening the company's role as an agent of sustainable development, integrating economic, social, and environmental aspects to support the Sustainable Development Goals (SDGs) through strategic collaboration. The management of this program was carried out in a structured manner through community empowerment initiatives, such as the development of Independent Villages, the provision of waste-processing infrastructure, and the use of renewable energy, all of which were aimed at achieving long-term impacts on the welfare of communities in PELNI's operational areas. [GRI 3-3]

DASAR HUKUM DAN KEBIJAKAN [GRI 2-27]
LEGAL BASIS AND POLICY [GRI 2-27]

Dalam rangka memberikan layanan yang memuaskan bagi pelanggan, PELNI berpedoman pada ketentuan dan peraturan berikut:

1. Undang-Undang Dasar 1945 Amandemen IV Pasal 33 menyatakan segala kekayaan alam dipergunakan untuk kemakmuran rakyat;
2. Undang-Undang RI No. 19 tahun 2003 tentang Badan Usaha Milik Negara;
3. Undang-Undang RI No. 40 tahun 2007 tentang Perseroan Terbatas;
4. Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
5. Permen BUMN No. PER-6/MBU/09/2022 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
6. Permen BUMN No. PER-1/MBU/03/2023, tanggal 3 Maret 2023 tentang Penugasan Khusus dan Program TJSL BUMN;
7. Permen BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN; serta
8. Surat Keputusan Direksi No.02.01/01/SK/HKO.01/2024 tentang Pedoman Program Tanggung Jawab Sosial dan Lingkungan PT PELNI (Persero).

Peran TJSL sangat penting dalam mendukung program-program sosial dan lingkungan yang dilaksanakan oleh BUMN. Peran TJSL untuk pembangunan dapat dirinci sebagai berikut:

1. Meningkatkan Tanggung Jawab Sosial: TJSL membantu BUMN untuk menjalankan fungsi sosialnya, memastikan bahwa Perseroan memberikan komtribusi positif kepada masyarakat;
2. Mendukung Pembangunan Berkelanjutan: Program TJSL berfokus pada keberlanjutan lingkungan dan sosial, yang sejalan dengan tujuan pembangunn yang lebih luas; serta
3. Memperkuat hubungan antara BUMN dan masyarakat: TJSL menjalankan program-program sosial yang berdampak positif seperti pendidikan, kesehatan dan lingkungan serta meningkatkan citra dan reputasi Perseroan di mata publik.

To provide satisfactory service to customers, PELNI is guided by the following provisions and regulations:

1. Article 33 of the 1945 Constitution, Amendment IV, states that all natural resources shall be used for the prosperity of the people;
2. Republic of Indonesia Law No. 19 of 2003 concerning State-Owned Enterprises;
3. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies;
4. Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;
5. Ministerial Regulation of State-Owned Enterprises No. PER-6/MBU/09/2022 concerning the Social and Environmental Responsibility Program for State-Owned Enterprises;
6. Ministerial Regulation of State-Owned Enterprises No. PER-1/MBU/03/2023, dated March 3, 2023, concerning Special Assignments and the Social and Environmental Responsibility Program for State-Owned Enterprises;
7. Ministerial Regulation of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; and
8. Board of Directors Decree No. 02.01/01/SK/HKO.01/2024 concerning Guidelines for the Social and Environmental Responsibility Program of PT PELNI (Persero).

The role of TJSL is crucial in supporting social and environmental programs implemented by state-owned enterprises. TJSL's role in development can be detailed as follows:

1. Improving Social Responsibility: TJSL helps State-Owned Enterprises (SOEs/BUMNs) to carry out their social functions, ensuring that the company makes a positive contribution to society;
2. Supporting Sustainable Development: The TJSL program focuses on environmental and social sustainability, which is in line with broader development goals; and
3. Strengthening the relationship between SOEs and the community: TJSL runs social programs that have a positive impact, such as education, health, environment, and improving the company's image and reputation in the eyes of the public.

RENCANA STRATEGIS
STRATEGIC PLAN

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) merupakan manifestasi nyata dari komitmen PT PELNI (Persero) dalam mendukung agenda pembangunan berkelanjutan. Melalui inisiatif ini, Perseroan berupaya menciptakan nilai tambah yang signifikan bagi seluruh pemangku kepentingan. Sebagai bentuk keseriusan dalam mengintegrasikan aspek sosial ke dalam strategi bisnis, PELNI menetapkan pelaksanaan TJSL sebagai salah satu Indikator Kinerja Utama atau *Key Performance Indicator* (KPI) Perseroan, guna memastikan setiap program berjalan secara terukur dan akuntabel.

Implementasi CSR sebagai KPI diukur melalui kontribusi nilai ekonomi dan sosial yang dihasilkan terhadap keberlangsungan usaha. Fokus utama Perseroan diarahkan pada pemberdayaan masyarakat di wilayah operasional, khususnya pada sektor pendidikan, kesehatan, dan bantuan sosial. Melalui pendekatan ini, PELNI tidak hanya sekadar memberikan bantuan, tetapi juga berupaya menciptakan kemandirian masyarakat yang selaras dengan misi Perseroan dalam memberikan dampak positif yang nyata dan berkelanjutan.

Untuk mencapai target tersebut, PELNI menjalankan rencana strategis yang komprehensif, mulai dari penyaluran dana Non-Pendanaan Usaha Mikro dan Kecil (Non-PUMK) yang berfokus pada program prioritas dan *Creating Shared Value* (CSV), hingga kolaborasi antar-lembaga. Perseroan juga berkomitmen pada tata kelola yang transparan melalui pemutakhiran Pedoman TJSL serta pelaksanaan survei, *monitoring*, dan evaluasi secara berkala. Hal ini dilakukan untuk memastikan bahwa seluruh bantuan tepat sasaran dan memberikan dampak jangka panjang bagi para penerima manfaat.

The Social and Environmental Responsibility (TJSL) program is a concrete manifestation of PT PELNI (Persero)'s commitment to supporting the sustainable development agenda. Through this initiative, the Company strives to create significant added value for all stakeholders. As a demonstration of its commitment to integrating social aspects into its business strategy, PELNI has designated TJSL implementation as one of its Key Performance Indicators (KPIs), ensuring that each program is implemented in a measurable and accountable manner.

The implementation of CSR/TJSL as a KPI is measured by the economic and social value it generates for business sustainability. The Company's primary focus is on empowering communities in its operational areas, particularly in the education, health, and social assistance sectors. Through this approach, PELNI goes beyond assisting and also strives to foster community independence, aligning with the company's mission to deliver a tangible, sustainable, positive impact.

To achieve this target, PELNI is implementing a comprehensive strategic plan, starting with the distribution of Non-Micro and Small Enterprises (Non-PUMK) funds focused on priority programs and Creating Shared Value (CSV), and extending to inter-institutional collaboration. The Company is also committed to transparent governance through updating the TJSL Guidelines and conducting regular surveys, monitoring, and evaluations. This is done to ensure that all assistance is well-targeted and has a long-term impact on beneficiaries.

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN
SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

PT PELNI (Persero) sebagai Perseroan pelayaran nasional berkomitmen meningkatkan kesejahteraan rakyat melalui program PUMK dan menjaga lingkungan hidup secara berkesinambungan dan berkelanjutan baik di darat maupun di laut.

PT PELNI (Persero), as a national shipping company, is committed to improving people's welfare through the PUMK program and maintaining the environment sustainably and continuously both on land and at sea.

Sebagai BUMN Pembina, Perseroan dihadapkan pada risiko bisnis yang bersumber dari perubahan lingkungan internal maupun eksternal yang berkaitan dengan pengelolaan usahanya dan kebutuhan bisnis global. Hal ini sejalan dengan prinsip dan perencanaan TJSL yang harus berdasarkan analisis risiko dan proses bisnis Perseroan. TJSL merupakan bagian dari manajemen risiko pada ISO 31000 yang mengacu pada 7 *core subject* ISO 26000, 4 (empat) pilar utama yang merupakan penggolongan dari 17 Tujuan Pembangunan Berkelanjutan (SDGs), sehingga melalui TJSL Perseroan dapat memanfaatkan peluang dan mempersiapkan penanganan ancaman.

As a fostering SOE, the Company faces business risks stemming from changes in its internal and external environments, including those related to its business management and global business needs. This aligns with TJSL's principles and planning, which must be based on risk analysis and the Company's business processes. TJSL is part of risk management in ISO 31000, which refers to the 7 core subjects of ISO 26000, 4 (four) main pillars that actually are the classification of the 17 Sustainable Development Goals (SDGs). Through TJSL, the company can take advantage of opportunities and prepare to handle threats.



Selain mengacu pada 7 *cores subject* ISO 26000, Program TJSL PT PELNI (Persero) juga mencakup 4 (empat) pilar utama yang merupakan penggolongan dari 17 Tujuan Pembangunan Berkelanjutan atau *Sustainable Development Goals* (SDGs) yaitu:

1. **Pilar Sosial**, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. **Pilar Lingkungan**, untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. **Pilar Ekonomi**, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industry inklusi, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan; dan
4. **Pilar Hukum dan Tata Kelola**, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

In addition to adhering to the seven core subjects of ISO 26000, PT PELNI (Persero)'s TJSL Program also encompasses four main pillars, which are a classification of the 17 Sustainable Development Goals (SDGs):

1. **The Social Pillar**, aimed at achieving the fulfillment of basic human rights in a fair and equal manner to improve the welfare of all people;
2. **The Environmental Pillar**, aimed at sustainable management of natural resources and the environment as a support for all life;
3. **The Economic Pillar**, aimed at achieving quality economic growth through sustainable employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy, and supported by partnerships; and
4. **The Legal and Governance Pillar,** aimed at realizing legal certainty and effective, transparent, accountable, and participatory governance to create security, stability, and achieve a state based on the rule of law.

ORGAN PENGELOLA TJSL [GRI 2-9, 2-13]

TJSL MANAGEMENT ORGAN [GRI 2-9, 2-13]

Organ pengelola bidang TJSL PELNI adalah Divisi Treasury dan TJSL yang telah ditetapkan melalui SK Direksi PELNI (Persero) No. 01.30/01/SK/HKO.01/2025 tanggal 17 April 2024, tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat PELNI (Persero). Adapun Divisi Treasury dan TJSL diawasi langsung oleh Direktur Keuangan dan Manajemen Risiko. Berikut adalah struktur organisasi Divisi Treasury C.q. Departemen TJSL PELNI pada tahun 2025:

PELNI's TJSL management organ is the Treasury and Social & Environmental Responsibility (TJSL) Division, as established by the PELNI (Persero) Board of Directors Decree No. 01.30/01/SK/HKO.01/2025, dated April 17, 2024, concerning the Organizational Structure, Main Duties, and Functions of the PELNI (Persero) Head Office. The Director of Finance and Risk Management directly supervises the Treasury and TJSL Division. The following is the organizational structure of the Treasury Division and/or PELNI's TJSL Department in 2025:



Adapun tugas dan tanggung jawab Divisi Treasury dan TJSL antara lain:

1. Melakukan seleksi dan menetapkan calon Mitra Binaan secara langsung dan yang diusulkan oleh cabang PELNI (Persero) atau dari daftar disusun oleh BUMN Koordinator;
2. Menyalurkan dana Tanggung Jawab Sosial dan Lingkungan;
3. Melakukan administrasi atas pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan;
4. Menyusun dan menyampaikan perencanaan kerja dan anggaran serta laporan pelaksanaan Tanggung Jawab Sosial dan Lingkungan kepada Badan Pengaturan (BP) BUMN cq. Bidang Sumber Daya Manusia

The duties and responsibilities of the Treasury and TJSL Division include:

1. Selecting and appointing prospective Fostered Partners directly, those proposed by PELNI (Persero) branch offices or from a list compiled by the Coordinating State-Owned Enterprise;
2. Distributing Social and Environmental Responsibility funds;
3. Administering the implementation of the Social and Environmental Responsibility Program;
4. Preparing and submitting work plans and budgets, as well as reports on the implementation of Social and Environmental Responsibility to the State-Owned Enterprise Regulatory Agency and/or the SOE Human Resources, Technology, and Information Division

BUMN, Teknologi dan Informasi - Asisten Deputi bidang Tanggung Jawab Sosial dan Lingkungan;

5. Melaporkan hasil audit dari auditor atas pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan kepada BP BUMN cq. Deputi Bidang Sumber Daya Manusia, Teknologi dan Informasi; serta

6. Melaksanakan kerja sama dengan instansi Pemerintah terkait dan Lembaga Swadaya Masyarakat dalam melaksanakan Tanggung Jawab Sosial dan Lingkungan.

Dengan demikian, tugas dan tanggung jawab Divisi Treasury & TJSL c.q. Departemen Tanggung Jawab Sosial dan Lingkungan mencakup pengelolaan program TJSL di bidang CID (*Community Involvement and Development*), sedangkan pengelolaan program TJSL di bidang non-CID menjadi tugas dan tanggung jawab divisi terkait di luar Departemen TJSL.

- Assistant Deputy for Social and Environmental Responsibility;
5. Reporting audit results from auditors on the implementation of the Social and Environmental Responsibility Program to the State-Owned Enterprise Regulatory Agency (BP BUMN) and/or the Deputy for Human Resources, Technology, and Information; and
6. Collaborating with relevant government agencies and non-governmental organizations in implementing Social and Environmental Responsibility.

Therefore, the duties and responsibilities of the Treasury & TJSL Division—specifically the Social and Environmental Responsibility Department—encompass the management of TJSL programs in the area of Community Involvement and Development (CID). Meanwhile, the management of TJSL programs in non-CID areas falls under the purview of the relevant divisions outside the TJSL Department.

DAMPAK POSITIF DAN NEGATIF TERHADAP MASYARAKAT SEKITAR [GRI 413-1] [OJK F.23]

POSITIVE AND NEGATIVE IMPACTS ON THE SURROUNDING COMMUNITY [GRI 413-1] [OJK F.23]

Kehadiran operasional Perseroan memberikan manfaat nyata bagi masyarakat dan daerah, mulai dari pembukaan lapangan kerja hingga peningkatan ekonomi lokal. PELNI juga aktif menjalankan program tanggung jawab sosial yang mencakup bidang ekonomi, lingkungan, dan sosial, serta turut membangun infrastruktur hingga ke wilayah pelosok (3T).

Di sisi lain, Perseroan menyadari bahwa aktivitas operasional tetap memiliki risiko dampak negatif, seperti polusi udara dari kendaraan, kebisingan, limbah air, hingga potensi kemacetan di sekitar lokasi kerja. Sejumlah dampak ini dipantau secara serius agar tidak mengganggu baik kenyamanan warga sekitar maupun merusak estetika lingkungan di wilayah operasional Perseroan.

Untuk meminimalisasi dampak negatif tersebut, PELNI secara konsisten menerapkan kebijakan berbasis keberlanjutan yang sejalan dengan standar internasional,

The Company's operational presence provides tangible benefits to the community and region, including job creation and economic growth. PELNI also actively implements social responsibility programs across the economic, environmental, and social sectors and contributes to infrastructure development in remote areas (3T).

On the other hand, the Company recognizes that operational activities still carry the risk of negative impacts, such as air pollution from vehicles, noise, wastewater, and potential congestion around the work site. These impacts are closely monitored to ensure they do not disrupt residents' comfort or damage the environment's aesthetics in the Company's operational area.

To minimize these negative impacts, PELNI consistently implements sustainability-based policies that align with international standards, such as MARPOL (International

seperti MARPOL (*International Convention for the Prevention of Pollution from Ships*). Perseroan juga secara aktif melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai upaya untuk memberikan nilai tambah bagi masyarakat di wilayah operasionalnya. Inisiatif tersebut mencakup pemberdayaan masyarakat pesisir melalui pelatihan pengelolaan limbah, aksi konservasi lingkungan seperti penanaman mangrove, serta pemberian bantuan sarana produksi guna meningkatkan taraf hidup ekonomi masyarakat di sekitar pelabuhan. [GRI 413-1, 413-2]

Convention for the Prevention of Pollution from Ships). The company also actively implements Social and Environmental Responsibility (TJSL) programs to provide added value to communities in its operational areas. These initiatives include empowering coastal communities through waste management training, environmental conservation actions such as mangrove planting, and providing assistance to production facilities to improve the economic standard of living of communities around the port. [GRI 413-1, 413-2]

Aspek Operasional Operational Aspects	**Dampak Positif** Positive Impacts	**Dampak Negatif (Potensial)** Negative Impacts (Potential)	**Upaya Mitigasi** Mitigation Efforts
Mobilitas & Transportasi Mobility & Transportation	Mempermudah akses antarpulau dan konektivitas daerah 3TP. Facilitate inter-island access and connectivity within the 3TP region.	Ketergantungan tinggi pada jadwal kapal; gangguan jadwal berdampak besar. High dependence on ship schedules; schedule disruptions have a significant impact.	Peningkatan efisiensi operasional dan digitalisasi sistem tiket. Improved operational efficiency and digitize ticketing systems.
Distribusi Logistik (Tol Laut) Logistics Distribution (Sea Toll)	Menekan disparitas harga barang pokok di daerah terpencil. Reduce price disparities for basic goods in remote areas.	Risiko keterlambatan distribusi jika terjadi kendala teknis. Reduce the risk of distribution delays due to technical issues.	Optimalisasi manajemen trayek dan pengawasan muatan. Optimize route management and cargo monitoring.
Lingkungan Laut Marine Environment	Dukungan pada ekonomi sirkular melalui program TJSL. Support for a circular economy through the CSR program.	Risiko pencemaran (limbah cair/padat dan emisi). Pollution risks (liquid/solid waste and emissions).	Kepatuhan terhadap standar internasional (MARPOL) dan pengelolaan limbah. Compliance with international standards (MARPOL) and waste management.
Ekonomi Lokal Local Economy	Menciptakan peluang usaha baru di sekitar pelabuhan. Create new business opportunities around ports.	Potensi ketimpangan jika pengelolaan tidak inklusif. Potential inequality if management is not inclusive.	Program pemberdayaan komunitas dan pelatihan keterampilan. Community empowerment programs and skills training.

PROGRAM TJSL PELNI [OJK F.25]
PELNI'S SOCIAL AND ENVIRONMENTAL PROGRAM [OJK F.25]

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan dikelompokkan dalam 2 (dua) jenis program, yaitu:

1. ***Community Involvement and Development* (CID)**
   Program TJSL yang dikelola oleh Departemen TJSL dan berfokus pada salah satu dari 7 *Core Subjects* ISO 26000, yaitu "*Community Involvement and Development*", yang mencakup program keterlibatan dan pengembangan masyarakat secara langsung.
   a. **CID Non-PUMK**
      Program ini berfokus pada pemberdayaan masyarakat melalui kegiatan sosial yang tidak melibatkan pemberian permodalan langsung kepada UMK. Beberapa program TJSL CID Non-PUMK juga dikategorikan ke dalam salah satu atau beberapa program berikut:
      - ***Creating Shared Value* (CSV)**
        CSV adalah konsep strategis dalam program TJSL yang bertujuan untuk menciptakan nilai bersama bagi Perseroan, masyarakat, dan lingkungan secara simultan;
      - **Program Unggulan**
        Program keterlibatan dan pengembangan masyarakat yang menjadi program TJSL unggulan bagi Perseroan dan memiliki dampak signifikan;
      - **Program Prioritas**
        Program TJSL BUMN yang ditetapkan oleh Kementerian BUMN (sekarang Badan Pengaturan BUMN) untuk mencapai dampak yang nyata dan berkelanjutan. Program ini terdiri dari Program Prioritas Pendidikan, Prioritas Lingkungan, dan Pengembangan UMK.

   b. **Pendanaan Usaha Mikro dan Kecil (PUMK)**
      Program dari Kementerian BUMN yang bertujuan memberikan kemudahan akses permodalan bagi pelaku UMK.
2. ***Non-Community Involvement and Development* (CID)**
   Program TJSL ini berfokus pada Core Subjects ISO 26000 di luar CID dan dikelola oleh unit atau divisi yang berbeda dari Departemen TJSL. Program ini tidak melibatkan masyarakat secara langsung, melainkan lebih berfokus pada struktur internal Perseroan, seperti tata kelola organisasi, hak asasi manusia, praktik tenaga kerja, operasi yang adil, isu konsumen, dan lingkungan internal.

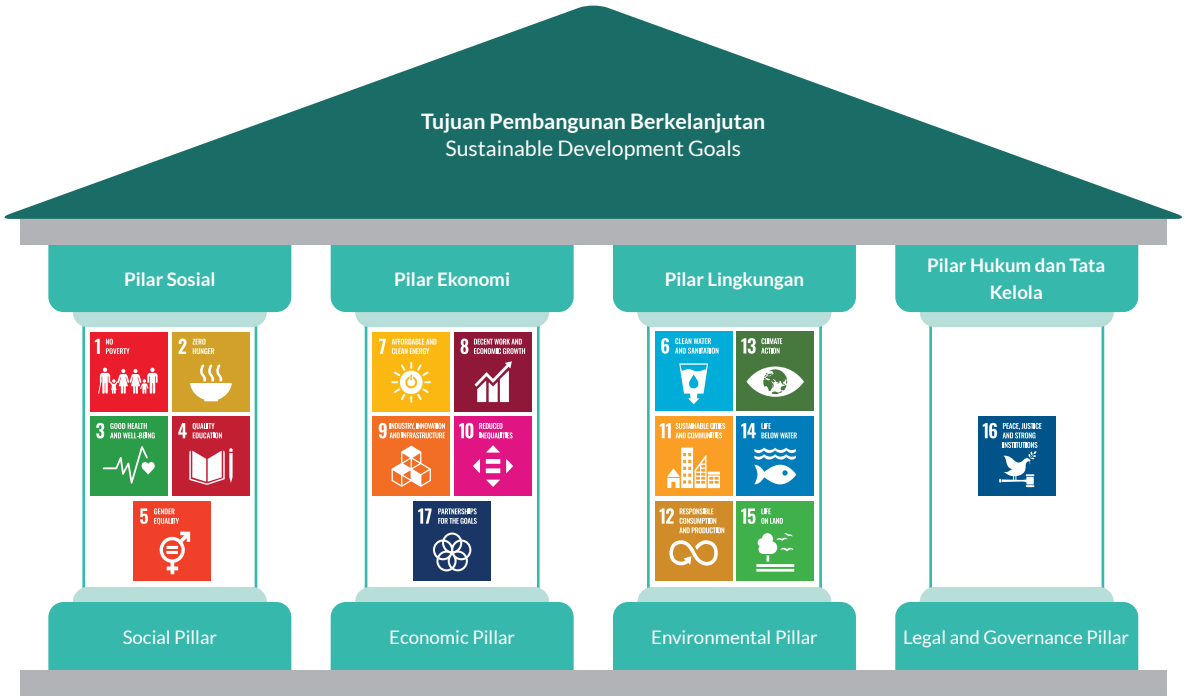
Setiap program tersebut kemudian dikelompokkan ke dalam 4 (empat) Pilar Tujuan Pembangunan Berkelanjutan (TPB) berikut:

The Company's Social and Environmental Responsibility (TJSL) program is grouped into two types:

1. **Community Involvement and Development (CID)**
   The TJSL Department manages the TJSL program and focuses on one of the seven core subjects of ISO 26000, namely "Community Involvement and Development," which includes direct community involvement and development programs.
   a. **CID Non-PUMK**
      This program focuses on community empowerment through social activities that do not involve providing direct capital to MSEs. Several CID Non-PUMK TJSL programs are also categorized into one or more of the following:
      - **Creating Shared Value (CSV)**
        CSV is a strategic concept within the TJSL program that aims to simultaneously create shared value for the Company, the community, and the environment;
      - **Flagship Programs**
        Community engagement and development programs that are the Company's flagship TJSL programs and have a significant impact;
      - **Priority Programs**
        SOE TJSL programs established by the Ministry of SOEs (now the SOE Regulatory Agency) to achieve tangible and sustainable impact. These programs consist of the Education Priority Program, the Environmental Priority Program, and MSE Development.

   b. **Micro and Small Business Funding (PUMK)**
      A program from the Ministry of State-Owned Enterprises aimed at providing easy access to capital for MSMEs.
2. **Non-Community Involvement and Development (CID)**
   This TJSL program focuses on ISO 26000 Core Subjects outside the CID and is managed by a separate unit or division within the TJSL Department. This program does not directly involve the community but rather focuses on the Company's internal structure, such as organizational governance, human rights, labor practices, fair operations, consumer issues, and the internal environment.

Each program is then grouped into the following four pillars of the Sustainable Development Goals (SDGs):



PROGRAM TANGGUNG JAWAB SOSIAL LINGKUNGAN
SOCIAL ENVIRONMENTAL RESPONSIBILITY PROGRAM

Selain mengacu pada 7 cores subject ISO 26000, Program TJSL PT PELNI (Persero) juga mencakup 7 (tujuh) program yang merupakan penggolongan dari 17 Tujuan Pembangunan Berkelanjutan atau *Sustainable Development Goals* (SDGs) dengan rincian sebagai berikut:

In addition to referring to the 7 core subjects of ISO 26000, the PT PELNI (Persero) TJSL Program also includes 7 (seven) programs, which are a classification of the 17 Sustainable Development Goals (SDGs) with the following details:

Sesuai ISO 26000 ISO 26000 compliant	Program TJSL TJSL Program	Analisis Risiko Risk Analysis	Mitigasi Risiko Risk Mitigation
Tata Kelola Organisasi Organizational Governance	Pilar Hukum dan Tata Kelola Legal and Governance Pillar	Risiko ketidakpatuhan dan risiko penurunan *branding*. Risk of non-compliance and risk of brand degradation.	Laporan TJSL yang terintegrasi dengan GCG. Integrated CSR report with GCG.
Hak Asasi Manusia Human Rights	Pilar Sosial Social Pillar	Diskriminasi terhadap komunitas lokal. Discrimination against local communities.	Pemberdayaan Desa Adat Nelayan di Wakatobi. Empowerment of Traditional Fishing Villages in Wakatobi.
Praktik Ketenagakerjaan Manpower Practices	Pilar Sosial Social Pillar	Kecelakaan kru kerja kapal. Ship crew accident.	Audit eksternal sistem manajemen keselamatan & kesehatan kerja, pelatihan untuk ABK. External audits of occupational health and safety management systems and training for crew members.

Sesuai ISO 26000 ISO 26000 compliant	Program TJSL TJSL Program	Analisis Risiko Risk Analysis	Mitigasi Risiko Risk Mitigation
Lingkungan Environment	Pilar Lingkungan Environmental Pillar	1. Pencemaran laut, kerusakan ekosistem laut; 2. Ketergantungan pada bahan bakar fosil. 1. Marine pollution, damage to marine ecosystems; 2. Dependence on fossil fuels.	1. Pengelolaan limbah kapal, penanaman lamun, restorasi terumbu karang di Pantai Bangsring dan Karimun Jawa; 2. Penggunaan BBM ramah lingkungan yaitu Biosolar B40 (low sulfur), Biogas. 1. Ship waste management, seagrass planting, and coral reef restoration in Bangsring Beach and Karimun Jawa; 2. Use of environmentally friendly fuels: Biodiesel B40 (low sulfur) and Biogas.
Praktik Operasi yang Adil Fair Operating Practices	Pilar Hukum dan Tata Kelola serta Pilar Ekonomi Legal and Governance Pillar and Economic Pillar	1. Korupsi atau konflik kepentingan dalam pelaksanaan proyek TJSL; 2. Mitra UMKM tidak transparan. 1. Corruption or conflicts of interest in the implementation of TJSL projects; 2. Non-transparent MSME partners.	1. Audit Program TJSL; 2. Program PUMK Kerjsama dengan BRI. 1. TJSL Program Audits; 2. PUMK Program in Collaboration with BRI.
Isu Konsumen Consumer Issues	Pilar Sosial Social Pillar	Keamanan dan kenyamanan penumpang. Passenger safety and comfort.	Pemberian kursi roda untuk lanjut usia dan disabilitas. Provision of wheelchairs for the elderly and disabled.
Keterlibatan & Pengembangan Masyarakat Community Engagement and Development	Pilar Sosial Social Pillar	Kesenjangan ekonomi di daerah pelabuhan dan kantor cabang. Economic disparities in port areas and branch offices.	Renovasi dan pemberian sarana prasarana kegiatan pendidikan dan rumah ibadah. Renovation and provision of infrastructure for educational activities and places of worship.

ISU EKSTERNAL TERKAIT TJSL DAN *STAKEHOLDERS MAPPING*

EXTERNAL ISSUES RELATED TO TJSL AND STAKEHOLDERS MAPPING

Hubungan antara isu eksternal TJSL dan *stakeholder mapping* sangat penting untuk mencapai tujuan pembangunan berkelanjutan. Dengan melakukan *stakeholder mapping* PT PELNI (Persero) dapat mengidentifikasi dan memahami kepentingan stakeholders, serta mengembangkan strategi untuk mengatasi isu eksternal TJSL. Ini akan membantu PT PELNI (Persero) mencapai tujuan pembangunan berkelanjutan dan meningkatkan keberlanjutan operasional. Berikut adalah beberapa hubungan antara isu eksternal TJSL dan *stakeholder mapping*, yakni:

The relations between external TJSL issues and stakeholder mapping are crucial for achieving sustainable development goals. By conducting stakeholder mapping, PT PELNI (Persero) can identify and understand stakeholder interests and develop strategies to address external TJSL issues. This will help PT PELNI (Persero) achieve its sustainable development goals and improve operational sustainability. The following are some of the relationships between external TJSL issues and stakeholder mapping:

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
1	Rusaknya ekosistem bawah air Damage to underwater ecosystems	1. Upaya konservasi sudah dilakukan oleh masyarakat setempat namun penutupan karang alami kurang dari 30%. 2. Kegiatan penangkapan ikan yang tidak ramah lingkungan oleh nelayan setempat dengan menggunakan bahan kimia berbahaya sehingga menyebabkan rusaknya karang. Kerusakan karang terjadi sekitar tahun 1980 hingga tahun 2000. 3. Salah satu upaya untuk mengurangi kerusakan terumbu karang ini dengan membuat terumbu buatan. Terumbu buatan ini yang kemudian akan menjadi media sebagai tempat penempelan bagi larva karang yang akan menjadi rekrutmen karang (Ampou et al., 2021). 1. The local community has undertaken conservation efforts, but natural coral cover is less than 30%. 2. Unenvironmentally unfriendly fishing activities by local fishermen, using hazardous chemicals, have caused coral damage. Coral damage occurred between 1980 and 2000. 3. One effort to mitigate this coral reef damage is the creation of artificial reefs. These artificial reefs then serve as nurseries for coral larvae, which become coral recruits (Ampou et al., 2021).	PT PELNI bersama Universitas Brawijaya telah melaksanakan Program Rehabilitasi Terumbu Karang di Bangsring *Underwater* dengan kegiatan: 1. Pembuatan *artificial reef* dengan penanaman 1.000 media transplantasi. 2. Melakukan sosialisasi kepada nelayan sekitar untuk turut melestarikan biota laut. 3. Pembagian 100 *life jacket* kepada Kelompok Nelayan. 4. Identifikasi biota-biota laut. 5. Monitoring rekrutmen dan pertumbuhan karang yang dilakukan setiap bulan. PT PELNI, in collaboration with Brawijaya University, has implemented a Coral Reef Rehabilitation Program at Bangsring Underwater. The program includes: 1. Creating an artificial reef by planting 1,000 transplants. 2. Conducting outreach to local fishermen to encourage them to participate in marine biota conservation. 3. Distributing 100 life jackets to fishermen's groups. 4. Identifying marine biota. 5. Monitoring recruitment and coral growth monthly.	1. Pegawai PELNI 2. Dinas Lingkungan Kabupaten Banyuwangi 3. Fakultas Perikanan dan Ilmu Kelautan Universitas Brawijaya 4. Kelompok Nelayan Samudra Bakti 5. *Local Hero* 1. PELNI Employees 2. Banyuwangi Regency Environmental Agency 3. Faculty of Fisheries and Marine Sciences, Brawijaya University 4. Samudra Bakti Fishermen's Group 5. Local Hero

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
2	Ketersediaan air bersih dan bagi warga di Kampung Watumere Desa Ndeturea, NTT Availability of clean water for residents in Watumere Hamlet, Ndeturea Village, NTT	1. Kampung Watumere Desa Ndeturea berada di pedalaman Nusa Tenggara Timur dan termasuk salah satu desa terpencil dan terluar. Desa ini menjadi salah satu desa yang mengalami kekeringan dan kesulitan air bersih. 2. Warga Kampung Watumere memperoleh air bersih dari sumur dangkal yang sering kali surut sehingga warga harus mengambil air ke sungai yang jaraknya cukup jauh dengan kualitas air sungai yang kurang baik. 1. Watumere Hamlet in Ndeturea Village is located in the interior of East Nusa Tenggara and is one of the most remote and outermost villages. This village is among those experiencing drought and a shortage of clean water. 2. Residents of Watumere Hamlet obtain clean water from shallow wells that often dry up, forcing them to fetch water from a river quite a distance away, with poor water quality.	PT PELNI telah melaksanakan Program Kolaborasi dengan BSI Maslahat dengan kegiatan sebagai berikut: 1. Membangun Sumur Bor di tanah wakaf warga untuk digunakan Bersama. 2. Membangun MCK umum untuk kebutuhan masyarakat. PT PELNI has implemented a Collaborative Program with BSI Maslahat with the following activities: 1. Building a drilled well on community-owned land for communal use. 2. Building public toilets and restrooms for community needs.	1. *Local Hero* 2. Perbankan 3. Masyarakat sekitar Desa Watumere 1. Local Hero 2. Banking 3. Communities around Watumere Village

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
3	Kurangnya pengetahuan UMKM mengenai dasar-dasar keuangan, legalitas dan perizinan usaha serta pemasaran dan pengembangan usahanya. Lack of knowledge of MSMEs regarding the basics of finance, legality, business licensing, marketing, and business development.	1. Kurangnya keterlibatan pemerintah dalam pemberdayaan sektor UMKM agar bisa naik kelas. 2. Pelaku UMKM Tidak dapat memenuhi permintaan. 3. Keputusan Menteri Keuangan (KMK) Nomor 396/KMK.01/2022 tentang Program Sinergi Pemberdayaan Usaha Mikro. Kecil dan Menengah Kementerian Keuangan. Dalam kebijakan ini diuraikan bahwa langkah awal dalam implementasi program sinergi pemberdayaan UMKM dimulai dengan kolaborasi berbagai program pemberdayaan dengan didukung basis data UMKM dan menjadi Daftar Sasaran Bersama (DSB) program sinergi pemberdayaan usaha mikro, kecil, dan menengah Kementerian Keuangan (Program UMKM Kemenkeu Satu) Tahun 2023. 1. Lack of government involvement in empowering the MSME sector to enable them to move up the ladder. 2. MSMEs are unable to meet demand. 3. Minister of Finance Decree Number 396/KMK.01/2022 concerning the Ministry of Finance's Micro, Small, and Medium Enterprises Empowerment Synergy Program. This policy outlines that the initial step in implementing the MSME empowerment synergy program is collaboration across various empowerment programs, supported by an MSME database and the Joint Target List (DSB) for the Ministry of Finance's MSME Empowerment Synergy Program in 2023.	PT PELNI telah melaksanakan Program Pelatihan UMKM di beberapa kota seperti Surabaya, Jakarta, dan Makassar bekerja sama dengan BP BUMN, BRI serta Human Initiative dengan kegiatan sebagai berikut: 1. Pengenalan & Dasar-Dasar Keuangan (Yessie Natasia Mareti; *Marketing Specialist*). 2. Dasar-dasar Legalitas dan Perizinan Usaha (Rahmad Khairul Huda; *Legal Expert*). 3. Pemasaran (Wisnu Suharyanto; *15 Years Finance Expert*). 4. Melakukan *workshop* pelatihan bisnis, pelatihan manajemen usaha dan pelatihan perencanaan usaha. 5. Melakukan *coaching* dan pendampingan atas *training* yang sudah diberikan. 6. Melakukan *monitoring*, evaluasi dan *endline survey* kepada penerima manfaat pasca intervensi program. PT PELNI has implemented an MSME Training Program in several cities, including Surabaya, Jakarta, and Makassar, in collaboration with BP BUMN, BRI, and Human Initiative. The activities include: 1. Introduction to Finance and Fundamentals (Yessie Natasia Mareti; Marketing Specialist). 2. Basics of Legality and Business Licensing (Rahmad Khairul Huda; Legal Expert). 3. Marketing (Wisnu Suharyanto; 15-Year Finance Expert). 4. Conducting business training workshops, business management training, and business planning training. 5. Providing coaching and mentoring for the training provided. 6. Conducting monitoring, evaluation, and endline surveys with beneficiaries following the program intervention.	1. Kelompok UMKM 2. Pegawai PELNI 3. BP BUMN 4. Human Initiative 5. Perbankan 1. MSME Group 2. PELNI Employees 3. BPBUMN 4. Human Initiative 5. Banking

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
4	Pemberdayaan petani dalam budidaya sayuran yang nantinya dapat memasok *supply* bahan makanan di atas kapal yang dilakukan oleh anak Perseroan (PT PID).	1. Ketersediaan pupuk subsidi yang tidak mampu mencukupi sehingga petani harus membeli pupuk non subsidi dengan harga yang tidak murah. 2. Bibit sayuran harus dibeli dari kecamatan wajak Kabupaten Malang yang harus dilakukan perawatan beberapa hari agar bibit tidak stres sebelum di tanam, karena jarak pengambilannya jauh dan daerah wajak udaranya lebih panas. 3. Sistem irigasi untuk pertanian dari air sumber di Desa Bumiaji yang saat musim kemarau ketersediaannya terbatas. 4. Harga obat pestisida dan fungisida relatif mahal dan para petani belum mampu membuatnya secara mandiri. 5. Sebagian besar petani masih tergantung kepada tengkulak dan pengepul dalam pembiayaan usaha pertanian yang membuat petani tidak bisa mandiri dalam menentukan harga panen. 6. Petani sering menghadapi kondisi panen raya yang membuat harga jatuh sehingga merugi. 7. Para petani kurang memahami teknik penanganan pasca panen dalam rangka menjaga kualitas produk sebelum dikirim ke pasar atau mitra distributor.	PT PELNI telah melaksanakan Program Desa Mandiri di Desa Pandanrejo, Batu, Jawa Timur dengan rincian kegiatan sebagai berikut: 1. Pelatihan dan praktik teknik pembibitan sayuran. 2. Pelatihan dan praktik pembuatan pupuk organik padat dan cair. 3. Pelatihan dan praktik pembuatan pestisida dan fungisida. 4. Demplot proses pembibitan di dalam dan di luar *greenhouse*. 5. Pelatihan dan praktik budidaya sayuran. 6. *Demplot* budidaya sayuran di dalam dan di luar greenhouse 7. Pelatihan pengaturan sistem irigasi dan teknik penyiraman dengan irigasi tetes. 8. Pelatihan mekanisasi pertanian. 9. Pelatihan dan praktik pengendalian hama terpadu 10. Pelatihan penerapan metode IoT di bidang pertanian modern. 11. Pelatihan dan praktik penanganan produk pasca-panen. 12. Pelatihan manajemen usaha tani dan manajemen pemasaran. 13. Pelatihan dan praktik pembuatan produk olahan sayuran dan buah-buahan. 14. Kegiatan pendampingan dan evaluasi program.	1. Petani di Desa Pandanrejo, Batu, Jawa Timur 2. Masyarakat sekitar Desa Pandanrejo, Batu, Jawa Timur 3. Anak Perseroan PT PELNI (PT PID) 4. Universitas Brawijaya

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
	Empowering farmers in vegetable cultivation, which can later supply food supplies on ships carried out by a subsidiary (PT PID).	1. The availability of subsidized fertilizer is insufficient, forcing farmers to purchase non-subsidized fertilizer at high prices. 2. Vegetable seeds must be purchased from the Wajak sub-district in Malang Regency, where they must be cared for for several days to prevent stress before planting, due to the long distance and the hotter climate in Wajak. 3. The irrigation system for farming is sourced from water from a source in Bumiaji Village, which is limited in availability during the dry season. 4. Pesticides and fungicides are relatively expensive, and farmers are unable to produce them independently. 5. Most farmers still rely on intermediaries and collectors for agricultural financing, preventing them from independently determining crop prices. 6. Farmers often face peak harvests, which cause prices to plummet, resulting in losses. 7. Farmers lack understanding of post-harvest handling techniques to maintain product quality before shipping to markets or distribution partners.	PT PELNI has implemented the Independent Village Program in Pandanrejo Village, Batu, East Java, with the following activities: 1. Training and practice in vegetable nursery techniques. 2. Training and practice in making solid and liquid organic fertilizers. 3. Training and practice in making pesticides and fungicides. 4. Demonstration plots for nursery processes inside and outside greenhouses. 5. Training and practice in vegetable cultivation. 6. Demonstration plots for vegetable cultivation inside and outside greenhouses. 7. Training in setting up irrigation systems and watering techniques with drip irrigation. 8. Training in agricultural mechanization. 9. Training and practice in integrated pest control. 10. Training in applying IoT methods in modern agriculture. 11. Training and practice in post-harvest product handling. 12. Training in farm business management and marketing management. 13. Training and practice in making processed vegetable and fruit products. 14. Program mentoring and evaluation activities.	1. Farmers in Pandanrejo Village, Batu, East Java 2. Communities around Pandanrejo Village, Batu, East Java 3. PT PELNI's subsidiary (PT PID) 4. Brawijaya University

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
5	Sulitnya nelayan mendapatkan subsidi pemerintah karena tidak punya PAS Kecil (surat tanda kebangsaan kapal yang sangat penting untuk mengidentifikasi dan memastikan kapal memenuhi standar yang ditetapkan oleh pemerintah).	1. Pemerintah memberikan subsidi kepada nelayan dalam bentuk permodalan, akses bahan bakar serta program lainnya yang dapat meningkatkan kesejahteraan nelayan. 2. Rendahnya kepemilikan dokumen resmi kapal, terutama PAS Kecil—dokumen yang menjadi tanda kebangsaan kapal dan syarat utama dalam memperoleh pengakuan legal dari negara. Tanpa dokumen ini, nelayan kesulitan mengakses berbagai bentuk bantuan dan program yang disediakan oleh pemerintah, seperti subsidi bahan bakar, dukungan permodalan, hingga perlindungan hukum dalam kegiatan melaut. 3. Di Kecamatan Banawa, sebagian besar kapal nelayan belum memiliki PAS Kecil. Selain berdampak pada keterbatasan akses terhadap program-program pemerintah, kondisi ini juga menyebabkan minimnya data valid mengenai jumlah dan spesifikasi kapal nelayan skala kecil di wilayah ini. Ketidaktersediaan data yang terverifikasi menyulitkan pemerintah daerah maupun pihak terkait dalam merancang kebijakan pengelolaan perikanan yang tepat sasaran, adil, dan berkelanjutan.	PELNI telah melaksanakan Program Fasilitasi PAS Kecil Kapal Nelayan Skala Kecil di Kecamatan Banawa, Donggala, Sulawesi Tengah dengan rincian kegiatan sebagai berikut: 1. Terfasilitasinya 100 kapal nelayan skala kecil. 2. Adanya 1 *database* kenelayanan di wilayah yang terdampak. 3. Minimal 15 berita terkait kegiatan di media massa baik lokal maupun nasional. 4. Minimal 10.000 jangkauan postingan terkait kegiatan di media sosial.	1. PT Pelayaran Nasional Indonesia (PELNI) 2. Yayasan Konservasi Laut (YKL) Indonesia 3. Syahbandar Sulawesi Tengah 4. Dinas Kelautan dan Perikanan Provinsi Sulawesi Tengah 5. Dinas Kelautan dan Perikanan Kabupaten Donggala 6. Kecamatan Banawa 7. Desa/Kelurahan di Kecamatan Banawa 8. Penyuluh perikanan 9. Nelayan Skala Kecil

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
	Fishermen find it difficult to obtain government subsidies because they do not have a ship nationality certificate (PAS Kecil), which is required to verify that the ship meets the government's standards.	1. The government provides subsidies to fishermen in the form of capital, access to fuel, and other programs that can improve their welfare. 2. Low ownership of official vessel documents, particularly the PAS Kecil, a document that marks the vessel's nationality and is a key requirement for obtaining legal recognition from the state. Without this document, fishermen struggle to access various government assistance programs, such as fuel subsidies, capital support, and legal protection during their fishing activities. 3. In Banawa District, the majority of fishing vessels do not have a PAS Kecil. In addition to limiting access to government programs, this situation also results in a lack of valid data on the number and specifications of small-scale fishing vessels in the region. The lack of verified data makes it difficult for local governments and relevant parties to design targeted, equitable, and sustainable fisheries management policies.	PT PELNI has implemented an assistance program for the issuance of PAS Kecil for small-scale fishing vessels in Banawa District, Donggala, Central Sulawesi. The activities are as follows: 1. Assistance provision to 100 small-scale fishing vessels. 2. Establishment of a fisheries database in the affected area. 3. Minimum 15 news stories related to the activity in both local and national media. 4. Minimum 10,000 views of posts related to the activity on social media.	1. PT Pelayaran Nasional Indonesia (PELNI) 2. Marine Conservation Indonesia (YKL) 3. Central Sulawesi Harbor Master 4. Central Sulawesi Provincial Maritime Affairs and Fisheries Service 5. Donggala Regency Maritime Affairs and Fisheries Service 6. Banawa District 7. Villages/ Subdistricts in Banawa District 8. Fisheries Extension Workers 9. Small-Scale Fishermen

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
6	Kurangnya pemahaman dan kapasitas terhadap pengembangan ekosistem bisnis kelautan dan wisata masyarakat hukum adat. Lack of understanding and capacity for developing the marine business ecosystem and tourism of indigenous communities.	1. Kurangnya pemahaman dan kapasitas terhadap pariwisata. 2. Masyarakat setempat belum melakukan pengembangan usaha perikanan tangkap serta belum melakukan pengolahan atas hasil perikanan tersebut. 3. Teknologi pengolahan hasil laut dan digitalisasi wisata terbatas. 4. Menurunnya daya dukung ekosistem bisnis kelautan dan wisata adat. 1. Lack of understanding and capacity for tourism. 2. Local communities have not developed capture fisheries businesses and have not processed these fishery products. 3. Technology for processing marine products and digitizing tourism is limited. 4. Decreasing carrying capacity of the marine business and traditional tourism ecosystem.	PT PELNI (Persero) melaksanakan pengembangan ekosistem bisnis kelautan dan wisata masyarakat hukum adat Desa Kabita Togo, Wakatobi dengan rincian sebagai berikut: 1. Identifikasi Awal: Analisis *Stakeholders*, Potensi Usaha Kelautan dan Perikanan, dan Potensi Wisata. 2. Inisiasi dan Pembuatan *Demonstration Plotting* (*Demplot*): Budidaya Ikan Kerapu. 3. Pelatihan dan Pendampingan: Kelembagaan, Teknologi Penangkapan Perikanan Ramah Lingkungan, dan Wisata Masyarakat. 4. Supervisi dan *Monitoring*. PT PELNI (Persero) is developing a marine business and tourism ecosystem for the indigenous community of Kabita Togo Village in Wakatobi, with the following details: 1. Initial Identification: Stakeholder Analysis, Marine and Fisheries Business Potential, and Tourism Potential. 2. Initiation and Creation of Demonstration Plots: Grouper Cultivation. 3. Training and Mentoring: Institutional Development, Environmentally Friendly Fishing Technology, and Community Tourism. 4. Supervision and Monitoring.	1. PT Pelayaran Nasional Indonesia (PELNI) 2. Nelayan Desa Kabita Togo 3. Pemerintah Setempat 4. IPB (Institut Pertanian Bogor) 1. PT Pelayaran Nasional Indonesia (PELNI) 2. Fishermen of Kabita Togo Village 3. Local Government 4. Bogor Agricultural University (IPB)

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
7	Peningkatan gas emisi rumah kaca, ancaman ketahanan pangan masyarakat pesisir. Increased greenhouse gas emissions threaten food security in coastal communities.	Pulau Bintan dipilih sebagai *site* penanaman lamun karena pulau ini sedang mengalami penurunan signifikan pada tutupan lamun. Padang lamun menunjukkan tutupan yang rendah (~11%) dan kepadatan sedang (~96 ind/m²). Degradasi padang lamun ini memberikan berbagai dampak negatif bagi lingkungan dan masyarakat Pulau Bintan, antara lain: 1. Ketidakstabilan ekonomi nelayan lokal akibat penurunan hasil tangkapan ikan; 2. Kehilangan keanekaragaman hayati yang membahayakan spesies laut seperti dugong (duyung); 3. Menurunnya potensi pariwisata lokal yang berdampak pada peluang pembangunan berkelanjutan. Bintan Island was chosen as a seagrass planting site because the island is experiencing a significant decline in seagrass cover. Seagrass beds exhibit low cover (~11%) and moderate density (~96 ind/m²). This seagrass degradation has various negative impacts on the environment and the people of Bintan Island, including: 1. Economic instability for local fishermen due to decreased fish catches; 2. Loss of biodiversity, endangering marine species such as dugongs; 3. Declining local tourism potential, impacting opportunities for sustainable development.	PT PELNI (Persero) melaksanakan penanaman 3000 lamun di Kepulauan Dompak, Riau dengan rincian sebagai berikut: 1. Penyemaian 3000 benih lamun; 2. Penanaman 3000 bibit lamun yang sudah disemai. Aktivitas Tambahan: 1. Melakukan *monitoring* atas lamun yang telah ditanam; 2. Jaminan tambal sulam 3000 bibit lamun apabila dalam proses pertumbuhannya ada yang rusak atau mati; 3. Pembangunan *Greenhouse* Lamun; 4. *Workshop* pembuatan pakan ikan dari limbah lamun; 5. Perhitungan SROI dan *Stakeholder Engagement;* 6. Perhitungan *Carbon Stock* dan *Water Quality.* PT PELNI (Persero) planted 3,000 seagrass seedlings in the Dompak Islands, Riau, with the following details: 1. Sowing 3,000 seagrass seedlings; 2. Planting 3,000 seeded seagrass seedlings. Additional Activities: 1. Monitoring the planted seagrass seedlings; 2. Guaranteeing the replacement of 3,000 seagrass seedlings if any are damaged or die during their growth; 3. Construction of a Seagrass Greenhouse; 4. Workshop on making fish feed from seagrass waste; 5. Calculation of SROI and Stakeholder Engagement; 6. Calculation of Carbon Stock and Water Quality.	1. PT Pelayaran Nasional Indonesia (PELNI); 2. Nelayan Lamun di Pulau Dompak; 3. Pemerintah Setempat; 4. *Carbon Ethics.* 1. PT Pelayaran Nasional Indonesia (PELNI); 2. Seagrass Fishermen on Dompak Island; 3. Local Government; 4. Carbon Ethics.

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
8	Limbah sampah kapal Non-B3 yang tidak dikelola dengan baik.	1. Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelengaraan Perlindungan dan Pengelolaan Lingkungan Hidup; 2. Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor: P.6/ MENLHK/SETJEN/PLB3.3/2/2021 tentang Prosedur dan Persyaratan Pengelolaan Limbah B3; 3. Peraturan Gubernur Provinsi DKI Jakarta Nomor 102 Tahun 2021 tentang Kewajiban Pengelolaan Sampah di Kawasan dan Perseroan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: PER-2/MBU/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara; 4. Laporan Hasil Asesmen Penerapan Faktor *Environmental*, *Social and Governance* (ESG) Pada PT Pelayaran Nasional Indonesia (Persero) Tahun 2022; 5. Memastikan seluruh limbah yang timbul dari kegiatan operasional Perseroan, baik di darat maupun di kapal, dapat dikelola secaraterencana, terukur, dan sesuai dengan peraturan perundang-undangan yang berlaku.	PT PELNI (Persero) bekerja sama dengan BPP Jabon dalam melakukan pengelolaan limbah sampah Non-B3 sebagai berikut: 1. Pembakaran 950 unit *Life Jacket;* 2. Daur Ulang 1.748 unit *life jacket* yang tidak terpakai menjadi barang terbarukan seperti 125 *tote bag*, 80 sepatu, dan 50 tas yang ramah lingkungan sebagai inisiatif dari Program; 3. Pemberdayaan Perempuan dalam pelaksanaan kegiatan daur ulangnya; 4. Pembongkaran Limbah Non B3 (Besi & Kayu); 5. Penghancuran dan Peleburan Limbah Non-B3 (Besi dan Kayu); 6. Pembuatan Video Dokumentasi.	1. PT Pelayaran Nasional Indonesia (PELNI); 2. BPP Jabon.

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
	Non-Hazardous and Toxic (Non-B3) ship waste that is not managed properly.	1. Law Number 32 of 2009 concerning Environmental Protection and Management; Government Regulation Number 22 of 2021 concerning the Implementation of Environmental Protection and Management; 2. Regulation of the Minister of Environment and Forestry Number: P.6/MENLHK/SETJEN/PLB3.3/2/2021 concerning Procedures and Requirements for Hazardous and Toxic Waste Management; 3. Regulation of the Governor of DKI Jakarta Province Number 102 of 2021 concerning Waste Management Obligations in Areas and Companies; Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: PER-2/MBU/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises; 4. Assessment Report on the Implementation of Environmental, Social, and Governance (ESG) Factors at PT Pelayaran Nasional Indonesia (Persero) in 2022; 5. Ensuring that all waste arising from the company's operational activities, both on land and on board, is managed in a planned, measurable manner, and in accordance with applicable laws and regulations.	PT PELNI (Persero) collaborated with BPP Jabon to manage non-hazardous waste as follows: 1. Incineration of 950 life jackets; 2. Recycling 1,748 unused life jackets into upcycled items—such as 125 tote bags, 80 pairs of shoes, and 50 eco-friendly bags—as an initiative of the program; 3. Empowering women in recycling activities; 4. Demolition of non-hazardous waste (iron and wood); 5. Destruction and smelting of non-hazardous waste (iron and wood); 6. Production of video documentation.	1. PT Pelayaran Nasional Indonesia (PELNI); 2. BPP Jabon.

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
9	Keterbatasan bahan bakar fosil sebagai pemasok utama sumber energi nasional semakin mahal dan terbatas.	1. Pemerintah terus berupaya mengembangkan sumber daya energi non-fosil (energi terbarukan); 2. Untuk menjaga ketahanan energi nasional perlu dipikirkan pengembangan bahan bakar alternatif yang murah. mudah dalam pengadaan. Hemat serta dapat diproduksi secara massal (*mass product*). Termasuk dalam skala rumah tangga; 3. Bahan bakar akan murah jika bahan baku yang digunakan juga murah. Banyak tersedia dan teknologi yang digunakan dalam proses produksinya sederhana. Salah satu bahan bakar yang memiliki kriteria demikian adalah biogas; 4. Provinsi Nusa Tenggara Timur merupakan kawasan yang memiliki populasi ternak ruminansia yang besar sehingga dijuluki sebagai lumbung ternak; 5. Provinsi Nusa Tenggara Timur merupakan kawasan yang memiliki populasi ternak ruminansia yang besar sehingga dijuluki sebagai lumbung ternak. Kegiatan ini dilaksanakan di Kupang karena Kupang merupakan penghasil ternak terbesar di Nusa Tenggara Timur dengan jumlah sapi potong sebanyak 7.840 ekor, kerbau 35 ekor dan kuda 93 ekor. Di sisi lain PT PELNI juga memiliki kapal ternak yaitu KM Camara Nusantara 1 dengan rute Kupang-Waingapu-Tanjung Priok.	PT PELNI telah melaksanakan program Biogas di Kupang dengan rincian kegiatan sebagai berikut: 1. Pembuatan 4 (empat) unit digester biogas berupa *Model Fixed Dom* yang nantinya dapat digunakan untuk mendukung aktivitas peternakan atau dapat dimanfaatkan bersama oleh 1-2 keluarga peternak; 2. Terdapat kegiatan Pelatihan pembuatan dan perawatan digester biogas kepada masyarakat; 3. Instalasi biogas ini diharapkan dapatmengurangi beban pembelian bahan bakar minyak atau gas kebutuhan kendang dan rumah tangga peternak serta dapat mengurangi biaya pembelian pupuk untuk lahan pertanian serta dapat mengembangkan usaha kecil skala rumah tangga; 4. Dalam melaksanakan program tersebut TJSL PT PELNI (Persero) menunjuk Pusat Studi Pembangunan Desa (PSPD) Direktorat Riset dan Pengabdian Kepada Masyarakat (DRPM) Universitas Brawijaya sebagai pelaksana program dengan proposal terlampir.	1. Peternak Sapi di Kupang; 2. Masyarakat di sekitar Biogas; 3. *Local Hero;* 4. Dinas Peternakan.

Tabel Hubungan antara Isu Eksternal dan *Stakeholder Mapping*

Table: Connection between External Issues and Stakeholders Mapping

No	Isu Eksternal External Issues	Latar Belakang Background	Uraian Peran TJSL Description of TJSL Roles	Pemangku Kepentingan Stakeholders
	The limitations of fossil fuels as the main source of national energy are increasingly evident, as they are becoming more expensive and harder to access.	1. The government continues to strive to develop non-fossil energy resources (renewable energy); 2. To maintain national energy security, it is necessary to consider developing alternative fuels that are inexpensive, easy to procure, economical, and can be mass-produced, including on a household scale; 3. Fuel will be cheap if the raw materials used are also inexpensive, widely available, and the technology used in the production process is simple. One fuel that meets these criteria is biogas; 4. East Nusa Tenggara Province is a region with a large ruminant livestock population, earning it the nickname "the livestock barn."; 5. This activity was carried out in Kupang because Kupang is the largest livestock producer in East Nusa Tenggara, with 7,840 beef cattle, 35 buffalo, and 93 horses. PT PELNI also operates a livestock ship, the KM Camara Nusantara 1, plying the Kupang-Waingapu-Tanjung Priok route.	PT PELNI has implemented a Biogas program in Kupang with the following detailed activities: 1. Construction of four (4) fixed-dome biogas digesters, which can be used to support livestock activities or shared by one or two livestock families; 2. Training is being provided to the community on biogas digester construction and maintenance; 3. This biogas installation is expected to reduce the burden of purchasing fuel oil or gas for livestock and household needs, as well as reducing fertilizer costs for agricultural land and fostering the development of small-scale household businesses; 4. To implement this program, PT PELNI (Persero) has appointed the Center for Village Development Studies (PSPD) of the Directorate of Research and Community Service (DRPM) of Brawijaya University as the program implementer, with the attached proposal.	1. Cattle Farmers in Kupang; 2. Communities around Biogas Plants; 3. Local Hero; 4. Animal Husbandry Department.

Berdasarkan uraian mengenai latar belakang, peran program TJSL, serta pemangku kepentingan yang dilibatkan di setiap isu eksternal tersebut, maka dapat disimpulkan bahwa *stakeholder* utama TJSL PT PELNI terdiri dari 6 *Key Partner* dan 1 *Key Resources* berikut: [GRI 2-29]

- ***Key Partner:***
  a. Pemegang Saham (Kementerian BUMN);
  b. Pemerintah/Regulator (DPR RI, Kementerian Perhubungan);
  c. Pemerintah Daerah (Pemerintah Provinsi, Kabupaten, Kecamatan dan Desa);
  d. Lembaga/Institusi (Sekolah/Universitas, Asosiasi, BUMDes, Yayasan, dan lainnya);
  e. Masyarakat Sekitar Perseroan (Komunitas dan UMKM)
  f. Media

Based on the description of the background, role of the TJSL program, and stakeholders involved in each external issue, it can be concluded that the main stakeholders of PT PELNI's TJSL consist of the following 6 Key Partners and 1 Key Resource: [GRI 2-29]

- **Key Partners:**
  a. Shareholders (Ministry of State-Owned Enterprises);
  b. Government/Regulators (House of Representatives, Ministry of Transportation);
  c. Regional Governments (Provincial, Regency, Sub-district, and Village Governments);
  d. Institutions (Schools/Universities, Associations, Village-Owned Enterprises, Foundations, and others);
  e. Communities Surrounding the Company (Communities and MSMEs)
  f. Media

- ***Key Resources:*** Pegawai

a. **Program Pendanaan Usaha Mikro & Kecil (PUMK)**
Sumber dana Program PUMK sampai dengan 31 Desember tahun 2025 berasal dari pengembalian pinjaman mitra binaan (dana bergulir) yaitu berupa angsuran pokok ditambah dengan jasa administrasi pinjaman, penerimaan jasa giro, dan penerimaan lain-lain. Penyaluran dana PUMK tahun 2025 melalui perjanjian kerjasama tentang pelaksanaan program pendanaan usaha mikro dan usaha kecil dengan nomor PKS PELNI: TH.02.06-04/KNP/2023 pada tanggal 06 Februari 2023. RKA PUMK tahun 2025 direncanakan sebesar Rp700.000.000,-.

b. **Tujuan Pembangunan Berkelanjutan (TPB)**
Sampai dengan 31 Desember tahun 2025, realisasi penyaluran Program TPB sebesar Rp8.100.000.000,- yang terdiri dari 4 pilar; Sosial, Ekonomi, Lingkungan serta Hukum dan tata kelola. Penyaluran pilar Sosial sebesar Rp3.498.474.500,- Pilar Ekonomi sebesar Rp2.125.200.000,-, Lingkungan sebesar Rp2.302.125.500,- dan serta pilar Hukum dan Tata Kelola sebesar Rp174.200.000,-.

c. ***Creating Shared Value* (CSV)**
Program *Creating Shared Value* (CSV) merupakan inisiatif PELNI yang dirancang untuk menciptakan nilai bersama, yaitu memberikan manfaat sosial bagi masyarakat sekaligus menghasilkan nilai ekonomi bagi Perseroan. Melalui pendekatan ini, program TJSL tidak hanya bersifat filantropi, tetapi juga terintegrasi dengan strategi dan proses bisnis Perseroan. Adapun program CSV dan nilai manfaat bagi Perseroan disampaikan pada tabel di bawah ini:

- **Key Resources: Employees**

a. **Micro and Small Business Funding (PUMK) Program**
The source of funds for the PUMK Program until December 31, 2025, came from revolving funds from fostered partners, i.e., principal installments plus loan administration services, current account interest income, and other income. Distribution of PUMK funds in 2025 through a cooperation agreement regarding the implementation of the micro and small business funding program with PELNI PKS number: TH.02.06-04/KNP/2023 on February 6, 2023. The Work Plan and Budget (RKA) for PUMK in 2025 was set at Rp700,000,000.

b. **Sustainable Development Goals (SDGs)**
As of December 31, 2025, the SDGs Program disbursement amounted to Rp8,100,000,000, consisting of four pillars: Social, Economic, Environmental, and Legal and Governance. Disbursement for the Social pillar was Rp3,498,474,500. Disbursement for the Economic pillar was Rp2,125,200,000. Disbursement for the Environmental pillar was Rp2,302,125,500. Disbursement for the Legal and Governance pillar was Rp174,200,000.

c. **Creating Shared Value (CSV)**
The Creating Shared Value (CSV) program is a PELNI initiative that creates shared value by providing social benefits to the community while simultaneously generating economic value for the Company. Through this approach, the TJSL program is not only philanthropic but also integrated with the Company's strategy and business processes. The CSV program and its benefits to the Company are presented in the table below:

No	Program	Realisasi Tahun 2025 (Rp) Realization in 2025 (Rp)	Nilai Manfaat CSV bagi Perseroan CSV Benefits for Companies
1	Program Biogas Biogas Program	67.500.000	Melalui pengembangan digester biogas, program ini mampu mengurangi beban pembelian bahan bakar minyak atau gas untuk kebutuhan kandang dan rumah tangga peternak. Selain itu, pemanfaatan biogas juga menekan biaya pembelian pupuk bagi lahan pertanian serta mendorong pengembangan usaha kecil skala rumah tangga. Bagi PT PELNI (Persero), pelaksanaan program ini pada tahun 2025 memberikan dampak positif berupa peningkatan pendapatan muatan kapal ternak sebesar 51,18% atau senilai Rp1.876.522.200 dibandingkan dengan realisasi muatan kapal ternak tahun 2024. By developing biogas digesters, this program reduced the burden of purchasing fuel oil or gas for livestock barns and household use. Furthermore, the use of biogas also reduces the cost of purchasing fertilizer for agricultural land and encourages the development of small-scale household businesses. For PT PELNI (Persero), the implementation of this program in 2025 had a positive impact, resulting in an increase in revenue from livestock ship cargo by 51.18%, or Rp1,876,522,200, compared to the actual livestock ship cargo in 2024.
2	Desa Mandiri PELNI Kota Batu PELNI Independent Village, Batu City	203.093.925	Program Desa Mandiri bertujuan tidak hanya untuk membantu petani dalam mengembangkan hasil produksinya, tetapi juga untuk meningkatkan efisiensi biaya Perseroan dalam penyediaan bahan makanan di atas kapal, khususnya komoditas sayuran dan buah-buahan. Melalui pelaksanaan program ini, yang telah dilaksanakan dari bulan Agustus, diperoleh efisiensi harga *Purchase Order* (PO) sayuran sebesar Rp 287.861.280,- / 5 bulan dibandingkan dengan harga sebelum Program Desa Mandiri dilaksanakan. Efisiensi tersebut terjadi karena sebelumnya pengadaan sayuran PT PELNI tidak dilakukan secara langsung dari petani, melainkan melalui pihak perantara. The Independent Village Program aims not only to assist farmers in developing their production but also to improve the company's cost efficiency in providing food ingredients on board ships, especially vegetables and fruits. Through the implementation of this program, which has been running since August, the efficiency of vegetable Purchase Orders (PO) reached Rp 287,861,280 over 5 months, compared to the price before the Independent Village Program was implemented. This efficiency occurred because previously, PT PELNI's vegetable procurement was not conducted directly with farmers but through intermediaries.
3	Desa Mandiri Cianjur Cianjur Independent Village	285.000.000	Program Desa Mandiri Cianjur ini, PELNI memberikan bantuan berupa pelatihan dan praktik teknik pembibitan sayuran, pelatihan pembuatan pupuk organik padat dan cair, pelatihan dan praktik budidaya sayuran, hingga pelatihan manajemen usaha tani. Tujuan Program Desa Mandiri Cianjur ini yakni meningkatkan kemampuan petani dalam pembibitan dan pengolahan sayuran sehingga kualitasnya bertambah serta mengurangi risiko gagal panen. Selain itu, Program Desa Mandiri ini juga mampu mengurangi operasional petani dari sisi pupuk karena petani bisa mengolah pupuk sendiri serta dapat memberikan nilai ekonomis bagi Badan Usaha Milik Desa (BUMDES) dengan menjual bibit sayuran dan pupuk. Under the Cianjur Independent Village Program, PELNI provides training in vegetable nursery techniques, the production of solid and liquid organic fertilizers, vegetable cultivation, and farm management. The program aims to improve farmers' skills in vegetable nursery management and processing, thereby enhancing quality and reducing the risk of crop failure. Furthermore, the Independent Village Program can reduce farmers' operational costs by enabling them to produce their own fertilizer and provides economic value to Village-Owned Enterprises through the sale of vegetable seeds and fertilizer.

Program *Creating Shared Value* (CSV) merupakan inisiatif Perseroan yang dirancang untuk menciptakan nilai bersama, yaitu memberikan manfaat sosial bagi masyarakat sekaligus menghasilkan nilai ekonomi bagi Perseroan. Melalui pendekatan ini, program TJSL tidak hanya bersifat filantropi, tetapi juga terintegrasi dengan strategi dan proses bisnis Perseroan.

Dalam implementasinya, Program Biogas memberikan manfaat langsung bagi peternak melalui pengurangan biaya energi dan pupuk, mendorong pengembangan usaha skala rumah tangga, serta memberikan nilai tambah bagi Perseroan melalui peningkatan muatan kapal ternak. Adapun Program Desa Mandiri berfokus pada peningkatan produktivitas petani dan efisiensi rantai pasok bahan pangan, khususnya sayuran dan buah-buahan, sehingga mampu menekan biaya pengadaan Perseroan melalui pembelian langsung dari petani.

Secara keseluruhan, pelaksanaan program CSV tersebut mencerminkan komitmen PT PELNI (Persero) dalam mengintegrasikan penciptaan nilai sosial dan ekonomi secara berkelanjutan ke dalam strategi bisnis Perseroan.

The Creating Shared Value (CSV) program is a corporate initiative that creates shared value by providing social benefits to the community while simultaneously generating economic value for the company. Through this approach, the TJSL program is not only philanthropic but also integrated with the company's strategy and business processes.

In its implementation, the Biogas Program provides direct benefits to livestock farmers by reducing energy and fertilizer costs, encouraging the development of small-scale businesses, and adding value to companies by increasing livestock shipments. The Independent Village Program focuses on increasing farmer productivity and the efficiency of the food supply chain, particularly vegetables and fruits, thereby reducing company procurement costs through direct purchases from farmers.

Overall, the implementation of the CSV program reflects PT PELNI (Persero)'s commitment to integrating the creation of sustainable social and economic value into the company's business strategy.

PROGRAM UNGGULAN
FLAGSHIP PROGRAMS

TJSL PT PELNI (Persero) di tahun 2025 memiliki 4 program unggulan, yaitu Beasiswa Pendidikan bagi Mahasiswa Pelayaran, Desa Adat Nelayan Wakatobi, Desa Mandiri Malang dan Desa Mandiri Cianjur, *Vending Machine* Botol Plastik dan Pemenuhan Pas Kecil bagi Nelayan.

In 2025, PT PELNI (Persero)'s TJSL has 4 flagship programs: Educational Scholarships for Maritime Students; Wakatobi Traditional Fishermen's Village; Malang Independent Village and Cianjur Independent Village; Plastic Bottle Vending Machine; and Fulfillment of Small Passes for Fishermen.

No	Nama Program Program Name	TPB SDG	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of PMs	Dampak bagi PM Impact on PMs
1	Beasiswa Pendidikan bagi mahasiswa pelayaran Educational Scholarships for Shipping Students	4	Surabaya, Jawa Timur Surabaya, East Java	Bantuan pendanaan bagi mahasiswa selama 2 semester Financial assistance for students for two semesters	8 Mahasiswa 8 Students	Memberikan keringanan bagi mahasiswa untuk membayar biaya pendidikannya. Provides relief for students in paying their tuition fees.

No	Nama Program Program Name	TPB SDG	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of PMs	Dampak bagi PM Impact on PMs
2	Pengembangan Desa Adat Nelayan Wakatobi Development of Wakatobi Traditional Fishing Villages	10	Wakatobi, Sulawesi Tenggara Wakatobi, Southeast Sulawesi	1. Pembuatan Demplot Budidaya Ikan Kerapu; 2. Pelatihan dan Pendampingan Kelembagaan, Teknologi Penangkapan Perikanan Ramah Lingkungan, dan Wisata Masyarakat. 1. Establishment of Grouper Cultivation Demonstration Plots; 2. Institutional Training and Mentoring, Environmentally Friendly Fishing Technology, and Community Tourism.	Kelompok Nelayan di Desa Kabita Togo, Wakatobi Fishermen's Group in Kabita Togo Village, Wakatobi	1. Peningkatan potensi usahan perikanan berkelanjutan; 2. Peningkatan diversifikasi produk berbasis kelautan dan perikanan; 3. Peningkatan akses pasar dan keberlanjutan ekonomi. 1. Increasing the potential for sustainable fisheries businesses; 2. Increasing the diversification of marine and fisheries-based products; 3. Improving market access and economic sustainability.
3	Pemberdayaan Desa Mandiri Malang Empowerment of Independent Villages in Malang	10	Malang, Jawa Timur Malang, East Java	1. Pelatihan dan praktik teknik pembibitan sayuran; 2. Pelatihan pembuatan pupuk organik padat dan cair; 3. Pelatihan dan praktik budidaya sayuran; 4. Pelatihan mekanisasi; 5. Pelatihan manajemen usaha tani. 1. Vegetable nursery technique training and practice; 2. Solid and liquid organic fertilizer production training; 3. Vegetable cultivation training and practice; 4. Mechanization training; 5. Farm business management training.	Kelompok Tani dan Bumdes setempat Farmer Groups and Local Village-Owned Enterprises	1. Meningkatkan kemampuan petani dalam pembibitan dan pengolahan sayuran; 2. Mengurangi risiko gagal panen; 3. Mengurangi operasional petani (pupuk sendiri); 4. Nilai ekonomis bagi Bumdes. 1. Improving farmer skills in vegetable nursery and processing; 2. Reducing the risk of crop failure; 3. Reducing farmer operational costs (own fertilizer); 4. Economic value for Village-Owned Enterprises.

No	Nama Program Program Name	TPB SDG	Lokasi Location	Jenis Bantuan Type of Assistance	Jumlah PM Number of PMs	Dampak bagi PM Impact on PMs
4	Pemberdayaan Desa Mandiri Cianjur Empowerment of Independent Villages in Cianjur	10	Cianjur, Jawa Barat Cianjur, West Java	1. Pelatihan dan praktik pembuatan pupuk & pestisida; 2. Pelatihan dan praktik pembibitan & budidaya sayuran; 3. Pengembangan komunitas; 4. Pelatihan penanganan pasca panen. 1. Training and practice in fertilizer and pesticide production; 2. Training and practice in vegetable nurseries and cultivation; 3. Community development; 4. Post-harvest handling training.	Kelompok Tani dan Bumdes setempat Farmer Groups and Local Village-Owned Enterprises	1. Meningkatkan kemampuan petani dalam pembibitan dan pengolahan sayuran; 2. Mengurangi risiko gagal panen; 3. Mengurangi operasional petani (pupuk sendiri); 4. Nilai ekonomis bagi Bumdes. 1. Improving farmer skills in vegetable nurseries and processing; 2. Reducing the risk of crop failure; 3. Reducing farmer operational costs (own fertilizer); 4. Economic value for Village-Owned Enterprises.
5	*Vending Machine* Botol Plastik Plastic Bottle Vending Machine	12	Kantor Pusat PELNI, Jakarta PELNI Head Office, Jakarta	Penempatan satu unit *vending machine* botol plastik di kantor pusat Placement of a plastic bottle vending machine at the head office	Seluruh pegawai di Kantor Pusat PELNI All employees at the PELNI Head Office	Mengurangi sampah botol plastik dan meningkatkan pengelolaan sampah secara berkelanjutan. Reducing plastic bottle waste and improving sustainable waste management.
6	Pemenuhan PAS Kecil bagi Nelayan Fulfilling Assistance in obtaining ship nationality certificate (PAS Kecil) for Fishermen	16	Donggala, Sulawesi Tengah Donggala, Central Sulawesi	Pendampingan dalam memperoleh PAS Kecil bagi nelayan Assistance in obtaining PAS Kecil for Fishermen	100 Nelayan 100 Fishermen	Nelayan dapat memperoleh pas kecil dan dapat mengakses bahan bakar subsidi dari pemerintah. Fishermen can obtain PAS Kecil and access government-subsidized fuel.

Sedangkan anggaran keseluruhan Program TJSL yang dilaksanakan Perseroan, disampaikan pada tabel berikut:

The overall budget for the TJSL Program implemented by the Company is presented in the following table:

Pilar Pillar	Audited Tahun 2024 Audited 2024 (Rp)	RKA 2025 RKA 2025 (Rp)	Unaudited Tahun 2025 Unaudited 2024 (Rp)	Presentase Capaian (4/2) Achievement Presentation (4/2)	Presentase Capaian (4/3) Achievement Presentation (4/3)
(1)	(2)	(3)	(4)	(5)	(6)
Sosial Social	26.602.664.247	42.782.667.554	28.799.734.200	108,26%	67,32%
Ekonomi Economic	2.523.854.928	2.125.200.000	2.125.200.000	84,20%	100,00%
Lingkungan Environment	2.911.392.505	3.312.325.500	3.105.175.500	106,66%	93,75%

Pilar Pillar	Audited Tahun 2024 Audited 2024 (Rp)	RKA 2025 RKA 2025 (Rp)	Unaudited Tahun 2025 Unaudited 2024 (Rp)	Presentase Capaian (4/2) Achievement Presentation (4/2)	Presentase Capaian (4/3) Achievement Presentation (4/3)
Hukum dan Tata kelola Legal and Governance	2.632.844.722	2.999.200.000	1.529.251.309	58,08%	50,99%
Total	**34.670.756.402**	**51.219.393.054**	**35.559.361.009**	**102,56%**	**59,43%**

Sampai dengan tahun 2025, realisasi program TJSL untuk program CID dan Non-CID adalah sebesar Rp35.559.361.009,- atau sebesar 69,43% dari RKA tahun 2025.

Until 2025, the realization of the TJSL program for the CID and Non-CID programs was Rp35,559,361,009, or 69.43% of the 2025 RKA.

Pelaksanaan program TJSL tahun 2025 berdasarkan RUPS dikelompokkan dalam 4 pilar TPB dengan anggaran sebagai berikut:

The TJSL program implementation in 2025, based on the General Meeting of Shareholders, was grouped into 4 (four) pillars of SDGs with the following budget:

No	Jenis Pilar Pillar Type	RKA TJSL 2025 (Rp)
1	Pilar Sosial Social Pillar	3.498.474.500
2	Pilar Ekonomi Economic Pillar	2.125.200.000
3	Pilar Lingkungan Environmental Pillar	2.302.125.500
4	Pilar Hukum & Tata Kelola Legal and Governance Pillar	174.200.000
Total		**8.100.000.000**

Berikut adalah uraian singkat mengenai pelaksanaan program TJSL-CID Non-PUMK dan PMK pada tahun 2025 yang dikelompokkan berdasarkan 4 (empat) pilar TPB:

The following is a brief description of the TJSL-CID Non-PUMK and PMK programs implementation in 2025, grouped according to the 4 (four) pillars of SDGs:

Pilar Sosial

Social Pillar

No	Provinsi Province	TPB SDG	Tujuan Objective
TPB 1 **SDG 1**			
1	DKI Jakarta	1	Bantuan Tiket Mudik Gratis Kapal Pelni Rute Jakarta – Ambon Free Homecoming Tickets for Pelni Ships on the Jakarta-Ambon Route
2	Kalimantan Tengah Central Kalimantan	1	Program Mudik Gratis BUMN Tahun 2025 Rute Sampit-Semarang SOE Free Homecoming Program in 2025 for the Sampit-Semarang Route
3	Sumatera Utara North Sumatra	1	Kolaborasi Hari Ibu dalam Penanggulangan Bencana di Sumatera Mother's Day Collaboration in Disaster Management in Sumatra

No	Provinsi Province	TPB SDG	Tujuan Objective
4	Sumatera Utara North Sumatra	1	Bantuan Tiket Kapal Penumpang Untuk Relawan Penanggulangan Bencana Sumatera Passenger Ship Ticket Assistance for Sumatran Disaster Management Volunteers
TPB 2 SDG 2			
5	Kalimantan Timur East Kalimantan	2	Kegiatan Bakti Sosial Pangkalan TNI AL Balikpapan Dalam Rangka HUT TNI AL ke 80 Community Service Activities at the Balikpapan Navy Base in Commemoration of the 80th Anniversary of the Indonesian Navy
6	Kalimantan Barat West Kalimantan	2	Bantuan Paket Ramadhan Baitul Maal Hidayatullah Baitul Maal Hidayatullah Ramadan Package Assistance
7	DKI Jakarta	2	Pembagian Paket Ramadhan 1446 H Bersama Srikandi Distribution of Ramadan 1446 H Packages with Srikandi
8	DKI Jakarta	2	Bantuan Kegiatan Ramadhan 1446 H BAKIS PELNI BAKIS PELNI Ramadan 1446 H Activity Assistance
9	DKI Jakarta	2	Bantuan Dana Kegiatan Ramadhan 1446 H Yayasan Nurul Amal PELNI Funding for Ramadhan 1446 H Activities from PELNI Nurul Amal Foundation
10	DKI Jakarta	2	Bakti Sosial Peduli Sahabat Tuna Netra Permaste Community Service for Peduli Sahabat Tuna Netra Permaste
11	DKI Jakarta	2	Bantuan Sembako untuk Program Bakti sosial Tuna Netra Dhuafa Food Package Assistance for the Blind and the Underprivileged Social Service Program
12	DKI Jakarta	2	Bakti Sosial Pemberian Alat Bantu Gerak dan Santunan Paket Sembako Community Service: Provision of Mobility Aids and Food Packages
13	DKI Jakarta	2	Pengadaan Laptop, proyektor, meja kursi, kipas angin dan lemari kabinet untuk bantuan alat sekolah di SDS Cilincing Procurement of laptops, projectors, desks, chairs, fans, and cabinets for school supplies at SDS Cilincing
14	NTT	2	Kegiatan Sobat Aksi Ramadan BUMN Tahun 2025 SOE Ramadan Action Friends Activities in 2025
15	DKI Jakarta, Sumatara Utara, Maluku Utara, Papua Barat Daya DKI Jakarta, North Sumatra, North Maluku, Southwest Papua	2	Pembelian Hewan Qurban Untuk Lebaran Idul Adha 2025 Purchase of Qurban Animals for Eid al-Adha 2025
16	Papua	2	Bantuan Sembako Dalam Rangka Kegiatan Peringatan Hari Jadi ke 80 TNI AL 2025 Provision of Basic Food Packages in Commemoration of the 80th Anniversary of the Indonesian Navy in 2025
TPB 3 SDG 3			
17	Jawa Barat West Java	3	Bantuan dana TJSL PT PELNI untuk Bazar Sembako Gratis IKABENTO Funsos PT PELNI's TJSL Funding for the IKABENTO Funsos Free Grocery Bazaar
18	Jawa Barat West Java	3	Pemberian Bantuan Kemanusiaan Atas Bencana Alam Banjir di Bekasi Humanitarian Aid for the Flood Disaster in Bekasi
19	DKI Jakarta	3	Bantuan Kegiatan Pemeriksaan Kesehatan Anak dalam rangka memperingati Hari Anak Nasional Provision of Child Health Check-ups in Commemoration of National Children's Day
20	DKI Jakarta	3	Tes Urine ABK Kapal KM Kelud di Jakarta Urine Tests for Crew Members of the KM Kelud in Jakarta
21	DKI Jakarta	3	Bantuan Sarana Prasarana Kantor PMI Kepulauan Seribu Infrastructure Assistance for the Thousand Islands Indonesian Red Cross Office

No	Provinsi Province	TPB SDG	Tujuan Objective
22	Jawa Tengah Central Java	3	Tes Urine Pencegahan Dini Penyalahgunaan Narkoba ABK KM Kelimutu Urine Tests for Early Prevention of Drug Abuse for Crew Members of the KM Kelimutu
23	Jawa Tengah Central Java	3	Bantuan Logistik Kepada Pihak Terdampak Banjir Bandang dan Tanah Longsor di Kendal dan Pekalongan Logistical Assistance to Those Affected by Flash Floods and Landslides in Kendal and Pekalongan
24	Jawa Tengah Central Java	3	Bantuan Kemanusiaan Atas Bencana Alam Banjir & Tanah Longsor di Banjarnegara Humanitarian Assistance for Floods and Landslides in Banjarnegara
25	Jawa Timur East Java	3	Bantuan Kemanusiaan Bencana Korban Erupsi Gunung Semeru Humanitarian Assistance for Victims of the Mount Semeru Eruption
26	Kepulauan Riau Riau Islands	3	Bantuan Fasilitas Pelayanan Penumpang Prioritas berupa Kursi Roda di Lingkungan PT. Pelni Cabang Batam Provision of Priority Passenger Service Facilities in the Form of Wheelchairs at the PT Pelni Batam Branch
27	Kepulauan Riau Riau Islands	3	Bantuan Pengadaan *Life Jacket* Tanjung Pinang Life Jacket Procurement Assistance for Tanjung Pinang
28	Sulawesi Selatan South Sulawesi	3	Bantuan TJSL DPN PT PELNI (Persero) untuk Pengadaan Alat Kesehatan di 14 Posyandu TJSL Assistance from DPN PT PELNI (Persero) for the Procurement of Medical Equipment at 14 Integrated Health Posts (Posyandu)
29	Sulawesi Tengah Central Sulawesi	3	Life jacket Nelayan Palu "YKL" Life Jackets for Palu Fishermen "YKL"
30	Sulawesi Utara North Sulawesi	3	Bantuan *Life Jacket* Gorontalo Life Jacket Assistance in Gorontalo
31	Sulawesi Utara North Sulawesi	3	Tes Urine ABK Kapal KM Tilongkabila sama KM Nggapulu Urine Tests for Crew Members of the KM Tilongkabila and KM Nggapulu
32	Sulawesi Tenggara Southeast Sulawesi	3	Bantuan *Life Jacket* Life Jacket Assistance
33	Ternate	3	Pengadaan *Lifebuoy/Ringbuy* (Alat Keselamatan) untuk Pelaksanaan Pelayanan Gerai Kompetensi Kepelautan Bulan April 2025 Procurement of Lifebuoys/Ringbuys (Safety Equipment) for the Implementation of Marine Competency Booth Services in April 2025
34	Maluku	3	Kegiatan Tes Urine ABK KM Sangiang & KM Pangrango di Cabang Ambon Urine Testing Activities for Crew Members of KM Sangiang and KM Pangrango at the Ambon Branch Office
35	Maluku Utara North Maluku	3	Bantuan *Life Jacket* Ternate Provision of Life Jackets in Ternate
36	Maluku Utara North Maluku	3	Kolaborasi TJSL PT PELNI (Persero) dan ILUNI FKUI Terkait Program Kepedulian Sosial di Bidang Kesehatan bagi Masyarakat TJSL Collaboration between PT PELNI (Persero) and the Faculty of Medicine, University of Indonesia (FKUI) Alumni Association (ILUNI) regarding Social Care Programs in the Health Sector for the Community
37	NTB	3	Bantuan Kemanusiaan Atas Bencana Banjir (Hidrometeorologi) di Bima Humanitarian Assistance for the Flood Disaster (Hydrometeorology) in Bima
38	NTT	3	Pembentukan Posko Bencana Gunung Meletus Lewotobi Establishment of the Lewotobi Volcano Disaster Command Post
39	NTT	3	Bantuan Alat Keselamatan dan Keamanan Pelayaran di Labuan Bajo Provision of Marine Safety and Security Equipment in Labuan Bajo
40	NTT	3	Bantuan Alat Kesehatan TKBM Labuan Bajo Provision of Medical Equipment for TKBM Labuan Bajo

No	Provinsi Province	TPB SDG	Tujuan Objective
41	NTT	3	Perbaikan Atap Rumah Korban Bencana Gunung Meletus di Larantuka House Roof Repairs for Victims of the Volcanic Eruption in Larantuka
42	NTT	3	Program Tes Urine KM. jsnj, KM. janj, & KM uss di Kupang Urine Testing Program for KM. jsnj, KM. janj, and KM uss in Kupang
43	Kalimantan Timur East Kalimantan	3	Bantuan Pembelian *Life Jacket* untuk KSOP Kelas I Balikpapan Procurement of Life Jackets for the Balikpapan Class I KSOP
44	Papua	3	Pemberian Bantuan Kemanusiaan Atas Bencana Kebakaran di Fakfak Bulan September Tahun 2025 Humanitarian Assistance for the Fakfak Fire Disaster in September 2025
45	Seluruh Cabang Pelni All Pelni Branch Offices	3	Bantuan Pengangkutan Bantuan Bagi Korban Bencana Banjir di Medan, Padang dan Aceh Menggunakan Kapal PELNI Aid Transportation for Flood Victims in Medan, Padang, and Aceh Using PELNI Ships
TPB 4 **SDG 4**			
46	Sumatera Utara North Sumatra	4	Bantuan Kemanusiaan Atas Bencana Alam di Sumatera melalui Cabang Pelni Medan Humanitarian Assistance for Natural Disasters in Sumatra through the Pelni Medan Branch
47	Sumatera Barat West Sumatra	4	Bantuan Kemanusiaan Atas Bencana Alam di Sumatera melalui *Terminal Point* Padang Humanitarian Assistance for Natural Disasters in Sumatra through Terminal Point Padang
48	Kep. Riau Riau Islands	4	Bantuan Kemanusiaan Atas Bencana Alam di Sumatera melalui Cabang Pelni Batam Humanitarian Assistance for Natural Disasters in Sumatra through the Pelni Batam Branch
49	DKI Jakarta	4	Bantuan Wakaf Al Quran Yayasan Al-Quran Endowment Assistance from the Foundation
50	DKI Jakarta	4	Tour On Board SDS Cilincing On-Board Tour for SDS Cilincing
51	DKI Jakarta	4	Pelatihan dan Pendidikan Masyarakat Pesisir Kepulauan Seribu Training and Education for Coastal Communities in the Seribu Islands
52	Jawa Barat West Java	4	Pembelian Material Sekolah Al Quran Indonesia Cipayung Puncak Building Material Purchase for the Indonesian Al-Quran School in Cipayung Puncak
53	Jawa Barat West Java	4	Bantuan Penambahan Pintu dan Jendela Yayasan An-Nahdliyah Nawa Kartika Addition of Doors and Windows for the An-Nahdliyah Nawa Kartika Foundation
54	Jawa Barat West Java	4	Pembangunan dan Renovasi Sekolah MDTA Raudhatul Huda Construction and Renovation of the MDTA Raudhatul Huda School
55	Jawa Barat West Java	4	Permohonan Dana Pembangunan Gedung Kebersamaan Guru Madrasah Diniyah Takmiliyah Cikatomas Funding Request for Construction of the Teachers' Collaboration Building of Cikatomas Diniyah Takmiliyah Madrasah
56	Jawa Barat West Java	4	Bantuan Plafon MTS Al Maun Cirebon Assistance for Ceiling Repairs at MTS Al Maun Cirebon
57	Jawa Tengah Central Java	4	Pembangunan Taman Pendidikan Al-Quran Al Hikam Construction of the Al-Hikam Quranic Education Park
58	Jawa Tengah Central Java	4	Bantuan Pembangunan Ruang Kelas Mangkrak SMP Muhammadiyah 2 Bobotsari Purbalingga Assistance for the Construction of Abandoned Classrooms at Muhammadiyah 2 Bobotsari Junior High School in Purbalingga
59	Jawa Timur East Java	4	Rehabilitasi Ruang Kelas MI Sunan Giri Rejosari Classroom Rehabilitation for MI Sunan Giri Rejosari
60	Jawa Timur East Java	4	Beasiswa Mahasiswa Pelayaran Scholarship for Maritime Students

No	Provinsi Province	TPB SDG	Tujuan Objective
61	Jawa Timur East Java	4	Rehabilitasi Ruang Kelas, Kamar Mandi dan Toilet Siswa MI Miftahul Ulum Sooko Wringinanom Rehabilitation of Classrooms, Bathrooms, and Toilets for MI Miftahul Ulum Sooko Wringinanom Students
62	Jawa Timur East Java	4	Renovasi Atap Gedung Pondok Pesantren Tahfidzul Qur'an Roudhotul Muhibbi Gresik Roof Renovation at Roudhotul Muhibbi Islamic Boarding School in Gresik
63	Jawa Timur East Java	4	Bantuan Pondok Pesantren Al Husna Surabaya Assistance for Al Husna Islamic Boarding School in Surabaya
64	Jawa Timur East Java	4	Pengadaan Sarpras Komputer MA Aswaja Ngunut Procurement of Computer Infrastructure for MA Aswaja Ngunut
65	Jawa Timur East Java	4	DPN Pembangunan Asrama Santri PPTQ Nurul Iman di Tulungagung DPN Development of the Nurul Iman PPTQ Student Dormitory in Tulungagung
66	Sulawesi Selatan South Sulawesi	4	Bantuan Renovasi Lapangan Sekolah SDN 39 Kalua Pare-Pare Assistance for the Renovation of the School Field at SDN 39 Kalua, Pare-Pare
67	Sulawesi Tengah Central Sulawesi	4	Perbaikan Sarana Sekolah SDN Umpanga Kec. Bungku Barat, Kab. Morowali Prof Sulawesi Tengah Improvement of Facilities at Umpanga Elementary School, West Bungku District, Morowali Regency, Central Sulawesi
68	Sulawesi Tenggara Southeast Sulawesi	4	Bantuan Tiket Sapa Pulau Kendari Assistance for Sapa Pulau Kendari Tickets
69	Sulawesi Tenggara Southeast Sulawesi	4	Berpartisipasi dalam Hari Anak di Tanjung Priok Participation in Children's Day in Tanjung Priok
70	NTT	4	Pembangunan ruang kelas baru Paud Tunas Muda Construction of a new classroom for the Tunas Muda Early Childhood Education Center
71	Maluku Utara North Maluku	4	Program Literasi Bahari dan Inovasi Komunitas Marine Literacy and Community Innovation Program
72	Kalimantan Selatan South Kalimantan	4	Bantuan Renovasi SDIT Arce Gantung Batulicin Renovation Assistance for the SDIT Arce Gantung Batulicin
73	Papua	4	Bantuan Atas Pembangunan Pondok Pesantren Darul Waddawah Jayapura Assistance for the Construction of Darul Waddawah Islamic Boarding School in Jayapura
74	Papua	4	Bantuan Sarana dan Prasarana SD YPK Bethel Mambor Nabire Papua Tengah Assistance for Facilities and Infrastructure at YPK Bethel Mambor Elementary School in Nabire, Central Papua
75	Papua Barat Daya Southwest Papua	4	Program Kolaborasi Raja Ampat Raja Ampat Collaboration Program
TPB 5 SDG 5			
76	Sulawesi Tenggara Southeast Sulawesi	5	Dana Bantuan Pemberdayaan Masyarakat untuk Konferensi Perempuan Indonesia 2025 Community Empowerment Assistance Funds for the 2025 Indonesian Women's Conference
77	Maluku Utara North Maluku	5	Bantuan fasilitas untuk pengembangan usaha ibu-ibu PKK Ternate Assistance in providing business development facilities for women who are members of the Family Empowerment and Welfare (PKK) movement in Ternate

Pilar Ekonomi

Total bantuan untuk pilar ekonomi tahun 2025 sebesar Rp2.125.200.000,- dengan rincian sebagai berikut:

Economic Pillar

Total assistance for the economic pillar in 2025 reached Rp2,125,200,000, with the following details:

Daftar Program Bantuan dan Pelatihan (TPB)

List of Assistance and Training Programs (SDGs)

No	Provinsi Province	TPB SDG	Tujuan Objective
TPB 7 **SDG 7**			
1	Maluku	7	LPJU Gorontalo Kolaborasi dengan Relawan Nusantara LPJU Gorontalo in Collaboration with Relawan Nusantara
TPB 8 **SDG 8**			
2	DKI Jakarta	8	Program PUMK Kerjasama dengan PT BRI (Persero) Tbk. PUMK Program in Collaboration with PT BRI (Persero) Tbk
3	Maluku	8	Bantuan CSR Terhadap Program Kemasyarakatan Tahun 2025 CSR Assistance for Community Programs in 2025
4	Sulawesi Utara North Sulawesi	8	Bantuan 3 Unit Gerobak Berkah Gorontalo Sulawesi Utara Provision of 3 Blessing Carts in Gorontalo, North Sulawesi
5	Jakarta Utara North Jakarta	8	Program Pemberdayaan UMKM - Perempuan Rentan Kelurahan Koja MSME Empowerment Program - Vulnerable Women in Koja Subdistrict
TPB 9 **SDG 9**			
6	Kalimantan Timur East Kalimantan	9	Bantuan Sarana Prasarana Tangkap Ikan untuk 5 Kelompok Usaha Bersama Fishing Infrastructure Assistance for 5 Joint Business Groups
7	Surabaya	9	Pembinaan UMK di Surabaya kolaborasi dengan Human Initiative MSME Development in Surabaya in Collaboration with Human Initiative
8	DKI Jakarta	9	Pengembangan UMK Kolaborasi dengan HI Pelatihan di Jakarta MSME Development in Collaboration with HI Training in Jakarta
9	Sulawesi Tenggara Southeast Sulawesi	9	Program Desa Adat di Wakatobi Traditional Village Program in Wakatobi
10	Jawa Barat & Jawa Timur West Java & East Java	9	Program Desa Mandiri PELNI Cianjur & Kota Batu PELNI Independent Village Program in Cianjur & Batu City
11	Sulawesi Utara & Maluku North Sulawesi & Maluku	9	Program Bantuan Lampu Penerangan Jalan Umum (LPJU) *Solar Cell* Gorontalo dan Tual Solar Cell Street Lighting (LPJU) Assistance Program in Gorontalo and Tual
12	Jawa Timur East Java	9	Pelatihan *Porter* Surabaya Porter Training in Surabaya
3	DKI Jakarta	9	Bantuan Alat Penunjang Jualan Ibu Ibu Tanjung Priok Sales Support Equipment Assistance for Women in Tanjung Priok
TPB 17 **SDG 17**			
14	Sulawesi Selatan South Sulawesi	17	Pembinaan UMK di Makassar MSME Development in Makassar
15	Jawa Tengah Central Java	17	Pelatihan Ekspor di Semarang Export Training in Semarang

Pilar Lingkungan

Total bantuan untuk pilar Lingkungan sebesar Rp2.302.125.500,- dengan rincian sebagai berikut:

Environmental Pillar

Total assistance for the Environmental pillar reached Rp2,302,125,500, with the following details:

Data Realisasi TJSL Tahun 2025

TJSL Realization Data for 2025

No	Provinsi Province	TPB SDG	Tujuan Objective
TPB 6 **SDG 6**			
1	Kepulauan Riau Riau Islands	6	Pembayaran *Sharing Cost* Pajak Barang dan Jasa dalam Pelaksanaan Program Kolaborasi TJSL BUMN Penyediaan Sarana *Reverse Osmosis* (RO) Cost-Sharing Payment of Goods and Services Tax in the Implementation of the SOE TJSL Collaborative Program for the Provision of Reverse Osmosis (RO) Facilities
2	NTT	6	Bantuan Air bersih Ende Clean Water Assistance in Ende
TPB 11 **SDG 11**			
3	Jawa Barat West Java	11	Bantuan CSR Kegiatan TNI Manunggal Membangun Desa ke 123 Tahun 2025 CSR Assistance for the 123rd Indonesian National Armed Forces' Unity in Village Development in 2025
4	Jawa Barat West Java	11	Bantuan Kanopi Masjid Ar Rohimun 3 Kabupaten Bekasi Assistance for the Canopy provision for the Ar Rohimun 3 Mosque in Bekasi Regency
5	Jawa Barat West Java	11	Bantuan Penggantian Karpet Masjid Raudhatul 'Alam Assistance for the Carpet Replacement for the Raudhatul 'Alam Mosque
6	DKI Jakarta	11	Bantuan Pembangunan *Septic Tank* untuk Warga Tidak Mampu di Kelurahan Tanjung Priok Jakarta Utara Septic Tank Construction Assistance for Underprivileged Residents in Tanjung Priok Subdistrict, North Jakarta
7	Jawa Timur East Java	11	Bantuan Renovasi Mushola Darut Taqwa Yayasan Bumi Sroyo Assistance for the Renovation of the Darut Taqwa Mosque, Bumi Sroyo Foundation
8	Jawa Timur East Java	11	Bantuan Pembangunan Masjid Darul Muttaqin Assistance for the Construction of the Darul Muttaqin Mosque
9	Bali	11	Bantuan Pembangunan/Rehab Balai Gong Pura Dalem Panti Assistance for the Construction/Rehabilitation of the Gong Pura Dalem Panti Hall
10	Maluku	11	Bantuan TJSL PT PELNI (Persero) Untuk Pembangunan Masjid Al-Hasan di Ambon PT PELNI (Persero)'s Community Service Assistance for the Construction of the Al-Hasan Mosque in Ambon
11	NTT	11	Bantuan TJSL untuk Pembangunan Kapela ST Markus Rohak Desa Nangalili Kec. Lembor Selatan, Kab. Manggarai Barat Provinsi NTT Community Service Assistance for the Construction of the St. Markus Rohak Chapel in Nangalili Village, South Lembor District, West Manggarai Regency, East Nusa Tenggara Province
12	NTT	11	Bantuan Pembangunan Masjid Al Amin Dusun Tanjung Kec. Pulau Ende Kab Ende NTT Assistance for the Construction of the Al Amin Mosque in Tanjung Hamlet, South Lembor District, Kendari City, Southeast Sulawesi Province, Ende Island, Ende Regency, East Nusa Tenggara
13	NTT	11	Bantuan Musholla Nurul Iman Marranu di Labuan Bajo Assistance for the Nurul Iman Marranu Musalla in Labuan Bajo
14	NTT	11	Pembangunan Masjid Bilal Pangkalan Bun Construction of the Bilal Mosque in Pangkalan Bun
15	NTT	11	Bantuan Tempat ibadah Gereja Ranu Waingapu Assistance for the Ranu Church in Waingapu

Data Realisasi TJSL Tahun 2025

TJSL Realization Data for 2025

No	Provinsi Province	TPB SDG	Tujuan Objective
16	NTT & Sulawesi Tengah NTT & Central Sulawesi	11	Permohonan Bantuan Motor Sampah Untuk 4 Kelompok Masyarakat di NTT dan 1 Kelompok Masyarakat di Sulawesi Tengah Request for Garbage Motorcycle Assistance for 4 Community Groups in NTT and 1 Community Group in Central Sulawesi
17	Sulawesi Tenggara Southeast Sulawesi	11	Bantuan Pembangunan Masjid Nurul Mu'minin Kel. Tondonggeu Kec. Nambo Kota Kendari, Prov. Sulawesi Tenggara Assistance for the Construction of the Nurul Mu'minin Mosque in Tondonggeu Village, Nambo District, Kendari City, Southeast Sulawesi Province
18	Sulawesi Utara North Sulawesi	11	Bantuan Pembangunan Masjid Babuttaubah Pelabuhan Nabire Assistance for the Construction of the Babuttaubah Mosque at Nabire Port
19	Sulawesi Utara North Sulawesi	11	Pembangunan Gedung Gereja KGMPI Solafide Ranotana Weru di Bitung Construction of the KGMPI Solafide Ranotana Weru Church Building in Bitung
20	Sulawesi Utara North Sulawesi	11	DPN Pembangunan Gedung Gereja GMIM SION Winangun di Bitung DPN Development of the GMIM SION Winangun Church Building in Bitung
21	Sulawesi Selatan South Sulawesi	11	Pembangunan/Rehabilitasi Masjid An Nur Bonto Caku, Sulawesi Selatan Construction/Rehabilitation of the An Nur Bonto Mosque in Caku, South Sulawesi
22	Sulawesi Tenggara Southeast Sulawesi	11	Bantuan Pembangunan Masjid Al Mukmin Kendari Assistance for the Construction of the Al Mukmin Mosque in Kendari
23	Kalimantan Utara North Kalimantan	11	Pemberian Bantuan Atas Proposal Pembangunan Gedung Kibaid Pos ID Nunukan Providing Assistance for the Kibaid Post ID Building Construction Proposal in Nunukan
24	Kalimantan Utara North Kalimantan	11	Pembangunan Jalan/Gang Masjid Besar Al-Istiqlal Kota Tarakan Road/Alley Construction for the Al-Istiqlal Grand Mosque in Tarakan City
25	Kalimantan Selatan South Kalimantan	11	Proposal Bantuan MCK dan Sumur Bor di Batu Licin Proposal for Toilet and Borehole Assistance in Batu Licin
26	Kalimantan Timur North Kalimantan	11	Proposal Musholla Al Mujahid Sampit Proposal for the Al Mujahid Musalla in Sampit
27	Papua	11	Bantuan atas Proposal DPN Batch 3 Pembangunan Gereja Pantekosta Ekklesia Ministry Sorong Assistance for the DPN Batch 3 Proposal for the Construction of the Ekklesia Ministry Pentecostal Church in Sorong
28	Papua Selatan South Papua	11	Bantuan Tempat ibadah dan Umum Merauke Assistance for Places of Worship and Public Facilities in Merauke
TPB 12 SDG 12			
29	DKI Jakarta	12	Program Pengelolaan Sampah Gedung Kantor PT PELNI (Persero) Kantor Pusat Waste Management Program for PT PELNI (Persero) Head Office Building
30	Jawa Tengah Central Java	12	Termin Ke-2 Pelaksanaan Restorasi Atas Kerusakan Terumbu Karang di Kawasan Perairan Pulau Menjangan Besar Taman Nasional Karimunjawa Term 2: Restoration of Coral Reef Damage in the Waters of Menjangan Besar Island, Karimunjawa National Park
31	Sulawesi Tenggara Southeast Sulawesi	12	Bantuan Sembako Dalam Rangka Kegiatan Peringatan Hari Jadi ke 80 TNI AL 2025 Food Package Assistance for the 80th Anniversary of the Indonesian Navy in 2025
32	DKI Jakarta	12	Program Vending Machine Sampah Botol Plastik Plastic Bottle Waste Vending Machine Program

Data Realisasi TJSL Tahun 2025

TJSL Realization Data for 2025

No	Provinsi Province	TPB SDG	Tujuan Objective
TPB 13 **SDG 13**			
33	NTT	13	Program Biogas Kepada Kelompok Ternak Biogas Program for Livestock Groups
34	DKI Jakarta	13	Termin 1 Pengelolaan sampah gudang pesmart Term 1: Waste Management at the Pesmart Warehouse
TPB 14 **SDG 14**			
35	Jawa Timur East Java	14	Termin 6 Rehabilitasi Ekosistem Terumbu Karang Dengan Teknologi Fragmentasi Buatan dan Mineral Akresi Untuk Menunjang Ekowisata Bahari Term 6: Coral Reef Ecosystem Rehabilitation using Artificial Fragmentation and Mineral Accretion Technology to support Marine Ecotourism
36	Kepulauan Riau Riau Islands	14	Penanaman Pohon Mangrove Batam Mangrove Tree Planting in Batam
37	Kepulauan Riau Riau Islands	14	Penanaman Lamun Tanjung Pinang Seagrass Planting in Tanjung Pinang
38	Papua	14	Penanaman Pohon di Biak Tree Planting in Biak
39	Papua Barat West Papua	14	Program peringatan hari lingkungan hidup Se-Dunia Yayasan Anak Air Pulau Papua World Environment Day Commemoration Program, Anak Air Pulau Papua Foundation
TPB 15 **SDG 15**			
40	Papua	15	Program Penghijauan Tanam Pohon Tree Planting Reforestation Program
41	NTT	15	Pelaksanaan Program TJSL (Penanaman Bibit Tumbuhan di Rutan Kelas IIB Maumere) Implementation of the TJSL Program (Planting of Plant Seedlings at the Maumere Class IIB Detention Center)

Pilar Hukum dan Tata Kelola

Total bantuan untuk pilar hukum dan tata kelola sebesar Rp174.200.000,- dengan rincian sebagai berikut:

Legal and Governance Pillar

Total assistance for the legal and governance pillar reached Rp174,200,000, with the following details:

No	Provinsi Province	TPB SDGs	Tujuan Objective
1	Sulawesi Tengah Central Sulawesi	16	Pelaksanaan Program Fasilitasi PAS Kecil bagi 100 Nelayan Implementation of the assistance program for issuing a ship nationality certificate (PAS Kecil) for 100 fishermen
2	DKI Jakarta	16	Sosialisasi Penyalahgunaan Narkoba Drug Abuse Outreach
3	NTB	16	Peningkatan Kepatuhan Kenelayanan Dalam Mendukung Pengelolaan Perikanan Legal, Terlaporkan dan Teregulasi di Indonesia Improvement of Fishermen's Compliance in Supporting Legal, Reported, and Regulated Fisheries Management in Indonesia
4	NTT & NTB	16	Pelaksanaan Program Fasilitasi PAS Kecil bagi 100 Nelayan Implementation of the assistance program for issuing a ship nationality certificate (PAS Kecil) for 100 fishermen

Tabel Anggaran Program – Non-CID

Table: Program Budget – Non-CID

PILAR PILLAR	Audited Tahun 2024 (Rp) Audited 2024 (Rp)	RKA 2025 (Rp) RKA 2025 (Rp)	Unaudited Tahun 2025 (Rp) Unaudited 2025 (Rp)	Presentase Capaian (4/2) Achievement Presentation (4/2)	Presentase Capaian (4/3) Achievement Presentation (4/3)
(1)	(2)	(3)	(4)	(5)	(6)
Sosial Social	23.382.330.386	39.284.193.054	25.301.259.700	108,21%	64,41%
Ekonomi Economic	-	-	-	-	-
Lingkungan Environmental	730.564.120	1.010.200.000	803.050.000	109,92%	79,49%
Hukum Dan Tata Kelola Legal And Governance	2.532.837.722	2.825.000.000	1.355.051.309	53,50%	47,97%
Total	**26.645.732.228**	**43.119.393.054**	**27.459.361.009**	**103,05%**	**63,68%**

Realisasi biaya TJSL Non-CID yang melekat pada Perseroan namun berada di luar unit Tanggung Jawab Sosial Perseroan di tahun 2025 sebesar Rp27.459.361.009 ,-.

The realization of Non-CID TJSL costs inherent in the company but outside the TJSL unit in 2025 amounted to Rp27,459,361,009.

Pada pilar sosial total realisasi program Non-CID sebesar Rp25.301.259.700,- yang terdiri dari: Program Pengembangan SDM Darat dan Laut pada Divisi Pembelajaran dan Pengembangan selain itu juga pengembangan budaya Perseroan, program pengembangan organisasi, dan *daycare* pada Divisi SDM. Realisasi pada Pilar lingkungan terdiri dari sertifikasi sistem manajemen kesehatan dan keselamatan kerja, sertifikasi sistem manajemen lingkungan dan pengukuran tingkat kedewasaan K3 Perseroan, Uji lingkungan, Internalisasi Sistem Manajemen Terintegrasi di lingkungan PELNI, dan *training* yang berkaitan dengan K3 yang kesemua anggaran tersebut berada di divisi DPA sebesar Rp803.050.000,-. Pada pilar Hukum & Tata Kelola total realisasi sebesar Rp1.355.051.309,- yang terdiri dari, implementasi manajemen energi & GHG, *sustainability report*, sertifikasi SMAP, Anti Korupsi, Pelaksanaan GCG, Manajemen Anti Suap, Pengembangan Sistem Kepatihan terintegrasi PELNI.

In the social pillar, the total realization of Non-CID programs amounted to Rp25,301,259,700, comprising the Land and Sea Human Capital (HC) Development Program in the Learning and Development Division, and corporate culture development, organizational development programs, and daycare in the HC Division. The realization of the environmental pillar consisted of occupational health and safety management system certification, environmental management system certification, and measurement of the company's OHS maturity level, environmental testing, Internalization of the Integrated Management System within PELNI, and OHS-related training, all of which were budgeted in the DPA division, amounting to Rp803,050,000. In the Legal & Governance pillar, the total realization was Rp1,355,051,309, comprising the implementation of energy & GHG management, sustainability reports, SMAP certification, Anti-Corruption, GCG Implementation, Anti-Bribery Management, and the Development of PELNI's Integrated Compliance Systems.

Tabel Program Prioritas Pendidikan

Table: Educational Priority Program

No	Nama Program Program Name	Realisasi 2025 (Rp) Realization in 2024 (Rp)	Lokasi Location
1	Beasiswa Pendidikan Taruna/Taruni Cadet Education Scholarships	140.000.000	Surabaya
2	Sarana & Prasarana Pendidikan Educational Facilities & Infrastructure	1.456.716.635	Jawa Timur, Sulawesi Selatan, NTT, DKI Jakarta, Jawa Tengah, Jawa Barat, Maluku, Sulawesi Tengah, Kalimantan Selatan, Maluku Utara, Papua Barat Daya, Sulawesi Tenggara, Papua Tengah East Java, South Sulawesi, NTT, DKI Jakarta, Central Java, West Java, Maluku, Central Sulawesi, South Kalimantan, North Maluku, Southwest Papua, Southeast Sulawesi, Central Papua
3	Taman Baca Reading Park	42.765.000	Ternate

Program Prioritas Pendidikan terdiri dari: Beasiswa untuk taruna taruni berasal dari Poltekpel Surabaya. Beasiswa tersebut diberikan kepada 8 taruna & taruni. Harapannya mereka nanti bisa direkrut menjadi pegawai atau ABK di PELNI. Selanjutnya, PELNI juga memiliki Program Literasi Bahari dan Inovasi Komunitas yang dibangun sebagai penunjang kegiatan membaca di Desa Sasa, Kota Ternate.

The Educational Priority Program offers scholarships to male and female cadets from Surabaya Polytechnic. These scholarships were awarded to eight male and female cadets. The hope is that they will eventually be recruited as employees or crew members at PELNI. Furthermore, PELNI also has a Maritime Literacy Program and Community Innovation, established to support reading activities in Sasa Village, Ternate City.

Tabel Program Prioritas Lingkungan

Table: Environmental Priority Program

No	Nama Program Program Name	Realisasi 2024 (Rp) Realization in 2024 (Rp)	Lokasi Location
1	Penanaman Pohon di beberapa Cabang Pelni Tree Planting at several Pelni Branch Offices	60.000.000	Maumere, Batam, Serui, Baubau, Biak
2	Penanaman Lamun Seagrass Planting	103.500.000	Tanjung Pinang
3	Pengelolaan sampah di Kantor Pusat Waste Management at the Head Office	105.646.925	Jakarta
4	Pembangunan Sumber Air Bersih Clean Water Source Development	150.000.000	Ende, Batam
5	Daur Ulang Limbah Operasional Non B3 PT PELNI Recycling of PT PELNI's Non-Hazardous and Toxic (Non-B3) operational waste	89.327.805	Jakarta
6	*Vending Machine* Sampah Botol Plastik PELNI Kantor Pusat Plastic Bottle Waste Vending Machine at PELNI Head Office	135.000.000	Jakarta
7	Rehabilitasi Ekosistem Terumbu Karang Coral Reef Ecosystem Rehabilitation	291.053.786	Banyuwangi, Karimun Jawa
Total Realisasi Total Realization		**934.528.516**	

Program Prioritas Lingkungan yang telah dilakukan antara lain penanaman pohon di beberapa Cabang Pelni seperti tanaman Alpukat di Maumere, pohon bakau di Batam, pohon mangrove di Baubau, pohon mangga, durian dan jati di Serui, dan pohon Bintangur, Snare, dan Matoa di Biak. TJSL Pelni juga mempunyai program penanaman lamun/*seagrass*, Pembangunan sumber air bersih di Indonesia Timur, Pengelolaan sampah di kantor pusat Pelni; melibatkan karyawan kantor pusat untuk melakukan pemilahan sampah, Program daur ulang dari limbah operasional PELNI Non-B3 menjadi *tote bag*, berikutnya program kolaborasi dengan Plasticpay untuk pengadaan *vending machine* botol plastik sebagai upaya pemilahan dan daur ulang botol plastik, selain itu juga penanaman ekosistem terumbu karang di Pantai Bangsring dan Karimun Jawa.

The Environmental Priority Program that has been carried out includes tree planting in several Pelni branch offices, such as Avocado plants in Maumere, mangrove trees in Batam and Baubau, mango-durian-teak trees in Serui, and Bintangur-Snare-Matoa trees in Biak. Pelni's TJSL also has a seagrass planting program, clean water sources development in Eastern Indonesia, waste management at the Pelni head office, a program to ask head office employees to sort their waste, a program to recycle PELNI's Non-Hazardous and Toxic (Non-B3) operational waste into tote bags, collaboration with Plasticpay for the plastic bottle vending machines procurement as an effort to sort and recycle plastic bottles, and a program to recover coral reef ecosystems on Bangsring Beach and Karimun Jawa.

Tabel Program Pengembangan UMK

Table: Micro and Small Enterprises (MSEs) Development Program

No	Nama Program Program Name	Realisasi 2024 (Rp) Realization in 2024 (Rp)	Lokasi Location
1	Pembinaan UMK MSEs Development	161.305.000	Jakarta, Makassar, Surabaya
2	Desa Mandiri Independent Villages	650.689.832	Cianjur dan Kota Batu Cianjur and City of Batu
3	Pengembangan UMK MSEs Development	388.005.167	Balikpapan, Samarinda, Jakarta, Surabaya
4	Pelatihan Ekspor Export Training	75.200.000	Semarang

Program Prioritas Pengembangan UMK antara lain Program Pembinaan Mitra Binaan TJSL PT PELNI (Persero) yang ada di Makassar dan Surabaya dengan melakukan pembinaan & pelatihan materi legalitas usaha, manajemen keuangan, *service excellence & management team* dan juga *digital marketing brand* kepada 7 UMKM di Makassar dan 10 UMKM yang ada di Surabaya. Pembinaan di Surabaya dilakukan 2 kali yaitu secara kolaborasi dan mandiri. Pelaksanaan Pembinaan secara mandiri ini dilakukan selama 6 bulan bekerja sama dengan Human Initiative sebagai vendor pelaksana. Selanjutnya adalah program Desa Mandiri, program ini merupakan Pemberdayaan para petani di Cianjur dan Kota Batu. Pada Program Pengembangan UMK, PT PELNI (Persero) berkontribusi memberikan pelatihan dan alat-alat penunjang kebutuhan produksi UMKM agar lebih berkembang. Program ini sebagian besar menyasar para pelaku usaha yang bekerja sebagai nelayan, hal ini disesuaikan dengan *core business* PELNI yang berada di laut. Terakhir adalah program pelatihan ekspor bagi UMKM yang dilaksanakan di Semarang, memberikan pelatihan kepada para pelaku usaha untuk dapat memasarkan produknya lebih luas.

Priority Program for Micro and Small Enterprises (MSEs) Development include the Mentoring Program for PT PELNI (Persero) TJSL Fostered Partners in Makassar and Surabaya by providing coaching & training on business legality, financial management, service excellence & management team and also digital marketing brand to 7 MSMEs in Makassar and 10 MSMEs in Surabaya. Coaching in Surabaya was carried out 2 times collaboratively and independently. The implementation of independent coaching was carried out for 6 months in collaboration with the implementing vendor, Human Initiative. There was also the Independent Villages program, which empowered farmers in Cianjur and City of Batu. In the MSEs Development Program, PT PELNI (Persero) provided training and supporting tools to develop MSMEs production further. This program mostly targeted business actors who work as fishermen, in line with PELNI's core business at sea. The last program was an export training program for MSMEs held in Semarang, providing training to business actors to market their products more widely.

KPI PROGRAM TJSL
KPIS OF TJSL PROGRAM

Untuk mengukur dan mengevaluasi efektivitas serta tingkat keberhasilan pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) dalam mencapai sasaran strategis yang telah ditetapkan, PELNI menetapkan *Key Performance Indicator* (KPI) Program TJSL Tahun 2025. KPI tersebut menjadi instrumen utama dalam memantau capaian kinerja setiap program sekaligus memastikan pelaksanaannya berjalan secara efektif, tepat sasaran, dan memberikan manfaat yang optimal bagi para penerima manfaat.

Pengukuran KPI dilakukan secara berkala guna memastikan keselarasan pelaksanaan Program TJSL dengan strategi Perseroan, kebutuhan para pemangku kepentingan, serta tujuan pembangunan berkelanjutan.

Adapun informasi mengenai *Key Performance Indicator* (KPI) Program TJSL PT PELNI (Persero) Tahun 2025 disajikan sebagai berikut:

To measure and evaluate the effectiveness and success of implementing the Social and Environmental Responsibility (TJSL) Program in achieving its strategic targets, PT PELNI (Persero) has established the Key Performance Indicators (KPIs) for its TJSL Program in 2025. KPIs are the primary instrument for monitoring each program's performance and ensuring that its implementation runs effectively, stays on target, and delivers optimal benefits for beneficiaries.

KPI measurements are conducted periodically to ensure alignment between the TJSL Program implementation and the Company's strategy, stakeholder needs, and sustainable development goals.

Information regarding the Key Performance Indicators (KPIs) of PT PELNI (Persero)'s TJSL Program in 2025 is presented as follows:

No	Indikator Indicator	Target	Realisasi Realization	Bobot Weight	Nilai Value
1	Pengukuran dampak 3 (tiga) program TJSL dengan metode *Social Return on Investment* (SROI), minimal 1 (satu) di antaranya adalah program *Creating Shared Values.* Measuring the impact of three TJSL programs using the Social Return on Investment (SROI) method, at least one of which is the program of Creating Shared Values.	3 (tiga) program 3 (three) programs	4 Program yang telah diakukan perhitungan SROI yaitu Program Biogas di Kupang, Desa Mandiri PELNI di Cianjur, Pengolahan Sampah di Likupang dan Restorasi Terumbu Karang PELNI di Bangsring, Banyuwangi. Four programs underwent SROI calculations: the Biogas Program in Kupang, the PELNI Independent Village in Cianjur, the Waste Processing in Likupang, and the PELNI Coral Reef Restoration in Bangsring, Banyuwangi.	35%	35%
2	Aspek Peningkatan tata Kelola, terdiri dari : Aspects of Improving Governance, consisting of:				
	1. Kecukupan *Standard Operating Procedure* (SOP) Pelaksanaan Program TJSL BUMN. 1. Adequacy of Standard Operating Procedures (SOPs) for the Implementation of SOEs' TJSL Programs.	100%	Telah memiliki SOP Pelaksanaan TJSL. SOPs for TJSL Implementation were in place.	15%	15%
	2. Peningkatan Kompetensi SDM a. Perseroan memiliki minimal 1 (satu) pegawai yang bersertifikasi di bidang *Sustainability;* b. Seluruh karyawan pengelola TJSL mendapatkan pelatihan terkait kompetensi TJSL. 2. Improving Human Resources Competence a. The company has at least one employee certified in sustainability; b. All employees managing TJSL receive training related to TJSL competencies.	100%	• Telah mengikuti sertifikasi di bidang *sustainability* yaitu perhitungan emisi karbon yang diadakan oleh Departemen ESG; • Seluruh karyawan pengelola TJSL mendapatkan pelatihan terkait kompetensi TJSL. • Participated in sustainability certification, specifically carbon emission calculations, held by the ESG Department; • All employees managing the Environmental, Social, and Environmental Management (TJSL) received training related to TJSL competencies.	20%	20%

No	Indikator Indicator	Target	Realisasi Realization	Bobot Weight	Nilai Value
3	Meningkatkan pemanfaatan teknologi informasi dalam program TJSL, termasuk untuk pemenuhan pengisian data dalam sistem informasi berbasis teknologi informasi BP BUMN. Improving the use of information technology in the TJSL program, including for data entry requirements in the Ministry of State-Owned Enterprises' IT-based information system.	5 (lima) periode laporan dilaporkan dengan tepat waktu dan lengkap Full, on-time reporting across 5 (five) reporting periods	5(lima) periode laporan telah dilaporkan tepat waktu dan lengkap yaitu laporan Triwulan I Tahun 2025,Laporan Semester I, Laporan Triwulan III Tahun 2025, Triwulan IV tahun 2025 dan Laporan Prognosa Tahun 2025 & RKA Tahun 2026. Five reporting periods were reported on time and in full: the 2025 First Quarter Report, the 2025 First Semester Report, the 2025 Third Quarter Report, the 2025 Fourth Quarter Report, and the 2025 Prognosis Report & 2026 Work Plan and Budget.	10%	8%
4	Meningkatkan kolaborasi antar BUMN maupun dengan pihak lain yang sesuai kompetensinya dalam pelaksanaan program TJSL minimal 1 (satu) program kolaborasi pada setiap bidang. Increasing collaboration between state-owned enterprises (SOEs) and other relevant parties in implementing TJSL programs, with at least one collaborative program in each area.Increasing collaboration between state-owned enterprises (SOEs) and other relevant parties in implementing TJSL programs, with at least one collaborative program in each area.	3 (tiga) program 3 (three) programs	Kerjasama Pembinaan dan Pengembangan UMKM dengan Human Initiative, Sarinah Pandu dan Komunitas Tangan diatas pada Bidang Pengembangan UMKM, Penanaman *Seagrass* di Pulau Dompak bekerja sama dengan *Carbonetics*; Restorasi Terumbu Karang dengan Universitas Diponegoro pada bidang lingkungan, Kolaborasi Program Taman Literasi bekerja sama dengan Relawan Nusantara di bidang Pengembangan Pendidikan. MSME Development and Guidance Collaboration with Human Initiative, Sarinah Pandu, and Tangan Di Atas Community in the MSME Development sector; Seagrass Planting on Dompak Island in collaboration with Carbonetics; Coral Reef Restoration with Diponegoro University in the environmental sector; and Literacy Park Program Collaboration in collaboration with Relawan Nusantara in the Education Development sector.	10%	10%
5.	Pelaksanaan kegiatan sosial kemasyarakatan oleh seluruh karyawan. Implementation of social community activities by all employees.	Seluruh pegawai tetap All permanent employees	2700 pegawai dari 2700 pegawai terlibat dalam pelaksanaan program TJSL 2,700 employees were involved in the implementation of the TJSL program	10%	10%
Jumlah KPI TJSL Tahun 2025				**100%**	**100%**

PENGUKURAN DAMPAK TERHADAP PROGRAM TJSL

PELNI telah melakukan pengukuran dampak atas pelaksanaan program TJSL hingga 31 Desember 2025. Pengukuran dampak program TJSL dilakukan dengan menggunakan metode *Social Return on Investment* (SROI)

IMPACT MEASUREMENT OF TJSL PROGRAMS

PELNI has conducted impact measurements for the implementation of its Social and Environmental Responsibility (TJSL) programs. These measurements utilized the Social Return on Investment (SROI) method

untuk mengidentifikasi dan mengukur nilai manfaat yang dihasilkan dari setiap investasi yang diberikan.

Hasil pengukuran SROI atas program TJSL PELNI antara lain: Program Biogas PELNI di Kupang dengan hasil perhitungan sebesar 1,92; Program Desa Mandiri PELNI (Pemberdayaan Petani Sayur Desa Sukanagalih) dengan hasil perhitungan sebesar 1,85; Program Pengelolaan Sampah Likupang dengan nilai SROI sebesar 3,07; dan Program Rehabilitasi Terumbu Karang di Pantai Bangsring, Banyuwangi dengan nilai SROI sebesar 12,52 sehingga memperoleh pencapaian sebesar 35.

Selain itu, PELNI juga melakukan pengukuran SROI untuk Program Desa Mandiri Pandarejo, Kota Batu (Pemberdayaan Petani dalam budidaya Sayuran) dengan nilai SROI sebesar 1,64.

Dari hasil pengukuran SROI tersebut, bahwa seluruh program TJSL PELNI mencatat nilai *Social Return on Investment* di atas 1, yang menunjukkan bahwa pelaksanaan program telah memberikan manfaat yang lebih besar dibandingkan dengan nilai investasi yang dikeluarkan. Hasil tersebut mencerminkan efektivitas program TJSL dalam menghasilkan manfaat sosial, ekonomi, dan lingkungan bagi para penerima manfaat serta pemangku kepentingan.

to identify and quantify the value of benefits generated from each investment made.

The SROI measurement results for PELNI's TJSL programs include: the PELNI Biogas Program in Kupang (calculated value of 1.92); the PELNI Independent Village Program—empowering vegetable farmers in Sukanagalih Village (calculated value of 1.85); the Likupang Waste Management Program (SROI value of 3.07); and the Coral Reef Rehabilitation Program at Bangsring Beach, Banyuwangi (SROI value of 12.52), resulting in an overall achievement score of 35.

Additionally, PELNI conducted an SROI measurement for the Independent Village Program in Pandarejo, City of Batu—focusing on farmer empowerment in vegetable cultivation—which yielded an SROI value of 1.64.

These SROI results indicate that all of PELNI's TJSL programs recorded an SROI value greater than 1, demonstrating that the programs generated benefits exceeding the value of the investments made. These findings reflect the effectiveness of the TJSL programs in delivering social, economic, and environmental benefits to beneficiaries and stakeholders alike.

MEKANISME PENGADUAN MASYARAKAT
PUBLIC COMPLAINTS MECHANISM

Sebagai wujud komitmen terhadap prinsip *Good Corporate Governance* (GCG), PT PELNI (Persero) menyediakan mekanisme pengaduan yang komprehensif bagi seluruh pemangku kepentingan untuk melaporkan dampak negatif dari aktivitas operasional Perseroan. Sarana ini ditujukan untuk memitigasi risiko yang dapat mengganggu keberlangsungan lingkungan, merugikan pihak eksternal, maupun memicu konflik sosial. Khusus untuk aspirasi terkait pengembangan sosial dan kemasyarakatan, laporan dapat disampaikan secara langsung melalui Divisi Sekretariat Perseroan atau melalui kanal digital resmi seperti situs *web* pelni.co.id dan media sosial @pelni162 (*Instagram*, *Facebook*, dan X). Selain itu, masyarakat juga dapat mengunjungi kantor cabang terdekat untuk menyampaikan keluhan secara tatap muka. [GRI 2-25, 2-26]

As a manifestation of its commitment to the principles of Good Corporate Governance (GCG), PT PELNI (Persero) provides a comprehensive complaint mechanism for all stakeholders to report negative impacts of the company's operational activities. This facility aims to mitigate risks that could disrupt environmental sustainability, harm external parties, or trigger social conflict. For concerns related to social and community development, reports can be submitted directly to the Corporate Secretariat Division or through official digital channels, including the pelni.co.id website and social media accounts @pelni162 (Instagram, Facebook, and X). The public can also visit the nearest branch office to submit complaints in person. [GRI 2-25, 2-26]

Lebih lanjut, Perseroan mengimplementasikan *Whistleblowing System* (WBS) sebagai instrumen strategis dalam mencegah dan mengungkap tindak kecurangan (*fraud*) maupun pelanggaran etika di lingkungan internal. Sistem ini memungkinkan pelaporan pelanggaran disampaikan secara kredibel kepada jajaran Direksi dan Dewan Komisaris, yang kemudian dievaluasi secara berkala setiap tahunnya.

Furthermore, the Company has implemented a Whistleblowing System (WBS) as a strategic tool to prevent and uncover fraud and other ethical violations. This system allows reports of violations to be credibly submitted to the Board of Directors and Board of Commissioners, which are then evaluated annually.

Saluran Pengaduan Complaint Channel	Keterangan Kontak Contact Information	Tujuan Utama Primary Purpose
Call Center	162 atau (021) 162	Layanan cepat (keluhan layanan & informasi) Fast services (information & service complaints)
WhatsApp	0811-162-1-162	Pengaduan berbasis teks & media Text-based and media-based complaints
Email Resmi Official Email	infopelni162@pelni.co.id	Layanan informasi & keluhan formal Services for information & formal complaints
Whistleblowing System	wbs@pelni.co.id / 08112804162	Laporan dugaan pelanggaran/korupsi Reports of alleged violations/corruption
Media Sosial Social Media	@pelni162 (IG/FB/X)	Interaksi & respons cepat pelanggan Quick customer response & interaction

JUMLAH PENGADUAN MASYARAKAT

PELNI menyadari potensi akan munculnya dampak negatif atas kegiatan operasional usaha yang dilakukan Perseroan, terhadap masyarakat dan lingkungan sekitarnya. Oleh karena itu, dalam rangka meningkatkan kemampuan Perseroan dalam menjalankan operasional usaha yang lebih baik serta pengelolaan dampak negatif secara tepat, Perseroan melibatkan partisipasi masyarakat dengan membuka saluran pengaduan melalui aplikasi berbasis *website* melalui tautan pelni.co.id. Hal ini dilakukan sebagai bentuk tanggung jawab apabila terjadi dampak negatif serta menjadi sarana Perseroan untuk mendapatkan masukan dan evaluasi dari pemangku kepentingan.

Seluruh laporan yang masuk selama tahun 2025, tidak terdapat pengaduan mengenai dampak negatif atas kegiatan operasional Perseroan terhadap masyarakat dan lingkungan. PT PELNI (Persero) mengonfirmasi bahwa dengan tidak adanya pengaduan dari masyarakat yang masuk atau diterima, menunjukkan efektivitas mitigasi dampak operasional dan terjaganya hubungan harmonis dengan pemangku kepentingan.

NUMBER OF PUBLIC COMPLAINTS

PELNI recognizes the potential for negative impacts from the Company's operational activities on the community and the surrounding environment. Therefore, to improve the Company's ability to run better business operations and manage negative impacts appropriately, the Company is engaging community participation by opening a complaint channel via a website-based application at pelni.co.id. This is done as a form of responsibility in the event of negative impacts and as a means for the Company to obtain input and evaluation from stakeholders.

All reports received throughout 2025 showed no complaints regarding the negative impacts of the Company's operational activities on the community and the environment. PT PELNI (Persero) confirmed that the absence of any complaints from the community demonstrates the effectiveness of operational impact mitigation and the maintenance of harmonious relationships with stakeholders.



Tanggung Jawab Pengembangan Produk Dan Jasa Berkelanjutan

Responsibility For Developing Sustainable Products And Services


PELNI
KM. LAWIT
LAWIT
PELNI



Sebagai perusahaan pelayaran nasional yang mengemban mandat strategis dalam penyediaan konektivitas laut dan logistik nasional, PT PELNI (Persero) memandang pengembangan produk dan jasa berkelanjutan sebagai tanggung jawab korporasi yang melekat pada model bisnis Perseroan. Tanggung jawab tersebut diwujudkan melalui penyediaan layanan transportasi laut yang aman, terjangkau, inklusif, serta berwawasan lingkungan, dengan tetap mengedepankan prinsip tata kelola perusahaan yang baik dan perlindungan terhadap pelanggan serta pemangku kepentingan lainnya.

Dalam rangka meningkatkan inovasi pelayanan yang berkelanjutan, tahun 2025, pengembangan produk dan jasa Perseroan diarahkan untuk mendukung agenda *Sustainable Connectivity* melalui integrasi aspek dekarbonisasi operasional, transformasi digital layanan, penguatan keselamatan dan keamanan pelanggan, serta peningkatan kualitas pengalaman pelanggan (*customer experience*). Selain pengembangan inovasi, PELNI juga memfokuskan untuk standarisasi dan internaliasi budaya pelayanan di seluruh kapal penumpang PELNI dengan target peningkatan indeks tingkat kepuasaan pelanggan dan menurunkan tingkat keluhan pelanggan.

Pendekatan ini diterapkan baik pada layanan angkutan penumpang, angkutan barang dan logistik, penugasan Tol Laut dan kapal perintis, maupun layanan keagenan kapal dan dukungan rantai pasok strategis nasional.

As a national shipping company with a strategic mandate to provide national marine connectivity and logistics, PT PELNI (Persero) views the development of sustainable products and services as a corporate responsibility inherent in the Company's business model. This responsibility is realized through the provision of safe, affordable, inclusive, and environmentally friendly marine transportation services, while prioritizing the principles of good corporate governance and protecting customers and other stakeholders.

To advance sustainable service innovation, in 2025, the Company directed its product and service development to support the Sustainable Connectivity agenda through the integration of operational decarbonization measures, digital transformation of services, strengthening customer safety and security, and improving the quality of the customer experience. In addition to developing innovations, PELNI is also focusing on standardizing and internalizing the service culture across all PELNI passenger ships, with the target of increasing the customer satisfaction index and reducing customer complaints.

This approach is applied to passenger transport services, freight and logistics transport, Sea Toll assignments and pioneer vessels, as well as ship agency services and national strategic supply chain support.

DASAR HUKUM DAN KEBIJAKAN [GRI 2-23, 2-27]
LEGAL BASIS AND POLICY [GRI 2-23, 2-27]

Dalam rangka memberikan layanan yang memuaskan bagi pelanggan, PELNI berpedoman pada ketentuan dan peraturan berikut:

1. UU No. 25 Tahun 2009 tentang Pelayanan Publik;
2. Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi RI No. 15 Tahun 2014 tentang Pedoman Standar Pelayanan;
3. Peraturan Menteri Perhubungan (Permenhub) No. 37 Tahun 2015 sebagaimana diubah dengan Permenhub No. 119 Tahun 2015 tentang Standar Pelayanan Penumpang Angkutan Laut;
4. Surat Keputusan Direksi No. 02.02/02/SK/HKO.01/2024 tentang *Standard Operating Procedure* Pelayanan Penumpang PT PELNI (Persero);
5. Surat Edaran Direktur UAP No. 09.20/01/SE/HKO.05/2024 Tentang Standar Pelayanan Penumpang; dan
6. SK Direksi No. 04.28/03/SK/HKO.01/2016 tentang Penetapan *Standard Operating Procedures* (SOP) *Contact Center* Info PELNI.

To provide satisfactory service to customers, PELNI is guided by the following provisions and regulations:

1. Law No. 25 of 2009 concerning Public Services;
2. Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia No. 15 of 2014 concerning Guidelines for Service Standards;
3. Regulation of the Minister of Transportation (Permenhub) No. 37 of 2015 as amended by Permenhub No. 119 of 2015 concerning Standards for Sea Transportation Passenger Services;
4. Decree of the Board of Directors No. 02.02/02/SK/HKO.01/2024 concerning Standard Operating Procedures for Passenger Services of PT PELNI (Persero);
5. Circular Letter of the Director of UAP No. 09.20/01/SE/HKO.05/2024 concerning Passenger Service Standards; and
6. Board of Directors Decree No. 04.28/03/SK/HKO.01/2016 concerning the Establishment of Standard Operating Procedures (SOP) for Contact Center Info PELNI.

KOMITMEN UNTUK MEMBERIKAN LAYANAN ATAS PRODUK DAN/ATAU JASA YANG SETARA KEPADA PELANGGAN [OJK F.17]
COMMITMENT TO PROVIDE EQUAL PRODUCTS AND/OR SERVICES TO CUSTOMER [OJK F.17]

PELNI berkomitmen penuh untuk memberikan layanan atas produk dan/atau jasa yang setara kepada konsumen adalah prinsip yang mengedepankan kesetaraan dalam memberikan layanan kepada konsumen. Bagi Perseroan, semua konsumen harus diperlakukan sama tanpa memandang jenis kelamin, usia, ras, agama, atau latar belakang sosial. Dalam menjalankan kegiatan usaha, Perseroan berkomitmen untuk memberikan akses produk dan layanan secara adil kepada seluruh konsumen tanpa diskriminasi. Komitmen tersebut juga mencakup penyediaan informasi yang transparan, akurat, dan mudah dipahami, serta pemberian layanan pelanggan yang optimal dan responsif.

PELNI is fully committed to providing equal products and/or services to consumers, a principle that prioritizes equality in service delivery. For the Company, all consumers must be treated equally regardless of gender, age, race, religion, or social background. In carrying out its business activities, the Company is committed to providing all consumers with fair access to products and services without discrimination. This commitment also includes providing transparent, accurate, and easy-to-understand information, as well as optimal, responsive customer service.

Untuk memastikan penerapan komitmen tersebut berjalan efektif, PT PELNI (Persero) menetapkan kebijakan dan prosedur yang menjamin perlakuan yang adil bagi seluruh konsumen. Perseroan juga memastikan bahwa seluruh pekerja telah mendapatkan pelatihan serta memahami pentingnya prinsip kesetaraan dan non-diskriminasi dalam memberikan layanan kepada konsumen.

To ensure the effective implementation of this commitment, PT PELNI (Persero) has established policies and procedures that guarantee fair treatment for all consumers. The Company also ensures that all employees have received training and understand the importance of the principles of equality and non-discrimination in providing services to consumers.

Selain dari sisi pelayanan, PELNI juga memastikan pemasaran yang adil dalam layanan pelayaran, memberikan informasi yang akurat dan tidak bias mengenai jadwal keberangkatan, harga tiket, dan fasilitas yang tersedia, serta memastikan bahwa praktik kontrak dengan pelanggan dijalankan secara transparan dan adil. Perseroan juga melindungi kesehatan dan keselamatan pelanggan dengan memastikan bahwa seluruh armada kapal memenuhi standar keselamatan yang ditetapkan, menampilkan video standar keselamatan bagi seluruh penumpang, serta menyediakan fasilitas medis dan perlindungan lainnya selama perjalanan laut.

In addition to its service, PELNI also ensures fair marketing of its shipping services, providing accurate and unbiased information on departure schedules, ticket prices, and available facilities, and ensuring that contractual practices with customers are carried out transparently and fairly. The Company also protects the health and safety of its customers by ensuring that all ships meet established safety standards, displaying safety standard videos for all passengers, and providing medical facilities and other protection during sea voyages.

PIHAK PENGELOLAAN KEPUASAN PELANGGAN
CUSTOMER SATISFACTION MANAGEMENT

Sebagai penyedia jasa transportasi laut, PT PELNI (Persero) memandang kepuasan pelanggan sebagai elemen penting dalam mendukung keberlanjutan Perseroan. Upaya tersebut diwujudkan melalui peningkatan kualitas layanan, penyediaan produk yang andal, serta berbagai inisiatif untuk memastikan pengalaman pelanggan yang optimal.

As a provider of marine transportation services, PT PELNI (Persero) views customer satisfaction as a crucial element in supporting the Company's sustainability. This effort is realized through improvements in service quality, the provision of reliable products, and various initiatives to ensure an optimal customer experience.

Perseroan menunjukkan komitmen terhadap perlindungan konsumen dengan menyediakan kanal pengaduan pelanggan yang terintegrasi dan aksesibel. Melalui mekanisme tersebut, Perseroan memastikan layanan yang responsif, proses penyelesaian keluhan yang adil dan transparan, serta penanganan pengaduan secara profesional tanpa adanya intimidasi atau tindakan balasan terhadap konsumen yang menyampaikan keluhan.

The Company demonstrates its commitment to consumer protection by providing an integrated and accessible customer complaint channel. Through this mechanism, the Company ensures responsive service, a fair and transparent complaint-resolution process, and professional complaint handling, without intimidation or retaliation against consumers who submit complaints.

Dalam rangka mewujudkan implementasi tersebut, Perseroan telah memiliki mekanisme penyampaian serta tindak lanjut dari pengaduan dan keluhan pelanggan yang diatur dalam SK Direksi No. 04.28/03/SK/ HKO.01/2016

To implement this, the Company has established a mechanism for submitting and following up on customer complaints, as stipulated in Board of Directors Decree No. 04.28/03/SK/HKO.01/2016 on the Establishment

tentang Penetapan *Standard Operating Procedures* (SOP) *Contact Center* Info PELNI. Hal ini mengatur tentang standar pelayanan pelanggan melalui "Info PELNI 162" bahwa Perseroan menyediakan layanan *contact center* sebagai pusat pengaduan konsumen melalui berbagai saluran berikut:

Telepon : 021 -162 atau 162
Instagram : pelni162
Facebook : PELNI Point (*Fanpage* : Pelayaran Nasional)
Twitter : @pelni162_ID
SMS : PELNI162
Whatsapp : INFO PELNI 162
LinkedIn : PT.PELNI (Persero)
Email : infopelni162@pelni.co.id

PELNI secara konsisten menjaga kerahasiaan data pribadi pelanggan dan memastikan penggunaan informasi dilakukan secara etis serta sesuai dengan peraturan yang berlaku. Perseroan juga berkomitmen untuk menyediakan layanan transportasi laut yang aman, inklusif, dan terjangkau, serta memperkuat edukasi konsumen terkait hak pelanggan, budaya keselamatan, perlindungan lingkungan, dan hak-hak penumpang sebagai bagian dari tanggung jawab sosial Perseroan.

of Standard Operating Procedures (SOP) for Contact Center Info PELNI. This regulates customer service standards through "Info PELNI 162," which states that the Company provides contact center services as a central point for consumer complaints through the following channels:

Telephone : 021-162 or 162
Instagram : pelni162
Facebook : PELNI Point (Fanpage: Pelayaran Nasional)
Twitter : @pelni162_ID
SMS : PELNI162
WhatsApp : INFO PELNI 162
Linkedin : PT. PELNI (Persero)
Email : infopelni162@pelni.co.id

PELNI consistently maintains the confidentiality of customer personal data and ensures that information is used ethically and in accordance with applicable regulations. The Company is also committed to providing safe, inclusive, and affordable sea transportation services, as well as to strengthening consumer education on customer rights, safety culture, environmental protection, and passenger rights, as part of its corporate social responsibility.

INOVASI DAN PENGEMBANGAN PRODUK DAN/ATAU JASA BERKELANJUTAN [OJK F.26]

INNOVATION AND DEVELOPMENT OF SUSTAINABLE PRODUCTS AND/OR SERVICES [OJK F.26]

Inovasi produk dan jasa PT PELNI (Persero) pada tahun 2025 difokuskan pada upaya penurunan jejak karbon operasional dan peningkatan efisiensi layanan melalui pemanfaatan teknologi dan kolaborasi strategis. Dalam mendukung agenda dekarbonisasi, Perseroan mengimplementasikan *Shore to Ship Power* (SSP) bekerja sama dengan PT Pelabuhan Indonesia (Persero), yang memungkinkan kapal memperoleh pasokan listrik dari darat saat bersandar di pelabuhan utama. Implementasi ini mengurangi ketergantungan pada mesin bantu berbahan bakar fosil, sehingga berkontribusi pada penurunan emisi gas rumah kaca dan peningkatan kualitas udara di kawasan pelabuhan.

PT PELNI (Persero)'s product and service innovation in 2025 focused on reducing its operational carbon footprint and increasing service efficiency through technology and strategic collaboration. To support its decarbonization agenda, the Company implemented Shore-to-Ship Power (SSP) in collaboration with PT Pelabuhan Indonesia (Persero), enabling ships to obtain electricity from land while docking at major ports. This implementation reduced reliance on fossil-fueled auxiliary engines, thereby lowering greenhouse gas emissions and improving air quality in port areas.

Selain mengoptimalkan penggunaan bahan bakar B40 pada armada kapal, Perseroan juga terus melakukan upaya peningkatan efisiensi konsumsi bahan bakar. PELNI sebelumnya telah memasang *Vessel Web Analyzer* (VWA) pada kapal penumpang sebagai perangkat untuk memantau dan menganalisis konsumsi bahan bakar minyak (BBM). Seiring dengan adanya penyesuaian jenis bahan bakar yang digunakan, PELNI saat ini sedang melakukan penyesuaian terhadap sistem dan pemasangan VWA agar dapat mendukung pemantauan konsumsi BBM sesuai dengan karakteristik bahan bakar yang digunakan. Dalam periode penyesuaian tersebut, pemantauan konsumsi BBM tetap dilakukan melalui mekanisme operasional yang tersedia, antara lain melalui pencatatan pada *logbook* kapal.

In addition to optimizing the use of B40 fuel across its fleet, the Company continues to strive for greater fuel consumption efficiency. PELNI previously installed Vessel Web Analyzers (VWA) on its passenger vessels to monitor and analyze fuel consumption. Following the shift in fuel types, PELNI is currently adjusting its VWA systems and installations to ensure monitoring capabilities align with the characteristics of the fuel being used. During this transition period, fuel consumption continues to be monitored via existing operational mechanisms, such as ship logbook entries.

Dalam rangka meningkatkan efisiensi propulsi kapal, PELNI juga menerapkan teknologi *EnergoProFin*, yaitu perangkat berbentuk baling-baling tambahan berukuran lebih kecil yang dipasang di belakang baling-baling utama. Teknologi ini berfungsi mengoptimalkan aliran air di sekitar baling-baling sehingga meningkatkan efisiensi sistem propulsi dan mendukung kinerja baling-baling utama. Penerapan *EnergoProFin* diproyeksikan dapat memberikan penghematan konsumsi bahan bakar hingga 2%, sehingga turut mendukung upaya Perseroan dalam meningkatkan efisiensi energi dan mengurangi emisi dari kegiatan operasional kapal.

To enhance propulsion efficiency, PELNI is also implementing EnergoProFin technology—a device featuring a smaller auxiliary propeller installed behind the main propeller. This technology optimizes water flow around the propeller, thereby boosting propulsion system efficiency and supporting main propeller performance. The implementation of EnergoProFin is projected to yield fuel savings of up to 2%, supporting the Company's efforts to improve energy efficiency and reduce emissions from vessel operations.

Selain penerapan teknologi efisiensi propulsi, PELNI juga melakukan pemasangan *shaft generator* pada kapal barang sebagai salah satu upaya meningkatkan efisiensi penggunaan energi selama pelayaran. *Shaft generator* ini merupakan perangkat yang memanfaatkan putaran poros mesin utama atau poros baling-baling untuk menghasilkan energi listrik. Listrik yang dihasilkan selanjutnya digunakan untuk memenuhi kebutuhan kelistrikan kapal selama beroperasi, sehingga dapat mengurangi ketergantungan terhadap penggunaan generator bantu (*auxiliary generator*) berbahan bakar minyak. Penerapan teknologi ini diharapkan dapat mengoptimalkan pemanfaatan energi dari mesin utama, meningkatkan efisiensi konsumsi BBM, serta mendukung upaya pengurangan emisi gas rumah kaca dari operasional kapal barang PELNI.

Beyond propulsion efficiency technologies, PELNI is installing shaft generators on its cargo vessels to improve energy efficiency during voyages. A shaft generator harnesses the rotation of the main engine shaft or propeller shaft to generate electricity. This generated electricity meets the vessel's operational power needs, thereby reducing reliance on oil-fueled auxiliary generators. This technology is expected to optimize energy utilization from the main engine, improve fuel efficiency, and support efforts to reduce greenhouse gas emissions from PELNI's cargo vessel operations.

Pada aspek digitalisasi, Perseroan mengembangkan berbagai inovasi layanan, antara lain sistem pelacakan kargo dan logistik secara *real-time* melalui PELNI *Logistics System* dan aplikasi MyCargoo, yang memungkinkan optimalisasi rute, pengurangan penggunaan kertas (*paperless*), serta peningkatan transparansi layanan bagi pelanggan logistik. Untuk layanan penumpang, pengembangan aplikasi PELNI *Mobile* dengan fitur

In terms of digitalization, the Company has developed various service innovations, including a real-time cargo and logistics tracking system through the PELNI Logistics System and the MyCargoo application, which allows for route optimization, paperless operations, and increased service transparency for logistics customers. For passenger services, the development of the PELNI Mobile application with e-boarding and digital check-in

e-boarding dan *check-in* digital memungkinkan penumpang melakukan proses keberangkatan tanpa antrean di loket pelabuhan, sekaligus mengurangi kepadatan di terminal dan mendukung praktik ramah lingkungan.

features allows passengers to depart without queuing at port counters, while reducing congestion at terminals and supporting environmentally friendly practices.

Pada tahun 2025, PT PELNI (Persero) akan mengembangkan *New Commercial System* untuk bisnis PELNI seperti *ticketing services*, *cargo services*, dan layanan lainnya yang *user friendly* bagi pelanggan melalui *front-end* maupun *business user* melalui *back-end system*. Selain itu program ini memiliki tujuan untuk meningkatkan efektivitas dan efisiensi proses bisnis dalam pengelolaan layanan.

In 2025, PT PELNI (Persero) developed a New Commercial System for PELNI businesses, including ticketing services, cargo services, and other user-friendly services for customers via the front-end system and business users via the back-end system. Furthermore, this program aims to improve the effectiveness and efficiency of service management business processes.

Perseroan juga menghadirkan inovasi layanan *Seawifi* di atas kapal sebagai respons terhadap kebutuhan konektivitas penumpang, khususnya pada pelayaran jarak jauh. Layanan ini menjadi bagian dari upaya peningkatan kenyamanan dan modernisasi layanan, meskipun Perseroan tetap mencatat masukan pelanggan terkait stabilitas jaringan di wilayah laut tertentu sebagai bahan evaluasi berkelanjutan.

The Company also introduced innovative SeaWiFi services on ships to meet passenger connectivity needs, particularly on long-distance voyages. This service is part of an effort to improve comfort and modernize services. The Company continues to record customer feedback regarding network stability in specific sea areas for ongoing evaluation.

PROGRAM PENINGKATAN LAYANAN KEPADA PELANGGAN [OJK F.26, F.27, F.28, F.29, F.30]

CUSTOMER SERVICE IMPROVEMENT PROGRAM [OJK F.26, F.27, F.28, F.29, F.30]

Untuk mendukung peningkatan pelayanan kepada pelanggan, Perseroan secara konsisten menjalankan berbagai program pengembangan layanan yang berfokus pada peningkatan kualitas, keandalan, dan kepuasan pelanggan. Adapun pelaksanaan berbagai program yakni:

1. **Transformasi layanan angkutan penumpang berorientasi *service & operational excellence***
   Tujuan dari program ini adalah untuk mendorong pelaksanaan standardisasi, serta meningkatkan pelayanan angkutan barang yang *customer-centric* untuk mewujudkan pengalaman pelanggan yang maksimal dari sisi hubungan dengan pelanggan dan efisiensi pelayanan angkutan barang di sepanjang *customer journey* dalam menggunakan layanan PT PELNI (Persero). Dengan adanya pelayanan yang *customer centric*, implementasi dari program ini juga diharapkan dapat meningkatkan tingkat kepuasan dan *customer retention*, serta memperbaiki *brand image* dan daya saing PT PELNI (Persero) dalam menjangkau target pasar yang lebih luas.

To support improved customer service, the Company consistently implements various service development programs focused on improving quality, reliability, and customer satisfaction. The various programs implemented include:

1. **Transforming passenger transportation services toward service and operational excellence.**
   The goal of this program is to encourage standardization and improve customer-centric freight transportation services to maximize customer experience, both in terms of customer relationships and efficiency throughout the customer journey using PT PELNI (Persero) services. With customer-centric service, the implementation of this program is also expected to increase customer satisfaction and retention, as well as improve PT PELNI (Persero)'s brand image and competitiveness in reaching a wider target market.

2. **Pelaksanaan aktivitas pelayanan *Booking and Documentation*** meliputi:
   a. Penguatan sinergi dengan *Emplooi* kapal penumpang dengan adanya proses penerbitan *Emplooi* yang lebih cepat dan akurat;
   b. Optimalisasi *enabler* yang digunakan untuk sosialisasi/ komunikasi dengan pelanggan
   c. *Enhancement* proses *booking* slot barang yang akan dimuat ke atas kapal dan penerbitan *bill of lading* dan dokumentasi pendukung lainnya;
   d. Penyediaan visibilitas ketersediaan *slot* untuk membawa barang bagi pelanggan dan pegawai;
   e. Integrasi layanan peti kemas dan non peti kemas PT PELNI (Persero) ke dalam *platform* GLID (Global Logistics Indonesia) dalam mendukung Program Sinergi dan Integrasi Logistik BUMN;

3. **Penguatan pelayanan pembayaran** melalui:
   a. Penguatan *payment gateway*: penyediaan *virtual account* via berbagai sistem perbankan maupun QRIS;
   b. Pengembangan sistem untuk memungkinkan H2H *Payment* (*Host-to-Host*) antara perbankan dengan pelanggan;

4. **Pengembangan *New Commercial System* PELNI**
   Tujuan pengembangan ini ditujukan untuk meningkatkan pengalaman penumpang dan/atau pelanggan melalui sistem yang *user friendly* untuk mengakses layanan PT PELNI (Persero), seperti namun tidak terbatas pada *ticketing services*, *cargo services*. *New Commercial System* yang dibangun juga harus mampu mendukung *business user* dalam meningkatkan operasional pengelolaan layanan yang lebih efektif melalui *back-end system* yang sesuai dengan kebutuhan bisnis.

2. **Implementation of Booking and Documentation service activities includes:**
   a. Strengthening synergy with the Emplooi of passenger ship by implementing a faster and more accurate Emplooi issuance process;
   b. Optimizing enablers used for outreach/ communication with customers;
   c. Enhancement of the process for booking cargo slots for loading onto ships and issuing bills of lading and other supporting documentation;
   d. Providing visibility of cargo slot availability for customers and employees;
   e. Integration of PT PELNI (Persero) container and non-container services into the GLID (Global Logistics Indonesia) platform to support the State-Owned Enterprise Logistics Synergy and Integration Program;

3. **Strengthening payment services through:**
   a. Strengthening payment gateways: providing virtual accounts via various banking systems and QRIS;
   b. Developing a system to enable H2H (Host-to-Host) payments between banks and customers;

4. **Developing the PELNI New Commercial System**
   The objective of this development is to improve the passenger and/or customer experience through a user-friendly system for accessing PT PELNI (Persero) services, including, but not limited to, ticketing and cargo services. The New Commercial System must also support business users in improving operational service management more effectively through a back-end system tailored to their business needs.

PROGRAM PENINGKATAN LAYANAN BAGI PENUMPANG PRIORITAS

SERVICE ENHANCEMENT PROGRAM FOR PRIORITY PASSENGERS

Sebagai bagian dari komitmen untuk meningkatkan kualitas layanan yang inklusif dan berorientasi pada kebutuhan pelanggan, PELNI melaksanakan Program Peningkatan Layanan bagi Penumpang Prioritas. Program ini ditujukan untuk memastikan penumpang prioritas memperoleh akses layanan yang aman, nyaman, mudah, dan setara selama menggunakan layanan transportasi laut PELNI.

As part of its commitment to enhancing service quality—making it inclusive and customer-centric—PELNI is implementing a Service Enhancement Program for Priority Passengers. This program aims to ensure that priority passengers have access to safe, comfortable, convenient, and equitable services while traveling on PELNI's maritime transport ships.

DASAR HUKUM DAN KEBIJAKAN:

1. Undang-undang No. 17 Tahun 2008 tentang Pelayaran terkait "Mengatur Penyelengaraan Transportasi Laut yang Aman dan Nyaman Bagi Semua;
2. Undang-undang No. 19 Tahun 2011 tentang Pengesahan Konvensi mengenai Hak-Hak Penyandang Disabilitas;
3. Undang-undang (UU) No. 8 Tahun 2016 tentang Penyandang Fasilitas, mengenai "Mewajibkan Aksesibilitas Transportasi Publik";
4. Peraturan Menteri Perhubungan No. 37 Tahun 2015 tentang Standar Pelayanan Penumpang Angkutan Laut, "termasuk Penumpang Berkebutuhan Khusus"; serta
5. Peraturan Menteri Perhubungan No. 98 Tahun 2017 tentang Penyediaan Aksesibilitas pada Pelayanan Jasa Transportasi Publik bagi Pengguna Jasa Berkebutuhan Khusus.

LEGAL AND POLICY BASIS:

1. Law No. 17 of 2008 concerning Shipping, regarding the "Regulating safe and comfortable sea transportation for all";
2. Law No. 19 of 2011 concerning the Ratification of the Convention on the Rights of Persons with Disabilities;
3. Law No. 8 of 2016 concerning Persons with Disabilities, regarding the "Mandating public transportation accessibility";
4. Minister of Transportation Regulation No. 37 of 2015 concerning Passenger Service Standards for Sea Transportation, "including Passengers with Special Needs"; and
5. Minister of Transportation Regulation No. 98 of 2017 concerning the Provision of Accessibility in Public Transportation Services for Users with Special Needs.

KATEGORI PENUMPANG PRIORITAS

Perseroan memiliki kebijakan terkait penumpang prioritas di armada kapal PT PELNI (Persero) yang dirancang untuk memberikan kemudahan, kenyamanan, dan keselamatan ekstra bagi kelompok penumpang rentan selama proses sebelum keberangkatan hingga selama pelayaran. Secara umum, standar pelayanan angkutan laut nasional membagi penumpang prioritas ke dalam beberapa kategori utama, yakni:

1. **Lanjut Usia (Lansia):** Penumpang berumur di atas 60 tahun yang memerlukan prioritas *boarding*, tempat duduk, dan pedampingan;
2. **Ibu Hamil:** Wanita hamil yang ingin bermobilisasi dengan maksimal usia kehamilan 7 bulan;
3. **Penyandang Disabilitas:** Penumpang dengan keterbatasan fisik, sensorik, intelektual atau mental yang menggunakan alat bantu mobilitas;
4. **Penumpang Sakit:** Penumpang yang akan menggunakan transportasi untuk mendapatkan fasilitas kesehatan yang lebih baik di kota lain.

PRIORITY PASSENGER CATEGORIES

The Company maintains a policy regarding priority passengers on PT PELNI (Persero) ships, designed to provide added convenience, comfort, and safety for vulnerable passenger groups—from the pre-departure phase through to the voyage itself. In general, national maritime transport service standards classify priority passengers into several key categories:

1. **Seniors:** Passengers over 60 years old who require priority boarding, seating and assistance;
2. **Pregnant Women:** Pregnant women who wish to travel with a maximum gestational age of 7 months;
3. **Persons with Disabilities:** Passengers with physical, sensory, intellectual or mental limitations who use mobility aids;
4. **Sick Passengers:** Passengers who will use transportation to get to better health facilities in other cities.

PRAKTIK PELAYANAN BAGI PROGRAM PRIORITAS

Untuk Standar Pelayanan Minimal bagi penumpang prioritas terdiri dari:

1. **Layanan Embarkasi dan Debarkasi** yakni:
   a. Layanan Tangga Kapal;
   b. Pelayanan Penumpang Prioritas;
   c. Layanan Turun Tangga Kapal; dan
   d. Pelayanan Kesetaraan.
2. **Layanan *On Board*** yakni:
   a. Layanan *On Board*;
   b. Pelayanan Penumpang Prioritas; dan
   c. Layanan Pelayanan Kesetaraan.

Pelayanan bagi penumpang prioritas diawali dengan pemeriksaan dan klarifikasi oleh petugas kesehatan terkait kategori penumpang prioritas, kebutuhan khusus, serta kelengkapan dokumen kesehatan. Selanjutnya, petugas melakukan konfirmasi kebutuhan pendampingan dan mengoordinasikan proses pendampingan oleh petugas kapal. Penumpang prioritas kemudian ditempatkan pada kursi prioritas, ruang perawatan, atau kamar sesuai dengan kelas layanan dan kebutuhan masing-masing.

Selama berada di kapal (*on board*), PELNI menyediakan pendampingan layanan untuk mendukung kenyamanan dan keselamatan penumpang prioritas, antara lain melalui layanan pengantaran makanan serta pendampingan mobilisasi selama pelayaran.

Selain menyediakan layanan pendampingan, PELNI juga menyediakan berbagai fasilitas prioritas di atas kapal untuk mendukung aksesibilitas, kenyamanan, dan keselamatan penumpang prioritas. Fasilitas tersebut meliputi kursi roda, toilet yang aksesibel bagi penyandang disabilitas, klinik, ruang atau tempat duduk prioritas, serta jalur prioritas bagi lansia, ibu hamil, ibu dengan bayi, penyandang disabilitas, dan penumpang yang sedang sakit.

Melalui penyediaan fasilitas dan layanan tersebut, PELNI berkomitmen memastikan seluruh penumpang prioritas memperoleh layanan yang aman, bermartabat, setara, dan sesuai dengan kebutuhan masing-masing selama berada di atas kapal maupun di wilayah operasional seperti Kantor Cabang dan Kantor Pusat.

SERVICE PRACTICES FOR PRIORITY PROGRAMS

The Minimum Service Standards for priority passengers consist of:

1. **Embarkation and Debarkation services**:
   a. Ship gangway services;
   b. Priority passenger services;
   c. Disembarkation services; and
   d. Equal access services.
2. **On-board services**:
   a. On-board services;
   b. Priority passenger services; and
   c. Equal access services.

Service for priority passengers begins with an assessment and verification by medical personnel regarding the passenger's priority category, specific needs, and the completeness of health documentation. Subsequently, staff confirm the need for assistance and coordinate the provision of such assistance by ship crew members. Priority passengers are then accommodated in priority seating, the medical care area, or a cabin, depending on their service class and individual requirements.

While on board, PELNI provides assistance services to support the comfort and safety of priority passengers, including meal delivery and mobility assistance throughout the voyage.

In addition to providing assistance services, PELNI offers various priority facilities on board to support the accessibility, comfort, and safety of priority passengers. These facilities include wheelchairs, accessible restrooms, a medical clinic, priority seating areas, and priority lanes for the elderly, pregnant women, mothers with infants, persons with disabilities, and passengers who are ill.

Through the provision of these facilities and services, PELNI is committed to ensuring that all priority passengers receive service that is safe, dignified, equitable, and tailored to their respective needs—whether on board the vessels or within operational areas such as branch offices and the head office.

EVALUASI KEAMANAN PRODUK DAN JASA BAGI PELANGGAN [OJK F. 27, F.29]

SAFETY EVALUATION OF PRODUCTS AND SERVICES FOR CUSTOMERS [OJK F. 27, F. 29]

Sebagai wujud komitmen Perseroan terhadap keamanan dan kesehatan pelanggan, Perseroan melaksanakan evaluasi menyeluruh terhadap keamanan dan keselamatan atas pelayanan yang disediakan. PELNI memahami pentingnya menjaga keselamatan pelanggan terutama di sektor maritim yang memiliki risiko tinggi. Upaya ini dilakukan melalui penerapan berbagai inisiatif yang bertujuan untuk memastikan bahwa layanan yang diberikan sepenuhnya aman serta sesuai dengan regulasi dan standar keamanan yang berlaku.

Perseroan memastikan bahwa seluruh kapal yang dioperasikan selalu dalam kondisi optimal melalui program pemeliharaan yang dilakukan secara berkala dan terencana. Kegiatan pemeliharaan ini didukung oleh pedoman teknis dan prosedur standar yang disusun berdasarkan praktik terbaik industri dan regulasi maritim nasional maupun internasional.

Perseroan juga melakukan audit dan peningkatan fasilitas keselamatan secara berkala, termasuk ketersediaan sekoci, jaket pelampung, dan sistem evakuasi, khususnya menjelang periode angkutan puncak seperti Lebaran dan Natal–Tahun Baru (Nataru). Evaluasi keselamatan ini dilakukan secara menyeluruh sebelum kapal dioperasikan, sebagai bagian dari sistem manajemen risiko Perseroan.

Dalam aspek keamanan non-teknis, Perseroan memperkuat standar keamanan pangan melalui penerapan sistem *Hazard Analysis and Critical Control Points* (HACCP) pada layanan jasa boga di atas kapal. Hingga akhir 2025, sembilan armada kapal penumpang telah memperoleh sertifikasi HACCP, sebagai bentuk komitmen Perseroan dalam menjamin keamanan pangan, higienitas dapur kapal, serta kesehatan penumpang dan awak kapal. Perseroan menargetkan perluasan sertifikasi HACCP ke armada lainnya secara bertahap pada tahun-tahun berikutnya.

Keselamatan dan keamanan pelanggan merupakan prioritas utama dalam pengembangan dan pengoperasian produk dan jasa PT PELNI (Persero). Sepanjang tahun 2025, 100% armada kapal yang beroperasi telah melalui evaluasi keselamatan dan kelaiklautan kapal oleh Biro Klasifikasi Indonesia (BKI) serta dinyatakan memenuhi ketentuan *International Safety Management* (ISM) *Code*.

Selain itu, Perseroan juga telah melakukan beberapa pemeliharaan besar untuk aset-aset yang beroperasi. Hal tersebut dilakukan pada pemeliharaan kapal melalui kegiatan *docking* sesuai dengan ketentuan dan regulasi

As a manifestation of the Company's commitment to customer safety and well-being, the Company conducts a comprehensive safety and security evaluation of the services it provides. PELNI understands the importance of maintaining customer safety, especially in the high-risk marine sector. This effort is carried out through the implementation of various initiatives to ensure that the services provided are fully safe and comply with applicable regulations and safety standards.

The Company ensures that all ships it operates are maintained in optimal condition through a planned, periodic maintenance program. These maintenance activities are supported by technical guidelines and standard procedures developed in accordance with industry best practices and national and international marine regulations.

The Company also regularly audits and upgrades safety facilities, including the availability of lifeboats, life jackets, and evacuation systems, especially during peak transportation periods such as Eid al-Fitr and Christmas–New Year (Nataru). These safety evaluations are conducted comprehensively before the ship operates, as part of the Company's risk management system.

In terms of non-technical safety, the Company strengthens food safety standards by implementing a Hazard Analysis and Critical Control Points (HACCP) system for onboard catering services. By the end of 2025, nine passenger ships had obtained HACCP certification, demonstrating the Company's commitment to ensuring food safety, galley hygiene, and passenger and crew health. The Company aims to gradually expand HACCP certification to other fleets in the coming years.

Customer safety and security are top priorities in the development and operation of PT PELNI (Persero) products and services. Throughout 2025, 100% of the operating ships underwent a safety and seaworthiness evaluation by the Indonesian Classification Bureau (BKI) and were found to comply with the International Safety Management (ISM) Code.

In addition, the Company has also performed several major maintenance activities on its operating assets. This was done during vessel maintenance via docking operations, in accordance with applicable rules and

yang berlaku. Di sisi lain, Perseroan juga melakukan renovasi Kantor Terpo Lewoleba, renovasi Rumah Dinas Waingapu, serta perbaikan sarana dan prasarana Kantor Pusat Jakarta guna mendukung kelancaran operasional dan meningkatkan kualitas fasilitas kerja. Berbagai kegiatan pemeliharaan aset tersebut, merupakan bentuk komitmen Perseroan dalam memastikan aset Perseroan tetap berada dalam kondisi optimal, aman, dan mampu mendukung keberlangsungan operasional secara berkelanjutan.

Lebih lanjut, berbagai komitmen terhadap pelaksanaan keamanan pada pelayanan dan pemeliharaan perkapalan, pada tahun 2025, seluruh jasa yang ditawarkan PELNI telah dievaluasi berdasarkan dampaknya terhadap kesehatan dan keselamatan pelanggan. Dari hasil evaluasi tersebut, tidak terdapat insiden atau laporan ketidakpatuhan terhadap regulasi maupun dampak kesehatan yang memerlukan tindakan perbaikan.

Selain itu, Perseroan juga tidak menerima keluhan yang terkait dengan privasi pelanggan atau kehilangan data selama periode pelaporan. Dengan demikian, PELNI terus berkomitmen untuk memberikan produk dan layanan yang tidak hanya unggul dalam kualitas, tetapi juga sepenuhnya aman bagi seluruh pelanggan. [GRI 418-1]

regulations. On the other hand, the Company also renovated the Terpo Lewoleba Office and the Waingapu Official Residence. It also improved the facilities and infrastructure at the Jakarta Head Office to support smooth operations and enhance work quality. These various asset maintenance activities demonstrate the Company's commitment to ensuring that company assets remain in optimal condition, safe, and capable of supporting sustainable operations.

Furthermore, regarding commitments to safety in vessel services and maintenance, by 2025, all services offered by PELNI have been evaluated based on their impact on customer health and safety. The evaluation revealed no incidents or reports of non-compliance with regulations or health impacts requiring corrective action.

Furthermore, the Company received no complaints related to customer privacy or data loss during the reporting period. Therefore, PELNI remains committed to providing products and services that are not only excellent in quality but also completely safe for all customers. [GRI 418-1]

DAMPAK PRODUK DAN JASA BERKELANJUTAN [OJK F.28]
IMPACT OF SUSTAINABLE PRODUCTS AND SERVICES [OJK F.28]

Dalam rangka memastikan kesesuaian kualitas layanan dengan kebutuhan dan harapan pelanggan, PELNI mengedepankan komunikasi yang efektif guna memperkuat keberlanjutan bisnis. Selain itu, dengan mengedepankan prinsip transparansi serta aspek keamanan, keselamatan, dan lingkungan, PELNI menyediakan informasi layanan secara komprehensif sebagai bentuk tanggung jawab Perseroan kepada pelanggan. Informasi tersebut akan membantu pelanggan dalam memahami ketentuan, kondisi dan risiko atas layanan yang diberikan Perseroan. Semua informasi tersebut juga dapat di akses pada *website* PELNI, Perseroan juga memberikan kesempatan akan pertanyaan lanjutan dari para pelanggan jika diperlukan. [GRI 417-1]

To ensure that service quality aligns with customer needs and expectations, PELNI prioritizes effective communication to strengthen business sustainability. Furthermore, by prioritizing transparency, security, safety, and environmental considerations, PELNI provides comprehensive service information as part of its corporate responsibility to customers. This information will help customers understand the terms, conditions, and risks associated with the Company's services. All this information can also be accessed on the PELNI website. The Company also provides customers with the opportunity to ask further questions if necessary. [GRI 417-1]

PENARIKAN PRODUK DAN/ATAU JASA [OJK F.29]
WITHDRAWAL OF PRODUCTS AND/OR SERVICES [OJK F.29]

Dalam konteks industri jasa transportasi laut, penarikan produk dimaknai sebagai penghentian sementara layanan atau penarikan kapal dari trayek tertentu. Sepanjang tahun 2025, Perseroan tidak mencatat adanya penarikan produk secara massal akibat cacat teknis atau kegagalan keselamatan.

In the marine transportation services industry, a product withdrawal is the temporary suspension of services or the withdrawal of a ship from a specific route. Throughout 2025, the Company did not record any mass product withdrawals due to technical defects or safety failures.

Namun demikian, Perseroan melaksanakan penghentian operasional sementara (*planned docking*) terhadap beberapa armada untuk keperluan perawatan berkala. Adapun beberapa armada PELNI yang menjalani *planned docking*, antara lain:

However, the Company implemented temporary operational suspensions (planned docking) of several fleets for routine maintenance. The following are some of the PELNI fleets that underwent planned docking:

Tabel Jadwal *Docking* Kapal PELNI selama Tahun 2025
Table: PELNI Ship Docking Schedule in 2025

No.	Nama Kapal Ship Name	Jenis Kapal Ship Type	Jadwal *Docking* Docking Schedule	Lokasi Galangan Shipyard Location
1	KM Dobonsolo	Kapal Penumpang Passenger Ship	20 JANUARI - 19 FEBRUARI JANUARY 20 - FEBRUARY 19	PT DKB JAKARTA
2	KM Tatamailau	Kapal Penumpang Passenger Ship	25 JANUARI - 11 MARET JANUARY 25 - MARCH 11	PT PAL SURABAYA
3	KM Tilongkabila	Kapal Penumpang Passenger Ship	28 JANUARI - 21 FEBRUARI JANUARY 28 - FEBRUARY 21	PT DKB CIREBON
4	KM Awu	Kapal Penumpang Passenger Ship	7 FEBRUARI - 6 MARET FEBRUARY 7 - MARCH 6	PT YWTS, SEMARANG
5	KM Nggapulu	Kapal Penumpang Passenger Ship	8 FEBRUARI - 10 MARET FEBRUARY 8 - MARCH 10	PT DKB JAKARTA
6	KM Kelimutu	Kapal Penumpang Passenger Ship	10 FEBRUARI - 17 MARET FEBRUARY 10 - MARCH 17	PT PAL SURABAYA
7	KM Egon	Kapal Penumpang Passenger Ship	22 FEBRUARI - 11 MARET FEBRUARY 22 - MARCH 11	PT IKI, MAKASSAR
8	KM Lambelu	Kapal Penumpang Passenger Ship	28 APRIL - 17 MEI APRIL 28 - MAY 17	PT DKB JAKARTA
9	KM Sinabung	Kapal Penumpang Passenger Ship	14 MEI - 12 JUNI MAY 14 - JUNE 12	PT PAL SURABAYA
10	KM Sirimau	Kapal Penumpang Passenger Ship	16 MEI - 12 JUNI MAY 16 - JUNE 12	PT DKB JAKARTA
11	KM Binaiya	Kapal Penumpang Passenger Ship	25 MEI - 13 JUNI MAY 25 - JUNE 13	PT DKB JAKARTA
12	KM Sangiang	Kapal Penumpang Passenger Ship	26 MEI - 18 JUNI MAY 26 - JUNE 18	PT YWTS, SEMARANG
13	KM Bukit Siguntang	Kapal Penumpang Passenger Ship	1 JUNI - 20 JUNI JUNE 1 - JUNE 20	PT DKB JAKARTA
14	KM Leuser	Kapal Penumpang Passenger Ship	12 JUNI - 11 JULI JUNE 12 - JULY 11	PT YWTS, SEMARANG
15	KM Bukit Raya	Kapal Penumpang Passenger Ship	2 JULI - 24 JULI JULY 2 - JULY 24	PT DKB JAKARTA
16	KM Gunung Dempo	Kapal Penumpang Passenger Ship	3 JULI - 24 JULI JULY 3 - JULY 24	PT DKB JAKARTA

Tabel Jadwal *Docking* Kapal PELNI selama Tahun 2025

Table: PELNI Ship Docking Schedule in 2025

No.	Nama Kapal Ship Name	Jenis Kapal Ship Type	Jadwal *Docking* Docking Schedule	Lokasi Galangan Shipyard Location
17	KM Dorolonda	Kapal Penumpang Passenger Ship	27 JULI - 6 SEPTEMBER JULY 27 - SEPTEMBER 6	PT DKB JAKARTA
18	KM Labobar	Kapal Penumpang Passenger Ship	3 - 23 AGUSTUS AUGUST 3 - 23	PT SMI JAKARTA
19	KM Lawit	Kapal Penumpang Passenger Ship	8 - 29 AGUSTUS AUGUST 8 - 29	PT YWTS, SEMARANG
20	KM Ciremai	Kapal Penumpang Passenger Ship	18 AGUSTUS- 13 SEPTEMBER AUGUST 18 - SEPTEMBER 13	PT DKB JAKARTA
21	KM Pangrango	Kapal Penumpang Passenger Ship	1 SEPTEMBER - 13 OKTOBER SEPTEMBER 1 - OCTOBER 13	PT IKI, MAKASSAR
22	KM Jet Liner	Kapal Penumpang Passenger Ship	6 SEPTEMBER- 10 NOVEMBER SEPTEMBER 6- NOVEMBER 10	PT YWTS, SEMARANG
23	KM Kelud	Kapal Penumpang Passenger Ship	12 SEPTEMBER - 2 OKTOBER SEPTEMBER 12 - OCTOBER 2	PT DKB JAKARTA
24	KM Wilis	Kapal Penumpang Passenger Ship	13 SEPTEMBER - 15 OKTOBER SEPTEMBER 13 - OCTOBER 15	PT IKI, MAKASSAR
25	KM Tidar	Kapal Penumpang Passenger Ship	26 SEPTEMBER - 21 OKTOBER SEPTEMBER 26 - OCTOBER 21	PT SMI JAKARTA

Perseroan juga berencana melakukan peremajaan armada sebagai bagian dari strategi jangka panjang untuk menjaga keandalan layanan. Hingga tahun 2030, PELNI merencanakan penggantian sembilan kapal penumpang berusia tua melalui skema pendanaan yang telah direncanakan dalam Rencana Jangka Panjang Perusahaan (RJPP).

The Company also plans to rejuvenate its fleet as part of its long-term strategy to maintain service reliability. By 2030, PELNI plans to replace nine aging passenger ships through a funding scheme outlined in the Company's Long-Term Plan (RJPP).

SURVEI DAN INDIKASI KEPUASAN PELANGGAN ATAS PRODUK DAN JASA BERKELANJUTAN [OJK F.30]

CUSTOMER SATISFACTION SURVEYS AND INDICATIONS ON SUSTAINABLE PRODUCTS AND SERVICES [OJK F.30]

Sebagai bagian dari peningkatan kualitas produk dan jasa berkelanjutan, PELNI melaksanakan pengukuran kepuasan pelanggan dengan pihak Independen eksternal yakni PT Surveyor Indonesia. Survei Kepuasan Pelanggan PELNI Tahun 2025 dengan mengukur kinerja pelayanan yang diberikan oleh PELNI, khususnya pada layanan penumpang. Adapun tujuan dilakukannya Survei Kepuasan Pelanggan PELNI Tahun 2025 yakni sebagai berikut:

1. Mengukur tingkat kepuasan dan ketidakpuasan pelanggan kapal PELNI;
2. Mengukur tingkat loyalitas dan keterikatan pelanggan kapal PELNI;
3. Mengidentifikasi titik-titik krusial dalam perjalanan pelanggan (*customer journey*) yang memengaruhi pengalaman dan persepsi pelanggan; dan
4. Rekomendasi perbaikan layanan penumpang PELNI.

Survei kepuasan pelanggan dengan penyebaran kuesioner di berbagai area Kapal operasional dan 11 kantor cabang PELNI.

As part of its continuous improvement in product and service quality, PELNI conducts customer satisfaction measurement with an independent external party, PT Surveyor Indonesia. PELNI Customer Satisfaction Survey 2025 measures the service performance provided by PELNI, particularly in passenger services. The objectives of the Company's Customer Satisfaction Survey 2025 are as follows:

1. To measure the level of satisfaction and dissatisfaction of PELNI ship customers;
2. To measure the level of loyalty and engagement of PELNI ship customers;
3. To identify crucial points in the customer journey that influence customer experience and perception; and
4. To make recommendations for improving PELNI passenger services.

Customer satisfaction survey by distributing questionnaires in various operational areas of the ship and 11 branch offices of PELNI.

HASIL SURVEY KEPUASAN PELANGGAN

Pada tahun 2025, Indeks Kepuasan Pelanggan (IKP) PELNI tercatat berada 4,19 dari skala 5 atau 83,80 pada skala 100, yang termasuk dalam kategori puas. Hasil ini menunjukkan bahwa secara umum layanan PELNI telah mampu memenuhi harapan pelanggan. Di antara seluruh tahap perjalanan, tahap *on board* atau layanan di atas kapal memiliki tingkat kepuasan tertinggi dibandingkan tahap lainnya, yang menandakan pentingnya kualitas layanan selama perjalanan berlangsung. Selain itu, untuk Indeks Kepuasan Pelanggan (IKP) Cabang PELNI Tahun 2025 secara keseluruhan tercatat sebesar 4,10 pada skala 5 atau setara dengan 82,00 pada skala 100, dan termasuk dalam kategori puas. Hasil ini menunjukkan bahwa layanan Cabang PELNI secara umum telah mampu memenuhi harapan pelanggan, dengan pelanggan kelas 3 mencatatkan tingkat kepuasan tertinggi dibandingkan kelas lainnya.

Secara lebih rinci, hasil indeks kepuasan penumpang kapal disajikan pada tabel berikut.

CUSTOMER SATISFACTION SURVEY RESULTS

In 2025, the Company's Consumer Satisfaction Index (IKK) was 4.19 on a scale of 5, or 83.80 on a scale of 100, indicating satisfaction. These results indicate that PELNI's services have generally met customer expectations. Among all stages of the journey, the onboard service stage has the highest satisfaction rate, underscoring the importance of service quality throughout the journey. Furthermore, the overall Customer Satisfaction Index (IKP) for PELNI Branches in 2025 was recorded at 4.10 on a scale of 5, equivalent to 82.00 on a scale of 100, and falls into the satisfied category. These results indicate that PELNI Branch services have generally met customer expectations, with Class 3 customers recording the highest satisfaction levels.

More detailed results of the passenger satisfaction index are presented in the following table.

No	Atribut Layanan Service Attributes	Indeks Kepuasan Satisfaction Index		
		Rata-rata Average (Mean)		TTB
		Skala 5 Scale of 5	Skala 100 Scale of 100	
Keseluruhan Overall		**4,10**	**82,00**	**85,40%**
A	***Ticketing***	**4,02**	**80,04**	**82,18%**
1	Fitur pembelian tiket *online* mudah digunakan. The online ticket purchasing feature is easy to use.	3,97	79,40	79,49%
2	Proses transaksi *online* berlangsung aman dan lancar. The online transaction process is secure and smooth.	3,99	79,80	80,70%
3	Sistem pembayaran digital (QRIS, *virtual account*, kartu debit/kredit) berfungsi dengan baik. The digital payment system (QRIS, virtual account, debit/credit card) functions well.	4,07	81,40	84,55%
4	Rasa aman bertransaksi di kanal digital resmi PELNI. Feel secure when transacting on PELNI's official digital channels.	4,11	82,20	83,74%
B	**Layanan Informasi** **Information Services**	**3,93**	**78,60**	**80,46%**
1	*Website* PELNI mudah diakses tanpa kendala teknis. The PELNI website is easy to access and free of technical issues.	3,95	79,00	79,31%
2	Informasi jadwal dan tarif di *website* PELNI akurat dan lengkap. The schedule and fare information on the PELNI website is accurate and complete.	4,04	80,80	83,76%
3	Petugas *Contact Center* (Telepon/WhatsApp) cepat merespons pertanyaan saya. The Contact Center staff (phone/WhatsApp) responded quickly to my inquiries.	3,94	78,80	78,43%
4	Informasi dari *Contact Center* jelas dan membantu menyelesaikan masalah saya. The information provided by the Contact Center was clear and helpful in resolving my issues.	3,94	78,80	78,22%
5	*Website* dan aplikasi PELNI menampilkan informasi keluhan dan tindak lanjutnya. The PELNI website and app display information about complaints and their follow-up.	3,93	78,60	78,50%
6	Aplikasi PELNI *Mobile* memberikan pengalaman pengguna yang baik (*user friendly*). The PELNI Mobile app provides a user-friendly experience.	4,04	80,80	83,78%
7	Pembaruan informasi *delay* atau perubahan jadwal tersedia secara *real-time*. Updates on delays and schedule changes are available in real time.	3,91	78,20	80,00%
8	PELNI menyediakan saluran komunikasi digital yang responsif (*chatbot*, media sosial). PELNI provides responsive digital communication channels (chatbots, social media).	3,92	78,40	77,78%
9	*Website* dan aplikasi PELNI menyediakan notifikasi otomatis (*delay*, perubahan jadwal). The PELNI website and app provide automatic notifications (delays and schedule changes).	3,95	79,00	79,09%
10	Integrasi informasi tiket, jadwal, dan promo di aplikasi PELNI mudah dipahami. The integration of ticket information, schedules, and promotions within the PELNI app is easy to understand.	4,02	80,40	84,80%

No	Atribut Layanan Service Attributes	Indeks Kepuasan Satisfaction Index		
		Rata-rata Average (Mean)		TTB
		Skala 5 Scale of 5	Skala 100 Scale of 100	
C	**Layanan di Cabang (Loket)** **Service at the Branch (Counter)**	**4,17**	**83,40**	**87,74%**
1	Petugas Loket menyambut dengan sikap ramah dan 5S (Senyum, Salam, Sapa, Sopan, dan Santun). Counter staff greeted us with a friendly attitude and practiced the 5S (Smile, Greet, Say Hello, Be Polite, and Courteous).	4,25	85,00	89,04%
2	Penampilan petugas (seragam dan atribut) terlihat rapi dan sesuai standar. Staff appearance (uniforms and attire) was neat and up to standard.	4,30	86,00	93,88%
3	Petugas melayani dengan sopan tanpa membeda-bedakan. Staff served us politely without discrimination.	4,32	86,40	93,20%
4	Petugas menyampaikan informasi layanan dengan jelas, tepat, dan lengkap. Staff provided clear, accurate, and complete service information.	4,27	85,40	92,52%
5	Petugas bersikap *helpful* dan sangat membantu dalam pemesanan tiket. The staff was very helpful in booking tickets.	4,26	85,20	90,48%
6	Petugas bersikap *helpful* dan sangat membantu dalam pemesanan tiket *add on*. The staff was very helpful in ordering add-on tickets.	4,25	85,00	90,34%
7	Petugas memberikan informasi tentang layanan di atas kapal (berbayar maupun gratis). The staff provided information about onboard services (both paid and free of charge).	4,15	83,00	87,59%
8	Petugas mampu menangani keluhan dengan baik dan solutif. The staff handled complaints effectively and provided solutions.	4,19	83,80	89,58%
9	Petugas memberikan edukasi mengenai alternatif *channel* pembelian tiket (PELNI *Mobile*, *website* PELNI, mitra perbankan, dan lain - lain). The staff provided education on alternative ticket purchasing channels (PELNI Mobile, the PELNI website, banking partners, etc.).	4,12	82,40	86,81%
10	Petugas tetap fokus melayani tanpa melakukan aktivitas lain saat berada di loket. The staff remained focused on serving passengers without engaging in other activities while at the ticket counter.	4,21	84,20	90,34%
11	Petugas menjelaskan syarat, ketentuan, dan fasilitas layanan dengan jelas. The staff clearly explained the terms, conditions, and service facilities.	4,15	83,00	87,67%
12	Sikap dan pelayanan petugas. The staff's attitude and service.	4,21	84,20	89,04%
13	Ruang tunggu bersih dan nyaman. The waiting room was clean and comfortable.	4,18	83,60	89,12%
14	Toilet pelanggan bersih, layak digunakan, dan dilengkapi perlengkapan (*tissue*, sabun, tempat sampah). Customer restrooms are clean, usable, and well-stocked (tissues, soap, and trash cans).	4,00	80,00	81,68%
15	Mesin antrean dan monitor antrean berfungsi dengan baik. The queue machines and queue monitors are functioning properly.	4,06	81,20	82,52%
16	Area parkir di depan kantor cabang memadai dan mudah diakses. Parking in front of the branch office is adequate and easily accessible.	4,10	82,00	86,11%

No	Atribut Layanan Service Attributes	Indeks Kepuasan Satisfaction Index		
		Rata-rata Average (Mean)		TTB
		Skala 5 Scale of 5	Skala 100 Scale of 100	
17	Informasi jadwal kapal (papan informasi/TV) mudah dibaca dan selalu diperbarui. Ship schedule information (boards/TV) is easy to read and always up to date.	4,12	82,40	85,71%
18	Tersedianya meja pengisian formulir pelayanan dan mudah diakses. Service form-filling tables are readily available and easily accessible.	4,16	83,20	90,48%
19	Tersedianya musholla dalam kondisi layak digunakan. A prayer room is available and in good condition.	3,74	74,80	64,23%
20	Fasilitas yang tersedia. Facilities are available.	4,19	83,80	87,76%
21	Harga tiket PELNI sebanding dengan layanan yang diterima. The price of a PELNI ticket is commensurate with the service received.	4,15	83,00	89,80%

Indeks Kepuasan Penumpang Kapal (Keseluruhan)

Passenger Satisfaction Index (Overall)

No	Dimensi Layanan Service Dimension	Indeks Kepuasan Satisfaction Index			
		Metode Rata-rata Average Method			Metode *Top Two Boxes* Top Two Boxes Method
		Skala 5 Scale of 5	Skala 100 Scale of 100	Kategori Category	
Keseluruhan **Overall**		**4,19**	**83,8**	**Puas** **Satisfied**	**88,97%**
1	*Pre On Board*	4,16	83,2	Puas Satisfied	87,26%
2	*On Board*	4,22	84,4	Sangat Puas Very Satisfied	90,22%
3	*Post On Board*	4,21	84,2	Sangat Puas Very Satisfied	90,62%

Indeks Kepuasan Penumpang (Keseluruhan) Tahun 2023-2025

Passenger Satisfaction Index (Overall) 2023–2025

Indeks Kepuasan Penumpang Passenger Satisfaction Index	2025	2024	2023
Nilai Indeks Index Value	4,19	4,05	4,05

Tingkat kepuasan pelanggan sepanjang *customer journey* menunjukkan tren yang stabil dan cenderung meningkat, dimulai dari layanan informasi (4,12) dan *ticketing* (4,13) pada tahap *pre-on board*, kemudian naik pada layanan di pelabuhan asal (4,18) hingga mencapai titik tertinggi pada layanan di kapal (4,22) saat *on board*, sebelum

The level of customer satisfaction throughout the customer journey shows a stable and increasing trend, starting from information services (4.12) and ticketing (4.13) at the pre-on board stage, then increasing at the service at the port of origin (4.18) until reaching the highest point at the service on board (4.22) at the on

sedikit menurun namun tetap tinggi pada layanan di pelabuhan tujuan (4,21) pada tahap *post-on board*. Pola ini mengindikasikan bahwa pengalaman pelanggan selama perjalanan berlangsung sangat positif, dengan kualitas layanan di atas kapal menjadi faktor utama yang mendorong tingkat kepuasan secara keseluruhan. Dibandingkan dengan tahun sebelumnya, Indeks Kepuasan Pelanggan (IKP) tahun 2025 meningkat menjadi 4,19, dari 4,05 pada tahun 2024. Capaian tersebut menunjukkan bahwa tingkat kepuasan pelanggan tetap berada dalam kategori "Puas".

Selain implementasi survei kepuasan pelanggan, Perseroan juga secara aktif membangun hubungan jangka panjang dengan pelanggan dan mitra melalui kegiatan *Customer Appreciation Night*, forum dialog, serta kerja sama berkelanjutan dengan mitra logistik dan komunitas lokal. Seluruh masukan pelanggan dan pemangku kepentingan menjadi dasar evaluasi dan perbaikan berkelanjutan atas produk dan jasa Perseroan.

board stage, before decreasing slightly but remaining high at the service at the port of destination (4.21) at the post-on board stage. This pattern indicates that the customer experience throughout the journey was very positive, with the quality of service on board as the main driver of overall satisfaction. Compared to the previous year, the Customer Satisfaction Index (IKP) for 2025 rose to 4.19 from 4.05 in 2024. This achievement indicates that the level of customer satisfaction remains in the "Satisfied" category.

In addition to implementing customer satisfaction surveys, the Company actively builds long-term relationships with customers and partners through Customer Appreciation Nights, dialogue forums, and ongoing collaboration with logistics partners and local communities. All customer and stakeholder feedback serves as the basis for evaluating and continuously improving the Company's products and services.

11



INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)


PELNI
KM. KELUD
PELNI We Connect, We Unify.
KELUD

TATA KELOLA KEBERLANJUTAN
SUSTAINABILITY GOVERNANCE

PELNI meyakini bahwa tata kelola keberlanjutan yang efektif merupakan fondasi penting dalam mendukung pertumbuhan usaha yang berkelanjutan dan penciptaan nilai jangka panjang. Oleh karena itu, Perseroan mengintegrasikan prinsip-prinsip keberlanjutan ke dalam strategi bisnis, proses pengambilan keputusan, serta pengelolaan risiko dan peluang yang relevan dengan aspek ekonomi, sosial, dan lingkungan.

Penerapan tata kelola keberlanjutan dilakukan melalui struktur organisasi yang jelas, pembagian peran dan tanggung jawab yang terdefinisi, serta mekanisme pengawasan yang memadai. Melalui pendekatan ini, Perseroan memastikan bahwa komitmen keberlanjutan diterapkan secara konsisten di seluruh lini operasional, sejalan dengan tujuan perusahaan, harapan pemangku kepentingan, dan agenda pembangunan berkelanjutan.

Tata Kelola Keberlanjutan & Iklim

Sebagai perusahaan pelayaran nasional yang memiliki peran strategis dalam mendukung konektivitas dan pembangunan berkelanjutan di Indonesia, PELNI terus memperkuat tata kelola keberlanjutan sebagai landasan dalam menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan. Sejalan dengan pendekatan *double materiality*, Perseroan tidak hanya mempertimbangkan dampak aspek lingkungan, sosial, dan tata kelola (ESG) terhadap kinerja dan keberlangsungan usaha, tetapi juga mengelola dampak operasional dan aktivitas bisnis Perseroan terhadap masyarakat, lingkungan, dan perekonomian.

PELNI melakukan pengelolaan isu iklim menjadi bagian dari pengelolaan manajemen risiko Perseroan. Salah satunya yaitu dampak yang diakibatkan dari perubahan iklim terhadap operasional pelayaran perusahaan seperti terjadinya cuaca yang buruk dan mengakibatkan terjadinya gelombang tinggi di laut yang mempengaruhi terhadap operasional armada kapal perusahaan dimana akan berdampak kepada terjadinya kecelakaan kapal. Maka diperlukannya strategi manajemen risiko yang handal untuk mengantisipasi risiko fisik yang terjadi. Perseroan melakukan strategi *sharing risk* bekerja sama dengan pihak asuransi.

Lalu pada tahun 2025, PELNI dalam melakukan pengungkapan perubahan iklim juga telah menyusun tata kelola inventarisasi emisi gas rumah kaca yang mencakup *scope* 1 dan *scope* 2 dengan membuat pedoman inventarisasi emisi gas rumah kaca PELNI, melakukan

PELNI believes that effective sustainability governance is a critical foundation for supporting sustainable business growth and long-term value creation. Therefore, the Company integrates sustainability principles into its business strategy, decision-making, and risk and opportunity management related to economic, social, and environmental aspects.

Sustainability governance is implemented through a clear organizational structure, defined roles and responsibilities, and adequate oversight mechanisms. Through this approach, the Company ensures that sustainability commitments are consistently implemented across all operational lines, in line with the company's objectives, stakeholder expectations, and the sustainable development agenda.

Sustainability and Climate Governance

As a national shipping company with a strategic role in supporting connectivity and sustainable development in Indonesia, PELNI continues to strengthen its sustainability governance as a foundation for creating long-term value for all stakeholders. In line with its double materiality approach, the Company not only considers the impact of environmental, social, and governance (ESG) aspects on business performance and sustainability, but also manages the impact of its operations and business activities on society, the environment, and the economy.

PELNI manages climate issues as part of its corporate risk management. One example is the impact of climate change on the company's shipping operations, such as severe weather and high seas, which can disrupt fleet operations and potentially lead to ship accidents. Therefore, a robust risk management strategy is needed to anticipate potential physical risks. The Company implements a risk-sharing strategy in collaboration with insurance companies.

In disclosing climate change, PELNI also compiled a greenhouse gas emission inventory governance in 2025, covering scope 1 and scope 2 by creating guidelines for PELNI's greenhouse gas emission inventory, calculating scope 1 and scope 2 emissions resulting from the

perhitungan emisi *scope* 1 dan *scope* 2 yang dihasilkan dari aktivitas operasional Perseroan menggunakan metodologi yang diakui secara internasional seperti *Greenhouse* Gas (GHG) *Protocol* dan ISO 14064-1:2018 hingga membuat *roadmap* dekarbonisasi Perseroan.

Di samping pengelolaan risiko, PELNI juga mencoba mengidentifikasi peluang yang muncul dari pengelolaan manajemen iklim seperti peluang efisiensi dari konsumsi energi Perseroan beserta turunnya biaya dari pembelian dan konsumsi energi. Peluang transisi menuju energi baru terbarukan yang lebih ramah lingkungan. Dengan mengintegrasikan aspek keberlanjutan ke dalam strategi bisnis, Perseroan berkomitmen untuk meningkatkan daya saing serta menciptakan nilai jangka panjang yang inklusif bagi seluruh pemangku kepentingan.

Peran Dewan Komisaris dan Direksi

Tata kelola yang efektif merupakan fondasi utama dalam pengelolaan risiko dan peluang keberlanjutan yang dapat mempengaruhi kinerja serta penciptaan nilai jangka panjang Perseroan. Dewan Komisaris dan Direksi memiliki peran strategis dalam memastikan bahwa isu-isu keberlanjutan, termasuk risiko dan peluang terkait iklim, terintegrasi dalam proses pengambilan keputusan, pengawasan, serta perencanaan bisnis Perseroan.

Fungsi pengawasan terhadap keberlanjutan dan iklim dilakukan oleh Dewan Komisaris dengan dibantu oleh Komite Pemantau Risiko dan Komite Tata Kelola Terintegrasi. Komite Pemantau Risiko merupakan bagian dari upaya PELNI untuk memperkuat praktik pengawasan terhadap kebijakan dan sistem manajemen risiko di Perseroan sebagai bagian dari implementasi. Termasuk dalam pengelolaan target risiko dan peluang ESG Perseroan. Diperkuat dengan fungsi Komite Tata Kelola Terintegrasi untuk mengawasi pelaksanaan tugas dan tanggung jawab Direksi Perseroan serta memberikan arahan atau nasihat dalam setiap pelaksanaan aktivitas operasional yang berbasis dengan prinsip-prinsip ESG PELNI.

Peran dan tanggung jawab aktivitas dan implementasi operasional dan inisiatif topik-topik berkelanjutan ada dan melekat pada masing-masing direktur dan unit atau divisi di bawahnya. Akan tetapi peran dan tanggung jawab dalam mengkonsolidasikan dan memonitor berada pada Direktur Keuangan & Manajemen Risiko. Peran dan tanggung jawab dalam mengelola risiko dan peluang

Company's operational activities using internationally recognized methodologies such as the Greenhouse Gas (GHG) Protocol and ISO 14064-1:2018, to create the Company's decarbonization roadmap.

Besides risk management, PELNI also seeks to identify opportunities arising from climate management, such as efficiency gains in the Company's energy consumption and reduced costs for energy purchasing and consumption. This also presents opportunities for transitioning to more environmentally friendly renewable energy sources. By integrating sustainability into its business strategy, the Company is committed to enhancing competitiveness and creating inclusive long-term value for all stakeholders.

Role of the Board of Commissioners and Directors

Effective governance is a key foundation for managing sustainability risks and opportunities that can impact the Company's long-term performance and value creation. The Board of Commissioners and Board of Directors have a strategic role in ensuring that sustainability issues, including climate-related risks and opportunities, are integrated into the Company's decision-making, monitoring, and business planning processes.

The Board of Commissioners oversees sustainability and climate change, assisted by the Risk Monitoring Committee and the Integrated Governance Committee. The Risk Monitoring Committee is part of PELNI's efforts to strengthen oversight of its risk management policies and systems during implementation. This includes managing the Company's ESG risk targets and opportunities. This is further strengthened by the Integrated Governance Committee's oversight of the implementation of the Directors' duties and responsibilities, and its provision of guidance and advice on all operational activities in line with the Company's ESG principles.

The roles and responsibilities for operational activities, their implementation, and initiatives on sustainable topics are inherent to each Director and to the units or divisions under that Director. However, the role and responsibility for consolidating and monitoring rest with the Director of Finance & Risk Management, including managing risks and opportunities related to climate,

terkait iklim, energi, emisi, limbah, dan topik-topik berkelanjutan perusahaan. Komitmen Direksi diperkuat dengan dibentuknya Komite Sustainability dengan Keputusan Direksi Nomor: 05.09/02/SK/HKO.01/2025 tentang Komite Sustainability PT PELNI (Persero).

Struktur Organisasi ESG

Dalam implementasi IFRS S1 dan IFRS S2, struktur organisasi ESG menjadi pondasi penting untuk memastikan tata kelola keberlanjutan berjalan secara efektif. Struktur yang jelas membantu perusahaan menetapkan peran, tanggung jawab, serta mekanisme pengambilan keputusan terkait isu lingkungan, sosial, dan tata kelola (ESG), sehingga pengelolaan risiko dan peluang keberlanjutan dapat terintegrasi dengan strategi bisnis Perseroan. Dalam pengelolaan isu-isu keberlanjutan dan ESG di PT PELNI (Persero) dijalankan dan dikelola oleh satu unit departemen pengelolaan lingkungan, sosial dan tata kelola (ESG) dibawah unit Divisi Manajemen Risiko & ESG. Struktur organisasi tersebut berdasarkan Surat Keputusan Direksi Nomor: 01.30/01/SK/HKO.01/2025 Tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat Di PT PELNI (Persero). Adapun fungsi dari Departemen Pengelolaan ESG yaitu menyiapkan konsep infrastruktur dan rencana kerja jangka panjang, menengah dan pendek inisiatif-inisiatif strategis perusahaan yang mengedepankan penerapan aspek lingkungan, sosial dan tata kelola.

Kompetensi dan Pelatihan ESG

Penerapan ESG yang efektif memerlukan sumber daya manusia yang memiliki kompetensi, pemahaman, dan kemampuan yang memadai dalam mengelola isu keberlanjutan. Sejalan dengan prinsip tata kelola dalam IFRS S1 dan IFRS S2, Perseroan perlu memastikan bahwa anggota Dewan Komisaris, Direksi, manajemen, dan fungsi terkait memperoleh pelatihan yang relevan serta pengembangan kompetensi secara berkelanjutan untuk mendukung pengambilan keputusan yang tepat terkait risiko dan peluang keberlanjutan.

PELNI memberikan pelatihan kepada Dewan Komisaris, Direksi dan juga karyawan untuk meningkatkan kemampuan dan kompetensi yang berkaitan dengan implementasi dari IFRS S1 & S2 di Perseroan.

energy, emissions, waste, and the company's sustainable topics. The Directors' commitment is strengthened by the establishment of the Sustainability Committee through the Directors' Decree Number 05.09/02/SK/HKO.01/2025 concerning the PT PELNI (Persero) Sustainability Committee.

ESG Organizational Structure

In implementing IFRS S1 and IFRS S2, the ESG organizational structure is a critical foundation for effective sustainability governance. A clear structure helps the company define roles, responsibilities, and decision-making mechanisms for environmental, social, and governance (ESG) issues, enabling sustainability risks and opportunities to be integrated with the Company's business strategy. The management of sustainability and ESG issues at PT PELNI (Persero) is led by a single environmental, social, and governance (ESG) department within the Risk Management & ESG Division. This organizational structure is based on Board of Directors Decree Number 01.30/01/SK/HKO.01/2025 concerning the Organizational Structure, Main Duties, and Functions of the Head Office at PT PELNI (Persero). The ESG Management Department's function is to prepare infrastructure concepts and long-term, medium-term, and short-term work plans for the company's strategic initiatives that prioritize the implementation of environmental, social, and governance principles.

ESG Competence and Training

Effective ESG implementation requires human resources with adequate competence, understanding, and capabilities to manage sustainability issues. In line with the governance principles in IFRS S1 and IFRS S2, the Company is required to ensure that members of Board of Commissioners, Directors, management, and related functions receive relevant training and continuous competency development to support informed decision-making regarding sustainability risks and opportunities.

PELNI provides training for its Board of Commissioners, Directors, and employees to enhance their skills and competencies in implementing IFRS S1 and S2 within the Company.

STRATEGI TERKAIT KEBERLANJUTAN
SUSTAINABILITY-RELATED STRATEGIES

Strategi terkait keberlanjutan merupakan bagian integral dari strategi bisnis Perseroan dalam menciptakan nilai jangka panjang sekaligus merespons risiko dan peluang yang muncul akibat perubahan lingkungan, sosial, dan tata kelola. Sejalan dengan prinsip IFRS S1 dan IFRS S2 Perseroan perlu mengintegrasikan aspek keberlanjutan ke dalam proses perencanaan dan pengambilan keputusan strategis. PELNI yang bergerak di dunia industri maritim, membuat strategi keberlanjutan diselaraskan dengan kebijakan dan strategi IMO (*International Maritime Organization*) khususnya dalam mendukung dekarbonisasi sektor pelayaran, peningkatan efisiensi energi, serta pencapaian target pengurangan emisi gas rumah kaca secara bertahap menuju operasional yang lebih berkelanjutan.

Pengelolaan dampak lingkungan dari aktivitas operasional pelayaran yang berkelanjutan, PELNI mengadopsi pendekatan dari GRI (*Global Reporting Initiative*) dan SASB (*Sustainability Accounting Standards Board*). Adapun dari GRI yaitu sebagai berikut:
1. *Energy;*
2. *Emissions;*
3. *Waste.*

Adopsi dari SASB yaitu sebagai berikut:
1. GHG *Emissions ;*
2. *Energy Management;*
3. *Waste & Wastewater Management;*
4. *Employee Health & Safety;*
5. *Product Quality & Safety.*

Materiality Framework & Assessment

PT PELNI (Persero) secara berkala melakukan penilaian materialitas untuk mengidentifikasi, mengevaluasi, dan memprioritaskan isu-isu keberlanjutan yang paling relevan bagi Perseroan dan para pemangku kepentingan. Proses ini menjadi landasan dalam penyusunan strategi keberlanjutan, pengelolaan risiko dan peluang, serta penyampaian informasi yang transparan dan akuntabel dalam laporan keberlanjutan.

Adapun mengenai *Materiality Framework & Assessment*, PT PELNI (Persero) telah mengaturnya di dalam suatu pedoman yaitu dengan Surat Keputusan Direksi Nomor: 10.30/01/SK/HKO.01/2025 Tentang Pedoman Lingkungan (*Environmental*), Sosial (*Social*), Dan Tata Kelola (*Governance*) (ESG) PT PELNI (Persero).

Sustainability-related strategies are an integral part of the Company's business strategy, creating long-term value while responding to risks and opportunities arising from environmental, social, and governance changes. In line with the principles of IFRS S1 and IFRS S2, the Company is required to integrate sustainability aspects into its strategic planning and decision-making. PELNI, which operates in the maritime industry, has developed a sustainability strategy aligned with IMO (International Maritime Organization) policies and strategies, specifically supporting the decarbonization of the shipping sector, increasing energy efficiency, and achieving targets for gradually reducing greenhouse gas emissions to support more sustainable operations.

To manage the environmental impact of sustainable shipping operations, PELNI has adopted the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) frameworks. The GRI standards are as follows:
1. Energy;
2. Emissions;
3. Waste.

The SASB standards are as follows:
1. GHG Emissions;
2. Energy Management;
3. Waste & Wastewater Management;
4. Employee Health & Safety;
5. Product Quality & Safety.

Materiality Framework & Assessment

PT PELNI (Persero) regularly conducts materiality assessments to identify, evaluate, and prioritize the sustainability issues most relevant to the Company and its stakeholders. This process serves as the foundation for developing sustainability strategies, managing risks and opportunities, and delivering transparent and accountable information in sustainability reports.

Regarding the Materiality Framework & Assessment, PT PELNI (Persero) has regulated it through a guideline, namely the Directors' Decree Number 10.30/01/SK/HKO.01/2025 concerning the Environmental, Social, and Governance (ESG) Guidelines of PT PELNI (Persero).

Assessment untuk menetapkan *Materiality Framework* yaitu:
1. Mengacu pada standar ESG *International* seperti *Global Reporting Initiative* (GRI) dan *Sustainability Accounting Standards Board* (SASB);
2. Melibatkan ESG *Raters* seperti MSCI dan *Sustainalytics* untuk mendapatkan perspektif penilaian keberlanjutan; serta
3. Menganalisis topik material dari perusahaan pelayaran atau logistik lain yang sejenis untuk memahami praktik terbaik di industri.

Strategi Perubahan Iklim

Sejalan dengan komitmen terhadap pembangunan berkelanjutan dan transisi menuju ekonomi rendah karbon, PELNI mengintegrasikan pertimbangan terkait iklim ke dalam perencanaan strategis, pengelolaan risiko, serta pengambilan keputusan bisnis. Strategi perubahan iklim Perseroan dirancang untuk meningkatkan ketahanan operasional, mendukung efisiensi energi dan pengurangan emisi gas rumah kaca, serta memastikan keberlangsungan layanan yang andal bagi masyarakat dan pemangku kepentingan di masa mendatang.

Perseroan telah menyusun *roadmap* strategi penurunan emisi gas rumah kaca sampai dengan tahun 2029. Dimana strategi tersebut dibuat dengan menetapkan landasan dengan 5 (lima) pilar utama sebagai berikut:
1. Peningkatan efisiensi energi dan optimalisasi trayek pelayaran;
2. Transisi ke bahan bakar rendah emisi seperti bio-diesel (B40);
3. Elektrifikasi rute pendek dan pemanfaatan *shore-connection* di pelabuhan;
4. Digitalisasi sistem pelaporan emisi baik dari sektor pelayaran dan perkantoran; serta
5. Kompensasi emisi karbon yang dihasilkan melalui proyek berbasis alam.

Analisis Skenario Perubahan Iklim

Analisis skenario perubahan iklim yang dilakukan PT PELNI (Persero) mengacu pada berbagai proyeksi iklim global untuk mengidentifikasi potensi risiko dan peluang yang dapat mempengaruhi operasional, layanan transportasi laut, serta ketahanan bisnis Perseroan di masa mendatang. Pendekatan ini membantu Perseroan memahami implikasi perubahan iklim terhadap aktivitas pelayaran, infrastruktur pendukung, biaya operasional, dan strategi bisnis jangka panjang dalam berbagai tingkat ambisi mitigasi global.

The assessment to establish the Materiality Framework includes:
1. Referring to international ESG standards such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB);
2. Involving ESG Raters such as MSCI and Sustainalytics to gain perspective on sustainability assessments; and
3. Analyze material topics from other similar shipping or logistics companies to understand best practices in the industry.

Climate Change Strategy

In line with its commitment to sustainable development and the transition to a low-carbon economy, PELNI integrates climate-related considerations into strategic planning, risk management, and business decision-making. The Company's climate change strategy is designed to enhance operational resilience, support energy efficiency and greenhouse gas emission reduction, and ensure the continuity of reliable services for the community and stakeholders into the future.

The Company has developed a strategic roadmap to reduce greenhouse gas emissions through 2029. This strategy is based on 5 (five) main pillars:

1. Increasing energy efficiency and optimizing shipping routes;
2. Transitioning to low-emission fuels such as biodiesel (B40);
3. Electrifying short routes and utilizing shore connections at ports;
4. Digitizing the emissions reporting system for both the shipping and office sectors; and
5. Offsetting carbon emissions through nature-based projects.

Climate Change Scenario Analysis

PT PELNI (Persero)'s climate change scenario analysis draws on various global climate projections to identify potential risks and opportunities that could impact the Company's future operations, maritime transportation services, and business resilience. This approach helps the Company understand the implications of climate change on shipping activities, supporting infrastructure, operational costs, and long-term business strategies at various levels of global mitigation ambition.

Dalam asumsi upaya minimum, Perseroan menggunakan skenario RCP 4.5 yang memproyeksikan kenaikan suhu global sekitar 2,4°C hingga 3,2°C pada akhir abad ke-21. Skenario ini mencerminkan tingkat mitigasi menengah, di mana upaya pengurangan emisi dilakukan secara bertahap namun belum cukup untuk mencapai target pembatasan kenaikan suhu global yang lebih ambisius. Dalam kondisi ini, Perseroan berpotensi menghadapi peningkatan risiko fisik akibat cuaca ekstrem, kenaikan muka air laut, serta gangguan terhadap operasional pelayaran dan infrastruktur pelabuhan.

In the minimum effort assumption, the Company uses the RCP 4.5 scenario, which projects a global temperature increase of approximately 2.4°C to 3.2°C by the end of the 21st century. This scenario reflects a medium level of mitigation, with gradual emissions reductions that are insufficient to achieve the more ambitious target of limiting global temperature rise. Under these conditions, the Company may face increased physical risks from extreme weather, sea-level rise, and disruptions to shipping operations and port infrastructure.

RISIKO & PELUANG TERKAIT KEBERLANJUTAN
SUSTAINABILITY-RELATED RISKS & OPPORTUNITIES

PT PELNI (Persero) menyadari bahwa isu keberlanjutan, termasuk perubahan iklim, perkembangan regulasi, dinamika sosial, serta perubahan ekspektasi pemangku kepentingan, dapat menghadirkan berbagai risiko sekaligus peluang yang mempengaruhi kinerja dan keberlanjutan usaha Perseroan. Oleh karena itu, Perseroan secara proaktif melakukan identifikasi, penilaian, dan pengelolaan risiko serta peluang keberlanjutan yang relevan dengan seluruh aktivitas operasional dan rantai nilai perusahaan. Upaya ini dilakukan untuk memastikan kesiapan Perseroan dalam menghadapi perubahan lingkungan bisnis sekaligus mendukung pencapaian tujuan jangka panjang yang berkelanjutan.

PT PELNI (Persero) recognizes that sustainability issues, including climate change, regulatory developments, social dynamics, and changing stakeholder expectations, can pose risks and opportunities that affect the Company's performance and business sustainability. Therefore, the Company proactively identifies, assesses, and manages sustainability risks and opportunities relevant to all operational activities and the company's value chain. These efforts are undertaken to ensure the Company's readiness to face changes in the business environment while supporting the achievement of long-term sustainable goals.

Dalam proses identifikasi tersebut, Perseroan mengevaluasi risiko dan peluang yang berkaitan dengan aspek lingkungan, sosial, dan tata kelola (ESG), termasuk risiko fisik dan transisi terkait perubahan iklim. Selain memetakan potensi dampak yang dapat mempengaruhi operasional dan kinerja perusahaan, PELNI juga mengidentifikasi berbagai peluang strategis yang dapat mendorong peningkatan efisiensi operasional, penguatan layanan, inovasi bisnis, serta penciptaan nilai jangka panjang bagi para pemangku kepentingan.

In this identification process, the Company evaluates risks and opportunities across environmental, social, and governance (ESG) factors, including physical and transition risks related to climate change. Apart from mapping potential impacts on the company's operations and performance, PELNI also identified various strategic opportunities to increase operational efficiency, strengthen services, drive business innovation, and create long-term value for stakeholders.

Metode Identifikasi Risiko & Peluang

Dalam mengidentifikasi risiko dan peluang keberlanjutan, PELNI menggunakan pendekatan yang komprehensif dengan melibatkan berbagai perspektif serta keahlian lintas fungsi untuk memastikan seluruh aspek operasional dan rantai nilai perusahaan dapat dianalisis secara menyeluruh. Pendekatan ini tidak hanya berfokus pada dampak terhadap kinerja bisnis, tetapi juga mempertimbangkan implikasi terhadap keberlanjutan jangka panjang Perseroan. Hasil analisis kemudian digunakan sebagai dasar dalam pengambilan keputusan strategis serta penguatan ketahanan bisnis Perseroan.

Dalam proses identifikasi tersebut, risiko keberlanjutan diklasifikasikan ke dalam dua kategori utama, yaitu risiko fisik dan risiko transisi yang terkait perubahan iklim. Selain itu, Perseroan juga menilai peluang yang muncul dari perkembangan kebijakan, teknologi, serta perubahan preferensi pemangku kepentingan yang dapat mendukung transformasi bisnis yang lebih berkelanjutan.

Risiko Fisik

Identifikasi risiko fisik dilakukan dengan menganalisis potensi dampak perubahan iklim terhadap seluruh wilayah operasional Perseroan, termasuk aktivitas pelayaran, pelabuhan singgah, serta fasilitas pendukung lainnya. Pendekatan ini memungkinkan Perseroan untuk memahami risiko yang ditimbulkan oleh kejadian cuaca ekstrem, peningkatan tinggi gelombang, perubahan pola angin, serta kenaikan muka air laut yang dapat mempengaruhi keselamatan pelayaran, keandalan jadwal operasional, dan kondisi aset Perseroan.

Risiko Transisi

Dalam memetakan risiko transisi, PELNI mengkaji potensi dampak yang timbul akibat perubahan kebijakan, regulasi, serta perkembangan pasar menuju ekonomi rendah karbon. Analisis ini mencakup peningkatan eksposur terhadap regulasi lingkungan yang lebih ketat, dorongan efisiensi energi, serta tuntutan pengurangan emisi gas rumah kaca di sektor transportasi laut. Selain itu, Perseroan juga memperhatikan dinamika pasar, termasuk perubahan preferensi pelanggan terhadap layanan transportasi yang lebih ramah lingkungan, serta perkembangan teknologi yang dapat mempengaruhi struktur biaya dan daya saing operasional.

Risk & Opportunity Identification Method

In identifying sustainability risks and opportunities, PELNI employs a comprehensive approach, involving multiple perspectives and cross-functional expertise to ensure a comprehensive analysis of all aspects of the Company's operations and value chain. This approach focuses not only on the impact on business performance but also considers the implications for the Company's long-term sustainability. The analysis results are then used as a basis for strategic decision-making and to strengthen the Company's business resilience.

During the identification process, sustainability risks are classified into two main categories: physical risks and transition risks related to climate change. Furthermore, the Company assesses opportunities arising from policy developments, technological advancements, and shifting stakeholder preferences to support a more sustainable business transformation.

Physical Risks

Physical risks are identified by analyzing the potential impacts of climate change across the Company's operational areas, including shipping activities, ports of call, and other supporting facilities. This approach enables the Company to understand the risks posed by extreme weather events, increased wave heights, changing wind patterns, and sea level rise, which could impact shipping safety, operational schedule reliability, and the condition of the Company's assets.

Transition Risk

In mapping transition risks, PELNI examines the potential impacts of policy changes, regulations, and market developments toward a low-carbon economy. This analysis includes increased exposure to stricter environmental regulations, energy efficiency initiatives, and demands for greenhouse gas emission reductions in the maritime transportation sector. Furthermore, the Company also considers market dynamics, including changing customer preferences for more environmentally friendly transportation services and technological developments that could impact cost structures and operational competitiveness.

METRIK DAN TARGET
METRICS AND TARGETS

Metrik dan target memberikan gambaran mengenai indikator kinerja keberlanjutan yang digunakan PELNI dalam mengukur pencapaian strategi dan komitmen keberlanjutan Perseroan. Metrik yang disajikan mencakup aspek lingkungan, sosial, dan tata kelola (ESG), termasuk indikator yang relevan dengan pengelolaan risiko dan peluang keberlanjutan serta kinerja operasional Perseroan.

Melalui penetapan target yang terukur dan selaras dengan strategi bisnis jangka panjang, PELNI berupaya memastikan bahwa setiap inisiatif keberlanjutan dapat dipantau secara sistematis, dievaluasi secara berkala, serta ditingkatkan efektivitasnya. Pendekatan ini juga mendukung transparansi kinerja serta memperkuat akuntabilitas Perseroan dalam mencapai pertumbuhan yang berkelanjutan dan penciptaan nilai bagi seluruh pemangku kepentingan.

Metrics and targets provide an overview of the sustainability performance indicators PELNI uses to measure the achievement of its sustainability strategy and commitments. The metrics presented cover environmental, social, and governance (ESG) aspects, including indicators relevant to the management of sustainability risks and opportunities, as well as the Company's operational performance.

By establishing measurable targets aligned with long-term business strategies, PELNI strives to ensure that every sustainability initiative can be systematically monitored, periodically evaluated, and its effectiveness improved. This approach also supports performance transparency and strengthens the Company's accountability in achieving sustainable growth and value creation for all stakeholders.

Emisi Gas Rumah Kaca - *Scope* 1 & 2

Pada tahun 2025, PT PELNI (Persero) secara sistematis telah melakukan inventarisasi emisi gas rumah kaca seperti perhitungan dan pelaporan emisi Gas Rumah Kaca (GRK) pada *Scope* 1 dan *Scope* 2. Pengelolaan emisi ini menjadi salah satu indikator utama dalam menilai kinerja keberlanjutan Perseroan, khususnya terkait efisiensi operasional dan kontribusi terhadap pengurangan dampak perubahan iklim.

PELNI telah menerbitkan Laporan Inventarisasi Emisi Gas Rumah Kaca sebanyak 2 (dua) kali yaitu untuk tahun 2024 dan tahun 2025. Laporan tersebut disusun berdasarkan standar internasional yang berlaku yaitu ISO 14064-1. Pada laporan tersebut perusahaan hanya mengungkapkan emisi dari *Scope* 1&2 saja belum termasuk *Scope* 3. Perseroan membagi sumber emisi dari 2 (dua) sumber yaitu emisi dari perkapalan dan emisi dari perkantoran. Emisi dari perkapalan bersumber dari seluruh kapal yang dioperasikan oleh PT PELNI (Persero). Kemudian emisi dari perkantoran bersumber dari unit-unit mesin yang berada di perkantoran dan dari pembelian listrik untuk aktivitas perkantoran.

Greenhouses Gas Emissions - Scope 1 & 2

In 2025, PT PELNI (Persero) systematically conducted an inventory of greenhouse gas (GHG) emissions, including calculating and reporting GHG emissions under Scopes 1 and 2. This emission management is one of the main indicators in assessing the Company's sustainability performance, particularly regarding operational efficiency and contribution to reducing the impact of climate change.

PELNI published the Greenhouse Gas Emission Inventory Report twice in 2024 and 2025. The reports were prepared in accordance with ISO 14064-1, the applicable international standard. In the report, the company disclosed only emissions from Scopes 1 & 2 and did not include Scope 3. The Company divided emissions into 2 (two) categories: shipping and offices. Emissions from shipping are from all ships operated by PT PELNI (Persero), while emissions from offices are from office equipment and from electricity purchased for office activities.

12



LAMPIRAN

Appendix


PELNI

DAFTAR PENGUNGKAPAN SESUAI PERATURAN OJK NO. 51/POJK.03/2017 TENTANG PENERAPAN KEUANGAN BERKELANJUTAN BAGI LEMBAGA JASA KEUANGAN, EMITEN, DAN PERUSAHAAN PUBLIK

[OJK G.1]

DISCLOSURE INDEX PER OJK REGULATION NO. 51/POJK.03/2017 ON THE IMPLEMENTATION OF SUSTAINABLE FINANCE FOR FINANCIAL SERVICES INSTITUTIONS, ISSUERS, AND PUBLIC COMPANIES [OJK G.4]

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N/A =Tidak relevan bagi Perusahaan, sebagaimana diatur dalam Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.
N/A = Irrelevant to the Company, as stipulated in OJK Circular Letter No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies

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INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS) S1 & S2 INDEX

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Independent Assurance Statement

To the management and stakeholders of PT Pelayaran Nasional Indonesia (Persero)

BATS Sustainability Assurer ('the assurer') was engaged by PT Pelayaran Nasional Indonesia (Persero) ('PELNI') to provide assurance in respect of its Sustainability Report 2025 ('the Report'). The assurance engagement was conducted by a team of qualified professionals specializing in sustainability, sustainability reporting, and independent assurance with certifications including Certified Sustainability Reporting Specialist (CSRS), Certified Sustainability Report Assurer (CSRA), and Associate Certified Sustainability Assurance Practitioner (ACSAP).

Independence

The assurer is independent of PELNI, having not been involved in the preparation of any key part of the Report. Nor were any services provided to PELNI during 2025 or through the date of this statement that could conflict with the independence of the assurance engagement.

Responsibility

PELNI is responsible for the preparation of the Report along with all the laws and regulatory compliance, data, information, and claims in the Report. This includes but is not limited to sustainability management targets, performance management, data collection, and other operational activities.

The engagement was not designed to detect error, fraud, or non-compliance with laws and regulations other than the disclosure requirements of POJK No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021, as described under Scope. The assurer expresses no conclusion on legal or regulatory compliance or on the legal status of the organization's assets, permits, or licenses. The purpose of this assurance engagement is to provide stakeholders with confidence regarding the reliability and accuracy of the Report in respect to sustainability information stated in the report. However, the assurer does not guarantee the completeness of all data presented in the report. The assurer's responsibility is to verify and express an independent conclusion based on available evidence on the agreed scope. The assurer's conclusions do not represent a comprehensive audit but serve to enhance the credibility of the report in respect of its sustainability aspects.

Scope

The scope of the assurance engagement includes the following:

- **Reporting period:** January 1, 2025 – December 31, 2025;
- **Subject matter:** sustainability data and information presented in the Report in respect of its material topics which include energy, emissions, waste, employment, occupational health and safety, local communities, training and education, diversity and equal opportunity, and customer satisfaction with selected and tested on a sampling basis;
- **Verification standard:** AA1000 Assurance Standard v3 (Type 2, Moderate Level); and
- **Criteria:** the disclosure requirements of Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021; the use of GRI Universal Standards 2021 and GRI Topic Standards for the In Accordance requirements; the use of SASB Marine Transportation; and AccountAbility Principles (2018).

Assurance Level and Type

This assurance engagement is conducted with a type 2 and moderate level of assurance based on AA1000 Assurance Standard v3 (AA1000AS v3) where the scope is limited to moderate-level verification based on document reviews, interviews, and sample data analysis.

Limitations

The assurer conducted the verification using sampling methodologies, which means that only the data samples requested by the assurer were subject to verification. To mitigate these limitations, the assurer cross-checked evidence obtained from requested data samples, interviews with key personnel, site visits, and clarification from management on any identified inconsistencies before forming its conclusions. Other than as described in the scope of engagement, the assurer did not perform assurance procedures on the remaining information, and accordingly, we do not express a conclusion on this information.

The assurer does not express any conclusion on financial data and figures for the current reporting period or previous reporting periods, with the assumption that the financial data and figures provided by PELNI have been audited by independent parties. Therefore, presentation of financial data and figures in the report is not within the scope of assurance.

Methodology

The following methodologies were applied to assess the specified sustainability data disclosed in the Report, as well as the systems and processes used to manage and report them:

1. **Review of Sustainability Reporting Management System**: Assess and review the sustainability reporting management system;
2. **Evaluation of the Report's Disclosure**: Evaluate the Report's content, disclosures, and presentation against the Report standards, POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, GRI Universal Standards 2021, GRI Topic Standards, and SASB Marine Transportation. Any identified inconsistencies or unclear disclosures were communicated to management for further clarification;
3. **Site Visit:** Conduct on-site assessment to review key sustainability programs, observe their implementation, and validate sustainability practices against reported disclosures;
4. **Interviews with Key Personnel**: Discussion with relevant departments to verify the relevant sustainability practice and policies along with data collection process applied for creating the Report;
5. **Sampling Verification:** Cross-checking and analyzing selected sustainability data points against source documentation and interview results; and
6. **Evaluation of PELNI Adherence to the Four AA1000 AccountAbility Principles (2018)**: Evaluation was performed using the evidence gathered through document review and interview processes.

Conclusion Statement

This assurance engagement was conducted in accordance with AA1000 Assurance Standard v3 (Type 2, Moderate Level). Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Report has not been prepared, in all material respects:

- In compliance with the Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021;
- In accordance with GRI Universal Standards 2021, GRI Topic Standards, and SASB Marine Transportation;

- In adherence to AA1000 AccountAbility Principles, except for the matters described under Inclusivity and Impact below; and
- Free from material misstatement for its specified sustainability performance information assured, based on the assurance methodology process.

Findings and Conclusions

The report was prepared to comply with the Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021 and in accordance with the GRI Universal Standards 2021, GRI Topic Standards, and SASB Marine Transportation. The assurer's conclusion on PELNI's adherence to AA1000 AccountAbility Principles (2018) is as follows:

- **Inclusivity**
  PELNI has implemented multiple stakeholder engagement mechanisms in its operations. In regards of the material topic, PELNI received input from its internal divisions, shareholders, regulators, supported by peer benchmarking and reporting frameworks along with other relevant third parties. Local communities and customers were not among the respondents in this materiality assessment that should be included according to the AA1000 AP. Except for this matter, nothing has come to our attention that causes us to believe that PELNI has not applied the principle of Inclusivity.
- **Materiality**
  Nothing has come to our attention that causes us to believe that PELNI's materiality determination approach fails to appropriately reflect the sustainability issues most relevant to its business and stakeholders. While participation by local communities and customers is not done, PELNI has added customer satisfaction as a material topic according to the implemented materiality determination process.
- **Responsiveness**
  Nothing has come to our attention that causes us to believe that PELNI did not adequately respond to stakeholder concerns. PELNI has implemented responsiveness mechanisms including the Whistleblowing System (WBS), gratification report, satisfaction surveys for customers and its CSR programs, with documented and targeted response time.
- **Impact**
  PELNI has identified and monitored its direct and indirect operational impacts. Operational data is captured at source and subject to verification, and delivery of its CSR projects is monitored through accountability reports, branch and partner monitoring reports, and a satisfaction survey administered after the project is finished which measures satisfaction rather than outcomes. Social Return on Investment (SROI) analysis was performed only for selected projects, therefore there are no complete measured outcomes for PELNI's CSR project portfolio. Except for this matter, nothing has come to our attention that causes us to believe that PELNI has not applied the principle of Impact.

Adherence to POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021

PELNI has declared the Report's compliance with POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021 disclosure guidelines. Nothing has come to our attention that causes us to believe the report is not in accordance with POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021.

Adherence to GRI Standards
PELNI has declared the Report's adherence to the GRI Standards. Nothing has come to our attention that causes us to believe the report is not in accordance with GRI Universal Standards 2021 and applicable GRI Topic Standards.

Adherence to SASB Marine Transportation
PELNI has declared the Report's adherence to the SASB Marine Transportation Standard. Nothing has come to our attention that causes us to believe the report is not with reference to the SASB Marine Transportation Standard.

Recommendation
Arising from the matters above, the assurer recommends that PELNI extend the respondent base of its next materiality assessment to include customers and local communities alongside its existing respondents. This could be done using the already implemented engagement mechanisms done for customer and CSR projects. The assurer further recommends that PELNI establish outcome measurement across its full CSR projects. The measurement can be done using SROI analysis and/or by defining outcome indicators for each programme and capturing a baseline before delivery and an endline following completion, and by extending its existing beneficiary satisfaction survey to address the change experienced by beneficiaries rather than satisfaction alone.

As a forward-looking observation rather than a matter arising from the conclusions above, the assurer recommends that PELNI prepare to apply IFRS S1–S2 / PSPK 1–2 in future reporting cycles, the Report not presently being prepared under those standards.

The assurer's conclusions reduce, but do not eliminate, the risk of error. All key assurance findings are included herein with detailed observations and follow-up recommendations have been submitted to PELNI management in a separate report.

Issue Date: August 14, 2026
BATS Sustainability Assurer
AA1000 Licensed Assurance Provider 001-030

AA1000 Licensed Report 001-030/V3-OOJJJ

Brian Pramudita, SE, Ak, M.Ak., CA., ACPA., BKP., CIB., CCA., Cert-DA., Cert-SF., CSRS., CSRA., CSP., ACSAP

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LEMBAR UMPAN BALIK [OJK G.2, G.3]]
FEEDBACK FORM [OJK G.2, G.3]

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT PELNI (Persero) Tahun 2025. Dalam rangka meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap Anda bersedia untuk mengisi Lembar Umpan Balik ini, kemudian mengirimkannya kepada kami.

Thank you to the gentlemen/ladies who have kindly taken the time to read the 2025 Sustainability Report of PT PELNI (Persero). To enhance the content of future Sustainability Reports, we kindly request that you fill out this Feedback Form and send it back to us.

Identitas Pengirim Sender Identity	
Nama Name	
Surel Email	
Nomor Telepon Telephone Number	

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Surel Email	
Nomor Telepon Telephone Number	
Golongan Pemangku Kepentingan Stakeholder Group	Silahkan pilih salah satu kelompok pemangku kepentingan yang paling mewakili Anda: Please tick the box for the stakeholder group that best describes you:
	☐ Pelanggan Customer
	☐ Pegawai/Organisasi Pegawai Employee/Employee Organization
	☐ Pemegang Saham Shareholder
	☐ Pemerintah, Regulator, Legislatif Government, Regulator, Legislative
	☐ Mitra Kerja Business Partner
	☐ Media Mass Mass Media
	☐ Masyarakat Public
	☐ Lain-lain, ... Others, ...

Penilaian Anda terhadap isi laporan ini:
Your assessment of the content of this report:

Parameter Parameter	Setuju Agree	Tidak Setuju Disagree	Tidak Tahu Unsure
Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan PT PELNI (Persero) This Sustainability Report provides clear information on the economic, social, and environmental performance of PT PELNI (Persero)			
Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan PT PELNI (Persero) This Sustainability Report provides clear information on the fulfillment of social and environmental responsibility PT PELNI (Persero)			
Materi dan data dalam Laporan Keberlanjutan ini mudah dimengerti dan dipahami The material and data in this Sustainability Report are easy to understand			
Materi dan data dalam Laporan Keberlanjutan ini sudah cukup lengkap The material and data in this Sustainability Report are complete			
Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus Is this Sustainability Report made with good design, layout, graphics, and pictures			

Pendapat anda tentang laporan ini:
Your opinion regarding this report:

Keterangan Description	Penilaian Anda Your Assesment
Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini? Which information is the most useful from this Sustainability Report?	
Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini? Which information is the least useful from this Sustainability Report?	
Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang? Which information is lacking in this Sustainability Report and must be added in the next Sustainability Report?	

Mohon untuk memberikan saran/usul/komentar Anda atas laporan ini:
Please provide your advice/suggestions/comments for this report:

Terima kasih atas partisipasi Anda. Mohon agar formulir ini dikirimkan ke alamat berikut:
Thank you for your participation. We kindly request that you send back this form to:

PT PELNI (PERSERO)
Jl. Gajah Mada No. 14, Jakarta Pusat 10130
Telp: (021) 6334342
Fax: (021) 63854130
Email: infopelni162@pelni.co.id

Beyond the Target, Sustaining the Impact

Melampaui Target, Menjaga Dampak Berkelanjutan

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