Danantara Indonesia

PLN Indonesia Power

Elevating Trust through **Sustainable Energy Governance**

Laporan Tahunan

2025

Annual Report

Elevating Trust through **Sustainable Energy Governance**

Tahun 2025 menjadi momentum penting bagi PLN Indonesia Power dalam memperkuat kepercayaan pemangku kepentingan melalui penerapan tata kelola perusahaan yang semakin andal dan terintegrasi. Hal ini sejalan dengan *Roadmap* Tata Kelola Perusahaan pada tahap *Reliable System* yang berfokus pada penguatan organisasi dan kepemimpinan, optimalisasi tata kelola berbasis teknologi informasi, serta evaluasi berkelanjutan untuk mendukung kinerja yang lebih adaptif dan berkelanjutan. Implementasinya diwujudkan melalui sistem digital terintegrasi yang memungkinkan *monitoring*, evaluasi, dan pengambilan keputusan secara *real-time* dan berbasis risiko, sekaligus mendukung berbagai inisiatif strategis seperti pengembangan hidrogen, penerapan *co-firing* biomassa, dan penguatan keterlibatan pemangku kepentingan sebagai bagian dari tata kelola energi berkelanjutan.

Penguatan tata kelola tersebut didukung oleh penyelarasan dengan berbagai standar dan praktik terbaik, termasuk ASEAN *Corporate Governance Scorecard* (ACGS), POJK 21/POJK.04/2015, dan Pedoman Umum *Good Corporate Governance* Indonesia (PUGKI). Implementasinya tercermin pada capaian kinerja lingkungan yang unggul melalui perolehan 7 PROPER Emas, 22 PROPER Hijau, dan 25 PROPER Biru, serta berbagai penghargaan di bidang transformasi digital, inovasi, layanan pelanggan, dan tata kelola. Berbagai pencapaian tersebut semakin memperkuat kredibilitas Perseroan dalam menjalankan tata kelola yang transparan, akuntabel, dan berkelanjutan, sehingga meningkatkan kepercayaan pemangku kepentingan serta memperkuat posisi PLN Indonesia Power dalam menciptakan nilai jangka panjang yang berkelanjutan.

The year 2025 marks a crucial milestone for PLN Indonesia Power in strengthening stakeholders' trust through implementing increasingly reliable and integrated corporate governance. This aligns with the Reliable System stage of the Corporate Governance Roadmap, which focuses on strengthening the organization and leadership, optimizing information technology-based governance, and ongoing evaluation to support more adaptive and sustainable performance. This is achieved through an integrated digital system that enables real-time, risk-based monitoring, evaluation, and decision-making, while also supporting various strategic initiatives such as hydrogen development, biomass co-firing, and strengthening stakeholders' engagement as part of sustainable energy governance.

This governance strengthening is supported by alignment with various standards and best practices, including the ASEAN Corporate Governance Scorecard (ACGS), POJK 21/POJK.04/2015, and the Indonesian General Guidelines for Good Corporate Governance (PUGKI). Its implementation is reflected in the achievement of superior environmental performance through obtaining 7 PROPER Gold, 22 PROPER Green, and 25 PROPER Blue, as well as various awards in the areas of digital transformation, innovation, customer service, and governance. These various achievements further strengthen the Company's credibility in implementing transparent, accountable, and sustainable governance, thereby increasing stakeholders' trust and strengthening PLN Indonesia Power's position in creating sustainable long-term value.

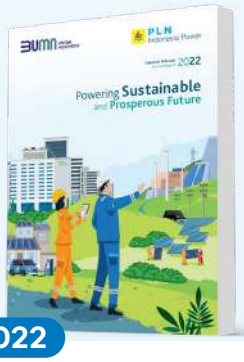
Kesinambungan Tema
Theme Continuity

2021

Raising Future Energy, Strengthening Sustainability

PLN Indonesia Power memperkuat fondasi transformasi berkelanjutan melalui pengembangan Energi Baru Terbarukan (EBT), implementasi *Low Carbon Energy Development* (LCED), serta berbagai inisiatif dekarbonisasi seperti *co-firing* biomassa. Langkah tersebut mendukung transisi energi nasional menuju *net zero emission* sekaligus memperkuat daya saing Perusahaan dalam menghadirkan solusi energi yang andal, ramah lingkungan, dan berorientasi jangka panjang.

PLN Indonesia Power strengthened its sustainable transformation foundation by developing New and Renewable Energy (NRE), implementing Low Carbon Energy Development (LCED), and conducting various decarbonization initiatives such as biomass co-firing. These steps supported the national energy transition towards net-zero emission while strengthening the Company's competitiveness in providing reliable, environmentally friendly, and long-term energy solutions.

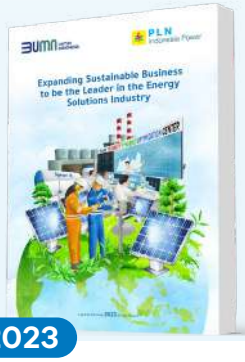


2022

Powering Sustainable and Prosperous Future

PLN Indonesia Power berfokus pada penciptaan nilai yang berkelanjutan melalui penyediaan energi yang andal, efisien, dan berwawasan lingkungan. Melalui penguatan kinerja operasional dan kontribusi terhadap pembangunan nasional, Perusahaan berupaya menghadirkan manfaat yang lebih luas bagi masyarakat, pelanggan, dan seluruh pemangku kepentingan.

PLN Indonesia Power focused on creating sustainable value through providing reliable, efficient, and environmentally sound energy. By strengthening operational performance and contributing to national development, the Company strives to deliver broader benefits to the community, customers, and all stakeholders.



2023

Expanding Sustainable Business to be the Leader in the Energy Solutions Industry

PLN Indonesia Power memperluas sumber pertumbuhan melalui pengembangan *Beyond* kWh *Business* dan bisnis energi bersih yang mendukung transisi energi. Berbagai inisiatif strategis, seperti pembangunan pabrik sel surya, pengembangan *Green Hydrogen Plant*, dan perluasan kemitraan nasional maupun internasional, memperkuat posisi Perusahaan sebagai penyedia solusi energi terintegrasi yang berkelanjutan.

PLN Indonesia Power expanded its sources of growth through developing its Beyond kWh Business and clean energy business that supported the energy transition. Various strategic initiatives, such as the construction of a solar cell factory, the development of a Green Hydrogen Plant, and the expansion of national and international partnerships, strengthened the Company's position as a provider of integrated, sustainable energy solutions.

PLN Indonesia Power meningkatkan kualitas tata kelola yang semakin andal, terintegrasi, dan berbasis teknologi untuk memperkuat kepercayaan pemangku kepentingan. Implementasi tata kelola energi berkelanjutan didukung oleh digitalisasi proses bisnis, pengambilan keputusan berbasis risiko, serta penerapan standar dan praktik terbaik yang mendorong terciptanya nilai jangka panjang, transparansi, dan keberlanjutan usaha

2024

Enhancing Governance for Energy Security and Sustainable Future

PLN Indonesia Power memperkuat tata kelola sebagai fondasi dalam menjaga ketahanan energi dan mempercepat transformasi menuju sistem energi rendah karbon. Penguatan GCG, manajemen risiko, inovasi teknologi, serta pengembangan energi bersih seperti panas bumi, hidrogen hijau, *solar* PV, dan *co-firing* biomassa dilakukan secara terintegrasi untuk menciptakan pertumbuhan yang berkelanjutan dan berdaya saing tinggi.

PLN Indonesia Power strengthened governance as a foundation for maintaining energy security and accelerating the transformation towards a low-carbon energy system. Strengthening GCG, risk management, technological innovation, and the development of clean energy such as geothermal, green hydrogen, solar PV, and biomass co-firing are integrated to create sustainable growth and high competitiveness.

2025

Elevating Trust through Sustainable Energy Governance

PLN Indonesia Power meningkatkan kualitas tata kelola yang semakin andal, terintegrasi, dan berbasis teknologi untuk memperkuat kepercayaan pemangku kepentingan. Implementasi tata kelola energi berkelanjutan didukung oleh digitalisasi proses bisnis, pengambilan keputusan berbasis risiko, serta penerapan standar dan praktik terbaik yang mendorong terciptanya nilai jangka panjang, transparansi, dan keberlanjutan usaha.

PLN Indonesia Power improved the quality of its governance to become more reliable, integrated, and technology-based to strengthen stakeholder trust. The implementation of sustainable energy governance is supported by the digitalization of business process, risk-based decision-making, and the implementation of standards and best practices that encourage long-term value creation, transparency, and business sustainability.

A continuous transformation journey, from strengthening the foundations of sustainability and energy transition to creating sustainable value, developing new energy business and solutions, strengthening governance for energy security, and enhancing trust through sustainable energy governance. All these steps aim to create long-term value for all stakeholders.

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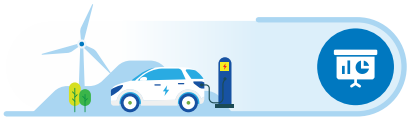

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Darfar Isi

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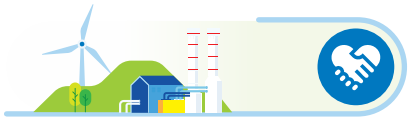

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Kilas Kinerja PLN Indonesia Power Tahun 2025

Performance Highlights of PLN Indonesia Power in 2025

Kinerja positif PLN Indonesia Power 2025, mencerminkan komitmen dalam menjaga pertumbuhan bisnis yang berkelanjutan, profitabilitas yang sehat, serta penguatan posisi keuangan untuk mendukung transisi energi dan penciptaan nilai jangka panjang.

Kinerja Ekonomi

Economic Performance

Pendapatan Usaha

Operating Revenues

Rp121,37 triliun trillion

▲ 9,76% YoY

Laba Bersih

Net Profit

Rp14,77 triliun trillion

▲ 12,75% YoY

EBITDA

EBITDA

Rp31,50 triliun trillion

▲ 5,00% YoY

Penjualan Listrik

Electricity Sales

81,84 TWh

▼ 0,84% YoY ▲ 108,82% dari target from target

Pembangkit EBT Renewable Energy Power Plant	Pembangkit Non EBT Non-Renewable Energy Power Plant
11,27 TWh	**70,57** TWh

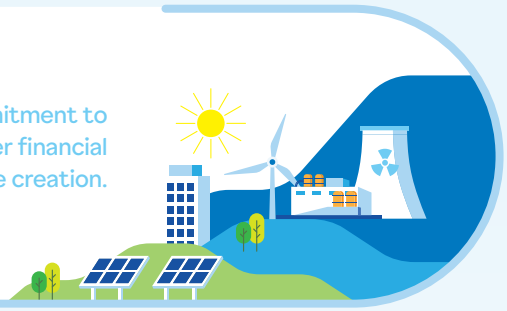
Aset

Assets

Rp427,04 triliun trillion

▼ 0,07% YoY ▲ 101,55% dari target from target

PLN Indonesia Power's positive performance in 2025 reflected its commitment to maintaining sustainable business growth, sound profitability, and stronger financial position to support the energy transition and long-term value creation.



Kinerja Operasional
Operational Performance

Daya Terpasang
Installed Capacity

22,17 GW

▲ 1,22% YoY

Milik Sendiri Self-Owned	Jasa O&M O&M services
20,90 GW	**1,27** GW

Produksi Listrik
Electricity Productions

86,55 TWh

▼ 0,76% YoY ▲ 109,17% dari target from target

Pembangkit EBT Renewable Energy Power Plant	Pembangkit Non EBT Non-Renewable Energy Power Plant
11,62 TWh	**74,93** TWh

EFOR
EFOR

Pembangkit PLTU Batubara Coal SPP Power Plant	Pembangkit Non PLTU Batubara Non-Coal SPP Power Plant
3,19 %	**0,89** %
▼ 31,69% YoY	▼ 13,59% YoY

Equivalent Forced Outage Rate (EFOR): faktor gangguan mesin, semakin rendah lebih baik
Equivalent Forced Outage Rate (EFOR): a measure of machine downtime; the lower the better

EAF
EAF

Pembangkit PLTU Batubara Coal SPP Power Plant	Pembangkit Non PLTU Batubara Non-Coal SPP Power Plant
87,20 %	**93,18** %
▲ 2,34% YoY	▼ 0,68% YoY
	▲ 102,93% dari target from target

Equivalent Availability Factor (EAF): faktor ketersediaan mesin pembangkit, semakin tinggi lebih baik
Equivalent Availability Factor (EAF): a measure of a power plant's availability; the higher the better

Capaian Kinerja Sosial
Social Performance Achievement

Jumlah Pegawai
Number of Employee

5.185
pegawai employee

Pegawai Perempuan
Female Employess

10,30 %

Realisasi Biaya Pelatihan
Training Expenditure

Rp17,62
miliar billion

Rata-rata Jam Pelatihan
Avarage Training Hours

61
jam/pegawai hour/employee

Penyaluran Dana INPOWER CARE
Distribution of INPOWER CARE Funds

Rp85,86 miliar billion

melalui **38** Wilayah Kerja through **38** Work Areas

Social Return on Investment (SROI)

1,87
terhadap 22 program unggulan di 22 unit
for 22 flagship programmes across 22 units

Fly Ash dan *Bottom Ash* (FABA)
Fly Ash and Bottom Ash (FABA)

1.938.270,93 ton

Pemanfaatan FABA menjadi bagian dari komitmen PLN Indonesia Power dalam mendukung prinsip *Environmental, Social & Governance* (ESG) dan pembangunan berkelanjutan. FABA dimanfaatkan untuk bahan timbunan, substitusi bahan baku semen, pencegahan air asam tambang, serta berbagai kebutuhan konstruksi seperti paving, beton non-struktur, roadbase, batako, dan mortar pereka

The use of FABA is part of PLN Indonesia Power's commitment to supporting Environmental, Social & Governance (ESG) principles and sustainable development. FABA is used as backfill material, a cement raw material substitute, acid mine drainage prevention, and various construction needs such as paving, non-structural concrete, road base, concrete blocks, and mortar.

Great Place to Work

Great Place To Work. Certified 2025 ID

86 %
karyawan PLN Indonesia Power menyatakan perusahaan sebagai tempat kerja yang baik
of PLN Indonesia Power employees consider the Company a good place to work

Organization Health and Agility Index

96,86 %

Employee Experience Survey

86,60 %

Hasil Survei Kepuasan Pelanggan
Customer Satisfaction Survey Result

Pelanggan Pembangkit Eksisting
Existing Power Plant Customers

89,03 %

Pelanggan untuk Pembangkit Jasa O&M
O&M Service Power Plant Customers

90,45 %

Perusahaan Peraih Proper Emas Terbanyak di Indonesia Tahun 2025
The company with the most Gold PROPER awards in Indonesia in 2025

22
Proper Hijau
Green Proper

25
Proper Biru
Blue Proper

7
Proper Emas
Gold Proper

PLTG GTPP Borang
PLTGU CCPP Priok
PLTP GPP Kamojang Darajat
PLTP GPP Gunung Salak
PLTA HPP Mrica PB Soedirman
PLTA HPP Mrica Wonogiri
PLTGU CCPP Grati

Capaian Kinerja Tata Kelola
Governance Performance Achievement

Kinerja Tata Kelola
Governance Performance

PLN Indonesia Power terus memperkuat implementasi tata kelola perusahaan melalui penerapan standar *governance* nasional dan internasional sebagai bagian dari penguatan transparansi, akuntabilitas, dan keberlanjutan bisnis, meliputi:
PLN Indonesia Power continues to strengthen its corporate governance by applying national and international governance standards as part of strengthening its transparency, accountability, and business sustainability, including:

ACMF	KNKG	OJK Otoritas Jasa Keuangan
ASEAN *Corporate Governance Scorecard* (ACGS)	PUG-KI 2021	POJK 21 2015
	Apply **48**	*Apply* **12**
	Explain **33**	*Explain* **13**
95,27%		

Pelatihan Anti Korupsi
Anti-Corruption Training

4.197
pegawai pegawai

Sertifikasi Tata Kelola
Governance Certification

32 Pegawai Employee
Qualified Internal Audit (QIA)

4 Pegawai Employee
Certified Governance Professional (CGP)

6 Direksi Board or Directors
Qualified Risk Governance Professional (QRGP)

59 Pegawai Employee
Qualified Risk Management Professional (QRMP)

5 Pegawai Employee
Certified Compliance Professional (CCP)

57 Pegawai Employee
Sertifikasi Pengadaan
Procurement Certification

GCG *Maturity Level*
2,7
dari skala 4,0 from 4,0 scale

Risk Maturity Index
2,88
dari skala 4,0 from 4,0 scale

Sustainability Maturity Level
3,85
dari skala 5,0 from 5,0 scale

Anugerah Lingkungan PROPER 2025, yang diselenggarakan pada 7 April 2026.
The PROPER 2025 Environmental Awards, held on April 7, 2026.

Meneguhkan Transformasi Energi melalui Tata Kelola Berkelanjutan

Akselerasi Energi Bersih melalui Inovasi, Integrasi, dan Kolaborasi Strategis

Accelerating Clean Energy through Innovation, Integration, and Strategic Collaboration

PLN Indonesia Power terus mempercepat transformasi menuju perusahaan energi rendah karbon melalui pengembangan energi bersih, inovasi teknologi, serta penguatan integrasi operasional untuk mendukung transisi energi nasional. Komitmen tersebut diwujudkan melalui optimalisasi pembangkit panas bumi berkapasitas 577 MW, pengembangan *Green Hydrogen Plant* (GHP) PLTP Kamojang, implementasi *co-firing* biomassa, serta penerapan teknologi rendah emisi guna mendukung percepatan bauran Energi Baru Terbarukan (EBT) nasional dan pengurangan emisi karbon.

Di sisi operasional, PLN Indonesia Power memperkuat keandalan pembangkit melalui penerapan teknologi pengendalian emisi seperti *Electrostatic Precipitator* (ESP), *Continuous Emission Monitoring System* (CEMS), dan *Low NOx Burner*, serta penguatan digitalisasi operasional berbasis data untuk meningkatkan efisiensi, efektivitas pengawasan, dan kualitas pengambilan keputusan. Konsistensi pengelolaan pembangkit yang ramah lingkungan tersebut turut memperoleh pengakuan melalui penghargaan Best Green Power Plant.

Sebagai bagian dari penguatan daya saing global, PLN Indonesia Power juga mengembangkan kapabilitas *Maintenance, Repair & Overhaul* (MRO) berstandar internasional melalui inovasi teknis, penguasaan teknologi, dan dukungan tenaga ahli bersertifikasi internasional. Melalui penguatan inovasi, integrasi, dan kolaborasi strategis, PLN Indonesia Power terus membangun ekosistem energi masa depan yang lebih bersih, adaptif, dan kompetitif guna mendukung target *Net Zero Emission* 2060 serta menciptakan nilai jangka panjang yang berkelanjutan.

PLN Indonesia Power continues to accelerate its transformation into a low-carbon energy company through clean energy development, technological innovation, and stronger operational integration to support the national energy transition. This commitment is realized through optimizing 577 MW geothermal power plant, developing Green Hydrogen Plant (GHP) at Kamojang Geothermal Power Plant (PLTP), carrying out biomass co-firing, and adopting low-emission technologies to support the acceleration of national New and Renewable Energy (NRE) mix and carbon emission reduction.

On the operational side, PLN Indonesia Power is strengthening plant reliability through the implementation of emission control technologies such as Electrostatic Precipitators (ESPs), Continuous Emission Monitoring Systems (CEMS), and Low NOx Burners, as well as strengthening data-driven operational digitalization to improve efficiency, monitoring effectiveness, and decision-making quality. The consistent management of these environmentally friendly power plants has also been recognized with the Best Green Power Plant award.

As part of strengthening global competitiveness, PLN Indonesia Power also develops international-standard Maintenance, Repair & Overhaul (MRO) capabilities through technical innovation, technological mastery, and the support of internationally certified experts. By strengthening innovation, integration, and strategic collaboration, PLN Indonesia Power continues to build a cleaner, more adaptive, and more competitive future energy ecosystem to support the 2060 Net Zero Emission target and create sustainable long-term value.

Strengthening Energy Transformation through Sustainable Governance

Menguatkan Tata Kelola dan Budaya Kepatuhan untuk Bisnis Berkelanjutan

Strengthening Governance and Compliance Culture for Sustainable Business

PLN Indonesia Power terus memperkuat tata kelola perusahaan dan budaya kepatuhan sebagai fondasi utama dalam menjalankan transformasi menuju perusahaan energi rendah karbon yang berkelanjutan. Penerapan prinsip *Governance, Risk Management, and Compliance* (GRC) dilakukan secara terintegrasi guna memastikan seluruh proses bisnis berjalan secara transparan, akuntabel, *prudent*, adaptif, dan berorientasi pada keberlanjutan usaha. Budaya integritas dan kepatuhan juga terus diinternalisasi di seluruh lini organisasi sebagai bagian dari penguatan kualitas pengambilan keputusan dan pengelolaan risiko perusahaan.

Komitmen tersebut diwujudkan melalui penerapan ISO 37301:2021 sebagai standar internasional *Compliance Management System*, serta pelaksanaan asesmen tata kelola secara berkala menggunakan parameter *best practice* seperti ASEAN *Corporate Governance Scorecard* (ACGS), POJK 21, dan Pedoman Umum Governansi Korporat Indonesia (PUG-KI). Pendekatan ini mendukung penguatan sistem pengendalian internal, manajemen risiko, serta peningkatan kepercayaan pemangku kepentingan terhadap keberlanjutan operasional dan transformasi bisnis PLN Indonesia Power.

Sepanjang tahun 2025, konsistensi PLN Indonesia Power dalam memperkuat tata kelola, budaya kepatuhan, dan kepemimpinan berkelanjutan memperoleh berbagai penghargaan bergengsi, di antaranya Predikat 5 *Star Diamond* pada GRC & *Leadership Award* 2025, *Social Responsibility Leadership of the Year* pada ISRA 2025, *Best Enterprise in Regulatory Compliance* pada IRCA 2025, serta *Corporate Secretary Champion* 2025 dari SWA Media Group. Penghargaan tersebut mencerminkan komitmen PLN Indonesia Power dalam membangun perusahaan yang andal, terpercaya, kompetitif, dan berorientasi pada penciptaan nilai jangka panjang menuju *Net Zero Emission* 2060.

PLN Indonesia Power continues to strengthen its corporate governance and compliance culture as the primary foundation for its transformation into a sustainable, low-carbon energy company. The principles of Governance, Risk Management, and Compliance (GRC) are implemented in an integrated manner to ensure all business processes are transparent, accountable, prudent, adaptive, and oriented towards business sustainability. A culture of integrity and compliance is also continuously internalized throughout the organization as part of strengthening the quality of decision-making and corporate risk management.

This commitment is realized through the implementation of ISO 37301:2021 as the international standard for its Compliance Management System, as well as regular governance assessments using best practice parameters such as the ASEAN Corporate Governance Scorecard (ACGS), POJK 21, and the General Guidelines for Indonesian Corporate Governance (PUG-KI). This approach supports the strengthening of internal control system and risk management, as well as increasing stakeholder trust in the operational sustainability and business transformation of PLN Indonesia Power.

Throughout 2025, PLN Indonesia Power's consistency in strengthening governance, compliance culture, and sustainable leadership received various prestigious awards, including the 5 Star Diamond Predicate at the 2025 GRC & Leadership Award, Social Responsibility Leadership of the Year at ISRA 2025, Best Enterprise in Regulatory Compliance at IRCA 2025, and Corporate Secretary Champion 2025 from SWA Media Group. These awards reflect PLN Indonesia Power's commitment to building a reliable, trustworthy, competitive company, and oriented towards creating long-term value towards Net Zero Emission 2060.

Governansi Berintegritas untuk Keberlanjutan dan Penciptaan Nilai Jangka Panjang

MEMASTIKAN INTEGRASI INTEGRITAS DAN KEBERLANJUTAN DALAM STRATEGI JANGKA PANJANG PLN INDONESIA POWER

Governansi yang kuat memastikan integritas dan keberlanjutan menjadi bagian substantif dalam perumusan strategi jangka panjang sehingga memperkuat ketahanan usaha dan menciptakan nilai berkelanjutan.

1 GOVERNANSI SEBAGAI FONDASI STRATEGI JANGKA PANJANG
Governance as the Foundation of Long-Term Strategy

Peran Aktif Direksi & Dewan Komisaris
Active Role of the Board of Directors & Board of Commissioners

Mengarahkan, mengawasi dan memberikan persetujuan atas arah strategis Perusahaan
Directing, supervising, and approving the Company's strategic direction

Mekanisme Penyusunan RJPP
RJPP Preparation Mechanism

Berpedoman pada Perdir Penyusunan RJPP untuk memastikan proses sistematis, akuntabel dan selaras dengan GCG
Guided by the RJPP Preparation Regulation to ensure a systematic, accountable process that aligns with GCG

Melibatkan Struktur Pengawas & Operasional
Involving the Supervisory & Operational Structure

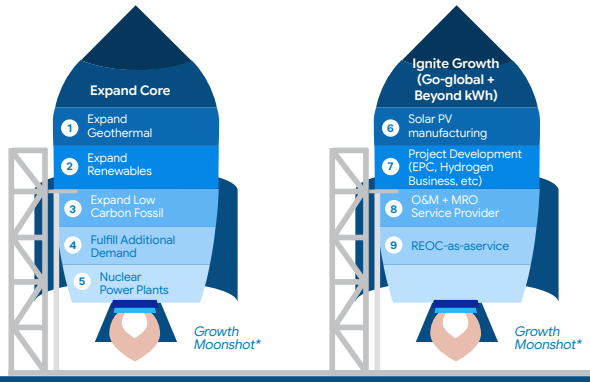
Dewan Komisaris, Direksi dan *Business Process Owner* terlibat dalam setiap tahapan perumusan strategi
The Board of Commissioners, Board of Directors, and Business Process Owners are involved in every stage of strategy formulation

Pendekatan Strategis
Strategic Approach

Berbasis *risk & opportunity*, selaras dengan kebijakan nasional, transisi energi, target NZE dan kebutuhan *stakeholder*
Based on risk and opportunity, aligned with national policies, the energy transition, the NZE target, and stakeholder needs

2 STRATEGI JANGKA PANJANG: TRANSFORMATION 2.0 (2024–2028)

Transformation 2.0
PLN Indonesia Power
2024-2028



STRATEGY MAP **15 STRATEGIC OBJECTIVES (SO) → 35 KPI SO**

4 PENGAWASAN DAN EVALUASI IMPLEMENTASI STRATEGI
Supervision and Evaluation of Strategy Implementation

Pengawasan Aktif Direksi & Dewan Komisaris
Active Supervision by the BOD and BOC

Melalui rapat Direksi, rapat Dewan Komisaris dan Komite-komite pendukung
Through Board of Directors' meetings, Board of Commissioners' meetings, and supporting committees' meetings

***Monitoring* Kinerja & Pencapaian**
Performance and Achievement Monitoring

Pemantauan berkala terhadap KPI SO, *strategic initiative* & program
Periodic monitoring against KPI SO, strategic initiatives & programs

Manajemen Risiko & Pengendalian Internal
Risk Management & Internal Control

Risk review, effectiveness review SPI & audit internal untuk memastikan efektivitas iimplementasi
Risk review, effectiveness review SPI & internal audit to ensure implementation effectiveness

Evaluasi ESG & Keberlanjutan
ESG & Sustainability Evaluation

Pemantauan target ESG, dekarbonisasi, dan kinerja lingkungan, sosial & tata kelola
Monitoring ESG targets, decarbonization, and environmental, social & governance performance

Transparansi & Pelaporan
Transparency & Reporting

Pelaporan kinerja terintegrasi, disclosure keberlanjutan & kepatuhan regulasi
Integrated performance reporting, sustainability disclosure & regulatory compliance

Umpan Balik & Perbaikan Berkelanjutan Untuk Adaptasi Terhadap Dinamika Internal & Eksternal
Feedback & Continuous Improvement for Adaptation to Internal & External Dynamics

Integrasi governansi, integritas dan keberlanjutan dalam strategi jangka panjang menjadikan PLN Indonesia Power perusahaan pembangkitan yang andal, efisien, inovatif dan berkelanjutan untuk mendukung ketahanan energi nasional.
The integration of governance, integrity, and sustainability into a long-term strategy makes PLN Indonesia Power a reliable, efficient, innovative, and sustainable power generation company to support national energy security.

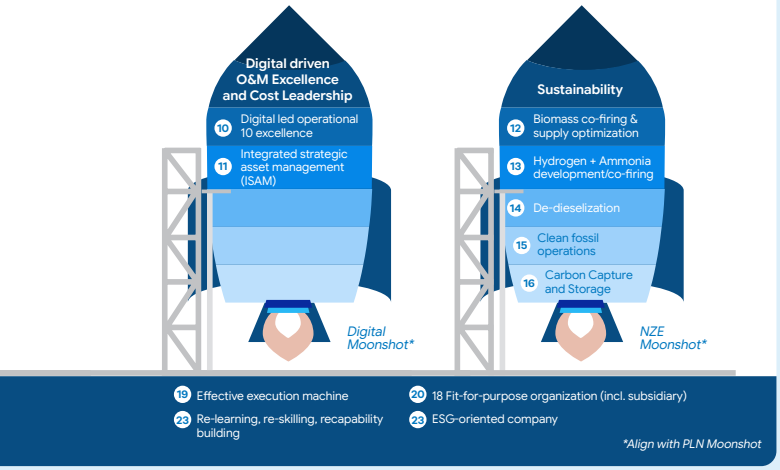
Governance with Integrity for Sustainability and Long-Term Value Creation

GOVERNANCE ENSURES INTEGRITY AND SUSTAINABILITY IN PLN INDONESIA POWER'S LONG-TERM STRATEGY

Strong governance ensures that integrity and sustainability are a substantive part of the formulation of long-term strategies, thereby strengthening business resilience and creating sustainable value.

Long-Term Strategy:
Transformation 2.0 (2024–2028)

To be a Global Top Performance and Sustainable Power Company



→ **SEBAB–AKIBAT UNTUK MENCIPTAKAN NILAI BERKELANJUTAN**
Cause-Effect to Create Sustainable Value

3 INTEGRASI INTEGRITAS & KEBERLANJUTAN DALAM STRATEGI
Integration Integrity & Sustainability In Strategy

Integritas Integrity
- Budaya etika, kepatuhan & akuntabilitas
- Kebijakan anti penyuapan & anti fraud
- Pengendalian gratifikasi
- *Whistleblowing System* (WBS)
- Sistem Pengendalian Internal
- Manajemen risiko terintegrasi
- Pengambilan keputusan prudent, transparan & patuh regulasi
- Culture of ethics, compliance, and accountability
- Anti-bribery and anti-fraud policies
- Gratuity control
- Whistleblowing System (WBS)
- Internal Control System
- Integrated risk management
- Prudent, transparent, and regulatory-compliant decision-making

Keberlanjutan Sustainability
- Pengembangan EBT & transisi energi
- Program dekarbonisasi & *cofiring* biomassa
- Digitalisasi & efisiensi pembangkit
- Pengelolaan lingkungan & FABA
- Inovasi & teknologi rendah karbon
- Penguatan aspek ESG dalam investasi dan pengembangan bisnis
- Renewable energy development and energy transition
- Biomass decarbonization and co-firing programs
- Digitization and power plant efficiency
- Environmental management and FABA
- Low-carbon innovation and technology
- Strengthening ESG aspects in investment and business development

5 DAMPAK: MEMPERKUAT KETAHANAN USAHA DAN MENCIPTAKAN NILAI BERKELANJUTAN
Impact: Strengthening Business Resilience and Creating Sustainable Value

Ketahanan Usaha Meningkat
Increased Business Resilience
Resiliensi terhadap perubahan regulasi, transisi energi, volatilitas energi & dinamika global
Resilience to regulatory amendments, energy transition, energy volatility & global dynamics

***Agility & Adaptability* Organisasi**
Organizational Agility & Adaptability
Lebih adaptif terhadap perubahan teknologi & kebutuhan pasar
More adaptable to technological changes & market needs

Keandalan Operasi Terjaga
Maintained Operational Reliability
Efisiensi, keandalan & keselamatan operasi pembangkit meningkat
Increased efficiency, reliability & safety of power plant operations

Nilai & Kepercayaan Pemangku Kepentingan Meningkat
Increased Stakeholder Value & Trust
Investor, pelanggan, pemerintah & masyarakat semakin percaya
Investors, customers, government & the public have increased trust

Penciptaan Nilai Berkelanjutan
Sustainable Value Creation
Nilai ekonomi, sosial dan lingkungan bagi negara dan seluruh pemangku kepentingan
Economic, social & environmental value for the country and all stakeholders

INTEGRITAS INTEGRITY
PROFESIONAL PROFESSIONAL
INOVASI INNOVATION
KESELAMATAN SAFETY
KEBERLANJUTAN SUSTAINABILITY

Governansi Berintegritas untuk Keberlanjutan dan Penciptaan Nilai Jangka Panjang

MENDORONG INTEGRITAS DAN KEBERLANJUTAN MELALUI BUDAYA PERUSAHAAN DAN IMPLEMENTASI YANG KONSISTEN

Integritas dan keberlanjutan menjadi budaya kerja yang terinternalisasi dalam setiap proses bisnis dan kegiatan operasional di seluruh lini organisasi.

1 LANDASAN BUDAYA PERUSAHAAN
Corporate Culture Foundation

Tata nilai AKHLAK sebagai pedoman perilaku seluruh insan perusahaan.
AHLAK values serve as a behavioral guideline for all Company personnel.

A – Amanah
Trustworthy
Memegang teguh kepercayaan yang diberikan
Upholding the trust given

K – Kompeten
Competent
Terus belajar dan mengembangkan kapabilitas
Continuing to learn and develop capabilities

H – Harmonis
Harmonious
Saling peduli dan menghargai perbedaan
Caring for each other and respecting differences

L – Loyal
Loyal
Berdedikasi dan mengutamakan kepentingan bangsa negara
Dedicated and prioritizing the interest of the nation and state

A – Adaptif
Adaptive
Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan
Keep innovating and being enthusiastic in driving or facing changes

K – Kolaboratif
Collaborative
Membangun kerja sama yang sinergis
Building Synergistic Cooperation

Perdir No. 0073.P/DIR/2020 & SK Tata Nilai No. 22.K/010/IP/2021
Perdir (Board of Directors' Regulation) No. 0073.P/DIR/2020 & Decision Letter on Values No. 22.K/010/IP/2021

2 KEBIJAKAN DAN PEDOMAN TATA KELOLA
Governance Policies and Guidelines

GCG CODE
Prinsip GCG sebagai arah strategis perusahaan
GCG principles as the Company's strategic direction

CODE OF CONDUCT
Pedoman etika dalam berinteraksi dengan seluruh pemangku kepentingan
Ethical guidelines for interacting with all stakeholders

BOARD MANUAL
Pengaturan hubungan kerja dan tanggung jawab Dewan Komisaris dan Direksi
Regulation of working relationships and responsibilities of the Board of Commissioners and Board of Directors

3 KEBERLANJUTAN & ESG
Sustainability & ESG

Green Power Plant

Pelestarian Lingkungan
Environmental Conservation

Community Development

4 PROGRAM BUDAYA PERUSAHAAN
Corporate Culture Program

BEYOND kWh
Semangat transformasi, inovasi, dan pertumbuhan berkelanjutan
Spirit of transformation, innovation, and sustainable growth

PENGHAPUSAN KEMUBAZIRAN
Removal of Waste
Mendorong efisiensi, efektivitas, dan operational excellence
Drive efficiency, effectiveness, and operational excellence

Pendukung Internalisasi Budaya
Culture Internalization Support

- Sosialisasi AKHLAK — AKHLAK Dissemination
- *Leadership Role Model*
- *Culture Campaign*
- *Employee Engagement*

6 NILAI TERINTERNALISASI, KINERJA BERKELANJUTAN
Internalized Values, Sustainable Performance

Nilai integritas dan keberlanjutan menjadi bagian dari pengambilan keputusan, proses bisnis, dan kegiatan operasional sehari-hari di seluruh lini organisasi.
The values of integrity and sustainability become part of decision-making, business process, and daily operational activities across the organization.

Governance with Integrity for Sustainability and Long-Term Value Creation

GOVERNANCE PROMOTES INTEGRITY AND SUSTAINABILITY THROUGH CORPORATE CULTURE AND CONSISTENT IMPLEMENTATION

Integrity and sustainability are internalized in every business process and operational activity across all levels of the organization.

WHISTLEBLOWING SYSTEM (WBS)

Mendorong budaya jujur, terbuka dan mencegah kecurangan
Promote a culture of honesty and transparency and prevent fraud

CONFLICT OF INTEREST CODE

Mencegah benturan kepentingan dan menjunjung etika bisnis
Prevent conflicts of interest and uphold business ethics

CSR berbasis ISO 26000
ISO 26000-based CSR

TJSL
CSR

Dekarbonisasi & Efisiensi Energi
Decarbonization & Energy Efficiency

BUDAYA *SAFETY*
Safety Culture

Membangun budaya keselamatan kerja yang proaktif dan berkelanjutan
Build a proactive and sustainable work safety culture

WELLBEING PROGRAM
Wellbeing Program

Mendukung kesehatan, keselamatan, dan kesejahteraan pegawai
Support employee health, safety, and well-being

- Pelatihan Etika & Kepatuhan
  Ethics & Compliance Training
- Integrasi Budaya dalam Sistem Kinerja
  Cultural Integration into the Performance System

5 IMPLEMENTASI TERINTEGRASI LINTAS FUNGSI
Cross-Functional Integrated Implementation

RISK MANAGEMENT & COMPLIANCE

Pengelolaan gratifikasi, SMAP, dan WBS
Management of gratuities, ABMS, and WBS

GCG, SECRETARY AND PROTOCOL

Memastikan implementasi GCG *Code*, *Code of Conduct*, dan *Board Manual*
Ensuring the implementation of GCG Code, Code of Conduct, and Board Manual

HUMAN CAPITAL DEVELOPMENT

Pengelolaan implementasi LHKPN dan penguatan budaya perusahaan
Management of LHKPN implementation and strengthening corporate culture

CORPORATE PLANNING SUSTAINABILITY

Koordinasi implementasi ESG secara terintegrasi
Coordination of Integrated ESG implementation

Organisasi Profesional, Adaptif & Resilien
Professional, Adaptive, and Resilient Organization

Kepercayaan Pemangku Kepentingan
Stakeholder Trust

Nilai Ekonomi, Sosial & Lingkungan Berkelanjutan
Sustainable Economic, Social, and Environmental Values

Governansi Berintegritas untuk Keberlanjutan dan Penciptaan Nilai Jangka Panjang

KESIAPAN KOMPREHENSIF PENGUNGKAPAN KEBERLANJUTAN SESUAI STANDAR PENGUNGKAPAN KEBERLANJUTAN (SPK 1 & SPK 2)

Pimpinan Perusahaan memastikan pemahaman dan kesiapan menyeluruh melalui penguatan tata kelola, kapasitas organisasi, prosedur, dan sistem informasi untuk pengungkapan keberlanjutan yang transparan, akuntabel, dan berkualitas.

1 PEMAHAMAN & KESIAPAN KOMPREHENSIF
Comprehensive Understanding & Readiness

Direksi mendorong peningkatan kapabilitas dan penilaian untuk memastikan kesiapan pengungkapan keberlanjutan.
The Board of Directors encourages increased capability and assessment to ensure sustainability disclosure readiness.

Capacity Building **terkait ESG**
Capacity Building related to ESG

CDP *Rating Climate & Water*
Climate C Water C

Audit ESG oleh BPKP
ESG audit by BPKP

Penilaian *Maturity Level* (Matlev) ESG
ESG Maturity Level (Matlev) Assessment

Capacity Building
bertema "Transformasi Korporasi & Kepemimpinan Adaptif dalam Menghadapi Tantangan Keberlanjutan"
with the theme "Corporate Transformation & Adaptive Leadership in Facing Sustainability Challenges"

Assessment **GCG**
menggunakan standar ACGS & PUGKI (IFRS S1 & IFRS S2 sebagai salah satu standar penilaian)
uses ACGS & PUGKI standards (IFRS S1 & IFRS S2 as one of the assessment standards)

2 KOMITMEN ADOPSI IFRS S1 & IFRS S2
Commitment to Adopting IFRS S1 & IFRS S2

Bentuk komitmen dalam transparansi pengelolaan risiko dan peluang terkait keberlanjutan dan iklim.
Form of commitment to transparent management of risks and opportunities related to sustainability and climate.

IFRS S1
Pengungkapan Umum Terkait Keberlanjutan
General Disclosures Regarding Sustainability

IFRS S2
Pengungkapan Terkait Iklim
Climate-Related Disclosures

Pengungkapan dilakukan berdasarkan 4 (empat) pilar utama (*Core Content*)
Disclosure is carried out based on 4 (four) main pillars (Core Content)

4 PROSEDUR & SISTEM INFORMASI TERINTEGRASI
Integrated Procedures & Information System

PENGUMPULAN DATA
DATA COLLECTION
Pengumpulan data ESG dari seluruh unit kerja sesuai standar dan definisi data
Collection of ESG data from all work units according to data standards and definitions

VALIDASI DATA
DATA VALIDATION
Validasi dan verifikasi data guna memastikan akurasi, kelengkapan, dan keandalan
Validate and verify data to ensure accuracy, completeness and reliability

KONSOLIDASI & ANALISIS
CONSOLIDATION & ANALYSIS
Konsolidasi data terintegrasi dan analisis risiko & peluang keberlanjutan dan iklim
Integrated data consolidation and analysis of sustainability and climate risks & opportunities

4.a PERAN PIMPINAN
Leader's Role

- Menetapkan arah, kebijakan, dan target keberlanjutan
- Memastikan integrasi ESG dalam strategi & pengambilan keputusan
- Mengawasi implementasi dan kualitas pengungkapan
- Determine sustainability direction, policies and targets
- Ensure integration of ESG in strategy & decision making
- Oversee implementation and quality of disclosure

4.b INTERNALISASI DALAM PROSES BISNIS & PELAPORAN
Internalization in Business Process & Reporting

Perencanaan Strategis
Strategic Planning

Pengelolaan Risiko
Risk Management

Governance with Integrity for Sustainability and Long-Term Value Creation

COMPREHENSIVE READINESS FOR SUSTAINABILITY DISCLOSURE ACCORDING TO SUSTAINABILITY DISCLOSURE STANDARDS (SPK 1 & SPK 2)

The Company's management ensures comprehensive understanding and readiness by strengthening governance, organizational capacity, procedures and information system for transparent, accountable and quality sustainability disclosures.

3 4 PILAR PENGUNGKAPAN KEBERLANJUTAN
4 Pilar Pengungkapan Keberlanjutan

GOVERNANCE

- Struktur tata kelola keberlanjutan dan iklim
- Peran Direksi dan Dewan Komisaris
- Pengawasan risiko & peluang keberlanjutan dan iklim

- Struktur tata kelola keberlanjutan dan iklim
- Peran Direksi dan Dewan Komisaris
- Pengawasan risiko & peluang keberlanjutan dan iklim

STRATEGY

- Risiko & peluang keberlanjutan yang memengaruhi strategi & model bisnis
- Ketahanan strategi terhadap berbagai skenario iklim
- Target transformasi dan dekarbonisasi

- Risiko & peluang keberlanjutan yang memengaruhi strategi & model bisnis
- Ketahanan strategi terhadap berbagai skenario iklim
- Target transformasi dan dekarbonisasi

RISK MANAGEMENT

- Proses identifikasi, penilaian, dan prioritas risiko kebertanjutan & iklim
- Integrasi datam Enterprise Risk Management
- Pemantauan & mitigasi risiko

- Proses identifikasi, penilaian, dan prioritas risiko kebertanjutan & iklim
- Integrasi datam Enterprise Risk Manacement
- Pemantauan & mitigasi risiko

METRICS & TARGETS

- Metrik & indikator kinerja keberlanjutan dan iklim
- Emisi Gas Rumah Kaca (GRK)
- Target ESG, pengembangan EBT dan efisiensi energi
- Pencapaian Strategic Goals "Sustainable Power Generation"

- Metrik & indikator kinerja keberlanjutan dan iklim
- Emisi Gas Rumah Kaca (GRK)
- Target ESG, pengembangan EBT dan efisiensi energi
- Pencapaian Strategic Goals "Sustainable Power Generation"

PENYUSUNAN LAPORAN
PREPARATION OF REPORTS

Penyusunan pengungkapan sesuai IFRS S1 & IFRS S2 dan ketentuan SPK
Preparation of disclosures in accordance with IFRS S1 & IFRS S2 and SPK provisions

REVIEW & ASSURANCE
REVIEW & ASSURANCE

Review internal dan eksternal (*assurance*) untuk memastikan kualitas dan kredibilitas laporan
Internal and external review (assurance) to ensure the quality and credibility of the report

PENGUNGKAPAN
DISCLOSURE

Pengungkapan keberlanjutan yang transparan, komprehensif, dan tepat waktu kepada pemangku kepentingan
Transparent, comprehensive and timely sustainability disclosures to stakeholders

- Pengambilan Keputusan — Decision Making
- Proses Operasional — Operational Process
- *Monitoring* & Evaluasi — Monitoring & Evaluation
- Pelaporan Keberlanjutan — Sustainability Reporting

5 TUJUAN
Objective

Pengungkapan keberlanjutan yang berkualitas mewujudkan transparansi, meningkatkan kepercayaan pemangku kepentingan, dan mendorong penciptaan nilai jangka panjang.
Quality sustainability disclosure creates transparency, increases stakeholder trust, and drives long-term value creation.

Governansi Berintegritas untuk Keberlanjutan dan Penciptaan Nilai Jangka Panjang

PELAPORAN YANG BERINTEGRITAS, TRANSPARAN, DAN AKUNTABEL UNTUK MENCIPTAKAN NILAI JANGKA PANJANG

Pimpinan Perusahaan memastikan kualitas laporan melalui penguatan tata kelola, sistem pengendalian internal, mekanisme assurance, dan pengawasan yang efektif dan berkelanjutan.

1 LAPORAN KEUANGAN & LAPORAN TAHUNAN
Financial Statements & Annual Reports

SISTEM PENGENDALIAN INTERNAL
Internal Control System

- Implementasi *Internal Control over Financial Reporting* (ICoFR) berdasarkan Kepdir No. 174.K/010/IP/2016
  Implementation of Internal Control over Financial Reporting (ICoFR) based on Presidential Decision No. 174.K/010/IP/2016
- Evaluasi pengendalian secara periodik melalui *Control Self Assessment* (CSA) melalui sistem aplikasi
  Periodic control evaluation through Control Self-Assessment (CSA) via the application system
- Kebijakan dan Pedoman:
  - Kebijakan Akuntansi dan Keuangan
  - Kebijakan Pengendalian Internal
  - Kebijakan Manajemen Risiko

  Policies and Guidelines:
  - Accounting and Financial Policies
  - Internal Control Policy
  - Risk Management Policy
- Prosedur penyusunan Laporan Tahunan melalui SOP
  Procedures for preparing Annual Reports through SOP

MEKANISME AUDIT & PENGAWASAN
Audit & Supervision Mechanism

Audit oleh Auditor Internal (SPI)
Audit by Internal Auditor (SPI)

Audit oleh Auditor Eksternal (KAP)
Audit by External Auditor (KAP)

Telaah hasil audit oleh Komite Audit / Dewan Komisaris
Reviewing audit results by the Audit Committee/BOC

Pembahasan hasil laporan keuangan dalam rapat internal Direksi dan rapat gabungan Direksi dan Dewan Komisaris
Discussion of financial statements results in internal meetings of the BOD and joint meetings of the BOD and BOC

Penguatan kompetensi personel melalui pelatihan dan program sertifikasi terkait
Strengthening personnel competency through training and related certification programs

HASIL Results
Laporan keuangan dan laporan tahunan disajikan andal, konsisten, dan kredibel sesuai standar akuntansi dan regulasi, serta tepat waktu untuk pemangku kepentingan.
Financial statements and annual reports are presented reliably, consistently and credibly in accordance with accounting standards and regulations, and on time for stakeholders.

2 KEANDALAN, KONSISTENSI DAN KREDIBILITAS LAPORAN KEBERLANJUTAN

STANDAR & ACUAN
Standards & References

- GRI *Standards*
  GRI Standards
- POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan
  POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance
- SEOJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten
  SEOJK No. 16/SEOJK.04/2021 on Form and Content of Issuer Annual Reports
- *IFRS Sustainability Disclosure Standards* (IFRS S1 & IFRS S2)
- *SASB Standards – Infrastructure Sector: Electric Utilities & Power Generators*

MEKANISME *ASSURANCE* & PENGAWASAN
Assurance & Supervision Mechanisms

Assurance Laporan Keberlanjutan oleh pihak independen
Assurance of Sustainability Report by an independent party

4 DUKUNGAN BUDAYA DAN TATA KELOLA DALAM PROSES PENYUSUNAN LAPORAN
Cultural and Governance Support in the Process of Preparing Report

Integritas & Etika
Integrity & Ethics
Menjunjung tinggi integritas, transparansi, dan akuntabilitas dalam setiap proses pelaporan
Upholding integrity, transparency and accountability in every reporting process

Kompetensi SDM
HR Competency
Penguatan kompetensi dan sertifikasi profesional secara berkelanjutan
Continuous strengthening of professional competency and certification

Sistem & Teknologi
System & Technology
Pemanfaatan sistem informasi yang terintegrasi untuk akurasi dan ketepatan data
Utilization of integrated information system for data accuracy and accuracy

Tata kelola yang kuat, pengendalian yang efektif, dan assurance independen menjadi fondasi utama terwujudnya laporan perusahaan yang andal, konsisten, dan kredibel.
Tata kelola yang kuat, pengendalian yang efektif, dan assurance independen menjadi fondasi utama terwujudnya laporan perusahaan yang andal, konsisten, dan kredibel.

Governance with Integrity for Sustainability and Long-Term Value Creation

REPORTING WITH INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY TO CREATE LONG-TERM VALUE

Company leadership ensures the quality of reports through strengthening governance, internal control system, assurance mechanism, and effective and continuous supervision.

Reliability, Consistency, and Credibility of Sustainability Reports

PROSES PENYUSUNAN
Preparation Process

- Prosedur penyusunan Laporan Keberlanjutan melalui SOP
  Procedures for preparing Sustainability Reports through SOPs
- Keterlibatan seluruh *Business Process Owner* (BPO)
  Involvement of all Business Process Owners (BPO)
- Dukungan Komite *Sustainability* untuk memastikan pelaksanaan tanggung jawab keberlanjutan, pencapaian NDC, dan transisi energi selaras dengan strategi bisnis
  Support from the Sustainability Committee to ensure implementation of sustainability responsibilities, achievement of NDC, and energy transition in line with business strategy

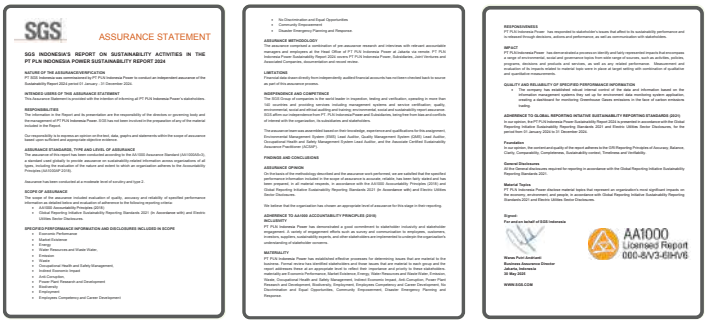
Telaah Laporan Keberlanjutan oleh Komite terkait
Review the Sustainability Report by the relevant Committee

→ Persetujuan Dewan Komisaris
Approval from the Board of Commissioners

→ Pengungkapan yang andal, transparan, dan selaras standar global
Disclosure that is reliable, transparent and aligned with global standards

3 ASSURANCE INDEPENDEN LAPORAN KEBERLANJUTAN
Independent Assurance of the Sustainability Report

Laporan Keberlanjutan PLN Indonesia Power telah diassurance oleh pihak independen untuk meningkatkan kualitas dan kredibilitas pengungkapan.
PLN Indonesia Power's Sustainability Report has been assured by an independent party to improve the quality and credibility of the disclosure.



- *Assurance* mengacu pada standar AA1000AS (2008) tipe 2 moderat
  Assurance refers to the AA1000AS (2008) type 2 moderate standard
- Mencakup prinsip inklusivitas, materialitas, responsivitas, dan dampak
  Includes the principles of inclusivity, materiality, responsiveness and impact.
- Hasil *assurance* mendukung keandalan dan kredibilitas pengungkapan keberlanjutan Perusahaan
  Assurance results support the reliability and credibility of the Company's sustainability disclosures.

Monitoring & Evaluasi
Monitoring & Evaluation

Pemantauan berkelanjutan untuk perbaikan proses dan pengendalian yang berkesinambungan
Continuous monitoring for continuous process improvement and control

5 HASIL AKHIR
Final Result

Pelaporan yang berintegritas, transparan, dan akuntabel sehingga meningkatkan kepercayaan pemangku kepentingan dan mendukung penciptaan nilai jangka panjang yang berkelanjutan.
Reporting with integrity, transparency and accountability increases stakeholder trust and supports sustainable long-term value creation.

- Kepercayaan Pemangku Kepentingan
  Stakeholders' Trust
- Reputasi Perusahaan
  Company Reputation
- Keberlanjutan Bisnis
  Business Sustainability
- Nilai Jangka Panjang
  Long-Term Value

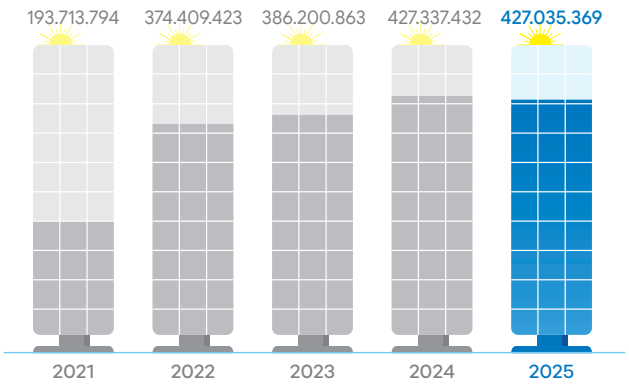
Ikhtisar Data Keuangan Penting
Key Financial Data Highlights

Ikhtisar Kinerja Keuangan
Financial Performance Highlights

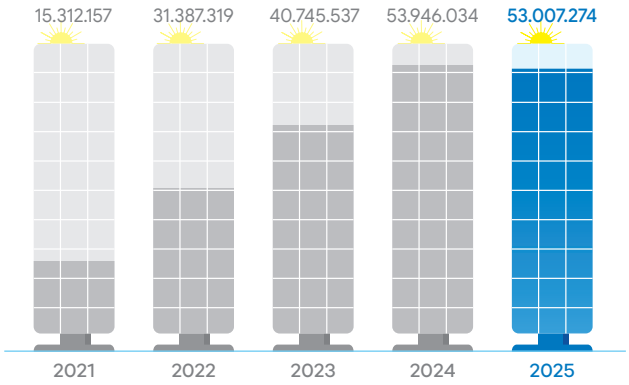
dalam Rp juta in Rp million

Posisi Keuangan	2021	2022	2023	2024	2025	Financial Position
Jumlah Aset	**193.713.794**	**374.409.423**	**386.200.863**	**427.337.432**	**427.035.369**	**Total Assets**
Aset Lancar	34.232.232	38.748.404	62.191.430	81.056.348	**86.574.037**	Current Assets
Aset Tidak Lancar	159.481.562	335.661.019	324.009.433	346.281.084	**340.461.332**	Non-Current Assets
Jumlah Liabilitas	**15.312.157**	**31.387.319**	**40.745.537**	**53.946.034**	**53.007.274**	**Total Liabilities**
Liabilitas Jangka Pendek	5.894.646	8.155.329	12.620.923	17.311.892	**13.659.208**	Current Liabilities
Liabilitas Jangka Panjang	9.417.511	23.231.990	28.124.614	36.634.142	**39.348.066**	Non-Current Liabilities
Jumlah Ekuitas	**178.401.637**	**343.022.104**	**345.455.326**	**373.391.398**	**374.028.095**	**Total Equity**
Modal Kerja	28.337.592	30.593.075	49.570.507	63.744.456	**60.863.071**	Working Capital

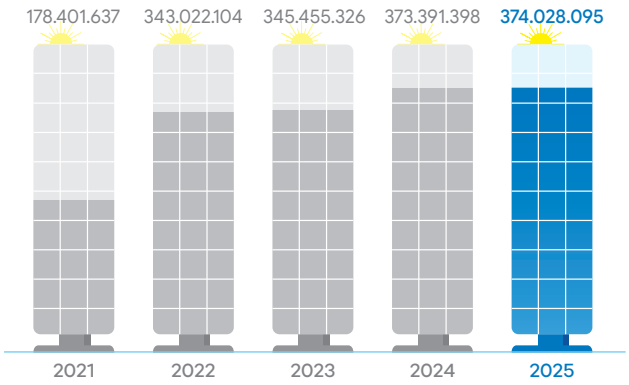
Grafik Jumlah Aset (Rp juta)
Chart of Total Assets (Rp million)



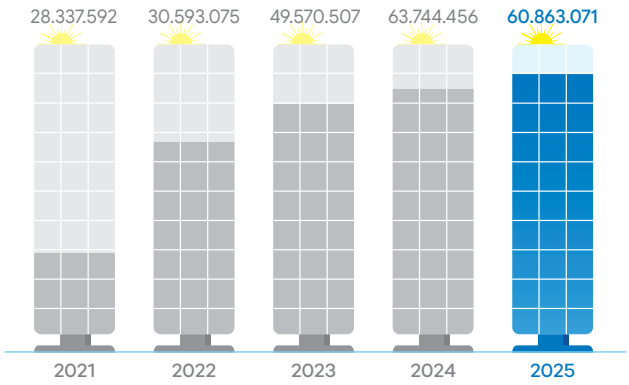
Grafik Jumlah Liabilitas (Rp juta)
Chart of Total Liabilities (Rp million)



Grafik Jumlah Ekuitas (Rp juta)
Chart of Total Equity (Rp million)



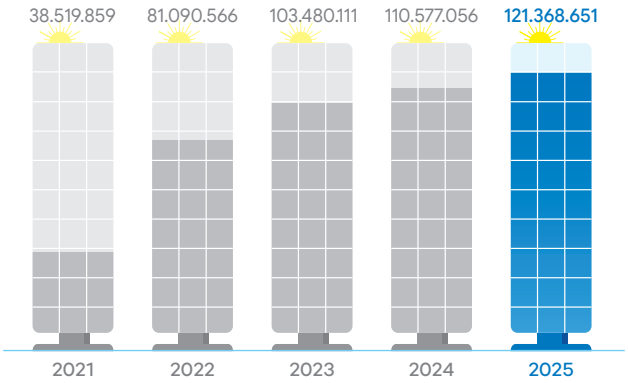
Grafik Modal Kerja (Rp juta)
Chart of Working Capital (Rp million)



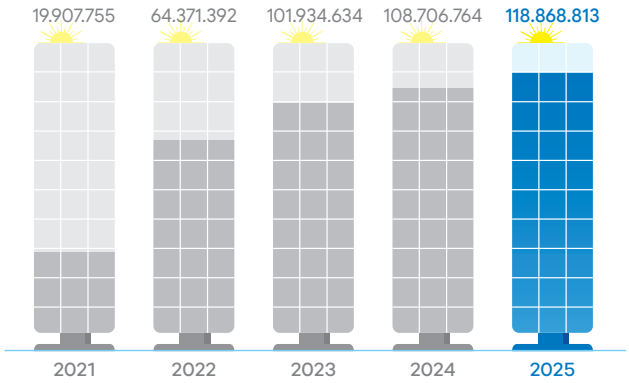
dalam Rp juta in Rp million

Laba Rugi	2021	2022	2023	2024	2025	Profit or Loss
Pendapatan Usaha	38.519.859	81.090.566	103.480.111	110.577.056	**121.368.651**	Revenue
Penjualan Tenaga Listrik	19.907.755	64.371.392	101.934.634	108.706.764	**118.868.813**	Sales of Electricity
Pendapatan dari Konsesi Jasa	14.656.755	15.541.932	268.658	256.344	**239.827**	Revenue from Service Concession
Pendapatan Jasa	3.955.349	1.177.242	1.276.819	1.613.948	**2.260.011**	Service Revenue
Beban Usaha	32.429.534	73.052.127	83.553.102	93.695.863	**103.669.585**	Operating Expenses
Laba Usaha	**6.090.325**	**8.038.439**	**19.927.009**	**16.881.193**	**17.699.066**	**Operating Income**
Laba Sebelum Pajak	5.909.311	7.812.498	10.680.986	16.763.426	**18.300.170**	Profit before Tax
(Manfaat) Beban Pajak	(1.878.157)	(3.128.838)	(2.491.672)	(3.667.560)	**(3.534.433)**	Tax (Benefit)/Expenses
Laba Tahun Berjalan	**4.031.154**	**4.683.660**	**8.189.314**	**13.095.866**	**14.765.737**	**Profit for the Year**
diatribusikan kepada Pemilik Entitas Induk	4.027.169	4.678.605	8.176.665	13.090.663	**14.757.990**	attributable to Owners of the Parent
diatribusikan kepada Kepentingan Non-Pengendali	3.985	5.055	12.649	5.203	**7.747**	attributable to Non-Controlling Interest
Penghasilan Komprehensif Lain Tahun Berjalan	646.237	1.226.472	9.055	22.779.456	**(1.036.473)**	Other Comprehensive Income for the Year
Jumah Penghasilan Komprehensif Tahun Berjalan	**4.677.391**	**5.910.132**	**8.198.369**	**35.875.322**	**13.729.264**	**Total Comprehensive Income for the Year**
diatribusikan kepada Pemilik Entitas Induk	4.673.406	5.905.077	8.185.720	35.870.070	**13.721.744**	attributable to Owners of the Parent
diatribusikan kepada Kepentingan Non-Pengendali	3.985	5.055	12.649	5.252	**7.520**	attributable to Non-Controlling Interest
Laba per Saham (Rp penuh)	**773**	**13**	**23**	**101**	**38**	**Earnings per Share (Rp full)**

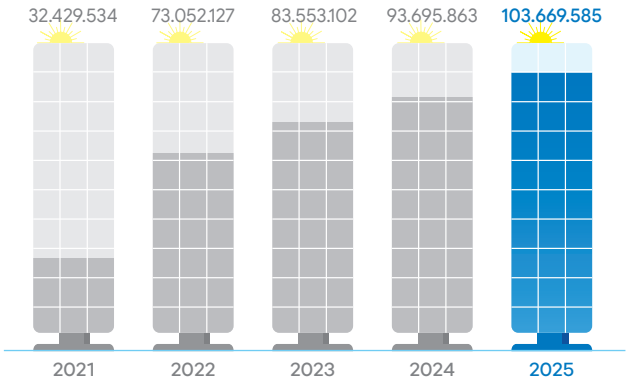
Grafik Pendapatan Usaha (Rp juta)
Chart of Revenue (Rp million)



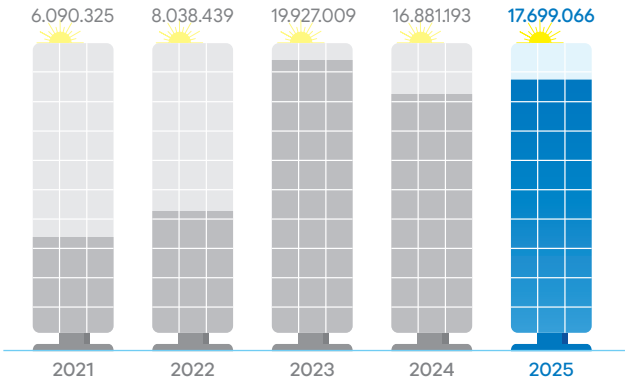
Grafik Penjualan Tenaga Listrik (Rp juta)
Chart of Sales of Electricity (Rp million)



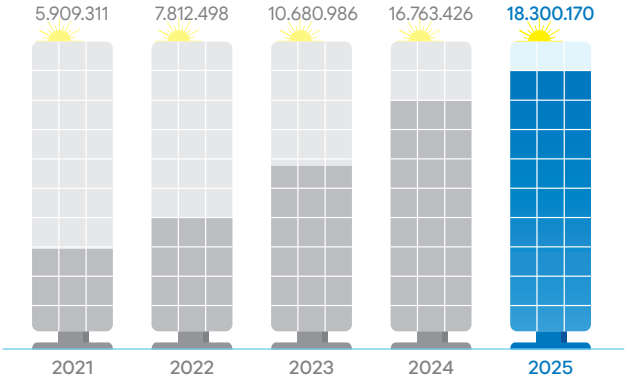
Grafik Beban Usaha (Rp juta)
Chart of Operating Expenses (Rp million)



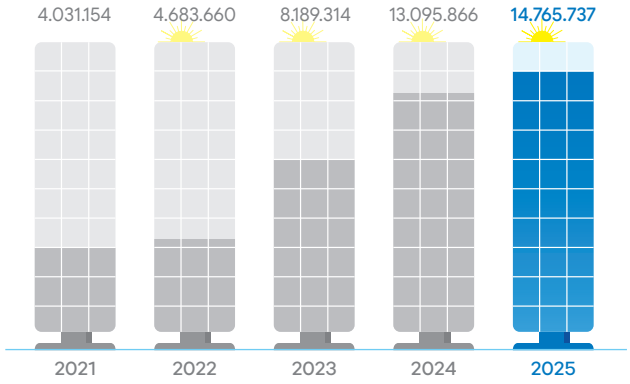
Grafik Laba Usaha (Rp juta)
Chart of Operating Income (Rp million)



Grafik Laba Sebelum Pajak (Rp juta)
Chart of Profit before Tax (Rp million)

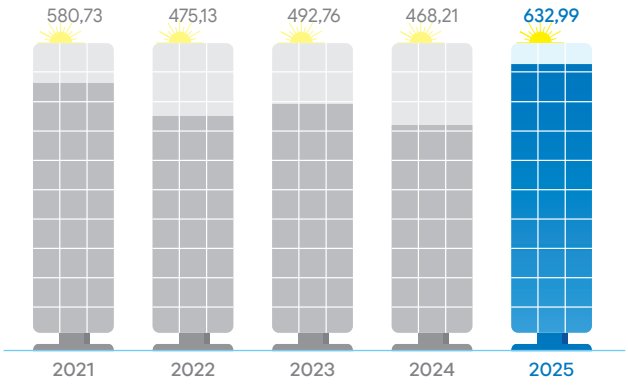


Grafik Laba Tahun Berjalan (Rp juta)
Chart of Profit for the Year (Rp million)

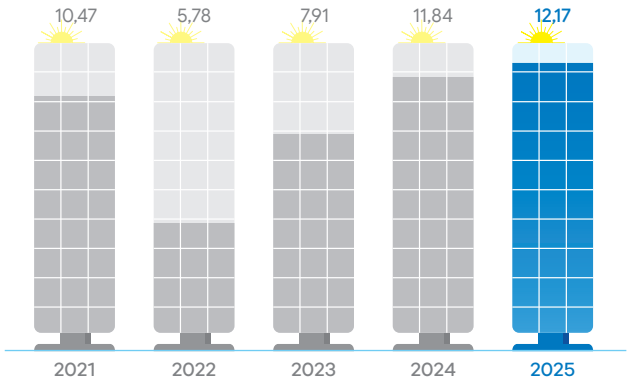


Rasio Keuangan	2021	2022	2023	2024	2025	Financial Ratios
Rasio Likuiditas						**Liquidity Ratio**
Rasio Kas (%)	46,93	45,15	28,02	26,40	**26,81**	Cash Ratio (%)
Rasio Cepat (%)	557,23	414,12	450,9	438,46	**586,27**	Quick Ratio (%)
Rasio Lancar (%)	580,73	475,13	492,76	468,21	**632,99**	Current Ratio (%)
Rasio Profitabilitas						**Profitability Ratio**
Margin Operasi (%)	15,81	9,91	19,26	15,27	**14,58**	Operating Margin (%)
Margin Laba Bersih (%)	10,47	5,78	7,91	11,84	**12,17**	Net Profit Margin (%)
Tingkat Pengembalian Ekuitas (%)	2,31	1,38	2,43	3,51	**4,11**	Return on Equity (%)
Tingkat Pengembalian Investasi (%)	4,80	4,74	8,12	7,07	**7,43**	Return on Investment (%)
Tingkat Pengembalian Aset (%)	2,08	1,25	2,12	3,06	**3,46**	Return on Assets (%)
Rasio Solvabilitas						**Solvency Ratios**
Rasio Utang terhadap Aset (%)	7,90	8,38	10,55	12,62	**12,41**	Debt to Assets Ratio (%)
Rasio Utang terhadap Modal (%)	8,58	9,15	11,79	14,45	**14,17**	Debt to Equity Ratio (%)
Rasio Aktivitas						**Activity Ratios**
Perputaran Persediaan (hari)	12,36	22,39	18,64	17,00	**19,18**	Inventory Turnover (day)
Periode Penagihan (hari)	275,34	130,49	141,25	200,70	**226,44**	Collection Period (day)
Perputaran Aset (%)	20,51	22,17	27,43	26,05	**26,58**	Asset Turnover (%)

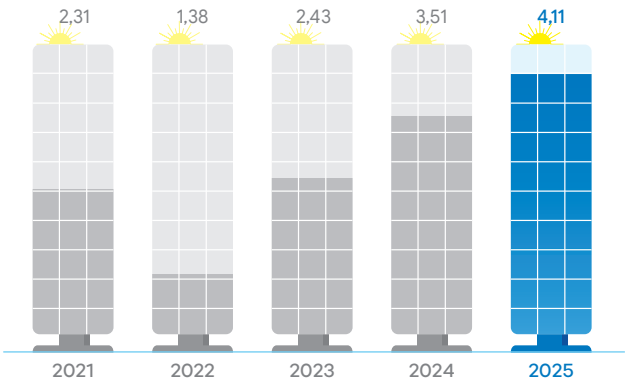
Grafik Rasio Lancar (%)
Chart of Cash Ratio (%)



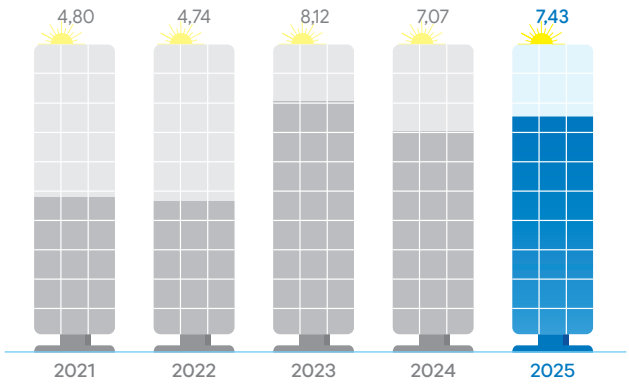
Grafik Margin Laba Bersih (%)
Chart of Net Profit Margin (%)



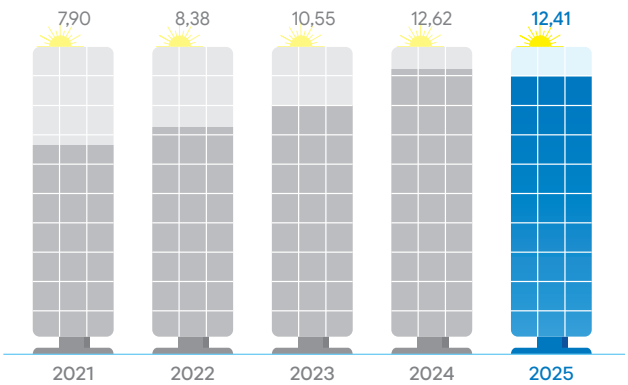
Grafik Tingkat Pengembalian Ekuitas (%)
Chart of Return on Equity (%)



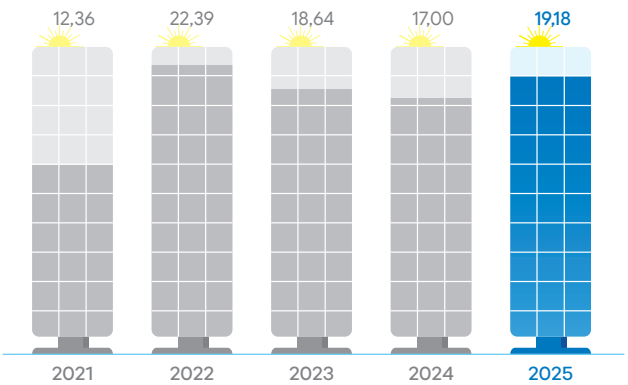
Grafik Tingkat Pengembalian Investasi (%)
Chart of Return on Investment (%)



Grafik Rasio Utang terhadap Aset (%)
Chart of Debt to Assets Ratio (%)



Grafik Perputaran Persediaan (hari)
Chart of Inventory Turnover (day)



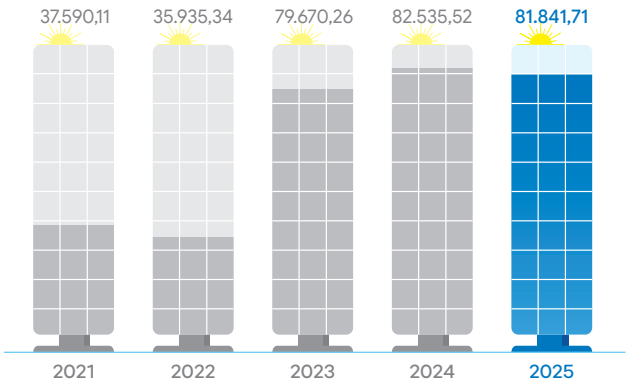
Ikhtisar Operasional
Operational Highlights

Kinerja Pembangkit	2021	2022	2023	2024	2025	Power Plant Performance
Penjualan Tenaga Listrik (GWh)	37.590,11	35.935,34	79.670,26	82.535,52	**81.841,71**	Sales of Electricity (GWh)
Produksi Tenaga Listrik (GWh)	39.230,81	37.510,12	84.205,29	87.210,96	**86.548,54**	Electricity Production (GWh)
Daya Terpasang Pembangkit (MW)	9.124,72	9.031,41	19.927,90	21.414,02	**21.942,74**	Power Plant Installed Capacity (MW)
CF Pembangkit (%)	51,82	51,05	51,21	51,39	**50,49**	Power Plant CF (%)
CF Pembangkit PLTU Batubara	80,87	78,44	69,06	69,08	**66,66**	Coal SPP CF
CF Pembangkit Non PLTU Batubara	33,40	32,81	35,63	36,37	**36,29**	Non-Coal SPP CF
EAF Pembangkit (%)						Power Plant EAF (%)
EAF Pembangkit PLTU Batubara	86,16	86,82	84,08	85,21	**87,20**	Coal SPP EAF
EAF Pembangkit Non PLTU Batubara	95,62	95,28	94,52	93,82	**93,18**	Non-Coal SPP EAF
EFOR Pembangkit (%)						Power Plant EFOR (%)
EFOR Pembangkit PLTU Batubara	3,51	2,85	5,31	4,67	**3,19**	Coal SPP EFOR
EFOR Pembangkit Non PLTU Batubara	0,58	0,37	1,50	1,03	**0,89**	Non-Coal SPP EFOR
SCF Pembangkit*						Power Plant SFC*
SCF Pembangkit - Batubara (kg/kWh)			0,6278	0,6555	**0,7040**	Coal Power Plant SFC (kg/kWh)
SCF Pembangkit - Gas (MMBTU/kWh)			0,0083	0,0082	**0,0083**	Gas Power Plant SFC (MMBTU/kWh)
SCF Pembangkit - BBM (liter/kWh)			0,2900	0,3046	**0,3078**	Fuel Oil Power Plant SFC (liter/kWh)

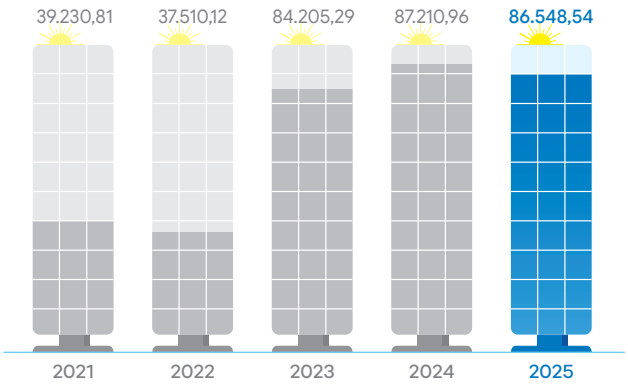
* menjadi KPI sejak tahun 2023 become a KPI since 2023

Kinerja Perusahaan Lainnya	2021	2022	2023	2024	2025	Other Performances
Pencapaian KPI (skor)	98,44	101,24	103,40	105,56	**100,36**	KPI Achievement (score)
Jumlah Pegawai (pegawai)	4.221	4.189	5.452	5.409	**5.185**	Number of Employees (employee)

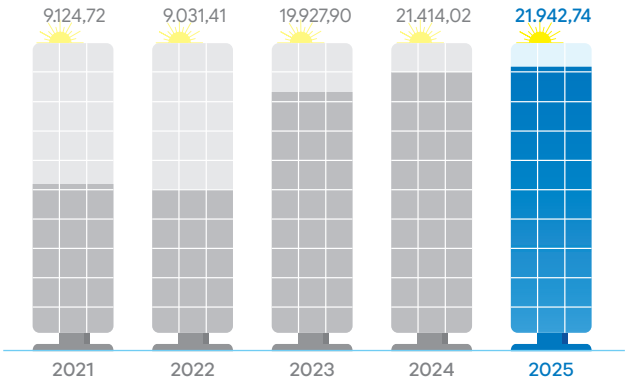
Grafik Penjualan Tenaga Listrik (GWh)
Chart of Sales of Electricity (GWh)



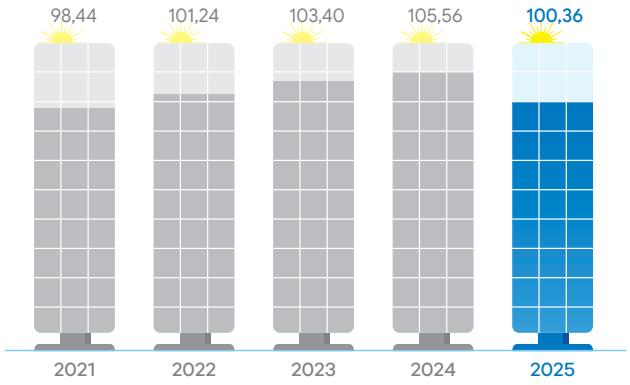
Grafik Produksi Tenaga Listrik (GWh)
Chart of Electricity Production (GWh)



Grafik Daya Terpasang Pembangkit (MW)
Chart of Power Plant Installed Capacity (MW)



Grafik Pencapaian KPI (skor)
Chart of KPI Achievement (score)



Ikhtisar Saham
Share Overview

Sampai dengan akhir tahun 2025, PLN Indonesia Power tidak melakukan perdagangan saham sehingga tidak ada informasi terkait dengan jumlah saham yang beredar, kapitalisasi pasar, harga saham tertinggi, harga saham terendah dan harga saham penutupan serta volume saham yang diperdagangkan.

Jumlah saham beredar PLN Indonesia Power adalah sebanyak 357.165.633.599 lembar saham yang terdiri dari 1 lembar saham Seri 1 dan 357.165.633.598 saham Seri 2.

Until the end of 2025, PLN Indonesia Power had not had its shares listed and traded and therefore no information is available regarding the number of shares, market capitalization, highest share prices, lowest share prices, closing share prices, and volume of shares traded.

There is a total of 357,165,633,599 PLN Indonesia Power's outstanding shares, consisting of 1 Series I share and 357,165,633,598 Series 2 shares.

Ikhtisar Obligasi
Bonds Overview

Sampai dengan akhir tahun 2025, PLN Indonesia Power tidak menerbitkan obligasi, sukuk dan obligasi konversi sehingga tidak ada informasi terkait dengan jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo dan peringkat obligasi/sukuk.

Until the end of 2025, PLN Indonesia Power had not issued any bonds, sukuk, and convertible bonds and therefore no information is available pertaining to the total bonds/sukuks/convertible bonds issued, interest rate/yield, maturity date, and ratings of the bonds/sukuks.

Aksi Korporasi
Corporate Action

Pada tahun 2025, PLN Indonesia Power tidak melakukan aksi korporasi yang berdampak pada jumlah saham beredar, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, maupun perubahan nilai nominal saham. Meskipun tidak terdapat aksi korporasi yang berdampak pada struktur permodalan, PLN Indonesia Power tetap aktif menjalankan berbagai aksi korporasi strategis yang berfokus pada ekspansi kapasitas, penguatan portofolio bisnis, serta percepatan pengembangan proyek energi berkelanjutan.

Aksi korporasi yang dilakukan sepanjang tahun 2025 menunjukkan fokus strategis Perusahaan dalam memperkuat portofolio energi bersih, mempercepat pengembangan proyek pembangkitan, serta meningkatkan kesiapan investasi dan pendanaan. Secara umum aksi korporasi tersebut dapat dibagi dalam 4 kategori, antara lain:

1. Pengembangan Energi Baru & Terbarukan (EBT)
   - PLTP Muara Laboh
   - Proyek *Binary* dengan PGE
   - Proyek PLTA (Hijaunesia Group A1 & Tiga Dihaji)

   - Peningkatan saham di Geo Dipa (*geothermal*)

In 2025, PLN Indonesia Power did not conduct any corporate actions that impact the number of outstanding shares, such as stock split, reverse stock, stock dividend, bonus share, or change in share par value. Although there were no corporate actions impacting the capital structure, PLN Indonesia Power continued to actively undertake various strategic corporate actions focusing on capacity expansion, strengthening business portfolio, and accelerating the development of sustainable energy projects.

The corporate actions undertaken throughout 2025 demonstrated the Company's strategic focus on strengthening its clean energy portfolio, accelerating the development of power generation projects, and increasing investment and funding readiness. In general, these corporate actions can be divided into four categories, as follows:

1. New & Renewable Energy (NRE) Development
   - Muara Laboh Geothermal Power Plant
   - Binary Project with PGE
   - Hydroelectric Power Plant Project (Hijaunesia Group A1 & Tiga Dihaji)
   - Increased stake in Geo Dipa (geothermal)

Unit PLTA Tes, UBP Bengkulu.
Tes HPP Unit, Bengkulu GBU.

2. Pengembangan Proyek & Ekspansi Kapasitas
   - Penyelesaian proyek strategis IPR
   - Pengembangan proyek pembangkit (multi lokasi)
3. Penguatan Struktur Investasi & Pendanaan
   - Tambahan modal disetor (PMD ke IPR)
   - *Right Issue* ke Danantara Investment Management
   - Program investasi & revisi RKAP
4. Penguatan Tata Kelola Investasi & Perencanaan
   - Penyusunan *business plan*
   - *Investment framework*
   - *Alignment* RKAP & pendanaan

Melalui berbagai aksi korporasi strategis, PLN Indonesia Power secara konsisten memperkuat fondasi pertumbuhan jangka panjang melalui pengembangan energi bersih, penguatan struktur investasi, serta percepatan realisasi proyek. Progres yang dicapai mencerminkan kesiapan Perusahaan dalam mengakselerasi transformasi menuju penyedia solusi energi berkelanjutan, sekaligus memperkuat portofolio bisnis dan memastikan pertumbuhan yang terarah, terstruktur, dan berkelanjutan.

2. Project Development & Capacity Expansion
   - Completion of IPR's strategic projects
   - Power plant project development (multi-location)
3. Strengthening Investment & Funding Structure
   - Additional paid-in capital (PMD to IPR)
   - Rights Issue to Danantara Investment Management
   - Investment program & RKAP revision
4. Strengthening Investment & Planning Governance
   - Business plan preparation
   - Investment framework
   - RKAP & funding alignment

Through various strategic corporate actions, PLN Indonesia Power consistently strengthens the foundation for long-term growth through clean energy development, strengthening its investment structure, and accelerating project implementation. The progress achieved reflects the Company's readiness to accelerate its transformation towards becoming a provider of sustainable energy solutions, while strengthening its business portfolio and ensuring targeted, structured, and sustainable growth.

PLN Indonesia Power di Mata Mereka

PLN Indonesia Power in Their Eyes

Gibran Rakabuming Raka

Wakil Presiden Republik Indonesia
Vice President of the Republic of Indonesia

Terima kasih atas dukungan dan kerja keras PLN Group yang terus berusaha memberikan pelayanan terbaik kepada masyarakat Maluku, khususnya Kota Ambon. Masyarakat sudah menikmati listrik dengan sangat baik.

Thank you for the support and hard work of PLN Group, which continues to strive to provide the best service to the people of Maluku, especially Ambon City. The community is already enjoying excellent electricity.

Sumber Source:
https://www.inilah.com/kunjungi-pltmg-nusantara-i-gibran-ingin-pemerataan-akses-listrik-hingga-daerah-terpencil

Hanif Faisol Nurofiq

Menteri Lingkungan Hidup / Kepala BPLH RI
Minister of Environment / Head of Indonesian Environmental Management Agency (BPLH)

Kami mengucapkan terima kasih atas kerjasama semua pihak terutama PLN Indonesia Power. Dengan menanam pohon kita telah melakukan aksi nyata yang berdampak pada kehidupan di masa depan, menjaga ketahanan pangan, dan mencegah bencana sedimentasi yang bisa berdampak pada operasional pembangkit listrik di Jawa Barat dan wilayah lain

We would like to express our gratitude for the cooperation of all parties, especially PLN Indonesia Power. By planting trees, we have taken a concrete action that will impact future livelihoods, maintain food security, and prevent sedimentation disasters that could impact power plant operations in West Java and other regions.

Sumber Source:
https://www.instagram.com/p/DFmqkqpJGcM/?img_index=3

Asep Ismail

Wakil Bupati Bandung Barat
Deputy Regent of West Bandung

PLTS Terapung Saguling merupakan solusi nyata untuk kebutuhan energi bersih dan berkelanjutan di wilayah kami. Selain mendukung target nasional, proyek ini juga berdampak positif bagi masyarakat, mulai dari pasokan listrik yang lebih andal, peluang kerja lokal, hingga peningkatan kualitas lingkungan.

The Saguling Floating Solar Power Plant (PLTS Terapung Saguling) is a real solution to the need for clean and sustainable energy in our region. In addition to supporting national targets, this project also has a positive impact on the community, from a more reliable electricity supply, local job opportunities, and improved environmental quality.

Sumber Source:
https://mediaindonesia.com/ekonomi/817127/pln-mulai-bangun-plts-terapung-kapasitas-92-mwp-di-waduk-saguling-jawa-barat#google_vignette

Yandri Susanto

Menteri Desa dan Pembangunan Daerah Tertinggal ke-8
8th Minister of Villages and Development of Disadvantaged Regions

Melalui kolaborasi lintas sektor, PT PLN Indonesia Power bersama BNPT RI dan Kementerian Desa dan Pembangunan Daerah Tertinggal (Kemendes PDT) melaksanakan *Workshop* Pengolahan dan Pemanfaatan *Fly Ash* dan *Bottom Ash* (FABA) menjadi *paving block* serta program peternakan domba di Desa Muruy, Kecamatan Menes, Kabupaten Pandeglang. Program ini menjadi bukti nyata pentingnya kolaborasi lintas sektor dalam membangun desa siaga melalui pemanfaatan limbah industri menjadi produk bernilai ekonomi.

Through cross-sector collaboration, PT PLN Indonesia Power, along with BNPT RI and the Ministry of Villages and Development of Disadvantaged Regions (Kemendes PDT), conducted a workshop on the processing and utilization of fly ash and bottom ash (FABA) into paving blocks, as well as a sheep farming program in Muruy Village, Menes Subdistrict, Pandeglang Regency. This program became an actual evidence of the importance of cross-sector collaboration in building alert villages by utilizing industrial waste into economically valuable products.

Sumber Source:
https://www.tangerangnews.com/banten/read/56026/Jaga-Keandalan-Listrik-PLN-Banten-Jalin-Sinergi-dengan-Grup-1-Kopassus

Laporan kepada Pemegang Saham dan Pemangku Kepentingan

Report to Shareholder and Stakehoder

Control Room PLTGU Tambak Lorok Blok 3, UBP Semarang.
Tambak Lorok Block 3 CCPP Control Room, Semarang GBU.

Laporan Dewan Komisaris
Report of the Board of Commissioners

Arief Budiman

Komisaris Utama Merangkap Komisaris Independen
President Commissioner Concurrently Independent Commissioner

Dewan Komisaris menilai keberhasilan pencapaian *Commercial Operation Date* (COD) sejumlah proyek pembangkit strategis pada tahun 2025 sebagai capaian penting yang mencerminkan efektivitas pengelolaan proyek serta komitmen PLN Indonesia Power dalam memperkuat keandalan sistem kelistrikan nasional dan mendukung agenda transisi energi berkelanjutan.

The Board of Commissioners considers the successful achievement of Commercial Operation Date (COD) for several strategic power plant projects in 2025 to be a significant achievement, reflecting the effectiveness of project management and PLN Indonesia Power's commitment to strengthening the reliability of national electricity system and supporting the sustainable energy transition agenda.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Perkenankan kami memanjatkan puji dan syukur kepada Allah SWT atas rahmat dan karunia-Nya, sehingga PLN Indonesia Power mampu melalui tahun 2025 di tengah berbagai tantangan dengan capaian kinerja yang positif. Berbagai pencapaian yang diraih menjadi momentum penting yang memperkuat langkah pertumbuhan Perusahaan ke depan. Kami juga mensyukuri dukungan kepemimpinan yang arif serta kerja sama dan dedikasi seluruh insan PLN Indonesia Power, sehingga setiap tantangan dapat dihadapi dan dikelola dengan baik. Hal ini menjadikan PLN Indonesia Power semakin diperhitungkan dalam industri energi, baik di tingkat nasional maupun global.

Dewan Komisaris mencermati bahwa PLN Indonesia Power terus memperkuat posisi strategisnya melalui berbagai inisiatif inovasi, ekspansi berkelanjutan, serta pengembangan bisnis *beyond* kWh. Langkah-langkah tersebut menjadi bagian dari upaya mendorong transformasi menuju portofolio energi yang lebih bersih dan berkelanjutan, sekaligus memberikan nilai tambah bagi seluruh pemangku kepentingan.

Laporan Tugas Pengawasan Dewan Komisaris dalam Laporan Tahunan ini disusun sebagai wujud akuntabilitas atas pelaksanaan fungsi pengawasan, pemberian arahan, serta nasihat kepada Direksi dalam pengelolaan Perusahaan. Laporan ini mencakup pengawasan atas implementasi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025 serta

Dear Honorable Shareholders and Stakeholders,

We would like to extend our gratitude and praise to Allah SWT for His grace and blessings, enabling PLN Indonesia Power to pass through the year 2025 amid various challenges with positive performance achievements. The various accomplishments attained have become an important momentum that strengthens the Company's future growth trajectory. We are also grateful for the wise leadership support as well as the cooperation and dedication of all PLN Indonesia Power personnel, enabling every challenge to be faced and managed properly. This has made PLN Indonesia Power increasingly recognized in the energy industry, both at the national and global levels.

The Board of Commissioners observes that PLN Indonesia Power continues to strengthen its strategic position through various innovation initiatives, sustainable expansion, and the development of a beyond kWh business. These steps are part of efforts to drive transformation toward a cleaner and more sustainable energy portfolio, while also providing added value to all stakeholders.

The Board of Commissioners' Supervisory Report in this Annual Report is prepared as a form of accountability for the implementation of supervisory functions, the provision of direction, and advisory support to the Board of Directors in the Company's management. This report covers the supervision of the implementation of the 2025 Company Work Plan and

penilaian terhadap kinerja Direksi berikut dasar evaluasinya, termasuk berbagai isu strategis yang dihadapi PLN Indonesia Power. Selain itu, Dewan Komisaris juga menyampaikan penilaian atas capaian kinerja Direksi, termasuk langkah-langkah yang ditempuh dalam merespons tantangan bisnis guna menjaga keberlanjutan pertumbuhan Perusahaan. Laporan ini juga memuat pandangan Dewan Komisaris terkait penerapan governansi perusahaan yang terintegrasi dengan prinsip ESG, meliputi antara lain pandangan *Whistle Blowing System* (WBS), perubahan komposisi Dewan Komisaris selama tahun 2025, serta prospek usaha PLN Indonesia Power di masa mendatang.

Budget (RKAP) as well as the Board of Directors' performance assessment and its evaluation basis, including various strategic issues faced by PLN Indonesia Power. In addition, the Board of Commissioners also presents an assessment of the Board of Directors' performance achievements, including the measures taken in responding to business challenges to maintain the Company's sustainable growth. This report also contains the Board of Commissioners' views on the implementation of corporate governance, which is integrated with ESG principles, including perspectives on the Whistleblowing System (WBS), changes in the Board of Commissioners' composition during 2025, and the future business prospects of PLN Indonesia Power.

Pandangan atas Kondisi Ekonomi dan Industri Listrik 2025

View on the Economic Conditions and Electricity Industry in 2025

Menghadapi dinamika ekonomi dan industri listrik di tahun 2025, kami senantiasa mencermati kondisi-kondisi makroekonomi yang memengaruhi operasional PLN Indonesia Power. Di tingkat global, ketegangan geopolitik yang berkepanjangan dan ketidakpastian kebijakan perdagangan, termasuk fluktuasi nilai tukar Rupiah terhadap Dolar menjadi aspek yang terus menjadi perhatian. Di tingkat nasional, perkembangan ekonomi Indonesia tetap menjadi fokus utama. Dewan Komisaris memantau proyeksi pertumbuhan ekonomi, stabilitas mata uang, dan kebijakan fiskal serta moneter pemerintah dengan seksama. Kondisi ini kami integrasikan dalam evaluasi terhadap kinerja PLN Indonesia Power serta strategi yang akan diambil untuk mengoptimalkan peluang dan mengatasi risiko yang mungkin timbul.

In facing the dynamics of economic conditions and electricity industry in 2025, we continuously observed macroeconomic conditions that affect PLN Indonesia Power's operations. At global level, prolonged geopolitical tensions and uncertainties in trade policy, including fluctuations in Rupiah exchange rate against US Dollar, remained key areas of concern. At national level, Indonesia's economic development continued to be a primary focus. The Board of Commissioners closely monitored economic growth projections, currency stability, and government fiscal and monetary policies. These conditions were integrated into our evaluation of PLN Indonesia Power's performance and the strategies to be taken to optimize opportunities and address potential risks.

Dewan Komisaris mencermati bahwa perekonomian nasional pada tahun 2025 tetap tumbuh solid sekitar 5,1%, yang mendorong peningkatan konsumsi listrik hingga 327,7 TWh atau naik sekitar 6,7%. Kebijakan Pemerintah dalam menjaga stabilitas tarif listrik turut berperan dalam mempertahankan daya beli masyarakat, sementara percepatan Proyek Strategis Nasional (PSN) menjadi pendorong utama investasi infrastruktur. Namun demikian, pelemahan nilai tukar Rupiah ke kisaran Rp16.670–Rp16.737 per USD, atau turun 3,48% (YoY), tetap menjadi faktor yang perlu diantisipasi karena dipengaruhi oleh dinamika pasar global dan meningkatnya kebutuhan valuta asing domestik.

The Board of Commissioners noted that the national economy in 2025 continued to grow steadily at around 5.1%, driving an increase in electricity consumption to 327.7 TWh, or up by around 6.7%. Government policies aimed at maintaining electricity tariff stability had helped preserve public purchasing power, while the acceleration of National Strategic Projects (PSN) became a key driver of infrastructure investment. However, the weakening of Rupiah exchange rate to the range of Rp16,670–Rp16,737 per USD, or a decline of 3.48% (YoY), remained a factor that must be anticipated, as it was influenced by global market dynamics and rising domestic foreign exchange demand.

Di tengah kondisi tersebut, sektor ketenagalistrikan nasional menghadapi perubahan yang semakin dinamis, didorong oleh peningkatan permintaan listrik, tuntutan keberlanjutan, serta perkembangan inovasi teknologi. Dewan Komisaris menilai bahwa PLN Indonesia Power memiliki peluang untuk memperkuat kinerja melalui percepatan transisi energi, sejalan dengan target porsi Energi Baru Terbarukan (EBT) dalam Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) 2025–2034 sebesar 76% dan bauran EBT 15,75% pada tahun 2025. Secara keseluruhan, dinamika ini perlu dikelola secara adaptif karena memberikan pengaruh yang signifikan terhadap kinerja operasional dan keuangan Perusahaan.

In the midst of these conditions, the national electricity sector underwent increasingly dynamic changes, driven by rising electricity demand, sustainability requirements, and advancements in technological innovation. The Board of Commissioners considers that PLN Indonesia Power has opportunities to strengthen its performance through accelerating the energy transition, in line with the target of a 76% share of New and Renewable Energy (NRE) in the 2025–2034 Electricity Supply Business Plan (RUPTL) and a 15.75% renewable energy mix in 2025. Overall, these dynamics need to be managed adaptively, as they have a significant impact on the Company's operational and financial performance.

Pengawasan dalam Perumusan dan Implementasi Strategi
Supervision in Strategy Formulation and Implementation

Dewan Komisaris memberikan apresiasi kepada Direksi beserta jajaran manajemen PLN Indonesia Power atas kesigapannya dalam merespon berbagai tantangan sepanjang tahun 2025. Melalui perumusan strategi yang tepat dan inisiatif strategis Perusahaan, Direksi dan segenap jajaran manajemen telah membuktikan resiliensinya dalam menjaga performa PLN Indonesia Power. Dewan Komisaris berkomitmen penuh untuk terus berperan aktif mengawal pelaksanaan RKAP 2025 dan RJPP 2024–2028, mulai dari tahap perencanaan hingga implementasi, guna memastikan PLN Indonesia Power tetap berada pada jalur pertumbuhan yang berkelanjutan.

The Board of Commissioners extends appreciation to the Board of Directors and the entire management team of PLN Indonesia Power for their readiness in responding to various challenges throughout 2025. By formulating appropriate strategies and the Company's strategic initiatives, the Board of Directors and management have demonstrated resilience in maintaining PLN Indonesia Power's performance. The Board of Commissioners is fully committed to continuing its active role in overseeing the implementation of the 2025 RKAP and the 2024–2028 RJPP, from planning to execution, to ensure that PLN Indonesia Power remains on a sustainable growth path.

Untuk menjamin keselarasan kebijakan dengan arah strategis Perusahaan, koordinasi intensif dilakukan secara rutin, setidaknya sebulan sekali melalui mekanisme pelaporan yang transparan, diskusi mendalam, serta rapat gabungan. Sinergi ini semakin diperkuat dengan terciptanya hubungan kerja yang kondusif dan komunikasi dua arah yang konstruktif antara Dewan Komisaris dan Direksi. Interaksi tersebut tidak hanya terbatas pada pertemuan formal berkala, tetapi juga mencakup sesi khusus untuk membahas isu-isu strategis yang memerlukan atensi mendalam. Pengawasan ini mencakup aspek-aspek penting seperti strategi bisnis, efektivitas manajemen risiko, audit internal, kebijakan investasi, serta pemenuhan kepatuhan terhadap regulasi yang berlaku.

To ensure alignment of policies with the Company's strategic direction, intensive coordination is carried out regularly, at least once a month, through transparent reporting mechanisms, in-depth discussions, and joint meetings. This synergy is further strengthened by the establishment of a conducive working relationship and constructive two-way communication between the Board of Commissioners and the Board of Directors. These interactions are not limited to periodic formal meetings but also include special sessions to discuss strategic issues requiring deeper attention. This supervision covers important aspects such as business strategy, risk management effectiveness, internal audit, investment policies, and compliance with applicable regulations.

Dalam pengambilan keputusan yang bersifat kompleks, Dewan Komisaris dan Direksi senantiasa melibatkan organ pendukung masing-masing guna memastikan setiap kebijakan lahir dari analisis yang komprehensif dan multidimensi. Kolaborasi yang solid ini menjadi fondasi utama bagi PLN Indonesia Power dalam menjawab dinamika industri energi serta memberikan nilai tambah yang maksimal bagi seluruh pemangku kepentingan.

In complex decision-making processes, the Board of Commissioners and the Board of Directors consistently involve their respective supporting organs to ensure that every policy is based on comprehensive and multidimensional analysis. This strong collaboration serves as a main foundation for PLN Indonesia Power in responding to the dynamics of the energy industry and delivering maximum added value to all stakeholders.

Selain itu, Dewan Komisaris juga melaporkan hasil pengawasan atas pencapaian kinerja dan KPI Perusahaan tahun 2025 kepada PT PLN (Persero) selaku Pemegang Saham secara triwulanan, antara lain mencakup sebagai berikut:

Moreover, the Board of Commissioners also reports its supervision results of the Company's 2025 performance and KPI achievements to PT PLN (Persero) as the Shareholder on a quarterly basis, including, among others, the following matters:

No	Aspek Aspect	Pengawasan oleh Dewan Komisaris Supervision by the Board of Commissioners
1	Operasional dan Pemeliharaan Berbasis Digital (*Digital Driven O&M Excellence*) Digital-Driven O&M Excellence	• Memantau kinerja keandalan pembangkit di PLTU maupun non PLTU, termasuk upaya yang dilakukan dalam mengatasi permasalahan yang terjadi; • Memantau kinerja gangguan pembangkit, baik PLTU maupun non PLTU; dan • Membahas dan mengawasi implementasi teknologi berbasis data *real-time.* • Monitoring the reliability performance of power plants, both PLTUs and non-PLTUs, including efforts undertaken to address any issues that arise; • Monitoring power plant disturbance performance, for both PLTUs and non-PLTUs; and • Discussing and overseeing the implementation of data-driven real-time technologies.
2	Menjaga Keandalan Pasokan (*Expand Core*) Maintaining Supply Reliability (Expand Core)	• Memberikan masukan mengenai manajemen suplai energi selama masa siaga seperti momen Ramadan dan Idul Fitri, untuk memastikan pasokan listrik masyarakat tidak terganggu; • Mengevaluasi tata kelola rantai pasok energi, mulai dari ketersediaan dan logistik pasokan batubara, gas, hingga biomassa. • Providing input on energy supply management during standby periods such as Ramadan and Eid al-Fitr, to ensure that electricity supply to the public is not disrupted; • Evaluating energy supply chain governance, including the availability and logistics of coal, gas, and biomass supplies.
3	Pertumbuhan Bisnis Baru yang Inovatif (*Ignite Growth*) Innovative New Business Growth (Ignite Growth)	• Meninjau setiap rencana pengembangan bisnis baru memiliki mitigasi risiko yang kuat, tata kelola transparan, dan dieksekusi berdasarkan prinsip *Environmental*, *Social*, and *Governance* (ESG); • Mendorong anak usaha dan unit bisnis, untuk berekspansi secara agresif ke layanan jasa operasi, pemeliharaan (*maintenance*), dan penyediaan solusi energi terintegrasi secara global; dan • Membahas *progress* proyek dan isu strategis Perusahaan Lainnya. • Reviewing that every new business development plan has strong risk mitigation, transparent governance, and is executed based on Environmental, Social, and Governance (ESG) principles; • Encouraging subsidiaries and business units to aggressively expand into operations and maintenance services, as well as integrated global energy solution provision; and • Discussing the progress of projects and other strategic corporate issues.
4	Keberlanjutan Lingkungan dan Transisi Energi (*Sustainability*) Environmental Sustainability and Energy Transition (Sustainability)	• Memantau dan menilai profil risiko Perusahaan terkait prinsip keberlanjutan; dan • Membahas hasil penilaian *maturity level sustainability* dan perkembangan yang dilakukan. • Monitoring and assessing the Company's risk profile related to sustainability principles; and • Discussing the results of sustainability maturity level assessments and ongoing developments.
5	Audit dan Kepatuhan Audit and Compliance	• Memberikan masukan mengenai hasil temuan audit internal maupun eksternal, termasuk audit keuangan tahunan dan kepatuhan oleh kantor akuntan publik. • Providing input regarding audit findings from both internal and external audits, including annual financial audits and compliance audits conducted by public accounting firms.

Frekuensi dan Tata Cara Pemberian Nasihat Kepada Direksi

Frequency and Procedure of Providing Advice to the Board of Directors

Dewan Komisaris memandang peran pemberian nasihat sebagai instrumen penting dalam memastikan PLN Indonesia Power tetap berada pada koridor pertumbuhan yang sehat. Sepanjang tahun, kami secara proaktif memberikan arahan, saran, dan rekomendasi strategis kepada Direksi melalui pendekatan yang objektif dan berbasis data. Hal ini diwujudkan tidak hanya melalui forum formal, namun juga melalui kunjungan lapangan bersama komite di bawah Dewan Komisaris terkait guna menyelaraskan perspektif strategis dengan realitas operasional di unit-unit pembangkit. Dengan pemahaman langsung atas kondisi di lapangan, setiap rekomendasi yang kami sampaikan menjadi lebih tepat sasaran (*contextualized*) dan memiliki dampak nyata terhadap perbaikan kinerja.

The Board of Commissioners views the provision of advice as an essential instrument to ensure that PLN Indonesia Power remains on a healthy growth trajectory. Throughout the year, we proactively provided direction, guidance, and strategic recommendations to the Board of Directors through an objective and data-driven approach. This is carried out not only through formal forums but also through joint field visits with relevant committees under the Board of Commissioners, in order to align strategic perspectives with operational realities at power generation units. With direct understanding of on-the-ground conditions, each recommendation we deliver becomes more contextualized and has a tangible impact on performance improvement.

Efektivitas fungsi pendampingan dalam pengawasan Dewan Komisaris tercermin dari intensitas dan kualitas interaksi formal yang telah dilakukan. Sepanjang tahun 2025, Dewan Komisaris menyelenggarakan 23 kali rapat, mencakup 9 rapat internal dan 12 rapat gabungan serta 2 rapat dengan Pemegang Saham dengan tingkat kehadiran yang solid sebesar 100%. Dalam setiap sesi rapat, Dewan Komisaris bertindak sebagai mitra diskusi yang kritis namun konstruktif, mulai dari membahas perkembangan proyek EBT hingga mengevaluasi mitigasi risiko pada proyek-proyek strategis nasional.

The effectiveness of the Board of Commissioners' supervisory support function is reflected in the intensity and quality of formal interactions conducted. Throughout 2025, the Board of Commissioners held 23 meetings, consisting of 9 internal meetings, 12 joint meetings and 2 meetings with Shareholders, with a solid attendance rate of 100%. In each meeting session, the Board of Commissioners acted as a critical yet constructive discussion partner, addressing topics ranging from the development of NRE projects to evaluating risk mitigation for national strategic projects.

Dalam merumuskan panduan bagi manajemen, Dewan Komisaris menerapkan prinsip analisis multidimensi dengan mengintegrasikan masukan dari Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Investasi dan Manajemen Risiko. Komunikasi ini mengalir secara dinamis melalui surat rekomendasi resmi maupun diskusi yang bersifat informal guna menjamin kesigapan dalam pengambilan keputusan. Melalui sinergi antara pengawasan yang ketat dan pemberian nasihat yang bijaksana, Dewan Komisaris memastikan bahwa setiap kebijakan Direksi selaras dengan tata kelola perusahaan yang unggul demi keberlanjutan energi masa depan.

In formulating guidance for management, the Board of Commissioners applies a multidimensional analytical approach by integrating inputs from the Audit Committee, the Nomination and Remuneration Committee, and the Investment and Risk Management Committee. This communication flows dynamically through formal recommendation letters as well as informal strategic discussions to ensure agility in decision-making. Through the synergy of rigorous oversight and prudent advisory support, the Board of Commissioners ensures that every Board of Directors' policy is aligned with strong corporate governance principles for the sustainability of future energy development.

Penilaian atas Kinerja Direksi

Assessment of the Board of Directors' Performance

Dewan Komisaris memberikan apresiasi atas pencapaian kinerja PLN Indonesia Power sepanjang tahun 2025 yang tidak terlepas dari kemampuan Direksi dalam merespon berbagai dinamika ekonomi yang menantang di industri ketenagalistrikan. Secara keseluruhan, PLN Indonesia Power berhasil mencatat hasil kinerja yang solid dan berkualitas, serta menunjukkan peningkatan kinerja operasional yang konsisten. Hasil tersebut semakin mempertegas posisi PLN Indonesia Power sebagai salah satu pelaku utama di industri kelistrikan yang memiliki daya saing tinggi.

The Board of Commissioners extends its appreciation for the performance achievements of PLN Indonesia Power throughout 2025, which were made possible by the Board of Directors' ability to respond to various challenging economic dynamics in the electricity industry. Overall, PLN Indonesia Power recorded solid and high-quality performance results, along with consistently improving operational performance. These results further reinforce PLN Indonesia Power's position as one of the key players in the electricity industry with strong competitiveness.

Dewan Komisaris menilai bahwa capaian tersebut merupakan hasil dari penerapan strategi dan kebijakan yang tepat oleh Direksi dalam menghadapi berbagai tantangan yang kompleks. Sepanjang tahun 2025, Direksi mampu merespons dinamika perkembangan teknologi yang cepat, menjaga keandalan dan efisiensi pembangkit, memastikan keamanan pasokan energi primer, mengantisipasi risiko siber, serta mengelola proses suksesi dan pengembangan sumber daya manusia dengan baik.

The Board of Commissioners assesses that these achievements are the result of appropriate strategies and policies implemented by the Board of Directors in addressing various complex challenges. Throughout 2025, the Board of Directors successfully responded to rapid technological developments, maintained the reliability and efficiency of power plants, ensured the security of primary energy supply, anticipated cyber risks, and managed succession processes and human resource development effectively.

Secara keseluruhan, Dewan Komisaris melihat bahwa berbagai tantangan tersebut telah dikelola secara efektif, sehingga inisiatif-inisiatif strategis Perusahaan dapat dijalankan dengan optimal dan memberikan kontribusi positif terhadap kinerja PLN Indonesia Power.

Overall, the Board of Commissioners observes that these challenges had been managed effectively, allowing the Company's strategic initiatives to be executed optimally and contributing positively to PLN Indonesia Power's performance.

Hal ini ditunjukkan dengan capaian tingkat kesehatan Perusahaan yang baik serta realisasi *Key Performance Indicators* (KPI) Perusahaan yang tahun 2025 melampaui target RKAP dengan skor 100,36. Pencapaian ini bukan sekadar nilai, melainkan manifestasi dari tata kelola yang unggul di segala lini operasional demi mewujudkan kemandirian energi dan masa depan yang berkelanjutan.

This is shown by the Company's achievement of soundness rating and the realization of its Key Performance Indicators (KPI) in 2025, which exceeded the RKAP target with a score of 100.36. This achievement is not merely a figure, but a manifestation of strong governance across all operational lines in realizing energy independence and a sustainable future.

Dewan Komisaris menilai bahwa capaian KPI Perusahaan tahun 2025 merupakan bukti efektivitas kepemimpinan Direksi dalam mengeksekusi aspirasi Pemegang Saham. Kinerja tersebut dievaluasi secara komprehensif melalui enam perspektif strategis, yaitu: Nilai Ekonomi dan Sosial untuk Indonesia; Inovasi Model Bisnis; Kepemimpinan Teknologi; Peningkatan Investasi; Pengembangan Talenta; dan Aspek Kepatuhan.

The Board of Commissioners assesses that the Company's 2025 KPI achievement is evidence of the effectiveness of the Board of Directors' leadership in executing Shareholder aspirations. The performance was comprehensively evaluated through six strategic perspectives, namely: Economic and Social Value for Indonesia; Business Model Innovation; Technological Leadership; Investment Enhancement; Talent Development; and Compliance.

Dalam memberikan penilaian, Dewan Komisaris menerapkan metodologi yang seimbang antara aspek kuantitatif, berdasarkan realisasi Kontrak Manajemen maupun aspek kualitatif terhadap langkah-langkah strategis yang diambil.

In providing this assessment, the Board of Commissioners applies a balanced methodology combining quantitative aspects based on the realization of the Management Contract and qualitative aspects regarding the strategic measures taken.

Dewan Komisaris berpendapat bahwa Direksi telah menunjukkan dedikasi yang luar biasa dalam menjaga harmoni antara pertumbuhan bisnis dan tanggung jawab sosial, sehingga meletakkan fondasi yang kokoh bagi Perusahaan untuk terus tumbuh secara inklusif dan akuntabel di masa depan.

The Board of Commissioners views that the Board of Directors has demonstrated outstanding dedication in maintaining harmony between business growth and social responsibility, thereby laying a strong foundation for the Company to continue growing inclusively and accountably in the future.

Berdasarkan hasil evaluasi kinerja tahun 2025, Dewan Komisaris mencatat bahwa mayoritas indikator kinerja Perseroan menunjukkan capaian yang sangat baik. Dari total indikator yang ditetapkan, sebanyak 18 indikator berhasil melampaui target. Capaian tersebut mencerminkan efektivitas implementasi strategi serta kemampuan Perusahaan dalam menjalankan program kerja dan mengelola operasional bisnis secara optimal di berbagai lini usaha.

Based on the results of the 2025 performance evaluation, the Board of Commissioners recorded that the majority of the Company's performance indicators demonstrated excellent performance. Of the total indicators set, 18 indicators exceeded their targets. Such achievements reflect the effectiveness of strategy implementation and the Company's ability to execute work programs and manage business operations optimally across various business lines.

Meskipun demikian, dalam menjalankan fungsi pengawasan yang independen dan akuntabel, Dewan Komisaris tetap memberikan perhatian terhadap sejumlah indikator yang belum mencapai kinerja optimal. Langkah ini penting untuk memastikan keberlanjutan operasional, peningkatan efisiensi, serta terjaganya kinerja keuangan Perusahaan dalam jangka panjang.

Nevertheless, in carrying out its independent and accountable supervision function, the Board of Commissioners continues to pay attention to several indicators that have not yet achieved optimal performance. This step is crucial to ensure the Company's operational sustainability, increased efficiency, and maintained financial performance in the long-term.

Dewan Komisaris mencatat terdapat empat indikator yang berada pada kategori hampir memenuhi target, yaitu Optimalisasi Kesiapan Pasokan Pembangkit, *Specific Fuel Consumption* (SFC) Gas, SFC BBM, dan *Carbon Emission Reduction.* Selain itu, terdapat dua indikator yang masih memerlukan perhatian dan upaya perbaikan lebih lanjut, yaitu SFC Batubara dan Pengendalian Penggunaan Anggaran Investasi. Atas capaian tersebut, Dewan Komisaris mendorong Direksi untuk terus memperkuat langkah-langkah perbaikan yang terukur dan berkelanjutan guna memastikan seluruh indikator kinerja dapat mencapai target yang ditetapkan pada periode mendatang.

The Board of Commissioners notes that there are four indicators categorized as nearly meeting targets, namely Optimization of Power Plant Supply Readiness, Specific Fuel Consumption (SFC) for Gas, SFC for Fuel, and Carbon Emission Reduction. Furthermore, there are two indicators that still require attention and further improvement efforts, namely SFC for Coal and Control of Investment Budget Utilization. Based on these achievements, the Board of Commissioners encourages the Board of Directors to continue strengthening measurable and sustainable improvement measures to ensure all performance indicators achieve their targets in the coming period.

Dewan Komisaris menekankan pentingnya langkah-langkah mitigasi dan inovasi teknis untuk mengatasi inefisiensi pada konsumsi bahan bakar serta penguatan disiplin anggaran investasi. Dewan Komisaris mendorong Direksi untuk melakukan evaluasi mendalam terhadap faktor-faktor penyebab belum tercapainya target tersebut, baik dari sisi teknis operasional maupun manajerial. Optimalisasi pada aspek-aspek ini sangat krusial, mengingat peran vitalnya dalam menjaga efisiensi biaya produksi listrik serta mendukung komitmen dekarbonisasi perusahaan di tengah dinamika industri energi saat ini.

The Board of Commissioners emphasizes the importance of mitigation measures and technical innovation to address inefficiencies in fuel consumption, as well as strengthening investment budget discipline. The Board of Commissioners encourages the Board of Directors to conduct an in-depth evaluation of the factors contributing to the underachievement of these targets, both from operational-technical and managerial perspectives. Optimization in these areas is very critical, considering their vital role in maintaining electricity production cost efficiency and supporting the Company's decarbonization commitment amid the current dynamics of the energy industry.

PLN Indonesia Power berhasil mempertahankan posisi keuangan yang kokoh sepanjang tahun 2025. Keberhasilan ini merupakan buah dari eksekusi strategi yang tepat serta konsistensi manajemen dalam menjalankan kebijakan keuangan, sehingga Perusahaan mampu mencapai target yang ditetapkan. Total aset Perusahaan tercatat mencapai sebesar Rp427,04 triliun, atau 101,22% dari target sebesar Rp421,90 triliun.

PLN Indonesia Power successfully maintained a strong financial position throughout 2025. This achievement is the result of effective strategy execution and consistent financial management policies, enabling the Company to meet its established targets. The Company's total assets were recorded at Rp427.04 trillion, or 101.22% of the target of Rp421.90 trillion.

Struktur aset tersebut terdiri dari Aset Lancar sebesar Rp86,57 triliun (99,65% dari target), yang menunjukkan likuiditas yang terjaga untuk mendukung operasional harian serta Aset Tidak Lancar sebesar Rp340,46 triliun (101,62% dari target), yang mencerminkan kekuatan infrastruktur jangka panjang Perusahaan.

The asset structure consists of Current Assets amounting to Rp86.57 trillion (99.65% of target), indicating maintained liquidity to support daily operations, and Non-Current Assets amounting to Rp340.46 trillion (101.62% of target), reflecting the strength of the Company's long-term infrastructure.

Realisasi posisi aset ini utamanya didorong oleh oleh peningkatan piutang Perjanjian Jual Beli Tenaga Listrik (PJBTL) dan peningkatan investasi pada perusahaan patungan dan entitas asosiasi. Dewan Komisaris menilai bahwa performa total aset ini bukan sekadar angka di neraca, melainkan cerminan dari kapabilitas Perusahaan dalam mengelola dan mengoptimalisasi aset produktifnya. Kemampuan aset dalam menghasilkan pendapatan secara berkelanjutan inilah yang menjadi motor penggerak bagi pertumbuhan Perusahaan di masa depan.

The realization of this asset position was mainly driven by an increase in Power Purchase Agreement (PPA) receivables and an increase in investments in joint ventures and associated entities. The Board of Commissioners assesses that this total asset performance is not merely a figure on the balance sheet, but a reflection of the Company's capability in managing and optimizing productive assets. The ability of these assets to generate sustainable income serves as a key driver of the Company's future growth.

Dalam menjalankan fungsi pengawasan operasional, Dewan Komisaris memberikan apresiasi atas capaian produksi tenaga listrik tahun 2025 yang melampaui target. Realisasi produksi tercatat mencapai 86.548,54 GWh, atau setara dengan 109,17% dari target sebesar 79.281,59 GWh. Performa positif ini berbanding lurus dengan angka penjualan tenaga listrik yang sukses mencapai 81.841,71 GWh, atau mencapai 108,82% dari target yang ditetapkan sebesar 75.205,19 GWh.

In carrying out its operational oversight function, the Board of Commissioners appreciates the 2025 electricity production performance, which exceeded the target. Actual production reached 86,548.54 GWh, equivalent to 109.17% of the target of 81,841.71 GWh. This positive performance is in line with electricity sales, which successfully achieved 81,836.23 GWh, or 108.82% of the established target of 75,205.19 GWh.

Dewan Komisaris menilai bahwa keberhasilan melampaui target produksi dan penjualan ini utamanya didorong oleh peningkatan produksi di sejumlah pembangkit dikarenakan adanya kenaikan kebutuhan beban puncak sistem dan mengikuti pola *dispatch* dari pengatur beban serta tingginya curah hujan di area Jawa Madura Bali (Jamali) sehingga meningkatkan produksi PLTA. Realisasi ini menjadi bukti nyata ketangguhan operasional Perusahaan dalam merespon dinamika kebutuhan energi nasional.

The Board of Commissioners assesses that the achievement of production and sales exceeding targets was primarily driven by increased output from several power plants in line with rising system peak load demand and adjustments to operational patterns based on load dispatcher directives. In addition, high rainfall in the Java–Madura–Bali (Jamali) region also boosted electricity generation from PLTA. This achievement demonstrates PLN Indonesia Power's operational capability in maintaining electricity supply reliability and responding optimally to national energy demand.

Sejalan dengan komitmen transisi energi, Dewan Komisaris juga memberikan perhatian khusus pada portofolio energi bersih. Realisasi produksi energi listrik dari pembangkit EBT di tahun 2025 tercatat mencapai sebesar 11.621,32 GWh atau 100,70% dari target, meningkat 7,34% dari tahun 2024 yang sebesar 11.182,32 GWh. Sementara itu, realisasi penjualan

In line with the energy transition commitment, the Board of Commissioners also places special attention on the clean energy portfolio. The realization of electricity production from renewable energy power plants (NRE) in 2025 reached 11,621.32 GWh, or 100.70% of the target, an increase of 7.34% from the 2024 of 11,182.32 GWh. Meanwhile, electricity sales

energi dari sumber EBT mencapai 11.270,00 GWh, atau sebesar 101,39% dari target. Capaian ini menunjukkan tren meningkat dibandingkan tahun sebelumnya sebagai hasil dari optimalisasi program *co-firing* biomassa pada PLTU, akselerasi proyek-proyek strategis berbasis energi terbarukan serta melonjaknya permintaan pelaku industri terhadap layanan *Renewable Energy Certificate* (REC).

Dalam menjalankan fungsi pengawasan finansial, Dewan Komisaris mencatat bahwa PLN Indonesia Power berhasil membukukan realisasi pendapatan usaha sebesar Rp121,37 triliun, atau mencapai 102,52% dari target sebesar Rp118,38 triliun. Capaian ini merupakan hasil dari kenaikan penjualan kWh PJBTL. Pendapatan usaha tersebut secara proporsional dikontribusikan oleh atau berasal dari penjualan tenaga listrik sebesar 17%, pendapatan jasa sebesar 50%, serta pendapatan dari konsesi jasa sebesar 33%.

Di sisi lain, Dewan Komisaris secara cermat memantau realisasi Beban Usaha Perusahaan yang tercatat sebesar Rp103,67 triliun, atau setara dengan 101,29% dari target sebesar Rp102,35 triliun. Kami menilai bahwa fluktuasi beban ini utamanya dipengaruhi oleh kenaikan harga energi primer dibandingkan tahun lalu yang berdampak pada peningkatan biaya pokok produksi. Meskipun terdapat tantangan pada pos beban, sinergi antara pendapatan dan efisiensi operasional tetap mampu menghasilkan laba tahun berjalan yang impresif atau mencapai 119,42% dari target sebesar Rp12,36 triliun.

Dewan Komisaris memberikan apresiasi atas kinerja keuangan Perusahaan yang terus menunjukkan pertumbuhan positif pada tahun 2025. Hal ini tercermin dari peningkatan laba tahun berjalan sebesar Rp1,67 triliun menjadi Rp14,76 triliun. Selain itu, EBITDA mencapai Rp31,97 triliun atau 106,70% dari target, yang menunjukkan kemampuan Perusahaan dalam menghasilkan arus kas operasional yang kuat dan sehat. Di sisi investasi, Dewan Komisaris mencatat realisasi penyerapan investasi (*disbursement*) sebesar Rp6,30 triliun yang dialokasikan untuk pembangkit eksisting, pengembangan usaha, serta penyertaan pada anak perusahaan dan perusahaan asosiasi. Dewan Komisaris mendorong Direksi untuk terus meningkatkan ketepatan waktu pelaksanaan proyek strategis guna memastikan setiap investasi memberikan nilai tambah yang optimal bagi pertumbuhan Perusahaan di masa depan.

Dalam menjalankan fungsi kontrol operasional, Dewan Komisaris memberikan apresiasi tinggi atas konsistensi PLN Indonesia Power dalam menjaga efisiensi biaya. Hal ini tercermin dari realisasi Biaya Pokok Penyediaan (BPP) pembangkit yang berhasil ditekan ke level Rp1.245/kWh. Capaian tersebut mencerminkan efisiensi sebesar 107,87% terhadap target sebesar Rp1.342/kWh.

from renewable energy sources reached 11,270.00 GWh, or 101.39% of the target. These achievements show an improving trend compared to the previous year, as a result of the optimization of biomass co-firing programs at PLTU, the acceleration of strategic renewable energy-based projects and the surge in industrial demand for Renewable Energy Certificate (REC) services.

In carrying out its financial oversight function, the Board of Commissioners notes that PLN Indonesia Power recorded revenue of Rp121.37 trillion, or 102.52% of the target of Rp118.38 trillion. This achievement is the result of increased PPA kWh sales. The revenue is proportionally contributed by or came from electricity sales at 17%, service revenue at 50%, and concession service revenue at 33%.

On the other hand, the Board of Commissioners closely monitors the Company's operating expenses, which were recorded at Rp103.67 trillion, or 101.29% of the target of Rp102.35 trillion. We assess that this load fluctuation is primarily influenced by the increase in primary energy prices compared to last year, which has an impact on increasing the cost of production. Despite challenges in the cost structure, the synergy between revenue and operational efficiency is still able to generate an impressive profit for the year or reaching 119.42% of the target of Rp12.36 trillion.

The Board of Commissioners expresses appreciation for the Company's financial performance that continues to show positive growth in 2025. This is reflected in the increase in profit for the year of Rp1.67 trillion to Rp14.76 trillion. Furthermore, EBITDA reached Rp31.97 trillion, or 106.70% of the target, demonstrating the Company's ability to generate strong and healthy operating cash flow. In terms of investment, the Board of Commissioners recorded disbursement of Rp6.30 trillion, allocated for existing power plants, business development, and participation in subsidiaries and associated companies. The Board of Commissioners encourages the Board of Directors to continuously improve the timely implementation of strategic projects to ensure each investment provides optimal added value for the Company's future growth.

In carrying out its operational control function, the Board of Commissioners highly appreciates PLN Indonesia Power's consistency in maintaining cost efficiency. This is reflected in the realization of the Electricity Generation Cost (BPP), which was successfully reduced to Rp1,245/kWh. This achievement represents an efficiency level of 107.87% compared to the target of Rp1,342/kWh.

Dewan Komisaris menilai bahwa keberhasilan Direksi dalam mengelola BPP di bawah target merupakan indikator penting bagi kesehatan keuangan dan operasional Perusahaan. Efisiensi di sisi internal ini tidak hanya memberikan nilai tambah bagi korporasi, tetapi juga menjadi fondasi penting dalam memastikan tarif listrik tetap kompetitif dan terjangkau bagi seluruh lapisan masyarakat. Lebih jauh lagi, Dewan Komisaris menekankan bahwa pengelolaan BPP yang efisien adalah pilar krusial dalam memperkuat ketahanan energi nasional. Dengan biaya produksi yang terkendali, Perusahaan memiliki fleksibilitas lebih besar untuk melakukan reinvestasi pada teknologi pembangkit yang lebih modern dan ramah lingkungan. Dewan Komisaris terus mendorong manajemen untuk mempertahankan disiplin biaya ini melalui inovasi operasional dan optimalisasi rantai pasok bahan bakar guna menjaga keberlanjutan energi nasional di masa depan.

The Board of Commissioners assesses that the Board of Directors' success in managing BPP below the target is an important indicator of the Company's financial and operational soundness. This internal efficiency not only provides added value to the corporation but also serves as an important foundation in ensuring that electricity tariffs remain competitive and affordable for all segments of society. Furthermore, the Board of Commissioners emphasizes that efficient BPP management is a crucial pillar in strengthening national energy resilience. With controlled production costs, the Company has greater flexibility to reinvest in more modern and environmentally friendly generation technologies. The Board of Commissioners continues to encourage management to maintain this cost discipline through operational innovation and optimization of the fuel supply chain to ensure the sustainability of national energy in the future.

Dalam menjalankan fungsi pengawasan terhadap kinerja operasional, Dewan Komisaris mencatat bahwa PLN Indonesia Power berhasil mempertahankan standar operasional yang tinggi sepanjang tahun 2025. Kinerja operasional Perusahaan menunjukkan tren positif, terutama pada parameter efisiensi, tingkat kesiapan, serta minimalisasi gangguan pembangkit. Capaian ini secara umum telah memenuhi, bahkan melampaui target dalam RKAP, yang membuktikan efektivitas pemeliharaan infrastruktur dan disiplin eksekusi di lapangan.

In carrying out its supervisory function over operational performance, the Board of Commissioners notes that PLN Indonesia Power successfully maintained high operational standards throughout 2025. The Company's operational performance showed a positive trend, particularly in efficiency parameters, availability levels, and minimization of plant disruptions. Overall, these achievements met and even exceeded RKAP targets, demonstrating effectiveness of infrastructure maintenance and disciplined field execution.

Dalam pelaksanaan fungsi pengawasan, Dewan Komisaris mencermati bahwa kinerja efisiensi penggunaan bahan bakar pembangkit pada tahun berjalan masih menghadapi sejumlah tantangan. Nilai *Specific Fuel Consumption* (SFC) batubara tercatat sebesar 0,7040 kg/kWh atau belum mencapai target sebesar 0,6542 kg/kWh. Kondisi ini terutama dipengaruhi oleh keterbatasan pasokan batubara MRC pada beberapa unit PLTU, sehingga penggunaan batubara dengan kualitas yang kurang optimal menyebabkan konsumsi bahan bakar meningkat dan berdampak pada efisiensi operasi pembangkit.

In carrying out its supervisory function, the Board of Commissioners notes that the efficiency performance of fuel utilization at power plants in the current year is still facing several challenges. Coal Specific Fuel Consumption (SFC) was recorded at 0.7040 kg/kWh, which has not yet met the target of 0.6542 kg/kWh. This condition is mainly influenced by limitations in MRC coal supply at several PLTUs, resulting in the use of suboptimal coal quality, which increases fuel consumption and negatively affects plant operating efficiency.

Selain itu, Dewan Komisaris juga menilai bahwa keterbatasan pasokan gas pada sejumlah unit PLTGU mengakibatkan pembangkit beroperasi pada beban rendah, sehingga nilai SFC gas tercatat sebesar 0,0083 MMBTU/kWh atau lebih tinggi dari target 0,0081 MMBTU/kWh. Adapun nilai SFC BBM sebesar 0,3078 liter/kWh, juga berada di atas target yang ditetapkan, terutama karena penggunaan BBM pada unit-unit PLTG untuk menjaga keandalan pasokan listrik dan mendukung kebutuhan sistem jaringan.

In addition, the Board of Commissioners also considers that limited gas supply at several PLTGUs caused plants to operate at low load, resulting in a gas SFC of 0.0083 MMBTU/kWh, which is higher than the target of 0.0081 MMBTU/kWh. Meanwhile, the value of fuel-based SFC was recorded at 0.3078 liters/kWh, also above the set target, primarily due to the use of fuel in PLTG units to maintain electricity supply reliability and support grid system demand.

Terhadap kondisi tersebut, Dewan Komisaris mendorong Direksi untuk terus memperkuat pengelolaan pasokan energi primer, meningkatkan optimalisasi operasi pembangkit, serta melakukan langkah-langkah efisiensi yang berkelanjutan guna menjaga keandalan sistem sekaligus meningkatkan kinerja operasional Perusahaan.

In response to these conditions, the Board of Commissioners encourages the Board of Directors to further strengthen primary energy supply management, improve power plant operational optimization, and implement sustainable efficiency measures to maintain

Selain itu, meskipun volume produksi mencapai 109,17% dari target, PLN Indonesia Power tetap mampu mengendalikan penggunaan energi internal secara optimal. Dewan Komisaris mencermati bahwa indikator efisiensi pemakaian sendiri pada tahun 2025 tercatat sebesar 4.706,78 GWh atau mencapai 105,84% dari target sebesar 4.076,40 GWh. Peningkatan tersebut sejalan dengan realisasi produksi listrik yang juga melampaui target, yaitu mencapai 109,17%, sebagai dampak dari meningkatnya kebutuhan operasi pembangkit dalam mendukung keandalan pasokan listrik nasional. Dewan Komisaris menilai bahwa capaian tersebut menunjukkan kemampuan Perusahaan dalam menjaga keandalan operasional pembangkit di tengah tingginya tingkat produksi listrik. Namun demikian, Dewan Komisaris tetap mendorong Direksi untuk terus meningkatkan efisiensi operasional dan optimalisasi pemakaian sendiri agar kinerja pembangkit dapat semakin efektif, efisien, dan berkelanjutan dalam mendukung penyediaan tenaga listrik nasional.

In addition, although production volume reached 109.17% of the target, PLN Indonesia Power was still able to optimally control its internal energy consumption. The Board of Commissioners notes that the self-consumption efficiency indicator in 2025 was recorded at 4,706.78 GWh, or 105.84% of the target of 4,076.40 GWh. This increase is in line with electricity production realization, which also exceeded the target at 109.17%, as a result of higher power plant operational requirements to support national electricity supply reliability. The Board of Commissioners considers that this achievement demonstrates the Company's ability to maintain operational reliability of power plants amid high electricity production levels. However, the Board of Commissioners continues to encourage the Board of Directors to further improve operational efficiency and optimize internal consumption so that power plant performance can become more effective, efficient, and sustainable in supporting national electricity supply.

Dewan Komisaris juga memberikan apresiasi atas capaian tingkat keandalan seluruh unit pembangkit PLN Indonesia Power sepanjang tahun 2025. Kinerja operasional Perusahaan menunjukkan ketangguhan, baik pada unit pembangkit batubara maupun gas dan non-batubara, dengan realisasi yang secara konsisten melampaui target RKAP.

The Board of Commissioners also expresses appreciation for the reliability achievements of all PLN Indonesia Power generation units throughout 2025. The Company's operational performance demonstrated resilience, both in coal-fired as well as gas and non-coal power plants, with realization consistently exceeding RKAP targets.

Dewan Komisaris mencatat bahwa unit PLTU batubara berhasil mencapai tingkat ketersediaan (*Equivalent Availability Factor*/EAF) sebesar 87,20%, atau setara dengan 107,15% dari target. Capaian impresif ini merupakan buah dari efektivitas Direksi dan jajaran manajemen dalam merencanakan pemeliharaan serta kecepatan respon dalam menangani gangguan teknis. Selain itu, tingkat gangguan tidak terencana (*Equivalent Forced Outage Rate*/EFOR) berhasil ditekan hingga ke level 3,19% (110,00% dari target). Kami menilai keberhasilan ini tidak lepas dari implementasi program *Preventive* dan *Predictive Maintenance* yang semakin matang dan terukur.

The Board of Commissioners notes that the coal-fired power plant units (PLTU) achieved an Equivalent Availability Factor (EAF) of 87.20%, or equivalent to 107.15% of the target. This impressive achievement is the result of the Board of Directors and management's effectiveness in planning maintenance activities as well as the speed of response in handling technical disturbances. In addition, the Equivalent Forced Outage Rate (EFOR) was successfully reduced to 3.19% (110.00% of the target). We assess that this success is closely linked to the increasingly mature and well-measured implementation of Preventive and Predictive Maintenance programs.

Untuk kinerja pembangkit gas dan non-batubara, Dewan Komisaris melihat performa yang jauh melampaui ekspektasi. Tingkat ketersediaan (EAF) unit-unit ini mencapai 93,18% (102,93% dari target), yang mencerminkan keberhasilan Perusahaan dalam mengoptimalkan durasi pemeliharaan agar unit dapat segera kembali beroperasi. Sementara itu, nilai gangguan (EFOR) berhasil ditekan secara signifikan hingga ke level 0,89% atau mencapai 110,00% dari target.

For performance of gas and non-coal power generation, the Board of Commissioners observes performance that significantly exceeds expectations. The availability level (EAF) of these units reached 93.93% (102.93% of the target), reflecting the Company's success in optimizing maintenance duration so that units can return to operation promptly. Meanwhile, disturbance value (EFOR) was significantly reduced to 0.89%, or 110.00% of the target.

Dewan Komisaris menyimpulkan bahwa konsistensi dalam menjaga kinerja operasional, termasuk keandalan unit pembangkit melalui pemeliharaan berbasis prediksi telah menjadi kunci utama dalam menjamin stabilitas pasokan

The Board of Commissioners concludes that consistency in maintaining operational performance, including the reliability of generation units through predictive-based maintenance, has been a key factor in ensuring the stability of national

listrik nasional. Kami mendorong manajemen untuk terus mempertahankan standar ini, guna menjamin penyediaan tenaga listrik nasional yang tidak hanya andal, tetapi juga berkelanjutan bagi masa depan.

Dalam fungsi pengawasan terhadap proyek-proyek strategis, Dewan Komisaris mencatat tonggak sejarah penting yang berhasil dicapai PLN Indonesia Power sepanjang tahun 2025. Keberhasilan penyelesaian pembangunan infrastruktur ketenagalistrikan ini merupakan bukti nyata dari efektivitas manajemen proyek dan ketepatan eksekusi di lapangan.

Dewan Komisaris menilai capaian tersebut menunjukkan kemampuan Direksi dalam memastikan proyek-proyek pengembangan pembangkit berjalan sesuai rencana serta mendukung penguatan sistem ketenagalistrikan nasional. Sepanjang tahun 2025, Perusahaan berhasil melakukan COD PLTU Jawa 9 dan 10 *Super Critical* hasil kolaborasi dengan Barito (BRPT) yang berlokasi di Kota Cilegon, Provinsi Banten, dengan kapasitas masing-masing 2 x 1.000 MW. Unit 1 mulai beroperasi secara komersial pada 5 Maret 2025 dan Unit 2 pada 2 Mei 2025. Selain itu, Perusahaan juga berhasil mengoperasikan *Barge Mounted Power Plant* (BMPP) Nusantara 2 di Desa Wolo, Kecamatan Wolo, Kabupaten Kolaka, Sulawesi Tenggara, guna mendukung keandalan pasokan listrik di wilayah tersebut.

Di sisi pengembangan energi baru terbarukan, Dewan Komisaris juga mencermati keberhasilan pengoperasian PLTS Terapung Tambaklorok di Semarang, Jawa Tengah, dengan kapasitas sebesar 561,60 kilowatt peak (kWp) pada pertengahan tahun 2025. Dewan Komisaris menilai bahwa keberhasilan penyelesaian proyek-proyek tersebut merupakan langkah penting dalam mendukung peningkatan kapasitas pembangkitan, menjaga keandalan pasokan listrik, serta memperkuat komitmen PLN Indonesia Power dalam mendukung transisi energi dan pengembangan energi bersih yang berkelanjutan.

Dewan Komisaris menilai bahwa penambahan kapasitas ini merupakan langkah strategis dalam memperkuat keandalan pasokan listrik nasional sekaligus meningkatkan nilai aset produktif Perusahaan. Masuknya unit-unit baru ini ke dalam sistem kelistrikan tidak hanya memperkokoh posisi PLN Indonesia Power sebagai pemain kunci di industri energi, tetapi juga menjadi modal penting dalam mendukung pertumbuhan ekonomi di wilayah terkait. Dewan Komisaris mendorong Direksi dan jajaran manajemen PLN Indonesia Power untuk terus menjaga keandalan operasional unit-unit baru ini agar dapat memberikan kontribusi pendapatan yang optimal bagi Perusahaan sejak tahun pertama pengoperasiannya.

electricity supply. We encourage management to continue maintaining these standards to ensure the provision of electricity that is not only reliable but also sustainable for the future.

In its supervisory function over strategic projects, the Board of Commissioners notes an important milestone achieved by PLN Indonesia Power throughout 2025. The successful completion of electricity infrastructure development is clear evidence of effective project management and precise execution in the field.

The Board of Commissioners assesses that this achievement demonstrates the ability of the Board of Directors to ensure that power generation development projects are implemented according to plan and support the strengthening of the national electricity system. Throughout 2025, the Company successfully achieved COD for the Java 9 and 10 Ultra Super Critical coal-fired power plant (PLTU), in collaboration with Barito (BRPT), located in Cilegon City, Banten Province, with a capacity of 2 x 1,000 MW each. Unit 1 commenced commercial operation on March 5, 2025, and Unit 2 on May 2, 2025. In addition, the Company also successfully commenced operation of the Barge Mounted Power Plant (BMPP) Nusantara 2 in Wolo Village, Wolo Subdistrict, Kolaka Regency, Southeast Sulawesi, to support electricity supply reliability in the region.

In the renewable energy development sector, the Board of Commissioners also notes the successful operation of PLTS Tambakloro in Semarang, Central Java, with a capacity of 561.60 kilowatt-peak (kWp) in mid-2025. The Board of Commissioners considers that the completion of these projects represents an important step in increasing generation capacity, maintaining electricity supply reliability, and strengthening PLN Indonesia Power's commitment to supporting the energy transition and the development of sustainable clean energy.

The Board of Commissioners assesses that this capacity addition is a strategic step in strengthening the reliability of national electricity supply while increasing the Company's productive asset value. The integration of these new units into the electricity system not only reinforces PLN Indonesia Power's position as a key player in the energy industry but also serves as an important driver for economic growth in the respective regions. The Board of Commissioners encourages the Board of Directors and management of PLN Indonesia Power to continue maintaining the operational reliability of these new units so that they can deliver optimal revenue contributions to the Company from the first year of operation.

Pandangan atas Prospek Usaha Perusahaan

View on the Company's Business Outlook

Di tengah dinamika tahun 2025 yang penuh ketidakpastian, ekonomi dunia diproyeksikan tumbuh stagnan di angka 2,8% (IMF). Tekanan ini dipicu oleh tingginya suku bunga global, tensi geopolitik yang belum mereda, serta tantangan struktural seperti perubahan iklim dan pergeseran demografi. Namun, di balik awan mendung global tersebut, Indonesia menunjukkan resiliensi yang kokoh dengan proyeksi pertumbuhan 5,1%, yang ditopang kuat oleh stabilitas permintaan domestik serta keberlanjutan agenda pembangunan pasca-Pemilu.

Memasuki tahun 2026, tantangan diperkirakan akan semakin kompleks namun sekaligus membuka peluang baru. Secara global, ekonomi 2026 diprediksi mulai memasuki fase normalisasi baru, di mana digitalisasi hijau dan adopsi kecerdasan buatan (AI) menjadi penggerak utama efisiensi industri. Di level nasional, fokus pemerintah pada hilirisasi industri dan pembangunan infrastruktur berkelanjutan akan meningkatkan kebutuhan pasokan energi yang stabil dan bersih. Pertumbuhan ekonomi nasional yang tetap terjaga di atas rata-rata global pada 2026 menjadi sinyal positif bagi peningkatan konsumsi listrik, khususnya pada sektor industri dan komersial.

Ketangguhan ekonomi nasional secara langsung berdampak pada prospek industri kelistrikan. Selaras dengan RUPTL 2025–2034, penjualan listrik nasional diproyeksikan tumbuh 3,75% YoY dibandingkan tahun sebelumnya dengan target rasio elektrifikasi pada tahun 2029 mencapai 100%. Peningkatan kebutuhan industri, bisnis dan rumah tangga dengan angka penjualan mencapai 317,69 TWh serta penambahan infrastruktur transmisi yang masif menjadi bukti nyata bahwa industri energi tetap menjadi motor penggerak pembangunan nasional.

Dewan Komisaris berpendapat bahwa momentum pertumbuhan domestik ini membuka peluang besar bagi PLN Indonesia Power untuk mengakselerasi pengembangan EBT dan inovasi produk *beyond* kWh. Strategi ini telah terangkum secara komprehensif dalam RJPP 2024–2028, yang difokuskan pada pencapaian Program Utama setiap tahun melalui penguatan bisnis inti untuk menjaga keandalan pasokan, mendorong pertumbuhan bisnis baru yang inovatif, optimalisasi operasional dan pemeliharaan berbasis digital serta memastikan keberlanjutan lingkungan dan transisi energi bersih.

Amid the dynamics of 2025, which were full of uncertainty, the global economy is projected to grow at a stagnant rate of 2.8% (IMF). This pressure is driven by persistently high global interest rates, unresolved geopolitical tensions, as well as structural challenges such as climate change and demographic shifts. However, behind this global outlook, Indonesia demonstrated strong resilience with a projected growth of 5.1%, supported by stable domestic demand and the continuity of development programs following the general election.

Entering 2026, challenges are expected to become more complex while also opening new opportunities. Globally, the 2026 economy is projected to enter a phase of renewed normalization, where green digitalization and the adoption of artificial intelligence (AI) will become the main drivers of industrial efficiency. At the national level, the government's focus on industrial downstreaming and sustainable infrastructure development will increase the demand for stable and clean energy supply. Indonesia's economic growth, which is expected to remain above the global average in 2026, is a positive signal for increased electricity consumption, particularly in the industrial and commercial sectors.

The resilience of national economy directly impacts the prospects of electricity industry. In line with the 2025-2034 RUPTL, national electricity sales are projected to grow by 3.75% YoY compared to the previous year, with the electrification ratio target reaching 100% by 2029. The increase in demand from industrial, business, and household sectors, with electricity sales reaching 317.69 TWh, as well as massive expansion of transmission infrastructure, serves as clear evidence that the energy industry remains a key driver of national development.

The Board of Commissioners considers that this domestic growth momentum opens significant opportunities for PLN Indonesia Power to accelerate the development of NRE and innovative beyond kWh products. This strategy has been comprehensively outlined in the 2024–2028 RJPP, which focuses on achieving Main Programs each year through strengthening the core business to ensure supply reliability, driving innovative new business growth, optimizing digital-based operations and maintenance, and ensuring environmental sustainability and a clean energy transition.

Dewan Komisaris terus mengawal manajemen dalam mengintegrasikan visi jangka panjang ke dalam langkah-langkah proaktif, mulai dari penguatan infrastruktur *Smart Grid* hingga pengembangan produk *beyond* kWh. Dengan fondasi talenta yang unggul dan strategi yang adaptif terhadap dinamika ekonomi tahun 2026, Dewan Komisaris optimis PLN Indonesia Power mampu mengubah risiko global menjadi keunggulan kompetitif yang berkelanjutan bagi kemandirian energi nasional.

The Board of Commissioners continues to oversee management in integrating long-term vision into proactive steps, ranging from strengthening Smart Grid infrastructure to developing beyond kWh products. With a strong talent foundation and strategies that are adaptive to the dynamics of 2026, the Board of Commissioners is confident that PLN Indonesia Power can transform global risks into sustainable competitive advantages for national energy independence.

Pandangan Terhadap Integrasi ESG Guna Memperkuat Tata Kelola Perusahaan

View on ESG Integration to Strengthen Corporate Governance

Dalam menjalankan fungsi pengawasan, Dewan Komisaris secara aktif memastikan bahwa aspek *Environmental, Social, and Governance* (ESG) terintegrasi dalam setiap agenda strategis Perusahaan. Pengawasan ini tidak hanya dilakukan melalui pembahasan rutin dalam rapat, tetapi juga diperkuat dengan pembentukan Komite Keberlanjutan yang memiliki tanggung jawab khusus dalam memantau dan mendorong kinerja ESG secara menyeluruh.

In carrying out its board oversight function, the Board of Commissioners actively ensures that Environmental, Social, and Governance (ESG) aspects are integrated into every strategic agenda of the Company. This oversight is conducted not only through regular discussions in meetings but is also strengthened by the establishment of a Sustainability Committee, which has the specific responsibility of monitoring and promoting ESG performance in a comprehensive manner.

Sebagai bagian dari penguatan tata kelola, Dewan Komisaris mengarahkan penyusunan *Roadmap* Tata Kelola Perusahaan 2024–2028 sebagai pedoman strategis dalam memastikan implementasi governansi berjalan secara konsisten, terukur, dan selaras dengan prinsip keberlanjutan. Melalui pendekatan ini, Dewan Komisaris memastikan bahwa praktik tata kelola tidak hanya memenuhi ketentuan yang berlaku, tetapi juga mampu mendukung pencapaian tujuan jangka panjang dan meningkatkan ketahanan bisnis Perusahaan.

As part of strengthening corporate governance, the Board of Commissioners directs the development of the 2024–2028 Corporate Governance Roadmap as a strategic guideline to ensure that governance implementation is carried out consistently, measurably, and aligned with sustainability principles. Through this approach, the Board of Commissioners ensures that governance practices not only comply with applicable regulations but also support the achievement of long-term objectives and enhance the Company's business resilience.

Untuk menjaga konsistensi penerapan governansi, PLN Indonesia Power secara rutin melakukan penilaian menggunakan berbagai standar GCG, antara lain ASEAN *Corporate Governance Scorecard*, Pedoman Tata Kelola Perusahaan Terbuka POJK 21/POJK.04/2015, serta Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021. Hasil penilaian tersebut menunjukkan capaian yang sangat baik, sekaligus menjadi umpan balik bagi Perusahaan untuk terus melakukan penyempurnaan. Dewan Komisaris memberikan dukungan penuh terhadap langkah Direksi dalam memperkuat implementasi governansi, baik melalui pembaruan kebijakan maupun penyesuaian dengan dinamika bisnis, termasuk menjalin kolaborasi dengan berbagai pihak guna meningkatkan kualitas tata kelola secara berkelanjutan.

To maintain consistency in governance implementation, PLN Indonesia Power regularly conducts assessments using various GCG standards, including the ASEAN Corporate Governance Scorecard, the Financial Services Authority Regulation (POJK) No. 21/POJK.04/2015 on Public Company Governance Guidelines, and the 2021 Indonesian General Guidelines for Corporate Governance (PUGKI). The results of these assessments indicate excellent performance and also serve as feedback for the Company to continuously improve. The Board of Commissioners fully supports the Board of Directors' efforts to strengthen governance implementation, both through policy updates and adjustments to business dynamics, including collaboration with various stakeholders to continuously enhance governance quality.

Pengawasan Terhadap Manajemen Risiko dan Pengendalian Internal

Dalam menjalankan fungsi pengawasan, Dewan Komisaris menaruh perhatian besar pada penguatan integritas bisnis melalui optimalisasi penerapan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016, baik dari sisi kualitas maupun perluasan implementasinya. Salah satu upayanya adalah kualitas penyusunan *Fraud Risk Assessment* (FRA) semakin baik pada proses bisnis korporat untuk mengantisipasi potensi kecurangan secara lebih dini dan sistematis. Dewan Komisaris juga mendukung penuh langkah Direksi dalam memperluas sertifikasi SMAP ke seluruh Unit Bisnis dan Anak Perusahaan, serta menegaskan pentingnya memastikan seluruh aktivitas Perusahaan terbebas dari praktik *fraud*, pelanggaran hukum, maupun tindakan yang berpotensi merugikan Perusahaan dan negara.

Di sisi lain, Dewan Komisaris menekankan bahwa pengelolaan risiko dan sistem pengendalian internal merupakan fondasi utama dalam menjaga keberlangsungan usaha, khususnya dalam menghadapi dinamika perubahan iklim yang semakin kompleks. Oleh karena itu, penguatan manajemen risiko tidak hanya difokuskan pada risiko operasional dan finansial, tetapi juga mencakup risiko keberlanjutan yang timbul akibat perubahan iklim. Pemantauan berkala terhadap hasil peta risiko tingkat korporat dalam RKAP tahunan serta evaluasi atas efektivitas mitigasi terus dilakukan untuk memastikan kesiapan Perusahaan dalam merespon potensi dampak tersebut. Dewan Komisaris juga mengarahkan agar setiap keputusan investasi telah didukung dengan kajian dokumen manajemen risiko yang komprehensi sesuai Pedoman GRC Perusahaan, sehingga mampu menciptakan nilai tambah jangka panjang. Sejalan dengan itu, integrasi risiko perubahan iklim ke dalam strategi bisnis menjadi langkah penting untuk memperkuat ketahanan Perusahaan serta memastikan keberlanjutan kinerja di masa depan.

Pandangan Terhadap Akselerasi Transisi Energi

Dewan Komisaris menilai bahwa PLN Indonesia Power terus menunjukkan komitmen kuat dalam menjalankan strategi keberlanjutan berbasis ESG, khususnya melalui pengembangan *Sustainable Power Generation*. Komitmen ini diwujudkan melalui upaya peningkatan pembangkit listrik yang lebih ramah lingkungan dan rendah emisi, termasuk optimalisasi pemanfaatan EBT seperti panas bumi, serta penjajakan sumber energi masa depan seperti nuklir. Selain itu, Dewan Komisaris juga mengawasi berbagai langkah dekarbonisasi yang dilakukan Perusahaan, antara lain melalui penggunaan biomassa, amonia, dan hidrogen sebagai pengganti bahan bakar fosil, serta penerapan teknologi penangkapan dan penyimpanan karbon (CCS/CCUS).

Supervision of Risk Management and Internal Control

In carrying out its supervisory function, the Board of Commissioners places strong emphasis on strengthening business integrity through the optimization of the implementation of the Anti-Bribery Management System (ABMS) ISO 37001:2016, both in terms of quality and scope of implementation. One of the efforts includes improving the quality of Fraud Risk Assessment (FRA) within corporate business processes to anticipate potential fraud earlier and systematically. The Board of Commissioners also fully supports the Board of Directors' initiative to expand ABMS certification across all business units and subsidiaries, and emphasizes the importance of ensuring that all Company activities are free from fraud, legal violations, or actions that may harm the Company and the state.

On the other hand, the Board of Commissioners stresses that risk management and internal control systems are fundamental pillars in ensuring business sustainability, particularly in facing increasingly complex climate change dynamics. Therefore, risk management strengthening is not only focused on operational and financial risks but also includes sustainability risks arising from climate change. Regular monitoring of the corporate risk map within the annual RKAP, as well as evaluation of mitigation effectiveness, continues to be carried out to ensure the Company's readiness in responding to potential impacts. The Board of Commissioners also directs that every investment decision must be supported by comprehensive risk management documentation in accordance with the Company's GRC Guidelines, so that it can generate long-term value creation. In line with this, integrating climate change risks into business strategy is an important step to strengthen the Company's resilience and ensure the sustainability of future performance.

View on the Acceleration of Energy Transition

The Board of Commissioners assesses that PLN Indonesia Power continues to demonstrate a strong commitment to implementing an ESG-based sustainability strategy, particularly through the development of Sustainable Power Generation. This commitment is realized through efforts to increase more environmentally friendly and low-emission power generation, including the optimization of NRE sources such as geothermal, as well as exploration of future energy sources such as nuclear power. In addition, the Board of Commissioners also oversees various decarbonization initiatives undertaken by the Company, including the use of biomass, ammonia, and hydrogen as substitutes for fossil fuels, as well as the implementation of carbon capture and carbon capture utilization storage (CCS/CCUS) technologies.

Sepanjang tahun 2025, Dewan Komisaris melihat adanya perkembangan yang positif dalam implementasi strategi tersebut. Hal ini tercermin dari perluasan uji coba *co-firing* 100% biomassa di sejumlah pembangkit, penguatan inisiatif perdagangan karbon dan perolehan Sertifikat Pengurangan Emisi (SPE), pembangunan fasilitas produksi biomassa, pengembangan pembangkit PLTS *Hybrid*, serta kelanjutan pembangunan *Green Hydrogen Plant* (GHP) di UBP Kamojang. Berbagai langkah ini tidak hanya mendukung percepatan transisi energi nasional, tetapi juga memperkuat peran PLN Indonesia Power sebagai salah satu pelaku utama dalam pengembangan energi bersih yang berkelanjutan.

Throughout 2025, the Board of Commissioners observes positive developments in the implementation of these strategies. This is reflected in the expansion of 100% biomass co-firing trials in several power plants, the strengthening of carbon trading initiatives and the acquisition of Emission Reduction Certificates (SPE), the construction of biomass production facilities, the development of hybrid solar power plants (PLTS), and the continued development of the Green Hydrogen Plant (GHP) at UBP Kamojang. These initiatives not only support the acceleration of Indonesia's energy transition but also reinforce PLN Indonesia Power's role as one of the key players in the development of sustainable clean energy.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Performance Assessment of Committees Under the Board of Commissioners

Dalam menjalankan fungsi pengawasan dan penasihatan Dewan Komisaris didukung oleh 3 Komite yakni Komite Audit, Komite Nominasi dan Remunerasi serta Komite Lainnya yaitu Komite Investasi dan Manajemen Risiko. Setiap komite menjalankan tugasnya dengan baik sepanjang tahun 2025 dalam mendukung penerapan tata kelola perusahaan.

In carrying out its supervisory and advisory functions, the Board of Commissioners is supported by three committees, namely the Audit Committee, the Nomination and Remuneration Committee, and another committee, namely the Investment and Risk Management Committee. Each committee performed its duties effectively throughout 2025 in supporting the implementation of corporate governance.

Penilaian kinerja komite dilakukan secara berkala berdasarkan capaian atas Rencana Kerja dan Anggaran Komite, yang kemudian menjadi dasar bagi Dewan Komisaris dalam menetapkan keberlanjutan keanggotaan komite. Evaluasi ini mencakup beberapa aspek utama, antara lain kontribusi terhadap pencapaian target, jumlah dan kualitas kajian serta rekomendasi yang dihasilkan, tingkat keaktifan dalam kegiatan, efektivitas kerja sama, serta mutu hasil pemikiran yang diberikan. Melalui mekanisme ini, Dewan Komisaris memastikan bahwa peran komite tetap efektif dalam mendukung proses pengambilan keputusan yang berkualitas dan akuntabel.

The performance assessment of the committees is conducted periodically based on the achievement of their Work Plans and Budgets, which then serves as the basis for the Board of Commissioners in determining the continuation of committee membership. This evaluation covers several key aspects, including contributions to target achievement, the number and quality of studies and recommendations produced, level of engagement in activities, effectiveness of collaboration, and the quality of insights provided. Through this mechanism, the Board of Commissioners ensures that the role of the committees remains effective in supporting a high-quality and accountable decision-making process.

Komite Audit

Komite Audit menjalankan peran penting dalam mendukung Dewan Komisaris melalui penelaahan atas efektivitas sistem pengendalian internal, evaluasi informasi keuangan Perusahaan, serta pengawasan terhadap pelaksanaan audit internal dan eksternal. Selain itu, Komite Audit juga aktif memastikan implementasi prinsip tata kelola perusahaan yang baik (GCG), termasuk menelaah hasil audit investigasi apabila terdapat indikasi kecurangan.

Audit Committee

The Audit Committee plays an important role in supporting the Board of Commissioners through the review of the effectiveness of the internal control system, evaluation of the Company's financial information, and oversight of internal and external audit implementation. In addition, the Audit Committee is also actively involved in ensuring the implementation of Good Corporate Governance (GCG) principles, including reviewing investigation audit results when indications of fraud are identified.

Sepanjang tahun 2025, Komite Audit secara konsisten melaksanakan berbagai rapat sesuai dengan program kerja yang telah ditetapkan yakni sebanyak 40 rapat, baik rapat internal, rapat bersama Dewan Komisaris, Direksi, maupun dengan fungsi Internal Audit. Dalam forum tersebut, Komite Audit melakukan pembahasan mendalam atas laporan keuangan bulanan, program kerja audit tahunan, efektivitas sistem pengendalian internal, serta pemantauan pelaksanaan audit dan penerapan GCG. Melalui pelaksanaan tugas yang terstruktur dan berkelanjutan, Komite Audit berkontribusi dalam memastikan proses pengawasan berjalan efektif dan mendukung pengambilan keputusan yang akuntabel.

Throughout 2025, the Audit Committee consistently held various meetings in accordance with its established work program, totaling 40 meetings, including internal meetings, joint meetings with the Board of Commissioners and the Board of Directors, as well as meetings with the Internal Audit function. In these forums, the Audit Committee conducted in-depth discussions on monthly financial reports, annual audit work programs, the effectiveness of the internal control system, as well as monitoring audit implementation and GCG practices. Through structured and continuous execution of its duties, the Audit Committee contributes to ensuring that the supervisory process runs effectively and supports accountable decision-making.

Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi (KNR) berperan mendukung Dewan Komisaris dalam merumuskan kriteria pemilihan anggota Dewan Komisaris dan Direksi, serta memastikan sistem remunerasi berjalan selaras dengan kinerja dan prinsip tata kelola yang baik. Selain itu, KNR secara berkala melakukan peninjauan atas implementasi manajemen talenta Perusahaan guna memastikan kesiapan organisasi dalam mendukung keberlanjutan bisnis.

Sepanjang tahun 2025, KNR melaksanakan berbagai rapat sesuai dengan program kerja yang telah ditetapkan, yakni sebanyak 27 rapat, baik rapat internal, rapat bersama Dewan Komisaris, maupun dengan Direktur yang membidangi SDM. Dalam pelaksanaan tugasnya, KNR membahas evaluasi kinerja dan pengelolaan manajemen Perusahaan, menelaah dokumen nominasi dan remunerasi yang memerlukan persetujuan Dewan Komisaris, serta memantau pencapaian kinerja SDM melalui indikator *Human Capital Readiness* (HCR), *Organization Capital Readiness* (OCR), dan *Information Capital Readiness* (ICR). Melalui peran tersebut, KNR memastikan pengelolaan sumber daya manusia berjalan optimal dan mendukung pencapaian strategi Perusahaan.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) supports the Board of Commissioners in formulating criteria for the selection of members of the Board of Commissioners and the Board of Directors, as well as ensuring that the remuneration system is aligned with performance and good governance principles. In addition, the NRC periodically reviews the implementation of the Company's talent management to ensure organizational readiness in supporting business continuity.

Throughout 2025, the NRC held various meetings in accordance with its established work program, totaling 27 meetings, including internal meetings, meetings with the Board of Commissioners, as well as meetings with the Director in charge of Human Resources. In carrying out its duties, the NRC discussed performance evaluation and corporate management practices, reviewed nomination and remuneration documents requiring Board of Commissioners' approval, and monitored human capital performance achievements through the Human Capital Readiness (HCR), Organization Capital Readiness (OCR), and Information Capital Readiness (ICR) indicators. Through these roles, the NRC ensures that human resource management is optimized and supports the achievement of the Company's strategy.

Komite Investasi dan Manajemen Risiko

Komite Investasi dan Manajemen Risiko berperan mendukung Dewan Komisaris dalam mengkaji aspek perencanaan, investasi, operasional, serta penerapan manajemen risiko Perusahaan sesuai dengan ketentuan dalam Piagam Komite. Peran ini dijalankan untuk memastikan setiap keputusan strategis mempertimbangkan prinsip kehati-hatian dan pengelolaan risiko yang optimal.

Investment and Risk Management Committee

The Investment and Risk Management Committee supports the Board of Commissioners in reviewing aspects of planning, investment, operations, and the implementation of the Company's risk management in accordance with the Committee Charter. This role is carried out to ensure that every strategic decision considers prudence principles and optimal risk management.

Sepanjang tahun 2025, Komite Investasi dan Manajemen Risiko telah melaksanakan 17 kali rapat yang mencakup rapat internal, rapat bersama Dewan Komisaris, serta koordinasi dengan unit terkait risiko dan Satuan Legal, Risk and Compliance. Dalam pelaksanaan tugasnya, komite secara aktif melakukan pemantauan terhadap profil dan eksposur risiko korporat, mengkaji usulan RKAP dan investasi, serta menelaah Dokumen Manajemen Risiko (DMR) yang diajukan Direksi. Selain itu, komite juga melakukan evaluasi atas efektivitas penerapan manajemen risiko sepanjang tahun serta membahas berbagai isu strategis yang menjadi perhatian Dewan Komisaris, guna memastikan pengambilan keputusan yang prudent dan berkelanjutan.

Throughout 2025, the Investment and Risk Management Committee held 17 meetings, including internal meetings, meetings with the Board of Commissioners, and coordination with relevant units, including the Legal, Risk, and Compliance function. In carrying out its duties, the Committee actively monitors the corporate risk profile and exposure, reviews RKAP and investment proposals, and examines the Risk Management Documents (DMR) submitted by the Board of Directors. In addition, the Committee also evaluates the effectiveness of risk management implementation throughout the year and discusses various strategic issues of concern to the Board of Commissioners, to ensure prudent and sustainable decision-making.

Pandangan atas Implementasi *Whistleblowing System* (WBS)

View on the Implementation of Whistleblowing System (WBS)

Dalam rangka memperkuat pengawasan dan memastikan penerapan tata kelola perusahaan yang berintegritas, Dewan Komisaris mendorong optimalisasi peran *Whistleblowing System* (WBS) sebagai mekanisme penting dalam menjaga etika bisnis dan kepatuhan hukum di PLN Indonesia Power. Melalui WBS, potensi pelanggaran dan risiko dapat diidentifikasi sejak dini, sehingga mendukung terciptanya budaya perusahaan yang transparan, akuntabel, dan berintegritas.

In order to strengthen oversight and ensure the implementation of an integrity-based corporate governance system, the Board of Commissioners encourages the optimization of the Whistleblowing System (WBS) as an important mechanism in maintaining business ethics and legal compliance at PLN Indonesia Power. Through the WBS, potential violations and risks can be identified at an early stage, thereby supporting the creation of a corporate culture that is transparent, accountable, and integrity-driven.

Sebagai bagian dari fungsi pengawasan, Dewan Komisaris bersama Direksi telah menetapkan kebijakan WBS melalui Keputusan Bersama yang berlaku sejak 20 Mei 2024. Dewan Komisaris juga memastikan bahwa implementasi WBS berjalan efektif dan dapat diakses secara luas oleh pemangku kepentingan melalui *website* resmi Perusahaan. Keterbukaan ini menjadi wujud komitmen dalam menyediakan saluran pelaporan yang aman, terpercaya, serta mendukung penguatan sistem pengendalian internal dan tata kelola Perusahaan.

As part of its supervisory function, the Board of Commissioners together with the Board of Directors has established the WBS policy through a Joint Decision effective from May 20, 2024. The Board of Commissioners also ensures that the WBS is implemented effectively and is widely accessible to stakeholders through the Company's official website. This openness reflects the commitment to providing a safe and reliable reporting channel, while also strengthening the internal control system and corporate governance.

Sepanjang tahun 2025, Dewan Komisaris mencermati bahwa implementasi WBS berjalan dengan baik, tercermin dari 15 pengaduan yang diterima. Jumlah ini menurun dibandingkan tahun sebelumnya yang mencapai 23 laporan, yang menunjukkan meningkatnya kesadaran pegawai dalam menjunjung etika bisnis serta melakukan perbaikan secara mandiri, sehingga potensi pelanggaran dapat diminimalkan.

Throughout 2025, the Board of Commissioners observed that the implementation of the WBS had been running well, as reflected by 15 complaints received. This number decreased compared to the previous year, which recorded 23 reports, indicating increased employee awareness in upholding business ethics and undertaking self-correction, thereby minimizing potential violations.

Dari seluruh laporan yang diterima, sebanyak 14 laporan telah diselesaikan, dengan 9 laporan telah ditindaklanjuti secara tuntas. Sementara itu, 5 laporan tidak dapat diproses lebih lanjut karena keterbatasan informasi dan tidak dapat

Of all reports received, 14 reports had been completed, with 9 reports fully followed up and resolved. Meanwhile, 5 reports could not be processed further due to limited information and inability to contact the whistleblowers, and 1 report is still

dikonfirmasi kepada pelapor, serta 1 laporan masih dalam tahap analisis oleh Tim Pengelola WBS. Dewan Komisaris terus mendorong penguatan efektivitas WBS sebagai bagian dari sistem pengendalian internal dan upaya menjaga integritas Perusahaan.

under analysis by the WBS Management Team. The Board of Commissioners continues to encourage the strengthening of WBS effectiveness as part of the internal control system and efforts to maintain the Company's integrity.

Dewan Komisaris, melalui Komite Audit, secara aktif melakukan pembahasan atas efektivitas pengelolaan serta tindak lanjut laporan WBS, baik melalui forum internal maupun rapat bersama Satuan Internal Audit. Dalam proses ini, Komite Audit berperan memastikan setiap laporan ditangani secara objektif, transparan, dan sesuai dengan ketentuan yang berlaku.

The Board of Commissioners, through the Audit Committee, actively discusses the effectiveness of the management and follow-up of Whistleblowing System (WBS) reports, both in internal forums and in meetings with the Internal Audit Unit. In this process, the Audit Committee plays a role in ensuring that each report is handled objectively, transparently, and in accordance with applicable regulations.

Mengacu pada Kebijakan WBS, Dewan Komisaris juga memiliki peran khusus sebagai Tim Pengelola WBS apabila laporan melibatkan anggota Direksi atau komite di bawah Dewan Komisaris. Sementara itu, apabila laporan menyangkut anggota Dewan Komisaris, maka kewenangan pengelolaan WBS berada pada Pemegang Saham. Selain menjalankan fungsi pengawasan, Dewan Komisaris turut memberikan arahan dan masukan atas setiap laporan yang diterima, termasuk langkah tindak lanjut yang diperlukan, guna memastikan penanganan pengaduan berjalan efektif dan mendukung integritas Perusahaan.

Referring to the WBS Policy, the Board of Commissioners also has a specific role as the WBS Management Team when reports involve members of the Board of Directors or committees under the Board of Commissioners. Meanwhile, if a report concerns members of the Board of Commissioners, the authority for WBS management lies with the Shareholders. In addition to carrying out its supervisory function, the Board of Commissioners also provides direction and input on each report received, including the necessary follow-up actions, to ensure that complaint handling is effective and supports the Company's integrity.

Perubahan Komposisi Dewan Komisaris
Changes in the Board of Commissioners' Composition

Selama tahun 2025 terjadi 4 (empat) kali perubahan komposisi Dewan Komisaris PLN Indonesia Power sampai dengan terbitnya Laporan Tahunan ini, yaitu dengan periode terdiri dari 1 Januari hingga 9 Februari 2025; 9 Februari hingga 26 Juni 2025; 23 April hingga 26 Juni 2025; 26 Juni hingga 30 Desember 2025; 30-31 Desember 2025.

During 2025, there were 4 (four) changes in the Board of Commissioners' composition of PLN Indonesia Power until the publication of this Annual Report, that is the periods consisting of January 1 to February 9, 2025; February 9 to June 26, 2025; April 23 to June 26, 2025; June 26 to December 30, 2025; December 30-31, 2025.

Untuk periode 1 Januari 2025 sampai dengan 9 Februari 2025, susunan Dewan Komisaris adalah sebagai berikut:

For the period from January 1, 2025, to February 9, 2025, the Board of Commissioners' composition was as follows:

Nama Name	Jabatan Position
Iskandar Simorangkir	Komisaris Utama President Commissioner
Djoko Siswanto	Komisaris Commissioner
Muhammad Priharto Dwinugroho	Komisaris Commissioner
Arief Budiman	Komisaris Commissioner
Haryanto W.S.	Komisaris Independen Independent Commissioner
Lukmanul Hakim	Komisaris Independen Independent Commissioner

Pada periode 23 Februari hingga 26 Juni 2025, terjadi perubahan nomenklatur jabatan Sdr. Iskandar Simorangkir yang semula menjabat sebagai Komisaris Utama menjadi Pelaksana Tugas (PLT.) Komisaris Utama merangkap Komisaris Independen. Perubahan tersebut merupakan penyesuaian dalam pelaksanaan tugas dan fungsi pengawasan Perseroan selama periode dimaksud. Adapun susunan anggota Dewan Komisaris lainnya tetap sama dan tidak mengalami perubahan dibandingkan dengan periode sebelumnya.

From February 23 to June 26, 2025, there was a change in the nomenclature of Mr. Iskandar Simorangkir's position, who previously served as President Commissioner, to Acting President Commissioner and Independent Commissioner. This change represents an adjustment in the implementation of the Company's supervisory duties and functions during the period in question. The composition of the other members of the Board of Commissioners remained the same and did not undergo any changes compared to the previous period.

Dewan Komisaris menyampaikan penghargaan setinggi-tingginya kepada Sdr. Iskandar Simorangkir, Sdr. Djoko Siswanto, Sdr. Muhammad Priharto Dwinugroho, dan Sdr. Lukmanul Hakim atas dedikasi dan kontribusinya dalam pengawasan PLN Indonesia Power selama selama menjabat sebagai anggota Dewan Komisaris.

The Board of Commissioners extends its highest appreciation to Mr. Iskandar Simorangkir, Mr. Djoko Siswanto, Mr. Muhammad Priharto Dwinugroho, and Mr. Lukmanul Hakim for their dedication and contributions in overseeing PLN Indonesia Power during their term of office as the member of the Board of Commissioners.

Sampai dengan 31 Desember 2025, terjadi pemberhentian dengan hormat Sdr. Haryanto W.S. sebagai Komisaris Perusahaan dan pengangkatan Sdr. Bin Nahadi, Sdr. Arrmanatha Christiawan Nasir, Sdr. Ardinanda Sinulingga, Sdr. Anthony Leong serta Sdr. Iggi Haruman Achsien sebagai anggota Dewan Komisaris yang baru, sehingga susunan Dewan Komisaris menjadi sebagai berikut:

Until December 31, 2025, Mr. Haryanto W.S. was respectfully discharged from his position as Commissioner of the Company and Mr. Bin Nahadi, Mr. Arrmanatha Christiawan Nasir, Mr. Ardinanda Sinulingga, Mr. Anthony Leong, and Mr. Iggi Haruman Achsien were appointed as new members of the Board of Commissioners, resulting in the following composition:

Nama Name	Jabatan Position
Arief Budiman	Komisaris Utama President Commissioner
Bin Nahadi	Komisaris Commissioner
Ardinanda Sinulingga	Komisaris Commissioner
Arrmanatha Christiawan Nasir	Komisaris Commissioner
Iggi Haruman Achsien	Komisaris Commissioner
Anthony Leong	Komisaris Independen Independent Commissioner

Komposisi setelah Tahun Buku berakhir hingga terbitnya Laporan Tahunan

Setelah tahun buku berakhir, terjadi perubahan nomenklatur jabatan Sdr. Arief Budiman dari Komisaris Utama menjadi Komisaris Utama merangkap Komisaris Independen. Adapun susunan anggota Dewan Komisaris lainnya tetap sama dan tidak mengalami perubahan dibandingkan dengan posisi per 31 Desember 2025.

Komposisi Dewan Komisaris PLN Indonesia Power di atas mencerminkan unsur keberagaman mencakup aspek latar belakang, keahlian, dan pengalaman yang saling melengkapi untuk memperkuat kapasitas internal dalam pelaksanaan tugas pengawasan dan penasihatan mencapai nilai Perusahaan dalam jangka panjang.

Composition after the end of the financial year until the publication of this Annual Report

After the fiscal year ended, there was a change in the nomenclature of Mr. Arief Budiman's position from President Commissioner to President Commissioner and Independent Commissioner. The composition of the other members of the Board of Commissioners remained the same and unchanged compared to the position as of December 31, 2025.

The Board of Commissioners' composition of PLN Indonesia Power above reflects diversity in terms of background, expertise, and experience, which complement each other to strengthen internal capacity in carrying out supervisory and advisory functions, in order to achieve long-term corporate value.

Penutup
Closing

Dewan Komisaris meyakini bahwa seluruh pencapaian solid yang diraih sepanjang tahun ini merupakan buah dari sinergi yang harmonis dan kolaborasi lintas lini di seluruh lingkungan PLN Indonesia Power. Kami memberikan apresiasi setinggi-tingginya kepada Direksi, manajemen, dan seluruh insan PLN Indonesia Power yang telah menunjukkan dedikasi luar biasa dalam mengeksekusi strategi transformasi di tengah dinamika industri yang kompleks. Ke depan, penguatan kolaborasi dengan para pemangku kepentingan akan terus menjadi prioritas kami guna memastikan keselarasan visi PLN Indonesia Power dalam menghadirkan energi yang andal dan berkelanjutan. Dengan semangat kebersamaan dan komitmen pada keunggulan operasional, Dewan Komisaris optimis bahwa sinergi yang telah terbangun akan menjadi energi pendorong bagi Perusahaan untuk melampaui target masa depan dan memperkokoh kedaulatan energi nasional.

The Board of Commissioners believes that all solid achievements obtained throughout this year are the result of harmonious synergy and cross-functional collaboration across PLN Indonesia Power. We extend our highest appreciation to the Board of Directors, management, and all PLN Indonesia Power personnel who have demonstrated exceptional dedication in executing the transformation strategy amid complex industry dynamics. In the future, strengthening collaboration with stakeholders will remain our priority to ensure alignment with PLN Indonesia Power's vision in delivering reliable and sustainable energy. With a spirit of togetherness and commitment to operational excellence, the Board of Commissioners is optimistic that the established synergy will serve as a driving force for the Company to exceed future targets and further strengthen national energy sovereignty.

Jakarta, 29 Mei 2026
Jakarta, May 29, 2026

Atas Nama Dewan Komisaris On Behalf of the Board of Commissioners
PT PLN Indonesia Power

Arief Budiman
Komisaris Utama Merangkap Komisaris Independen
President Commissioner Concurrently Independent Commissioner

Laporan Direksi
Report of the Board of Directors

Bernadus Sudarmanta

Direktur Utama
President Director

Direksi memastikan penyusunan RKAP 2025 dan RJPP dilakukan secara adaptif dengan mempertimbangkan dinamika bisnis, peluang, dan risiko yang dihadapi Perusahaan. Strategi yang disusun berfokus pada pertumbuhan berkelanjutan melalui penerapan prinsip ESG, guna memperkuat ketahanan bisnis, mendukung transisi energi, serta meningkatkan nilai tambah dan daya saing PLN Indonesia Power.

The Board of Directors ensures that the 2025 RKAP and RJPP is prepared adaptively, by taking into account the business dynamics, opportunities, and risks faced by the Company. The strategies were developed by focusing on sustainable growth through the application of ESG principles to enhance business resilience, support energy transition, and increase PLN Indonesia Power's added value and competitiveness.

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Mengiringi rasa syukur ke hadirat Tuhan Yang Maha Esa, PLN Indonesia Power berhasil melewati tahun 2025 dengan fondasi bisnis yang lebih tangguh dan responsif. Keberhasilan mencatatkan kinerja solid di tengah gejolak ekonomi dan pergeseran lanskap energi global merupakan manifestasi dari komitmen Perusahaan untuk tumbuh secara berkelanjutan. Momentum tahun ini menegaskan resiliensi PLN Indonesia Power dalam merespon tantangan melalui strategi yang adaptif dan terukur, didukung oleh tata kelola yang unggul serta sinergi internal yang semakin kuat pasca-transformasi. Dengan struktur organisasi yang lebih ramping dan efisien, PLN Indonesia Power optimis mampu mengoptimalkan setiap tantangan menjadi peluang pertumbuhan yang bernilai tambah bagi seluruh pemangku kepentingan.

Merupakan suatu kehormatan bagi kami, jajaran Direksi, untuk mempersembahkan Laporan Tahunan 2025. Laporan ini merangkum pelaksanaan tanggung jawab Direksi dalam mengelola Perusahaan, mulai dari implementasi strategi responsif terhadap dinamika pasar, analisis mendalam atas capaian kinerja terhadap target, hingga perkembangan governansi dan prospek usaha masa depan. Laporan ini juga memuat informasi mengenai perubahan komposisi Direksi yang terjadi selama tahun berjalan sebagai bagian dari upaya penguatan organisasi dalam menyongsong visi energi masa depan.

Dear Shareholders and Stakeholders,

In a spirit of gratitude to the Almighty God, PLN Indonesia Power successfully navigated the year 2025 with an increasingly strong and responsive business foundation. The achievement of solid performance amid economic volatility and shifts in the global energy landscape reflects the Company's commitment to sustainable growth. This year's momentum underscores PLN Indonesia Power's resilience in responding to challenges through adaptive and measured strategies, supported by strong governance and increasingly solid internal synergy following the transformation. With a leaner and more efficient organizational structure, PLN Indonesia Power is optimistic in our ability to turn every challenge into value-added growth opportunities for all stakeholders.

It is our honor, as the Board of Directors, to present the 2025 Annual Report. This report summarizes the execution of the Board of Directors' responsibilities in managing the Company, ranging from the implementation of responsive strategies to market dynamics, in-depth analysis of performance achievements against targets, to developments in governance and future business prospects. The report also includes information regarding changes in the Board of Directors' composition during the year as part of efforts to strengthen the organization in pursuing the vision of future energy development.

Tinjauan Ekonomi dan Industri Listrik

Economic Overview and Electricity Industry

Pada tahun 2025, pertumbuhan ekonomi global diproyeksikan tetap tumbuh stabil di level 3,4%, dipengaruhi oleh meningkatnya proteksionisme, fragmentasi ekonomi, serta ketidakpastian kebijakan perdagangan. Kondisi ini berdampak pada pertumbuhan permintaan listrik global yang lebih moderat. Di sisi lain, harga batu bara relatif stabil meskipun terdapat potensi penurunan permintaan dari negara utama, sementara volatilitas nilai tukar Rupiah dan dinamika suku bunga global tetap menjadi risiko yang memengaruhi kinerja Perusahaan, terutama terkait kewajiban berbasis valuta asing.

In 2025, global economic growth was projected to continue to grow steadily at 3.4%, influenced by rising protectionism, economic fragmentation, and uncertainty in trade policies. This condition had an impact on more moderate global electricity demand growth. On the other hand, coal prices remained relatively stable despite potential demand declines from major consuming countries, while exchange rate volatility of Rupiah and global interest rate dynamics continued to pose risks affecting the Company's performance, particularly in relation to foreign currency-denominated obligations.

Menurut laporan *Electricity* 2025 dari International Energy Agency (IEA), permintaan listrik global diproyeksikan akan tumbuh pesat meskipun dengan laju yang lebih moderat. Pendorong utamanya antara lain adalah kombinasi dari akselerasi teknologi digital, elektrifikasi transportasi, dan perubahan iklim.

According to the Electricity 2025 report from the International Energy Agency (IEA), global electricity demand was projected to grow rapidly although at a more moderate pace. The main drivers included the acceleration of digital technology, transportation electrification, and climate change.

Di tingkat nasional, ekonomi Indonesia tetap menunjukkan ketahanan dengan pertumbuhan sekitar 5,0%, yang mendorong peningkatan konsumsi listrik hingga diproyeksikan mencapai 327,7 TWh atau tumbuh sekitar 6,7%. Kebijakan Pemerintah dalam menjaga stabilitas tarif listrik atau tarif tetap (*flat*) bagi pelanggan subsidi maupun nonsubsidi, bertujuan menjaga stabilitas ekonomi dan daya beli masyarakat. Adapun investasi dalam penyelesaian Proyek Strategis Nasional (PSN) sepanjang tahun 2025 menjadi penggerak utama pendanaan infrastruktur di tengah upaya pemerintah mengoptimalkan anggaran. Capaian investasi yang terjaga menjadi krusial untuk mencapai target rampungnya sejumlah PSN. Nilai tukar Rupiah terhadap USD hingga akhir Desember tahun 2025 ditutup pada kisaran Rp16.670 hingga Rp16.737, melemah 3,48% (YoY) dibandingkan tahun sebelumnya. Pelemahan ini terutama dipicu oleh aliran keluar modal asing akibat ketidakpastian pasar keuangan global dan tingginya permintaan valas domestik.

At the national level, Indonesia's economy continued to demonstrate resilience with growth of around 5.0%, driving electricity consumption to an estimated 327.7 TWh, or approximately 6.7% growth. Government policies in maintaining stable electricity tariffs or flat rates for both subsidized and non-subsidized customers aimed to preserve economic stability and public purchasing power. Investment in the completion of National Strategic Projects (PSN) throughout 2025 served as the main driver of infrastructure funding amid government efforts to optimize the budget. Sustained investment performance was crucial to achieving the completion targets of several PSNs. Rupiah exchange rate against US Dollar closed in the range of Rp16,670 to Rp16,737 at the end of December 2025, weakening by 3.48% (YoY) compared to the previous year. This depreciation was mainly driven by foreign capital outflows due to global financial market uncertainty and high domestic foreign exchange demand.

Di tengah tantangan tersebut, PLN Indonesia Power memiliki peluang strategis melalui percepatan transisi energi, dengan target porsi EBT dalam RUPTL 2025–2034 mencapai sekitar 76% dan bauran EBT sebesar 15,75% pada tahun 2025. Secara keseluruhan, dinamika global dan domestik ini menjadi faktor penting yang memengaruhi kinerja operasional dan keuangan PLN Indonesia Power sepanjang tahun 2025.

In the midst of these challenges, PLN Indonesia Power has a strategic opportunity through the acceleration of the energy transition, with the target share of NRE in the 2025–2034 RUPTL reaching around 76% and an NRE mix of 15.75% in 2025. Overall, these global and domestic dynamics are important factors influencing PLN Indonesia Power's operational and financial performance throughout 2025.

Strategi dan Kebijakan Strategis Perusahaan

Company's Strategies and Strategic Policies

Dalam menghadapi dinamika bisnis dan industri energi sepanjang tahun 2025, Direksi telah menetapkan strategi dan kebijakan yang berfokus pada penguatan kompetensi inti serta percepatan inovasi berkelanjutan. Strategi tersebut disusun untuk memastikan PLN Indonesia Power mampu beradaptasi dengan perubahan pasar, perkembangan regulasi yang berkembang, dan transformasi industri energi, sekaligus memperkuat posisi Perusahaan sebagai pelaku utama di sektor energi nasional maupun global.

In facing the dynamics of the business and energy industry throughout 2025, the Board of Directors determined strategies and policies focused on strengthening core competencies and accelerating continuous innovation. This strategy was prepared to ensure that PLN Indonesia Power is able to adapt to changing market conditions, evolving regulatory developments, and the transformation of the energy industry, while also strengthening the Company's position as a key player in both the national and global energy sector.

Direksi juga memastikan bahwa seluruh arah kebijakan Perusahaan selaras dengan aspirasi PLN *Holding* serta visi jangka panjang yang tertuang dalam RJPP 2024–2028, guna membangun ekosistem bisnis yang tangguh, adaptif, dan berorientasi pada keberlanjutan. Dalam implementasinya, Direksi menetapkan RKAP tahun 2025 sebagai pedoman utama PLN Indonesia Power dalam menjaga keandalan pasokan listrik nasional, mencapai target kinerja yang telah ditetapkan, serta mempercepat pelaksanaan transisi menuju energi bersih secara terukur dan berkelanjutan.

The Board of Directors also ensures that all Company policy directions are aligned with the aspirations of PLN Holding as well as the long-term vision set forth in the 2024–2028 RJPP, in order to build a resilient, adaptive, and sustainability-oriented business ecosystem. In its implementation, the Board of Directors set the 2025 RKAP as the main guideline for PLN Indonesia Power in maintaining national electricity supply reliability, achieving set performance targets, and accelerating the transition toward clean energy in a measurable and sustainable manner.

Pilar Program Utama 2025

Main Program Pillars 2025

Dalam rangka menjaga kesinambungan transformasi dan memperkuat pencapaian sasaran strategis PLN Indonesia Power, Direksi menetapkan 4 (empat) pilar Program Utama Tahun 2025 yang terintegrasi dalam *Moonshot Themes*, yaitu *Digital Driven O&M Excellence Moonshot, Expand Core Moonshot, Ignite Growth Moonshot*, dan *Sustainability Moonshot*. Keempat pilar tersebut didukung oleh *Launchpad* sebagai *enabler* utama yang menjadi fondasi dalam mendorong terwujudnya tiga aspirasi strategis PLN Indonesia Power, yaitu pertumbuhan bisnis, percepatan digitalisasi, dan akselerasi transisi energi. Melalui implementasi program-program tersebut, PLN Indonesia Power berupaya memastikan transformasi berjalan secara konsisten, terarah, dan berkelanjutan guna menciptakan nilai tambah jangka panjang bagi seluruh pemangku kepentingan.

In order to maintain the continuity of transformation and strengthen the achievement of PLN Indonesia Power's strategic goals, the Board of Directors has established 4 (four) integrated Main Program Pillars for 2025 under the Moonshot Themes, namely Digital Driven O&M Excellence Moonshot, Expand Core Moonshot, Ignite Growth Moonshot, and Sustainability Moonshot. These four pillars are supported by Launchpad as the key enabler, serving as the foundation in driving the realization of PLN Indonesia Power's three strategic aspirations, namely business growth, accelerated digitalization, and accelerated energy transition. Through the implementation of these programs, PLN Indonesia Power strives to ensure that the transformation runs consistently, purposefully, and sustainably to create long-term added value for all stakeholders.

Pilar pertama, *Digital Driven O&M Excellence Moonshot*, difokuskan pada optimalisasi operasi dan pemeliharaan pembangkit melalui pemanfaatan teknologi digital berbasis data *real-time* dan sistem pemeliharaan prediktif. Melalui strategi ini, PLN Indonesia Power berupaya meningkatkan keandalan pembangkit, meminimalkan gangguan operasi yang tidak terencana, serta meningkatkan efisiensi biaya operasional dan pemeliharaan.

The first pillar, Digital Driven O&M Excellence Moonshot, is focused on optimizing power plant operations and maintenance through the utilization of digital technology based on real-time data and predictive maintenance systems. Through this strategy, PLN Indonesia Power seeks to enhance plant reliability, minimize unplanned operational disruptions, and improve operational and maintenance cost efficiency.

Pilar kedua, *Expand Core Moonshot*, diarahkan untuk memperkuat dan memperluas bisnis inti Perusahaan melalui percepatan pengembangan energi hijau. Inisiatif strategis seperti proyek PLTS Hijaunesia dan Hydronesia menjadi bagian penting dalam memperkuat posisi PLN Indonesia Power sebagai salah satu penggerak utama transisi energi nasional.

Selanjutnya, pilar ketiga, *Ignite Growth Moonshot* menjadi strategi PLN Indonesia Power dalam menciptakan sumber pertumbuhan baru melalui pengembangan bisnis *Beyond* kWh. Perusahaan menargetkan peningkatan skala layanan dan ekspansi bisnis secara agresif guna memperkuat daya saing dan mendukung ambisi jangka panjang untuk masuk dalam jajaran Fortune Global 500.

Adapun pilar keempat, *Sustainability Moonshot* difokuskan pada inovasi dekarbonisasi aset pembangkit guna menurunkan emisi karbon secara signifikan, sekaligus memastikan keberlanjutan bisnis dalam jangka panjang. Strategi ini dilakukan melalui pengembangan teknologi ramah lingkungan, peningkatan efisiensi energi, serta implementasi berbagai program transisi energi yang berkelanjutan.

Keempat pilar strategis tersebut diperkuat melalui *Launchpad* yang berperan sebagai fondasi utama transformasi Perusahaan, mencakup pengembangan organisasi dan sumber daya manusia, transformasi digital dan teknologi informasi, penguatan manajemen risiko dan keberlanjutan, serta pengembangan kemitraan dan penciptaan nilai (*value creation*). Melalui pendekatan yang terintegrasi ini, PLN Indonesia Power mendorong terciptanya kolaborasi dan inovasi strategis antar-*subholding* maupun dengan mitra strategis lainnya guna mengoptimalkan peluang bisnis, meningkatkan daya saing, serta menciptakan nilai tambah dan profitabilitas yang berkelanjutan di luar bisnis inti Perusahaan. Seluruh inisiatif tersebut sejalan dengan tema Laporan Tahunan ini, yaitu "*Elevating Trust through Sustainable Energy Governance*", yang mencerminkan komitmen PLN Indonesia Power untuk terus meningkatkan kepercayaan yang lebih tinggi dari pemegang saham, pelanggan, regulator, mitra usaha, maupun masyarakat secara luas melalui penerapan tata kelola energi yang berkelanjutan, bertanggung jawab, dan berorientasi pada masa depan.

Penguatan Kapabilitas Organisasi dan ESG

Direksi menyadari bahwa keberhasilan strategi ini sangat bergantung pada kualitas modal manusia. Oleh karena itu, PLN Indonesia Power secara konsisten melakukan transformasi talenta untuk mencetak tenaga kerja yang kompeten dalam mengelola bisnis hijau dan inovasi digital. Keseluruhan mandat

The second pillar, Expand Core Moonshot, is directed at strengthening and expanding the Company's core business through the acceleration of green energy development. Strategic initiatives such as the Hijaunesia PLTS and Hydronesia projects are key components in reinforcing PLN Indonesia Power's position as one of the main drivers of the national energy transition.

Furthermore, the third pillar, Ignite Growth Moonshot, serves as PLN Indonesia Power's strategy to create new growth sources through the development of Beyond kWh businesses. The Company targets increased service scale and aggressive business expansion to strengthen competitiveness and support its long-term ambition to join the Fortune Global 500.

The fourth pillar, Sustainability Moonshot, is focused on decarbonization innovation of power generation assets to significantly reduce carbon emissions while ensuring long-term business sustainability. This strategy is implemented through the development of environmentally friendly technologies, improved energy efficiency, and the execution of various sustainable energy transition programs.

These four strategic pillars are strengthened through the Launchpad, which acts as the main foundation for the Company's transformation, including organizational and human resource development, digital transformation and information technology, strengthening risk management and sustainability, as well as developing partnerships and value creation. Through this integrated approach, PLN Indonesia Power encourages the creation of strategic collaboration and innovation between subholdings and with other strategic partners in order to optimize business opportunities, increase competitiveness, and create added value and sustainable profitability outside the Company's core business. All of these initiatives are in line with the theme of this Annual Report, namely "Elevating Trust through Sustainable Energy Governance", which reflects PLN Indonesia Power's commitment to continuously increasing higher trust from shareholders, customers, regulators, business partners, and the community at large through implementing sustainable, responsible, and future-oriented energy governance.

Strengthening Organizational Capability and ESG

The Board of Dorectors recognizes that the success of this strategy is highly dependent on the quality of human capital. Therefore, PLN Indonesia Power consistently carries out talent transformation to develop a workforce that is competent in managing green business and digital innovation. The Company

strategis ini Perusahaan laksanakan dengan mengintegrasikan prinsip *Environmental, Social, and Governance* (ESG) dalam setiap proses bisnis.

Melalui komitmen pada *Cost Leadership*, Direksi memastikan setiap langkah inovasi dibarengi dengan pengendalian Biaya Pokok Produksi (BPP) yang ketat dan efisiensi operasional. Hal ini bertujuan untuk memperkuat struktur keuangan dan meningkatkan kinerja EBITDA secara berkelanjutan, sehingga PLN Indonesia Power siap memberikan nilai tambah maksimal bagi PLN Group, pemangku kepentingan, dan kedaulatan energi nasional.

Peran Direksi Dalam Perumusan dan Implementasi Strategi serta Kebijakan

Dalam merumuskan strategi dan kebijakan Perusahaan, baik untuk RKAP 2025 maupun RJPP lima tahunan, Direksi PLN Indonesia Power secara proaktif mengidentifikasi tantangan dan risiko yang dihadapi. Strategi yang disusun selaras dengan prinsip ESG dan keberlanjutan, tidak hanya untuk merespons dinamika pasar, tetapi juga sebagai landasan bagi pertumbuhan jangka panjang yang berkelanjutan. Perumusan strategi jangka panjang, PLN Indonesia Power telah memastikan bahwa prinsip keberlanjutan diintegrasikan guna memperkuat ketahanan usaha dan kemampuan Perusahaan dalam menciptakan nilai berkelanjutan di tengah dinamika lingkungan bisnis yang terus berubah. Untuk selanjutnya, Direksi memastikan bahwa aspek keberlanjutan menjadi fokus utama dalam setiap arah kebijakan strategis yang ditetapkan.

Penyusunan RKAP 2025 dan RJPP 2024–2028 dilakukan dengan memperhatikan arahan Dewan Komisaris untuk selanjutnya disahkan oleh Pemegang Saham. Dalam implementasinya, Direksi memastikan seluruh tingkatan dan unit organisasi memahami cara menjalankan strategi tersebut secara konsisten. Pengendalian pelaksanaan strategi dilakukan melalui pemantauan dan evaluasi kinerja secara berkala, antara lain melalui *Strategic Review Meeting* setiap semester oleh Direksi dan *Senior Leader* yang membahas pencapaian kinerja, *Strategic Adaptive Meeting* untuk *updating strategic program* dengan menentukan KPI *strategic objective*, *strategic* initiative dan *strategic program*, rapat Direksi, *BOD Retreat* yang membahas isu strategis tertentu setiap triwulan, serta evaluasi berbasis hasil audit internal dan eksternal. Mekanisme ini memungkinkan Direksi memperoleh informasi terkini, memberikan arahan yang tepat, serta mengantisipasi potensi kendala operasional.

implement this entire strategic mandate by integrating Environmental, Social, and Governance (ESG) principles into every business process.

Through our commitment to Cost Leadership, the Board of Directors ensures that every innovation effort is accompanied by strict control of Electricity Generation Cost (BPP) and operational efficiency. This aims to strengthen the financial structure and sustainably improve EBITDA performance, so that PLN Indonesia Power is able to deliver maximum added value to PLN Group, stakeholders, and national energy sovereignty.

The Board of Directors' Role in Strategy Formulation and Implementation

In formulating the Company's strategies and policies, both for the 2025 RKAP and the five-year RJPP, the Board of Directors of PLN Indonesia Power proactively identifies challenges and risks faced by the Company. The strategies developed are aligned with ESG and sustainability principles, not only to respond to market dynamics but also as a foundation for long-term sustainable growth. In formulating its long-term strategy, PLN Indonesia Power has ensured that sustainability principles are integrated to strengthen business resilience and the Company's ability to create sustainable value amid the continuously evolving business environment. Subsequently, The Board of Directors ensures that sustainability remains a key focus in every strategic policy direction established.

The preparation of the 2025 RKAP and the 2024–2028 RJPP was carried out by considering the guidance of the Board of Commissioners and was subsequently approved by the Shareholders. In implementation, the Board of Directors ensures that all organizational levels and units fully understand the ways to consistently execute the strategy. The implementation of the strategy is controlled through regular performance monitoring and evaluation, including, among others, the Strategic Review Meeting held semi-annually by the Board of Directors and Senior Leaders to discuss performance achievements; the Strategic Adaptive Meeting to update strategic programs by determining strategic objective KPIs, strategic initiatives, and strategic programs; Board of Directors meetings; BOD Retreats held quarterly to address specific strategic issues; as well as evaluations based on internal and external audit results. This mechanism enables the Board of Directors to obtain up-to-date information, provide appropriate direction, and anticipate potential operational constraints.

Untuk menjaga efektivitas pelaksanaan strategi dan kebijakan, Direksi secara berkelanjutan memberikan arahan pelaksanaan dan memantau pencapaian target RKAP 2025 melalui berbagai forum koordinasi, termasuk rapat Direksi dan pertemuan rutin dengan Dewan Komisaris. Hasil pemantauan digunakan sebagai dasar penetapan langkah tindak lanjut dan penyesuaian strategi apabila diperlukan. Selain itu, Direksi secara berkala menyampaikan laporan kinerja kepada Dewan Komisaris dan Pemegang Saham, serta mendorong partisipasi seluruh insan PLN Indonesia Power dalam menyampaikan ide dan inovasi guna mendukung pencapaian tujuan Perusahaan.

To ensure effectiveness of strategy and policy implementation, the Board of Directors continuously provides execution direction and monitors the achievement of the 2025 RKAP targets through various coordination forums, including Board of Directors meetings and regular meetings with the Board of Commissioners. The monitoring results are used as a basis for determining follow-up actions and making strategic adjustments when necessary. In addition, the Board of Directors periodically submits performance reports to the Board of Commissioners and Shareholders, and encourages the participation of all PLN Indonesia Power personnel in contributing ideas and innovations to support the achievement of the Company's objectives.

Analisis Kinerja Tahun 2025
Analysis of the 2025 Performance

Sebagai *fully asset owner*, PLN Indonesia Power semakin menegaskan perannya sebagai salah satu entitas pembangkitan terbesar di Asia Tenggara dengan kapasitas daya terpasang mencapai 21,94 GW, meningkat 2,47% dari tahun sebelumnya. Amanah dari Pemegang Saham untuk melanjutkan Transformasi 2.0 dipahami bukan hanya sebagai tanggung jawab operasional, tetapi sebagai komitmen kolektif yang menuntut sinergi kuat di seluruh lini organisasi guna mengoptimalkan skala usaha menjadi keunggulan yang berkelanjutan.

As a fully asset owner, PLN Indonesia Power increasingly reinforces its role as one of the largest power generation entities in Southeast Asia with an installed capacity of 21.94 GW, increased by 2.47% from the previous year. The mandate from the Shareholders to continue Transformation 2.0 is understood not merely as an operational responsibility, but as a collective commitment that requires strong synergy across all organizational lines to optimize business scale into a sustainable competitive advantage.

Perubahan lanskap bisnis pasca implementasi *Holding-Subholding* (HSH) mendorong PLN Indonesia Power untuk bergerak adaptif melalui penguatan aspek komersial, operasional, tata kelola, proses bisnis, hingga penyelarasan struktur organisasi. Di tengah tantangan yang semakin kompleks pada tahun 2025, PLN Indonesia Power tetap mampu menunjukkan kinerja yang solid sebagai wujud nyata dari penguatan tata kelola dalam mendukung ketahanan energi dan masa depan yang berkelanjutan.

Changes in the business landscape following the implementation of Holding–Subholding (HSH) structure have driven PLN Indonesia Power to move adaptively by strengthening commercial aspects, operations, governance, business processes, as well as aligning organizational structures. Amid increasingly complex challenges in 2025, PLN Indonesia Power had continued to demonstrate solid performance as a tangible reflection of strengthened governance in supporting energy resilience and a sustainable future.

Di tengah dinamika dan tantangan tahun 2025, PLN Indonesia Power mampu menunjukkan kinerja yang solid sebagai hasil dari konsistensi transformasi dan penguatan tata kelola. Sejalan dengan hal tersebut, Direksi menyampaikan apresiasi atas sinergi seluruh insan perusahaan yang telah berperan dalam menjaga keandalan pembangkit serta mendorong pertumbuhan sektor kelistrikan yang memberikan manfaat nyata bagi masyarakat. Capaian penjualan listrik dan Nilai Kinerja Organisasi (NKO) pada tahun 2025 merupakan wujud dari kerja kolektif dan transformasi berkelanjutan yang tidak hanya berfokus pada kinerja finansial, namun juga pada penciptaan nilai bagi masyarakat luas.

Amid the dynamics and challenges of 2025, PLN Indonesia Power demonstrated solid performance as a result of consistent transformation and governance strengthening. In line with this, the Board of Directors expresses appreciation for the synergy of all Company personnel who have played a role in maintaining power plant reliability and driving growth in the electricity sector, delivering tangible benefits to society. Electricity sales achievements and Organizational Performance Value (NKO) in 2025 reflect collective effort and continuous transformation, focusing not only on financial performance but also on value creation for the broader community.

Lebih dari sekadar pencapaian bisnis, kinerja positif ini mencerminkan kontribusi nyata PLN Indonesia Power dalam mendukung pembangunan ekonomi yang inklusif serta memperkuat ketahanan energi nasional. Ke depan, Perusahaan berkomitmen untuk terus memperkuat fondasi tata kelola yang andal dengan menjunjung tinggi integritas, serta memastikan setiap langkah strategis selaras dengan upaya mendorong transisi menuju sistem energi yang lebih bersih, berkelanjutan, dan berdampak bagi generasi mendatang.

Beyond business achievement, this positive performance reflects PLN Indonesia Power's tangible contribution in supporting inclusive economic development and strengthening national energy resilience. In the future, the Company is committed to further strengthening a reliable governance foundation with strong integrity, while ensuring that every strategic step is aligned with efforts to drive the transition toward a cleaner, more sustainable energy system that delivers long-term impact for future generations.

Target dan Realisasi Kinerja Tahun 2025
2025 Performance Realization and Targets

Pencapaian kinerja PLN Indonesia Power sepanjang tahun 2025 menunjukkan hasil yang positif, baik dari sisi keuangan maupun operasional. Di tengah berbagai tantangan industri dan dinamika bisnis, Perusahaan tetap mampu mencatatkan peningkatan kinerja yang mencerminkan efektivitas strategi, kebijakan, dan pelaksanaan operasional yang dijalankan secara konsisten. Penilaian kinerja Perusahaan dilakukan berdasarkan *Key Performance Indicator* (KPI) tahun 2025 yang telah ditetapkan dalam Kontrak Manajemen dan Sasaran Utama RKAP tahun 2025.

The performance achievements of PLN Indonesia Power throughout 2025 showed positive results, both from financial and operational perspectives. Amid various industry challenges and business dynamics, the Company was still able to record improved performance, reflecting the effectiveness of its strategies, policies, and consistently implemented operational execution. The Company's performance assessment is based on the 2025 Key Performance Indicators (KPIs) established in the Management Contract and the Main Targets of the 2025 Work and Budget Plan (RKAP).

Dari hasil evaluasi kinerja tahun 2025, mayoritas indikator kinerja PLN Indonesia Power menunjukkan capaian yang sangat baik. Dari total indikator yang ditetapkan, sebanyak 18 indikator berhasil melampaui target, mencerminkan efektivitas strategi yang dijalankan serta kemampuan Perseroan dalam mengelola operasional dan melaksanakan program kerja secara optimal di berbagai lini bisnis.

Based on the 2025 performance evaluation, the majority of PLN Indonesia Power's performance indicators demonstrated excellent performance. Of the total set indicators, 18 indicators exceeded their targets, reflecting the effectiveness of strategy implementation and the Company's ability to optimally manage operations and implement work programs across various business lines.

Meskipun demikian, PLN Indonesia Power terus melakukan evaluasi dan perbaikan berkelanjutan terhadap indikator yang belum mencapai target guna memastikan keberlanjutan operasional, peningkatan efisiensi, dan penciptaan nilai jangka panjang. Terdapat empat indikator yang berada pada kategori hampir memenuhi target, yaitu Optimalisasi Kesiapan Pasokan Pembangkit, Specific Fuel Consumption (SFC) Gas, SFC BBM, dan Carbon Emission Reduction. Selain itu, indikator SFC Batubara dan Pengendalian Penggunaan Anggaran Investasi yang masih memerlukan perhatian lebih lanjut.

Nevertheless, PLN Indonesia Power continues to evaluate and continuously improve indicators that have not yet achieved their targets to ensure operational sustainability, increased efficiency, and long-term value creation. There are four indicators categorized as nearly meeting the target, namely Optimization of Power Plant Supply Readiness, Specific Fuel Consumption (SFC) for Gas, SFC for Fuel, and Carbon Emission Reduction. Furthermore, the SFC for Coal and Control of Investment Budget Utilization indicators still require further attention.

Atas hasil tersebut, Direksi berkomitmen untuk terus melakukan langkah-langkah perbaikan secara konsisten, khususnya dalam meningkatkan efisiensi operasional pembangkit dan optimalisasi pengelolaan anggaran investasi. Upaya tersebut dilakukan melalui penguatan perencanaan yang lebih akurat, pengalokasian sumber daya secara efektif, serta peningkatan koordinasi dengan berbagai pemangku kepentingan, termasuk regulator dan pemegang saham, guna memastikan setiap program investasi memberikan manfaat jangka panjang dan mendukung pertumbuhan usaha secara berkelanjutan.

Based on these results, the Board of Directors is committed to continuing to implement consistent improvement measures, particularly in enhancing power plant operational efficiency and optimizing investment budget management. These efforts are carried out through strengthened planning accuracy, effective resource allocation, and improved coordination with various stakeholders, including regulators and shareholders, to ensure that each investment program delivers long-term benefits and supports sustainable business growth.

Selain itu, PLN Indonesia Power juga terus memperkuat pengendalian indikator SFC batubara sebagai parameter utama efisiensi pembangkit PLTU, melalui optimalisasi penggunaan bahan bakar dan peningkatan keandalan operasi pembangkit. Dengan berbagai langkah tersebut, PLN Indonesia Power optimistis kinerja operasional dan daya saing Perusahaan akan terus meningkat serta mampu mendukung pencapaian tujuan strategis jangka panjang secara berkelanjutan.

In addition, PLN Indonesia Power continues to strengthen the control of Coal SFC indicators as the main efficiency parameter for PLTU, through optimization of fuel utilization and improvement of plant operational reliability. Through these various measures, the Company is optimistic that its operational performance and competitiveness will continue to improve and will be able to support the achievement of long-term strategic objectives in a sustainable manner.

Kinerja Operasional

Terkait dengan pencapaian kinerja operasional Perusahaan tahun 2025 mencatat hasil yang baik, terutama pada aspek tingkat kesiapan pembangkit dan tingkat gangguan pembangkit dibandingkan dengan target RKAP, pada pembangkit PLTU maupun non PLTU.

Sepanjang tahun 2025, PLN Indonesia Power berhasil menjaga tingkat keandalan unit-unit pembangkit pada level yang optimal. Kinerja operasional pembangkit, baik berbasis batubara, gas, maupun non-batubara, menunjukkan hasil yang solid dengan realisasi yang secara konsisten melampaui target RKAP. Tingkat keandalan pembangkit PLTU Batubara dalam nilai *Equivalent Availability Factor* (EAF) mencapai 87,20% atau 107,15% dari target. Capaian EAF ini terutama didukung oleh efektivitas pemeliharaan dan percepatan penanganan gangguan sesuai yang direncanakan. Sementara itu, tingkat gangguan pembangkit dalam *Equivalent Forced Outage Rate* (EFOR) berhasil ditekan menjadi 3,19%, tercapai 110,00% dari target, berkat optimalisasi program *Preventive* dan *Predictive Maintenance*.

Adapun untuk kinerja unit pembangkit gas dan non batubara pada tahun 2025 menunjukkan performa yang sangat baik dan melebihi target RKAP. Tingkat EAF mencapai 93,18% atau 102,93% dari target, yang mencerminkan keberhasilan PLN Indonesia Power dalam mengoptimalkan durasi pemeliharaan dan mempercepat penanganan gangguan. Sementara itu, nilai EFOR berhasil ditekan hingga 0,89%, tercapai 110,00% dari target, sebagai hasil dari penerapan program *Preventive* dan *Predictive Maintenance* yang konsisten. Capaian tersebut menunjukan efektivitas pengelolaan operasional, pemeliharaan pembangkit, serta optimalisasi strategi pengendalian kinerja yang dilakukan PLN Indonesia Power dalam menjaga kontinuitas dan keandalan pasokan listrik nasional.

Kinerja efisiensi penggunaan bahan bakar pembangkit pada tahun 2025, masih menghadapi beberapa tantangan yang memengaruhi capaian *Specific Fuel Consumption* (SFC). Nilai SFC batubara tercatat sebesar 0,7040 kg/kWh atau belum mencapai target sebesar 0,6542 kg/kWh. Kondisi ini terutama

Operational Performance

In relation to the Company's operational performance achievement in 2025, PLN Indonesia Power recorded good results, particularly in terms of power plant readiness levels and power plant disturbance levels compared to RKAP targets, for both PLTU and non-PLTU.

Throughout 2025, PLN Indonesia Power succeeded in maintaining the reliability level of its power generation units at an optimal level. The operational performance of power plants, both coal-based, gas-based, and non-coal-based, showed solid results, with realization consistently exceeding the RKAP targets. The reliability of coal-fired power plants, as measured by the Equivalent Availability Factor (EAF), reached 87.20% or 107.15% of the target, supported by effective maintenance planning and faster response to disturbances. Meanwhile, the Equivalent Forced Outage Rate (EFOR) was successfully reduced to 3.19%, achieving 67.87% of the target, driven by the optimization of Preventive and Predictive Maintenance programs.

Furthermore, gas and non-coal power plants performance in 2025 showed very strong results and exceeded RKAP targets. The EAF reached 93.18% or 102.94% of the target, reflecting the Company's success in optimizing maintenance downtime and accelerating fault handling. Meanwhile, EFOR was successfully reduced to 0.89%, achieving 110.00% of the target, as a result of the consistent implementation of Preventive and Predictive Maintenance programs. This achievement demonstrates the effectiveness of operational management, power plant maintenance, and performance control strategies implemented by PLN Indonesia Power in maintaining the continuity and reliability of national electricity supply.

The efficiency performance of power plant fuel consumption in 2025 still faced several challenges that affected the achievement of Specific Fuel Consumption (SFC). Coal SFC was recorded at 0.7040 kg/kWh, which did not yet meet the target of 0.6542 kg/kWh. This condition was mainly caused

disebabkan oleh terbatasnya pasokan batubara MRC pada sejumlah unit PLTU, sehingga penggunaan batubara dengan kualitas yang kurang optimal menyebabkan konsumsi bahan bakar meningkat dan berdampak pada efisiensi operasi pembangkit.

by limited MRC coal supply at several PLTU units, resulting in the use of suboptimal coal quality, which increased fuel consumption and impacted plant operational efficiency.

Sementara itu, nilai SFC gas tercatat sebesar 0,0083 MMBTU/kWh atau sedikit di atas target sebesar 0,0081 MMBTU/kWh. Hal ini dipengaruhi oleh keterbatasan pasokan gas pada beberapa unit PLTGU yang menyebabkan pembangkit beroperasi pada beban rendah, sehingga efisiensi penggunaan bahan bakar belum optimal. Adapun nilai SFC BBM mencapai 0,3078 liter/kWh atau lebih tinggi dibandingkan target sebesar 0,3004 liter/kWh, terutama karena penggunaan BBM pada unit-unit PLTG untuk mendukung keandalan pasokan listrik dan menjaga stabilitas sistem jaringan.

Meanwhile, gas SFC was recorded at 0.0083 MMBTU/kWh, slightly above the target of 0.0081 MMBTU/kWh. This was influenced by limited gas supply at several PLTGU units, causing plants to operate at low load and resulting in suboptimal fuel efficiency. As for fuel oil (BBM) SFC, it reached 0.3078 liters/kWh, higher than the target of 0.3004 liters/kWh, primarily due to the use of fuel oil in PLTG units to support electricity supply reliability and maintain grid system stability.

PLN Indonesia Power terus melakukan berbagai upaya perbaikan melalui penguatan pengelolaan pasokan energi primer, optimalisasi pola operasi pembangkit, serta peningkatan program efisiensi guna menjaga keandalan operasional dan mendukung pencapaian kinerja yang lebih baik secara berkelanjutan.

PLN Indonesia Power continues to implement various improvement efforts through strengthening primary energy supply management, optimizing power plant operational patterns, and enhancing efficiency programs to maintain operational reliability and support the achievement of better performance in a sustainable manner.

Indikator efisiensi lainnya, yaitu pemakaian sendiri, pada tahun 2025 tercatat sebesar 4.706,78 GWh atau mencapai 105,84% dari target sebesar 4.076,40 GWh. Peningkatan tersebut sejalan dengan realisasi produksi listrik yang juga melampaui target, yaitu mencapai 109,17%. Kondisi ini menunjukkan meningkatnya aktivitas operasional pembangkit dalam mendukung kebutuhan pasokan listrik nasional.

Another efficiency indicator, namely self-consumption, in 2025 was recorded at 4,706.78 GWh, or reaching 105.84% of the target of 4,076.40 GWh. This increase is in line with electricity production realization, which also exceeded the target at 109.17%. This condition reflects increased power plant operational activity in supporting national electricity supply demand.

Pada tahun 2025, PLN Indonesia Power berhasil mencatatkan sejumlah pencapaian strategis melalui pengoperasian komersial (*Commercial Operation Date* atau COD) beberapa proyek pembangkit yang mendukung penguatan sistem ketenagalistrikan nasional. Salah satu pencapaian utama adalah beroperasinya PLTU Jawa 9 dan 10 *Super Critical* hasil kolaborasi dengan PT Barito Pacific Tbk (BRPT) yang berlokasi di Kota Cilegon, Banten, dengan total kapasitas 2 x 1.000 MW. Unit 1 mulai beroperasi secara komersial pada 5 Maret 2025, diikuti oleh Unit 2 pada 2 Mei 2025. Selain itu, PLN Indonesia Power juga mengoperasikan *Barge Mounted Power Plant* (BMPP) Nusantara 2 di Desa Wolo, Kabupaten Kolaka, Sulawesi Tenggara. Pengoperasian pembangkit tersebut merupakan bagian dari upaya Perusahaan untuk meningkatkan keandalan pasokan listrik, memenuhi kebutuhan energi yang terus berkembang, serta mendukung pertumbuhan ekonomi dan pembangunan di berbagai wilayah Indonesia.

In 2025, PLN Indonesia Power successfully recorded a number of strategic achievements through the Commercial Operation Date (COD) of several power plant projects that support the strengthening of the national electricity system. One of the main achievements is the operation of the Java 9 and 10 Super Critical coal-fired power plant in collaboration with PT Barito Pacific Tbk (BRPT), located in Cilegon City, Banten, with a total capacity of 2 x 1,000 MW. Unit 1 began its commercial operations on March 5, 2025, followed by Unit 2 on May 2, 2025. In addition, PLN Indonesia Power also operates the Barge Mounted Power Plant (BMPP) Nusantara 2 in Wolo Village, Kolaka Regency, Southeast Sulawesi. The operation of these power plants is part of the Company's efforts to improve the reliability of electricity supply, meet the growing energy needs, and support economic growth and development in various regions of Indonesia.

Di sisi pengembangan EBT, PLN Indonesia Power juga berhasil mengoperasikan PLTS Terapung Tambaklorok di Semarang, Jawa Tengah, dengan kapasitas 561,60 kilowatt peak (kWp) pada pertengahan tahun 2025. Pengoperasian pembangkit ini menjadi bagian dari upaya PLN Indonesia Power dalam memperluas portofolio energi bersih sekaligus mendukung target transisi energi nasional. Keberhasilan penyelesaian proyek tersebut mencerminkan komitmen Perusahaan dalam meningkatkan kapasitas pembangkitan berbasis energi terbarukan, menjaga keandalan pasokan listrik, serta menciptakan sistem energi yang lebih berkelanjutan untuk mendukung kebutuhan masyarakat dan pertumbuhan ekonomi di masa depan.

In terms of NRE development, PLN Indonesia Power also successfully operated Floating PLTS Tambaklorok in Semarang, Central Java, with a capacity of 561.60 kilowatt peak (kWp) in mid-2025. The operation of this power plant is part of PLN Indonesia Power's efforts to expand its clean energy portfolio while supporting the national energy transition target. The successful completion of the project reflects the Company's commitment to increasing renewable energy-based generation capacity, maintaining reliable electricity supply, and creating a more sustainable energy system to support community needs and future economic growth.

BMPP Nusantara 2 melanjutkan keberhasilan BMPP Nusantara 1 di Ambon, yang merupakan pembangkit listrik kapal yang menjadi pembangkit listrik inovatif yang terpasang pada kapal tongkang menjadi simbol kemajuan inovasi kelistrikan nasional sehingga mampu menjawab tantangan geografis di tanah air sekaligus pemerataan akses listrik di kawasan Indonesia timur.

BMPP Nusantara 2 continues the success of BMPP Nusantara 1 in Ambon, which is a ship-mounted power plant and an innovative electricity generation facility installed on a barge. It symbolizes the advancement of national electricity innovation, enabling the Company to addressing geographical challenges in the country, while ensuring equitable access to electricity in eastern Indonesia.

Kinerja Keuangan

Financial Performance

Kondisi keuangan PLN Indonesia Power yang solid, didukung oleh pelaksanaan strategi dan kebijakan yang tepat serta konsisten, memungkinkan Perusahaan mencapai target finansial yang ditetapkan pada tahun 2025. Total aset tercatat mencapai sebesar Rp427,04 triliun atau 101,22% dari target RKAP sebesar Rp421,90 triliun. Terdiri dari aset lancar sebesar Rp86,57 triliun atau 99,65% dari target RKAP sebesar Rp86,87 triliun dan aset tidak lancar sebesar Rp340,46 triliun atau 101,62% dari target RKAP sebesar Rp335,03 triliun. Pencapaian terutama didukung oleh peningkatan piutang PJBTL dan peningkatan investasi pada perusahaan patungan dan entitas asosiasi. Kinerja total aset ini menunjukkan kemampuan aset Perusahaan untuk menghasilkan produksi listrik secara konsisten dan mengonversinya menjadi pendapatan usaha.

PLN Indonesia Power's sound financial position, underpinned by the implementation of appropriate and consistent strategies and policies, enables the Company to achieve the financial targets set for 2025. Total assets were recorded at Rp427.04 trillion or 101.22% of the RKAP target of Rp421.90 trillion. This consists of current assets amounting to Rp86.57 trillion or 99.65% of the RKAP target of Rp86.87 trillion, and non-current assets amounting to Rp340.46 trillion or 101.62% of the RKAP target of Rp335.03 trillion. The achievement was mainly supported by an increase in PPA receivables and an increase in investment in joint ventures and associated entities. Overall, this asset performance reflects the Company's ability to consistently generate electricity production and convert it into operating revenue.

Realisasi produksi tenaga listrik tahun 2025 tercatat mencapai 86.548,54 GWh atau 109,17% dari target sebesar 79.281,59 GWh. Hal tersebut berdampak pada peningkatan penjualan tenaga listrik menjadi sebesar 81.841,71 GWh atau 108,82% dari target sebesar 75.205,19 GWh. Target produksi dan penjualan tenaga listrik berhasil tercapai, terutama karena peningkatan produksi di beberapa wilayah seiring kenaikan kebutuhan beban puncak sistem, penerapan pola *dispatch* dari pengatur beban, serta tingginya curah hujan di wilayah Jamali yang mendorong peningkatan produksi PLTA.

Electricity production realization in 2025 reached 86,548.54 GWh or 109.17% of the target of 79,281.59 GWh. This affected to the increase in electricity sales of 81,841.71 GWh or 108.82% of the target of 75,205.19 GWh. The electricity production and sales targets were achieved, mainly due to increased production in several areas in line with the higher system peak load demand, the implementation of dispatch pattern from the load dispatcher, as well as high rainfall in Jamali region which encouraged increased PLTA production.

Adapun realisasi produksi energi listrik dari pembangkit EBT di tahun 2025 mencapai sebesar 11.621,32 GWh atau 100,70% dari target, meningkat 7,34% dari tahun sebelumnya sebesar 11.182,32 GWh, dengan realisasi penjualan energi listrik dari pembangkit EBT mencapai 11.270,00 GWh, atau sebesar 101,39% dari target dan meningkat dari tahun sebelumnya sebesar 11.182,32 GWh, sebagai hasil dari optimalisasi program *co-firing* biomassa pada PLTU, peningkatan kapasitas pembangkit EBT, serta melonjaknya permintaan pelaku industri terhadap layanan *Renewable Energy Certificate* (REC).

The realization of electricity production from NRE power plants in 2025 reached 11,621.32 GWh, or 100.70% of the target, increasing by 7.34% from 11,182.32 GWh in the previous year, while electricity sales from NRE plants reached 11,270.00 GWh, or 101.39% of the target, increasing from the previous year's 11,182.32 GWh, as the result of the optimization of biomass co-firing programs at coal-fired power plants (PLTU), the expansion of renewable energy capacity, and the surge in industrial demand for Renewable Energy Certificate (REC) services.

Realisasi pendapatan usaha sebesar Rp121,37 triliun atau 102,52% dari target sebesar Rp118,38 triliun. Hal tersebut terutama disebabkan oleh kenaikan penjualan kWh PJBTL. Perolehan pendapatan usaha ini dikontribusi dari pendapatan jasa sebesar 50%, pendapatan dari konsesi jasa sebesar 33% dan pendapatan penjualan tenaga listrik sebesar 17%. Beban Usaha Perusahaan tercatat sebesar Rp103,67 triliun atau 101,29% dari target sebesar Rp102,35 triliun. Kenaikan tersebut terutama disebabkan oleh kenaikan harga energi primer dibandingkan tahun lalu yang berdampak pada peningkatan biaya pokok produksi. Dari pendapatan usaha dan beban usaha tersebut diperoleh pencapaian laba tahun berjalan sebesar Rp14,77 triliun atau 119,42% dari target sebesar Rp12,36 triliun. Keseluruhan faktor tersebut berkontribusi terhadap capaian laba tahun berjalan yang meningkat signifikan sebesar Rp1,67 triliun menjadi Rp14,77 triliun atau 119,42% dari target. Nilai EBITDA mencapai Rp31,972 triliun atau 106,70% dari target sebesar Rp29,96 triliun. Realisasi disburse investasi mencapai sebesar Rp6,30 triliun yang meliputi investasi pada pembangkit eksisting, pengembangan usaha maupun penyertaan pada anak perusahaan dan perusahaan asosiasi.

Revenue realization amounted to Rp121.37 trillion or 102.52% of the target of Rp118.38 trillion. This achievement was primarily driven by the increase in PPA kWh sales. The revenue was contributed by service revenue of 50%; concession service revenue of 33%; and electricity sales revenue of 17%. The Company's operating expenses were recorded at Rp103.67 trillion or 101.29% of the target of Rp102.35 trillion. The increase was mainly caused by higher primary energy prices compared to the previous year, which led to an increase in production costs. From revenue and operating expenses, profit for the year was recorded at Rp Rp14.77 trillion or 119.42% of the target of Rp12.36 trillion. Overall, these factors contributed to a significant increase in profit for the year by Rp1.67 trillion, reaching Rp14.77 trillion or 119.42% of the target. EBITDA reached Rp31.972 trillion, or 106.70% of the target of Rp29.96 trillion. Investment disbursement realization amounted to Rp6.30 trillion, covering investments in existing power plants, business development, as well as equity participation in subsidiaries and associated companies.

Selain itu, PLN Indonesia Power konsisten menjaga nilai BPP pembangkit sesuai target RKAP 2024 pada level Rp1.245/KWh atau 107,87% dari target sebesar Rp1.342/KWh. Direksi berkomitmen dapat menjaga BPP pembangkit untuk memastikan tercapainya efisiensi penyediaan energi listrik di sisi internal PLN Indonesia Power, sehingga tarif listrik tetap terjangkau bagi konsumen. BPP yang efisien juga berperan penting dalam upaya mencapai ketahanan energi nasional.

In addition, PLN Indonesia Power consistently maintained the Electricity Generation Cost (BPP) at the RKAP 2024 target level of Rp1,245/kWh or 107.87% of the target of Rp1,342/kWh. The Board of Directors is committed to maintaining optimal power plant BPP to ensure efficient internal electricity supply within PLN Indonesia Power, thereby keeping electricity tariffs affordable for consumers. Efficient BPP also plays an important role in supporting national energy resilience.

Tantangan yang Dihadapi
Challenges Faced

Sepanjang tahun 2025, PLN Indonesia Power menghadapi berbagai tantangan utama, mulai dari percepatan transisi energi, kinerja dan inovasi pembangkit, keterbatasan investasi, dinamika regulasi, hingga aspek keamanan pasokan energi dan keterbatasan pendanaan proyek. Namun, bagi kami, tantangan tersebut bukanlah penghambat, melainkan katalis untuk

Throughout 2025, PLN Indonesia Power faced various main challenges, including the acceleration of the energy transition, power plant performance and innovation, investment constraints, regulatory dynamics, as well as energy supply security and limited project financing. However, for us, these challenges are not obstacles, but rather catalysts to strengthen

memperkuat resiliensi organisasi melalui serangkaian langkah mitigasi strategis yang adaptif dan terukur sebagai berikut:

1. **Akselerasi Transisi Energi**
   Meskipun dihadapkan pada kendala perizinan dan tarif, PLN Indonesia Power berhasil meningkatkan produksi EBT menjadi 11.621,32 GWh (13,87% bauran energi) dengan target bauran energi tahun 2025 sebesar 25%. Capaian ini didorong oleh percepatan *green business* (PLTA, PLTS, PLTP) serta penguatan perdagangan emisi karbon yang selaras dengan *Roadmap* Transisi Energi 2023–2060.
2. **Optimalisasi Aset dan Dekarbonisasi**
   Untuk menekan emisi pada unit pembangkit berbasis fosil, Direksi konsisten mengimplementasikan *co-firing*, *coal switching*, dan efisiensi energi berbasis *advanced analytics*. Manajemen aset juga difokuskan pada peremajaan pembangkit tua guna menjaga keandalan operasional dan menekan Biaya Pokok Produksi (BPP).
3. **Ketahanan Pasokan Energi Primer**
   Sinergi strategis dengan PT PLN Energi Primer Indonesia memastikan rantai pasok batubara domestik tetap tangguh. Koordinasi intensif dengan para pemangku kepentingan dilakukan secara berkelanjutan demi menjamin kontinuitas produksi listrik nasional.
4. **Transformasi Organisasi dan Keberlanjutan Masa Depan**
   Direksi melakukan penyelarasan *value chain* secara *end-to-end* serta peningkatan kompetensi SDM agar siap menghadapi disrupsi teknologi. Dengan menerapkan manajemen risiko sebagai *early warning system*, PLN Indonesia Power mampu merespon dinamika pasar secara proaktif.

Melalui seluruh pendekatan di atas, PLN Indonesia Power optimis dapat menjaga keberlanjutan bisnis dan terus menciptakan nilai tambah di tengah ketidakpastian global.

organizational resilience through a series of adaptive and measurable strategic mitigation actions as follows:

1. **Acceleration of Energy Transition**
   Despite facing permitting and tariff constraints, PLN Indonesia Power succeeded in increasing NRE production to 11,621.32 GWh (13,87% energy mix), with a 2025 energy mix target of 25%. This achievement was driven by the acceleration of green business initiatives (HPP, SoPP, GPP) as well as strengthened carbon trading activities aligned with the Energy Transition Roadmap 2023–2060.
2. **Asset Optimization and Decarbonization**
   In order to reduce emissions from fossil-based power plants, the the Board of Directors consistently implements co-firing, coal switching, and energy efficiency through advanced analytics. Asset management is also focused on refurbishing aging power plants to maintain operational reliability and reduce the Electricity Generation Cost (BPP).
3. **Primary Energy Supply Resilience**
   Strategic synergy with PT PLN Energi Primer Indonesia ensures that the domestic coal supply chain remains resilient. Intensive coordination with stakeholders is continuously carried out to ensure the continuity of national electricity production.
4. **Organizational Transformation and Future Sustainability**
   The Board of Directors is conducting end-to-end value chain alignment and enhancing human resource competencies to be ready for technological disruption. By implementing risk management as an early warning system, PLN Indonesia Power is able to respond proactively to market dynamics.

Through all of the above approaches, PLN Indonesia Power remains optimistic in maintaining business sustainability and continuing to create added value amid global uncertainty.

Prospek Usaha ke Depan
Future Business Prospects

Memasuki tahun 2026, sektor kelistrikan global diperkirakan memasuki fase pertumbuhan baru yang ditandai dengan semakin cepatnya transisi menuju energi bersih. Kebutuhan listrik dunia terus meningkat, seiring pesatnya perkembangan teknologi kecerdasan buatan (AI), ekspansi pusat data, serta percepatan adopsi kendaraan listrik. Dalam konteks ini, PLN Indonesia Power melihat adanya peluang besar dari semakin terjangkaunya teknologi energi terbarukan dan meningkatnya dukungan pembiayaan hijau, yang dapat dimanfaatkan untuk memperkuat peran dalam ekosistem energi rendah karbon sekaligus memperluas kerja sama di tingkat global.

Entering 2026, the global electricity sector is expected to enter a new growth phase marked by the accelerating transition toward clean energy. Global electricity demand continues to rise, driven by the rapid development of artificial intelligence (AI), the expansion of data centers, and the accelerating adoption of electric vehicles. In this context, PLN Indonesia Power sees significant opportunities arising from the increasing affordability of renewable energy technologies and growing support for green financing, which can be leveraged to strengthen its role in the low-carbon energy ecosystem while expanding collaboration at the global level.

Di dalam negeri, industri kelistrikan tetap memegang peranan penting dalam mendukung pertumbuhan ekonomi nasional yang diproyeksikan tetap tumbuh positif. Peningkatan kebutuhan listrik didorong oleh perkembangan industri hilirisasi, perluasan akses listrik bagi masyarakat, serta komitmen Pemerintah dalam meningkatkan bauran energi nasional berbasis energi baru terbarukan (EBT). Kondisi tersebut menjadi peluang strategis bagi PLN Indonesia Power untuk terus memperkuat perannya sebagai penyedia energi yang andal dan berkelanjutan.

Untuk menjawab peluang tersebut, PLN Indonesia Power memprioritaskan percepatan pelaksanaan proyek-proyek strategis yang tercantum dalam RUPTL 2025–2034, khususnya pengembangan pembangkit berbasis EBT serta penguatan infrastruktur ketenagalistrikan. Perusahaan mendukung target penambahan kapasitas pembangkit nasional sebesar 69,5 GW–69,6 GW melalui pengembangan energi bersih dan penguatan jaringan transmisi yang lebih modern, efisien, dan andal guna menjaga kualitas pasokan listrik di masa mendatang.

Sebagai bagian dari upaya mempercepat transisi energi, pada akhir tahun 2025 PLN Indonesia Power bersama PT Pertamina Geothermal Energy Tbk dalam suatu konsorsium berhasil mencapai kesepakatan tarif listrik untuk pengembangan PLTP Ulubelu *Bottoming Unit* berkapasitas 30 MW dan PLTP Lahendong *Bottoming Unit* berkapasitas 15 MW. Kedua proyek tersebut akan menambah kapasitas energi bersih sebesar 45 MW dan menjadi pengembangan pembangkit panas bumi berbasis teknologi *binary cycle*, yang bertujuan memaksimalkan pemanfaatan uap panas bumi untuk meningkatkan efisiensi energi dan mendukung pengurangan emisi karbon secara berkelanjutan.

Berbekal transformasi yang telah dijalankan, PLN Indonesia Power optimis tahun 2026 akan menjadi momentum untuk terus bertumbuh. Fokus Perusahaan tidak hanya pada menjaga keandalan pasokan listrik, tetapi juga menciptakan nilai tambah melalui pengembangan bisnis *beyond* kWh dan inovasi layanan berbasis digital yang lebih responsif terhadap kebutuhan pelanggan. Dengan penerapan prinsip ESG yang semakin kuat, PLN Indonesia Power siap menghadapi dinamika ke depan sekaligus memanfaatkan peluang yang ada untuk mendorong pertumbuhan berkelanjutan dan mendukung terwujudnya kedaulatan energi nasional yang bersih dan inklusif.

Domestically, the electricity industry continues to play an important role in supporting national economic growth, which is projected to remain positive. The increase in electricity demand is driven by the development of downstream industries, the expansion of electricity access for the community, and the Government's commitment to increasing the national energy mix based on renewable energy (NRE). This situation presents a strategic opportunity for PLN Indonesia Power to further strengthen its role as a reliable and sustainable energy provider.

To respond to this opportunity, PLN Indonesia Power prioritizes the acceleration of strategic projects listed in the 2025–2034 RUPTL, particularly the development of renewable energy-based power plants and the strengthening of electricity infrastructure. The Company supports the national target of adding 69.5 GW–69.6 GW of generation capacity through the development of clean energy and the enhancement of a more modern, efficient, and reliable transmission network to maintain future electricity supply quality.

As part of efforts to accelerate the energy transition, at the end of 2025 PLN Indonesia Power, together with PT Pertamina Geothermal Energy Tbk in a consortium, successfully reached an agreement on electricity tariffs for the development of Bottoming Unit of PLTP Ulubelu with a capacity of 30 MW and Bottoming Unit of PLTP Lahendong with a capacity of 15 MW. These projects will add 45 MW of clean energy capacity and represent geothermal power development based on binary cycle technology, aimed at maximizing the utilization of geothermal steam to improve energy efficiency and support sustainable carbon emission reduction.

Building on the transformation that has been implemented, PLN Indonesia Power is optimistic that 2026 will serve as a momentum for continued growth. The Company's focus is not only on maintaining electricity supply reliability but also on creating added value through the development of beyond kWh businesses and more responsive digital-based service innovations aligned with customer needs. With the increasingly strong implementation of ESG principles, PLN Indonesia Power is ready to face future dynamics while leveraging existing opportunities to drive sustainable growth and support the realization of a clean and inclusive national energy sovereignty.

Transformasi Talenta dan Keberlanjutan Masa Depan

Talent Transformation and Future Sustainability

Transformasi talenta di PLN Indonesia Power (PLN IP) pada tahun 2025 difokuskan pada penguatan kapabilitas SDM untuk mewujudkan SDM yang adaptif, kompeten dan cakap terhadap teknologi sejalan dengan transformasi Human Capital 2.0 dengan mengimplementasikan Human Capital Business Partner berbasis teknologi sebagai mitra strategis dalam pencapaian tujuan bisnis Perusahaan.

Hingga akhir tahun 2025, kekuatan PLN Indonesia Power didukung oleh 5.185 insan terbaik yang dikelola melalui prinsip keadilan, transparansi, dan profesionalisme. Perusahaan memulai perjalanan talenta melalui rekrutmen selektif berbasis karakter, yang kemudian diperkuat dengan penciptaan lingkungan kerja yang harmonis dan inklusif. PLN Indonesia Power percaya bahwa penguatan aspek pengetahuan, keterampilan, dan pengalaman pegawai adalah investasi jangka panjang yang akan meningkatkan produktivitas, daya saing, serta loyalitas, yang pada akhirnya menjamin kelangsungan bisnis Perusahaan.

Dalam mendukung pencapaian sasaran strategis Perusahaan, PLN Indonesia Power mengimplementasikan berbagai program unggulan yang berfokus pada peningkatan kompetensi dan budaya kerja. Pengembangan keahlian dilakukan melalui penyiapan *Subject Matter Experts* secara berjenjang guna mendorong inovasi dalam operasional dan pengembangan bisnis. Selain itu, melalui *Culture Fest* 2025, PLN Indonesia Power memperkenalkan budaya "*Green Energy: The Way of Life*" sebagai upaya memperkuat transformasi budaya, dengan menanamkan nilai bahwa energi hijau merupakan bagian dari perilaku dan kebiasaan sehari-hari.

Talenta muda didorong untuk menjadi penggerak transformasi dengan menguasai *future skills* sebagai bekal menghadapi target *Net Zero Emission* 2060. Selain itu, Perusahaan juga memperluas inklusivitas dengan membuka peluang yang lebih besar bagi talenta perempuan dan generasi muda melalui program rekrutmen, pengembangan, dan retensi yang terarah. Efektivitas proses pembelajaran turut menunjukkan peningkatan, tercermin dari capaian *Human Capital Readiness* (HCR) yang mencapai 4,77 dari skala 5 pada tahun 2025.

Keberhasilan transformasi ini turut tercermin dari meningkatnya keterikatan pegawai dan kesehatan budaya organisasi. Untuk tahun 2025, pengukuran *Employee Engagement* menggunakan *framework* terbaru yakni *Employee Experience Survey* (EXS) secara serentak di PLN Grup dengan menggunakan *platform Qualtrics*. Hasil nilai EXS

Talent transformation at PLN Indonesia Power (PLN IP) in 2025 was focused on strengthening HR capabilities to create adaptive, competent, and capable HR towards technology in line with the transformation of Human Capital 2.0 by implementing technology-based Human Capital Business Partner as strategic partners in achieving the Company's business objectives.

At the end of 2025, PLN Indonesia Power was supported by 5,185 highly capable employees, managed under principles of fairness, transparency, and professionalism. The Company's talent journey begins with selective, character-based recruitment, which is then reinforced by the creation of a harmonious and inclusive work environment. PLN Indonesia Power believes that strengthening employees' knowledge, skills, and experience is a long-term investment that enhances productivity, competitiveness, and loyalty, ultimately ensuring the sustainability of the Company's business.

In supporting the achievement of the Company's strategic objectives, PLN Indonesia Power implements various flagship programs focused on improving competencies and workplace culture. Skills development is carried out through the structured preparation of Subject Matter Experts to drive innovation in operations and business development. In addition, through Culture Fest 2025, PLN Indonesia Power introduced the "Green Energy: The Way of Life" culture as part of its cultural transformation efforts, embedding the value that green energy should become part of daily behavior and habits.

Young talents are encouraged to become drivers of transformation by mastering future skills as preparation for achieving the Net Zero Emission 2060 target. In addition, the Company is also expanding inclusivity by providing greater opportunities for female talents and the younger generation through structured recruitment, development, and retention programs. The effectiveness of the learning process has also shown improvement, reflected in the Human Capital Readiness (HCR) score reaching 4.77 out of a scale of 5 in 2025.

The success of this transformation is also reflected in the increasing employee engagement and organizational culture health. In 2025, employee engagement measurement was conducted using the latest framework, namely the Employee Experience Survey (EXS), implemented simultaneously across PLN Group using the Qualtrics platform. The EXS score of

PLN Indonesia Power mencapai skor 86,6 meliputi 25 *Drivers Employee Experience* dengan 5 *Employee Experience* KPI yang menunjukkan soliditas internal yang baik dan kuat. Pada tahun 2025, PLN Indonesia Power meraih pengakuan sebagai *Great Place to Work* dengan tingkat kepercayaan karyawan mencapai 86%, melampaui rata-rata global dan menegaskan keberhasilan perusahaan dalam menciptakan lingkungan kerja yang kondusif, inspiratif, dan mendorong inovasi.

PLN Indonesia Power reached 86.6, covering 25 Employee Experience Drivers and 5 Employee Experience KPIs, indicating good and strong internal solidity. In 2025, PLN Indonesia Power achieved recognition as a Great Place to Work with an employee trust level of 86%, exceeding the global average and confirming the Company's success in creating a conducive, inspiring, and innovation-driven work environment.

Seluruh upaya tersebut dirancang secara sinergis untuk membentuk insan pegawai yang profesional, kompeten, dan berintegritas, selaras dengan nilai-nilai Perusahaan dalam mendukung pencapaian visi sebagai pemimpin energi masa depan.

All these efforts are designed in a synergistic manner to shape professional, competent, and integrity-driven employees, aligned with the Company's values in supporting the vision of becoming a leader in future energy.

Integrasi Prinsip ESG, Memperkuat Pilar Governansi Perusahaan

Integration of ESG Principles, Strengthening the Corporate Governance Pillar

Direksi meyakini bahwa capaian kinerja Perusahaan, baik pada tahun ini maupun periode sebelumnya, tidak terlepas dari komitmen untuk terus memperkuat praktik tata kelola atau governansi perusahaan secara berkelanjutan. Penerapan prinsip *Environmental, Social, and Governance* (ESG) yang terintegrasi dalam tata kelola perusahaan menjadi langkah strategis melalui penguatan aspek keberlanjutan dalam manajemen risiko dan strategi bisnis, peningkatan transparansi, serta pelibatan aktif pemangku kepentingan.

The Board of Directors believes that the Company's performance achievements, both in the current year and in previous periods, are closely linked to its ongoing commitment to strengthening corporate governance practices in a sustainable manner. The implementation of Environmental, Social, and Governance (ESG) principles integrated into corporate governance represents a strategic step through strengthening sustainability aspects in risk management and business strategy, enhancing transparency, and actively engaging stakeholders.

Pendekatan ini mendorong pengambilan keputusan yang lebih terarah dan berorientasi jangka panjang. Integrasi ESG tidak hanya berkontribusi pada peningkatan reputasi Perusahaan, tetapi juga memperkuat ketahanan bisnis dalam menghadapi dinamika dan tantangan di masa depan.

This approach promotes more focused and long-term-oriented decision-making. ESG integration not only contributes to improving the Company's reputation but also strengthens business resilience in facing future dynamics and challenges.

Pengawasan Direksi dan Dewan Komisaris

Direksi bersama Dewan Komisaris secara aktif menjalankan fungsi pengawasan (*board oversight*) dengan mengintegrasikan isu-isu ESG dalam agenda rapat, serta membentuk Komite Keberlanjutan yang bertanggung jawab terhadap kinerja ESG Perusahaan. Upaya ini diperkuat dengan penyusunan *Roadmap* Tata Kelola Perusahaan 2024–2028 sebagai panduan strategis untuk memastikan implementasi governansi berjalan terarah, terukur, dan mendukung keberlanjutan usaha jangka panjang.

Supervision of the Board of Directors and the Board of Commissioners

The Board of Directors and the Board of Commissioners actively carry out their board oversight function by integrating ESG issues into meeting agendas and establishing a Sustainability Committee responsible for the Company's ESG performance. These efforts are reinforced by the development of the Corporate Governance Roadmap 2024–2028 as a strategic guide to ensure governance implementation is structured, measurable, and supportive of long-term business sustainability.

Pada tahun ini, fokus diarahkan pada penguatan *governance mindset* melalui perubahan pola pikir terhadap standar GCG terkini, yang diiringi dengan penataan organisasi dan pemutakhiran kebijakan berbasis budaya integritas. Salah satu langkah konkret yang dilakukan adalah pelaksanaan penilaian tata kelola secara berkala. Pada tahun 2025, penilaian GCG mengacu pada tiga parameter utama, yaitu ASEAN *Corporate Governance Scorecard* (ACGS), Pedoman Tata Kelola Perusahaan Terbuka POJK 21/POJK.04/2015, serta Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021. Hasil penilaian menunjukkan bahwa kualitas penerapan tata kelola di PLN Indonesia Power terus mengalami peningkatan dari waktu ke waktu.

This year, the focus has been directed toward strengthening a governance mindset through shifts in thinking aligned with the latest GCG standards, accompanied by organizational restructuring and policy updates based on a culture of integrity. One of the concrete steps taken is the implementation of periodic governance assessments. In 2025, the GCG assessment refers to three main parameters: the ASEAN Corporate Governance Scorecard (ACGS), POJK 21/POJK.04/2015 Guidelines on Corporate Governance for Public Companies, and the Indonesian General Guidelines for Corporate Governance (PUGKI) 2021. The results of the assessments indicate that the quality of governance implementation at PLN Indonesia Power continues to improve over time.

Sistem Pengendalian Internal dan Budaya Risiko Terintegrasi

Integrated Internal Control System and Risk Culture

Kerangka kerja pengendalian internal Perusahaan mengacu pada COSO *Framework*, melalui pendekatan *top-down* dan berbasis risiko mengacu pada Keputusan Direksi Nomor: 174.K/010/IP/2016 tanggal 12 Agustus 2016 tentang Kebijakan Implementasi *Internal Control over Financial Reporting* (IcoFR). Implementasi ICoFR mencakup aspek pengendalian tingkat transaksional, meliputi segmen pendapatan penjualan listrik, biaya operasi, aset tetap, persediaan, pengembangan proyek, perbendaharaan, perpajakan dan pelaporan keuangan. Untuk memastikan efektivitas sistem pengendalian internal, Direksi dan Dewan Komisaris melalui Komite Audit telah melakukan penilaian bahwa sistem pengendalian internal Perusahaan telah dijalankan secara memadai. Selain itu, kecukupan sistem pengendalian internal juga dilakukan dengan pelaporan *Control Self-Assessment* (CSA) secara berkala melalui aplikasi online.

The Company's internal control framework refers to the COSO Framework, using a top-down and risk-based approach in accordance with Board of Directors' Decision Number: 174.K/010/IP/2016 dated August 12, 2016 concerning the Implementation Policy of Internal Control over Financial Reporting (ICoFR). The implementation of ICoFR covers transactional-level control aspects, including electricity sales revenue segments, operating costs, fixed assets, inventories, project development, treasury, taxation, and financial reporting. To ensure the effectiveness of the internal control system, the Board of Directors and the Board of Commissioners through the Audit Committee have assessed that the Company's internal control system has been implemented adequately. In addition, the adequacy of the internal control system is also monitored through periodic Control Self-Assessment (CSA) reporting via an online application.

Integrasi manajemen risiko dengan prinsip ESG diwujudkan dengan memasukkan aspek lingkungan, sosial, dan tata Kelola, termasuk isu perubahan iklim dan dampak sosial ke dalam kerangka *Governance, Risk, and Control* (GRC) Perusahaan. Pendekatan ini memastikan bahwa pengelolaan risiko dilakukan secara menyeluruh, tidak hanya dari sisi finansial, tetapi juga dengan mempertimbangkan keberlanjutan jangka panjang.

The integration of risk management with ESG principles is realized by incorporating environmental, social, and governance aspects, including climate change issues and social impacts, into the Company's Governance, Risk, and Control (GRC) framework. This approach ensures that risk management is carried out comprehensively, not only from a financial perspective but also by considering long-term sustainability.

Dalam praktiknya, penyusunan RKAP PLN Indonesia Power setiap tahun berbasis pada analisis risiko, sehingga arah dan sasaran Perusahaan dapat dicapai secara lebih terukur. Perusahaan telah mengidentifikasi 12 risiko utama yang mencakup risiko strategis, operasional, dan non-operasional, serta risiko dengan tingkat ketidakpastian yang tinggi, termasuk risiko terkait implementasi program ESG dan keberlangsungan bisnis *beyond* Kwh dan Anak Perusahaan/

In practice, the preparation of PLN Indonesia Power's RKAP is based annually on risk analysis, enabling the Company's direction and objectives to be achieved in a more measurable manner. The Company has identified 12 main risks covering strategic, operational, non-operational risks, as well as risks with high levels of uncertainty, including the implementation-related risks of ESG programs and the sustainability of beyond kWh business and subsidiaries/joint ventures/

Patungan/Afiliasi PLN Indonesia Power. Seluruh risiko tersebut dianalisis secara komprehensif dan dikelola melalui langkah mitigasi yang tepat guna meminimalkan potensi dampak yang mungkin timbul.

affiliates of PLN Indonesia Power. All of these risks are analyzed comprehensively and managed through appropriate mitigation measures to minimize potential impacts.

Penerapan manajemen risiko terintegrasi ini diperkuat melalui peran aktif *risk owner* sebagai Lini 1, kolaborasi lintas fungsi oleh Lini 2 oleh fungsi *risk* dan *compliance* sebagai fungsi pengendalian dan pengawasan, serta Lini 3 adalah Audit Internal sebagai fungsi *monitoring* dan kontrol, serta pemanfaatan sistem informasi berbasis teknologi. *Progress* mitigasi risiko dipantau secara berkala melalui *dashboard* risiko dan dilaporkan kepada Direksi dan jajaran manajemen PLN Indonesia Power sebagai dasar pengambilan keputusan yang lebih tepat. Selanjutnya, hasil evaluasi tersebut dituangkan dalam pemetaan risiko residu sebagai tingkat risiko yang masih dapat diterima oleh Perusahaan.

This integrated risk management implementation is strengthened through the active role of risk owners as Line 1, cross-functional collaboration by of Line 2, by the risk and compliance function as a control and supervision function, and Line 3 is Internal Audit as a monitoring and control function, and the utilization of technology-based information systems. Risk mitigation progress is monitored regularly through a risk dashboard and reported to the Board of Directors and management of PLN Indonesia Power as a basis for more accurate decision-making. Furthermore, the evaluation results are translated into residual risk mapping, representing the level of risk still acceptable to the Company.

Selain itu secara berkala, PLN Indonesia Power juga melakukan pengukuran *Risk Maturity Index* (RMI) mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023. RMI membantu PLN Indonesia Power mengukur sejauh mana sistem, budaya, dan struktur risiko telah berkembang, sehingga dapat meningkatkan ketahanan dan efektivitas pengambilan keputusan berbasis risiko. Dengan demikian maka RMI tidak hanya alat kepatuhan, melainkan investasi strategis untuk meningkatkan kinerja dan ketahanan Perusahaan dalam menghadapi ketidakpastian. Hasil pengukuran RMI juga dapat mengarahkan Perusahaan untuk menilai dan membandingkan tingkat pengelolaan risiko PLN Indonesia Power saat ini dengan standar industri.

In addition, PLN Indonesia Power periodically conducts Risk Maturity Index (RMI) assessments by referring to Minister of SOEs Regulation No. PER-2/MBU/03/2023. The RMI helps PLN Indonesia Power measure the extent to which its risk systems, culture, and structures have developed, thereby enhancing resilience and the effectiveness of risk-based decision-making. Thus, the RMI is not merely a compliance tool, but a strategic investment to improve the Company's performance and resilience in facing uncertainty. The RMI results also enable the Company to assess and benchmark its current risk management maturity against industry standards.

Untuk tahun 2025, PLN Indonesia Power memperoleh skor RMI sebesar 2,80 yang menunjukkan bahwa tingkat kematangan manajemen risiko Perusahaan berada pada fase positif Berkembang (+) menuju fase Praktik Baik, di mana penerapan manajemen risiko telah melampaui level dasar dan menuju praktik yang lebih sistematis. Direksi berkomitmen untuk terus meningkatkan kualitas penerapan manajemen risiko, baik terkait dengan aspek *leadership, people, process* maupun *result* serta penerapan B*usiness Continuity Management System* (BCMS) sebagai bagian dari strategi manajemen krisis dalam penyediaan energi listrik.

For 2025, PLN Indonesia Power achieved an RMI score of 2.80, indicating that the Company's risk management maturity level is at positive Developing (+) phase toward the Good Practice phase, where risk management implementation has moved beyond the basic level and is progressing toward a more systematic practice. The Board of Directors is committed to continuously improving the quality of risk management implementation, covering aspects of leadership, people, process, and results, as well as the implementation of the Business Continuity Management System (BCMS) as part of the crisis management strategy in electricity supply.

Lebih lanjut, PLN Indonesia Power juga aktif melakukan penilaian risiko terkait aspek keberlanjutan mengacu pada kerangka kerja *Task Force on Climate-related Financial Disclosures* (TCFD) yang meliputi dampak perubahan iklim, ketidakpastian pasokan energi dan bahan baku, serta perubahan kebijakan dan peraturan pemerintah terkait sektor ketenagalistrikan.

Furthermore, PLN Indonesia Power also actively conducts sustainability-related risk assessments based on the Task Force on Climate-related Financial Disclosures (TCFD) framework, which covers the impacts of climate change, uncertainty in energy and fuel supply, as well as changes in government policies and regulations related to the power sector.

Penerapan sistem manajemen risiko yang terintegrasi di seluruh lini organisasi terus diperkuat sebagai bagian dari implementasi *Governance, Risk and Compliance* (GRC) guna mendukung ketahanan dan keberlanjutan bisnis Perusahaan. Upaya tersebut memperoleh pengakuan eksternal melalui perolehan penghargaan *Best Enterprise in Regulatory Compliance* dan *The Most Inspiring Leader* pada ajang *Indonesia Regulatory Compliance Awards* (IRCA) 2025.

Selain itu, PLN Indonesia Power juga berhasil meraih Predikat 5 *Star Diamond* pada ajang *GRC & Leadership Award* 2025, *Social Responsibility Leadership of the Year* pada ISRA 2025, serta HIPMI *Leadership Excellence Award* 2025. Berbagai penghargaan tersebut mencerminkan keberhasilan PLN Indonesia Power dalam membangun budaya kerja yang menjunjung integritas, memperkuat pengelolaan risiko dan kepatuhan, serta menghadirkan kepemimpinan yang mampu mendorong kolaborasi dan inovasi secara berkelanjutan.

The implementation of an integrated risk management system across all organizational levels continues to be strengthened as part of the Governance, Risk and Compliance (GRC) framework to support the Company's resilience and business sustainability. These efforts have received external recognition through the Best Enterprise in Regulatory Compliance award and The Most Inspiring Leader award at the Indonesia Regulatory Compliance Awards (IRCA) 2025.

Moreover, PLN Indonesia Power also achieved the 5 Star Diamond Predicate at the GRC & Leadership Award 2025, Social Responsibility Leadership of the Year at ISRA 2025, and the HIPMI Leadership Excellence Award 2025. These various awards reflect PLN Indonesia Power's success in building a work culture grounded in integrity, strengthening risk and compliance management, and demonstrating leadership that fosters collaboration and continuous innovation.

Komitmen Terhadap Transparansi dan Keterbukaan Informasi

Sebagai bentuk nyata dari penerapan tata kelola perusahaan yang unggul, PLN Indonesia Power senantiasa menjunjung tinggi aspek transparansi dalam setiap lini operasionalnya. Kami secara konsisten menyusun Laporan Tahunan, Laporan Keberlanjutan, serta berbagai laporan *mandatory* lainnya dengan merujuk pada peraturan perundang-undangan yang berlaku serta standar keterbukaan informasi publik.

Lebih dari sekadar pemenuhan regulasi, PLN Indonesia Power berkomitmen untuk menyajikan pengungkapan informasi yang akurat, transparan, dan tepat waktu, terutama mengenai dampak lingkungan serta sosial dari aktivitas bisnis Perusahaan. Integritas dalam pelaporan ini merupakan manifestasi dari tanggung jawab Perusahaan kepada seluruh pemangku kepentingan, sekaligus menjadi fondasi utama dalam membangun kepercayaan publik demi mewujudkan operasional energi yang berkelanjutan dan akuntabel.

Commitment to Transparency and Information Disclosure

As a concrete manifestation of the implementation of excellent corporate governance, PLN Indonesia Power consistently upholds transparency across all operational lines. The Company continuously prepares Annual Reports, Sustainability Reports, and other mandatory reports in accordance with applicable laws and regulations as well as public information disclosure standards.

Beyond mere regulatory compliance, PLN Indonesia Power is committed to providing accurate, transparent, and timely disclosure of information, particularly regarding the environmental and social impacts of its business activities. Integrity in reporting reflects the Company's responsibility to all stakeholders and serves as a main foundation in building public trust toward achieving sustainable and accountable energy operations.

Perkembangan Implementasi *Whistleblowing System* (WBS)

Development of Whistleblowing (WBS) Implementation

Untuk memastikan tata kelola perusahaan yang berintegritas tinggi, termasuk dalam aspek etika bisnis dan kepatuhan hukum, PLN Indonesia Power mengoptimalkan peran *Whistleblowing System* (WBS). Implementasi WBS menjadi sarana penting dalam mendeteksi secara dini potensi risiko maupun pelanggaran, sehingga mendukung terciptanya budaya perusahaan yang transparan, akuntabel, dan berintegritas.

In order to ensure high-integrity corporate governance, including business ethics and legal compliance, PLN Indonesia Power optimizes the role of the Whistleblowing System (WBS). The implementation of the WBS serves as an important mechanism for early detection of potential risks and violations, thereby supporting a corporate culture that is transparent, accountable, and integrity-driven.

Kebijakan WBS yang berlaku saat ini ditetapkan melalui Keputusan Bersama Direksi dan Dewan Komisaris PLN Indonesia Power Nomor: 0020.P/DIR/2024 dan 011.SK/DK-PLNIP/2024 tanggal 20 Mei 2024. Sebagai bentuk keterbukaan, pedoman WBS juga dapat diakses oleh publik melalui website resmi PLN Indonesia Power, sehingga memberikan kemudahan bagi seluruh pemangku kepentingan untuk menyampaikan pengaduan secara aman dan terpercaya.

The current WBS policy is established through the Joint Decision of the Board of Directors and the Board of Commissioners of PLN Indonesia Power Number: 0020.P/DIR/2024 and 011.SK/DK-PLNIP/2024 dated May 20, 2024. As part of its commitment to transparency, the WBS guidelines are also publicly accessible through the official PLN Indonesia Power website, providing stakeholders with a safe and reliable channel to submit complaints.

Jenis pelanggaran yang dapat dilaporkan melalui *Whistleblowing System* (WBS) mencakup berbagai bentuk *fraud*, seperti korupsi, penyalahgunaan wewenang atau aset, penggelapan, rekayasa laporan keuangan maupun non-keuangan, serta pelanggaran terhadap peraturan perundang-undangan dan kebijakan internal Perusahaan. Selain itu, seluruh tindakan yang tidak etis atau berpotensi merusak reputasi PLN Indonesia Power juga termasuk dalam ruang lingkup pelaporan.

Violations that may be reported through the Whistleblowing System (WBS) include various forms of fraud, such as corruption, abuse of authority or assets, embezzlement, manipulation of financial or non-financial reporting, as well as violations of laws, regulations, and internal Company policies. In addition, all unethical actions or conduct that may damage the reputation of PLN Indonesia Power are also within the scope of reporting.

Sepanjang tahun 2025, terdapat 15 pengaduan yang diterima melalui WBS. Jumlah ini menunjukkan penurunan dibandingkan tahun sebelumnya yang mencapai 23 laporan, yang mencerminkan meningkatnya kesadaran pegawai untuk melakukan perbaikan diri dan kepatuhan terhadap etika bisnis, sehingga potensi pelanggaran dapat ditekan.

Throughout 2025, a total of 15 complaints were received through the WBS. This number shows a decline compared to the previous year, which recorded 23 reports, reflecting increased employee awareness in self-correction and adherence to business ethics, thereby reducing potential violations.

Dari total laporan yang masuk, sebanyak 14 laporan telah diselesaikan (*close*), dengan 9 di antaranya telah ditindaklanjuti secara tuntas, sementara 5 laporan tidak dapat diproses lebih lanjut karena keterbatasan informasi dan tidak dapat dilakukan konfirmasi kepada pelapor. Adapun 1 laporan masih dalam tahap analisis dan evaluasi oleh Tim Pengelola WBS.

From the total reports received, 14 reports had been closed, with 9 of them fully followed up, while 5 reports could not be further processed due to limited information and the inability to confirm details with the whistleblower. Meanwhile, 1 report is still under analysis and evaluation by the WBS Management Team.

Penerapan Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001:2016 tidak hanya diarahkan untuk menumbuhkan budaya integritas dan tata kelola yang bersih, tetapi juga menempatkan pelibatan pemangku kepentingan sebagai elemen penting dalam keberhasilannya. Sepanjang tahun 2025, PLN Indonesia Power berupaya terus memperluas implementasi dan sertifikasi SMAP di seluruh Unit Bisnis dan Anak Perusahaan melalui penguatan fungsi kepatuhan pada setiap proses bisnis, sekaligus mendorong keterlibatan aktif seluruh pemangku kepentingan, baik internal maupun eksternal, dalam upaya pencegahan penyuapan.

The implementation of Anti-Bribery Management System (ABMS) based on ISO 37001:2016 is not only directed at fostering a culture of integrity and clean governance, but also places stakeholder engagement as an essential element of its effectiveness. Throughout 2025, PLN Indonesia Power continued to expand the implementation and certification of ABMS across all Business Units and Subsidiaries by strengthening compliance functions in every business process, while also encouraging active participation of both internal and external stakeholders in anti-bribery efforts.

Sebagai bagian dari pendekatan tersebut, Perusahaan turut menyusun *Fraud Risk Assessment* (FRA) pada proses bisnis korporat guna mengidentifikasi potensi risiko kecurangan secara lebih menyeluruh. Proses ini melibatkan berbagai pihak

As part of this approach, the Company also developed a Fraud Risk Assessment (FRA) within corporate business processes to more comprehensively identify potential fraud risks. This process involves relevant stakeholders to ensure

terkait agar langkah mitigasi yang dirancang menjadi lebih tepat sasaran, sekaligus memperkuat sistem pengendalian internal dan mendukung peningkatan tingkat kematangan kepatuhan di lingkungan PLN Grup.

Komitmen terhadap integritas juga ditunjukkan melalui kepatuhan seluruh Direksi dan Dewan Komisaris dalam menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) secara berkala dan tepat waktu sesuai ketentuan. Sinergi antara manajemen dan pemangku kepentingan ini menjadi fondasi utama dalam memastikan implementasi SMAP berjalan efektif, transparan, dan berkelanjutan di seluruh lini organisasi.

that mitigation measures are more targeted, while also strengthening the internal control system and supporting the improvement of compliance maturity within PLN Group environment.

Commitment to integrity is also demonstrated through the compliance of all Board of Directors and Board of Commissioners members in submitting their State Officials' Wealth Reports (LHKPN) periodically and on time in accordance with applicable regulations. This synergy between management and stakeholders serves as a main foundation in ensuring that the implementation of ABMS is effective, transparent, and sustainable across the organization.

Penilaian Kinerja Komite di Bawah Direksi

Performance Assessment of Committees Under the Board of Directors

Sampai dengan akhir tahun 2025, Direksi telah membentuk Komite *Sustainability* dan Komite Investasi untuk memastikan bahwa PLN Indonesia Power telah memenuhi seluruh ketentuan terkait *sustainability* dan keputusan investasi dalam operasional bisnisnya. Keberadaan komite di bawah Direksi ini telah memberikan kontribusi positif, terutama dalam proses pengambilan keputusan terkait pengelolaan isu keberlanjutan dan pengambilan keputusan terkait investasi, memastikan tercapainya tujuan dan target yang ditetapkan melalui pengarahan dan pemberian saran strategis terkait ruang lingkup tugas masing-masing komite.

Komite *Sustainability* dan Komite Investasi memiliki peran penting dalam memastikan bahwa keputusan strategis yang diambil oleh PLN Indonesia Power berjalan dengan baik, sesuai dengan peraturan berlaku, dan berfokus pada keberlanjutan Perusahaan. Sepanjang 2025, Direksi menilai seluruh komite tersebut telah menjalankan tugas dan tanggung jawabnya dengan baik dan telah memberikan masukan yang sangat berarti kepada Direksi terkait bidang tanggung jawab masing-masing komite. Dengan capaian tersebut, PLN Indonesia Power terus berupaya mengoptimalkan kinerja komite-komite tersebut.

Until the end of 2025, the Board of Directors had established the Sustainability Committee and the Investment Committee to ensure that PLN Indonesia Power complies with all requirements related to sustainability and investment decisions in its business operations. The existence of these committees under the Board of Directors has made a positive contribution, particularly in the decision-making process related to sustainability management and investment decisions, ensuring the achievement of established goals and targets through guidance and the provision of strategic recommendations within the scope of each committee's responsibilities.

The Sustainability Committee and the Investment Committee play an important role in ensuring that strategic decisions taken by PLN Indonesia Power are properly implemented, comply with applicable regulations, and are focused on the Company's sustainability. Throughout 2025, the Board of Directors assessed that all committees had carried out their duties and responsibilities well and had provided valuable input to the Board of Directors in their respective areas of responsibility. With these achievements, PLN Indonesia Power continues to strive to optimize the performance of these committees.

Komite *Sustainability*

Komite *Sustainability* telah melaksanakan fungsi perumusan, pengawasan, dan evaluasi strategi keberlanjutan perusahaan yang terstruktur dan terukur yang sejalan dengan Peraturan Presiden Nomor 111 Tahun 2022 tentang pencapaian Tujuan Pembangunan Berkelanjutan. Melalui pelaksanaan fungsi tersebut, Komite *Sustainability* turut memastikan bahwa implementasi prinsip keberlanjutan telah terintegrasi dalam proses bisnis dan arah strategis Perusahaan.

Sepanjang tahun 2025, Komite *Sustainability* telah menyelenggarakan 3 (tiga) kali rapat yang membahas berbagai agenda strategis, antara lain pemantauan implementasi program ESG, evaluasi pencapaian target keberlanjutan dan perubahan iklim sesuai *Sustainability Roadmap*, serta penguatan inisiatif transisi energi dan tata kelola berkelanjutan. Pembahasan tersebut dilakukan untuk memastikan program keberlanjutan berjalan secara terarah, terukur, dan selaras dengan strategi jangka panjang Perusahaan.

Salah satu fokus utama Komite *Sustainability* adalah melakukan penilaian *maturity level sustainability* setiap tahun. Pada tahun 2025, PLN Indonesia Power berhasil mencapai indeks sebesar 3,85, melampaui target yang ditetapkan sebesar 3,70. Capaian tersebut terutama didukung oleh penguatan pengelolaan sumber daya manusia, termasuk pengukuran dan percepatan implementasi kebijakan keberlanjutan di seluruh unit kerja. Hasil ini menunjukkan bahwa aspek keberlanjutan telah terintegrasi dalam strategi dan operasional Perusahaan, serta didukung dengan sistem pemantauan yang terukur guna meningkatkan efektivitas dan efisiensi operasional sejalan dengan visi PLN Group dalam mendorong transisi menuju energi berkelanjutan.

Komite Investasi

Komite Investasi telah melaksanakan fungsi penelaahan, evaluasi, dan pemberian rekomendasi untuk memastikan bahwa seluruh usulan program investasi PLN Indonesia Power melalui proses verifikasi dan validasi yang komprehensif, serta selaras dengan tujuan dan target Perusahaan, termasuk dalam aspek mekanisme pengambilan keputusan. Selama tahun 2025, Komite Investasi telah menyelenggarakan rapat sebanyak 2 (dua) kali, dengan agenda yang dibahas antara lain mencakup evaluasi kelayakan investasi di Banyuwangi, Pasuruan, Banjar dan PLTA Sulbagsel, penelaahan prioritas proyek strategis, serta penguatan tata kelola dan mitigasi risiko dalam pelaksanaan investasi.

Sustainability Committee

The Sustainability Committee has carried out its formulation, monitoring, and evaluation of structured and measurable corporate sustainability strategies in line with Presidential Regulation No. 111 of 2022 on the achievement of Sustainable Development Goals. Through the implementation of these functions, the Sustainability Committee also ensures that sustainability principles are integrated into the Company's business processes and strategic direction.

Throughout 2025, the Sustainability Committee held 3 (three) meetings addressing various strategic agendas, including monitoring the implementation of ESG programs, evaluating sustainability and climate change targets in line with the Sustainability Roadmap, and strengthening energy transition initiatives and sustainable governance. These discussions were conducted to ensure that sustainability programs are implemented in a structured, measurable manner and aligned with the Company's long-term strategy.

One of the main focuses of the Sustainability Committee is conducting an annual sustainability maturity level assessment. In 2025, PLN Indonesia Power achieved an index of 3.85, exceeding the set target of 3.70. This achievement was primarily supported by strengthened human resource management, including the measurement and acceleration of sustainability policy implementation across all work units. This result demonstrates that sustainability aspects have been integrated into the Company's strategy and operations, supported by a measurable monitoring system to improve operational effectiveness and efficiency in line with the PLN Group's vision of driving the transition toward sustainable energy.

Investment Committee

The Investment Committee has performed its functions of review, evaluation, and providing recommendations to ensure that all proposed investment programs of PLN Indonesia Power undergo a comprehensive verification and validation process, and are aligned with the Company's objectives and targets, including decision-making mechanisms. Throughout 2025, the Investment Committee held 2 (two) meetings, with agendas that included evaluating the feasibility of investments in Banyuwangi, Pasuruan, Banjar, and the South Sulawesi hydropower (PLTA Sulbagsel), reviewing strategic project priorities, as well as strengthening governance and risk mitigation in investment implementation.

Meningkatkan Komitmen dan Strategi Keberlanjutan dengan Prinsip ESG

Strengthening Sustainability Commitment and Strategy with ESG Principles

Sebagai kelanjutan dari komitmen penerapan ESG yang terintegrasi dalam seluruh aktivitas bisnis, PLN Indonesia Power juga memperkuat perannya melalui pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berkelanjutan dan berdampak. Inisiatif ini tidak hanya menjadi wujud kepedulian terhadap masyarakat di sekitar wilayah operasional, tetapi juga merupakan bagian dari strategi Perusahaan dalam menciptakan keseimbangan antara kinerja ekonomi, pelestarian lingkungan, dan pembangunan sosial.

Dalam implementasinya, kebijakan TJSL mengadopsi pendekatan 5P *Sustainability Framework* yang meliputi *people, planet, prosperity, peace*, dan *partnership*. Pendekatan ini memastikan bahwa setiap program yang dijalankan mampu memberikan manfaat yang terukur dan berkelanjutan, baik bagi Perusahaan maupun pemangku kepentingan. Melalui penciptaan nilai bersama (*shared value*), PLN Indonesia Power tidak hanya memperkuat hubungan dengan masyarakat, tetapi juga turut berkontribusi dalam mendorong pembangunan berkelanjutan secara lebih luas.

Seluruh program TJSL tersebut dirangkum dalam *Sustainability Commitment* yang selaras dengan *Sustainability Roadmap* Perusahaan, sehingga pelaksanaannya dapat berjalan secara terarah, konsisten, dan memberikan dampak jangka panjang yang optimal. Dengan demikian, integrasi antara strategi ESG dan implementasi TJSL menjadi fondasi penting dalam memastikan keberlanjutan usaha serta peningkatan nilai bagi seluruh pemangku kepentingan.

Sustainable Power Generation

Sebagai bagian dari komitmen keberlanjutan yang terintegrasi dalam strategi ESG, PLN Indonesia Power terus memperkuat perannya dalam mewujudkan *Sustainable Power Generation* melalui pengembangan pembangkit yang ramah lingkungan dan rendah emisi. Perusahaan secara konsisten mendorong pemanfaatan Energi Baru dan Terbarukan (EBT), seperti panas bumi, serta mengeksplorasi potensi energi masa depan termasuk nuklir. Selain itu, upaya dekarbonisasi juga dilakukan melalui pemanfaatan biomassa, amonia, dan hidrogen sebagai substitusi bahan bakar fosil melalui program *co-firing, de-dieselization*, serta penerapan teknologi penangkapan dan penyimpanan karbon (CCS/CCUS).

As a continuation of its commitment to implementing ESG principles across all business activities, PLN Indonesia Power also strengthens its role through the implementation of sustainable and impactful Corporate Social and Environmental Responsibility (CSR) programs. This initiative not only reflects the Company's concern for communities surrounding its operational areas, but also forms part of its strategy to achieve balance between economic performance, environmental preservation, and social development.

In its implementation, the CSR policy adopts the 5P Sustainability Framework, which consists of people, planet, prosperity, peace, and partnership. This approach ensures that every program implemented delivers measurable and sustainable benefits, both for the Company and its stakeholders. Through the creation of shared value, PLN Indonesia Power not only strengthens its relationship with communities but also contributes to broader sustainable development efforts.

All CSR programs are consolidated within the Company's Sustainability Commitment, which is aligned with its Sustainability Roadmap, ensuring that implementation is conducted in a structured, consistent, and long-term impactful manner. Thus, the integration of ESG strategy and TJSL implementation serves as a key foundation in ensuring business sustainability and enhancing value creation for all stakeholders.

Sustainable Power Generation

As part of its sustainability commitment integrated into ESG strategy, PLN Indonesia Power continues to strengthen its role in realizing Sustainable Power Generation through the development of environmentally friendly and low-emission power plants. The Company consistently promotes the utilization of New and Renewable Energy (NRE), such as geothermal, as well as exploring future energy potential including nuclear power. In addition, decarbonization efforts are carried out through the use of biomass, ammonia, and hydrogen as substitutes for fossil fuels via co-firing programs, de-dieselization, and the implementation of carbon capture and carbon capture utilization storage (CCS/CCUS) technologies.

Implementasi nyata dari strategi tersebut tercermin dalam berbagai inisiatif sepanjang tahun 2025. PLN Indonesia Power berhasil melaksanakan uji coba *co-firing* 100% biomassa ke lebih banyak pembangkit, perdagangan karbon, perolehan Sertifikat Pengurangan Emisi (SPE), pembangunan fasilitas produksi biomassa, PLTS *Hybrid* dan kelanjutan pembangunan *Green Hydrogen Plant* (GHP) di UBP Kamojang yang mendukung ekosistem bisnis dan agenda transisi energi nasional sekaligus memperkuat posisi sebagai pelaku utama dalam pengembangan energi bersih yang berkelanjutan.

The tangible implementation of this strategy is reflected in various initiatives throughout 2025. PLN Indonesia Power successfully conducted 100% biomass co-firing trials across a broader range of power plants, engaged in carbon trading, obtained Emission Reduction Certificates (SPE), developed biomass production facilities, PLTS Hybrid, and continued the development of the Green Hydrogen Plant (GHP) at GBU Kamojang, which support the national energy transition agenda while strengthening the Company's position as a key player in the development of sustainable clean energy.

Energi Baru dan Terbarukan (EBT) menjadi salah satu fokus utama dalam pengembangan portofolio pembangkit PLN Indonesia Power. PLN Indonesia Power secara berkelanjutan mengembangkan pembangkit berbasis energi surya, air, bayu, dan panas bumi di berbagai wilayah yang memiliki potensi sumber daya yang memadai, sebagai bagian dari komitmen mendukung transisi energi nasional dan pengurangan emisi karbon.

New and Renewable Energy (NRE) is one of the main focuses in developing PLN Indonesia Power's generation portfolio. PLN Indonesia Power continuously develops solar, hydro, wind, and geothermal-based power plants in various regions with sufficient resource potential, as part of its commitment to supporting the national energy transition and reducing carbon emissions.

Strategi pengembangan tersebut diwujudkan melalui 2 (dua) inisiatif utama, yaitu Hijaunesia dan Hydronesia, yang menjadi pendorong percepatan pembangunan pembangkit EBT. Melalui program Hijaunesia, PLN Indonesia Power mengembangkan ekosistem PLTS secara terintegrasi dari hulu hingga hilir, mulai dari penguasaan teknologi manufaktur sel dan modul surya berbasis *Tunnel Oxide Passivated Contact* (TOPCon), penguatan layanan *Engineering, Procurement, and Construction* (EPC), hingga pengembangan kemampuan operasi dan pemeliharaan pembangkit yang andal.

This development strategy is implemented through 2 (two) main initiatives, namely Hijaunesia and Hydronesia, which serve as drivers for accelerating NRE power plant development. Through the Hijaunesia program, PLN Indonesia Power develops an integrated PLTS ecosystem from upstream to downstream, starting from mastery of solar cell and module manufacturing technology based on Tunnel Oxide Passivated Contact (TOPCon), strengthening Engineering, Procurement, and Construction (EPC) services, to developing reliable operation and maintenance capabilities.

Implementasi strategi ini tercermin melalui berbagai proyek strategis, seperti pengembangan PLTS Terapung Saguling berkapasitas 60 MW dan PLTS Terapung Singkarak berkapasitas 50 MW, serta pembangunan PLTS di sejumlah wilayah seperti Nusa Penida, Muara Nusa Dua, dan pemasangan PLTS atap pada fasilitas operasional Perusahaan. Selain itu, pengoperasian PLTA Jatigede dengan kapasitas 2 × 55 MW turut memperkuat kapasitas energi bersih yang dimiliki Perusahaan.

The implementation of this strategy is reflected in various strategic projects, such as the development of the 60 MW Saguling Floating Solar Power Plant (PLTS) and the 50 MW Singkarak Floating Solar Power Plant (PLTS), as well as the construction of solar power plants in several areas such as Nusa Penida, Muara Nusa Dua, and rooftop solar installations at the Company's operational facilities. In addition, the operation of PLTA Jatigede with a capacity of 2 × 55 MW further strengthens the Company's clean energy capacity.

Untuk mendukung keandalan dan integrasi energi terbarukan ke dalam sistem kelistrikan, PLN Indonesia Power juga mengembangkan teknologi penyimpanan energi melalui *Battery Energy Storage System* (BESS). Langkah ini menjadi bagian penting dalam menjaga stabilitas pasokan listrik sekaligus meningkatkan fleksibilitas pemanfaatan energi baru terbarukan secara berkelanjutan.

To support the reliability and integration of renewable energy into the power system, PLN Indonesia Power is also developing energy storage technology through Battery Energy Storage System (BESS). This initiative plays an important role in maintaining electricity supply stability while enhancing the flexibility of renewable energy utilization in a sustainable manner.

Pelibatan Pemangku Kepentingan dengan Program *Community Involvement Development*

Dalam pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), khususnya pada aspek pemberdayaan masyarakat, PLN Indonesia Power mengimplementasikan 4 Program CSR PLN Indonesia Power yang terdiri dari Pilar Sosial, Pilar Lingkungan, Pilar Ekonomi, Pilar Hukum dan Tata Kelola, yang terintegrasi dengan pendekatan *Community Involvement Development* (CID). Program ini menempatkan pelibatan aktif pemangku kepentinga, mulai dari masyarakat lokal, pemerintah daerah, hingga mitra strategis sebagai kunci dalam memastikan keberhasilan dan keberlanjutan program.

Melalui Program CSR PLN Indonesia Power, PLN Indonesia Power tidak hanya memberikan bantuan, tetapi juga mendorong partisipasi masyarakat dalam proses perencanaan, pelaksanaan, hingga evaluasi program. Pendekatan ini bertujuan untuk meningkatkan kualitas pendidikan, kesehatan, kepedulian lingkungan, pemberdayaan ekonomi, serta pembangunan infrastruktur dan sosial secara lebih inklusif dan berkelanjutan di seluruh wilayah operasional.

Program CID difokuskan pada peningkatan kemandirian ekonomi masyarakat, penguatan kapasitas sumber daya manusia, serta pelestarian lingkungan berbasis kearifan lokal. Berbagai inisiatif yang dijalankan antara lain pengembangan usaha mikro dan kelompok binaan, pelatihan keterampilan kerja, dukungan terhadap sektor pertanian, perikanan, dan UMKM, hingga program konservasi lingkungan yang melibatkan komunitas setempat. Pendekatan ini tidak hanya memberikan manfaat ekonomi, tetapi juga mendorong terciptanya ekosistem sosial yang lebih tangguh dan berdaya saing.

Berikut merupakan uraian singkat Program Pemberdayaan Masyarakat Unggulan tahun 2025 yang berhasil meraih penghargaan PROPER Emas:

1. Program Palembang Kito Nian di Palembang yang merupakan program pemberdayaan masyarakat di bidang ekonomi melalui kegiatan pelestarian budaya lokas khas Sumsel atau Aksara Ulu.
2. Program Pesraman Agung di Bali yang merupakan program pemberdayaan masyarakat di bidang pengelolaan lingkungan hidup melalui kegiatan pengurangan emisi melalui penggunaan pompa hidran, peningkatan vegetasi tutupan lahan dan peningkatan biodiversitas tanaman bamboo, pemanfaatan kompot, pellet sampah dan kayu.
3. Program Kembang Desa di Semarang yang merupakan program pemberdayaan masyarakat yang berfokus pada pengembangan ekowisata, pemberdayaan ekonomi masyarakat, dan konservasi lingkungan. Program ini merupakan pengembangan program sebelumnya, yakni program Julang Emas.

Stakeholder Engagement Through Community Involvement Development Program

In implementing Corporate Social and Environmental Responsibility (CSR), particularly in community empowerment aspect, PLN Indonesia Power implements the 4 CSR programs of PLN Indonesia Power consisting of the Social Pillar, Environmental Pillar, Economic Pillar, and Legal and Governance Pillar, which is integrated with the Community Involvement Development (CID) approach. This program places active stakeholder engagement, ranging from local communities, regional governments, to strategic partners, as a key element in ensuring the success and sustainability of the program.

Through PLN Indonesia Power's CSR programs, PLN Indonesia Power does not merely provide assistance, but also encourages community participation in the planning, implementation, and evaluation processes. This approach aims to improve the quality of education, health, environmental awareness, economic empowerment, as well as infrastructure and social development in a more inclusive and sustainable manner across all operational areas.

The CID program focuses on enhancing community economic self-reliance, strengthening human resource capacity, and preserving the environment based on local wisdom. Various initiatives implemented include the development of micro enterprises and community groups, job skills training, support for agriculture, fisheries, and MSMEs, as well as environmental conservation programs involving local communities. This approach not only delivers economic benefits but also fosters a more resilient and competitive social ecosystem.

The following is a brief description of the 2025 Flagship Community Empowerment Programs that successfully received the PROPER Gold Award:

1. Palembang Kito Nian Program in Palembang, a community empowerment program in the economic sector through the preservation of local South Sumatra culture, namely Aksara Ulu script.
2. Pesraman Agung Program in Bali, a community empowerment program in environmental management through emission reduction activities using hydrant pumps, increasing land cover vegetation, and enhancing bamboo plant biodiversity, as well as the utilization of compost, waste pellets, and wood.
3. Kembang Desa Program in Semarang, a community empowerment program focused on ecotourism development, community economic empowerment, and environmental conservation. This program is a development of the previous program, namely Julang Emas.

4. Program Dieng Plateu di Dieng yang merupakan program pemberdayaan masyarakat di kawasan dataran tinggi Dieng yang berfokus pada pilar pemberdayaan masyarakat, kelestarian lingkungan, dan transisi energi hijau.

Implementasi program di atas sebagian besar mampu mengukuhkan PLN Indonesia Power menyabet 7 PROPER Emas, 22 PROPER Hijau, dan 24 PROPER Biru dari Kementerian Lingkungan Hidup dan Kehutanan. Pencapaian tersebut menunjukkan bahwa sinergi dan kolaborasi dengan pemangku kepentingan melalui pendekatan CID mampu menghasilkan dampak nyata yang berkelanjutan. Selain itu, keberhasilan program CID pada tahun 2025 tercermin dari meningkatnya partisipasi masyarakat serta keberlanjutan program yang mampu berkembang secara mandiri. Melalui sinergi yang kuat dengan para pemangku kepentingan, PLN Indonesia Power terus memperkuat perannya dalam menciptakan nilai bersama (*shared value*), sekaligus berkontribusi terhadap pembangunan berkelanjutan dan peningkatan kesejahteraan masyarakat di sekitar wilayah operasional.

Mewujudkan Budaya Keselamatan dan Pelestarian Lingkungan

Dalam aspek Kesehatan, Keselamatan Kerja, Keamanan, dan Lingkungan (K3L), PLN Indonesia Power senantiasa menempatkan keselamatan manusia sebagai prioritas tertinggi melalui target *Zero Accident*. Sepanjang tahun 2025, komitmen ini membuahkan hasil nyata dengan tercapainya nihil kecelakaan kerja pada seluruh pegawai. Pencapaian ini merupakan refleksi dari efektivitas internalisasi budaya keselamatan kerja yang disiplin dan konsisten di setiap lini operasional Perusahaan.

Sejalan dengan semangat tersebut, PLN Indonesia Power juga terus memperluas inisiatif hijau demi menciptakan lingkungan yang lebih sehat dan berkelanjutan. Sebagai bagian dari mitigasi perubahan iklim, PLN Indonesia Power mencanangkan Gerakan penanaman 80.000 pohon di seluruh penjuru Indonesia dan berhasil menanam 82.374 pohon sebagai langkah nyata menekan emisi hingga 1.730 ton CO_2 per tahun, menjadi langkah konkret dalam mendukung agenda dekarbonisasi nasional.

Penerbitan *Environmental Product Declaration* (EPD) sejak tahun 2023 menjadi wujud komitmen PLN Indonesia Power dalam mendukung pelestarian lingkungan dan pengembangan energi berkelanjutan. Perusahaan menjadi pionir di Indonesia dalam mendeklarasikan jejak lingkungan pembangkit berbasis energi terbarukan melalui sertifikasi EPD internasional untuk PLTP Kamojang-Darajat, PLTP Gunung Salak, dan pada tahun 2025 diperluas ke PLTA UBP Saguling.

4. Dieng Plateau Program in Dieng, a community empowerment program in the Dieng highland area focusing on community empowerment, environmental sustainability, and green energy transition.

The implementation of the above programs is reflected in the achievement of 7 PROPER Gold, 22 PROPER Green, and 24 PROPER Blue ratings from the Ministry of Environment and Forestry. This achievement demonstrates that synergy and collaboration with stakeholders through the CID approach are capable of delivering tangible and sustainable impacts. In addition, the success of CID programs in 2025 is reflected in increased community participation as well as program sustainability that has been able to develop independently. Through strong synergy with stakeholders, PLN Indonesia Power continues to strengthen its role in creating shared value, while also contributing to sustainable development and improving the welfare of communities surrounding its operational areas.

Building a Safety Culture and Environmental Preservation

In the aspects of Occupational Health, Safety, Security, and Environment (HSSE), PLN Indonesia Power consistently places human safety as the highest priority through its Zero Accident target. Throughout 2025, this commitment has yielded tangible results, with the achievement of zero workplace accidents among all employees. This achievement reflects the effectiveness of internalizing a disciplined and consistent safety culture across all operational levels of the Company.

In line with this spirit, PLN Indonesia Power also continues to expand green initiatives to create a healthier and more sustainable environment. As part of climate change mitigation, PLN Indonesia Power launched a Tree-Planting Initiative of 80,000 trees across Indonesia and successfully planted 82,374 trees, as a concrete step to reduce emissions by up to 1,730 tons of CO_2 per year, serving as a tangible contribution to supporting the national decarbonization agenda.

The issuance of Environmental Product Declarations (EPD) since 2023 reflects PLN Indonesia Power's commitment to environmental conservation and sustainable energy development. The Company has become a pioneer in Indonesia in declaring the environmental footprint of renewable energy-based power plants through international EPD certification for PLTP Kamojang–Darajat, PLTP Gunung Salak, and in 2025, expanded it to the GBU Saguling Hydropower Plant (PLTA).

Penyusunan EPD mengacu pada standar ISO 14025, divalidasi oleh pihak ketiga independen, dan terdaftar dalam *International EPD System* (Environdec). Implementasi ini mendorong pengelolaan dampak lingkungan yang lebih terukur, mendukung efisiensi sumber daya, pengurangan emisi karbon, serta memperkuat komitmen Perusahaan terhadap transisi energi dan masa depan energi yang lebih hijau dan berkelanjutan.

The preparation of EPD, which refers to ISO 14025 standards, is validated by independent third parties, and registered in the International EPD System (Environdec). This implementation promotes more measurable environmental impact management, supports resource efficiency and carbon emission reduction, and strengthens the Company's commitment to energy transition and a greener, more sustainable energy future.

Tahun 2025 menjadi periode yang penuh pencapaian bagi PLN Indonesia Power dalam implementasi strategi keberlanjutan di berbagai bidang. Perusahaan berhasil meraih sejumlah penghargaan nasional sebagai bentuk pengakuan atas komitmen dalam pengembangan energi bersih, inovasi teknologi, dan penerapan operasional yang ramah lingkungan. Diantaranya adalah penghargaan *Best Green Power Plant* pada ajang *Electricity Connect* 2025 atas keberhasilan digitalisasi operasional dan inovasi teknologi rendah emisi dalam menghadirkan pembangkit listrik yang lebih bersih, efisien, dan berkelanjutan. Selain itu, PLN Indonesia Power juga memperoleh penghargaan *The Most Innovative Power Generation Company in Developing Green Energy* atas kontribusinya dalam mendorong percepatan transisi energi hijau di Indonesia.

The year 2025 became a period of significant achievements for PLN Indonesia Power in implementing sustainability strategies across various fields. The Company received several national awards as recognition of its commitment to clean energy development, technological innovation, and environmentally friendly operations. These include the Best Green Power Plant award at Electricity Connect 2025 for its success in operational digitalization and low-emission technological innovation in delivering cleaner, more efficient, and sustainable power generation. In addition, PLN Indonesia Power also received The Most Innovative Power Generation Company in Developing Green Energy award for its contribution to accelerating the green energy transition in Indonesia.

Komitmen PLN Indonesia Power terhadap pengelolaan lingkungan juga tercermin melalui raihan 7 penghargaan PROPER Emas dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Capaian tersebut menunjukkan keberhasilan PLN Indonesia Power Group dalam menjalankan praktik bisnis yang berorientasi pada pelestarian lingkungan, efisiensi energi, serta pengurangan emisi dalam sektor ketenagalistrikan nasional.

PLN Indonesia Power's commitment to environmental management is also reflected in its achievement of 7 PROPER Gold awards from the Ministry of Environment and Forestry (KLHK). This accomplishment demonstrates the success of PLN Indonesia Power Group in implementing business practices oriented toward environmental conservation, energy efficiency, and emission reduction in the national electricity sector.

Di tingkat internasional, PLN Indonesia Power turut memperoleh berbagai penghargaan bergengsi, antara lain *Power Energy Awards* 2025 (Enlit Asia) melalui pengembangan proyek infrastruktur hidrogen hijau, serta penghargaan ASRRAT 2025 *Platinum Rank* atas kualitas pelaporan keberlanjutan dan implementasi prinsip ESG. Perusahaan juga meraih *Global CSR & ESG Awards Platinum* sebagai pengakuan atas inovasi dan komitmen yang kuat dalam pelaksanaan tanggung jawab sosial dan tata kelola berkelanjutan. Berbagai penghargaan tersebut menjadi bukti nyata konsistensi PLN Indonesia Power dalam memperkuat budaya keberlanjutan, mendukung transisi menuju ekonomi rendah karbon, menurunkan emisi gas rumah kaca, serta menghadirkan inovasi yang mendukung keberlanjutan usaha dan pelestarian lingkungan secara berkelanjutan.

At the international level, PLN Indonesia Power also received various prestigious awards, including the Power Energy Awards 2025 (Enlit Asia) for the development of green hydrogen infrastructure projects, as well as the ASRRAT 2025 Platinum Rank award for the quality of its sustainability reporting and implementation of ESG principles. The Company also received the Global CSR & ESG Awards Platinum in recognition of its strong innovation and commitment in implementing social responsibility and sustainable governance. These various awards serve as tangible evidence of PLN Indonesia Power's consistency in strengthening a sustainability culture, supporting the transition toward a low-carbon economy, reducing greenhouse gas emissions, and delivering innovations that support business sustainability and environmental preservation in a continuous manner.

Perubahan Komposisi Direksi
Changes in the Board of Directors' Composition

Selama tahun 2025 terjadi 2 (dua) kali perubahan komposisi Direksi PLN Indonesia Power, sampai dengan terbitnya Laporan Tahunan ini, yaitu dengan periode terdiri dari 1 Januari hingga 26 Juni 2025; 26 Juni hingga 25 November 2025; 25 November hingga 31 Desember 2025.

During 2025, there were 2 (two) changes in the Board of Directors' composition of PLN Indonesia Power, until the publication of this Annual Report, namely for the period consisting of January 1 to June 26, 2025; June 26 to November 25, 2025; November 25 to December 31, 2025.

Untuk periode 1 Januari 2025 sampai dengan 26 Juni 2025 berdasarkan keputusan RUPS Sirkuler terakhir tanggal 1 Juli 2024 tentang perubahan nomenklatur Direktur Keuangan, susunan Direksi adalah sebagai berikut:

For the period from January 1, 2025, to June 26, 2025, based on the last Circular GMS resolution dated July 1, 2024, on changes in the nomenclature of the Director of Finance, the Board of Directors' composition was as follows:

Nama Name	Jabatan Position
Edwin Nugraha Putra	Direktur Utama President Director
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batu Bara Director of Coal Power Plant Operations
Djoko Mulyono	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations
Bernadus Sudarmanta	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce
Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management
Wisnoe Satrijono	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration

Direksi menyampaikan penghargaan dan mengucapkan terima kasih kepada Sdr. Edwin Nugraha Putra, Sdr. Djoko Mulyono dan Sdr. Wisnoe Satrijono atas dedikasi dan kontribusi yang telah diberikan selama menjabat sebagai anggota Direksi PLN Indonesia Power. Adapun susunan Direksi PLN Indonesia Power periode 26 Juni sampai dengan 25 November 2025 berdasarkan keputusan RUPS Sirkuler tanggal 26 Juni 2025 tentang Pemberhentian, Pengalihan Tugas, dan/atau Pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PLN Indonesia Power menjadi:

The Board of Directors expressed its highest appreciation and gratitude to Mr. Edwin Nugraha Putra, Mr. Djoko Mulyono, and Mr. Wisnoe Satrijono for their dedication and contributions during their tenure as members of the Board of Directors of PLN Indonesia Power. Meanwhile, the composition of the Board of Directors for the period June 26 to November 25, 2025, based on the Circular GMS resolution dated June 26, 2025 regarding the Dismissal, Reassignment, and/or Appointment of Members of the Board of Directors and/or Board of Commissioners of PLN Indonesia Power, was as follows:

Nama Name	Jabatan Position
Bernadus Sudarmanta	Direktur Utama President Director
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batu Bara Director of Coal Power Plant Operations
Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations
Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce
Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management
Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration

Berdasarkan keputusan RUPS Sirkuler tanggal 25 November 2025 terdapat penetapan pelaksana tugas anggota Direksi, yaitu Sdri. Endang Astharanti selaku PLT. Direktur Keuangan dan Manajemen Risiko dikarenakan masa jabatannya berakhir pada tanggal 25 November 2025 sehingga susunan dan komposisi Direksi PLN Indonesia Power menjadi sebagai berikut:

Based on the Circular GMS resolution dated November 25, 2025, an acting appointment was determined for a member of the Board of Directors, namely Mrs. Endang Astharanti as Acting Director of Finance and Risk Management, due to the end of her term of office on November 25, 2025. Accordingly, the composition of the Board of Directors of PLN Indonesia Power is as follows:

Nama Name	Jabatan Position
Bernadus Sudarmanta	Direktur Utama President Director
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batu Bara Director of Coal Power Plant Operations
Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations
Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce
Endang Astharanti	PLT. Direktur Keuangan dan Manajemen Risiko Acting Director of Finance and Risk Management
Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration

Komposisi setelah Tahun Buku berakhir hingga terbitnya Laporan Tahunan

Setelah tahun buku berakhir sampai dengan terbitnya Laporan Tahunan, tidak terjadi perubahan jumlah dan susunan Direksi PLN Indonesia Power dibandingkan dengan posisi per 31 Desember 2025.

Perubahan tersebut di atas didasari oleh dinamika strategis, di antaranya penugasan salah satu anggota Direksi menjadi bagian dari jajaran Direksi PT PLN (Persero) sebagai bentuk penguatan sinergi di lingkungan PLN Group. Selain itu, dilakukan pula pengalihan tugas strategis dari Direktur Pengembangan dan Niaga menjadi Direktur Utama guna memastikan keberlanjutan visi transformasi PLN Indonesia Power. Seiring dengan berakhirnya masa jabatan Direktur Keuangan dan Manajemen Risiko periode sebelumnya, telah ditetapkan pula pelaksana tugas anggota Direksi untuk menjamin efektivitas manajerial tetap berjalan optimal tanpa hambatan operasional. Seluruh perubahan ini dilakukan dengan mengedepankan prinsip tata kelola perusahaan yang baik.

Dengan komposisi Direksi saat ini tentu kami berupaya untuk terus meningkatkan soliditas guna meningkatkan kontribusi positif yang semakin besar dalam mendorong pertumbuhan kinerja berkelanjutan PLN Indonesia Power.

Composition after the end of the financial year until the publication of this Annual Report

After the fiscal year ends until the publication of this Annual Report, there are no changes in the number and composition of the Board of Directors of PLN Indonesia Power compared to the position as of December 31, 2025.

The above changes were driven by strategic dynamics, including the assignment of one Board of Directors' member to the Board of Directors of PT PLN (Persero) as part of strengthening synergy within PLN Group. In addition, a strategic reassignment was made from the Director of Business Development and Commerce to President Director to ensure the continuity of PLN Indonesia Power transformation vision. Alongside the end of the previous term of office of the Director of Finance and Risk Management, an acting appointment was also determined to ensure managerial effectiveness continues to operate optimally without operational disruption. All these changes were carried out by upholding the principles of good corporate governance.

With the current composition of the Board of Directors, we strive to continuously strengthen cohesion in order to further enhance positive contributions in driving the sustainable performance growth of PLN Indonesia Power.

Penutup
Closing

Menutup laporan ini, izinkan kami mewakili jajaran Direksi PLN Indonesia Power mengungkapkan rasa terima kasih yang tulus kepada Dewan Komisaris atas arahan strategis serta fungsi pengawasan yang senantiasa menjadi kompas bagi keberlangsungan usaha Perusahaan. Apresiasi setinggi-tingginya juga kami sampaikan kepada Pemegang Saham, mitra bisnis, pelanggan, dan seluruh pemangku kepentingan atas kepercayaan serta kolaborasi produktif yang menjadi pilar utama pertumbuhan kami. Penghormatan khusus kami persembahkan bagi seluruh pegawai PLN Indonesia Power, dedikasi dan konsistensi kerja anda sepanjang tahun 2025 menjadi energi utama yang membawa Perusahaan mencatatkan performa positif yang membanggakan.

Dalam semangat Transformasi PLN 2.0 – *The Next Chapter of Transformation*, kami berkomitmen memperkuat ekosistem bisnis di lingkungan PLN Group yang solid melalui integrasi nilai dan sinergi tanpa batas. Berbekal keunggulan wilayah operasional, budaya inovasi yang mengakar, serta kemitraan strategis dengan para pemimpin industri global, PLN Indonesia Power siap mengakselerasi langkah menjadi penyedia solusi energi kelas dunia. Dengan mengedepankan tata kelola yang unggul dan prinsip keberlanjutan, kami optimis bahwa kekuatan kolaborasi ini akan mengukuhkan posisi kami sebagai produsen listrik utama yang siap menyongsong masa depan energi hijau yang inklusif dan berkelanjutan.

In closing this report, allow us, on behalf of the Board of Directors of PLN Indonesia Power, to express our sincere gratitude to the Board of Commissioners for their strategic guidance and supervisory function, which has consistently served as a compass for the Company's business sustainability. We also extend our highest appreciation to the Shareholders, business partners, customers, and all stakeholders for their trust and productive collaboration, which serve as the main pillars of our growth. Our special respect is dedicated to all employees of PLN Indonesia Power, your dedication and consistency throughout 2025 have been the primary driving force behind the Company's strong and commendable performance.

In the spirit of PLN Transformation 2.0 – The Next Chapter of Transformation, we are committed to strengthening a solid business ecosystem within PLN Group through integrated values and boundless synergy. With the advantage of our operational footprint, an embedded culture of innovation, and strategic partnerships with global industry leaders, PLN Indonesia Power is ready to accelerate its journey to become a world-class energy solutions provider. By upholding strong governance and sustainability principles, we are confident that this collaborative strength will reinforce our position as a leading power producer, prepared to embrace a future of inclusive and sustainable green energy.

Jakarta, 29 Mei 2026
Jakarta, May 29, 2026

Atas Nama Direksi On Behalf of the Board of Directors
PT PLN Indonesia Power

Bernadus Sudarmanta
Direktur Utama
President Director

Surat Pernyataan Anggota Dewan Komisaris dan Direksi Tentang Tanggung Jawab atas Laporan Tahunan 2025 PT PLN Indonesia Power

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT PLN Indonesia Power tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan ini.

Demikian pernyataan ini dibuat dengan sebenarnya.

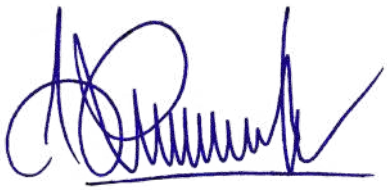
Jakarta, 29 Mei 2026

Dewan Komisaris
Board of Commissioners

Arief Budiman
Komisaris Utama merangkap Komisaris Independen
President Commissioner Concurrently Independent Commissioner

Bin Nahadi
Komisaris
Commissioner

Ardinanda Sinulingga
Komisaris
Commissioner



Arrmanatha Christiawan Nasir
Komisaris
Commissioner

Iggi Haruman Achsien
Komisaris
Commissioner

Anthony Leong
Komisaris Independen
Independent Commissioner

Statement of Members of the Board of Commissioners and Board of Directors on the Responsibility for the 2025 Annual Report of PT PLN Indonesia Power

We, the undersigned, hereby state that all information in the 2025 Annual Report of PT PLN Indonesia Power has been presented in its entirety and that we are fully responsible for the accuracy of the contents of this Annual Report.

This statement is made truthfully.

Jakarta, May 29, 2026

Direksi
Board of Directors

Bernadus Sudarmanta
Direktur Utama
President Director

M. Hanafi Nur Rifai
Direktur Operasi Pembangkit Batu Bara
Director of Coal Fired Power Plant Operations

Purnomo
Direktur Operasi Pembangkit Gas
Director of Gas Plant Operations

Julita Indah
Direktur Pengembangan Bisnis dan Niaga
Director of Business Development and Commerce

Endang Astharanti
PLT. Direktur Keuangan dan Manajemen Risiko
Acting Director of Finance and Risk Management

Ridho Hutomo
Direktur Manajemen Human Capital dan Administrasi
Director of Human Capital Management and Administration

Profil Perusahaan

Company Profile

Pemeriksaan rutin solar panel di PLTS Selayar, UBP Tello, Sulawesi Selatan.
Routine inspection of solar panels at the Selayar SoPP, Tello GBU, South Sulawesi.

Identitas Perusahaan
Company Identity

PLTP Kamojang, UBP Kamojang, Jawa Barat .
Kamojang GPP, Kamojang GBU, West Java.

Nama
Company Name

PT PLN Indonesia Power

Perubahan Nama
Name Change

Sebelumnya bernama PT PLN Pembangkitan Tenaga Listrik Jawa Bali I (PLN PJB I) yang didirikan pada tanggal 3 Oktober 1995. Pada tanggal 3 Agustus 2000, nama PLN PJB I secara resmi berubah menjadi PT Indonesia Power sebagai penegasan atas tujuan Perusahaan yang menjadi Perusahaan pembangkit tenaga listrik independen yang berorientasi bisnis murni. Seiring dengan pembentukan *Holding Subholding* di lingkungan Grup PLN, dimana PT PLN (Persero) menjadi *Holding* dan PT PLN Indonesia Power menjadi *Subholding* Pembangkitan dengan perubahan nama PT Indonesia Power bertransformasi menjadi PT PLN Indonesia Power pada tanggal 21 September 2022.

Previously it was named PT PLN Pembangkitan Tenaga Listrik Jawa Bali I (PLN PJB I) which was established on October 3, 1995. On August 3, 2000, the name of PLN PJB I was officially changed to PT Indonesia Power as an affirmation of the Company's goal of becoming an independent power generation company with a pure business orientation. Along with the establishment of a Holding and Subholding within the PLN Group, where PT PLN (Persero) became the Holding and PT PLN Indonesia Power became the Generation Subholding with the change of name of PT Indonesia Power transformed into PT PLN Indonesia Power on September 21, 2022.

Bidang Usaha
Line of Business

1. Pembangkitan Tenaga Listrik.
2. Usaha yang berkaitan dengan penyediaan tenaga listrik, antara lain jasa investigasi, desain, operasi dan pemeliharaan serta persewaan peralatan pembangkitan; konstruksi bangunan elektrikal dan lain-lain.
3. Melakukan perdagangan dan/atau kegiatan usaha pendukung dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki, termasuk memberikan penugasan kepada Anak Perusahaan.

1. Electricity Generation.
2. Electricity supply-related businesses, including power plant investigation, design, operation & maintenance, and equipment rental; electrical building construction, etc.
3. Conducting trades and/or supporting business activities for optimizing resources at hand, including through assignments to Subsidiaries.

Tanggal Pendirian
Date of Establishment

3 Oktober 1995 October 3, 1995

Status Perusahaan
Company Status

Subholding PT PLN (Persero)
Subholding of PT PLN (Persero)

Kepemilikan Saham
Shareholding

- PT PLN (Persero) 99,99%
- Yayasan Pendidikan dan Kesejahteraan PT PLN (Persero) 0,01%
- PT PLN (Persero) 99.99%
- Foundation for Education and Welfare (YPK) PT PLN (Persero) 0.01%

Modal Dasar
Authorized Capital

Rp714.331.267,20
juta million

Modal Disetor Penuh dan Ditempatkan
Issued and Fully Paid Capital

Rp178.582.816,80
juta million

Dasar Hukum Pendirian
Legal Basis for Establishment

1. Akta Pendirian PT PLN Pembangkitan Tenaga Listrik Jawa-Bali I (PT PLN PJB I) tanggal 3 Oktober 1995 sebagaimana telah disahkan berdasarkan Keputusan Menteri Kehakiman Republik Indonesia No. 02-12496. HT. 01. 01. TH. 95 tanggal 3 Oktober 1995.
2. Akta Perubahan Nama Perusahaan menjadi PT Indonesia Power tanggal 3 Agustus 2000, dibuat dihadapan Notaris Siti Pertiwi Henny Singgih, SH dengan Akta Nomor 8 tanggal 3 Agustus 2000.
3. Akta Pernyataan Keputusan Pemegang Saham nomor 16 Tanggal 13 April 2023 tentang Perubahan Anggaran Dasar PT PLN Indonesia Power yang dibuat di hadapan Notaris Shahreza Annaz S.H., M.KN.

1. Deed of Establishment of PT PLN Pembangkitan Tenaga Listrik Jawa-Bali I (PT PLN PJB I) dated October 3, 1995 as validated based on the Decree of the Minister of Justice of the Republic of Indonesia No. 02-12496. HT. 01. 01. TH. 95 dated October 3, 1995.
2. Deed of Change of Name to PT Indonesia Power dated August 3, 2000, made before Notary Siti Pertiwi Henny Singgih, SH under Deed Number 8 dated August 3, 2000.
3. Deed of Statement of Shareholders' Resolution number 16 dated April 13, 2023 on Amendments to the Articles of Association of PT PLN Indonesia Power made before Notary Shahreza Annaz S.H., M.KN.

Kantor Pusat
Head Office

PT PLN Indonesia Power
Jl. Jenderal Gatot Subroto Kav.18
Jakarta Selatan, Kode Pos 12950
(62-21) 526 7666 (Hunting)
(62-21) 525 1923, 525 2623

Media Sosial
Social Media

PLN Indonesia Power
@plnindonesiapower
PLN Indonesia Power
@pt.plnindonesiapower
@pln_ip

Website
Website

www.plnindonesiapower.co.id

Email
Email

kontak-ip@indonesiapower.co.id

Anak Perusahaan
Subsidiaries

1. PT PLN Indonesia Power Services (99,9%), bergerak di bidang: energi ketenagalistrikan, operasi dan pemeliharaan pembangkit tenaga listrik serta *co-generation*.
2. PT Artha Daya Coalindo (80%), bergerak di bidang: perdagangan, pengangkutan, bongkar muat, pemasaran dan keagenan batubara.
3. PT Indo Ridlatama Power (90%), bergerak di bidang: pembangkit tenaga listrik.
4. PT PLN IP Renewables (PLN IPRen) 99,9%), bergerak di bidang ketenagalistrikan dan energi, dan dan *participating interest*.

1. PT PLN Indonesia Power Services (99.9%), engaging in: electricity energy, power plant operation & maintenance and co-generation.
2. PT Artha Daya Coalindo (80%), engaging in: coal trade, transport, loading/unloading, marketing and agency.
3. PT Indo Ridlatama Power (90%), engaging in: power generation.
4. PT PLN IP Renewables (PLN IPRen) 99.9%), engaging in electricity & energy and participating interests.

Jumlah Pegawai
Employee Base

5.185 Pegawai Employee

Wilayah Kerja Operasional
Operational Work Areas

Unit Bisnis Pembangkitan
Generation Business Units

1. UBP GBU Suralaya
2. UBP GBU Banten 1 Suralaya
3. UBP GBU Banten 2 Labuan
4. UBP GBU Banten 3 Lontar
5. UBP GBU Jawa Barat 2 Palabuhan Ratu
6. UBP GBU Jawa Tengah 2 Adipala
7. UBP GBU Pangkalan Susu
8. UBP GBU Labuhan Angin
9. UBP GBU Ombilin
10. UBP GBU Teluk Sirih
11. UBP GBU Kepulauan Riau
12. UBP GBU Asam Asam
13. UBP GBU Singkawang
14. UBP GBU Sanggau
15. UBP GBU Sintang
16. UBP GBU Berau
17. UBP GBU Barru
18. UBP GBU Priok
19. UBP GBU Saguling
20. UBP GBU Jatigede
21. UBP GBU Kamojang
22. UBP GBU Semarang
23. UBP GBU Mrica
24. UBP GBU Grati
25. UBP GBU Bali
26. UBP GBU Cilegon
27. UBP GBU Mahakam
28. UBP GBU Keramasan
29. UBP GBU Barito
30. UBP GBU Tello
31. UBP GBU Bengkulu
32. UBP GBU Jambi
33. UBP GBU Bukittinggi
34. UBP GBU Papua Maluku
35. UBP GBU Holtekamp
36. UBP GBU Jeranjang

Jejak Langkah
Milestones

1995

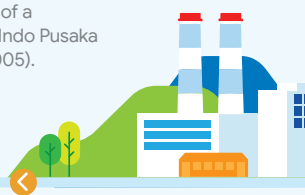
Pendirian PT PLN Pembangkitan Jawa-Bali (PT PJB I).
Establishment of PT PLN Pembangkitan Jawa-Bali (PT PJB I).

1996 - 2000

- Perubahan Nama PT PJB I menjadi Indonesia Power (3 Agustus 2000).
  Change of name from PT PJB I to Indonesia Power (August 3, 2000).
- Pendirian Anak Perusahaan:
  Establishment of Subsidiaries:
  - PT Artha Daya Coalindo (ADC) (1997);
  - PT Cogindo Dayabersama (CDB) (1998);
  - PT Rekadaya Elektrika (RE) (2000).

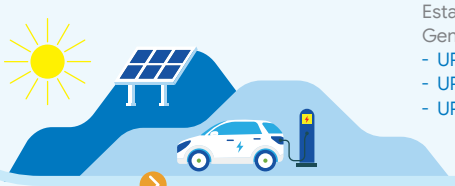
2001 - 2005

Pendirian Anak Perusahaan PT Indo Pusaka Berau (IPB) (2005).
Establishment of a Subsidiary, PT Indo Pusaka Berau (IPB) (2005).



2014

- Pembentukan UPJP (Unit Pembangkitan dan Jasa Pemeliharaan):
  Establishment of PGMS (Power Generation and O&M Service Units):
  - UPJP PGMS Priok;
  - UPJP PGMS Kamojang;
  - UPJP PGMS Bali.
- Pembentukan UJP Pangkalan Susu sebagai Jasa O&M pertama di luar Jawa.
  Establishment of Pangkalan Susu PGU as the first O&M service unit outside Java.



2015-2017

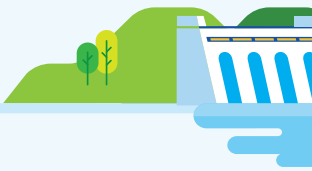
- Sertifikasi ISO 55001 Standar Sistem Manajemen Aset dan implementasi ISO 26000 Standar CSR (2015).
  ISO 55001 certification for the Asset Management System Standard and implementation of the ISO 26000 CSR Standard (2015).
- Pendirian Afiliasi dari Anak Perusahaan PT GCL Indo Tenaga (2016).
  Establishment of Affiliate of Subsidiary PT GCL Indo Tenaga (2016).
- Pendirian Afiliasi dari Anak Perusahaan yaitu PT Indo Raya Tenaga (IRT), PT Prima Layanan Niaga Suku Cadang (PLN SC) dan PT Indo Tenaga Hijau (ITH) (2017).
  Establishment of Affiliates of Subsidiaries, i.e., PT Indo Raya Tenaga (IRT), PT Prima Layanan Niaga Suku Cadang (PLN SC) and PT Indo Tenaga Hijau (ITH) (2017).

2022

- Pengalihan Aset pembangkit dari PT PLN (Persero) ke PT Indonesia Power yang mendorong peningkatan kapasitas terpasang secara signifikan hingga 20.287 MW.
  Transfer of power plant assets from PT PLN (Persero) to PT Indonesia Power, resulting in a significant increase in installed capacity to 20,287 MW.

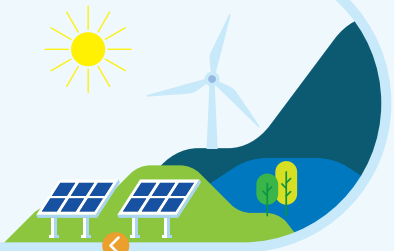
2023

- Peresmian *Legal End State Holding Subholding* PT PLN (Persero), perubahan identitas PT Indonesia Power menjadi *subholding* pembangkitan PT PLN Indonesia Power pada 1 Januari 2023.
  Inauguration of the Official Legal End State of Holding Subholding PT PLN (Persero), with the identity change of PT Indonesia Power to PT PLN Indonesia Power on January 1, 2023 .
- Peresmian 21 *Green Hydrogen Plant* (GHP) di pembangkit Listrik tersebar di seluruh Indonesia.
  Inauguration of 21 Green Hydrogen Plants (GHP) at power plants distributed throughout Indonesia.



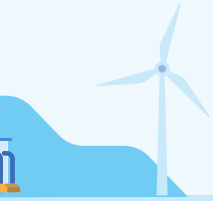
2006 - 2010

- Pembentukan UJP (Unit Jasa Pembangkitan) Banten 2 Labuan (2010).
  Establishment of Power Generation Service Unit (PGU) Banten 2 Labuan (2010).
- Pengembangan usaha di bidang penyediaan Jasa *Operation & Maintenance* (O&M) (2009).
  Business development in Operation & Maintenance (O&M) services (2009).
- Pendirian Anak Perusahaan PT Indo Ridlatama Power (IRP) (2007).
  Establishment of a Subsidiary, PT Indo Ridlatama Power (IRP) (2007).



2011 - 2013

- Penerapan Indonesia Power-*Integrated Management System* (InPower IMS), sinergi standar: ISO 14001, ISO 9001, OHSAS 18001, ISO 28001, SMP, SMK3, PAS 55 dan Kriteria Baldrige (2013).
  Implementation of Indonesia Power-Integrated Management System (InPower IMS), standards for synergy: ISO 14001, ISO 9001, OHSAS 18001, ISO 28001, SMP, SMK3, PAS 55, and Baldrige criteria (2013).
- Pendirian Anak Perusahaan PT Putra Indotenaga (2013).
  Establishment of Subsidiary PT Putra Indotenaga (2013).



2018-2019

- Sertifikasi ISO 27001 Standar Keamanan Informasi dan ISO 22301 Standar Manajemen Kelangsungan Bisnis (2017).
  ISO 27001 certification for the Information Security Management Standard and ISO 22301 certification for the Business Continuity Management Standard (2017).
- COD (*Commercial Operation Date*) PLTU Muara Jawa 2x27,5 MW Unit 1 dan 2 (2018).
  COD of Muara Jawa SPP Units 1 and 2, each with a capacity of 27.5 MW (2018).
- Beroperasinya proyek MPP Biak 2 10 MW, MPP Merauke 2 20 MW, MPP Sorong 30 MW & MPP Sorong 20 MW (2019).
  Commencement of operations for the Biak 2 MPP Project 10 MW, Merauke 2 MPP 20 MW, Sorong MPP 30 MW, and Sorong MPP 20 MW (2019).
- 2 Proyek COD yaitu PLTA Rajamandala 47 MW dan PLTD Senayan 101 MW (2019).
- COD of two projects, namely Rajamandala HPP 47 MW and Senayan DPP 101 MW (2019).

2020

- Sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan.
  ISO 37001:2016 Anti-Bribery Management System Certification.

2021

- COD PLTU Kalbar 1 2x100 MW.
  COD of West Kalimantan 1 SPP 2x100 M.
- Beroperasinya proyek MPP Nabire 2 10 MW dan MPP Manokwari 2 20 MW.
  Commencement of operations for Nabire 2 MPP 10 MW and Manokwari 2 MPP 20 MW
- COD PLTGU *Add On* Grati 183 MW.
  COD of Grati Add-On CCPP 183 MW.

2024

- COD Proyek Tambak Lorok III 779 MW.
  COD of Tambak Lorok III Project 779 MW.
- *Rebranding* Anak Perusahaan dan Afiliasi:
  - PT Cogindo DayaBersama menjadi PT PLN Indonesia Power Services;
  - PT Putra Indotenaga menjadi PT PLN Indonesia Power Renewables;
  - PT Indo Tenaga Hijau menjadi PT PLN Indonesia Geothermal.

  Rebranding of Subsidiaries and Affiliates:
  - PT Cogindo DayaBersama was rebranded as PT PLN Indonesia Power Services.
  - PT Putra Indotenaga was rebranded as PT PLN Indonesia Power Renewables.
  - PT Indo Tenaga Hijau was rebranded as PT PLN Indonesia Geothermal.

2025

- **COD PLTU *Ultra Super Critical* Jawa 9 & 10 2x1000 MW.**
  COD of Jawa 9 & 10 Ultra Super Critical SPPs 2x1000 MW.
- **COD BMPP Nusantara II 60 MW**
  COD of Nusantara II BMPP 60 MW

Riwayat Singkat
Brief History

PT PLN Indonesia Power sebagai salah satu Anak Perusahaan PT PLN (Persero), mengawali perjalanannya pada 3 Oktober 1995 sebagai PT PLN PJB I, sebuah langkah strategis untuk menginisiasi kemandirian sektor pembangkitan tenaga listrik nasional. Seiring penguatan orientasi bisnis murni dengan fokus pada bisnis pembangkitan independen yang profesional, Perusahaan bertransformasi menjadi PT Indonesia Power pada tanggal 3 Agustus 2000. Ekspansi secara masif mulai diperkuat sejak 2012, dimana Perusahaan melebarkan sayap ke seluruh Indonesia dengan mengembangkan portofolio melalui pengembangan Usaha Jasa *Operation & Maintenance* (O&M) di luar sistem Jawa dan Bali serta pembangkit energi terbarukan yang ramah lingkungan.

Momentum bersejarah terjadi pada 21 September 2022, di mana perusahaan secara resmi berganti nama menjadi PT PLN Indonesia Power sebagai bagian dari restrukturisasi *Holding Subholding* di lingkungan Grup PLN. Dalam struktur baru ini, Perusahaan mengemban amanah sebagai *Subholding* Pembangkitan yang mengintegrasikan seluruh kekuatan aset yang dimiliki. *Rebranding* ini bukan sekadar perubahan nama dan logo, melainkan komitmen kuat untuk bertransformasi menjadi penyedia energi berkelanjutan yang modern.

Sejalan dengan visi menjadi perusahaan listrik global berkinerja terbaik dan berkelanjutan, Perusahaan mencatatkan pertumbuhan kapasitas yang sangat signifikan. Setelah mengelola aset sebesar 21,07 GW pada tahun 2023, total daya terpasang ditargetkan mencapai 22,9 GW pada tahun 2030. Pada tahun 2025, total daya terpasang pembangkit yang dimiliki dan dikelola oleh PLN Indonesia Power meningkat dari 21,90 GW menjadi 22.17 GW. Peningkatan ini merupakan hasil dari telah beroperasinya pembangkit yang COD di 2025 serta penugasan PLN Indonesia Power oleh PLN khususnya di kawasan timur Indonesia. Dalam perannya tersebut, PLN Indonesia Power juga diperkuat oleh struktur entitas anak yang saling bersinergi. Hingga akhir tahun 2025, Perusahaan memiliki 4 (empat) Anak Perusahaan, 2 (dua) Perusahaan Asosiasi. Selain itu, terdapat 1 (satu) Perusahaan Patungan, 1 (satu) Anak Perusahaan, 10 (sepuluh) *Special Purpose Company* (SPC), dan 5 (lima) *layering company* dari Anak Perusahaan yang keberadaannya untuk mendukung strategi dan proses bisnis PLN Indonesia Power.

PT PLN Indonesia Power, as one of the subsidiaries of PT PLN (Persero), began its journey on October 3, 1995, under the name PT PLN PJB I, as a strategic initiative to foster the independence of the national power generation sector. In line with the strengthening of its pure business orientation and focus on professional independent power generation, the Company transformed into PT Indonesia Power on August 3, 2000. Since 2012, the Company has accelerated its expansion across Indonesia by broadening its portfolio through the development of Operation & Maintenance (O&M) service businesses outside the Java-Bali system, as well as environmentally friendly renewable energy power plants.

A historic milestone occurred on September 21, 2022, when the Company officially changed its name to PT PLN Indonesia Power as part of the Holding Subholding restructuring within the PLN Group. Under this new structure, the Company was entrusted with the role of the Generation Subholding, integrating the full strength of its asset portfolio. This rebranding represented not merely a change in name and logo, but also a strong commitment to transform into a modern and sustainable energy provider.

In line with its vision of becoming the best-performing and sustainable global electricity company, the Company has recorded significant growth in installed capacity. After managing assets totaling 21.07 GW in 2023, the total installed capacity is targeted to reach 22.9 GW by 2030. In 2025, the total installed capacity of power plants owned and managed by PLN Indonesia Power from 21.90 GW to 22.17 GW. This increase was the result of power plants achieving Commercial Operation Date (COD) in 2025, as well as assignments given to PLN Indonesia Power by PLN, particularly in the eastern region of Indonesia. In carrying out this role, PLN Indonesia Power is also strengthened by a synergistic subsidiary structure. As of the end of 2025, the Company comprises 4 (four) subsidiaries and 2 (two) associated companies. In addition, the Group includes 1 (one) joint venture, 1 (one) subsidiary, 10 (ten) Special Purpose Companies (SPCs), and 5 (five) layered companies under its subsidiaries, all of which are established to support PLN Indonesia Power's strategy and business processes.

Maksud dan Tujuan
Purposes and Objectives

Maksud, tujuan serta kegiatan usaha PLN Indonesia Power sesuai dengan Anggaran Dasar Perusahaan adalah untuk menyelenggarakan usaha ketenagalistrikan berdasarkan prinsip industri dan niaga yang sehat dengan menerapkan prinsip-prinsip perseroan terbatas. Untuk mencapai maksud dan tujuan tersebut di atas, Perusahaan dapat melaksanakan kegiatan usaha dalam ruang lingkup bisnis Perusahaan. Selain itu, PLN Indonesia Power dalam melakukan kegiatan tersebut di atas juga selalu berusaha untuk memenuhi harapan *stakeholder*.

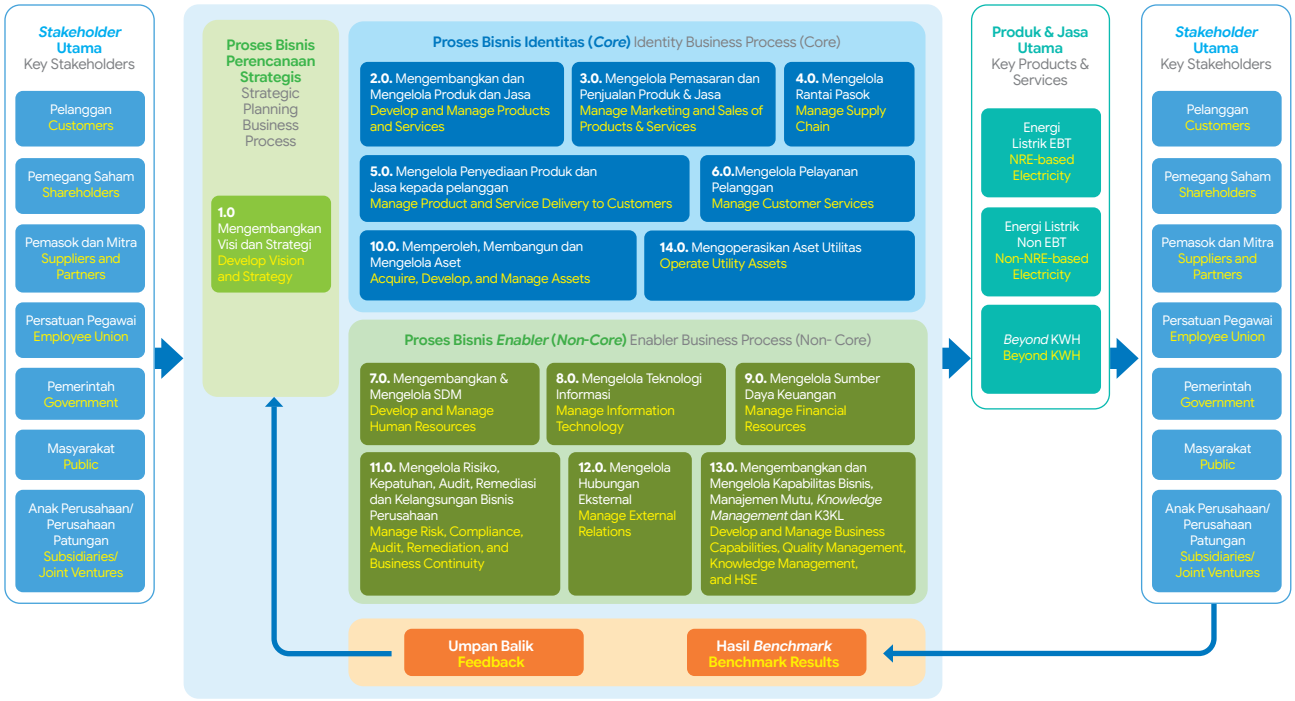
The purpose, objectives, and business activities of PLN Indonesia Power, in accordance with the Company's Articles of Association, are to conduct electricity business based on sound industrial and commercial principles by applying the principles of a limited liability company. To achieve the aforementioned purposes and objectives, the Company may carry out business activities within the scope of the Company's business. In addition, PLN Indonesia Power always strives to meet stakeholder expectations in carrying out these activities.

Proses Bisnis Perusahaan
Company's Business Process

Sebagai upaya meningkatkan efektivitas dan akuntabilitas operasional, PLN Indonesia Power merancang skema proses bisnis Kantor Pusat yang terstruktur, terintegrasi, dan berfokus pada pencapaian nilai strategis perusahaan. Skema ini bertujuan untuk memperjelas alur kerja, menetapkan tanggung jawab setiap unit, serta memperkuat koordinasi antar fungsi, sehingga mendukung kelancaran operasional unit pembangkit dan memastikan target perusahaan dapat tercapai secara optimal.

In an effort to improve operational effectiveness and accountability, PLN Indonesia Power has designed a structured, integrated, and focused Head Office business process scheme focusing on achieving the Company's strategic values. This scheme aims to clarify workflows, define the responsibilities of each unit, and strengthen coordination between functions, thereby supporting the smooth operation of generating units and ensuring the Company's targets are optimally achieved.

Skema Proses Bisnis
Business Process Scheme



Visi, Misi, Motto dan Kompetensi Inti Perusahaan

The Company's Vision, Mission, Motto, and Core Competencies

PLN Indonesia Power terus memperkuat keselarasan arah strategis dengan PLN Grup melalui berbagai inisiatif transformasi yang berkelanjutan. Sebagai salah satu *subholding* pembangkitan, Perusahaan berupaya meningkatkan efektivitas peran dan kontribusinya dalam mendukung industri ketenagalistrikan Nasional secara keseluruhan, salah satunya dengan memperbarui fondasi utama Perusahaan. Pembaruan diantaranya difokuskan pada penyempurnaan Visi, Misi, serta Kompetensi Inti agar tetap relevan, adaptif, dan selaras dengan visi besar PLN Grup.

PLN Indonesia Power continues to strengthen its strategic alignment with PLN Group through various ongoing transformation initiatives. As one of the power generation subholdings, the Company strives to enhance the effectiveness of its role and contribution to supporting the national electricity industry as a whole, including by renewing the Company's core foundations. These improvements are focused on refining the Vision, Mission, and Core Competencies to ensure they remain relevant, adaptive, and aligned with the broader vision of PLN Group.

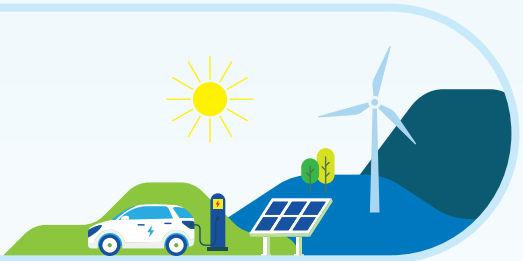
Proses peninjauan dilakukan secara komprehensif terhadap rumusan visi, termasuk penajaman makna serta indikator keberhasilannya. Hal ini bertujuan untuk memastikan bahwa visi Perusahaan tidak hanya jelas dan mudah dipahami,

The review process was carried out comprehensively on the formulation of the vision, including refining its meaning and success indicators. This was intended to ensure that the Company's vision is not only clear and easy to understand, but

Visi Vision

Menjadi Perusahaan Listrik Global Berkinerja Terbaik dan Berkelanjutan

To be a Global Top Performance and Sustainable Power Company



Kata Kunci Keyword	Penjelasan Visi Description	Ukuran Magnitude
Global Power Company	Merupakan perusahaan global penyedia solusi energi, baik di bidang ketenagalistrikan, maupun bisnis turunan dari ketenagalistrikan. A global company providing energy solution, both in electricity sector and in derivative electricity business.	Tidak diperlukan penjelasan No explanation required
Top Performance	Diakui sebagai perusahaan yang unggul dalam bisnis ketenagalistrikan dengan kinerja operasional terbaik. Acknowledged as an excellent company in electricity business with the best operational performance.	*Performance Excellence & Cost Leadership:* 1. Top 10% NERC *operation performance* (EAF >90%, EFOR <3%) 2. BPP <Rp1.500/ kWh
Sustainable	Menjalankan bisnis sesuai kerangka ESG guna mendukung transisi energi, serta memiliki portfolio bisnis yang bertumbuh, baik secara nasional maupun global. Carrying out business in accordance with ESG framework to support energy transition and having a growing business portfolio, both at national and global levels.	***Global Innovative Growth:*** 1. ~Rp34 *trillion* EBITDA 2. 2990 MW *additional* RE *capacity* 3. 13,7% RE *energy mix* 4. ~Rp0,4 *trillion beyond* kWh *revenue* 5. *Total* 10 *projects beyond* Indonesia *Sustainable Power Generation:* 1. ~43,58 $MtCO_2$ *emissions reduction* 2. 0.82 MtCO2/TWh *emission intensity* 3. *Medium ESG risk ratings*

tetapi juga terukur serta mampu menjawab tantangan dan dinamika industri ketenagalistrikan yang terus berkembang. Selain itu, pembaruan ini juga diharapkan dapat memperkuat arah strategis Perusahaan dalam menghadapi perubahan lingkungan bisnis dan mendorong pencapaian kinerja yang lebih optimal.

Proses pembaruan tersebut telah melalui tahapan pembahasan dan mendapatkan persetujuan dari Direksi serta Dewan Komisaris. Selanjutnya, penetapan dilakukan secara resmi melalui Peraturan Direksi Nomor 0002.P/DIR/2025 tentang Visi, Misi, Motto, dan Kompetensi Inti PT PLN Indonesia Power, yang menjadi pedoman utama dalam pelaksanaan strategi dan operasional perusahaan ke depan.

also measurable and capable of addressing the challenges and dynamics of the continuously evolving electricity industry. Furthermore, these updates are expected to strengthen the Company's strategic direction in responding to changes in the business environment and driving more optimal performance achievements.

The update process went through a series of discussions and was approved by the Board of Directors and Board of Commissioners. Subsequently, it was formally established through Board of Directors' Regulation No. 0002.P/DIR/2025 on the Vision, Mission, Motto, and Core Competencies of PT PLN Indonesia Power, which serves as the primary guideline for the implementation of the Company's future strategies and operations.

Misi Mission

Menyediakan Solusi Energi Hijau, Inovatif dan Terjangkau yang Melampaui Harapan Pelanggan

Delivering green, innovative and affordable energy solutions, that goes beyond customer expectation

Kata Kunci Keyword	Penjelasan Misi Description
Green Energy Solutions	Perusahaan menyediakan listrik yang ramah lingkungan, serta fokus pada optimalisasi pemanfaatan energi baru dan terbarukan, sebagai bagian dari SDGs dalam penurunan emisi GRK yang selaras dengan program transisi energi menuju NZE tahun 2060. The Company provides environmentally friendly electricity and focuses on optimizing the use of new and renewable energy, as part of the SDGs in reducing GHG emissions, which is in line with the energy transition program towards NZE by 2060.
Innovative Energy Solutions	Perusahaan menyediakan produk solusi energi yang inovatif, dengan memanfaatkan peluang-peluang baru, serta mengikuti tren kebutuhan dan perilaku pelanggan. The Company provides innovative energy solutions by taking advantage of new opportunities and following trends in customer needs and behavior.
Affordable Energy	Perusahaan menyediakan produk solusi energi yang terjangkau oleh pelanggan. The Company provides affordable energy solutions for the customers.
Beyond Customer Expectation	Perusahaan menyediakan produk solusi energi dengan kualitas produk dan layanan yang melampaui harapan pelanggan. The Company provides energy solutions with quality and services that exceed customer expectations.

Motto Perusahaan Company Motto

#EnergyofThings

Definisi untuk eksternal Perusahaan Definition for external parties	Membangun kesadaran kepada Pelanggan dan *Stakeholder* bahwa setiap aktivitas membutuhkan energi dan PLN Indonesia Power memiliki keunggulan dalam penyediaan solusi energi, baik di bidang penyediaan tenaga listrik (kWh) maupun *beyond* kWh. Building Customers and Stakeholders' awareness that every activity requires energy and that PLN Indonesia Power is excellent in providing energy solutions, both in electricity supply (kWh) and beyond kWh.
Definisi untuk internal Perusahaan Definition for internal parties	Membangun rasa optimisme di dalam setiap Insan PLN Indonesia Power untuk dapat selalu menyediakan solusi energi terbaik bagi pelanggan, baik di bidang penyediaan tenaga listrik (kWh) maupun *Beyond* kWh. Building optimism in every PLN Indonesia Power Personnel to always provide the best energy solutions for the customers, both in electricity supply (kWh) and Beyond kWh.

Kompetensi Inti Core Competence

- → **Pengembangan Bisnis Solusi Energi yang *End-To-End***
  End-to-End Energy Solutions Business Development
- → **Enjiniring dan Pengembangan Proyek**
  Engineering & Project Development
- → ***Operation and Maintenance Excellence* Berbasis Digital**
  Digital Enabled Operations and Maintenance Excellence
- → **Solusi Transisi Energi dan Operasi Rendah Karbon**
  Energy Transition and Low Carbon Operations Solution

Tata Nilai dan Budaya
Values and Culture

Sejalan dengan arah kebijakan nasional dalam pembangunan sumber daya manusia unggul menuju era digital dan ekonomi berbasis teknologi, BUMN terus memperkuat transformasi *Human Capital* sebagai enabler utama peningkatan daya saing global. Transformasi ini menandai pergeseran peran BUMN dari sekadar active *shareholder* menjadi *strategic architect* yang berfokus pada penciptaan nilai jangka panjang melalui pengelolaan talenta, budaya, dan kapabilitas organisasi yang adaptif.

Dalam perkembangan terkini, PLN Indonesia Power sebagai bagian dari ekosistem BUMN berada di bawah naungan Danantara yang berperan dalam penguatan pengelolaan investasi dan aset negara. Perubahan ini membawa tuntutan peningkatan profesionalisme, tata kelola, serta penciptaan nilai yang berkelanjutan agar mampu bersaing di tingkat global dan menarik kepercayaan investor.

In line with the national policy direction to develop superior human resources for the digital era and technology-based economy, SOEs continue to strengthen Human Capital transformation as a key enabler of enhanced global competitiveness. This transformation marks a shift in the role of SOEs from merely acting as active shareholders to becoming strategic architects focused on creating long-term value through adaptive talent management, organizational culture, and organizational capabilities.

In recent developments, PLN Indonesia Power, as part of the SOE ecosystem, operates under the umbrella of Danantara, which plays a role in strengthening the management of state investments and assets. This change places greater demands on professionalism, governance, and sustainable value creation to compete globally and gain investor confidence.

Meskipun demikian, nilai inti (*Core Values*) AKHLAK tetap relevan dan menjadi fondasi utama bagi PLN Indonesia Power. Nilai AKHLAK tidak hanya berfungsi sebagai pedoman perilaku, tetapi juga sebagai penguat budaya kerja yang menjunjung tinggi integritas, kolaborasi, dan orientasi kinerja. Dalam konteks transformasi dan perubahan struktur organisasi, AKHLAK justru menjadi jangkar yang memastikan seluruh pegawai tetap selaras dalam berpikir, bersikap, dan bertindak, sehingga mampu mendukung pencapaian strategi perusahaan secara berkelanjutan.

Nevertheless, the AKHLAK Core Values remain relevant and continue to serve as the primary foundation for PLN Indonesia Power. The AKHLAK values function not only as behavioral guidelines, but also as a reinforcement of a work culture that upholds integrity, collaboration, and performance orientation. In the context of transformation and organizational restructuring, AKHLAK serves as an anchor, ensuring that all Employees remain aligned in their thinking, attitudes, and actions, thereby supporting the sustainable achievement of the Company's strategic objectives.

Tata Nilai AKHLAK
AKHLAK Values

AKHLAK sebagai *Core Values* PLN Grup telah dicanangkan pada tanggal 28 September 2020, bersamaan dengan *Performance Business Review*. Sebagaimana tertuang dalam Surat Edaran Menteri BUMN No. 7/MBU/07/2020 tentang Nilai–Nilai Utama (*Core Values*) Sumber Daya Manusia BUMN, setiap BUMN wajib menerapkan *Core Values* sebagai budaya perusahaan dan menjadi dasar pembentukan karakter sumber daya manusia di lingkungan BUMN, anak perusahaan, serta perusahaan afiliasi terkonsolidasi. Penerapan *Core Values* tersebut diimplementasikan secara utuh tanpa pengurangan maupun penambahan nilai lain di seluruh grup BUMN.

AKHLAK, as PLN Group's Core Values, was established on September 28, 2020, adjacent to the Performance Business Review. As stipulated in Circular of the Minister of SOEs No. 7/MBU/07/2020 on State-Owned Enterprise Human Resource Core Values, every SOE has a mandatory duty to adopt the Core Values into Corporate Culture and use them as the foundation to build human capital character within SOEs, their Subsidiaries, and Consolidated Affiliates. The implementation of these Core Values must be carried out comprehensively without any reduction or addition of other values across the entire SOE group.

Tata nilai juga merupakan bagian integral dalam Rencana Jangka Panjang Perusahaan (RJPP) sebagai bagian dari *blueprint* perusahaan, sebagaimana diatur dalam SKB Direksi No. 43.K/020/IP/2018 dan Dewan Komisaris No. 003. SK/DEKOM-IP/2018 tentang Pedoman Kerja Direksi dan Dewan Komisaris (*Board Manual*) PT PLN Indonesia Power. Pengukuhan tata nilai AKHLAK di PLN Indonesia Power diperkuat melalui Perdir PT PLN (Persero) Nomor 0073.P/DIR/2020 tentang Budaya Perusahaan serta SK Tata Nilai PT Indonesia Power No. 22.K/010/IP/2021.

Sampai dengan saat ini, ketentuan dan landasan terkait penerapan nilai AKHLAK tersebut masih berlaku dan menjadi acuan utama dalam pembentukan budaya kerja di PLN Indonesia Power. Di tengah dinamika transformasi organisasi, termasuk dalam konteks pengelolaan di bawah Danantara, nilai AKHLAK tetap relevan sebagai fondasi perilaku dan budaya perusahaan yang memastikan konsistensi, integritas, serta keselarasan seluruh Pegawai dalam mencapai tujuan strategis.

The corporate values also constitute an integral part of the Company's Long-Term Plan (RJPP) as part of the corporate blueprint, as stipulated in the Joint Decision of the Board of Directors No. 43.K/020/IP/2018 and the Decision of the Board of Commissioners No. 003.SK/DEKOM-IP/2018 on the Board Manual of PT PLN Indonesia Power. AKHLAK Values at PLN Indonesia Power are established under the Regulation of the Board of Directors of PT PLN (Persero) No. 0073.P/DIR/2020 on Corporate Culture, and the Decree of PT Indonesia Power No. 22.K/010/IP/2021 on Values.

To date, the provisions and underlying regulations related to the implementation of the AKHLAK values remain in effect and continue to serve as the primary reference for shaping the work culture at PLN Indonesia Power. Amid the dynamics of organizational transformation, including within the context of management under Danantara, the AKHLAK values remain relevant as the foundation of corporate behavior and culture, ensuring consistency, integrity, and alignment among all Employees in achieving strategic objectives.

Definisi, Kata Kunci dan Panduan Perilaku Tata Nilai AKHLAK

Definitions, Keywords, and Behavioral Guidelines of the AKHLAK Core Values

Nilai Values	Definisi Meaning	Kata Kunci Keywords	Panduan Perilaku Behaviors
Amanah Trustworthiness	Memegang teguh kepercayaan yang diberikan Upholding the trust given	Integritas, Tulus, Konsisten Dapat dipercaya Integrity, Sincerity, Consistency, Trustworthiness	1. Memenuhi janji dan Komitmen 2. Bertanggung-jawab atas tugas, keputusan dan tindakan yang dilakukan 3. Berpegang teguh kepada nilai moral dan etika 1. Keeping promises and commitments 2. Being responsible for the tasks, decisions, and actions carried out 3. Adhering to moral values and ethics
Kompeten Competent	Terus belajar dan mengembangkan kapabilitas Continuously learning and developing capabilities	Kinerja Terbaik, Sukses, Keberhasilan, *Learning agility*, Ahli di bidangnya Best Performance, Success, Achievement, Learning Agility, Expertise in a Particular Field	1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah 2. Membantu orang lain Belajar 3. Menyelesaikan tugas dengan kualitas terbaik 1. Enhancing personal competence to respond to ever-changing challenges 2. Helping others learn 3. Completing tasks with the highest quality
Harmonis Harmonious	Saling peduli dan menghargai perbedaan Caring for each other and respecting differences	Peduli (*caring*), Perbedaan (*diversity*) Caring, Diversity	1. Menghargai setiap orang apapun latar belakangnya 2. Suka menolong orang lain 3. Membangun lingkungan kerja yang kondusif 1. Respecting everyone regardless of their backgrounds 2. Being helpful to others 3. Building a conducive work environment
Loyal	Berdedikasi dan mengutamakan kepentingan bangsa dan negara Dedicating and prioritizing the interests of the nation and the state	Komitmen, Dedikasi (rela berkorban), Kontribusi Commitment, Dedication (Willingness to Make Sacrifices), Contribution	1. Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara 2. Rela berkorban untuk mencapai tujuan yang lebih besar 3. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika 1. Maintaining the good name of fellow employees, leaders, SOE, and the State 2. Willing to sacrifice to achieve a greater goal 3. Obeying leaders as long as it is not against the law and ethics

Nilai Values	Definisi Meaning	Kata Kunci Keywords	Panduan Perilaku Behaviors
Adaptif Adaptive	Terus berinovasi dan antusias dalam menggerakkan atau pun menghadapi perubahan Making continuous innovations and remaining enthusiastic in moving or facing changes	Inovasi, Antusias terhadap perubahan, Proaktif Innovation, Enthusiasm for Change, Proactiveness	1. Cepat menyesuaikan diri untuk menjadi lebih baik 2. Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi 3. Bertindak proaktif 1. Quickly adapting to be better 2. Continuously improving to keep up with technological developments 3. Acting positively
Kolaboratif Collaborative	Membangun kerja sama yang sinergis Building synergistic cooperation Behaviors	Kesediaan bekerjasama, Sinergi untuk hasil yang lebih baik Willingness to Collaborate, Synergy for Better Results	1. Memberi kesempatan kepada berbagai pihak untuk berkontribusi 2. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah 3. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama 1. Providing opportunities for various parties to contribute 2. Being open to collaboration to generate added value 3. Mobilizing the utilization of various resources for common goals

Program Budaya
Cultural Program

Sepanjang tahun 2025, PLN Indonesia Power terus memperkuat implementasi Program Budaya secara konsisten dan berkelanjutan. Program ini berlandaskan nilai-nilai AKHLAK yang menjadi fondasi perilaku seluruh Pegawai dalam menjalankan peran dan tanggung jawabnya.

Nilai-nilai AKHLAK tidak hanya berfungsi sebagai pedoman dalam bekerja, tetapi juga diintegrasikan secara menyeluruh ke dalam proses bisnis, pengambilan keputusan, praktik kepemimpinan, serta pelayanan kepada pelanggan dan pemangku kepentingan lainnya. Dengan demikian, budaya Perusahaan tidak hanya bersifat normatif, tetapi juga menjadi bagian dari sistem kerja yang mendorong kinerja dan profesionalisme.

Implementasi program budaya tersebut diwujudkan melalui berbagai inisiatif strategis yang dirancang untuk memperkuat internalisasi nilai, meningkatkan keterlibatan pegawai, serta memastikan konsistensi penerapan budaya di seluruh lini organisasi, antara lain:

Throughout 2025, PLN Indonesia Power consistently and continuously strengthened the implementation of its Cultural Program. This program is founded upon the AKHLAK values, which serve as the behavioral foundation for all Employees in carrying out their roles and responsibilities.

The AKHLAK values not only function as guidelines in the workplace, but are also comprehensively integrated into business processes, decision-making, leadership practices, as well as services provided to customers and other stakeholders. Accordingly, the Company's culture is not merely normative in nature, but has become an integral part of the work system that drives performance and professionalism.

The implementation of the Cultural Program was carried out through various strategic initiatives designed to strengthen the internalization of values, enhance employee engagement, and ensure the consistent application of culture across all levels of the organization, including the following:

Program Budaya Perusahaan
The Company's Cultural Programs

Program	Penjelasan	Description
Program Penguatan Budaya Corporate Culture Purpose Program	4 (empat) program *Corporate Culture Purpose Program* (CCPP) yang dilatarbelakangi untuk pencapaian tujuan/ strategi PLN Grup dan diimplementasikan di seluruh unit PLN Indonesia Power, dengan program: 1. Budaya *safety*, dengan pelaksanaan program manajemen K3 yakni *Safety Contact*, *Safety*/Manajemen *Walkdown*, *Safety Observation* dan *Self Learning Basic Safety Awareness*, diimplementasikan di seluruh unit PLN Indonesia Power. Nol Kecelakaan Kerja untuk mendorong pencapaian *Zero Accident* dengan membudayakan pelaporan temuan K3 menggunakan aplikasi *Nearmiss* oleh seluruh pegawai di Perusahaan, diimplementasikan di seluruh unit PLN Indonesia Power. 2. Penghapusan Kemubadziran dengan fokus pada pengendalian biaya BPP (Biaya Pokok Produksi) dan NAC (*Non Allowable Cost*). 3. *Beyond* KWh dengan fokus pada pengembangan bisnis *Beyond* KwH perusahaan. Internalisasi penguatan budaya *Beyond* kWh meeting bulanan untuk memonitor kegiatan bisnis perusahaan dan pemberian *reward* terhadap pencapaian bisnis terbaik untuk mendukung penguatan budaya *beyond* kWh. 4. *Wellbeing* dengan fokus untuk *wellness* dan *worklife integration* pegawai untuk mendorong pencapaian produktivitas perusahaan, dengan program-program yang dilaksanakan adalah : Seminar *Worklife Integration* (tema Kesehatan Fisik, Kesehatan Mental dan Finansial), *Medical Check Up*, program *Wellbeing Day* adalah program pengembangan komunitas olahraga, hobi dan minat melalui pengelolaan latihan-latihan olahraga yang dikelola bersama Persatuan Pegawai, sehingga pegawai dapat menyalurkan potensi dan hobi dalam berolahraga ataupun kegiatan seni dan juga senam rutin Senam Sinergi setiap minggu.	The 4 (four) Corporate Culture Purpose Programs (CCPP) were designed to support the achievement of PLN Group's objectives and strategies and were implemented across all PLN Indonesia Power's units, through the following programs: 1. Safety Culture, implemented through OHS management programs, including Safety Contact, Safety/Management Walkdown, Safety Observation, and Self-Learning Basic Safety Awareness, across all PLN Indonesia Power's units. The Zero Workplace Accident initiative was carried out to support the achievement of Zero Accident targets by fostering a culture of reporting OHS findings through the Nearmiss application among all Company employees, implemented throughout all PLN Indonesia Power's units. 2. Elimination of Wastefulness, with a focus on controlling Production Cost (BPP) and Non-Allowable Cost (NAC). 3. Beyond kWh, with a focus on developing the Company's Beyond kWh business. The internalization of the Beyond kWh culture was strengthened through monthly meetings to monitor the Company's business activities and through reward programs for the best business achievements to support the reinforcement of the Beyond kWh culture. 4. Wellbeing, focusing on employee wellness and work-life integration to support the achievement of Company productivity. Programs implemented included Work-Life Integration Seminars (with themes Physical Health, Mental Health, and Financial Health themes), Medical Check-Ups, and the Wellbeing Day program, which supports the development of sports, hobbies, and interest-based communities through jointly managed sports training activities in collaboration with the Employee Association. This program enables employees to channel their potential and interests in sports, arts, and regular weekly "Senam Sinergi" group exercise activities.
Pelaksanaan HCR OCR HCR OCR Implementation	Pelaksanaan HCR (*Human Capital Readiness*) dan OCR (*Organization Capital Readiness*) merupakan metode strategis SDM untuk mengukur kesiapan pegawai dan organisasi, yang krusial bagi pencapaian kinerja (KPI) unit. HCR fokus pada pengembangan kompetensi pegawai, sedangkan OCR fokus pada perbaikan proses bisnis, budaya kerja, dan kepemimpinan. Pelaksanaannya didukung oleh sistem *monitoring* kinerja, di mana nilai HCR-OCR seringkali dinilai dalam kategori sangat baik untuk mendukung transformasi Perusahaan. HCR aspek yang dinilai adalah: Pelaksanaan Program Pengembangan Kompetensi Jabatan, Pelaksanaan Program Pengembangan Kompetensi Transisi Energi, Kompetensi Pegawai sesuai KKJ, Kinerja Pegawai, Hasil Survei Kepuasan Pelanggan. OCR aspek yang dinilai: OCR *Culture*, OCR *Leadership*, OCR *Business Ecosystem*, OCR *Alignment.*	The implementation of Human Capital Readiness (HCR) and Organization Capital Readiness (OCR) serves as a strategic Human Resources method to measure employee and organizational readiness, which is critical to achieving unit key performance indicators (KPIs). HCR focuses on employee competency development, while OCR focuses on improving business processes, work culture, and leadership. Their implementation is supported by a performance monitoring system, in which HCR-OCR scores are frequently assessed in the excellent category to support the Company's transformation. The assessed aspects under HCR include: Implementation of Position Competency Development Programs, Implementation of Energy Transition Competency Development Programs, Employee Competencies in accordance with KKJ, Employee Performance, and Customer Satisfaction Survey Results. The assessed aspects under OCR include: OCR Culture, OCR Leadership, OCR Business Ecosystem, and OCR Alignment.
Pelaksanaan EXS dan OHAI EXS and OHAI Implementation	Pelaksanaan *survey* EXS dilaksanakan untuk memahami pengalaman kerja yang dirasakan Pegawai dan dampaknya terhadap Pegawai. *Employee Engagement* menggambarkan tingkat komitmen seorang Pegawai dalam membantu mencapai tujuan organisasi. OHAI merupakan pelaksanaan survei yang menilai tingkat ketahanan, efektivitas, dan kelincahan organisasi dalam beradaptasi terhadap perubahan pasar energi global yang kian dinamis.	The Employee Experience Survey (EXS) was conducted to understand employees' work experiences and their impacts on employees. Employee Engagement reflects the level of employee commitment in supporting the achievement of organizational goals. OHAI is a survey conducted to assess the organization's resilience, effectiveness, and agility in adapting to the increasingly dynamic changes in the global energy market.

Program	Penjelasan	Description
Ranger Program	Pembekalan dan pendampingan *Ranger* (*Ranger Master, Ranger Leader* dan *Ranger*) sebagai Agen transformasi Perusahaan.	Training and mentoring programs were also provided for Rangers (Ranger Master, Ranger Leader, and Ranger) as agents of the Company's transformation.
Semesta Budaya	Kompetisi Implementasi Budaya Perusahaan diseluruh Unit PLN Indonesia Power.	The Company Culture Implementation Competition was conducted across all PLN Indonesia Power's units.
Internalisasi PLN 1 **PLN 1 Internalization**	Internalisasi Tema Bulanan PLN 1 merupakan program internalisasi budaya dan informasi strategis bulanan bagi insan PLN, yang sering berfokus pada transformasi digital, peningkatan kinerja, dan K3 (Keselamatan dan Kesehatan Kerja). Internalisasi dilaksanakan melalui blasting WA yang dilakukan setiap hari	The internalization of the PLN 1 monthly theme was carried out as a cultural internalization and monthly strategic information program for PLN personnel, frequently focusing on digital transformation, performance improvement, and Occupational Health and Safety (OHS). This internalization was conducted through daily WhatsApp blasts.
CoC	Pelaksanaan CoC berdasarkan Tema PLN 1x dalam 1 minggu yang dilaksanakan oleh seluruh bidang di *Head Office* dan seluruh unit bisnis PLN Indonesia Power.	The implementation of the CoC, based on the PLN 1 weekly theme, was carried out by all divisions at the Head Office and all PLN Indonesia Power's business units.
Learning Day	Untuk *learning day*, pelaksanaan *sharing knowledge* dengan bentuk *story telling* kepada seluruh pegawai PLN IP yang dilaksanakan setiap hari jumat.	For Learning Day activities, knowledge-sharing sessions in the form of storytelling were conducted for all PLN Indonesia Power employees every Friday.
Culture Festival* PLN *Group	Kompetisi Implementasi Budaya Perusahaan di lingkungan PLN Grup dengan kategori: *beyond* kwh, penghapusan kemubaziran, budaya *safety, best ranger leader, best ranger.*	The Company Culture Implementation Competition within the PLN Group included the following categories: Beyond kWh, Elimination of Wastefulness, Safety Culture, Best Ranger Leader, and Best Ranger.

Bidang dan Kegiatan Usaha

Business Fields and Activities

Berdasarkan ketentuan Pasal 3 Anggaran Dasar Perusahaan, bidang usaha PLN Indonesia Power meliputi penyelenggaraan kegiatan ketenagalistrikan dengan prinsip industri dan niaga yang sehat, berlandaskan prinsip Perseroan Terbatas. Selain itu, perusahaan juga melaksanakan penugasan dari Pemegang Saham Mayoritas untuk mendukung dan menunjang kegiatan usaha Pemegang Saham, dengan tetap mengedepankan prinsip Tata Kelola Perusahaan yang Baik, kepatutan, serta etika bisnis. Bidang usaha tersebut mencakup penyediaan produk dan layanan berikut:

1. Pembangkitan Tenaga Listrik;
2. Usaha yang berkaitan dengan penyediaan tenaga listrik yang meliputi:
   a. Aktivitas Keinsinyuran dan Konsultansi Teknis YBDI;
   b. Jasa investigasi, desain, operasi dan pemeliharaan serta persewaan peralatan pembangkitan;
   c. Konstruksi Bangunan Elektrikal;
   d. Instalasi/Pemasangan mesin dan Peralatan Industri;
   e. Pendidikan Teknik Swasta;
   f. Produksi, perbaikan dan perdagangan dan peralatan tenaga listrik;

Pursuant to Article 3 of the Company's Articles of Association, the business activities of PLN Indonesia Power include the implementation of electricity-related operations based on sound industrial and commercial principles and in accordance with the principles governing a Limited Liability Company. Moreover, the Company also carries out assignments from the Majority Shareholder to support and facilitate the Shareholder's business activities, while upholding the principles of Good Corporate Governance, propriety, and business ethics. These business activities include the provision of the following products and services:

1. Electricity Power Generation;
2. Electricity-supply related businesses, including:
   a. Engineering Activities and Relevant Technical Consultancies;
   b. Power plant investigation, design, operations & maintenance, and equipment rental services;
   c. Electrical Building Construction;
   d. Industrial Machinery and Equipment Installation;
   e. Private Engineering Education;
   f. Production, repair, and trade of electricity equipment;

g. Perdagangan Besar Bahan Bakar Padat, Cair dan Gas dan Produk YBDI;
h. Pertambangan Batubara;
i. Industri Produk dari Batubara;
j. Produksi pengolahan, pengangkutan dan perdagangan gambut, *biomass* dan gas alam;
k. Pengusahaan tenaga panas bumi;
l. *Cogeneration*;
m. Konstruksi Bangunan Prasarana Sumber Daya Air.

3. Selain usaha yang disebutkan pada angka 2, PLN Indonesia Power dapat melakukan perdagangan dan/atau kegiatan usaha pendukung dalam rangka optimalisasi pemanfaatan sumber daya yang dimilikinya, termasuk memberikan penugasan kepada Anak Perusahaan.

g. Wholesale of Solid, Liquid, and Gas Fuel and Relevant Products;
h. Coal Mining;
i. Coal Products Business;
j. Production, processing, transportation, and trade of peat, biomass, and natural gas;
k. Geothermal energy business;
l. Cogeneration;
m. Construction of water resource infrastructure building.

3. In addition to carrying out the businesses mentioned in point 2, PLN Indonesia Power can conduct trades and/or supporting business activities for optimizing resources at hand, including through assignments to its Subsidiaries.

PLN Indonesia Power menjalankan berbagai kegiatan usaha yang berfokus pada sektor ketenagalistrikan, dengan tujuan mendukung ketersediaan energi listrik yang andal dan berkelanjutan di Indonesia. Kegiatan usaha tersebut mencakup pengelolaan pembangkit listrik, penyediaan produk dan layanan energi, serta pelaksanaan proyek-proyek strategis yang selaras dengan kebutuhan Pemegang Saham dan dinamika industri energi. Saat ini, kegiatan usaha utama yang dijalankan meliputi:

PLN Indonesia Power conducts a wide range of business activities in the electricity sector to support the availability of reliable, sustainable electrical energy in Indonesia. These business activities include the operation of power plants, the provision of energy products and services, and the implementation of strategic projects that align with the needs of shareholders and the dynamics of the energy industry. Currently, the Company's main business activities include:

Pembangkitan Tenaga Listrik
Electricity power generation

Usaha yang berkaitan dengan penyediaan tenaga listrik, *Beyond* kWh, antara lain jasa operasi dan pemeliharaan.
In relation to supporting business activities that optimize the utilization of existing resources, Indonesia Power can give assignments to Subsidiaries and/or Joint Ventures.

Sejalan dengan upaya optimalisasi pemanfaatan sumber daya yang dimiliki, PLN Indonesia Power juga menjalankan kegiatan usaha pendukung melalui mekanisme penugasan. Kegiatan ini dapat dilaksanakan langsung oleh Perusahaan atau diberikan kepada anak perusahaan, serta dapat dilakukan melalui kerja sama dengan perusahaan patungan. Pendekatan ini memungkinkan pemanfaatan sumber daya secara efisien, meningkatkan sinergi antar entitas, dan memperkuat kontribusi perusahaan dalam mendukung operasional serta pencapaian target strategis PLN Grup.

In line with efforts to optimize the utilization of its resources, PLN Indonesia Power also carries out supporting business activities through assignment mechanisms. These activities may be conducted directly by the Company or delegated to its Subsidiaries, and may also be implemented through partnerships with joint venture companies. This approach enables efficient resource utilization, enhances synergy among entities, and strengthens the Company's contribution in supporting operational activities and achieving the strategic targets of PLN Group.

Produk, Layanan dan Segmentasi Pasar
Products, Services and Market Segmentation

PLN Indonesia Power menyediakan berbagai produk dan layanan yang berfokus pada sektor ketenagalistrikan untuk mendukung keandalan pasokan listrik nasional. Layanan perusahaan tidak hanya mencakup penyediaan tenaga listrik melalui pengoperasian pembangkit, tetapi juga meliputi jasa operasional, pemeliharaan, serta pelaksanaan proyek strategis di bidang energi dan infrastruktur. Dalam rangka menghadirkan nilai lebih bagi pelanggan dan pemangku kepentingan, PLN Indonesia Power juga mengembangkan konsep *Beyond* kWh, yakni layanan dan solusi yang melampaui sekadar penyediaan energi listrik, seperti efisiensi energi, konsultasi teknis, serta inovasi berbasis digital dan energi terbarukan. Selain itu, perusahaan memaksimalkan pemanfaatan sumber daya melalui anak perusahaan maupun perusahaan patungan, sehingga setiap kegiatan usaha dapat dijalankan secara efisien dan selaras dengan strategi besar PLN Grup.

PLN Indonesia Power provides a variety of products and services focused on the electricity sector to support the reliability of national electricity supply. The Company's services not only cover the provision of electricity through operating power plant, but also include operation, maintenance, and implementation services for strategic projects in the energy and infrastructure sectors. In order to provide more value for customers and stakeholders, PLN Indonesia Power also develops the concept of Beyond kWh, which is a service and solution that goes beyond just providing electricity energy, such as energy efficiency, technical consulting, as well as digital-based and renewable energy-based innovations. In addition, the Company maximizes the utilization of resources through subsidiaries and joint ventures, so that every business activity can be carried out efficiently and in line with PLN Group's grand strategy.

Dalam melaksanakan kegiatan usaha penyediaan tenaga listrik serta layanan operasi dan pemeliharaan pembangkit, PLN Indonesia Power mengelola sejumlah Unit Bisnis Pembangkitan dan Unit Bisnis Pemeliharaan yang tersebar di berbagai wilayah strategis di Indonesia, meliputi Pulau Jawa, Bali, Kalimantan, Sulawesi, dan Papua. Unit-unit ini memainkan peran vital dalam memastikan keandalan pasokan listrik nasional serta mendukung kinerja operasional pembangkit yang optimal. Unit Bisnis Pembangkitan berperan sebagai tulang punggung operasional penyediaan energi listrik, sementara Unit Bisnis Pemeliharaan mendukung keberlangsungan dan efisiensi operasional melalui perawatan serta peningkatan performa fasilitas pembangkit. Uraian lebih lanjut mengenai struktur, cakupan wilayah, serta kontribusi masing-masing unit terhadap kapasitas daya terpasang dan kinerja operasional perusahaan disajikan secara lengkap pada Bab Analisis dan Pembahasan Manajemen, khususnya pada Sub bab Tinjauan Kinerja Operasi Per Segmen.

In carrying out the business activities of providing electricity and providing plant operation and maintenance services, PLN Indonesia Power manages a number of Power Generation Business Units and Maintenance Business Units spread across various strategic areas in Indonesia, including Java, Bali, Kalimantan, Sulawesi, and Papua. These units play a vital role in ensuring the reliability of national electricity supply and supporting the optimal operational performance of power plants. The Generation Business Units serve as the operational backbone of electricity supply, while the Maintenance Business Units support sustainability and operational efficiency through maintenance and performance enhancement of power generation facilities. Further details regarding the structure, regional coverage, and contribution of each unit to installed capacity and the Company's operational performance are thoroughly presented in the Management Discussion and Analysis chapter, particularly in the Operational Performance Review by Segment Sub-chapter.

Produk
Products

Sebagai bagian dari upaya memastikan keandalan pasokan listrik dan efisiensi operasional, PLN Indonesia Power mengelola kegiatan usaha penyediaan tenaga listrik serta layanan operasi dan pemeliharaan pembangkit secara terintegrasi. Saat ini, Perusahaan membawahi 36 (tiga puluh enam) Unit Bisnis Pembangkitan (UBP) dan 1 (satu) Unit Bisnis Pemeliharaan (UBH), yang secara kolektif bertanggung jawab untuk menjalankan operasional pembangkit, menjaga kinerja unit, serta memastikan target produksi listrik tercapai sesuai standar kualitas dan keselamatan. Struktur pengelolaan

As part of efforts to ensure the reliability of electricity supply and operational efficiency, PLN Indonesia Power manages electricity supply business activities as well as plant operation and maintenance services in an integrated manner. Currently, the Company oversees 36 (thirty-six) Generation Business Units (GBU) and 1 (one) Maintenance Business Unit (MBU), which are collectively responsible for running power plant operations, maintaining unit performance, and ensuring electricity production targets achieved in accordance with quality and safety standards. This management structure

ini memungkinkan koordinasi yang optimal antar unit dan mendukung penerapan praktik manajemen yang efisien dan profesional di seluruh jaringan pembangkit PLN Indonesia Power.

allows for optimal coordination between units and supports the implementation of efficient and professional management practices throughout PLN Indonesia Power's generation network.

Unit Bisnis Pembangkitan PLN Indonesia Power

PLN Indonesia Power Generation Business Unit

No	Unit	Jumlah Unit Total Unit	Jenis Pembangkit Type of Power Plant	Lokasi Location	Daya Terpasang Installed Capacity (MW)
Unit Bisnis Pembangkitan yang dimiliki oleh PLN Indonesia Power Generation Business Unit owned by PLN Indonesia Power					
1.	UBP GBU Suralaya	7	PLTU SPP	Cilegon (Banten)	3.400,00
2.	UBP GBU Banten 1 Suralaya	1	PLTU SPP	Cilegon (Banten)	625,00
3.	UBP GBU Banten 2 Labuan	2	PLTU SPP	Pandeglang (Banten)	600,00
4.	UBP GBU Jawa Barat 2 Palabuhan Ratu	3	PLTU SPP	Sukabumi (Jawa Barat) Sukabumi (West Java)	1.050,00
5.	UBP GBU Jawa Tengah 2 Adipala	1	PLTU SPP	Cilacap (Jawa Tengah) Cilacap (Central Java)	660,00
6.	UBP GBU Pangkalan Susu	4	PLTU SPP	Langkat (Sumatera Utara) Langkat (North Sumatera)	880,00
7.	UBP GBU Labuhan Angin	2	PLTU SPP	Tapanuli Tengah (Sumatera Utara) Tapanuli Tengah (North Sumatera)	230,00
8.	UBP GBU Ombilin	3	PLTU, PLTG SPP, CCPP	Sawahlunto (Sumatera Barat) Sawahlunto (West Sumatera)	221,00
9.	UBP GBU Teluk Sirih	3	PLTU, PLTG SPP, CCPP	Padang (Sumatera Barat) Padang (North Sumatera)	245,00
10.	UBP GBU Kepulauan Riau	8	PLTU, PLTD SPP, DGPP	Pulau Karimun (Kepulauan Riau) Karimun Island (Riau Islands)	36,38
11.	UBP GBU Singkawang	2	PLTU SPP	Singkawang (Kalimantan Barat) Singkawang (West Kalimantan)	100,00
12.	UBP GBU Sanggau	2	PLTU SPP	Sanggau (Kalimantan Barat) Sanggau (West Kalimantan)	14,00
13.	UBP GBU Sintang	3	PLTU SPP	Sintang (Kalimantan Barat) Sintang (West Kalimantan)	21,00
14.	UBP GBU Berau	2	PLTU SPP	Berau (Kalimantan Timur) Berau (East Kalimantan)	19,00
15.	UBP GBU Priok	20	PLTGU, PLTD CCPP, DGPP	Tanjung Priok (Jakarta)	2.947,00
16.	UBP GBU Saguling	31	PLTA HPP	Bandung (Jawa Barat) Bandung (West Java)	798,36
17.	UBP GBU Semarang	12	PLTGU, PLTD CCPP, DGPP	Semarang (Jawa Tengah) Semarang (Central Java)	2.084,05
18.	UBP GBU Mrica	34	PLTA HPP	Banjarnegara (Jawa Tengah) Banjarnegara (Central Java)	333,79
19.	UBP GBU Grati	9	PLTGU CCPP	Pasuruan (Jawa Timur) Pasuruan (East Java)	1.258,58
20.	UBP GBU Bali	48	PLTG, PLTDG, PLTD, PLHS/PLTS GTPP, DGPP, DPP, SHPP/SoPP	Denpasar (Bali)	854,10
21.	UBP GBU Cilegon	3	PLTGU CCPP	Serang (Banten)	740,00
22.	UBP GBU Tello	25	PLTG, PLTD, PLTS, PLTMG GTPP, DPP, SoPP, GEPP	Makassar (Sulawesi Selatan) Makassar (South Sulawesi)	190,42
23.	UBP GBU Bengkulu	10	PLTA HPP	Kepahiang (Bengkulu)	236,32

No	Unit	Jumlah Unit Total Unit	Jenis Pembangkit Type of Power Plant	Lokasi Location	Daya Terpasang Installed Capacity (MW)
24.	UBP GBU Jambi	12	PLTMG, PLTG GEPP, GTPP	Jambi Timur (Jambi) East Jambi (Jambi)	157,03
25.	UBP GBU Bukittinggi	11	PLTA HPP	Bukittinggi (Sumatera Barat) Bukittinggi (West Sumatera)	253,50
Unit Bisnis Pembangkitan yang memiliki Sub Unit Jasa O&M Generation Business Unit that has O&M Services Sub Units					
26.	UBP GBU Kamojang	17	PLTP GPP	Garut (Jawa Barat) Garut (West Java)	577,00
	Aset PLN IP PLN IP Assets	13			567,00
	Aset Jasa O&M O&M Service Assets	4			10,00
27.	UBP GBU Banten 3 Lontar	4	PLTU SPP	Tangerang (Banten)	1.260,00
	Aset PLN IP PLN IP Assets	3			945,00
	Aset Jasa O&M O&M Service Assets	1			315,00
28.	UBP GBU Barru	3	PLTU SPP	Barru (Sulawesi Selatan) Barru (South Sulawesi)	223,00
	Aset PLN IP PLN IP Assets	2			100,00
	Aset Jasa O&M O&M Service Assets	1			123,00
29.	UBP GBU Asam Asam	6	PLTU SPP	Tanah Laut (Kalimantan Selatan) Tanah Laut (South Kalimantan)	506,00
	Aset PLN IP PLN IP Assets	4			260,00
	Aset Jasa O&M O&M Service Assets	2			246,00
30.	UBP GBU Keramasan	15	PLTG, PLTGU, PLTD, PLTU GTPP, CCPP, DPP, SPP	Palembang (Sumatera Selatan) Palembang (South Sumatera)	357,02
	Aset PLN IP PLN IP Assets	13	PLTG, PLTGU, PLTD GTPP, CCPP, DPP		332,02
	Aset Jasa O&M O&M Service Assets	2	PLTU SPP		25,00
31.	UBP GBU Mahakam	110	PLTD, PLTG, PLTGU, PLTMG DPP, GTPP, CCPP, GEPP	Samarinda (Kalimantan Timur) Samarinda (East Kalimantanr)	469,49
	Aset PLN IP PLN IP Assets	83	PLTD, PLTG, PLTGU, PLTMG DPP, GTPP, CCPP, GEPP		417,51
	Aset Jasa O&M O&M Service Assets	27	PLTD, PLTMG DPP, GEPP		51,98
32.	UBP GBU Barito	49	PLTD, PLTA, PLTG DPP, HPP, GTPP	Banjarmasin (Kalimantan Selatan) Banjarmasin (South Kalimantan)	157,64
	Aset PLN IP PLN IP Assets	36	PLTD, PLTA, PLTG DPP, HPP, GTPP		150,20
	Aset Jasa O&M O&M Service Assets	13	PLTD DPP		7,44
33.	UBP GBU Papua Maluku	45	PLTMG GEPP	Papua dan Maluku (Biak, Manokwari, Merauke, Nabire, Sorong, Timika dan Ambon) Papua and Maluku (Biak, Manokwari, Merauke, Nabire, Sorong, Timika and Ambon)	438,06
	Aset PLN IP PLN IP Assets	18			175,92
	Aset Jasa O&M O&M Service Assets	27			262,14
Unit Bisnis Pembangkitan Jasa O&M O&M Services Generation Business Unit					
34.	UBP GBU Jatigede	2	PLTA HPP	Sumedang (Jawa Barat) Sumedang (West Java)	112,00
35.	UBP GBU Holtekamp	2	PLTU SPP	Jayapura (Papua)	24,00
36.	UBP GBU Jeranjang	3	PLTU SPP	Lombok Barat (Nusa Tenggara Barat) West Lombok (West Nusa Tenggara)	90,00
Total Daya Terpasang Pembangkitan milik PLN IP Total Installed Capacity of Power Plant owned by PLN IP					**20.900,85**
Total Daya Terpasang Pembangkitan Jasa O&M Total Installed Capacity of O&M Services Power Plant					**1.267,89**
Total Daya Terpasang Pembangkitan Total Installed Power of the Plant					**22.168,74**

Produk *Beyond* kWh dirancang untuk memberikan nilai tambah bagi pemangku kepentingan melalui inovasi, efisiensi energi, konsultasi teknis, digitalisasi, serta penerapan energi terbarukan. Dengan pendekatan ini, PLN Indonesia Power tidak hanya berperan sebagai penyedia listrik, tetapi juga sebagai mitra strategis yang membantu mengoptimalkan penggunaan energi secara berkelanjutan dan efisien.

Beyond kWh products are designed to provide added value to stakeholders through innovation, energy efficiency, technical consulting, digitalization, and the application of renewable energy. By this approach, PLN Indonesia Power not only plays a role as an electricity provider, but also as a strategic partner that helps optimize energy use in a sustainable and efficient manner.

Produk *Beyond* kWh
Beyond kWh Products

No	Produk Product	Penjelasan Explanation	
1.	Energi Primer / Batubara Primary Energy / Coal	PLN Indonesia Power melalui anak perusahaannya, PT ADC, mampu menyediakan batubara untuk perusahaan listrik swasta (IPP) maupun perusahaan lainnya yang memiliki kebutuhan batubara sebagai energi primernya. Batubara yang disupplai oleh ADC dapat menyesuaikan kebutuhan *customer* mulai dari batubara kalori rendah hingga kalori tinggi.	PLN IP through its subsidiary, PT ADC, is able to provide coal to private electricity companies (IPPs) and other companies that have coal needs as their primary energy. The coal supplied by ADC can adjust customer needs ranging from low-calorie to high-calorie coal.
2.	*Solar Panel*	PLN Indonesia Power melalui PT TMAI memiliki Pabrik *Solar Panel* terintiegrasi yang mampu memproduksi *cell* surya maupun panel surya. Kapasitas Produksi pakrik PT TMAI sebesar 1 GW pertahun. Panel surya produksi PT TMAI menggunakan teknologi *Top Con* dengan kapasitas mencapai 720 WP per modul.	PLN IP through PT TMAI has an integrated Solar Panel Factory that is capable of producing solar cells and solar panels. The product capacity of PT TMAI's factory is 1 GW per year. Solar panels produced by PT TMAI use Top Con technology with a capacity of up to 720 WP per module.
3.	SPE - GRK ERC-GHG	SPE-GRK (Sertifikat Pengurang Emisi - Gas Rumah Kaca) merupakan salah satu aset karbon yang dapat digunakan untuk mengompensasi jejak karbon dari operasional perusahaan. Perusahaan yang *concern* terhadap ESG, industri yang fokus penjualan produknya ke Luar Negeri dapat membeli SPE-GRK melalui *platform* IDX Carbon, khususnya aset yang terafiliasi ke PLN Indonesia Power.	ERC-GHG (Emission Reduction Certificate - Greenhouse Gas) is one of the carbon assets that can be used to offset the carbon footprint of Company operations. Companies that are concerned about ESG, an industry that focuses on selling its products abroad, can buy ERC-GHG through the IDX Carbon platform, especially assets affiliated with PLN IP.

Layanan
Services

PLN Indonesia Power menyediakan berbagai layanan yang mendukung keandalan dan efisiensi operasional sektor ketenagalistrikan. Layanan ini mencakup operasional dan pemeliharaan pembangkit listrik, manajemen proyek energi, serta dukungan teknis untuk memastikan kinerja unit pembangkit optimal. PLN Indonesia Power tidak hanya menyuplai listrik, tetapi juga memberikan solusi yang komprehensif bagi pelanggan dan pemangku kepentingan, selaras dengan strategi besar PLN Grup.

PLN Indonesia Power provides various services that support the reliability and operational efficiency of the electricity sector. These services include power plant operations and maintenance, energy project management, as well as technical support to ensure optimal performance of the power plant. PLN Indonesia Power not only supplies electricity, but also provides comprehensive solutions for customers and stakeholders, in line with the PLN Group's grand strategy.

No	Layanan Service	Penjelasan Explanation	
1.	*Operation & Maintenance Services*	PLN Indonesia Power menyediakan layanan *operation & maintenance power plant* secara komprehensif mulai dari *full O&M, partial O&M* maupun *supporting O&M*. Layanan ini meliputi *main plant, balance of plant, asset management set up, engineering support* dan *laboratories*.	PLN Indonesia Power provides comprehensive power plant operation & maintenance services ranging from full O&M, partial O&M and supporting O&M. These services include main plant, balance of plant, asset management set up, engineering support and laboratories.
2.	*Maintenance, Repair & Overhaul*	PLN Indonesia Power melalui Unit Bisnis Pemeliharaan (UBH) menyediakan layanan *maintenance, repair & overhaul* (MRO) untuk mesin-mesin pembangkit IPP maupun Industri lainnya. UBH memiliki kompetensi seperti *generator field services, turbine services, low speed balancing, remaining life assessment* serta *retrofit, recovery* dan *relocation*.	PLN Indonesia Power through its Maintenance Business Unit (MBU) provides maintenance, repair & overhaul (MRO) services for IPP and other industrial power plants. MBU has competencies such as generator field services, turbine services, low speed balancing, remaining life assessment as well as retrofit, recovery and relocation.
3.	*Operation Development Program*	Program ini ditawarkan untuk perusahaan IPP yang ingin mentraining karyawannya di bidang operasi dan pemeliharaan pembangkit. *Training* dikemas dalam beberapa silabus yang terdiri dari teori dalam kelas serta *on field training*.	This program is offered to IPP companies that want to train their employees in the field of plant operation and maintenance. The training is packaged in several syllabus consisting of theory in class and on field training.
4.	*EAM & Digitalization Setup*	PLN Indonesia Power menyediakan layanan digitalisasi sistem pembangkit mulai dari komputerisasi aset pembangkit hingga *monitoring* performa secara *real time*. Layanan *setup* manajemen aset meliputi 6 pilar yaitu *Operation, Outage, Reliability, Efficiency*, WPC dan SCM.	PLN Indonesia Power provides power system digitization services ranging from computerization of power plant assets to real-time performance monitoring. Asset management setup services include 6 pillars, namely Operation, Outage, Reliability, Efficiency, WPC and SCM.
5.	*Barge Mounted Power Plant* (BMPP)	BMPP (*Barge Mounted Power Plant*) merupakan produk/pembangkit listrik terapung yang disediakan PLN Indonesia Power, BMPP dipasang di atas kapal untuk menyediakan pasokan listrik yang fleksibel dan *mobile*, terutama di wilayah kepulauan.	BMPP (Barge Mounted Power Plant) is a floating power plant/product provided by PLN Indonesia Power, BMPP is installed on board to provide flexible and mobile electricity supply, especially in the archipelago.
6.	*Carbon Trading*	PLN Indonesia Power menyediakan Sertifikat Pengurangan Emisi - Gas Rumah Kaca (SPE-GRK) atau lebih dikenal dengan sebutan *Carbon Credit* yang tersedia di *platform* IDX Carbon. SPE-GRK merupakan sertifikat pengurangan emisi yang dimiliki oleh suatu entitas setelah melalui tahapan *Measuring, Reporting, and Verification* (MRV) serta terdaftar dalam Sistem Registri Nasional Pengendalian Perubahan Iklim (SRN-PPI) dalam bentuk nomor registri.	PLN Indonesia Power provides a Emission Reduction Certificate-Greenhouse Gas (ERC-GHG) or better known as Carbon Credit which is available on the IDX Carbon platform. SPE-GHG is an emission reduction certificate owned by an entity after going through the Measuring, Reporting, and Verification (MRV) stage and registered in the National Registry System for Climate Change Control (SRN-PPI) in the form of a registry number.

No	Layanan Service	Penjelasan Explanation	
7.	*Solar PV Solution*	PLN Indonesia Power memalui anak usahanya, PLN Indonesia Geothermal (PLN IGEO) menyediakan layanan *solar PV solution* yang terdiri dari *engineering support*, EPC dan O&M. Terdapat 2 skema yang ditawarkan untuk pelanggan industri dan *commercial* yang ingin memasang PLTS Atap, yaitu EPC *Turnkey* dan *Longterm leasing*.	PLN Indonesia Power through its subsidiary, PLN Indonesia Geothermal (PLN IGEO) provides solar PV solution services consisting of engineering support, EPC and O&M. There are 2 schemes offered for industrial and commercial customers that want to install Rooftop PV, namely Turnkey EPC and Longterm leasing.
8.	Pembongkaran batubara & *Port Management* Coal Unloading & Port Management	PLN Indonesia Power melalui anak usahanya, PT ADC, menyediakan layanan pengelolaan pelabuhan untuk kapal tongkang angkutan batubara serta layanan pembongkaran Batubara.	PLN Indonesia Power through its subsidiary, PT ADC, provides port management services for coal transport barges and coal unloading services.

Segmentasi Pasar
Market Segmentation

PLN Indonesia Power melayani berbagai segmen pasar yang strategis dalam ekosistem ketenagalistrikan nasional, dengan tujuan memastikan pasokan listrik yang andal, efisien, dan berkelanjutan. Segmen utama perusahaan adalah pelanggan single buyer, yaitu PT PLN (Persero), yang menjadi penerima utama tenaga listrik melalui Perjanjian Jual Beli Tenaga Listrik (PJBTL). Selain itu, PLN Indonesia Power juga menyediakan jasa operasi dan pemeliharaan (O&M) bagi pembangkit milik PLN yang belum atau tidak dialihkan ke *Subholding* Pembangkitan, sehingga mendukung kelancaran operasional dan keandalan pasokan listrik di berbagai wilayah.

Selain layanan konvensional, PLN Indonesia Power mengembangkan produk dan layanan bernilai tambah melalui konsep *Beyond* kWh, yang mencakup solusi efisiensi energi, konsultasi teknis, digitalisasi proses, dan penerapan energi terbarukan. Layanan *Beyond* kWh tidak hanya ditujukan untuk pelanggan internal PLN Grup, tetapi juga memiliki segmen pasar di luar grup, seperti *Independent Power Producer* (IPP) dan sektor industri, yang membutuhkan solusi energi yang lebih efisien, inovatif, dan berkelanjutan.

Selain itu, perusahaan memanfaatkan potensi anak perusahaan dan perusahaan patungan untuk melaksanakan sebagian kegiatan usaha, sehingga pemanfaatan aset dan sumber daya menjadi lebih optimal, jangkauan layanan diperluas, dan sinergi antar entitas dapat tercipta. Dengan segmentasi pasar yang komprehensif, PLN Indonesia Power mampu menyesuaikan produk dan layanan sesuai kebutuhan setiap pelanggan, memperkuat posisi sebagai penyedia energi utama, serta mendukung strategi besar PLN Grup dalam membangun sistem ketenagalistrikan yang handal dan berkelanjutan di seluruh Indonesia.

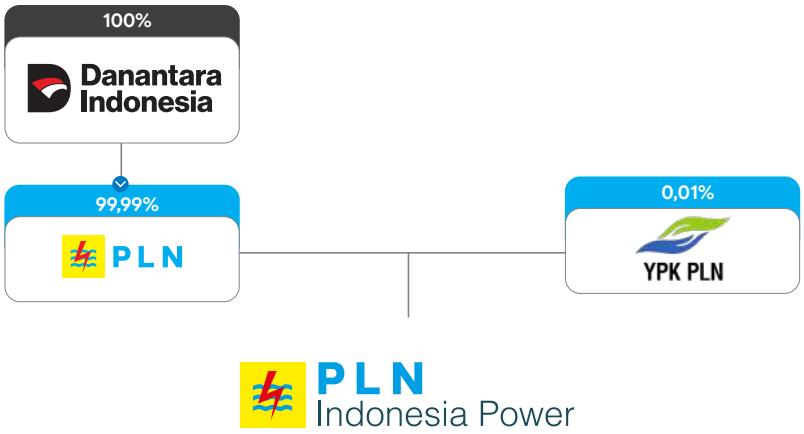
PLN Indonesia Power serves various strategic market segments in the national electricity ecosystem, with the aim of ensuring reliable, efficient, and sustainable electricity supply. The Company's main segment is single buyer customers, namely PT PLN (Persero), which is the main recipient of electricity through a Power Purchase Agreement (PPA). In addition, PLN Indonesia Power also provides operation and maintenance (O&M) services for PLN-owned plants that have not been or do not been transferred to the Generation Subholding, thereby supporting the smooth operation and reliability of electricity supply in various regions.

In addition to conventional services, PLN Indonesia Power develops value-added products and services through the Beyond kWh concept, which includes energy efficiency solutions, technical consulting, process digitalization, and renewable energy application. The Beyond kWh service is not only aimed at PLN Group's internal customers, but also has market segments outside the group, such as Independent Power Producers (IPPs) and the industrial sector, which require more efficient, innovative, and sustainable energy solutions.

In addition, the Company utilizes the potential of subsidiaries and joint ventures to carry out some business activities, so that the utilization of assets and resources becomes more optimal, the range of services is expanded, and synergy between entities can be created. By this comprehensive market segmentation, PLN Indonesia Power is able to adjust products and services to the needs of each customer, strengthen its position as a major energy provider, and support PLN Group's grand strategy in building a reliable and sustainable electricity system throughout Indonesia.

Struktur dan Komposisi Pemegang Saham

Shareholder Structure and Composition



PLN Indonesia Power berstatus sebagai *subholding* di bawah PT PLN (Persero), yang merupakan bagian dari restrukturisasi *Holding* dan *Subholding* yang mulai diberlakukan pada awal 2023. Restrukturisasi ini dilakukan untuk memperkuat struktur bisnis pembangkitan negara, meningkatkan efisiensi operasional, serta mendukung strategi besar PLN Grup dalam menyediakan pasokan listrik yang andal dan berkelanjutan.

Dalam struktur kepemilikan, PT PLN (Persero) memegang peran sebagai pemegang saham mayoritas dan pengendali utama PLN Indonesia Power, dengan persentase kepemilikan lebih dari 99,99% yang terdiri dari 1 lembar Saham Seri 1 dan 357.165.633.598 lembar Saham Seri 2. Sisanya dimiliki oleh Yayasan Pendidikan dan Kesejahteraan PT PLN (Persero) sebanyak 1 lembar Saham Seri 2. PT PLN (Persero) adalah Badan Usaha Milik Negara (BUMN) yang seluruh sahamnya dimiliki oleh Pemerintah Republik Indonesia melalui PT Danantara Assets Management dan Badan Pengaturan BUMN (BP BUMN), sehingga menjadikan Pemerintah Republik Indonesia sebagai *ultimate shareholder* dari PLN Indonesia Power. Dengan struktur ini, setiap keputusan strategis dan operasional Perusahaan berada dalam koridor arahan PLN Grup dan kebijakan pemerintah, memastikan bahwa PLN Indonesia Power berfungsi tidak hanya sebagai penyedia energi listrik, tetapi juga sebagai instrumen strategis dalam pencapaian tujuan energi nasional.

PLN Indonesia Power has the status of a subholding under PT PLN (Persero), which is part of the Holding and Subholding restructuring that took effect in early 2023. This restructuring is carried out to strengthen the state's power generation business structure, improve operational efficiency, and support PLN Group's grand strategy in providing reliable and sustainable electricity supply.

In the ownership structure, PT PLN (Persero) holds the role of the majority shareholder and the main controller of PLN Indonesia Power, with a very high percentage of ownership, reaching more than 99.99% consisting of 1 Series 1 Share and 357,165,633,598 Series 2 Shares. The rest is owned by the Foundation for Education and Welfare of PT PLN (Persero) as many as 1 Series 2 Share. PT PLN (Persero) is a State-Owned Enterprise (BUMN) whose shares are owned by the Government of the Republic of Indonesia through PT Danantara Asset Management and the State-Owned Enterprises Regulatory Agency (BP BUMN), thus making the Government of the Republic of Indonesia the ultimate shareholder of PLN Indonesia Power. By this structure, the Company's every strategic and operational decision is within the corridor of the PLN Group's direction and government policies, ensuring that PLN Indonesia Power functions not only as a provider of electricity energy, but also as a strategic instrument in achieving national energy goals.

Kepemilikan Saham Dewan Komisaris dan Direksi
Share Ownership of the Board of Commissioners and Board of Directors

Dalam struktur kepemilikan PLN Indonesia Power, tidak terdapat saham yang dimiliki oleh anggota Dewan Komisaris maupun Direksi perusahaan.

In the ownership structure of PLN Indonesia Power, there are no shares owned by members of the Company's Board of Commissioners or Board of Directors.

Pemegang Saham Dengan Kepemilikan 5% atau Lebih 5%
Shareholders With Ownership of 5% or More

Hingga 31 Desember 2025, PT PLN (Persero) tercatat sebagai pemegang saham mayoritas PLN Indonesia Power. Dengan posisi ini, seluruh kepemilikan saham yang mencapai 5% atau lebih dimiliki oleh PT PLN (Persero).

As of December 31, 2025, PT PLN (Persero) is listed as the majority shareholder of PLN Indonesia Power. By this position, all share ownership that reaches 5% or more is owned by PT PLN (Persero).

Kelompok Pemegang Saham Masyarakat dengan Kepemilikan Kurang dari 5%
Public Shareholder Group with Less than 5% Ownership

Hingga 31 Desember 2025, PLN Indonesia Power belum melakukan pencatatan saham di Bursa Efek Indonesia, sehingga seluruh kepemilikan saham Perusahaan berada sepenuhnya di tangan Pemerintah Republik Indonesia. Sehingga, tidak ada saham PLN Indonesia Power yang dimiliki oleh masyarakat atau pihak swasta dengan persentase kurang dari 5%.

As of December 31, 2025, PLN Indonesia Power has not listed its shares on Indonesia Stock Exchange, so all of the Company's share ownership is fully in the hands of the Government of the Republic of Indonesia. Thus, there are no shares of PLN Indonesia Power owned by the public or private parties with a percentage of less than 5%.

Jumlah Pemegang Saham dan Persentase Kepemilikan, Berdasarkan Klasifikasi
Number of Shareholders and Ownership Percentage, By Classification

Sampai dengan 31 Desember 2025, kepemilikan saham PLN Indonesia Power seluruhnya dimiliki oleh institusi lokal yang berkedudukan di Indonesia sebagaimana yang dapat dilihat pada tabel berikut:

As of December 31, 2025, PLN Indonesia Power's share ownership is wholly owned by local institutions domiciled in Indonesia as can be seen in the following table:

Klasifikasi Kepemilikan Saham
Classification of Share Ownership

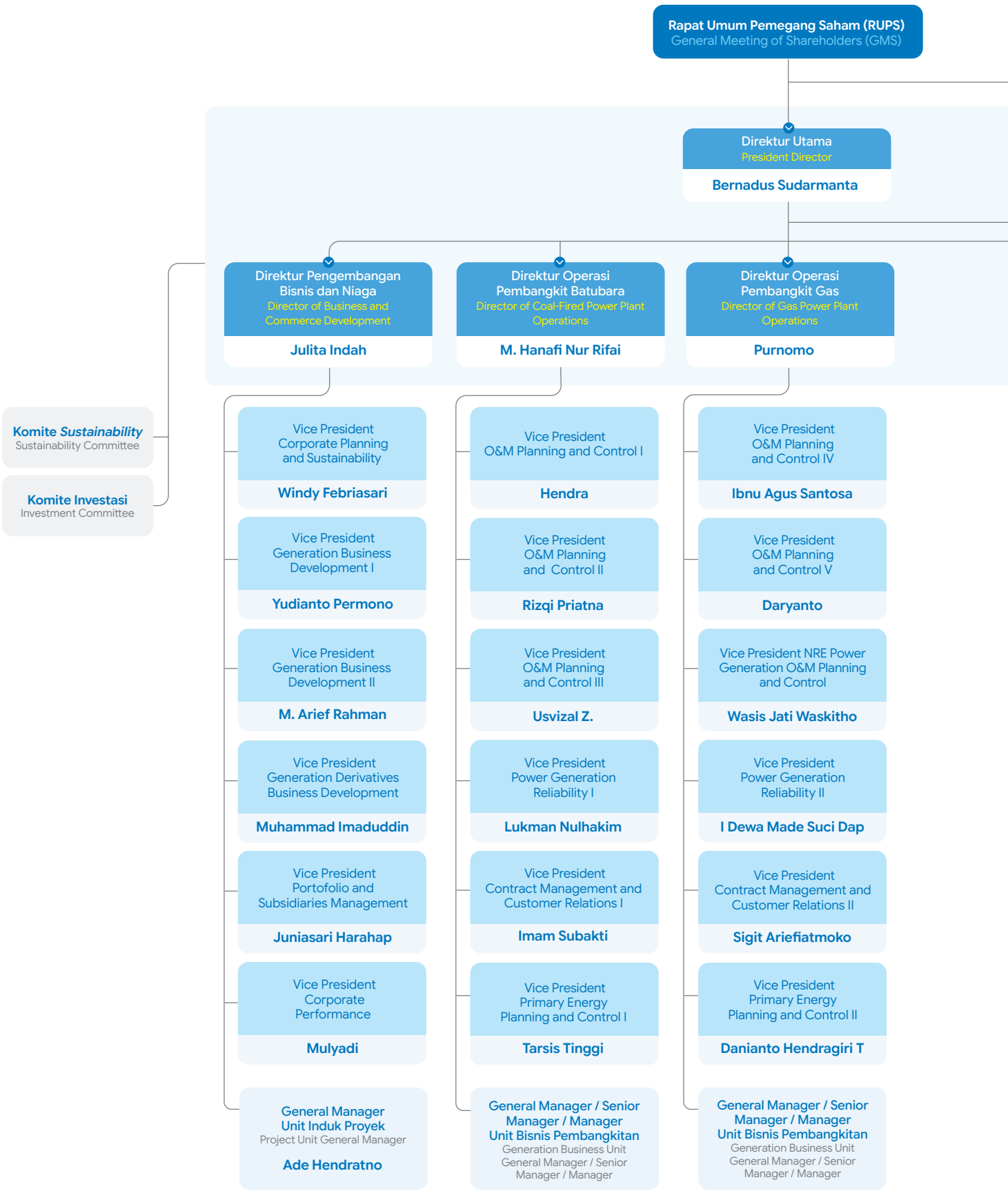
Klasifikasi Classification	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham Number of Shares	%
Individu Lokal Local Individuals	0	0	0
Individu Asing Foreign Individuals	0	0	0
Institusi Lokal Local Institutions	2	357.165.633.600	100%
Institusi Asing Foreign Institutions	0	0	0

Pengecekan berkala pada *Solar* Panel di PLTS Selayar, Sub Unit UBP Tello, Sulawesi Selatan.
Periodic Solar Panel checks at the Selayar SoPP, a Subunit of Tello GBU, South Sulawesi.

Struktur Organisasi
Organizational Structure

Struktur organisasi PLN Indonesia Power ditinjau secara berkala sebagai bagian dari upaya meningkatkan efektivitas dan keseragaman operasional. Pada tanggal 19 Januari 2024, dilakukan perubahan sebutan unit di lingkungan perusahaan menjadi Unit Bisnis, yang ditetapkan melalui Peraturan Direksi Nomor 0001.P/DIR/2024 tentang Perubahan Kedua atas Keputusan Direksi Nomor 139.K/010/IP/2022 mengenai Organisasi PT PLN Indonesia Power. Selanjutnya, struktur organisasi terus disesuaikan dengan kebutuhan operasional dan strategi perusahaan, hingga terakhir kali ditetapkan melalui Peraturan Direksi Nomor 0066.P/DIR/2025 tentang Organisasi PT PLN Indonesia Power, yang ditetapkan pada tanggal 22 Desember 2025.

The organizational structure of PLN Indonesia Power is reviewed periodically as part of efforts to improve operational effectiveness and uniformity. On January 19, 2024, the designation of units within the Company was changed to Business Units, which was stipulated through the Board of Directors' Regulation Number 0001.P/DIR/2024 on the Second Amendment to the Board of Directors' Decision Number 139.K/010/IP/2022 on the Organization of PT PLN Indonesia Power. Furthermore, the organizational structure continues to be adjusted to the Company's operational needs and strategy, until it was finally determined through the Board of Directors' Regulation Number 0066.P/DIR/2025 on the Organization of PT PLN Indonesia Power, which was stipulated on December 22, 2025.


Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)
Direktur Utama
President Director
Bernadus Sudarmanta
Direktur Pengembangan Bisnis dan Niaga
Director of Business and Commerce Development
Julita Indah
Direktur Operasi Pembangkit Batubara
Director of Coal-Fired Power Plant Operations
M. Hanafi Nur Rifai
Direktur Operasi Pembangkit Gas
Director of Gas Power Plant Operations
Purnomo
Komite Sustainability
Sustainability Committee
Komite Investasi
Investment Committee
Vice President Corporate Planning and Sustainability
Windy Febriasari
Vice President Generation Business Development I
Yudianto Permono
Vice President Generation Business Development II
M. Arief Rahman
Vice President Generation Derivatives Business Development
Muhammad Imaduddin
Vice President Portofolio and Subsidiaries Management
Juniasari Harahap
Vice President Corporate Performance
Mulyadi
General Manager Unit Induk Proyek
Project Unit General Manager
Ade Hendratno
Vice President O&M Planning and Control I
Hendra
Vice President O&M Planning and Control II
Rizqi Priatna
Vice President O&M Planning and Control III
Usvizal Z.
Vice President Power Generation Reliability I
Lukman Nulhakim
Vice President Contract Management and Customer Relations I
Imam Subakti
Vice President Primary Energy Planning and Control I
Tarsis Tinggi
General Manager / Senior Manager / Manager Unit Bisnis Pembangkitan
Generation Business Unit
General Manager / Senior Manager / Manager
Vice President O&M Planning and Control IV
Ibnu Agus Santosa
Vice President O&M Planning and Control V
Daryanto
Vice President NRE Power Generation O&M Planning and Control
Wasis Jati Waskitho
Vice President Power Generation Reliability II
I Dewa Made Suci Dap
Vice President Contract Management and Customer Relations II
Sigit Ariefiatmoko
Vice President Primary Energy Planning and Control II
Danianto Hendragiri T
General Manager / Senior Manager / Manager Unit Bisnis Pembangkitan
Generation Business Unit
General Manager / Senior Manager / Manager

Direksi
Board of Director

PLT. Direktur Keuangan dan Manajemen Risiko
Acting Director of Finance and Risk Management
Endang Astharanti

- Vice President Corporate Budgeting and Finance — **Andri Febriyanto**
- Vice President Accounting and Insurance — **Jefri Ade Saputra**
- Vice President Treasury and Tax — **Tuti Purwaningsih**
- Vice President Information Technology and Digital — **Didik Harjanto**
- Vice President Risk Management and Compliance — **Djamilah Nur Hidayati M.**

Direktur Manajemen Human Capital dan Administrasi
Director of Human Capital Management and Administrative
Ridho Hutomo

- Vice President Human Capital Strategy — **Liza Lidyana**
- Vice President Human Talent Development — **Rahmi Sukma**
- Vice President Human Capital Services — **Syahruni Rakhmawati**
- Vice President Health, Safety, and Environment — **Nugraha Septa Utama K**
- Vice President General Affairs — **Sabtanto Nugroho**

Dewan Komisaris
Board of Commissioners

Komisaris Utama merangkap Komisaris Independen President Commissioner concurrent Independent Commissioner	**Arief Budiman**
Komisaris Commissioner	**Bin Nahadi** **Ardinanda Sinulingga** **Arrmanatha Christiawan Nasir** **Iggi Haruman Achsien**
Komisaris Independen Independent Commissioner	**Anthony Leong**

- Sekretariat Perusahaan — Corporate Secretary — **Agung Siswanto**
- Head of Internal Audit — **Windi Winarso**
- Head of Corporate Legal Unit — **Robiatna Agus F**
- Head of Supply Chain Management and Procurement — **Aliansyah Abdullah**
- Head of Technology Development and Asset Management — **Budhi Setiawan**
- PLS. Vice President Project Management Office — **Aswindo**

Sekretaris Dewan Komisaris
Secretary to Board of Commissioners
Andesta

Komite Audit
Audit Committee
Ketua Komite Head of Committee — **Haryanto WS**
Wakil Ketua Deputy Head — **Bin Nahadi**
Sekretaris merangkap Anggota
Secretary and concurrent member — **Denny Triyanto**
Anggota Member — **Annas Kurniawan**

Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee
Ketua Komite Head of Committee — **Ardinanda Sinulingga**
Wakil Ketua Deputy Head — **Anthony Leong**
Sekretaris merangkap Anggota
Secretary and concurrent member — **Teuku Yusuf**
Anggota Member — **Alvin Nur Widjajanti**

Komite Invetasi dan Manajemen Risiko
Invesment and Risk Management Committee
Ketua Komite Head of Committee — **Arief Budiman**
Wakil Ketua Deputy Head — **Arrmanatha Christiawan Nasir**
Sekretaris merangkap Anggota
Secretary and concurrent member — **Annisa Rizky Triansyah**
Anggota Member — **Ferry Triansyah**

Perubahan Komposisi Anggota Dewan Komisaris dan Direksi Tahun Buku dan Setelah Tahun Buku 2025

Changes in the Composition of Members of the Board of Commissioners and Board of Directors for the 2025 Fiscal Year and After the 2025 Fiscal Year

Perusahaan telah melakukan beberapa perubahan dalam komposisi Dewan Komisaris sebagai bagian dari upaya memastikan fungsi pengawasan dan tata kelola perusahaan terus berjalan dengan baik. Perubahan tersebut mencakup pengangkatan dan/atau pemberhentian anggota Dewan Komisaris dikarenakan berakhirnya masa jabatan dan restrukturisasi PLN grup yang dilakukan sesuai dengan ketentuan peraturan perundang-undangan serta Anggaran Dasar Perseroan. Setiap perubahan telah melalui proses yang transparan dan mempertimbangkan kebutuhan kompetensi, pengalaman, serta independensi guna mendukung efektivitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris dalam mengawasi jalannya kegiatan usaha PLN Indonesia Power. Perubahan komposisi Dewan Komisaris Perusahaan pada tahun buku dan setelah tahun buku 2025 adalah sebagai berikut:

The Company made several changes in the Board of Commissioners' composition as part of efforts to ensure that the Company's supervisory and governance functions continued to run smoothly. The changes included the appointment and/or dismissal of the Board of Commissioners' members due to the expiration of term of office and the restructuring of PLN group, which was carried out in line with the provisions of laws and regulations and the Company's Articles of Association. Each change went through a transparent process and considered the need for competence, experience, and independence to support effective implementation of the Board of Commissioners' duties and responsibilities in supervising the running of PLN Indonesia Power's business activities. The changes in the Board of Commissioners' composition of the Company in the 2025 fiscal year and after the 2025 fiscal year were as follows:

Perubahan Komposisi Anggota Dewan Komisaris

Changes in the Board of Commissioners' Composition

Jabatan Position	Nama Name	Jabatan Position	Nama Name
Periode 1 Januari - 9 Februari 2025 Period of January 1 – February 9, 2025		**Periode 9 Februari - 23 April 2025** Period of February 9 – April 23, 2025	
Komisaris Utama merangkap Komisaris Independen President Commissioner concurrent Independent Commissioner	Iskandar Simorangkir	PLT. Komisaris Utama merangkap Komisaris Independen Acting President Commissioner concurrent Independent Commissioner	Iskandar Simorangkir
Komisaris Commissioner	Wiluyo Kusdwiharto	Komisaris Commissioner	Wiluyo Kusdwiharto
Komisaris Commissioner	Djoko Siswanto	Komisaris Commissioner	Djoko Siswanto
Komisaris Commissioner	Muhammad Priharto Dwinugroho	Komisaris Commissioner	Muhammad Priharto Dwinugroho
Komisaris Commissioner	Arief Budiman	Komisaris Commissioner	Arief Budiman
Komisaris Independen Independent Commissioner	Haryanto WS	Komisaris Independen Independent Commissioner	Haryanto WS
Komisaris Independen Independent Commissioner	Lukmanul Hakim	Komisaris Independen Independent Commissioner	Lukmanul Hakim

Jabatan Position	Nama Name
Periode 23 April - 26 Juni 2025 **Period of April 23 - June 26 2025**	
PLT. Komisaris Utama merangkap Komisaris Independen Acting President Commissioner concurrent Independent Commissioner	Iskandar Simorangkir
Komisaris Commissioner	Djoko Siswanto
Komisaris Commissioner	Muhammad Priharto Dwinugroho
Komisaris Commissioner	Arief Budiman
Komisaris Independen Independent Commissioner	Haryanto WS
Komisaris Independen Independent Commissioner	Lukmanul Hakim
Periode 30 - 31 Desember 2025 **Period of December 30 – 31, 2025**	
Komisaris Utama President Commissioner	Arief Budiman
Komisaris Commissioner	Bin Nahadi
Komisaris Commissioner	Ardinanda Sinulingga
Komisaris Commissioner	Arrmanatha Christiawan Nasir
Komisaris Commissioner	Iggi Haruman Achsien
Komisaris Independen Independent Commissioner	Anthony Leong
Periode 27 Januari 2026 - Tanggal Penandatangan Laporan Tahunan **Period of January 27, 2026 – Signing Date of Annual Report**	
Komisaris Utama merangkap Komisaris Independen President Commissioner concurrent Independent Commissioner	Arief Budiman
Komisaris Commissioner	Bin Nahadi
Komisaris Commissioner	Ardinanda Sinulingga
Komisaris Commissioner	Arrmanatha Christiawan Nasir
Komisaris Commissioner	Iggi Haruman Achsien
Komisaris Independen Independent Commissioner	Anthony Leong

Jabatan Position	Nama Name
Periode 26 Juni - 30 Desember 2025 **Period of June 26 – December 30, 2025**	
Komisaris Utama merangkap Komisaris Independen President Commissioner concurrent Independent Commissioner	Haryanto WS
Komisaris Commissioner	Bin Nahadi
Komisaris Commissioner	Ardinanda Sinulingga
Komisaris Commissioner	Arrmanatha Christiawan Nasir
Komisaris Commissioner	Arief Budiman
Komisaris Independen Independent Commissioner	Anthony Leong
Periode 1 - 27 Januari 2026 **Period of January 1 – 27, 2026**	
Komisaris Utama President Commissioner	Arief Budiman
Komisaris Commissioner	Bin Nahadi
Komisaris Commissioner	Ardinanda Sinulingga
Komisaris Commissioner	Arrmanatha Christiawan Nasir
Komisaris Commissioner	Iggi Haruman Achsien
Komisaris Independen Independent Commissioner	Anthony Leong

Perusahaan juga melakukan beberapa perubahan dalam komposisi Direksi sebagai bagian dari upaya memastikan fungsi pengelolaan dan penerapan tata kelola perusahaan yang baik dapat berjalan secara optimal. Perubahan tersebut mencakup pengangkatan dan/atau pemberhentian anggota Direksi dikarenakan berakhirnya masa jabatan dan restrukturisasi PLN grup sesuai dengan ketentuan peraturan perundang-undangan serta Anggaran Dasar Perseroan. Setiap perubahan telah melalui proses yang transparan dengan mempertimbangkan kebutuhan kompetensi, pengalaman, serta integritas guna mendukung efektivitas pelaksanaan tugas dan tanggung jawab Direksi dalam memimpin dan mengelola kegiatan usaha PLN Indonesia Power. Perubahan komposisi Direksi Perusahaan pada tahun buku dan setelah tahun buku 2025 adalah sebagai berikut:

The Company also made several changes in the Board of Directors' composition as part of efforts to ensure that the management function and good corporate governance could run optimally. The changes included the appointment and/or dismissal of the Board of Directors' members due to the expiration of term of office and the restructuring of PLN group in line with the provisions of laws and regulations and the Company's Articles of Association. Each change went through a transparent process by considering the needs of competence, experience, and integrity to support effective implementation of the Board of Directors' duties and responsibilities in leading and managing PLN Indonesia Power's business activities. The changes in the Board of Directors' composition in the 2025 fiscal year and after the 2025 fiscal year were as follows:

Perubahan Komposisi Anggota Direksi
Changes in the Board of Directors' Composition

Jabatan Position	Nama Name	Jabatan Position	Nama Name
Periode 1 Januari - 26 Juni 2025 Period of January 1 – June 26, 2025		**Periode 26 Juni - 25 November 2025** Period of June 26 – November 25, 2025	
Direktur Utama President Director	Edwin Nugraha Putra	Direktur Utama President Director	Bernadus Sudarmanta
Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	Djoko Mulyono	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	Purnomo
Direktur Operasi Pembangkit Batubara Director of Coal-Fired Power Plant Operations	M. Hanafi Nur Rifa'i	Direktur Operasi Pembangkit Batubara Director of Coal-Fired Power Plant Operations	M. Hanafi Nur Rifa'i
Direktur Pengembangan Bisnis dan Niaga Director of Business and Commerce Development	Bernadus Sudarmanta	Direktur Pengembangan Bisnis dan Niaga Director of Business and Commerce Development	Julita Indah
Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Endang Astharanti
Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administrative	Wisnoe Satrijono	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administrative	Ridho Hutomo

Jabatan Position	Nama Name	Jabatan Position	Nama Name
Periode 25 November - 31 Desember 2025 Period of November 25 – December 31, 2025		**Periode 1 Januari 2026 - Tanggal Penandatangan Laporan Tahunan** Period of January 1, 2026 – Signing Date of Annual Report	
Direktur Utama President Director	Bernadus Sudarmanta	Direktur Utama President Director	Bernadus Sudarmanta
Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	Purnomo
Direktur Operasi Pembangkit Batubara Director of Coal-Fired Power Plant Operations	M. Hanafi Nur Rifa'i	Direktur Operasi Pembangkit Batubara Director of Coal-Fired Power Plant Operations	M. Hanafi Nur Rifa'i
Direktur Pengembangan Bisnis dan Niaga Director of Business and Commerce Development	Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business and Commerce Development	Julita Indah
PLT. Direktur Keuangan dan Manajemen Risiko Acting Director of Finance and Risk Management	Endang Astharanti	PLT. Direktur Keuangan dan Manajemen Risiko Acting Director of Finance and Risk Management	Endang Astharanti
Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administrative	Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administrative	Ridho Hutomo

Profil Dewan Komisaris

Board of Commissioners' Profile

Ardinanda Sinulingga
Komisaris
Commissioner

Bin Nahadi
Komisaris
Commissioner

Arief Budiman
Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner

Arrmanatha Christiawan Nasir
Komisaris
Commissioner

Anthony Leong
Komisaris
Commissioner

Iggi Haruman Achsien
Komisaris
Commissioner

Arief Budiman

Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently as Independent Commissioner

Berdomisili di Jakarta
Domiciled in Jakarta

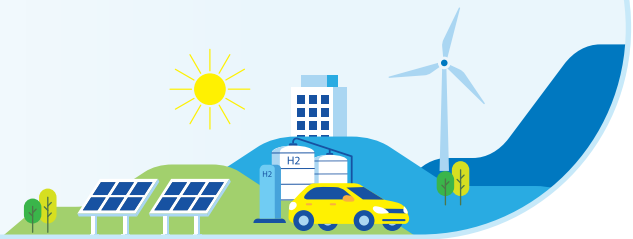
Warga Negara Indonesia
Indonesian Citizen

Berusia 51 Tahun
51 years old

Riwayat Pendidikan Educational Background	- Sarjana Sastra Inggris dari Universitas 17 Agustus 1945 (2000) - Sarjana Hubungan Internasional Universitas Airlangga (2002) - Magister Ekonomika dan Bisnis dari Universitas Gadjah Mada (2010)	- Bachelor of English Literature from Universitas 17 Agustus 1945 (2000) - Bachelor of International Relations from Universitas Airlangga (2002) - Master of Economics and Business from Universitas Gadjah Mada (2010)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Ketua KPU RI (2017-2022), Anggota KPU RI (2012-2017). Wakil Sekretaris Lembaga Hikmah dan Kebijakan Publik, Pimpinan Wilayah Muhammadiyah, Jawa Timur (2010-2015)	He previously held several important positions, including Chairman of the General Elections Commission of the Republic of Indonesia (KPU RI) (2017–2022), Member of KPU RI (2012–2017), and Deputy Secretary of the Institute for Public Policy and Wisdom, Regional Leadership of Muhammadiyah, East Java (2010–2015)
Dasar Hukum Pengangkatan Legal Basis for Appointment	- RUPS pertama Tanggal 18 November 2022 Keputusan Pemegang Saham di luar RUPS (Sirkuler) Perseroan tentang Pengangkatan Anggota Dewan Komisaris Perseroan. - RUPS terakhir Tanggal 30 Desember 2025 Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT PLN Indonesia Power tentang Pemberhentian, Pengalihan Tugas, dan/atau Pengangkatan Anggota Dewan Komisaris PT PLN Indonesia Power.	- First GMS: November 18, 2022, Shareholders' Resolution outside the GMS (Circular Resolution) of the Company on the Appointment of Members of the Company's Board of Commissioners. - Latest GMS: December 30, 2025, Shareholders' Resolution outside the General Meeting of Shareholders (Circular Resolution) of PT PLN Indonesia Power on the Dismissal, Transfer of Duties, and/or Appointment of Members of the Board of Commissioners of PT PLN Indonesia Power.
Periode Jabatan Term of Office	Pertama (2022 - 2026)	First (2022–2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Ketua Komite Investasi dan Manajemen Risiko Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: Head of the Investment and Risk Management Committee Position at Other Companies: None

Bin Nahadi

Komisaris
Commissioner

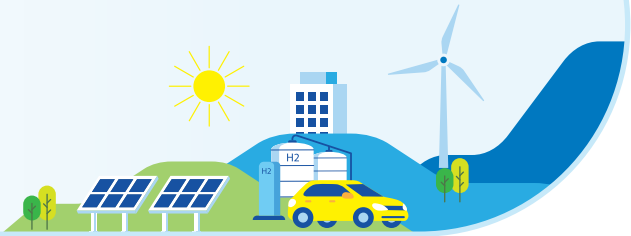


Berdomisili di Tangerang Selatan Domiciled in South Tangerang	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 49 Tahun** 49 years old

Riwayat Pendidikan Educational Background	- Sarjana Akuntansi dari Universitas Sekolah Tinggi Akuntansi Negara (1999) - Master of Business Administration dari University of the Thai Chamber of Commerce (2005) - Asia Pasific Studies dari Risumeikan Asia Pasific University (2013)	- Bachelor of Accounting from Sekolah Tinggi Akuntansi Negara (1999) - Master of Business Administration from the University of the Thai Chamber of Commerce (2005) - Asia Pacific Studies from Ritsumeikan Asia Pacific University (2013)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP), *Strategic Communication*, dan *Certified Risk Executive Leader*	Qualified Risk Governance Professional (QRGP), Strategic Communication, and Certified Risk Executive Leader
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Asisten Deputi Bidang Jasa Keuangan pada Kementerian BUMN (2024-2025), Asisten Deputi bidang Keuangan pada Kementrian BUMN (2021-2024)	He previously held several important positions, including Assistant Deputy for Financial Services at the Ministry of State-Owned Enterprises (2024–2025) and Assistant Deputy for Finance at the Ministry of State-Owned Enterprises (2021–2024)
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT PLN Indonesia Power tentang Pemberhentian, Pengalihan Tugas dan/atau pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PT PLN Indonesia Power Tanggal 26 Juni 2025.	Shareholders' Resolution outside the General Meeting of Shareholders (Circular Resolution) of PT PLN Indonesia Power on the Dismissal, Transfer of Duties, and/or Appointment of Members of the Board of Directors and/or Members of the Board of Commissioners of PT PLN Indonesia Power dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025-2029)	First (2025-2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Wakil Ketua Komite Audit Jabatan di Perusahaan lain: Direktur Peningkatan Nilai BUMN, Ketahanan Energi dan Infrastruktur.	Position at PLN Indonesia Power: Deputy Head of the Audit Committee Position at Other Companies: Director of SOE Value Enhancement, Energy Resilience, and Infrastructure.

Arrmanatha Christiawan Nasir

Komisaris
Commissioner



Berdomisili di Depok
Domiciled in Depok

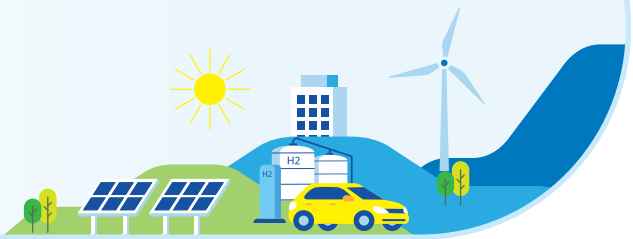
Warga Negara Indonesia
Indonesian Citizen

Berusia 54 Tahun
54 years old

Riwayat Pendidikan Educational Background	- Bachelor Economics dari Buckingham University, Inggris (1993) - MBA Business Administration dari Leicester University, Inggris (1994) - Magister Hubungan Internasional dari Universitas Indonesia (2000)	- Bachelor of Economics from Buckingham University, United Kingdom (1993) - MBA in Business Administration from Leicester University, United Kingdom (1994) - Master's Degree in International Relations from Universitas Indonesia (2000)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Duta Besar LBBP/ Wakil Tetap RI untuk Perserikatan Bangsa-Bangsa, New York (2021-2024), Duta Besar LBBP RI untuk Perancis dan Delegasi Tetap RI untuk UNESCO (2019-2021).	He previously held several important positions, including Ambassador Extraordinary and Plenipotentiary/Permanent Representative of the Republic of Indonesia to the United Nations, New York (2021–2024), and Ambassador Extraordinary and Plenipotentiary of the Republic of Indonesia to France and Permanent Delegate of the Republic of Indonesia to UNESCO (2019–2021).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT PLN Indonesia Power tentang Pemberhentian, Pengalihan Tugas dan/atau pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PT PLN Indonesia Power Tanggal 26 Juni 2025.	Shareholders' Resolution outside the General Meeting of Shareholders (Circular Resolution) of PT PLN Indonesia Power on the Dismissal, Transfer of Duties, and/or Appointment of Members of the Board of Directors and/or Members of the Board of Commissioners of PT PLN Indonesia Power dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025-2029)	First (2025-2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Wakil Ketua Komite Investasi dan Manajemen Risiko Jabatan di Perusahaan lain: Wakil Menteri Luar Negeri RI	Position at PLN Indonesia Power: Deputy Head of the Investment and Risk Management Committee Position at Other Companies: Vice Minister of Foreign Affairs of the Republic of Indonesia

Ardinanda Sinulingga

Komisaris
Commissioner



Berdomisili di Jakarta
Domiciled in Jakarta

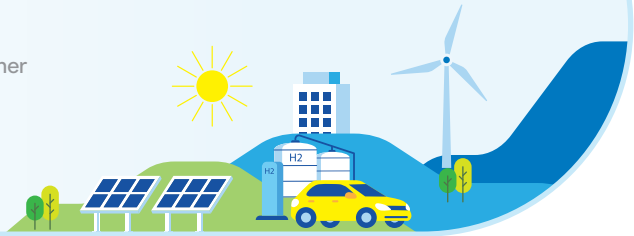
Warga Negara Indonesia
Indonesian Citizen

Berusia 37 Tahun
37 years old

Riwayat Pendidikan Educational Background	- Sarjana Sains dari Universitas Padjajaran (2012) - Magister Sains dari Universitas Pertahanan (2016) - Doktor Manajemen dan Bisnis dari IPB (2025)	- Bachelor of Science from Universitas Padjadjaran (2012) - Master of Science from Universitas Pertahanan (2016) - Doctorate in Management and Business from IPB University (2025)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Business Development Advisor pada PT Hydrokinetic Indo Pasific (2024), Direktur pada Kawarna Energi Corpindo (2021), Advisor to President Director pada PT Teladan Resources (2018), Asisten Staf Khusus Presiden Bidang Bantuan Sosial dan Bencana Alam (2012-2014).	He previously held several important positions, including Business Development Advisor at PT Hydrokinetic Indo Pasific (2024), Director at Kawarna Energi Corpindo (2021), Advisor to the President Director at PT Teladan Resources (2018), and Assistant to the Presidential Special Staff for Social Assistance and Natural Disasters (2012–2014).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT PLN Indonesia Power tentang Pemberhentian, Pengalihan Tugas dan/atau pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PT PLN Indonesia Power Tanggal 26 Juni 2025.	Shareholders' Resolution outside the General Meeting of Shareholders (Circular Resolution) of PT PLN Indonesia Power on the Dismissal, Transfer of Duties, and/or Appointment of Members of the Board of Directors and/or Members of the Board of Commissioners of PT PLN Indonesia Power dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025-2029)	First (2025-2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Ketua Komite Nominasi dan Remunerasi Jabatan di Perusahaan lain: Tidak Ada	Position at PLN Indonesia Power: Head of the Nomination and Remuneration Committee Position at Other Companies: None

Anthony Leong

Komisaris Independen
Independent Commissioner

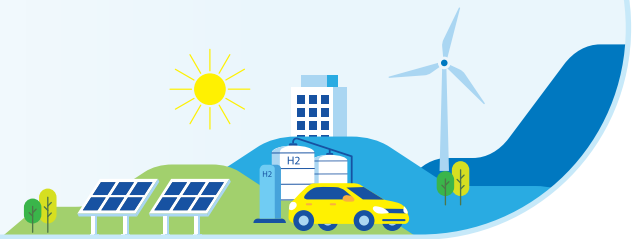


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 33 Tahun** 33 years old

Riwayat Pendidikan Educational Background	- Sarjana Ilmu Komunikasi dari Universitas Indonesia (2013) - Magister Ilmu Komunikasi dari Universitas Moestopo (2020) - Doktor Ilmu Komunikasi dari Universitas Padjajaran (2025)	- Bachelor of Communication Science from Universitas Indonesia (2013) - Master of Communication Science from Universitas Moestopo (2020) - Doctorate in Communication Science from Universitas Padjadjaran (2025)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Tim Ahli bidang Media pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi DKI Jakarta (2017-2022), Manager Redaksi pada Bisnispost.com (2013-2014).	He previously held several important positions, including Media Expert Team Member at the Investment and One-Stop Integrated Services Agency of DKI Jakarta Province (2017–2022), and Editorial Manager at Bisnispost.com (2013–2014).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT PLN Indonesia Power tentang Pemberhentian, Pengalihan Tugas dan/atau pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PT PLN Indonesia Power Tanggal 26 Juni 2025.	Shareholders' Resolution outside the General Meeting of Shareholders (Circular Resolution) of PT PLN Indonesia Power on the Dismissal, Transfer of Duties, and/or Appointment of Members of the Board of Directors and/or Members of the Board of Commissioners of PT PLN Indonesia Power dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025-2029)	First (2025-2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Wakil Ketua Komite Nominasi dan Remunerasi Jabatan di Perusahaan lain: Ketua BPP HIPMI Bdiang Sinergitas BUMN, Danantara, BUMD	Position at PLN Indonesia Power: Deputy Head of the Nomination and Remuneration Committee Position at Other Companies: Head of BPP HIPMI for SOE, Danantara, and the Regional-Owned Enterprises Synergy Division

Iggi Haruman Achsien

Komisaris
Commissioner



Berdomisili di Tangerang Selatan Domiciled in South Tangerang	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 48 Tahun** 48 years old

Riwayat Pendidikan Educational Background	- Sarjana Manajemen Keuangan dari Universitas Indonesia (2000) - MBA, Global Leadership Executive MBA (GLEMBA) dari Institut Teknologi Bandung dan Aalto University Finland (2015)	- Bachelor of Financial Management from Universitas Indonesia (2000) - MBA, Global Leadership Executive MBA (GLEMBA) from Institut Teknologi Bandung and Aalto University, Finland (2015)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Komisaris Independen PT Pertamina (Persero) (2021-2025), Anggota Tim Ahli Wakil Presiden RI (2019-2024), Komisaris Independen PT Bank Muamalat Indonesia Tbk (2014-2022).	He previously held several important positions, including Independent Commissioner of PT Pertamina (Persero) (2021–2025), Member of the Expert Team of the Vice President of the Republic of Indonesia (2019–2024), and Independent Commissioner of PT Bank Muamalat Indonesia Tbk (2014–2022).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham di luar Rapat Umum Pemegang Saham (Sirkuler) PT PLN Indonesia Power tentang Pemberhentian, Pengalihan Tugas dan/atau pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PT PLN Indonesia Power Tanggal 30 Desember 2025.	Shareholders' Resolution outside the General Meeting of Shareholders (Circular Resolution) of PT PLN Indonesia Power on the Dismissal, Transfer of Duties, and/or Appointment of Members of the Board of Directors and/or Members of the Board of Commissioners of PT PLN Indonesia Power dated December 30, 2025.
Periode Jabatan Term of Office	Pertama (2025-2029)	First (2025-2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Ketua Komite Audit Jabatan di Perusahaan lain: Komite Remunerasi dan Sumber Daya Manusia BPI Danantara	Position at PLN Indonesia Power: Head of the Audit Committee Position at Other Companies: Remuneration and Human Resources Committee of BPI Danantara

Iskandar Simorangkir

Komisaris Utama merangkap Komisaris Independen*
President Commissioner concurrently Independent Commissioner*

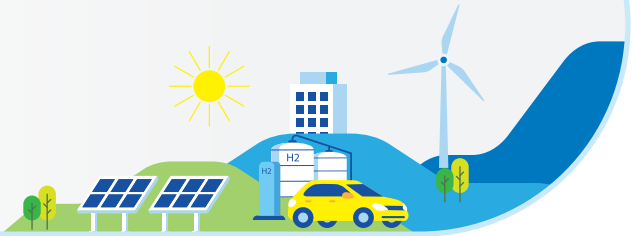
Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 62 Tahun** 62 years old

Riwayat Pendidikan Educational Background	- Sarjana jurusan Manajemen dari Universitas Udayana (1986) - Magister Ekonomi dari Vanderbilt University, Amerika Serikat (1997) - Doktor Ekonomi Spesialisasi Ekonomi Moneter dan Perbankan dari Universitas Indonesia (2007)	- Bachelor's Degree in Management from Udayana University (1986) - Master of Economics from Vanderbilt University, United States (1997) - Doctorate in Economics specializing in Monetary Economics and Banking from Universitas Indonesia (2007)
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Anggota Komisaris PLN Indonesia Power, juga pernah menjabat sebagai Asisten Gubernur Bank Indonesia (2019-Februari 2023), Komisaris PT Asuransi Kredit Indonesia (Askrindo) (2019-2021), Kepala Perwakilan Bank Indonesia (2014), Kepala Departemen Bank Indonesia (2013-2014) dan Kepala Biro/Grup Riset Ekonomi Bank Indonesia (2008-2012).	Before serving as a Member of the Board of Commissioners of PLN Indonesia Power, he also held several positions, including Assistant Governor of Bank Indonesia (2019–February 2023), Commissioner of PT Asuransi Kredit Indonesia (Askrindo) (2019–2021), Head Representative of Bank Indonesia (2014), Department Head at Bank Indonesia (2013–2014), and Head of the Economic Research Bureau/Group at Bank Indonesia (2008–2012).
Dasar Hukum Pengangkatan Legal Basis for Appointment	- RUPS Sirkuler Pemegang Saham tanggal 9 Februari 2021. - RUPS Sirkuler Pemegang Saham tanggal 29 Februari 2024 dilakukan perubahan nomenklatur, Iskandar Simorangkir yang diangkat melalui RUPS Perseroan tanggal 9 Februari 2021 semula sebagai Komisaris menjadi Komisaris Utama merangkap Komisaris Independen. - RUPS Sirkuler Pemegang Saham tanggal 5 Juni 2025 dilakukan penetapan Pelaksana Tugas Komisaris Utama merangkap Komisaris Independen terhitung sejak tanggal 9 Februari 2025.	- Shareholders' Circular GMS dated February 9, 2021. - Shareholders' Circular GMS dated February 29, 2024, on the change in nomenclature, whereby Iskandar Simorangkir, who was appointed through the Company's GMS dated February 9, 2021, originally as Commissioner, was redesignated as President Commissioner, concurrently serving as Independent Commissioner. - Shareholders' Circular GMS dated June 5, 2025, an Acting President Commissioner concurrently serving as an Independent Commissioner was appointed, effective from February 9, 2025.
Periode Jabatan Term of Office	Pertama (2021-2025)	First (2021 - 2025)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	**Jabatan di PLN Indonesia Power:** Ketua Komite Audit **Jabatan di Perusahaan lain:** Wakil Ketua Badan Supervisi Bank Indonesia	**Position at PLN Indonesia Power:** Head of Audit Committee **Position at Other Companies:** Deputy Head of the Bank Indonesia Supervisory Board

*) Menjabat sampai dengan Juni 2025 Serving until June 2025

Wiluyo Kusdwiharto

Komisaris*
Commissioner*



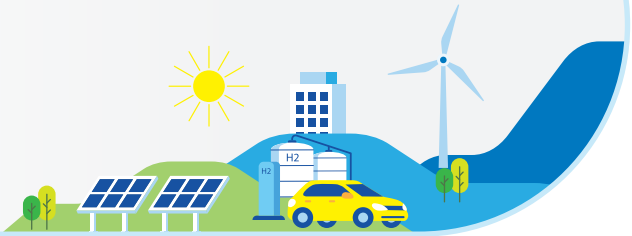
Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 54 Tahun** 54 years old

Riwayat Pendidikan Educational Background	- Sarjana Teknik Mesin dari Institut Teknologi Sepuluh Nopember (1994). - Magister Manajemen dari Universitas Tenaga Nasional (2005).	- Bachelor of Mechanical Engineering from Institut Teknologi Sepuluh Nopember (1994). - Master of Management from Universitas Tenaga Nasional (2005).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Komisaris Utama PLN Indonesia Power, pernah menjabat sebagai Direktur Bisnis Regional Sumatera dan Kalimantan di PT PLN (Persero) (2020-2021), Direktur Bisnis Regional Sumatera di PT PLN (Persero) (2017-2020), Kepala Divisi Konstruksi Regional Sumatera PT PLN (Persero) (2015-2017), General Manager Unit Induk Pembangunan VIII PT PLN (Persero) (2013-2015) dan General Manager Pembangkitan Lontar PT PLN (Persero) (2012-2013).	Before serving as President Commissioner of PLN Indonesia Power, he previously served as Director of Regional Business for Sumatra and Kalimantan at PT PLN (Persero) (2020–2021), Director of Regional Business for Sumatra at PT PLN (Persero) (2017–2020), Head of the Regional Construction Division for Sumatra at PT PLN (Persero) (2015–2017), General Manager of Main Development Unit VIII at PT PLN (Persero) (2013–2015), and General Manager of Lontar Generation at PT PLN (Persero) (2012–2013).
Dasar Hukum Pengangkatan Legal Basis for Appointment	- RUPS Sirkuler tanggal 21 September 2022 - RUPS Sirkuler tanggal 29 Februari 2024 dilakukan perubahan nomenklatur, Wiluyo Kusdwiharto yang diangkat melalui RUPS Perseroan tanggal 21 September 2022 semula sebagai Komisaris Utama menjadi Komisaris.	- Shareholders' Circular GMS dated September 21, 2022. - Shareholders' Circular GMS dated February 29, 2024, on the change in nomenclature, whereby Wiluyo Kusdwiharto, who was appointed through the Company's GMS dated September 21, 2022, originally as President Commissioner, was redesignated as Commissioner.
Periode Jabatan Term of Office	Pertama (2022-2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Wakil Ketua I Komite Audit Jabatan di Perusahaan lain: Direktur Manajemen Proyek dan Energi Baru Terbarukan di PT PLN (Persero)	Position at PLN Indonesia Power: Deputy Head I of the Audit Committee Position at Other Companies: Director of Project Management and New Renewable Energy at PT PLN (Persero)

*) Menjabat sampai dengan April 2025 Serving until April 2025

Djoko Siswanto

Komisaris*
Commissioner*



Berdomisili di Jakarta
Domiciled in Jakarta

Warga Negara Indonesia
Indonesian Citizen

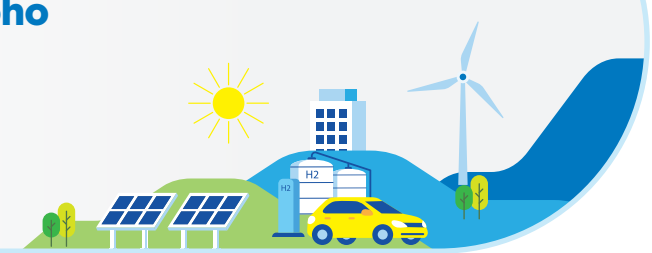
Berusia 60 Tahun
60 years old

Riwayat Pendidikan Educational Background	- Sarjana Teknik Perminyakan dari ITB (1990). - MBA Specialist Oil & Gas Management, Center of Energy Petroleum Mineral & Law (CEPMLP) dari Dundee University UK (2001) - MBA Program, Edinburgh Business School dari Heriot Watt University, UK (2001) - Doktor dari Teknik Perminyakan ITB (2011)	- Bachelor of Petroleum Engineering from ITB (1990). - MBA Specialist in Oil & Gas Management, Center of Energy Petroleum Mineral & Law (CEPMLP) from Dundee University, United Kingdom (2001). - MBA Program, Edinburgh Business School from Heriot-Watt University, United Kingdom (2001). - Doctorate in Petroleum Engineering from ITB (2011).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Anggota Komisaris PLN Indonesia Power, juga pernah menjabat sebagai Plt. Dirjen Migas (2019–2020), Komisaris PT Elnusa Petrofin (2019), Direktur Jenderal Minyak dan Gas Bumi KESDM (2018–2019), Pengawas Badan Pengelola Dana Kelapa Sawit (2018) dan Komisaris PT Pertamina Hulu Energi (2018).	Before serving as a Member of the Board of Commissioners of PLN Indonesia Power, he also held several positions, including Acting Director General of Oil and Gas (2019–2020), Commissioner of PT Elnusa Petrofin (2019), Director General of Oil and Gas at the Ministry of Energy and Mineral Resources (2018–2019), Supervisor of the Palm Oil Fund Management Agency (2018), and Commissioner of PT Pertamina Hulu Energi (2018).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler Pemegang Saham tanggal 6 Juli 2021.	Shareholders' Circular GMS dated July 6, 2021.
Periode Jabatan Term of Office	Pertama (2021-2025)	First (2021-2025)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Ketua Komite Investasi dan Manajemen Risiko Jabatan di Perusahaan lain: Kepala Satuan Kerja Khusus Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi (Kepala SKK MIGAS)	Position at PLN Indonesia Power: Head of the Investment and Risk Management Committee Position at Other Companies: Head of the Special Task Force for Upstream Oil and Gas Business Activities (Head of SKK MIGAS)

*) Menjabat sampai dengan Juni 2025 Serving until June 2025

Muhammad Priharto Dwinugroho

Komisaris*
Commissioner*



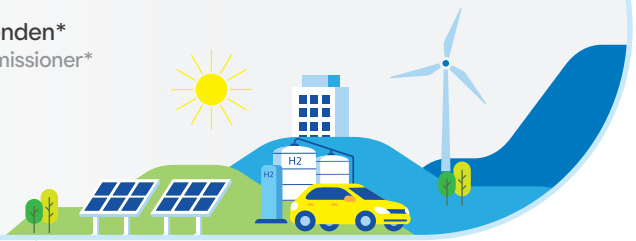
Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 61 Tahun** 61 years old

Riwayat Pendidikan Educational Background	- Sarjana Teknik Geologi di Universitas Trisakti (1991). - Magister Ilmu Ekonomi dari Universitas Indonesia (2007).	- Bachelor of Geological Engineering from Universitas Trisakti (1991). - Master of Economics from Universitas Indonesia (2007).
Sertifikasi Certification	Sertifikat Kompetensi Utama Pengelolaan Lingkungan Ketenagalistrikan pada Pembangkitan Tenaga Listrik.	Main Competency Certificate in Environmental Management for Electricity Generation.
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Anggota Komisaris PLN Indonesia Power, juga pernah menjabat sebagai Sekretaris Badan Penelitian dan Pengembangan Energi dan Sumber Daya Mineral (2021 2022), Komisaris Huadian Bukit Asam Power Plant (2021-2022), Kepala Pusat Pengembangan Sumber Daya Manusia Geologi, Mineral dan Batubara (2018 - 2021), Kepala Pusat Data dan Teknologi Informasi Energi dan Sumber Daya Mineral (2017- 2018).	Before serving as a Member of the Board of Commissioners of PLN Indonesia Power, he also held several positions, including Secretary of the Agency for Research and Development of Energy and Mineral Resources (2021–2022), Commissioner of Huadian Bukit Asam Power Plant (2021–2022), Head of the Human Resources Development Center for Geology, Minerals and Coal (2018–2021), and Head of the Data and Information Technology Center for Energy and Mineral Resources (2017–2018).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler Pemegang Saham tanggal 21 September 2022.	Shareholders' Circular GMS dated September 21, 2022.
Periode Jabatan Term of Office	Pertama (2022-2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Wakil Ketua Komite Investasi dan Manajemen Risiko Jabatan di Perusahaan lain: Tidak Ada	Position at PLN Indonesia Power: Deputy Head of the Investment and Risk Management Committee Position at Other Companies: None

*) Menjabat sampai dengan Juni 2025 Serving until June 2025

Haryanto W.S.

Komisaris Independen*
Independent Commissioner*



Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 66 Tahun** 66 years old

Riwayat Pendidikan Educational Background	- Sarjana Listrik Arus Kuat dari ITB (1983). - Magister Manajemen dari STIE Ekonomi (2003).	- Bachelor's Degree in Electrical Power Engineering from ITB (1983). - Master of Management from STIE Ekonomi (2003).
Sertifikasi Certification	- Sertifikasi Kompetensi Insinyur Profesional Utama 2023 - Sertifikat Kompetensi Tugas Pengelolaan dan Pengembangan dan Pemasangan pembangunan dan Pemasangan Sistem Transmisi Tenaga Listrik - Sertifikasi ASEAN *Engineer*.	- Primary Professional Engineer Competency Certification 2023. - Competency Certificate for Management, Development, and Installation Duties of Electric Power Transmission Systems. - ASEAN Engineer Certification.
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Anggota Komisaris PLN Indonesia Power, juga pernah menjabat sebagai Direktur Bisnis Regional Jawa, Madura, dan Bali (2019-2022), Direktur Bisnis Regional Jawa Bagian Barat (2017-2019), Direktur Bisnis Regional Maluku dan Papua (2015-2017), GM Distribusi Jakarta Raya dan Tangerang (2014-2015) dan GM Distribusi Jawa Timur (2011- 2014).	Before serving as a Member of the Board of Commissioners of PLN Indonesia Power, he also held several positions, including Director of Regional Business for Java, Madura, and Bali (2019–2022), Director of Regional Business for West Java (2017–2019), Director of Regional Business for Maluku and Papua (2015–2017), General Manager of Jakarta Raya and Tangerang Distribution (2014–2015), and General Manager of East Java Distribution (2011–2014).
Dasar Hukum Pengangkatan Legal Basis for Appointment	- RUPS Sirkuler Pemegang Saham tanggal 21 September 2022. - RUPS Sirkuler Pemegang Saham tanggal 29 Februari 2024 dilakukan perubahan nomenklatur, Haryanto W.S yang diangkat semula sebagai Komisaris menjadi Komisaris Independen.	- Shareholders' Circular GMS dated September 21, 2022. - Shareholders' Circular GMS dated February 29, 2024, on the change in nomenclature, whereby Haryanto W.S, who was originally appointed as Commissioner, was redesignated as Independent Commissioner.
Periode Jabatan Term of Office	Pertama (2022-2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Ketua Komite Audit Jabatan di Perusahaan lain: Staf Ahli Direktur Utama PT PLN (Persero)	Position at PLN Indonesia Power: Head of the Audit Committee Position at Other Companies: Expert Staff to the President Director of PT PLN (Persero)

*) Menjabat sampai dengan Desember 2025 Serving until December 2025

Lukmanul Hakim

Komisaris Independen*
Independent Commissioner*

Berdomisili di Jakarta
Domiciled in Jakarta

Warga Negara Indonesia
Indonesian Citizen

Berusia 56 Tahun
56 years old

Riwayat Pendidikan Educational Background	- Sarjana Bidang Kimia dari IPB (1993) - Magister Bidang Teknologi Industri dari IPB (2005).	- Bachelor's Degree in Chemistry from IPB (1993). - Master's Degree in Industrial Technology from IPB (2005).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Anggota Komisaris PLN Indonesia Power, beliau juga pernah menjabat sebagai Wakil Ketua Dewan Halal Nasional MUI (2020-2025), Ketua Umum Arus Baru Indonesia (ARBI) (2018-sekarang), Ketua Umum Al Ittihadiyah (2016-2022), Ketua Bidang Ekonomi Umat MUI (2015-2025) dan Ketua Lembaga Wakaf MUI (2020-2025).	Before serving as a Member of the Board of Commissioners of PLN Indonesia Power, he also held several positions, including Vice Chairman of the National Halal Council of MUI (2020–2025), Chairman of Arus Baru Indonesia (ARBI) (2018–present), Chairman of Al Ittihadiyah (2016–2022), Chairman for People's Economic Affairs at MUI (2015–2025), and Chairman of the MUI Waqf Institution (2020–2025).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler Pemegang Saham tanggal 21 September 2022.	Shareholders' Circular GMS dated September 21, 2022.
Periode Jabatan Term of Office	Pertama (2022-2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Wakil Ketua Komite Audit Jabatan di Perusahaan lain: - Dewan Pengawas LPPOMMUI - President World Halal Food Council (WHFC) - Dewan Pakar Pengurus Pusat Masyarakat Ekonomi Syariah (MES) - Ketua Lembaga Wakaf MUI & Ketua Bidang Ekonomi Umat Majelis Ulama Indonesia - Ketua umum Arus Baru Indonesia (ARBI) - Wakil Ketua Dewan Halal Nasional MUI	Position at PLN Indonesia Power: Deputy Head of the Audit Committee Position at Other Companies: - Supervisory Board of LPPOM MUI - President of the World Halal Food Council (WHFC) - Advisory Board Member of the Central Executive Board of the Islamic Economic Society (MES) - Chairman of the MUI Waqf Institution & Chairman for People's Economic Affairs at the Indonesian Ulema Council (MUI) - Chairman of Arus Baru Indonesia (ARBI) - Vice Chairman of the National Halal Council of MUI

*) Menjabat sampai dengan Juni 2025 Serving until June 2025

Profil Direksi
Board of Directors Profile

Purnomo
Direktur Operasi Pembangkit Gas
Director Gas Power Plant Operations

Julita Indah
Direktur Pengembangan Bisnis dan Niaga
Director of Business Development and Commerce

M. Hanafi Nur Rifai
Direktur Operasi Pembangkit Batubara
Director of Coal Plant Operations

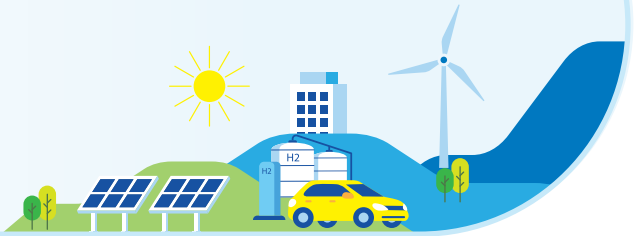
Bernadus Sudarmanta
Direktur Utama
President Director

Endang Astharanti
PLT. Direktur Keuangan dan Manajemen Risiko
Acting Director of Finance and Risk Management

Ridho Hutomo
Direktur Manajemen Human Capital dan Administrasi
Director of Human Capital Management and Administration

Bernadus Sudarmanta

Direktur Utama
President Director

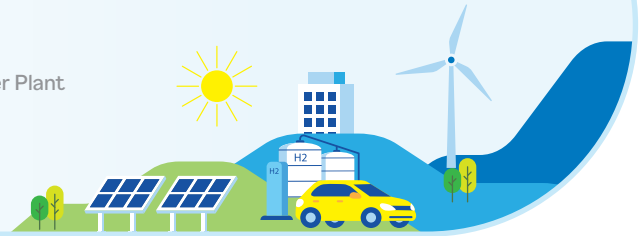


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 57 Tahun** 57 years old

Riwayat Pendidikan Educational Background	- Sarjana Teknik Mesin dari Institut Teknologi Sepuluh Nopember Surabaya (1992). - Magister Manajemen dari Institut Teknologi Bandung (2001).	- Bachelor of Mechanical Engineering from Institut Teknologi Sepuluh Nopember Surabaya (1992). - Master of Management from Institut Teknologi Bandung (2001).
Sertifikasi Certification	- *Certified Risk Professional* dari Lembaga Sertifikasi Pasar Modal Indonesia - *Qualified Risk Governance Professional* (QRGP)	- Certified Risk Professional from the Indonesian Capital Market Certification Institute. - Qualified Risk Governance Professional (QRGP).
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Direktur Pemasaran dan Pengembangan Usaha PT PLN Enjiniring (2021-September 2022), Komisaris Utama PT Rekadaya Elektrika Consult (2017- 2021), Direktur Utama PT PJB Investasi (2015-2016), Corporate Secretary PT PJB (2014-2016) dan General Manager Unit Induk Pembangkitan Sumbagut PT PLN (Persero) (2013-2015)	He previously held several important positions, including Director of Marketing and Business Development at PT PLN Enjiniring (2021–September 2022), President Commissioner of PT Rekadaya Elektrika Consult (2017–2021), President Director of PT PJB Investasi (2015–2016), Corporate Secretary of PT PJB (2014–2016), and General Manager of the Northern Sumatra Generation Main Unit at PT PLN (Persero) (2013–2015).
Dasar Hukum Pengangkatan Legal Basis for Appointment	- Keputusan Pemegang Saham Di Luar Rapat (Sirkuler) tentang Persetujuan *Re-branding* dan Perubahan Logo, Struktur Organisasi, dan Pengangkatan Anggota Direksi dan Dewan Komisaris Perseroan tanggal 21 September 2022. - RUPS Sirkuler tanggal 26 Juni 2025.	- Shareholders' Resolution outside the Meeting (Circular Resolution) concerning the Approval of Re-branding and Change of Logo, Organizational Structure, and Appointment of Members of the Board of Directors and Board of Commissioners of the Company dated September 21, 2022. - Shareholders' Circular GMS dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2022 - 2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Directors, members of the Board of Commissioners, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: - Pengarah Komite *Sustainability* - Anggota Komite Investasi Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: - Steering Committee Member of the Sustainability Committee - Member of the Investment Committee Position at Other Companies: None

Purnomo

Direktur Operasi Pembangkit Gas
Director Gas Power Plant Operations

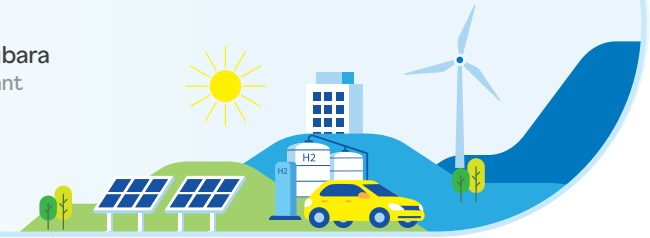


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 56 Tahun** 56 years old

Riwayat Pendidikan Educational Background	- D3/SM Mesin dari Universitas Diponegoro (Tahun 1991) - Sarjana Mesin dari Universitas Darussalam Ambon (Tahun 1997) - Sarjana Manajemen Keuangan dari Universitas Balikpapan (Tahun 2009)	- Diploma III in Mechanical Engineering from Universitas Diponegoro University (1991). - Bachelor's Degree in Mechanical Engineering from Universitas Darussalam Ambon (1997). - Bachelor's Degree in Financial Management from Universitas Balikpapan (2009).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai EVP Operasi Pembangkitan dan Independent Power Producer pada pada PT PLN (Persero) (2024 - 2025), EVP Perencanaan Strategis Pembangkitan pada PT PLN (Persero) (2023 -2024), Senior Specialist Manajemen Pembangkitan pada PT PLN (Persero) (2023-2023), General Manager PT PLN (Persero) Unit Induk Pembangkitan Sumatera Bagian Utara pada PT PLN (Persero) (2021-2022) dan General Manager PT PLN (Persero) Pusat Pemeliharaan Ketenagalistrikan (2019 -2021)	He previously held several important positions, including EVP of Generation Operations and Independent Power Producer at PT PLN (Persero) (2024–2025), EVP of Strategic Generation Planning at PT PLN (Persero) (2023–2024), Senior Specialist in Generation Management at PT PLN (Persero) (2023), General Manager of PT PLN (Persero) Northern Sumatra Generation Main Unit (2021–2022), and General Manager of PT PLN (Persero) Electricity Maintenance Center (2019–2021).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler tanggal 26 Juni 2025.	Shareholders' Circular GMS dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025 - 2029)	First (2025 - 2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Directors, members of the Board of Commissioners, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: - Pengarah Komite *Sustainability* - Anggota Komite Investasi Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: - Steering Committee Member of the Sustainability Committee - Member of the Investment Committee Position at Other Companies: None

M. Hanafi Nur Rifai

Direktur Operasi Pembangkit Batubara
Director of Coal Plant Operations

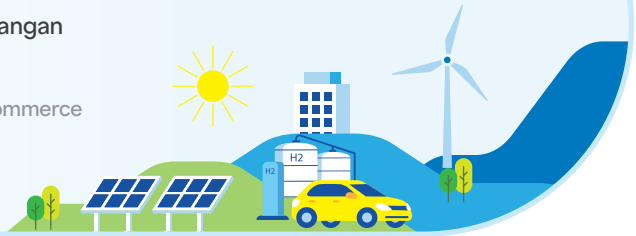


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 55 Tahun** 55 years old

Riwayat Pendidikan Educational Background	- Magister Teknik dari Institut Teknologi Bandung (2012) - Sarjana Teknik Mesin dari Institut Teknologi 10 Nopember Surabaya (1993)	- Master of Engineering from Institut Teknologi Bandung (2012). - Bachelor of Mechanical Engineering from Institut Teknologi Sepuluh Nopember Surabaya (1993).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Direktur Operasi Pembangkit Batubara Indonesia Power, beliau pernah menjabat sebagai Senior Spesialis Manajemen Pembangkitan Direktorat Manajemen Pembangkitan di PT PLN (Persero) (2022-2023), Direktur Operasi I Indonesia Power (2018-2022), dan General Manager UP Suralaya Indonesia Power (2015-2018).	Before serving as Director of Coal-Fired Generation Operations of PLN Indonesia Power, he previously served as Senior Specialist in Generation Management at the Directorate of Generation Management of PT PLN (Persero) (2022–2023), Director of Operations I at Indonesia Power (2018–2022), and General Manager of UP Suralaya Indonesia Power (2015–2018).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler Pemegang Saham tanggal 19 September 2023.	Shareholders' Circular GMS dated September 19, 2023.
Periode Jabatan Term of Office	Pertama (2023-2027)	First (2023-2027)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Directors, members of the Board of Commissioners, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: - Pengarah Komite *Sustainability* - Anggota Komite Investasi Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: - Steering Committee Member of the Sustainability Committee - Member of the Investment Committee Position at Other Companies: None

Julita Indah

Direktur Pengembangan Bisnis dan Niaga
Director of Business Development and Commerce

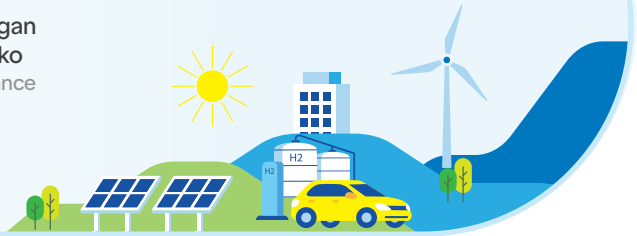


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 55 Tahun** 55 years old

Riwayat Pendidikan Educational Background	- D3 Teknik Listrik dari UPN Veteran (1990) - Sarjana Teknik Elektro dari STT PLN (2003) - Magister Sumber Daya Manusia dari STIE Kampus Ungu (2007)	- Diploma III in Electrical Engineering from UPN Veteran (1990) - Bachelor of Electrical Engineering from STT PLN (2003) - Master's Degree in Human Resources from STIE Kampus Ungu (2007).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai EVP Pengadaan Transmisi, Gardu Induk dan Material Terpusat pada PT PLN (Persero) (2022-2025), EVP Manajemen Niaga pada PT PLN (Persero) (2022-2022), Expert Manajemen Niaga pada PT PLN (Persero) (2022-2022), Direktur Enterprise Business pada PT ICON Plus (2020 - 2022) dan PLT Direktur Digital Solution and Business Development pada PT ICON Plus (2020 -2020)	She previously held several important positions, including EVP of Transmission, Substation, and Centralized Material Procurement at PT PLN (Persero) (2022–2025), EVP of Commerce Management at PT PLN (Persero) (2022), Commerce Management Expert at PT PLN (Persero) (2022), Director of Enterprise Business at PT ICON Plus (2020–2022), and Acting Director of Digital Solution and Business Development at PT ICON Plus (2020).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler tanggal 26 Juni 2025.	Shareholders' Circular GMS dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025- 2029)	First (2025- 2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Directors, members of the Board of Commissioners, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: - Pengarah Komite *Sustainability* - Anggota Komite Investasi Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: - Steering Committee Member of the Sustainability Committee - Member of the Investment Committee Position at Other Companies: None

Endang Astharanti

PLT. Direktur Keuangan dan Manajemen Risiko
Acting Director of Finance and Risk Management

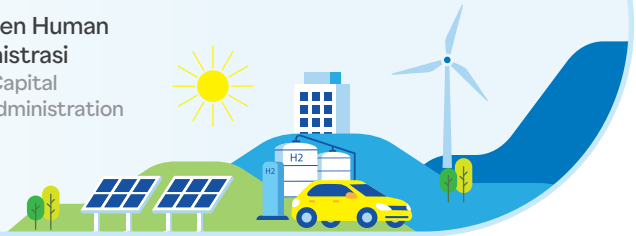


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen
Berusia 49 Tahun 49 years old	

Riwayat Pendidikan Educational Background	- Sarjana Akuntansi dari Universitas Gajah Mada (1999) - Master Business Administration (MBA) dari Nanyang Technology University, Singapore (2009)	- Bachelor of Accounting from Universitas Gadjah Mada (1999). - Master of Business Administration (MBA) from Nanyang Technological University, Singapore (2009).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai Vice President Distribution Strategy Group PT Bank Mandiri (Persero) (2021), Direktur Sales and Product PT Mandiri Management Investasi (2015-2021), Senior Executive Vice President (SEVP) Head of Sales Division PT Mandiri Management Investasi (2014-2015), Department Head of Marketing, Communication and Promotion PT Bank Mandiri (Persero) Tbk (2011-2014)	She previously held several important positions, including Vice President of Distribution Strategy Group at PT Bank Mandiri (Persero) Tbk (2021), Director of Sales and Product at PT Mandiri Manajemen Investasi (2015–2021), Senior Executive Vice President (SEVP) Head of Sales Division at PT Mandiri Manajemen Investasi (2014–2015), and Department Head of Marketing, Communication and Promotion at PT Bank Mandiri (Persero) Tbk (2011–2014).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler tanggal 25 November 2025.	Shareholders' Circular GMS dated November 25, 2025.
Periode Jabatan Term of Office	Kedua (2025 - 2029)	Second (2025 - 2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Directors, members of the Board of Commissioners, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: - Pengarah Komite Sustainability - Anggota Komite Investasi - Penanggung Jawab GCG Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: - Steering Committee Member of the Sustainability Committee - Member of the Investment Committee - Person in Charge of GCG Position at Other Companies: None

Ridho Hutomo

Direktur Manajemen Human Capital dan Administrasi
Director of Human Capital Management and Administration

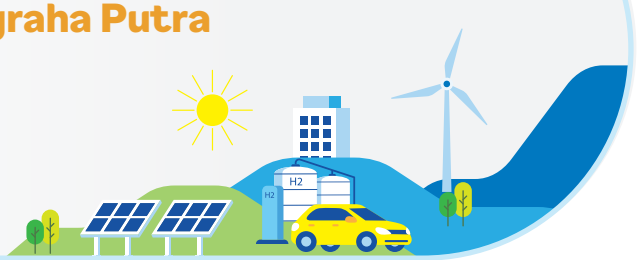


Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 45 Tahun** 45 years old

Riwayat Pendidikan Educational Background	- Sarjana Teknik Informatika dari Universitas Gunadarma (Tahun 2002) - Magister SDM dan Pemasaran dari PPM (Tahun 2004)	- Bachelor of Informatics Engineering from Universitas Gunadarma (2002). - Master's Degree in Human Resources and Marketing from PPM (2004).
Sertifikasi Certification	- *Qualified Risk Governance Professional* (QRGP) - *Certified* Asesor Kompetensi - *Certified Human Resources Professional* - *Certified* Manajemen Eksekusi (4DX) - *Certified Professional Talent Management*	- Qualified Risk Governance Professional (QRGP) - Certified Competency Assessor - Certified Human Resources Professional - Certified Execution Management (4DX) - Certified Professional Talent Management
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Beliau pernah memegang beberapa jabatan penting diantaranya sebagai EVP Strategi Human Capital PT PLN (Persero) (2022-2025), VP Strategi dan Ssistem Human Capital pada PT PLN (Persero) (2021-2022), Senior Manager pada PT PLN (Persero) Corporate University (2020-2021), Kepala Unit Pelaksana Pendidikan dan Pelatihan Jakarta pada PT PLN (Persero) Corporate University (2019-2020) dan Senior Engineer pada PT PLN (Persero) Kantor Pusat (2017-2019)	He previously held several important positions, including EVP of Human Capital Strategy at PT PLN (Persero) (2022–2025), VP of Human Capital Strategy and System at PT PLN (Persero) (2021–2022), Senior Manager at PT PLN (Persero) Corporate University (2020–2021), Head of the Jakarta Education and Training Implementation Unit at PT PLN (Persero) Corporate University (2019–2020), and Senior Engineer at PT PLN (Persero) Head Office (2017–2019).
Dasar Hukum Pengangkatan Legal Basis for Appointment	RUPS Sirkuler tanggal 26 Juni 2025.	Shareholders' Circular GMS dated June 26, 2025.
Periode Jabatan Term of Office	Pertama (2025 - 2029)	First (2025- 2029)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali. Penjelasan terkait Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham diuraikan lebih rinci pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.	Has no affiliated relationship with other members of the Board of Directors, members of the Board of Commissioners, or the Majority and Controlling Shareholders. Further explanation regarding Affiliated Relationships, Statement of Independence, and Share Ownership is described in more detail in the Good Corporate Governance chapter of this Annual Report.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: - Pengarah Komite *Sustainability* - Anggota Komite Investasi Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: - Steering Committee Member of the Sustainability Committee - Member of the Investment Committee Position at Other Companies: None

Edwin Nugraha Putra

Direktur Utama*
President Directors*



Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 56 Tahun** 56 years old

Riwayat Pendidikan Educational Background	- Sarjana Teknik Elektro dari Universitas Sumatera Utara (1994) - Magister Information Technology dari University of Abertay Dundee Scotland (2007)	- Bachelor of Electrical Engineering from Universitas Sumatera Utara (1994). - Master of Information Technology from the University of Abertay Dundee, Scotland (2007).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Direktur Utama PLN Indonesia Power, juga pernah menjabat sebagai Executive Vice President Perencanaan Sistem Planning PT PLN (Persero) Kantor Pusat (2020 - September 2022), Senior Specialist I Pengembangan Regional PT PLN (Persero) Kantor Pusat (2019 - 2020), GM PT PLN (Persero) Unit Induk Pusat Pengatur Beban Jawa, Madura dan Bali (2019), GM PT PLN (Persero) Unit Induk Transmisi Jawa Bagian Tengah (2017 - 2019) dan Senior Specialist II Kinerja (PLT General Manager) di PT PLN (Persero) Transmisi Jawa Bagian Tengah (2016-2017).	Before serving as President Director of PLN Indonesia Power, he also held several positions, including Executive Vice President of System Planning at PT PLN (Persero) Head Office (2020–September 2022), Senior Specialist I for Regional Development at PT PLN (Persero) Head Office (2019–2020), General Manager of PT PLN (Persero) Java, Madura and Bali Load Dispatch Center Main Unit (2019), General Manager of PT PLN (Persero) Central Java Transmission Main Unit (2017–2019), and Senior Specialist II for Performance (Acting General Manager) at PT PLN (Persero) Central Java Transmission (2016–2017).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham Di Luar Rapat (Sirkuler) tentang Persetujuan Re-branding dan Perubahan Logo, Struktur Organisasi, dan Pengangkatan Anggota Direksi dan Dewan Komisaris Perseroan tanggal 21 September 2022.	Shareholders' Resolution outside the Meeting (Circular Resolution) concerning the Approval of Re-branding and Change of Logo, Organizational Structure, and Appointment of Members of the Board of Directors and Board of Commissioners of the Company dated September 21, 2022.
Periode Jabatan Term of Office	Pertama (2022-2025)	First (2022-2025)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi baik dengan sesama anggota Direksi lainnya dan dengan anggota Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali.	Has no affiliated relationship either with members of the Board of Directors and members of the Board of Commissioners, or with the Majority and Controlling Shareholders.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Tidak ada Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: None Position at Other Companies: None

*) Menjabat sampai dengan 25 Juni 2025 Serving until June 25, 2025

Djoko Mulyono

Direktur Operasi Pembangkit Gas*
Director of Gas Power Plant Operations*

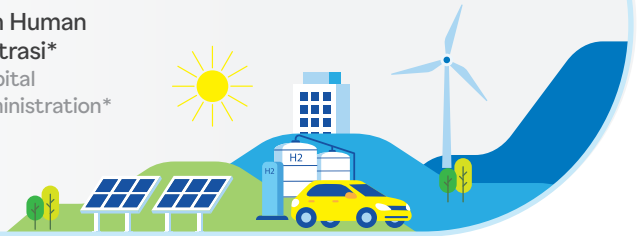
Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 56 Tahun** 56 years old

Riwayat Pendidikan Educational Background	- Sarjana Ekonomi Akuntansi dari STIE Bina Bangsa (2010). - Magister Sumber Daya Manusia dari Universitas Sultan Ageng Tirtayasa (2018).	- Master's Degree in Human Resources from Universitas Sultan Ageng Tirtayasa (2018). - Bachelor's Degree in Accounting Economics from STIE Bina Bangsa (2010).
Sertifikasi Certification	*Qualified Risk Governance Professional* (QRGP)	Qualified Risk Governance Professional (QRGP)
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Direktur Operasi Pembangkit Gas PLN Indonesia Power, juga pernah menjabat sebagai General Manager PT PLN (Persero) Unit Induk Pembangkitan Sumatera Bagian Selatan (2021 – September 2022), Senior Specialist I Sistem Manajemen Terintegrasi (PLT General Manager) (2021), Senior Specialist II Quality Assurance dan Kinerja (Plt General Manager) (2020), Vice President Pelaksana Pengadaan Batubara PT PLN (Persero) Kantor Pusat (2019 - 2020) dan Senior Manager Produksi pada PT PLN (Persero) Unit Induk Pembangkitan Sumatera Bagian Selatan (2018 - 2019).	Before serving as Director of Gas Power Plant Operations of PLN Indonesia Power, he also held several positions, including General Manager of PT PLN (Persero) Southern Sumatra Generation Main Unit (2021–September 2022), Senior Specialist I for Integrated Management Systems (Acting General Manager) (2021), Senior Specialist II for Quality Assurance and Performance (Acting General Manager) (2020), Vice President for Coal Procurement Implementation at PT PLN (Persero) Head Office (2019–2020), and Senior Production Manager at PT PLN (Persero) Southern Sumatra Generation Main Unit (2018–2019).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham Di Luar Rapat (Sirkuler) tentang Persetujuan Re-branding dan Perubahan Logo, Struktur Organisasi, dan Pengangkatan Anggota Direksi dan Dewan Komisaris Perseroan tanggal 21 September 2022.	Shareholders' Resolution outside the Meeting (Circular Resolution) concerning the Approval of Re-branding and Change of Logo, Organizational Structure, and Appointment of Members of the Board of Directors and Board of Commissioners of the Company dated September 21, 2022.
Periode Jabatan Term of Office	Pertama (2022-2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi baik dengan sesama anggota Direksi lainnya dan dengan anggota Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali.	Has no affiliated relationship either with members of the Board of Directors and members of the Board of Commissioners, or with the Majority and Controlling Shareholders.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Tidak ada Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: None Position at Other Companies: None

*) Menjabat sampai dengan 25 Juni 2025 Serving until June 25, 2025

Wisnoe Satrijono

Direktur Manajemen Human Capital dan Administrasi*
Director of Human Capital Management and Administration*



Berdomisili di Jakarta Domiciled in Jakarta	**Warga Negara Indonesia** Indonesian Citizen	**Berusia 58 Tahun** 58 years old

Riwayat Pendidikan Educational Background	- Sarjana Psikologi dari Universitas Gadjah Mada (1993) - Magister Manajemen Bidang Lainnya dari Institut Teknologi Bandung (2002)	- Bachelor of Psychology from Universitas Gadjah Mada (1993) - Master of Management in Other Fields from Institut Teknologi Bandung (2002).
Sertifikasi Certification	- Sertifikasi Kompetensi Keinstrukturan Basic (INS) (3) Level 3 SKKNI - *Qualified Risk Governance Professional* (QRGP).	- Basic Instructor Competency Certification (INS) Level 3 SKKNI - Qualified Risk Governance Professional (QRGP).
Riwayat Jabatan/ Pengalaman Kerja Position History/ Work Experience	Sebelum menjabat sebagai Direktur Manajemen Human Capital dan Administrasi PLN Indonesia Power, juga pernah menjabat sebagai Executive Vice President Strategi Human Capital PT PLN (Persero) Kantor Pusat (2021 - 2022), Executive Vice President Organization Development PT PLN (Persero) Kantor Pusat (2020 -2021), Executive Vice President Change Management Office PT PLN (Persero) Kantor Pusat (2019 -2020), General Manager PT PLN (Persero) Pusat Pendidikan dan Pelatihan (Corporate University) (2016 - 2018) dan Manajer Eksekutif Direksi PT PLN (Persero) (2014).	Before serving as Director of Human Capital Management and Administration of PLN Indonesia Power, he also held several positions, including Executive Vice President of Human Capital Strategy at PT PLN (Persero) Head Office (2021–2022), Executive Vice President of Organization Development at PT PLN (Persero) Head Office (2020–2021), Executive Vice President of the Change Management Office at PT PLN (Persero) Head Office (2019–2020), General Manager of PT PLN (Persero) Education and Training Center (Corporate University) (2016–2018), and Executive Manager to the Board of Directors of PT PLN (Persero) (2014).
Dasar Hukum Pengangkatan Legal Basis for Appointment	Keputusan Pemegang Saham Di Luar Rapat (Sirkuler) tentang Persetujuan Re-branding dan Perubahan Logo, Struktur Organisasi, dan Pengangkatan Anggota Direksi dan Dewan Komisaris Perseroan tanggal 21 September 2022.	Shareholders' Resolution outside the Meeting (Circular Resolution) concerning the Approval of Re-branding and Change of Logo, Organizational Structure, and Appointment of Members of the Board of Directors and Board of Commissioners of the Company dated September 21, 2022.
Periode Jabatan Term of Office	Pertama (2022-2026)	First (2022-2026)
Hubungan Afiliasi, Pernyataan Independensi dan Kepemilikan Saham Affiliated Relationship, Statement of Independence, and Share Ownership	Tidak memiliki hubungan afiliasi baik dengan sesama anggota Direksi lainnya dan dengan anggota Dewan Komisaris, maupun dengan Pemegang Saham Utama dan Pengendali.	Has no affiliated relationship either with members of the Board of Directors and members of the Board of Commissioners, or with the Majority and Controlling Shareholders.
Rangkap Jabatan Concurrent Position	Jabatan di PLN Indonesia Power: Tidak ada Jabatan di Perusahaan lain: Tidak ada	Position at PLN Indonesia Power: None Position at Other Companies: None

*) Menjabat sampai dengan 25 Juni 2025 Serving until June 25, 2025

Statistik Jumlah Pegawai PLN Indonesia Power

PLN Indonesia Power Employee Statistics

Statistik jumlah pegawai PLN Indonesia Power mencerminkan komitmen Perseroan dalam mengelola sumber daya manusia secara efektif dan berkelanjutan guna mendukung pencapaian kinerja perusahaan. Sepanjang tahun buku 2025, Perseroan terus melakukan penyesuaian jumlah dan komposisi pegawai dengan mempertimbangkan kebutuhan organisasi, pengembangan kompetensi, serta dinamika operasional bisnis. Pengelolaan ini dilakukan secara terencana melalui proses rekrutmen, pengembangan, serta penataan tenaga kerja yang selaras dengan strategi Perusahaan.

The statistics on the number of employees of PLN Indonesia Power reflect the Company's commitment to managing human resources effectively and sustainably in supporting the achievement of corporate performance. Throughout the 2025 financial year, the Company continued to adjust the number and composition of employees by considering organizational requirements, competency development, and business operational dynamics. This management was carried out in a planned manner through recruitment, development, and workforce arrangement processes aligned with the Company's strategy.

Berdasarkan Jenjang Jabatan

By Position Level

Pada tahun 2025, komposisi pegawai PLN Indonesia Power berdasarkan jenjang jabatan didominasi oleh level Penyelia, yang mencapai sebanyak 4.016 pegawai atau sekitar 77,4% dari total seluruh pegawai. Jumlah ini mengalami peningkatan dibandingkan tahun 2024, yaitu naik sebanyak 31 pegawai dari sebelumnya 3.985 orang. Sebagian besar pegawai pada jenjang Penyelia tersebar di unit pembangkit dan *Head Office*.

In 2025, the employee composition of PLN Indonesia Power by position level was dominated by the Supervisor level, which reached 4,016 employees or approximately 77.4% of the total workforce. This number increased compared to that of 2024, rising by 31 employees from previously 3,985 employees. Most employees at the Supervisor level were distributed across power plant units and the Head Office.

Komposisi Pegawai Berdasarkan Jenjang Jabatan Tahun 2022-2025

Employee Composition by Position Level in 2022-2025

Jenjang Jabatan Position Level	2022	2023	2024	2025	Perubahan 2024 - 2025 Change 2024 - 2025 (%)
Direksi Board of Directors	6	6	6	**6**	-
Eksekutif Utama Chief Executive	8	9	12	**11**	(8,33)
Eksekutif Senior Senior Executive	91	99	90	**92**	2,22
Eksekutif Executive	295	310	320	**337**	5,31
Penyelia Supervisor	2.582	3.634	3.985	**4.016**	0,78
Pelaksana Officer	1.213	1.400	1.002	**729**	(27,25)
Jumlah* Total*	**4.195**	**5.458**	**5.415**	**5.191**	**(4,14)**

* Termasuk Direksi, namun Direksi tidak termasuk ke dalam enam kategori Jenjang Jabatan yang ada di PLN Indonesia Power

* Including the Board of Directors; however, the Board of Directors is not included in the six Position Level categories within PLN Indonesia Power

Berdasarkan Usia
By Age

Pada tahun 2025, komposisi pegawai PLN Indonesia Power berdasarkan usia didominasi oleh kelompok usia produktif yang dikenal sebagai generasi milenial, yaitu pada rentang usia 26–35 tahun, dengan jumlah mencapai 2.891 pegawai atau sekitar 55,8% dari total seluruh pegawai PLN Indonesia Power. Dibandingkan tahun 2024, terjadi pergeseran komposisi usia di mana kelompok usia 31–35 tahun mengalami peningkatan menjadi 2.045 pegawai atau naik 9,18%, sementara kelompok usia 26–30 tahun mengalami penurunan sebesar 35,12%.

In 2025, the employee composition of PLN Indonesia Power by age was dominated by the productive age group known as the millennial generation, namely the 26–35 years age range, with a total of 2,891 employees or approximately 55.8% of the total employees of PLN Indonesia Power. Compared to 2024, there was a shift in the age composition where the 31–35 years age group increased to 2,045 employees or increased by 9.18%, while the 26–30 years age group decreased by 35.12%.

Selain itu, kelompok usia 36–40 tahun dan 41–45 tahun juga menunjukkan tren peningkatan masing-masing sebesar 9,13% dan 29,23%, yang mencerminkan keberlanjutan tenaga kerja berpengalaman di dalam organisasi. Secara keseluruhan, total jumlah pegawai pada tahun 2025 tercatat sebanyak 5.185 pegawai, mengalami penurunan 4,14% dibandingkan tahun 2024, namun struktur usia tetap didominasi oleh tenaga kerja usia produktif.

Furthermore, the 36–40 years and 41–45 years age groups also showed an increasing trend of 9.13% and 29.23%, respectively, reflecting the sustainability of an experienced workforce within the organization. Overall, the total number of employees in 2025 was recorded at 5,185 employees, decreasing by 4.14% compared to 2024; however, the age structure remained dominated by employees within the productive age group.

Komposisi Pegawai Berdasarkan Usia Tahun 2022-2025
Employee Composition by Age in 2022-2025

Usia (Tahun) Age (Year)	2022	2023	2024	2025	Perubahan 2024 - 2025 Change 2024 - 2025 (%)
19-25	74	95	78	**55**	(29,49)
26-30	1.462	1.695	1.304	**846**	(35,12)
31-35	1.017	1.617	1.873	**2.045**	9,18
36-40	643	758	854	**932**	9,13
41-45	175	334	414	**535**	29,23
46-50	367	322	212	**162**	(23,58)
51-54	392	521	538	**471**	(12,45)
>55	59	110	136	**139**	2,21
Jumlah Total	**4.189**	**5.452**	**5.409**	**5.185**	**(4,14)**

Berdasarkan Tingkat Pendidikan
By Education Level

Pada tahun 2025, komposisi pegawai PLN Indonesia Power berdasarkan tingkat pendidikan menunjukkan bahwa jenjang Sarjana (S1) masih mendominasi dengan total sebanyak 2.026 orang, atau sekitar 39,1% dari total seluruh pegawai. Perubahan yang cukup signifikan terjadi pada tingkat pendidikan Pascasarjana (S2), di mana jumlah pegawai meningkat sebanyak 86 orang, dari 268 orang pada tahun 2024 menjadi

In 2025, the employee composition of PLN Indonesia Power based on educational level showed that the bachelor's degree (S1) level still dominated, with a total of 2,026 employees, or approximately 39.1% of the total workforce. A significant change occurred at the Master (S2) educational level, where the number of employees increased by 86 employees, from 268 employees in 2024 to 354 employees in 2025. This

354 orang pada tahun 2025. Peningkatan ini mencerminkan komitmen Perusahaan dalam meningkatkan kualitas sumber daya manusia melalui rekrutmen serta pengembangan pegawai berpendidikan tinggi.

increase reflects the Company's commitment to improving the quality of human resources through recruitment and the development of highly educated employees.

Sementara itu, jumlah pegawai bergelar Sarjana (S1) relatif stabil meskipun mengalami penurunan tipis sebanyak 18 orang dibandingkan tahun sebelumnya. Secara keseluruhan, struktur pendidikan pegawai PLN Indonesia Power tetap didominasi oleh lulusan pendidikan tinggi, yang mendukung kebutuhan kompetensi dan profesionalisme dalam operasional perusahaan.

Meanwhile, the number of employees holding a bachelor's degree (S1) remained relatively stable despite a slight decrease of 18 employees compared to the previous year. Overall, the educational structure of PLN Indonesia Power employees continued to be dominated by higher education graduates, supporting the competency and professionalism requirements in the Company's operations.

Komposisi Pegawai Berdasarkan Tingkat Pendidikan Tahun 2022-2025
Employee Composition by Education Level in 2022-2025

Tingkat Pendidikan Education Level	2022	2023	2024	2025	Perubahan 2024 - 2025 Change 2024 - 2025 (%)
S3 Doctorate Degree	1	2	1	**1**	-
S2 Master's degree	186	231	268	**354**	32,09
S1 Bachelor's degree	1.599	1.972	2.044	**2026**	(0,88)
Diploma	1.458	1.758	1.707	**1566**	(8,26)
SLTA Senior High School	934	1.477	1.379	**1229**	(10,88)
SLTP/SD Junior High School/ Elementary	11	12	10	**9**	(10,00)
Jumlah Total	**4.189**	**5.452**	**5.409**	**5185**	**(4,14)**

Berdasarkan Jenis Kelamin
By Gender

Hingga akhir tahun 2025, komposisi pegawai PLN Indonesia Power masih didominasi oleh pegawai pria dengan jumlah sebanyak 4.651 orang atau setara dengan sekitar 89,7% dari total pegawai. Sementara itu, pegawai wanita tercatat sebanyak 534 orang, atau sekitar 10,3% dari keseluruhan pegawai.

As of the end of 2025, the employee composition of PLN Indonesia Power was still dominated by male employees, totaling 4,651 employees or equivalent to approximately 89.7% of the total workforce. Meanwhile, female employees were recorded at 534 employees, or approximately 10.3% of the total employees.

Komposisi Pegawai Berdasarkan Jenis Kelamin Tahun 2022-2025
Employee Composition by Gender in 2022-2025

Jenis Kelamin Gender	2022	2023	2024	2025	Perubahan 2024 - 2025 Change 2024 - 2025 (%)
Pria Male	3.758	4.905	4.868	**4651**	(4,46)
Wanita Female	431	547	541	**534**	(1,29)
Jumlah Total	**4.189**	**5.452**	**5.409**	**5185**	**(4,14)**

Berdasarkan Status Kepegawaian
By Employment Status

Hingga akhir tahun 2025, sebanyak 3.764 pegawai merupakan pegawai organik PLN Indonesia Power, yang berkontribusi langsung dalam mendukung operasional utama perusahaan. Sementara itu, terdapat 1.385 pegawai yang berstatus tugas karya dari PLN, serta 36 pegawai lainnya merupakan tugas karya dari Anak Perusahaan.

Selain kekuatan pegawai tetap, operasional perusahaan juga didukung oleh sinergi tenaga kerja lainnya. Hingga periode yang sama, terdapat 12.211 Tenaga Alih Daya (TAD) yang memegang peranan krusial dalam mendukung berbagai fungsi layanan dan teknis di lingkungan kerja. Di samping itu, perusahaan juga diperkuat oleh 14 Tenaga Kerja Waktu Tertentu (TKWT) yang menjalankan penugasan spesifik untuk jangka waktu tertentu, guna memastikan fleksibilitas dan efektivitas pencapaian target strategis perusahaan.

As of the end of 2025, a total of 3,764 employees were organic employees of PLN Indonesia Power, directly contributing to supporting the Company's core operations. Meanwhile, there were 1,385 employees assigned under secondment status from PT PLN (Persero), while another 36 employees were seconded from Subsidiaries.

In addition to the strength of permanent employees, the Company's operations were also supported by the synergy of other workforce personnel. As of the same period, there were 12,211 outsourced workers who played a crucial role in supporting various service and technical functions within the working environment. In addition, the Company was also supported by 14 Fixed-Term Employees who carried out specific assignments for a certain period of time, in order to ensure flexibility and effectiveness in achieving the Company's strategic targets.

Komposisi Pegawai Berdasarkan Status Pegawai Tahun 2022-2025
Employee Composition by Employment Status in 2022-2025

Status Kepegawaian Employment Status	2022	2023	2024	2025	Perubahan 2024 - 2025 Change 2024 - 2025 (%)
Pegawai Tetap Permanent Employee	4.189	5.452	5.409	**5.185**	(4,14)
Organik PLN Indonesia Power PLN Indonesia Power Organic Employee	3.989	3.919	3.900	**3.764**	(3,49)
Tugas Karya PLN PLN Secondee	161	1.491	1.469	**1.385**	(5,72)
Tugas Karya Anak Perusahaan Subsidiary Secondee	39	42	40	**36**	(10,00)
Pegawai Tidak Tetap Non-Permanent Employee	33	33	39	**14**	(64,10)
Alih Daya Outsourcing	8.730	11.923	12.145	**12.211**	0,54
Jumlah Total	**12.952**	**17.408**	**17.593**	**17.410**	**(1,04)**

Berdasarkan Wilayah Kerja
By Work Area

Pada tahun 2025, jumlah pegawai terbanyak berdasarkan wilayah kerja berada diurutan pertama adalah Kantor Pusat dengan komposisi pegawai sebanyak 15,99% dikarenakan adanya penambahan unit baru, ada *spin off* tenaga kontrak PLN ke PLN Indonesia Power. Diurutan kedua adalah UBP Suralaya dengan komposisi pegawai sebesar 9,68%, mengingat UBP Suralaya merupakan unit dengan kapasitas terpasang terbesar dibandingkan seluruh unit yang ada.

In 2025, the highest number of employees by work area was at the Head Office, accounting for 15.99% of the employee composition, due to the addition of new units and the spin-off of PLN contract workers to PLN Indonesia Power. The second largest composition was at Suralaya GBU, accounting for 9.68% of employees, considering that GBU Suralaya is the unit with the largest installed capacity among all existing units.

Komposisi Pegawai Berdasarkan Wilayah Kerja Tahun 2022-2025

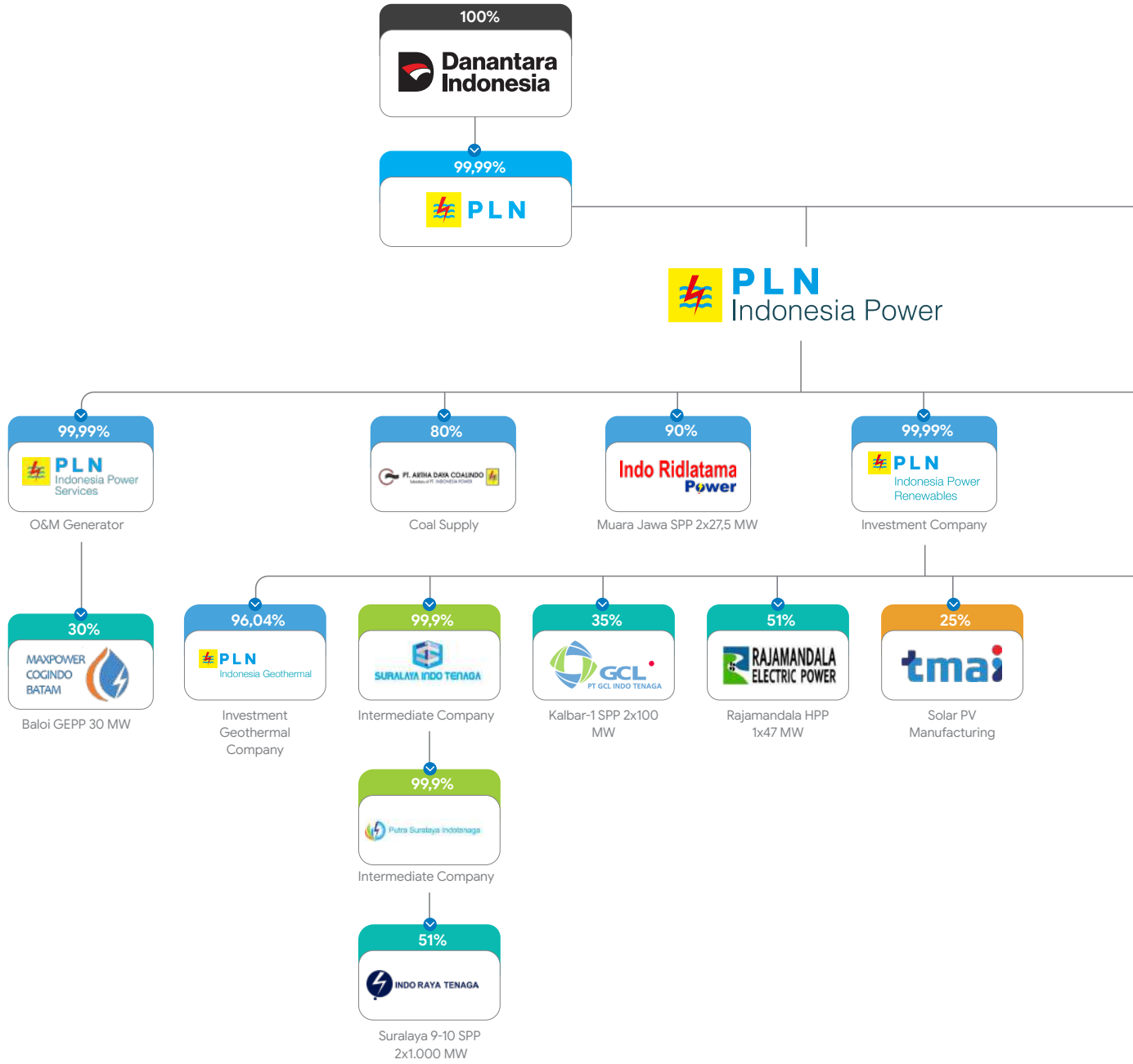
Employee Composition by Work Area in 2022-2025

Wilayah Kerja Work Area	2022	2023	2024	2025	Perubahan 2024 - 2025 Change 2024 - 2025 (%)
Kantor Pusat Head Office	683	814	827	**829**	0,24
UBP GBU Suralaya	610	556	533	**502**	(5,82)
UBP GBU Priok	307	299	284	**263**	(7,39)
UBP GBU Saguling	178	172	165	**157**	(4,85)
UBP GBU Kamojang	222	284	278	**254**	(8,63)
UBP GBU Semarang	214	214	214	**213**	(0,47)
UBP GBU Mrica	150	137	133	**123**	(7,52)
UBP GBU Grati	185	182	164	**162**	(1,22)
UBP GBU Bali	200	199	189	**180**	(4,76)
Unit Bisnis Pemeliharaan Maintenance Business Unit	366	376	374	**362**	(3,21)
UBP GBU Banten 1 Suralaya	95	95	90	**92**	2,22
UBP GBU Banten 2 Labuan	114	112	113	**106**	(6,19)
UBP GBU Banten 3 Lontar	155	147	150	**149**	(0,67)
UBP GBU Jawa Barat 2 Palabuhan Ratu	136	127	132	**125**	(5,30)
UBP GBU Jawa Tengah 2 Adipala	107	104	101	**97**	(3,96)
UBP GBU Pangkalan Susu	163	157	154	**122**	(20,78)
UBP GBU Cilegon	101	98	98	**97**	(1,02)
UBP GBU Barru	51	58	58	**55**	(5,17)
UBP GBU Jeranjang	44	41	45	**44**	(2,22)
UBP GBU Sanggau	1	1	1	**1**	-
UBP GBU Sintang	1	1	1	**1**	-
UBP GBU Holtekamp	1	1	1	**1**	-
Project Unit	75	-	-	**-**	-
UBP GBU Berau	1	1	1	**1**	-
UBP GBU Labuhan Angin	-	59	60	**42**	(30,00)
UBP GBU Asam-Asam	-	185	184	**176**	(4,35)
UBP GBU Teluk Sirih	-	92	95	**98**	3,16
UBP GBU Ombilin	-	86	93	**90**	(3,23)
UBP GBU Singkawang	-	104	104	**101**	(2,88)
UBP GBU Mahakam	-	157	150	**140**	(6,67)
UBP GBU Keramasan	-	137	142	**138**	(2,82)
UBP GBU Barito	-	113	110	**102**	(7,27)
UBP GBU Tello	-	68	68	**65**	(4,41)
UBP GBU Kepulauan Riau	-	46	49	**49**	-
UBP GBU Bengkulu	-	61	61	**56**	(8,20)
UBP GBU Jambi	-	77	81	**81**	-
UBP GBU Bukittinggi	-	77	76	**77**	1,32
UBP GBU Jatigede	-	14	25	**28**	12,00
UBP GBU Papua Maluku	-	-	5	**6**	20,00
Jumlah Total	**4.189**	**5,452**	**5,409**	**5185**	**(4,14)**

Struktur Grup Perusahaan
Corporate Group Structure

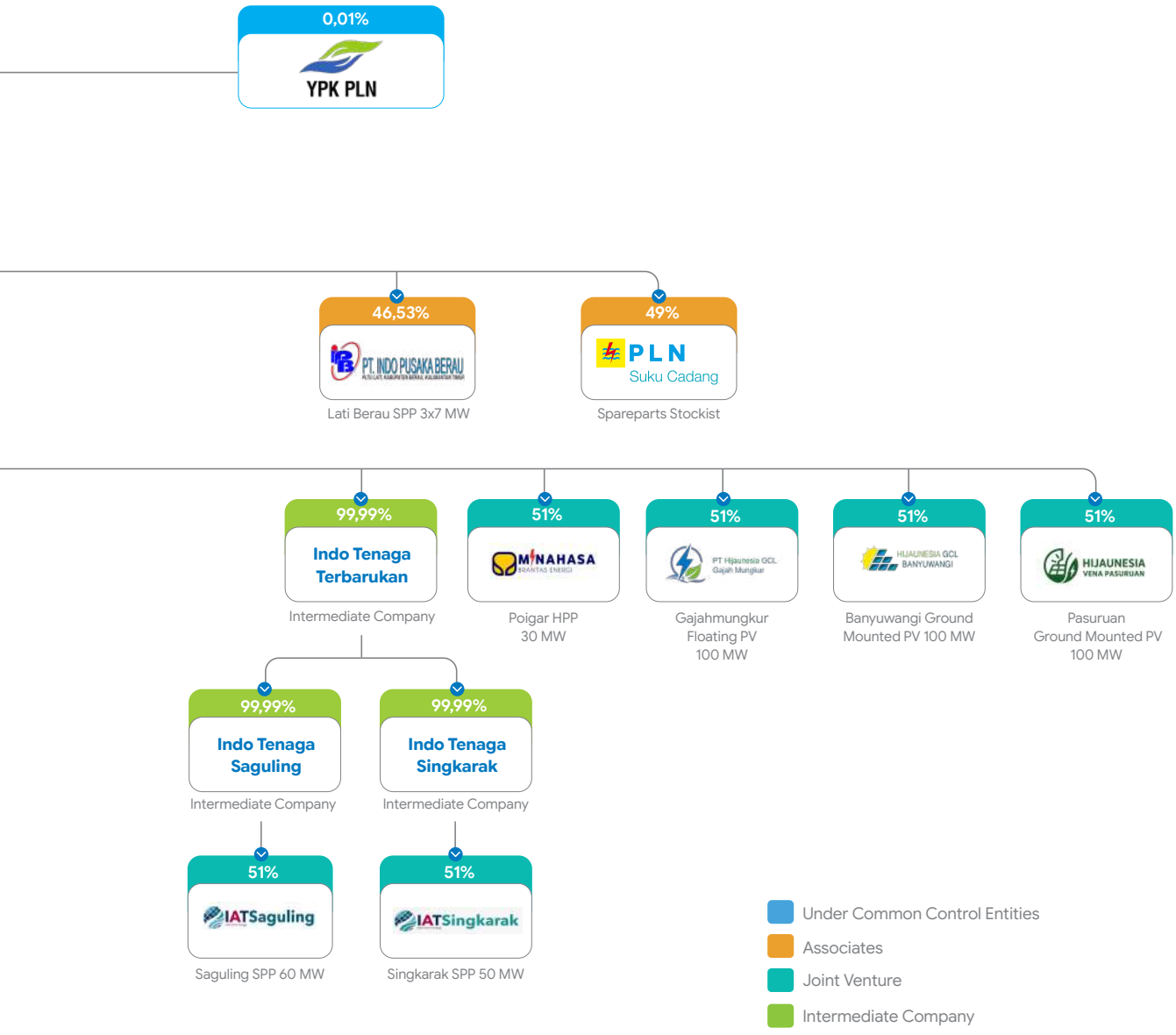
PLN Indonesia Power telah membentuk Bidang Portfolio and Subsidiaries Management di bawah Direktorat Pengembangan Bisnis dan Niaga yang mewadahi mekanisme hubungan *parenting* terhadap Anak Perusahaan, Perusahaan Patungan maupun Perusahaan Asosiasi. Saat ini, PLN Indonesia Power memiliki struktur grup Perusahaan yang terdiri dari 4 (empat) Anak Perusahaan, 2 (dua) Perusahaan Asosiasi. Di bawah

PLN Indonesia Power has established the Portfolio and Subsidiaries Management Division under the Directorate of Business Development and Commerce, which accommodates the parenting relationship mechanism with Subsidiaries, Joint Venture Companies, and Associate Companies. Currently, PLN Indonesia Power has a corporate group structure consisting of 4 (four) subsidiaries and 2 (two) associated companies.



PLN Indonesia Power Services terdapat 1 (satu) Perusahaan Patungan. Di bawah PLN Indonesia Power Rewenables terdapat 10 (sepuluh) *Special Purpose Company* (SPC), 1 (satu) Anak Perusahaan, dan 5 (lima) *layering company*.

Under PLN Indonesia Power Services, there is 1 (one) joint venture company. Under PLN Indonesia Power Renewables, there are 10 (ten) Special Purpose Companies (SPCs), 1 (one) subsidiary, and 5 (five) layered companies.



Anak Perusahaan merupakan suatu perusahaan yang dikendalikan oleh PLN Indonesia Power, memiliki kekuasaan untuk mengatur kebijakan keuangan dan operasional anak perusahaan untuk memperoleh manfaat dari aktivitas Anak Perusahaan tersebut.

A Subsidiary is a company controlled by PLN Indonesia Power, which has the authority to regulate the financial and operational policies of the subsidiary in order to obtain benefits from the Subsidiary's activities.

Perusahaan *Joint Venture* (Perusahaan Patungan) merupakan perusahaan bersama dimana para pihak mempunyai bagian partisipasi, dan diatur oleh persetujuan untuk berbagi pengendalian atas suatu aktivitas. Pada perusahaan ini, keputusan keuangan dan operasional strategis terkait dengan aktivitasnya, dipersyaratkan secara konsensus dari seluruh pihak yang berbagi pengendalian.

A Joint Venture Company is a jointly controlled company in which the parties have participating interests and are governed by an agreement to share control over an activity. In this company, strategic financial and operational decisions related to its activities are required to be made based on the consensus of all parties sharing control.

Perusahaan Asosiasi merupakan suatu perusahaan dimana Indonesia Power mempunyai pengaruh signifikan, dan bukan merupakan entitas anak ataupun bagian partisipasi dalam ventura bersama. Sedangkan definisi "Pengaruh Signifikan" adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional, tetapi tidak mengendalikan maupun mengendalikan bersama atas kebijakan tersebut.

An Associate Company is a company in which PLN Indonesia Power has significant influence, and which is neither a subsidiary nor a participating interest in a joint venture. Meanwhile, "Significant Influence" is defined as the power to participate in financial and operational policy decisions, but not to control or jointly control those policies.

***Special Purpose Company* (SPC)** adalah suatu perusahaan yang dibentuk untuk melakukan aktivitas khusus dengan tujuan atau fokus yang terbatas. Perusahaan ini biasanya, dimiliki hampir sepenuhnya oleh badan hukum yang menjadi sponsornya.

A Special Purpose Company (SPC) is a company established to carry out specific activities with limited objectives or focus. This company is usually almost entirely owned by the legal entity acting as its sponsor.

Untuk meningkatkan fokus dan kinerja, PLN Indonesia Power menata portofolio Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi berdasarkan aktivitas, proses bisnis, dan misi strategisnya. Pengelompokan ini bertujuan mendorong kontribusi pada seluruh rantai nilai ketenagalistrikan serta mendukung penciptaan nilai bagi PT PLN (Persero) dan para pemangku kepentingan.

To enhance focus and performance, PLN Indonesia Power organizes the portfolio of Subsidiaries, Joint Venture Companies, and Associate Companies based on their activities, business processes, and strategic missions. This grouping aims to encourage contributions across the entire electricity value chain and support value creation for PT PLN (Persero) and stakeholders.

Skema Sinergi dan *Alignment* PLN Indonesia Power *Group*

Scheme of PLN Indonesia Power Group Synergy and Alignment

Bisnis *Core*
Core Business

Power Plant

- Batubara (Coal)
- Hydro
- Bahan Bakar (Fuel)
- Gas
- Angin (Wind)
- Tenaga Surya (Solar)

Non IPP

PLTU	PLTG/GU/MG	PLTD	PLTA	PLTP
10,09 GW 52 Mesin	8,37 GW 103 Mesin	0,73 GW 182 Mesin	1,62 GW 87 Mesin	0,57 GW 17 Mesin

IPP

- Indo Ridlatama Power — Muara Jawa SPP 2x27,7 MW
- PLN Indonesia Power Renewables — Investment Company
  - Rajamandala Electric Power — PLTA Rajamandala 1x47 MW
  - GCL — Kalbar-1 SPP 2x100 MW
  - Indo Raya Tenaga — PLTU Suralaya 9-10 2x1.000 MW
  - IATSaguling — PLTU Saguling 60 MW
  - Minahasa Sarana Energi — PLTA Poigar 30 MW
  - IATSingkarak — PLTU Singkarak 50 MW
  - PT Hijaunesia GCL Gajah Mungkur — PLTS Terapung Gajahmungkur 100 MW
  - Hijaunesia GCL Banyuwangi — PLTS Banyuwangi 100 MW
  - Hijaunesia Vena Pasuruan — PLTS Pasuruan 100 MW
- PT. PLN Indonesia Power — PLTU Lati Berau 3x7 MW
- PLN Indonesia Power Services — PLTD Nusa Penida 10 MW, PLTD Tenau 40 MW
  - Maxpower Cogindo Batam — PLTMG Baloi 30 MW

Bisnis *Adjacent*
Adjacent Business

O&M and MRO

- PLN Indonesia Power — Operation & Maintenance (O&M)
- PLN Indonesia Power Services — Operation & Maintenance (O&M); Maintenance, Repair and Overhaul (MRO); Gear Engine Services
- PLN Indonesia Geothermal — Operation & Maintenance (O&M) PLTS

Innovative and Support

- PT. Artha Daya Coalindo — Port Management; Dredging
- PLN Indonesia Power Services — Workshop; EPC; EBT; Digital Business
- PLN Indonesia Geothermal — EPC & Sewa PV Rooftop
- PLN Suku Cadang — Supply Chain Management
- tmai — Solar PV Manufacturing

Energi Primer

- PT. Artha Daya Coalindo — Coal Supply

Bisnis *Transformational*
Transformational Business

- PT. Artha Daya Coalindo — Co-firing
- PLN Indonesia Geothermal
  - Upstream Geothermal
  - Geo Consulting

Profil Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi

Profiles of Subsidiaries, Joint Venture Companies, and Associate Companies

Profil ringkas Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi yang dimiliki PLN Indonesia Power hingga 31 Desember 2025, sebagai berikut:

The following are brief profiles of the Subsidiaries, Joint Venture Companies, and Associate Companies owned by PLN Indonesia Power as of December 31, 2025:

Perusahaan Company	Tanggal Pendirian Date of Establishment	Bidang Usaha Line of Business	Alamat Perusahaan Company Address	Kepemilikan Saham Shareholding %	Status Operasi Operation Status
Anak Perusahaan Subsidiaries					
PT PLN Indonesia Power Services [1]	15 April 1998 April 15, 1998	Energi ketenagalistrikan; operasi dan pemeliharaan pembangkit tenaga listrik, serta *co-generation* dengan kegiatan usaha: a. Penjualan tenaga listrik b. *Operation & Maintenance* (OM) *services* c. *Maintenance, Repair and Overhaul* (MRO) *Service* dan *Stockiest* d. Sewa *genset* Electricity power, power plant operations and maintenance, and co-generation, with the following business activities: a. Electricity sales b. Operations & Maintenance (O&M) services c. Maintenance, Repair, and Overhaul (MRO) services and Stockist d. Power generator rental	**Kantor Pusat** Head Office Gedung COGINDO Jl. Raya Pasar Minggu No.190 Jakarta 12510 (62 - 21) 217 89990 (62 - 21) 217 89990 info@plnipservices.co.id www.plnipservices.co.id	PLN IP: 99,99% YPK IP: 0,01%	Beroperasi In operation
PT Artha Daya Coalindo	21 Oktober 1997 October 21, 1997	Perdagangan, penambangan, pengangkutan, bongkar muat, pemasaran dan keagenan batubara, dengan kegiatan usaha: a. Penjualan Batubara b. *Port Management* c. O&M Kapal Keruk d. Penyediaan *Biomass* Coal trade, mining, transport, loading-unloading, marketing, and agency, with the following business activities: a. Coal sales b. Port management c.Dredger vessel O&M d. Biomass provision	**Kantor Pusat** Head Office Jl. Jend Gatot Subroto Kav. 18, Jakarta Selatan 12950 (62-21) 520 3725 support@arthadayacoalindo.co.id www.arthadayacoalindo.co.id	PLN IP: 80% PT Desira Pratama Lines: 10% PT Artindo Utama: 10%	Beroperasi In operation
PT Indo Ridlatama Power	28 September 2007 September 28, 2007	Pembangkitan tenaga listrik melalui pengusahaan PLTU Muara Jawa 2x27,5 MW di Muara Jawa Kalimantan Timur Power generation through management of Muara Jawa SPP 2x27.5 MW in Muara Jawa, East Kalimantan	**Kantor Pusat** Head Office Jl. Jend Gatot Subroto Kav. 18, Lt. 10 Jakarta Selatan (62 21) 5267666 - www.indoridlatamapower.com **Kantor Pembangkit** Power Plant Office J. Moh. Hatta RT 023 Handil II, Muara Jawa Kutai Kartanegara – Kalimantan Timur	PLN IP: 90% PT Ridlatama Bangun Mandiri: 10%	Beroperasi In operation

[1] PT PLN Indonesia Power Services, sebelumnya bernama PT Cogindo DayaBersama telah berubah nama berdasarkan Akta No. 08 tanggal 19 April 2024; SK Kemenkumham No. AHU-0084932.AH.01.11. Tahun 2024 tanggal 02 Mei 2024

[1] PT PLN Indonesia Power Services, formerly known as PT Cogindo DayaBersama, changed its name pursuant to Deed No. 08 dated April 19, 2024; Ministry of Law and Human Rights Decree No. AHU-0084932.AH.01.11.Tahun2024 dated May 2, 2024.

Perusahaan Company	Tanggal Pendirian Date of Establishment	Bidang Usaha Line of Business	Alamat Perusahaan Company Address	Kepemilikan Saham Shareholding %	Status Operasi Operation Status
PT PLN Indonesia Power Renewables [2]	20 Desember 2013 December 20, 2013	*Participating interest*, yaitu sebagai Anak Perusahaan Indonesia Power yang ditetapkan *unrestricted* terhadap *Indenture Covenant Global Bond*, untuk keperluan pendanaan proyek, dengan kegiatan usaha: a. Penyertaan pada PT Rajamandala Electric Power untuk pengembangan PLTA Rajamandala 47 MW b. Penyertaan pada PT GCL Indo Tenaga untuk pengembangan PLTU Kalbar-1 2x100 MW c. Penyertaan pada PT Suralaya Indo Tenaga sebagai *intermediate company* atas PT Indo Raya Tenaga dalam rangka pengembangan PLTU Suralaya 9-10 2x1.000 MW d. Penyertaan pada PT PLN Indonesia Geothermal (ex PT Indo Tenaga Hijau) untuk pengembangan EBT dan Pengembangan PLTP PLN Grup e. Penyertaan pada PT Trina Mas Agra Indonesia untuk pengembangan *Solar Manufacture* f. Penyertaan pada PT Indo Acwa Tenaga Saguling, Pembangkit tenaga listrik melalui pemgembangan PLTS Saguling 60 MW g. Penyertaan pada PT Minahasa Brantas Energi, Pengelolaan Sumber Daya Alam Ketenagalistrikan PLTA Poigar 2x15 MW h. Penyertaan pada PT Indo Acwa Tenaga Singkarak, Pembangkit tenaga listrik melalui pemgembangan PLTS Singkarak 60 MW i. Penyertaan pada PT Hijaunesia GCL Gajahmungkur untuk pengembangan PLTS Terapung Gajahmungkur 100 MW j. Penyertaan pada PT Hijaunesia GCL Banyuwangi untuk pengembangan PLTS Banyuwangi 100 MW k. Penyertaan pada PT Hijaunesia Vena Pasuruan untuk pengembangan PLTS Pasuruan 100 MW Participating interest, i.e. as a Subsidiary of PLN Indonesia Power that is defined as unrestricted to Indenture Global Bond Covenant for project funding, with the following business activities: a. Equity participation in PT Rajamandala Electric Power for development of Rajamandala HPP 47 MW b. Equity participation in PT GCL Indo Tenaga for development of Kalbar-1 SPP 2x100 MW c. Equity participation in PT Suralaya Indo Tenaga as intermediate company of PT Indo Raya Tenaga for development of Suralaya SPP 9-10 2x1,000 MW d. Equity participation in PT PLN Indonesia Geothermal (formerly PT Indo Tenaga Hijau) for development of NRE-based power plants and geothermal power plants of PLN Group e. Equity participation in PT Trina Mas Agra Indonesia for solar manufacture development f. Equity participation in PT Indo Acwa Tenaga Saguling, electricity generation through the development of the 60 MW Saguling Solar Power Plant (PLTS g. Equity participation in PT Minahasa Brantas Energi, management of electricity natural resources through the 2x15 MW Poigar Hydropower Plant (PLTA)	Kantor Pusat Head Office Jl. Jend Gatot Subroto Kav. 18 Lt. 2 Jakarta Selatan (62 21) 2253 2677 (62 21) 9565 8490 sek.iprenewables@plnindonesiapower.co.id www.plnindonesiapowerrenewables.co.id	PLN IP: 99,99% YPK IP: 0,01%	Beroperasi In operation

[2] PT PLN Indonesia Power Renewables sebelumnya bernama PT Putra Indotenaga telah berubah nama berdasarkan Akta Notaris tanggal 3 Agustus 2023

[2] PT PLN Indonesia Power Renewables, formerly known as PT Putra Indotenaga, changed its name pursuant to Notarial Deed dated August 3, 2023.

Perusahaan Company	Tanggal Pendirian Date of Establishment	Bidang Usaha Line of Business	Alamat Perusahaan Company Address	Kepemilikan Saham Shareholding %	Status Operasi Operation Status
		h. Equity participation in PT Indo Acwa Tenaga Singkarak, electricity generation through the development of the 60 MW Singkarak Solar Power Plant (PLTS) i. Equity participation in PT Hijaunesia GCL Gajahmungkur for the development of the 100 MW Gajahmungkur Floating Solar Power Plant (PLTS) j. Equity participation in PT Hijaunesia GCL Banyuwangi for the development of the 100 MW Banyuwangi Solar Power Plant (PLTS) k. Equity participation in PT Hijaunesia Vena Pasuruan for the development of the 100 MW Pasuruan Solar Power Plant (PLTS)			
Perusahaan Patungan Joint Ventures					
N/A					
Perusahaan Asosiasi Associates					
PT Indo Pusaka Berau	12 Januari 2005 January 12, 2005	Pembangkitan tenaga listrik, melalui pengusahaan PLTU Lati 3 x 7 MW di Tanjung Redeb, Berau Kalimantan Timur Power generation, through management of Lati SPP 3x7 MW in Tanjung Redeb, Berau, East Kalimantan	**Kantor Pusat** Head Office Jl.Pemuda No. 356 Tanjung Redeb, Berau 77311 Kalimantan Timur (62 554) 2021672 secretary@ipb.co.id www.ipb.co.id **Kantor Perwakilan Jakarta** Jakarta Representative Office Jl. Jend Gatot Subroto Kav. 18 Lt. 2 Jakarta Selatan (62 21) 525 0912 (62 21) 525 0912	Pemkab Berau: 49,48% PLN IP: 46,53% Jasin Effrin Jaya: 3,99%	Beroperasi In operation
PT Prima Layanan Niaga Suku Cadang	16 Juni 2017 June 16, 2017	a. Perdagangan barang dan jasa yang berkaitan dengan ketenagalistrikan, penyediaan *spare parts* pembangkit b. *E-commerce* di bidang *supply chain* management c. Jasa *Reverse engineering* d. Jasa Konsultan a. Electricity-related goods and service trade, power plant spare parts provision b. E-commerce in supply chain management c. Reverse engineering service d. Consultant service	**Kantor Pusat** Head Office Recapital Building Lt. 3 Jl. Adityawarman No. 55 Jakarta Selatan 12160 (62 21) 724 6184 +62811 160672 email@pln.sc.co.id www.plnsc.co.id	PLN IP: 49% PNP: 51%	Beroperasi In operation
Perusahaan Patungan di Bawah PT PLN Indonesia Power Services **Joint Ventures under PT PLN Indonesia Power Services**					
PT Maxpower Cogindo Batam	19 Agustus 2020 Auguts 19, 2020	Pembangkit tenaga listrik melalui Pengoperasian PLTMG Baloi 30 MW Power generation through the operation of the 30 MW Baloi Gas Engine Power Plant (GEPP)	Ruko Industrial Estate Blok A No. 04, Batam - Indonesia (021) 2178 9990	PLN IPS: 30% Maxpower: 70%	Beroperasi In operation
Afiliasi dari Anak Perusahaan (Anak Perusahaan di Bawah PT PLN Indonesia Power Renewables) **Affiliate of Subsidiary (Subsidiary under PT PLN Indonesia Power Renewables)**					
PT PLN Indonesia Geothermal [3]	10 Desember 2019 December 10, 2019	Pengusahaan energi baru dan/atau terbarukan, Jasa Penunjang ketenagalistrikan serta Perdagangan dan jasa terkait ketenagalistrikan berbasis energi dan/atau terbarukan New and/or renewable energy management, electricity Supporting Services, and new and/or renewable energy-based electricity-related trade and services.	Menara Bidakara Menteng Dalam, Kec. Tebet, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta (62-21) 252 3005 - sekretariat@plnindonesiageo-thermal.co.id www.plnindonesiageother-mal.co.id	PLN IPRen: 96,04% YPK IP: 3,94%	Beroperasi In operation

[3] PT PLN Indonesia Geothermal sebelumnya bernama PT Indo Tenaga Hijau telah berubah nama berdasarkan Akta Notaris tanggal 18 September 2023 dan sebelumnya PT Tangkuban Parahu Geothermal Power (TPGP) yang telah berubah nama lebih dulu berdasarkan Akta Notaris tanggal 7 November 2017)

[3] PT PLN Indonesia Geothermal, formerly known as PT Indo Tenaga Hijau, changed its name pursuant to the Notarial Deed dated September 18, 2023, and was previously known as PT Tangkuban Parahu Geothermal Power (TPGP), which had earlier changed its name pursuant to the Notarial Deed dated November 7, 2017.

Perusahaan Company	Tanggal Pendirian Date of Establishment	Bidang Usaha Line of Business	Alamat Perusahaan Company Address	Kepemilikan Saham Shareholding %	Status Operasi Operation Status
***Special Purpose Company* di Bawah PT PLN Indonesia Power Renewables** **Special Purpose Company under PT PLN Indonesia Power Renewables**					
PT Rajamandala Electric Power	14 Februari 2012 February 14, 2012	Pembangkit tenaga listrik melalui pengoperasian PLTA Rajamandala 1x47 MW (COD sejak 12 Mei 2019) Electricity generation via operation of HPP Rajamandala 1x47 MW (COD on May 12, 2019)	**Kantor Pusat** Head Office Wisma PMI Lt.2 Suite 202 Jalan Wijaya I No. 63 Jakarta Selatan 12170 (62 21) 726 5145 admin@rajamandala-power.com www.rajamandala-power.com	PLN IPRen: 51% KPIC Netherland BV (Kansai): 49%	Beroperasi In operation
PT GCL Indotenaga	25 Februari 2016 February 25, 2016	Didirikan khusus untuk mengembangkan, mengoperasikan, dan memelihara PLTU Kalbar-1 2 x 100 MW Especially established to develop, operate, and maintain SPP Kalbar-1 2x100 MW	**Kantor Pusat** Head Office SOHO Capital Building Lt. 23, Unit 05, Jl. Letjend. S. Parman Kav. 28, Jakarta Barat (62 21) 3003 3370	PLN IPRen: 35% Taicang Harbour Golden Concord Limited (GCL): 65%	Beroperasi In operation
PT Indo Raya Tenaga	15 Maret 2017 March 15, 2017	Pembangkitan tenaga listrik melalui pengembangan PLTU Suralaya 9-10 kapasitas 2x1000 MW Power generation through the development of SPP Suralaya 9-10 2x1,000 MW	**Kantor Pusat** Head Office Sentral Senayan II, Lt. 17 Suite 217B Jl. Asia Afrika No. 8 Gelora Bung Karno, Jakarta Pusat 10270 (62 21) 5790 0202 (62 21) 5790 0208 info@irt.co.id www.irt.co.id **Suralaya & Lebak Gede Office** *Site Office* Proyek PLTU Jawa 9 & 10 Jalan Yos Sudarso, Kel. Suralaya, Kec Pulomerak, Kota Cilegon Banten 42439	PT Putra Suralaya Indotenaga: 51% Barito Wahana Lestari (BWL): 49%	Beroperasi In operation
PT Suralaya Indo Tenaga* [4]	15 November 2019 November 15, 2019	*Intermediate Company* dalam rangka pengembangan PLTU Jawa 9-10 kapasitas 2x1000 MW Intermediate company in the development of Java 9-10 SPP 2x1,000 MW	Jl. Jend Gatot Subroto Kav. 18, Lt. 2, Jakarta Selatan (62 21) 526 7666	PT PIT: 99,8% YPK PT Indonesia Power: 0,2%	Beroperasi In operation
PT Putra Suralaya Indotenaga* [4]	15 November 2019 November 15, 2019	*Intermediate Company* dalam rangka pengembangan PLTU Jawa 9-10 kapasitas 2x1000 MW Intermediate company in the development of Java 9-10 SPP 2x1,000 MW	Jl. Jend Gatot Subroto Kav. 18, Lt. 2, Jakarta Selatan (62 21) 526 7666	PLN IPRen: 99,8% PT Energi Prima Nusantara: 0,2%	Beroperasi In operation
PT Trina Mas Agra Indonesia	09 Oktober 2023 October 09, 2023	Manufaktur Sel dan Modul *Solar PV* Manufacturing of solar PV cell and module	*Factory* Kawasan Industri Kendal Jalan Indraprasta Nomor 6, Kendal, Jawa Tengah 51372 - - commercial@tmai.co.id www.tmai.co.id *Head Office* Sinarmas Land Plaza tower 2, 16th floor, Jl. M.H. Thamrin No 51, Gondangdia, Kec. Menteng, Jakarta Pusat, Jakarta - 10350	PLN IPRen: 25% PT Trina Dian Agra Energi: 75%	Beroperasi In operation
PT Minahasa Brantas Energi	25 November 2013 November 25, 2013	Pembangkit tenaga listrik melalui pemgembangan PLTA Poigar 2x15 MW HPP Poigar with a capacity of 2×15 MW	D.I Panjaitan Kav. 14 Jakarta 13340 021 29613918	PLN IPRen: 51% PT Brantas Energy: 49%	Belum Beroperasi Not yet in operation

* *Intermediate Company*

[4] PT Suralaya Indo Tenaga (SIT) dan PT Putra Suralaya Indotenaga (PSI) merupakan entitas yang berada di bawah naungan PLN IP Renewables, dan dibentuk sebagai bagian dari struktur intermediate company dalam pengembangan Proyek PLTU Jawa 9-10 berkapasitas 2x1.000 MW yang berlokasi di Suralaya, Banten. Proyek ini termasuk dalam daftar Proyek Strategis Nasional di sektor ketenagalistrikan dan dikembangkan melalui skema *Independent Power Producer* (IPP).

* Intermediate Company

[4] PT Suralaya Indo Tenaga (SIT) and PT Putra Suralaya Indotenaga (PSI) are entities under the auspices of PLN Indonesia Power Renewables and were established as part of the intermediate company structure for the development of the Jawa 9-10 Steam Power Plant (PLTU) Project with a capacity of 2x1,000 MW located in Suralaya, Banten. This project is included in the list of National Strategic Projects in the electricity sector and is being developed under the Independent Power Producer (IPP) scheme.

Perusahaan Company	Tanggal Pendirian Date of Establishment	Bidang Usaha Line of Business	Alamat Perusahaan Company Address	Kepemilikan Saham Shareholding %	Status Operasi Operation Status
PT Indo Tenaga Terbarukan* [5]	21 Januari 2025 January 21, 2025	*Intermediate company* dalam rangka pengembangan PLTS Terapung Saguling 60 MW dan PLTS Terapung Singkarak 50 MW Intermediate company in relation to the development of the 60 MW Saguling Floating Solar Power Plant (PLTS) and the 50 MW Singkarak Floating Solar Power Plant (PLTS)	Jl Jend Gatot Subroto Kav 18 Jakarta Selatan Lt. 2 +6221 526 7666	PLN IPRen: 99,8% PT Energi Prima Nusantara: 0,2%	Belum Beroperasi Not yet in operation
PT Indo Tenaga Saguling* [5]	21 Januari 2025 January 21, 2025	*Intermediate company* dalam rangka pengembangan PLTS Terapung Saguling 60 MW Intermediate company in relation to the development of the 60 MW Saguling Floating Solar Power Plant (PLTS)	Jl Jend Gatot Subroto Kav 18 Jakarta Selatan Lt. 2 +6221 526 7666	PLN IPRen: 99,8% YPK PLN IP: 0,2%	Belum Beroperasi Not yet in operation
PT Indo Tenaga Singkarak* [5]	21 Januari 2025 January 21, 2025	*Intermediate company* dalam rangka pengembangan PLTS Terapung Singkarak 50 MW Intermediate company in relation to the development of the 50 MW Singkarak Floating Solar Power Plant (PLTS)	Jl Jend Gatot Subroto Kav 18 Jakarta Selatan Lt. 2 +6221 526 7666	PLN IPRen: 99,8% YPK PLN IP: 0,2%	Belum Beroperasi Not yet in operation
PT Indo ACWA Tenaga Saguling	31 Maret 2023 March 31, 2023	Pembangkit tenaga listrik melalui pengembangan PLTS Saguling 60 MW Electricity generation through the development of the 60 MW Saguling Solar Power Plant (PLTS)	Pondok Indah Office Tower 5 Lt.16 Suite 1607 - 1608, Jl. Sultan Iskandar Muda Kav. V-TA, Pondok Pinang, Kabayoran Lama Jakarta Selatan 12310	PLN IPRen: 51% PT Acwa Power Indonesia: 49%	Belum Beroperasi Not yet in operation
PT Indo ACWA Tenaga Singkarak	31 Maret 2023 March 31, 2023	Pembangkit tenaga listrik melalui pengembangan PLTS Singkarak 60 MW Electricity generation through the development of the 60 MW Singkarak Solar Power Plant (PLTS)	Pondok Indah Office Tower 5 Lt.16 Suite 1607 - 1608, Jl. Sultan Iskandar Muda Kav. V-TA, Pondok Pinang, Kabayoran Lama Jakarta Selatan 12310	PLN IPRen: 51% PT Acwa Power Indonesia: 49%	Belum Beroperasi Not yet in operation
PT Hijaunesia GCL Gajahmungkur	31 Oktober 2025 31 Oktober 2025	Pembangkit tenaga listrik melalui pengembangan PLTS Terapung Gajahmungkur 100 MW Electricity generation through the development of the 100 MW Gajahmungkur Floating Solar Power Plant (PLTS)	Jl Jend Gatot Subroto Kav 18 Jakarta Selatan +6221 526 7666	PLN IPRen: 51% PT GCL Tirta Surya Investindo: 44% PT Jasa Tirta Energi: 5%	Belum Beroperasi Not yet in operation
PT Hijaunesia GCL Banyuwangi	31 Oktober 2025 October 31, 2025	Pembangkit tenaga listrik melalui pengembangan PLTS Banyuwangi 100 MW Electricity generation through the development of the 100 MW Banyuwangi Solar Power Plant (PLTS)	Jl Jend Gatot Subroto Kav 18 Jakarta Selatan +6221 526 7666	PLN IPRen: 51% PT GCL Energi Investasi Indonesia: 49%	Belum Beroperasi Not yet in operation
PT Hijaunesia Vena Pasuruan	31 Oktober 2025 October 31, 2025	Pembangkit tenaga listrik melalui pengembangan PLTS Gajahmungkur 100 MW Electricity generation through the development of the 100 MW Gajahmungkur Solar Power Plant (PLTS)	Pacific Century Place 36th Floor, SCBD Lot 10, Jl. Jend. Sudirman Kav. 52-53, Jakarta Selatan 12190	PLN IPRen: 51% Vena Energy Pasuruan Pte. Ltd: 49%	Belum Beroperasi Not yet in operation

* *Intermediate Company*

[5] PT Indo Tenaga Terbarukan, PT Indo Tenaga Saguling, dan PT Indo Tenaga Singkarak merupakan entitas yang berada di bawah naungan PLN IP Renewables, dan dibentuk sebagai bagian dari struktur intermediate company dalam pengembangan Proyek PLTS Terapung Saguling berkapasitas 60 MW dan PLTS Terapung Singkarak berkapasitas 50 MW yang masing-masing berlokasi di Waduk Saguling, Jawa Barat dan Danau Singkarak, Sumatera Barat. Proyek ini dikembangkan melalui skema Independent Power Producer (IPP). Proyek PLTS Terapung Saguling telah melakukan ground breaking pada 25 September 2025, sementara itu Proyek PLTS Terapung Singkarak masih dalam tahapan penyusunan FS dan Due-Diligence untuk lokasi baru.

* Intermediate Company

[5] PT Indo Tenaga Terbarukan, PT Indo Tenaga Saguling, and PT Indo Tenaga Singkarak are entities under the auspices of PLN IP Renewables and were established as part of the intermediate company structure for the development of the 60 MW Saguling Floating Solar Power Plant (PLTS) Project and the 50 MW Singkarak Floating Solar Power Plant (PLTS) Project, located respectively at Saguling Reservoir, West Java and Lake Singkarak, West Sumatra. These projects are being developed under the Independent Power Producer (IPP) scheme. The Saguling Floating Solar Power Plant Project conducted its groundbreaking on September 25, 2025, while the Singkarak Floating Solar Power Plant Project is still in the stage of preparing the FS and conducting due diligence for the new location.

Kinerja Keuangan pada Entitas Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi

Financial Performance of Subsidiaries, Joint Venture Companies, and Associate Companies

dalam juta Rupiah kecuali dinyatakan lain in million Rupiah unless otherwise stated

Perusahaan Company	Total Aset Total Assets		Pendapatan Usaha Revenue		Beban Usaha Operating Expenses		Laba (Rugi) Usaha Operating Profit (Loss)		Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year	
	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
ANAK PERUSAHAAN SUBSIDIARIES										
PT PLN Indonesia Power Services	1.428.802	1.496.366	2.300.460	2.476.180	155.354	120.240	129.288	169.583	80.873	124.700
PT Artha Daya Coalindo	623.705	658.063	2.624.205	2.504.804	62.131	47.360	84.260	87.793	63.335	65.988
PT Indo Ridlatama Power	1.341.581	1.559.724	286.685	388.046	103.963	132.961	-88.544	54.743	-166.892	7.519
PT PLN Indonesia Power Renewables	10.223.402	11.191.721	89.105	107.064	112.724	135.958	-23.619	-28.894	1.307.684	946.641
PERUSAHAAAN PATUNGAN JOINT VENTURE										
N/A										
PERUSAHAAN ASOSIASI ASSOCIATES										
PT Indo Pusaka Berau	378,638	416,896	141,001	113,822	176,412	179,180	-35,411	-65,367	-44,070	-64,547
PT Prima Layanan Niaga Suku Cadang	871,220	1,756,005	1,687,699	1,923,065	53,838	62,716	138,345	253,759	66,095	175,517
PERUSAHAAN PATUNGAN DIBAWAH PT PLN INDONESIA POWER SERVICES JOINT VENTURE UNDER PLN INDONESIA POWER SERVICES										
PT Maxpower Cogindo Batam	442,993	401,825	61,259	58,724	27,933	30,284	33,326	28,440	4,783	6,246
ANAK PERUSAHAAN DAN SPECIAL PURPOSE COMPANY DIBAWAH PT PLN INDONESIA POWER RENEWABLES SUBSIDIARIES AND SPECIAL PURPOSE COMPANY UNDER PT PLN INDONESIA POWER RENEWABLES										
PT PLN Indonesia Geothermal	231,265	172,926	89,105	107,064	12,407	96,215	21,201	-64,714	12,237	-51,885
PT Rajamandala Electric Power (Ribuan Thousand USD)	157,488	153,737	12,875	12,692	894	706	11,981	11,986	-886	1,140
PT GCL Indotenaga (Ribuan Thousand USD)	412,140	401,728	111,853	110,224	71,138	68,825	40,715	41,399	24,652	24,416
PT Suralaya Indo Tenaga - *layering co.*	8,029,821	8,732,970	0	0	1	1	-1	-1	1,180,527	984,254
PT Putra Suralaya Indotenaga - *layering co.*	8,029,772	8,732,922	0	0	0	1	0	-1	1,180,527	984,255
PT Indo Raya Tenaga (Ribuan Thousand USD)	3,554,038	4,126,034	517,933	680,852	200,291	350,982	317,642	329,870	146,069	117,139
PT Trina Mas Agra Indonesia	963,482	1,638,896	0	1,461,290	82,453	1,384,730	-82,453	76,560	-99,406	43,388
PT Minahasa Brantas Energi	62,415	66,548	0	0	41	29	-41	-29	7	512
PT Indo Tenaga Terbarukan - *layering co.*	0	14,231	0	0	0	1	0	-1	0	-396
PT Indo Tenaga Saguling - *layering co.*	0	14,181	0	0	0	0	0	0	0	-396
PT Indo Tenaga Singkarak - *layering co.*	0	50	0	0	0	0	0	0	0	0
PT Indo ACWA Tenaga Saguling (USD)	4,531,872	10,754,098	693,753	23,526,936	693,753	23,526,936	0	0	78,711	-86,128
PT Indo ACWA Tenaga Singkarak (USD)	1,348,132	1,326,109	0	0	0	0	0	0	-2,162	21,919
PT Hijaunesia GCL Gajahmungkur	0	85,130	0	0	0	0	0	0	0	130
PT Hijaunesia GCL Banyuwangi	0	88,133	0	0	0	0	0	0	0	133
PT Hijaunesia Vena Pasuruan	0	84,319	0	0	0	0	0	0	0	319

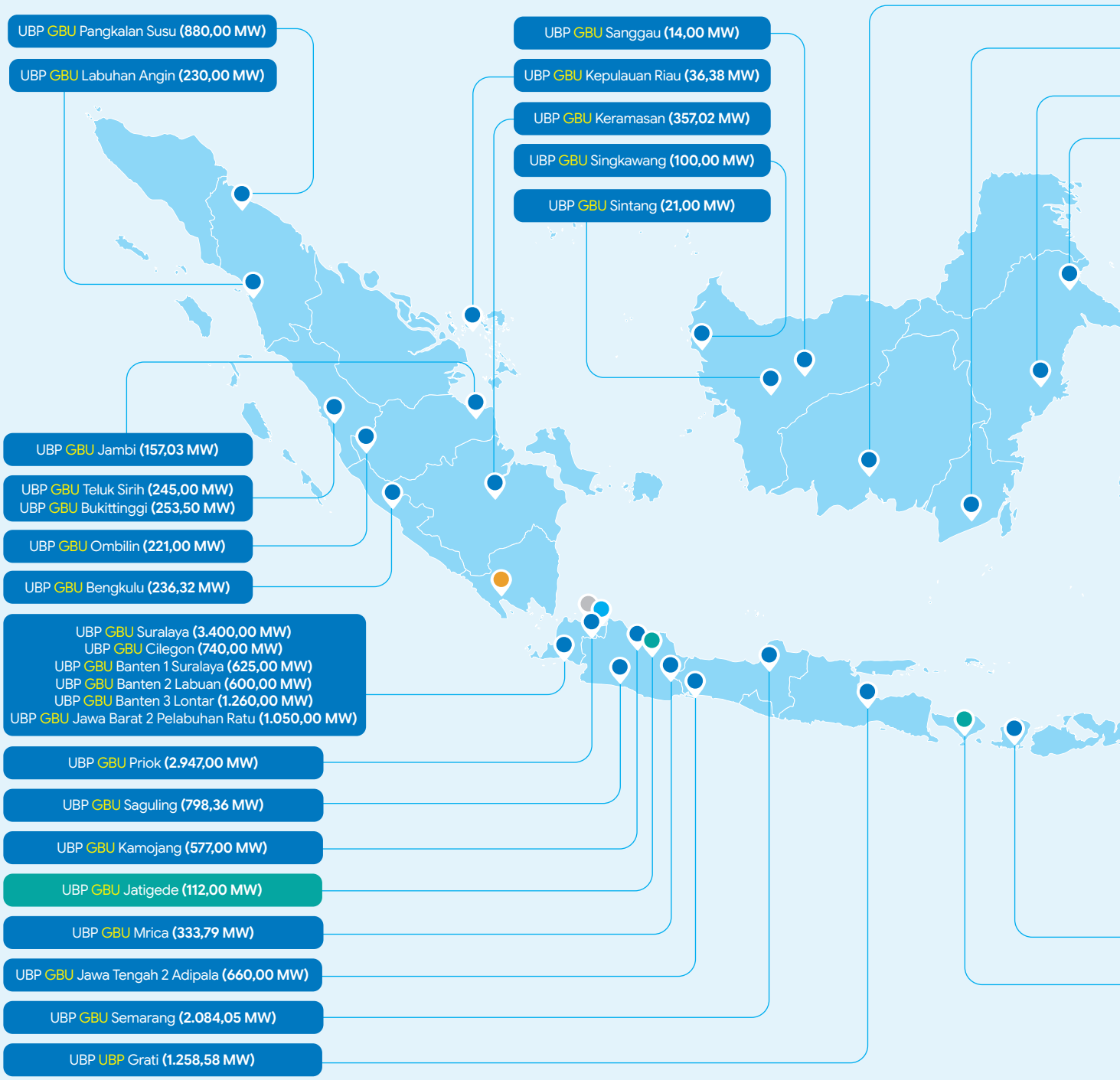
Catatan:
Layering company (*layering co.*) merupakan entitas yang dibentuk dalam struktur pembiayaan proyek, umumnya atas persyaratan / permintaan dari *lender* (pemberi pinjaman untuk pengembangan proyek). Tujuannya untuk menciptakan struktur pendanaan yang terpisah dan terproteksi, sehingga risiko proyek tidak langsung membebani induk usaha. Pemisahan ini membuat arus kas proyek lebih transparan dan terkontrol, serta memberikan kepastian bagi lender dalam memantau kemampuan pembayaran utang.

Note:
A layering company (layering co.) is an entity established within a project financing structure, typically required by lenders for project development. Its purpose is to create a separate and ring-fenced financing structure, ensuring that project risks do not directly impact the parent company. This separation enhances the transparency and control of project cash flows, while also providing lenders with greater assurance in monitoring the project's debt repayment capacity.

Wilayah Operasi
Operational Areas

Jaringan operasional PLN Indonesia Power menjangkau berbagai wilayah di Indonesia, mulai dari Sumatera hingga Papua, yang terdiri atas 1 Kantor Pusat, 36 Unit Bisnis Pembangkitan (UBP), dan 1 Unit Bisnis Pemeliharaan (UBH).

The operational network of PLN Indonesia Power spans various regions across Indonesia, from Sumatra to Papua, consisting of 1 Head Office, 36 Generation Business Units (GBU), and 1 Maintenance Business Unit (MBU).



UBP GBU Barito (157,64 MW)
UBP GBU Asam Asam (506,00 MW)
UBP GBU Mahakam (469,49 MW)
UBP GBU Berau (19,00 MW)
UBP GBU Barru (223,00 MW)
UBP GBU Papua Maluku (259,59 MW)
UBP GBU Holtekamp (24,00 MW)
UBP GBU Tello (190,42 MW)
UBP GBU Jeranjang (90,00 MW)
UBP GBU Bali (854,10 MW)
Unit Bisnis Pembangkitan (UBP)
Generation Business Unit (GBU)
Kantor Pusat
Head Office
Di bawah pengelolaan UBP Kamojang
Under Kamojang GBU Management
Unit Bisnis Pemeliharaan (UBH)
Mantenance and Service Unit (MSU)
Di bawah pengelolaan UBP Papua Maluku
Under Papua Maluku GBU Management
Unit Bisnis Jasa O&M
O&M Service Business unit

Kantor Pusat
Head Office

Kantor Pusat PT PLN Indonesia Power
PT PLN Indonesia Power Head Office

Jl. Jenderal Gatot Subroto Kav. 18
Jakarta Selatan, Kode Pos 12950
(62-21) 526 7666 (Hunting)
(62-21) 525 1923, 525 2623

Unit Bisnis Pemeliharaan
Maintenance Business Unit

Unit Bisnis Pemeliharaan
Maintenance Business Unit
Jl. K.S. Tubun No.8 6, Rt.6/RW.1, Kota Bambu Selatan, Kecamatan Palmerah Kota Jakarta Barat, Kode Pos 11420
(62-21) 563 8666

Unit Bisnis Pembangkitan
Generation Business Unit

UBP GBU Suralaya

Jl. Raya PLTU Suralaya,
PO BOX 15 Cilegon, Banten 42456
(62-254) 571 230, 571 240, 571 242
(62-254) 571 235

UBP GBU Banten 1 Suralaya

Jl. Yos Sudarso PLTU Suralaya 8, Kel. Suralaya
Kec. Pulomerak, Cilegon, Banten 42439
(62-254) 570 402; (62-254) 7830 066
(62-254) 571 869

UBP GBU Banten 2 Labuan

Jl. Laba Terusan Panimbang, Ds. Sukamaju
Kec. Labuan, Kab. Pandeglang, Banten 42246
(62-253) 803 312, 805 015

UBP GBU Banten 3 Lontar

Jl. Ir Sutami, Ds. Lontar, Kec. Kemiri Kab.
Tangerang, Banten 15530
(62-21) 5939 0660
(62-21) 5939 0659

UBP GBU Jawa Barat 2 Palabuhan Ratu

Jl. Pelita, Ds. Jayanti
Kec. Palabuhan Ratu
Kab. Sukabumi, Jawa Barat

UBP GBU Jawa Tengah 2 Adipala

Ds. Bunton, Kec. Adipala
Kab. Cilacap, Jawa Tengah 53271
(62-282) 525 9647

UBP GBU Pangkalan Susu

PLN Pangkalan Susu, Dusun VI
Ds. Tanjung Pasir, Kec. Pangkalan Susu
Kab. Langkat, Sumatera Utara 20858

UBP GBU Labuhan Angin

Jl. PLTU Labuhan Angin - Desa Tapian Nauli 1
Kec. Taian Nauli, Kab. Tapanuli Tengah
Sumatera Utara 22618

UBP GBU Ombilin

Jl. Prof M. Yamin, SH, Kubang Utara Sikabu
Kec. Lembah Segar, Kota Sawahlunto
Sumatera Barat 27422
(0754) 410354

UBP GBU Teluk Sirih

Jl. Raya Padang - Painan KM 25
Kel. Teluk Kabung Tengah, Kec. Bungus Teluk
Kabung Kota Padang, Sumatera Barat 25237

UBP GBU Kepulauan Riau

Jl. Bakar Batu No. 55 (Lantai 5)
Tanjung Pinang, Kepulauan Riau 29112

UBP GBU Asam Asam

Jl. Raya Banjarmasin-Kotabaru KM 122
Ds. Sei Baru, Kec. Jorong, Kab. Tanah Laut
Kalimantan Selatan 70881

UBP GBU Singkawang

Jl. Bambang Ismoyo Singkawang Tengah,
Sei Wie Kec. Singkawang Tengah, Kota
Singkawang Kalimantan Barat 7911

UBP GBU Sanggau

Jl. Parit Emas, Ds. Sungai Batu Kec. Kapuas,
Kab. Sanggau Kalimantan Barat 78516

UBP GBU Sintang

Jl. Nenak-Pelabuhan, RT 8 RW 2 Kel. Kedabang,
Kec. Sintang Kalimantan Barat 78614

UBP GBU Berau

Jl. Pulau Semama No. 447
(Mess PLTU-Depan Kodim Berau) Tanjung
Redeb Berau, Kalimantan Timur 77315

UBP GBU Barru

Dsn. Bawasalo, Ds. Lampoko Kec. Balusu, Kab.
Barru Sulawesi Selatan 90762

UBP GBU Priok

Jl. Laks. RE Martadinata, Jakarta Utara, DKI Jakarta 14310
(62-21) 4353 9114 - 19 (Hunting)
(62-21) 4393 646

UBP GBU Saguling

Komplek PLN Cioray, Tromol Pos No. 7
Rajamandala, Kab. Bandung 40554
(62-22) 690 3497, 690 3489
(62-22) 690 3613

UBP GBU Kamojang

Jl. Komplek Perumahan PLTP Kamojang Kotak Pos 125,
Garut 44102
(+62-22) 780 5475 - 780 4478
(62-22) 7801013 – 7805469

UBP GBU Semarang

Jl. Ronggowarsito, Komplek Pelabuhan Tanjung Emas,
Semarang 50127
(62-24) 3518371 (Hunting)
(62-24) 3546835

UBP GBU Mrica

Jl. Raya Banyumas KM. 8, Kotak Pos 38 Banjarnegara,
Jawa Tengah 53471
(62-286) 597 081
(62-286) 597 044, 597 100

UBP GBU Bali

Jl. Brigjen I.G Ngurah Rai, Pesanggaran
Denpasar, Bali 80001
(+62-361) 720 421, 720 422
(+62-361) 720 519

UBP GBU Cilegon

Jl. Raya Bojonegoro Salira, Ds. Margasari Kec. Pulo Ampel,
Kab. Serang, Banten 42454
(+62-254) 575 1555, 575 1444
(+62-254) 575 1501

UBP GBU Keramasan

Jl. Abikusno Cokrosuyoso No. 24
Kel. Kemang Agung, Kec. Kertapati Palembang,
Sumatera Selatan 30259

UBP GBU Barito

Jl. P. M. Noor No. 33, Kuin Cerucuk
Kec. Banjarmasin Barat, Kota Banjarmasin
(0511) 4366683

UBP GBU Tello

Jl. Urip Sumoharjo No. KM 5, Tello Baru Kec.
Panakkukang, Kota Makassar Sulawesi Selatan 90233
(0411) 4444 77

UBP GBU Grati

Jl. Raya Surabaya – Probolinggo KM. 73 PO BOX 11, Ds. Wates,
Kec. Lekok Kab. Pasuruan, Jawa Timur 67184
(03-43) 413582, 413583
(03-43) 413693, 413524, 425588

UBP GBU Bengkulu

Jl. Lintas Bengkulu - Curup KM 72
Ujan MAS Atas, Kec. Ujan Mas, Kab. Kepahiang
Bengkulu 39125

UBP GBU Jambi

Jl. Dokter Setia Budi No. RT 09, Kel. Rajawali Kec. Jambi Timur,
Kota Jambi, Jambi 36143
(0741) 31649 ext. 31233

UBP GBU Bukittinggi

Jl. Sentral No. KM 1, Padang Lua Kec. Banuhampu,
Kab. Agam, Sumatera Barat 26181
(0752) 33663

UBP GBU Mahakam

Jl. Ulin No. 1, Karang Anyar, Sungai Kunjang Karang Anyar,
Kec. Sungai Kunjang, Kota Samarinda
Kalimantan Timur 75243
(0541) 274153

UBP GBU Papua Maluku

Jl. Hanurata KM. 9 Holtekamp,
Kec. Muara Tami, Kota Jayapura - Papua

UBP GBU Jatigede

Kadujaya , Kec. Jatigede, Kabupaten Sumedang
Jawa Barat 45377

UBP GBU Holtekamp

Jl. Hanurata KM. 9, Kampung Holtekamp District
Muaratami, Kota Jayapura Papua 99311

UBP GBU Jeranjang

Jl. Raya PLTU Jeranjang, Dsn. Jeranjang
Ds. Taman Ayu, Kec. Gerung
Kab. Lombok Barat, Nusa Tenggara Barat 83363

Lembaga Profesi Penunjang Perusahaan

Supporting Professional Institutions

Kantor Akuntan Publik Public Accounting Firm

PWC Indonesia **Rintis, Jumadi, Rianto & Rekan** **AP PA: Toto Harsono, S.E., CPA**	World Trade Center (WTC 3) Jl. Jend. Sudirman No.Kav 29-31, Kuningan, Karet, Kecamatan Setiabudi Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12920 +(021) 5099 2901, (021) 31192901 +62 21 52905555, 52905050

Notaris Notary

Muhammad Hanafi, S.H.	Komplek Rukan Tendean Square No. 26 Jl. Wolter Monginsidi No. 122-124 Kebayoran Baru Jakarta Selatan 12170 +622172780381
Shahreza Annaz S.H., M.Kn	Jl. Hang Lekir IX No. 1 Jakarta 12120 +621 217221077, +621 217233855

Konsultan Hukum Legal Consultants

Azwar Hadisupani Rum & Partners	World Capital Tower, 19th floor, Jl. Mega Kuningan Barat No. 3, Jakarta, 12950 +62 21 50917915
Alfonso Lawfirm	The H Tower 15th Floor, Suite G, Jl. HR Rasuna Said Kav. 20, Jakarta Selatan
Nah'r Murdono Law Office	District 8, Prosperity Tower, Jl. Scbd Jl. Jend. Sudirman kav 52-53 No.Lot 28 20th Floor Unit E, Senayan, Kec. Kby. Baru, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12190
UMBRA Partnership	Telkom Landmark Tower, Tower 2, 49th Floor, Jl. Gatot Subroto Kav. 52, Jakarta 12710
GHP Law Firm	World Trade Center 3, Level 27, Jl. Jend. Sudirman Kav. 29-31, Kuningan, Jakarta Selatan 12920
Linklaters Singapore	2 Central Boulevard #28-01 West Tower, Ioi Central Boulevard Towers, 018916, Singapore 018916

Kantor Jasa Penilai Publik Office of Public Appraisal Service

Muttaqin, Bambang, Purwanto, Rozak, Uswatun dan Rekan* **Yatiningsih Madjid, SH, MH**	JL. Duren Tiga Raya, 101, Kindo Office Square A5 RT.4, RT.4/RW.1, Duren Tiga, Kec. Pancoran, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12760

Lembaga Pemerintah Government Institution

Jaksa Agung Muda Perdata dan Tata Usaha Negara (Jamdatun) Deputy Attorney General	Jl. Sultan Hasanuddin No.1 Kebayoran Baru Jakarta Selatan - Indonesia +62 21 722 1269 humas.puspenkum@kejaksaan.go.id
Direktorat Jenderal Ketenagalistrikan - Kementerian ESDM Directorate General of Electricity - Ministry of Energy and Mineral Resources	Jl. H.R. Rasuna Said, Blok X 2, Kav. 7-8, Kuningan, RT.10/RW.4, Kuningan Timur, Kecamatan Setiabudi, Jakarta Selatan, Jakarta 12950 (Sebagai regulator dan fungsi verifikasi perizinan) (As regulator and permit verifier)
Badan Koordinasi Penanaman Modal (BKPM) Capital Investment Coordinating Board (BKPM)	Jl. Jend. Gatot Subroto No. 44, Jakarta 12190 PO Box 3186, Indonesia +62 21 5252 008 (*hunting*) 08071002576 atau 1500765 (*Contact Center)* +62 21 520 2050 info@bkpm.go.id, satgasnasional@bkpm.go.id (Sebagai fungsi pusat perizinan terpadu satu pintu/online single submission) (As one-stop integrated permit center/online single submission)
Kementerian Lingkungan Hidup dan Kehutanan Republik Indonesia Ministry of Environment and Forestry of the Republic of Indonesia	Gd. Pusat Kehutanan Manggala Wanabakti, Jl. Gatot Subroto No. 2, RT.1/RW.3, Senayan, Kec. Tanah Abang, Jakarta Pusat 10270 (Sebagai regulator dan fungsi verifikasi perizinan) (As regulator and permit verifier)
Kementerian Pekerjaan Umum dan Perumahan Rakyat Ministry of Public Works and Public Housing	Kementerian PUPR Jl. Pattimura No. 20 Kebayoran Baru Jakarta Selatan 12110 informasi@pu.go.id

Kementerian Badan Usaha Milik Negara Republik Indonesia Ministry of State-Owned Enterprises of the Republic of Indonesia	Jl. Medan Merdeka Selatan No. 13, Gambir, RT.11/RW.2, Gambir, Jakarta Pusat 10110
Kementerian Energi Dan Sumber Daya Mineral Ministry of Energy and Mineral Resources	Jl. Medan Merdeka Sel. No.18, RT.11/RW.2, Gambir, Jakarta Pusat 10110
Direktorat Jenderal EBT dan Konservasi Energi - Kementerian ESDM Directorate General of NRE and Energy Conservation - Ministry of Energy and Mineral Resources	Jl. Pegangsaan Timur No.1, RT.1/RW.1, Pegangsaan, Kec. Menteng Jakarta Pusat 10320
Kementerian Hukum dan Hak Asasi Manusia RI Ministry of Law and Human Rights of the Republic of Indonesia	Sentra Mulia Jl. H. R. Rasuna Said, RT.16/RW.4, Kuningan, Karet Kuningan, Kec. Setiabudi, Jakarta Selatan 12940
Direktorat Jenderal Kekayaan Intelektual - Kementerian Hukum dan HAM Directorate General of Intellectual Properties - Ministry of Law and Human Rights	Gedung Ex. Sentra Mulia Jl H.R. Rasuna Said Kav. 8-9, Jakarta Selatan, 12940 (021) 152 halodjki@dgip.go.id (Sebagai regulator dan fungsi verifikasi perizinan atau kegiatan usaha) (As regulator and permit verifier or business activities)
Badan Siber dan Sandi Negara National Cyber and Crypto Agency	Jalan Raya Muchtar 70 Bojong Sari, Depok, Jawa Barat – 16518 +6221 77973360 humas@bssn.go.id
Badan Nasional Penanggulangan Bencana (BNPB) Indonesian National Board for Disaster Management (BNPB)	Jl. Pramuka Kav.38 Jakarta Timur +62 21 298 27793 +62 21 212 81200
Badan Pengawasan Keuangan dan Pembangunan (BPKP) Kantor Perwakilan DKI Jakarta Finance and Development Supervisory Agency (BPKP)	Jl. Pramuka No.33, Utan Kayu Utara Kecamatan Matraman, Jakarta Timur (021) 85910031
Kementerian Ketenagakerjaan RI Ministry of Manpower of the Republic of Indonesia	Jl. Jendral Gatot Subroto Kav. 51, Daerah Khusus Ibukota Jakarta 12750, Indonesia 021-5255733 1500630 (*Call Center*)
Kementerian Perhubungan RI Ministry of Transportation	Jl. Medan Merdeka Barat No. 8, Jakarta 10110 info151@dephub.go.id
Kementerian Komunikasi dan Informatika Ministry of Communications and Information Technology	Jl. Medan Merdeka Barat no. 9, Jakarta 10110 (021) 3452841 humas@mail.kominfo.go.id
Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency	Jalan Raden Patah I No. 1 Kebayoran Baru Jakarta Selatan 12110 timdatin.djtr@atrbpn.go.id, pelayananpublik.djtr@gmail.com +62 21 7264112 +62 21 7264112

Kantor Akuntan Publik (KAP) dan Akuntan Publik (AP)

Public Accounting Firm (KAP) and Public Accountant

Auditor eksternal yang melakukan pemeriksaan atas laporan keuangan Perusahaan untuk tahun buku 2025 ditetapkan melalui Rapat Umum Pemegang Saham (RUPS) Tahunan. Dalam rapat tersebut, RUPS memberikan kewenangan kepada PT PLN (Persero) selaku pemegang saham mayoritas untuk menentukan penunjukan Kantor Akuntan Publik yang akan mengaudit laporan keuangan Perusahaan. Menindaklanjuti keputusan tersebut, PT PLN (Persero) menunjuk Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan (PWC) dengan Akuntan Publik Toto Harsono, S.E., CPA. Penunjukan ini merupakan tahun kelima bagi Kantor Akuntan Publik tersebut, dan tahun pertama bagi Akuntan Publik yang bersangkutan.

The external auditor who audited the Company's financial statements for the 2025 fiscal year was appointed through the Annual General Meeting of Shareholders (AGMS). At the meeting, the GMS authorized PT PLN (Persero), as the majority shareholder, to determine the appointment of the Public Accounting Firm to audit the Company's financial statements. Following this resolution, PT PLN (Persero) appointed Public Accounting Firm Rintis, Jumadi, Rianto & Rekan (PWC) with Public Accountant Toto Harsono, S.E., CPA as its acting public accountant. This appointment marks the fifth year for the Public Accounting Firm and the first for the Public Accountant.

Ruang lingkup audit mencakup pemeriksaan untuk tahun buku yang berakhir pada 31 Desember 2025, meliputi Laporan Keuangan, Laporan Evaluasi Kinerja, serta Laporan Kepatuhan terhadap Peraturan Perundang-undangan dan Pengendalian Internal untuk PLN Indonesia Power beserta entitas anak dengan biaya audit sebesar Rp4.550.284.000. Biaya audit ditetapkan sepenuhnya oleh PT PLN (Persero) selaku pemegang saham mayoritas. Kantor Akuntan Publik tidak memberikan jasa lain, baik audit maupun non-audit, di luar ruang lingkup yang telah ditentukan, sehingga tidak terdapat biaya lain selain biaya audit tersebut.

The audit scope includes an examination for the fiscal year ending December 31, 2025, including the Financial Statements, Performance Evaluation Report, and Compliance with Laws and Regulations and Internal Control Reports for PLN Indonesia Power and its subsidiaries, with an audit fee of Rp4,550,284,000. The audit fee is determined entirely by PT PLN (Persero), the majority shareholder. The Public Accounting Firm does not provide any other services, either audit or non-audit, outside the specified scope, and therefore, there are no costs other than the audit fee.

Untuk memastikan efektivitas pelaksanaan audit eksternal, Dewan Komisaris melalui Komite Audit melakukan pemantauan dan evaluasi terhadap proses audit yang dilakukan oleh auditor eksternal. Komite Audit juga berkoordinasi dengan Satuan Audit Internal guna memastikan audit berjalan secara optimal. Selain itu, Direksi secara aktif memantau tindak lanjut atas temuan audit eksternal melalui rapat koordinasi dengan unit kerja terkait, serta menyampaikan laporan perkembangan tindak lanjut tersebut kepada Dewan Komisaris secara berkala.

To ensure the effectiveness of external audit, the Board of Commissioners, through the Audit Committee, monitors and evaluates the audit process conducted by the external auditor. The Audit Committee also coordinates with the Internal Audit Unit to ensure optimal audit performance. Furthermore, the Board of Directors actively monitors follow-up on external audit findings through coordination meetings with relevant work units and submits regular progress reports to the Board of Commissioners.

Kronologis Pencatatan Saham dan Efek Lainnya

Chronology of Share and Other Securities Listing

Sampai dengan tahun 2025, PLN Indonesia Power belum pernah mencatatkan saham di Bursa Saham, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa.

Program sekuritisasi Efek Beragun Aset (EBA) yang sebelumnya dimiliki Perusahaan telah resmi berakhir pada tanggal 19 September 2022 dan sampai dengan akhir tahun 2025, PLN Indonesia Power tidak melakukan pencatatan efek lainnya. Sehingga tidak terdapat kegiatan atau instrumen sekuritisasi aktif yang tercatat dalam laporan keuangan Perusahaan.

Until 2025, PLN Indonesia Power had not listed its shares on the Stock Exchange. Therefore, there is no information regarding the listing chronology, types of corporate actions, changes in the number of shares, or the name of the exchange.

The Company's previous Asset-Backed Securities (ABS) securitization program officially ended on September 19, 2022, and until the end of 2025, PLN Indonesia Power did not list any other securities. Consequently, there were no active securitization activities or instruments recorded in the Company's financial statements.

PLTA Bengkok, UBP Saguling, Jawa Barat.
Bengkok HPP, Saguling GBU, West Java.

Keanggotaan Asosiasi
Membership in Associations

Keanggotaan PLN Indonesia Power dalam berbagai asosiasi industri merupakan bagian dari upaya strategis Perusahaan untuk memperkuat sinergi, meningkatkan kompetensi, serta mengikuti perkembangan terkini di sektor ketenagalistrikan dan energi. Melalui partisipasi aktif dalam asosiasi-asosiasi tersebut, Perusahaan memperoleh akses terhadap informasi, regulasi, serta praktik terbaik yang mendukung peningkatan kinerja dan daya saing secara berkelanjutan.

PLN Indonesia Power's membership in various industry associations is part of the Company's strategic efforts to strengthen synergies, enhance competencies, and stay abreast of the latest developments in the electricity and energy sectors. Through active participation in these associations, the Company gains access to information, regulations, and best practices that support sustainable performance and competitiveness.

Masyarakat Ketenagalistrikan Indonesia (MKI)
Indonesian Electrical Power Society

Status : Anggota Member
Lingkup Scope : Nasional National

Komite Nasional Indonesia untuk Bendungan Besar (KNI-BB)
Indonesian National Committee on Large Dams (INACOLD)

Status : Anggota Member
Lingkup Scope : Nasional National

Asosiasi Perusahaan Penyedia Listrik Nasional (APPELIN)
National Association of Power Companies

Status : Anggota Member
Lingkup Scope : Nasional National

Forum Komunikasi Satuan Pengawas Intern (FKSPI) Komisariat Bidang Energi dan Sumber Daya Mineral
Internal Audit Unit Communication Forum, Commissariat of Energy and Mineral Resources

Status : Anggota Member
Lingkup Scope : Nasional National

Indonesia Gas Association (IGA)

Status : Anggota Member
Lingkup Scope : Nasional National

Ikatan Akuntan Indonesia (IAI)
Institute of Indonesia Chartered Accountants

Status : Anggota Member
Lingkup Scope : Nasional National

Institute of Electrical and Electronic's Engineers (IEEE)

Status : Anggota Member
Lingkup Scope : Nasional National

Electric Power Research Insitute (EPRI)

Status : Anggota Member
Lingkup Scope : Nasional National

Majelis Pembimbing Mabisaka Kalpataru (Mabisaka)
Kalpataru Advisory Council

Status : Anggota Member
Lingkup Scope : Nasional National

Mitra Pajakku

Status : Anggota Member
Lingkup Scope : Nasional National

Danareksa Sekuritas

Status : Anggota Member
Lingkup Scope : Nasional National

Justika Siar Mustika

Status : Anggota Member
Lingkup Scope : Nasional National

Masyarakat Energi Biomassa Indonesia (MeBi)
Indonesian Biomass Energy Society

Status : Anggota Member
Lingkup Scope : Nasional National

Masyarakat Energi Terbarukan Indonesia (METI)
Indonesian Renewable Energy Society (METI)

Status : Anggota Member
Lingkup Scope : Nasional National

Persatuan Insinyur Indonesia (PII)
Institution of Engineers Indonesia (PII)

Status : Anggota Member
Lingkup Scope : Nasional National

Peristiwa Penting 2025
Significant Events in 2025

20 Januari January

Peresmian PLTA Jatigede oleh Presiden RI yang menjadi salah satu proyek strategis ketenagalistrikan untuk swasembada energi di Indonesia.

Inaugurated Jatigede Hydropower Plant by the President of the Republic of Indonesia as one of the strategic electricity infrastructure projects supporting energy self-sufficiency in Indonesia.

4 Februari February

PLN Indonesia Power bekerja sama dengan Pupuk Kujang melakukan konversi *Green Hydrogen* menjadi *Green Ammonia* dengan turut melibatkan PT PLN (Persero), PT Pupuk Indonesia, serta IHI Corporation.

PLN Indonesia Power, in collaboration with Pupuk Kujang, conducted the conversion of Green Hydrogen into Green Ammonia, involving PT PLN (Persero), PT Pupuk Indonesia, and IHI Corporation.

5 Februari February

Penandatanganan nota kesepahaman antara PLN Indonesia Power, PT PLN (Persero), serta Kementerian Imigrasi dan Pemasyarakatan untuk kerjasama pelaksanaan program Nusakambangan Berdaya di Lapas Nusakambangan.

Signed a Memorandum of Understanding between PLN Indonesia Power, PT PLN (Persero), and the Ministry of Immigration and Corrections for the implementation of Nusakambangan Empowerment Program at Nusakambangan Correctional Facility.

26 Februari February

Pertama di Indonesia, PLN Indonesia Power sukses mengimplementasikan *co-firing ammonia* dengan rasio 3% di PLTU Labuan, Banten. Berkolaborasi dengan IHI Corporation dan Pupuk Kujang, pengujian ini membuktikan potensi ammonia hijau sebagai solusi transisi energi yang lebih bersih dan berkelanjutan.

For the first time in Indonesia, PLN Indonesia Power successfully implemented ammonia co-firing with a 3% ratio at Labuan Steam Power Plant, Banten. In collaboration with IHI Corporation and Pupuk Kujang, this test demonstrated the potential of green ammonia as a cleaner and more sustainable energy transition solution.

19 Maret March

Peluncuran program *Employee Assistance Program* (EAP) dan pelaksanaan seminar "*Self-Acceptance* - Seni Berdamai dengan Diri vs. *Productivity Growth*" sebagai upaya Perusahaan dalam menciptakan ekosistem kerja yang sehat dan suportif.

Launched the Employee Assistance Program (EAP) and held a seminar titled "Self-Acceptance – The Art of Reconciling with Oneself vs. Productivity Growth" as part of its efforts to foster a healthy and supportive work ecosystem.

30 April April

PLN Indonesia Power, INPEX, dan PLN Indonesia Geothermal resmi memulai kegiatan studi bersama untuk pengembangan energi bersih *geothermal*.

PLN Indonesia Power, INPEX, and PLN Indonesia Geothermal officially commenced a joint study for the development of clean geothermal energy.

19 Mei May

Peresmian PLTU *Ultra Supercritical* (USC) Jawa 9-10 dalam memasuki tahap *Plant Commercial Operation Date* (PCOD) oleh Direktur Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero).
Inaugurated the Ultra Supercritical (USC) Java 9–10 Steam Power Plant as it entered the Plant Commercial Operation Date (PCOD) phase, officiated by the Director of Corporate Planning and Business Development of PT PLN (Persero).

5 Juni June

PLN Indonesia Power UBP Labuhan Angin melakukan pemanfaatan Limbah Racik Uang Kertas (LRUK) sebagai *co-firing* di PLTU Labuhan Angin yang berkolaborasi dengan Kantor Perwakilan Bank Indonesia Sibolga.
PLN Indonesia Power's GBU Labuhan Angin utilized Shredded Banknote Waste (LRUK) as a co-firing material at Labuhan Angin Steam Power Plant, in collaboration with Bank Indonesia Representative Office in Sibolga.

4 Juli July

Kunjungan delegasi Republik Madagascar bersama perwakilan dari Kementerian Energi dan Sumber Daya Mineral (ESDM) serta GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) dalam rangka rangkaian Kerja Sama Selatan dan Triangular bidang Desentralisasi Energi Terbarukan antara Madagascar-Indonesia-Jerman (SSTD DRE Madagascar).
A delegation from the Republic of Madagascar, together with representatives from the Ministry of Energy and Mineral Resources (ESDM) and GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), visited GBU Mrica as part of the South-South and Triangular Cooperation on Decentralized Renewable Energy between Madagascar, Indonesia, and Germany (SSTD DRE Madagascar).

8 Juli July

Peluncuran *Learning Center Program* Inndesa (Inovasi Nusantara Desa Integratif Pangan) oleh PLN Indonesia Power UBP Jawa Tengah 2 Adipala sebagai solusi ekonomi sirkular berbasis pangan yang terintegrasi.
The Inndesa (Integrative Village Innovation for Food Security) Learning Center Program was launched by PLN Indonesia Power's GBU Central Java 2 Adipala as an integrated, food-based circular economy solution.

5 Agustus August

Penandatanganan Kerja Sama Strategis antara PT Pertamina Geothermal Energy Tbk dan PT PLN Indonesia Power mengenai pengembangan energi panas bumi untuk pembangkit listrik.
Signed a Strategic Cooperation Agreement between PT Pertamina Geothermal Energy Tbk and PT PLN Indonesia Power regarding the development of geothermal energy for power generation.

20 Agustus August

Penandatangan Dokumen PKS Program TAMASYA antara BKKBN Provinsi Jabar dengan PLN IP UBP Pelabuhanratu, UBP Kamojang, UBP Saguling.
Signed a Cooperation Agreement for TAMASYA Program between BKKBN of West Java Province and PLN IP's GBU Pelabuhanratu, GBU Kamojang, and GBU Saguling.

27 Agustus August

PLN Indonesia Power bersama Menteri Lingkungan Hidup dan Bupati Banjarnegara melaksanakan aksi penanaman 20.000 bibit pohon di Kawasan Telaga Dringo, Desa Pekasiran.
PLN Indonesia Power, with the Minister of Environment and the Regent of Banjarnegara, carried out the planting of 20,000 tree seedlings in Telaga Dringo area, Pekasiran Village.

28 Agustus August

PLN Indonesia Power dan CETC Tiongkok teken MoU, untuk melaksanakan proyek percontohan *Proof of Concept* (PoC) sistem penyimpanan.
PLN Indonesia Power and CETC China signed a MoU to implement a pilot project for a Proof of Concept (PoC) energy storage system.

20 September September

PLN Indonesia Power, dalam hal ini PLTGU Tambak Lorok, PLTU Adipala, PLTA Mrica serta PLTA Wonogiri bersama BKKBN Provinsi Jawa Tengah menandatangani Perjanjian Kerja Sama Program TAMASYA (Taman Asuh Sayang).
PLN Indonesia Power, represented by Tambak Lorok Combined Cycle Power Plant, Adipala Steam Power Plant, Mrica Hydropower Plant, and Wonogiri Hydropower Plant, with BKKBN of Central Java Province, signed a Cooperation Agreement for TAMASYA (Taman Asuh Sayang) Program.

25 September September

PLN Indonesia Power bersama PT Indo ACWA Tenaga Saguling melaksanakan *Commencement Ceremony* sebagai simbol peresmian dimulainya pelaksanaan konstruksi proyek PLTS Terapung Saguling berkapasitas 60 MWac.
PLN Indonesia Power, in collaboration with PT Indo ACWA Tenaga Saguling, held a Commencement Ceremony to mark the official start of construction of the 60 MWac Saguling Floating Solar Power Plant project.

3 Oktober October

Hari Ulang Tahun (HUT) PLN Indonesia Power ke-30 yang mengusung tema "*Driving Sustainable Energy Transition*".
PLN Indonesia Power celebrated its 30th Anniversary with the theme "Driving Sustainable Energy Transition."

3 Oktober October

HUT PLN IP ke-30, PLN Indonesia Power Salurkan 3,03 Miliar Bantuan Sosial: Berkah untuk Energi Keberlanjutan.
In celebration of its 30th Anniversary, PLN Indonesia Power Distributed 3.03 Billion in Social Assistance: Blessings for Sustainability Energy.

3 Oktober October

HUT PLN IP ke-30, PLN Indonesia Power Cetak Rekor: 30 Ribu Kilometer Lari Bersama untuk Energi Berkelanjutan.
As part of its 30th Anniversary celebration, PLN Indonesia Power set a record: a Collective Running Distance of 30,000 kilometers to Promote Sustainable Energy Awareness.

14 Oktober October

Wapres Gibran Tinjau BMPP Nusantara I Ambon: Pemerataan Energi untuk Masyarakat Terpencil.
Vice President Gibran visited BMPP Nusantara I in Ambon to review efforts in expanding energy access for remote communities.

14 Oktober October

Penandatanganan kerja sama antara PLN Indonesia Power Labuhan Angin dengan KPw BI Sibolga dalam sinergi strategis dalam pemanfaatan LRUK sebagai *cofiring* pada proses pembakaran batu bara di PLTU Labuhan Angin.
Signed a cooperation agreement between PLN Indonesia Power's GBU Labuhan Angin and Bank Indonesia Representative Office in Sibolga to establish a strategic synergy in utilizing LRUK as a co-firing material in the coal combustion process at Labuhan Angin Steam Power Plant.

14 Oktober October

Rayakan 30 Tahun Berkarya, PLN Indonesia Power Gelar "*Green Action*" di 37 Unit Seluruh Indonesia.
In celebration of its 30th anniversary, PLN Indonesia Power carried out "Green Action" initiatives across 37 Units Nationwide.

14 Oktober October

PLN Indonesia Power Dorong Aksi Nyata Mahasiswa Lewat *Empower Roadshow*: Energi Bersih, Kesetaraan, dan Masa Depan Berkelanjutan.
PLN Indonesia Power Promoted Tangible Student Engagement through the Empower Roadshow: Clean Energy, Equality, and Sustainable Future.

22 Oktober October

PLN Indonesia Power Hadirkan Terang untuk Negeri Lewat Program *Light Up The Dream* di Cilegon.
PLN Indonesia Power Delivered Electricity Access to Communities through the Light Up The Dream Program in Cilegon.

19 November November

PLN Indonesia Power resmi meluncurkan "*Beyond Energy Solution*" yang merupakan inisiatif strategis PLN Indonesia Power sebagai mitra solusi energi terintegrasi
PLN Indonesia Power officially launched "Beyond Energy Solution", a strategic initiative positioning PLN Indonesia Power as an integrated energy solutions partner.

19 November November

PLN Indonesia Power (PLN IP) dan Huawei menandatangani *Joint Study Agreement* (JSA) untuk pengembangan solusi transformasi digital di pembangkit listrik. Kolaborasi ini mencakup pemanfaatan teknologi *Artificial Intelligence* (AI).
PLN Indonesia Power (PLN IP) and Huawei signed a Joint Study Agreement (JSA) to develop digital transformation solutions for power plants, including the utilization of Artificial Intelligence (AI) technologies.

15 Desember December

BNPT bersama PLN Indonesia Power meresmikan *Workshop* Pengelolaan dan Pemanfaatan *Fly Ash* dan *Bottom Ash* (FABA) menjadi Paving Block serta program peternakan domba di Desa Muruy dan Desa Purwaraja, Kabupaten Pandeglang.
BNPT, in collaboration with PLN Indonesia Power, inaugurated a workshop for the management and utilization of Fly Ash and Bottom Ash (FABA) into Paving Blocks, along with a sheep farming program in Muruy and Purwaraja Villages, Pandeglang Regency.

17 Desember December

Peresmian PLTS Tanjung Selor berkapasitas 1 x 20 Megawatt (MW) untuk memperkuat sistem kelistrikan di Kalimantan Utara.
Inaugurated Tanjung Selor Solar Power Plant, with a capacity of 1 x 20 Megawatts (MW) to strengthen the electricity system in North Kalimantan.

Penghargaan dan Sertifikasi
Awards and Certifications

Penghargaan Tahun 2025
Awards in 2025

Februari 13
February

Peraihan empat penghargaan berupa:
1. Juara 1 Unit/SH/AP Terbaik Penyelesaian Klaim Asuransi
2. Juara 2 *Most Consistent Contributor* untuk Optimasi Pengendalian BPP
3. Juara 3 Penyampaian Laporan Keuangan Terbaik 2024-Unit SH AP (Koreksi Lampiran LKDes 2024 Paling Minimal).
4. Juara 3 Unit/SH/AP Terbaik Penyelesaian Rekomendasi *Risk Survey* Asuransi

Pada Ajang *Awarding* Pengelolaan Keuangan Terbaik Tahun 2024 oleh PLN (Persero).

Winning four awards, as follows:
1. 1st Place – Best Unit/SH/AP in Insurance Claim Settlement
2. 2nd Place – Most Consistent Contributor for BPP Control Optimization
3. 3rd Place – Best Submission of Financial Statements 2024 – SH AP Unit (with the least corrections to the 2024 LKDes attachments)
4. 3rd Place – Best Unit/SH/AP in Completion of Insurance Risk Survey Recommendations

At the 2024 Best Financial Management Awards organized by PT PLN (Persero).

Februari 24
February

Peraihan penghargaan PROPER berupa:
1. 19 Proper Emas
2. 8 Proper Hijau
3. 27 Proper Biru

Pada Ajang Anugerah PROPER oleh Kementerian Lingkungan Hidup.

Winning PROPER Awards, as follows:
1. 19 Gold PROPER ratings
2. 8 Green PROPER ratings
3. 27 Blue PROPER ratings

At the PROPER Awards organized by the Ministry of Environment.

Februari 20
February

Peraihan tiga penghargaan berupa:
1. *Gold – Best Performance Communication* SH/AP
2. *Gold – Most Popular in Mass Media* SH/AP
3. *Bronze – Best Media Relations Management*

Pada Ajang PLN *Corporate Communication Awards* 2024 oleh PT PLN (Persero).

Winning four awards, as follows:
1. Gold – Best Performance Communication SH/AP
2. Gold – Most Popular in Mass Media SH/AP
3. Bronze – Best Media Relations Management

At PLN Corporate Communication Awards 2024 organized by PT PLN (Persero).

Februari 26
February

Peraihan dua penghargaan berupa:
1. *Gold* – Kategori Departemen PR
2. *Bronze* – Kategori Laporan Tahunan, Sub Kategori *Sustainability Report*

Pada Ajang *The 10th PR Indonesia Awards* (PRIA) 2025 oleh PR Indonesia Group.

Winning two awards, as follows:
1. Gold – PR Department Category
2. Bronze – Annual Report Category, Sustainability Report Sub-category

At The 10th PR Indonesia Awards (PRIA) 2025 organized by PR Indonesia Group.

Februari 27
February

Peraihan penghargaan *Platinum* oleh PLTU Suralaya pada Ajang 17th *Annual Global CSR & ESG Summit and Awards*™ 2025 oleh The Pinnacle Group International (TPGI).

Winning a Platinum award by Suralaya Steam Power Plant (PLTU Suralaya) at the 17th Annual Global CSR & ESG Summit and Awards™ 2025, organized by The Pinnacle Group International (TPGI).

April 29
April

Peraihan penghargaan *Woman In Business Leaders* kepada Endang Astharanti, Direktur Keuangan dan Manajemen Risiko PLN Indonesia Power, pada Ajang *Woman's Inspiration Awards* 2025 oleh iNews Media Group.

Winning the Woman in Business Leaders award by Endang Astharanti, Director of Finance and Risk Management of PLN Indonesia Power, at the Women's Inspiration Awards 2025, organized by iNews Media Group.

Mei 9
May

Peraihan dua penghargaan berupa:
1. Penghargaan tertinggi *SAPPPHIRE Sector Electricity* pada kategori *Best Enterprise in Regulatory Compliance*
2. *The Most Inspiring Leader in Regulatory Compliance* – Endang Astharanti, Direktur Keuangan dan Manajemen Risiko PLN Indonesia Power

Pada Ajang *Indonesia Regulatory Compliance Awards* 2025 oleh Hukumonline.

Winning two awards, as follows:
1. Highest award in the SAPPPHIRE Sector Electricity under the category Best Enterprise in Regulatory Compliance
2. The Most Inspiring Leader in Regulatory Compliance – Endang Astharanti, Director of Finance and Risk Management of PLN Indonesia Power

At the Indonesia Regulatory Compliance Awards 2025, organized by Hukumonline.

Juni 11
June

Peraihan empat penghargaan berupa:
1. 5 *Star* TOP CSR 2025 untuk 4 Unit Pembangkit
2. 4 *Star* TOP CSR 2025 untuk 10 Unit Pembangkit
3. 14 penghargaan kategori *Top Leader Commitment*
4. *Golden Trophy*

Pada Ajang TOP CSR *Awards* 2025 oleh Majalah TopBusiness.

Winning four awards, as follows:
1. 5-Star TOP CSR 2025 for 4 Power Generation Units
2. 4-Star TOP CSR 2025 for 10 Power Generation Units
3. 14 awards in the Top Leader Commitment category
4. Golden Trophy

At the TOP CSR Awards 2025, organized by TopBusiness Magazine.

Mei 2
May

Peraihan penghargaan *Gold* untuk tiga unit PLN Indonesia Power:
1. Unit Bisnis Pembangkitan Priok
2. Unit Bisnis Pembangkitan Semarang
3. Unit Bisnis Pemeliharaan

Pada Ajang *World Safety Organization Indonesia Safety Culture Awards* (WISCA) 2025 oleh World Safety Orgaization (WSO) Indonesia.

Winning Gold awards for three PLN Indonesia Power units, as follows:
1. Priok Generation Business Unit
2. Semarang Generation Business Unit
3. Maintenance Business Unit

At the World Safety Organization Indonesia Safety Culture Awards (WISCA) 2025, organized by World Safety Organization (WSO) Indonesia.

Juli 3
July

Peraihan enam penghargaan berupa:
1. *The Best O&M Company, Renewable Energy*: PLN Indonesia Power Services
2. *The Best O&M Company, Non Renewable Energy*: PLN INDONESIA POWER Unit Bisnis Pemeliharaan
3. *The Best Non IPP Company on Renewable Energy*: PLN Indonesia Power UBP Semarang
4. *The Best Non IPP Company on Improving The Energy Mix*: PLN Indonesia Power UBP Suralaya
5. *The Best Non IPP Company on Quality of Service*: PLN Indonesia Power UBP Banten 2 Labuan
6. *The Best Special Award* Kategori Kemitraan Strategis: PLN Suku Cadang

Pada Ajang *Indonesia Best Electricity Awards* (IBEA) 2025 oleh Listrik Indonesia.

Winning six awards, as follows:
1. The Best O&M Company, Renewable Energy: PLN Indonesia Power Services
2. The Best O&M Company, Non-Renewable Energy: PLN Indonesia Power – Maintenance Business Unit
3. The Best Non-IPP Company on Renewable Energy: PLN Indonesia Power – Semarang Generation Business Unit
4. The Best Non-IPP Company on Improving the Energy Mix: PLN Indonesia Power – Suralaya Generation Business Unit
5. The Best Non-IPP Company on Quality of Service: PLN Indonesia Power – Banten 2 Labuan Generation Business Unit
6. The Best Special Award, Strategic Partnership Category: PLN Suku Cadang

At the Indonesia Best Electricity Awards (IBEA) 2025, organized by Listrik Indonesia.

Juli July **4**

Peraihan penghargaan kategori khusus sektor Infrastruktur Ketenagalistrikan dan Telekomunikasi pada Ajang *ESG Awards* 2025 yang diselenggarakan oleh IDX *Channel.*

Winning a special award in the Infrastructure Sector (Electricity and Telecommunications) at the ESG Awards 2025, organized by IDX Channel.

Juli July **30**

Peraihan dua penghargaan berupa:
1. *Best Company in Learning Innovation 2025.*
2. *Best Human Capital Director 2025* – Wisnoe Satrijono, Direktur Utama PLN Indonesia Power (Periode September 2022 – Juli 2025).

Pada Ajang *Indonesia Human Capital Awards* (IHCA) XI 2025 oleh EconomicReview.id.

Winning two awards, as follows:
1. Best Company in Learning Innovation 2025
2. Best Human Capital Director 2025 – Wisnoe Satrijono, President Director of PLN Indonesia Power (September 2022 – July 2025)

At the Indonesia Human Capital Awards (IHCA) XI 2025 organized by EconomicReview.id.

Juli July **30**

Peraihan empat penghargaan berupa:
1. *Best Overall Digital Transformation of The Year 2025 – National Company Silver*
2. *Best AI & Automation Initiatives of The Year 2025 – National Champion Platinum.*
3. *Best Data-Driven Performance and KPI Optimization of The Year 2025 – National Champion Platinum*
4. *Best Digital Technology Woman Leader of The Year 2025* – Endang Asharanti, Direktur Keuangan dan Manajemen Risiko PLN Indonesia Power

Pada Ajang *Indonesia Digital Technology and Innovation Awards* (IDTI) 2025 oleh Business Update.

Winning four awards, as follows:
1. Best Overall Digital Transformation of the Year 2025 – National Company Silver
2. Best AI & Automation Initiatives of the Year 2025 – National Champion Platinum
3. Best Data-Driven Performance and KPI Optimization of the Year 2025 – National Champion Platinum
4. Best Digital Technology Woman Leader of the Year 2025 – Endang Astharanti, Director of Finance and Risk Management of PLN Indonesia Power

At Indonesia Digital Technology and Innovation Awards (IDTI) 2025 organized by Business Update.

Juli July **10**

Peraihan dua penghargaan berupa:
1. *Social Responsibility Leadership of the Year* – Direktur Utama PT PLN Indonesia Power
2. *Bronze* kategori *Economic Empowerment* – UBP Suralaya

Pada Ajang *Indonesia Social Responsibility Awards* (ISRA) 2025 oleh Prospectus.

Winning two awards, as follows:
1. Social Responsibility Leadership of the Year – President Director of PT PLN Indonesia Power
2. Bronze Award, Economic Empowerment Category – Suralaya Generation Business Unit

At the Indonesia Social Responsibility Awards (ISRA) 2025 organized by Prospectus.

Juli July **18**

Peraihan 20 penghargaan berupa:
1. 11 penghargaan kategori Program Komunitas Terbaik
2. 6 penghargaan kategori Perorangan *Local Hero*
3. 3 *Special Category* Program
   - *The Top* Perempuan Berbakti bagi Komunitas
   - *The Best* Perempuan Berbakti di Wirausaha
   - *The Best* Perempuan Berbakti bagi Komunitas

Pada Ajang Bakti Perempuan Bagi Perusahaan, Komunitas, dan Negeri (BERBAKTI) 2025 oleh *Corporate Forum for Community Development* (CFCD).

Winning 20 awards, as follows:
1. 11 awards in the Best Community Program category
2. 6 awards in the Individual Local Hero category
3. 3 Special Category Program awards:
   - The Top Women Devoted to the Community
   - The Best Women Devoted in Entrepreneurship
   - The Best Women Devoted to the Community

At Bakti Perempuan bagi Perusahaan, Komunitas, dan Negeri (BERBAKTI) 2025, organized by the Corporate Forum for Community Development (CFCD).

Juli July **31**

Peraihan penghargaan *Performance Excellence Awards* kategori *Excellence in Power Capacity Expansion* pada Ajang Investortrust BUMN *Awards* 2025 oleh Investortrust.id.

Winning the Performance Excellence Award in the Excellence in Power Capacity Expansion category at Investortrust BUMN Awards 2025, organized by Investortrust.id.

September 16
September

Peraihan 46 penghargaan dalam penerapan prinsip ESG yang mencakup berbagai kategori mulai dari efisiensi energi, penurunan emisi, efisiensi air, perlindungan keanekaragaman hayati, inovasi sosial, hingga pengelolaan sampah dan limbah pada Ajang *Environmental & Social Innovation* (ENSIA) *Awards* 2025 oleh ID *Survey*.
Winning 46 awards in the implementation of ESG principles, covering various categories including energy efficiency, emissions reduction, water efficiency, biodiversity protection, social innovation, and waste management at the Environmental & Social Innovation (ENSIA) Awards 2025, organized by ID Survey.

September 30
September

Peraihan penghargaan kategori Gold oleh UBP Priok melalui program Unggulan Kelasi Emas pada Ajang CSR dan PDB Awards 2025 oleh Indonesian Social Sustainabiity Forum (ISSF).
Winning a Gold award by the Priok Generation Business Unit (UBP Priok) through its flagship Kelasi Emas program at the CSR and PDB Awards 2025, organized by the Indonesian Social Sustainability Forum (ISSF).

Oktober 27
October

Peraihan 21 penghargaan berupa:
1. 4 penghargaan FABA *Award* 2025
2. 11 penghargaan *Power Award* 2025
3. 4 penghargaan HSSE *Award* 2025
4. 1 penghargaan TJSL *Award* 2025
5. 1 penghargaan *Risk award* 2025

Pada Ajang *Awarding* Hari Listrik Nasional ke-80 oleh PLN (Persero).
Winning 21 awards, as follows:
1. 4 FABA Awards 2025
2. 11 Power Awards 2025
3. 4 HSSE Awards 2025
4. 1 TJSL Award 2025
5. 1 Risk Award 2025

At the 80th National Electricity Day Awarding event organized by PLN (Persero).

September 18
September

Peraihan penghargaan *Platinum for Its Excellence in Sustainable Livelihood Empowerment* kepada PLTGU Cilegon pada Ajang *Asian Impact Awards* 2025 oleh La Tofi *School of Social Responsibility*.
Winning the Platinum for Its Excellence in Sustainable Livelihood Empowerment award by PLTGU Cilegon at the Asian Impact Awards 2025, organized by La Tofi School of Social Responsibility.

Oktober 23
October

Peraihan dua prestasi di tingkat Asia berupa:
1. *Gold Winner* kategori *Dual Fuel Power Plant of the Year*
2. *1st Winner* kategori *Engineering Excellence of the Year* – Indonesia

Pada Ajang *Asian Power Awards* 2025 oleh Asian Power.
Winning two awards at the Asia level, as follows:
1. Gold Winner – Dual Fuel Power Plant of the Year
2. 1st Winner – Engineering Excellence of the Year (Indonesia)

At the Asian Power Awards 2025, organized by Asian Power.

Oktober 30
October

Peraihan enam penghargaan pada Ajang *Learning, Innovation, Knowledge, and Exhibition* (LIKE) PLN 2025 yang diselenggarakan oleh PLN (Persero).
Winning six awards at the Learning, Innovation, Knowledge, and Exhibition (LIKE) PLN 2025, organized by PLN (Persero).

Oktober 31
October

Peraihan enam penghargaan apresiasi Penerapan Keselamatan Ketenagalistrikan (K2) Tahun 2025 pada ajang Forum dan Apresiasi Penerapan Keselamatan Ketenagalistrikan Tahun 2025 oleh Ditjen Gatrik ESDM.
Winning six awards for the implementation of Electricity Safety (K2) in 2025 at the Forum and Appreciation of Electricity Safety Implementation 2025, organized by the Directorate General of Electricity, Ministry of Energy and Mineral Resources.

November 12
November

Peraihan predikat 5 *STAR DIAMOND* dan lima penghargaan berupa:
1. *The Greatest Champion of GRC Excellence & Leadership Performance 2025*
2. *The Best Corporate in Good Corporate Governance 2025*
3. *The Best Chief Excecutive Officer 2025* – Bernadus Sudarmanta
4. *The Best Chief Financial & Risk Manajement Officer 2025* – Endang Astharanti
5. *The Best Corporate Secretary 2025* – Agung Siswanto

Pada Ajang *GRC & Leadership Award* 2025 oleh BusinessNews.

Winning the 5-STAR DIAMOND distinction with five awards:
1. The Greatest Champion of GRC Excellence & Leadership Performance 2025
2. The Best Corporate in Good Corporate Governance 2025
3. The Best Chief Executive Officer 2025 – Bernadus Sudarmanta
4. The Best Chief Financial & Risk Management Officer 2025 – Endang Astharanti
5. The Best Corporate Secretary 2025 – Agung Siswanto

At the GRC & Leadership Award 2025, organized by BusinessNews.

Desember 5
December

Peraihan tiga penghargaan berupa:
1. Kategori Manajemen Energi di Bangunan Gedung – UBP Jawa Barat 2 Pelabuhan
2. Kategori Inovasi Khusus – UBP Jawa Barat 2 Pelabuhan
3. Kategori Inovasi Khusus – UBP Kamojang

Pada Ajang Apresiasi Efisiensi Energi Nasional (PEEN) oleh Dirjen EBTKE Kementerian ESDM.

Winning three awards, as follows:
1. Building Energy Management Category – GBU Jawa Barat 2 Pelabuhan
2. Special Innovation Category – GBU Jawa Barat 2 Pelabuhan
3. Special Innovation Category – GBU Kamojang

At the National Energy Efficiency Awards (PEEN) organized by the Directorate General of EBTKE, Ministry of Energy and Mineral Resources.

Desember 22
December

Peraihan 12 penghargaan pada Ajang Apresiasi Aneka Energi Baru dan Energi Terbarukan (EBTKE) Tahun 2025 oleh Kementerian Energi dan Sumber Daya Mineral.

Winning 12 awards at the 2025 New and Renewable Energy and Energy Conservation (EBTKE) Appreciation Awards, organized by the Ministry of Energy and Mineral Resources.

November 28
November

Peraihan penghargaan *Platinum Rank* pada Ajang *Asia Sustainability Reporting Rating* (ASRRAT) 2025 oleh *National Center for Corporate Reporting*.

Winning a Platinum Rank at the Asia Sustainability Reporting Rating (ASRRAT) 2025, organized by the National Center for Corporate Reporting.

Desember 1
December

Peraihan penghargaan terkait Kesiapsiagaan Nasional berupa Sertifikasi BNPT untuk 12 Unit Pembangkit antara lain:

Achievement related to National Preparedness in the form of BNPT certification for 12 Power Generation Units, as follows:
1. UBP GBU Cilegon
2. UBP GBU Banten 1 Suralaya
3. UBP GBU Jeranjang
4. UBP GBU Pangkalan Susu
5. UBP GBU Saguling
6. UBP GBU Mrica
7. UBP GBU Semarang
8. UBP GBU Sintang
9. UBP GBU Teluk Sirih
10. UBP GBU Ombilin
11. UBP GBU Tello
12. UBP GBU Keramasan

Oleh Badan Nasional Penanggulangan Terorisme (BNPT).

Awarded by the National Counterterrorism Agency (BNPT).

Desember 22
December

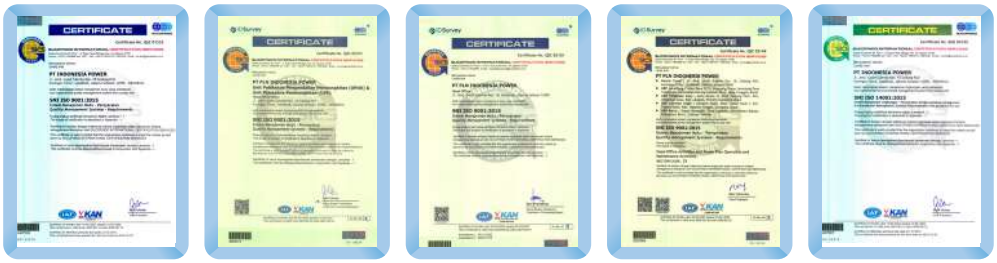
Peraihan dua penghargaan berupa:
1. Kategori *Gold* – UBP Bali
2. Penghargaan *Platinum* pada Pilar Sosial – SDGs 4 (Pendidikan Bekulitas) – UBP Priok

Pada Ajang *Indonesian SDGs Awards* (ISDA) 2025 oleh *Corporate Forum for CSR Development* (CFCD)

Winning two awards, as follows:
1. Gold Category – Bali Generation Business Unit
2. Platinum Award in the Social Pillar – SDG 4 (Quality Education) – Priok Generation Business Unit

At the Indonesian SDGs Awards (ISDA) 2025, organized by the Corporate Forum for CSR Development (CFCD).

Sertifikasi Tahun 2025
Certification in 2025



No	Sertifikasi Certification	Tanggal Perolehan Date Obtained	Badan Pemberi Grantor	Masa Berlaku Period of Validity
1	**ISO 9001:2015** Sistem Manajemen Mutu Quality Management System 1. Kantor Pusat Head Office 2. Unit Bisnis Pemeliharaan Maintenance Business Unit 3. UBP GBU Suralaya 4. UBP GBU Priok 5. UBP GBU Grati 6. UBP GBU Semarang 7. UBP GBU Jawa Barat Pelabuhan Ratu 8. UBP GBU Cilegon 9. UBP GBU Jawa Tengah 2 Adipala 10. UBP GBU Banten 1 Suralaya 11. UBP GBU Banten 2 Labuan 12. UBP GBU Bali 13. UBP GBU Mrica 14. UBP GBU Banten 3 Lontar 15. UBP GBU Saguling 16. UBP GBU Kamojang	14 Februari 2023 February 14, 2023	PT Sucofindo	13 Februari 2026 February 13, 2026
2	**ISO 9001:2015** Sistem Manajemen Mutu Quality Management System 1. Kantor Pusat Head Office 2. UBP GBU Tello 3. UBP GBU Keramasan 4. UBP GBU Jambi 5. UBP GBU Mahakam 6. UBP GBU Kepulauan Riau 7. UBP GBU Bengkulu 8. UBP GBU Bukittinggi 9. UBP GBU Teluk Sirih 10. UBP GBU Ombilin 11. UBP GBU Asam-asam 12. UBP GBU Barito 13. UBP GBU Singkawang	2 April 2024 April 2, 2024	PT Sucofindo	1 April 2027 April 1, 2027
3	**ISO 9001:2015** Sistem Manajemen Mutu Quality Management System 1. Kantor Pusat Head Office 2. UBP GBU Jeranjang 3. UBP GBU Pangkalan Susu 4. UBP GBU Labuhan Angin 5. UBP GBU Barru	26 Februari 2025 February 26, 2025	PT Sucofindo	25 Februari 2028 February 25, 2028
4	**ISO 9001:2015** Sistem Manajemen Mutu Quality Management System 1. Kantor Pusat Head Office 2. UBP GBU Kalimantan Barat 1 3. UBP GBU Sintang 4. UBP GBU Berau 5. UBP GBU Sanggau 6. UBP GBU Holtekamp	4 Maret 2025 March 4, 2025	PT Sucofindo	3 Maret 2028 March 3, 2028
5	**ISO 14001:2015** Sistem Manajemen Lingkungan Environmental Management System 1. Kantor Pusat Head Office 2. Unit Bisnis Pemeliharaan Maintenance Business Unit 3. UBP GBU Suralaya 4. UBP GBU Priok 5. UBP GBU Grati 6. UBP GBU Semarang 7. UBP GBU Jawa Barat 2 Pelabuhan Ratu 8. UBP GBU Cilegon 9. UBP GBU Jawa Tengah 2 Adipala 10. UBP GBU Banten 1 Suralaya 11. UBP GBU Banten 2 Labuan 12. UBP GBU Bali 13. UBP GBU Mrica 14. UBP GBU Banten 3 Lontar 15. UBP GBU Saguling 16. UBP GBU Kamojang	14 Februari 2023 February 14, 2023	PT Sucofindo	13 Februari 2026 February 13, 2026

No	Sertifikasi Certification	Tanggal Perolehan Date Obtained	Badan Pemberi Grantor	Masa Berlaku Period of Validity
6	**ISO 14001:2015** Sistem Manajemen Lingkungan Environmental Management System 1. UBP GBU Keramasan 2. UBP GBU Bengkulu 3. UBP GBU Jambi 4. UBP GBU Bukittinggi 5. UBP GBU Teluk Sirih 6. UBP GBU Ombilin 7. UBP GBU Kepulauan Riau 8. UBP GBU Mahakam 9. UBP GBU Barito 10. UBP GBU Asam-asam 11. UBP GBU Singkawang 12. UBP GBU Tello	2 April 2024 April 2, 2024	PT Sucofindo	1 April 2027 April 1, 2027
7	**ISO 14001:2015** Sistem Manajemen Lingkungan Environmental Management System 1. UBP GBU Jeranjang 2. UBP GBU Pangkalan Susu 3. UBP GBU Labuhan Angin 4. UBP GBU Barru	26 Februari 2025 February 26, 2025	PT Sucofindo	26 Februari 2028 February 26, 2028
8	**ISO 28000:2007 /SNI ISO 28000:2009** Sistem Manajemen Keamanan Pada Rantai Pasokan Supply Chain Security Management System 1. Kantor Pusat Head Office 2. Unit Bisnis Pemeliharaan Maintenance Business Unit 3. UBP GBU Priok 4. UBP GBU Grati 5. UBP GBU Semarang 6. UBP GBU Jawa Barat Pelabuhan Ratu 7. UBP GBU Cilegon 8. UBP GBU Jawa Tengah 2 Adipala 9. UBP GBU Banten 1 Suralaya 10. UBP GBU Banten 2 Labuan 11. UBP GBU Bali 12. UBP GBU Mrica 13. UBP GBU Banten 3 Lontar 14. UBP GBU Saguling 15. UBP GBU Kamojang	14 Februari 2023 February 14, 2023	PT Sucofindo	13 Februari 2026 February 13, 2026
9	**ISO 45001:2018** *Occupational Health and Safety Management Systems* 1. Kantor Pusat Head Office 2. Unit Bisnis Pemeliharaan Maintenance Business Unit 3. UBP GBU Suralaya 4. UBP GBU Priok 5. UBP GBU Grati 6. UBP GBU Semarang 7. UBP GBU Jawa Barat 2 Pelabuhan Ratu 8. UBP GBU Cilegon 9. UBP GBU Jawa Tengah 2 Adipala 10. UBP GBU Banten 1 Suralaya 11. UBP GBU Banten 2 Labuan 12. UBP GBU Bali 13. UBP GBU Mrica 14. UBP GBU Banten 3 Lontar 15. UBP GBU Saguling 16. UBP GBU Kamojang	14 Februari 2024 February 14, 2024	PT Sucofindo	14 Februari 2026 February 14, 2026
10	**ISO 45001:2018** *Occupational Health and Safety Management Systems* 1. UBP GBU Keramasan 2. UBP GBU Bengkulu 3. UBP GBU Jambi 4. UBP GBU Bukittinggi 5. UBP GBU Teluk Sirih 6. UBP GBU Ombilin 7. UBP GBU Kepulauan Riau 8. UBP GBU Mahakam 9. UBP GBU Barito 10. UBP GBU Asam-asam 11. UBP GBU Singkawang 12. UBP GBU Tello	2 April 2024 April 2, 2024	PT Sucofindo	1 April 2027 April 1, 2027

No	Sertifikasi Certification	Tanggal Perolehan Date Obtained	Badan Pemberi Grantor	Masa Berlaku Period of Validity
11	**ISO 27001:2022** Sistem Manajemen Keamanan Informasi Information Security Management System Kantor Pusat Head Office	29 Februari 2024 February 29, 2024	PT Sucofindo	8 Oktober 2026 October 8, 2026
12	**ISO 50001:2018** Sistem Manajemen Energi Energy Management System 1. Kantor Pusat Head Office 2. UBP GBU Suralaya 3. UBP GBU Saguling 4. UBP GBU Semarang 5. UBP GBU Grati 6. UBP GBU Mrica 7. UBP GBU Jawa Barat 2 Pelabuhan Ratu 8. UBP GBU Jawa Tengah 2 Adipala 9. UBP GBU Priok 10. UBP GBU Kamojang 11. UBP GBU Bali 12. UBP GBU Banten 1 Suralaya 13. UBP GBU Banten 2 Labuan 14. UBP GBU Banten 3 Lontar 15. UBP GBU Cilegon 16. UBP GBU Pangkalan Susu	16 Januari 2024 January 16, 2024	PT Sucofindo	16 Januari 2026 January 16, 2026
13	**ISO 55001:2014** Sistem Manajemen Aset Asset Management System 1. Kantor Pusat Head Office 2. UBP GBU Suralaya 3. UBP GBU Semarang 4. UBP GBU Priok 5. UBP GBU Grati 6. UBP GBU Kamojang 7. UBP GBU Saguling 8. UBP GBU Mrica 9. UBP GBU Bali 10. UBP GBU Banten 1 Suralaya 11. UBP GBU Banten 2 Labuan 12. UBP GBU Banten 3 Lontar 13. UBP GBU Jawa Barat 2 Pelabuhan Ratu 14. UBP GBU jawa Tengah Adipala 15. UBP GBU Cilegon 16. UBH GBU Jakarta 17. UBP GBU Keramasan 18. UBP GBU Jambi 19. UBP GBU Asam-asam 20. UBP GBU Teluk Sirih 21. UBP GBU Bengkulu 22. UBP GBU Bikittinggi 23. UBP GBU Ombilin	16 Desember 2024 December 16, 2024	PT BSI Group Indonesia	26 Oktober 2027 October 26, 2027
14	**ISO 37001:2016** Sistem Manajemen Anti Penyuapan Anti-Bribery Management System 1. Kantor Pusat Head Office 2. UBP GBU Suralaya 3. UBP GBU Semarang 4. UBP GBU Priok 5. UBP GBU Grati 6. UBP GBU Kamojang 7. UBP GBU Saguling 8. UBP GBU Mrica 9. UBP GBU Bali 10. UBH GBU Jakarta 11. UBP GBU Banten 1 Suralaya 12. UBP GBU Banten 2 Labuan 13. UBP GBU Banten 3 Lontar 14. UBP GBU Jawa Barat 2 Pelabuhan Ratu 15. UBP GBU Jawa Tengah Adipala 16. UBP GBU Cilegon 17. UBP GBU Keramasan 18. UBP GBU Pangkalan Susu 19. UBP GBU Labuhan Angin 20. UBP GBU Jeranjang 21. UBP GBU Bengkulu 22. UBP GBU Kepulauan Riau 23. UBP GBU Asam-asam 24. UBP GBU Barito 25. UBP GBU Singkawang 26. UBP GBU Jambi 27. UBP GBU Mahakam 28. UBP GBU Barru 29. UBP GBU Tello 30. UBP GBU Teluk Sirih 31. UBP GBU Bikittinggi	22 Juli 2025 July 22, 2025	PT Mutu Agung Lestari	18 April 2026 April 18, 2026
15	**ISO 37301:2021** Sistem Manajemen Kepatuhan Compliance Management System Kantor Pusat Head Office	11 November 2024 November 11, 2024	PT Chesna Sertification	10 November 2027 November 10, 2027

No	Sertifikasi Certification	Tanggal Perolehan Date Obtained	Badan Pemberi Grantor	Masa Berlaku Period of Validity
16	**ISO 30414:2018** *Human Capital Reporting* Kantor Pusat Head Office	18 November 2024 November 18, 2024	Worldwide Quality Assurance (WQA) Asia Pasific	26 Juli 2025 July 26, 2025
17	**ISO 22301:2019** Sistem Manajemen Keberlanjutan Bisnis Business Continuity Management System 1. Kantor Pusat Head Office 2. UBP GBU Priok	13 Februari 2024 February 13, 2024	PT BSI Group Indonesia	4 Februari 2027 February 4, 2027
18	Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Safety and Health Management System (SMK3) 1. UBP GBU Suralaya 2. UBP GBU Priok 3. UBP GBU Saguling 4. UBP GBU Kamojang 5. UBP GBU Semarang 6. UBP GBU Mrica 7. UBP GBU Grati 8. UBP GBU Bali 9. UBH 10. UBP GBU Suralaya 8 11. UBP GBU Labuan 12. UBP GBU Lontar 13. UBP GBU Palabuhan Ratu 14. UBP GBU Adipala 15. UBP GBU Cilegon 16. UBP GBU Keramasan 17. UBP GBU Bengkulu 18. UBP GBU Jambi 19. UBP GBU Bukittinggi 20. UBP GBU Teluk Sirih 21. UBP GBU Ombilin 22. UBP GBU Kepulauan Riau 23. UBP GBU Mahakam 24. UBP GBU Barito 25. UBP GBU Asam-asam 26. UBP GBU Singkawang 27. UBP GBU Tello 28. UBP GBU Pangkalan Susu 29. UBP GBU Barru 30. UBP GBU Labuhan Angin 31. UBP GBU Jeranjang 32. UBP GBU Kalbar 1 33. UBP GBU Sintang 34. UBP GBU Sanggau 35. UBP GBU Berrau 36. UBP GBU Holtekamp	Berbeda-beda per unit Different for each unit	PT Sucofindo	Berbeda-beda per unit Different for each unit

Situs *Website* Perusahaan
Company Website

Situs resmi Perusahaan menjadi salah satu sarana bagi PLN Indonesia Power untuk memastikan keterbukaan informasi kepada seluruh pemangku kepentingan melalui penyediaan akses yang mudah di https://www.plnindonesiapower.co.id. Situs tersebut tersedia dalam Bahasa Indonesia dan Bahasa Inggris, serta menyajikan informasi yang komunikatif, mutakhir, dan relevan bagi para stakeholder maupun masyarakat luas. Informasi yang disajikan pada situs resmi PLN Indonesia Power mencakup berbagai aspek penting yang dirancang untuk memenuhi kebutuhan informasi para pemangku kepentingan, baik internal maupun eksternal. Seluruh informasi disajikan secara terstruktur, komunikatif, dan diperbarui secara berkala guna memastikan relevansi dan transparansi informasi kepada masyarakat luas meliputi hal-hal sebagai berikut:

1. Laman utama menyajikan berbagai informasi terkait produk dan layanan, wilayah operasional, komitmen terhadap energi hijau, sertifikasi nasional dan internasional, berita terkini, serta kontak termasuk tautan menuju *e-procurement* dan *e-recruitment*.
2. Profil menyajikan berbagai informasi mengenai PLN Indonesia Power, meliputi gambaran umum Perusahaan, struktur manajemen yang terdiri atas Dewan Komisaris dan Direksi, unit pembangkit, anak perusahaan dan afiliasi, serta penghargaan dan sertifikasi yang diperoleh dalam satu tahun terakhir, termasuk jejak langkah Perusahaan. Selain itu, terdapat pula informasi terkait tata kelola perusahaan yang mencakup praktik tata kelola yang diterapkan beserta hasil penilaiannya, termasuk sertifikasi dan penghargaan di bidang tata kelola. Informasi ini juga dilengkapi dengan berbagai kebijakan, antara lain Pedoman Tata Kelola, Pedoman Perilaku, Pedoman Dewan, pengelolaan hubungan dengan pemegang saham (*shareholder management*), benturan kepentingan, sistem pengaduan pelanggaran, pengendalian gratifikasi, LHKPN, tata kelola manajemen risiko, serta sistem tata kelola kepatuhan.
3. Relasi Investor menyajikan berbagai informasi yang berkaitan dengan PLN Indonesia Power, meliputi Laporan Tahunan, Laporan Keberlanjutan, Laporan Statistik, Laporan Finansial, serta Informasi RUPS.
4. Keberlanjutan menyajikan informasi terkait komitmen keberlanjutan PLN Indonesia Power, yang mencakup tanggung jawab sosial perusahaan, pengelolaan lingkungan, kesehatan dan keselamatan kerja, serta kesetaraan gender.
5. Media menyajikan informasi berupa berita dan dokumentasi video terkait kegiatan PLN Indonesia Power.

The Company's official website serves as one of PLN Indonesia Power's primary channels for ensuring information transparency to all stakeholders by providing easy access through https://www.plnindonesiapower.co.id. The website is available in both Bahasa Indonesia and English, as well as provides stakeholders and the general public with communicative, up-to-date, and relevant information. The information presented on PLN Indonesia Power's official website covers various important aspects designed to meet the information needs of both internal and external stakeholders. All information is presented in a structured and communicative manner and is updated regularly to ensure relevance and transparency for the wider community, including the following matters:

1. The homepage provides various information related to products and services, operational areas, commitment to green energy, national and international certifications, latest news, and contact information, including links to e-procurement and e-recruitment platforms.
2. The Profile page presents various information regarding PLN Indonesia Power, including the Company overview, the management structure comprising the Board of Commissioners and Board of Directors, generation units, subsidiaries and affiliates, and awards and certifications obtained over the past year, including the Company's milestones. In addition, this section also contains information related to corporate governance, covering the governance practices implemented and their assessment results, including governance-related certifications and awards. The information is further complemented by various policies, including the Corporate Governance, Code of Conduct, Board Manual, shareholder management, conflict of interest policy[JC1.1], whistleblowing system, gratification control, LHKPN[JC2.1], risk management governance, and compliance governance system.
3. The Investor Relations page provides various information related to PLN Indonesia Power, including the Annual Report, Sustainability Report, Statistical Report, Financial Report, and information related to GMS.
4. The Sustainability page presents information regarding PLN Indonesia Power's sustainability commitments, including corporate social responsibility, environmental management, occupational health and safety, and gender equality.
5. The Media page provides information in the form of news and video documentation related to PLN Indonesia Power's activities.

Tinjauan Pendukung Bisnis

Business Support Overview

Control Room PLTP Kamojang, Jawa Barat
Control Room of Kamojang GPP, West Java

Sumber Daya Manusia
Human Capital

PLN Indonesia Power berupaya menghadapi tantangan bisnis dan menjamin keberlangsungan kegiatan usaha ketenagalistrikan melalui penyiapan tenaga kerja yang profesional, kompeten dan berintegritas tinggi yang dilandasi tata nilai untuk mencapai visi perusahaan. Selaras dengan transformasi organisasi PT PLN (Persero) melalui pembentukan *sub holding* pembangkitan, PLN Indonesia Power menerapkan *Human Experience Management System*, yang tertuang dalam Keputusan Direksi Nomor 228.K/010/IP/2022 yang berpegang pada prinsip-prinsip:

a. keselarasan dengan visi, misi dan tujuan Perusahaan dengan memperhatikan efektivitas dan efisiensi untuk meningkatkan daya saing (*competitive advantage*) dan nilai tambah serta menjamin keberlanjutan Perusahaan;
b. keselarasan dengan tata nilai Perusahaan untuk meningkatkan kualitas dan daya saing insani dalam rangka penciptaan budaya unggul;
c. kesetaraan dan keadilan baik internal maupun eksternal Perusahaan untuk menciptakan hubungan industrial yang harmonis;
d. mengedepankan pemanfaatan teknologi informasi yang terintegrasi untuk meningkatkan produktivitas kerja; dan
e. memberikan pengalaman positif kepada Tenaga Kerja sehingga mampu menunjukkan potensi terbaik.

Sistem penunjang HXMS ditetapkan dalam rangka pengelolaan Tenaga Kerja yang produktif dan pemenuhan kepatuhan terhadap peraturan perundang-undangan dan Perjanjian Kerja Bersama (PKB) Perusahaan yang berlaku dengan memperhatikan 4 (empat) sasaran HXMS:

A. Tepat Ukuran (*Right Size*)

Penciptaan model operasi, desain organisasi, dan tata nilai yang selaras dengan strategi Perusahaan meliputi:

1) Strategi dan Tata Kelola Tenaga Kerja

Perencanaan dan penentuan arah pengelolaan Tenaga Kerja untuk penciptaan model operasi, desain organisasi, dan formasi Tenaga Kerja yang selaras dengan strategi Perusahaan dan efektivitas tata kelola dalam bentuk:

a) *Blueprint* Tata Kelola Tenaga Kerja, yang berisi penetapan tujuan, sasaran, strategi, program kerja dan langkah-langkah implementasi yang harus dilaksanakan dalam pengelolaan Tenaga Kerja guna memastikan Perusahaan tumbuh berkelanjutan; dan

PLN Indonesia Power strives to face business challenges and ensure the sustainability of electricity business activities by preparing a professional, competent and highly integrated workforce based on values to achieve the Company's vision. In line with the organizational transformation of PT PLN (Persero) through the establishment of a generation sub-holding, PLN Indonesia Power implements the Human Experience Management System, which is stated in the Board of Directors' Decision Number 228.K/010/IP/2022 which adheres to the following principles:

a. alignment with the Company's vision, mission and objectives by considering effectiveness and efficiency to increase competitive advantage and added value and ensure the Company's sustainability;
b. alignment with the Company's values to improve the quality and competitiveness of human capital in order to foster an excellent culture;
c. equality and fairness both internally and externally within the Company to create harmonious industrial relations;
d. prioritizing the use of integrated information technology to increase work productivity; and
e. providing a positive experience for the Workforce to enable them to demonstrate their best potential.

The supporting HXMS system is established to manage productive Workforce and ensure compliance with applicable laws and regulations as well as the Company's Collective Labor Agreement (PKB) by considering the 4 (four) HXMS objectives:

A. Right Size

The development of an operating model, organizational design, and core values that align with the Company's strategy, including:

1) Workforce Strategy and Governance

Planning and setting the direction of Workforce management to create an operating model, organizational design, and Workforce formations that are aligned with the Company's strategy and governance effectiveness in the form of:

a) Workforce Governance Blueprint, which outlines the determination of objectives, targets, strategies, work programs and implementation steps that must be carried out in managing the Workforce to ensure the Company's sustainable growth; and

b) *Road Map* Tata Kelola Tenaga Kerja, merupakan rencana kerja strategis untuk periode 5 (lima) tahun dalam pengelolaan Tenaga Kerja untuk mendukung implementasi *Blueprint* Tata Kelola Tenaga Kerja.

2) Manajemen Proses Bisnis
Penciptaan model, alur proses, dan desain organisasi yang memberi nilai tambah, selaras dengan strategi, visi dan misi Perusahaan, meliputi kerangka proses bisnis, pemetaan proses bisnis dan peran.

3) Manajemen Organisasi
Perencanaan pengorganisasian, pengarahan, dan pengendalian pengelompokan Tenaga Kerja untuk penciptaan model operasi dan desain organisasi yang selaras dengan strategi Perusahaan, meliputi:
a) Pedoman manajemen organisasi yang terdiri atas:
   i. Pedoman pengembangan organisasi;
   ii. Pedoman analisis jabatan; dan
   iii. Pedoman evaluasi jabatan dan pengelompokan jabatan;
b) Organisasi dan tata kerja yang terdiri atas struktur organisasi, formasi jabatan, serta tugas pokok dan fungsi jabatan;
c) Uraian jabatan;
d) Bobot jabatan; dan
e) Kompetensi organisasi dan individu.

4) Manajemen Budaya dan Perubahan
Pengelolaan tata nilai Perusahaan yang dibutuhkan untuk menunjang penciptaan model operasi dan desain organisasi yang selaras dengan strategi Perusahaan, meliputi:
a) Tata nilai Perusahaan; dan
b) Program perubahan budaya.

5) *Employee Value Proposition*.
Sekumpulan makna intrinsik dan ekstrinsik yang diberikan Perusahaan kepada Pegawai atas keterampilan, kapabilitas dan pengalaman Pegawai yang menjadi pembeda dari Perusahaan pesaing, meliputi:
a) *Employer Branding*, merupakan cara Perusahaan untuk menciptakan pandangan/persepsi positif yang meningkatkan reputasi dan citra Perusahaan sehingga kandidat Pegawai dan Pegawai melihat makna yang berbeda dibandingkan Perusahaan lainnya;
b) *Employee Retention*, merupakan cara dan upaya Perusahaan untuk mempertahankan sumber daya manusia yang potensial dalam Perusahaan agar dapat mencapai tujuannya; dan

b) Workforce Governance Road Map, a five-year strategic work plan for Workforce management that supports the implementation of the Workforce Governance Blueprint.

2) Business Process Management
The development of models, process flows, and organizational designs that add value and align with the Company's strategy, vision, and mission, including business process frameworks, business process mapping, and role assignments.

3) Organizational Management
Planning, directing, and controlling the grouping of Workforce to create an operating model and organizational design aligned with the Company's strategy, including:
a) Organizational management guidelines consisting of:
   i. Organizational development guidelines;
   ii. Job analysis guidelines; and
   iii. Job evaluation and job classification guidelines;
b) Organization and work procedures including organizational structure, job formation, as well as the main duties and functions of each role;
c) Job description;
d) Job weight/ complexity of the position; and
e) Organizational and individual competencies.

4) Culture and Change Management
Managing the Company's core values needed to support the development of an operating model and organizational design aligned with the Company's strategy, including:
a) The Company's core Values; and
b) Cultural change programs.

5) Employee Value Proposition.
A set of intrinsic and extrinsic values provided by the Company to employees in exchange for their skills, capabilities, and experiences that differentiate the Company from its competitors, including:
a) Employer Branding, is the Company's way of creating a positive view/perception that enhances the Company's reputation and image so that prospective Employees and current Employees see a different meaning compared to other Companies;
b) Employee Retention, is the Company's method and effort to retain potential human capital in the Company to achieve its goals; and

c) *Employee Engagement*, merupakan cara dan upaya Perusahaan dalam menciptakan hubungan emosional antara Pegawai dan Perusahaan dengan ditandai perasaan antusias dan terikat sehingga berpotensi memberikan dampak positif pada Perusahaan.

B. Tepat Kompetensi (*Right Skill*)

Penciptaan talenta unggul, berdaya saing, dan memiliki adaptabilitas tinggi terhadap perubahan transformatif yang bertujuan untuk menciptakan dan mempertahankan keterampilan yang sesuai dengan kebutuhan perusahaan dan beradaptasi dengan perubahan yang terjadi di lingkungan kerja, meliputi:

1) Manajemen Sumber Tenaga Kerja
   Pengelolaan strategi perencanaan tenaga kerja dan penetapan sumber tenaga kerja, untuk menunjang kebutuhan organisasi dan strategi Perusahaan baik jangka pendek, menengah, maupun panjang. Strategi perencanaan tenaga kerja mempertimbangkan: strategi Perusahaan; perubahan aset pengusahaan; produktivitas; kompetensi baru; perubahan demografi, ekonomi, dan ekonomi; ketentuan perundang-undangan dan Perjanjian Kerja Bersama yang mendorong peningkatan produktivitas tenaga kerja. Strategi penetapan sumber tenaga kerja dalam bentuk *build, buy, borrow, bind*, atau alih daya.
2) Manajemen Akuisisi Pegawai
   Pengelolaan metode rekrutmen bersumber dari internal maupun eksternal Perusahaan. Seleksi dan penempatan jabatan berdasarkan persyaratan kebutuhan jabatan, *culture fit*, kompetensi dan *employee value proposition*.
3) Manajemen Talenta dan Pegawai;
   Pengelolaan talenta dan Pegawai melalui: identifikasi dan penentuan posisi kunci/penting (*identify critical position*); pencarian kandidat potensial untuk masuk dalam kelompok Pegawai bertalenta/*talent pools* (*talent acquisition*); pengklasifikasian talenta berdasarkan kapasitas dan kinerja (*talent classification*); program pengembangan yang diberikan kepada talenta untuk menduduki posisi kunci/penting (*talent development*); mobilisasi talenta untuk pengembangan kapasitas (*talent mobility*); program mempertahankan talenta dengan pendekatan retensi (*talent retention*); dan pengukuran kesiapan talenta untuk ditempatkan di jabatan yang lebih tinggi/strategis.

c) Employee Engagement, is the Company's method and effort in creating an emotional connection between Employees and the Company, marked by feelings of enthusiasm and attachment, thus potentially generating a positive impact on the Company.

B. Right Skill

The creation of superior, competitive talents with high adaptability to transformative changes, aimed at developing and maintaining skills that align with the Company's needs and adapt to changes in the work environment, includes:

1) Workforce Management
   The management of workforce planning strategies and the determination of workforce sources to support the needs of the organization and the Company's short-, medium-, and long-term strategies. Workforce planning strategies consider: the Company's strategy; changes in company assets; productivity; new competencies; demographic, economic, and workforce changes; as well as laws and regulations and Collective Labor Agreements that promote workforce productivity. Workforce sourcing strategies include build, buy, borrow, bind, or outsourcing.
2) Employee Acquisition Management
   Management of recruitment methods is sourced from internal and external sources of the Company. Selection and placement of positions based on the requirements of position needs, culture fit, competencies and employee value proposition.
3) Talent and Employee Management;
   The management of talent and employees through: identifying and determining key/critical positions (identify critical position); seeking potential candidates to join the talent pools (talent acquisition); classifying talent based on capacity and performance (talent classification); development programs provided to talent to occupy key/critical positions (talent development); mobilizing talent to build capacity (talent mobility); programs to retain talent through retention approaches (talent retention); and measuring talent readiness for placement in higher/strategic positions.

4) Manajemen Pengembangan Pegawai.
Pengelolaan pengembangan Pegawai melalui program pembelajaran, *mentoring*, *coaching*, penugasan/ *exposure*, dan keanggotaan komunitas profesi.

C. Tepat Pembiayaan (*Right Spend*)

Pengelolaan Tenaga Kerja yang efisien namun tetap memperhatikan kesetaraan internal dan eksternal serta berorientasi pada kinerja yang superior yang bertujuan untuk memastikan investasi dalam SDM memberikan nilai tambah yang sesuai dengan tujuan perusahaan, meliputi:

1) Manajemen Kinerja Pegawai
Pengelolaan penilaian kinerja Pegawai meliputi tahapan perencanaan, pemantauan, dan penilaian kinerja Pegawai.
2) Manajemen Penghargaan Pegawai
Pengelolaan penghargaan ekstrinsik dan intrinsik secara efisien dengan tetap memperhatikan kesetaraan internal dan eksternal serta berorientasi pada kinerja superior.
3) Manajemen Hubungan Industrial;
Pengelolaan interaksi antara para pelaku proses produksi barang dan/atau jasa di Perusahaan yang melibatkan Pegawai yang diwakili oleh Persatuan Pegawai, Perusahaan, dan Pemerintah sehingga tercipta hubungan yang harmonis dan meningkatkan produktivitas usaha melalui proses yang memperhatikan kesetaraan internal dan eksternal serta berorientasi pada kinerja unggul.
4) Manajemen Pemutusan Hubungan Kerja
merupakan pengelolaan pemutusan hubungan kerja sesuai dengan manajemen hubungan industrial yang telah disepakati dalam Perjanjian Kerja Bersama (PKB), meliputi: pemutusan hubungan kerja karena mencapai batas usia pensiun (pensiun normal) dan pensiun dini.

D. Tepat Sistem Informasi (*Right System*)

Pengelolaan proses dan sistem berkelanjutan dengan mengupayakan penerapan teknologi terintegrasi yang mampu meningkatkan *employee experience* dalam pengembangan tenaga kerja saat ini dan masa depan, meliputi: Sistem Informasi Tenaga Kerja dengan prinsip *single source of truth*; dan manajemen administrasi pelayanan pegawai pada masa kerja aktif dan masa purna karya.

Sejalan dengan Program *Holding* dan *Sub-Holding*, per tanggal 15 Desember 2022, Perusahaan mengatur kerangka pengelolaan SDM melalui Surat Keputusan Direksi No. 228/K/010/IP/2022 tentang *Human Experience Management System* (HXMS).

4) Employee Development Management.
The management of employee development through learning programs, mentoring, coaching, assignments/ exposures, and membership in professional communities.

C. Right Spend

Efficient manpower management while prioritizing both internal and external equality as well as oriented towards rewarding superior performance. Ultimately, this aims to ensure that investments in Human Capital provide tangible value aligned with the Company's objectives, including:

1) Employee Performance Management
The management of employee performance assessment includes the stages of planning, monitoring, and evaluating employee performance.
2) Employee Rewards Management
The efficient management of extrinsic and intrinsic rewards while maintaining internal and external equity, with a focus on superior performance.
3) Industrial Relations Management;
The management of interactions among parties involved in the production process of goods and/or services within the Company, involving employees represented by the Employee Union, the Company, and the Government, to create harmonious relations and improve business productivity through processes that consider internal and external equity and are oriented toward superior performance.
4) Termination of Employment Management
It is the management of termination of employment in accordance with the industrial relations management that has been agreed upon in the Collective Labor Agreement (PKB), including termination of employment due to reaching the retirement age limit (normal retirement) and early retirement.

D. Right System

Sustainable process and system management by striving to implement integrated technology that can improve employee experience in developing the current and future workforce, including Workforce Information System with the principle of single source of truth; and administrative management of employee services during active employment and retirement.

In line with the Holding and Sub-Holding Program, as of December 15, 2022, the Company has regulated the HC management framework through the Board of Directors' Decision No. 228/K/010/IP/2022 on the Human Experience Management System (HXMS).

Sistem Pengembangan Organisasi dan Perencanaan Tenaga Kerja
Organizational Development and Manpower Planning System

Roadmap SDM
HC Roadmap

2020
Innovative Organization

- **Organization**: Strengthen on new business development
- **Leadership**: Differensiator Leader
- **Expertise**: Strengthen Expert with International Qualification
- **Culture**: Shift Hyper-Connected to Hyper-Productive Employee
- **Technology**: Integrate HCEIS to Corporate Big Data
- **Knowledge** Management: Enhance knowledge & innovation creation with open platform

2021
Outstanding Execution

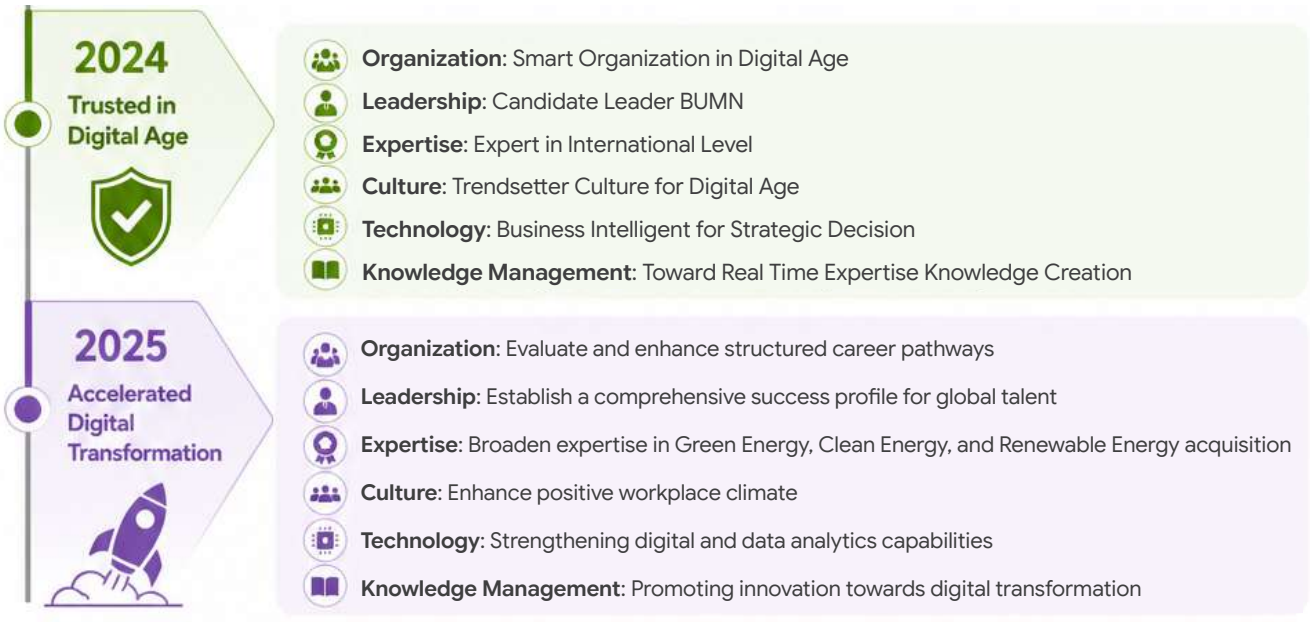
- **Organization**: Lean organization
- **Leadership**: Innovative Leader
- **Expertise**: Utilize Expert as Business Solution
- **Culture**: Embody Strong Digital Culture
- **Technology**: Establish Integrated HCEIS
- **Knowledge Management**: Improve Insight and Knowledge to generate innovative business

2022
Versatile in Digital Age

- **Organization**: Agile Organization
- **Leadership**: Compete Leader in BUMN Level
- **Expertise**: Leading People & Expert in Power Industry
- **Culture**: Culture of Winner & Competitive
- **Technology**: Embed AI for Board Decision Support System & HC Competence
- **Knowledge Management**: Knowledge Based Innovation promoting competitive start-up

2023
The Art of Competitive in Digital Age

- **Organization**: HCE to Generate Organization Sustainability
- **Leadership**: Leader as member of International Working Group
- **Expertise**: Expert Leverage New Edge Technology
- **Culture**: Digital Habit
- **Technology**: HCEIS Artificial Intelligent for Industry 4.0
- **Knowledge Management**: Leading in Innovative Machine Generated Knowledge



Budaya Perusahaan
Corporate Culture

Budaya Perusahaan yang berlaku selama tahun 2025 adalah **Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif** (AKHLAK). Penjelasan terkait Budaya Perusahaan telah disajikan pada bagian Profil Perusahaan pada Laporan Tahunan ini.

The Corporate Culture that applies during 2025 is **Trustworthy, Competent, Harmonious, Loyal, Adaptive, Collaborative** (AKHLAK). Explanation related to the Corporate Culture has been presented in the Company Profile section of this Annual Report.

Analisis Kecukupan SDM
HC Adequacy Analysis

Jumlah SDM Perusahaan tahun 2025 adalah sebanyak 5.452 pegawai. Jumlah ini meningkat dibandingkan tahun 2024 yaitu 5.409 orang. Informasi lebih lanjut terkait Komposisi SDM telah dijelaskan pada bagian Profil Perusahaan Sub Bab Komposisi dan Pengembangan Kompetensi Pegawai pada Laporan Tahunan ini.

The number of the Company's HC in 2025 is 5,452 employees. This number has increased compared to 2024, which was 5,409 people. Further information regarding HC Composition has been explained in the Company Profile section, Sub-Chapter on Employee Composition and Competency Development of this Annual Report.

Penyempurnaan Kebijakan SDM
HC Policy Improvement

Sebagai bentuk pengelolaan SDM yang berkelanjutan, PLN Indonesia Power senantiasa memperbaharui dan menyusun kebijakan secara berkala melalui Surat Keputusan (SK) Direksi dan kebijakan turunan lainnya. Pada tahun 2025, telah disahkan beberapa kebijakan baru, yaitu sebagai berikut:

As part of sustainable human capital management, PLN Indonesia Power consistently updates and formulates policies on a regular basis through Board of Directors Decision and other derivative policies. In 2025, several new policies were enacted, as follows:

1. Edaran Direksi Nomor 0003.E/DIR/2025 tentang Petunjuk Pelaksanaan Ketentuan Kompensasi Lembur
2. Berita Acara Nomor 0262.BA/SDM.12.01/PLNIP010503/2025 dan Nomor 001.BA/PP-1P/PST/V/2025 terkait Proses *Cut Off* pada Kebijakan Manajemen Talenta dan Pegawai PT PLN Indonesia Power
3. Berita Acara Nomor 0271.BA/SDM.12.01/PLNIP010503/2025 dan Nomor 002.BA/PP-1P/PST/V/2025 terkait Penunjukan Pejabat Pengganti Sementara PT PLN Indonesia Power
4. Berita Acara Nomor 0272.BA/SDM.12.01/PLNIP010503/2025 dan Nomor 003.BA/PP-1P/PST/V/2025 terkait Mutasi Jabatan Pegawai PT PLN Indonesia Power
5. Edaran Direksi Nomor 0017.E/DIR/2025 tentang Petunjuk Teknis *Assessment* Pembinaan Person Grade Fungsional Spesialis dan Generalis

1. Board of Directors' Circular Number 0003.E/DIR/2025 on Guidelines for the Implementation of Overtime Compensation Provisions
2. Minutes Number 0262.BA/SDM.12.01/PLNIP010503/2025 and Number 001.BA/PP-1P/PST/V/2025 related to the Cut Off Process in the Talent and Employee Management Policy of PT PLN Indonesia Power
3. Minutes Number 0271.BA/SDM.12.01/PLNIP010503/2025 and Number 002.BA/PP-1P/PST/V/2025 related to the Appointment of Temporary Substitute Officials of PT PLN Indonesia Power
4. Minutes Number 0272.BA/SDM.12.01/PLNIP010503/2025 and Number 003.BA/PP-1P/PST/V/2025 related to the Mutation of Employee Positions of PT PLN Indonesia Power
5. Board of Directors' Circular Number 0017.E/DIR/2025 on Technical Guidelines for Assessment of Person Grade Functional Development of Specialists and Generalists

Pengelolaan Pegawai Purna Bakti
Management of Post-Retirement Employees

Kebijakan Pengelolaan Pegawai Purna Bakti berdasarkan pada:

1. PKB Tahun 2024-2025 Bab V Pasal 31 tentang Kepesertaan Pensiun;
2. Surat Keputusan Direksi No. 205.K/010/IP/2012 tentang Pengelolaan Manfaat Pensiun Pegawai Melalui Dana Pensiun Lembaga Keuangan;
3. Keputusan Direksi Nomor 74.K/010/IP/2020 tentang Sistem Pembelajaran Pegawai.
4. Peraturan Direksi PT Indonesia Power Nomor 0007.P/DIR/2023 tentang Perubahan Kedua Atas Keputusan Direksi Nomor 102.K/010/IP/2017 tentang Diklat Pembekalan Masa Purna Bakti tanggal 30 Mei 2023.
5. Peraturan Direksi Nomor: 0040.P/DIR.2024 Tentang Sistem Manajemen Penghargaan Pegawai pasal 34 tentang Hak Pegawai MPP.
6. Edaran Direksi PT PLN Indonesia Power No. 0012.E/DIR/2024 tanggal 04 Desember 2024 tentang Pelaksanaan Program Bantuan Perjalanan Ibadah Kerohanian.
7. Edaran Direksi PT PLN Indonesia Power No. 0009.E/DIR/2025 tanggal 07 Maret 2025 tentang Perubahan Atas Edaran Direksi PT PLN Indonesia Power No. 0012.E/DIR/2024 tentang Pelaksanaan Program Bantuan Perjalanan Ibadah Kerohanian.

The Post-Retirement Employee Management Policy is based on:

1. Collective Labor Agreement (CLA) for 2024–2025, Chapter V Article 31 on Pension Participation;
2. Board of Directors' Decision No. 205.K/010/IP/2012 on the Management of Employee Retirement Benefits through the Pension Fund of Financial Institutions;
3. Board of Directors' Decision Number 74.K/010/IP/2020 on the Employee Learning System.
4. Board of Directors' Regulation of PT Indonesia Power Number 0007.P/DIR/2023 on the Second Amendment to Board of Directors' Decision Number 102.K/010/IP/2017 on Retirement Debriefing Training dated May 30, 2023.
5. Board of Directors' Regulation Number: 0040.P/DIR.2024 on the Employee Award Management System article 34 on the Rights of MPP Employees.
6. Board of Directors' Circular of PT PLN Indonesia Power No. 0012.E/DIR/2024 dated December 2024,024 on the Implementation of Spiritual Worship Travel Assistance Program.
7. Board of Directors' Circular of PT PLN Indonesia Power No. 0009.E/DIR/2025 dated March 7, 2025, endments to the Board of Directors' Circular of PT PLN Indonesia Power No. 0012.E/DIR/2024 on the Implementation of Spiritual Worship Travel Assistance Program.

PLN Indonesia Power memiliki kebijakan memberikan hak kepada pegawai untuk menjalani Masa Persiapan Pensiun (MPP) yang terdiri dari Program MPP Tiga Bulan dan Program MPP Satu Tahun sebelum memasuki usia pensiun (56 tahun). Program pembekalan masa purnabakti yang dilaksanakan pada tahun 2025, diprioritaskan untuk mengakomodir pegawai dengan kelahiran tahun 1970 - 1973. Pada tahun 2025 terdapat 101 Pegawai kelahiran 1970 yang telah memasuki masa pensiun. Sebagai persiapan masa pensiun, pegawai diberikan pembekalan berupa sertifikasi/kewirausahaan sesuai dengan keminatan masing-masing.

PLN Indonesia Power has a policy that grants employees the right to enter a Pre-Retirement Period (MPP), which consists of a Three-Month MPP Program and a One-Year MPP Program prior to reaching the retirement age (56 years old). The retirement debriefing program implemented in 2025 is prioritized to accommodate employees born in 1970 - 1973. In 2025 there were 101 Officers born in 1970 who had entered retirement. In preparation for retirement, employees are given briefings in the form of entrepreneurship training/certification according to their respective interests.

Dari total 101 pegawai yang pensiun pada tahun berjalan, tercatat sebanyak 55 orang telah mengikuti Program Pembekalan Masa Purnabakti yang dilaksanakan pada tahun 2025, dan 3 orang menyatakan tidak berminat, serta 71 orang sudah dilaksanakan sebelum tahun 2025.

From the total of 101 employees who retired in the current year, 55 people were recorded to have participated in the Retirement Period Debriefing Program which was implemented in 2025, and 3 people stated that they were not interested, and 71 people had been implemented before 2025.

Sistem Rekrutmen Pegawai dan Penempatan Pegawai

Employee Recruitment System and Employee Placement

Rekrutmen dilaksanakan dengan mengutamakan kompetensi sebagai dasar proses seleksi serta memberikan perlakukan yang adil atau kesempatan yang sama bagi semua pihak berdasarkan prinsip-prinsip *Good Corporate Governance* (*Transparency*, *Accountability*, *Responsibility*, *Independency*, Fairness). Proses rekrutmen ini bertujuan untuk mendapatkan tenaga kerja dengan kompetensi terbaik yang memberikan keunggulan bersaing (competitive advantage), serta menjamin kontinuitas ketersediaan tenaga kerja untuk mendukung usaha pencapaian sasaran kinerja Perusahaan.

Recruitment is carried out by prioritizing competence as the basis of the selection process and providing fair treatment or equal opportunities for all parties based on the principles of Good Corporate Governance (Transparency, Accountability, Responsibility, Independency, Fairness). This recruitment process aims to get a workforce with the best competencies that provide a competitive advantage, as well as ensure the continuity of workforce availability to support efforts to achieve the Company's performance targets.

Berdasarkan Keputusan Direksi Nomor 85.K/010/IP/2012 rekrutmen dapat dilakukan dari sumber internal dan eksternal. Rekrutmen dengan sumber eksternal terdiri atas pasar tenaga kerja, Lembaga Pendidikan, anak perusahaan, PLN Group maupun institusi lainnya. Rekrutmen dari sumber internal terdiri atas pegawai organik dan pegawai tugas karya yang dilaksanakan melalui sidang komite jabatan berdasarkan ketentuan dan mekanisme mutasi jabatan yang berlaku di Perusahaan.

Based on Board of Directors' Decision No. 85.K/010/IP/2012, recruitment can be carried out from both internal and external sources. External recruitment sources include the labor market, educational institutions, subsidiaries, PLN Group, and other institutions. Internal recruitment sources consist of organic employees and assignment-based employees, conducted through position committee meetings in accordance with the Company's prevailing job transfer regulations and mechanisms.

Pada tahun 2025 rekrutmen dilaksanakan secara terpusat pada PT PLN (Persero) melalui rekrutmen bersama BUMN. Dari proses rekrutmen ini PT PLN Indonesia Power mendapatkan Pegawai sebanyak 4 orang.

In 2025, recruitment was carried out centrally at PT PLN (Persero) through joint recruitment with SOEs. From this recruitment process, PT PLN Indonesia Power got 4 employees.

Tabel Rekrutmen Pegawai Tahun 2021 - 2025 (orang)
Table of Employee Recruitment for 2021 - 2025 (persons)

Tahun Year	Tingkat Pendidikan Education Level			Jumlah Total
	S2 Master	S1 Bachelor	D3 Diploma	
2025	**1**	**3**	**-**	**4**
2024	0	56	37	93
2023	4	-	-	4
2022*	-	-	-	-
2021*	-	-	-	-

* tidak dilakukan rekrutmen karena arahan *freeze* rekrutmen dari *Holding*

* no recruitment was conducted due to a recruitment freeze directive from the Holding company.

Setelah dinyatakan lolos pada tahap seleksi rekrutmen, calon pegawai mengikuti diklat prajabatan yang merupakan tahap akhir proses rekrutmen pegawai yang dilaksanakan dalam kurun waktu minimum 7 (tujuh) bulan dan maksimum 12 (dua belas) bulan sejak awal dimulai.

After being declared successful in the recruitment selection stage, prospective employees undergo pre-service training, which is the final stage of the employee recruitment process. This training is conducted over a period of no less than 7 (seven) months and no more than 12 (twelve) months from the start date.

Diklat prajabatan ini bertujuan untuk memenuhi kompetensi minimal yang diperlukan sebagai pegawai di PLN Indonesia Power. Apabila calon pegawai dinyatakan lulus diklat prajabatan, selanjutnya ditetapkan sebagai pegawai organik. Pada tahun 2025 terdapat penempatan pegawai yaitu 4 orang.

The purpose of this pre-service training is to fulfill the minimum competency requirements needed to become an employee at PLN Indonesia Power. If the prospective employee passes the pre-service training, they are then appointed as an organic (permanent) employee. In 2025, a total of 4 employees were placed.

Sistem Pembelajaran Pegawai
Employee Learning System

Pengembangan Kompetensi Pegawai
Employee Competency Development

Sebagai langkah pemutakhiran dan peningkatan kemampuan serta skill pegawai, Indonesia Power secara berkala melakukan pengembangan kepada seluruh pegawainya sesuai dengan kebutuhan dan skala prioritas. Kebijakan perusahaan dalam rangka pelaksanaan pelatihan dan pengembangan mengacu pada:

1. Surat Keputusan Direksi No. 228/K/010/IP/2022 tentang *Human Experience Management System* (HXMS),
2. Surat Keputusan Direksi No. 74.K/010/IP/2020 tentang Sistem Pembelajaran Pegawai dan keputusan turunannya,

As a step to update and improve the abilities and skills of employees, Indonesia Power periodically develops all its employees according to the needs and scale of priorities. The company's policy in the context of the implementation of training and development refers to:

1. Board of Directors' Decision No. 228/K/010/IP/2022 on Human Experience Management System (HXMS),
2. Board of Directors' Decision No. 74.K/010/IP/2020 on Employee Learning System and its derivative decisions,

3. Surat Keputusan Direksi Nomor: 0131.K/DIR/2024 tentang Transisi Pengelolaan Pembelajaran Pegawai Tahun 2024,
4. Perjanjian Kerja Bersama (PKB) tahun 2024-2025 yang disepakati antara Manajemen dan Persatuan Pegawai (PP) dan Amandemennya, pendidikan dan pelatihan masuk ke BAB IV tentang Pembinaan dan Pengembangan Pegawai Pasal 22.

3 Board of Directors' Decision Number: 0131.K/DIR/2024 on the Transition of Employee Learning Management in 2024,
4. Collective Labor Agreement (CLA) for 2024-2025, agreed upon by Management and the Employee Union (PP) and its Amendments, in which education and training are covered under Chapter IV on Employee Development and Training Article 22.

Perusahaan selalu berusaha memberikan berbagai program pendidikan dan pelatihan secara optimal dalam rangka meningkatkan kompetensi dan kualitas kerja Pegawai. Adapun jenis pendidikan dan pelatihan yang diselenggarakan mencakup: program pembelajaran prajabatan, program pembelajaran profesi dan sertifikasi, program pembelajaran kepemimpinan, program pembelajaran inisiatif strategik korporat, program pembelajaran penunjang, dan Diklat pembekalan masa purna bakti.

The Company always strives to provide various education and training programs optimally in order to improve employee competence and work quality. The types of education and training provided include: pre-service learning programs, professional and certification learning programs, leadership learning programs, corporate strategic initiative learning programs, supporting learning programs, and pre-retirement debriefing training programs.

Model Pengembangan
Development Model

Pembelajaran yang efektif memerlukan model yang teruji dan terbukti dapat digunakan dalam pembelajaran pegawai. Model 10-20-70 adalah kerangka kerja pembelajaran dan pengembangan yang menunjukkan bahwa pembelajaran karyawan yang efektif terjadi melalui kombinasi pengalaman formal, interaksi sosial, dan pengalaman praktis. Model pengembangan 10-20-70 mengacu pada ketentuan berikut:

1. 10 (*formal learning*) adalah pengembangan untuk peningkatan *Knowledge*, *Skill*, *Attitude* (KSA) peserta pembelajaran melalui program pembelajaran.
2. 20 (*social learning*) adalah pengembangan yang terjadi melalui interaksi dengan orang lain seperti mentor, rekan kerja, atau tim.
3. 70 (*experiential learning*) adalah pengembangan langsung melalui pekerjaan sehari-hari atau proyek tertentu yang menantang.

Learning requires a proven and reliable model that can be applied to employee development. The 10-2070 model is a learning and development framework that illustrates how effective employee learning occurs through a combination of formal experiences, social interaction, and practical experience. The 10-20-70 development model is based on the following components:

1. 10 (formal learning) is the development aimed at enhancing the participant's Knowledge, Skill, Attitude (KSA) through structured learning programs.
2. 20 (social learning) is development that occurs through interaction with others such as mentors, colleagues, or team members.
3. 70 (experiential learning) is direct development through daily work activities or challenging projects.

Realisasi Pengembangan Kompetensi Pegawai
Realization of Employee Competency Development

Pengembangan kompetensi pegawai PLN Indonesia Power ditetapkan selaras untuk mendukung implementasi Rencana Jangka Panjang Perusahaan (RJPP) tahun 2024-2028 dan mengedepankan adanya kesempatan yang sama bagi seluruh pegawai tanpa memandang *gender*. Ini merupakan salah satu

The competency development of PLN Indonesia Power employees is designed to align with the implementation of the Company's Long-Term Plan (RJPP) for 2024-2028 and emphasizes equal opportunities for all employees regardless of gender. This reflects PLN Indonesia Power's commitment

komitmen PLN Indonesia Power untuk menghargai hak asasi manusia yang berlaku universal. Pelatihan dan Pengembangan mencakup pengenalan organisasi, visi dan misi, tata nilai dan budaya perusahaan, kompetensi teknis yang diperlukan, serta kemampuan memimpin yang diselaraskan dengan strategi *Human Capital* dengan mengedepankan adanya kesempatan yang sama bagi seluruh pegawai.

to upholding universally recognized human rights. Training and development activities cover organizational orientation, the Company's vision and mission, core values and corporate culture, required technical competencies, as well as leadership capabilities, all of which are aligned with the Human Capital strategy and underscore equal opportunities for all employees.

Kebijakan kesempatan yang sama untuk mendapatkan pengembangan kompetensi bagi seluruh pegawai diatur dalam PKB Pasal 22 tentang Pendidikan dan Pelatihan dan Kebijakan Sistem Pembelajaran Pegawai. Selain itu, PLN Indonesia Power terus berupaya untuk memperkuat strategi sistem pengelolaan SDM, merekrut *talent* terbaik melalui serangkaian program pelatihan dan pengembangan yang komprehensif.

The policy of equal opportunity for all employees to access competency development is regulated in the Collective Labor Agreement (CLA) Article 22 on Education and Training, as well as in the Employee Learning System Policy. In addition, PLN Indonesia Power continues to strengthen its human capital management strategy by recruiting top talent through a series of comprehensive training and development programs.

Pendidikan dan Pelatihan
Education and Training

Pendidikan dan pelatihan bagi seluruh pegawai dilakukan untuk memastikan bahwa setiap pegawai dapat menjalankan pekerjaannya. Yaitu memenuhi kompetensi bidang sesuai Kebutuhan Kompetensi Jabatan (KKJ) yang diembannya sehingga mendukung produktivitas di lingkungan kerja. Adapun jenis Pendidikan dan pelatihan yang diselenggarakan mencakup:

1. Program Pembelajaran Prajabatan
   Program pembelajaran prajabatan merupakan kegiatan proses seleksi untuk mengevaluasi kesesuaian karakter dan kompetensi peserta dengan Kebutuhan Kompetensi Jabatan (KKJ), serta untuk memberikan pengenalan dan pemahaman kepada peserta mengenai bisnis inti Perusahaan dan kompetensi standar kelistrikan. Program pembelajaran prajabatan dapat terdiri atas Pembinaan Sikap Mental Disiplin, Orientasi Perusahaan, Pembidangan, dan *On the Job Training* (OJT).
2. Program Pembelajaran Profesi dan Sertifikasi
   Program pembelajaran profesi dan sertifikasi diselenggarakan sebagai bagian dari proses pembinaan dan pengembangan kompetensi bidang untuk memenuhi KKJ Bidang yang dipersyaratkan pada jabatan dan sesuai dengan struktur profesi yang berlaku di Perusahaan. Materi program pembelajaran profesi dan sertifikasi mengacu pada standar KKJ dan/atau standar profesi yang berlaku secara nasional maupun internasional yang terkait dengan bisnis Perusahaan. Sertifikasi kompetensi yang dilaksanakan untuk pegawai berupa sertifikasi mandatori, sertifikasi ekspertise dan sertifikasi keahlian.

Education and training for all employees is carried out to ensure that each employee can carry out their work. Namely, fulfilling the field competency according to the Job Competency Needs (KKJ) they hold to support productivity in the work environment. The types of education and training provided include:

1. Pre-service Learning Program
   The pre-service learning program is a selection process activity that evaluates the suitability of participants' character and competency concerning the Job Competency Needs (KKJ), as well as provides participants with an introduction and understanding of the Company's core business and electrical standard competencies. The pre-service learning program can consist of Mental Attitude Discipline Development, Company Orientation, Fieldwork, and On the Job Training (OJT).
2. Professional and certification learning programs
   Professional and certification learning programs are conducted as part of the coaching and development process to enhance field competencies, fulfilling the Field KKJ requirements for the position and in accordance with the applicable professional structure within the Company. The material of the professional and certification learning programs refers to the KKJ standards and/or professional standards applicable nationally and internationally related to the Company's business. Competency certification implemented for employees is in the form of mandatory certification, expertise certification and skills certification.

3. Program Pembelajaran Kepemimpinan
   Program pembelajaran kepemimpinan adalah diklat kepemimpinan yang diselenggarakan Perusahaan sebagai bagian dari proses pengembangan kompetensi dan pembinaan karir pegawai untuk memenuhi kompetensi utama, kompetensi peran dan kompetensi bidang yang dipersyaratkan pada setiap jenjang jabatan sesuai tuntutan jalur karir yang diproyeksikan bagi pegawai. Program pembelajaran kepemimpinan terdiri atas Diklat Penjenjangan, dan *Leadership Development Program* (LDP) *Series*.
4. Program Pembelajaran Inisiatif *Strategic* Korporat
   Program pembelajaran inisiatif stratejik korporat merupakan program pembelajaran yang ditujukan untuk meningkatkan kinerja Unit/Korporat dalam jangka pendek maupun jangka panjang atau berbasis *Business Issue/ Performance* dan *Business Concer*n.
5. Program Pembelajaran Penunjang
   Pembelajaran penunjang adalah pendidikan dan pelatihan yang dibutuhkan oleh Perusahaan di luar program pembelajaran profesi dan sertifikasi, maupun program pembelajaran kepemimpinan. Pembelajaran penunjang tidak bersifat wajib, dan dilaksanakan sesuai kebutuhan Perusahaan. Pembelajaran penunjang meliputi Pendidikan Formal, *Workshop*/Lokakarya/ Seminar dan *Knowledge Management*.
6. Program Pembekalan Masa Purna Bakti
   Diklat pembekalan masa purna bakti diselenggarakan Perusahaan untuk memberikan pembekalan dan persiapan bagi pegawai dalam menghadapi masa purna bakti yang memuat materi penyiapan sikap, mental, perilaku Pegawai dan istri/suami dalam masa pensiun. Peserta program pembekalan masa purna bakti adalah pegawai yang memiliki sisa masa kerja maksimum 5 (lima) tahun sebelum usia pensiun normal atau pegawai yang berhak mendapat program pembekalan akibat terbitnya suatu kebijakan Direksi dengan ketentuan tidak sedang dalam proses pemeriksaan pelanggaran disiplin pegawai atau tidak sedang menjalani sanksi disiplin.

   Di tahun 2025 telah terlaksana program pembelajaran sesuai dengan jenis program yang meliputi:
   a. Program Pembelajaran Prajabatan
   b. Program Pembelajaran Profesi dan Sertifikasi
   c. Program Pembelajaran Kepemimpinan
   d. Program Pembelajaran Inisiatif Stratejik Korporat meliputi: *Academy Meeting*, Pembelajaran Berbasis Kinerja (PBK), *Parenting-Sistering*, Sertifikasi *Beyond* kWh, dan Sertifikasi K3L.

3. Leadership Learning Program
   The leadership learning program is a leadership training organized by the Company as part of the competency development and career development process for employees to fulfill the main competencies, role competencies and field competencies required at each level of position according to the demands of the projected career path for employees. The leadership learning program consists of Leveling Training, and the Leadership Development Program (LDP) Series.

4. Corporate Strategic Initiative Learning Program
   The corporate strategic initiative learning program is a learning program aimed at improving the performance of the Units/Corporations in the short and long term or based on Business Issue/Performance and Business Concern.

5. Supporting Learning Program
   Supporting learning is education and training needed by the Company outside of professional and certification learning programs, as well as leadership learning programs. Supporting learning is not mandatory, and is carried out according to the Company's needs. Supporting learning includes Formal Education, Workshops/Seminars and Knowledge Management.

6. Retirement Preparation Program
   Retirement preparation training is held by the Company to provide preparation and provision for employees in facing retirement, which includes material on preparing attitudes, mentality, and behavior of employees and their wives/ husbands during retirement. Participants in the retirement preparation program are employees who have a maximum remaining work period of 5 (five) years before the normal retirement age or employees who are entitled to receive the preparation program due to the issuance of a Board of Directors policy with the provision that they are not in the process of being examined for employee disciplinary violations or are not undergoing disciplinary sanctions.

   In 2025, learning programs have been implemented according to the type of program which include:
   a. Pre-service Learning Program
   b. Professional and Certification Learning Programs
   c. Leadership Learning Program
   d. Corporate Strategic Initiative Learning Programs including: Academy Meeting, Performance-Based Learning (PBK), Parenting-Sistering, Beyond kWh Certification, and OHSE Certification.

e. Program Pembelajaran Penunjang meliputi Pembelajaran penunjang Inovasi dan *Knowledge Sharing*
f. Pendidikan Pelatihan Pembekalan Masa Purna Bakti
g. Program penugasan di luar Pendidikan Pelatihan yaitu asesmen kompetensi

Total realisasi program pembelajaran di tahun 2025 adalah sebanyak 1.763 program, dengan realisasi program pendidikan pelatihan PLN Indonesia Power sebanyak 22.263 seluruh peserta dengan 1 pegawai dapat mengikuti lebih dari 1 program pendidikan pelatihan. Dengan jumlah jam pelatihan mencapai 318.216 jam sehingga rata-rata jam pelatihan mencapai 27.93 jam per pegawai.

e. Supporting Learning Programs including Innovation Supporting Learning and Knowledge Sharing
f. Training Education Provision for Retirement
g. Assignment programs outside of Training Education, namely competency assessment

The total number of learning programs implemented in 2025 was 1,763 programs, with the realization of PLN Indonesia Power's training education program as many as 22,263 employees with 1 employee that could participate in more than 1 training education program. The total training hours reached 318,216 hours, resulting in an average of 27.93 hours per employee.

Tabel Realisasi Pendidikan dan Pelatihan Tahun 2025
Table of Education and Training Realization in 2025

Program Pelatihan Training Program	Durasi (Jam) Duration (Hours)			Jumlah Peserta (Orang) Number of Participants (Person)		Rata-rata Jam Pelatihan (Durasi/Orang) Average Training Hours (Duration/Person)		
	Manajemen Management	Staf Staff	Jumlah Total	Manajemen Management	Jumlah Total	Manajemen Management	Staf Staff	Jumlah Total
Diklat yang dikelola IP dan Pusdiklat Training managed by IP and Pusdiklat								
Diklat Seleksi Pegawai Baru (Diklat Prajabatan). New Employee Selection Training (Pre-Service Training).	0	1.408	1.408	0	24	0	58,67	58,67
Program Pembelajaran Profesi dan Sertifikasi. Professional and Certification Learning Program	10.320	165.656	175.976	635	9.978	16,25	16,60	32,85
Program Pembelajaran Kepemimpinan. Leadership Learning Program.	8.824	9.320	18.144	429	587	20,57	15,88	36,45
Program Pembelajaran Inisiatif Stratejik Korporat. Corporate Strategic Initiative Learning Program.	6.984	41.320	48.304	689	4.233	10,14	9,76	19,90
Program Pembelajaran Penunjang. Supporting Learning Program.	8.832	63.000	71.832	786	5.232	11,24	12,04	23,28
Diklat Pembekalan Masa Purna Bakti. Retirement Provision Training.	432	3.528	3.960	11	103	39,27	34,25	73,53
Jumlah Total	**35.392**	**282.824**	**318.216**	**2.550**	**20.133**	**13,88**	**14,05**	**27,93**

Pendidikan Formal
Formal Education

PLN Indonesia Power senantiasa memfasilitasi pegawai untuk mendapatkan kualifikasi profesional yang memadai melalui jalur pendidikan formal guna terus meningkatkan kinerja organisasi. Pegawai PLN Indonesia Power yang telah dinyatakan lulus dari berbagai lembaga pendidikan baik di dalam negeri maupun luar negeri di tahun 2025 adalah sebanyak 211 pegawai, dan yang masih melaksanakan program pendidikan baik di dalam dan di luar negeri.

PLN Indonesia Power always facilitates employees to obtain adequate professional qualifications through formal education to continue to improve organizational performance. PLN Indonesia Power employees who have graduated from various educational institutions both domestically and abroad in 2025 are 211 employees, and who are still carrying out educational programs both at home and abroad.

Adapun rincian realisasi 211 orang yang telah dan masih melaksanakan program pendidikan formal tugas belajar adalah sebagai berikut:

The details of the realization of 211 people who have and are still carrying out formal education programs for study assignments are as follows:

Realisasi Program Pendidikan Formal Pada Tahun 2025
Realization of Formal Education Programs in 2025

Strata Pendidikan Education Level	Program Pendidikan Education Program
S3 Luar Negeri Doctor's Degree Abroad	1
S2 Dalam Negeri Master's Degree Domestic	98
S2 Luar Negeri Master's Degree Abroad	8
Jumlah Total	**107**

Jumlah Pegawai yang Telah Lulus Pendidikan Formal Hingga Tahun 2025
Number of Employees Who Have Graduated from Formal Education Until 2025

No	Tahun Year	Universitas University	Jenjang Level	Jumlah Total
1	2018	Universitas Indonesia	S2 Master's Degree (S2)	1
		Universitas Teknologi Malaysia	S2 Master's Degree (S2)	1
2	2019	Aberdeen University	S2 Master's Degree (S2)	1
		Institut Teknologi Bandung	S2 Master's Degree (S2)	1
		Universitas Gadjah Mada	S2 Master's Degree (S2)	3
		Universitas Indonesia	S2 Master's Degree (S2)	1
3	2020	Institut Teknologi Bandung	S2 Master's Degree (S2)	4
		Institut Teknologi Sepuluh Nopember	S2 Master's Degree (S2)	20
		Universitas Gadjah Mada	S2 Master's Degree (S2)	1
4	2021	Institut Teknologi Sepuluh Nopember	S2 Master's Degree (S2)	13
		Universitas Indonesia	S2 Master's Degree (S2)	1
5	2022	Universitas Gadjah Mada	S2 Master's Degree (S2)	1
6	2023	Auckland University	S2 Master's Degree (S2)	1

No	Tahun Year	Universitas University	Jenjang Level	Jumlah Total
7	2024	Delft University	S2 Master's Degree (S2)	1
		Institut Teknologi Bandung	S2 Master's Degree (S2)	1
		Institut Teknologi Sepuluh Nopember	S2 Master's Degree (S2)	5
		Monash University	S2 Master's Degree (S2)	1
		Universitas Indonesia	S2 Master's Degree (S2)	5
8	2025	Delft University	S2 Master's Degree (S2)	1
		Monash University	S2 Master's Degree (S2)	3
		Uniten	S2 Master's Degree (S2)	1
		Universitas Malaysia	S2 Master's Degree (S2)	1
		University Of Leeds	S2 Master's Degree (S2)	1
		University Of Melbourne	S2 Master's Degree (S2)	1
		University Of Queensland	S2 Master's Degree (S2)	1
		UNSW	S2 Master's Degree (S2)	1
		Institut Teknologi Bandung	S2 Master's Degree (S2)	51
		Institut Teknologi Sepuluh Nopember	S2 Master's Degree (S2)	4
		Universitas Gadjah Mada	S2 Master's Degree (S2)	1
		Universitas Indonesia	S2 Master's Degree (S2)	12
			Jumlah	**140**

Sertifikasi
Certifications

PLN Indonesia Power memastikan tersedianya tenaga kerja yang terampil dalam bidang ketenagalistrikan melalui program sertifikasi bekerjasama dengan lembaga sertifikasi di bidangnya. Jenis sertifikasi pegawai yang diselenggarakan untuk tahun 2025 tergantung dari kebutuhan unit kerja berdasarkan *training need analysis* (TNA) yang fokus pada business issue sebagai adalah:

PLN Indonesia Power ensures the availability of skilled workers in the electricity sector through certification programs in collaboration with certification institutions in their fields. The types of employee certifications held for 2025 depend on the needs of the work unit based on training need analysis (TNA) which focuses on business issues such as:

Jenis sertifikasi Type of certification	Jumlah pegawai yang tersertifikasi Number of certified employees
Sertifikasi Kompetensi Tenaga Teknik Ketenagalistrikan Competency Certification for Electrical Power Engineering Personnel	**1.395**
Operasi Operations	906
Pemeliharaan Maintenance	489
Sertifikasi K3 & Lingkungan OHS & Environmental Certification	**287**
Sertifikasi Ahli K3 Umum General OHS Expert Certification	42
Sertifikasi Auditor Energi Energy Auditor Certification	23

Jenis sertifikasi Type of certification	Jumlah pegawai yang tersertifikasi Number of certified employees
Contractor's Safety Management System (CSMS) *Certification*	11
Sertifikasi Damkar A Firefighter Certification A	3
Sertifikasi Damkar B Firefighter Certification B	1
Sertifikasi Damkar C Firefighter Certification C	5
Sertifikasi Damkar D Firefighter Certification D	32
Sertifikasi Manajer Energi Energy Manager Certification	8
Sertifikasi Pertolongan Pertama Pada Kecelakaan (P3K) First Aid Certification (P3K)	29
Sertifikasi Pengelolaan Limbah B3 (PLB3) Hazardous Waste Management Certification (PLB3)	40
Sertifikasi Pengelolaan Limbah Non B3 (PLNB3) Non-Hazardous Waste Management Certification (PLNB3)	24
Sertifikasi Penanggung Jawab Operasional Pengolahan Air Limbah (POPAL) Certification for Operational Supervisor of Wastewater Treatment (POPAL)	19
Sertifikasi Penanggung Jawab Operasional Instalasi Pengendalian Pencemaran Udara (POPPU) Certification for Operational Supervisor of Air Pollution Control Installation (POPPU)	34
Sertifikasi Penanggung Jawab Pengendalian Pencemaran Air Limbah (PPPA) Certification for Person in Charge of Wastewater Pollution Control (PPPA)	13
Sertifikasi Penanggung jawab pengendalian pencemaran udara (PPPU) Certification for Person in Charge of Air Pollution Control (PPPU)	3
Sertifikasi Keahlian Expertise Certification	**63**
Infra Red Thermography Course & Internasional Certification Level-I	1
ISO *Vibration & Certification Category* I	6
Sertifikasi *Risk Management* Sertifikasi Risk Management	21
Certified Reliability Maintenance Professional Trainer (CMRP)	1
Sertifikasi Administrasi Sertifikasi Administrasi	1
Sertifikasi Pengadaan Sertifikasi Pengadaan	19
Sertifikasi *Human Resource* Sertifikasi Human Resource	4
Sertifikasi *Welding Inspector* Sertifikasi Welding Inspector	10

Biaya Pengembangan Kompetensi Pegawai
Employee Competency Development Cost

Selama tahun 2025, PLN Indonesia Power telah memiliki anggaran pendidikan dan pelatihan adalah sebesar Rp13,8 miliar meningkat dibandingkan tahun 2024 dengan realisasi sebesar Rp11,25 miliar. Adanya transformasi *Holding-Subholding* yang mengakibatkan adanya penambahan jumlah pegawai di PLN Indonesia Power semakin banyak akan kebutuhan pembelajaran di Perusahaan yang turut serta dalam meningkatkan realisasi anggaran pembelajaran.

During 2025, PLN Indonesia Power had an education and training budget of Rp13.8 billion, increasing compared to 2024 with a realization of Rp11.25 billion. The Holding-Subholding transformation has resulted in an increase in the number of employees at PLN Indonesia Power, which will increase the need for learning in the Company, which also helps increase the realization of the learning budget.

Tabel Realisasi Anggaran Pendidikan dan Pelatihan (Rp miliar)
Table of Education and Training Budget Realization (Rp billion)

Uraian Description	2025	2024	2023	2022
Biaya Pendidikan dan Pelatihan Tuition and Training Cost	**13,8**	11,25	62,04	46,05
Biaya Sertifikasi Pegawai Employee Certification Fee	**3,50**	-	19,89	4,23
Jumlah Total	**17,3**	**11,25**	**81,94**	**50,28**

Perbandingan antara Target dengan Realisasi Pengembangan SDM
Comparison between Targets and Realization of HC Development

Terkait dengan pengembangan SDM terdapat beberapa indikator yaitu jumlah pelatihan dan biaya pelatihan.

Related to human capital development, there are several indicators, namely the number of training and the cost of training.

Tabel Perbandingan antara Target dengan Realisasi Pengembangan SDM Tahun 2025
Tabel Perbandingan antara Target dengan Realisasi Pengembangan SDM Tahun 2025

Uraian Description	Target RKAP 2025 RKAP 2025 Target	Realisasi 2025 Realization 2025	Pencapaian Achievement
Jumlah Pelatihan (kali) Number of Training (times)	640	834	130%
Biaya Pelatihan (Rp miliar) Training Cost (Rp billion)	12,9	17,32	134%

Realisasi jumlah pelatihan tahun 2025 sebanyak 834 kali pelatihan dengan pencapaian 130% dari target RKAP 2025. Sedangkan untuk, realisasi biaya pelatihan tahun 2025 adalah Rp17,32 miliar dengan pencapaian 134% dari target RKAP 2025.

The realization of the number of trainings in 2025 is 834 training times with the achievement of 130% of the 2025 RKAP target. As for the realization of training costs in 2025 is Rp17.32 billion with an achievement of 134% of the 2025 RKAP target.

Proyeksi dan Target Pengembangan SDM
Projections and Targets for HC Development

Terkait dengan pengembangan SDM terdapat beberapa indikator yaitu jumlah pelatihan dan biaya pelatihan.

Related to HC development, there are several indicators, namely the number of training and the cost of training.

Tabel Proyeksi dan Target Tahun 2026
Table of Projections and Targets for 2026

Uraian Description	Satuan Unit	Proyeksi 2026 2026 Projection
Jumlah Pelatihan Number of Training	kali kali	850
Biaya Pelatihan Training Costs	Rp miliar Rp miliar	24,6

Target jumlah pelatihan tahun 2026 adalah 850 kali dengan jumlah biaya pelatihan sebesar Rp24,6 miliar. Target tersebut didasarkan pada asumsi tahun 2026 akan menjadi tahun transisi untuk mensukseskan proyek RUPTL PLN (Persero). Pada tahun 2026 akan banyak dilakukan pembelajaran transisi energi dan reskilling terkait teknologi energi bersih dengan tetap menjaga *core competency* perusahaan di bidang pembangkitan tenaga listrik serta meningkatkan pengembangan pegawai untuk *soft competency* di sisi *leadership* dan *growth mindset*.

The target number of training in 2026 is 850 times with a total training cost of Rp24.6 billion. The target is based on the assumption that 2026 will be a transition year to succeed PLN (Perseo) RUPTL project. In 2026, there will be a lot of energy transition and reskilling learning related to clean energy technology while maintaining the company's core competency in the field of power generation and increasing employee development for soft competency in terms of leadership and growth mindset.

Sistem Pembinaan Kompetensi dan Karir Pegawai
Employee Competency and Career Coaching System

Pengukuran dalam Pengembangan Kompetensi dan Karir Pegawai
Employee Competency and Career Development Measurement

Pengukuran dalam pengembangan kompetensi dan karir pegawai dilakukan oleh Perusahaan salah satunya melalui metode asesmen. Feedback hasil asesmen disampaikan kepada Pegawai dan Atasan Pegawai. Asesmen Pegawai bertujuan untuk memetakan kompetensi maupun potensi pegawai agar dapat dilakukan pembinaan terhadap kompetensi dan karir pegawai.

Competency and career development measurement for employees are carried out by the Company, one of which is through the assessment method. The assessment results are provided as feedback to both the employee and the employee's supervisor. The purpose of employee assessments is to map out the competencies and potential of employees, enabling the development of their competencies and career paths.

Tabel Metode Pengukuran dalam Pengembangan Kompetensi dan Karir Pegawai
Table of Measurement Methods in Employee Competency and Career Development

Metode Pengukuran Measurement Method	Jenis Asessmen Type of Assessment	Level Proyeksi Projection Level
Asesmen Pegawai Employee Assessment	SKD BUMN SKD BUMN	Direksi BUMN Board of Directors of SOEs
	Soft Competency PLN DIRKOM 2024 Soft Competency of PLN's Directors and Commissioners 2024	Direksi PLN PLN Board of Directors
	Soft Competency PLN DIRKOM 2024 Soft Competency of PLN's Directors and Commissioners 2024	Manajemen Atas Top Management
	Soft Competency PLN DIRKOM 2024 Soft Competency of PLN's Directors and Commissioners 2024	Manajemen Menengah Middle Management
	Soft Competency PLN DIRKOM 2024 Soft Competency of PLN's Directors and Commissioners 2024	Manajemen Dasar Basic Management
	Soft Competency PLN DIRKOM 2024 Soft Competency of PLN's Directors and Commissioners 2024	Supervisor Atas Top Supervisor
	Soft Competency PLN DIRKOM 2024 Soft Competency of PLN's Directors and Commissioners 2024	Supervisor Dasar Basic Supervisor
Pengembangan Kompetensi Competency Development	Buku Dirkom PLN Indonesia Power edisi VIII tahun 2025 PLN Indonesia Power Dirkom Book VIII edition in 2025	Seluruh level All levels

Perencanaan Suksesi Manajemen Kunci dan Pegawai
Key Management and Employee Succession Planning

PLN Indonesia Power memiliki komitmen untuk menjaga keberlanjutan kepemimpinan dan ketersediaan talenta yang kompeten guna mendukung pencapaian tujuan strategis Perusahaan. Sebagai bagian dari PLN *Group*, PLN Indonesia Power mengacu pada kebijakan dan sistem manajemen talenta yang ditetapkan oleh PT PLN (Persero), termasuk dalam proses identifikasi, pengembangan, pemetaan, dan penyiapan talenta untuk mengisi posisi-posisi strategis di masa mendatang.

LN Indonesia Power is committed to sustaining leadership and availability of competent talent to support the achievement of the Company's strategic goals. As part of PLN Group, PLN Indonesia Power adheres to the talent management policies and systems established by PT PLN (Persero), including the process of identifying, developing, mapping, and preparing talent to fill future strategic positions.

Melalui penerapan sistem manajemen talenta yang terintegrasi, PLN Indonesia Power memastikan tersedianya kandidat yang memiliki kompetensi, potensi, dan kesiapan untuk mendukung keberlangsungan operasional serta transformasi bisnis Perusahaan. Proses tersebut dilakukan melalui berbagai program pengembangan kompetensi, asesmen potensi dan kinerja, pelatihan, serta penugasan yang dirancang untuk memperkuat kapasitas kepemimpinan dan profesionalisme insan Perusahaan.

Through the implementation of an integrated talent management system, PLN Indonesia Power ensures the availability of candidates with the competence, potential, and readiness to support the Company's operational continuity and business transformation. This process is carried out through various competency development programs, potential and performance assessments, training, and assignments designed to strengthen the leadership capacity and professionalism of the Company's employees.

Perencanaan suksesi pegawai merupakan lanjutan dari tahap pengembangan kompetensi yang telah dilaksanakan. Suksesi Jabatan merupakan rangkaian proses penelusuran, pengidentifikasian, pembinaan dan pengembangan kompetensi dan karir Pegawai dalam mengisi jabatan saat dibutuhkan Perusahaan.

Employee succession planning is a continuation of the competency development phase applied. Job succession is a series of processes for tracking, identifying, coaching, and developing employee competencies and careers to fill positions when needed by the Company.

Implementasi perencanaan suksesi juga menjadi bagian penting dalam pengelolaan sumber daya manusia yang berkelanjutan, guna meminimalkan risiko kesenjangan kepemimpinan dan memastikan keberlangsungan proses bisnis. Dengan demikian, PLN Indonesia Power dapat menjaga kesinambungan organisasi, meningkatkan efektivitas pengelolaan talenta, serta mendukung penerapan tata kelola perusahaan yang baik dalam menciptakan nilai jangka panjang bagi Perusahaan dan para pemangku kepentingan.

The implementation of succession planning is also a crucial part of sustainable human resource management, minimizing the risk of leadership gaps and ensuring business continuity. Thus, PLN Indonesia Power can maintain organizational continuity, increase the effectiveness of talent management, and support the implementation of good corporate governance in creating long-term value for the Company and its stakeholders.

Pembinaan Karir
Career Coaching

Pembinaan karir dilaksanakan melalui kegiatan mutasi jabatan yang mengacu pada Berita Acara Nomor 0272.BA/SDM.12.01/PLNIP010503/2025 dan nomor 003.BA/PP-IP/PST/V/2025 tanggal 25 Mei 2025 terkait Mutasi Jabatan Pegawai, Keputusan Direksi No. 051.K/010/IP/2019 tanggal 9 Mei 2019 tentang Jalur Karir dan Keputusan Direksi No. 050.K/010/IP/2021 tanggal 7 Juni 2021 tentang Asesmen Kompetensi, Edaran Direksi Nomor 0017.E/DIR/2025 tentang Petunjuk Teknis *Assessment* Pembinaan *Person Grade* Fungsional Spesialis dan Generalis.

Career development is carried out through job rotation activities referring to Minutes Number 0272.BA/SDM.12.01/PLNIP010503/2025 and number 003.BA/PP-IP/PST/V/2025 dated May 25, 2025 on Employee Job Rotation, Board of Directors' Decision No. 051.K/010/IP/2019 dated May 9, 2019, on Career Paths and Board of Directors' Decision No. 050.K/010/IP/2021 dated June 7, 2021, on Competency Assessment, Board of Directors' Circular Number 0017.E/DIR/2025 on Technical Guidelines for Assessment of Person Grade Functional Development of Specialists and Generalists.

Tabel Mutasi Jabatan
Table of Job Rotation

Jenis Mutasi Jabatan Types of Job Rotations	Penjelasan Explanation
Promosi Jabatan Promotion	Alih tugas dari satu jabatan ke jabatan lain pada jenjang jabatan satu tingkat lebih tinggi. Reassignment from one position to another at one level higher.
Rotasi Jabatan Rotation	Alih tugas dari satu jabatan ke jabatan lain pada jenjang jabatan yang sama. Reassignment from one position to another at the same level
Demosi Jabatan Demotion	Alih tugas dari satu jabatan ke jabatan lain pada jenjang jabatan yang lebih rendah dan tidak menyebabkan pegawai mengalami penurunan *grade*. Reassignment from one position to another at a lower level, without resulting in a downgrade in the employee's grade.

Pelaksanaan mutasi jabatan mengutamakan pola pergerakan karir yang diatur dalam Kebijakan Jalur Karir. Dalam melaksanakan pergerakan karir, Indonesia Power mempertimbangkan beberapa faktor meliputi kebutuhan organisasi, kemampuan, keahlian dan kompetensi pegawai, rencana pengembangan karir, dan program pelatihan serta rencana suksesi jabatan.

The implementation of job rotation prioritizes the career movement pattern as regulated in the Career Path Policy. In carrying out career movements, Indonesia Power considers several factors including organizational needs, employee abilities, skills and competencies, career development plans, training programs and succession planning for positions.

Tabel Pengembangan Karir Tahun 2025 (orang)
Table of Career Development 2025 (employee)

Keterangan Description	Jumlah Pegawai Number of Employee	Rotasi Rotation	Promotion Promosi
Jenis Kelamin Gender			
Pria Male	4.651	1.046	417
Wanita Female	534	88	58
Jumlah Total	**5.185**	**1.134**	**475**
Jenjang Jabatan Position Level			
Manajemen Atas Top Management	11	2	-
Manajemen Menengah Middle Management	85	24	11
Senior Specialist	8	4	-
Expert	1	-	-
Manajemen Dasar Entry-Levell Management	263	43	39
Specialist	76	20	1
Junior Expert	-	-	-
Generalist 3	1.137	251	176
Generalist 2	2.875	687	248
Generalist 1	729	103	-
Jumlah Total	**5.185**	**1.134**	**475**

Pendidikan dan Pelatihan Karir
Career Education and Training

Dalam rangkaian perencanaan suksesi pegawai yang memiliki kesempatan untuk pengembangan karir, diberikan diklat penjenjangan sesuai dengan jabatan yang akan diduduki. Diklat penjenjangan merupakan salah satu bentuk diklat kepemimpinan yang diselenggarakan Perusahaan sebagai bagian dari proses pengembangan kompetensi dan pembinaan karir pegawai untuk memenuhi Kompetensi Utama, Kompetensi Peran dan Kompetensi Bidang yang dipersyaratkan pada setiap jenjang jabatan sesuai tuntutan jalur karir yang diproyeksikan bagi pegawai. Program diklat penjenjangan *Executive Education* (EE) yaitu Pembelajaran untuk memenuhi Kompetensi Utama dan Peran, serta Kompetensi bidang yang dipersyaratkan pada Jenjang Jabatan Struktural.

As part of the employee succession planning process, employees with career development opportunities are provided with tiered training in accordance with the positions they are projected to hold. Tiered training is a form of leadership development program organized by the Company as part of competency development and career coaching, aimed at fulfilling the Core Competencies, Role Competencies, and Functional Competencies required at each job level, in line with the projected career path of the employees. The Executive Education (EE) tiered training program includes learning to fulfill the Main and Role Competencies, as well as the Field Competencies required at the Structural Position Level.

Realisasi diklat Penjenjangan tahun 2025 adalah sebagai berikut:

The realization of the tiered training program in 2025 is as follows:

Tabel Diklat Penjenjangan Tahun 2025
Table of Tier-based Training in 2025

Jenis Diklat Penjenjangan Type of Tier-based Training 2024	Jumlah Peserta tahun 2025 Number of Participants in 2025	Lulus tahun 2025 Graduating in 2025
Executive Education I	4	3
Executive Education II	11	7
Executive Education III	57	39
Executive Education IV	62	47

Sistem Manajemen Kinerja Pegawai
Employee Performance Management System

PLN Indonesia Power melakukan penilaian atas pencapaian yang telah diberikan terhadap para pegawainya untuk mengevaluasi produktivitas kinerja mereka. Sebagai dasar pengukuran pencapaian kinerja pegawai dalam mencapai tujuan Perusahaan secara efektif dan efisien. Penilaian dan evaluasi kinerja dilakukan oleh PLN Indonesia Power secara berkala setiap enam bulan sekali melalui aplikasi Sistem Manajemen Kinerja Pegawai pada SAP *Success Factors Performance Management and Goals Management* (PMGM).

PLN Indonesia Power conducts assessments of the achievements made by its employees to evaluate their work productivity. As a basis for measuring employee performance achievements in attaining the company's objectives effectively and efficiently. PLN Indonesia Power conducts performance assessments and evaluations every six months through the Employee Performance Management System application in SAP SuccessFactors Performance Management and Goals Management (PMGM).

Penilaian Kinerja Pegawai
Penilaian Kinerja Pegawai

Aturan Penilaian Kinerja Pegawai ditetapkan dalam Peraturan Direksi Nomor 0025.P/DIR/2024 Tentang Sistem Manajemen Kinerja Pegawai. Tahapan dalam Sistem Manajemen Kinerja Pegawai dapat dilihat pada tabel dibawah ini:

The Employee Performance Appraisal Rules are stipulated in the Board of Directors' Regulation Number 0025.P/DIR/2024 on the Employee Performance Management System. The stages within the Employee Performance Management System can be seen in the table below:

Tabel Diklat Penjenjangan Tahun 2025
Employee Performance Assessment

Tahap Stage	Deskripsi Description	
Perencanaan Kinerja Pegawai Employee Performance Planning	Tahap penyusunan Sasaran Kinerja pegawai yang dilakukan 1 (satu) kali pada awal tahun untuk Semester 1 dan Semester 2 yang terdiri atas: - Rencana sasaran kinerja pegawai, - Rencana Program Pengembangan Diri Pegawai.	The stage of Employee Performance Target preparation is carried out 1 (once) at the beginning of the year for Semester 1 and Semester 2, consisting of: - Employee performance target plan, - Employee self-development program plan
Pemantauan Kinerja Pegawai Employee Performance Monitoring	Tahap Pemantauan merupakan periode antara Tahap Perencanaan dan Tahap Penilaian yang digunakan atasan langsung dan atasan atasan langsung pegawai untuk mengamati pencapaian target sasaran kinerja dan pengembangan diri pegawai (PDP) secara berkala dan berkelanjutan dalam 1 (satu) semester.	The Monitoring Stage is the period between the Planning Stage and the Assessment Stage. During this time, the employee's direct supervisor and the direct supervisor's superior regularly and continuously observe the achievement of performance targets and personal development programs (PDP) over one semester.
Penialaian Kinerja Pegawai Employee Performance Assesment	Tahap Penilaian yaitu tahap dimana atasan langsung dan atasan atasan langsung wajib memberikan pengukuran secara objektif terhadap pencapaian target sasaran kinerja dan program pengembangan diri pegawai bawahannya pada akhir semester berjalan.	The Assessment Stage is when the direct supervisor and the direct supervisor's superior must objectively measure the achievement of performance targets and the personal development program of their subordinate employees at the end of the current semester.

Hasil penilaian menjadi dasar pertimbangan untuk pemberian *reward* dan pengembangan karir pegawai seperti promosi, rotasi, peningkatan remunerasi dan sebagainya, juga menjadi dasar pemberian *punishment* seperti surat peringatan, penundaan kenaikan pangkat, demosi, mutasi sampai pemutusan hubungan kerja.

The assessment results become the basis for considering employee rewards and career development, such as promotions, rotations, remuneration increases, and so on. They also form the basis for imposing punishments like warning letters, delaying promotions, demotions, transfers, up to termination of employment.

Pengukuran *Maturity* Kinerja
Measurement of Performance Maturity

Kinerja SDM diukur berdasarkan KPI aspek *Learning & Growth* telah ditetapkan melalui pencapaian nilai *Human Capital Readiness* (HCR) dan Organizational Capital Readiness (OCR). Formulasi yang digunakan untuk mengukur HCR dan OCR menggunakan skala Level 1-5 yang didapatkan dari hasil *assessment*, yaitu *assessment* PT PLN (Persero) terhadap Korporat dan *assessment* oleh Pembina *Head Office* kepada Unit setiap triwulan.

Human Capital performance, measured by the Learning & Growth aspect's KPIs, has been established through the achievement of Human Capital Readiness (HCR) and Organizational Capital Readiness (OCR) scores. The formulation used to measure HCR and OCR employs a Level 1-5 scale obtained from assessment results. These assessments are conducted by PT PLN (Persero) for the corporate entity and by the Head Office supervisor for each Unit every quarter.

Skor HCR dan OCR tahun 2025 secara umum mengalami peningkatan yang disebabkan oleh adanya tantangan bisnis, maka target-target indikasi maturity perusahaan harus semakin menunjukkan naik ke level yang lebih tinggi, sebagaimana juga Aspirasi Pemegang Saham, maka pencapaian skor HCR dan OCR diupayakan terus naik dengan mengidentifikasi ruang yang memerlukan perbaikan dan meningkatkan pencapaian yang sudah baik di setiap aspeknya.

The HCR and OCR scores in 2025 in general increased due to business challenges, which necessitate that the Company's maturity indication targets must show a continuous upward trend to a higher level, as with Shareholder Aspirations, efforts are being made to continuously increase the achievement of HCR and OCR scores by identifying areas that require improvement and improving achievements that are already good in every aspect.

Human Capital Readiness

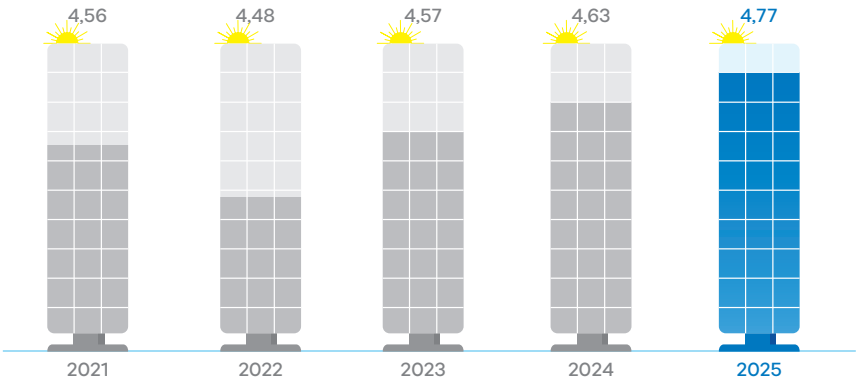
Human Capital Readiness

HCR adalah pengukuran kesiapan kapasitas dan kapabilitas SDM, yaitu dengan peningkatan kompetensi SDM yang optimal agar dapat mendukung implementasi strategi Perusahaan. Pencapaian HCR mencapai level 4,77 di tahun 2025.

HCR is a measurement of human capital capacity and capability readiness, achieved through optimal human capital competency improvement to support the implementation of Company strategy. HCR achievement reached level 4.77 in 2025.

Grafik HCR Tahun 2021 - 2025
HCR Chart 2021 - 2025

(level)



Organizational Capital Readiness

Organizational Capital Readiness

OCR merupakan kesiapan organisasi dalam mengintegrasikan dan menyelaraskan faktor yang mendorong perbaikan dan pembelajaran berkelanjutan untuk mendukung agenda perubahan organisasi melalui implementasi strategi perusahaan.

OCR is the readiness of an organization to integrate and align factors that drive continuous improvement and learning to support the organization's change agenda through the implementation of corporate strategy.

Aspek yang diukur adalah:

1. Budaya Perusahaan: Memastikan bahwa budaya yang dibangun di dalam perusahaan mampu menjadi pendorong *awareness* dan meningkatkan keterlibatan pegawai PLN IP dalam mewujudkan aspirasi PLN terkait tema-tema strategis PLN tahun 2025.
2. *Alignment*: Keselarasan antara Strategi Perusahaan/ Korporat (Visi, Misi, Strategi) dengan *Strategic Map* yang diterjemahkan dalam KPI Individu melalui proses *cascading* demi tercapainya tujuan perusahaan.
3. Kepemimpinan: Kesiapan dan ketersediaan *talent* yang kompeten sesuai dengan tema strategis dan tujuan perusahaan dapat memberikan dampak positif dalam usaha mencapai strategi perusahaan.
4. *Business Ecosystem*: Menjawab tantangan *learning and growth* PLN terkait dengan tema strategis PLN terutama "*Customer Focused*", sehingga strategi dapat dilandasi oleh *knowledge management* yang sudah mencakup pihak internal PLN dan juga *stakeholders* terutama *customer* PLN.

The aspects measured are:

1. Corporate Culture: Ensuring that the culture built within the company is able to drive awareness and increase the involvement of PLN IP employees in realizing PLN's aspirations related to PLN's strategic themes in 2025.
2. Alignment: Alignment between the Company/Corporate Strategy (Vision, Mission, Strategy) and the Strategic Map which translated into Individual KPIs through a cascading process to achieve company goals.
3. Leadership: Readiness and availability of competent talent in accordance with the Company's strategic theme and objectives can have a positive impact on efforts to achieve the company's strategy.
4. Business Ecosystem: Responding to PLN's learning and growth challenges related to PLN's strategic theme, especially "Customer Focused", so that the strategy can be based on knowledge management that includes PLN's internal parties and also stakeholders, especially PLN customers.

Capaian sasaran OCR dilakukan melalui:

Achieving OCR targets is done through:

Tabel Aspek Pengukuran Kesiapan Organisasi
Table of Organizational Readiness Measurement Aspects

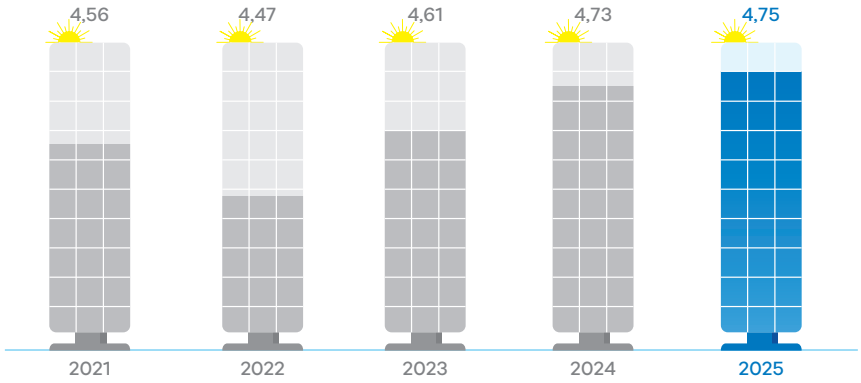
Aspek Aspects	*Maturity*
Budaya Perusahaan Corporate Culture	4.6
Alignment	4.7
Kepemimpinan Leadership	4.8
Business Ecosystem	4.8

Pencapaian OCR meningkat 0,02% dibandingkan tahun 2024 menjadi level 4,75 di tahun 2025.

OCR achievement increased by 0.02% from 2024 to 4.75% in 2025.

Grafik OCR Tahun 2021 - 2025
OCR Graph 2021 - 2025

(level)



Sistem Penghargaan Pegawai
Employee Reward System

Employee Experience Survey
Employee Experience Survey

Pada tahun 2025, pengukuran *Employee Engagement* diukur melalui *framework* baru yakni *Employee Experience Survey*. *Survey* ini dilakukan serentak di PLN Grup dan dilaksanakan secara terpusat oleh PLN menggunakan *platform Qualtrics*. *Survey* diadakan tanggal 04 - 15 Agustus 2025 dengan target untuk Indonesia Power adalah 85.5. Pencapaian nilai EXS tahun 2025 adalah 86.6. Aspek yang dinilai dalam survei adalah 25 *Drivers Employee Experience* dengan 5 *Employee Experience* KPI.

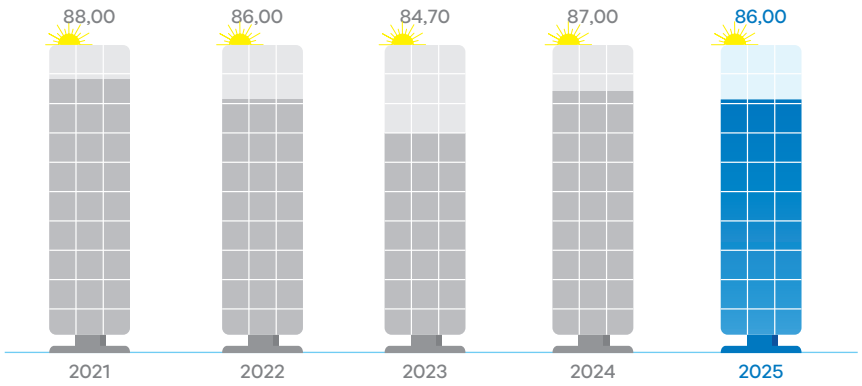
In 2025, Employee Engagement measurement was conducted through a new framework, namely the Employee Experience Survey. This survey was conducted simultaneously at PLN Group and was carried out centrally by PLN using the Qualtrics platform. The survey was held on August 4 - 15, 2025 with a target for Indonesia Power of 85.5. The achievement of the EXS value in 2025 is 86.6. The aspects assessed in the survey were 25 Employee Experience Drivers with 5 Employee Experience KPIs.

Selain itu, peran aktif *Ranger Leader* dan *Ranger* di seluruh unit serta kantor pusat turut berkontribusi signifikan dalam memperkuat internalisasi budaya dan implementasi *Area for Improvement* (AFI) di masing-masing unit. Komitmen kolektif seluruh pihak, yang diiringi dengan bentuk apresiasi nyata melalui penyelenggaraan acara Semesta Budaya, menjadi faktor pendukung dalam menjaga keberlanjutan dan efektivitas program budaya perusahaan.

In addition, the active role of Ranger Leaders and Rangers in all units and headquarters also contributes significantly to strengthening the internalization of the culture and implementation of AFI in each unit. The collective commitment of all parties, accompanied by a form of real appreciation through the organization of the Cultural Universe event, is a supporting factor in maintaining the sustainability and effectiveness of the company's cultural program.

Grafik EES
Tahun 2021 - 2025
EES Chart for 2021 - 2025

(%)



Sebagai tindak lanjut atas hasil *Employee Experience Survey* (EXS) serta upaya penguatan dan perbaikan implementasi program budaya perusahaan, PLN Indonesia Power telah melaksanakan beberapa langkah strategis sebagai berikut:

1. Sosialisasi hasil EXS kepada seluruh unit dan BPO terkait untuk peningkatan *awareness* mengenai situasi dan keadaan pegawai yang berdampak pada kinerja unit dan PLN Indonesia Power secara keseluruhan
2. Pemetaan hasil EXS per unit dan per dimensi, sebagai dasar dalam mengidentifikasi area prioritas yang memerlukan tindak lanjut dan perbaikan.
3. Pelaksanaan *Focus Group Discussion* (FGD) untuk mengonfirmasi *root cause* permasalahan serta merumuskan *Area for Improvement* (AFI) yang relevan dan berdampak.
4. Penyusunan program kerja dan action plan yang terarah dan terukur guna meningkatkan tingkat *engagement* dan *employee experience* pegawai secara berkelanjutan.
5. Penandatanganan BA komitmen sebagai simbol nyata untuk *senior leaders* dan unit untuk melaksanakan tindak lanjut pelaksanaan AFI hasil EXS untuk perbaikan *drivers* EXS.

Melalui rangkaian kegiatan tersebut, perusahaan berharap dapat memastikan bahwa hasil EXS ditindaklanjuti secara nyata dan berkelanjutan. Upaya ini diharapkan mampu mendorong terciptanya lingkungan kerja yang lebih positif, adaptif, dan berorientasi pada peningkatan kinerja individu maupun organisasi secara keseluruhan.

As a follow-up to the results of the Employee Experience Survey (EXS) as well as efforts to strengthen and improve the implementation of the company's culture program, PLN Indonesia Power has implemented several strategic steps as follows:

1. Dissemination of EXS results to all units and related BPOs to increase awareness of the situation and circumstances of employees that have an impact on the performance of the unit and PLN Indonesia Power as a whole
2. Mapping of EXS results per unit and per dimension, as a basis for identifying priority areas that need follow-up and improvement.
3. Implementation of Focus Group Discussion (FGD) to confirm the root cause of the problem and formulate relevant and impactful Areas for Improvement (AFI).
4. Preparation of targeted and measurable work programs and action plans to improve employee engagement and experience levels in a sustainable manner.
5. The signing of the BA is a commitment as a tangible symbol for senior leaders and units to carry out the follow-up of the implementation of AFI EXS results for the improvement of EXS drivers.

Through this series of activities, the company hopes to be able to ensure that EXS results are followed up in a real and sustainable manner. This effort is expected to encourage the creation of a more positive, adaptive, and oriented work environment towards improving individual and organizational performance as a whole.

Employee Experience's Drivers

1. Strategic Alignment
2. Authority & Empowerment
3. Work Process
4. Corporate Social Responsibility (CSR)
5. Customer Focus
6. Managing Change
7. Survey Follow Up
8. Living the Values
9. Growth & Development
10. Safety
11. Innovation
12. Training
13. Trust in Leadership
14. Collaboration
15. Trust in Manager
16. Communication
17. Psychological Safety
18. Respect
19. Role Fit
20. Resources
21. Performance & Accountability
22. Pay & Benefit
23. Work-Life Balance
24. Recognition
25. Ethics

Strategi Remunerasi
Remuneration Strategy

Strategi remunerasi diatur dalam Peraturan Direksi Nomor 0040.P/DIR/2024 Tentang Sistem Manajemen Penghargaan Pegawai. Dalam Peraturan Direksi tersebut diatur bahwa Perusahaan memberikan penghargaan kepada Pegawai berupa Penghargaan Ekstrinsik dan Intrinsik. Komponen penghargaan ekstrinsik diberikan berupa kompensasi tetap, kompensasi tidak tetap dan manfaat (*benefit*). Sedangkan komponen penghargaan intrinsik diberikan berupa program pembelajaran, program keseimbangan hidup, bantuan hukum untuk pegawai, pengakuan (*recognition*) dan kesempatan khusus.

The remuneration strategy is regulated in the Regulation of the Board of Directors Number 0040.P/DIR/2024 on the Employee Award Management System. In the Regulation of the Board of Directors, it is stipulated that the Company gives awards to Employees in the form of Extrinsic and Intrinsic Awards. The components of extrinsic awards are given in the form of fixed compensation, non-fixed compensation and benefits. Meanwhile, the intrinsic award components are given in the form of learning programs, life balance programs, legal aid for employees, recognition and special opportunities.

Hubungan Industrial
Industrial Relations

Sebagaimana amanat Undang-Undang No. 21 Tahun 2000 tentang Serikat Pekerja/Serikat Buruh. Undang-undang ini mengatur hak pekerja/buruh untuk membentuk dan mengembangkan serikat pekerja. Tujuan Undang-Undang No. 21 Tahun 2000 adalah melindungi hak berserikat pekerja, menciptakan hubungan industrial yang harmonis, dinamis, dan berkeadilan, serta memperjuangkan, melindungi, dan membela kepentingan dan kesejahteraan pekerja/buruh dan keluarganya. PLN Indonesia Power memberikan kebebasan

As mandated by Law No. 21 of 2000 on Trade Unions. This law regulates the rights of workers/laborers to form and develop trade unions. The purpose of Law No. 21 of 2000 is to protect the rights of workers to unionize, to create harmonious, dynamic, and equitable industrial relations, and to fight for, protect, and defend the interests and welfare of workers/laborers and their families. PLN Indonesia Power grants its employees the freedom to express their opinions and to unionize by forming the Indonesia Power Employees'

kepada pegawainya untuk berpendapat dan berserikat dengan membentuk Persatuan Pegawai Indonesia Power (PP-IP) sebagai sarana bagi pegawai untuk berorganisasi dan menyalurkan aspirasinya yang telah terdaftar dan tercatat di Kantor Kemenakertrans RI.

Association (PP-IP) as a means for employees to organize and channel their aspirations, which has been registered and recorded with the Ministry of Manpower and Transmigration of the Republic of Indonesia.

Salah satu sarana hubungan industrial di PLN Indonesia Power untuk mewujudkan hubungan industrial yang harmonis, dinamis dan berkeadilan yaitu melalui pembuatan Perjanjian Kerja Bersama (PKB). PKB adalah perjanjian tertulis yang merupakan hasil perundingan antara Pengusaha dengan Persatuan Pegawai PT PLN Indonesia Power yang tercatat pada instansi yang bertanggung jawab di bidang ketenagakerjaan yang memuat syarat-syarat kerja, hak dan kewajiban kedua belah pihak. PKB yang berlaku untuk tahun 2025 adalah PKB periode 2024-2025 yang merupakan pemutakhiran dari PKB periode sebelumnya. Pada tahun 2025 terdapat kegiatan dengan Persatuan Pegawai yaitu sebagai berikut:

1. Tanggal 21 Januari 2025 : Pembahasan lanjutan draft kebijakan purnabakti
2. Tanggal 21 Januari 2025 : Pertemuan Audiensi Manajemen dan PP
3. Tanggal 22 - 23 Januari 2025 : Pembahasan lanjutan draft kebijakan talenta dan ketentuan lain
4. Tanggal 5 – 6 Februari 2025 : Pembahasan draft kebijakan akuisisi
5. Tanggal 27 Februari 2025 : Perundingan Bipartit
6. Tanggal 12 – 14 Maret 2025 : Perundingan draft kebijakan
7. Tanggal 30 April 2025 : Perundingan Bipartit
8. Tanggal 6 Mei 2025 : Perundingan Bipartit
9. Tanggal 19 Mei 2025 : Perundingan Bipartit dan tandatangan perjanjian bersama
10. Tanggal 22 - 23 Mei 2025 : Pembahasan Berita Acara kebijakan talenta
11. Tanggal 26 - 28 Mei 2025 : Pembahasan Berita Acara kebijakan talenta
12. Tanggal 18 Juni 2025 : Juknis Pembinaan PeG (*Person Grade*)
13. Tanggal 10 -11 Juli 2025 : Pembahasan Peraturan Direksi tentang Sistem Manajemen Talenta dan Pegawai
14. Tanggal 14 -16 Juli 2025 : Pembahasan Peraturan Direksi tentang Sistem Manajemen Talenta dan Pegawai
15. Tanggal 24- 25 Juli 2025 : Pembahasan Peraturan Direksi tentang Sistem Manajemen Talenta dan Pegawai
16. Tanggal 31 Juli -1 Agustus 2025 : Pembahasan Peraturan Direksi tentang Sistem Manajemen Talenta dan Pegawai
17. Tanggal 5-7 Agustus 2025 : Pembahasan Peraturan Direksi tentang Sistem Manajemen Talenta dan Pegawai
18. Tanggal 8 Agustus 2025 : Pembahasan Peraturan Direksi tentang Sistem Manajemen Talenta dan Pegawai

One of the means of industrial relations at PLN Indonesia Power to realize harmonious, dynamic and fair industrial relations is through the creation of Collective Labor Agreements (CLA). CLA is a written agreement that is the result of negotiations between the Employer and the PT PLN Indonesia Power Employees' Association which has been registered with the agency responsible for the manpower sector which contains the terms of work, rights and obligations of both parties. The applicable CLA for 2025 is the CLA for the 2024-2025 period which constitutes an upgrade from the previous CLA. In 2025 there were activities with the Employee Union, as follows:

1. January 21, 2025: Further discussion of the draft retirement policy
2. January 21, 2025: Management and PP Audience Meeting
3. January 22 - 23, 2025: Further discussion of the draft talent policy and other provisions
4. February 5 – 6, 2025: Discussion of the draft acquisition policy
5. February 27, 2025: Bipartite Negotiations
6. March 12 – 14, 2025: Draft policy negotiations
7. April 30, 2025: Bipartite Negotiations
8. May 6, 2025: Bipartite Negotiations
9. May 19, 2025: Bipartite negotiations and signing of a collective agreement
10. May 22 - 23, 2025: Discussion of the Minutes of the Talent Policy
11. May 26 - 28, 2025: Discussion of the Minutes of the Talent Policy
12. June 18, 2025: PeG Development Guidelines (Person Grade)
13. July 10-11, 2025: Discussion of the Board of Directors Regulation on Talent and Employee Management System
14. July 14-16, 2025: Discussion of the Board of Directors Regulation on Talent and Employee Management System
15. July 24-25, 2025: Discussion of the Board of Directors Regulation on Talent and Employee Management System
16. July 31-August 1, 2025: Discussion of the Board of Directors Regulation on Talent and Employee Management System
17. August 5-7, 2025: Discussion of the Board of Directors Regulation on Talent and Employee Management System
18. August 8, 2025: Discussion of the Board of Directors Regulation on Talent and Employee Management System

19. Tanggal 12 Agustus 2025 : Perundingan Bipartit *Pro-hire*
20. Tanggal 21-22 Agustus 2025 : Pertemuan Periodik Semester I Tahun 2025
21. Tanggal 1 -2 Oktober 2025 : Pembahasan Draft Peraturan Direksi tentang Sistem Manajemen Akuisisi serta Sistem Manajemen Talenta dan Pegawai
22. Tanggal 05 November 2025 : Tukar Menukar Draft Usulan PKB
23. Tanggal 19 - 21 November 2025 : Pembahasan Draft Peraturan Direksi tentang Sistem Manajemen Manajemen Talenta dan Pegawai.
24. Tanggal 19 - 21 November 2025 : Perundingan PKB Tahap I
25. Tanggal 3 - 5 Desember 2025 : Perundingan PKB Tahap II
26. Tanggal 9 - 12 Desember 2025: Perundingan PKB Tahap III
27. Tanggal 17 - 19 Desember 2025 : Perundingan PKB Tahap IV
28. Tanggal 23 - 24 Desember 2025 : Perundingan PKB Tahap V
29. Tanggal 30 Desember 2025 : Perundingan PKB Tahap VI
30. Tanggal 31 Desember 2025 : Penandatanganan PKB 2026-2027

19. August 12, 2025: Bipartite Pro-hire Negotiations
20. August 21-22, 2025: Periodic Meeting of the First Semester of 2025
21. October 1-2, 2025: Discussion of the Draft Regulation of the Board of Directors on the Acquisition Management System and the Talent and Employee Management System
22. November 05, 2025: Draft CLA Proposal Exchange
23. November 19 - 21, 2025: Discussion of the Draft Regulation of the Board of Directors on the Talent and Employee Management System.
24. 19 - 21 November 2025: CLA Phase I Negotiations
25. December 3 - 5, 2025: CLA Phase II Negotiations
26. December 9 - 12, 2025: CLA Phase III Negotiations
27. December 17 - 19, 2025: CLA Phase IV Negotiations
28. December 23 - 24, 2025: CLA Phase V Negotiations
29. December 30, 2025: CLA Phase VI Negotiations
30. December 31, 2025: Signing of the CLA 2026-2027

Teknologi Informasi
Information Technology

Perkembangan ekosistem digital dan teknologi informasi yang semakin pesat mendorong PLN Indonesia Power untuk terus memperkuat Transformasi Digital sebagai bagian dari proses strategis yang tengah dijalankan dalam mendukung peningkatan kinerja dan daya saing Perusahaan. Transformasi Digital menjadi representasi arah pengembangan dalam menciptakan proses bisnis yang lebih efektif, efisien, terintegrasi, dan adaptif terhadap dinamika industri serta perkembangan teknologi. Melalui pengembangan sistem informasi dan layanan digital, PLN Indonesia Power berupaya menghadirkan dukungan TI yang mampu mengoptimalkan operasional bisnis, meningkatkan kualitas layanan, serta mendukung proses pengambilan keputusan yang efektif.

Sejalan dengan pelaksanaan Transformasi Digital tersebut, PLN Indonesia Power senantiasa memperkuat penerapan tata kelola Teknologi Informasi (IT *Governance*) guna memastikan seluruh proses pengembangan dan pengelolaan TI berjalan secara terarah, terukur, dan berkelanjutan. Penguatan tata kelola dilakukan melalui pengembangan kebijakan, standar, prosedur, serta mekanisme pengendalian TI yang mendukung keandalan layanan, keamanan informasi, dan efektivitas pengelolaan risiko operasional. Selain itu, peningkatan

The increasingly rapid development of the digital ecosystem and information technology has driven PLN Indonesia Power to continuously strengthen its Digital Transformation as part of its ongoing strategic process to support improved performance and competitiveness. Digital Transformation represents development directions in creating more effective, efficient, integrated, and adaptive business process to industry dynamics and technological developments. By developing information system and digital services, PLN Indonesia Power strives to provide IT support that optimizes business operations, improves service quality, and supports effective decision-making.

In line with the implementation of this Digital Transformation, PLN Indonesia Power constantly strengthens the implementation of Information Technology Governance (IT Governance) to ensure that all IT development and management processes are directed, measurable, and sustainable. Governance is enhanced through developing IT policies, standards, procedures, and control mechanisms that support service reliability, information security, and effective operational risk management. Furthermore, improving

integrasi sistem informasi, penguatan pengelolaan data perusahaan, serta optimalisasi layanan digital terus menjadi fokus dalam mendukung keberhasilan Transformasi Digital sebagai fondasi pengembangan bisnis ke depan.. Inovasi menjadi salah satu kunci dalam mewujudkan misi PT PLN Indonesia Power. Dalam industri energi yang terus berkembang pesat, perusahaan berkomitmen untuk selalu menghadirkan solusi yang lebih efisien dan canggih melalui penerapan teknologi terbaru. Ini mencakup inovasi dalam sistem pembangkit, distribusi, dan manajemen energi, serta adopsi teknologi digital yang mendukung pengelolaan sumber daya energi secara lebih pintar.

information system integration, strengthening corporate data management, and optimizing digital services continue to be a focus in supporting Digital Transformation to successfully be the foundation for future business development. Innovation becomes the key to achieving PT PLN Indonesia Power's mission. In the rapidly evolving energy industry, the Company is committed to consistently delivering more efficient and sophisticated solutions through applying the latest technology. This includes innovations in energy generation, distribution, and management system, as well as the adoption of digital technologies that support smarter energy resource management.

Rencana Strategis TI
IT Strategic Plan

Dalam menghadapi era digital yang terus berkembang pesat, PLN Indonesia Power berkomitmen untuk mempercepat transformasi digital guna mendukung pertumbuhan bisnis yang berkelanjutan. Rencana Strategis Teknologi Informasi (RSTI) 2024-2028 disusun sebagai panduan strategis bagi perusahaan dalam mengadopsi inovasi digital, meningkatkan efisiensi operasional serta menciptakan nilai tambah perusahaan dalam 5 tahun mendatang. PLN Indonesia Power menyusun Rencana Strategis TI sebagai pedoman dalam menjalankan program Teknologi Informasi.

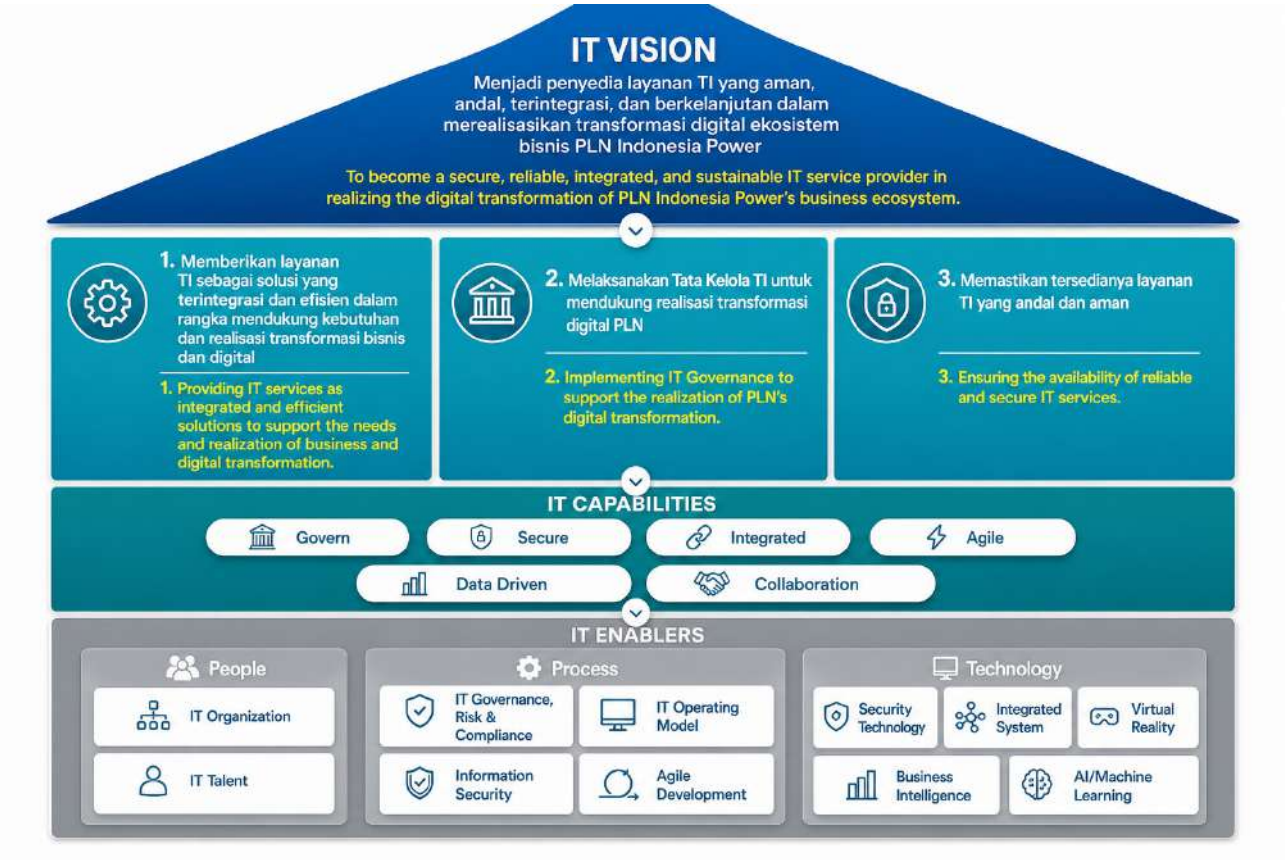
In response to the rapidly evolving digital era, PLN Indonesia Power is committed to accelerating digital transformation to support sustainable business growth. The 2024–2028 Information Technology Strategic Plan (ITSP) is developed as a strategic guide for the Company to adopt digital innovations, enhance operational efficiency, and create Company's added value over the next five years. This IT Strategic Plan serves as a roadmap for PLN Indonesia Power in implementing its Information Technology programs.

RSTI 2024-2028 telah diselaraskan dengan *strategic initiatives* yang tertuang dalam RJP 2024-2028 dan RSTI PLN 2025-2029 terkait pilar *Digital Operation Excellence* dan *alignment* dengan PT PLN (Persero) serta mendukung terlaksananya Transformasi 2.0. dalam menjalankan misi menyediakan energi hijau, inovatif dan terjangkau, dan guna mencapai visi Perusahaan, maka PLN Indonesia Power merumuskan strategic goals yang dirumuskan melalui transformasi 2.0 yang terdiri atas *Growth Moonshot*, *Digital Moonshot*, dan NZE *Moonshot*.

The 2024–2028 IT Strategic Plan (ITSP) has been aligned with the strategic initiatives outlined in the 2024–2028 Long Term Plan (LTP) and PLN's 2025–2029 ITSP, particularly In relation to the Digital Operation Excellence pillar, as well as overall alignment with PT PLN (Persero), it also supports the implementation of Transformation 2.0. In fulfilling its mission to provide green, innovative, and affordable energy, and to realize the Company's vision, PLN Indonesia Power has formulated its strategic goals through Transformation 2.0, which consists of Growth Moonshot, Digital Moonshot, and NZE Moonshot.

Pengelolaan TI di PLN IP Indonesia Power sejalan dengan RSTI agar terwujudnya visi Teknologi Informasi yaitu "Menjadi penyedia layanan TI yang aman, andal, terintegrasi, dan berkelanjutan dalam merealisasikan transformasi digital ekosistem bisnis PLN Indonesia Power". Tercapainya visi pengelolaan TI PLN Indonesia Power dapat dinisiasi dengan menerapkan misi pengelolaan TI secara konsisten antara lain: memberikan layanan TI sebagai solusi yang terintegrasi dan efisien dalam rangka mendukung kebutuhan dan realisasi transformasi bisnis dan digital, melaksanakan tata kelola TI untuk mendukung realisasi transformasi digital PLN, dan memastikan tersedianya layanan TI yang andal dan aman.

IT management at PLN IP Indonesia Power is aligned with the ITSP to realize the IT vision, namely: "To become a secure, reliable, integrated, and sustainable IT service provider in realizing the digital transformation of PLN Indonesia Power's business ecosystem." The achievement of PLN Indonesia Power's IT management vision can be initiated by consistently implementing the IT management missions, including providing IT services as integrated and efficient solutions to support the needs and realization of business and digital transformation, implementing IT governance to support the realization of PLN's digital transformation, and ensuring the availability of reliable and secure IT services.



Di dalam Rencana Strategis TI 2024-2028 mencakup strategi TI dan inisiatif TI yang dapat mendukung pencapaian misi PLN Indonesia Power maupun mewujudkan arahan PLN *Holding*. Terdapat 10 strategi TI yang mencakup 102 inisiatif. Melalui dokumen ini, diharapkan seluruh kegiatan pengembangan TI di Perusahaan searah dan selaras dengan Visi, Misi dan Strategi Perusahaan serta tren TI di dunia. Adapun Inisiatif Teknologi Informasi yang direalisasikan di tahun 2025 antara lain:

In the 2024–2028 Information Technology Strategic Plan the IT strategy and initiatives are designed to support the achievement of PLN Indonesia Power's mission as well as to realize the direction of PLN Holding. There are 10 IT strategies covering 102 initiatives. Through this document, it is expected that all IT development activities in the Company will be aligned with the Company's Vision, Mission and Strategy, as well as global IT trends. The Information Technology Initiatives realized in 2025 include:

No.	Judul Program/Inisiatif TI Title of the Program/IT Initiative
1	Pengembangan *Data Lake* untuk visualisasi data dari Aplikasi Maximo Data Lake Development for data visualization from Maximo Application
2	Pengembangan *Data Lake* untuk *Dashboard* HC *Visual Management* Data Lake Development for HC Visual Management Dashboard
3	Integrasi Data antara Aplikasi Maximo, Pronia, Valiant dan ERP Data Integration between Maximo, Pronia, Valiant and ERP Applications
4	*Enhancement* aplikasi ICOFR ICOFR application enhancement
5	Aplikasi Permit untuk Unit Pembangkit Permit Application for Generating Units
6	Pengembangan Aplikasi *Database Engineering* Database Engineering Application Development
7	*Enhancement* Aplikasi ProGCG ProGCG Application Enhancement
8	*Enhancement* penggunaan teknologi pada aplikasi IPKU, Diamond, dan DigimonX Enhancement of technology use in IPKU, Diamond, and DigimonX applications
9	*Enhancement* Aplikasi STAR STAR Application Enhancement

No.	Judul Program/Inisiatif TI Title of the Program/IT Initiative
10	*Enhancement* Aplikasi IPKU IPKU Application Enhancement
11	*Enhancement* Aplikasi Nearmiss Nearmiss App Enhancement
12	*Enhancement Website* PLN IP
13	*Enhancement Dashboard* RBI untuk *Risk Event* Enhancement Dashboard RBI untuk Risk Event
14	Pembuatan *Dashboard* HC *Visual Management* Creating an HC Visual Management Dashboard
15	Pembuatan *Dashboard* Terintegrasi atas data aset unit pembangkit Creation of an Integrated Dashboard on the asset data of the power plant unit
16	*Enhancement Dashboard* Keuangan *Accounting* Enhancement of Financial Accounting Dashboard
17	*Enhancement* aplikasi EAM PLN IP Enhancement of PLN IP EAM application
18	Penyesuaian kapasitas infrastruktur TI untuk mendukung REOC Adjustment of IT infrastructure capacity to support REOC
19	Implementasi redudansi *link* intranet menggunakan *Software-Defined Wide Area Network* (SD WAN) Implementation of intranet link redundancy using Software-Defined Wide Area Network (SD WAN)
20	Pengembangan infrastruktur DRC untuk mendukung pemutakhiran skenario *Disaster Recovery Plan* (DRP) DRC infrastructure development to support the upgrade of the Disaster Recovery Plan (DRP) scenario
21	Implementasi metode *backup* Air Gap Implementation of the Air Gap backup method
22	*Refreshment* aset TI PLN IP RRefreshment of PLN IP IT assets
23	Penyesuaian infrastruktur untuk mendukung pengembangan VIRPOP (VR) Infrastructure adjustments to support the development of VIRPOP (VR)
24	Penyegaran infrastruktur TI untuk implementasi aplikasi EAM IT infrastructure refresh for EAM application implementation
25	Implementasi *Unified Endpoint Management* (UEM) Implementation of Unified Endpoint Management (UEM)
26	Pengembangan *Digital Twin* untuk pembangkitan sesuai dengan program PLN *Holding* Development of Digital Twin for generation in accordance with PLN Holding's program
27	Peningkatan kompetensi umum sumber daya manusia TI Improvement of the general competence of IT human resources
28	Pelaksanaan Asesmen *Cyber Security Maturity* (CSM) Implementation of Cyber Security Maturity (CSM) Assessment
29	Pelaksanaan *training* dan peningkatan kompetensi Tim TI untuk mendukung penguatan *Cyber Security* Implementation of training and improvement of IT Team competencies to support the strengthening of Cyber Security
30	Pembentukan Komite Pengarah TI (KPTI) Formation of the IT Steering Committee (KPTI)
31	Pembuatan dan implementasi kebijakan dan prosedur untuk *secure* SDLC Creation and implementation of policies and procedures for secure SDLCs
32	Implementasi ISO/IEC 27001:2022 Implementation of ISO/IEC 27001:2022
33	Pemutakhiran dokumen *Disaster Recovery Plan* (DRP) Disaster Recovery Plan (DRP) document update
34	Penyesuaian kebijakan dan prosedur untuk penguatan ketahanan dan keamanan siber Adjustments to policies and procedures to strengthen resilience and cybersecurity
35	*Awareness*/sosialisasi terkait pelindungan data pribadi ke semua pegawai PLN IP Awareness/dissemination related to personal data protection to all PLN IP employees
36	Melakukan *Vulnerability Test* dan/atau *Penetration Test* untuk meningkatkan ketahanan keamanan sistem IT/OT Conducting Vulnerability Testing and/or Penetration Testing to increase the security resilience of IT/OT systems
37	Melakukan pemanfaatan *Cyber Threat Intelligence* (CTI) untuk membantu monitor potensi kebocoran data Utilize Cyber Threat Intelligence (CTI) to help monitor potential data leaks
38	Peningkatan IT *Security* REOC IT Security REOC Enhancement
39	Implementasi tools *Endpoint Detection and Response* (EDR) pada server dan *client/user* IT Security REOC Enhancement

Organisasi Teknologi Informasi
Information Technology Organization

Pengelola TI PLN Indonesia Power adalah Bidang Information Technology and Digital. Di mana lingkup pengelolaan TI untuk saat ini mencakup pengelolaan TI di lingkungan PLN Indonesia Power.

IT management at PLN Indonesia Power is carried out by the Information Technology and Digital Division. Currently, the scope of IT management includes all information technology management activities within PLN Indonesia Power.

Pengembangan Kompetensi SDM bagian TI
IT HC Competency Development

PLN Indonesia Power menyelenggarakan pelatihan dan pengembangan SDM di bidang TI untuk meningkatkan kompetensi TI yang selanjutnya dapat meningkatkan keandalan TI Perusahaan. Berikut adalah sertifikat SDM bagian TI di tahun 2025:

PLN Indonesia Power conducts training and development programs for IT human capital to enhance IT competencies, which in turn can improve the reliability of the Company's IT. The following are the IT personnel certifications in 2025:

Tabel Sertifikasi SDM bidang TI
Table of Information Technology Human Capital Certifications

No	Nama Sertifikasi Certification Name	Jumlah Pegawai Number of Employee
1.	*Advanced Cyber Security Operations and Governance Program*	2
2.	AI *for Learning Development Program*	7
3.	*Basic of Data Analytic*	10
4.	*Cyber Security on Operational Technology* (OT) & *Scada System*	7
5.	*Cybersecurity Fundamental*	2
6.	Dasar-Dasar Desain UX UX Design Basics	1
7.	Dasar-Dasar Pelindungan Data Pribadi (PDP) Basics of Personal Data Protection (PDP)	3.481
8.	*Infrastructure Development*	1
9.	Linux Fundamental Linux Fundamental	3
10.	Mikrotik dan Topologi Jaringan Microtics and Network Topology	6
11.	Pengantar Tata Kelola Data Introduction to Data Governance	9
12.	Pengenalan Visualisasi Data Introduction to Data Visualization	2
13.	*Power System Data Management*	67
14.	*Global Development on Grid Connection Rules for Data Centers*	3
15.	*Workshop Mastering* OT *Cybersecurity A Comprehensive Training for Modern Industrial Systems*	6

Investasi TI
IT Investment

PLN Indonesia Power secara berkelanjutan melakukan investasi strategis dalam rangka perkuatan sistem digitalisasi infrastruktur Teknologi Informasi yang difokuskan pada peremajaan dan modernisasi infrastruktur TI, termasuk pembaruan perangkat keras, platform sistem, serta kapasitas pendukung lainnya. Langkah ini dilakukan untuk memastikan keandalan, ketersediaan, dan performa sistem yang optimal dalam mendukung proses bisnis yang semakin terdigitalisasi. Melalui infrastruktur yang lebih mutakhir dan tangguh, PLN Indonesia Power memperkuat fondasi teknologi yang siap menjawab kebutuhan operasional saat ini maupun pengembangan di masa mendatang.

Seiring dengan itu, PLN Indonesia Power juga memperkuat sistem pengamanan Teknologi Informasi sebagai bagian integral dari pengelolaan risiko dan pengendalian operasional. Investasi diarahkan pada penguatan kontrol keamanan, peningkatan kemampuan pencegahan dan deteksi ancaman, serta kesiapan respons terhadap insiden siber. Upaya ini bertujuan untuk menjaga integritas, kerahasiaan, dan ketersediaan data serta sistem kritikal, sekaligus memastikan keberlangsungan operasional secara berkelanjutan.

PLN Indonesia Power continuously conducts strategic investments in the context of strengthening the Information Technology infrastructure digitalization system which is focused on the rejuvenation and modernization of IT infrastructure, including hardware updates, system platforms, and other supporting capacities. This step is taken to ensure optimal system reliability, availability, and performance to support increasingly digitized business processes. Through more up-to-date and resilient infrastructure, PLN Indonesia Power strengthens the technological foundation that is ready to respond current operational needs as well as future development.

Along with that, PLN Indonesia Power also strengthens the Information Technology security system as an integral part of risk management and operational control. The investment is directed at strengthening security controls, improving threat prevention and detection capabilities, and readiness to respond to cyber incidents. This effort aims to maintain the integrity, confidentiality, and availability of critical data and systems, while ensuring the sustainability of operations.

Program Strategis Teknologi Informasi
Information Technology Strategic Program

1. ***Application Integration and Streamlining***
   Pengembangan integrasi berbagai aplikasi pada lingkup internal Perusahaan agar dapat berfungsi sebagai satu kesatuan yang terkoordinasi. Integrasi dan sinergi aplikasi yang bertujuan untuk memungkinkan berbagai sistem TI dalam PLN *Group* bekerja sama dengan lancar sehingga menghasilkan bisnis proses yang efisien.
2. ***Application Reengineering, Enhancement, and Development***
   Pengembangan berbagai aplikasi secara dinamis untuk menyesuaikan dengan konteks bisnis terkini, kebutuhan *user*, perkembangan tren teknologi, dan mengatasi kompleksitas pengelolaan aplikasi.
3. **EAM *System Standardization***
   Penerapan aplikasi/teknologi ini bertujuan untuk mengelola aset secara efisien, serta memastikan bahwa manajemen aset berjalan dengan lancar, *cost-effective*, dan mampu meningkatkan kinerja operasional. Penerapan ini konsisten di seluruh entitas PLN Group.

1. **Application Integration and Streamlining**
   Developing the integration of various applications within the Company, thus, enabling them to function as a coordinated unity. Application integration and synergy aim to enable various IT systems within PLN Group to work together smoothly, resulting in efficient business process.
2. **Application Reengineering, Enhancement, and Development**
   Dynamic development of various applications to adapt to the current business context, user needs, technological trends, and overcome the complexity of application management.
3. **EM System Standardization**
   The implementation of these applications/ technology aims to manage assets efficiently and ensure smooth, cost-effective asset management, while improving operational performance. This implementation is consistent across all PLN Group entities.

4. ***Advancing Infrastructure Continuity***
   Perencanaan kapasitas infrastruktur dan juga pengoptimalan teknologi *backup & restore* untuk meningkatkan ketahanan operasional PLN dan meningkatkan keandalan infrastruktur TI dalam mendukung kesinambungan bisnis.
5. ***Enhance DevSecOps Response Through Platform Engineering***
   Pembentukan *pipeline* pengembangan aplikasi yang efisien dan teroautomasi dengan mengintegrasikan teknologi *Platform Engineering* ke dalam *framework* DevSecOps untuk mendukung kebutuhan *faster time-to-market*.
6. ***Optimizing* IT *Service and Operations Management***
   PLN dapat meningkatkan keandalan dan kualitas layanan TI melalui pengoptimalan IT *service management* yang tersentralisasi dan terotomasi untuk mendeteksi dan merespons secara responsif sebelum operasional bisnis terganggu.
7. **PLN *Group Synergies to Support* IT *Infrastructure and Device Management***
   Upaya kolaboratif untuk memastikan pengelolaan infrastruktur dan perangkat TI berjalan efektif, terintegrasi, dan berkelanjutan.
8. ***Advanced Digital Twin Modelling and Simulation***
   Kebutuhan PLN *Group* untuk pengembangan digitalisasi pembangkit, transmisi, dan distribusi menuju *digital twin* memerlukan beberapa kapabilitas dan aplikasi pendukung untuk memaksimalkan data yang diperoleh dari *Operational Technology* (OT)
9. ***Enhancement of* IT *Capabilities***
   Inisiatif peningkatan kapabilitas SDM TI, yang mencakup kompetensi dan peran pada struktur organisasi TI, bertujuan untuk meningkatkan efisiensi operasional, inovasi, dan daya saing Perusahaan.
10. IT ***Governance Standardization***
    Standardisasi tata kelola TI ini adalah untuk mengoptimalisasi pengelolaan kapabilitas dan rencana strategis TI yang lebih agile terhadap perubahan bisnis yang fluktuatif, termasuk dari kebutuhan sumber daya, arahan strategis, dan kepatuhan (*compliance*) dengan regulasi yang berlaku.
11. IT ***Process & Policy Refinement***
    Penyempurnaan kebijakan TI mencakup namun tidak terbatas pada domain arsitektur TI (aplikasi, data, infrastruktur, dan keamanan TI), serta kebijakan TI terkait strategi dan arsitektur TI. Program pada inisiatif ini juga menjadi standar dalam menyusun pohon kebijakan TI.

4. **Advancing Infrastructure Continuity**
   Infrastructure capacity planning and also optimization of backup & restore technology to increase PLN's operational resilience and increase the reliability of IT infrastructure in supporting business continuity.
5. **Enhance DevSecOps Response Through Platform Engineering**
   Establishment of an efficient and automated application development pipeline by integrating Platform Engineering technology into the DevSecOps framework to support the need for faster time-to-market.
6. **Optimizing IT Service and Operations Management**
   PLN can improve the reliability and quality of IT services through optimizing centralized and automated IT service management to detect and respond responsively before business operations are disrupted.
7. **PLN Group Synergies to Support IT Infrastructure and Device Management**
   Collaborative efforts to ensure the management of IT infrastructure and tools runs effectively, integrated, and sustainably.
8. **Advanced Digital Twin Modelling and Simulation**
   PLN Group's need for the development of digitalization of power generation, transmission, and distribution towards a digital twin requires several supporting capabilities and applications to maximize the data obtained from Operational Technology (OT)
9. **Enhancement of IT Capabilities**
   The IT HR capability improvement initiative, which includes competencies and roles in the IT organizational structure, aims to improve the Company's operational efficiency, innovation, and competitiveness.
10. **IT Governance Standardization**
    This IT governance standardization is to optimize the management of IT capabilities and strategic plans that are more agile against fluctuating business changes, including resource needs, strategic direction, and compliance with applicable regulations.
11. **IT Process & Policy Refinement**
    IT policy enhancements include but are not limited to the IT architecture domain (applications, data, infrastructure, and IT security), as well as IT policies related to IT strategy and architecture. The program in this initiative is also a standard in compiling an IT policy tree.

12. ***Strengthened Data Governance***
    Program untuk melengkapi kebutuhan implementasi *Master Data Management* (MDM) ke depannya yang bertujuan untuk mendapatkan pengelolaan data pada PLN *Group* yang konsisten dan akurat dengan standar yang telah ditentukan. Penerapan MDM ini perlu di didukung dengan penguatan tata kelola untuk membentuk mekanisme pengelolaan data yang terstandar dengan kejelasan peran, akuntabilitas terhadap data dan kepatuhan terhadap kebijakan data yang berlaku.
13. ***Access and Identity Security Protection***
    Peningkatan keamanan dalam sistem autentikasi, manajemen *lifecycle* identitas, dan pemantauan aktivitas pengguna, untuk memastikan ketepatan pengelolaan hak akses serta mempertimbangkan otomatisasi proses keamanan identitas, kontrol dan *real-time monitoring* aktivitas pengguna untuk mendeteksi dan merespons tindakan mencurigakan.
14. ***Proactive Cyber Defense and Response Optimization***
    Inisiatif ini mempercepat deteksi insiden dan meningkatkan efektivitas respons terhadap ancaman, dengan mengintegrasikan otomasi respons, pembentukan SOC yang terpusat dan pemanfaatan *insight* keamanan dari berbagai sumber.
15. ***Secure* IT *Operation through Asset Resiliency***
    Resiliensi aset memastikan bahwa sistem dan data kritis dilindungi dari berbagai ancaman siber, eksploitasi celah kerentanan, dan akses tidak sah dengan memperkuat keamanan di seluruh perangkat TI melalui penerapan pengamanan yang komprehensif.
16. ***Next Wave* SSoT**
    Pengembangan *Single Source of Truth* (SSoT) lanjutan atau *Next Wave* SSoT. *Next Wave* SSoT ini bertujuan untuk tidak hanya mengintegrasikan data di lingkup PLN *Holding*, tetapi juga mendukung upaya sentralisasi data yang melibatkan *SubHolding* (SH) dan Anak Perusahaan (AP) di lingkup PLN *Group*.

12. **Strengthened Data Governance**
    The program to complement the needs of the implementation of Master Data Management (MDM) in the future which aims to get consistent and accurate data management in the PLN Group with predetermined standards. The implementation of MDM needs to be supported by strengthening governance to form a standardized data management mechanism with clarity of roles, accountability for data and compliance with applicable data policies.
13. **Access and Identity Security Protection**
    Improved security in authentication systems, identity lifecycle management, and user activity monitoring, to ensure the accuracy of access rights management and consider the automation of identity security processes, control and real-time monitoring of user activity to detect and respond to suspicious actions.
14. **Proactive Cyber Defense and Response Optimization**
    The initiative accelerates incident detection and improves the effectiveness of responses to threats, by integrating response automation, centralized SOC formation and leveraging security insights from multiple sources.
15. **Secure IT Operation through Asset Resiliency**
    Asset resilience ensures that critical systems and data are protected from various cyber threats, vulnerability gap exploits, and unauthorized access by strengthening security across IT devices through comprehensive security implementations.
16. **Next Wave SSoT**
    Advanced Single Source of Truth (SSoT) development or Next Wave SSoT. This Next Wave SSoT aims not only to integrate data within the scope of PLN Holding, but also to support data centralization efforts involving SubHolding (SH) and Subsidiaries (AP) within the scope of the PLN Group.

Sosialisasi Sistem TI Tahun 2025

Dissemination of IT System in 2025

Secara rutin dan berkelanjutan Bidang Information Technology and Digital (ITD) PLN Indonesia Power melakukan sosialisasi Aplikasi Korporat maupun *software*/*tools* yang digunakan di perusahaan kepada seluruh pegawai PLN Indonesia Power, baik Kantor Pusat maupun Unit Pembangkit. Hal ini dilakukan dalam upaya Bidang ITD meyakinkan pemanfaatan dan keandalan sistem IT untuk mendukung kebutuhan Perusahaan. Sepanjang tahun 2025, Perusahaan telah melaksanakan sosialisasi terkait IT sebanyak 26 kali.

On a regular and continuous basis, the Information Technology and Digital (ITD) Department of PLN Indonesia Power conducts dissemination of Corporate Applications as well as software/tools used in the Company to all employees of PLN Indonesia Power, both at the Head Office and Power Plant Units. This initiative is part of the ITD Department's efforts to ensure the utilization and reliability of IT systems in supporting the Company's needs. Throughout 2025, the Company has conducted 26 IT-related dissemination sessions.

Tabel Sosialisasi Sistem TI
Table of IT System Dissemination

No	Tema Sosialisasi Topic of Dissemination	Peserta (bidang/unit) Participants (Division/Unit)	Waktu Pelaksanaan Time of Implementation
1.	Pendampingan Pelatihan *I-Track* non Integrasi Non-Integrated I-Track Training Assistance	IT Dev, IT Ops, Pegawai PT PLN Energi Primer Indonesia	21 Januari 2025 January 21, 2025
2.	*In House Training* Aplikasi DOMINION Maximo UBP Labuhan Angin dan UBP Pangkalan Susu In House Training of DOMINION Maximo Application for GBU Labuhan Angin and GBU Pangkalan Susu	IT Ops, Unit LBA, Unit PNS, OMP 2, IT MSU IT Ops, LBA Unit, Civil Servant Unit, OMP 2, IT MSU	21-24 Januari 2025 January 21-24, 2025
3.	*In House Training* Aplikasi DOMINION Maximo UBP Tello In House Training of DOMINION Maximo Application for GBU Tello	IT Ops, Unit TLO, OMP NOM, IT MSU	24-27 Februari 2025 February 24-27, 2025
4.	*In House Training* Aplikasi DOMINION Maximo Gunung Salak In House Training of DOMINION Maximo Application for Gunung Salak	IT Ops, Unit KMJ, OMP 4, IT MSU	19-20 Maret 2025 March 19-20, 2025
5.	*In House Training* Aplikasi DOMINION Maximo UBP Jambi In House Training of DOMINION Maximo Application for GBU Jambi	IT Ops, Unit JMB, OMP 5, IT MSU	14 -16 April 2025 April 14 -16, 2025
6.	*In House Training* Aplikasi DOMINION Maximo UBP Asam-asam, Barru, Jeranjang, Holtekamp In House Training of DOMINION Maximo Application for GBU Asam-asam, Barru, Jeranjang, Holtekamp	IT Ops, Unit ASM, BRU,JRJ, HTC, OMP 3, IT MSU	22-25 April 2025 April 22-25, 2025
7.	*Workshop Rollout* Modul WRMS Pada Aplikasi IP-ProInventory WRMS Module Rollout Workshop on IP-ProInventory Application	Bidang Sistem Informasi, Bidang Pemeliharaan, Bidang Perencanaan Pemeliharaan (WPC & OTG), Bidang Gudang, Bidang Akuntansi, Bidang Inventory Information Systems Field, Maintenance Field, Maintenance Planning (WPC & OTG), Warehouse Field, Accounting Field, Inventory Field	21 Mei 2025 May 21, 2025
8.	*In House Training* Aplikasi DOMINION UBP Kepulauan Riau unit TBK In House Training of DOMINION Application for GBU Riau Islands TBK Unit	Team Leader, Operator, Rendal Operasi, IT Unit	24- 28 Mei 25 May 24- 28, 25
9.	Sosialisasi *Service Request* HCIS Aplikasi *Web Helpdesk* Dissemination of HCIS Service Request Helpdesk Web Application	BID HSC, IT Ops, IT Ren	3 Juni 2025 June 3, 2025
10.	*In House Training* Aplikasi DOMINION Maximo UBP Ombilin In House Training of DOMINION Maximo Application for GBU Ombilin	IT Ops, Unit OMB, OMP 2, IT MSU	01- 05 Juni 2025 June 01- 05, 2025
11.	Sosialisasi dan Pengisian ICMS *Shipment* CFR dari PLN BB Niaga KBS Dissemination and Filling of ICMS Shipment CFR from PLN BB Niaga KBS	IT Ops, EP	16 Juni 2025 June 16, 2025
12.	*Refreshment* DOMINION UBP Mrica Refreshment of the DOMINION of GBU Mrica	IT Ops, Unit MRC, OMP 4, IT MSU	23-24 Juni 2025 June 23-24, 2025
13.	*Refreshment* Aplikasi DOMINION UBP Mahakam Refreshment of the DOMINION Application of GBU Mahakam	IT Ops, Unit MHK, OMP 4, IT MSU, UBH AREA	30 Juni - 01 Juli 2025 June 30 - July 01, 2025

No	Tema Sosialisasi Topic of Dissemination	Peserta (bidang/unit) Participants (Division/Unit)	Waktu Pelaksanaan Time of Implementation
14.	*Refreshment* Aplikasi DOMINION UBP Bali Refreshment of the DOMINION Application of GBU Bali	IT Ops, Unit Bali, OMP 4, IT MSU, UBH AREA	02- 04 Juli 25 July 02- 04, 25
15.	*Refreshment* Implementasi Aplikasi *Mobile Warehouse Return Management System* (WRMS) UBP Semarang Tahun 2025 Refreshment of the Implementation of the Mobile Warehouse Return Management System (WRMS) Application of GBU Semarang in 2025	IT Ops, Gudang, Planner Har, Planner Ops	10 - 11 Juli 2025 July 10 – 11, 2025
16.	*Training* Penggunaan aplikasi DIGIMONX-OH UBP Barito Training on the Use of the DIGIMONX-OH application of GBU Barito	IT Ops, Unit BTO, OMP 5,	22 Juli 2025 July 22, 2025
17.	*In House Training* Aplikasi DOMINION UBP Bengkulu In House Training of DOMINION Maximo Application for GBU Bengkulu	IT Ops, Unit BKL, OMP 5, IT MSU	28-20 Juli 2025 July 28-20, 2025
18.	*Refreshment* Aplikasi DOMINION UBP Jeranjang Refreshment of the DOMINION Application of GBU Jeranjang	IT OPS, IT UBH, unit JRJ	19-21 Agustus 2025 August 19-21, 2025
19.	*Refreshment* Aplikasi DOMINION UBP Lontar Refreshment of the DOMINION Application of GBU Lontar	IT OPS, OMP 1, unit BLT	27-28 Agustus 2025 August 27-28, 2025
20.	*In House Training* Aplikasi DOMINION UBP Teluk Sirih In House Training of DOMINION Application of GBU Teluk Sirih	IT OPS, OMP 2, IT UBH, unit BLT	09-12 September 2025 September 09-12, 2025
21.	Sosialisasi *Review* Hak Akses Tahun 2025 Dissemination of Access Rights Review in 2025	IT Ops, SIS Unit	9 Oktober 2025 October 9, 2025
22.	*In House Training* PR Evaluasi dan WRMS UPB Suralaya In House Training of Evaluation PR and WRMS of GBU Suralaya	IT Ops, IT Dev, LGS, Gudang, Inventory, Akuntansi SLA	16 Oktober 2025 October 16, 2025
23.	Pelatihan ICMS untuk Penagihan Batubara SPOT ICMS Training for SPOT Coal Billing	IT Ops, UBP Banten 1 Suralaya, UBP Banten 2 Labuan, UBP Banten 3 Lontar, UBP Jabar 2 Pelabuhan Ratu, UBP Jateng 2 Adipala, UBP Barru, Teknis PT Geoservice Bandung, PT Artha Daya Coalindo	16-17 Oktober 2025 October 16-17, 2025
24.	*Workshop* Pengkodean aset baru New Asset Coding Workshop	IT Ops, ASM, All unit	27-29 Oktober 2025 October 27-29, 2025
25.	*Workshop Modul Efficiency management* pada maximo *monitored parameter* Workshop Module Efficiency management on maximo monitored parameters	IT Ops, OMP 1, Unit BLT, SLA, JPR, BLB, ADP, BSR	22-24 Desember 2025 December 22-24, 2025
26.	*Workshop Information Capital Readiness* (ICR) Tahun 2025 Information Capital Readiness (ICR) Workshop in 2025	Bidang ITD, Unit-unit	9-11 Juli 2025 July 9-11, 2025

Kebijakan IT
IT Policies

Terdapat beberapa kebijakan IT yang berlaku di PLN Indonesia Power antara lain:

1. Keputusan Direksi tentang Tata Kelola Teknologi Informasi Perusahaan
   Sistem pengelolaan yang memastikan pemanfaatan TI selaras dengan strategi bisnis, terkontrol, dan akuntabel. Penerapannya mendukung efektivitas pengambilan keputusan, pengelolaan risiko, serta kepatuhan dan pengendalian internal guna menjaga kinerja dan keberlanjutan perusahaan.
2. Keputusan Direksi tentang Rencana Strategis Teknologi Informasi Tahun 2024-2028
   Dokumen perencanaan jangka menengah yang menetapkan arah pengembangan dan pengelolaan TI perusahaan selama periode lima tahun. RSTI ini memuat prioritas program dan inisiatif strategis, penguatan infrastruktur dan keamanan sistem, serta peningkatan kapabilitas layanan TI yang selaras dengan strategi PLN Indonesia Power dan kebutuhan bisnis.
3. Peraturan Direksi tentang Kebijakan Keamanan Informasi

   Pedoman resmi perusahaan dalam melindungi kerahasiaan, integritas, dan ketersediaan informasi. Kebijakan ini menetapkan prinsip, peran, serta mekanisme pengendalian keamanan informasi yang diterapkan secara sistematis dan berkelanjutan. Melalui implementasi SMKI, perusahaan memastikan pengelolaan risiko keamanan informasi dilakukan secara terstruktur, terukur, dan selaras dengan ketentuan peraturan yang berlaku.
4. Keputusan Direksi tentang Pengaturan Hak Akses Jaringan Email Internet dan Aplikasi Perusahaan di Lingkungan PT PLN Indonesia Power
   Mekanisme pengendalian yang memastikan akses pengguna diberikan secara tepat, terotorisasi, dan sesuai dengan peran serta tanggung jawabnya. Pengaturan ini bertujuan untuk melindungi keamanan informasi, menjaga integritas sistem, serta meminimalkan risiko penyalahgunaan atau akses tidak sah terhadap sumber daya teknologi informasi perusahaan.
5. Keputusan Direksi tentang Tim Tanggap Insiden Keamanan Siber (*Computer Security Incident Response Teams*) CSIRT PT PLN Indonesia Power
   Pedoman yang mengatur pembentukan, peran, tanggung jawab, serta mekanisme kerja tim dalam menangani insiden keamanan siber. Kebijakan ini menetapkan alur pelaporan, prosedur eskalasi, koordinasi lintas fungsi,

There are several IT policies that apply at PLN Indonesia Power, including:

1. Board of Directors' Decision on Corporate Information Technology Governance
   A management system that ensures the use of IT is aligned with business strategy, controlled, and accountable. Its implementation supports the effectiveness of decision-making, risk management, and compliance and internal control to maintain the company's performance and sustainability.
2. Board of Directors' Decision on the Information Technology Strategic Plan for 2024-2028
   A medium-term planning document that sets the direction of the company's IT development and management over a five-year period. This RSTI contains priorities for strategic programs and initiatives, strengthening infrastructure and system security, and improving IT service capabilities that are in line with PLN Indonesia Power's strategy and business needs.
3. Regulation of the Board of Directors on Information Security Policy
   Official company guidelines in protecting the confidentiality, integrity, and availability of information. This policy establishes the principles, roles, and mechanisms for controlling information security that are implemented systematically and continuously. Through the implementation of SMKI, the company ensures that information security risk management is carried out in a structured, measurable, and in line with the provisions of applicable regulations.
4. Board of Directors' Decision on the Regulation of Internet Email Network Access Rights and Company Applications within PT PLN Indonesia Power
   A control mechanism that ensures user access is provided appropriately, authorized, and in accordance with his/her roles and responsibilities. This arrangement aims to protect information security, maintain system integrity, and minimize the risk of misuse or unauthorized access to the company's information technology resources.
5. Board of Directors' Decision on the Computer Security Incident Response Teams CSIRT PT PLN Indonesia Power

   Guidelines that govern the formation, roles, responsibilities, and teamwork mechanisms in handling cybersecurity incidents. This policy establishes reporting flows, escalation procedures, cross-functional coordination, and

serta dokumentasi dan evaluasi pasca-insiden guna memastikan setiap insiden ditangani secara cepat, tepat, dan terukur. Melalui kebijakan ini, perusahaan memperkuat kesiapsiagaan, konsistensi respons, serta perlindungan terhadap sistem dan informasi dari potensi ancaman siber.

post-incident documentation and evaluation to ensure that each incident is handled quickly, appropriately, and measurably. Through this policy, the company strengthens preparedness, consistency of response, and protection of systems and information from potential cyber threats

Penguatan Keamanan Dunia Maya (*Cyber Security*)

Enhancement of Cyber Security

Dengan semakin tingginya ancaman keamanan teknologi informasi/*cyber security* yang dihadapi seperti virus/*malware*, *hacker* maupun *spyware*, PT PLN Indonesia Power melakukan kegiatan pemeliharaan, enhancement dan sosialisasi security IT antara lain: Membangun pemahaman dan awareness pegawai dalam mengelola risiko terkait pengamanan siber yang berdampak pada sistem, *asset*, data dan bisnis perusahaan dan mengimplementasikan sistem perlindungan keamanan siber (perangkat *security*) untuk menjamin keberlangsungan proses bisnis perusahaan dengan dukungan alat strategis pengendalian keamanan informasi sebagai landasan yakni Kebijakan Keamanan Informasi yang tertuang dalam Peraturan Direksi No. 0004.P/DIR/2024.

With the increasing threats to information technology and cyber security, such as viruses/malware, hackers, and spyware, PT PLN Indonesia Power carries out IT security maintenance, enhancement, and dissemination, including: building employee understanding and awareness in managing cyber security risks that affect the Company's systems, assets, data, and business operations, and implementing cyber security protection systems (security devices) to ensure the continuity of business processes, supported by strategic tools for information security control. These efforts are grounded in the Information Security Policy outlined in Board of Directors' Regulation No. 0004.P/DIR/2024.

PT PLN Indonesia Power juga telah mengimplementasikan ISO 27001:2022, Sistem Manajemen Keamanan Informasi yang mendukung prinsip *Confidentiality*, *Integrity* dan *Availability* dalam usaha untuk mengevaluasi, mengimplementasikan dan memelihara keamanan informasi yang dimiliki berdasarkan "*best practice*". Dalam mendukung framework di atas diperlukan elemen/komponen yang saling berkaitan satu sama lain terdiri dari *Technology*, *People* (SDM) dan Proses agar dapat terhindar dan dapat melakukan pencegahan terhadap ancaman-ancaman keamanan Informasi.

PT PLN Indonesia Power has also implemented ISO 27001:2022, an Information Security Management System that supports the principles of Confidentiality, Integrity and Availability to evaluate, implement, and maintain information security based on "best practices". To support this framework, interrelated elements/components are required, namely Technology, People (Human Resources), and Processes to avoid and prevent information security threats.

Dalam menghadapi ancaman siber yang semakin kompleks, PLN Indonesia Power telah membentuk Tim *Computer Security Incident Response Team* (CSIRT) sebagai bagian dari strategi penguatan keamanan siber perusahaan. Tim CSIRT bertanggung jawab untuk mendeteksi, merespons, dan mengatasi insiden keamanan yang dapat mengancam sistem dan data perusahaan.

In facing increasingly complex cyber threats, PLN Indonesia Power has established a Computer Security Incident Response Team (CSIRT) as part of the Company's cyber security strengthening strategy. The CSIRT is responsible for detecting, responding to, and handling security incidents that may threaten the Company's systems and data.

Dalam membangun pertahanan siber yang lebih kokoh serta menjaga kepercayaan pelanggan dan pemangku kepentingan, keamanan siber bukan hanya tanggung jawab satu entitas dalam grup, melainkan merupakan upaya kolektif yang harus dijalankan secara terpadu demi keberlanjutan dan pertumbuhan bisnis yang aman di era digital. PLN Indonesia Power sebagai PLN *Group* rutin dalam setiap triwulan

In building a stronger cyber defense and maintaining the trust of customers and stakeholders, cyber security is not solely the responsibility of a single entity within the group, but a collective effort that must be carried out in an integrated manner to ensure sustainable and secure business growth in the digital era. PLN Indonesia Power, as part of the PLN Group, regularly conducts Quarterly PLN Group Cyber Security

melakukan *Cadance Meeting* Keamanan Siber PLN *Group* dalam upaya penyelarasan keamanan siber dengan regulasi yang berlaku dan meningkatkan kesiapan PLN *Group* dalam menghadapi ancaman siber yang terus berkembang.

Cadence Meetings as part of its efforts to align cyber security practices with applicable regulations and to enhance the PLN Group's readiness in facing the ever-evolving cyber threats.

Selain itu, untuk mengantisipasi risiko ancaman terhadap *Cyber Security System* dan pelindungan data pribadi , di tahun 2025 Perusahaan telah menginisiasi *Personal Data Protection Implementation* (PDP). Hal ini untuk mendukung implementasi Undang-Undang Pelindungan Data Pribadi, di mana telah dilaksanakannya sosialisasi *awareness* terkait UU PDP dan sudah terdapat kebijakan Pedoman Pelindungan Data Pribadi di lingkungan PLN Indonesia Power.

Furthermore, to anticipate the risk of threats to the Cyber Security System and personal data protection, the Company initiated Personal Data Protection (PDP) Implementation in 2025. This supports the enforcement of Personal Data Protection Law. Awareness campaigns regarding PDP Law have been conducted, and PLN Indonesia Power has established a Personal Data Protection Guidelines policy.

Risiko Utama dan Disruption TI serta Mitigasinya

Major Risks and IT Disruptions and Their Mitigation

Di dalam pengelolaan Teknologi Informasi, PT PLN Indonesia Power mengidentifikasi adanya risiko-risiko di dalamnya. Identifikasi tersebut diperlukan untuk memastikan bahwa segala risiko yang berpotensi dapat mempengaruhi kegiatan dan pencapaian kinerja IT telah diketahui dan disiapkan mitigasinya.

In the management of Information Technology, PT PLN Indonesia Power identifies the risks involved. This identification is necessary to ensure that all risks that have the potential to affect IT activities and performance achievements are recognized and have mitigation measures prepared.

Risiko yang diidentifikasi tersebut dikelompokkan menjadi kelompok risiko antara lain seperti peningkatan tata kelola TI, keamanan teknologi informasi, infrastruktur teknologi Informasi dan implementasi teknologi AI.

The identified risks are categorized into several risk groups, such as improving IT governance, information technology security, information technology infrastructure, and the implementation of AI technology.

Ketersediaan *Disaster Recovery Plan* dan *Disaster Recovery Center*

Availability of Disaster Recovery Plan and Disaster Recovery Center

Dalam meningkatkan layanan sistem TI, PT PLN Indonesia Power telah memiliki *Disaster Recovery Plan* (DRP) dan lokasi *Disaster Recovery Centre* (DRC).

To enhance IT system services, PT PLN Indonesia Power has established a Disaster Recovery Plan (DRP) and a designated Disaster Recovery Center (DRC) location.

Disaster Recovery Plan (DRP) ini merupakan panduan pemulihan layanan Teknologi Informasi (TI) PT PLN Indonesia Power, dari suatu peristiwa yang menyebabkan terhentinya layanan TI di lingkungan PT PLN Indonesia Power, terutama layanan-layanan TI yang bersifat kritikal bagi kelangsungan kegiatan PT PLN Indonesia Power secara keseluruhan. Dokumen DRP rutin di*review* dalam setiap tahun, dokumen terbaru yang digunakan yakni Dokumen *Disaster Recovery Plan* (DRP) PLN Indonesia Power Tahun 2025. Secara Rutin juga sudah dilakukan simulasi DRP dan pemeliharaan terhadap perangkat di lokasi DRC.

The Disaster Recovery Plan (DRP) serves as a recovery guideline for Information Technology (IT) services at PT PLN Indonesia Power in the event of an incident that causes disruption to IT services, especially those that are critical to the continuity of the Company's operations. The DRP document is reviewed annually, with the most recent version being the PLN Indonesia Power Disaster Recovery Plan (DRP) Document for 2024. Regular DRP simulations and maintenance of equipment at the DRC location are also conducted.

Dalam upaya meningkatkan keandalan layanan sistem Teknologi Informasi (TI), PT PLN Indonesia Power telah menetapkan dan mengimplementasikan *Disaster Recovery Plan* (DRP) serta menyediakan fasilitas *Disaster Recovery Centre* (DRC) sebagai bagian dari strategi manajemen keberlangsungan layanan. DRP tersebut berfungsi sebagai pedoman komprehensif dalam melakukan pemulihan layanan TI ketika terjadi gangguan atau bencana yang menyebabkan terhentinya operasional, khususnya pada layanan TI yang bersifat kritikal bagi kelangsungan proses bisnis perusahaan. Dokumen DRP secara berkala ditinjau dan diperbarui setiap tahun untuk memastikan kesesuaiannya dengan perkembangan kebutuhan bisnis dan teknologi, dengan versi terbaru yang digunakan saat ini adalah Dokumen DRP PLN Indonesia Power Tahun 2025. Selain itu, perusahaan juga secara rutin melaksanakan simulasi DRP guna menguji efektivitas prosedur pemulihan serta meningkatkan kesiapan tim dalam menghadapi kondisi darurat.

In an effort to improve the reliability of Information Technology (IT) system services, PT PLN Indonesia Power has established and implemented a Disaster Recovery Plan (DRP) and provided a Disaster Recovery Center (DRC) facility as part of its service continuity management strategy. The DRP serves as a comprehensive guideline in restoring IT services when there is a disruption or disaster that causes a halt to operations, especially in IT services that are critical to the continuity of the company's business processes. The DRP document is periodically reviewed and updated annually to ensure its suitability with evolving business and technology needs, with the latest version currently in use being the PLN Indonesia Power DRP Document in 2025. In addition, the company also routinely conducts DRP simulations to test the effectiveness of recovery procedures and improve the team's readiness to deal with emergency conditions.

IT *Maturity Assessment*

IT Maturity Assessment

Pada tahun 2025, PLN Indonesia Power melaksanakan asesmen *Information Capital Readiness* (ICR) yang dilakukan secara rutin satu kali dalam satu tahun sebagai instrumen utama untuk mengukur tingkat kesiapan dan kematangan kapabilitas TI secara menyeluruh. Pengukuran ICR tahun 2025 dilakukan melalui dua komponen utama, yaitu seluruh *Objective* COBIT 2019 yang merepresentasikan tata kelola dan manajemen TI, serta *Key Performance Indicator* (KPI) TI yang mencerminkan kinerja operasional dan pencapaian sasaran strategis. Kedua komponen tersebut menggambarkan kondisi TI organisasi secara holistik, baik dari sisi proses, tata kelola, maupun performa.

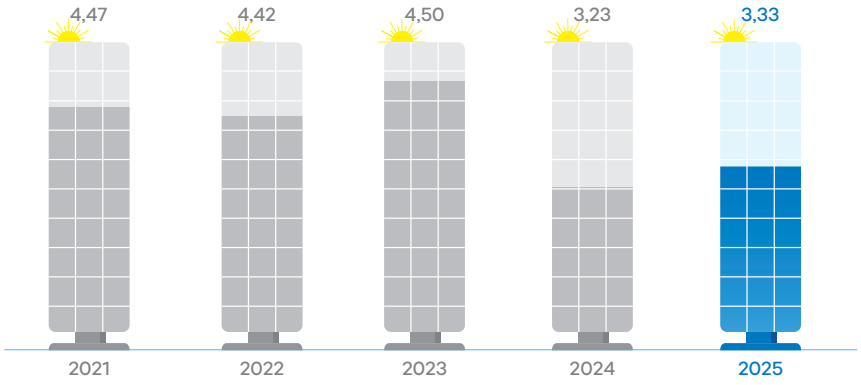
In 2025, PLN Indonesia Power conducted an Information Capital Readiness (ICR) assessment which was carried out regularly once a year as the main instrument to measure the level of readiness and maturity of IT capabilities as a whole. The measurement of ICR in 2025 was carried out through two main components, namely all COBIT 2019 Objectives which represented IT governance and management, and the IT Key Performance Indicator (KPI) which reflected operational performance and the achievement of strategic goals. These two components describe the state of organizational IT holistically, both in terms of processes, governance, and performance.

Berdasarkan hasil perhitungan, nilai ICR tahun 2025 menunjukkan posisi kematangan TI perusahaan pada level 3.33. Nilai ini mencerminkan bahwa proses-proses TI telah berjalan secara terstruktur, selaras dengan tujuan bisnis, serta terkendali melalui indikator kinerja yang terukur.

Based on the calculation results, the ICR value in 2025 showed the company's IT maturity position at the level of 3.33. This value reflects that IT processes have been run in a structured manner, aligned with business objectives, and controlled through measurable performance indicators.

Maturity Level ICR Tahun 2021- 2025
ICR Maturity Level for 2021-2025

(skor) (score)



Security Maturity Assessment

Security Maturity Assessment

Dalam rangka meningkatkan tata kelola keamanan informasi, PLN Indonesia Power telah melaksanakan asesmen tingkat kematangan keamanan informasi menggunakan Indeks Keamanan Informasi (IKAS) yang diselenggarakan oleh BSSN. Berdasarkan hasil asesmen, perusahaan memperoleh nilai IKAS sebesar 3.54. Hasil asesmen ini menjadi referensi bagi perusahaan dalam menetapkan langkah-langkah peningkatan dan penguatan pengendalian keamanan informasi.

(In strengthening information security.) In order to improve information security governance, PLN Indonesia Power has carried out an assessment of the level of information security maturity using the Information Security Index (IKAS) organized by BSSN. Based on the results of the assessment, the company obtained an IKAS score of 3.54. The results of this assessment are a reference for companies in determining measures to improve and strengthen information security control.

Audit TI

IT Audit

Dalam rangka memastikan keandalan TI, pada tahun 2025 terdapat Audit TI dengan uraian sebagai berikut:

In order to ensure IT reliability, in 2025 there was an IT Audit with the following description:

Tabel Audit TI tahun 2025
Table of IT Audit in 2025

No	Kegiatan Activity	Periode Term	Pelaksana Audit Auditor
1.	Audit Operasional TI oleh SPI PT PLN (Persero) IT Operational Audit by SPI PT PLN (Persero)	November - Desember 2025 November - December 2025	SPI PLN
2.	Audit IT General Control oleh PwC IT General Control Audit by PwC	September 2025 - April 2026	PT PWC
3.	Audit Sistem Manajemen Keamanan Informasi berbasis ISO/ IEC 27001:2022 (Internal) Information Security Management System Audit based on ISO/ IEC 27001:2022 (Internal)	September 2025	PLN Indonesia Power
4.	Audit Sistem Manajemen Keamanan Informasi berbasis ISO/ IEC 27001:2022 (Eksternal) Information Security Management System Audit based on ISO/ IEC 27001:2022 (External)	Oktober 2025	Sucofindo

Implementasi ISO 27001
ISO 27001 Implementation

PT PLN Indonesia Power sebagai perusahaan energi terpercaya yang berkomitmen terhadap pertumbuhan berkelanjutan terus memperkuat tata kelola perusahaan, khususnya dalam aspek keamanan informasi. Seiring dengan perkembangan standar internasional dan kebutuhan bisnis yang semakin kompleks, perusahaan telah berhasil melakukan re-sertifikasi Sistem Manajemen Keamanan Informasi (SMKI) berdasarkan standar terbaru *International Organization for Standardization* yaitu ISO 27001:2022 pada tahun 2025. Sertifikasi ini mencakup lingkup Bidang Information Technology and Digital dan berlaku efektif hingga 8 Oktober 2026, sebagai bentuk komitmen perusahaan dalam menjaga dan meningkatkan kualitas pengelolaan keamanan informasi sesuai praktik terbaik global.

PT PLN Indonesia Power as a trusted energy company committed to sustainable growth continues to strengthen corporate governance, especially in the aspect of information security. Along with the development of international standards and increasingly complex business needs, the company has successfully re-certified the Information Security Management System (SMKI) based on the latest International Organization for Standardization standard, namely ISO 27001:2022 in 2025. This certification covers the scope of the Information Technology and Digital Sector and is effective until October 8, 2026, as a form of the company's commitment to maintaining and improving the quality of information security management in accordance with global best practices.

Pencapaian re-sertifikasi ISO 27001:2022 ini memberikan nilai strategis bagi PLN Indonesia Power dalam meningkatkan kepercayaan para pemangku kepentingan, memperkuat ketahanan proses bisnis, serta mendorong penerapan prinsip perbaikan berkelanjutan (*continuous improvement*). Implementasi standar ini memastikan bahwa pengelolaan keamanan informasi dilakukan secara sistematis dengan memperhatikan tiga prinsip utama, yaitu kerahasiaan (*confidentiality*), integritas (*integrity*), dan ketersediaan (*availability*).

The achievement of ISO 27001:2022 re-certification provides strategic value for PLN Indonesia Power in increasing stakeholder trust, strengthening business process resilience, and encouraging the application of continuous improvement principles. The implementation of this standard ensures that information security management is carried out systematically by paying attention to three main principles, namely confidentiality, integrity, and availability.

PLN Indonesia Power sebagai perusahaan energi terpercaya yang tumbuh berkelanjutan senantiasa berusaha untuk melakukan perbaikan dalam tata kelola perusahaan. Salah satu yang menjadi perhatian utama dalam perbaikan proses bisnis adalah terkait sistem manajemen keamanan Informasi. Setelah melalui proses implementasi dan persiapan sertifikasi, pada tanggal 18 Agustus 2017 untuk pertama kalinya PT PLN Indonesia Power berhasil mendapatkan sertifikat *International Organization for Standardization* (ISO) 27001:2013 untuk *Information Security Management System* (ISMS) atau Sistem Manajemen Keamanan Informasi dengan lingkup Bidang Information Technology and Digital.

PLN Indonesia Power as a trusted energy company that grows sustainably always strives to make improvements in corporate governance. One of the main concerns in improving business processes is related to the Information Security management system. After going through the implementation and certification preparation process, on August 18, 2017 for the first time, PT PLN Indonesia Power succeeded in obtaining the International Organization for Standardization (ISO) 27001:2013 certificate for Information Security Management System (ISMS) or Information Security Management System with the scope of the Information Technology and Digital Field.

Pada tahun 2023 telah dilakukan Re-sertifikasi Sistem Manajemen Keamanan Informasi diperuntukkan bagi Bidang Information Technology and Digital, yang efektif berlaku sampai dengan 25 Oktober 2025.

In 2023, the Re-certification of the Information Security Management System has been carried out for the Information Technology and Digital Sector, which is effectively valid until October 25, 2025.

Penghargaan di Bidang TI
Awards in the Field of IT

Pada tahun 2025, PLN Indonesia Power berhasil meraih beberapa prestasi gemilang di tingkat nasional dalam ajang bergengsi Indonesia Digital Technology and Innovation (IDTI) Awards 2025 beberapa penghargaan yang diperoleh di bidang TI sebagai berikut:

In 2025, PLN Indonesia Power successfully received several brilliant achievements at the national level in the prestigious event of Indonesia Digital Technology and Innovation (IDTI) Awards 2025, several awards obtained in the IT sector are as follows:

The Best Overall Digital Transformation of The Year 2025

The Best Overall Digital Transformation of The Year 2025

PLN Indonesia Power menorehkan prestasi gemilang di tingkat nasional dengan meraih penghargaan *The Best Overall Digital Transformation of The Year* 2025 dalam ajang bergengsi Indonesia *Digital Technology and Innovation* (IDTI) *Awards* 2025. Penghargaan ini menjadi bukti nyata komitmen Perusahaan dalam mendorong transformasi digital serta meningkatkan efisiensi operasional melalui pemanfaatan teknologi informasi yang inovatif dan berkelanjutan.

PLN Indonesia Power made a brilliant achievement at the national level by winning The Best Overall Digital Transformation of The Year 2025 award at the prestigious Indonesia Digital Technology and Innovation (IDTI) Awards 2025. This award is clear evidence of the Company's commitment to driving digital transformation and improving operational efficiency through the use of innovative and sustainable information technology.

The Best AI & Automation Initiatives of The Year 2025

The Best AI & Automation Initiatives of The Year 2025

PLN Indonesia Power menorehkan prestasi gemilang di tingkat nasional dengan meraih penghargaan *The Best* AI & *Automation Initiatives of The Year* 2025 dalam ajang bergengsi Indonesia *Digital Technology and Innovation* (IDTI) *Awards* 2025. Penghargaan ini mencerminkan keseriusan Perusahaan dalam mengakselerasi transformasi digital melalui penerapan AI dan automation, yang secara berkelanjutan meningkatkan efektivitas operasional, kualitas layanan, serta ketepatan pengambilan keputusan.

PLN Indonesia Power made a brilliant achievement at the national level by winning The Best AI & Automation Initiatives of The Year 2025 award at the prestigious event of Indonesia Digital Technology and Innovation (IDTI) Awards 2025. This award reflects the Company's seriousness in accelerating digital transformation through the application of AI and automation, which continuously improves operational effectiveness, service quality, and decision-making accuracy.

Best Digital Technology Woman Leader of The Year 2025 (Extra)

Best Digital Technology Woman Leader of The Year 2025 (Extra)

PLN Indonesia Power turut meraih penghargaan dalam ajang IDTI 2025 (*Indonesia Digital Technology & Innovation Awards 2025*) pada kategori *Best Digital Technology Woman Leader of The Year 2025* sebagai bentuk pengakuan atas kepemimpinan perempuan yang unggul dalam mendorong inovasi dan transformasi teknologi digital di lingkungan Perusahaan. Penghargaan ini mencerminkan peran strategis pemimpin dalam mengarahkan implementasi inisiatif digital, memperkuat budaya berbasis teknologi, serta meningkatkan daya saing perusahaan melalui pemanfaatan teknologi yang efektif dan berkelanjutan. Capaian tersebut sekaligus menegaskan komitmen Perusahaan dalam mendukung kepemimpinan inklusif serta pengembangan talenta digital yang berkontribusi terhadap pertumbuhan Perusahaan.

PLN Indonesia Power also won an award at the IDTI 2025 (Indonesia Digital Technology & Innovation Awards 2025) in the category of Best Digital Technology Woman Leader of The Year 2025 as a form of recognition for superior female leadership in encouraging innovation and digital technology transformation within the Company. This award reflects the strategic role of leaders in directing the implementation of digital initiatives, strengthening technology-based culture, and increasing the company's competitiveness through effective and sustainable use of technology. This achievement also affirms the Company's commitment to supporting inclusive leadership and the development of digital talent that contributes to the Company's growth.

Best Data-Driven Performance & KPI Optimization of The Year 2025

Best Data-Driven Performance & KPI Optimization of The Year 2025

PLN Indonesia Power menorehkan penghargaan dalam ajang IDTI 2025 (*Indonesia Digital Technology & Innovation Awards 2025*) pada kategori nominasi *Best Data-Driven Performance & KPI Optimization of the Year 2025* sebagai bentuk apresiasi atas keberhasilan dalam mengimplementasikan pengelolaan kinerja berbasis data secara sistematis. Pencapaian ini mencerminkan kapabilitas Perusahaan dalam mengoptimalkan pemanfaatan data guna meningkatkan ketepatan pengukuran kinerja serta memastikan pencapaian *Key Performance Indicators* (KPI) yang lebih efektif.

PLN Indonesia Power won an award at the IDTI 2025 (Indonesia Digital Technology & Innovation Awards 2025) in the nomination category for Best Data-Driven Performance & KPI Optimization of The Year 2025 as a form of appreciation for the success in implementing data-based performance management systematically. This achievement reflects the Company's ability to optimize the use of data to improve the accuracy of performance measurement and ensure the achievement of more effective Key Performance Indicators (KPIs).

Sistem Manajemen Terintegrasi PLN Indonesia Power (PLN IP-IMS)

PLN Indonesia Power Integrated Management System (PLN IP-IMS)

PLN Indonesia Power - *Integrated Management System* (PLN IP-IMS) merupakan tatakelola Perusahaan dalam Sistem Manajemen secara Terintegrasi yang saling berkaitan dengan tatakelola lainnya. PLN IP-IMS mulai ditetapkan tahun 2012 dan penerapannya dimulai tahun 2013, seiring perkembangan organisasi pengembangan ruang lingkup dan jenis sistem manajemen dilakukan hingga saat ini.

Tata cara dan aturan dalam melaksanakan Sistem Manajemen Terintegrasi diatur dalam Manual PLN IP-IMS, berupa kerangka pedoman yang mencakup gabungan dari beberapa standar Sistem Manajemen/Tata Kelola Perusahaan serta pemenuhan regulasi Pemerintah.

PLN IP-IMS yang telah diterapkan di 38 unit kerja yaitu UBP Suralaya, UBP Priok, UBP Saguling, UBP Kamojang, UBP Semarang, UBP Mrica, UBP Grati, UBP Bali, UBP Banten 1 Suralaya, UBP Banten 2 Labuan, UBP Banten 3 Lontar, UBP Jabar 2 Palabuhan Ratu, UBP Jateng 2 Adipala, UBP Cilegon, Unit Bisnis Pemeliharaan (UBH), UBP Keramasan, UBP Bengkulu, UBP Jambi, UBP Bukittinggi, UBP Teluk Sirih, UBP Ombilin, UBP Kepulauan Riau, UBP Mahakam, UBP Barito, UBP Asam-asam, UBP Singkawang, UBP Tello, UBP Pangkalan Susu, UBP Barru, UBP Labuhan Angin, UBP Jeranjang, UBP Kalbar 1, UBP Sintang, UBP Sanggau, UBP Berau, UBP Holtekamp, UBP Papua & Maluku, dan Kantor Pusat. Khusus ISO 27001, ruang lingkup untuk Bidang Information Technology and Digital Kantor Pusat, sedangkan ruang lingkup ISO 22301 adalah untuk UBP Priok dan Kantor Pusat.

Adapun Sistem Manajemen yang diintegrasikan dalam kerangka PLN IP-IMS terdiri dari:

1. ISO 9001:2015 - Sistem Manajemen Mutu;
2. ISO 14001:2015 - Sistem Manajemen Lingkungan;
3. ISO 45001:2018 - Sistem Manajemen Kesehatan dan Keselamatan Kerja (K3);
4. ISO 28000:2007 - Sistem Manajemen Keamanan Rantai Pasok;
5. ISO 55001:2014 - Sistem Manajemen Aset;
6. ISO 50001:2018 - Sistem Manajemen Energi;
7. ISO 27001:2022 - Sistem Manajemen Keamanan Informasi;
8. ISO 22301:2019 - Sistem Manajemen Keberlangsungan Bisnis;
9. ISO 37001:2016 - Sistem Manajemen Anti Penyuapan (SMAP);
10. ISO 37301:2021 - Sistem Manajemen Kepatuhan;
11. Sistem Manajemen K3 (SMK3) berbasis Peraturan Pemerintah (PP) No. 50 Tahun 2012;

PLN Indonesia Power - Integrated Management System (PLN IP-IMS) is a corporate governance in an integrated management system that is interrelated with other governance. PLN IP-IMS was established in 2012, and its implementation began in 2013, along with the development of organization, the development of scope and type of management system, which has been carried out until now.

The procedures and rules for implementing the Integrated Management System are regulated in PLN IP-IMS Manual, in the form of a guideline framework that includes a combination of several standards for Management System/ Corporate Governance and compliance with Government regulations.

PLN IP-IMS has been implemented in 38 work units, namely GBU Suralaya, GBU Priok, GBU Saguling, GBU Kamojang, GBU Semarang, GBU Mrica, GBU Grati, GBU Bali, GBU Banten 1 Suralaya, GBU Banten 2 Labuan, GBU Banten 3 Lontar, GBU Jabar 2 Palabuhan Ratu, GBU Jateng 2 Adipala, GBU Cilegon, Maintenance Business Unit (MBU), GBU Keramasan, GBU Bengkulu, GBU Jambi, GBU Bukittinggi, GBU Teluk Sirih, GBU Ombilin, GBU Riau Islands, GBU Mahakam, GBU Barito, GBU Asam-asam, GBU Singkawang, GBU Tello, GBU Pangkalan Susu, GBU Barru, GBU Labuhan Angin, GBU Jeranjang, GBU West Kalimantan 1, GBU Sintang, GBU Sanggau, GBU Berau, GBU Holtekamp, GBU Papua & Maluku, and Head Office. Specifically for ISO 27001, the scope is for the Information Technology and Digital Division of the Head Office, while the scope of ISO 22301 is for GBU Priok and the Head Office.

The Management System integrated in the framework of PLN IP-IMS consists of:

1. ISO 9001:2015 - Quality Management System;
2. ISO 14001:2015 - Environmental Management System;
3. ISO 45001:2018 - Occupational Health and Safety (OHS) Management System;
4. ISO 28000:2007 - Supply Chain Security Management System;
5. ISO 55001:2014 - Asset Management System;
6. ISO 50001:2018 - Energy Management System;
7. ISO 27001:2022 - Information Security Management System;
8. ISO 22301:2019 - Business Continuity Management System;
9. ISO 37001:2016 - Anti-Bribery Management System (SMAP);
10. ISO 37301:2021 - Compliance Management System;
11. OHS Management System (OHSMS) based on Government Regulation (PP) No. 50 of 2012;

PLN Indonesia Power dan seluruh unit bisnis senantiasa menyempurnakan proses bisnis secara terus-menerus berdasarkan standar terbaik. Sistem manajemen terbaru yang diimplementasikan di tahun 2024 adalah ISO 37301:2021 Sistem Manajemen Kepatuhan. Implementasi PLN IP Integrated Management System (PLN IP-IMS), yaitu integrasi berbagai standar manajemen yang terdiri dari ISO 14001:2015 (Sistem Manajemen Lingkungan), ISO 9001:2015 (Sistem Manajemen Mutu), ISO 45001:2018 (Sistem Manajemen K3), ISO 28000:2007 (Sistem Manajemen Keamanan Rantai Pasok), SMK3 (Sistem Manajemen K3) berbasis PP Nomor 50 Tahun 2012, ISO 55001:2014 (Sistem Manajemen Aset), ISO 50001:2018 (Sistem Manajemen Energi), ISO 27001:2013 (Sistem Manajemen Keamanan Informasi), ISO 37001 (Sistem Manajemen Anti Penyuapan), ISO 37301 (Sistem Manajemen Kepatuhan), ISO 22301:2019 (Sistem Manajemen Keberlangsungan Bisnis), serta sistem manajemen berbasis guideline yaitu ISO 26000 (Guideline on Social Responsibility), ISO 31000 (Risk Management-Principles and Guidelines), Kriteria Baldrige, ISO 30414 (*Human Capital Reporting*).

PLN Indonesia Power and all business units continuously improve business processes based on the best standards. The latest management system implemented in 2024 was ISO 37301:2021 Compliance Management System. Implementation of PLN IP Integrated Management System (PLN IP-IMS) is the integration of various management standards, consisting of ISO 14001:2015 (Environmental Management System), ISO 9001:2015 (Quality Management System), ISO 45001:2018 (OHS Management System), ISO 28000:2007 (Supply Chain Security Management System), OHSMS (OHS Management System) based on PP Number 50 of 2012, ISO 55001:2014 (Asset Management System), ISO 50001:2018 (Energy Management System), ISO 27001:2013 (Information Security Management System), ISO 37001 (Anti-Bribery Management System), ISO 37301 (Compliance Management System), ISO 22301:2019 (Business Continuity Management System), and guideline-based management system, namely ISO 26000 (Guideline on Social Responsibility), ISO 31000 (Risk Management-Principles and Guidelines), Baldrige Criteria, ISO 30414 (Human Capital Reporting)..

Secara lebih rinci, perjalanan implementasi PLN IP-IMS dapat digambarkan sebagai berikut:

In more detail, the journey of PLN IP-IMS can be described as follows:

	Horizon 1: "Set up Pondasi Sistem Manajemen" Horizon 1: "Setting up Management System Foundation"	**Horizon 2: "Penyelarasan Standard Sistem Manajemen"** Horizon 2: "Alignment of Management System Standards"	**Horizon 3: "Internalisasi keseluruhan sistem ke dalam seluruh elemen organisasi"** Horizon 3: "Internalization of all systems into all organizational elements"	**Horizon 4: "Digitalisasi sistem manajemen dan proses bisnis"** Horizon 4: "Digitalization of management system and business processes"	**Horizon 5: "Ratifikasi proses bisnis holding berbasis APQC"** Horizon 5: "Ratification of APQC-based holding business processes"	**Horizon 6: "Integrated Enterprise Excellence & Value Creation"** Horizon 6: "Integrated Enterprise Excellence & Value Creation"
	2013	**2013-2015**	**2015-2018**	**2018-2022**	**2022-2025**	**2025-2028**
Fokus Pengembangan Development Focus	• Menyiapkan Pedoman Kebijakan dan Manual IP-IMS. • Mengimplementasikan Standar Sistem Manajemen (sesuai lingkup IMS). • Melakukan audit internal IP-IMS. • Melakukan Audit Sertifikasi IP-IMS dengan Badan Sertifikasi. • Preparing PLN IP-IMS Policy Guidelines and Manual • Implementing Management System Standards; (based on IMS scope) • Conducting PLN IP-IMS internal audit • Conducting PLN IP-IMS Certification Audits with Certification Bodies	• Tahapan Penyelarasan sistem Manajemen eksisting dengan kebutuhan pengembangan Sistem Manajemen baru sesuai dengan kebutuhan organisasi. • Menyelaraskan pedoman, Manual, Proses Bisnis In Power dengan strategi dan kebijakan Perusahaan. • Membangun dokumen Fully Integrated. • Membangun sistem support IT untuk mengendalikan, monitor dan mengevaluasi implementasi IMS.	• Mengintegrasikan Sistem Support Sistem Manajemen dengan Dashboard Management lainnya. • Melanjutkan perbaikan Sistem Manajemen secara berkesinambungan untuk meningkatkan kinerja perusahaan. • Membangun budaya dalam implementasi Sistem Manajemen. • Implementasi seluruh UJP Penambahan standar baru (ISO 26000, ISO 55001). • Kajian ISO 50001 dan ISO 45000. • Kajian Implementasi ISO 27001. • Kajian Implementasi ISO 22301. • Update sistem standar baru.	• Digitalisasi sistem dan proses bisnis yang menunjang maturitas implementasi IP-IMS • Integrasi proses bisnis dengan elemen program, standar & regulasi, Aplikasi, Data, Risiko, KPI. • Digitalization of systems and business processes that support IP-IMS implementation maturity • Integration of business processes with program elements, standards & regulations, Applications, Data, Risk, KPI	• Mapping proses bisnis APQC • Migrasi proses bisnis eksisting ke proses bisnis APQC • Unit Pilot pemetaan RACI + Consume • Integrasi Proses Bisnis dengan risiko • Implementasi standar ISO 9001 ke seluruh unit kapasitas <100 MW luar Jawa. Mapping of APQC business processes • Migration of existing business processes to APQC business processes • RACI + Consume mapping Pilot Unit • Integration of Business Processes with risk • Implementation of ISO 900 standard to all capacity units <100 MW outside Java	• Harmonisasi dan konsolidasi proses bisnis • Value creation pengembangan proses bisnis derivative • Implementasi proses bisnis Anak Perusahaan • Mengembangkan Implementasi standar ISO 37001 dan ISO 37301 • Mendorong version upgrade sistem manajemen • Mendorong peningkatan Integrasi proses bisnis dan sistem manajemen • Harmonization and consolidation of business processes

	Horizon 1: "Set up Pondasi Sistem Manajemen" Horizon 1: "Setting up Management System Foundation"	**Horizon 2: "Penyelarasan Standard Sistem Manajemen"** Horizon 2: "Alignment of Management System Standards"	**Horizon 3: "Internalisasi keseluruhan sistem ke dalam seluruh elemen organisasi"** Horizon 3: "Internalization of all systems into all organizational elements"	**Horizon 4: "Digitalisasi sistem manajemen dan proses bisnis"** Horizon 4: "Digitalization of management system and business processes"	**Horizon 5: "Ratifikasi proses bisnis holding berbasis APQC"** Horizon 5: "Ratification of APQC-based holding business processes"	**Horizon 6: "Integrated Enterprise Excellence & Value Creation"** Horizon 6: "Integrated Enterprise Excellence & Value Creation"
	2013	**2013-2015**	**2015-2018**	**2018-2022**	**2022-2025**	**2025-2028**
		• Mendorong peran Sistem Manajemen dalam meraih WCS. • Membangun budaya dalam implementasi Sistem Manajemen. • Persiapan implementasi di UBOH/UJP. • Alignment Phases of the existing Management system for developing new Management System in accordance with the organization's requirements • Aligning In Power guidelines, Manuals, Business Processes with the Company strategies and policies • Preparing fully integrated documents • Developing IT support system to control, monitor, and evaluate IMS implementation • Supporting Management Systems' role in achieving WCS • Developing a culture in the Management System Implementation • Preparing implementation in O&M Business Unit/ OMU	Integrating Support System for Management System with other Dashboard Management • Continuing constant improvement of the Management System for the betterment of company performance • Developing a culture in the Management System implementation • Implementation of all OMU • Addition of new standards (ISO 26000, ISO 55001) • ISO 50001 and ISO 45000 analysis. • ISO 27001 Implementation Analysis • ISO 22301 Implementation Analysis • Update of new standard system			• Value creation of derivative business process development • Implementation of the Subsidiary's business processes • Developing the Implementation of ISO 37001 and ISO 37301 standards • Encouraging management system version upgrade • Driving improvement of business process integration and management systems
Key Enabler	• Memperkuat tim Implementor IMS. • Membangun sistem BODSL sebagai Key Sponsor. • Kepatuhan terhadap persyaratan sistem manajemen. • Keberhasilan pengelolaan dokumen dan rekaman mutu yang standar. Strengthening the IMS Implementer team • Developing a BODSL system as a Key Sponsor • Compliance with management system requirements • Successful management of standard quality documents and records	• Update Sistem dengan kebutuhan perusahaan dan tuntutan bisnis. • Sistem monitor dan evaluasi. • Standarisasi dokumentasi proses bisnis dan prosedur. • Meningkatkan keahlian SDM dalam implementasi. • Input KPI Kinerja IMS kedalam Pejabat Struktural. • Konsolidasi agen perubahan untuk IP-IMS dan membangun sponsorship. • Updating System based on company requirements and business demands • Monitoring and evaluation systems	• Sistem yang terintegrasi. • Membangun Key Sponsor SMT di setiap bagian. • Perbaikan proses bisnis, aplikasi, sistem kebijakan dan penyelarasan ke dalam IMS. • Integrated system • Developing SMT Key Sponsor at each section • Business process, application, policy system and alignment into IMS	• Digitalisasi Proses Bisnis • Integrasi proses bisnis dengan key elemen standar BPMN. • Digitalization of business processes • Integration of business processes with BPMN standard key elements	• Ratifikasi proses bisnis Holding • Migrasi Proses Bisnis • Implementasi Sistem Manajemen unit kapasitas <100 MW luar Jawa. • Ratification of the holding business process • Migration of business processes • Implementation of Unit Management system for <100 MW capacity outside Java	• Proses bisnis derivative • Implementasi proses bisnis Anak Perusahaan • Implementasi ISO 37001 & ISO 37301 • Upgrade Version Sistem Manajemen • Derivative business processes • Implementation of the Subsidiary's business processes • Implementation of ISO 37001 & ISO 37301 • Upgrade Version of Management System

	Horizon 1: "Set up Pondasi Sistem Manajemen" Horizon 1: "Setting up Management System Foundation"	Horizon 2: "Penyelarasan Standard Sistem Manajemen" Horizon 2: "Alignment of Management System Standards"	Horizon 3: "Internalisasi keseluruhan sistem ke dalam seluruh elemen organisasi" Horizon 3: "Internalization of all systems into all organizational elements"	Horizon 4: "Digitalisasi sistem manajemen dan proses bisnis" Horizon 4: "Digitalization of management system and business processes"	Horizon 5: "Ratifikasi proses bisnis holding berbasis APQC" Horizon 5: "Ratification of APQC-based holding business processes"	Horizon 6: "Integrated Enterprise Excellence & Value Creation" Horizon 6: "Integrated Enterprise Excellence & Value Creation"
	2013	2013-2015	2015-2018	2018-2022	2022-2025	2025-2028
		• Standardization of business process and procedure documentation • Improving Human Capital's skills in the implementation • Inputting KPI for IMS Performance for Officials • Consolidating change agents for PLN IP-IMS and building sponsorship				

Hirarki Dokumen PLN IP-IMS

Document Hierarchy of PLN IP-IMS

Hirarki Dokumen PLN IP-IMS dirancang berdasarkan framework dari American Productivity and Quality Center (APQC), yaitu *Process Classification Framework* (PCF). PCF merupakan *framework* yang digunakan untuk mengklasifikasikan proses bisnis, dimana fokusnya adalah pada proses bisnis apa yang perlu dilakukan, bukan bagaimana melaksanakannya. PCF mengelompokkan proses bisnis ke dalam lima level, yaitu:

1. Proses Bisnis Level 1 (Kategori)
2. Proses Bisnis Level 2 (Kelompok Proses)
3. Proses Bisnis Level 3 (Proses)
4. Proses Bisnis Level 4 (Aktivitas)
5. Proses Bisnis Level 5 (Tugas)

Setiap level menjelaskan detail dari level yang lebih tinggi, sehingga semakin tinggi levelnya, semakin umum atau generik proses bisnis yang dijelaskan. APQC tidak mengharuskan setiap level dijelaskan melalui alur proses atau prosedur kerja tertulis, karena PCF bertujuan sebagai alat untuk mendefinisikan kebutuhan proses bisnis. Namun, di PLN Indonesia Power, mulai dari level 4 dan 5, proses bisnis dijelaskan melalui prosedur tertulis untuk memastikan bahwa organisasi dapat menjalankan proses bisnis sesuai dengan kebutuhan operasional. Kebijakan ini diatur dalam Manual IMS, dan Hirarki Dokumen IMS berfokus pada level 4 dan 5 dari PCF APQC.

The Document Hierarchy of PLN IP-IMS is designed based on the framework of the American Productivity and Quality Center (APQC), namely the Process Classification Framework (PCF). PCF is a framework used to classify business processes, where the focus is on what business processes need to be done, not how to implement them. PCF groups business processes into five levels, namely:

1. Business Process Level 1 (Category)
2. Business Process Level 2 (Process Group)
3. Business Process Level 3 (Process)
4. Business Process Level 4 (Activity)
5. Business Process Level 5 (Duty)

Each level explains the details of the higher level, therefore, the higher the level, the more general or generic the business process described. APQC does not require each level to be explained through a process flow or written work procedure, because PCF is intended as a tool to define business process needs. However, at PLN Indonesia Power, starting from levels 4 and 5, business processes are explained through written procedures to ensure that the organization can run business processes according to operational needs. This policy is set out in the IMS Manual, and the IMS Document Hierarchy focuses on levels 4 and 5 of the APQC PCF.

PLN Indonesia Power secara berkala mengkaji ulang isi dokumen PLN IP-IMS setahun sekali dalam rangka memastikan kesesuaian proses kerja aktual dengan dokumentasi PLN IP-IMS yang tersedia. Kaji ulang mencakup dokumen, audit sistem dan tinjauan manajemen dengan lingkup kebijakan, sasaran dan proses-proses di dalamnya untuk menjamin efektivitas dan konsistensi kebijakan dan rencana bisnis perusahaan, dan merespon terhadap perubahan harapan pelanggan, perundang-undangan persyaratan lainnya, tata kelola Perusahaan serta perkembangan ilmu pengetahuan dan teknologi untuk relevansi dan konsistensi terhadap perencanaan strategi Perusahaan.

PLN Indonesia Power periodically reviews the contents of PLN IP-IMS document once a year in order to ensure the conformity of the actual work process with the available PLN IP-IMS documentation. The review includes documents, system audits, and management reviews with the scope of policies, objectives, and processes therein to ensure the effectiveness and consistency of the Company's policies and business plans and respond to changes in customer expectations, other regulatory requirements, corporate governance and developments in science and technology for relevance and consistency to the Company's strategic planning.

Implementasi PLN IP-IMS Tahun 2025

Implementasi PLN IP-IMS Tahun 2025

Di tahun 2025 kegiatan implementasi PLN IP-IMS antara lain:

1. **Perluasan Lingkup ISO 37001:2016 ke 8 Unit** : Ekspansi penerapan ISO 37001:2016 dilakukan ke 8 unit yaitu UBP ASM, TIR, SKW, TLO, KRI, BKL, JMB, BKT. Total Unit yang menerapkan ISO 37001 adalah 31 unit *Workshop* Integrasi Aset Manajemen ke Proses Bisnis dan Forum PLN IP-IMS
2. **Perluasan Lingkup SMK3 ke 4 Unit & 10 Sub Unit dan Set Up 2 Sub Unit** : Ekspansi penerapan SMK3 untuk unit yang baru UBP JTG, UBP BTO - Sub Unit Tambun Bungai dan UBP PMU untuk Sub Unit – Sub Unit nya (8 Sub Unit).
3. **Sertifikasi ISO 37301 : 2021 ke HO dan Penerapan 9 Unit** : Sertifikasi untuk Head Office (HO) dan penerapan Sistem SMK UBP BLI, UBP SGL, UBP SLA, UBP KMJ, UBP MRC, UBH, UBP PRO, UBP SMG dan UBP GRT.
4. ***Upgrade* ISO 27001:2013 ke versi ISO 27001:2022** : Upgrade Sistem Manajemen Keamanan Informasi ISO 27001 versi 2013 menjadi versi 2022.
5. **Penambahan ISO 9001:2015 UBP JTG dan ISO 45001:2018 UBP BRU** : Penambahan sertifikasi untuk ISO 9001:2015 di UBP Jatigede dan sertifikasi ISO 45001:2018 di UBP Barru.

In 2025, PLN IP-IMS implementation activities included:

1. **Expansion of ISO 37001:2016 Scope to 8 Units:** The expansion of ISO 37001:2016 implementation was carried out to 8 units, namely GBU ASM, TIR, SKW, TLO, KRI, BKL, JMB, BKT. The total number of units that implement ISO 37001 is 31 units. Workshop on the Integration of Management Assets into Business Processes and PLN IP-IMS Forum
2. **Expansion of OHSMS Scope to 4 Units & 10 Sub Units and Set Up 2 Sub Units**: Expansion of OHSMS for new units GBU JTG, GBU BTO - Tambun Bungai Sub Unit and GBU PMU for its Sub Units (8 Sub Units).
3. **ISO 37301: 2021 Certification to HO and Implementation of 9 Units**: Certification for Head Office (HO) and the implementation of SMK GBU BLI, GBU SGL, GBU SLA, GBU KMJ, GBU MRC, MBU, GBU PRO, GBU SMG and GBU GRT systems.
4. **Upgrade ISO 27001:2013 to ISO 27001:2022 version**: Upgrade the ISO 27001 Information Security Management System version 2013 to the 2022 version.
5. **Addition of ISO 9001:2015 GBU JTG and ISO 45001:2018 GBU BRU**: Addition of certification for ISO 9001:2015 at UBP Jatigede and ISO 45001:2018 certification at UBP Barru.

Pengembangan dan Inovasi Teknologi Pembangkitan

Power Generation Technology Development and Innovation

Pengembangan dan inovasi pembangkitan menjadi hal yang penting mengingat bidang usaha yang dijalankan Perusahaan terutama memproduksi energi listrik. Keandalan pembangkit menjadi salah satu tujuan dalam operasional PLN Indonesia Power dalam penyediaan energi listrik. Bahkan di bidang jasa, Perusahaan juga mengoperasikan dan melakukan perawatan pembangkit. PLN Indonesia Power tidak hanya bertanggung jawab dalam menyediakan listrik, tetapi juga dalam menghadirkan solusi energi yang berkelanjutan untuk menghadapi perubahan iklim. Oleh karena itu, inovasi yang dilakukan berfokus pada penyediaan energi yang lebih bersih dan ramah lingkungan untuk menghadapi tantangan pemanasan global.

The development and innovation of power generation is essential, considering that the Company's core business revolves around producing electrical energy. Power plant reliability is one of the key operational goals of PLN Indonesia Power in ensuring consistent supply of electricity. Even in the service sector, the Company is actively involved in the operation and maintenance of power plants. PLN Indonesia Power is not only responsible for providing electricity but also for delivering sustainable energy solutions to address climate change. Therefore, its innovations are focused on delivering cleaner and more environmentally friendly energy to meet the challenges of global warming.

PLN Indonesia Power ingin mengambil peran kunci dalam pengurangan emisi karbon. Salah satu langkah inovatif yang dilakukan adalah program *co-firing* di pembangkit listrik, dengan berbagai alternatif energi bersih seperti *hydrogen*, *ammonia* dan *biomass*. Program ini merupakan bagian dari strategi dekarbonisasi nasional dan upaya mewujudkan target NZE. Selain itu, PLN Indonesia Power juga mengembangkan proyek energi hijau melalui pembangunan *Green Hydrogen Plant* (GHP).

PLN Indonesia Power aims to take a key role in carbon emission reduction. One of its innovative initiatives is the cofiring program at power plants, utilizing various clean energy alternatives such as hydrogen, ammonia, and biomass. This program is part of the national decarbonization strategy and supports efforts to achieve the NZE target. In addition, PLN Indonesia Power is also advancing green energy projects through the development of a Green Hydrogen Plant (GHP).

PLN Indonesia Power senantiasa melakukan inovasi bisnis untuk memiliki peran di pasar global salah satunya dengan menginisiasi program-program pengembangan baik pengembangan pembangkitan tenaga listrik hijau. Melalui kerjasama dengan perusahaan dalam negeri/luar negeri, lembaga riset, atau pemerintah di negara-negara yang menjadi target pasar dengan skema *joint operation* atau skema *joint research* baik di dalam maupun luar negeri.

PLN Indonesia Power continuously creates business innovations to have a role in the global market, one of which is by initiating development programs for the development of green power generation. Through cooperation with domestic/foreign companies, research institutions, or governments in target markets with joint operation schemes or joint research schemes both domestically and abroad.

Program Riset/Penelitian Teknologi Pembangkit

Power Generation Technology Research Program

Pada tahun 2025, PLN Indonesia Power menyusun program riset/penelitian teknologi pembangkit di beberapa unit pembangkit diantaranya:

In 2025, PLN Indonesia Power developed a research program focused on power generation technology in several power plant units, including:

Program Pengembangan Teknologi Energi Terbarukan
Renewable Energy Technology Development Program

Uji Biomass *High Ratio Co-firing* (HRC) untuk PLTU
High Ratio Co-firing (HRC) Biomass Test for SPP

Merupakan pengujian *biomass co-firing* dengan rasio tinggi (*high ratio co-firing*) penggunaan biomassa sebagai bahan bakar PLTU. Pada uji coba ini, PLTU berdasarkan jenis boiler diuji menggunakan 10 sampai 100 persen (%) biomassa sebagai bahan bakar, seperti *wood pellet* di PLTU Lontar dan cangkang sawit di PLTU Bengkayang, untuk menguji kinerja pembakaran, kestabilan operasi, efisiensi dan emisi yang dihasilkan pembangkit. Program ini menjadi bagian dari strategi transisi energi untuk mengurangi ketergantungan pada batubara dengan menggantinya secara bertahap menggunakan bahan bakar terbarukan.

It is a high ratio co-firing biomass test using biomass as SPP fuel. In this trial, SPP based on the type of boiler was tested using 10 to 100 percent (%) biomass as fuel, such as wood pellets at SPP Lontar and palm oil shells at SPP Bengkayang, to test the combustion performance, operating stability, efficiency and emissions produced by the plant. This program is part of an energy transition strategy to reduce dependence on coal by gradually replacing it with renewable fuels.

Ammonia Co-firing di PLTU Labuan
Ammonia Co-firing at SPP Labuan

Program Uji Coba *Ammonia Co-firing* pada PLTU Labuan hingga 3% volume merupakan proyek percontohan untuk menguji kelayakan teknis dan operasional penggunaan amonia (NH_3) sebagai bahan bakar campuran (*co-firing*) dengan batu bara dalam PLTU. *Ammonia* dipilih sebagai bahan bakar alternatif karena tidak mengandung karbon (C-*free fuel*) sehingga tidak menghasilkan emisi CO_2 saat dibakar. Dalam uji coba ini, hingga 3% volume amonia akan dicampurkan dengan batu bara dalam proses pembakaran boiler di PLTU Labuan. Program ini bertujuan untuk mengukur dampak penggunaan amonia terhadap efisiensi pembangkit, stabilitas pembakaran, emisi gas buang serta kompatibilitas dengan peralatan eksisting. Program ini bekerjasama dengan Pupuk Kujang dan IHI Corporation Japan. Selain itu, PLN Indonesia Power juga bekerjasama dengan Universitas Gadjah Mada (UGM) untuk kajian aspek keselamatan proses utilisasi amonia sebagai bahan bakar *co-firing* di PLTU batubara.

The Ammonia Co-firing Trial Program at SPP Labuan up to 3% volume is a pilot project to test the technical and operational feasibility of using ammonia (NH_3) as a co-firing fuel mixed with coal in SPP. Ammonia was chosen as an alternative fuel because it does not contain carbon (C-free fuel), and therefore, it does not produce CO_2 emissions when burned. In this trial, up to 3% of the volume of ammonia was mixed with coal during the combustion process in the boiler at SPP Labuan. This program aims to measure the impact of ammonia use on plant efficiency, combustion stability, exhaust gas emissions and compatibility with existing equipment. This program is in collaboration with Pupuk Kujang and IHI Corporation Japan. In addition, PLN Indonesia Power also collaborates with Gadjah Mada University (UGM) to study the safety aspects of ammonia utilization process as co-firing fuel at coal-SPP.

Hasil pengujian menunjukkan adanya peningkatan performa *boiler* PLTU sehingga menghasilkan penurunan pemakaian batubara. Sejalan dengan ini, emisi karbon yang dihasilkan PLTU selama pengujian *co-firing* ini juga menurun. Ada kenaikan emisi NOx yang tidak signifikan dan masih dalam ambang batas emisi yang diijinkan. Ini menunjukkan bahwa amonia sangat berpotensi dimanfaatkan sebagai energi hijau masa depan pengganti energi fosil.

The test results showed an increase in the performance of SPP boiler, resulting in a decrease in coal consumption. In line with this, the carbon emissions produced by the SPP during this co-firing test also decreased. There was an increase in NOx emissions that was not significant and was still within the permissible emission threshold. This shows that ammonia has the potential to be harnessed as a future green energy replacement for fossil energy.

Scale-up Hydrogen Co-firing dengan Natural Gas di PLTDG Pesanggaran

Scale-up of Hydrogen Co-firing with Natural Gas in DGPP Pesanggaran

Hydrogen Co-firing adalah sebuah uji coba untuk mencampurkan hidrogen dengan bahan bakar utama dalam proses pembangkitan listrik. *Hydrogen Co-firing* bertujuan untuk mengurangi emisi karbon dengan menggantikan sebagian bahan bakar fosil dengan hidrogen, yang merupakan bahan bakar rendah emisi. Sebelumnnya, PLN IP telah berhasil melakukan pengujian *co-firing* pada rasio 2% di tahun 2022 dan 7% di tahun 2025. Pada tahun 2025, dilakukan *scale-up* pengujian untuk mengetahui batas maksimum jumlah hidrogen yang dapat diinjeksi dengan natural gas pada mesin PLTDG Pesanggaran. Uji coba kali ini dilakukan dengan menginjeksikan hidrogen ke dalam sistem pembakaran pada proporsi 23% dari total bahan bakar yang digunakan. Proses ini memerlukan modifikasi pada sistem injeksi bahan bakar, serta pemantauan efisiensi dan keamanan operasional. Dalam *co-firing* ini, *Automatic Flow Control and Pressure Regulating System* (AFC-PRS) berbasis kontrol elektronik adalah salah satu inovasi yang yang diterapkan untuk meningkatkan akurasi, efisiensi dan keamanan pada proses *feeding* hidrogen ke pipa natural gas untuk dilakukan proses *mixing* sebelum masuk ke *engine* PLTDG.

Hydrogen co-firing is a trial that involves mixing hydrogen with the primary fuel in the power generation process. The purpose of hydrogen co-firing is to reduce carbon emissions by partially replacing fossil fuels with hydrogen, which is a low-emission fuel. Previously, PLN IP had successfully conducted co-firing tests at a ratio of 2% in 2022 and 7% in 2025. In 2025, a scale-up test was carried out to determine the maximum limit of the amount of hydrogen that can be injected with natural gas in DGPP Pesanggaran engine. This trial was carried out by injecting hydrogen into the combustion system at a proportion of 23% of the total fuel used. This process requires modifications to the fuel injection system, and monitoring of operational efficiency and safety. In this co-firing, the electronically control-based Automatic Flow Control and Pressure Regulating System (AFC-PRS) is one of the innovations applied to improve the accuracy, efficiency and safety of the process of feeding hydrogen into the natural gas pipeline to be mixed before entering the DGPP engine.

Co-firing dilakukan pada beberapa variasi beban yaitu 75%, 85% dan 100% dan didapatkan rasio *co-firing* maksimum yaitu 23% pada 75% *load*, 22% pada 85% load dan 17% pada 100% *load*. Pada pengujian ini didapatkan kenaikan efisiensi mesin sebesar 5% saat pengujian dan juga adanya penurunan emisi karbon sebagai dampak positif dari penurunan pemakaian bahan bakar gas selama pengujian *co-firing*.

Co-firing was carried out at several load variations, namely 75%, 85% and 100% and the maximum co-firing ratio is obtained which is 23% at 75% load, 22% at 85% load and 17% at 100% load. In this test, there was an increase in engine efficiency of 5% during the test and also a decrease in carbon emissions as a positive impact of the reduction in gas fuel consumption during co-firing testing.

Prototyping Battery Energy Storage System (BESS) 5 kWh (*small scale residential*)

Prototyping Battery Energy Storage System (BESS) 5 kWh (small scale residential)

Merupakan program pembuatan *prototype Battery Energy Storage System* (BESS) kapasitas 5 kWh (*small scale residential*) dengan menggunakan *Detail Engineering Design* (DED) karya anak bangsa (kerjasama dengan Universitas Sebelas Maret), serta melakukan penyusunan proposal produk BESS yang sudah dibuat agar memperoleh identifikasi dan analisa sebagai potensi bisnis *beyond* kWh.

It is a program to make a prototype of a Battery Energy Storage System (BESS) with a capacity of 5 kWh (small scale residential) using Detail Engineering Design (DED) by the nation's young generation (in collaboration with Sebelas Maret University), as well as preparing BESS product proposals that have been made in order to obtain identification and analysis as a business potential beyond kWh.

Tujuan program ini diantaranya adalah:

1. Meningkatkan kompetensi pegawai terkait alih teknologi BESS melalui *hands-on* pembuatan *prototype*, karena BESS termasuk teknologi baru di lingkungan Perusahaan dan pada RUPTL cukup masif penggunaannya.
2. Mendapatkan produk teknologi BESS yang dikembangkan secara mandiri dengan harapan dapat mengurangi ketergantungan impor.

The objectives of this program include:

1. Improving employee competence related to BESS technology transfer through hands-on prototyping, because BESS is a new technology within the Company and at the RUPTL is quite massive in its use.
2. Getting BESS technology products that are developed independently in the hope of reducing import dependence.

3. Melakukan pengujian & pengoperasian *prototype* di tempat/lingkungan yang sesungguhnya (*pilot plant*), dan
4. Memastikan produk yang telah dikembangkan, dibuat dan diterima oleh pengguna (pasar) untuk dapat dijadikan potensi bisnis dalam bentuk proposal produk.

3. Conducting testing and operation of prototypes in a real place/environment (pilot plant), and
4. Ensuring that products that have been developed, made and accepted by users (market) can be used as business potential in the form of product proposals.

Program Pengembangan Teknologi Lainnya
Other Technology Development Programs

Kajian Kelayakan Implementasi *Flexible Generation*
Feasibility Study of Flexible Generation Implementation

Dalam menghadapi perkembangan kebutuhan sistem kelistrikan nasional yang semakin dinamis, peran Pembangkit Listrik Tenaga Uap (PLTU) dituntut untuk lebih adaptif, efisien, dan responsif terhadap fluktuasi beban serta integrasi energi baru dan terbarukan (EBT) yang semakin tinggi. Salah satu pendekatan strategis yang tengah dikembangkan adalah implementasi *Flexible Generation*, yaitu kemampuan pembangkit untuk beroperasi secara fleksibel dengan merespon perubahan permintaan beban secara cepat dan efisien.

In responding the development of the increasingly dynamic needs of the national electricity system, the role of Steam Power Plants (SPP) is required to be more adaptive, efficient, and responsive to load fluctuations as well as the integration of new and renewable energy (NRE), which is increasingly high. One of the strategic approaches that is being developed is the implementation of Flexible Generation, which is the ability of plants to operate flexibly by responding quickly and efficiently to changes in load demand.

PLTU yang selama ini dikenal sebagai base load power plant dengan operasi yang stabil dan kontinyu, kini dihadapkan pada tantangan untuk dapat melakukan *ramp-up* dan *ramp-down*, *start-up* serta *shutdown* dalam waktu yang lebih singkat, tanpa mengorbankan efisiensi maupun umur peralatan. Hal ini menjadi sangat penting mengingat peningkatan penetrasi EBT seperti PLTS dan PLTB yang memiliki sifat intermitten dan beroperasi tidak dapat diprediksi secara penuh.

SPP, which have been known as base load power plants with stable and continuous operation, are now faced with the challenge of being able to ramp-up and ramp-down, start-up and shutdown in a shorter time, without sacrificing efficiency and equipment life. This is very important considering that the increase in NRE penetration such as SoPP and WPP which have intermittent properties and operate cannot be fully predicted.

Oleh karena itu, diperlukan studi teknis dan strategi implementasi yang matang guna mentransformasi PLTU konvensional menjadi pembangkit yang fleksibel, tanpa mengganggu keandalan sistem dan tetap memenuhi aspek keekonomian. Dilakukan studi kelayakan (*Feasibility Study*) untuk memperoleh analisis kelayakan teknis, ekonomi, lingkungan, serta operasional dalam rangka mendukung implementasi *Flexible Generation* pada PLTU Suralaya Unit 2. Studi ini bertujuan menghasilkan kajian komprehensif yang menjadi dasar dalam pengambilan keputusan implementasi *flexible generation* pada pembangkit di lingkungan PLN IP.

Therefore, a thorough technical study and implementation strategy is needed to transform conventional SPP into flexible power plants, without disrupting the reliability of the system and still meeting economic aspects. A feasibility study was conducted to obtain a technical, economic, environmental, and operational feasibility analysis in order to support the implementation of Flexible Generation at SPP Suralaya Unit 2. This study aims to produce a comprehensive study that is the basis for decision-making on the implementation of Flexible Generation in power plants within PLN IP.

Pengembangan Model Prescriptive Analytics di PLTU Suralaya dan PLTA Singkarak

Development of Prescriptive Analytics Model at SPP Suralaya and HPP Singkarak

Kegiatan ini bertujuan membuat analisis yang lebih *advance* berbasis *machine learning* dengan memanfaatkan data historis pembangkit untuk membantu pengambilan keputusan agar dapat mengurangi kegagalan peralatan yang tidak terencana. Analisis preskriptif mengkombinasikan model prediktif dan teknik optimasi untuk mengeluarkan rekomendasi tindakan yang harus dilakukan berdasarkan *Failure Mode and Effect Analysis* (FMEA) sesuai ISO 14224. Rekomendasi yang dihasilkan kemudian dikeluarkan secara otomatis berdasarkan prediksi anomali yang terdeteksi untuk dieksekusi oleh tim di lapangan.

This activity aims to make a more advanced analysis based on machine learning by utilizing historical data from the plant to help make decisions in order to reduce unplanned equipment failures. Prescriptive analysis combines predictive models and optimization techniques to issue recommendations for actions to be taken based on Failure Mode and Effect Analysis (FMEA) according to ISO 14224. The resulting recommendations are then issued automatically based on the predictions of detected anomalies for execution by the team in the field.

Model *prescriptive analytics* dikembangkan di PLTA Singkarak Unit 1-4 pada peralatan *Generator - Turbine* dan PLTU Suralaya unit 1-3 pada peralatan *Generator Transformer* (GT). Penerapan model di generator-turbin PLTA Singkarak digunakan untuk menganalisis anomali pada stator, *turbine guide bearing*, dan *thrust bearing*. Sementara penerapan model di GT PLTU Suralaya digunakan untuk analisis anomali pada *bushing*, *core*, dan *oil transformer*.

The prescriptive analytics model was developed at HPP Singkarak Unit 1-4 on the Generator - Turbine equipment and SPP Suralaya unit 1-3 on the Generator Transformer (GT) equipment. The application of the model in the Generator - Turbine of HPP Singkarak was used to analyze anomalies in the stator, turbine guide bearing, and thrust bearing. Meanwhile, the application of the model at GT of SPP Suralaya is used for anomaly analysis in the bushing, core, and oil transformer.

Pre-Feasibility Study Carbon Capture & Storage (CCS) di PLTU Pangkalan Susu

Pre-Feasibility Study of Carbon Capture & Storage (CCS) at SPP Pangkalan Susu

Dalam rangka mendukung upaya transisi energi dan pengurangan emisi karbon, penerapan teknologi *Carbon Capture and Storage* (CCS) menjadi salah satu strategi utama dalam operasional Pembangkit Listrik Tenaga Uap (PLTU) berbasis batubara. Teknologi ini bertujuan untuk menangkap emisi karbon dioksida (CO_2) dari flue gas PLTU hasil dari proses pembakaran batu bara yang kemudian menyimpannya secara permanen (*storage*) guna mengurangi dampak lingkungan. Kajian berfokus di PLTU Pangkalan Susu unit 1-4 yang mencakup berbagai aspek teknis (teknologi carbon *capture post-combustion*, transportasi CO_2, dan potensi lokasi penyimpanan CO_2), aspek finansial dan keekonomian, dan aspek lingkungan guna menilai kelayakan implementasi teknologi CCS.

In order to support energy transition efforts and reduce carbon emissions, the application of Carbon Capture and Storage (CCS) technology is one of the main strategies in the operation of coal-based Steam Power Plants (SPP). This technology aims to capture carbon dioxide (CO_2) emissions from SPP flue gas resulting from the coal burning process and then store it permanently (storage) to reduce environmental impact. The study focuses on SPP Pangkalan Susu unit 1-4 which cover various technical aspects (post-combustion carbon capture technology, CO_2 transportation, and potential CO_2 storage locations), financial and economic aspects, and environmental aspects to assess the feasibility of implementing CCS technology.

Aset Pembangkitan
Power Generation Assets

PLN Indonesia Power bergerak di bidang pembangkitan tenaga listrik, sehingga aspek tata kelola dan pemeliharaan pembangkit menjadi hal yang sangat diperhatikan demi tercapainya keandalan pembangkit untuk memenuhi target produksi tenaga listrik yang telah ditetapkan. PLN Indonesia Power mendukung transisi energi nasional melalui pengembangan pembangkit listrik yang lebih bersih, efisien, dan berkelanjutan. Melalui implementasi Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) 2025–2034, perusahaan menyiapkan pengembangan 268 proyek pembangkit listrik dengan total kapasitas tambahan mencapai 30.276,2 MW yang tersebar di berbagai wilayah Indonesia.

PLN Indonesia Power operates in the field of electricity generation, making governance and power plant maintenance crucial aspects to ensure the reliability of its plants in meeting the predetermined electricity production targets. PLN Indonesia Power supports the national energy transition through the development of power plant that is cleaner, more efficient, and sustainable. Through the implementation of the 2025–2034 Electricity Supply Business Plan (RUPTL), the Company is preparing the development of 268 power plant projects with a total additional capacity of 30,276.2 MW spread across various regions of Indonesia.

Rencana pengembangan pembangkit ini merupakan bagian dari transformasi strategis PLN Indonesia Power untuk menghadirkan sistem pembangkitan yang semakin ramah lingkungan. PLN Indonesia Power berkomitmen untuk menjadi salah satu penggerak utama transisi energi nasional. Melalui pengembangan pembangkit baru yang semakin didominasi energi baru terbarukan serta upaya dekarbonisasi pembangkit eksisting. Dalam peta jalan menuju *Net Zero Emission* (NZE) 2060, PLN IP menargetkan transformasi kapasitas pembangkit secara bertahap dari sekitar 23 GW pada 2025 menjadi sekitar 107 GW pada 2060. Transformasi ini dilakukan melalui dua inisiatif utama, yaitu pengembangan pembangkit baru dengan emisi rendah hingga nol karbon serta optimalisasi pembangkit eksisting agar lebih efisien dan rendah emisi.

This plant development plan is part of PLN Indonesia Power's strategic transformation to provide an increasingly environmentally friendly generation system. PLN Indonesia Power is committed to becoming one of the main drivers of the national energy transition. Through the development of new power plants that are increasingly dominated by new and renewable energy and efforts to decarbonize existing plants. In the roadmap towards Net Zero Emission (NZE) 2060, PLN IP targets a gradual transformation of generation capacity from around 23 GW in 2025 to around 107 GW in 2060. This transformation is carried out through two main initiatives, namely the development of new plants with low to zero carbon emissions and the optimization of existing plants to be more efficient and low emission.

Aset Pembangkitan *Existing*
Existing Power Generation Assets

Aset Pembangkit yang dimiliki oleh Indonesia Power meliputi Pembangkit Listrik Tenaga Uap (PLTU), Pembangkit Listrik Tenaga Gas (PLTG), Pembangkit Listrik Tenaga Gas dan Uap (PLTGU), Pembangkit Listrik Tenaga Air (PLTA), Pembangkit Listrik Tenaga Diesel (PLTD), Pembangkit Listrik Tenaga Diesel Gas (PLTDG), Pembangkit Listrik Tenaga Minyak Gas (PLTMG), Pembangkit Listrik Tenaga Surya (PLTS) dan Pembangkit Listrik Tenaga Panas Bumi (PLTP). Sampai dengan tahun 2025, PLN Indonesia Power memiliki pembangkit yang sudah beroperasi sebanyak 429 unit mesin dan tersebar di 33 Unit Bisnis Pembangkit (UBP).

The generation assets owned by Indonesia Power include Steam Power Plants (SPP), Gas Power Plants (GPP), Combined Cycle Power Plants (CCPP), Hydroelectric Power Plants (HPP), Diesel Power Plants (DPP), Diesel Gas Power Plant (DGPP), Oil and Gas Power Plant (OGPP), Solar Power Plant (SPP) and Geothermal Power Plants (GPP). As of 2025, PLN Indonesia Power operates a total of 429 Operating Generators spread across 33 Generation Business Unit (UBP).

Proyek Pengembangan Pembangkitan
Power Generation Development Project

Selain berfokus pada pengelolaan pembangkit existing, PLN Indonesia Power sampai dengan tahun 2025 melakukan pengembangan pembangkit berikut:

In addition to focusing on the management of existing power plants, as of 2025 PLN Indonesia Power has been developing the following power plants:

Progress Proyek Pembangkit *Thermal*
Progress of Thermal Power Plant Projects

No	Nama Proyek Project Name	Kapasitas Terpasang (MW) Installed Capacity	Tahap Proyek di tahun 2025 Project Stage in 2025
1.	BMPP Kolaka II / Nusantara 2	60	COD
2.	PLTU Jawa 9 SPP Jawa 9	1000	COD
3.	PLTU Jawa 10 SPP Jawa 10	1000	COD
4.	PLTMG Bali GEPP Bali	200	Lelang Auction

Sedangkan untuk pengembangan pembangkit EBT adalah sebagai berikut:

Meanwhile, the development of renewable energy (NRE) power plants includes the following stages:

Progress Proyek Pembangkit *Thermal*
Progress of NRE Power Plant Projects

No	Nama Proyek Project Name	Kapasitas Terpasang (MW) Installed Capacity	Tahap Proyek di tahun 2025 Project Stage in 2025
1.	PLTM Harjosari MHPP Harjosari	9,9	Konstruksi Construction
2.	PLTS Terapung Saguling SoPP Terapung Saguling	60	Konstruksi Construction
3.	PLTS Terapung Jatigede SoPP Terapung Jatigede	100	Pengadaan Procurement
4.	PLTS Terapung Kedungombo SoPP Terapung Kedungombo	100	Pengadaan Procurement
5.	PLTS Terapung Gajahmungkur SoPP Terapung Gajahmungkur	100	Pengadaan Procurement
6.	PLTS Banyuwangi SoPP Banyuwangi	100	Pengadaan Procurement
7.	PLTS Pasuruan SoPP Pasuruan	100	Pengadaan Procurement
8.	PLT Hybrid Nusa Penida (PLTS) Nusa Penida Hybrid Power Plant (SoPP)	4,5	Pengadaan Procurement
9.	PLT Hybrid Nusa Penida (BESS) Nusa Penida Hybrid Power Plant (SoPP)	7,5	Pengadaan Procurement
10.	PLTA Poigar-2 HPP Poigar-2	30	Pengadaan Procurement
11.	PLTS Terapung Singkarak SoPP Terapung Singkarak	50	Pengadaan Procurement
12.	PLTP Hululais GPP Hululais	55	Pengadaan Procurement
13.	PLTA Kalseltengtimra HPP Kalseltengtimra	200	Pengadaan Procurement
14.	PLTP Ulubelu Binary Unit GPP Ulubelu Binary Unit	30	Pengadaan Procurement
15.	PLTP Lahendong Binary Unit GPP Lahendong Binary Unit	15	Pengadaan Procurement
16.	PLTB Sulbagsel WPP Sulbagsel	60	Pengadaan Procurement
17.	PLTB Aceh WPP Aceh	55	Pengadaan Procurement
18.	PLTS + BESS Buleleng SoPP + BESS Buleleng	50	Pengadaan Procurement
19.	PLTS Banjar SoPP Banjar	100	Pengadaan Procurement

Pengembangan pembangkitan EBT salah satunya adalah komitmen PLN Indonesia Power dalam rangka menjaga mutu lingkungan.

One of the developments in NRE generation is PLN Indonesia Power's commitment to maintaining environmental quality.

PLN Indonesia Power saat ini memfokuskan pembangunan untuk Proyek Prioritas P0 dan P0'. Penentuan suatu proyek ditentukan masuk ke dalam kategori P0' atau P0 dilakukan menggunakan metode Analytical Hierarchy Process (AHP) dengan empat faktor penilaian utama:

1. *Progress* Proyek: Proyek yang sudah berada dalam tahap Konstruksi (skor tertinggi 10) atau status *Committed* (skor 7) di mana pengembang dan pendanaan sudah jelas
2. Fungsi dan Kebutuhan: Proyek yang sangat mendesak untuk melayani Pelanggan Tegangan Tinggi (KTT) yang sudah memiliki kontrak (SPJBTL) atau untuk mengatasi Ancaman Pemadaman dan defisit daya pada sistem
3. Target Operasi (COD): Memiliki jadwal operasional (*Commercial Operation Date*) yang paling dekat, yaitu pada tahun 2025 atau 2026
4. *Engineering Judgement* (Faktor Tambahan): Memberikan penilaian lebih detil berdasarkan kondisi khusus di lapangan.

PLN Indonesia Power is currently focusing on development for P0 and P0' Priority Projects. The determination of a project to be classified as P0' or P0 is carried out using the Analytical Hierarchy Process (AHP) method with four main assessment factors:

1. Project Progress: Projects that are already in the Construction stage (highest score 10) or Committed status (score 7) where the developer and funding are clear
2. Functions and Needs: Projects that are particularly urgent to serve a High Voltage Customer (KTT) that already has a contract (SPJBTL) or to address the Threat of Blackouts and power deficits in the system
3. Target Operation (COD): Have the closest operational schedule (Commercial Operation Date), which is in 2025 or 2026
4. Engineering Judgement (Additional Factors): Provide a more detailed assessment based on specific conditions in the field.

Dengan Demikian secara definitif Proyek Prioritas P0' adalah proyek yang memiliki target COD yang mendesak, progres yang sudah matang, dan kebutuhan sistem yang kritikal (mencegah pemadaman atau melayani pelanggan kontrak) dan Proyek Prioritas P0 secara definitif adalah Proyek yang tetap menjadi fokus utama perusahaan, namun mungkin memiliki jadwal operasi yang sedikit lebih jauh atau masih dalam tahap pendanaan/pengadaan, meskipun secara fungsi tetap kritikal bagi kebutuhan sistem.

Thus, definitively P0 Priority Projects are projects that have urgent COD targets, mature progress, and critical system needs (preventing blackouts or serving contract customers) and P0 Priority Projects are definitively projects that remain the company's main focus, but may have a slightly further operating schedule or are still in the funding/procurement stage, although functionally it remains critical to the needs of the system.

Terdapat 32 proyek pembangkit P0 dan P0' yang tersebar di beberapa wilayah Indonesia dengan dominasi PLTMG (19 proyek), diikuti PLTG/U (7 proyek), PLTS (3 proyek), BESS (2 Proyek) dan PLTB (1 proyek). Total kapasitas mencapai sekitar 2.478 MW, didominasi PLTG/U (1.630 MW) dan PLTMG (716 MW). Komposisi proyek masih didominasi energi fosil sebesar 81,25%, sementara EBT sebesar 18,75%. Berdasarkan target COD RUPTL, penambahan kapasitas terbesar direncanakan pada 2026 (1102 MW)–2027 (916 MW), kemudian menurun pada tahun berikutnya 2028 (10 MW)-2029 (450 MW).

There are 32 P0 and P0' power plant projects spread across several regions of Indonesia with the dominance of PLTMG (19 projects), followed by S/GPP (7 projects), SoPP (3 projects), BESS (2 projects) and WPP (1 project). The total capacity reaches around 2,478 MW, dominated by S/GPP (1,630 MW) and GEPP (716 MW). The composition of the project is still dominated by fossil energy at 81.25%, while NRE is at 18.75%. Based on the COD RUPTL target, the largest capacity addition is planned in 2026 (1102 MW)–2027 (916 MW), then decreases in the following year 2028 (10 MW)-2029 (450 MW).

Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

PLTP Lahendong, Sulawesi Utara.
Lahendong GPP, North Sulawesi.

PLN
Indonesia Power

Tinjauan Industri
Industry Overview

Analisis Perekonomian Global
Global Economic Analysis

Berdasarkan laporan *World Economic Outlook* (WEO) April 2026 yang diterbitkan oleh International Monetary Fund (IMF), perekonomian global pada tahun 2025 tumbuh sebesar 3,4%, mencerminkan kondisi ekonomi dunia yang relatif resilien di tengah tingginya ketidakpastian global. Pertumbuhan tersebut didukung oleh masih kuatnya aktivitas konsumsi domestik di sejumlah negara, pemulihan sektor jasa dan manufaktur, serta meningkatnya investasi berbasis teknologi dan digitalisasi di berbagai kawasan. Namun demikian, pertumbuhan ekonomi global tahun 2025 masih berada di bawah rata-rata historis sebelum pandemi, sehingga menunjukkan bahwa proses pemulihan ekonomi dunia belum sepenuhnya merata.

IMF juga mencatat bahwa dinamika ekonomi global sepanjang tahun 2025 dipengaruhi oleh tingginya suku bunga global, ketegangan geopolitik, serta meningkatnya fragmentasi perdagangan internasional. Negara-negara maju seperti Amerika Serikat dan kawasan Eropa mengalami moderasi pertumbuhan akibat kebijakan moneter ketat untuk mengendalikan inflasi, sementara negara berkembang dan *emerging markets* tetap menjadi kontributor utama pertumbuhan ekonomi dunia. Kawasan Asia, khususnya India dan ASEAN, masih menunjukkan pertumbuhan yang relatif kuat didukung oleh konsumsi domestik, investasi infrastruktur, serta transformasi industri berbasis teknologi.

Di sisi lain, IMF menilai inflasi global pada tahun 2025 mulai menunjukkan tren penurunan dibandingkan periode sebelumnya, meskipun masih berada di atas target bank sentral di berbagai negara. Stabilitas harga energi dan mulai membaiknya rantai pasok global menjadi faktor yang membantu meredakan tekanan inflasi. Meski demikian, IMF tetap mengingatkan adanya sejumlah risiko yang perlu diwaspadai, antara lain ketegangan geopolitik, volatilitas harga komoditas, tingginya utang global, serta potensi perlambatan perdagangan internasional yang dapat memengaruhi stabilitas pertumbuhan ekonomi dunia.

Secara keseluruhan, prospek ekonomi global tahun 2025 menunjukkan pertumbuhan yang masih positif dan cukup stabil, meskipun dibayangi oleh berbagai tantangan eksternal dan ketidakpastian global. Ketahanan sektor jasa, perkembangan teknologi digital dan *Artificial Intelligence* (AI), serta meningkatnya aktivitas investasi di sejumlah negara berkembang dipandang menjadi faktor utama yang menopang pertumbuhan ekonomi dunia selama tahun 2025.

Sumber: *World Economic Outlook* (WEO), International Monetary Fund (IMF) edisi April 2026

Based on the World Economic Outlook (WEO) April 2026 report published by the International Monetary Fund (IMF), the global economy grew by 3.4% in 2025, reflecting a relatively resilient global economic environment amid heightened global uncertainty. This growth was supported by continued strong domestic consumption activity in several countries, the recovery of the services and manufacturing sectors, as well as increased investment in technology and digitalization across various regions. Nevertheless, global economic growth in 2025 remained below the historical average recorded before the pandemic, indicating that the global economic recovery process has not yet been fully broad-based.

The IMF also noted that global economic dynamics throughout 2025 were influenced by elevated global interest rates, geopolitical tensions, and increasing fragmentation in international trade. Advanced economies such as the United States and the European region experienced moderated growth due to tight monetary policies aimed at controlling inflation, while developing countries and emerging markets remained the primary contributors to global economic growth. Asia, particularly India and the ASEAN region, continued to demonstrate relatively strong growth, supported by domestic consumption, infrastructure investment, and technology-driven industrial transformation.

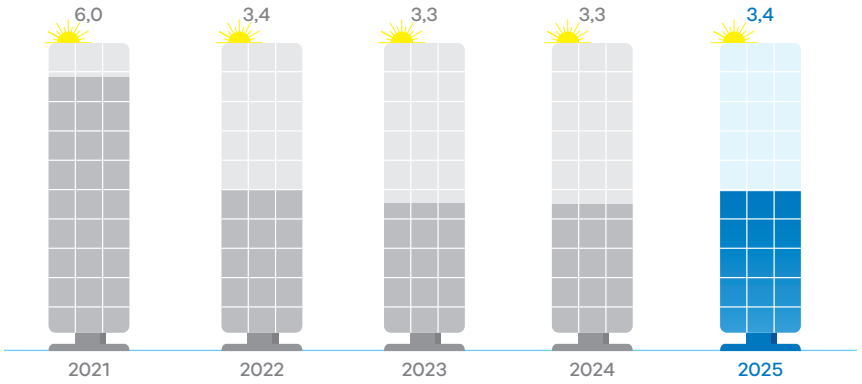
On the other hand, the IMF assessed that global inflation in 2025 began to show a declining trend compared to previous periods, although it remained above central bank targets in many countries. Stable energy prices and improving global supply chains were among the factors that helped ease inflationary pressures. Nevertheless, the IMF continued to highlight several risks that warrant close attention, including geopolitical tensions, commodity price volatility, high global debt levels, and the potential slowdown in international trade, all of which could affect the stability of global economic growth.

Overall, the global economic outlook in 2025 reflected continued positive and relatively stable growth, despite being overshadowed by various external challenges and global uncertainties. The resilience of the services sector, advancements in digital technologies and Artificial Intelligence (AI), as well as increasing investment activities in several developing countries, were regarded as the key factors supporting global economic growth throughout 2025.

Source: World Economic Outlook (WEO), International Monetary Fund, April 2026 edition

Grafik Pertumbuhan Ekonomi Global
Global Economic Growth Chart

(%)



Analisis Perekonomian Indonesia
Indonesia Economic Analysis

Sepanjang tahun 2025, perekonomian Indonesia menunjukkan kinerja yang tetap solid di tengah dinamika global yang masih berlangsung. Pertumbuhan ekonomi nasional tercatat sebesar 5,11%, meningkat dibandingkan tahun sebelumnya sebesar 5,03% (c-to-c). Peningkatan ini mencerminkan daya tahan ekonomi domestik yang didukung oleh aktivitas produksi dan konsumsi yang tetap terjaga. Dari sisi sektoral, pertumbuhan tertinggi dicatatkan oleh lapangan usaha jasa lainnya, sementara dari sisi pengeluaran, kinerja ekspor barang dan jasa menjadi salah satu pendorong utama pertumbuhan.

Throughout 2025, Indonesia's economy demonstrated solid performance amid ongoing global dynamics. National economic growth was recorded at 5.11%, an increase from 5.03% (c-to-c) in the previous year. This improvement reflects the resilience of the domestic economy, supported by sustained production and consumption activities. From a sectoral perspective, the highest growth was recorded in other services, while from the expenditure side, the performance of goods and services exports was one of the main drivers of growth.

Nilai Produk Domestik Bruto (PDB) Indonesia atas dasar harga berlaku mencapai Rp23.821,1 triliun, dengan PDB per kapita sebesar Rp83,7 juta atau setara USD5.083,4. Angka ini mencerminkan peningkatan kapasitas ekonomi nasional sekaligus memperlihatkan potensi pasar domestik yang tetap besar dan prospektif. Selain itu, struktur ekonomi Indonesia masih didominasi oleh aktivitas di Pulau Jawa yang memberikan kontribusi lebih dari separuh terhadap total perekonomian nasional, dengan pertumbuhan yang tetap terjaga.

The value of Gross Domestic Product of Indonesia at current prices reached Rp23,821.1 trillion, with GDP per capita of Rp83.7 million or equivalent to USD5,083.4. This figure reflects an increase in national economic capacity while also indicating that the domestic market remains large and prospective. In addition, Indonesia's economic structure continues to be dominated by activities on Java, which contributes more than half of the total national economy, with growth that remains well maintained.

Pada triwulan IV-2025, pertumbuhan ekonomi tercatat sebesar 5,39% dibandingkan periode yang sama tahun sebelumnya, menunjukkan momentum pemulihan yang terus berlanjut hingga akhir tahun. Sektor transportasi dan pergudangan menjadi kontributor pertumbuhan tertinggi dari sisi produksi, sejalan dengan meningkatnya mobilitas dan aktivitas distribusi. Dari sisi pengeluaran, investasi yang tercermin dalam Pembentukan Modal Tetap Bruto (PMTB) juga menunjukkan kinerja yang positif, mencerminkan kepercayaan pelaku usaha terhadap prospek ekonomi ke depan.

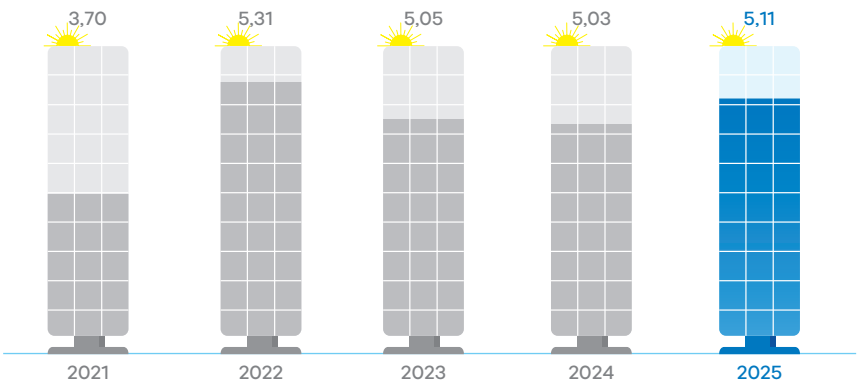
In the fourth quarter of 2025, economic growth was recorded at 5.39% compared to the same period in the previous year, indicating a continued recovery momentum through year-end. The transportation and warehousing sector became the highest contributor to growth from the production side, in line with increased mobility and distribution activities. From the expenditure side, investment, as reflected in Gross Fixed Capital Formation, also demonstrated positive performance, reflecting business confidence in the economic outlook ahead.

Secara kuartalan, ekonomi Indonesia tumbuh sebesar 0,86% dibandingkan triwulan sebelumnya. Peningkatan ini didorong oleh akselerasi belanja pemerintah serta aktivitas administrasi pemerintahan yang meningkat signifikan pada akhir tahun. Secara keseluruhan, kinerja ini menunjukkan bahwa perekonomian nasional tetap berada dalam jalur pertumbuhan yang stabil, didukung oleh keseimbangan antara konsumsi, investasi, dan peran pemerintah sebagai penggerak ekonomi.

On a quarterly basis, Indonesia's economy grew by 0.86% compared to the previous quarter. This increase was driven by the acceleration of government spending as well as significantly higher government administration activities at year-end. Overall, this performance indicates that the national economy remains on a stable growth path, supported by a balance between consumption, investment, and the government's role as an economic driver.

Tren Pertumbuhan Ekonomi Indonesia
Trend of Indonesia Economic Growth

(%)



Sumber: Badan Pusat Statistik (BPS), Berita Resmi Statistik

Source: Statistics Indonesia (BPS), Official Statistical News

Sementara itu, tingkat inflasi nasional sepanjang tahun 2025 tetap berada dalam kisaran yang terkendali. Pada Desember 2025, inflasi tahunan tercatat sebesar 2,92% dengan Indeks Harga Konsumen (IHK) mencapai 109,92. Stabilitas ini mencerminkan efektivitas kebijakan pengendalian harga serta terjaganya keseimbangan antara permintaan dan pasokan di tengah dinamika ekonomi yang berlangsung.

Meanwhile, the national inflation rate throughout 2025 remained within a controlled range. In December 2025, annual inflation was recorded at 2.92%, with the Consumer Price Index reaching 109.92. This stability reflects the effectiveness of price control policies as well as the maintained balance between demand and supply amid ongoing economic dynamics.

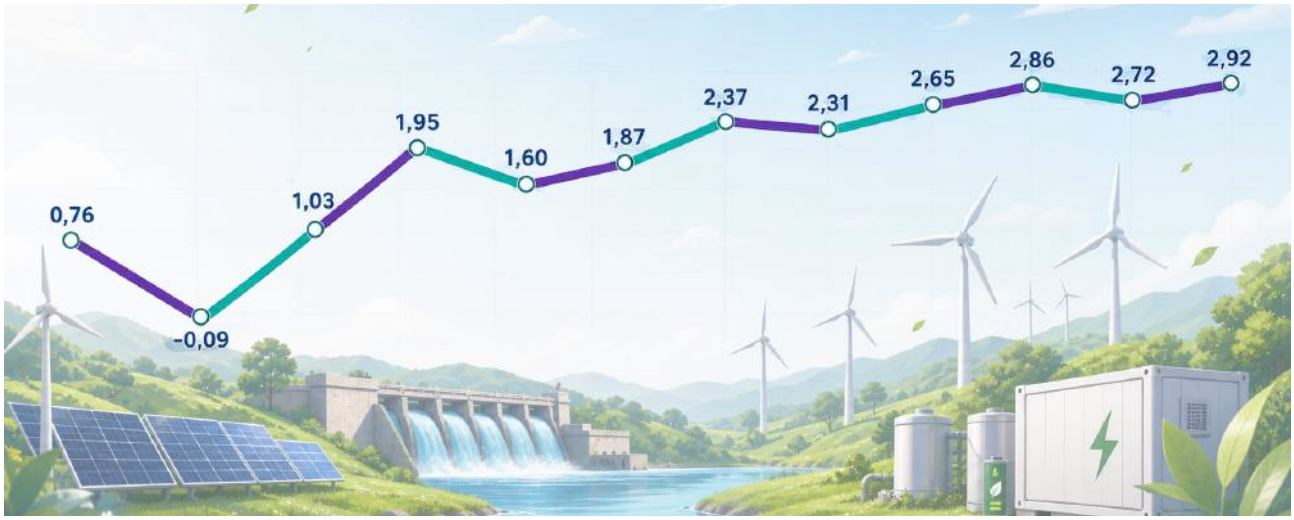
Secara spasial, terdapat variasi tingkat inflasi antarwilayah, di mana inflasi tertinggi tercatat di Provinsi Aceh, sementara tingkat inflasi terendah terjadi di Provinsi Sulawesi Utara. Perbedaan ini mencerminkan karakteristik dan dinamika ekonomi masing-masing daerah. Pada tingkat kabupaten/kota, fluktuasi inflasi juga terlihat cukup beragam, yang dipengaruhi oleh faktor distribusi, ketersediaan pasokan, serta pola konsumsi masyarakat setempat.

Spatially, there were variations in inflation rates across regions, with the highest inflation recorded in Aceh, while the lowest inflation rate occurred in North Sulawesi. These differences reflect the characteristics and economic dynamics of each region. At the regency/city level, inflation fluctuations were also quite diverse, influenced by distribution factors, supply availability, and local consumption patterns.

Dari sisi pergerakan harga, inflasi bulanan pada Desember 2025 tercatat sebesar 0,64%, sementara inflasi tahun kalender (*year-to-date*) berada pada level yang sama dengan inflasi tahunan, yaitu 2,92%. Adapun inflasi inti yang mencerminkan tekanan harga yang lebih fundamental terjaga pada level 2,38% secara tahunan. Kondisi ini menunjukkan bahwa tekanan inflasi secara umum masih relatif stabil dan terkendali, sehingga memberikan ruang bagi dunia usaha untuk tetap tumbuh dengan tingkat kepastian yang lebih baik.

From the perspective of price movements, monthly inflation in December 2025 was recorded at 0.64%, while calendar year inflation (year-to-date) was at the same level as annual inflation, at 2.92%. Core inflation, which reflects more fundamental price pressures, was maintained at 2.38% on an annual basis. This condition indicates that overall inflationary pressures remain relatively stable and under control, thereby providing room for businesses to continue growing with a higher degree of certainty.

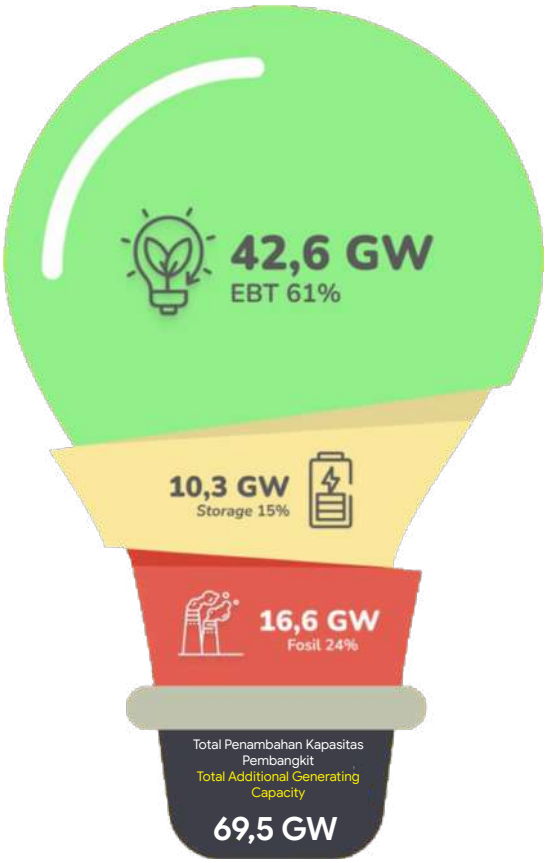
Tren Inflasi Indonesia Tahun 2025 (%)
Indonesia Inflation Trend in 2025 (%)



Sumber: Badan Pusat Statistik (BPS), Berita Resmi Statistik

Source: Statistics Indonesia (BPS), Official Statistical News

Kondisi Industri Pembangkit Tenaga Listrik Indonesia
Condition of Indonesia's Electric Power Generation Industry



Perkembangan industri ketenagalistrikan di Indonesia dalam Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) 2025-2034 menunjukkan arah transformasi yang sangat signifikan menuju sistem energi yang lebih berkelanjutan, andal, dan modern. Dokumen ini menjadi peta jalan utama pembangunan listrik nasional selama sepuluh tahun ke depan, dengan fokus pada peningkatan ketahanan energi dan pencapaian target *Net Zero Emission* (NZE) tahun 2060. RUPTL juga dirancang untuk mendukung pertumbuhan ekonomi nasional melalui penyediaan listrik yang cukup, merata, dan efisien di seluruh wilayah Indonesia.

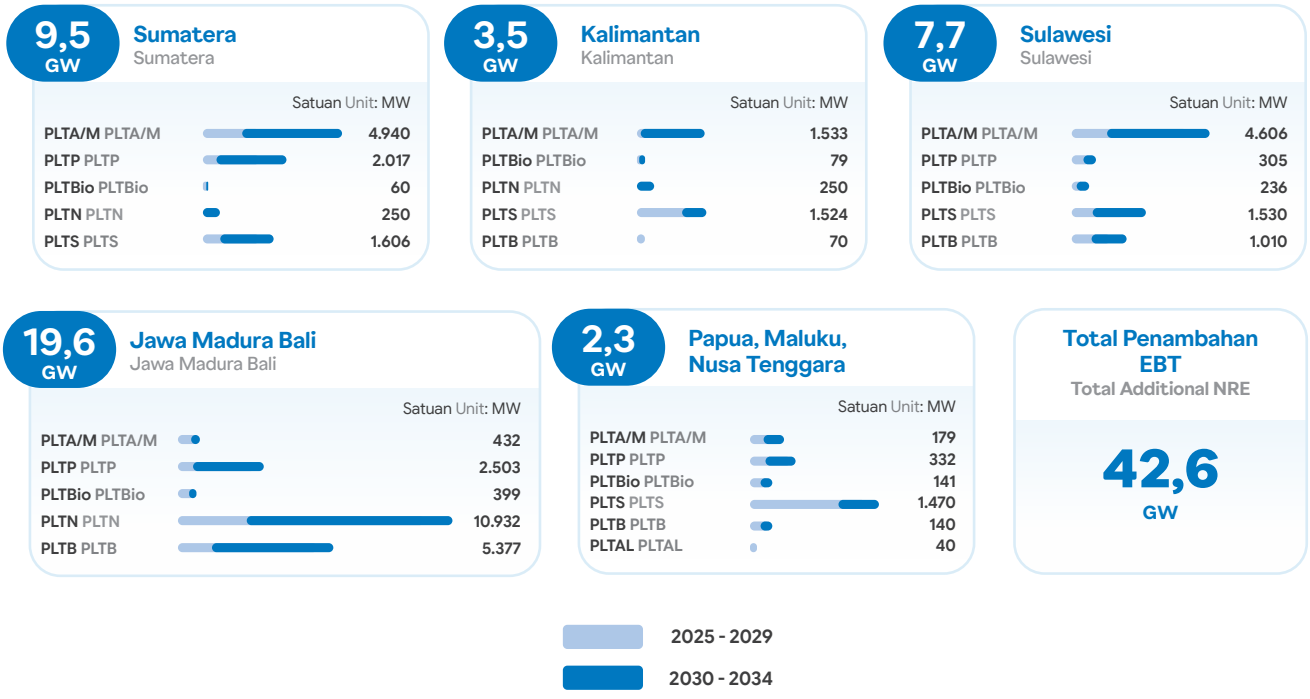
The development of the electricity industry in Indonesia, as outlined in the Electricity Supply Business Plan, indicates a highly significant transformation toward a more sustainable, reliable, and modern energy system. This document serves as the primary roadmap for national electricity development over the next ten years, with a focus on strengthening energy resilience and achieving the Net Zero Emission target. The RUPTL is also designed to support national economic growth by providing sufficient, equitable, and efficient electricity across all regions of Indonesia.

Salah satu aspek utama perkembangan tersebut adalah peningkatan kapasitas pembangkit listrik secara besar-besaran. Dalam periode 2025–2034, direncanakan penambahan kapasitas pembangkit sebesar sekitar 69,5 GW, dengan komposisi yang didominasi oleh energi baru terbarukan (EBT). Sekitar 76% dari total kapasitas tambahan berasal dari EBT dan sistem penyimpanan energi, sedangkan sisanya masih berasal dari energi fosil seperti gas dan batubara. Hal ini menunjukkan pergeseran signifikan dari ketergantungan pada energi fosil menuju energi bersih sebagai tulang punggung sistem ketenagalistrikan nasional.

One of the key aspects of this development is the significant increase in power generation capacity. During the 2025–2034 period, an additional capacity of approximately 69.5 GW is planned, with a composition dominated by New Renewable Energy (NRE). Around 76% of the total additional capacity will come from renewable energy and energy storage systems, while the remainder will still be sourced from fossil energy such as gas and coal. This reflects a significant shift from dependence on fossil energy toward clean energy as the backbone of the national electricity system.

Pengembangan pembangkit listrik dilakukan secara merata di seluruh wilayah Indonesia. Pulau Jawa masih menjadi pusat konsumsi dan pengembangan terbesar, namun wilayah lain seperti Sumatera, Sulawesi, Kalimantan, hingga kawasan timur Indonesia juga mendapatkan porsi pembangunan yang signifikan, terutama untuk pembangkit berbasis EBT seperti tenaga air, surya, dan panas bumi. Pendekatan ini tidak hanya meningkatkan kapasitas listrik nasional, tetapi juga mendorong pemerataan pembangunan dan akses energi hingga ke daerah terpencil.

The development of power plants is carried out evenly across all regions of Indonesia. Java remains the largest center of consumption and development; however, other regions such as Sumatra, Sulawesi, Kalimantan, and the eastern part of Indonesia are also allocated a significant share of development, particularly for power plants based on new renewable energy such as hydropower, solar, and geothermal. This approach not only increases national electricity capacity but also promotes equitable development and energy access, including in remote areas.



Sumber: Kementerian Energi dan Sumber Daya Mineral (ESDM), Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) 2025-2034.

Source: Ministry of Energy and Mineral Resources, Electricity Supply Business Plan 2025-2034.

Pilar Program Utama Tahun 2025

Main Program Pillars in 2025

Dalam memastikan kesinambungan transformasi yang telah berjalan, PLN Indonesia Power menetapkan empat pilar Program Utama 2025 yang dirancang secara terintegrasi sebagai arah strategis Perusahaan. Keempat pilar tersebut mencerminkan komitmen dalam mendorong keunggulan operasional, memperluas bisnis inti, menciptakan sumber pertumbuhan baru, serta memperkuat keberlanjutan jangka panjang.

Adapun empat pilar utama tersebut adalah sebagai berikut:

1. ***Digital Driven O&M Excellence and Cost Leadership Moonshot***
   Strategi ini difokuskan pada optimalisasi operasional pembangkit melalui pemanfaatan digitalisasi berbasis data real-time serta penerapan pemeliharaan prediktif. Inisiatif ini diarahkan untuk mencapai operational excellence, menekan potensi gangguan tidak terencana, serta meningkatkan efisiensi biaya pemeliharaan secara berkelanjutan.
2. ***Expand Core Moonshot***
   Pilar ini menitikberatkan pada perluasan skala bisnis inti melalui akselerasi pengembangan energi hijau. Melalui proyek strategis seperti PLTS Hijaunesia dan Hydronesia, Perusahaan memperkuat peran sebagai penggerak utama dalam mendukung transisi energi nasional.
3. ***Ignite Growth Moonshot***
   Strategi ini bertujuan untuk mendorong diversifikasi sumber pendapatan melalui pengembangan bisnis *Beyond* kWh. Perusahaan menargetkan ekspansi layanan secara agresif guna meningkatkan skala usaha dan memperkuat posisi kompetitif di tingkat global yaitu Fortune Global 500.
4. ***Sustainability Moonshot***
   Pilar ini difokuskan pada inovasi dekarbonisasi aset pembangkit guna menurunkan emisi karbon secara signifikan. Upaya ini sekaligus menjadi fondasi dalam memastikan keberlanjutan bisnis serta penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan.

In ensuring the continuity of the ongoing transformation, PLN Indonesia Power has established four Main Program pillars for 2025, designed in an integrated manner as the Company's strategic direction. These four pillars reflect the commitment to driving operational excellence, expanding the core business, creating new sources of growth, and strengthening long-term sustainability.

The four main pillars are as follows:

1. **Digital Driven O&M Excellence and Cost Leadership Moonshot**
   This strategy is focused on optimizing power plant operations through the utilization of real-time data-based digitalization and the implementation of predictive maintenance. This initiative is aimed at achieving operational excellence, reducing the potential for unplanned outages, and continuously improving maintenance cost efficiency.
2. **Expand Core Moonshot**
   This pillar emphasizes expanding the scale of the core business through the acceleration of green energy development. Through strategic projects such as PLTS Hijaunesia and Hydronesia, the Company strengthens its role as a key driver in supporting the national energy transition.
3. **Ignite Growth Moonshot**
   This strategy aims to drive revenue diversification through the development of Beyond kWh businesses. The Company targets aggressive service expansion to increase business scale and strengthen its competitive position at the global level, namely the Fortune Global 500.
4. **Sustainability Moonshot**
   This pillar is focused on decarbonization innovation of power plant assets to significantly reduce carbon emissions. This effort also serves as a foundation to ensure business sustainability and the creation of long-term value for all stakeholders.

Aspek Pemasaran dan Pangsa Pasar
Marketing Aspect and Market Share

Penjualan hasil produksi tenaga listrik PLN Indonesia Power dilakukan kepada induk Perusahaan, yaitu PT Perusahaan Listrik Negara (Persero), yang bertindak sebagai pembeli tunggal (*single buyer*). Mekanisme penjualan tenaga listrik dilakukan melalui Perjanjian Jual Beli Tenaga Listrik (PJBTL) dengan jangka waktu perjanjian selama 10 (sepuluh) tahun.

The sale of electricity generated by PLN Indonesia Power is conducted to its parent company, PT Perusahaan Listrik Negara (Persero), which acts as a single buyer. The electricity sales mechanism is carried out through a Power Purchase Agreement (PPA) with a contract period of 10 (ten) years.

Dalam perjanjian tersebut, PLN melakukan pembayaran atas pasokan tenaga listrik yang disediakan oleh Perusahaan berdasarkan nilai yang ditentukan melalui formula pembayaran yang telah disepakati. Dengan demikian, aspek pemasaran PLN Indonesia Power difokuskan pada pengelolaan hubungan dengan pemangku kepentingan utama serta peningkatan kepercayaan pemegang saham dan kepuasan pelanggan.

Under the agreement, PLN makes payments for the electricity supply provided by the Company based on values determined through an agreed payment formula. Accordingly, the marketing aspect of PLN Indonesia Power is focused on managing relationships with key stakeholders and enhancing shareholder trust and customer satisfaction.

Pangsa Pasar
Market Share

Pasokan tenaga listrik pada wilayah Jawa–Bali, Sumatera, Kalimantan, dan Sulawesi disuplai oleh berbagai entitas pembangkitan, yaitu PLN Indonesia Power, PLN Nusantara Power, PLN Tanjung Jati B (PLN TJB), pembangkit listrik swasta (*Independent Power Producer*/IPP), serta pembangkit milik PLN yang dikelola oleh Unit Induk Distribusi (UID), Unit Induk Wilayah (UIW), dan Unit Induk Pembangkitan (UIK) di masing-masing regional dan proyek.

The supply of electricity in the Java–Bali, Sumatra, Kalimantan, and Sulawesi regions is provided by various generation entities, namely PLN Indonesia Power, PLN Nusantara Power, PLN Tanjung Jati B (PLN TJB), independent power producers (IPP), as well as PLN-owned power plants managed by the Distribution Main Unit (UID), Regional Main Unit (UIW), and Generation Main Unit (UIK) in each region and project.

Pada tahun 2025, PLN Indonesia Power memberikan kontribusi tenaga listrik sebesar 3,13% atau 319.413,79 GWh, yaitu mengalami peningkatan jika dibandingkan tahun 2024 sebesar 26,27% atau 81.350,85 GWh.

In 2025, PLN Indonesia Power contributed electricity supply of 3.13% or 319,413.79 GWh, representing an increase compared to 2024 of 26.27% or 81,350.85 GWh.

Tabel Pangsa Pasar Tenaga Listrik*
Table of Electricity Market Share*

Perusahaan Company	2021		2022		2023		2024		2025	
	GWh	%	GWh	%	GWh	%	GWh	%	GWh	%
PLN Indonesia Power	37,426	18,99	35,751	17,11	78.631,61	26,95	81.350,85	26,27	**79.917,96**	**25,02%**
PLN Nusantara Power	19,779	10,04	16,256	7,78	62.139,05	21,30	62.264,76	20,10	**62.295,18**	**19,50%**
UB Tanjung Jati B	18,884	9,58	19,268	9,22	17.975,76	6,16	18.371,51	5,93	**17.577,24**	**5,50%**
IPP	67,568	34,39	80,781	38,66	127.630,83	43,74	140.190,73	45,26	**149.442,97**	**46,79%**

Perusahaan Company	2021		2022		2023		2024		2025	
	GWh	%	GWh	%	GWh	%	GWh	%	GWh	%
Unit O&M dikelola PLN Indonesia Power O&M Units managed by PLN Indonesia Power	28,709	14,57	30,351	14,53	-	-	-	-	-	-
Unit O&M dikelola PLN Nusantara Power O&M Units managed by PLN Nusantara Power	24,529	12,45	26,259	12,57	-	-	-	-	-	-
Proyek Project	145	0,07	261	0,13	554,52	0,19	938,30	0,30	**867,43**	**0,27%**
KIT PLN	-	-	-	-	4.839,97	1,66	6.610,14	2,13	**9.313,00**	**2,92%**
Total	**197,039**	**100,00**	**208,929**	**100,00**	**291.771,74**	**100,00**	**309.726,28**	**100,00**	**319.413,79**	**100,00**

*Untuk pangsa pasar tahun 2021 dan 2022 adalah pangsa pasar di sistem Jawa - Bali. Untuk tahun 2023 - 2025 adalah pangsa pasar di sistem Jawa - Bali, Sumatera, Kalimantan dan Sulawesi

*For 2021 and 2022, the market share is for Java–Bali system. For 2003 - 2025, the market share is for Java–Bali, Sumatra, Kalimantan, and Sulawesi systems.

Strategi Pemasaran
Marketing Strategies

Sebagai upaya mempertahankan dan meningkatkan pangsa pasar, pada tahun 2025 PLN Indonesia Power melakukan beberapa strategi berikut:

1. Seluruh pembangkit menjalankan program perang EFOR untuk meningkatkan keandalan;
2. Optimalisasi pengoperasian PLTGU dengan pola operasi yang lebih efisien;
3. Menjaga pola operasi PLTA dengan mengoptimalkan Tinggi Muka Air (TMA) dan ketersediaan air;
4. Renegosiasi harga uap PLTP untuk meningkatkan CF PLTP Kamojang;
5. Pemantauan dan pengendalian efisiensi dan *reliability* pembangkit secara *real time*;
6. Menjaga keandalan dan pasokan unit pembangkit di sistem isolated melalui relokasi unit pembangkit;
7. Melakukan pengujian *heat rate* ulang di beberapa pembangkit PLTU untuk meningkatkan *dispatch* dan menjaga *merit order* PLTU Batubara agar tetap kompetitif;
8. Melaksanakan program Teknologi Modifikasi Cuaca (TMC) sebagai upaya meningkatkan ketersediaan air di Saguling;
9. Percepatan durasi pemeliharaan dengan tetap menjaga kualitas.

As an effort to maintain and increase market share, in 2025 PLN Indonesia Power implemented the following strategies:

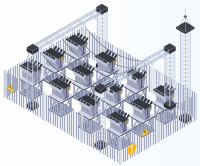
1. All power plants carried out the EFOR reduction program to improve reliability;
2. Optimizing the operation of CCPP with more efficient operating patterns;
3. Maintaining the operating pattern of HPP by optimizing Water Level (TMA) and water availability;
4. Renegotiating steam prices of GPP to increase the capacity factor (CF) of GPP Kamojang;
5. Monitoring and controlling the efficiency and reliability of power plants in real time;
6. Maintaining the reliability and supply of generating units in isolated systems through the relocation of generating units;
7. Conducting re-testing of heat rate in several SPP to improve dispatch and maintain the merit order of coal-fired SPP to remain competitive;
8. Implementing the Weather Modification Technology (TMC) program as an effort to increase water availability in Saguling;
9. Accelerating maintenance duration while maintaining quality.

Tinjauan Kinerja Operasi Per Segmen
Operational Performance Overview by Segment

Kegiatan usaha yang dijalankan oleh PLN Indonesia Power saat ini adalah sebagai berikut:

PLN Indonesia Power currently executes the following business activities:

Pembangkitan Tenaga Listrik
Electricity Power Generation



***Beyond* kWh**

- Jasa *Operation & Maintenance* (O&M) *Services*
- *Enterprise Asset Management & Digitalization Setup*
- *Maintenance, Repair and Overhaul* (MRO)
- *Solar PV Solution*
- *Learning Centre*
- *Primary Energy & Port Management*
- dll etc

Terkait kegiatan usaha pendukung dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki, PLN Indonesia Power dapat memberikan penugasan kepada Anak Perusahaan maupun melalui Perusahaan Patungan.

In relation to supporting business activities aimed at optimizing the utilization of available resources, PLN Indonesia Power may assign such activities to its Subsidiaries or through Joint Ventures.

Kinerja Pembangkitan PLN Indonesia Power
Power Generation Performance of PLN Indonesia Power

Daya Terpasang Pembangkit (DTP)
Power Plant Installed Capacity (DTP)

Daya Terpasang Pembangkit (DTP) merupakan kapasitas atau daya suatu pembangkit yang tertera pada nameplate di setiap jenis pembangkit. Daya Terpasang (DTP) UBP Perusahaan pada tahun 2025 mencapai 21.942,74 MW, meningkat sebesar 2,46% dibandingkan tahun 2024. Cakupan data tersebut meliputi seluruh UBP yang menjadi objek penilaian kinerja Perusahaan, baik UBP yang sepenuhnya milik PLN Indonesia Power maupun UBP yang di dalam struktur pengelolaannya terdapat subunit jasa *Operation & Maintenance* (O&M).

Power Plant Installed Capacity (DTP) represents the generating capacity or power rating specified on the nameplate of each power plant unit. In 2025, the Company's UBP installed capacity reached 21,942.74 MW, reflecting an increase of 2.46% compared to 2024. The installed capacity data presented includes all UBPs that form part of the Company's performance assessment scope, encompassing both UBPs wholly owned by PLN Indonesia Power and UBPs whose operational structure includes Operation & Maintenance (O&M) service units.

Tabel Daya Terpasang Unit Pembangkitan
Table of Power Plant Installed Capacity

(dalam MW, kecuali dinyatakan lain) (in MW, unless otherwise stated)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Suralaya GBU Suralaya	3.400,00	3.400,00	3.400,00	3.400,00	3.400,00	-
UBP Priok GBU Priok	1.285,30	1.285,30	2.947,00	2.947,00	2.947,00	-
UBP Saguling GBU Saguling	797,36	797,36	797,36	798,36	798,36	-
UBP Kamojang GBU Kamojang	377,00	377,00	567,00	577,00	577,00	-

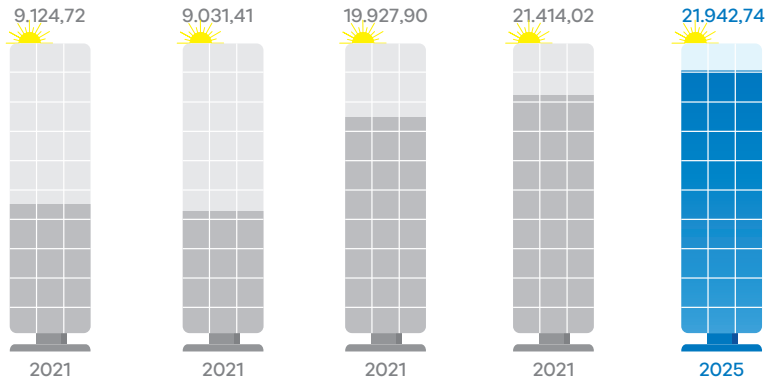
Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Mrica GBU Mrica	325,25	333,79	333,79	333,79	333,79	-
UBP Semarang GBU Semarang	1.238,30	1.238,30	1.238,30	2.084,05	2.084,05	-
UBP Grati GBU Grati	959,08	757,58	1.258,58	1.258,58	1.258,58	-
UBP Bali GBU Bali	742,43	842,08	960,11	854,10	854,10	-
UBP Banten 1 Suralaya GBU Banten 1 Suralaya	-	-	625,00	625,00	625,00	-
UBP Banten 2 Labuan GBU Banten 2 Labuan	-	-	600,00	600,00	600,00	-
UBP Banten 3 Lontar GBU Banten 3 Lontar	-	-	945,00	1.260,00	1.260,00	-
UBP Jawa Barat 2 Palabuhan Ratu GBU Jawa Barat 2 Palabuhan Ratu	-	-	1.050,00	1.050,00	1.050,00	-
UBP Jawa Tengah 2 Adipala GBU Jawa Tengah 2 Adipala	-	-	660,00	660,00	660,00	-
UBP Pangkalan Susu GBU Pangkalan Susu	-	-	880,00	880,00	880,00	-
UBP Labuhan Angin GBU Labuhan Angin	-	-	230,00	230,00	230,00	-
UBP Ombilin GBU Ombilin	-	-	221,00	221,00	221,00	-
UBP Teluk Sirih GBU Teluk Sirih	-	-	245,00	245,00	245,00	-
UBP Kepulauan Riau GBU Kepulauan Riau	-	-	32,18	36,38	36,38	-
UBP Sanggau GBU Sanggau	-	-	14,00	14,00	14,00	-
UBP Sintang GBU Sintang	-	-	21,00	21,00	21,00	-
UBP Berau GBU Berau	-	-	19,00	19,00	19,00	-
UBP Singkawang GBU Singkawang	-	-	100,00	100,00	100,00	-
UBP Asam-Asam GBU Asam-Asam	-	-	260,00	506,00	506,00	-
UBP Barru GBU Barru	-	-	100,00	223,00	223,00	-
UBP Cilegon GBU Cilegon	-	-	740	740,00	740,00	-
UBP Keramasan GBU Keramasan	-	-	332,02	332,02	357,02	7,53%
UBP Jambi GBU Jambi	-	-	157,03	157,03	157,03	-
UBP Bukittinggi GBU Bukittinggi	-	-	253,50	253,50	253,50	-
UBP Bengkulu GBU Bengkulu	-	-	236,32	236,32	236,32	-
UBP Mahakam GBU Mahakam	-	-	407,05	470,62	469.49*	(0,24)%
UBP Barito GBU Barito	-	-	167,10	153,02	157.64**	3,02%
UBP Tello GBU Tello	-	-	130,57	130,57	190,42	45,84%
UBP PMU GBU PMU	-	-	-	-	438,06	
Jumlah Total	**9.124,72**	**9.031,41**	**19.927,90**	**21.414,02**	**21.942,74**	**2,47%**

* tidak memperhitungkan aset sewa
** memperhitungkan unit berstatus *Retired Unit* (RU) yang dalam proses Aset Tetap Tidak Beroperasi (ATTB) - hapus

* excluding leased assets
** including units with Retired Unit (RU) status that are in the process of Non-Operating Fixed Assets (ATTB) – write-off

Grafik Daya Terpasang Unit Pembangkitan
Graph of Power Plant Installed Capacity

(dalam MW) (in MW)



Produksi Tenaga Listrik
Electricity Production

Sepanjang tahun 2025, PLN Indonesia Power mencatatkan kinerja positif dalam produksi dan penjualan tenaga listrik. Realisasi produksi listrik mencapai 86.548,54 GWh, lebih rendah 0,76% dibandingkan tahun 2024 yang tercatat sebesar 87.210,96 GWh. Hal ini terutama disebabkan adanya penyesuaian pada target pencapaian *Capacity Factor* (CF) yang menyebabkan perubahan pola pembebanan operasi pada masing-masing unit Pembangkit.

Throughout 2025, PLN Indonesia Power recorded positive performance in electricity production and sales. Realized electricity production reached 86,548.54 GWh, 0.76% lower than in 2024, which was recorded at 87,210.96 GWh. This was mainly due to adjustments in the target achievement of the Capacity Factor (CF), which led to changes in the operating load patterns of each generating unit.

Tabel Produksi Tenaga Listrik Berdasarkan Jenis Pembangkit
Table of Electricity Production by Type of Power Plant

(dalam MW, kecuali dinyatakan lain) (in MW, unless otherwise stated)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
PLTU Batubara Coal SPP	24.058,36	23.351,60	54.487,01	54.798,70	52.859,44	(3,54)%
Non PLTU Batubara Non-Coal SPP	15.172,45	14.158,54	29.718,28	32.412,26	33.689,10	3,94%
Jumlah Total	**39.230,81**	**37.510,12**	**84.205,29**	**87.210,96**	**86.548,54**	**(0,76)%**

Tabel Produksi Tenaga Listrik Berdasarkan Unit Pembangkit
Table of Electricity Production by Power Plant Unit

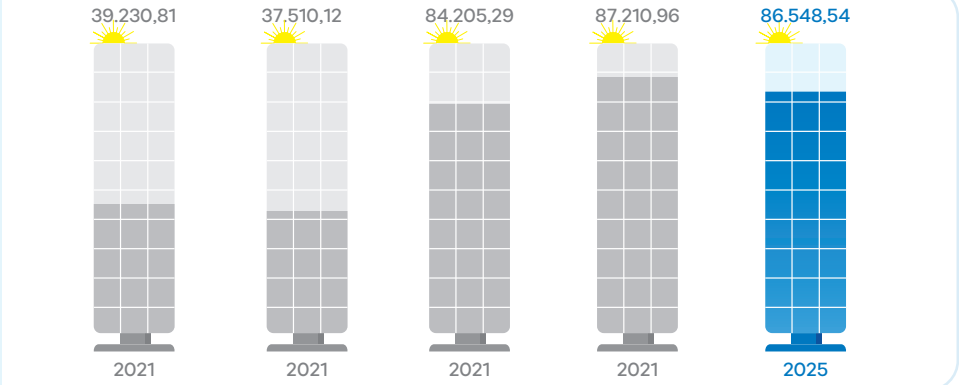
(dalam MW, kecuali dinyatakan lain) (in MW, unless otherwise stated)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Suralaya GBU Suralaya	24.058,36	23.351,60	21.022,36	19.421,37	18.211,11	(6,23)%
UBP Priok GBU Priok	3.353,18	1.774,55	9.420,97	9.619,47	9.812,17	2,00%
UBP Saguling GBU Saguling	2.638,78	3.361,33	2.248,57	2.641,34	3.057,75	15,77%
UBP Kamojang GBU Kamojang	2.888,51	2.735,63	4.252,36	4.176,18	4.284,12	2,58%

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Mrica GBU Mrica	1.016,17	1.203,12	829,10	1.014,32	1.202,91	18,59%
UBP Semarang GBU Semarang	2.240,14	2.202,68	3.248,92	3.871,82	3.438,06	(11,20)%
UBP Grati GBU Grati	2.045,07	1.685,25	1.770,33	2.251,74	2.175,14	(3,40)%
UBP Bali GBU Bali	990,60	1.195,98	2.071,97	3.236,06	3.263,19	0,84%
UBP Banten 1 Suralaya GBU Banten 1 Suralaya	-	-	2.458,44	3.775,16	3.250,60	(13,90)%
UBP Banten 2 Labuan GBU Banten 2 Labuan	-	-	4.010,51	4.366,84	3.977,18	(8,92)%
UBP Banten 3 Lontar GBU Banten 3 Lontar	-	-	6.426,40	6.473,41	6.231,19	(3,74)%
UBP Jawa Barat 2 Palabuhan Ratu GBU Jawa Barat 2 Palabuhan Ratu	-	-	6.987,06	6.709,47	6.749,82	0,60%
UBP Jawa Tengah 2 Adipala GBU Jawa Tengah 2 Adipala	-	-	3.073,49	3.375,97	4.190,23	24,12%
UBP Pangkalan Susu GBU Pangkalan Susu	-	-	4.539,71	4.141,66	4.044,98	(2,33)%
UBP Labuhan Angin GBU Labuhan Angin	-	-	634,26	999,20	638,76	(36,07)%
UBP Ombilin GBU Ombilin	-	-	568,98	1.056,52	1.067,05	1,00%
UBP Teluk Sirih GBU Teluk Sirih	-	-	1.233,42	1.121,56	1.209,52	7,84%
UBP Kepulauan Riau GBU Kepulauan Riau	-	-	78,65	85,14	97,17	14,13%
UBP Sanggau GBU Sanggau	-	-	97,34	96,92	104,44	7,76%
UBP Sintang GBU Sintang	-	-	150,87	152,21	162,39	6,69%
UBP Berau GBU Berau	-	-	73,45	85,16	72,13	(15,30)%
UBP Singkawang GBU Singkawang	-	-	621,14	576,86	644,34	11,70%
UBP Asam-Asam GBU Asam-Asam	-	-	1.859,37	1.704,11	1.591,88	(6,59)%
UBP Barru GBU Barru	-	-	672,40	667,22	627,84	(5,90)%
UBP Cilegon GBU Cilegon	-	-	1.173,08	930,52	1.313,55	41,16%
UBP Keramasan GBU Keramasan	-	-	1.127,10	990,37	740,42	(25,24)%
UBP Jambi GBU Jambi	-	-	531,21	328,37	341,37	3,96%
UBP Bukittinggi GBU Bukittinggi	-	-	1.232,11	1.360,19	1.060,44	(22,04)%
UBP Bengkulu GBU Bengkulu	-	-	875,14	832,32	805,41	(3,23)%
UBP Mahakam GBU Mahakam	-	-	555,80	857,26	902,77	5,31%
UBP Barito GBU Barito	-	-	181,92	207,51	197,51	(4,82)%
UBP Tello GBU Tello	-	-	178,86	84,71	214,14	152,79%
UBP PMU GBU PMU	-	-	-	-	868,96	-
Jumlah Total	**39.230,81**	**37.510,12**	**84.205,29**	**87.210,96**	**86.548,54**	**(0,76)%**

Grafik Produksi Tenaga Listrik
Graph of Electric Power Production

(dalam GWh) (in GWh)



Penjualan Tenaga Listrik
Sales of Electricity

Jumlah penjualan listrik juga mengalami penurunan tipis sebesar 0,84%, dari 82.535,52 GWh pada tahun 2024 menjadi 81.841,71 GWh di tahun 2025. Hal ini terutama disebabkan oleh adanya:

1. Penyesuaian pada target pencapaian CF yang menyebabkan perubahan pola pembebanan operasi;
2. Penurunan penjualan listrik di UBP Semarang disebabkan karena keterbatasan energi primer gas;
3. Kondisi cuaca ekstrem dan curah hujan yang tinggi menyebabkan kendala pada pengiriman pasokan batubara dan berdampak kepada penurunan kualitas batubara.

Electricity sales also experienced a slight decrease of 0.84%, from 82,535.52 GWh in 2024 to 81,841.71 GWh in 2025. This was mainly due to:

1. Adjustments in the target achievement of the Capacity Factor (CF), which led to changes in operating load patterns;
2. A decline in electricity sales at GBU Semarang due to limitations in the primary gas supply;
3. Extreme weather conditions and high rainfall caused constraints in coal supply delivery and led to a decline in coal quality.

Tabel Penjualan Tenaga Listrik Berdasarkan Jenis Pembangkit
Table of Electricity Sales by Power Plant Type

(dalam GWh, kecuali dinyatakan lain) (in GWh, unless otherwise stated)

Unit Pembangkit Type of Power Plant	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
PLTU Batubara Coal SPP	22.752,99	22.067,66	50.780,10	50.932,90	49012,27	(3,77)%
Non PLTU Batubara Non-Coal SPP	14.837,11	13.867,68	28.890,16	31.602,62	32.829,44	3,86%
Jumlah Total	**37.590,11**	**35.935,34**	**79.670,26**	**82.535,52**	**81.841,71**	**(0,84)%**

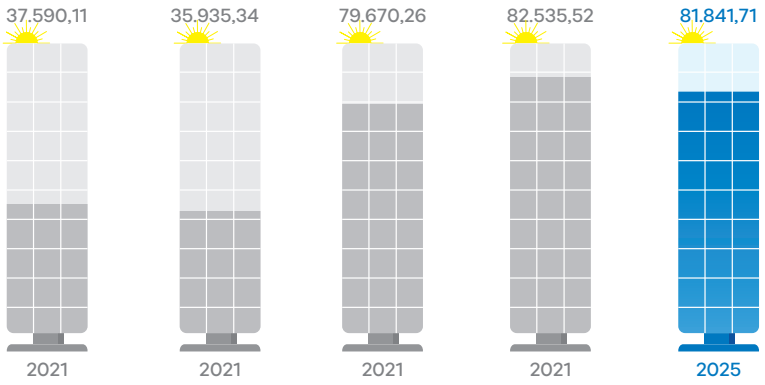
Tabel Penjualan Tenaga Listrik Berdasarkan Unit Pembangkit
Table of Electricity Sales by Power Plant Unit

(dalam GWh, kecuali dinyatakan lain) (in GWh, unless otherwise stated)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Suralaya GBU Suralaya	22.752,99	22.067,66	19.827,47	18.217,54	17.015,65	(6,60)%
UBP Priok GBU Priok	2.633,31	3.355,20	9.098,81	9.300,47	9.509,57	2,25%
UBP Saguling GBU Saguling	2.743,96	2.592,15	2.243,58	2.636,17	3.051,86	15,77%
UBP Kamojang GBU Kamojang	1.003,49	1.188,24	4.021,39	3.950,05	4.059,68	2,78%
UBP Mrica GBU Mrica	2.176,59	2.143,89	818,35	1.000,93	1.187,18	18,61%
UBP Semarang GBU Semarang	2.007,00	1.670,99	3.188,45	3.833,68	3.362,90	(12,28)%
UBP Grati GBU Grati	973,12	1.176,53	1.736,32	2.208,03	2.123,09	(3,85)%
UBP Bali GBU Bali	3.299,64	1.740,68	2.041,43	3.203,67	3.227,33	0,74%
UBP Banten 1 Suralaya GBU Banten 1 Suralaya	-	-	2.284,26	3.539,58	3.037,07	(14,20)%
UBP Banten 2 Labuan GBU Banten 2 Labuan	-	-	3.763,64	4.103,78	3.716,22	(9,44)%
UBP Banten 3 Lontar GBU Banten 3 Lontar	-	-	6.019,82	6.074,56	5.824,96	(4,11)%
UBP Jawa Barat 2 Palabuhan Ratu GBU Jawa Barat 2 Palabuhan Ratu	-	-	6.603,83	6.304,67	6.310,49	0,09%
UBP Jawa Tengah 2 Adipala GBU Jawa Tengah 2 Adipala	-	-	2.904,72	3.192,22	3.973,44	24,47%
UBP Pangkalan Susu GBU Pangkalan Susu	-	-	4.111,65	3.722,71	3.629,75	(2,50)%
UBP Labuhan Angin GBU Labuhan Angin	-	-	535,43	857,19	544,33	(36,50)%
UBP Ombilin GBU Ombilin	-	-	513,53	962,35	975,29	1,34%
UBP Teluk Sirih GBU Teluk Sirih	-	-	1.078,23	975,58	1.060,51	8,71%
UBP Kepulauan Riau GBU Kepulauan Riau	-	-	68,35	74,36	85,74	15,30%
UBP Sanggau GBU Sanggau	-	-	85,28	86,08	93,71	8,86%
UBP Sintang GBU Sintang	-	-	130,92	131,81	143,55	8,91%
UBP Berau GBU Berau	-	-	59,58	70,97	59,49	(16,18)%
UBP Singkawang GBU Singkawang	-	-	548,42	510,70	572,60	12,12%
UBP Asam-Asam GBU Asam-Asam	-	-	1.674,30	1.528,90	1.429,12	(6,53)%
UBP Barru GBU Barru	-	-	590,25	589,43	551,19	(6,49)%
UBP Cilegon GBU Cilegon	-	-	1.127,02	888,33	1.249,52	40,66%
UBP Keramasan GBU Keramasan	-	-	1.095,80	958,89	715,31	(25,40)%
UBP Jambi GBU Jambi	-	-	520,52	321,42	334,39	4,03%
UBP Bukittinggi GBU Bukittinggi	-	-	1.224,58	1.350,70	1.052,19	(22,10)%
UBP Bengkulu GBU Bengkulu	-	-	861,12	818,19	791,11	(3,31)%
UBP Mahakam GBU Mahakam	-	-	544,85	839,80	883,14	5,16%
UBP Barito GBU Barito	-	-	176,36	201,66	193,31	(4,14)%
UBP Tello GBU Tello	-	-	172,00	81,10	209,48	158,30%
UBP PMU GBU PMU	-	-	-	-	868,55	-
Jumlah Total	**37.590,11**	**35.935,34**	**79.670,26**	**82.535,52**	**81.841,71**	**(0,84)%**

Grafik Penjualan Tenaga Listrik
Chart of Electricity Sales

(dalam GWh) (in GWh)



Capacity Factor
Capacity Factor

Capacity Factor (CF) adalah persentase dari besarnya jumlah penjualan selama waktu tertentu, dibagi dengan maksimum jumlah energi yang bisa dikeluarkan pada masa periode yang sama.

Capacity Factor (CF) is the percentage of total electricity sales over a certain period divided by the maximum amount of energy that could be generated during the same period.

CF pembangkit PLN Indonesia Power adalah sebesar 50,49%, yaitu lebih rendah 1,75%, dibandingkan tahun 2024. Hal tersebut terutama disebabkan oleh adanya:

1. Penurunan penjualan listrik di UBP Semarang disebabkan karena keterbatasan energi primer gas;
2. Kondisi cuaca ekstrem dan curah hujan yang tinggi menyebabkan kendala pada pengiriman pasokan batubara dan berdampak kepada penurunan kualitas batubara.

The CF of PLN Indonesia Power's generating units was 50.49%, representing a 1.75% decrease compared to that of 2024. This decline was primarily attributable to:

1. A decrease in electricity sales at GBU Semarang due to limitations in gas primary energy supply; and
2. Extreme weather conditions and high rainfall, which disrupted coal supply deliveries and adversely affected coal quality.

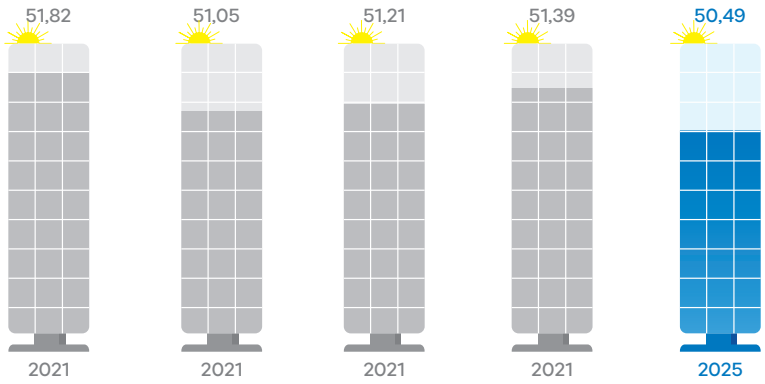
Tabel CF Berdasarkan Jenis Pembangkit
Table of CF by Type of Power Plant

(dalam GWh, kecuali dinyatakan lain) (in GWh, unless otherwise stated)

Unit Pembangkit Type of Power Plant	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
PLTU Batubara Coal SPP	80,87	78,44	69,06	69,08	66,66	(3,50)%
Non PLTU Batubara Non-Coal SPP	33,40	32,81	35,63	36,37	36,29	(0,22)%
Jumlah Total	**51,82**	**51,05**	**51,21**	**51,39**	**50,49**	**(1,75)%**

Grafik CF Pembangkit
Graph of CF's Power Plants

(dalam GWh) (in GWh)



Pemakaian Sendiri
Self-Consumption

Selain untuk disalurkan ke pembeli, ada sebagian tenaga listrik yang dipakai oleh Perusahaan untuk fasilitas produksi. Pemakaian Sendiri (PS) merupakan jumlah tenaga listrik yang digunakan untuk aktivitas operasional pembangkit serta *losses-losses* jaringan dan trafo yang ada sebelum didistribusikan ke pembeli.

In addition to being supplied to buyers, a portion of the electricity is used by the Company for production facilities. Self-Consumption (PS) represents the amount of electricity used for power plant operational activities as well as network and transformer losses prior to being distributed to buyers.

Semakin rendah nilai PS menunjukkan kinerja pembangkit semakin baik.
A lower PS value indicates better performance of the power plant

Pemakaian sendiri tahun 2025 adalah sebesar 4.706,78 GWh, yaitu mengalami peningkatan dibandingkan tahun 2024 yang disebabkan oleh adanya penurunan efisiensi peralatan akibat penambahan usia peralatan.

Self-consumption in 2025 amounted to 4,706.78 GWh, representing an increase compared to 2024, which was caused by a decline in equipment efficiency due to aging equipment.

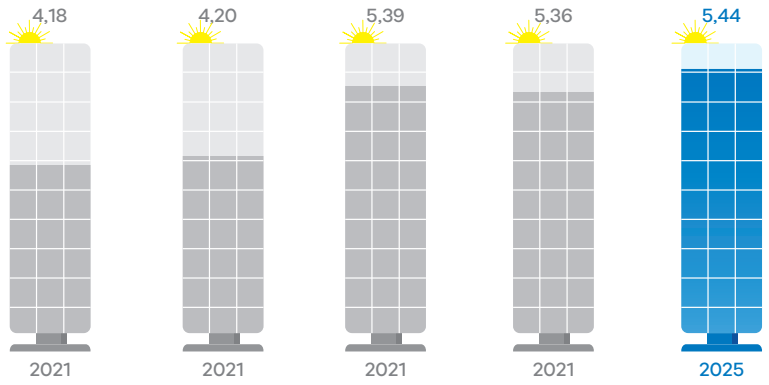
Total Pemakaian Sendiri Tenaga Listrik Berdasarkan Jenis Pembangkit
Total Self-Consumption of Electricity by Power Plant Type

(dalam GWh, kecuali dinyatakan lain) (in GWh, unless otherwise stated)

Jenis Pembangkit Type of Power Plant	2021		2022		2023		2024		2025	
	GWh	%	GWh	%	GWh	%	GWh	%	GWh	%
PLTU Batubara Coal SPP	1.305,37	5,43%	1.283,94	5,50%	3.706,91	6,80%	3.865,80	7,05%	3.847,18	7,28%
Non PLTU Batubara Non Coal SPP	335,34	2,21%	290,86	2,05%	828,12	2,79%	809,64	2,50%	859,60	2,55%
Jumlah Total	**1.640,70**	**4,18%**	**1.574,78**	**4,20%**	**4.535,03**	**5,39%**	**4.675,43**	**5,36%**	**4.706,78**	**5,44%**

Grafik Pemakaian Sendiri Tenaga Listrik
Graph of Electricity Self-Consumption

(dalam %) (in %)



Faktor Ketersediaan: *Equivalent Availability Factor* (EAF)
Availability Factor: Equivalent Availability Factor (EAF)

Faktor ketersediaan mesin pembangkit diukur berdasarkan indikator *Equivalent Availability Factor* (EAF). EAF menunjukkan tingkat kesiapan suatu pembangkit untuk beroperasi menghasilkan tenaga listrik. Nilai EAF berfungsi untuk mengetahui faktor ketersediaan pembangkit untuk beroperasi dengan Daya Mampu Netto (DMN) pada periode tertentu.

The availability factor of power plant units is measured based on the Equivalent Availability Factor (EAF) indicator. EAF indicates the level of readiness of a power plant to operate and generate electricity. The EAF value serves to determine the availability factor of a power plant to operate at Net Dependable Capacity (DMN) during a certain period.

Semakin tinggi nilai EAF menunjukkan tingkat kesiapan pembangkit lebih baik.
A higher EAF value indicates a better readiness level of the power plant.

Nilai EAF PLTU Batubara pada tahun 2025 adalah sebesar 87,20%, yaitu lebih tinggi dibandingkan tahun 2024 sebesar 85,21%. Hal ini terutama didukung oleh kesuksesan pelaksanaan *overhaul* (OH) sesuai dengan skema OH terfokus yang membuktikan peningkatan performa pembangkit.

The EAF value of Coal SPP in 2025 was 87.20%, which was higher compared to 85.21% in 2024. This was mainly support-ed by the successful implementation of overhauls (OH) in accordance with the focused OH scheme, which demonstrated improved power plant performance.

Nilai EAF Non PLTU Batubara pada tahun 2025 adalah sebesar 93,18%, yaitu lebih rendah dibandingkan tahun 2024 sebesar 93,82%. Hal ini terutama disebabkan adanya jumlah unit yang melaksanakan OH terjadwal pada tahun 2025 lebih banyak dibandingkan tahun 2024.

The EAF value of non-Coal SPP in 2025 was 93.18%, which was lower compared to 93.82% in 2024. This was mainly due to the higher number of units undergoing scheduled OH in 2025 compared to 2024.

Tabel Nilai EAF per Jenis Pembangkitan
Table of EAF Score by Power Plant Type

(dalam %) (in %)

Unit Pembangkit Type of Power Plant	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
PLTU Batubara Coal SPP	86,16	86,82	84,08	85,21	87,20	2,34
Non PLTU Batubara Non-Coal SPP	95,62	95,28	94,52	93,82	93,18	(0,68)

Tabel Nilai EAF Berdasarkan Unit Pembangkit
Table of EAF Score by Generation Unit

(dalam %) (in %)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Suralaya GBU Suralaya	89,49	88,80	83,97	82,15	88,60	7,85
UBP Priok GBU Priok	92,15	98,64	95,52	93,28	92,57	(0,76)
UBP Saguling GBU Saguling	93,12	94,62	92,75	91,87	92,02	0,16
UBP Kamojang GBU Kamojang	98,27	93,31	97,76	94,97	94,72	(0,26)
UBP Mrica GBU Mrica	98,06	95,54	90,90	94,26	95,07	0,86
UBP Semarang GBU Semarang	96,38	93,02	94,57	95,82	90,46	(5,59)
UBP Grati GBU Grati	97,06	97,06	97,19	97,97	98,73	0,78
UBP Bali GBU Bali	97,42	86,77	95,01	91,78	94,88	3,38
UBP Banten 1 Suralaya GBU Banten 1 Suralaya	-	-	75,70	93,83	82,09	(12,51)
UBP Banten 2 Labuan GBU Banten 2 Labuan	-	-	86,63	96,08	88,14	(8,26)
UBP Banten 3 Lontar GBU Banten 3 Lontar	-	-	93,94	91,17	94,33	3,47
UBP Jawa Barat 2 Palabuhan Ratu GBU Jawa Barat 2 Palabuhan Ratu	-	-	91,88	90,80	96,64	6,43
UBP Jawa Tengah 2 Adipala GBU Jawa Tengah 2 Adipala	-	-	81,24	86,39	92,56	7,14
UBP Pangkalan Susu GBU Pangkalan Susu	-	-	76,62	75,11	71,71	(4,53)
UBP Labuhan Angin GBU Labuhan Angin	-	-	51,93	76,33	46,95	(38,49)
UBP Ombilin GBU Ombilin	-	-	81,34	86,99	87,88	1,02
UBP Teluk Sirih GBU Teluk Sirih	-	-	74,40	72,12	76,29	5,78
UBP Kepulauan Riau GBU Kepulauan Riau	-	-	75,90	81,76	85,85	5,00
UBP Sanggau GBU Sanggau	-	-	84,32	79,73	86,83	8,91
UBP Sintang GBU Sintang	-	-	87,34	86,34	89,29	3,42
UBP Berau GBU Berau	-	-	88,37	86,60	80,38	(7,18)
UBP Singkawang GBU Singkawang	-	-	84,83	73,31	84,43	15,17
UBP Asam-Asam GBU Asam-Asam	-	-	90,60	84,81	83,26	(1,83)
UBP Barru GBU Barru	-	-	83,48	79,79	76,69	(3,89)
UBP Cilegon GBU Cilegon	-	-	94,02	96,54	95,94	(0,62)
UBP Keramasan GBU Keramasan	-	-	87,61	84,17	75,79	(9,96)
UBP Jambi GBU Jambi	-	-	83,04	95,03	91,02	(4,22)
UBP Bukittinggi GBU Bukittinggi	-	-	96,38	86,25	97,28	12,79
UBP Bengkulu GBU Bengkulu	-	-	93,79	91,08	93,65	2,82
UBP Mahakam GBU Mahakam	-	-	95,45	90,80	92,92	2,33
UBP Barito GBU Barito	-	-	96,59	95,05	93,63	(1,49)
UBP Tello GBU Tello	98,5	93,53	84,01	94,34	83,45	(11,54)
UBP PMU GBU PMU	-	-	-	95,38	96,40	1,07

Faktor Gangguan: *Equivalent Forced Outage Rate* (EFOR)

Forced Outage: Equivalent Forced Outage Rate (EFOR)

Untuk mengetahui faktor gangguan mesin pembangkit diukur berdasarkan indikator *Equivalent Forced Outage Rate* (EFOR). EFOR digunakan untuk mengukur tingkat mesin pembangkit keluar paksa atau ketidaksiapan unit untuk beroperasi karena gangguan.

To determine the forced outage factor of power plant units, the Equivalent Forced Outage Rate (EFOR) indicator is used. EFOR is used to measure the rate of forced outages of generating units or the unavailability of units to operate due to disturbances.

Semakin rendah nilai EFOR menunjukkan keandalan unit pembangkit lebih baik dan dapat mengatasi gangguan lebih cepat

A lower EFOR value indicates better power plant unit reliability and the ability to respond to disturbances more quickly.

Nilai EFOR PLTU Batubara pada tahun 2025 adalah sebesar 3,19%, yaitu lebih rendah dibandingkan tahun 2024 sebesar 4,67%. Hal ini terutama didukung oleh kesuksesan pelaksanaan *overhaul* (OH) sesuai dengan skema OH terfokus yang membuktikan peningkatan performa pembangkit.

The EFOR value of Coal SPP in 2025 was 3.19%, which was lower compared to 4.67% in 2024. This was mainly supported by the successful implementation of overhauls (OH) in accordance with the focused OH scheme, which demonstrated improved power plant performance.

Nilai EFOR Non PLTU Batubara pada tahun 2025 adalah sebesar 0,89%, yaitu lebih rendah dibandingkan tahun 2024 sebesar 1,03%. Hal ini terutama didukung durasi pelaksanaan OH terjadwal pada tahun 2025 lebih panjang dibandingkan tahun 2024.

The EFOR value of Non-Coal SPP in 2025 was 0.89%, which was lower compared to 1.03% in 2024. This was mainly supported by the longer duration of scheduled OH implementation in 2025 compared to 2024.

Tabel Nilai EFOR per Jenis Pembangkitan

Table of EFOR Score by Type of Power Plant

(dalam %) (in %)

Unit Pembangkit Type of Power Plant	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
PLTU Batubara Coal SPP	3,51	2,85	5,31	4,67	3,19	(31,69)
Non PLTU Batubara Non-Coal SPP	0,58	0,37	1,50	1,03	0,89	(13,59)

Tabel Nilai EFOR Berdasarkan Unit Pembangkit

Table of EFOR Score by Power Plant Unit

(dalam %) (in %)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Suralaya GBU Suralaya	1,74	2,01	4,93	4,17	0,48	(88,49)
UBP Priok GBU Priok	1,67	0,17	0,25	0,26	0,34	30,77
UBP Saguling GBU Saguling	0,92	1,03	0,14	0,03	0,46	1.433,33
UBP Kamojang GBU Kamojang	0,28	0,20	0,22	0,76	0,64	(15,79)

Unit Pembangkit Generation Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
UBP Mrica GBU Mrica	0,33	1,10	1,02	0,11	0,12	9,09
UBP Semarang GBU Semarang	0,05	0,09	1,91	0,59	1,06	79,66
UBP Grati GBU Grati	1,94	0,48	0,05	0,12	1,21	908,33
UBP Bali GBU Bali	0,05	0,26	6,76	4,41	1,71	(61,22)
UBP Banten 1 Suralaya GBU Banten 1 Suralaya	-	-	7,25	2,81	2,32	(17,44)
UBP Banten 2 Labuan GBU Banten 2 Labuan	-	-	0,89	2,25	0,22	(90,22)
UBP Banten 3 Lontar GBU Banten 3 Lontar	-	-	0,88	0,34	0,04	(88,24)
UBP Jawa Barat 2 Palabuhan Ratu GBU Jawa Barat 2 Palabuhan Ratu	-	-	1,58	0,51	0,79	54,90
UBP Jawa Tengah 2 Adipala GBU Jawa Tengah 2 Adipala	-	-	0,88	1,49	0,80	(46,31)
UBP Pangkalan Susu GBU Pangkalan Susu	-	-	13,86	19,41	22,28	14,79
UBP Labuhan Angin GBU Labuhan Angin	-	-	43,10	10,82	16,08	48,61
UBP Ombilin GBU Ombilin	-	-	21,62	11,16	7,38	(33,87)
UBP Teluk Sirih GBU Teluk Sirih	-	-	11,98	11,70	6,02	(48,55)
UBP Kepulauan Riau GBU Kepulauan Riau	-	-	2,29	0,32	0,23	(28,13)
UBP Sanggau GBU Sanggau	-	-	5,96	5,37	3,26	(39,29)
UBP Sintang GBU Sintang	-	-	1,78	3,91	3,75	(4,09)
UBP Berau GBU Berau	-	-	3,84	1,04	1,23	18,27
UBP Singkawang GBU Singkawang	-	-	3,66	1,57	4,70	199,36
UBP Asam-Asam GBU Asam-Asam	-	-	2,89	5,13	2,33	(54,58)
UBP Barru GBU Barru	-	-	3,18	4,64	14,05	202,80
UBP Cilegon GBU Cilegon	-	-	0,07	0,07	0,05	(28,57)
UBP Keramasan GBU Keramasan	-	-	13,71	16,00	7,04	(56,00)
UBP Jambi GBU Jambi	-	-	17,61	0,18	0,82	355,56
UBP Bukittinggi GBU Bukittinggi	-	-	0,12	2,48	0,16	(93,55)
UBP Bengkulu GBU Bengkulu	-	-	0,37	0,57	1,29	126,32
UBP Mahakam GBU Mahakam	-	-	2,81	1,40	1,83	30,71
UBP Barito GBU Barito	-	-	4,30	1,33	2,93	120,30
UBP Tello GBU Tello	0,9	22,16	9,39	10,00	22,86	128,60
UBP PMU GBU PMU	-	-	-	0,13	0,13	-

Faktor Efisiensi Pembangkit: *Specific Fuel Consumption* (SFC)

Power Plant Efficiency Factor: Specific Fuel Consumption (SFC)

Untuk mengetahui efisiensi pembangkit diukur berdasarkan indikator *Specific Fuel Consumption* (SFC). SFC digunakan untuk mengukur seberapa efisien sebuah pembangkit listrik dan untuk mengetahui perbandingan total konsumsi bahan bakar terhadap daya listrik yang dihasilkan (produksi bruto) dari pembangkit.

To determine power plant efficiency, the Specific Fuel Consumption (SFC) indicator is used. SFC is used to measure how efficient a power plant is and to determine the ratio of total fuel consumption to the electricity generated (gross production) by the power plant.

Semakin rendah nilai SFC menunjukkan semakin efisien pengoperasian pembangkit.
A lower SFC value indicates more efficient plant operation.

Nilai SFC Batubara pada tahun 2025 adalah sebesar 0,7040 kg/kWh, yaitu lebih tinggi dibandingkan tahun 2024 sebesar 0,6555 kg/kWh. Hal ini terutama disebabkan oleh adanya peningkatan persentase *co-firing* biomass tahun 2025 dibandingkan dengan tahun 2024 sehingga menyebabkan nilai kalor komposit menjadi lebih rendah dan curah hujan tinggi yang menyebabkan batubara lembab, sehingga berdampak terjadinya blocking pada peralatan penyaluran energi primer.

The Coal SFC value in 2025 was 0.7040 kg/kWh, which was higher compared to 0.6555 kg/kWh in 2024. This was mainly due to the increase in the percentage of biomass co-firing in 2025 compared to 2024, resulting in a lower composite calorific value, as well as high rainfall causing wet coal conditions, which impacted blockages in primary energy distribution equipment.

Nilai SFC Gas pada tahun 2025 adalah sebesar 0,0083 MMBTU/kWh, yaitu lebih tinggi dibandingkan tahun 2024 sebesar 0,0082 MMBTU/kWh. Hal ini terutama disebabkan oleh menurunnya CF PLTGU Tambak Lorok Blok 3 karena adanya keterbatasan dan pengalihan energi primer gas.

The Gas SFC value in 2025 was 0.0083 MMBTU/kWh, which was lower compared to 0.0082 MMBTU/kWh in 2024. This was mainly due to the decline in the CF of PLTGU Tambak Lorok Block 3 as a result of limitations and diversion of primary gas energy.

Nilai SFC BBM pada tahun 2025 adalah sebesar 0,3078 liter/kWh, yaitu lebih tinggi dibandingkan tahun 2024 sebesar 0,3046 liter/kWh. Hal ini terutama disebabkan oleh beroperasinya pembangkit PLTG menggunakan bahan bakar BBM karena keterbatasan energi primer gas dan tingginya *demand*.

The Fuel Oil SFC value in 2025 was 0.3078 liters/kWh, which was higher compared to 0.3046 liters/kWh in 2024. This was mainly due to the operation of PLTG power plants using fuel oil because of limitations in primary gas energy and high demand.

Nilai SFC Berdasarkan Jenis Bahan Bakar
Table of SFC Score by Fuel Type

Jenis Bahan Bakar Type of Fuel	Satuan Unit	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
SFC Batubara Coal SFC	kg/kWh	0,6278	0,6555	0,7040	7,40%
SFC Gas Gas SFC	MMBTU/kWh	0,0083	0,0082	0,0083	1,70%
SFC BBM Oil Fuel SFC	liter/kWh	0,2900	0,3046	0,3078	1,08%

Kinerja Pembangkit Jasa O&M
Performance of O&M Service Power Plants

Pada tahun 2025, PLN Indonesia Power mengelola jasa *operation and maintenance* (O&M) pada 3 (tiga) unit pembangkitan.

In 2025, PLN Indonesia Power managed operation and maintenance (O&M) services for 3 (three) generating units.

Daya Terpasang Pembangkit Jasa O&M
O&M Services Power Plant Installed Capacity

Daya terpasang pembangkit jasa O&M pada tahun 2025 adalah sebesar 226,00 MW.

The installed capacity of O&M services power plants in 2025 was 226.00 MW.

Tabel Daya Terpasang Unit Pembangkit Jasa O&M
Table of O&M Services Power Plant Installed Capacity

(dalam MW) (in MW)

Unit Pembangkit Jasa O&M O&M Services Power Plant	Daya Terpasang Installed Capacity
1. UBP Jeranjang GBU Jeranjang	90,00
2. UBP Holtekamp GBU Holtekamp	24,00
3. UBP Jatigede GBU Jatigede	112,00
Jumlah Total	**226,00**

EAF Pembangkit Jasa O&M
EAF of O&M Service Power Plants

Semakin tinggi nilai EAF menunjukkan tingkat kesiapan pembangkit lebih baik.
A higher Equivalent Availability Factor (EAF) indicates a better level of power plant readiness.

Nilai EAF Pembangkit Jasa O&M Jawa Bali pada tahun 2025 adalah sebesar 96,13%, yaitu lebih rendah dibandingkan tahun 2024 sebesar 100,00%. Hal ini terutama disebabkan adanya pelaksanaan OH pada UBP Jatigede semenjak *Commercial on Date* (COD) di tahun 2024.

The EAF value of Java–Bali O&M Services Power Plants in 2025 was 96.13%, which was lower compared to 100.00% in 2024. This was mainly due to the implementation of OH at GBU Jatigede since its Commercial on Date (COD) in 2024.

Nilai EAF Pembangkit Jasa O&M Luar Jawa Bali pada tahun 2025 adalah sebesar 81,06%, yaitu lebih tinggi dibandingkan tahun 2024 sebesar 72,07%. Hal ini terutama didorong oleh adanya peningkatan performa pembangkit akibat dari terlaksananya skema OH terfokus.

The EAF value of Non-Java–Bali O&M Services Power Plants in 2025 was 81.06%, which was higher compared to 72.07% in 2024. This was mainly driven by improved power plant performance resulting from the implementation of the focused OH scheme.

Tabel EAF Pembangkit Jasa O&M
Table of EAF of O&M Service Power Plants

(dalam %) (in %)

Unit Pembangkit Power Plant Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Pembangkit Jasa O&M Jawa Bali O&M Service Power Plants in Java-Bali	89,84	91,05	-	100,00	96,13	(3,87)
Pembangkit Jasa O&M Luar Jawa Bali O&M Service Power Plants Outside Java-Bali	77,80	74,35	82,51	72,07	81,06	13,71

EFOR Pembangkit Jasa O&M
EFOR of O&M Service Power Plants

Semakin rendah nilai EFOR menunjukkan keandalan unit pembangkit lebih baik dan dapat mengatasi gangguan lebih cepat.
The lower the EFOR value, the better the reliability of the power plant unit and the quicker it can recover from disturbances.

Nilai EFOR Pembangkit Jasa O&M Jawa Bali pada tahun 2025 adalah sebesar 0,07%, yaitu lebih tinggi dibandingkan tahun 2024 sebesar 0,00%. Hal ini terutama disebabkan oleh adanya adanya pelaksanaan OH pada UBP Jatigede semenjak COD di tahun 2024.

The EFOR value of Java–Bali O&M Services Power Plants in 2025 was 0.07%, which was higher compared to 0.00% in 2024. This was mainly due to the implementation of OH at GBU Jatigede since its COD in 2024.

Nilai EFOR Pembangkit Jasa O&M Luar Jawa Bali pada tahun 2025 adalah sebesar 3,58%, yaitu lebih rendah dibandingkan tahun 2024 sebesar 5,88%. Hal ini terutama didorong oleh adanya peningkatan performa pembangkit akibat dari terlaksananya skema OH terfokus.

The EFOR value of outside Java–Bali O&M Services Power Plants in 2025 was 3.58%, which was lower compared to 5.88% in 2024. This was mainly driven by improved power plant performance resulting from the implementation of the focused OH scheme.

Tabel EFOR Pembangkit Jasa O&M
Table of EFOR of O&M Service Power Plants

(dalam %) (in %)

Unit Pembangkit Power Plant Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Pembangkit Jasa O&M Jawa Bali O&M Service Power Plants in Java-Bali	2,10	0,65	-	-	0,07	100,00
Pembangkit Jasa O&M Luar Jawa Bali O&M Service Power Plants Outside Java-Bali	3,94	18,86	4,05	5,88	3,58	(39,12)

Kinerja Produk *Beyond* kWh
Beyond kWh Product Performance

PLN Indonesia Power terus menunjukkan komitmennya dalam mendukung keberlanjutan melalui berbagai inovasi serta pengembangan produk dan layanan yang berkelanjutan. Inovasi tersebut tidak hanya diarahkan untuk meningkatkan efisiensi dan keandalan operasional, tetapi juga sebagai bentuk adaptasi strategis terhadap dinamika industri energi serta tantangan global dalam proses transisi energi.

PLN Indonesia Power continues to demonstrate its commitment to sustainability through various innovations and the development of sustainable products and services. These innovations are not only aimed at improving operational efficiency and reliability but also serve as a form of strategic adaptation to the dynamics of the energy industry and global challenges in the energy transition process.

Salah satu langkah strategis yang ditempuh adalah melalui *Shifting Strategy and Innovation Focus*, yaitu penguatan dan perluasan portofolio bisnis di luar penjualan tenaga listrik (*Beyond* kWh *Business*) sebagai upaya diversifikasi usaha serta respons terhadap peluang dan tantangan bisnis di masa mendatang.

One of the strategic steps undertaken is through the Shifting Strategy and Innovation Focus, namely strengthening and expanding the business portfolio beyond electricity sales (Beyond kWh Business) as an effort to diversify the business and respond to future business opportunities and challenges.

Realisasi pendapatan dari bisnis *beyond* kWh tahun 2025 sebesar Rp597 miliar yang terdiri dari produk dan layanan sebagai berikut.

The realization of revenue from the beyond kWh business in 2025 amounted to Rp597 billion, consisting of the following products and services.

Operation & Maintenance Services (O&M)

- *Main Plant,*
- *Balance of Plant,*
- *Coal Handling,*
- *Ash Handling,*
- *Laboratories,*
- *Engineering Support,*
- *Asset Management Setup,*
- *Power Plant Digitalization.*

Realisasi pendapatan dari kluster bisnis jasa O&M sebesar Rp223.369.119.680 terdiri dari proyek-proyek utama berikut:

1. Jasa O&M (Full O&M) PLTA Rajamandala: Rp1.612.102.560,
2. Jasa O&M (Full O&M) PLTU Kalbar 1: Rp86.237.878.796,
3. Jasa O&M (Partial O&M) Electrical Distribution Network Sector Substation Kuwait: Rp27.031.818.833,
4. Jasa O&M dan MPP (Partial O&M): Rp101.103.702.373.

The realization of revenue from the O&M services business cluster amounted to Rp223,369,119,680, consisting of the following main projects:

1. O&M Services (Full O&M) of Rajamandala HPP (PLTA): Rp1,612,102,560,
2. O&M Services (Full O&M) of West Kalimantan 1 Coal SPP (PLTU): Rp86,237,878,796,
3. O&M Services (Partial O&M) of Electrical Distribution Network Sector Substation Kuwait: Rp27,031,818,833,
4. O&M Services and MPP (Partial O&M): Rp101,103,702,373,

PLTS *Hybrid* Nusa Penida, UBP Bali.
Nusa Penida Hybrid SoPP, Bali GBU.

Maintenance, Repair & Overhaul Services (MRO)

- All Type Boiler,
- HRSG (Heat Recovery Steam Generator),
- Pump & Turbine,
- Trafo & Generator,
- Control & Instrument,
- NDT & Material (Non-Destructive Testing),
- Vibration,
- Welding,
- Boiler Inspector,
- Welding Inspector,
- Corrosion Inspector.

Realisasi pendapatan dari kluster bisnis jasa MRO sebesar Rp120,90 miliar terdiri dari proyek-proyek utama berikut:

1. Inspeksi Turbin, *Turbine Valve*, *Generator*, dan *Generator Auxiliary* PT Paiton Energy: Rp9,47 miliar,
2. *Overhaul Major Inspection* (MI) Turbine Unit 1 PT Indo Pusaka Berau: Rp2,19 miliar,
3. *Assessment* Pembangkit Listrik Tenaga Air & Turbin & RLA PT Smec Denka Indonesia: Rp1,75 miliar,
4. *Inspection Unit* PLTU Jawa 9-10: Rp5,69 miliar,
5. *Recovery Turbine* PLTP Dieng Unit 1 PT Geodipa Energi: Rp11,60 miliar,
6. *The Purchasing of Chain Cable for Stracker Reclaimer* PT KPJB: Rp 22.850.000.000,
7. Pekerjaan MRO lainnya.

The realization of revenue from the MRO services business cluster amounted to Rp120.90 billion, consisting of the following main projects:

1. Inspection of Turbine, Turbine Valve, Generator, and Generator Auxiliary of PT Paiton Energy: Rp9.47 billion,
2. Overhaul Major Inspection (MI) Turbine Unit 1 of PT Indo Pusaka Berau: Rp2.19 billion,
3. Hydropower Plant & Turbine Assessment & RLA of PT Smec Denka Indonesia: Rp1.75 billion,
4. Inspection of PLTU Jawa 9-10 Units: Rp5.69 billion,
5. Turbine Recovery of Dieng Geothermal Power Plant (PLTP) Unit 1 of PT Geodipa Energi: Rp11.60 billion,
6. The Purchasing of Chain Cable for Stracker Reclaimer of PT KPJB: Rp22.85 billion,
7. Other MRO works.

Pegawai PLTS Selayar, UBP Tello, Sulawesi Selatan.
Employee of Selayar SoPP, Tello GBU, South Sulawesi.

Barge Mounted Power Plant (BMPP)

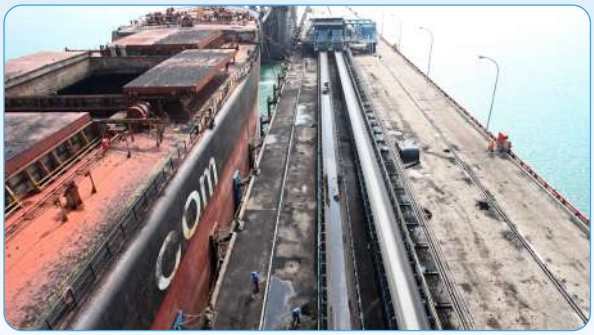
- Full Service (Pendanaan, Engineering Procurement and Construction/EPC, Operation and Maintenance/O&M),
- Partial Service (O&M, EPC)

BMPP yang saat ini sudah beroperasi yaitu:
1. BMPP Ambon kapasitas 60 MW,
2. BMPP Kolaka kapasitas 60 MW.

The BMPPs currently in operation are:

1. BMPP Ambon with a capacity of 60 MW,
2. BMPP Kolaka with a capacity of 60 MW.

Primary Energy & Port Management



- Coal Trading,
- Biomass Trading,
- Port Management.

Realisasi pendapatan dari kluster bisnis *primary energy & port management* sebesar Rp158,67 miliar terdiri dari proyek-proyek berikut:

1. *Coal Trading*: Rp151,29 miliar,
2. Biomass *Trading*: Rp95,70 juta,
3. *Port Management*: Rp2,76 miliar,
4. Pembongkaran Batubara: Rp4,62 miliar.

The realization of revenue from the primary energy & port management business cluster amounted to Rp158.67 billion, consisting of the following projects:
1. Coal Trading: Rp151.29 billion,
2. Biomass Trading: Rp95.70 million,
3. Port Management: Rp2.76 billion,
4. Coal Unloading: Rp4.62 billion.

Solar Photovoltaic Solution

- EPC – Turnkey,
- Long Term Leasing / BOOT (Build-Own-Operate-Transfer),
- Operation and Maintenance,
- Licensing Arrangement.

Realisasi pendapatan dari pekerjaan PV *Rooftop* sebesar Rp59,41 miliar terdiri dari proyek-proyek utama berikut:

1. Instalasi PLTS YIMM WJ Factory : Rp11,12 miliar,
2. Instalasi PLTS YIMM KIIC : Rp10,04 miliar,
3. Instalasi PLTS GS Battery : Rp6,93 miliar.

The realization of revenue from PV Rooftop works amounted to Rp59.41 billion, consisting of the following main projects:

1. Installation of YIMM WJ Factory Solar Power Plant (PLTS): Rp11.12 billion,
2. Installation of YIMM KIIC Solar Power Plant (PLTS): Rp10.04 billion,
3. Installation of GS Battery Solar Power Plant (PLTS): Rp6.93 billion.

Operational Development Program (ODP)

- In Class Training (ICT),
- On Job Training (OT).

Realisasi pendapatan dari kluster bisnis ODP sebesar Rp18,18 miliar terdiri dari proyek-proyek berikut:

1. FODP: Rp17,12 miliar,
2. SOMI: Rp1,05 miliar.

The realization of revenue from the ODP business cluster amounted to Rp18.18 billion, consisting of the following projects:

1. FODP: Rp17.12 billion,
2. SOMI: Rp1.05 billion.

Enterprise Asset Management (EAM) *& Digitalization Setup*

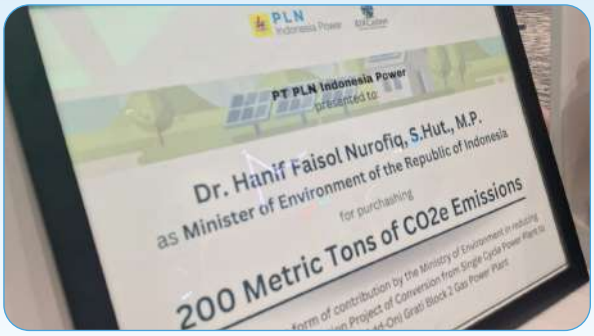
Enterprise Asset Management
- Work Planning and Control (WPC),
- Operation Management,
- Outage Management,
- Reliability Management,
- Supply Chain Management (SCM),
- Efficiency Management.

Digitalization Setup
- Reliability Efficiency Optimization Center (REOC).

Realisasi pendapatan yang telah diperoleh dari kluster bisnis EAM sebesar Rp10,55 miliar terdiri dari proyek-proyek berikut:
1. Implementasi dan *set up* REOC di PLN Tanjung Jati: Rp+9 miliar,
2. Implementasi dan *set up* REOC di Geodipa Energy: Rp+1,3 miliar,
3. *Knowledge Sharing Sootblower* PT Paiton Energy: Rp+ 200 juta,
4. PI Vision & *Asset Management Training* PT Vale Indonesia: Rp150 juta.

The realization of revenue generated from the EAM business cluster amounted to Rp10.55 billion consisting of the following projects:
1. Implementation and setup of REOC at PLN Tanjung Jati: Rp + 9 billion,
2. Implementation and setup of REOC at Geodipa Energy: Rp + 1.3 billion,
3. Sootblower Knowledge Sharing for PT Paiton Energy: Rp + 200 million,
4. PI Vision & Asset Management Training for PT Vale Indonesia: Rp150 million.

Carbon Trading



Sertifikat Pengurang Emisi (SPE) - Gas Rumah Kaca (GRK).
Greenhouse Gas (GHG) Emission Reduction Certificate (ERC).

Realisasi pendapatan atas penjualan SPE GRK sebesar Rp2,25 miliar.
The realization of revenue from the sale of SPE GRK amounted to Rp2.25 billion.

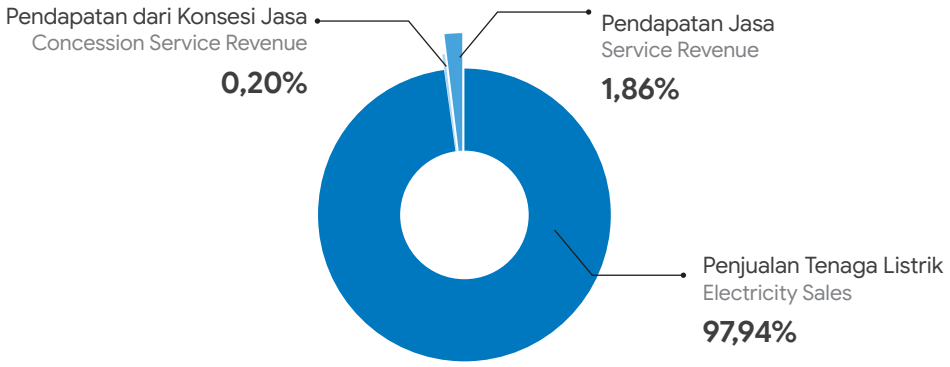
Profitabilitas Per Segmen
Profitability by Segment

Pendapatan Operasi Per Segmen
Operating Revenue by Segment

Pendapatan usaha PLN Indonesia Power terdiri dari penjualan tenaga listrik, pendapatan dari konsesi jasa dan pendapatan jasa. Pendapatan Usaha PLN Indonesia Power tahun 2025 sebesar Rp121,37 triliun, yaitu meningkat Rp10,79 triliun atau 9,76% dari tahun 2024 sebesar Rp110,58 triliun.

The revenue of PLN Indonesia Power consists of electricity sales, concession service revenue, and service revenue. The Company's revenue in 2025 amounted to Rp121.37 trillion, representing an increase of Rp10.79 trillion or 9.76% compared to Rp110.58 trillion in 2024.

Komposisi Pendapatan Usaha Per Segmen Tahun 2025
Composition of Revenue by Segment in 2025



Kontribusi Kinerja Keuangan dari Anak Perusahaan
Contribution of Financial Performance from Subsidiaries

Laba komprehensif PT PLN Indonesia Power juga dikontribusi dari kinerja anak perusahaan. Berikut merupakan persentase kontribusi anak perusahaan PT PLN Indonesia Power tahun 2025 melalui pembayaran dividen sesuai dengan porsi kepemilikan PT PLN Indonesia Power terhadap anak perusahaan dan perusahaan asosiasi.

Comprehensive income of PT PLN Indonesia Power is also contributed by the performance of its subsidiaries. The following presents the percentage contribution of PT PLN Indonesia Power's subsidiaries in 2025 through dividend payments, in accordance with PT PLN Indonesia Power's ownership portion in its subsidiaries and associate companies.

Anak perusahaan PLN Indonesia Power secara umum masih berada dalam fase pertumbuhan sehingga memerlukan dukungan likuiditas untuk pengembangan usaha dan pemenuhan *working capital*. Sehubungan dengan hal tersebut, pembagian dividen atas laba tahun buku 2024 yang direalisasikan pada tahun 2025 mempertimbangkan kondisi

Subsidiaries of PLN Indonesia Power are generally still in a growth phase, thus requiring liquidity support for business development and the fulfillment of working capital. In this regard, the distribution of dividends from the 2024 financial year profits, realized in 2025, took into account the liquidity conditions and working capital needs of each subsidiary. In

likuiditas serta kebutuhan modal kerja masing-masing entitas anak. Secara realisasi, dividen yang diterima PLN Indonesia Power pada tahun 2025 tercatat sebesar Rp54,59 miliar, yang berasal dari kontribusi PT PLN Indonesia Power Services sebesar Rp46,99 miliar dan PT Artha Daya Coalindo sebesar Rp7,6 miliar.

realization, the dividends received by PLN Indonesia Power in 2025 amounted to Rp54.59 billion, derived from contributions of PT PLN Indonesia Power Services amounting to Rp46.99 billion and PT Artha Daya Coalindo amounting to Rp7.6 billion.

Di sisi lain, PT GCL Indo Tenaga sebagai *special purpose company* (SPC) memberikan kontribusi dividen kepada PT PLN Indonesia Power Renewables sebesar Rp98,11 miliar pada tahun 2025. Dividen tersebut masih dioptimalkan di tingkat PT PLN Indonesia Power Renewables sebagai sumber pendanaan internal dalam rangka mendukung pengembangan proyek RUPTL di PLN IP Group.

On the other hand, PT GCL Indo Tenaga, as a special purpose company (SPC), contributed dividends to PT PLN Indonesia Power Renewables amounting to Rp98.11 billion in 2025. These dividends are still being optimized at the level of PT PLN Indonesia Power Renewables as an internal funding source to support the development of RUPTL projects within the PLN IP Group.

Tabel Dividen Anak Perusahaan dan Asosiasi Tahun 2025
Table of Dividends from Subsidiaries and Associates in 2025

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in millions of Rupiah, unless otherwise stated)

Nama Anak Perusahaan dan Asosiasi Name of Subsidiaries and Associates	Persentase Kepemilikan PLN Indonesia Power PLN Indonesia Power Ownership Percentage	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
PT Artha Daya Coalindo	80,00%	4.610	10.287	12.000	10.000	7.600	(24.00)%
PT PLN Indonesia Power Services	99,99%	139.270	145.295	78.220	45.544	46.995	3.19%
PT Indo Ridlatama Power	90,00%	-	-	-	-	-	-
PT PLN Indonesia Power Renewables	99,99%	-	-	-	-	-	-
- PT GCL Indo Tenaga	35%	-	40.591	64.090	124.773	98.113	(21.37)%
PT Indo Pusaka Berau	46,53%	1.241	3.275	1.881	-	-	-
PT PLN Suku Cadang	49,00%	-	-	-	-	-	-
Jumlah Total		**145.121**	**199.448**	**156.191**	**180.317**	**152.708**	**(15.31)%**

Uraian singkat mengenai kinerja Anak Perusahaan dan Asosiasi telah dijelaskan pada bab Profil Perusahaan bagian Sekilas tentang Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi dalam Laporan Tahunan ini.

A brief description of the performance of Subsidiaries and Associates has been presented in the Company Profile chapter under the section Overview of Subsidiaries, Joint Ventures, and Associate Companies in this Annual Report.

Tinjauan Kinerja Keuangan
Financial Performance Overview

Uraian kinerja keuangan ini disusun berdasarkan Laporan Keuangan Konsolidasian Perusahaan yang telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia. Laporan Keuangan Konsolidasian Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2025 telah diaudit oleh Kantor Akuntan Publik (KAP) Rintis, Jumadi, Rianto & Rekan dengan Akuntan Publik (AP) Yanto, S.E., Ak., M.Ak., CPA dengan Nomor Laporan/Report No.00798/2.1457/AU.1/02/1122-1/1/IV/2026 yang diterbitkan pada tanggal 30 April 2026 mendapatkan opini bahwa disajikan secara "wajar dalam semua hal yang material" sesuai Standar Akuntansi Keuangan di Indonesia. Selanjutnya, Laporan Keuangan Konsolidasian Perusahaan lengkap beserta catatannya dilampirkan pada bagian tersendiri dalam Laporan Tahunan ini.

This financial performance discussion has been prepared based on the Company's Consolidated Financial Statements, which have been prepared and presented in accordance with Financial Accounting Standards (SAK) in Indonesia. The Company's Consolidated Financial Statements for the year ended December 31, 2025 have been audited by KAP Rintis, Jumadi, Rianto & Partners with Public Accountant Yanto, S.E., Ak., M.Ak., CPA under Report No. 00798/2.1457/AU.1/02/1122-1/1/IV/2026 issued on April 30, 2026, expressing an opinion that the financial statements are presented "fairly, in all material respects" in accordance with Financial Accounting Standards in Indonesia. Furthermore, the complete Company's Consolidated Financial Statements together with the accompanying notes are attached in a separate section of this Annual Report.

Laporan Posisi Keuangan Konsolidasian
Statements of Consolidated Financial Position

Jumlah Aset PLN Indonesia Power tahun 2025 mengalami penurunan dibandingkan tahun 2024 menjadi Rp427,04 triliun, liabilitas menurun menjadi Rp53,01 triliun dan ekuitas meningkat menjadi Rp374,03 triliun.

Total Assets of PLN Indonesia Power in 2025 a decrease compared to the end of 2024 to Rp427.04 trillion, liabilities decreased to Rp53.01 trillion, and equity increased to Rp374.03 trillion.

Tabel Posisi Keuangan
Table of Financial Position

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Jumlah Aset Total Assets	193.713.794	374.409.423	386.200.863	427.337.432	427.035.369	(302.063)	(0,07)%
Jumlah Liabilitas Total Liabilities	15.312.157	31.387.319	40.745.537	53.946.034	53.007.274	(938.760)	(1,74)%
Jumlah Ekuitas Total Equity	178.401.637	343.022.104	345.455.326	373.391.398	374.028.095	636.697	0,17%

Aset
Assets

Jumlah aset PLN Indonesia Power tahun 2025 sebesar Rp427,04 triliun, menurun Rp302,06 miliar atau 0,07% dari tahun 2024 sebesar Rp427,34 triliun. Penurunan tersebut terutama disebabkan oleh depresiasi aset tetap.

Total assets of PLN Indonesia Power in 2025 amounted to Rp427.04 trillion, decreasing by Rp302.06 billion or 0.07% from Rp427.34 trillion at the end of 2024. The decrease was mainly driven by depreciation of fixed assets.

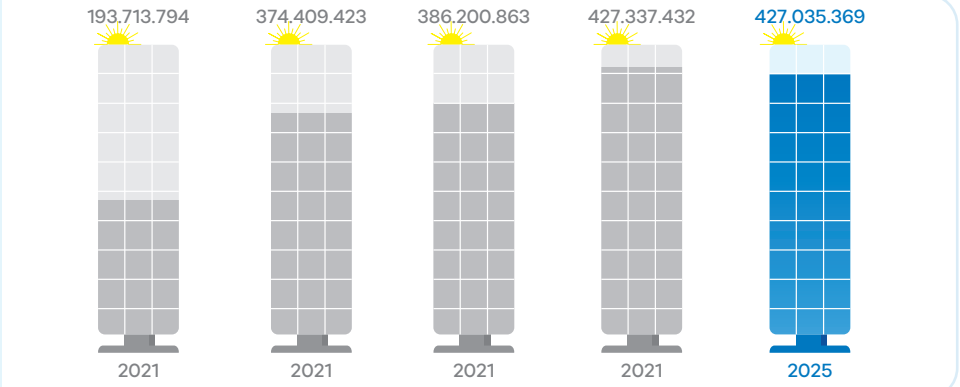
Tabel Aset
Table of Assets

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Aset lancar Current assets	34.232.232	38.748.404	62.191.430	81.056.348	86.574.037	5.517.689	6,81%
Aset tidak lancar Non-current assets	159.481.562	335.661.019	324.009.433	346.281.084	340.461.332	(5.819.752)	(1,68)%
Jumlah Aset Total Assets	**193.713.794**	**374.409.423**	**386.200.863**	**427.337.432**	**427.035.369**	**(302.063)**	**(0,07)%**

Grafik Aset
Chart of Assets

(dalam jutaan Rupiah)
(in millions of Rupiah)



Aset Lancar
Current Assets

Jumlah aset lancar PLN Indonesia Power tahun 2025 sebesar Rp86,57 triliun, yaitu meningkat Rp5,52 triliun atau 6,81% dari tahun 2024 sebesar Rp81,06 triliun. Peningkatan tersebut terutama didorong oleh kenaikan piutang usaha Perjanjian Jual Beli Tenaga Listrik (PJBTL) dengan PT PLN (Persero).

Total current assets of PLN Indonesia Power in 2025 amounted to Rp86.43 trillion, representing an increase of Rp5.37 trillion or 6.63% from Rp81.06 trillion in 2024. The increase was mainly driven by the increase in trade receivables from the Power Purchase Agreement (PPA) with PT PLN (Persero).

Tabel Aset Lancar
Table of Current Assets

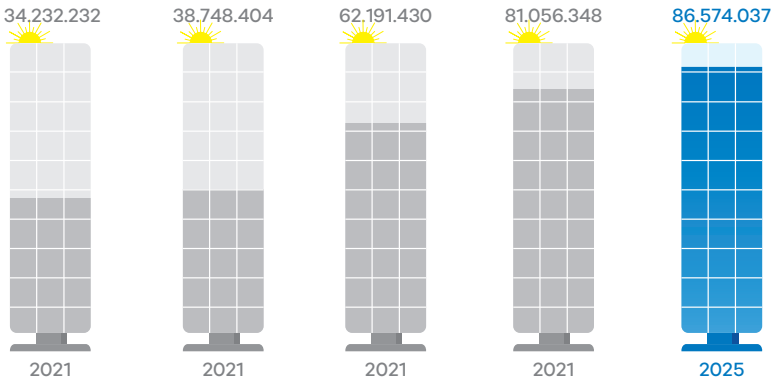
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Kas dan setara kas Cash and cash equivalents	2.766.128	3.682.111	3.535.896	4.569.811	3.661.375	(908.436)	(19,88)%
Piutang usaha Trade receivables	25.665.554	27.868.459	52.221.587	69.515.156	74.127.016	4.611.860	6,63%
Piutang lain-lain Other receivables	343.128	669.231	384.208	929.023	1.316.936	387.913	41,75%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Persediaan Inventories	2.663.079	4.975.336	5.283.975	5.151.067	6.378.534	1.227.467	23,83%
Pajak dibayar di muka Prepaid taxes	566.327	396.009	246.043	329.477	671.593	342.116	103,84%
Biaya dibayar di muka dan uang muka Prepaid expenses and advances	66.638	166.212	399.882	432.720	279.519	(153.201)	(35,40)%
Aset keuangan konsesi jasa Financial assets of service concession	2.019.485	991.046	119.839	129.094	139.064	9.970	7,72%
Jumlah Aset Lancar **Total Current Assets**	**34.232.232**	**38.748.404**	**62.191.430**	**81.056.348**	**86.574.037**	**5.517.689**	**6,81%**

Grafik Aset Lancar
Graph of Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)



Kas dan Setara Kas

Kas dan setara kas PLN Indonesia Power tahun 2025 sebesar Rp3,66 triliun, yaitu menurun Rp908,44 miliar atau 19,88% dari tahun 2024 sebesar Rp4,57 triliun. penurunan tersebut terutama didorong oleh realisasi *dropping* dari PLN *Holding* dan alokasi pembayaran utang usaha jangka pendek.

Cash and Cash Equivalents

Cash and cash equivalents of PLN Indonesia Power in 2025 amounted to Rp3.66 trillion, decreasing by Rp908.44 billion or 19.88% from Rp4.57 trillion in 2024. The decrease was mainly driven by the realization of dropping from PLN Holding and the allocation for short-term trade payable payments.

Tabel Kas dan Setara Kas
Table of Cash and Cash Equivalents

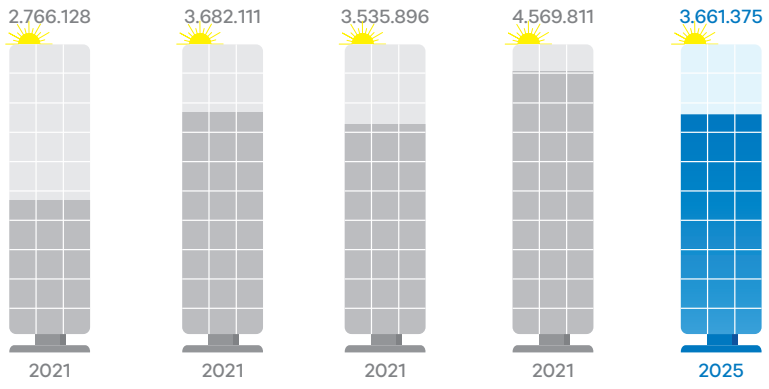
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Kas Cash	35	67	46	45	71	26	58,61%
Bank:							
Pihak berelasi Related parties	2.217.210	3.588.538	3.519.715	4.544.687	3.292.484	(1.252.203)	(27,55)%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Pihak ketiga Third parties	1.557	54.947	10.635	21.079	9.620	(11.459)	(54,36)%
Jumlah Kas dan Bank Total Cash and Bank	2.218.802	3.643.552	3.530.396	4.565.811	3.302.175	(1.263.636)	(27,68)%
Setara Kas - Deposito Berjangka: Cash Equivalents - Term Deposits:							
Pihak berelasi Related parties	547.326	38.559	5.500	4.000	359.200	355.200	8.880,00%
Jumlah Setara Kas Total Cash Equivalent	547.326	38.559	5.500	4.000	359.200	355.200	8.880,00%
Jumlah Kas dan Setara Kas Total Cash and Cash Equivalent	**2.766.128**	**3.682.111**	**3.535.896**	**4.569.811**	**3.661.375**	**(908.436)**	**(19,88)%**

Grafik Kas dan Setara Kas
Graph of Cash and Cash Equivalents

(dalam jutaan Rupiah)
(in million Rupiah)



Piutang Usaha

Piutang usaha PLN Indonesia Power tahun 2025 sebesar Rp74,13 triliun, yaitu meningkat Rp4,61 triliun atau 6,63% dari tahun 2024 sebesar Rp69,51 triliun. Peningkatan tersebut terutama didorong oleh nilai komponen C yang lebih tinggi dibandingkan tahun 2024 yang dipengaruhi harga energi primer menjadi unsur Harga Pokok Penjualan Tenaga Listrik.

Trade Receivables

Trade receivables of PLN Indonesia Power in 2025 amounted to Rp74.13 trillion, representing an increase of Rp4.16 trillion or 6.63% from Rp69.51 trillion in 2024. The increase was mainly driven by the higher value of component C compared to 2024, which was influenced by primary energy prices as an element of the Cost of Electricity Sales.

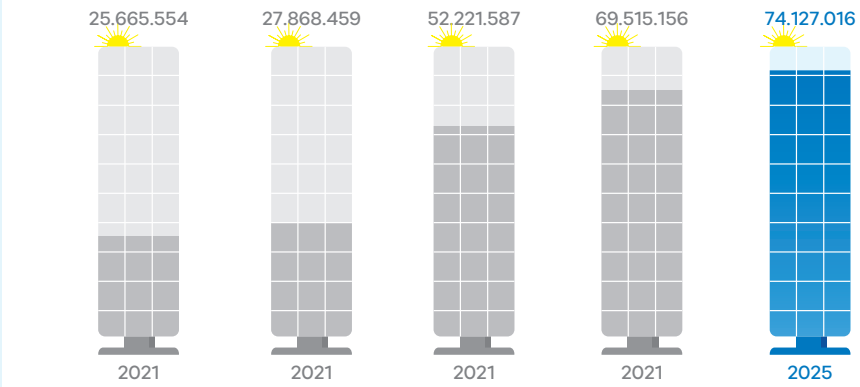
Tabel Piutang Usaha
Table of Trade Receivables

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Pihak berelasi Related parties	27.248.591	27.789.360	52.135.921	69.362.079	73.990.133	4.628.054	6,67%
Pihak ketiga Third parties	136.474	121.167	118.793	195.303	173.725	(21.578)	(11,05)%
Cadangan kerugian penurunan nilai Allowance for Impairment losses	(45.051)	(39.603)	(33.127)	(42.226)	(36.842)	5.384	(12,75)%
Pihak ketiga - bersih Third parties – net	91.423	81.564	85.666	153.077	136.883	(16.194)	(10,58)%
Jumlah Piutang Usaha Total Trade Receivables	**25.665.554**	**27.868.459**	**52.221.587**	**69.515.156**	**74.127.016**	**4.611.860**	**6,63%**

Grafik Piutang Usaha
Chart of Trade Receivables

(dalam jutaan Rupiah)
(in million Rupiah)



Piutang Lain-lain - Bagian Lancar

Piutang lain-lain - bagian lancar PLN Indonesia Power tahun 2025 sebesar Rp1,32 triliun, yaitu meningkat Rp387,91 miliar atau 41,75% dari tahun 2024 sebesar Rp929,02 miliar. Peningkatan tersebut terutama didorong oleh pengakuan akrual pendapatan klaim asuransi pembangkit atas yang telah terbit statement Liability pada akhir tahun 2025.

Other Receivables - Current Portion

Other receivables - current portion of PLN Indonesia Power in 2025 amounted to Rp1.32 billion, representing an increase of Rp387.91 billion or 41.75% from Rp929.02 billion in 2024. The increase was mainly driven by the recognition of accrued revenue from power plant insurance claims for which the Statement of Liability had been issued at the end of 2025.

Persediaan

Persediaan PLN Indonesia Power tahun 2025 sebesar Rp6,38 triliun, yaitu meningkat Rp1,23 triliun atau 23,83% dari tahun 2024 sebesar Rp5,28 triliun. Peningkatan tersebut terutama didorong oleh peningkatan persediaan energi primer dalam rangka pengamanan produksi listrik.

Inventories

Inventories of PLN Indonesia Power in 2025 amounted to Rp6.38 trillion, representing an increase of Rp1.23 trillion or 23.83% from Rp5.28 trillion in 2024. The increase was mainly driven by higher primary energy inventories in order to secure electricity production.

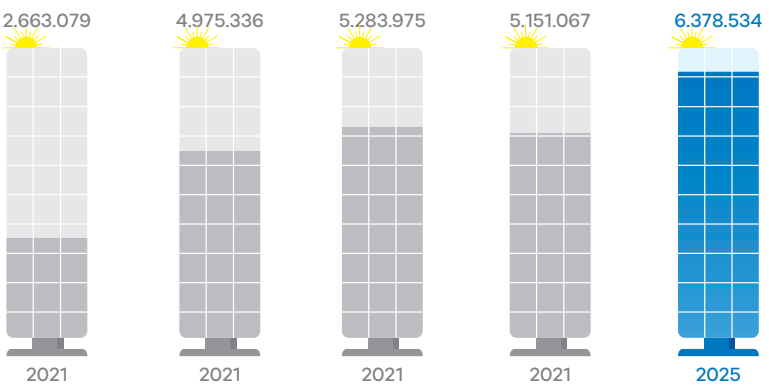
Tabel Persediaan
Table of Inventories

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Bahan bakar dan pelumas Fuel and lubricants	1.348.058	4.770.409	5.269.286	5.187.306	6.467.856	1.280.550	24,69%
Suku cadang Spare parts	162.400	444.309	358.323	336.080	312.410	(23.670)	(7,04)%
Cadangan kerugian penurunan nilai persediaan dan persediaan usang Allowance for decline in value of inventories and inventory obsolescence	(124.689)	(239.382)	(343.634)	(372.319)	(401.732)	(29.413)	(7,90)%
Jumlah Persediaan **Total Inventories**	**2.663.079**	**4.975.336**	**5.283.975**	**5.151.067**	**6.378.534**	**1.227.467**	**23,83%**

Grafik Persediaan
Chart of Inventories

(dalam jutaan Rupiah)
(in million Rupiah)



Pajak Dibayar di Muka - Bagian Lancar

Pajak dibayar di muka - bagian lancar PLN Indonesia Power tahun 2025 sebesar Rp671,59 miliar, yaitu meningkat Rp342,12 miliar atau 103,84% dari tahun 2024 sebesar Rp329,48 miliar. Peningkatan tersebut terutama didorong oleh pembayaran PPh Pasal 22.

Prepaid Taxes - Current Portion

Prepaid taxes - current portion of PLN Indonesia Power in 2025 amounted to Rp671.59 billion, representing an increase of Rp342.12 billion or 103.84% from Rp329.48 billion in 2024. The increase was mainly driven by the payment of Article 22 Income Tax.

Biaya Dibayar di Muka dan Uang Muka - Bagian Lancar

Biaya dibayar di muka dan uang muka - bagian lancar PLN Indonesia Power tahun 2025 sebesar Rp279,52 miliar, yaitu lebih rendah Rp153,20 miliar atau 35,40% dari tahun 2024 sebesar Rp432,72 miliar. Hal tersebut terutama disebabkan oleh pembebanan ke biaya sesuai periode dan manfaat antara lain atas premi asuransi pembangkit.

Prepaid Expenses and Advances - Current Portion

Prepaid expenses and advances - current portion of PLN Indonesia Power in 2025 amounted to Rp279.52 billion, representing a decrease of Rp153.20 billion or 35.40% from Rp432.72 billion in 2024. This was mainly driven by the recognition of expenses in accordance with the relevant period and benefits, including power plant insurance premiums.

Aset Keuangan dari Proyek Konsesi - Bagian Lancar

Biaya dibayar di muka dan uang muka - bagian lancar PLN Indonesia Power tahun 2025 sebesar Rp279,52 miliar, yaitu lebih rendah Rp153,20 miliar atau 35,40% dari tahun 2024 sebesar Rp432,72 miliar. Hal tersebut terutama disebabkan oleh pembebanan ke biaya sesuai periode dan manfaat antara lain atas premi asuransi pembangkit.

Financial Assets of Concession Project – Current Portion

Financial assets of concession projects – current portion of PLN Indonesia Power in 2025 amounted to Rp279.52 billion, representing a decrease of Rp153.20 billion or 35.40% compared to Rp432.72 billion in 2024. This decrease was primarily attributable to the recognition of expenses in accordance with the relevant period and benefits, including power plant insurance premiums.

Aset Tidak Lancar
Non-Current Assets

Aset tidak lancar PLN Indonesia Power tahun 2025 sebesar Rp340,46 triliun, menurun Rp5,82 triliun atau 1,68% dari tahun 2024 sebesar Rp346,28 triliun. Hal ini dominan dipengaruhi depresiasi aset tetap yang merupakan proses normal.

Non-current assets of PLN Indonesia Power in 2025 amounted to Rp340.46 trillion, decreasing by Rp5.82 trillion or 1.68% from Rp346.28 trillion in 2024. This was predominantly influenced by depreciation of fixed assets, which is a normal process.

Tabel Aset Tidak Lancar
Table of Non-Current Assets

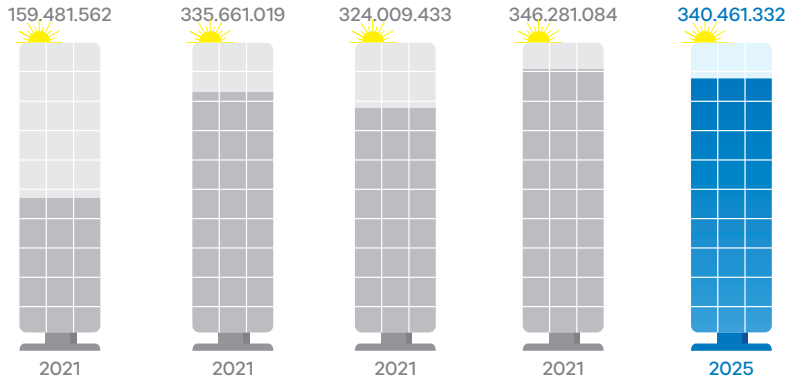
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Aset tetap Property, plant, and equipment	107.729.655	282.537.883	307.625.776	329.952.364	323.761.743	(6.190.621)	(1,88)%
Aset hak guna Right-of-Use Assets	3.307.776	3.447.465	5.445.976	4.671.193	3.531.494	(1.139.699)	(24,40)%
Properti investasi Investment properties	143.969	93.814	94.405	95.583	99.295	3.712	3,88%
Investasi pada entitas asosiasi dan ventura bersama Investment in associates and joint ventures	4.321.545	6.946.638	7.835.695	9.163.403	10.411.787	1.248.384	13,62%
Aset pajak tangguhan Deferred tax assets	19.493	22.150	22.240	38.613	62.845	24.232	62,76%
Pajak dibayar di muka Prepaid taxes	1.242.799	907.902	720.965	368.368	450.224	81.856	22,22%
Piutang lain-lain Other receivables	516.195	531.004	915.472	661.277	712.989	51.712	7,82%
Biaya dibayar di muka Prepaid expenses	41.411	179.863	41.563	40.914	36.717	(4.197)	(10,26)%
Aset keuangan dari konsesi jasa - setelah dikurangi bagian jatuh tempo dalam satu tahun Financial assets of service concession - less: current maturities	41.771.897	40.780.851	1.028.949	899.855	760.790	(139.065)	(15,45)%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Rekening bank yang dibatasi penggunaannya Restricted cash in banks	1.117	-	-	-	-	-	-
Aset tidak lancar lain Other non-current assets	385.705	213.449	278.392	389.514	633.448	243.934	62,63%
Jumlah Aset Tidak Lancar Total Non-Current Assets	**159.481.562**	**335.661.019**	**324.009.433**	**346.281.084**	**340.461.332**	**(5.819.752)**	**(1,68)%**

Grafik Aset Tidak Lancar
Chart of Non-Current Assets

(dalam jutaan Rupiah)
(in million Rupiah)



Aset Tetap

Aset tetap neto PLN Indonesia Power tahun 2025 sebesar Rp323,76 triliun, yaitu lebih rendah Rp6,19 triliun atau 1,88% dari tahun 2024 sebesar Rp329,95 triliun. Hal tersebut karena proses depresiasi normal.

Property, Plant, and Equipment

Net Property, Plant, and Equipment of PLN Indonesia Power in 2025 amounted to Rp323.76 trillion, representing a decrease of Rp6.19 trillion or 1.88% from Rp329.95 trillion in 2024. This was due to the normal depreciation process.

Tabel Aset Tetap
Table of Property, Plant, and Equipment

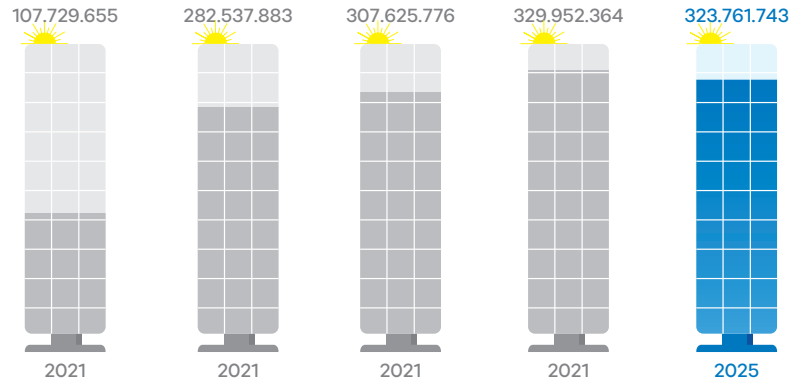
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Hak atas tanah Lands right	17.383.151	17.449.448	17.832.992	19.152.683	19.167.213	28.572	0,15%
Bangunan, waduk, dan prasarana Buildings, reservoirs, and infrastructure	6.966.675	24.745.236	24.263.835	24.471.910	23.940.145	3.782.235	15,46%
Instalasi dan mesin pembangkit Installations and power plant	72.315.486	224.817.615	249.946.105	276.244.823	270.714.748	(20.535.238)	(7,43)%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Peralatan transmisi Transmission equipment	4.303.218	4.298.410	4.995.271	5.656.118	5.754.036	9.807.671	173,40%
Instalasi telekomunikasi Telecommunication installation	94.492	143.945	155.485	160.780	140.919	(43.313)	(26,94)%
Perlengkapan umum General equipment	343.845	716.286	708.206	602.151	521.443	15.808	2,63%
Kendaraan bermotor Motor vehicles	16.675	102.993	98.139	101.875	90.640	(28.182)	(27,66)%
Material cadang Spare parts	251.127	404.017	518.733	546.389	599.065	108.590	19,87%
Aset dalam pembangunan Construction in progress	5,933,624	8.762.242	9.009.609	2.833.033	2.394.730	(438.302)	(15,47)%
Aset tidak digunakan dalam operasi Assets not used in operations	132.049	1.190.511	190.221	184.180	440.382	213.370	115,85%
Penyisihan untuk penurunan nilai Provision for impairment	10.687	92.820	92.820	1.578	1.578	3.076	194,93%
Jumlah Aset Tetap **Total Property, Plant, and Equipment**	**107.729.655**	**282.537.883**	**307.625.776**	**329.952.364**	**323.761.743**	**(6.190.621)**	**(1,88)%**

Grafik Aset Tetap
Chart of Property, Plant, and Equipment

(dalam jutaan Rupiah)
(in million Rupiah)



Aset Hak Guna

Aset hak guna PLN Indonesia Power tahun 2025 sebesar Rp3,53 triliun, yaitu lebih rendah Rp1,14 triliun atau 24,40% dari tahun 2024 sebesar Rp4,67 triliun. Hal tersebut terutama disebabkan oleh proses depresiasi normal.

Right-of-Use Assets

Right-of-use assets of PLN Indonesia Power in 2025 amounted to Rp3.53 trillion, representing a decrease of Rp1.14 trillion or 24.40% from Rp4.67 trillion in 2024. This was mainly driven by the normal depreciation process.

Properti Investasi

Properti investasi PLN Indonesia Power tahun 2025 sebesar Rp99,29 miliar, yaitu meningkat Rp3,71 miliar atau 3,88% dari tahun 2024 sebesar Rp95,58 miliar. Peningkatan tersebut terutama didorong oleh valuasi nilai aset properti di tahun 2025.

Investment Properties

Investment properties of PLN Indonesia Power in 2025 amounted to Rp99.29 billion, representing an increase of Rp3.71 billion or 3.88% from Rp95.58 billion in 2024. The increase was mainly driven by the valuation of property asset values in 2025.

Investasi pada Entitas Asosiasi dan Ventura Bersama

Investasi pada entitas asosiasi dan ventura bersama PLN Indonesia Power tahun 2025 sebesar Rp10,41 triliun, yaitu meningkat Rp1,25 triliun atau 13,62% dari tahun 2024 sebesar Rp9,16 triliun. Peningkatan tersebut terutama didorong oleh perolehan porsi laba atas investasi pada Joint Venture (JV) dan Entitas Asosiasi tahun 2025.

Investment in Associates and Joint Ventures

Investment in associates and joint ventures of PLN Indonesia Power in 2025 amounted to Rp10.41 trillion, representing an increase of Rp1.25 trillion or 13.62% from Rp9.16 trillion in 2024. The increase was mainly driven by the share of profit from investments in joint ventures and associates in 2025.

Aset Pajak Tangguhan

Aset pajak tangguhan PLN Indonesia Power tahun 2025 sebesar Rp62,85 miliar, yaitu meningkat Rp24,23 miliar atau 62,76% dari tahun 2024 sebesar Rp38,61 miliar. Peningkatan tersebut terutama didorong oleh kenaikan manfaat pajak tangguhan atas dampak deviasi nilai buku aset tetap komersial dibandingkan fiskal pada Anak Perusahaan pada Laporan Keuangan per 31 Desember 2025.

Deferred Tax Assets

Deferred tax assets of PLN Indonesia Power in 2025 amounted to Rp62.85 billion, representing an increase of Rp24.23 billion or 62.76% from Rp38.61 billion in 2024. The increase was mainly driven by the higher deferred tax benefits arising from deviations between the commercial and fiscal carrying values of fixed assets in subsidiaries in the financial statements as of December 31, 2025.

Pajak Dibayar di Muka - Bagian Tidak Lancar

Pajak dibayar di muka - bagian tidak lancar PLN Indonesia Power tahun 2025 sebesar Rp450,22 miliar, yaitu lebih tinggi Rp81,86 miliar atau 22,22% dari tahun 2024 sebesar Rp368,37 miliar. Hal tersebut terutama didorong oleh telah diterimanya keputusan atas permohonan banding terkait pajak.

Prepaid Taxes - Non-Current Portion

Prepaid taxes - non-current portion of PLN Indonesia Power in 2025 amounted to Rp450.22 billion, representing an increase of Rp81.86 billion or 22.22% from Rp368.37 billion in 2024. This was mainly driven by the receipt of the tax appeal decision

Piutang Lain-lain - Bagian Tidak Lancar

Piutang lain-lain - bagian tidak lancar PLN Indonesia Power tahun 2025 sebesar Rp712,99 miliar, yaitu meningkat Rp51,71 miliar atau 7,82% dari tahun 2024 sebesar Rp661,28 miliar. Peningkatan tersebut terutama didorong oleh pemberian pinjaman kepada anak perusahaan untuk pengembangan pembangkit dan pemberian fasilitas pinjaman pegawai atas musibah tahun 2025.

Other Receivables - Non-Current Portion

Other receivables - non-current portion of PLN Indonesia Power in 2025 amounted to Rp712.99 billion, representing an increase of Rp51.71 billion or 7.82% from Rp661.28 billion in 2024. The increase was mainly driven by the provision of loans to subsidiaries for power plant development and the provision of employee loan facilities for disaster-related events in 2025.

Biaya Dibayar di Muka

Biaya dibayar di muka PLN Indonesia Power tahun 2025 sebesar Rp36,72 miliar merupakan pemberian jaminan atas fasilitas pinjaman ke bank untuk Anak Perusahaan. Saldo 2025 lebih rendah Rp4,20 miliar atau 10,26% dari tahun 2024 sebesar Rp40,91 miliar. Hal tersebut terutama dipengaruhi oleh penerimaan kembali atas jaminan tersebut.

Prepaid Expenses

Prepaid expenses of PLN Indonesia Power in 2025 amounted to Rp36.72 billion, representing guarantees provided for bank loan facilities to subsidiaries. The 2025 balance was lower by Rp4.20 billion or 10.26% from Rp40.91 billion in 2024. This was mainly influenced by the return of such guarantees.

Aset Keuangan dari Proyek Konsesi - Bagian Tidak Lancar

Aset keuangan dari proyek konsesi - bagian tidak lancar PLN Indonesia Power tahun 2025 sebesar Rp760,79 miliar, yaitu lebih rendah Rp139,07 miliar atau 15,45% dari tahun 2024 sebesar Rp899,85 miliar. Hal tersebut terutama didorong oleh pelunasan atas aset konsesi sesuai skema pembayaran komponen investasi.

Financial Assets of Concession Project - Non-Current Portion

Financial assets of concession projects - non-current portion of PLN Indonesia Power in 2025 amounted to Rp760.79 billion, representing a decrease of Rp139,07 billion or 15.45% from Rp899.85 billion in 2024. This was mainly driven by the settlement of concession assets in accordance with the investment component payment scheme.

Aset Tidak Lancar Lain

Aset tidak lancar lain PLN Indonesia Power tahun 2025 sebesar Rp633,45 miliar, yaitu meningkat Rp243,93 miliar atau 62,63% dari tahun 2024 sebesar Rp389,51 miliar. Peningkatan tersebut terutama didorong oleh pengeluaran untuk biaya ditangguhkan atas pengembangan proyek.

Other Non-Current Assets

Other non-current assets of PLN Indonesia Power in 2025 amounted to Rp633.45 billion, representing an increase of Rp243.93 billion or 62.63% from Rp389.51 billion in 2024. The increase was mainly driven by expenditures for deferred costs related to project development.

Liabilitas
Liabilities

Jumlah liabilitas PLN Indonesia Power tahun 2025 sebesar Rp53,01 triliun, yaitu lebih rendah Rp938,76 miliar atau 1,74% dari tahun 2024 sebesar Rp53,95 triliun. Penurunan tersebut terutama didorong oleh pelunasan utang usaha jangka pendek. Hal ini berdampak pada membaiknya rasio likuiditas.

Total liabilities of PLN Indonesia Power in 2025 amounted to Rp53.01 trillion, representing a decrease of Rp938.76 billion or 1.74% from Rp53.95 trillion in 2024. This was mainly driven by the settlement of short-term trade payables. This had an impact on the improvement of the liquidity ratio.

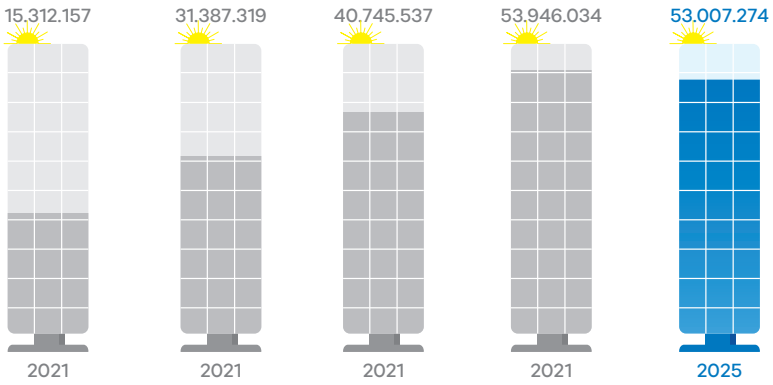
Tabel Liabilitas
Table of Liabilities

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Liabilitas jangka pendek Current liabilities	5.894.646	8.155.329	12.620.923	17.311.892	13.659.208	(3.652.684)	(21,10)%
Liabilitas jangka panjang Non-current liabilities	9.417.511	23.231.990	28.124.614	36.634.142	39.348.066	2.713.924	7,41%
Jumlah Liabilitas **Total Liabilities**	**15.312.157**	**31.387.319**	**40.745.537**	**53.946.034**	**53.007.274**	**(938.760)**	**(1,74)%**

Grafik Liabilitas
Chart of Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)



Liabilitas Jangka Pendek
Current Liabilities

Liabilitas jangka pendek PLN Indonesia Power tahun 2025 sebesar Rp13,66 triliun, yaitu lebih rendah Rp3,65 triliun atau 21,10% dari tahun 2024 sebesar Rp17,31 triliun. Hal tersebut terutama disebabkan oleh pelunasan utang usaha dominan pada penyediaan *supply* energi primer.

Current liabilities of PLN Indonesia Power in 2025 amounted to Rp13.66 trillion, representing a decrease of Rp3.65 trillion or 21.10% from Rp17.31 trillion in 2024. This was mainly driven by the settlement of trade payables, predominantly related to the supply of primary energy.

Tabel Liabilitas Jangka Pendek
Table of Current Liabilities

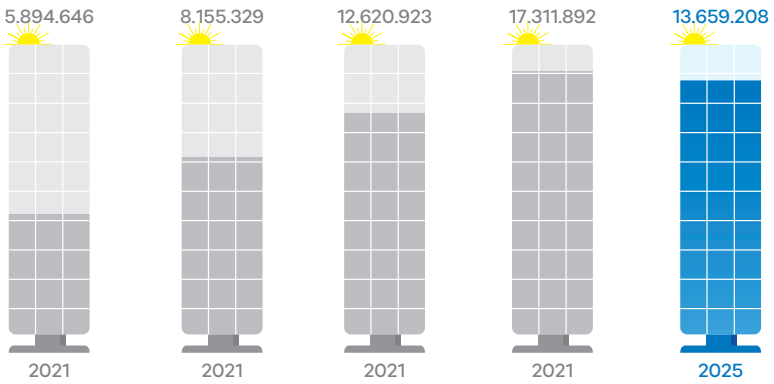
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Utang usaha Trade payables	3.608.941	5.902.626	9.661.808	13.092.121	10.767.201	(2.324.920)	(17,76)%
Utang pajak Taxes payable	349.871	535.898	916.184	2.118.174	648.350	(1.469.824)	(69,39)%
Beban yang masih harus dibayar Accrued expenses	319.998	279.960	479.540	318.405	353.703	35.298	11,09%
Liabilitas jangka panjang jatuh tempo dalam satu tahun Current maturities of long-term liabilities							
Liabilitas sewa Lease liabilities	670.239	453.709	654.594	664.061	581.506	(82.555)	(12.43)%
Pinjaman dari pemegang saham Loans from a shareholder	254.347	277.929	233.007	369.995	348.617	(21.378)	(5,78)%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Liabilitas imbalan kerja jangka pendek Short-term employee benefit liabilities	691.250	704.612	675.790	749.136	959.831	210.695	28,13%
Utang lain-lain Other Payables	-	595	-	-	-	-	-
Jumlah Liabilitas Jangka Pendek **Total Current Liabilities**	**5.894.646**	**8.155.329**	**12.620.923**	**17.311.892**	**13.659.208**	**(3.652.684)**	**(21,10)%**

Grafik Liabilitas Jangka Pendek
Chart of Current Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)



Utang Usaha

Utang usaha PLN Indonesia Power tahun 2025 sebesar Rp10,77 triliun, yaitu lebih rendah Rp2,32 triliun atau 17,76% dari tahun 2024 sebesar Rp13,09 triliun. Hal tersebut dipengaruhi oleh kebutuhan pasokan energi primer.

Trade Payables

Trade payables of PLN Indonesia Power in 2025 amounted to Rp10.77 trillion, representing a decrease of Rp2.32 trillion or 17.76% from Rp13.09 trillion in 2024. This was influenced by primary energy supply requirements.

Utang Pajak

Utang pajak PLN Indonesia Power tahun 2025 sebesar Rp648,35 miliar, yaitu lebih rendah Rp1,47 triliun atau 69,39% dari tahun 2024 sebesar Rp2,12 triliun. Hal tersebut terutama didorong oleh pelunasan pajak kurang bayar atas temuan pajak karena perbedaan persepsi dan perlakuan aset fiskal di tahun 2023 dan telah dilakukan pelunasan pajak di tahun 2025.

Taxes Payable

Taxes payable of PLN Indonesia Power in 2025 amounted to Rp648.35 billion, representing a decrease of Rp1.47 trillion or 69.39% from Rp2.12 trillion in 2024. This was mainly driven by the settlement of underpaid taxes arising from tax findings due to differences in perception and treatment of fiscal assets in 2023, which had been settled in 2025.

Beban yang Masih Harus Dibayar

Beban yang masih harus dibayar PLN Indonesia Power tahun 2025 sebesar Rp353,70 miliar, yaitu meningkat Rp35,30 miliar atau 11,09% dari tahun 2024 sebesar Rp318,41 miliar. Peningkatan tersebut terutama didorong oleh peningkatan biaya operasional perusahaan pada akhir tahun 2025 dan telah dilakukan pencatatan pada laporan keuangan tahun 2025 sesuai konsep akrual basis.

Accrued Expenses

Accrued expenses of PLN Indonesia Power in 2025 amounted to Rp353.70 billion, representing an increase of Rp35.30 billion or 11.09% from Rp318.41 billion in 2024. The increase was mainly driven by higher Company operational expenses at the end of 2025, which had been recorded in the 2025 financial statements in accordance with the accrual basis concept.

Liabilitas Jangka Panjang Jatuh Tempo dalam Satu Tahun

Liabilitas jangka panjang jatuh tempo dalam satu tahun PLN Indonesia Power terdiri dari liabilitas sewa - bagian jangka pendek, pinjaman dari pemegang saham - bagian jangka pendek, dan liabilitas imbalan kerja - bagian jangka pendek.

Liabilitas sewa - bagian jangka pendek PLN Indonesia Power tahun 2025 sebesar Rp581,51 miliar, yaitu lebih rendah Rp82,55 miliar atau 12,43% dari tahun 2024 sebesar Rp664,06 miliar. Hal tersebut dipengaruhi pelunasan sesuai jadwal pembayaran sewa.

Pinjaman dari pemegang saham - bagian jangka pendek PLN Indonesia Power tahun 2025 sebesar Rp348,62 miliar, yaitu menurun Rp21,38 miliar atau 5,78% dari tahun 2024 sebesar Rp370,00 miliar. Hal itu dipengaruhi pembayaran kewajiban pelunasan pinjaman.

Current Maturities of Long-term Liabilities

Current maturities of long-term liabilities of PLN Indonesia Power consist of lease liabilities - current portion, loans from shareholders - current portion, and employee benefit liabilities - current portion.

Lease liabilities - current portion of PLN Indonesia Power in 2025 amounted to Rp581.51 billion, representing a decrease of Rp82.55 billion or 12.43% from Rp664.06 billion in 2024. This was influenced by repayments in accordance with the lease payment schedule.

Loans from shareholders - current portion of PLN Indonesia Power in 2025 amounted to Rp348.62 billion, representing a decrease of Rp21.38 billion or 5.78% from Rp370.00 billion in 2024. This was influenced by repayments of loan obligations.

Liabilitas Imbalan Kerja Jangka Pendek

Liabilitas imbalan kerja - bagian jangka pendek PLN Indonesia Power tahun 2025 sebesar Rp959,83 miliar, yaitu lebih tinggi Rp210,70 miliar atau 28,13% dari tahun 2024 sebesar Rp749,14 miliar.

Employee Benefit Liabilities - Current Portion

Employee benefit liabilities - current portion of PLN Indonesia Power in 2025 amounted to Rp959.83 billion, representing an increase of Rp210.70 billion or 28.13% from Rp749.14 billion in 2024.

Liabilitas Jangka Panjang
Non-Current Liabilities

Liabilitas Jangka Panjang PLN Indonesia Power tahun 2025 sebesar Rp39,35 triliun, yaitu meningkat Rp2,71 triliun atau 7,41% dari tahun 2024 sebesar Rp36,63 triliun. Peningkatan tersebut terutama didorong oleh liabilitas pajak tangguhan dan liabilitas imbalan kerja jangka panjang.

Non-current liabilities of PLN Indonesia Power in 2025 amounted to Rp39.35 trillion, representing an increase of Rp2.71 trillion or 7.41% from Rp36.63 trillion in 2024. The increase was mainly driven by deferred tax liabilities and long-term employee benefit liabilities.

Tabel Liabilitas Jangka Panjang
Table of Non-Current Liabilities

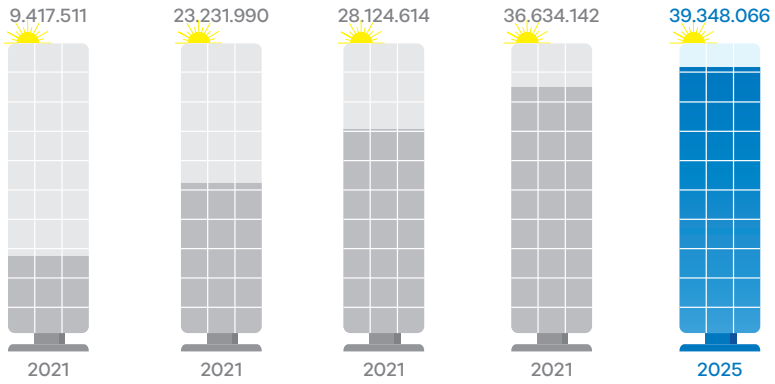
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Liabilitas pajak tangguhan Deferred Tax Liabilities	1.776.220	15.642.571	17.904.528	25.270.943	27.656.508	2.385.565	9,44%
Liabilitas jangka panjang - setelah dikurangi bagian jatuh tempo dalam satu tahun Long-term liabilities - less: current maturities							

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Liabilitas sewa Lease liabilities	2.884.932	2.552.006	4.471.612	3.741.186	3.160.469	(580.717)	(15,52)%
Pinjaman dari pemegang saham Loans from a shareholder	1.292.375	1.134.273	1.526.492	2.816.420	2.555.037	(261.383)	(9,28)%
Liabilitas imbalan kerja jangka panjang Employee benefit liabilities – non current portion	3.463.984	3.903.140	4.221.982	4.805.593	5.976.052	1.170.459	24,36%
Jumlah Liabilitas Jangka Panjang **Total Non-Current Liabilities**	**9.417.511**	**23.231.990**	**28.124.614**	**36.634.142**	**39.348.066**	**2.713.924**	**7,41%**

Grafik Liabilitas Jangka Panjang
Chart of Non-Current Liabilities

(dalam jutaan Rupiah)
(in million Rupiah)



Liabilitas Pajak Tangguhan

Liabilitas Pajak Tangguhan PLN Indonesia Power tahun 2025 sebesar Rp27,66 triliun, yaitu meningkat Rp2,39 triliun atau 9,44% dari tahun 2024 sebesar Rp25,27 triliun. Peningkatan tersebut terutama didorong penambahan aset operasi di tahun 2025 dan mendorong peningkatan deviasi nilai buku antara aset komersial dan fiskal.

Deferred Tax Liabilities

Deferred tax liabilities of PLN Indonesia Power in 2025 amounted to Rp27.66 trillion, representing an increase of Rp2.39 trillion or 9.44% from Rp25.27 trillion in 2024. The increase was mainly driven by the addition of operating assets in 2025, which led to a higher deviation between the carrying values of commercial and fiscal assets.

Liabilitas Jangka Panjang - setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun

Liabilitas Jangka Panjang - setelah Dikurangi Bagian Jatuh Tempo dalam Satu Tahun PLN Indonesia Power terdiri dari liabilitas sewa - bagian jangka panjang, pinjaman dari pemegang saham - bagian jangka panjang, dan liabilitas imbalan kerja - bagian jangka panjang.

Long-term liabilities - net of current portion

Long-term liabilities - net of current portion of PLN Indonesia Power consist of lease liabilities – non-current portion, loans from shareholders – non-current portion, and employee benefit liabilities – non-current portion.

Liabilitas sewa - bagian jangka panjang PLN Indonesia Power tahun 2025 sebesar Rp3,16 triliun, yaitu lebih rendah Rp580,72 miliar atau 15,52% dari tahun 2024 sebesar Rp3,74 triliun. Hal tersebut terutama didorong oleh pembayaran sewa sesuai periode sewa.

Lease liabilities – non-current portion of PLN Indonesia Power in 2025 amounted to Rp3.16 trillion, representing a decrease of Rp580.72 billion or 15.52% from Rp3.74 trillion in 2024. This was mainly driven by lease payments in accordance with the lease period.

Pinjaman dari pemegang saham - bagian jangka panjang PLN Indonesia Power tahun 2025 sebesar Rp2,56 triliun, yaitu lebih rendah Rp261,38 atau 9,28% dari tahun 2024 sebesar Rp2,82 triliun. Hal tersebut terutama didorong oleh pelunasan sesuai kewajiban di tahun 2025.

Loans from shareholders – non-current portion of PLN Indonesia Power in 2025 amounted to Rp2.56 trillion, representing a decrease of Rp261.38 billion or 9.28% from Rp2.82 trillion in 2024. This was mainly driven by repayments in accordance with obligations in 2025.

Liabilitas Imbalan Kerja Jangka Panjang

Liabilitas imbalan kerja - bagian jangka panjang PLN Indonesia Power tahun 2025 sebesar Rp5,98 triliun, yaitu meningkat Rp1,17 triliun atau 24,36% dari tahun 2024 sebesar Rp4,81 triliun. Peningkatan tersebut terutama didorong oleh kenaikan upah dan tingkat biaya kesehatan per individu di perhitungan tahun 2025.

Employee benefit liabilities – noncurrent portion

Employee benefit liabilities – non-current portion of PLN Indonesia Power in 2025 amounted to Rp5.98 trillion, representing an increase of Rp1.17 trillion or 24.36% from Rp4.81 trillion in 2024. The increase was mainly driven by higher salary levels and increased healthcare costs per individual reflected in the 2025 actuarial valuation.

Ekuitas
Equity

Jumlah ekuitas PLN Indonesia Power tahun 2025 sebesar Rp374,03 triliun, yaitu meningkat Rp636,70 miliar atau 0,17% dari tahun 2024 sebesar Rp373,39 triliun. Peningkatan tersebut terutama didorong oleh peningkatan saldo laba tahun 2025 terhadap tahun 2024.

Total equity of PLN Indonesia Power in 2025 amounted to Rp374.03 trillion, representing an increase of Rp636.70 billion or 0.17% from Rp373.39 trillion in 2024. The increase was mainly driven by the increase in retained earnings in 2025 compared to 2024.

Tabel Ekuitas
Table of Equity

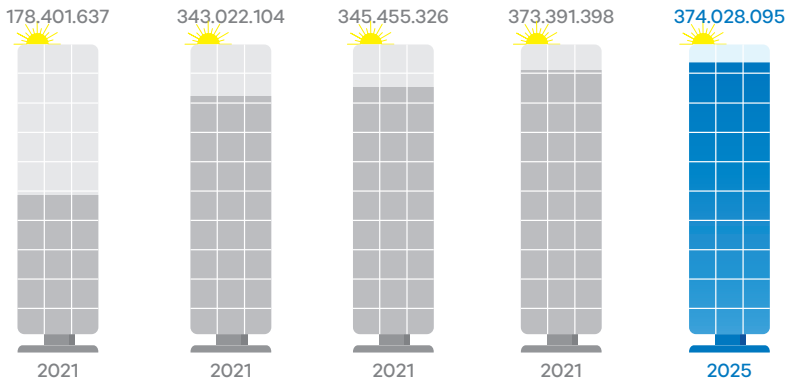
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Modal saham Capital stock	2.607.824	2.607.824	178.582.817	178.582.817	178.582.817	-	-
Tambahan modal disetor Additional paid-in capital	5.513.843	5.513.843	(119.868.272)	(119.868.272)	(119.868.272)	-	-
Ekuitas entitas restrukturisasi Equity of restructured entities	-	2.607.824	-	-	-	-	-
Saldo Laba Retained earnings							

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Ditentukan penggunaannya Appropriated	2.122.213	2.122.213	2.122.213	2.122.213	2.122.213	-	-
Tidak ditentukan penggunaannya Unappropriated	28.844.407	30.576.503	33.354.404	39.055.406	41.438.419	2.383.013	6,10%
Penghasilan komprehensif lain Other comprehensive income	139.227.406	251.520.430	251.168.984	273.401.052	271.649.120	(1.751.932)	(0,64)%
Ekuitas yang dapat diatribusikan Equity attributable to							
Kepada pemilik entitas induk Owners of the parent	178.315.693	342.933.691	345.360.146	373.293.216	373.924.297	631.081	0,17%
Kepentingan non pengendali Non-controlling interest	85.944	88.413	95.180	98.182	103.798	5.616	5,72%
Jumlah Ekuitas **Total Equity**	**178.401.637**	**343.022.104**	**345.455.326**	**373.391.398**	**374.028.095**	**636.697**	**0,17%**

Grafik Ekuitas
Chart of Equity

(dalam jutaan Rupiah)
(in million Rupiah)



Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk

Ekuitas yang dapat diatribusikan kepada pemilik entitas induk PLN Indonesia Power tahun 2025 sebesar Rp373,92 triliun, yaitu meningkat Rp631,08 miliar atau 0,17% dari tahun 2024 sebesar Rp373,29 triliun. Peningkatan tersebut terutama dipengaruhi oleh perolehan laba bersih tahun 2025 lebih tinggi Rp1,75 triliun dibandingkan tahun 2024.

Equity Attributable to Owners of the Parent Entity

Equity attributable to owners of the parent entity of PLN Indonesia Power in 2025 amounted to Rp373.92 trillion, representing an increase of Rp631.08 billion or 0.17% from Rp373.29 trillion in 2024. The increase was mainly influenced by the higher net profit in 2025 by Rp1.7 trillion compared to 2024.

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statements of Profit and Loss and Other Comprehensive Income

Laba tahun berjalan PLN Indonesia Power tahun 2025 sebesar Rp14,77 triliun, yaitu meningkat Rp1,67 triliun atau 12,75% dari tahun 2024 sebesar Rp13,10 triliun. Peningkatan tersebut terutama didorong oleh kemampuan perusahaan dalam mengendalikan biaya dan peningkatan pendapatan atas investasi pada JV dan Entitas Asosiasi.

Hal ini berdampak pada BPP dibawah target yang ditetapkan pemegang saham dan peningkatan pencapaian laba bersih dibandingkan tahun 2024 yaitu sebesar 12,75%.

Profit for the year of PLN Indonesia Power in 2025 amounted to Rp14.77 trillion, representing an increase of Rp1.67 trillion or 12.75% from Rp13.10 trillion in 2024. The increase was mainly driven by the Company's ability to control costs and the increase in income from investments in joint ventures and associates.

This had an impact on the Cost of Electricity Generation (BPP) being below the target set by the shareholders and an increase in net profit achievement compared to the previous year by 12.75%.

Tabel Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Table of Consolidated Statements of Profit and Loss and Other Comprehensive Income

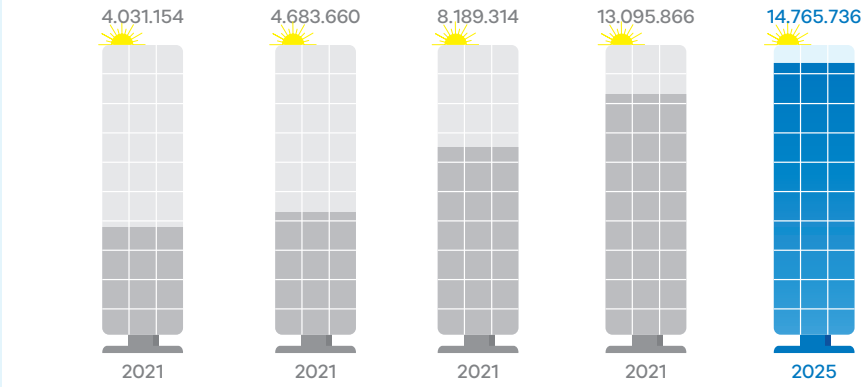
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Pendapatan usaha Revenue	38.519.859	81.090.566	103.480.111	110.577.056	121.368.651	10.791.595	9,76%
Beban usaha Operating expenses	32.429.534	73.052.127	83.553.102	93.695.863	103.669.585	9.973.722	10,64%
Laba usaha Operating income	6.090.325	8.038.439	19.927.009	16.881.193	17.699.066	817.873	4,84%
Pendapatan (beban) lain-lain Other income/ (expenses)	(181.014)	(225.941)	(9.246.023)	(117.767)	601.104	718.873	(610,42)%
Laba sebelum pajak Profit before tax	5.909.311	7.812.498	10.680.986	16.763.426	18.300.170	1.536.744	9,17%
Beban pajak penghasilan Income tax expense	(1.878.157)	(3.128.838)	(2.491.672)	(3.667.560)	(3.534.433)	133.127	(3,63)%
Laba Tahun Berjalan **Profit for the Year**	**4.031.154**	**4.683.660**	**8.189.314**	**13.095.866**	**14.765.737**	**1.669.871**	**12,75%**
Penghasilan komprehensif lain tahun berjalan Other comprehensive income for the year	646.237	1.226.472	9.055	22.779.456	(1.036.473)	(23.815.929)	(104,55)%
Jumlah Penghasilan Komprehensif Tahun Berjalan **Total Comprehensive Income for the Year**	**4.677.391**	**5.910.132**	**8.198.369**	**35.875.322**	**13.729.264**	**(22.146.058)**	**(61,73)%**

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Laba tahun berjalan diatribusikan kepada: Profit for the year attributable to:							
Pemilik entitas induk Owners of the parents	4.027.169	4.678.605	8.176.665	13.090.663	14.757.990	1.667.327	12,74%
Kepentingan non pengendali Non-controlling interest	3.985	5.055	12.649	5.203	7.747	2.544	48,89%
Jumlah penghasilan komprehensif tahun berjalan diatribusikan kepada: Total comprehensive income for the year attributable to:							
Pemilik entitas induk Owners of the parents	4.673.406	5.905.077	8.185.720	35.870.070	13.721.744	(22.148.326)	(61,75)%
Kepentingan non pengendali Non-controlling interest	3.985	5.055	12.649	5.252	7.520	2.268	43,18%
Laba per lembar saham (Rp penuh) **Basic Earnings per share (in Rupiah full amount)**	**773**	**13**	**23**	**101**	**38**	**(63)**	**(61,94)%**

Grafik Laba Tahun Berjalan
Chart of Profit for the year

(dalam jutaan Rupiah)
(in million Rupiah)



Pendapatan Usaha
Revenue

Pendapatan Usaha PLN Indonesia Power tahun 2025 sebesar Rp121,37 triliun, yaitu meningkat Rp10,79 triliun atau 9,76% dari tahun 2024 sebesar Rp110,58 triliun. Peningkatan tersebut terutama didorong oleh peningkatan tarif sesuai Rencana Kerja dan Anggaran Perusahaan (RKAP) yang ditetapkan Pemegang Saham dan harga energi primer tahun 2025 yang lebih tinggi dibandingkan tahun 2024 yang merupakan salah satu unsur harga pokok penjualan.

The revenue of PLN Indonesia Power in 2025 amounted to Rp121.37 trillion, representing an increase of Rp10.79 trillion or 9.76% from Rp110.58 trillion in 2024. The increase was mainly driven by tariff increases in accordance with the Company's Work Plan and Budget approved by the Shareholders, as well as higher primary energy prices in 2025 compared to 2024, which constitute one of the components of the cost of sales.

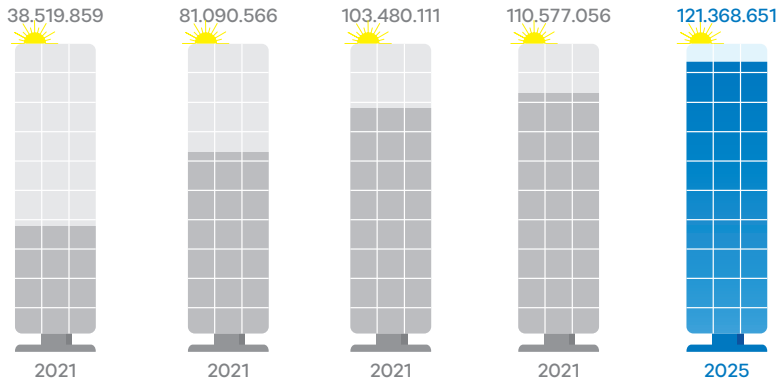
Tabel Pendapatan Usaha
Table of Revenue

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Penjualan tenaga listrik Sales of electricity	19.907.755	64.371.392	101.934.634	108.706.764	118.868.813	10.162.049	9,35%
Pendapatan dari konsesi jasa Revenue of service concession	14.656.755	15.541.932	268.658	256.344	239.827	(16.517)	(6,44)%
Pendapatan O&M lain-lain Other O&M revenue	3.955.349	1.177.242	1.276.819	1.613.948	2.260.011	646.063	40,03%
Jumlah Pendapatan Usaha **Total Revenue**	**38.519.859**	**81.090.566**	**103.480.111**	**110.577.056**	**121.368.651**	**10.791.595**	**9,76%**

Grafik Pendapatan Usaha
Chart of Revenue

(dalam jutaan Rupiah)
(in million Rupiah)



Beban Usaha
Operating Expenses

Beban Usaha PLN Indonesia Power tahun 2025 sebesar Rp103,67 triliun, yaitu meningkat Rp9,97 triliun atau 10,64% dari tahun 2024 sebesar Rp93,70 triliun. Peningkatan tersebut didorong oleh harga energi primer lebih tinggi dibandingkan tahun lalu. Hal ini berdampak pada peningkatan biaya pokok produksi.

Operating expenses of PLN Indonesia Power in 2025 amounted to Rp103.67 trillion, representing an increase of Rp9.97 trillion or 10.64% from Rp93.70 trillion in 2024. The increase was influenced by higher primary energy prices compared to the previous year. This had an impact on the increase in the cost of production.

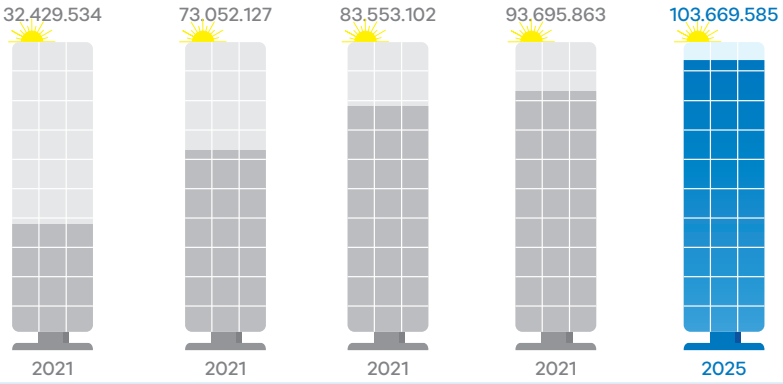
Tabel Beban Usaha
Table of Operating Expenses

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Bahan bakar dan pelumas Fuel and lubricants	10.897.344	43.082.162	61.558.594	69.500.760	77.711.423	8.210.663	11,81%
Penyusutan aset tetap Property, plant, and equipment depreciation	2.919.112	9.284.941	10.719.996	11.241.448	12.065.568	824.120	7,33%
Perbaikan dan pemeliharaan Repairs and maintenance	3.172.566	3.654.670	4.567.747	5.157.939	5.876.554	718.615	13,93%
Kepegawaian Personnel	2.253.410	2.595.486	4.027.567	4.327.907	4.829.072	501.165	11,58%
Pembelian tenaga listrik Purchased electricity	208.311	221.103	910.320	988.634	705.340	(283.294)	(28,66)%
Penyusutan aset hak guna Right-of-use assets depreciation	725.525	773.739	775.807	758.449	560.121	(198.328)	(26,15)%
Konsesi jasa Service concession	11.784.1157	12.850.208	244.974	268.412	280.688	12.276	4,57%
Sewa Leases	58.283	94.207	87.643	121.048	215.961	94.913	78,41%
Lain-lain Others	410.826	495.611	660.454	1.331.266	1.424.858	93.592	7,03%
Jumlah Beban Usaha Total Operating Expenses	**32.429.534**	**73.052.127**	**83.553.102**	**93.695.863**	**103.669.585**	**9.973.722**	**10,64%**

Grafik Beban Usaha
Chart of Operating Expenses

(dalam jutaan Rupiah)
(in million Rupiah)



Pendapatan (Beban) Lain-lain
Other Income/ (Expenses)

Beban lain-lain PLN Indonesia Power tahun 2025 sebesar Rp601,10 miliar, yaitu meningkat Rp718,87 miliar atau 610,42% dari tahun 2024 sebesar (Rp117,77) miliar. Peningkatan tersebut terutama didorong oleh peningkatan laba dari JV dan Entitas Asosiasi. Hal ini berdampak pada peningkatan laba bersih dibandingkan tahun 2024.

Other expenses of PLN Indonesia Power in 2025 amounted to Rp601.10 billion, representing an increase of Rp718.87 billion or 610.42% from (Rp117.77) billion in 2024. The increase was mainly driven by higher profit from joint ventures and associates. This had an impact on the increase in net profit compared to the previous year.

Tabel Pendapatan (Beban) Lain-lain
Table of Other Income/(Expenses)

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Penghasilan keuangan Financial income	82.196	161.821	162.383	201.248	216.381	15.133	7,52
Keuntungan (kerugian) kurs mata uang asing - bersih Gains (losses) on foreign exchange	21.025	(44.064)	(19.652)	75.327	(101.609)	(176.936)	(234,89)
Beban keuangan Finance costs	(467.733)	(663.924)	(494.649)	(503.855)	(591.951)	(88.096)	17,48%
Bagian laba bersih entitas asosiasi dan ventura bersama Share in net income of associates and joint ventures	445.809	790.185	1.110.846	1.035.267	1.306.521	271.254	26,20

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Keuntungan penjualan aset tidak digunakan dalam operasi Gain on sales of assets not used in operations	5.444	4.519	4.228	-	-	-	-
Kerugian atas penghentian aset keuangan konsesi jasa Loss on derecognition of financial assets of service concession	-	-	(9.349.721)	-	-	-	-
Lain-lain - bersih Others - net	(267.754)	(474.478)	(659.458)	(925.754)	(228.238)	697.516	(75,35)
Jumlah Pendapatan (Beban) Lain-Lain **Total Other Income/ (Expenses)**	**(181.014)**	**(225.941)**	**(9.246.23)**	**(117.767)**	**601.104**	**718.873**	**(610,42)%**

Laba Sebelum Pajak
Profit Before Tax

Laba sebelum pajak PLN Indonesia Power tahun 2025 sebesar Rp18,30 triliun, yaitu meningkat Rp1,54 triliun atau 9,17% dari tahun 2024 sebesar Rp16,76 triliun. Peningkatan tersebut terutama didorong oleh kemampuan Perusahaan dalam mengendalikan biaya usaha serta adanya peningkatan pendapatan dari investasi pada JV dan Entitas Asosiasi.

Profit before tax of PLN Indonesia Power in 2025 amounted to Rp18.30 trillion, representing an increase of Rp1.54 trillion or 9.17% from Rp16.76 trillion in 2024. The increase was mainly driven by the Company's ability to control operating expenses and the increase in income from investments in joint ventures and associates.

Beban Pajak Penghasilan
Income Tax Expenses

Beban pajak penghasilan PLN Indonesia Power tahun 2025 sebesar Rp3,53 triliun, yaitu lebih rendah Rp133,13 miliar atau 3,63% dari tahun 2024 sebesar Rp3,67 triliun. Penurunan tersebut disebabkan adanya penerimaan pajak pada tahun 2024 untuk pajak tahun 2023. Perusahaan menerima sebagian dari temuan pajak dan telah membukukan provisi sebagai penyesuaian terkait pajak penghasilan tahun sebelumnya sebesar Rp1,5 triliun pada laba rugi.

Income tax expenses of PLN Indonesia Power in 2025 amounted to Rp3.53 trillion, representing a decrease of Rp133.13 billion or 3.63% from Rp3.67 trillion in 2024. The decrease was influenced by the fact that, in 2024, the Company received the results of a tax audit for fiscal year 2023. The Company accepted part of the tax findings and recognized a provision as an adjustment related to prior year income tax amounting to Rp1.5 trillion in the statement of profit or loss.

Penghasilan (Beban) Komprehensif Lain Tahun Berjalan setelah Pajak
Other Comprehensive Income/(Expenses) for the Year after Tax

Penghasilan komprehensif lain tahun berjalan PLN Indonesia Power tahun 2025 sebesar Rp(1,04) triliun, yaitu lebih rendah Rp23,82 triliun atau 104,55% dari tahun 2024 sebesar Rp22,78 triliun. Hal tersebut terutama didorong pada tahun 2024 terdapat kenaikan nilai aset tetap atas hasil revaluasi yang dilakukan setiap 3 tahun.

Other comprehensive income for the year of PLN Indonesia Power in 2025 amounted to (Rp1.04) trillion, representing a decrease of Rp23.82 trillion or 104.55% from Rp22.78 trillion in 2024. This was mainly driven by the increase in the value of fixed assets in 2024 resulting from the revaluation conducted every three years.

Penghasilan Komprehensif Tahun Berjalan
Comprehensive Income for the Year

Penghasilan komprehensif tahun berjalan PLN Indonesia Power tahun 2025 sebesar Rp13,73 triliun, yaitu lebih rendah Rp22,15 triliun atau 61,73% dari tahun 2024 sebesar Rp35,88 triliun. Hal tersebut terutama disebabkan karena pada tahun 2024 terdapat kenaikan nilai aset tetap atas hasil revaluasi yang dilakukan setiap 3 tahun.

Comprehensive income for the year of PLN Indonesia Power in 2025 amounted to Rp13.73 trillion, representing a decrease of Rp22.15 trillion or 61.73% from Rp35.88 trillion in 2024. This was mainly driven by the increase in the value of fixed assets in 2024 resulting from the revaluation conducted every three years.

Laporan Arus Kas Konsolidasian
Consolidated Statements of Cash Flows

Arus kas Perusahaan terdiri dari aktivitas operasional, aktivitas investasi dan aktivitas pendanaan. Kas dan setara kas pada akhir tahun PLN Indonesia Power tahun 2025 sebesar Rp3,66 triliun, yaitu lebih rendah Rp908,44 miliar atau 19,88% dari tahun 2024 sebesar Rp4,57 triliun. Skema dropping oleh Holding yang dipengaruhi oleh rencana pembayaran pada periode berjalan mempengaruhi kas bersih diperoleh dari aktivitas operasi dan saldo kas. Namun likuiditas Perusahaan tetap terjaga dalam memenuhi kewajiban pembayaran jatuh tempo.

The Company's cash flows consist of operating activities, investing activities, and financing activities. Cash and cash equivalents at the end of 2025 of PLN Indonesia Power amounted to Rp3.66 trillion, representing a decrease of Rp908.44 billion or 19.88% from Rp4.57 trillion in 2024. The dropping scheme by the Holding Company, which was influenced by the payment plan during the current period, affected the net cash provided by operating activities and the cash balance. However, the Company's liquidity remained maintained in fulfilling maturing payment obligations.

Tabel Arus Kas
Table of Cash Flows

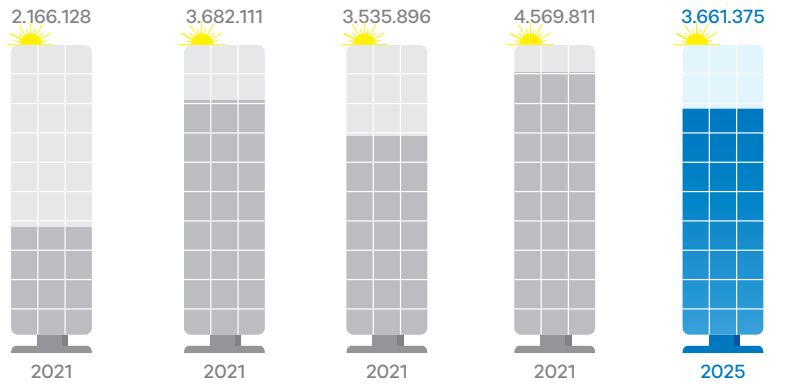
(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Kas bersih diperoleh dari aktivitas operasi Net cash generated from operating activities	2.679.222	9.722.485	5.352.459	6.368.191	6.907.244	539.053	8,46%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Kas bersih digunakan untuk aktivitas investasi Net cash used in investing activities	(2.420.998)	(4.665.522)	(5.158.646)	(5.813.160)	(6.725.460)	(912.300)	15,69%
Kas bersih diperoleh/ (digunakan) untuk aktivitas pendanaan Net cash generated/ (used) in financing activities	(150.591)	(4.179.624)	(339.085)	469.136	(1.095.412)	(1.564.548)	(333,50)%
Kenaikan/ (Penurunan) Bersih Kas dan Setara Kas Net Increase/ (Decrease) in Cash and Cash Equivalents	**107.633**	**877.339**	**(145.272)**	**1.024.167**	**(913.628)**	**(1.937.795)**	**(189,21)%**
Saldo Kas dan Setara Kas Awal Tahun Balance of Cash and Cash Equivalents at the Beginning of the Year	**2.650.785**	**2.766.128**	**3.682.111**	**3.535.896**	**4.569.811**	**1.033.915**	**29,24%**
Saldo Kas dan Setara Kas Akhir Tahun Balance of Cash and Cash Equivalents at the End of the Year	**2.166.128**	**3.682.111**	**3.535.896**	**4.569.811**	**3.661.375**	**(908.436)**	**(19,88)%**

Grafik Saldo Kas dan Setara Kas
Chart of Balance of Cash and Cash Equivalents

(dalam jutaan Rupiah)
(in million Rupiah)



Arus Kas Aktivitas Operasi
Cash Flow from Operating Activities

Kas bersih yang diperoleh dari aktivitas operasi PLN Indonesia Power tahun 2025 sebesar Rp6,91 triliun, yaitu meningkat Rp539,05 miliar atau 8,46% dari tahun 2024 sebesar Rp6,37 triliun. Peningkatan tersebut terutama didorong skema dropping PLN sesuai rencana pembayaran Perusahaan.

Net cash provided by operating activities of PLN Indonesia Power in 2025 amounted to Rp6.91 trillion, representing a decrease of Rp539.05 billion or 8.46% from Rp6.37 trillion in 2024. The decrease was mainly influenced by the PLN dropping scheme in accordance with the Company's payment plan.

Tabel Kas dari Aktivitas Operasi
Table of Cash from Operating Activities

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Penerimaan kas dari pelanggan Cash receipts from customers	27.285.066	71.403.731	55.977.194	68.592.406	99.482.044	30.889.638	45,03%
Pembayaran kepada pemasok dan karyawan Cash paid to suppliers and employees	(24.046.283)	(61.416.940)	(50.515.338)	(61.852.742)	(89.560.980)	(27.708.238)	44,80%
Penerimaan restitusi pajak Cash receipts for taxes	463.109	749.293	554.537	473.457	-	-	-
Penerimaan bunga Interest received	82.196	102.257	145.593	177.667	189.816	12.149	6,84%
Pembayaran bunga Interest expense paid	(478.769)	(760.979)	(567.431)	(498.186)	(599.493)	(101.307)	20,34%
Pembayaran pajak penghasilan Income tax paid	(508.841)	(304.473)	(191.974)	(498.816)	(2.604.143)	(2.105.327)	422,06%
Pembayaran surat ketetapan pajak Payment of tax assessment letters	(117.256)	(50.404)	(50.122)	(25.595)	-	-	-
Kas Bersih diperoleh dari Aktivitas Operasi **Net cash provided from operating activities**	**2.679.222**	**9.722.485**	**5.352.459**	**6.368.191**	**6.907.244**	**539.053**	**8,46%**

Arus Kas Bersih Aktivitas Investasi
Net Cash Flows from Investing Activities

Kas bersih digunakan untuk aktivitas investasi PLN Indonesia Power tahun 2025 sebesar Rp6,73 triliun, yaitu meningkat Rp912,30 miliar atau 15,69% dari tahun 2024 sebesar Rp5,81 triliun. Peningkatan tersebut terutama didorong oleh pembayaran investasi untuk pengembangan pembangkit sebesar Rp502 miliar, dan keandalan pembangkit sebesar Rp5,7 triliun.

Net cash used in investing activities of PLN Indonesia Power in 2025 amounted to Rp6.73 trillion, representing an increase of Rp912.30 billion or 15.69% from Rp5.81 trillion in 2024. The increase was mainly driven by investment payments for power plant development amounting to Rp502 billion and power plant reliability amounting to Rp5.7 trillion.

Tabel Kas Digunakan untuk Aktivitas Investasi
Table of Cash Used in Investing Activities

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Perolehan aset tetap Additions of property, plant, and equipment	(2.580.801)	(4.808.471)	(5.238.416)	(5.761.059)	(6.438.999)	(677.940)	11,77%
Penambahan piutang pihak berelasi Additions of Receivables from Related Parties	-	(35.809)	(3.836)	(7.092)	(3.875)	3.217	(45,36)%
Perolehan aset tidak lancar lain Additions of other non-current assets	-	(20.453)	(76.213)	(216.788)	(257.300)	(40.512)	18,69%
Perolehan investasi efek beragunan aset Purchase of investment in asset-backed securities	95.000	95.000	-	-	-	-	-
Perolehan dividen dari entitas asosiasi dan ventura bersama Proceeds from dividends of associates and joint ventures	-	44.586	67.836	126.012	98.113	(27.899)	(22,14)%
Penerimaan pinjaman dari pihak berelasi Receipts of loan from related parties	97.474	53.989	118.755	94.621	7.671	(86.950)	(91,89)%
Hasil penjualan tidak digunakan dalam operasi Proceeds from sales of assets not used in operations	5.444	4.519	4.228	-	-	-	-
Hasil dari penjualan kepemilikan atas entitas ventura bersama Proceeds from the sale of ownership in a joint venture entity	-	-	-	101.476	-	(101.476)	(100,00)%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Penarikan kas yang dibatasi penggunaannya Withdrawal of restricted cash in bank	-	1.117	-	-	-	-	-
Penyertaan modal pada entitas ventura bersama Capital subscription in joint ventures	(38.115)	-	(31.000)	(150.330)	(131.070)	19.260	(12,81)%
Kas Bersih Digunakan untuk Aktivitas Investasi Net Cash Used in Investing Activities	**(2.420.998)**	**(4.665.522)**	**(5.158.646)**	**(5.813.160)**	**(6.725.460)**	**(912.300)**	**15,69%**

Arus Kas Aktivitas Pendanaan
Cash Flows from Financing Activities

Kas bersih diperoleh dari aktivitas pendanaan pada tahun 2025 sebesar Rp(1,10) triliun, yaitu berkurang Rp1,56 miliar atau 333,50% dari tahun 2024 sebesar Rp469,14 miliar. Penurunan tersebut terutama disebabkan oleh pengeluaran untuk pinjaman dari pemegang saham yang digunakan untuk pembiayaan PLTGU Tambak Lorok.

Net cash provided by financing activities in 2025 amounted to (Rp1.10) trillion, representing a decrease of Rp1.56 million or 333.50% from Rp469.14 billion in 2024. The decrease was mainly driven by expenditures for loans from shareholders used to finance PLTGU Tambak Lorok.

Tabel Kas dari Aktivitas Pendanaan
Table of Cash from Financing Activities

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Pembayaran liabilitas sewa Payments of lease liabilities	(637.138)	(721.324)	(684.427)	(885.285)	(754.918)	130.367	(14,73)%
Penerimaan pinjaman dari pemegang saham Proceeds from loans from a shareholder	739.395	-	618.262	1.631.013	34.841	(1.596.172)	(97,86)%
Pembayaran pinjaman dari pemegang saham Loan repayments from a shareholder	(252.848)	-	(272.920)	(276.592)	(375.335)	(98.743)	35,70%

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
Kas *pooling* untuk pendanaan umum Cash pooling for general funding activities	-	(3.185.415)	-	-	-	-	-
Kas Bersih Diperoleh/ (Digunakan) untuk Aktivitas Pendanaan Net Cash Generated from/ (used for) Financing Activities	**(150.591)**	**(4.179.624)**	**(339.085)**	**469.136**	**(1.095.412)**	**(1.564.548)**	**(333,50)%**

Kemampuan Membayar Utang, Kolektibilitas Piutang dan Rasio Keuangan Lainnya

Debt Service Ability, Receivables Collectability, and Other Financial Ratios

Kemampuan Membayar Utang

Debt Service Ability

Penilaian atas kemampuan Perusahaan dalam membayar utangnya dapat ditunjukan dengan indikator rasio solvabilitas dan likuiditas sebagaimana dijelaskan sebagai berikut

The assessment of the Company's ability to repay its debts can be reflected through solvency and liquidity ratio indicators as described below.

Rasio Solvabilitas

Solvency Ratios

Rasio solvabilitas digunakan untuk melihat kemampuan Perusahaan membayar kewajiban jangka panjang maupun seluruh utangnya. Rasio ini terdiri dari Rasio Utang terhadap Aset dan Rasio Utang terhadap Modal.

Solvency ratios are used to assess the Company's ability to meet its long-term obligations as well as all its liabilities. These ratios consist of the Debt to Assets Ratio and the Debt to Equity Ratio.

Tabel Solvabilitas

Table of Solvency

(dalam %) (in %)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Rasio Utang terhadap Aset (DAR) Debt to Total Assets Ratio (DAR)	7,90	8,38	10,55	12,62	12,41	(0,21)
Rasio Utang terhadap Ekuitas (DER) Debt to Total Equity Ratio (DER)	8,58	9,15	11,79	14,45	14,17	(0,28)

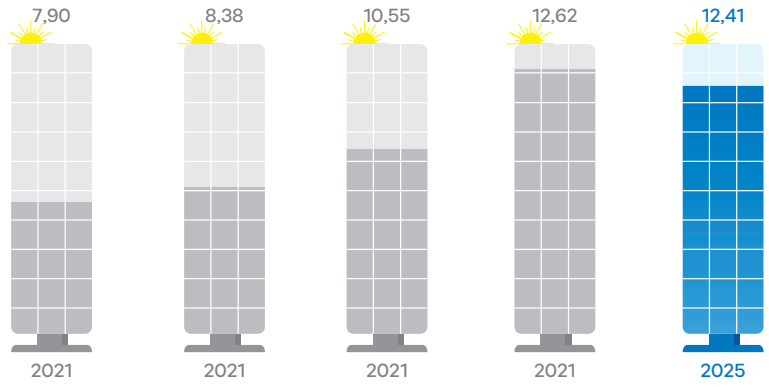
Rasio Utang terhadap Aset
Debt to Total Assets Ratio

Rasio ini digunakan untuk mengukur bagian aset yang digunakan dalam menjamin keseluruhan kewajiban atau utang. Nilai rasio utang terhadap aset Perusahaan PLN Indonesia Power pada tahun 2025 adalah sebesar 12,41% yaitu, lebih rendah 0,21% dari tahun 2024 sebesar 12,62%. Penurunan tersebut terutama disebabkan oleh menurunnya nilai liabilitas jangka panjang maupun pendek serta naiknya nilai total aset.

This ratio is used to measure the portion of assets utilized to secure total liabilities or debts. The Debt to Total Assets Ratio of PLN Indonesia Power in 2025 was 12.41%, which was 0.21% lower than 12.62% in 2024. The decrease was mainly driven by the decline in both non-current and current liabilities as well as the increase in total assets.

Grafik Rasio Utang terhadap Aset
Chart of Debt to Total Assets Ratio

(dalam %)
(in %)



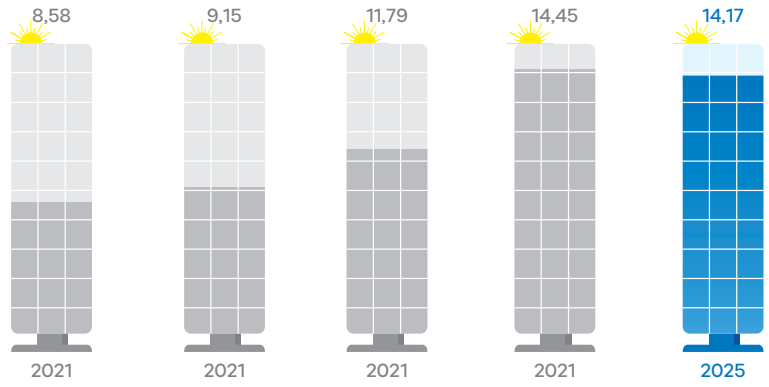
Rasio Utang terhadap Ekuitas
Debt to Total Equity Ratio

Rasio ini digunakan untuk mengukur bagian ekuitas yang dijadikan jaminan untuk keseluruhan kewajiban atau utang. Nilai rasio utang terhadap ekuitas PLN Indonesia Power pada tahun 2025 adalah sebesar 14,17%, yaitu lebih rendah 0,28% dari tahun 2024 sebesar 14,45%. Penurunan tersebut terutama disebabkan oleh menurunnya saldo liabilitas dan meningkatnya ekuitas atas peningkatan laba tahun 2025 dibandingkan tahun 2024.

This ratio is used to measure the portion of equity used as security for total liabilities or debts. The Debt to Total Equity Ratio of PLN Indonesia Power in 2025 was 14.17%, which was 0.28% lower than 14.45% in 2024. The decrease was mainly driven by the decline in liabilities and the increase in equity resulting from higher profit in 2025 compared to 2024.

Grafik Rasio Utang terhadap Ekuitas
Chart of Debt to Total Equity Ratio

(dalam %)
(in %)



Rasio Likuiditas
Liquidity Ratio

Rasio likuiditas merupakan rasio untuk mengukur kemampuan perusahaan menyelesaikan kewajiban jangka pendeknya yang terdiri dari Rasio Kas, Rasio Cepat, dan Rasio Lancar. Semakin tinggi nilai dari rasio-rasio tersebut, maka mengindikasikan bahwa Perusahaan mampu memenuhi kewajiban-kewajibannya yang akan jatuh tempo. Rasio likuiditas Perusahaan ditunjukkan dalam tabel berikut.

Liquidity ratios are ratios used to measure the Company's ability to meet its short-term obligations, consisting of the Cash Ratio, Quick Ratio, and Current Ratio. The higher the value of these ratios, the greater the indication that the Company is able to fulfill its maturing obligations. The Company's liquidity ratios are presented in the following table.

Tabel Likuiditas
Table of Liquidity

(dalam %) (in %)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Rasio Kas Cash Ratio	46,93	45,15	28,02	26,40	26,81	0,41
Rasio Cepat Quick Ratio	557,23	414,12	450,90	438,46	586,27	147,81
Rasio Lancar Current Ratio	580,73	475,13	492,76	468,21	632,99	164,78

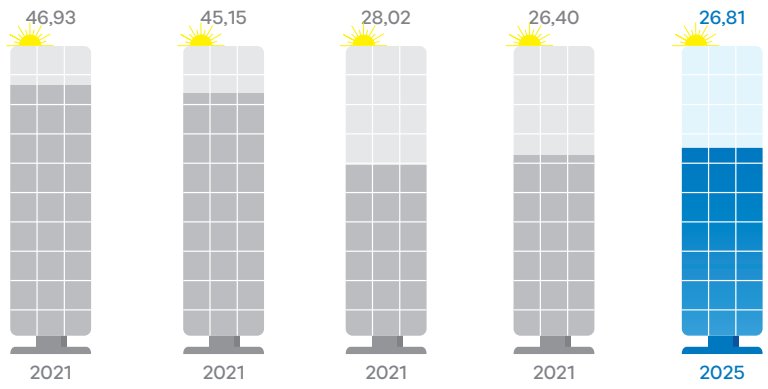
Rasio Kas
Cash Ratio

Rasio kas digunakan untuk mengukur kemampuan perusahaan dalam membayar kewajiban yang harus segera dipenuhi dengan kas. Nilai rasio kas PLN Indonesia Power pada tahun 2025 adalah sebesar 26,81%, yaitu meningkat 0,41% dari tahun 2024 sebesar 26,40%. Peningkatan tersebut terutama didorong oleh menurunnya saldo liabilitas jangka pendek dibandingkan tahun 2024.

The cash ratio is used to measure the Company's ability to meet obligations that must be settled immediately using cash. The cash ratio of PLN Indonesia Power in 2025 was 26.81%, which was 0.41% higher than 26.40% in 2024.The increase was primarily driven by a decline in the balance of current liabilities compared to 2024.

Grafik Rasio Kas
Chart of Cash Ratio

(dalam %)
(in %)



Rasio Cepat
Quick Ratio

Kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya melalui aset lancar Perusahaan di luar persediaan diukur menggunakan rasio cepat. Nilai rasio cepat PLN Indonesia Power pada tahun 2025 adalah sebesar 586,27%, yaitu meningkat 147,81% dari tahun 2024 sebesar 438,46%. Peningkatan tersebut terutama didorong oleh peningkatan piutang jangka pendek atas piutang usaha PJBTL.

The Company's ability to meet its short-term obligations through current assets excluding inventories is measured using the quick ratio. The quick ratio of PLN Indonesia Power in 2025 was 586.27%, which was 147.81% higher than 438.46% in 2024. The increase was mainly driven by higher short-term receivables from PPA trade receivables.

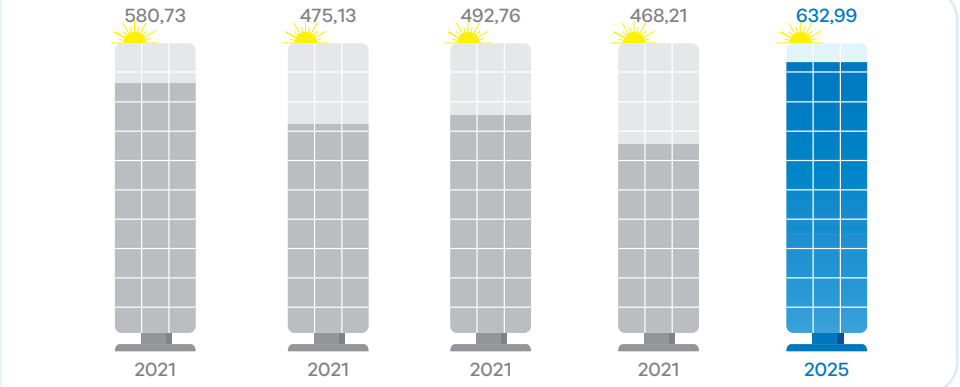
Rasio Lancar
Current Ratio

Kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya melalui seluruh aset lancar yang dimilikinya diukur menggunakan rasio lancar. Nilai rasio lancar PLN Indonesia Power pada tahun 2025 adalah sebesar 632,99%, yaitu meningkat 164,78% dari tahun 2024 sebesar 468,21%. Peningkatan tersebut terutama didorong oleh piutang usaha atas PJBTL lebih tinggi dibanding 2024 serta menurunnya saldo liabilitas jangka pendek.

The Company's ability to meet its short-term obligations through all its current assets is measured using the current ratio. The current ratio of PLN Indonesia Power in 2025 was 632.99%, which was 164.78% higher than 468.21% in 2024. The increase was mainly driven by higher trade receivables from the PPA compared to 2024, as well as lower current liabilities.

Grafik Rasio Lancar
Chart of Current Ratio

(dalam %)
(in %)



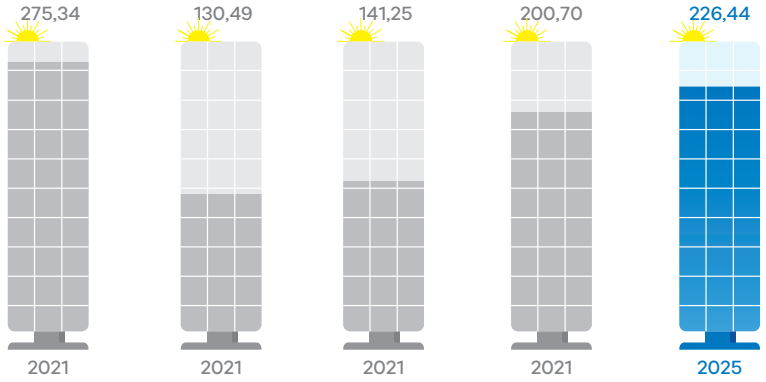
Kolektibilitas Piutang
Receivables Collectability

Tingkat kolektibilitas piutang (periode penagihan) digunakan untuk menilai kemampuan perusahaan dalam mengumpulkan piutang. Nilai periode penagihan PLN Indonesia Power tahun 2025 adalah selama 226,44 hari, yaitu lebih lambat 25,74 hari dari tahun 2024 selama 200,70 hari. Hal tersebut terutama disebabkan oleh peningkatan piutang usaha PJBTL, sedangkan pelunasan piutang dari PLN *Holding* menggunakan skema *dropping* sesuai kebutuhan rencana pembayaran.

Receivables collectability (collection period) is used to assess the Company's ability to collect receivables. The collection period of PLN Indonesia Power in 2025 was 226.44 days, which was 25.74 days slower than 200.70 days in 2024. This was mainly driven by the increase in PPA trade receivables, while the settlement of receivables from PLN Holding used a dropping scheme in accordance with payment plan requirements.

Grafik Periode Penagihan
Chart of Collection Period

(dalam hari)
(in day)



Rasio Keuangan Lainnya
Other Financial Ratios

Selain kemampuan perusahaan dalam menyelesaikan kewajiban dan kemampuan dalam periode penagihan piutang, terdapat rasio-rasio keuangan penting lainnya sebagai berikut:

In addition to the Company's ability to meet its obligations and its ability in receivables collection periods, there are other important financial ratios as follows:

Rasio Profitabilitas
Profitability Ratios

Kemampuan Perusahaan dalam menghasilkan laba diukur menggunakan rasio-rasio profitabilitas yang terdiri dari Tingkat Pengembalian Modal, Tingkat Pengembalian Investasi, Tingkat Pengembalian Aset, Margin Operasi, dan Margin Laba Bersih. Rasio profitabilitas Perusahaan ditunjukkan dalam tabel berikut.

The Company's ability to generate profit is measured using profitability ratios, consisting of Return on Equity, Return on Investment, Return on Assets, Operating Margin, and Net Profit Margin. The Company's profitability ratios are presented in the following table.

Tabel Rasio Profitabilitas
Table of Profitability Ratio

(dalam %) (in %)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Margin Operasi Operating Profit Margin	15,81	9,91	19,26	15,27	14,58	(0,69)
Margin Laba Bersih Net Profit Margin	10,47	5,78	7,91	11,84	12,17	0,33
Tingkat Pengembalian Ekuitas Return on Equity (ROE)	2,31	1,38	2,43	3,51	4,11	0,60
Tingkat Pengembalian Investasi Return on Investment (ROI)	4,80	4,74	8,12	7,07	7,43	0,36
Tingkat Pengembalian Aset Return on Asset (ROA)	2,08	1,25	2,12	3,06	3,46	0,40

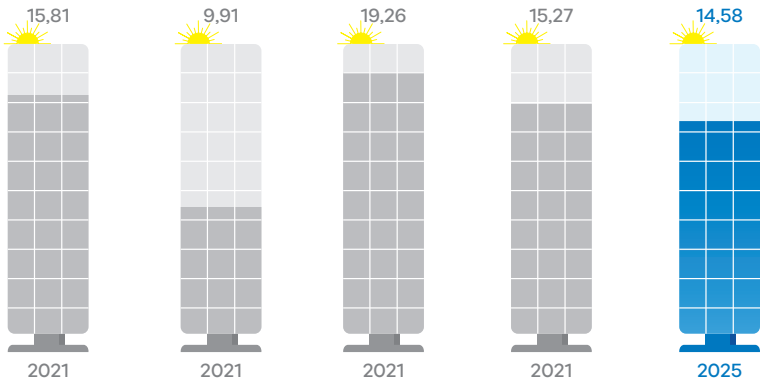
Margin Operasi
Operating Profit Margin

Merupakan ukuran kemampuan perusahaan dalam menghasilkan laba operasi yang dihasilkan dari penjualannya. Margin operasi PLN Indonesia Power tahun 2025 adalah sebesar 14,58%, yaitu lebih rendah 0,69% dari tahun 2024 sebesar 15,27%. Penurunan tersebut terutama disebabkan oleh peningkatan beban usaha pada tahun 2025 dibandingkan 2024 lebih tinggi dibandingkan peningkatan pendapatan usaha.

This ratio measures the Company's ability to generate operating profit from its sales. The operating profit margin of PLN Indonesia Power in 2025 was 14.58%, which was 0.69% lower than 15.27% in 2024. The decrease was mainly driven by the increase in operating expenses in 2025 compared to 2024, which was higher than the increase in revenue.

Grafik Margin Operasi
Chart of Operating Profit Margin

(dalam %)
(in %)



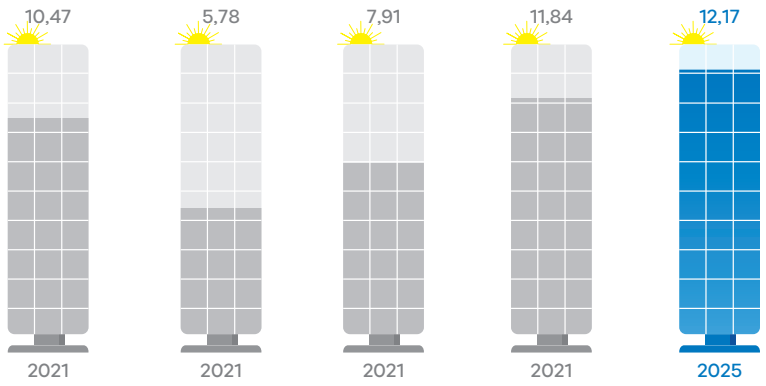
Margin Laba Bersih
Net Profit Margin

Merupakan ukuran kemampuan perusahaan dalam menghasilkan laba laba bersih yang dihasilkan dari penjualannya. Margin laba bersih PLN Indonesia Power tahun 2025 adalah sebesar 12,17%, yaitu meningkat 0,33% dari tahun 2024 sebesar 11,84%. Peningkatan tersebut terutama didorong oleh pendapatan atas investasi pada JV dan Entitas Asosiasi tahun 2025 mencapai Rp1,3 triliun, yaitu lebih tinggi Rp250 miliar dibandingkan tahun 2024.

This ratio measures the Company's ability to generate net profit from its sales. The net profit margin of PLN Indonesia Power in 2025 was 12.17%, which was 0.33% higher than 11.84% in 2024. The increase was mainly driven by income from investments in joint ventures and associates in 2025 amounting to Rp1.3 trillion, which was Rp250 billion higher compared to 2024.

Grafik Margin Laba Bersih
Chart of Net Profit Margin

(dalam %)
(in %)



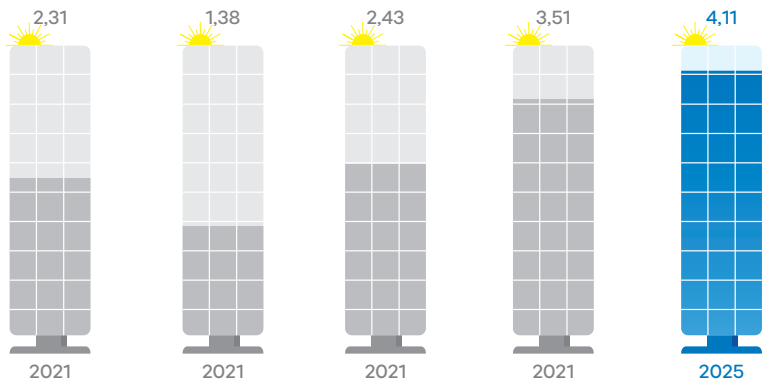
Tingkat Pengembalian Ekuitas
Return on Equity (RoE)

Rasio yang memperlihatkan sejauh manakah Perusahaan mengelola modal sendiri secara efektif, mengukur tingkat keuntungan dari investasi yang telah dilakukan pemilik modal sendiri atau Pemegang Saham. Nilai tingkat pengembalian ekuitas PLN Indonesia Power tahun 2025 adalah sebesar 4,11%, yaitu meningkat 0,60% dari tahun 2024 sebesar 3,51%. Peningkatan tersebut terutama didorong oleh pencapaian laba bersih tahun 2025 lebih tinggi Rp1,6 triliun dibandingkan 2024.

This ratio reflects the extent to which the Company effectively manages its own capital and measures the rate of return on investments made by equity holders or Shareholders. The return on equity of PLN Indonesia Power in 2025 was 4.11%, which was 0.60% higher than 3.51% in 2024. The increase was mainly driven by the achievement of net profit in 2025, which was Rp1.6 trillion higher compared to 2024.

Grafik Tingkat Pengembalian Ekuitas
Chart of Return on Equity

(dalam %)
(in %)



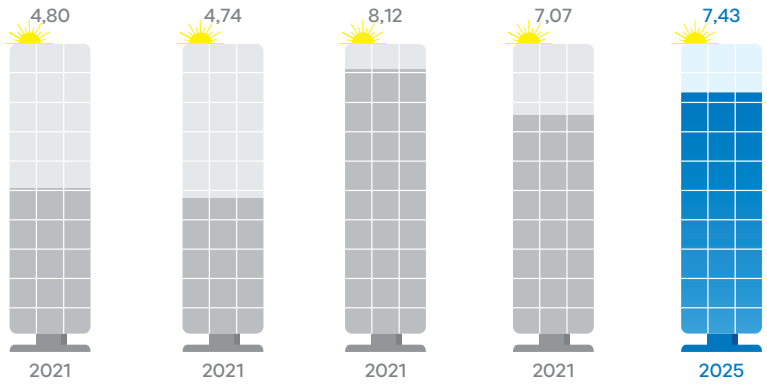
Tingkat Pengembalian Investasi
Return on Investment (RoI)

Merupakan kemampuan Perusahaan secara keseluruhan dalam memperoleh Keuntungan dengan jumlah investasi yang tersedia di dalam Perusahaan. Nilai tingkat pengembalian investasi PLN Indonesia Power tahun 2025 adalah sebesar 7,43%, yaitu meningkat 0,36% dari tahun 2024 sebesar 7,07%. Peningkatan tersebut terutama didorong oleh peningkatan EBITDA dan telah beroperasinya pembangkit BMPP Nusantara 2 pada tahun 2025.

This ratio reflects the Company's overall ability to generate profit from the amount of investment available within the Company. The return on investment of PLN Indonesia Power in 2025 was 7.43%, which was 0.36% higher than 7.07% in 2024. The increase was mainly driven by the increase in EBITDA and the commencement of operations of BMPP Nusantara 2 power plant in 2025.

Grafik Tingkat Pengembalian Investasi
Chart of Return on Investment

(dalam %)
(in %)



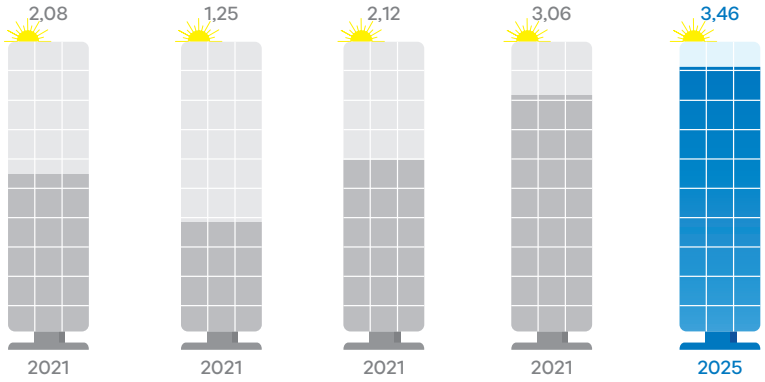
Tingkat Pengembalian Aset
Return on Assets (RoA)

Merupakan kemampuan Perusahaan secara keseluruhan dalam memperoleh Keuntungan dengan jumlah aset yang tersedia di dalam Perusahaan. Nilai tingkat pengembalian aset PLN Indonesia Power tahun 2025 adalah sebesar 3,46%, yaitu meningkat 0,40% dari tahun 2024 sebesar 3,06%. Peningkatan tersebut terutama didorong oleh peningkatan laba bersih tahun 2025 dibandingkan tahun 2024.

This ratio reflects the Company's overall ability to generate profit from the total assets available within the Company. The return on assets of PLN Indonesia Power in 2025 was 3.46%, which was 0.40% higher than 3.06% in 2024. The increase was mainly driven by the increase in net profit in 2025 compared to 2024.

Grafik Tingkat Pengembalian Aset
Chart of Return on Asset

(dalam %)
(in %)



Rasio Aktivitas
Activity Ratios

Merupakan rasio-rasio yang menunjukkan keefektifan sebuah perusahaan dalam menggunakan aset yang dimilikinya.

These are ratios that indicate the effectiveness of a company in utilizing its assets.

Tabel Rasio Aktivitas
Table of Activity Ratio

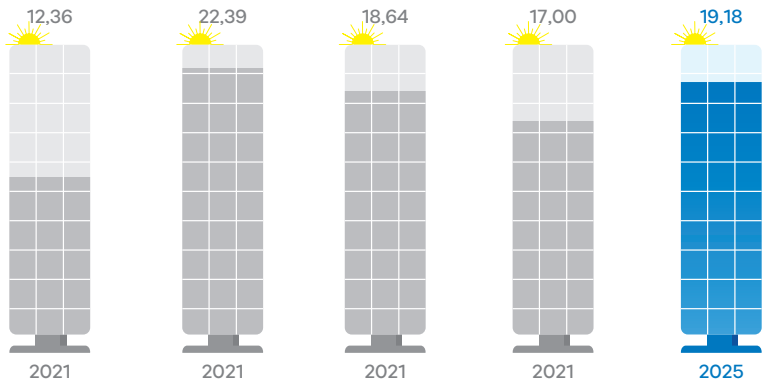
Uraian Description	Satuan Unit	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Perputaran Persediaan Inventory Turnover	hari day	12,36	22,39	18,64	17,00	19,18	2,18
Perputaran Aset Asset Turnover	%	20,51	22,17	27,43	26,05	26,58	2,53

Rasio yang mengukur seberapa sering persediaan barang dagang terjual dalam waktu satu periode. Perputaran persediaan PLN Indonesia Power tahun 2025 adalah selama 19,18 hari, yaitu lebih lambat 2,18 hari dari tahun 2024 selama 17,00 hari. Hal tersebut terutama disebabkan oleh meningkatnya nilai persediaan.

This ratio measures how often inventories are sold within one period. The inventory turnover of PLN Indonesia Power in 2025 was 19.18 days, which was 2.18 days slower than 17.00 days in 2024. This was mainly due to the increase in inventory value.

Grafik Perputaran Persediaan
Chart of Inventory Turnover

(dalam hari)
(in day)



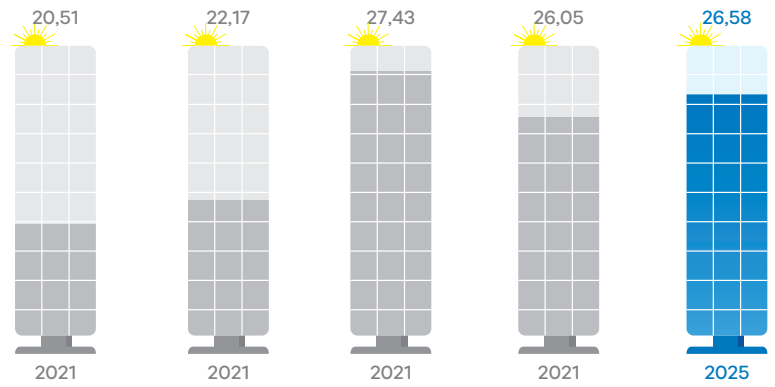
Perputaran Aset
Asset Turnover

Merupakan rasio untuk mengukur kemampuan aset perusahaan untuk memperoleh pendapatan, semakin cepat aset perusahaan berputar semakin besar pendapatan perusahaan tersebut. Perputaran aset PLN Indonesia Power tahun 2025 adalah sebesar 28,58%, yaitu lebih tinggi 2,53% dari tahun 2024 sebesar 26,05%. Peningkatan tersebut terutama disebabkan oleh meningkatnya nilai pendapatan tahun 2025 dibandingkan tahun 2024.

This ratio is used to measure the ability of the Company's assets to generate revenue; the faster the Company's assets turn over, the greater the Company's revenue. The asset turnover of PLN Indonesia Power in 2025 was 28.58%, which was 2.53% higher than 26.05% in 2024. The increase was mainly due to the higher revenue in 2025 compared to 2024.

Grafik Perputaran Aset
Chart of Asset Turnover

(dalam %)
(in %)



Struktur Modal
Capital Structure

Kebijakan Struktur Modal
Capital Structure Policy

Berdasarkan Akta Notaris No. 16 Tanggal 13 April 2023 tentang Perubahan Anggaran Dasar PT PLN Indonesia Power yang disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-00025.AH.02.02.TAHUN 2023, terdapat perubahan modal saham Perusahaan atas dampak pembentukan struktur *subholding* yang berlaku sejak tanggal 1 Januari 2023.

Based on Notarial Deed No. 16 dated April 13, 2023, on the Amendment to the Articles of Association of PT PLN Indonesia Power, which was approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-00025.AH.02.02. YEAR 2023, there was a change in the Company's share capital as a result of the establishment of the subholding structure effective January 1, 2023.

Berdasarkan Undang-Undang Perseroan Terbatas (UUPT), Perusahaan diharuskan untuk membuat penyisihan cadangan wajib hingga sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Tidak ada batasan waktu untuk membentuk cadangan tersebut. Pada tanggal 31 Desember 2025, Perusahaan belum membentuk cadangan umum sesuai dengan UUPT.

Based on the Limited Liability Company Law (UUPT), the Company is required to establish a statutory reserve of at least 20% of the issued and fully paid-up capital. There is no time limit for establishing such a reserve. As of December 31, 2025, the Company has not established a general reserve in accordance with the UUPT.

Mekanisme *Review* Struktur Modal
Capital Structure Review Mechanism

Perusahaan mengelola risiko modal untuk memastikan bahwa mereka akan mampu untuk melanjutkan kelangsungan usaha dan untuk memastikan pemenuhan batasan rasio kecukupan modal. Struktur modal Perusahaan terdiri dari ekuitas pemegang saham induk, yang terdiri dari modal saham, tambahan modal disetor dan saldo laba. Direksi Perusahaan secara berkala melakukan tinjauan struktur permodalan setelah melakukan koordinasi dan mendapatkan masukan dari Dewan Komisaris. Sebagai bagian dari tinjauan ini, Direksi mempertimbangkan biaya permodalan dan risiko yang berhubungan.

The Company manages capital risk to ensure that it will be able to continue as a going concern and to ensure compliance with capital adequacy ratio requirements. The Company's capital structure consists of equity attributable to the parent's shareholders, comprising share capital, additional paid-in capital, and retained earnings. The Company's Board of Directors periodically reviews the capital structure after coordinating with and obtaining input from the Board of Commissioners. As part of this review, the Board of Directors considers the cost of capital and the associated risks.

Perusahaan berusaha untuk meminimalkan biaya modal sehingga dapat memaksimalkan nilai Perusahaan. Oleh karena itu, kebijakan Perusahaan dalam mencari pendanaan akan selalu memperhitungkan risiko keuangan yang mungkin timbul di masa depan.

The Company seeks to minimize the cost of capital to maximize its value. Therefore, the Company's policy in seeking funding will always consider potential financial risks that may arise in the future.

Struktur Modal
Capital Structure

Kondisi struktur modal yang optimal dicapai dengan modal rata-rata tertimbang (*Weighted Average Cost of Capital*/ WACC) yang minimal. Penggunaan utang yang bertambah akan meminimalkan WACC sebab biaya utang (*cost of debt*) lebih murah dari biaya modal sendiri (*cost of equity*). Di samping itu, penggunaan utang juga akan mengurangi biaya kena pajak sehingga akan terjadi penghematan pajak. Meskipun demikian, peningkatan utang yang dilakukan Perusahaan akan meningkatkan biaya beban bunga yang selanjutnya akan mengurangi nilai Perusahaan secara keseluruhan. Untuk itu, Perusahaan mengelola penggunaan utang dan modal sehingga diperoleh kondisi yang optimum.

An optimal capital structure is achieved by minimizing the Weighted Average Cost of Capital (WACC). An increase in the use of debt will reduce the WACC, as the cost of debt is lower than the cost of equity. In addition, the use of debt provides a tax shield, thereby resulting in tax savings. However, an increase in debt will also raise interest expense, which in turn may reduce the overall value of the Company. Therefore, the Company manages the use of debt and equity to achieve an optimal capital structure.

Struktur modal Perusahaan pada tahun 2025 terdiri dari Liabilitas sebesar Rp53,01 triliun meningkat dibandingkan tahun 2024. Adapun yang dibiayai oleh Ekuitas sebesar Rp374,03 triliun meningkat dibandingkan tahun 2024.

The Company's capital structure in 2025 consisted of Liabilities amounting to Rp53.01 trillion, decreasing compared to 2024. Meanwhile, Equity amounted to Rp374.03 trillion, increasing compared to 2024.

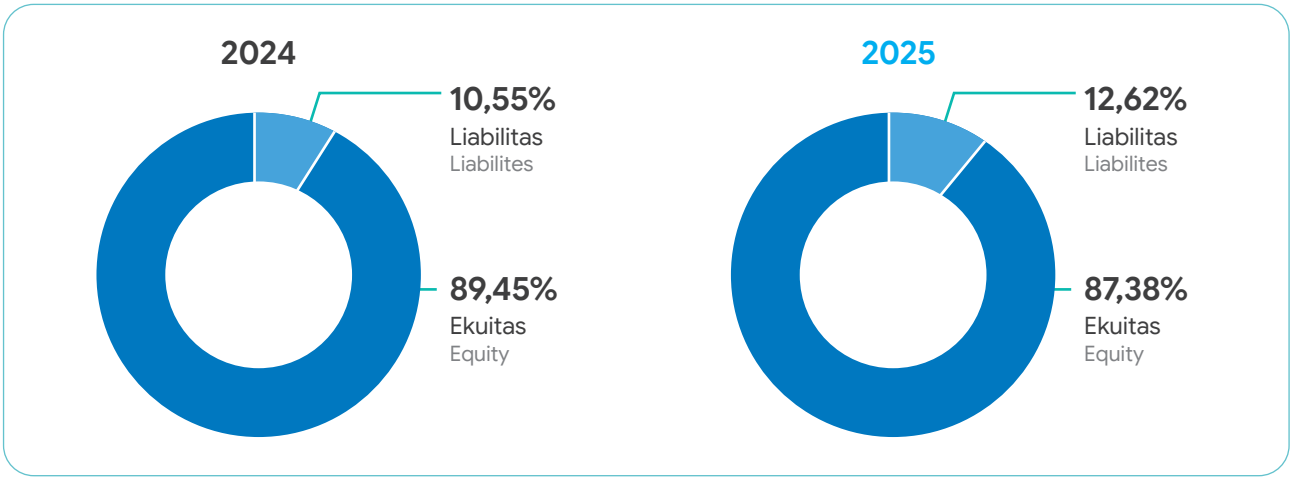
Tabel Struktur Modal
Table of Capital Structure

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2024		2025	
	Rp juta Rp million	%	Rp juta Rp million	%
Liabilitas Liabilities	**53.946.034**	**12,62%**	**53.007.274**	**12,41%**
Liabilitas Jangka Pendek Current Liabilities	17.311.892	4,05%	13.654.406	3,20%
Liabilitas Jangka Panjang Non-Current Liabilities	36.634.142	8,57%	39.352.869	9,22%
Ekuitas Equity	**373.391.398**	**87,38%**	**374.028.095**	**87,59%**
Jumlah Aset Total Assets	**427.337.432**	**100,00%**	**427.035.370**	**100,00%**

Grafik Komposisi Struktur Modal
Chart of Capital Structure Composition

(dalam %) (in %)



Aspek Perpajakan
Taxation Aspect

Pengelolaan dan Pengendalian Aspek Perpajakan
Management and Control of Taxation Aspects

Pemenuhan kewajiban perpajakan merupakan bagian integral dari tanggung jawab kenegaraan sekaligus cerminan partisipasi aktif wajib pajak dalam mendukung pembiayaan negara serta pembangunan nasional.

The fulfillment of tax obligations constitutes an integral part of state responsibility as well as a reflection of taxpayers' active participation in supporting state financing and national development.

Berdasarkan ketentuan peraturan perundang-undangan perpajakan yang berlaku di Indonesia, entitas-entitas dalam Grup PLN Indonesia Power yang berdomisili di Indonesia melakukan penghitungan, pembayaran, dan pelaporan secara mandiri atas jumlah pajak yang terutang. Dalam hal ini, Direktorat Jenderal Pajak (DJP) memiliki kewenangan untuk menetapkan maupun melakukan koreksi atas kewajiban perpajakan dalam jangka waktu paling lama lima tahun sejak saat terutangnya pajak.

Based on the prevailing tax laws and regulations in Indonesia, entities within PLN Indonesia Power Group domiciled in Indonesia independently calculate, pay, and report the amount of taxes payable. In this regard, the Directorate General of Taxes (DJP) has the authority to assess and make corrections to tax obligations within a period of up to five years from the time the tax becomes payable.

Sebagai bagian dari komitmen terhadap penerapan tata kelola perpajakan yang baik (*good tax governance*), PLN Indonesia Power telah menetapkan strategi perpajakan pada tahun 2025. Salah satu fokus utama adalah memastikan pelaporan Surat Pemberitahuan (SPT) Pajak Penghasilan (PPh) Badan sesuai dengan ketentuan yang berlaku. Langkah ini bertujuan untuk mempercepat proses pengajuan Surat Keterangan Bebas (SKB) Pajak Penghasilan Pasal 22, PPh Pasal 22 Impor, dan PPh Pasal 23. Seluruh strategi perpajakan tersebut telah melalui proses penelaahan dan memperoleh persetujuan dari manajemen Perusahaan. Evaluasi atas implementasi strategi dilakukan secara berkala, serta disesuaikan kembali apabila terdapat perubahan atau penerbitan regulasi perpajakan terbaru.

As part of its commitment to implementing good tax governance, PLN Indonesia Power has established a tax strategy in 2025. One of the main focuses is to ensure the reporting of the Corporate Income Tax (CIT) Annual Tax Return (SPT) in accordance with the prevailing regulations. This step aims to accelerate the process of obtaining Tax Exemption Letters (SKB) for Article 22 Income Tax, Article 22 Import Income Tax, and Article 23 Income Tax. All these tax strategies have undergone a review process and have obtained approval from the Company's management. The implementation of the strategy is evaluated periodically and adjusted accordingly in the event of changes or the issuance of new tax regulations.

Aturan Model Pilar Dua *Organization for Economic Cooperation and Development* (OECD)
Pillar Two Model Rules of Organization for Economic Cooperation and Development (OECD)

Peraturan Menteri Keuangan (PMK) No. PMK-136 Tahun 2024 (PMK-136) telah diundangkan di Indonesia, yurisdiksi dimana tempat Perusahaan didirikan, dan akan berlaku mulai 1 Januari 2025.

Minister of Finance Regulation (PMK) No. PMK-136 of 2024 (PMK-136) has been promulgated in Indonesia, the jurisdiction where the Company is incorporated, and is effective as of January 1, 2025.

Entitas induk utama (UPE) dari Perusahaan berada dalam lingkup aturan model OECD Pilar Dua dan telah menerapkan pengecualian untuk mengakui dan mengungkapkan informasi tentang aset dan liabilitas pajak tangguhan yang berkaitan dengan pajak penghasilan Pilar Dua mulai 1 Januari 2025. Undang-undang Pilar Dua telah diundangkan atau hampir diundangkan di beberapa yurisdiksi tempat UPE beroperasi.

The Company's ultimate parent entity (UPE) falls within the scope of OECD Pillar Two model rules and has applied an exemption to recognize and disclose information about deferred tax assets and liabilities related to Pillar Two income taxes effective as of January 1, 2025. Pillar Two laws have been enacted or are close to being enacted in several jurisdictions where UPE operates.

Undang-undang tersebut mulai berlaku untuk tahun keuangan Perusahaan yang berakhir setelah 31 Desember 2024. UPE tunduk pada undang-undang yang telah diundangkan atau hampir diundangkan tersebut dan telah melakukan penilaian terhadap potensi eksposurnya terhadap pajak penghasilan Pilar Dua.

These laws became effective for the Company's financial years ending after December 31, 2024. UPE is subject to these enacted or close to being enacted laws and has been assessed of its potential exposure to Pillar Two income taxes.

Berdasarkan hasil penilaian tersebut, tingkat pajak efektif di seluruh yurisdiksi tempat Perusahaan beroperasi berada di atas 15%. Oleh karena itu, tidak diperlukan pajak tambahan untuk tahun yang berakhir pada 31 Desember 2025.

Based on the assessment results, the effective tax rate in all jurisdictions where the Company operates is above 15%. Therefore, no additional tax is required for the year ending December 31, 2025.

Setoran Pajak
Tax Payment

Setoran pajak pada tahun 2025 adalah sebesar Rp6,15 triliun, yaitu meningkat Rp744,44 miliar atau 13,76% dibandingkan tahun 2024 sebesar Rp5,41 triliun. Peningkatan tersebut terutama dipengaruhi oleh meningkatnya penghasilan usaha pada tahun 2025.

Tax payments in 2025 amounted to Rp6.15 trillion, representing an increase of Rp744.44 billion or 13.76% compared to Rp5.41 trillion in 2024. The increase was mainly driven by higher operating income in 2025.

Tabel Setoran Pajak
Table of Tax Payment

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
PPN Pungut Collected VAT	845.121	1.609.866	3.469.580	4.086.796	4.239.216	152.420	3,73%
PPN Impor VAT on Import	60.216	38.412	76.739	124.355	193.070	68.715	55,26%
Bea Masuk Import Duty	23.661	11.341	46.273	41.837	44.429	2.592	6,20%
PPh 21 Income Tax 21	191.631	211.471	559.374	589.663	656.055	66.392	11,26%
PPh 22 Income Tax 22	302.138	193.852	99.638	489.267	927.646	438.379	89,60%
PPh 23 Income Tax 23	45.453	20.403	2.901	3.449	9.776	6.327	183,44%
PBB, Materai dan Retribusi Land and Building Tax, Stamp Duty, and Levy	38.747	31.593	56.175	75.277	84.896	9.619	12,78%
Total Pajak Total Tax	**1.506.967**	**2.116.938**	**4.310.680**	**5.410.644**	**6.155.088**	**744.444**	**13,76%**

PLN Indonesia Power mendapatkan fasilitas pembebasan nilai pajak sesuai Kebijakan Pengajuan Pembebasan (PPh 22 Impor/ PPh 22/PPh 23) untuk memanfaatkan fasilitas yang diberikan oleh Direktorat Jenderal Pajak sesuai Peraturan Menteri Keuangan (PMK) No. 268/PMK.03/2015 & PER - 1/PJ/2011 jo PER - 21/PJ/2014 tentang Tata Cara Pengajuan Permohonan Pembebasan dari Pemotongan dan/atau Pemungutan Pajak Penghasilan oleh Pihak Lain.

PLN Indonesia Power received a tax exemption facility in accordance with the Tax Exemption Application Policy (Income Tax Article 22 on Imports/Article 22/Article 23) to utilize the facility provided by the Directorate General of Taxes pursuant to Minister of Finance Regulation (PMK) No. 268/PMK.03/2015 and PER-1/PJ/2011 in conjunction with PER-21/PJ/2014 on Procedures for Applying for Exemption from Withholding and/ or Collection of Income Tax by Other Parties.

PLN Indonesia Power mendapatkan fasilitas pembebasan pajak tahun 2025 sebesar Rp1,02 triliun, yaitu lebih rendah Rp100,159 miliar atau 8,93% dibandingkan tahun 2024 sebesar Rp1,12 triliun. Hal tersebut terutama disebabkan dinamisasi permintaan barang, walaupun dari sisi kinerja korporasi dan aktivitas jasa mengalami peningkatan.

PLN Indonesia Power obtained tax exemption facilities in 2025 amounting to Rp1.02 trillion, which was lower by Rp100.159 billion or 8.93% compared to Rp1.12 trillion in 2024. This was mainly due to the dynamics of goods demand, although in terms of corporate performance and service activities there was an increase.

Tabel Pembebasan Nilai Pajak
Table of Tax Exemption

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025	
						Nominal	%
PPh 22 Impor Import Income Tax 22	8.690	5.985	19.463	17.538	23.759	6.221	35,47%
PPN Impor VAT on Import	1.931	403	48.235	-	-	-	-
PPh 22 Income Tax 22	302.129	193.851	812.147	1.091.494	977.111	(114.383)	(10,48)%
PPh 23 Income Tax 23	43.842	20.403	12.262	12.343	20.346	8.003	64,84%
Jumlah Pembebasan Nilai Pajak Total Tax Exemption	**356.592**	**220.642**	**892.107**	**1.121.375**	**1.021.216**	**(100.159)**	**(8,93)%**

Tingkat Kepatuhan Perpajakan
Tax Compliance Level

Sepanjang tahun 2025, PLN Indonesia Power tidak mengalami keterlambatan dalam pemenuhan kewajiban perpajakan, baik terkait Pajak Penghasilan (PPh) Karyawan, PPh Badan, Pajak Pertambahan Nilai (PPN) Masa, maupun Pajak Bumi dan Bangunan (PBB). Selain itu, Perusahaan juga secara konsisten menyampaikan seluruh dokumen kewajiban perpajakan, termasuk Surat Pemberitahuan (SPT) tahunan dan bulanan, serta laporan kepada regulator, secara tepat waktu.

Throughout 2025, PLN Indonesia Power did not experience any delays in fulfilling its tax obligations, including Employee Income Tax (PPh), Corporate Income Tax (CIT), Periodic Value Added Tax (VAT), and Land and Building Tax (PBB). In addition, the Company consistently submitted all tax-related documents, including annual and monthly Tax Returns (SPT), as well as reports to the regulator, in a timely manner.

Terutama dalam tiga tahun terakhir, PLN Indonesia Power juga tidak menerima putusan bersalah dari pengadilan pajak tertinggi atas perkara perpajakan apa pun, yang mencerminkan kepatuhan dan pengelolaan perpajakan yang prudent dan akuntabel.

Particularly over the past three years, PLN Indonesia Power has not received any adverse rulings from the highest tax court on any tax cases, reflecting prudent and accountable tax compliance and management.

Perbandingan antara Target dengan Realisasi Tahun 2025

Comparison of Target and Realization in 2025

Perbandingan antara Target dengan Realisasi Kinerja Pembangkit

Comparison of Target and Realization of Power Plant Performance

Penjelasan realisasi kinerja pembangkit tahun 2025 dibandingkan dengan target dijelaskan sebagai berikut:

The realization of power plant performance in 2025 compared with the established targets is explained as follows:

Perbandingan antara Target dengan Realisasi Kinerja Pembangkit Perusahaan Tahun 2025

Comparison of Target and Realization of Power Plant Performance in 2025

Tabel Perbandingan Target dengan Realisasi Kinerja EAF Pembangkit Tahun 2025

Table of Comparison of Target and Realization of EAF's Power Plant Performance in 2025

(dalam %) (in %)

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
EAF Pembangkit PLTU Batubara Coal SPP EAF	81,38	87,20	107,15
EAF Pembangkit Non PLTU Batubara Non-Coal SPP EAF	90,52	93,18	102,93

Pada tahun 2025, pencapaian EAF Pembangkit PLTU Batubara adalah sebesar 107,15% dan pencapaian EAF Pembangkit Non PLTU Batubara tahun 2025 adalah sebesar 102,93%. Tercapainya EAF tersebut ditentukan dari pelaksanaan *Outage Unit* PLTU yang tepat waktu dan sesuai dengan perencanaan yang telah ditetapkan.

In 2025, the EAF achievement of Coal-Fired Power Plants (Coal SPP) was 107.15%, and the EAF achievement of Non-Coal-Fired Power Plants (Non-Coal SPP) in 2025 was 102.93%. The achieve-ment of these EAF levels was determined by the timely execution of coal-fired power plant unit outages in accordance with the established plan.

Tabel Perbandingan Target dengan Realisasi Kinerja EFOR Pembangkit Tahun 2025

Table of Comparison of Target and Realization of EFOR's Power Plant Performance in 2025

(dalam %) (in %)

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
EFOR Pembangkit PLTU Batubara EFOR of Coal-Fired Power Plants (Coal SPP)	4,70	3,19	110,00*
EFOR Pembangkit Non PLTU Batubara EFOR of Non-Coal-Fired Power Plants (Non-Coal SPP)	1,47	0,89	110,00*

* sesuai dengan ketetapan pedoman kinerja, dimana 110,00% merupakan pencapaian maksimal

* in accordance with the performance guideline provisions, where 110.00% represents the maximum achievement

Pencapaian EFOR Pembangkit PLTU Batubara adalah sebesar 110,00% dan pencapaian EFOR Pembangkit Non PLTU Batubara adalah sebesar 110,00%. Ketidaktercapaian EFOR tersebut disebabkan oleh perencanaan *Preventive Maintenance* (PM) Unit PLTU yang memadai dan eksekusi penanggulangan kerusakan yang terjadi.

The EFOR achievement of Coal-Fired Power Plants (Coal SPP) was 110.00%, and the EFOR achievement of Non-Coal-Fired Power Plants (Non-Coal SPP) was 110.00%. The non-achievement of EFOR was due to adequate planning of Preventive Maintenance (PM) for coal-fired power plant units and the execution of corrective actions for the damages that occured.

Tabel Perbandingan Target dengan Realisasi Kinerja SFC Pembangkit Tahun 2025
Table of Comparison of Target and Realization of SFC's Power Plant Performance in 2025

Uraian Description	Satuan Unit	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
SFC Batubara Coal SFC	kg/kWh	0,6542	0,7040	92,39%
SFC Gas Gas SFC	MMBTU/kWh	0,0081	0,0083	97,06%
SFC BBM Oil Fuel SFC	liter/kWh	0,3004	0,3078	97,53%

Realisasi SFC Pembangkit Batubara tahun 2025 adalah sebesar 92,39% dari target 2025. Hal tersebut disebabkan oleh kurangnya pasokan batubara MRC ke unit-unit PLTU sehingga volume pemakaian batubara menjadi meningkat.

The realization of SFC for Coal-Fired Power Plants in 2025 was 92.39% of the 2025 target. This was due to the limited supply of MRC coal to coal-fired power plant units, resulting in increased coal consumption volume.

Realisasi SFC Pembangkit Gas tahun 2025 adalah sebesar 97,06% dari target 2025. Hal tersebut disebabkan oleh keterbatasan pasokan gas pada unit-unit PLTGU sehingga hanya mampu beroperasi pada beban rendah yang mengakibatkan nilai SFC menjadi meningkat.

The realization of SFC for Gas-Fired Power Plants in 2025 was 97.06% of the 2025 target. This was due to limitations in gas supply to combined cycle power plant (PLTGU) units, which were only able to operate at low load, thereby increasing the SFC value.

Realisasi SFC Pembangkit BBM tahun 2025 adalah sebesar 97,53% dari target 2025. Hal tersebut disebabkan oleh penggunaan BBM pada unit-unit PLTG untuk membantu *supply* sistem jaringan.

The realization of SFC for Oil-Fired Power Plants in 2024 was 97.53% of the 2025 target. This was due to the use of fuel oil in gas turbine power plant (PLTG) units to support the supply of the grid system.

Perbandingan antara Target dengan Realisasi Kinerja Pembangkit O&M Tahun 2025
Comparison of Target and Realization of O&M Power Plant Performance in 2025

Tabel Perbandingan Target dengan Realisasi Kinerja Pembangkit O&M Tahun 2025
Table of Comparison of Target and Realization of O&M Power Plant Performance in 2025

Uraian Description	Satuan Unit	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
UBP Jeranjang GBU Jeranjang				
EAF	%	79,89	86,82	108,67%
EFOR	%	6,13	3,43	144,05%
UBP Holtekamp GBU Holtekamp				
EAF	%	54,7	60,56	110,71%
EFOR	%	4,86	4,04	116,87%
SFC Batubara Coal SFC	kg/kWh	1,4050	2,0000	83,81%
UBP Jatigede GBU Jatigede				
EAF	%	85,09	96,13	112,97%
EFOR	%	0,95	0,38	160,00%

Perbandingan antara Target dengan Realisasi Produksi, Penjualan serta Pemakaian Sendiri

Comparison of Target and Realization of Production, Sales, and Self-Consumption

Tabel Perbandingan antara Target dengan Realisasi Produksi, Penjualan, dan Pemakaian Sendiri Tenaga Listrik Tahun 2025

Table of Comparison of Target and Realization of Electricity Production, Sales, and Self-Consumption in 2025

Uraian Description	Satuan Unit	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
Produksi Tenaga Listrik Electricity Production	GWh	79.281,59	86.548,54	109,17%
Penjualan Tenaga Listrik Electricity Sales	GWh	75.205,19	81.841,71	108,82%
Pemakaian Sendiri Self-Consumption	GWh	4.076,40	4.706,78	115,46%
	%	5,14	5,44	105,84%

Realisasi Produksi Tenaga Listrik PLN Indonesia Power tahun 2025 sebesar 86.548,54 GWh dengan pencapaian 109,17% dari target RKAP 2025. Dan untuk realisasi Penjualan Tenaga Listrik PLN Indonesia Power tahun 2025 sebesar 81.841,71 GWh dengan pencapaian 108,82% dari target RKAP 2025. Tercapainya target tersebut terutama didukung oleh peningkatan produksi di beberapa area dikarenakan adanya kenaikan kebutuhan beban puncak sistem dan mengikuti pola *dispatch* dari pengatur beban serta tingginya curah hujan di area Jamali sehingga meningkatkan produksi PLTA.

Realisasi PS Tenaga Listrik PLN Indonesia Power tahun 2025 sebesar 5,44% dengan pencapaian 105,84% dari target RKAP 2025. Hal tersebut terutama dikarenakan oleh penurunan efisiensi peralatan akibat penambahan usia peralatan.

The realization of electricity production of PLN Indonesia Power in 2025 was 86,548.54 GWh, achieving 109.17% of the 2025 RKAP target. Meanwhile, the realization of electricity sales in 2025 was 81,841.71 GWh, achieving 108.82% of the 2025 RKAP target. The achievement of these targets was mainly supported by increased production in several areas due to higher system peak load demand, following the dispatch pattern from the load dispatcher, as well as high rainfall in the Java–Madura–Bali (Jamali) area, which increased hydropower plant (PLTA) production.

The realization of electricity PS of PLN Indonesia Power in 2025 was 5.44%, achieving 105.84% of the 2025 RKAP target. This was mainly due to a decrease in equipment efficiency as a result of aging equipment.

Perbandingan antara Target dengan Realisasi Kinerja Keuangan

Comparison of Target and Realization of Financial Performance

Perbandingan antara Target dan Realisasi Posisi Keuangan Tahun 2025

Comparison of Target and Realization of Financial Position in 2025

Tabel Perbandingan antara Target dengan Realisasi Posisi Keuangan Tahun 2025

Table of Comparison of Target and Realization of Financial Position in 2025

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
Aset Lancar Current Asset	81.161.630	86.574.037	106,67%
Aset Tidak Lancar Non-Current Asset	339.365.563	340.461.332	100,32%
Jumlah Aset Total Asset	**420.527.193**	**427.035.369**	**101,55%**

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
Liabilitas Jangka Pendek Current Liabilities	15.982.825	13.659.208	85,46%
Liabilitas Jangka Panjang Non-Current Liabilities	37.625.860	39.348.066	104,58%
Jumlah Liabilitas Total Liabilities	**53.608.685**	**53.007.274**	**98,88%**
Jumlah Ekuitas Total Equity	**366.918.498**	**374.028.095**	**101,94%**

Realisasi Jumlah Aset tahun 2025 adalah sebesar Rp427,04 triliun dengan pencapaian 101,55% dari target RKAP 2025. Realisasi ini terutama didukung oleh peningkatan Piutang PJBTL dan peningkatan investasi pada JV & Entitas Asosiasi.

The realization of Total Assets in 2025 amounted to Rp427.04 trillion, achieving 101.55% of the 2025 RKAP target. This achievement was primarily supported by an increase in Electricity Sales Purchase Agreement (PJBTL) receivables and higher investments in Joint Ventures and Associate Entities.

Realisasi Jumlah Liabilitas tahun 2025 adalah sebesar Rp53,61 triliun dengan pencapaian 98,88% dari target RKAP 2025. Hal tersebut terutama disebabkan oleh adanya penurunan pada liabilitas jangka pendek.

The realization of Total Liabilities in 2025 amounted to Rp53.61 trillion, achieving 98.88% of the 2025 RKAP target. This was primarily attributable to a decrease in current liabilities.

Realisasi Jumlah Ekuitas tahun 2025 adalah sebesar Rp374,03 triliun dengan pencapaian 101,94% dari target RKAP 2025. Realisasi ini terutama didukung oleh pelampauan laba tahun berjalan dari target.

The realization of Total Equity in 2025 amounted to Rp374.03 trillion, achieving 101.94% of the 2025 RKAP target. This achievement was mainly supported by profit for the year exceeding the target.

Perbandingan antara Target dengan Realisasi Pendapatan dan Laba Tahun 2025
Comparison of Target and Realization of Revenue and Profit in 2025

Tabel Perbandingan antara Target dengan Realisasi Posisi Keuangan Tahun 2025
Table of Comparison of Target and Realization of Revenue and Profit in 2025

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
Pendapatan Usaha Revenue	118.379.695	121.368.651	102,52%
Beban Usaha Operating Expenses	102.353.633	103.669.585	101,29%
Laba Usaha Operating Income	16.026.062	17.699.067	110,44%
Laba Tahun Berjalan Profit for the Year	12.364.958	14.765.736	119,42%

Realisasi Pendapatan Usaha tahun 2025 adalah sebesar Rp121,37 triliun dengan pencapaian 102,52% dari target RKAP 2025. Realisasi ini terutama didukung oleh kenaikan penjualan kWh PJBTL.

The realization of Revenue in 2025 amounted to Rp121.37 trillion, achieving 102.52% of the 2025 RKAP target. This achievement was primarily supported by an increase in PJBTL kWh sales.

Realisasi Beban Usaha tahun 2025 adalah sebesar Rp103,67 triliun dengan pencapaian 101,29% dari target RKAP 2025. Realisasi ini terutama didukung oleh peningkatan biaya energi primer yg didorong adanya kenaikan produksi.

The realization of Operating Expenses in 2025 amounted to Rp103.67 trillion, achieving 101.29% of the 2025 RKAP target. This realization was mainly supported by an increase in primary energy costs driven by higher production levels.

Realisasi Laba Tahun Berjalan tahun 2025 adalah sebesar Rp14,77 triliun dengan pencapaian 119,42% dari target RKAP 2025. Realisasi ini terutama didukung adanya kenaikan penjualan kWh PJBTL terhadap target.

The realization of Profit for the Year in 2025 amounted to Rp14.77 trillion, achieving 119.42% of the 2025 RKAP target. This achievement was primarily supported by PJBTL kWh sales exceeding the target.

Perbandingan antara Target dengan Realisasi Struktur Modal
Comparison of Target and Realization of Capital Structure

Tabel Perbandingan antara Target dengan Realisasi Struktur Modal Tahun 2025
Table of Comparison of Target and Realization of Capital Structure in 2025

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target		Realisasi 2025 Realization in 2025		Pencapaian Achievement
	Rp juta Rp million	Komposisi Composition	Rp juta Rp million	Komposisi Composition	
Liabilitas Liabilities	55.090.500	13,06%	53.007.274	12,41%	98,88%
Ekuitas Equity	366.811.193	86,94%	374.028.095	87,59%	101,94%
Aset Assets	**421.901.693**	**100,00%**	**427.035.369**	**100,00%**	**101,55%**

Pada tahun 2025 Aset yang dibiayai oleh Liabilitas sebesar 12,41%, yaitu telah mencapai target RKAP 2025 sebesar 98,88%. Sementara itu, Aset yang dibiayai oleh Ekuitas sebesar 87,59%, yaitu mencapai target RKAP 2025 sebesar 101,55%.

In 2025, assets financed by liabilities reached 12.41%, achieving 98.88% of the 2025 RKAP target. Meanwhile, assets financed by equity reached 87.59%, achieving 101.55% of the 2025 RKAP target.

Perbandingan antara Target dengan Realisasi Pengembangan SDM
Comparison of Target and Realization of Human Capital Development

Terkait dengan pengembangan SDM terdapat beberapa indikator yaitu jumlah pelatihan dan biaya pelatihan.

In relation to human capital development, there are several indicators, namely the number of training programs and training costs.

Tabel Perbandingan antara Target dengan Realisasi Pengembangan SDM Tahun 2025
Table of Comparison of Target and Realization of Human Capital Development in 2025

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Satuan Unit	Target RKAP 2025 2024 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
Biaya Pelatihan Training Cost	Rp	12.962.443.106	17.374.375.682	134,04%
Jumlah Pelatihan Total Training	kali	76	172	226,32%

Realisasi biaya pelatihan tahun 2025 adalah Rp17,37 miliar dengan pencapaian 134,04% dari target RKAP 2025. Realisasi biaya pelatihan dapat melampaui target karena dilakukan rekomposisi anggaran biaya perjalanan dinas pelatihan ke anggaran pelatihan, hal ini sejalan dengan kebutuhan pemenuhan target RUPTL PLN Indonesia Power dan penguatan *core basic* kompetensi pegawai.

The realization of training costs in 2025 amounted to Rp17.37 billion, achieving 134.04% of the 2025 RKAP target. The realization of training costs exceeded the target due to the recomposition of the business travel budget for training into the training budget, in line with the needs to fulfill the PLN Indonesia Power RUPTL targets and strengthen employees' core basic competencies.

Sementara itu, realisasi biaya pelatihan tahun 2025 adalah sebanyak 172 kali dengan pencapaian 226,32% dari target RKAP 2025. Realisasi pelatihan dapat melampaui target dengan mengoptimalkan metode *delivery* dengan digital learning sehingga dapat mencakup lebih banyak peserta dan lebih banyak program pelatihan dapat dieksekusi. Selain itu dukungan dari PLN Pusdiklat sebagai penyedia pelatihan sangat membantu dalam mewujudkan rencana pelatihan korporat.

Meanwhile, the realization of training programs in 2025 reached 172 sessions, achieving 226.32% of the 2025 RKAP target. The realization of training programs exceeded the target by optimizing delivery methods through digital learning, enabling participation from more participants and the execution of more training programs. In addition, support from PLN Pusdiklat as the training provider greatly assisted in realizing the corporate training plan.

Perbandingan antara Target dengan Realisasi Aspek Pemasaran
Comparison of Target and Realization of Marketing Aspect

Terkait dengan aspek pemasaran terdapat indikator yang ditentukan yaitu pangsa pasar dan survei kepuasan pelanggan.

In relation to the marketing aspect, the determined indicators are market share and customer satisfaction survey.

Tabel Perbandingan antara Target dengan Realisasi Aspek Pemasaran Tahun 2025
Table of Comparison of Target and Realization of Marketing Aspect in 2025

(dalam %) (in %)

Uraian Description	Target RKAP 2025 2025 Work Plan and Budget Target	Realisasi 2025 Realization in 2025	Pencapaian Achievement
Pangsa Pasar Market Share	23,21	25,02	107,80%
Survei Kepuasan Pelanggan untuk Pembangkit PLTU Batubara Customer Satisfaction Survey for Coal-Fired Power Plants/Coal SPP	81,71	88,06	107,77%
Survei Kepuasan Pelanggan untuk Pembangkit Non PLTU Batubara Customer Satisfaction Survey for Non-Coal-Fired Power Plants/ Non-Coal SPP	86,21	90,43	104,90%
Survei Kepuasan Pelanggan untuk Pembangkit Jasa O&M Customer Satisfaction Survey for O&M Services Power Plants	83,76	90,45	107,99%

Survei Kepuasan Pelanggan untuk Pembangkit PLTU Batubara pada tahun 2025 adalah sebesar 88,06% yaitu tercapai 107,77% dari target tahun 2025. Pencapaian ini terutama didukung oleh kesiapan dan respon cepat personil dalam menjaga kehandalan dan kinerja unit pembangkit, sinergi antar tim, koordinasi pengendalian batubara dan optimasi waktu pemeliharaan, semuanya dalam rangka memenuhi ketersediaan suplai listrik sesuai dengan keinginan pelanggan.

The Customer Satisfaction Survey for Coal-Fired Power Plants/Coal SPP in 2025 was 88.06%, achieving 107.77% of the 2025 target. This achievement was mainly supported by the readiness and quick response of personnel in maintaining the reliability and performance of generating units, synergy among teams, coordination in coal control, and optimization of maintenance time, all to fulfill electricity supply availability in accordance with customer expectations.

Survei Kepuasan Pelanggan untuk Pembangkit Non PLTU Batubara adalah sebesar 90,43% yaitu tercapai 104,90% dari target tahun 2025. Pencapaian ini terutama didukung oleh kinerja pembangkit Non-PLTU Batubara yang lebih baik, jumlah gangguan pada pembangkit menurun, serta hubungan dengan pelanggan jual beli tenaga listrik dikelola dengan baik, sehingga pelanggan lebih loyal dan *engage*.

The Customer Satisfaction Survey for Non-Coal-Fired Power Plants/ Non-Coal SPP was 90.43%, achieving 104.90% of the 2025 target. This achievement was mainly supported by better performance of Non-Coal-Fired Power Plants/ Non-Coal SPP, a decrease in the number of disturbances in power plants, and well-managed relationships with electricity sale and purchase customers, resulting in higher customer loyalty and engagement.

Survei Kepuasan Pelanggan untuk Pembangkit Jasa O&M pada tahun 2025 adalah sebesar 90,45%, yaitu tercapai 107,99% dari target tahun 2025. Pencapaian ini terutama didukung oleh pengelolaan O&M pembangkit yang semakin baik dengan tercapainya target *Service Level Agreement* (SLA) yang ditetapkan oleh pelanggan.

The Customer Satisfaction Survey for O&M Services Power Plants in 2025 was 90.45%, achieving 107.99% of the 2025 target. This achievement was mainly supported by improved management of power plant O&M through the achievement of the Service Level Agreement (SLA) targets established by customers.

PLTS *Hybrid* Nusa Penida, UBP Bali.
Nusa Penida Hybrid SoPP, Bali GBU.

Pencapaian *Key Performance Indicator* (KPI)

Key Performance Indicator (KPI) Achievement

Key Performance Indicator (KPI) Perusahaan merupakan seperangkat ukuran kinerja yang digunakan untuk mengevaluasi aspek-aspek utama yang paling berpengaruh terhadap keberhasilan Perusahaan, baik pada kondisi saat ini maupun dalam perspektif jangka panjang. KPI berfungsi sebagai alat ukur untuk menilai sejauh mana target, kemajuan (*progress*), dan pencapaian sasaran strategis Perusahaan telah direalisasikan.

The Company's Key Performance Indicators (KPI) constitute a set of performance measures used to evaluate the key aspects that most significantly influence the Company's success, both in the current condition and from a long-term perspective. KPI serves as a measurement tool to assess the extent to which the Company's targets, progress, and achievement of strategic objectives have been realized.

Dalam implementasinya, KPI menjadi acuan bersama dalam mengarahkan kinerja organisasi, yang disepakati antara Pemegang Saham, Dewan Komisaris, dan Direksi. Kesepakatan tersebut selanjutnya dituangkan dalam Kontrak Manajemen Tahunan yang ditetapkan melalui mekanisme Rapat Umum Pemegang Saham (RUPS), sebagai bentuk komitmen terhadap pencapaian target kinerja Perusahaan secara terukur dan akuntabel.

In its implementation, KPI serves as a common reference in directing organizational performance, as agreed upon by the Shareholders, Board of Commissioners, and Board of Directors. The agreement is subsequently set forth in the Annual Management Contract established through the General Meeting of Shareholders (GMS) mechanism, as a form of commitment to achieving the Company's performance targets in a measurable and accountable manner.

KPI tahun buku 2025 diputuskan dalam Rapat Umum Pemegang Saham (RUPS) tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025 tanggal 30 Januari 2025, serta Kontrak Manajemen tanggal 30 Januari 2025, Pemegang Saham Perusahaan, Dewan Komisaris dan Direksi Perusahaan menyepakati Kontrak Manajemen/*Key Performance Indicators* (KPI) tahun 2025.

The KPI for the 2025 financial year was resolved at the General Meeting of Shareholders (GMS) regarding the Ratification of the 2025 Work Plan and Budget (RKAP) dated January 30, 2025, as well as the Management Contract dated January 30, 2025, in which the Company's Shareholders, Board of Commissioners, and Board of Directors agreed upon the 2025 Management Contract/Key Performance Indicators (KPI).

Pencapaian KPI tahun 2025 adalah sebesar 100,23, sebagaimana disajikan dalam tabel berikut:

The KPI achievement in 2025 reached 100.23, as presented in the following table:

No	Indikator Kinerja Performance Indicator	Polaritas Polarity	Satuan Unit	Bobot Weight	Target	Realisasi Realization	Pencapaian*) Achievement*)	Nilai Value
A.	**Nilai Ekonomi dan Sosial** Economic and Social Value			**70**				**66,98**
1.	EBITDA	↑	Rp miliar Rp billion	8	29.964,22	31.499,25	105,12%	8,40
2.	BPP Pembangkit Cost of Generation	↓	Rp/kWh	8	1.341,53	1.243,47	107,31%	8,58
3.	ROIC	↑	%	5	3,49	4,04	110,00%	5,50
4.	Optimalisasi Kesiapan Pasokan Pembangkit Optimizing Power Plant Supply Readiness	↑	%	5	80	78,00	97,50%	4,87
5.	EFOR PLTU & Non PLTU EFOR of SPP & Non-SPP	↓	%	4	3,31	2,06	110,00%	4,40
6.	EAF PLTU EAF of SPP	↑	%	4	81,38	87,20	107,15%	4,28
7.	EAF Non PLTU EAF of Non-SPP	↑	%	4	90,52	93,18	102,94%	4,11
8.	SFC Batubara SFC of Coal	↓	Kg/kWh	4	0,6542	0,7040	92,39%	3,69
9.	SFC Gas SFC of Gas	↓	Mmbtu/kWh	4	0,008101	0,008339	97,06%	3,88
10.	SFC BBM SFC of Fuel	↓	Liter/kWh	4	0,3004	0,3078	97,54%	3,90
11.	Program Dedieselisasi Dedieselization Program	↑	%	5	100,00	N/A	N/A	N/A
12.	EPC & *Project Completion*	↑	%	7	100,00	100,13**	100,00%	7,00
13.	*Advancing in Sustainable Development Goals* (SDGs)	↑	%	8	100% sesuai: 1. Level 3,70 2. Skor 100% 3. Pemenuhan Proper *Beyond Compliance* 28 Unit 4. Rp248,33 miliar 5. Skor 3,5 6. Skor 100% 100% fulfillment: 1. Level 3.70 2. Score 100% 3. Fulfillment of Proper Beyond Compliance 28 Units 4. Rp248.33 billion 5. Score 3.5 6. Score 100%	104,69% sesuai: 1. Level 3,85 2. Skor 106,63% 3. Pemenuhan Proper *Beyond Compliance* 29 Unit 4. Rp1.461,29 miliar 5. Skor 3,51 6. Skor 103,58% 104.69% fulfillment: 1. Level 3.85 2. Score 106.63% 3. Fulfillment of Proper Beyond Compliance: 29 Units 4. Rp1,461.29 billion 5. Score 3.51 6. Score 103.58%	104,69%	8,37

No	Indikator Kinerja Performance Indicator	Polaritas Polarity	Satuan Unit	Bobot Weight	Target	Realisasi Realization	Pencapaian*) Achievement*)	Nilai Value
B.	**Inovasi Model Bisnis** **Business Model Innovation**			**7**				**7,59**
	1. Pendapatan dari luar PLN Group (*beyond* kWh) & Laba Asosiasi Revenue from outside PLN Group (beyond kWh) & Profit from Associate	↑	%	4	100% sesuai: 1. Rp381,992 miliar 2. Rp1.216,57 miliar 100% fulfillment: 1. Rp381.992 billion 2. Rp1,216.57 billion	1. Pendapatan dari luar PLN Rp596,998 miliar 2. Laba Asosiasi Rp1.307,20 miliar 1. Revenue from outside PLN Rp596.998 billion 2. Profit from Associate Rp1,307.20 billion	110,00%	5,50
	2. Sinergi Antar Sub Holding, Anak Perusahaan Lain & Pusharlis Synergy Between Sub-Holdings, Other Subsidiaries & Pusharlis	↑	Rp miliar Rp billion	3	1.347,73	1.435,63	106,52%	3,19
C.	**Kepemimpinan Teknologi** **Leadership in Technology**			**12**				**12,62**
	1. *Digital Power Plant Implementation*	↑	Unit (kumulatif) Unit (cumulative)	2	1. 67 Laporan Implementasi 2. 14 BA *Go Live* 1. 67 Implementation Reports 2. 14 BA Go Live	1. 70 Laporan Implementasi 2. 17 BA Go Live 1. 70 Implementation Reports 2. 17 BA Go Live	110,00%	2,20
	2. *Maturity Level* EAM Pembangkitan Maturity Level of EAM Generation	↑	Level	2	3,70	3,74	101,08%	2,02
	3. Value Creation	↑	Rp miliar Rp billion	4	674,00	868,27	110,00%	4,40
	4. Umur Persediaan Batubara Coal Inventory Age	→	Hari Operasi Operation Day	4	15-26	28,23	100,00%***	4,00
D.	**Peningkatan Investasi** **Increase in Investment**			**5**				**4,50**
	1. *Carbon Emission Reduction*	↑	%	3	2,58	2,53	98,06%	2,94
	2. Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2025 Controlling the use of Investment Budget according to the 2025 RKAP	→	%	2	95-100	74,36	78,27%	1,56
E.	**Pengembangan Talenta** **Talent Development**			**6**				**6,47**
	1. *Digital Power Plant Implementation*	→	%	2	100% sesuai: 1. Rasio Milenial 19% 2. Rasio Women 33% 100% fulfillment: 1. Millennial ratio 19% 2. Women ratio 33%	100% sesuai: 1. Rasio Milenial 50,53% 2. Rasio Women 39,39% 100% fulfillment: 1. Millennial ratio 50.53% 2. Women ratio 39.39%	110,00%	2,20
	2. *Maturity Level* EAM Pembangkitan Maturity Level of EAM Generation	↑	%	2	2		103,80%	2,07
	3. *Value Creation*	↓	Indeks Index	2	0,117		110,00%	2,20

No	Indikator Kinerja Performance Indicator	Polaritas Polarity	Satuan Unit	Bobot Weight	Target	Realisasi Realization	Pencapaian*) Achievement*)	Nilai Value
F.	**Kepatuhan** Compliance							
	1. *Compliance* (GCG, Kepatuhan HSSE, Auditor, *Reporting*, Busdev *Alignment*, PACA, *Critical Event*) Compliance (GCG, HSSE Compliance, Auditor, Reporting, Busdev Alignment, PACA, Critical Event)		%	Max - 10				(2,94)
	Jumlah Total		**100**					**95,22**
	Pengurang**** Less of****		**(5)**					
	Jumlah (setelah penyesuaian) Total (after adjustment)		**95**					**100,23**

*) Untuk pencapaian ≥ 110,00% ditulis 110,00%, dengan keterangan sebagai berikut:
- Jika Pencapaian > 100%, maka pencapaian kinerja tercapai.
- Jika 95% ≤ Pencapaian < 100%, maka pencapaian kinerja hampir tercapai.
- Jika Pencapaian < 95%, maka pencapaian kinerja perlu peningkatan.

**) Berdasarkan Berita Acara Justifikasi, penilaian PPA untuk PLTA Hidro Sumatera, PLTS Terapung Jatigede, dan PLTS Terapung Kedungombo tidak diperhitungkan dan dinilai sebesar 100%.

***) Berdasarkan Berita Acara Justifikasi, pencapaian Umur Persediaan Batubara berubah dari semula sebesar 85,13% menjadi 100%.

****) Berdasarkan Petunjuk Teknis, KPI dengan target nol dikeluarkan dari perhitungan, dan nilai NKO dihitung secara proporsional berdasarkan bobot KPI lainnya.

*) For achievement ≥ 110.00%, write 110.00%, with the following information:
- If Achievement > 100%, then performance achievement has been achieved.
- If 95% ≤ Achievement < 100%, then performance achievement is almost achieved.
- If Achievement < 95%, then performance achievement requires improvement.

**) Based on the Justification Minutes, the PPA assessment for Sumatra Hydroelectric Power Plant, Jatigede Floating Solar Power Plant, and Kedungombo Floating Solar Power Plant is not taken into account and is valued at 100%.

***) Based on the Justification Minutes, the achievement of Coal Inventory Life has changed from 85.13% to 100%.

****) Based on the Technical Instructions, KPIs with zero targets are excluded from the calculation, and NKO value is calculated proportionally based on the weight of the other KPIs.

PLTS Selayar, UBP Tello, Sulawesi Selatan.
Selayar SoPP, Tello GBU, South Sulawesi.

Proyeksi dan Target Tahun 2026
Projection and Target for 2026

Proyeksi dan Target Kinerja Pembangkit
Power Plant Performance Projection and Target

Proyeksi dan Target Kinerja Pembangkit PLN Indonesia Power Tahun 2026
PLN Indonesia Power's Power Plant Performance Projection and Target for 2026

Tabel Proyeksi dan Target Kinerja Pembangkit Tahun 2026
Table of Power Plant Performance Projection and Target for 2026

Uraian Description	Satuan Unit	Realisasi 2025 Realization in 2025	Target RKAP 2026 2026 Work Plan and Budget Target
EAF Pembangkit Power Plant EAF			
EAF Pembangkit PLTU Batubara Coal SPP EAF	%	87,20	83,74
EAF Pembangkit Non PLTU Batubara Non-Coal SPP EAF	%	93,18	91,32
EFOR Pembangkit Power Plant EFOR			
EFOR Pembangkit PLTU Batubara Coal SPP EFOR	%	3,19	4,71
EFOR Pembangkit Non PLTU Batubara Non-Coal SPP EFOR	%	0,89	1,48
SFC Pembangkit Power Plant SFC			
SCF Pembangkit - Batubara Coal Power Plant SFC	kg/kWh	0,7040	0,7144
SCF Pembangkit - Gas Gas Power Plant SFC	MMBTU/kWh	0,0083	0,0083
SCF Pembangkit - BBM Oil Power Plant SFC	liter/kWh	0,3078	0,3267

Pada tahun 2026, EAF Pembangkit PLTU Batubara ditargetkan sebesar 83,74% dan EAF Pembangkit Non PLTU Batubara sebesar 91,32%. Penetapan target EAF 2026 dilandaskan oleh perencanaan *outage* yang telah terjadwal pada tahun 2026.

In 2026, the EAF target for Coal SPP is set at 83.74%, while the EAF target for non-Coal SPP is set at 91.32%. The determination of the 2026 EAF targets is based on the outage planning that has been scheduled for 2026.

Pada tahun 2026, EFOR Pembangkit PLTU Batubara ditargetkan sebesar 4,71% dan EFOR Pembangkit Non PLTU Batubara sebesar 1,48%. Penetapan target EFOR tahun 2026 dilandaskan pada penguatan pelaksanaan PM *excellent* dan pengurangan kemungkinan gangguan yang akan terjadi.

In 2026, the EFOR target for Coal SPP is set at 4.71%, while the EFOR target for non-Coal SPP is set at 1.48%. The determination of the 2026 EFOR targets is based on strengthening the implementation of PM excellence and reducing the possibility of disturbances that may occur.

Pada tahun 2026, SCF Pembangkit - Batubara ditargetkan sebesar 0,7144 kg/kWh, SCF Pembangkit - Gas ditargetkan sebesar 0,0083 MMBTU/kWh, dan SCF Pembangkit – BBM ditargetkan sebesar 0,3267 liter/kWh. Penetapan target SFC tahun 2025 dilandaskan pada target SFC yang diturunkan oleh DJK kepada PLN.

In 2026, the SFC target for Coal SPP is set at 0.7144 kg/kWh, the SFC target for Gas Power Plant is set at 0.008326 MMBTU/kWh, and the SFC target for Oil Power Plants is set at 0.3267 liter/kWh. The determination of the 2025 SFC targets is based on the SFC targets assigned by the Directorate General of Electricity (DJK) to PLN.

Proyeksi dan Target Produksi, Penjualan serta Pemakaian Sendiri
Projection and Target of Production, Sales, and Self-Consumption

Tabel Proyeksi dan Target Produksi, Penjualan, dan Pemakaian Sendiri Tenaga Listrik Tahun 2026
Table of Projection and Target of Production, Sales, and Self-Consumption for 2026

(dalam GWh) (in GWh)

Uraian Description	Satuan Unit	Realisasi 2025 Realization in 2025	Target RKAP 2026 2026 Work Plan and Budget Target
Produksi Production	GWh	86.548,54	84.623
Penjualan Sales	GWh	81.841,71	79.843
Pemakaian Sendiri Self-Consumption	%	5,44	6

Target produksi tenaga listrik pada tahun 2026 adalah sebesar 84,623 GWh dengan asumsi sesuai dengan alokasi produksi yang telah disusun bersama PT PLN (Persero) dan PLN UIP2B/ P3B.

The electricity production target in 2026 is set at 84,623 GWh, based on the assumption of production allocation that has been prepared jointly with PT PLN (Persero) and PLN UIP2B/ P3B.

Target penjualan tenaga listrik pada tahun 2026 adalah sebesar 79,842 GWh dengan asumsi sesuai dengan alokasi produksi yang telah disusun bersama PT PLN (Persero) dan PLN UIP2B/ P3B.

The electricity sales target in 2026 is set at 79,842 GWh, based on the assumption of production allocation that has been prepared jointly with PT PLN (Persero) and PLN UIP2B/P3B.

Target pemakaian sendiri pada tahun 2026 adalah sebesar 6% dengan asumsi sesuai dengan produksi tahun 2025.

The self-consumption target in 2026 is set at 6%, based on the assumption in line with 2025 production.

Proyeksi dan Target Kinerja Keuangan
Projection and Target of Financial Performance

Proyeksi dan Target Posisi Keuangan Tahun 2026
Projection and Target of Financial Position for 2026

Tabel Proyeksi dan Target Posisi Keuangan Tahun 2026
Table of Projection and Target of Financial Position for 2026

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Realisasi 2025 Realization in 2025	Target RKAP 2026 2026 Work Plan and Budget Target
Aset Lancar Current Assets	86.765.347	91.131.910
Aset Tidak Lancar Non-Current Assets	340.270.023	338.866.738
Jumlah Aset Total Assets	**427.035.370**	**429.998.648**
Liabilitas Jangka Pendek Current Liabilities	13.659.208	14.255.223
Liabilitas Jangka Panjang Non-Current Liabilities	39.348.067	42.641.660
Jumlah Liabilitas Total Liabilities	**53.007.275**	**56.896.883**
Jumlah Ekuitas Total Equity	**374.028.095**	**373.101.765**

Target Jumlah Aset tahun 2026 adalah sebesar Rp430,00 triliun. Target tersebut ditetapkan berdasarkan asumsi terdapat beberapa *project* yang COD di 2026 di antaranya adalah PLTM Harjosari dan PLTS Isolated Nusa Penida.

The Total Assets target in 2026 is set at Rp430.00 trillion. This target is determined based on the assumption that several projects will achieve COD in 2026, including Harjosari Mini Hydropower Plant (PLTM) and Nusa Penida Isolated Solar Power Plant (PLTS).

Target Jumlah Liabilitas tahun 2026 adalah sebesar Rp56,90 triliun. Target tersebut ditetapkan berdasarkan asumsi liabilitas jangka panjang meningkat sebesar 8% dari realisasi *unaudited* tahun 2025 yang dominan disebabkan oleh kenaikan kewajiban pajak tangguhan dan kewajiban imbalan kerja.

The Total Liabilities target in 2026 is set at Rp56.90 trillion. This target is determined based on the assumption that non-current liabilities will increase by 8% from the 2025 unaudited realization, predominantly due to the increase in deferred tax liabilities and employee benefit obligations.

Target Jumlah Ekuitas tahun 2026 adalah sebesar Rp373,10 triliun. Target tersebut ditetapkan berdasarkan asumsi target laba usaha pada tahun 2026.

The Total Equity target in 2026 is set at Rp373.10 trillion. This target is determined based on the assumption of the operating income target in 2026.

Proyeksi dan Target Pendapatan dan Laba Tahun 2026
Projection and Target for Revenue and Profit in 2026

Tabel Proyeksi dan Target Pendapatan dan Laba Tahun 2026
Table of Revenue and Profit Projections and Targets for 2026

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Realisasi 2025 Realization in 2025	Target RKAP 2026 2026 Work Plan and Budget Target
Pendapatan Usaha Revenue	121.574.621	129.164.929
Beban Usaha Operating Expenses	103.853.195	111.302.315
Laba Usaha Operating Income	17.721.426	17.862.613
Laba Tahun Berjalan Profit for the Year	14.838.932	13.862.749

Target Pendapatan Usaha tahun 2026 adalah sebesar Rp129,16 triliun. Target tersebut ditetapkan berdasarkan asumsi target penjualan (GWh) korporat sesuai alokasi neraca energi dari PT PLN (Persero), target pendapatan Jasa O&M yang dikelola pada tahun 2026 dan target *beyond* KWh korporat sesuai penetapan berdasarkan RUPS oleh Pemegang Saham.

The Revenue target in 2026 is set at Rp129.16 trillion. This target is determined based on the assumption of the corporate sales target (GWh) in accordance with the energy balance allocation from PT PLN (Persero), the target revenue from managed O&M Services in 2026, and the corporate beyond kWh target as determined through the GMS by the Shareholders.

Target Beban Usaha tahun 2026 adalah sebesar Rp111,30 triliun. Target tersebut ditetapkan berdasarkan asumsi kebutuhan energi primer sesuai dengan alokasi produksi dari PT PLN (Persero) dan kebutuhan untuk menjaga keandalan unit pembangkit, kurs mata uang dan harga satuan biaya bahan bakar.

The Operating Expenses target in 2026 is set at Rp111.30 trillion. This target is determined based on the assumption of primary energy requirements in accordance with the production allocation from PT PLN (Persero), the need to maintain the reliability of power plant units, exchange rates, and fuel cost unit prices.

Target Laba Tahun Berjalan tahun 2026 adalah sebesar Rp13,86 triliun. Target tersebut ditetapkan berdasarkan asumsi laba tahun 2026 yang disusun dengan strategi *Tax Planning* Perusahaan dan *Sustainability Principle*.

The Profit for the Year target in 2026 is set at Rp13.86 trillion. This target is determined based on the assumption of the 2026 profit prepared using the Company's Tax Planning strategy and Sustainability Principle.

Proyeksi dan Target Struktur Modal
Capital Structure Projection and Target

Tabel Proyeksi dan Target Struktur Modal Tahun 2026
Table of Capital Structure Projection and Target for 2026

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	Realisasi 2025 Realization in 2025		Target RKAP 2026 2026 Work Plan and Budget Target	
	Rp juta Rp million	Komposisi Composition	Rp juta Rp million	Komposisi Composition
Liabilitas Liabilities	53.007.275	12,41%	56.896.883	13,23%
Ekuitas Equity	374.028.095	87,59%	373.101.765	86,77%
Aset Assets	**427.035.370**	**100,00%**	**429.998.648**	**100,00%**

Pada tahun 2026 ditargetkan jumlah Aset yang dibiayai oleh Liabilitas sebesar 13,23% dan Aset yang dibiayai oleh Ekuitas sebesar 86,77%.

In 2026, the portion of Assets financed by Liabilities is targeted at 13.23%, while the portion of Assets financed by Equity is targeted at 86.77%.

Proyeksi dan Target Pengembangan SDM
Human Capital Development Projection and Target

Terkait dengan pengembangan SDM terdapat beberapa indikator yaitu jumlah pelatihan dan biaya pelatihan.

In relation to human capital development, there are several indicators, namely the number of training programs and training costs.

Tabel Proyeksi dan Target Tahun 2026
Table of Projection and Target for 2026

Uraian Description	Satuan Unit	Realisasi 2025 Realization in 2025	Target RKAP 2026 2026 Work Plan and Budget Target
Biaya Pelatihan Biaya Pelatihan	Rp	17.374.375.682	24.646.628.145
Jumlah Pelatihan Jumlah Pelatihan	kali	172	189

Target jumlah pelatihan tahun 2026 adalah 189 kali dengan jumlah biaya pelatihan sebesar Rp24,65 miliar. Target tersebut didasarkan pada hasil *Learning Need Analysis* diperoleh kebutuhan pelatihan pegawai dan strategis, untuk masing-masing program pelatihan tersebut dilengkapi dengan TOR yang memuat ruang lingkup, peserta dan kebutuhan biayanya. Data tersebut diperoleh dari hasil wawancara/FGD dengan bidang terkait dan juga divalidasi oleh manajemen.

The training target in 2026 is set at 189 training sessions with a total training cost of Rp24.65 billion. The target is based on the results of the Learning Need Analysis, which identified employee and strategic training needs. Each training program is supported by Terms of Reference (TOR) containing the scope, participants, and required budget. The data were obtained through interviews/focus group discussions (FGD) with the relevant divisions and were also validated by management.

Proyeksi dan Target Kebijakan Dividen
Projection and Target Dividend Policy

Kebijakan dividen pada tahun 2026 ditetapkan melalui mekanisme Rapat Umum pemegang Saham (RUPS) dengan mempertimbangkan pertumbuhan kinerja Perusahaan.

The dividend policy in 2026 is determined through the mechanism of the General Meeting of Shareholders (GMS) by considering the Company's performance growth.

Proyek dan Target Aspek Pemasaran
Marketing Projection and Target

Tabel Proyek dan Target Aspek Pemasaran Tahun 2026
Table of Marketing Projection and Target for 2026

(dalam %) (in %)

Uraian Description	Realisasi 2025 Realization in 2025	Target 2026 2026 Target
Pangsa Pasar Market Share	25,02	22,39
Survei Kepuasan Pelanggan untuk Pembangkit PLTU Batubara Customer Satisfaction Survey for Coal SPP	88,06	82,48
Survei Kepuasan Pelanggan untuk Pembangkit Non PLTU Batubara Customer Satisfaction Survey for Non-Coal SPP	90,43	83,11
Survei Kepuasan Pelanggan untuk Pembangkit Jasa O&M Customer Satisfaction Survey for O&M Services Power Plants	90,45	82,42

Survei Kepuasan Pelanggan untuk Pembangkit PLTU Batubara pada tahun 2026 ditetapkan sebesar 82,48%. Penetapan ini berdasarkan asumsi perhitungan prognosa dari rata-rata target capaian per unit pembangkit PLTU Batubara serta dengan proyeksi tersebut sudah masuk dalam kategori sangat memuaskan untuk industri ketenagalistrikan.

The Customer Satisfaction Survey target for Coal SPP in 2026 is set at 82.48%. This target is based on the projected calculation from the average achievement target of each Coal SPP unit, and such projection is already categorized as highly satisfactory for the electricity industry.

Survei Kepuasan Pelanggan untuk Pembangkit Non PLTU Batubara pada tahun 2026 ditetapkan sebesar 85,55%. Penetapan ini berdasarkan asumsi perhitungan prognosa dari rata-rata target capaian per unit pembangkit Non-PLTU Batubara serta dengan proyeksi tersebut sudah masuk dalam kategori sangat memuaskan untuk industri ketenagalistrikan.

The Customer Satisfaction Survey target for non-Coal SPP in 2026 is set at 85.55%. This target is based on the projected calculation from the average achievement target of each non-Coal SPP unit, and such projection is already categorized as highly satisfactory for the electricity industry.

Survei Kepuasan Pelanggan untuk Pembangkit Jasa O&M pada tahun 2026 ditetapkan sebesar 84,00% berdasarkan berdasarkan asumsi perhitungan prognosa dari rata-rata target capaian per unit pembangkit Jasa O&M serta dengan proyeksi tersebut sudah masuk dalam kategori sangat memuaskan untuk industri ketenagalistrikan.

The Customer Satisfaction Survey target for O&M Services Power Plants in 2026 is set at 84.00%, based on the projected calculation from the average achievement target of each O&M Services power plant unit, and such projection is already categorized as highly satisfactory for the electricity industry.

Kebijakan Dividen
Dividend Policy

Kebijakan Pembagian Dividen
Dividend Sharing Policy

Kebijakan Dividen PLN Indonesia Power mengacu pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, di mana perusahaan wajib menyisihkan jumlah tertentu dari laba bersih setiap tahun buku untuk cadangan apabila saldo laba positif sampai cadangan tersebut mencapai paling sedikit 20% dari jumlah modal yang ditempatkan dan disetor. Pembagian dividen dilaksanakan sesuai dengan keputusan Rapat Umum Pemegang Saham (RUPS).

The dividend policy of PLN Indonesia Power refers to Law No. 40 of 2007 on Limited Liability Companies, under which a company is required to allocate a certain amount of net profit each financial year as reserves if it has a positive retained earnings balance, until such reserves reach at least 20% of the issued and paid-up capital. Dividend distribution is carried out in accordance with the resolution of the General Meeting of Shareholders (GMS).

Rincian Pembagian Dividen
Details of Dividend Sharing

Tahun Buku 2025
Financial Year 2025

Pembagian dividen untuk tahun buku 2025 akan dilaksanakan sesuai dengan Keputusan RUPS Tahunan Perusahaan yang akan dilaksanakan pada bulan Juni 2026.

The distribution of dividends for the 2025 financial year will be carried out in accordance with the resolution of the Company's Annual General Meeting of Shareholders (GMS), which will be held in June 2026.

Tahun Buku 2024
Financial Year 2024

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 19 Juni 2025, Pemegang Saham menyetujui penggunaan laba bersih tahun 2024 untuk dividen sebesar Rp13,09 miliar.

Based on the Annual General Meeting of Shareholders held on June 19, 2025, the Shareholders approved the appropriation of the 2024 net profit for dividends amounting to Rp13.09 billion.

Tabel Pembayaran Dividen
Table of Dividend Payout

Uraian Description	Satuan Unit	Tahun 2022 (Tahun Buku 2021) Year 2022 (Fiscal Year 2021)	Tahun 2023 (Tahun Buku 2022) Year 2023 (Fiscal Year 2022)	Tahun 2024 (Tahun Buku 2023) Year 2024 (Fiscal Year 2023)	Tahun 2025 (Tahun Buku 2024) Year 2025 (Fiscal Year 2024)	Tahun 2026 (Tahun Buku 2025) Year 2026 (Fiscal Year 2025)
Laba yang dapat diatribusikan kepada pemilik entitas induk Profit Attributable to Owners of the Parent	Rp juta Rp million	4.027.169	4.678.605	8.176.665	13.090.663	14.757.990
Persentase Dividen Dividend Percentage	%	100	100	100	100	*

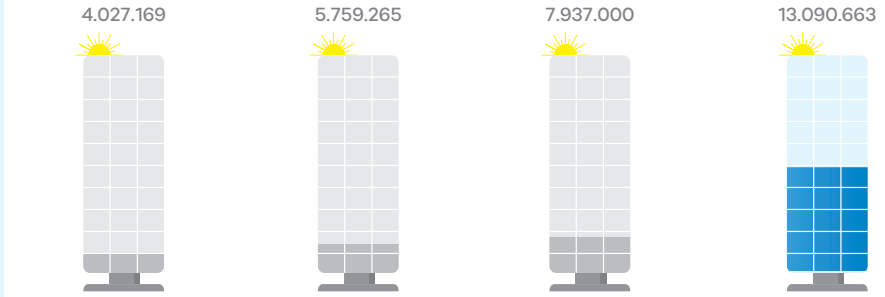
Uraian Description	Satuan Unit	Tahun 2022 (Tahun Buku 2021) Year 2022 (Fiscal Year 2021)	Tahun 2023 (Tahun Buku 2022) Year 2023 (Fiscal Year 2022)	Tahun 2024 (Tahun Buku 2023) Year 2024 (Fiscal Year 2023)	Tahun 2025 (Tahun Buku 2024) Year 2025 (Fiscal Year 2024)	Tahun 2026 (Tahun Buku 2025) Year 2026 (Fiscal Year 2025)
Dividen yang Dibagikan Appropriated Dividends	Rp juta Rp million	4.027.169	5.759.265	7.937.000	13.090.663	*
Dividen per Lembar Saham Dividend per Share	Rp	773	13	23	37	*
Dividend Pay Out Ratio		99.9999999808: 0.000000000 192	99.9999999808: 0.000000000 192	99.9999999808: 0.000000000 192	99.9999999808: 0.000000000 192	*
Pelaksanaan RUPS Tahunan Date of Annual GMS		29 Juni 2022 June 29, 2022	13 Juni 2023 June 13, 2023	28 Juni 2024 June 28, 2024	19 Juni 2025 June 19, 2025	
Tanggal Pengumuman Pembayaran Date of Payment Announcement		8 September 2022 September 8, 2022	2 Agustus 2023 August 2, 2023	4 Oktober 2024 October 4, 2024	18 Desember 2025 Desember 18, 2025	*
Tanggal Realisasi Pembayaran Dividen Kas Date of Cash Dividend Payment Completed		14 Oktober 22 October 14, 2022	29 September 2023 September 29, 2023	30 September 2024 September 30, 2024	19 Desember 2025 Desember 19, 2025	*

* Pembayaran Dividen untuk Tahun Buku 2025 dilaksanakan sesuai dengan hasil keputusan RUPS yang akan dilaksanakan pada bulan Juni 2026

* Dividend Payment for Financial Year 2025 will be carried out in accordance with the GMS resolution to be held in June 2026.

Tabel Dividen yang Dibagikan
Table of Appropriated Dividends

(dalam jutaan Rupiah)
(in millions of Rupiah)



Informasi Ikatan Material untuk Investasi Barang Modal

Information on Material Commitments for Capital Goods Investment

Dalam melakukan investasi barang modal, terdapat sejumlah perikatan material, baik dengan pihak berelasi maupun pihak ketiga.

In making capital goods investments, there are several material commitments, both with related parties and third parties

Tabel Ikatan Material untuk Investasi Barang Modal Tahun 2025
Table of Material Commitments for Capital Goods Investment 2025

Jenis Ikatan Type of Commitment	Nama Pihak yang Melakukan Ikatan Name of the Party Making the Commitment	Tujuan dari Ikatan Purpose of the Commitment	Sumber Dana Source of Funds	Mata uang yang Menjadi Denominasi Currency Denomination
Long Term Service Agreement (LTSA)	Mitsubishi Corporation Machinery, Inc jo. Mitsubishi Corporation Machinery, Inc - PT Poeser Indonesia	Memenuhi kebutuhan material *overhaul*, jasa TA, jasa *repair*, *inspection management*, *training*, dll Fulfilling the requirements for overhaul materials, TA services, repair services, inspection management, training, etc.	Internal	JPY
Master Service Agreement (MSA)	GE Global Parts and Product GMBH	Kebutuhan *spare part* kapitalisir untuk *overhaul* Capitalized spare parts needed for overhaul	Internal	USD
Kontrak EPC EPC Contract	PT Hutama Karya (Persero)	Pekerjaan EPC PLTM Harjosari EPC works for PLTM Harjosari	Internal	EUR

Langkah Perlindungan Risiko terhadap Posisi Mata Uang Asing

Protection against Foreign Currency Risk

Penggunaan mata uang Rupiah untuk transaksi, sesuai dengan Peraturan Bank Indonesia (PBI) yang diundangkan per tanggal 31 Maret 2015 yang mewajibkan penggunaan mata uang Rupiah di wilayah Republik Indonesia, mengatur bahwa khusus untuk pengadaan spare parts impor yang telah diperjualbelikan di Indonesia, ikatan perjanjian/kontrak Perusahaan dan vendor wajib menggunakan mata uang Rupiah. Dalam ikatan ini, PLN Indonesia Power menggunakan kebijakan sistem *Floating Rate* yang dihitung dengan menggunakan formula nilai Kurs Tengah Transaksi EUR - Bank Indonesia.

The use of Rupiah currency for transactions is in accordance with Bank Indonesia Regulation (PBI), enacted on March 31, 2015, which mandates the use of Rupiah within the territory of the Republic of Indonesia. The regulation stipulates that, specifically for the procurement of imported spare parts that have been traded in Indonesia, the Company's agreements/ contracts with vendors must use Rupiah currency. Under this arrangement, PLN Indonesia Power applies a Floating Rate system policy calculated using the EUR Transaction Middle Rate formula issued by Bank Indonesia.

Ikatan Material Tahun 2025

Material Commitment in 2025

Berikut merupakan uraian mengenai perikatan material berupa ikatan dan kontinjensi yang dilakukan Perusahaan pada tahun 2025.

The following is a description of material commitments in the form of binding agreements and contingencies entered into by the Company in 2025.

Perjanjian Jual Beli Tenaga Listrik (PJBTL)
Power Purchase Agreement (PPA)

Perusahaan memiliki sejumlah PJBTL dengan PLN. Dalam perjanjian tersebut, PLN membayar pasokan tenaga listrik yang disediakan oleh Perusahaan sebesar jumlah yang ditentukan berdasarkan formula pembayaran. Pembayaran tersebut mencakup komponen biaya kapasitas, energi, operasional dan pemeliharaan yang tergantung pada tingkat pasokan energi serta variabel lain yang ditentukan dalam perjanjian.

Berdasarkan Keputusan Direksi PLN No. 0357.K/DIR/2022 tanggal 28 November 2022 tentang tindak lanjut pembentukan *subholding* PLN Hukum Akhir Periode/Tahap, dan keputusan RUPS sirkuler Perusahaan tanggal 21 September 2022 dan 30 Desember 2022, terdapat perubahan dan pernyataan Kembali atas PJBTL antara Perusahaan dan PLN.

Pada tanggal 30 Desember 2022, PLN dan Perusahaan telah menandatangani 24 amendemen dan pernyataan kembali PJBTL yang terdiri dari: 8 PJBTL atas wilayah Jawa-Bali, 7 PJBTL atas wilayah Sumatera, 6 atas PJBTL atas wilayah Kalimantan, dan 3 PJBTL atas wilayah Sulawesi. Amendemen dan pernyataan kembali PJBTL tersebut akan berlaku efektif pada tanggal 1 Januari 2023 dengan periode kontrak dari tahun 2023 sampai dengan 2032.

The Company has several Power Purchase Agreements (PPA) with PLN. Under these agreements, PLN pays for the electricity supply provided by the Company in an amount determined based on a payment formula. The payments include components for capacity costs, energy, operations, and maintenance, which depend on the level of energy supplied as well as other variables specified in the agreements.

Based on PLN Board of Directors Decision No. 0357.K/DIR/2022 dated November 28, 2022, on the follow-up on the establishment of PLN subholding Final Legal Period/Stage, and the Company's Circular GMS resolutions dated September 21, 2022, and December 30, 2022, there have been amendments and restatements of the Power Purchase Agreements (PPAs) between the Company and PLN.

On December 30, 2022, PLN and the Company signed 24 amendments and restatements of PPAs consisting of: 8 PPAs for Java-Bali region, 7 PPAs for Sumatra region, 6 PPAs for Kalimantan region, and 3 PPAs for Sulawesi region. These amendments and restatements of PPAs became effective on January 1, 2023, with contract periods from 2023 to 2032.

Perjanjian Pengadaan Bahan Bakar
Fuel supply agreements

Perjanjian Pengadaan Gas
Gas Procurement Agreement

Tabel Perjanjian Pengadaan Gas
Table of Gas Procurement Agreement

Sektor Sector	Pemasok Suppliers	No. Perjanjian Agreement Number	Periode Period
Priok & Cilegon	PT PLN Energi Primer Indonesia	0063.Pj/DAN.01.03/PLNIP011002/2025	2024 - 2027
Cilegon	PT PLN Energi Primer Indonesia	0918.Pj/DAN.01.03/PLNIP011002/2024	2024 - 2029
Bali	PT PLN Energi Primer Indonesia	• 0219.Pj/DAN.01.01/PLNIP011002/2024 • 0121.Pj/DAN.01.03/PLNIP011002/2025	2024 - 2026
Grati	1. Medco Energi Sampang Pty Ltd 2. Singapore Petroleum Sampang Ltd 3. Cue Sampang Pty.Ltd. (Gas Sampang)	• Perjanjian penjualan gas • Addendum Keenam Perjanjian Jual Beli Gas • Gas Sale and Purchase Agreement (GSPA) • Sixth Amendment to the Gas Sale and Purchase Agreement (GSPA)	2004 - 2027
	Kangean Energy Indonesia Ltd (Gas TSB)	• 1331-1.PJ/040/DIR/2005 • 462.AMD.Pj AMD II/040/DIR/2010	2012 - 2028
	PT PLN Energi PrimerIndonesia	0705.Pj/DAN.01.03/PLNIP011002/2025	s.d 2027
Semarang	PT Sumber Petrindo Perkasa	97.PJ/061/IP/2007 Amendemen-3 Third Amendment	2014 - 2029
	PT Pertamina (PGN JTB)	0670.Pj/EPI01.02/DIRUT/2017	2021 - 2035

Sektor Sector	Pemasok Suppliers	No. Perjanjian Agreement Number	Periode Period
Jambi	PT Energasindo Heksa Karya	272.PJ/041/DIR/2007	2007-2028
Keramasan	PT Medco E&P Lematang	No. PLN :0548-1.Pj/EPI.03.02/DIRUT/2017	2021-2025
	PT Medco E&P Indonesia		
Papua dan Maluku Papua and Maluku	PT Sumber Petrindo Perkasa	97.PJ/061/IP/2007 Amendemen-3 Third Amendment	2021-2025

Perjanjian Pengadaan Batubara
Coal Procurement Agreement

Tabel Perjanjian Pengadaan Batubara
Table of Coal Procurement Agreement

Sektor Sector	Pemasok Suppliers	No. Perjanjian Agreement Number	Jumlah dalam metrik ton Amount in Metric Ton	Periode Period
Suralaya 1-7	PT Bukit Asam	12.PJ/061/IP/2013	4.200.000	2013 - 2025
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jabar 2 Pelabuhan Ratu Pangkalan Susu Labuhan Angin Teluk Sirih	PT Bukit Asam	303.PJ/041/DIR/2012	7.012.500	2012 - 2032
Suralaya 1-7	PT Oktasan Baruna Persada	406.PJ/061/IP/2018	2.100.000	2018 - 2026
Suralaya 1-7	PT Berau Coal	84.PJ/061/IP/2008	2.232.000	2009 - 2025
Suralaya 1-7	PT Artha Daya Coalindo	159.PJ/061/IP/2017	2.252.000	2017 - 2027
Suralaya 1-7	PT Multi Harapan Utama	373.PJ/061/IP/2022	1.000.000	2022 - 2026
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jabar 2 Pelabuhan Ratu Pangkalan Susu Labuhan Angin Teluk Sirih	PT Titan Infra Energy	0017.PJ/EPI.02.02/DIRUT/2019	2.920.000	2019 - 2033
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jateng 2 Adipala Teluk Sirih Pangkalan Susu Labuhan Angin	Konsorsium PT Arutmin Indonesia dan PT Darma Henwa Consortium of PT Arutmin Indonesia and PT Darma Henwa	0020.PJ/EPI.02.02/DIRUT/2019	5.553.000	2007 - 2027
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jateng 2 Adipala Teluk Sirih Pangkalan Susu Labuhan Angin	Konsorsium PT Arutmin Indonesia dan PT Darma Henwa Consortium of PT Arutmin Indonesia and PT Darma Henwa	420.PJ/123/DIRUT/2008 421.PJ/123/DIRUT/2008	2.005.000	2008 - 2028
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jateng 2 Adipala	Konsorsium PT Exploitasi Energi Indonesia dan PT Borneo Indobara Consortium of PT Exploitasi Energi Indonesia and PT Borneo Indobara	0200-3.Pj/EPI.01.01/C01050000/2022	1.255.000	2022 - 2027

Harga pembelian batubara berkisar Rp995,45 juta dan Rp1,03 triliun per ton pada tahun 2024 sebelum penyesuaian spesifikasi batubara, dan untuk tahun 2023 berkisar Rp770,06 juta dan Rp1,41 triliun per ton.

Coal purchase prices ranged from Rp995.45 million and Rp1.03 trillion per ton in 2024 before coal specification adjustments, and for 2023 ranged from Rp770.06 million and Rp1.41 trillion per ton.

Perjanjian Pengadaan Bahan Bakar Minyak (BBM)
Fuel Oil Procurement Agreement

Pada tahun 2024, pembelian atas volume BBM menggunakan formulasi harga dalam Perjanjian Jual Beli Bahan Bakar Minyak (BBM) sebagai berikut:

1. Perjanjian Jual Beli BBM No. 0007.Pj/DAN.01.01/PLNEPI0100/2024 tanggal 18 Maret 2024 untuk periode 1 Januari sampai dengan 31 Maret 2024;
2. Perjanjian Jual Beli BBM No. 0014.PJ/EPI.01.03/PLNEPI0304/2024 tanggal 8 Mei 2024 untuk periode 1 April sampai dengan 30 Juni 2024;
3. Perjanjian Jual Beli BBM No. 0026.Pj/EPI.01.03/PLNEPI0100/2024 tanggal 12 Agustus 2024 untuk periode 1 Juli sampai dengan 31 September 2024;
4. *Heads of Agreement* No. 0054.Pj/EPI.0102/PLNEPI0100/2024 tanggal 20 Desember 2024 untuk periode 1 Oktober sampai dengan 14 Desember 2024;
5. *Heads of Agreement* No. 0011.Pj/EPI.0103/PLNEPI0100/2025 tanggal 25 Maret 2025 untuk periode 15 Desember sampai dengan 31 Maret 2025.

In 2024, the purchase volume of fuel oil (BBM) used the pricing formulation under the following Fuel Oil (BBM) Sale and Purchase Agreements:

1. Fuel Oil Sale and Purchase Agreement No. 0007.Pj/DAN.01.01/PLNEPI0100/2024 dated March 18, 2024, for the period from January 1 to March 31, 2024;
2. Fuel Oil Sale and Purchase Agreement No. 0014.PJ/EPI.01.03/PLNEPI0304/2024 dated May 8, 2024, for the period from April 1 to June 30, 2024;
3. Fuel Oil Sale and Purchase Agreement No. 0026.Pj/EPI.01.03/PLNEPI0100/2024 dated August 12, 2024, for the period from July 1 to September 31, 2024;
4. Heads of Agreement No. 0054.Pj/EPI.0102/PLNEPI0100/2024 dated December 20, 2024, for the period from October 1 to December 14, 2024;
5. Heads of Agreement No. 0011.Pj/EPI.0103/PLNEPI0100/2025 dated March 25, 2025, for the period from December 15 to March 31, 2025.

Pada tanggal 31 Desember 2024 dan 31 Desember 2023, saldo utang usaha atas pembelian bahan bakar dari Pertamina adalah masing-masing sebesar Rp2,80 triliun dan Rp1,25 triliun.

As of December 31, 2024 and December 31, 2023, the balances of trade payables related to fuel purchases from Pertamina amounted to Rp2.80 trillion and Rp1.25 trillion, respectively.

Perjanjian Pengadaan Uap Panas Bumi
Geothermal Steam Supply Agreement

Melalui PLN, Perusahaan mengadakan perjanjian dengan Pertamina untuk pengadaan uap panas bumi untuk daerah Kamojang selama 30 tahun yang berakhir tahun 2012 dan telah melalui Amendemen I Surat Perjanjian antara Pertamina dan PLN PLTP Unit 1,2,3 di Kamojang. Sampai tahun 2015, perjanjian masih menggunakan Amendemen kelima Perjanjian Interim antara PT Pertamina Geothermal Energy, PLN dan PLN Indonesia Power. Pada tanggal 11 Februari 2016, dilakukan amendemen secara keseluruhan dan pernyataan kembali atas perjanjian induk, yang berlaku mulai 1 Agustus 2012 sampai dengan 31 Desember 2040. Untuk PLTP Gunung Salak dan Darajat perjanjian berlaku selama 30 tahun sampai tahun 2030.

Through PLN, the Company entered into an agreement with Pertamina for the procurement of geothermal steam for the Kamojang area for a period of 30 years ending in 2012, which has undergone Amendment I to the Agreement Letter between Pertamina and PLN for Kamojang Geothermal Power Plant (PLTP) Units 1, 2, and 3. Until 2015, the agreement still referred to the fifth amendment of the Interim Agreement between PT Pertamina Geothermal Energy, PLN, and PLN Indonesia Power. On February 11, 2016, a comprehensive amendment and restatement of the master agreement was executed, effective from August 1, 2012, until December 31, 2040. For Gunung Salak and Darajat Geothermal Power Plants (PLTP), the agreement is valid for 30 years until 2030.

Perjanjian Jual Beli Uap Panas Bumi PLTP Lahendong Unit 1 berlaku selama 30 tahun telah mengalami Amendemen I pada tahun 2016 berlaku sampai dengan 31 Desember 2031, untuk PLTP Lahendong Unit 2&3 perjanjian berlaku selama 30 tahun telah mengalami Amendemen I pada tahun 2016 berlaku sampai dengan 17 Juni 2037 untuk PLTP Lahendong Unit 2 dan pada 7 April 2039 untuk PLTP Lahendong Unit 3. Untuk PLTP Lahendong Unit 4 perjanjian berlaku selama 30 telah mengalami Amendemen I pada tahun 2016 berlaku sampai dengan 23 Desember 2041.

The Geothermal Steam Sale and Purchase Agreement for Lahendong Geothermal Power Plant (PLTP) Unit 1 is valid for 30 years and underwent Amendment I in 2016, effective until December 31, 2031. For Lahendong PLTP Units 2 and 3, the agreement is valid for 30 years and underwent Amendment I in 2016, effective until June 17, 2037, for Lahendong PLTP Unit 2 and April 7, 2039, for Lahendong PLTP Unit 3. For Lahendong PLTP Unit 4, the agreement is valid for 30 years and underwent Amendment I in 2016, effective until December 23, 2041.

Perjanjian Jual Beli Uap Panas Bumi pada PLTP Ulubelu berlaku selama 30 tahun sampai dengan 16 September 2042.

The Geothermal Steam Sale and Purchase Agreement for Ulubelu Geothermal Power Plant (PLTP) is valid for 30 years until September 16, 2042.

Komitmen
Commitment

***Stand by Letter of Credit* (SBLC)**

Pada tanggal 31 Desember 2024, Perusahaan memiliki fasilitas *non-cash loan* berupa SBLC dengan BNI yang digunakan untuk jaminan jual beli gas dengan IAE Inti Alasindo Energy dengan nominal US$4.104.000 atau setara dengan Rp66,31 miliar dengan jangka waktu sampai dengan 14 Januari 2026 dan Perusahaan juga memiliki fasilitas *non-cash loan* berupa SBLC dengan BRI yang digunakan sebagai jaminan jual beli gas dengan Medco Energi Sampang Pty. Ltd dengan nominal US$12.477.205 atau setara dengan Rp201,59 miliar dengan jangka waktu sampai dengan 30 Agustus 2025.

Stand by Letter of Credit (SBLC)

As of December 31, 2024, the Company had a non-cash loan facility in the form of an SBLC with BNI used as a guarantee for gas sale and purchase transactions with IAE Inti Alasindo Energy amounting to US$4,104,000 or equivalent to Rp66.31 billion, with a term until January 14, 2026. The Company also had a non-cash loan facility in the form of an SBLC with BRI used as a guarantee for gas sale and purchase transactions with Medco Energi Sampang Pty. Ltd amounting to US$12,477,205 or equivalent to Rp201.59 billion, with a term until August 30, 2025.

Investasi Barang Modal
Capital Goods Investment

Investasi merupakan pengeluaran yang dilakukan oleh Perusahaan dalam rangka memperoleh aset tetap atau meningkatkan nilai aset tetap yang telah dimiliki, dengan tujuan memberikan manfaat ekonomi di masa yang akan datang.

Investment represents expenditures in-curred by the Company to acquire fixed assets or enhance the value of existing fixed assets, with the objective of generating future economic benefits.

Pada tahun 2025, nilai investasi barang modal Perusahaan meningkat dibandingkan tahun sebelumnya, yaitu dari sebesar Rp5,72 triliun pada tahun 2024 menjadi Rp6,68 triliun pada tahun 2025. Rincian investasi barang modal tahun 2025 disajikan dalam tabel berikut:

In 2025, the Company's capital expenditure investment increased compared to the previous year, from Rp5.72 trillion in 2024 to Rp6.68 trillion in 2025. Details of the 2025 capital expenditure investment are presented in the following table:

Tabel Investasi Barang Modal (Rp juta)
Table of Capital Goods Investment (Rp million)

Jenis Investasi Barang Modal Type of Capital Goods Investment	2021	2022	2023	2024	2025	Kebijakan Policy
Bangunan, waduk dan prasarana Buildings, reservoirs, and infrastructure	7.439	185.466	182.088	119.491	**92.883**	**Tujuan Investasi**: Keandalan dan efisiensi pembangkit **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang:** Rupiah **Langkah Perlindungan Risiko**: Asuransi untuk bangunan pembangkit dan pemeliharaan sesuai prosedur untuk waduk dan prasarana non pembangkit **Investment Purpose**: Reliability and efficiency of power plants **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Insurance for power plant buildings and maintenance in accordance with procedures for reservoirs and non-power plant infrastructure
Instalasi dan mesin pembangkit Power plant installations and machinery	633.849	856.245	3.135.778	860.322	**1.178.324**	**Tujuan Investasi**: Keandalan dan efisiensi pembangkit **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah dan Valas (JPY & EUR) **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur dan asuransi pembangkit **Investment Purpose**: Reliability and efficiency of power plants **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah and Foreign Currency (JPY & EUR) **Risk Mitigation Measures**: Maintenance following procedures and insurance for power plants
Peralatan transmisi Transmission equipment	2.163	141.722	74.751	-	**-**	**Tujuan Investasi**: Keandalan dan efisiensi pembangkit **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur dan asuransi pembangkit **Investment Purpose**: Reliability and efficiency of power plants **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Maintenance following procedures and insurance for power plants
Instalasi telekomunikasi Telecommunication installations	-	2.546	34.248	-	**726**	**Tujuan Investasi**: Mendukung kinerja operasional Perusahaan **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur **Investment Purpose**: Mendukung kinerja operasional Perusahaan **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Maintenance in accordance with procedures

Jenis Investasi Barang Modal Type of Capital Goods Investment	2021	2022	2023	2024	2025	Kebijakan Policy
Peralatan umum General equipment	30.116	48.456	107.593	186.455	**60.216**	**Tujuan Investasi**: Mendukung kinerja operasional Perusahaan **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur **Investment Purpose**: Supporting the Company's operational performance **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Maintenance in accordance with procedures
Kendaraan bermotor Motor vehicles	-	240	20.819	40.399	**18.384**	**Tujuan Investasi**: Mendukung kinerja operasional Perusahaan **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur **Investment Purpose**: Supporting the Company's operational performance **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Maintenance in accordance with procedures
Material Cadang Spare materials	38.328	30.846	73.487	17.167	-	**Tujuan Investasi**: Menjamin ketersediaan material cadang **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemakaian dan penyimpanan sesuai prosedur **Investment Purpose**: Ensuring the availability of spare materials **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Usage and storage in accordance with procedures
Lain-lain Others	-	-	5.936	-	-	**Tujuan Investasi**: Mendukung Kinerja operasional perusahaan **Sumber dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur **Investment Purpose**: Supporting the Company's operational performance **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Maintenance in accordance with procedures

Jenis Investasi Barang Modal Type of Capital Goods Investment	2021	2022	2023	2024	2025	Kebijakan Policy
Tanah Land	285	13.772	2.155	-	-	**Tujuan Investasi**: Modal utama membangun pembangkit **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur dan kepemilikan sesuai peraturan **Investment Purpose**: Core capital for power plant construction **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah **Risk Mitigation Measures**: Maintenance in accordance with procedures and ownership in compliance with regulations
Pekerjaan dalam pelaksanaan Construction in Progress	2.070.219	2.402.804	1.293.723	4.320.945	**5.195.424**	**Tujuan Investasi:** Modal utama membangun pembangkit **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah dan Valas (JPY, EUR & USD) **Langkah Perlindungan Risiko**: Pemeliharaan sesuai prosedur dan asuransi pembangkit **Investment Purpose**: Core capital for power plant construction **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah and Foreign Currency (JPY, EUR & USD) **Risk Mitigation Measures**: Maintenance in accordance with procedures and power plant insurance
Penyertaan Investment	-	-	31.000	179.661	**150.139**	**Tujuan Investasi**: Menambah kapasitas pembangkit **Sumber Dana**: Anggaran Investasi (Internal) **Mata Uang**: Rupiah dan Valas (USD) **Langkah Perlindungan Risiko**: Monitoring Progres Pembangunan secara berkala **Investment Purpose**: Increasing power plant capacity **Source of Funds**: Investment Budget (Internal) **Currency**: Rupiah and Foreign Currency (USD) **Risk Mitigation Measures**: Regular monitoring of construction progress
Jumlah Investasi Barang Modal Total Capital Investment	**2.772.398**	**3.682.097**	**4.961.578**	**5.724.441**	**6.696.096**	
Arus Kas Pembayaran untuk Investasi Barang Modal Cash Flows of Payment for Capital Investment	**3.580.713**	**3.028.578**	**4.961.578**	**5.821.650**	**6.386.149**	

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau dengan Pihak Afiliasi/Berelasi

Material Information on Conflict-of-Interest Transactions and/or Transactions with Affiliates/Related Parties

Transaksi Material yang Mengandung Benturan Kepentingan

Material Transactions Containing Conflicts of Interest

Selama tahun 2025, tidak terdapat transaksi yang mengandung benturan kepentingan, sehingga tidak terdapat informasi yang diungkapkan.

During 2025, there were no transactions containing conflicts of interest; therefore, there was no information disclosed.

Transaksi Material dengan Pihak Afiliasi/Berelasi

Material Transactions with Affiliates/Related Parties

Pihak-pihak Berelasi

Related Parties

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Perusahaan dan entitas anak (entitas pelapor):

a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
   ii. memiliki pengaruh signifikan atas pelapor atau entitas pelapor; atau
   iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
   ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
   iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;

Related parties are individuals or entities that are related to the Company and its subsidiaries (reporting entity):

a. An individual or their immediate family member is related to the reporting entity if such individual:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting party or reporting entity; or
   iii. is a member of the key management personnel of the reporting entity or of the parent of the reporting entity.
b. An entity is related to the reporting entity if meeting one of the following conditions:
   i. The entity and the reporting entity are members of the same business group (meaning that one entity's parent, subsidiary, and sub-subsidiary are related to the other entity);
   ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture that is a member of a business group the other entity of which is a member);
   iii. Both entities are joint ventures of the same third party;
   iv. One entity is a joint venture of a third entity, and the other entity is an associate of the same third entity;

v. Entitas tersebut adalah suatu program imbalan pasca-kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
vii. Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas); atau
viii. Entitas, atau setiap anggota dari kelompok yang menjadi bagiannya, memberikan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

v. The entity constitutes post-employment benefit plan for employee benefits from one of the reporting entities or entities that are related to the reporting entity. If the reporting entity is the entity organizing the plan, the sponsoring entity is also related to the reporting entity;
vi. Entity controlled or jointly controlled by the individual specified in letter (a);
vii. The individual identified in letter (a)(i) has significant influence over the entity or key management personnel of the entity (or the parent of the entity); or
viii. The entity, or any member of the group of which it is a part, provides key management personnel services to the reporting entity or to a parent of the reporting entity.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

Government-related entities are entities that are controlled, jointly controlled, or influenced by the government. Government refers to government, government agencies, and similar bodies, whether local, national, or international.

Entitas yang berelasi dengan Pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan atau Pemerintah Daerah yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian BUMN sebagai kuasa pemegang saham.

Government-related entities may include entities controlled or significantly influenced by the Ministry of Finance or Regional Governments as shareholders of the entity, or entities controlled by the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises as the shareholder representative.

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Catatan atas Laporan Keuangan (CALK) yang relevan dan saldo juga disajikan dalam CALK No. 24.

All significant transactions and balances with related parties are disclosed in the relevant Notes to the Financial Statements (CALK), and the balances are also presented in CALK No. 24.

Nama Pihak yang Bertransaksi
Names of Parties under Transactions

Berikut ini adalah daftar pihak berelasi yang memiliki transaksi dengan Perusahaan:

The following is a list of related parties that have transactions with the Company:

Tabel Nama Pihak Berelasi Tahun 2025
Table of Related Parties' Names in 2025

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relation	Sifat Transaksi Nature of Transaction
PT Pelayanan Listrik Negara (Persero) (PLN)	Entitas induk pengendali Controlling parent entity	Transaksi penjualan tenaga listrik, jasa pemeliharaan dan pinjaman dari pemegang saham Sales of electricity, operation and maintenance services and loans from a shareholder
Yayasan Pendidikan dan Kesejahteraan PT PLN (Persero) (YPK PLN)	Pemegang saham minoritas Minority shareholder	Penyertaan modal Paid-in capital

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relation	Sifat Transaksi Nature of Transaction
Direktur dan Dewan Komisaris Grup Board of Directors and Board of Commissioners of the Group	Personil manajemen kunci Key management personnel	Pembayaran gaji dan tunjangan Payment of salaries and allowances
PT Bank Negara Indonesia (Persero) Tbk (BNI)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Penempatan kas dan setara kas, dan investasi jangka pendek Placement of cash and cash equivalents and short-term investment
PT Bank Mandiri (Persero) Tbk (Bank Mandiri)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Penempatan kas dan setara kas, dan investasi jangka pendek Placement of cash and cash equivalents and short-term investment
PT Bank Rakyat Indonesia (Persero) Tbk (BRI)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Penempatan kas dan setara kas, dan investasi jangka pendek Placement of cash and cash equivalents and short-term investment
PT Bank Syariah Indonesia (BSI)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Penempatan kas dan setara kas, dan investasi jangka pendek Placement of cash and cash equivalents and short-term investment
PT Pertamina (Persero) (Pertamina)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Transaksi pembelian bahan bakar dan minyak pelumas Purchase of fuels and lubricants
PT Bukit Asam (Persero) Tbk (PTBA)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Transaksi pembelian batubara Purchase of coal
PT Perusahaan Gas Negara Tbk (PGN)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Transaksi pembelian bahan bakar Purchase of fuels
PT Asuransi Tugu Pratama Indonesia Tbk (TPI)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Asuransi bangunan, instalasi dan mesin pembangkit, perlengkapan transmisi milik Perusahaan Insurance services for Company buildings, installations and power plants, and transmission equipment
PT Pelabuhan Indonesia (Persero) (Pelindo)	Pengendalian melalui Pemerintah Republik Indonesia Control through the Government of the Republic of Indonesia	Sewa Lease
PT Rajamandala Electric Power (REP), PT GCL Indo Tenaga (GCL), PT Indo Raya Tenaga (IRT), PT Maxpower Cogindo Batam (MCB), PT Indo Acwa Tenaga Saguling (IATS), PT Minahasa Brantas Energi (MBE), PT Indo Acwa Tenaga Singkarak (IATSing), PT Hijaunesia GCL Banyuwangi (HGB), PT Hijaunesia GCL Gajah Mungkur (HGGM), dan and PT Hijaunesia Vena Pasuruan (HVP)	Ventura bersama Joint Ventures	Investasi, pemberian pinjaman, perdagangan batubara, jasa pemeliharaan dan pengelolaan, sewa Investment, issuance of loan, trade of coals, operations and maintenance services, lease
PT Indo Pusaka Berau (IPB), PT Prima Layanan Niaga Suku Cadang (PLNSC), dan and Trina Mas Agra Indonesia (TMAI)	Entitas asosiasi Associates	Investasi pada entitas asosiasi dan ventura bersama Investment in associates and joint ventures
PT PLN Nusantara Power (PNP)	Entitas sepengendali Entity under common control	Transaksi pendapatan jasa Other services transactions
PT Haleyora Power (Haleyora)	Entitas sepengendali Entity under common control	Transaksi penyediaan tenaga kerja Internet service provider transaction
PT Indonesia Comnets Plus (ICON+)	Entitas sepengendali Entity under common control	Transaksi penyedia layanan internet Internet service provider transaction

Pihak-pihak Berelasi Related Parties	Sifat Hubungan Nature of Relation	Sifat Transaksi Nature of Transaction
PT PLN Energi Primer Indonesia (EPI)	Entitas sepengendali Entity under common control	Transaksi pembelian bahan bakar Purchase of fuels
PT Prima Layanan Nasional Enjiniring (PLNE)	Entitas sepengendali Entity under common control	Transaksi jasa profesional Professional services transaction
PT Pelayanan Listrik Nasional Batam (PLN B)	Entitas sepengendali Entity under common control	Biaya personalia, jasa borong, sewa Personnel expenses, outsourced service expenses, and rental expenses
PT Energy Management Indonesia (EMI)	Entitas sepengendali Entity under common control	Transaksi pembelian biomassa, jasa borong Biomass purchases and outsourced service transactions
PT Pelayaran Bahtera Adhiguna (BAG)	Entitas sepengendali Entity under common control	Transaksi jasa transportasi bahan bakar dan batubara Fuels and coal transportation services transaction
PT PLN Energi Gas (PLN EG)	Entitas sepengendali Entity under common control	Sewa Lease
Dana Pensiun - Perusahaan Listrik Negara (DP-PLN)	Pihak berelasi lainnya Other related parties	Pengelola dana pensiun Pension fund manager

Tujuan Transaksi Pihak Berelasi
Purpose of Transactions with Related Parties

Transaksi material dengan pihak berelasi merupakan kegiatan yang dijalankan secara rutin, berulang, dan/atau berkelanjutan dalam rangka menghasilkan pendapatan usaha.

Material transactions with related parties are activities carried out routinely, repeatedly, and/or continuously to generate operating revenue.

Periode Transaksi Pihak Berelasi
Related-Party Transaction Period

Saldo dan nilai transaksi dengan pihak berelasi yang tercatat pada Laporan Tahunan ini adalah saldo dan nilai yang tercatat dalam Laporan Keuangan Perusahaan per 31 Desember 2025 dan 2024 sesuai dengan Catatan atas Laporan Keuangan No. 24.

The balance and amount of related-party transactions recorded in this Annual Report are the balance and amount recorded in the Company's Financial Statements as of December 31, 2025, and 2024, in accordance with Note No. 24 to the Financial Statements.

Nilai Transaksi Pihak Berelasi
Value of Transactions with Related Parties

Berikut adalah nilai transaksi dengan pihak berelasi pada tahun 2024 dan 2025:

The following are the values of transactions with related parties in 2024 and 2025:

Tabel Nilai Transaksi Pihak Berelasi
Table of Value of Transactions with Related Parties

(dalam jutaan Rupiah) (in millions of)

	2024	2025
Kas dan setara kas Cash and Cash Equivalent		
BNI	3.981.952	3.084.146
BRI	190.233	371.146

	2024	2025
Bank Mandiri	341.732	158.666
BSI	34.770	37.726
Jumlah Total	**4.548.687**	**3.651.684**
Piutang usaha Trade Receivables		
PLN	69.327.519	73.951.581
PNP	149	149
GCL	-	-
Lain-lain Others	34.411	38.403
Jumlah Total	**69.362.079**	**73.990.133**
Aset keuangan dari konsesi jasa Financial assets of service concession		
PLN	1.028.949	899.854
Piutang pihak berelasi Receivables from Related Parties		
TPI	-	855.093
REP	485.856	524.036
SGPJB	195.167	129.478
MCB	51.294	63.210
PLN	469.042	50.426
GCL	123.836	30.154
Lain-lain Others	73.250	91.977
Jumlah Total	**1.398.445**	**1.744.374**
Utang usaha Trade payables	3.112.030	.....
Pertamina	2.799.025	2.141.423
EPI	3.112.030	2.101.266
PTBA	1.258.061	709.111
BAG	116.199	222.471
Lain-lain Others	1.220.110	1.269.541
Jumlah Total	**8.505.425**	**6.443.812**
Beban yang masih harus dibayar Accrued expenses		
PLN	106.888	107.792
Pinjaman dari pemegang saham Loans from shareholder		
PLN	3.186.415	2.903.654
Liabilitas sewa Lease liabilities		
Pelindo	1.157.553	1.378.244
PLN	883.197	897.019
PDG	850.622	700.824
PLN EG	471.881	-
Lainnya Others	-	20.004
Jumlah Total	**3.363.253**	**2.996.091**

	2024	2025
Pendapatan konsensi jasa Revenue of service concession		
PLN	256.344	239.827
Penjualan tenaga listrik Sales of electricity		
PLN	108.706.764	118.868.813
Pendapatan jasa Service revenue		
PLN	1.042.916	1.663.013
GCL	102.080	111.949
REP	1.655	1.612
PNP	10.344	1.568
Jumlah Total	**1.156.995**	**1.778.142**
Beban usaha Operating expenses		
EPI	11.115.762	18.848.325
Pertamina	17.890.518	14.473.798
PTBA	8.495.375	8.535.671
PLN	1.163.314	5.080.755
BAG	2.429.140	1.987.084
PGN	2.872.993	1.686.025
TPI	358.357	399.741
Haleyora Power	72.647	92.881
ICON+	40.661	51.455
PNP	318	8.855
PLN B	674	970
NR	499.007	-
PLNE	80	-
Lain-lain Others	943.983	698.041
Jumlah Total	**45.882.830**	**51.863.601**

Keterlibatan Organ Perusahaan dalam Proses *Review* Transaksi Pihak Berelasi

Involvement of Company Organs in the Process of Reviewing Transactions with Related Parties

Mekanisme reviu atas transaksi dengan pihak berelasi dilakukan melalui proses audit, baik oleh auditor internal maupun auditor eksternal. Dalam proses audit tersebut, Perusahaan melibatkan Organ Perusahaan diantaranya Dewan Komisaris, Direksi, Komite Audit dan beberapa Divisi yang terkait.

Berdasarkan hasil kajian yang telah dilakukan oleh Komite Audit, Dewan Komisaris berperan dalam memberikan arahan dan masukan kepada Direksi agar transaksi dengan pihak berelasi dapat dilaksanakan sesuai dengan prinsip transaksi yang wajar (*arms-length principle*).

The review mechanism for related party transactions is conducted through the audit process, both by internal auditors and external auditors. In the audit process, the Company involves its organs, including the Board of Commissioners, Board of Directors, Audit Committee, and several related Divisions.

Based on the review conducted by the Audit Committee, the Board of Commissioners plays a role in providing direction and recommendations to the Board of Directors to ensure that transactions with related parties are carried out in accordance with the arm's-length principle.

Direksi memastikan seluruh transaksi dengan pihak berelasi di sepanjang tahun 2025, telah melalui prosedur yang memadai dan telah dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar (*arms-length principle*). Informasi lebih rinci terkait transaksi pihak berelasi telah diungkapkan dalam Laporan Keuangan Konsolidasian Perusahaan pada Catatan 24.

The Board of Directors ensured that all related party transactions throughout 2025 had undergone adequate procedures and were carried out in accordance with generally accepted business practices and complied with the arm's-length principle. More detailed information regarding related party transactions has been disclosed in Note 24 to the Company's Consolidated Financial Statements.

Mekanisme *Review* dan Pemenuhan Peraturan Transaksi Pihak Berelasi
Mechanism of Review and Compliance with Regulations for Transactions with Related Parties

Mekanisme *review* atas transaksi dengan pihak berelasi melalui proses audit baik yang dilakukan oleh auditor internal maupun auditor eksternal. Sebagai upaya untuk memastikan tingkat kewajaran transaksi dan kesesuaian dengan standar akuntansi yang berlaku umum di Indonesia, laporan transaksi afiliasi di atas telah diaudit oleh Auditor. Salah satu tujuan pengungkapan transaksi pihak berelasi adalah upaya pemenuhan PSAK 224: Pengungkapan Pihak-pihak Berelasi.

The review mechanism for related party transactions is conducted through the audit process carried out by both internal auditors and external auditors. As an effort to ensure the fairness of transactions and compliance with generally accepted accounting standards in Indonesia, the above affiliated transaction reports have been audited by the Auditor. One of the objectives of disclosing related party transactions is to comply with PSAK 224: Related Party Disclosures.

Kewajaran Transaksi Pihak Berelasi
Compliance with Applicable Regulations

Kewajaran seluruh transaksi yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan, telah sesuai dengan standar PSAK 224: Pengungkapan Pihak-pihak Berelasi. Selain itu, penilaian kewajaran transaksi dengan pihak berelasi didasarkan pada *the arm's length principle*.

The fairness of all transactions conducted with related parties, whether carried out under conditions and terms similar to those with third parties or otherwise, has been disclosed in the financial statements in accordance with PSAK 224: Related Party Disclosures. In addition, the assessment of the fairness of related party transactions is based on the arm's-length principle.

Pernyataan Direksi atas Transaksi Pihak Berelasi
Statement of the Board of Directors on Related Party Transactions

Pada tahun 2025, Direksi menyatakan bahwa seluruh transaksi dengan pihak berelasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arms-length principle*).

In 2025, the Board of Directors stated that all related party transactions had undergone adequate procedures to ensure that affiliated transactions were carried out in accordance with generally accepted business practices, including compliance with the arm's-length principle.

Kepatuhan terhadap Peraturan yang Berlaku
Compliance with Applicable Regulations

Perusahaan tidak menghadapi kasus ketidakpatuhan terhadap hukum, aturan dan peraturan yang berkaitan dengan transaksi pihak berelasi yang signifikan atau material, terutama dalam tiga tahun terakhir.

The Company did not face any cases of non-compliance with laws, rules, and regulations relating to significant or material related party transactions, particularly during the last three years.

Informasi Material terkait Investasi, Ekspansi, Divestasi, Akuisisi dan Restrukturisasi

Material Information on Investment, Expansion, Divestment, Acquisition, and/or Restructuring

PLN Indonesia Power melaksanakan berbagai aksi korporasi dalam rangka mendukung kelancaran kegiatan operasional Perusahaan serta mengoptimalkan kinerja operasional dan peningkatan nilai Perusahaan secara berkelanjutan.

PLN Indonesia Power carried out various corporate actions to support the smooth operation of the Company's activities, as well as to optimize operational performance and enhance the Company's value on a sustainable basis.

Informasi Investasi

Information on Investment

Terkait dengan kegiatan investasi, PLN Indonesia Power melakukan tiga jenis kegiatan investasi yaitu diantaranya adalah Investasi Pembangkit Eksisting, Pengembangan Usaha dan Penyertaan; Investasi Penyertaan Saham pada Entitas Asosiasi dan Ventura Bersama; dan Investasi Penyertaan Saham pada Entitas Anak. Berikut adalah penjelasan singkatnya:

In relation to investment activities, PLN Indonesia Power conducted three types of investment activities, namely Investments in Existing Power Plants, Business Development and Participation; Equity Investments in Associates and Joint Ventures; and Equity Investments in Subsidiaries. The following is a brief explanation of each.

Investasi Pembangkit Eksisting, Pengembangan Usaha dan Penyertaan

Investment in Existing Power Plants, Business Development, and Equity Participation

Investasi ini dilakukan PLN Indonesia Power dengan tujuan untuk keandalan dan efisiensi pembangkit eksisting dan pengembangan pembangkit baru serta usaha terkait lainnya. PLN Indonesia Power mengatur mekanisme investasi ini dalam Keputusan Direksi (Kepdir) No. 031.K/010/IP/2020 tentang Pengelola Anggaran Perusahaan Serta Wewenang dan Tanggung Jawabnya, Kepdir No. 032.K/010/IP/2020 tentang Kebijakan dan Prosedur Penyusunan Rencana Kerja dan Anggaran Perusahaan, Kepdir No. 033.K/010/IP/2020 tentang Kebijakan dan Prosedur Pelaksanaan Anggaran Perusahaan dan Kepdir No. 0041.P/DIR/2024 perihal Pedoman Evaluasi Investasi Pengelolaan Pembangkitan dan Pengembangan di Lingkungan PT PLN Indonesia Power.

This investment is carried out by PLN Indonesia Power with the objective of ensuring the reliability and efficiency of existing power plants, as well as the development of new power plants and other related businesses. PLN Indonesia Power regulates the mechanism for this investment through Board of Directors Decision No. 031.K/010/IP/2020 on the Company Budget Administrator and Its Authority and Responsibilities, Board of Directors Decision No. 032.K/010/IP/2020 on Policies and Procedures for the Preparation of the Company Work Plan and Budget, Board of Directors Decision No. 033.K/010/IP/2020 on Policies and Procedures for the Implementation of the Company Budget, and Board of Directors Decision No. 0041.P/DIR/2024 concerning Guidelines for Investment Evaluation in Generation Management and Development within PT PLN Indonesia Power.

Dana yang dialokasikan untuk investasi ini menggunakan dana dari internal, maupun melalui pendanaan alternatif seperti ECA.

The funds allocated for this investment are sourced from internal funds as well as alternative financing schemes such as ECA.

Realisasi *disburse* tahun 2025 mengalami peningkatan sebesar 8,21% menjadi Rp6,30 triliun dibandingkan tahun 2024 sebesar Rp5,82 triliun. Peningkatan ini dikarenakan adanya peningkatan realisasi pada pengembangan usaha lainnya akibat kebutuhan pengembangan pembangkit sesuai dengan RUPTL dengan skema setoran modal, serta adanya peningkatan realisasi pada pembangkit eksisting akibat tambahan unit baru yaitu PMU, Tambak Lorok Blok III, BMPP Nusantara I dan II.

The realization of disbursement in 2025 increased by 8.21% to Rp6.30 trillion compared to Rp5.82 trillion in 2024. This increase was due to the higher realization in other business development resulting from the need for power plant development in accordance with the RUPTL through an equity injection scheme, as well as the higher realization in existing power plants due to the addition of new units, namely PMU, Tambak Lorok Block III, BMPP Nusantara I, and BMPP Nusantara II.

Realisasi investasi pada pembangkit eksisting, pengembangan usaha dan penyertaan disajikan pada tabel berikut:

The realization of investments in existing power plants, business development, and participation is presented in the following table:

Tabel Investasi Pembangkit Eksisting, Pengembangan Usaha dan Penyertaan
Table of Investment in Existing Power Plants, Business Development, and Equity Participation

(dalam jutaan Rupiah, kecuali dinyatakan lain) (in million Rupiah, unless otherwise stated)

Uraian Description	2021	2022	2023	2024	2025	Peningkatan (Penurunan) Increase (Decrease) 2024-2025
Program Investasi Pembangkit Eksisting: Existing Power Plants Investment Plan:						
Program Keandalan Pembangkit Power Plant Reliability Program	1.021.572	1.078.440	3.269.777	5.066.174	5.668.526	11,89%
Program Efisiensi Pembangkit Power Plant Efficiency Program	-	19.997	27.688	-	-	-
Program Pelestarian Lingkungan Environmental Preservation Program	24.487	25.807	90.624	5.616	4.126	(26,53)%
Program Sarana Fasilitas Penunjang Supporting Facilities Program	37.715	67.748	242.829	112.508	124.336	10,51%
Sub Jumlah Sub Total	**1.083.774**	**1.191.991**	**3.630.919**	**5.184.298**	**5.796.988**	**11,82%**
Program Pengembangan Usaha: Business Development Program:						
Pengembangan Pembangkit Baru New Power Plant Development	2.455.928	1.825.024	1.299.380	534.869	341.107	(36,23)%
Jasa Konsultan Consultant Service	2.565	11.475	279	5.856	8.878	51,60%
Pengembangan Usaha Lainnya Other Business Developments	38.446	88	31.000	96.627	152.449	57,77%
Sub Jumlah Sub Total	**2.496.939**	**1.836.587**	**1.330.659**	**637.352**	**502.434**	**(21,17)%**
Jumlah Pembangkit Eksisting, Pengembangan Usaha dan Penyertaan Total Existing Power Plants, Business Development, and Equity Participation	**3.580.713**	**3.028.578**	**4.961.578**	**5.821.650**	**6.299.422**	**8,21%**

Investasi Persentase Kepemilikan Saham pada Entitas Anak, Entitas Asosiasi dan Ventura Bersama

Investment in Share Ownership Percentage in Subsidiaries, Associates, and Joint Ventures

PLN Indonesia Power mengatur mekanisme investasi pada entitas anak, entitas asosiasi dan ventura bersama sebagai bagian dari aksi korporasi yang dilaksanakan sesuai dengan Anggaran Dasar Perusahaan. Ketentuan ini juga mengacu pada Keputusan Direksi PT PLN Indonesia Power Nomor 118.K/010/IP/2021 tanggal 3 Desember 2021 tentang Pedoman Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi. Dalam pedoman tersebut, khususnya pada BAB II Pendirian Entitas Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi serta Pengembalian Investasi, Kepentingan Pemegang Saham dan *Value Creation*,

PLN Indonesia Power regulates the investment mechanism in subsidiaries, associates, and joint ventures as part of corporate actions carried out in accordance with the Company's Articles of Association. This provision also refers to the Board of Directors Decision of PT PLN Indonesia Power No. 118.K/010/IP/2021 dated December 3, 2021, on Guidelines for the Management of Subsidiaries, Joint Ventures, and Associates. In the guidelines, particularly in CHAPTER II Establishment of Subsidiaries, Joint Ventures, and Associates as well as Return on Investment, Shareholders' Interests and Value Creation, specifically in section 2.2 Investment and Shareholders'

khususnya pada bagian 2.2 Investasi dan Kepentingan Pemegang Saham dan bagian 2.3 *Value Creation*, ditegaskan bahwa PLN Indonesia Power sebagai pemegang saham berorientasi pada pengembalian investasi jangka panjang serta penciptaan nilai (*value creation*) dari entitas anak, perusahaan patungan, dan perusahaan asosiasi.

Interests and section 2.3 Value Creation, it is emphasized that LN Indonesia Power, as a shareholder, is oriented toward long-term return on investment and value creation from subsidiaries, joint ventures, and associates.

Dalam pelaksanaan investasi, baik melalui pembentukan entitas anak maupun penyertaan saham pada perusahaan patungan dan asosiasi, PLN Indonesia Power mempertimbangkan berbagai aspek utama, antara lain prospek bisnis dan nilai tambah (*value added*) yang dihasilkan bagi Perusahaan, kesesuaian dengan target konsumen, kapabilitas mitra strategis berdasarkan hasil *due diligence*, kemampuan pendanaan, serta komposisi kepemilikan saham. Selain itu, seluruh kegiatan investasi wajib memperhatikan dan tidak bertentangan dengan ketentuan dalam *covenant bond* (baik internasional maupun domestik), skema *Global Medium Term Note* (GMTN), serta perjanjian pinjaman PT PLN (Persero) lainnya, guna menghindari potensi default maupun *cross default*.

In carrying out investments, whether through the establishment of subsidiaries or equity participation in joint ventures and associates, PLN Indonesia Power considers various key aspects, including business prospects and the value added generated for the Company, alignment with target consumers, the capabilities of strategic partners based on due diligence results, financing capability, and share ownership composition. In addition, all investment activities must consider and not conflict with provisions contained in bond covenants (both international and domestic), the Global Medium Term Note (GMTN) scheme, and other loan agreements of PT PLN (Persero), to avoid potential default or cross default.

Secara umum, investasi tersebut ditujukan untuk mendukung pengembangan pembangkit baru serta usaha terkait lainnya dengan mengoptimalkan sumber pendanaan internal. Adapun realisasi investasi saham pada entitas anak disajikan pada tabel berikut:

In general, these investments are intended to support the development of new power plants and other related businesses by optimizing internal funding sources. The realization of equity investments in subsidiaries is presented in the following table:

Tabel Persentase Kepemilikan Saham pada Entitas Anak
Table of Share Investment Percentage in Subsidiaries

Entitas Anak Subsidiary	Jenis Usaha Type of Business	Tahun Operasi Komersial Year of Commercial Operation	Penyertaan (%) Equity Participation/Investment (%)				
			2021	2022	2023	2024	2025
PT PLN Indonesia Power Services, sebelumnya bernama PT Cogindo DayaBersama PT PLN Indonesia Power Services, formerly known as PT Cogindo DayaBersama	*Co-generation*, pemasok energi, jasa pelayanan energi dan manajemen. Co-generation, energy supplier, energy services, and management	1999	99,99	99,99	99,99	99,99	99,99
PT Artha Daya Coalindo	Perdagangan dan jasa pengangkutan batu bara. Coal trading and transportation services	1998	80,00	80,00	80,00	80,00	80,00
PT Indo Ridlatama Power	Pembangkitan tenaga listrik. Electric power generation	2018	90,00	90,00	90,00	90,00	90,00
PT PLN Indonesia Power Renewables dan entitas anak PT PLN Indonesia Power Renewables and subsidiaries	Ketenagalistrikan dan energi. Electricity and energy	2016	99,99	99,99	99,99	99,99	99,99
PT PLN Indonesia Geothermal	Pengembangan energi baru dan terbarukan. New and renewable energy development.	2019	95,45	95,81	96,04	96,04	96,04

Sementara itu, realisasi investasi saham pada entitas asosiasi dan ventura bersama disajikan pada tabel berikut:

Meanwhile, the realization of equity in-vestments in associates and joint ven-tures is presented in the following table:

Tabel Penyertaan Saham pada Entitas Asosiasi dan Ventura Bersama
Table of Equity Participation in Associates and Joint Ventures

Entitas Asosiasi dan Ventura Bersama Associates and Joint Ventures	Jenis Usaha Type of Business	Tahun Operasi Komersial Year of Commercial Operation	Penyertaan (%) Equity Participation/Investment (%)				
			2021	2022	2023	2024	2025
Entitas Asosiasi: Associates:							
PT Indo Pusaka Berau	Pembangkit tenaga listrik. Power generation.	2005	46,53	46,53	46,53	46,53	46,53
PT Prima Layanan Niaga Suku Cadang	Perdagangan barang dan jasa, enjiiring *supply chain* dan konsultasi di bidang ketenagalistrikan. Trading of goods and services, engineering supply chain, and consultancy in the electricity sector.	2018	49,00	49,00	49,00	49,00	49,00
PT Trina Mas Agra Indonesia	Manufaktur Solar PV Solar PV Manufacturing	2025	-	-	25,00	25,00	25,00
Ventura Bersama: Joint Ventures:							
PT Perta Daya Gas	Transportasi, penyimpanan dan regasifikasi LNG. LNG transportation, storage, and regasification.	2015	35,00	35,00	35,00	-	-
PT Rajamandala Electric Power	Pembangkit tenaga listrik. Power generation.	2019	51,00	51,00	51,00	51,00	51,00
PT GCL Indotenaga	Pembangkit tenaga listrik. Power generation.	2021	35,00	35,00	35,00	35,00	35,00
PT Indo Raya Tenaga	Pembangkit tenaga listrik. Power generation.	2025	51,00	51,00	51,00	51,00	51,00
PT Maxpower Cogindo Batam	Pembangkit tenaga listrik, aktivitas penunjang kelistrikan, perdagangan mesin, suku cadang dan perlengkapannya. Power generation, electricity supporting activities, and trading of machinery, spare parts, and equipment	2022	30,00	30,00	30,00	30,00	30,00
PT Indo ACWA Tenaga Saguling	Pembangkit tenaga listrik. Power generation.	*	-	-	-	51,00	51,00
PT Minahasa Brantas Energi	Pembangkit tenaga listrik. Power generation.	*	-	-	-	51,00	51,00
PT Indo ACWA Tenaga Singkarak	Pembangkit tenaga listrik. Power generation.	*	-	-	-	51,00	51,00
PT Hijaunesia GCL Gajahmungkur**	Pembangkit tenaga listrik. Power generation.	*	-	-	-	-	51,00
PT Hijaunesia GCL Banyuwangi**	Pembangkit tenaga listrik. Power generation.	*	-	-	-	-	51,00
PT Hijaunesia Vena Pasuruan**	Pembangkit tenaga listrik. Power generation.	*	-	-	-	-	51,00

* Dalam tahap pengembangan
** Penyertaan pada tahun 2025

* Under development stage
** Equity participation in 2025

Pada tahun 2025, PLN Indonesia Power melalui entitas anak usahanya yakni PT PLN Indonesia Power Renewables, melakukan penyertaan pada ventura bersama sebagai berikut:

1. **PT Hijaunesia GCL Gajahmungkur**
   PT Hijaunesia GCL Gajahmungkur merupakan *special purpose company* (SPC) yang didirikan oleh PT PLN Indonesia Power Renewables (51%), PT GCL Tirta Surya Investindo (44%), dan PT Jasa Tirta Energi (5%) berdasarkan Akta No. 35 tanggal 31 Oktober 2025 yang telah disahkan melalui Keputusan Menteri Hukum RI tanggal 4 November 2025, untuk pengembangan proyek PLTS terapung berkapasitas 100 MWac.
2. **PT Hijaunesia GCL Banyuwangi**
   PT Hijaunesia GCL Banyuwangi merupakan *special purpose company* (SPC) yang didirikan oleh PT PLN Indonesia Power Renewables (51%) dan PT GCL Energi Investasi Indonesia (49%) berdasarkan Akta No. 34 tanggal 31 Oktober 2025 yang telah disahkan melalui Keputusan Menteri Hukum RI tanggal 3 November 2025, untuk pengembangan proyek PLTS berkapasitas 100 MWac.
3. **PT Hijaunesia Vena Pasuruan**
   PT Hijaunesia Vena Pasuruan merupakan *special purpose company* (SPC) yang didirikan oleh PT PLN Indonesia Power Renewables (51%) dan PT Vena Energy Pasuruan Pte. Ltd. (49%) berdasarkan Akta No. 36 tanggal 31 Oktober 2025 yang telah disahkan melalui Keputusan Menteri Hukum RI tanggal 3 November 2025, untuk pengembangan proyek PLTS berkapasitas 100 MWac.

In 2025, PLN Indonesia Power, through its subsidiary, PLN Indonesia Power Renewables, made an equity participation in the following joint venture:

1. **PT Hijaunesia GCL Gajahmungkur**
   PT Hijaunesia GCL Gajahmungkur is a special purpose company (SPC) established by PT PLN Indonesia Power Renewables (51%), PT GCL Tirta Surya Investindo (44%), and PT Jasa Tirta Energi (5%) based on Deed No. 35 dated October 31, 2025, which was legalized through the Decree of the Minister of Law of the Republic of Indonesia dated November 4, 2025, for the development of a 100 MWac floating solar power plant project.
2. **PT Hijaunesia GCL Banyuwangi**
   PT Hijaunesia GCL Banyuwangi is a special purpose company (SPC) established by PT PLN Indonesia Power Renewables (51%) and PT GCL Energi Investasi Indonesia (49%) based on Deed No. 34 dated October 31, 2025, which was legalized through the Decree of the Minister of Law of the Republic of Indonesia dated November 3, 2025, for the development of a 100 MWac solar power plant project.
3. **PT Hijaunesia Vena Pasuruan**
   PT Hijaunesia Vena Pasuruan is a special purpose company (SPC) established by PT PLN Indonesia Power Renewables (51%) and PT Vena Energy Pasuruan Pte. Ltd. (49%) based on Deed No. 36 dated October 31, 2025, which was legalized through the Decree of the Minister of Law of the Republic of Indonesia dated November 3, 2025, for the development of a 100 MWac solar power plant project.

Entitas *Layering Company* (layering co.)* Layering Company Entities (layering co.)*	Jenis Usaha Type of Business	Tahun Operasi Komersial Year of Commercial Operation	Penyertaan (%) Equity Participation/Investment (%)				
			2021	2022	2023	2024	2025
PT Suralaya Indo Tenaga	Ketenagalistrikan dan energi. Electricity and energy.	-	99,99	99,99	99,99	99,99	99,99
PT Putra Suralaya Indotenaga	Ketenagalistrikan dan energi. Electricity and energy.	-	99,99	99,99	99,99	99,99	99,99
PT Indo Tenaga Terbarukan	Ketenagalistrikan dan energi. Electricity and energy.	-	-	-	-	-	99,80
PT Indo Tenaga Saguling	Ketenagalistrikan dan energi. Electricity and energy.	-	-	-	-	-	99,80
PT Indo Tenaga Singkarak	Ketenagalistrikan dan energi. Electricity and energy.	-	-	-	-	-	99,80

*) *Layering company* (layering co.) merupakan entitas yang dibentuk dalam struktur pembiayaan proyek, umumnya atas persyaratan/permintaan dari *lender* (pemberi pinjaman untuk pengembangan proyek). Tujuannya untuk menciptakan struktur pendanaan yang terpisah dan terproteksi, sehingga risiko proyek tidak langsung membebani induk usaha. Pemisahan ini membuat arus kas proyek lebih transparan dan terkontrol, serta memberikan kepastian bagi lender dalam memantau kemampuan pembayaran utang.

*) A layering company (layering co.) is an entity established within a project financing structure, generally based on the requirements/request of lenders (creditors providing financing for project development). Its purpose is to create a separate and protected financing structure, so that project risks do not directly burden the parent company. This separation makes the project's cash flow more transparent and controllable, while also providing assurance for lenders in monitoring debt repayment capability.

Informasi Ekspansi
Information on Expansion

PLN Indonesia Power mengatur mekanisme ekspansi sebagai bagian dari aksi korporasi yang dilaksanakan sesuai dengan Anggaran Dasar Perusahaan. Ketentuan ini juga mengacu pada Keputusan Direksi Nomor 118.K/010/IP/2021 tanggal 3 Desember 2021 tentang Pedoman Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi. Dalam pedoman tersebut, khususnya pada BAB I Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi, khususnya pada bagian 1.9 Aksi Korporasi Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi, ditegaskan bahwa ekspansi merupakan salah satu strategi untuk meningkatkan dan mengoptimalkan kinerja perusahaan.

PLN Indonesia Power regulates the expansion mechanism as part of corporate actions carried out in accordance with the Company's Articles of Association. This provision also refers to the Board of Directors Decision No. 118.K/010/IP/2021 dated December 3, 2021, on Guidelines for the Management of Subsidiaries, Joint Ventures, and Associates. In the guidelines, particularly in CHAPTER I Management of Subsidiaries, Joint Ventures, and Associates, specifically in section 1.9 Corporate Actions of Subsidiaries, Joint Ventures, and Associates, it is emphasized that expansion constitutes one of the strategies to improve and optimize the Company's performance.

Dalam pengelolaan portofolio, setiap rencana aksi korporasi wajib didukung oleh analisis risiko, rencana implementasi atau *business plan*, keputusan atau risalah rapat Direksi, serta valuasi atas kepemilikan saham dalam hal dilakukan penggabungan usaha. Selain itu, pelaksanaan aksi korporasi juga mensyaratkan pakta integritas Direksi, rekomendasi Dewan Komisaris, serta persetujuan RUPS, dengan tetap mengacu pada kebijakan internal yang berlaku.

In portfolio management, every corporate action plan must be supported by risk analysis, an implementation plan or business plan, resolutions or minutes of meetings of the Board of Directors, as well as valuation of share ownership in the event of a merger. In addition, the implementation of corporate actions also requires the integrity pact of the Board of Directors, recommendations from the Board of Commissioners, and approval from the GMS, while still referring to the applicable internal policies.

Pada tahun 2025, tidak terdapat kegiatan ekspansi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan ekspansi.

In 2025, there were no expansion activities; therefore, there is no information related to the objectives, value, or number of transactions, source of funds, or the results of expansion activities.

Informasi Divestasi
Information on Divestment

PLN Indonesia Power mengatur mekanisme divestasi yang merupakan salah satu aksi korporasi Perusahaan yang dilaksanakan sesuai dengan Anggaran Dasar Perusahaan. Ketentuan ini juga mengacu pada Keputusan Direksi Nomor 118.K/010/IP/2021 tanggal 3 Desember 2021 tentang Pedoman Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi. Dalam pedoman tersebut, khususnya pada BAB I Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi, khususnya pada bagian 1.9 Aksi Korporasi Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi.

PLN Indonesia Power regulates the divestment mechanism, which constitutes one of the Company's corporate actions carried out in accordance with the Company's Articles of Association. This provision also refers to the Board of Directors Decision No. 118.K/010/IP/2021 dated December 3, 2021, on Guidelines for the Management of Subsidiaries, Joint Ventures, and Associates. In the guidelines, particularly in CHAPTER I Management of Subsidiaries, Joint Ventures, and Associates, specifically in section 1.9 Corporate Actions of Subsidiaries, Joint Ventures, and Associates.

Dalam pengelolaan portofolio, setiap rencana aksi korporasi wajib didukung oleh analisis risiko, rencana implementasi atau *business plan*, keputusan atau risalah rapat Direksi. Selain itu, pelaksanaan aksi korporasi juga mensyaratkan pakta integritas

In portfolio management, every corporate action plan must be supported by risk analysis, an implementation plan or business plan, and resolutions or minutes of meetings of the Board of Directors. In addition, the implementation of corporate actions

Direksi, rekomendasi Dewan Komisaris, serta persetujuan RUPS, dengan tetap mengacu pada kebijakan internal yang berlaku.

also requires the integrity pact of the Board of Directors, recommendations from the Board of Commissioners, and approval from the GMS, while still referring to the applicable internal policies.

Pada tahun 2025, tidak terdapat kegiatan divestasi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan ekspansi.

In 2025, there were no divestment activities; therefore, there is no information related to the objectives, value or number of transactions, source of funds, or the results of expansion activities.

Informasi Akuisisi
Information on Acquisition

PLN Indonesia Power mengatur mekanisme akuisisi yang merupakan salah satu aksi korporasi Perusahaan yang dilaksanakan sesuai dengan Anggaran Dasar Perusahaan.

PLN Indonesia Power regulates the acquisition mechanism, which constitutes one of the Company's corporate actions carried out in accordance with the Company's Articles of Association.

Ketentuan ini juga mengacu pada Keputusan Direksi Nomor 118.K/010/IP/2021 tanggal 3 Desember 2021 tentang Pedoman Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi. Dalam pedoman tersebut, khususnya pada BAB I Pengelolaan Anak Perusahaan, Perusahaan Patungan, dan Perusahaan Asosiasi, khususnya pada bagian 1.9 Aksi Korporasi Anak Perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi, ditegaskan bahwa akuisisi merupakan salah satu strategi untuk meningkatkan dan mengoptimalkan kinerja perusahaan.

This provision also refers to the Board of Directors Decision No. 118.K/010/IP/2021 dated December 3, 2021, on Guidelines for the Management of Subsidiaries, Joint Ventures, and Associates. In the guidelines, particularly in CHAPTER I Management of Subsidiaries, Joint Ventures, and Associates, specifically in section 1.9 Corporate Actions of Subsidiaries, Joint Ventures, and Associates, it is emphasized that acquisition constitutes one of the strategies to improve and optimize the Company's performance.

Dalam pengelolaan portofolio, setiap rencana aksi korporasi wajib didukung oleh analisis risiko, rencana implementasi atau *business plan*, keputusan atau risalah rapat Direksi, serta valuasi atas kepemilikan saham dalam hal dilakukan penggabungan usaha. Selain itu, pelaksanaan aksi korporasi juga mensyaratkan pakta integritas Direksi, rekomendasi Dewan Komisaris, serta persetujuan RUPS, dengan tetap mengacu pada kebijakan internal yang berlaku.

In portfolio management, every corporate action plan must be supported by risk analysis, an implementation plan or business plan, resolutions or minutes of meetings of the Board of Directors, as well as valuation of share ownership in the event of a merger. In addition, the implementation of corporate actions also requires the integrity pact of the Board of Directors, recommendations from the Board of Commissioners, and approval from the GMS, while still referring to the applicable internal policies.

Pada tahun 2025, tidak terdapat kegiatan akuisisi sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan ekspansi.

In 2025, there were no acquisition activities; therefore, there is no information related to the objectives, value or number of transactions, source of funds, or the results of expansion activities.

Informasi Restrukturisasi Utang atau Modal
Information on Debt or Capital Restructuring

PLN Indonesia Power mengatur mekanisme restrukturisasi yang merupakan salah satu aksi korporasi Perusahaan mengacu pada Anggaran Dasar Perusahaan. Pada tahun 2025, tidak terjadi restrukturisasi utang/modal sehingga tidak ada informasi terkait tujuan, nilai atau jumlah transaksi, sumber dana, dari hasil kegiatan restrukturisasi.

PLN Indonesia Power regulates the restructuring mechanism, which constitutes one of the Company's corporate actions, in accordance with the Company's Articles of Association. In 2025, there was no debt/capital restructuring; therefore, there is no information related to the objectives, value or number of transactions, source of funds, or the results of restructuring activities.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of Proceeds from Public Offering

Sampai dengan tahun 2025, PLN Indonesia Power belum menjadi perusahaan terbuka (*go public*) atau belum melakukan Penawaran Umum di bursa efek, sehingga tidak ada informasi terkait dengan total perolehan dana, rencana penggunaan dana, rincian penggunaan dana, saldo dana dan tanggal persetujuan Rapat Umum Pemegang Saham (RUPS) atas perubahan penggunaan dana.

As of 2025, PLN Indonesia Power has not become a public company (go public) and has not conducted a Public Offering on the stock exchange. Therefore, there is no information regarding the total proceeds, planned use of proceeds, details of the use of proceeds, remaining balance of proceeds, and the date of approval by the General Meeting of Shareholders (GMS) for changes in the use of proceeds.

Informasi dan Fakta Material setelah Tanggal Laporan Akuntan

Material Information and Facts after Accountant's Report Date

Tidak terdapat informasi dan fakta material atau kejadian penting setelah tanggal laporan akuntan tahun 2025, sehingga tidak terdapat informasi yang diungkapkan beserta dengan potensi dampak yang akan timbul.

There were no material information and facts or significant events subsequent to the date of the 2025 accountant's report; therefore, there was no information dis-closed along with the potential impact that may arise.

Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Perusahaan

Amendments to Accounting Policies and Their Impacts on the Company

Pernyataan Kepatuhan Kebijakan Akuntansi

Statement of Compliance with Accounting Policies

Laporan Keuangan Konsolidasian Perusahaan telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan (DSAK-IAI) Ikatan Akuntan Indonesia.

The Company's Consolidated Financial Statements have been prepared in accordance with Financial Accounting Standards in Indonesia, which comprise the Statements of Financial Accounting Standards (PSAK) and the Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (DSAK-IAI).

Perubahan Kebijakan Akuntansi
Changes in Accounting Policies

Perubahan Kebijakan Akuntansi PSAK dan ISAK
Changes in PSAK and ISAK Accounting Policies

Implementasi dari standar-standar, amendemen dan penyesuaian tahunan yang dimulai pada atau setelah tanggal 1 Januari 2025 di bawah ini tidak menghasilkan perubahan kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di tahun berjalan atau sebelumnya:

1. Amendemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran";
2. Amendemen PSAK 109, "Instrumen Keuangan" dan PSAK 107, "Instrumen Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrumen keuangan;
3. Amendemen PSAK 109, "Instrumen Keuangan" dan PSAK 107, "Instrumen Keuangan: Pengungkapan" tentang Kontrak yang Mengacu pada Listrik Bergantung Alam; dan
4. Revisi PSAK No. 338 "Kombinasi Bisnis Entitas Sepengendali".

The implementation of the following standards, amendments, and annual improvements effective on or after January 1, 2025, does not result in changes to the Group's accounting policies and had no material impact on the amounts reported in the current or prior years:

1. Amendment to PSAK 221, "The Effects of Changes in Foreign Exchange Rates – Lack of Exchangeability";
2. Amendments to PSAK 109, "Financial Instruments", and PSAK 107, "Financial Instruments: Disclosures", regarding the classification and measurement of financial instruments;
3. Amendments to PSAK 109, "Financial Instruments", and PSAK 107, "Financial Instruments: Disclosures", regarding Nature-dependent Electricity Contracts; and
4. Revision of PSAK 338, "Business Combinations of Entities Under Common Control".

Standar baru dan amandemen atas standar yang telah diterbitkan, namun berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2027, tetapi penerapan dini diperkenankan, adalah sebagai berikut:

1. PSAK No. 119 dan Amendemen PSAK No. 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan".

New standards and amendments to existing standards that have been issued but are effective for annual reporting periods beginning on or after January 1, 2027, with earlier application permitted, are as follows:

1. PSAK 119 and the Amendment to PSAK 119, "Subsidiaries without Public Accountability: Disclosures."

Penerapan dari standar baru berikut berlaku efektif mulai 1 Januari 2027. Penerapan retrospektif diwajibkan, sehingga informasi komparatif untuk tahun keuangan yang berakhir pada 31 Desember 2026 akan disajikan ulang sesuai dengan standar ini:

1. PSAK No. 118, "Penyajian dan Pengungkapan Dalam Laporan Keuangan".

The implementation of the following new standard will become effective on January 1, 2027. Retrospective application is required; therefore, comparative information for the financial year ended December 31, 2026, will be restated in accordance with this standard:

1. PSAK 118, "Presentation and Disclosure in Financial Statements."

Perubahan Kebijakan Akuntansi Lainnya
Changes in Other Accounting Policies

Pada tahun 2025, tidak terdapat perubahan kebijakan akuntansi lainnya selain perubahan ISAK dan PSAK.

In 2025, there were no changes in accounting policies other than amendments to ISAK and PSAK.

Dampak Perubahan Kebijakan Akuntansi pada Perusahaan
Impacts of the Changes in Accounting Policies on the Company

Penyesuaian Perubahan Kebijakan Akuntansi PSAK dan ISAK terhadap Laporan Keuangan
Adjustment to the Changes in PSAK and ISAK Accounting Policies on Financial Statements

Penerapan dari amendemen dan revisi terhadap standar akuntansi, yang berlaku efektif sejak tanggal 1 Januari 2025 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Perusahaan dan tidak memberikan dampak yang material terhadap jumlah yang dilaporkan di laporan keuangan konsolidasian pada tahun berjalan. Implementasi dari standar-standar akuntansi, baik secara kualitatif maupun kuantitatif dapat dilihat pada Laporan Keuangan Audit pada Catatan atas Laporan Keuangan, yang dilampirkan dalam Laporan Tahunan ini.

The implementation of amendments and revisions to accounting standards, which became effective as of January 1, 2025, did not result in significant changes to the Company's accounting policies and did not have a material impact on the amounts reported in the consolidated financial statements for the current year. The implementation of these accounting standards, both qualitatively and quantitatively, can be seen in the Audited Financial Statements under the Notes to the Financial Statements, which are attached to this Annual Report.

Sedangkan dampak dari standar dan interpretasi standar akuntansi baru tertentu telah dikeluarkan tetapi tidak wajib diterapkan pada tahun yang berakhir 31 Desember 2025 dan belum diterapkan secara dini, saat ini masih dalam proses penilaian potensi dampak yang timbul terhadap Perusahaan.

Meanwhile, the impact of certain new accounting standards and interpretations that have been issued but are not mandatory for application for the year ended December 31, 2025, and have not been early adopted is currently still under assessment regarding the potential impact arising on the Company.

Dampak Perubahan Kebijakan Akuntansi Lainnya terhadap Perusahaan
Impacts of the Changes in Other Accounting Policies on the Company

Pada tahun 2025, tidak terdapat perubahan kebijakan akuntansi lainnya selain perubahan ISAK dan PSAK.

In 2025, there were no other changes in accounting policies apart from amendments to ISAK and PSAK.

Perubahan Peraturan Perundang-undangan yang Signifikan dan Dampaknya terhadap Perusahaan
Significant Amendments to Laws and Regulations and Their Impacts on the Company

Kepatuhan terhadap seluruh peraturan perundang-undangan yang relevan merupakan landasan utama dalam penyelenggaraan operasional PLN Indonesia Power. Untuk memastikan hal tersebut, Perusahaan secara proaktif melakukan kajian, pemantauan, dan penyesuaian terhadap setiap perkembangan regulasi, baik yang baru diterbitkan maupun yang mengalami perubahan.

Compliance with all relevant laws and regulations constitutes the primary foundation in the conduct of PLN Indonesia Power's operations. To ensure this, the Company proactively conducts reviews, monitoring, and adjustments for every regulatory development, including newly issued regulations and amendments to existing ones.

Perubahan Peraturan Perundang-undangan
Amendments to Laws and Regulations

Sepanjang tahun 2025, terdapat penerbitan peraturan baru serta perubahan atas regulasi yang berlaku, yang berdampak terhadap kegiatan operasional Perusahaan, antara lain sebagai berikut:

Throughout 2025, there were newly issued regulations and amendments to prevailing regulations that affected the Company's operational activities, including the following:

No	Nama Peraturan Regulation Name	Keterangan Perubahan Description of Amendments	Uraian Penyesuaian oleh PLN Indonesia Power Description of Adjustment made by PLN Indonesia Power
1	Undang-Undang No. 1 tahun 2025 tentang Perubahan Ketiga Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara. Law No. 1 of 2025 on the Third Amendment to Law No. 19 of 2003 on State-Owned Enterprises.	1. Istilah Anak Usaha BUMN, dengan adanya istilah ini maka PLN Indonesia Power dianggap sebagai Anak Usaha BUMN. 2. Pembentukan BPI Danantara, sehingga seluruh aset PT PLN (Persero) dialihkan dari Kementerian BUMN ke BPI Danantara. 3. Anggota Direksi tidak dapat diminta pertanggungjawaban hukum atas kerugian jika dapat membuktikan: a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya; b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan tujuan BUMN; c. Tidak mempunyai benturan kepentingan, baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian; dan d. Telah mengambil Tindakan untuk mencegah timbul atau berlanjutannya kerugian tersebut. 4. Anggota Dewan Komisaris atau Dewan Pengawas BUMN tidak dapat dimintai pertanggungjawaban hukum atas kerugian jika dapat membuktikan: a. Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan BUMN dan sesuai dengan tujuan BUMN; b. Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian; dan c. Telah memberikan nasihat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut. 1. The term SOE Subsidiary, whereby, with the introduction of this term, PLN Indonesia Power is considered an SOE Subsidiary. 2. The establishment of BPI Danantara resulted in the transfer of all assets of PT PLN (Persero) from the Ministry of State-Owned Enterprises to BPI Danantara. 3. Members of the Board of Directors cannot be held legally liable for losses if they can prove that: a. The losses were not caused by their fault or negligence; b. They had exercised management in good faith and with prudence for the interests and in accordance with the objectives of the SOE; c. They did not have any conflict of interest, either directly or indirectly, in the management actions that resulted in the losses; and d. They had taken actions to prevent the occurrence or continuation of such losses. 4. Members of the Board of Commissioners or Supervisory Board of SOEs cannot be held legally liable for losses if they can prove that: a. They had carried out supervisory duties in good faith and with prudence for the interests of the SOE and in accordance with the objectives of the SOE; b. They did not have any personal interest, either directly or indirectly, in the management actions of the Board of Directors that resulted in the losses; and c. They had provided advice to the Board of Directors to prevent the occurrence or continuation of such losses.	Mengikuti Ketentuan yang berlaku berdasarkan Undang-Undang No. 1 tahun 2025. Complying with the applicable provisions under Law No. 1 of 2025.

No	Nama Peraturan Regulation Name	Keterangan Perubahan Description of Amendments	Uraian Penyesuaian oleh PLN Indonesia Power Description of Adjustment made by PLN Indonesia Power
2	Undang-Undang No. 16 tahun 2025 tentang Perubahan Keempat Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara Law No. 16 of 2025 on the Fourth Amendment to Law No. 19 of 2003 on State-Owned Enterprises.	1. Ketentuan mengenai rangkap jabatan menteri dan wakil menteri sebagai organ BUMN dibatasi maksimal dua tahun. 2. Pengaturan karyawan BUMN yang dapat menduduki jabatan Direksi, Dewan Komisaris, atau posisi manajerial lainnya, dengan mempertimbangkan prinsip kesetaraan *gender*. 3. Perpajakan terhadap transaksi yang melibatkan Badan Danantara, *Holding* Investasi, *Holding* Operasional, serta entitas yang mereka miliki, termasuk pihak ketiga yang bertransaksi dengan mereka, akan diatur melalui atau berdasarkan Peraturan Pemerintah. Sehingga Pelaporan LHKPN tetap dilaksanakan secara berkala. 4. Badan Pemeriksa Keuangan (BPK) tetap memiliki kewenangan untuk melakukan pemeriksaan terhadap BUMN sesuai dengan ketentuan peraturan perundang-undangan. 1. Provisions regarding concurrent positions of ministers and vice ministers as SOE organs are limited to a maximum of two years. 2. Regulations concerning SOE employees who may hold positions as members of the Board of Directors, Board of Commissioners, or other managerial positions, taking into account the principle of gender equality. 3. Taxation on transactions involving the Danantara Agency, Investment Holding, Operational Holding, and entities owned by them, including third parties conducting transactions with them, will be regulated through or based on Government Regulations. Therefore, periodic LHKPN reporting continues to be implemented. 4. The Audit Board of Indonesia continues to have the authority to conduct audits of SOEs in accordance with the prevailing laws and regulations.	Mengikuti Ketentuan yang berlaku berdasarkan Undang-Undang No. 16 tahun 2025. Complying with the applicable provisions under Law No. 16 of 2025.

Dampak Perubahan Peraturan Perundang-undangan
Impacts of the Amendments to Laws and Regulations

Dampak kualitatif atas penerbitan dan perubahan peraturan perundang-undangan pada tahun 2025 masih dalam tahap identifikasi dan evaluasi melalui proses peninjauan berkelanjutan. Penyesuaian terhadap proses bisnis akan dilakukan apabila terdapat ketentuan yang berdampak langsung terhadap operasional Perusahaan.

The qualitative impact of the issuance and amendments to laws and regulations in 2025 is still in the stage of identification and evaluation through an ongoing review process. Adjustments to business processes will be carried out if there are provisions that directly affect the Company's operations.

Dampak kuantitatif telah diakui dan disajikan dalam Laporan Keuangan Konsolidasian Tahun 2025 yang telah diaudit. Dalam rangka mendukung proses audit, Satuan Legal, Risk, and Compliance telah menyediakan data dan informasi yang relevan kepada Kantor Akuntan Publik (KAP). Selain penyesuaian yang telah diungkapkan sebelumnya, tidak terdapat dampak material baik secara kualitatif maupun kuantitatif.

The quantitative impact has been recognized and presented in the 2025 Audited Consolidated Financial Statements. In supporting the audit process, the Legal, Risk, and Compliance Unit has provided relevant data and information to the Public Accounting Firm (KAP). Other than the adjustments previously disclosed, there were no material impacts, either qualitative or quantitative.

Informasi Keuangan yang mengandung Kejadian Luar Biasa dan Jarang Terjadi

Financial Information Containing Extraordinary and Rare Events

Di sepanjang tahun 2025, tidak terdapat informasi keuangan yang mengandung kejadian luar biasa dan jarang terjadi, sehingga tidak terdapat informasi yang diungkapkan beserta dampaknya.

Throughout 2025, there was no financial information regarding extraordinary and rare events; therefore, no information was disclosed, nor was any impact reported.

Dampak Perubahan Harga terhadap Kinerja Perusahaan

Impact of Price Change on the Company's Performance

Pendapatan dari penjualan tenaga listrik diakui berdasarkan jumlah energi listrik (kWh) yang dipasok kepada PT PLN (Persero), dengan mengacu pada formula tarif sebagaimana ditetapkan dalam perjanjian jual beli tenaga listrik. Formula tarif tersebut mencakup komponen harga kapasitas, biaya tetap operasi dan pemeliharaan, biaya bahan bakar, tingkat pasokan energi, serta variabel relevan lainnya.

Revenue from electricity sales is recognized based on the amount of electrical energy (kWh) supplied to PT PLN (Persero), with reference to the tariff formula as stipulated in the power purchase agreement. The tariff formula includes capacity charge components, fixed operation and maintenance costs, fuel costs, energy supply levels, and other relevant variables.

Dalam kurun waktu dua tahun terakhir, faktor utama yang memengaruhi pendapatan dan laba Perusahaan adalah fluktuasi harga energi primer, yang berdampak langsung terhadap struktur biaya dan besaran tarif yang berlaku.

Over the past two years, the main factor affecting the Company's revenue and profit has been fluctuations in primary energy prices, which directly impacted the cost structure and the applicable tariff levels.

Kondisi Harga Batubara

Coal Price Conditions

Dalam rangka memastikan ketersediaan dan kecukupan energi primer dalam kualitas dan kuantitas yang sesuai dengan kebutuhan pembangkit, PLN Indonesia Power mengupayakan diperolehnya energi primer dengan harga yang lebih kompetitif sehingga harga satuan kalor menjadi lebih rendah dan Biaya Pokok Penyediaan (BPP) listrik yang dihasilkan kompetitif. Hal ini diharapkan dapat berkontribusi dalam peningkatan *merit order* pembangkit sehingga dapat mendukung *sustainability* pembangkit dalam jangka panjang. Perubahan harga energi primer sangat mempengaruhi besaran BPP mengingat porsinya mencapai 60%-70% dari BPP.

To ensure the availability and adequacy of primary energy with quality and quantity in accordance with the requirements of power plants, PLN Indonesia Power strives to obtain primary energy at more competitive prices so that the calorific unit price becomes lower and the resulting Electricity Supply Cost (BPP) remains competitive. This is expected to contribute to improving the merit order of power plants, thereby supporting the long-term sustainability of the plants. Changes in primary energy prices significantly affect the amount of BPP, considering that their portion reaches 60%–70% of the BPP.

Kondisi harga batubara di tahun 2025 dapat dijelaskan sebagai berikut:

1. Harga batubara global mengalami fluktuasi dengan rentang antara US$94/Ton hingga US$123/Ton (Newcastle Index);
2. Secara keseluruhan, harga batubara global di tahun 2025 cenderung stabil walaupun terjadi penurunan secara rata-rata tahunan dibandingkan dengan tahun sebelumnya. Hal tersebut dikarenakan terjadinya *over supply* akibat tingginya produksi batubara oleh India dan China, selain itu ditambah dengan adanya penurunan penggunaan batubara yang cukup signifikan di Uni Eropa dan Amerika Serikat sehubungan dengan peningkatan proyek pembangkit listrik energi terbarukan;
3. Secara *forecast*, diperkirakan pada tahun 2026 harga batubara akan stabil pada nilai US$100-130/Ton, dimana kondisi tersebut dipengaruhi oleh beberapa faktor seperti isu geopolitik, kebijakan pemerintah, peningkatan produksi batubara China, dan semakin tingginya pemanfaatan sumber energi terbarukan di seluruh dunia;
4. Tinggi atau rendahnya harga batubara di pasar global masih belum berpengaruh terhadap harga batubara domestik mengingat adanya *capping* harga dari Kepmen ESDM No. 267 Tahun 2022 (HBA maksimal US$70/Ton), namun akan tetap berpengaruh pada *supply* batubara di pasar domestik dimana para pengusaha batubara akan lebih tertarik dengan ekspor dibanding dengan dalam negeri.

Adapun hal-hal yang menjadi pembentuk harga batubara PLN Indonesia Power:

1. Harga Batubara Global (ICI, GCNC, NEX, dan Platts Index) -> Berpengaruh terhadap HBA Minerba yang digunakan sebagai harga batubara domestik,
2. Kurs USD -> Berpengaruh terhadap konversi nilai HBA Minerba dari USD ke IDR,
3. Harga BBM Industri Pertamina -> Berpengaruh terhadap harga jasa alat angkut batubara (*freight cost*).

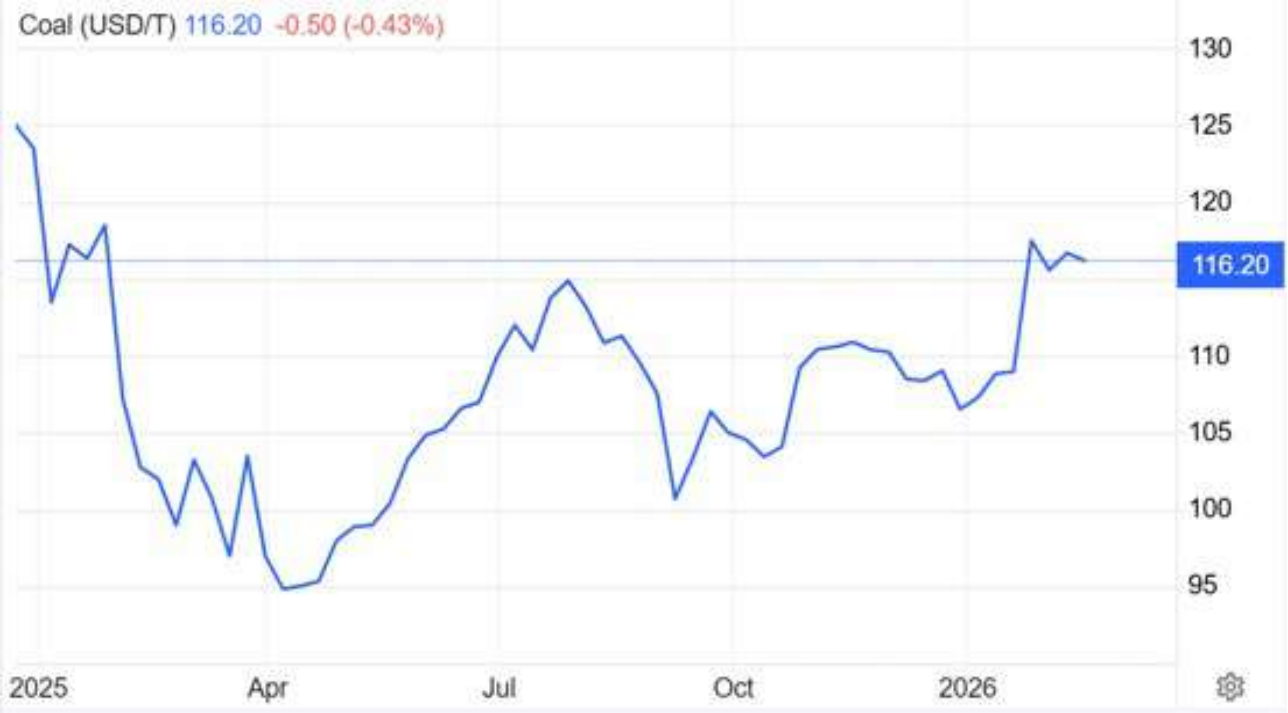
Coal price conditions in 2025 can be described as follows:

1. Global coal prices fluctuated within the range of US$94/ton to US$123/ton (Newcastle Index);
2. Overall, global coal prices in 2025 tended to remain stable despite an average annual decline compared to the previous year. This condition was caused by oversupply due to high coal production by India and China, coupled with a significant decrease in coal consumption in the European Union and the United States, in line with the expansion of renewable energy power plant projects.
3. Based on forecasts, coal prices in 2026 are expected to remain stable within the range of US$100–130/ton, influenced by several factors such as geopolitical issues, government policies, increased coal production in China, and the growing utilization of renewable energy sources worldwide;
4. The rise or decline in global coal prices has not significantly affected domestic coal prices due to the price cap stipulated under the Minister of Energy and Mineral Resources Decree No. 267 of 2022 (maximum HBA of US$70/ton). However, it still affects coal supply in the domestic market, as coal producers tend to be more interested in exports rather than domestic sales.

The following factors form the coal price of PLN Indonesia Power:

1. Global coal prices (ICI, GCNC, NEX, and Platts Index) -> Affect the Mineral and Coal Reference Price used as the domestic coal price,
2. USD exchange rate Affects the conversion value of the HBA Minerba from USD to IDR,
3. Pertamina industrial fuel prices Affect the cost of coal transportation services (freight cost).

Grafik Tren Rata-Rata Harga Batubara Tahunan (US$/Ton)
Graph of Annual Average Coal Price Trend (US$/Ton)



Bentuk antisipasi PLN Indonesia Power dengan dinamika harga batubara di sepanjang tahun 2025 adalah:

1. Berkoordinasi dengan PT PLN Energi Primer Indonesia (PLN EPI) untuk melakukan kontrak jangka menengah/panjang kepada pemasok tertentu mengingat harga batubara sedang rendah sehingga pasar domestik dianggap lebih menarik bagi pemasok batubara,
2. Melakukan pengalihan pasokan antar unit PLTU untuk menjaga kehandalan operasional di seluruh PLTU PLN Indonesia Power,
3. Optimasi pemanfaatan pasokan biomassa dimana sekaligus dapat meningkatkan produksi kWh *Green* dan penurunan emisi karbon.

The anticipatory measures taken by PLN Indonesia Power in response to coal price dynamics throughout 2025 were as follows:

1. Coordinating with PT PLN Energi Primer Indonesia (PLN EPI) to establish medium/long-term contracts with certain suppliers, considering that coal prices were relatively low and the domestic market was considered more attractive for coal suppliers,
2. Reallocating supply among coal-fired power plant units to maintain operational reliability across all PLN Indonesia Power coal-fired power plants
3. Optimizing the utilization of biomass supply, which at the same time could increase green kWh production and reduce carbon emissions.

Kondisi Harga BBM
Fuel Oil Price Conditions

Bahan bakar minyak untuk PLN Group dipasok oleh PT Pertamina Patra Niaga, dimana harganya di-*update* setiap bulan yang dihitung dan dipengaruhi oleh beberapa variabel berikut:

1. (1+ Alpha HSD),
2. (1+ Alpha MFO),

Fuel oil for the PLN Group is supplied by PT Pertamina Patra Niaga, with prices updated monthly based on calculations influenced by the following variables:

1. (1+ Alpha HSD),
2. (1+ Alpha MFO),

3. MOPS Gasoil 0,25% S,
4. MOPS HSFO 180 CST,
5. MOPS LSFO 180 CST,
6. JISDOR = Jakarta Interbank Spot Dollar Rate,
7. JIBOR RATE 1 Bulan,
8. 158,9 = konversi dari Barrel ke Liter,
9. 1.009,015 = konversi dari MT ke Liter.

Variabel-variabel tersebut berubah setiap bulan, sehingga perlu penyesuaian harga setiap bulan. Adapun tren harga BBM di Tahun 2025 dapat dijelaskan berdasarkan grafik berikut:

3. MOPS Gasoil 0,25% S,
4. MOPS HSFO 180 CST,
5. MOPS LSFO 180 CST,
6. JISDOR = Jakarta Interbank Spot Dollar Rate,
7. 1-Month JIBOR Rate,
8. 158.9 = conversion from Barrel to Liter,
9. 1,009.015 = conversion from MT to Liter.

These variables change every month; therefore, monthly price adjustments are required. The fuel oil price trend in 2025 can be described based on the following graph:

Grafik Harga BBM HSD, BBM MFO, dan BBM IDO Tahun 2025
Graph of HSD Fuel Oil, MFO Fuel Oil, and IDO Fuel Oil Prices in 2025

JENIS BBM	Jan	Feb	Mar	Apr	Mei	Jun	Juli	Agu	Sep	Okt	Nov	Des
PERTAMAX	12.850	13.150	13.100	13.400	13.250	13.550	13.350	13.550	13.400	13.500	13.650	13.900
PERTAMAX TURBO	14.000	14.300	14.250	14.550	14.400	14.700	14.450	14.650	14.500	14.600	14.650	14.800
PERTALITE	10.000	10.300	10.250	10.500	10.350	10.600	10.400	10.600	10.450	10.550	10.650	10.800
BIO SOLAR	6.800	6.900	6.950	7.050	6.900	7.100	7.000	7.100	7.150	7.200	7.300	7.400

Bentuk antisipasi PLN Indonesia Power dengan dinamika harga BBM sepanjang tahun 2025 adalah:

1. Dengan menjaga agar pemesanan BBM seoptimal mungkin sesuai kebutuhan (tidak berlebihan) apalagi disaat harga BBM sedang naik;
2. Berkoordinasi dengan PT PLN Energi Primer Indonesia agar titik pengambilan BBM dari Terminal BBM terdekat dengan lokasi pembangkit sehingga dapat mengoptimalisasi biaya angkut.

The anticipatory measures taken by PLN Indonesia Power in response to fuel oil price dynamics throughout 2025 were as follows:

1. Maintaining fuel oil orders at an optimal level in accordance with actual requirements (not excessive), particularly during periods of rising fuel prices;
2. Coordinating with PT PLN Energi Primer Indonesia so that fuel oil collection points are sourced from fuel terminals closest to the power plant locations, thereby optimizing transportation costs.

Kondisi Harga Gas
Gas Price Conditions

Harga gas pipa cenderung tetap atau tidak mengalami fluktuasi, mengingat harga gas tiap sumber berbeda berdasarkan keekonomian masing-masing sumur, yang ditetapkan melalui penetapan harga oleh Menteri Energi dan Sumber Daya Mineral pada tiap Perjanjian Jual Beli Gas dengan Kontraktor Kontrak Kerja Sama (K3S). Selain itu sejak 22 April 2020 pemerintah menetapkan Harga Gas Bumi di Pembangkit Listrik melalui Keputusan Menteri (Kepmen) Energi dan Sumber Daya Mineral No. 91 K/12/MEM/2020 tentang Harga Gas Bumi di Pembangkit Tenaga Listrik (*Plant Gate*) kemudian sejak 30 Juni 2021 pemerintah menetapkan kembali Harga Gas Bumi Tertentu (HGBT) di Pembangkit Listrik melalui Keputusan Menteri (Kepmen) Energi dan Sumber Daya Mineral No. 118.K/MG.04/MEM.M/2021 tentang Harga Gas Bumi Tertentu di Pembangkit Listrik, yang kemudian diperbaharui melalui Keputusan Menteri Energi dan Sumber Daya Mineral No. 135.K/HK.02/MEM.M/2021 tanggal 2 Agustus 2021 tentang Perubahan atas Keputusan Menteri Energi dan Sumber Daya Mineral No. 118.K/MG.04/MEM.M/2021 tentang Harga Gas Bumi Tertentu di Pembangkit Listrik (*Plant Gate*), dimana Kepmen tersebut mengatur Harga Gas Bumi Tertentu (HGBT) untuk tahun 2021 s.d. 2024. Kemudian terdapat Keputusan Menteri (Kepmen) Energi dan Sumber Daya Mineral No. 77.K/MG.01/MEM.M/2025 tentang Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Penyediaan Tenaga Listrik Bagi Kepentingan Umum yang ditetapkan tanggal 26 Februari 2025 dimana Keputusan Menteri ini berlaku mulai tanggal 01 Januari 2025 selama 5 Tahun dari tahun 2025 s.d. 2029. Berbeda dengan harga gas pipa, untuk harga *Liquefied Natural Gas* (LNG) cukup fluktuatif, yang dipengaruhi oleh harga jual minyak mentah Indonesia (*Indonesian crude price*/ ICP) untuk LNG yang *Uncommitted*. Sedangkan untuk LNG Committed menggunakan HGBT sampai dengan batasan kecukupan bagian negara terpenuhi.

Pipeline gas prices tend to remain stable or do not experience significant fluctuations, considering that gas prices from each source differ based on the economic viability of each well, as determined through pricing regulations issued by the Minister of Energy and Mineral Resources under each Gas Sale and Purchase Agreement with Production Sharing Contract Contractors (K3S). In addition, since April 22, 2020, the government has established Natural Gas Prices for Power Plants through Minister of Energy and Mineral Resources Decree No. 91 K/12/MEM/2020 concerning Natural Gas Prices for Power Plants (Plant Gate). Subsequently, since June 30, 2021, the government re-established Specific Natural Gas Prices for Power Plants through Minister of Energy and Mineral Resources Decree No. 118.K/MG.04/MEM.M/2021 concerning Specific Natural Gas Prices for Power Plants, which was later amended through Minister of Energy and Mineral Resources Decree No. 135.K/HK.02/MEM.M/2021 dated August 2, 2021 concerning Amendments to Ministerial Decree No. 118.K/MG.04/MEM.M/2021 regarding Specific Natural Gas Prices for Power Plants (Plant Gate). These decrees regulated the Specific Natural Gas Price (HGBT) for the period from 2021 to 2024. Furthermore, there is Minister of Energy and Mineral Resources Decree No. 77.K/MG.01/MEM.M/2025 concerning Specific Natural Gas Users and Specific Natural Gas Prices in the Public Electricity Supply Sector, enacted on February 26, 2025. This Ministerial Decree is effective from January 1, 2025, for a period of five years, covering 2025 to 2029. Unlike pipeline gas prices, the price of Liquefied Natural Gas (LNG) is relatively volatile, influenced by the Indonesian Crude Price (ICP) for uncommitted LNG. Meanwhile, committed LNG applies the Specific Natural Gas Price (HGBT) up to the limit of fulfillment of the government's allocation entitlement.

Rata-rata Harga Gas 2025 sebesar 9,12 US$/MMBTU (Sumber data LKA Tahun 2025 asumsi Kurs Jisdor 31 Desember 2025 sebesar 16.720).

The average gas price in 2025 was US$9.12/MMBTU (based on 2025 LKA data with the assumption of the JISDOR exchange rate as of December 31, 2025, amounting to Rp16,720).

Bentuk antisipasi PLN Indonesia Power dengan dinamika harga gas sepanjang tahun 2025 adalah:

1. Berkoordinasi dengan PLN EPI untuk melakukan kontrak jangka menengah dan panjang dengan pemasok gas.

The anticipatory measures taken by PLN Indonesia Power in response to gas price dynamics throughout 2025 were as follows:

1. Coordinating with PT PLN Energi Primer Indonesia to establish medium- and long-term contracts with gas suppliers.

2. Pengusulan HGBT untuk sumber-sumber pasokan yang belum diakomodir pada Kepmen ESDM No. 77.K/MG.01/MEM.M/2025, untuk periode 2025-2029, dengan alokasi HGBT LNG dan Gas sebagai berikut:

2. Proposing the application of Specific Natural Gas Prices (HGBT) for supply sources not yet accommodated under Minister of Energy and Mineral Resources Decree No. 77.K/MG.01/MEM.M/2025, for the 2025–2029 period, with LNG and gas HGBT allocations as follows:

Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Penyediaan Tenaga Listrik bagi Kepentingan Umum

Pengguna Gas Bumi Tertentu dan Harga Gas Bumi Tertentu di Bidang Penyediaan Tenaga Listrik bagi Kepentingan Umum

No.	Pengguna Gas Bumi Tertentu Pengguna Gas Bumi Tertentu	Peruntukan Pembangkit Peruntukan Pembangkit	Sumber Pasokan Gas Bumi Sumber Pasokan Gas Bumi	Harga Gas Bumi (US$/MMBTU) Harga Gas Bumi (US$/MMBTU)	Harga Penyesuaian (US$/MMBTU) Harga Penyesuaian (US$/MMBTU)	Biaya Transportasi Biaya Transportasi	Biaya Midstream Biaya Midstream	Harga Gas Bumi Tertentu di plant gate (US$/MMBTU) Harga Gas Bumi Tertentu di plant gate (US$/MMBTU)	Volume Gas Bumi (BBTUD) Volume Gas Bumi (BBTUD)
1.	PT PLN (Persero)	PLTGU/PLTG Tanjung Batu PLTGU/PLTG Tanjung Batu	WK Pertamina EP	8%*ICP	ICP > 100 = 7,00			ICP > 100 = 7,00	5,00
2.	PT PLN (Persero)	PLTG/PLTGU Payoselincah PLTMG Sungai Gelam (3) PLTG/PLTGU Payoselincah PLTMG Sungai Gelam (3)	WK Corridor melalui PT Energasindo Heksa Karya WK Corridor melalui PT Energasindo Heksa Karya	5,80	5,65 5,13	1,35 1,87		7,00 7,00	15,00
3.	PT PLN (Persero)	PLTG Arun; PLTG/PLTU Belawan; PLTG/PLTMG Nias; PLTGU/PLTU Muara Karang; PLTG/PLTGU Muara Tawar; PLTGU Priok; PLTGU Jawa 1; PLTG/PLTMG/PLTDG Benoa; PLTG Gorontalo PLTG Arun; PLTG/PLTU Belawan; PLTG/PLTMG Nias; PLTGU/PLTU Muara Karang; PLTG/PLTGU Muara Tawar; PLTGU Priok; PLTGU Jawa 1; PLTG/PLTMG/PLTDG Benoa; PLTG Gorontalo	LNG Tangguh	11,25%*ICP MAIN (n-3)+0,75	ICP MAIN ≤65=6,00; 65<ICP MAIN≤85=7,00; 85<ICP MAIN≤100=8,00; ICP MAIN>100=9,00		2,31 (tertimbang) 2,31 (tertimbang)	ICP MAIN ≤65=8,31; 65<ICP MAIN≤85=9,31; 85<ICP MAIN≤100=10,31; ICP MAIN>100=11,31	359,00
4.	PT PLN (Persero)	PLTG Arun; PLTG/PLTU Belawan; PLTG/PLTMG Nias; PLTGU/PLTU Muara Karang; PLTG/PLTGU Muara Tawar; PLTGU Priok; PLTGU Jawa 1; PLTG/PLTMG Benoa; PLTG Gorontalo PLTG Arun; PLTG/PLTU Belawan; PLTG/PLTMG Nias; PLTGU/PLTU Muara Karang; PLTG/PLTGU Muara Tawar; PLTGU Priok; PLTGU Jawa 1; PLTG/PLTMG Benoa; PLTG Gorontalo	LNG Tangguh	11,20%*ICP MAIN (n-3)+0,70			2,31 (tertimbang) 2,31 (tertimbang)		130,00

3. Optimalisasi gas dengan harga yang lebih rendah untuk pembangkit-pembangkit yang di-*supply* oleh beberapa sumber pasokan gas.
4. Meminta tambahan penyaluran gas dari sumber pasokan lain untuk meningkatkan keandalan rantai pasokan gas di unit pembangkit yang mengalami kekurangan (*decline*) pasokan gas kepada PLN EPI selaku *Sub Holding* PLN dalam penyediaan energi primer.
5. Optimalisasi pasokan LNG *committed cargo* dari British Petroleum (BP) Tangguh, melalui skema *break bulking* dari *Floating Storage Regasification Unit* (FSRU) Jawa Satu milik PT Jawa Satu Power (JSP) untuk pasokan gas Bali s.d. tahun 2033.
6. Melakukan negosiasi dengan pemasok gas terkait penurunan harga gas untuk mengoptimalisasi penyerapan gas dan menurunkan BPP pembangkit.
7. Melakukan upaya pencarian potensi sumber pasokan gas tambahan untuk memenuhi kebutuhan pembangkit.

3. Optimizing lower-priced gas for power plants supplied by multiple gas supply sources.
4. Requesting additional gas distribution from other supply sources to improve the reliability of the gas supply chain for generating units experiencing shortages (decline) in gas supply, through PT PLN Energi Primer Indonesia, as the PLN Subholding responsible for primary energy supply.
5. Optimization of LNG committed cargo supply from British Petroleum (BP) Tangguh, through a break-bulking scheme from the Floating Storage Regasification Unit (FSRU) Jawa Satu owned by PT Jawa Satu Power (JSP) for Bali gas supply until 2033.
6. Conducting negotiations with gas suppliers regarding gas price reductions to optimize gas absorption and reduce the power plant generation cost (BPP).
7. Undertaking efforts to identify potential additional gas supply sources to fulfill power plant requirements.

Kondisi Harga Biomassa
Biomass Price Conditions

Dalam rangka mendorong pencapaian target bauran energi baru dan terbarukan PT PLN (Persero) sebesar 23% di tahun 2025, PLN Indonesia Power turut mendukung program tersebut salah satunya dengan mengimplementasikan *co-firing* dimana juga dapat memberikan kontribusi dalam penurunan emisi gas rumah kaca melalui kombinasi penggunaan batubara dengan biomassa. Pelaksanaan *co-firing* di lingkungan pembangkit PLTU PT PLN (Persero) diatur dalam Peraturan Direksi (Perdir) PT PLN (Persero) No. 0004.P/DIR/2022 tentang Pedoman Pelaksanaan *co-firing* Pembangkit Listrik Tenaga Uap Berbahan Bakar Batubara dengan Bahan Bakar Biomassa. Dalam hal penentuan harga biomassa, Perdir tersebut telah mengaturnya dengan menggunakan skema Harga Patokan Tertinggi (HPT) menggunakan konsep harga satuan energi dengan referensi harga rata-rata batubara pada periode sebelumnya.

In order to support the achievement of PT PLN (Persero)'s target of 23% new and renewable energy mix by 2025, PLN Indonesia Power also supported the program, one of which was through the implementation of co-firing, which could also contribute to reducing greenhouse gas emissions through the combined use of coal and biomass. The implementation of co-firing within coal SPP of PT PLN (Persero) is regulated under Board of Directors Regulation of PT PLN (Persero) No. 0004.P/DIR/2022 on Guidelines for the Implementation of Coal SPP co-firing with Biomass Fuel. In determining biomass prices, the Board of Directors Regulation regulates the use of the Maximum Benchmark Price (HPT) scheme based on the concept of energy unit prices with reference to the average coal price in the previous period.

Mengingat adanya fluktuasi harga batubara yang dapat berpengaruh pada meningkatnya harga biomassa, maka bentuk antisipasi PLN Indonesia Power dengan dinamika harga biomassa sepanjang tahun 2025 adalah:

1. Berkoordinasi dengan PT PLN Energi Primer Indonesia (PLN EPI) untuk memilih sumber pasokan biomassa dari lokasi yang terdekat dengan PLTU tujuan sehingga dapat menekan harga ongkos transportasi biomassa.

Considering the fluctuation in coal prices, which may affect the increase in biomass prices, the anticipatory measures taken by PLN Indonesia Power in response to biomass price dynamics throughout 2025 were as follows:

1. Coordinating with PT PLN Energi Primer Indonesia (PLN EPI) to select biomass supply sources located closest to the destination coal SPP, thereby reducing biomass transportation costs.

2. Meningkatkan pengawasan terhadap kargo biomassa yang masuk ke PLTU agar kualitas biomassa yang dikonsumsi benar-benar yang memiliki kualitas baik sehingga dapat meningkatkan produksi kWh *Green* dan menurunkan *Specific Fuel Consumption* (SFC) unit PLTU.

2. Increasing supervision over biomass cargo entering coal-fired power plants to ensure that the biomass consumed is of good quality, thereby increasing Green kWh production and reducing the Specific Fuel Consumption (SFC) of coal SPP units.

Kondisi Harga Air
Water Price Conditions

Untuk energi primer air, sampai dengan saat ini terdapat 2 (dua) komponen yang menjadi biaya air, yaitu Pajak Permukaan Air (PAP) dan Biaya Jasa Pengelolaan Sumber Daya Air (BJPSDA). Untuk Pajak Air Permukaan (PAP), beberapa Pemda sudah mulai memperluas obyek pengenaan (semula hanya PLTA), sekarang pembangkit thermal juga turut dikenakan sekalipun air permukaan yang digunakan hanya sebagai *supporting*/bukan sebagai energi primer. Untuk Biaya Jasa Pengelolaan Sumber Daya Air (BJPSDA) hanya dikenakan untuk PLTA (UBP Saguling, UBP Mrica, dan UBP Jatigede). Pada tahun 2025 terjadi kenaikan harga air pada komponen PAP, yaitu pada PLTA Ir. P. M. Noor (UBP Barito) dan pada PLTA Tes (UBP Bengkulu), sementara untuk harga air (baik tarif PAP maupun tarif BJPSDA) untuk PLTA lainnya masih sama seperti tahun 2024. Tarif PAP PLTA Ir. P. M. Noor semula Rp15,86/kWh naik menjadi Rp16,80/kWh sehubungan dengan penyesuaian koefisien Faktor Ekonomi Wilayah (FEW) pada perhitungan Nilai Perolehan Air Permukaan. Tarif PAP PLTA Tes semula Rp9,69/kWh naik menjadi Rp19,39/kWh sehubungan dengan penyesuaian koefisien Kewenangan Pengelolaan SDA pada perhitungan Nilai Perolehan Air Permukaan.

For water as primary energy, there are currently 2 (two) components constituting water-related costs, namely Surface Water Tax (PAP) and Water Resources Management Service Fee (BJPSDA). Regarding the Surface Water Tax (PAP), several regional governments have started to expand the scope of taxable objects (previously limited to hydropower plants/PLTA), and now thermal power plants are also subject to the tax even though the surface water used serves only as supporting utilities and not as primary energy. Meanwhile, the Water Resources Management Service Fee (BJPSDA) is only imposed on hydropower plants (GBU Saguling, GBU Mrica, and GBU Jatigede). In 2025, there was an increase in water prices for the PAP component at Ir. P. M. Noor Hydropower Plant (GBU Barito) and Tes Hydropower Plant (GBU Bengkulu), while water prices (both PAP tariffs and BJPSDA tariffs) for other hydropower plants remained the same as in 2024. The PAP tariff for Ir. P. M. Noor Hydropower Plant increased from Rp15.86/kWh to Rp16.80/kWh due to adjustments in the Regional Economic Factor (FEW) coefficient in the calculation of Surface Water Acquisition Value. The PAP tariff for Tes Hydropower Plant increased from Rp9.69/kWh to Rp19.39/kWh due to adjustments in the Water Resources Management Authority coefficient in the calculation of Surface Water Acquisition Value.

Kondisi Harga Panas Bumi
Geothermal Energy Price Conditions

Tidak banyak dinamika yang mempengaruhi harga energi panas bumi, mengingat kontrak panas bumi merupakan kontrak jangka panjang. Hampir semua kontrak Panas Bumi diterapkan skema eskalasi harga tiap tahunnya dengan besaran yang bervariasi untuk masing-masing kontrak.

There were not many dynamics affecting geothermal energy prices, considering that geothermal contracts are long-term contracts. Almost all geothermal contracts implement an annual price escalation scheme, with varying escalation amounts for each contract.

Tabel Tarif Harga Uap
Table of Steam Tariff

Pembangkit Listrik Power Plant	Harga/Tarif PAP (Rp/kWh) PAP Price/Tariff (Rp/kWh)
PLTP Darajat GPP Darajat	0,06164
PLTP Gunung Salak GPP Gunung Salak	0,07603
PLTP Kamojang GPP Kamojang	0,07171
PLTP Ulubelu Unit 1 GPP Ulubelu Unit 1	0,05650
PLTP Ulubelu Unit 2 GPP Ulubelu Unit 2	0,05650
PLTP Lahendong Unit 1 GPP Lahendong Unit 1	0,06562
PLTP Lahendong Unit 2&3 GPP Lahendong Unit 2&3	0,07171
PLTP Lahendong Unit 4 GPP Lahendong Unit 4	0,07171

Bentuk antisipasi PLN Indonesia Power dengan dinamika harga energi panas bumi sepanjang tahun 2025 adalah:

1. Optimalisasi produksi PLTP Kamojang dengan penyusunan Interim *Agreement* terkait diskon harga uap untuk PLTP Kamojang 1-3, dengan batasan *cut off* 72,23% x 140 MW x 24 x jumlah hari dalam setiap bulannya dengan harga uap diskon 2,8 cent US$/kWh (Periode Februari s.d. Desember 2025).

2. *Monitoring* penyaluran dan penyerapan panas bumi, serta koordinasi dengan PLN UIP2B Jamali, PLN UP2B Sumbagsel, dan PLN UP2B Minahasa terkait serapan panas bumi, untuk menghindari *Take or Pay* (TOP).

The anticipatory measures taken by PLN Indonesia Power in response to geothermal energy price dynamics throughout 2025 were as follows:

1. Optimizing the production of Kamojang GPP (PLTP) through the preparation of an Interim Agreement related to steam price discounts for Kamojang PLTP Units 1–3, with a cut-off limit of 72.23% × 140 MW × 24 × the number of days in each month and a discounted steam price of US¢2.8/kWh (for the period from February to December 2025).
2. Monitoring geothermal distribution and absorption, as well as coordinating with PLN UIP2B Jamali, PLN UP2B Sumbagsel, and PLN UP2B Minahasa regarding geothermal absorption, to avoid Take or Pay (TOP).

PLTU Lontar, UBP Banten 3 Lontar, Banten
Lontar SPP, UBP Banten 3 Lontar, Banten

Prospek Usaha ke Depan
Future Business Outlook

Prospek Ekonomi Global
Global Economic Outlook

Berdasarkan laporan *World Economic Outlook* (WEO) April 2026 yang diterbitkan oleh International Monetary Fund (IMF), perekonomian global pada tahun 2026 diproyeksikan tumbuh sebesar 3,1%, lebih rendah dibandingkan pertumbuhan tahun 2025 sebesar 3,4% dan masih berada di bawah rata-rata historis sebelum pandemi. Perlambatan tersebut mencerminkan meningkatnya tekanan global akibat konflik geopolitik, kenaikan harga energi dan komoditas, serta kondisi keuangan global yang lebih ketat. IMF menyebutkan bahwa perekonomian dunia saat ini berada dalam kondisi "*Global Economy in the Shadow of War*", yang menggambarkan tingginya ketidakpastian akibat konflik di kawasan Timur Tengah dan gangguan terhadap rantai pasok global.

Based on the April 2026 World Economic Outlook (WEO) report published by the International Monetary Fund (IMF), the global economy is projected to grow by 3.1% in 2026, lower than the 3.4% growth recorded in 2025 and still below the historical average observed before the pandemic. This slowdown reflects mounting global pressures arising from geopolitical conflicts, rising energy and commodity prices, and tighter global financial conditions. The IMF noted that the world economy is currently operating in a state of "Global Economy in the Shadow of War," highlighting the elevated uncertainty stemming from conflicts in the Middle East and disruptions to global supply chains.

IMF juga memperkirakan inflasi global kembali meningkat menjadi sekitar 4,4% pada tahun 2026 seiring naiknya harga energi dan meningkatnya ekspektasi inflasi di berbagai negara. Kondisi tersebut mendorong bank sentral di sejumlah negara maju untuk mempertahankan kebijakan suku bunga yang relatif tinggi guna menjaga stabilitas harga. Di sisi lain, perdagangan global diperkirakan tetap tumbuh moderat sebesar 3,8%, didukung oleh aktivitas manufaktur dan investasi teknologi, meskipun masih dibayangi fragmentasi geopolitik dan perlambatan permintaan global.

The IMF also projects that global inflation will rise again to approximately 4.4% in 2026, driven by higher energy prices and increasing inflation expectations across various countries. This condition is expected to prompt central banks in several advanced economies to maintain relatively high interest rate policies in order to preserve price stability. On the other hand, global trade is projected to continue growing at a moderate pace of 3.8%, supported by manufacturing activity and technology investment, although it remains overshadowed by geopolitical fragmentation and slowing global demand.

Negara-negara berkembang dan *emerging markets* diproyeksikan masih menjadi motor utama pertumbuhan ekonomi dunia, meskipun lajunya cenderung melambat akibat volatilitas pasar keuangan dan tekanan eksternal. Kawasan ASEAN-5 diperkirakan tumbuh sebesar 4,4% pada tahun 2026, mencerminkan ketahanan permintaan domestik dan peningkatan investasi di kawasan Asia Tenggara. Sementara

Developing countries and emerging markets are projected to remain the primary drivers of global economic growth, although their growth momentum is expected to moderate due to financial market volatility and external pressures. The ASEAN-5 region is projected to grow by 4.4% in 2026, reflecting resilient domestic demand and increasing investment across Southeast Asia. Meanwhile, the economies

itu, ekonomi Amerika Serikat, Tiongkok, dan kawasan Eropa diperkirakan mengalami moderasi pertumbuhan sejalan dengan tingginya biaya energi, ketidakpastian perdagangan, dan tekanan inflasi yang masih berlangsung.

of the United States, China, and Europe are expected to experience moderated growth in line with high energy costs, trade uncertainty, and persistent inflationary pressures.

Secara keseluruhan, IMF menilai bahwa prospek ekonomi global tahun 2026 masih berada dalam jalur pertumbuhan positif, namun dengan tingkat risiko yang lebih tinggi dibandingkan tahun-tahun sebelumnya. Risiko utama yang perlu diwaspadai meliputi eskalasi konflik geopolitik, gangguan pasokan energi global, tingginya suku bunga, serta meningkatnya volatilitas pasar keuangan internasional. Meski demikian, perkembangan teknologi, investasi digital, serta ketahanan konsumsi domestik di berbagai negara berkembang dipandang tetap menjadi faktor pendukung bagi stabilitas pertumbuhan ekonomi global ke depan.

Overall, the IMF assesses that the global economic outlook for 2026 remains on a positive growth trajectory, albeit with a higher level of risk compared to previous years. Key risks that warrant close attention include the escalation of geopolitical conflicts, disruptions to global energy supplies, elevated interest rates, and increasing volatility in international financial markets. Nevertheless, technological advancements, digital investment, and the resilience of domestic consumption across various developing countries are expected to remain supporting factors for the stability of global economic growth going forward.

Sumber: *World Economic Outlook* (WEO), International Monetary Fund (IMF) edisi April 2026

Source: World Economic Outlook (WEO), International Monetary Fund (IMF), April 2026 Edition.

Prospek Ekonomi Nasional
National Economic Outlook

Sementara itu, prospek perekonomian Indonesia pada tahun 2026 diperkirakan tetap berada pada jalur pertumbuhan yang positif meskipun dihadapkan pada tantangan global yang semakin kompleks. IMF memproyeksikan pertumbuhan ekonomi Indonesia sebesar 5,0% pada tahun 2026, sedikit lebih rendah dibandingkan estimasi sebelumnya, namun masih berada di atas rata-rata pertumbuhan ekonomi global yang diperkirakan sebesar 3,1%.

Meanwhile, Indonesia's economic outlook for 2026 is expected to remain on a positive growth path despite facing increasingly complex global challenges. The IMF projects Indonesia's economy to grow by 5.0% in 2026, slightly lower than previous estimates, yet still above the projected global economic growth rate of 3.1%.

Prospek tersebut didukung oleh kuatnya permintaan domestik, stabilitas konsumsi rumah tangga, peningkatan investasi, serta berlanjutnya program hilirisasi industri dan pembangunan infrastruktur nasional. Selain itu, transformasi digital, pengembangan sektor manufaktur bernilai tambah, dan penguatan investasi pada sektor energi dan industri strategis dipandang menjadi faktor yang mampu menjaga daya tahan ekonomi nasional di tengah perlambatan ekonomi global.

These prospects are supported by strong domestic demand, stable household consumption, increasing investment, as well as the continuation of industrial downstreaming programs and national infrastructure development. In addition, digital transformation, the development of value-added manufacturing industries, and strengthened investment in the energy sector and strategic industries are considered key factors in maintaining the resilience of the national economy amid the global economic slowdown.

Di sisi lain, IMF juga menyoroti sejumlah risiko eksternal yang berpotensi memengaruhi pertumbuhan ekonomi Indonesia, antara lain ketegangan geopolitik global, kenaikan harga energi dunia, volatilitas pasar keuangan, serta perlambatan perdagangan internasional. Konflik geopolitik di kawasan Timur Tengah yang memicu peningkatan harga minyak

On the other hand, the IMF also highlights several external risks that could potentially affect Indonesia's economic growth, including global geopolitical tensions, rising global energy prices, financial market volatility, and a slowdown in international trade. Geopolitical conflicts in the Middle East, which have triggered higher oil prices and disruptions to

dan gangguan rantai pasok global turut menjadi perhatian utama dalam WEO April 2026. Kendati demikian, Indonesia dinilai masih memiliki fundamental ekonomi yang relatif solid dibandingkan sejumlah negara berkembang lainnya, didukung oleh stabilitas sektor keuangan, pengendalian inflasi, serta kebijakan fiskal dan moneter yang adaptif.

Secara keseluruhan, prospek ekonomi Indonesia tahun 2026 tetap menunjukkan arah pertumbuhan yang resilien dan berkelanjutan. Dengan dukungan pasar domestik yang besar, reformasi struktural yang terus berjalan, serta meningkatnya kepercayaan investor terhadap perekonomian nasional, Indonesia dipandang memiliki peluang untuk mempertahankan momentum pertumbuhan di tengah dinamika ekonomi global yang masih penuh ketidakpastian.

Sumber: *World Economic Outlook* (WEO), International Monetary Fund (IMF) edisi April 2026

global supply chains, are also identified as key concerns in the April 2026 WEO. Nevertheless, Indonesia is considered to have relatively solid economic fundamentals compared to several other developing countries, supported by financial sector stability, inflation control, and adaptive fiscal and monetary policies.

Overall, Indonesia's economic outlook for 2026 continues to indicate a resilient and sustainable growth trajectory. Supported by a large domestic market, ongoing structural reforms, and increasing investor confidence in the national economy, Indonesia is considered well-positioned to maintain its growth momentum amid global economic dynamics that remain highly uncertain.

Source: World Economic Outlook (WEO), International Monetary Fund (IMF), April 2026 Edition.

Prospek Usaha PLN Indonesia Power
Business Outlook of PLN Indonesia Power

Dalam rangka mendukung pencapaian target *Net Zero Emissions* (NZE) pada tahun 2060 sebagaimana tertuang dalam roadmap transisi energi nasional, pada tahun 2025 ditargetkan bauran Energi Baru Terbarukan (EBT) mencapai 25%. Target ini menjadi peluang strategis bagi PLN Indonesia Power untuk terus menjaga keandalan serta mengoptimalkan kinerja pembangkit EBT yang telah dimiliki.

Sejalan dengan *roadmap* tersebut, potensi sumber daya EBT di Indonesia yang belum dimanfaatkan masih sangat besar. Kondisi ini membuka peluang bagi PLN Indonesia Power, yang telah memiliki pengalaman dalam operasi dan pemeliharaan (O&M) pembangkit EBT, untuk memperluas pengembangan portofolio pembangkit berbasis energi bersih. Upaya percepatan pengembangan ini turut didukung oleh sejumlah faktor, antara lain semakin kompetitifnya biaya *Levelized Cost of Energy* (LCOE) pembangkit EBT dibandingkan pembangkit berbasis fosil, dukungan regulasi melalui Peraturan Presiden Nomor 112 Tahun 2022, serta meningkatnya ketersediaan sumber pendanaan untuk proyek-proyek EBT.

Namun demikian, proses transisi energi juga menghadapi sejumlah tantangan, khususnya terkait tingginya biaya pengalihan pembelian listrik dari pembangkit berbasis fosil

In supporting the achievement of the Net Zero Emissions (NZE) target by 2060 as outlined in the national energy transition roadmap, the New Renewable Energy (NRE) mix in 2025 is targeted to reach 25%. This target represents a strategic opportunity for PLN Indonesia Power to continue maintaining reliability and optimizing the performance of its existing NRE power plants.

In line with the roadmap, the potential of untapped NRE resources in Indonesia remains very significant. This condition creates opportunities for PLN Indonesia Power, which already has experience in the operation and maintenance (O&M) of NRE power plants, to expand the development of its clean energy-based power plant portfolio. Efforts to accelerate this development are also supported by several factors, including the increasingly competitive Levelized Cost of Energy (LCOE) of NRE power plants compared to fossil-based power plants, regulatory support through Presidential Regulation No. 112 of 2022, and the increasing availability of funding sources for NRE projects.

However, the energy transition process also faces several challenges, particularly related to the high costs of shifting electricity procurement from fossil fuel-based power plants

PLTP Kamojang, UBP Kamojang, Jawa Barat
Kamojang GPP, Kamojang Power Plant, West Java

ke EBT serta biaya penghentian operasional (*retirement*) pembangkit fosil. Oleh karena itu, dalam jangka menengah, pembangkit berbasis batubara milik PLN Indonesia Power masih memiliki prospek yang cukup baik sebagai sumber pasokan listrik yang ekonomis, stabil, dan mampu memenuhi kebutuhan dalam skala besar. Selain itu, pembangkit berbasis gas juga tetap memiliki peran strategis sebagai sumber energi yang relatif lebih bersih dan responsif dalam mendukung integrasi *Variable Renewable Energy* (VRE), guna menjaga keandalan sistem kelistrikan nasional.

Dengan didukung oleh sumber daya manusia yang memiliki kompetensi operasi dan pemeliharaan di hampir seluruh jenis pembangkit, PLN Indonesia Power memiliki peluang untuk mengembangkan bisnis *beyond* kWh. Inisiatif ini sejalan dengan program BUMN *Go Global* yang dicanangkan oleh Kementerian BUMN, melalui penguatan kerja sama dengan mitra strategis di tingkat internasional.

to NRE, as well as the retirement costs of fossil-based power plants. Therefore, in the medium term, coal-fired power plants owned by PLN Indonesia Power still have favorable prospects as a source of electricity supply that is economical, stable, and capable of meeting large-scale demand. In addition, gas-based power plants continue to play a strategic role as a relatively cleaner and more responsive energy source in supporting the integration of Variable Renewable Energy (VRE), to maintain the reliability of the national electricity system.

Supported by human resources with operation and maintenance competencies across almost all types of power plants, PLN Indonesia Power has the opportunity to develop beyond kWh businesses. This initiative is aligned with the State-Owned Enterprises (SOEs) Go Global program launched by the Ministry of State-Owned Enterprises through the strengthening of cooperation with strategic partners at the international level.

Politik Political	Dinamika geopolitik global memengaruhi PLN Indonesia Power melalui volatilitas harga energi primer, gangguan rantai pasok, serta pergeseran arah investasi menuju energi rendah karbon. Ketegangan antarnegara dan kebijakan proteksionisme dapat meningkatkan risiko operasional, terutama pada ketergantungan terhadap bahan bakar fosil dan teknologi impor.	Global geopolitical dynamics affect PLN Indonesia Power through primary energy price volatility, supply chain disruptions, and shifts in investment trends toward low-carbon energy. Inter-state tensions and protectionist policies may increase operational risks, particularly with respect to dependence on fossil fuels and imported technologies.
Ekonomi Economic	Peluang untuk pendanaan pengembangan EBT dengan bunga yang lebih rendah.	Opportunities for financing NRE development at lower interest rates.
Sosial Social	• Masyarakat semakin menuntut listrik yang andal dan stabil. • Meningkatnya kesadaran publik terhadap energi bersih dan keberlanjutan.	• Growing public demand for reliable and stable electricity. • Increasing public awareness of clean energy and sustainability.
Teknologi Technological	• Akselerasi Inovasi Hijau. • Digitalisasi vs Keamanan Siber: Transformasi digital pada proses bisnis meningkatkan efisiensi, namun di sisi lain, risiko serangan siber pada infrastruktur obyek vital nasional menjadi ancaman nyata yang memerlukan investasi besar pada *cyber security*. • LCOE pembangkit EBT (*Solar, Wind, & Battery)* semakin kompetitif untuk dapat lebih maksimal memanfaatkan potensi EBT di Indonesia yang cukup besar.	• Acceleration of Green Innovation. • Digitalization vs. Cybersecurity: Digital transformation in business processes improves efficiency; however, on the other hand, the risk of cyberattacks on national vital infrastructure poses a tangible threat that requires substantial investment in cybersecurity. • The LCOE of NRE power plants (solar, wind, and battery) is becoming increasingly competitive, enabling greater utilization of Indonesia's substantial NRE potential.
Lingkungan Environmental	Tekanan global dan nasional untuk melakukan dekarbonisasi sektor listrik semakin menguat, seiring dengan komitmen Indonesia dalam mencapai target *Net Zero Emissions* pada tahun 2060. Namun demikian, tantangan utama masih terletak pada tingginya dominasi energi fosil dalam bauran energi nasional, yang tidak hanya berdampak pada peningkatan emisi, tetapi juga memperbesar risiko keberlanjutan bagi perusahaan di sektor ketenagalistrikan. Ke depan, dengan menerapkan konsep dan implementasi kriteria *Environmental, Social, and Governance* (ESG) di PLN Indonesia Power bisa menjadi fondasi strategis untuk meningkatkan kredibilitas perusahaan dalam memperoleh akses terhadap pendanaan berkelanjutan (*green funding*).	Global and national pressures to decarbonize the electricity sector are intensifying, in line with Indonesia's commitment to achieving the Net Zero Emissions target by 2060. Nevertheless, the primary challenge remains the high dominance of fossil energy in the national energy mix, which not only contributes to increased emissions but also heightens sustainability risks for companies in the power sector. Going forward, the adoption of the Environmental, Social, and Governance (ESG) concept and the implementation of ESG criteria at PLN Indonesia Power can serve as a strategic foundation for enhancing the Company's credibility in obtaining access to sustainable financing (green funding).
Legal	Perpres 112 Tahun 2022 tentang percepatan pengembangan EBT untuk penyediaan tenaga listrik dan ketentuan harga jual tenaga listrik yang cukup menguntungkan pendatang baru.	Presidential Regulation No. 112 of 2022 on the acceleration of NRE development for electricity supply and electricity sale pricing provisions that are sufficiently attractive to new entrants.

Dasar Asumsi Kelangsungan Usaha
Basis for Business Continuity Assumptions

Posisi Perusahaan saat ini berada pada kuadran II yaitu ***Grow and Build.*** Sampai dengan tahun 2025, PLN Indonesia Power memiliki total kapasitas pembangkit lebih dari 20 GW yang masih didominasi pembangkit berbahan bakar fosil (89% *capacity mix*) dan 11% Pembangkit EBT. Ada pula pembentukan Transformasi 2.0 PLN dan juga target kinerja jangka panjang yang lebih menantang. Selain itu adanya agenda *sustainability*, antara lain penetapan target NZE dan juga peluang untuk semakin memperluas jaringan bisnis baik secara nasional maupun global, dengan memanfaatkan keunggulan Perusahaan dan mengatasi kelemahan yang dimiliki Perusahaan.

The Company's current position is in Quadrant II, namely **Grow and Build.** As of 2025, PLN Indonesia Power has a total generation capacity of more than 20 GW, which is still dominated by fossil fuel-based power plants (89% capacity mix) and 11% NRE Power Plants. There is also the establishment of PLN Transformation 2.0 as well as more challenging long-term performance targets. In addition, there is a sustainability agenda, including the determination of the NZE target and opportunities to further expand business networks both nationally and globally, by leveraging the Company's strengths and addressing the Company's weaknesses.

Tata Kelola Perusahaan

Corporate Governance

PLTGU Cilegon, UBP Cilegon, Banten.
CCPP Cilegon, Cilegon GBU, Banten.

BREACH
UNITED

Tata Kelola Perusahaan (Governansi Perusahaan)

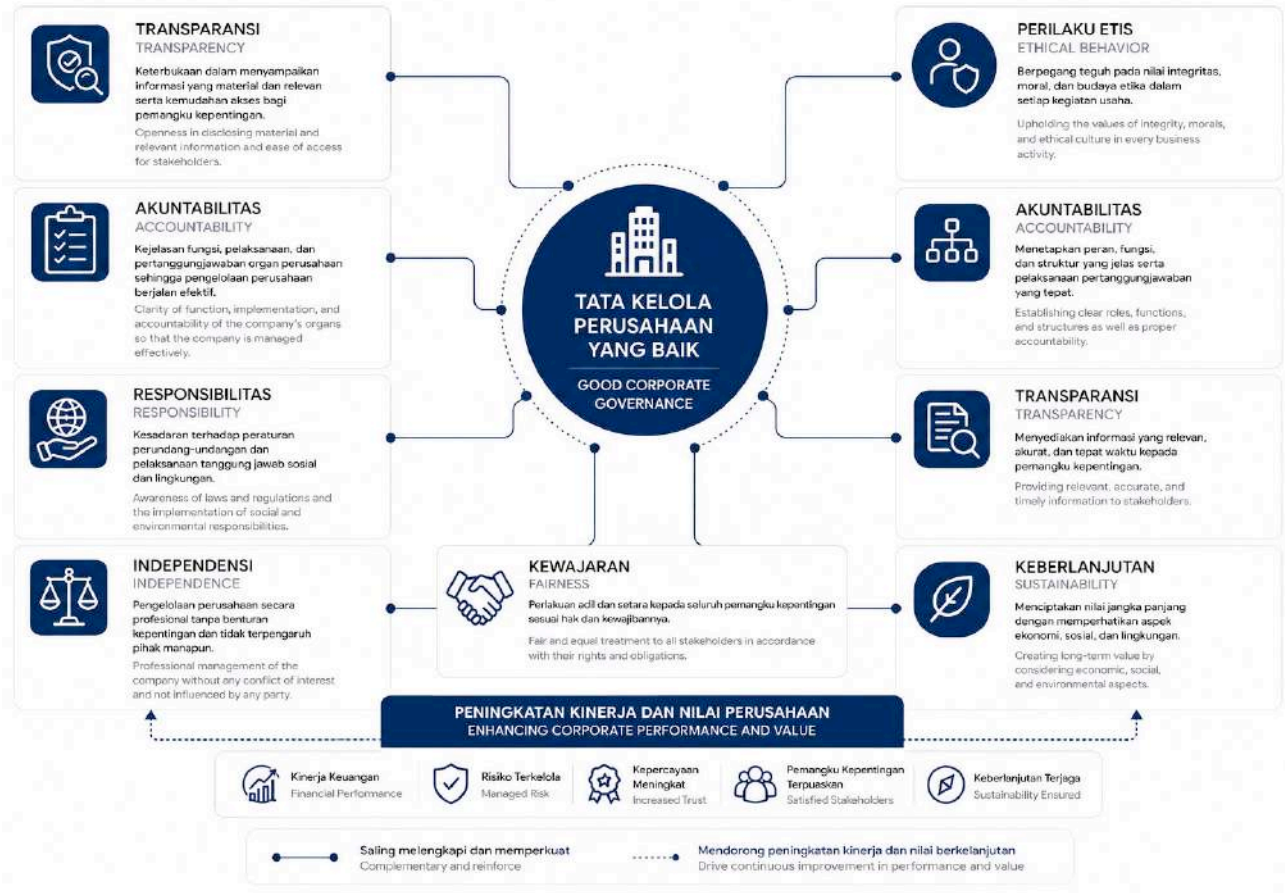
Corporate Governance

Penerapan GCG di lingkungan Perusahaan dilaksanakan secara menyeluruh dan menjadi bagian yang tidak terpisahkan dari pelaksanaan kegiatan usaha sehari-hari. Komitmen tersebut diwujudkan melalui penguatan tata kelola, peningkatan efektivitas pengendalian internal, serta pengembangan kebijakan dan prosedur yang adaptif terhadap dinamika bisnis maupun perkembangan regulasi. Selain berorientasi pada kepatuhan, implementasi governansi juga diarahkan untuk membangun budaya kerja yang menjunjung tinggi integritas, profesionalisme, serta pengambilan keputusan yang objektif dan bertanggung jawab.

The implementation of GCG within the Company is carried out comprehensively and becomes an inseparable part of daily business operations. This commitment is realized through strengthening governance, enhancing the effectiveness of internal controls, and developing policies and proce-dures that are adaptive to business dynamics and regulatory developments. In addition to focusing on compliance, governance implementation is also directed toward fostering a work culture that upholds integrity, professionalism, and objective as well as accountable decision-making.

Dalam penerapannya, Tata Kelola Perusahaan di PLN Indonesia Power berpedoman pada prinsip-prinsip *Good Corporate Governance* sebagaimana diatur dalam Peraturan Menteri BUMN RI Nomor PER-2/MBU/03/2023, yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran. Prinsip-prinsip tersebut selaras dengan 4 (empat) pilar Tata Kelola Korporat dalam Pedoman Umum Governansi Korporat Indonesia (PUG-KI) 2021 yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG), meliputi Perilaku Etis, Akuntabilitas, Transparansi, dan Keberlanjutan (ETAK).

In its implementation, Corporate Governance at PLN Indonesia Power is guided by the principles of Good Corporate Governance as stipulated in the Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023, namely Transparency, Accountability, Responsibility, In-dependence, and Fairness. These principles are aligned with the four pillars of Corporate Governance in the 2021 Indonesian General Guidelines for Corporate Governance (PUG-KI) issued by the National Committee on Governance Policy (KNKG), which include Ethical Behavior, Accountability, Transparency, and Sustainability (ETAK).



Internalisasi prinsip dan pilar governansi tersebut dilakukan secara konsisten dalam seluruh proses bisnis Perusahaan guna mendukung terciptanya pengelolaan usaha yang sehat, pengendalian risiko yang efektif, serta pencapaian kinerja Perusahaan yang berkelanjutan.

The internalization of these governance principles and pillars is carried out consistently across all of the Company's business processes to support the creation of sound business management, effective risk control, and the achievement of sustainable performance of the Company.

Beberapa pencapaian kinerja PLN Indonesia Power selama tahun 2025 sebagai berikut:

Several of PLN Indonesia Power's performance achievements during 2025 are as follows:

Tujuan Penerapan Governansi Perusahaan

Objectives of Corporate Governance Implementation

1. Tercapainya kesinambungan usaha dan tujuan Perusahaan yang ditetapkan dengan sah dan beretika;
2. Pemberdayaan fungsi dan kemandirian organ Perusahaan, yang terdiri dari RUPS, Dewan Komisaris dan Direksi;
3. Pengambilan keputusan oleh Pemegang Saham, Dewan Komisaris dan Direksi dilandasi oleh nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan;
4. Terciptanya kesadaran dan tanggung jawab sosial Perusahaan terhadap masyarakat dan kelestarian lingkungan sekitar;
5. Optimalisasi nilai Perusahaan bagi Pemegang Saham dengan tetap memperhatikan pemangku kepentingan lainnya;
6. Peningkatan daya saing Perusahaan secara nasional maupun internasional;

1. Achieving the Company's business sustainability and objectives established lawfully and ethically;
2. Empowering the functions and independence of the Company's organs, consisting of the GMS, the Board of Commissioners, and the Board of Directors;
3. Ensuring that resolution-adoption by Shareholders, the Board of Commissioners, and the Board of Directors is based on high moral values and compliance with laws and regulations;
4. Creating awareness and corporate social responsibility toward society and the preservation of the surrounding environment;
5. Optimizing the Company's value for Shareholders while still considering the interests of other stakeholders;
6. Enhancing the Company's competitiveness at both national and international levels;

7. Mendorong manajemen melakukan mekanisme *check and balance* pada setiap fungsi dalam proses bisnis berdasarkan prinsip-prinsip GCG.

7. Encouraging management to implement check-and-balance mechanisms in every function within business processes based on GCG principles.

Dasar Hukum dan Kebijakan Penerapan Governansi Perusahaan

Legal Basis and Policies for Corporate Governance Implementation

PLN Indonesia Power menerapkan governansi Perusahaan dengan berpedoman pada berbagai ketentuan dan peraturan perundang-undangan, sebagai berikut:

1. Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perusahaan Terbatas;
2. Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara sebgaimana telah diubah dan perubahan terakhir dengan Undang-Undang Republik Indonesia Nomor 16 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang Nomor 19 Tahun 2003 Undang-Undang (UU) Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi;
3. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER- 1/MBU/03/2023 Tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara;
4. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER- 2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
5. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER- 3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara;
6. Surat Edaran Menteri BUMN Nomor: SE-7/MBU/07/2020 tanggal 1 Juli 2020 Tentang tentang Nilai-nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara;
7. Surat Edaran Menteri BUMN Nomor: SE-12/MBU/10/2021 Tentang Kewajiban Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Bagi Pejabat di Lingkungan Badan Usaha Milik Negara;
8. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN Republik Indonesia Nomor SK-3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara;
9. Surat Kementerian BUMN No. S-17/S.MBU/02/2020 Tentang Sertifikasi ISO 37001 Sistem Manajemen Anti Penyuapan (SMAP) di BUMN;
10. ASEAN *Corporate Governance Scorecard* (ACGS) yang dikeluarkan oleh ASEAN Capital Market Forum (ACMF);

PLN Indonesia Power implements Corporate Governance by referring to various provisions and laws and regulations, as follows:

1. Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies;
2. Law No. 19 of 2003 on State-Owned Enterprises, as amended and lastly amended by Law of the Republic of Indonesia No. 16 of 2025 on the Fourth Amendment to Law No. 19 of 2003, and Law No. 31 of 1999 on the Eradication of Criminal Acts of Corruption;
3. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 on Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises;
5. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises;
6. Circular Letter of the Minister of State-Owned Enterprises Number: SE-7/MBU/07/2020 dated July 1, 2020 on the Core Values of Human Resources of State-Owned Enterprises;
7. Circular Letter of the Minister of State-Owned Enterprises Number: SE-12/MBU/10/2021 on the Obligation to Submit State Officials' Wealth Reports (LHKPN) for Officials within State-Owned Enterprises;
8. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia Number SK-3/DKU.MBU/05/2023 on Technical Guidelines on the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises;
9. Letter of the Ministry of State-Owned Enterprises No. S-17/S.MBU/02/2020 on ISO 37001 Certification for Anti-Bribery Management Systems (ABMS) in State-Owned Enterprises;
10. ASEAN Corporate Governance Scorecard (ACGS) issued by the ASEAN Capital Market Forum (ACMF);

PLTS Selayar, UBP Tello, Sulawesi Selatan.
Selayar SoPP, Tello GBU, South Sulawesi.

11. Pedoman Umum Governansi Korporasi Indonesia (PUG-KI) yang dikeluarkan oleh Komite Nasional Kebijakan Governansi (KNKG) tahun 2021;
12. Anggaran Dasar Perusahaan dan Keputusan Rapat Umum Pemegang Saham (RUPS);
13. Peraturan dan Kebijakan Perusahaan.

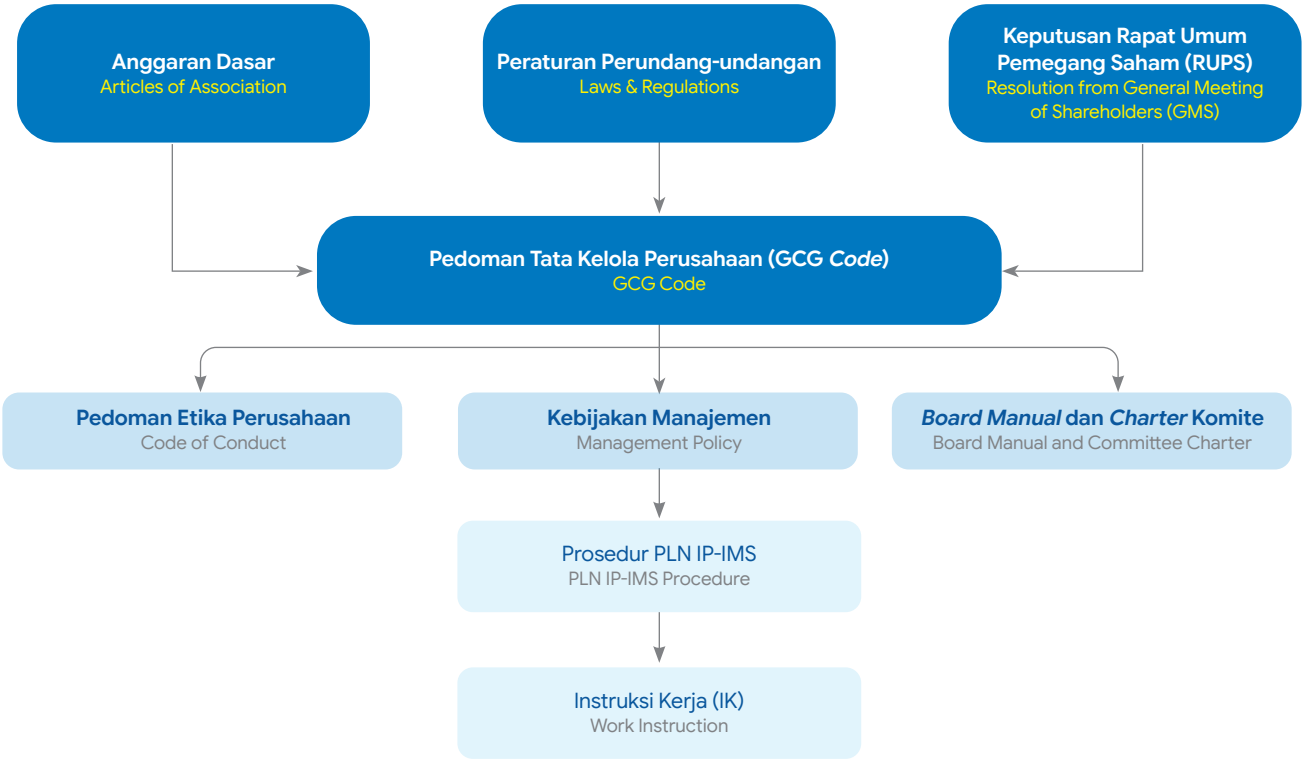
11. Indonesian General Guidelines for Corporate Governance (PUG-KI) issued by the National Committee on Governance Policy (KNKG), in 2021;
12. The Company's Articles of Association and resolutions of the General Meeting of Shareholders (GMS); and
13. Company Regulations and Policies.

Hierarki Kebijakan Perusahaan
Hierarchy of Company Policies

PLN Indonesia Power menerapkan *hierarki* dokumen peraturan dan kebijakan perusahaan sebagai landasan penerapan governansi secara konsisten dan berkelanjutan. *Hierarki* ini dimulai dari Anggaran Dasar, Peraturan Perundang-undangan, dan Keputusan RUPS sebagai dasar utama tata kelola perusahaan. Implementasinya diperkuat melalui Pedoman Tata Kelola Perusahaan (GCG *Code*), *Code of Conduct*, Kebijakan Manajemen, serta *Board Manual* dan *Charter* Komite. Seluruh kebijakan tersebut diturunkan ke dalam prosedur dan instruksi kerja untuk mendukung operasional perusahaan secara efektif dan akuntabel. Dengan struktur kebijakan yang terintegrasi, perusahaan memastikan terciptanya tata kelola yang transparan, adaptif, dan berorientasi pada keberlanjutan.

PLN Indonesia Power implements a hierarchy of corporate regulations and policy documents as the foundation for consistent and sustainable governance implementation. This hierarchy begins with the Articles of Association, Laws and Regulations, and Resolutions of the GMS as the primary basis for corporate governance. Its implementation is strengthened through the Good Corporate Governance Guidelines (GCG Code), Code of Conduct, Management Policies, as well as the Board Manual and Committee Charters. All of these policies are further translated into procedures and work instructions to support the Company's operations effectively and accountably. Through this integrated policy structure, the Company ensures the establishment of governance that is transparent, adaptive, and sustainability-oriented.

Hirarki Kebijakan Perusahaan
Company Policy Hierarchy



Kebijakan Governansi Perusahaan
Corporate Governance Policies

Sebagai bagian dari komitmen dalam memperkuat penerapan governansi Perusahaan, PLN Indonesia Power telah menetapkan berbagai kebijakan governansi Perusahaan yang menjadi pedoman dalam pelaksanaan kegiatan usaha dan proses pengambilan keputusan di seluruh lini organisasi. Kebijakan-kebijakan tersebut disusun untuk memastikan pengelolaan Perusahaan berjalan secara transparan, akuntabel, bertanggung jawab, independen, dan berkeadilan, serta selaras dengan ketentuan peraturan perundang-undangan dan praktik governansi yang berlaku.

Sebagai bentuk komitmen terhadap keterbukaan informasi kepada para pemangku kepentingan, berbagai kebijakan governansi perusahaan tersebut juga telah dipublikasikan melalui *website* resmi PLN Indonesia Power https://www.plnindonesiapower.co.id/id dan dapat diakses oleh publik sesuai ketentuan yang berlaku.

As part of its commitment to strengthening the implementation of Corporate Governance, PLN Indonesia Power has established various corporate governance policies that serve as guidelines for conducting business activities and decision-making processes across all levels of the organization. These policies are formulated to ensure that the Company is managed in a transparent, accountable, responsible, independent, and fair manner, while remaining aligned with prevailing laws and regulations as well as applicable governance practices.

As a form of commitment to information transparency for stakeholders, these corporate governance policies have also been published on the official PLN Indonesia Power website https://www.plnindonesiapower.co.id/id and can be accessed by the public in accordance with applicable provisions.

Perusahaan melakukan evaluasi dan pemutakhiran atas perangkat kebijakan yang dimiliki secara berkala, agar terus memiliki relevansinya, baik terhadap perkembangan Perusahaan maupun perkembangan regulasi yang berlaku.

The Company periodically evaluates and updates its policy instruments to ensure their continued relevance, both to the Company's developments and to applicable regulatory developments.

Roadmap Tata Kelola Perusahaan

Corporate Governance Roadmap

Roadmap Tata Kelola Perusahaan 2024–2028 yang telah ditetapkan oleh PT PLN Indonesia Power menjadi *grand design* atau peta jalan strategis dalam mengarahkan implementasi Tata Kelola Perusahaan yang Baik secara terukur, sistematis, dan berkelanjutan. *Roadmap* ini disusun sebagai pedoman strategis untuk memperkuat penerapan governansi Perusahaan.

The 2024–2028 Corporate Governance Roadmap established by PT PLN Indonesia Power serves as the grand design or strategic roadmap for directing the implementation of Good Corporate Governance in a measurable, systematic, and sustainable manner. This roadmap was developed as a strategic guideline to strengthen the implementation of corporate governance.

Pada tahun 2025, implementasi *Roadmap* Tata Kelola Perusahaan terus dilaksanakan melalui berbagai program penguatan governansi yang berfokus pada Pengembangan Tata Kelola melalui penguatan organisasi dan sistem berbasis Teknologi Informasi guna mendukung efektivitas penerapan GCG.

In 2025, the implementation of the Corporate Governance Roadmap continued through various governance strengthening programs focusing on Governance Development through the strengthening of organizational structures and Information Technology-based systems to support the effective implementation of GCG.

Roadmap Tata Kelola Perusahaan 2024-2028

Corporate Governance Roadmap 2024-2028

Visi Perusahaan: Company Vision:
"To be a Global Top Performance and Sustainable Power Company"
"To be a Global Top Performance and Sustainable Power Company"

- Penguatan Infrastruktur Tata Kelola berkelanjutan
  Strengthening Sustainable Governance Infrastructure
- Peningkatan Kapasitas Sumber Daya Manusia
  Enhancing Human Resource Capacity
- Kepatuhan dan Pelaporan kepada Pemangku Kepentingan
  Compliance and Reporting to Stakeholders

2024 *GOVERNANCE MINDSET*

Fokus: Perubahan mindset terhadap standar GCG terbaru yang diikuti dengan pemuktahiran dan penataan organisasi yang berlandaskan budaya berintegritas

Focus: Changing mindset towards the latest GCG standards followed by organizational renewal and structuring based on a culture of integrity.

2025 *RELIABLE SYSTEM*

Fokus: Pengembangan Tata Kelola melalui penguatan organisasi dan sistem berbasis Teknologi Informasi guna mendukung efektivitas penerapan GCG

Focus: Governance development through strengthening organization and IT-based systems to support the effective implementation of GCG.

2026 *INTEGRATED GOVERNANCE*

Fokus: Penerapan tata kelola terintegrasi pada seluruh entitas grup Perusahaan sejalan dengan standar terbaik (*best practice*)

Focus: Implementation of integrated governance across all group entities in line with best practice standards.

2027 *SUSTAINABLE GOVERNANCE*

Fokus: Integrasi prinsip-prinsip *Environmental, Social, and Governance* (ESG) ke dalam seluruh sistem tata kelola Perusahaan secara keberlanjutan

Focus: Integration of Environmental, Social, and Governance (ESG) principles into all corporate governance systems sustainably.

2028 *GLOBAL RESILIENCE*

Fokus: Terwujudnya Perusahaan yang tangguh, adaptif dan menjadi pemimpin global industri pembangkit berkelanjutan.

Focus: Realizing a resilient, adaptive company that becomes a global leader in the sustainable power generation industry.

Prinsip GCG : Transparansi, Akuntabilitas, Responsibilitas, Independensi dan *Fairness*
GCG Principles: Transparency, Accountability, Responsibility, Independence, and Fairness

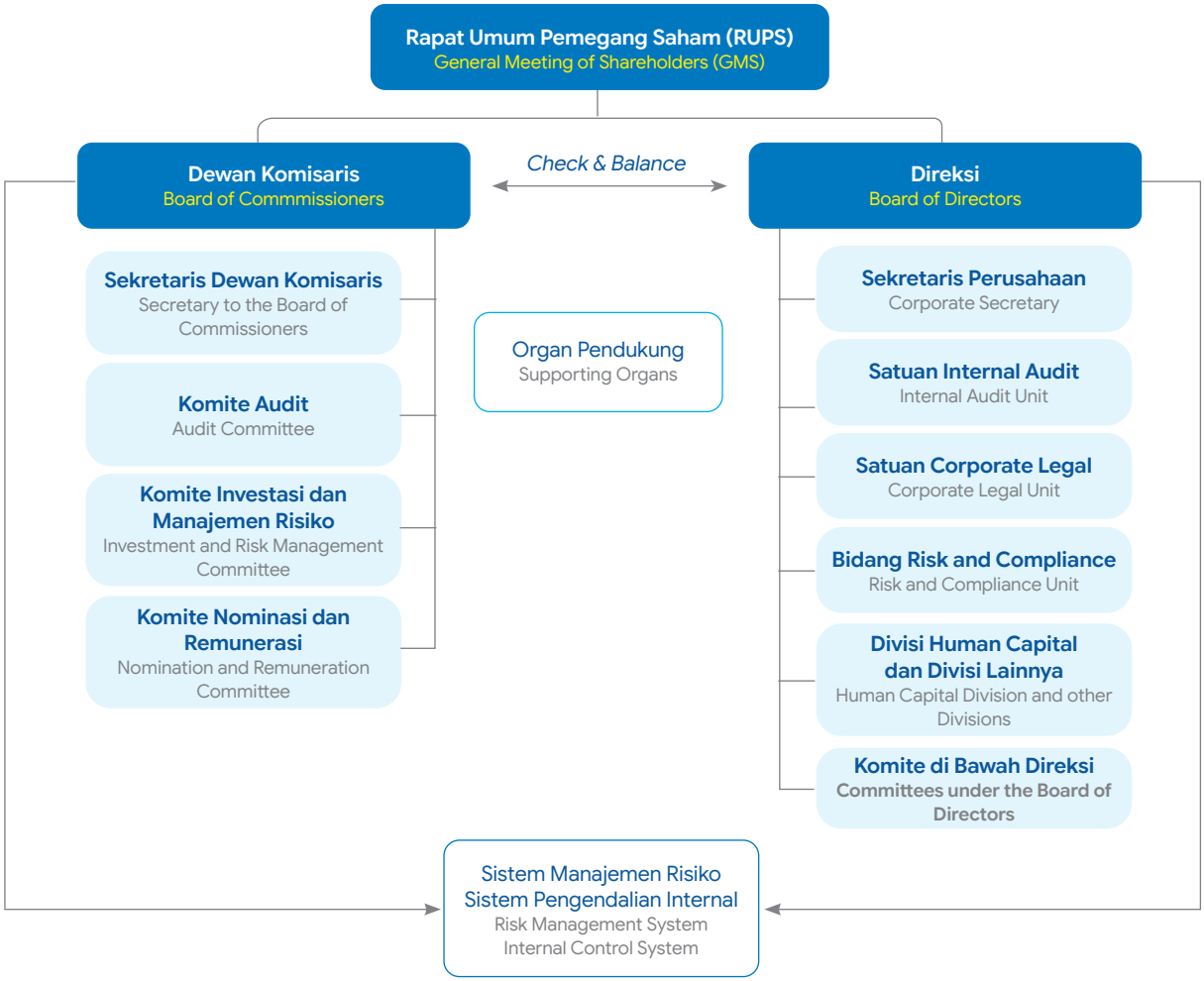
Struktur Organ Tata Kelola Perusahaan

Corporate Governance Structure

Berikut adalah organ tata kelola PLN Indonesia Power per 31 Desember 2025:

The following are the corporate governance organs of PLN Indonesia Power as of December 31, 2025:

Struktur Organ Tata Kelola PLN Indonesia Power
PLN Indonesia Power Governance Organ Structure



Strategi Perusahaan dalam Meningkatkan Kualitas Governansi PLN Indonesia Power

Company Strategies to Improve PLN Indonesia Power Governance Quality

Sepanjang tahun 2025, PLN Indonesia Power telah melakukan berbagai upaya meningkatkan kualitas dan memperkuat penerapan Tata Kelola Perusahaan yang Baik dalam setiap aktivitas Perusahaan agar mampu secara konsisten menerapkan governansi Perusahaan yang berkelanjutan. Berikut beberapa program governansi yang dilakukan selama tahun 2025:

1. Himbauan Pengisian LHKPN melalui *email* maupun sosialisasi LHKPN di IPKU;
2. Sosialisasi Himbauan Pengendalian Gratifikasi;
3. Penandatanganan Pakta Integritas Pegawai dan Pasangan oleh Direksi, Dewan Komisaris dan seluruh *Senior Leader* di Perusahaan PT PLN Indonesia Power;

Throughout 2025, PLN Indonesia Power undertook various initiatives to improve the quality and strengthen the implementation of Good Corporate Governance in all Company activities to consistently implement sustainable corporate governance. The following are several programs carried out during 2025:

1. Dissemination and reminders regarding LHKPN submission through email and LHKPN dissemination programs at IPKU;
2. Dissemination of Gratification Control reminders;
3. Signing of Integrity Pacts by employees and their spouses, as well as by the Board of Directors, the Board of Commissioners, and all Senior Leaders of PT PLN Indonesia Power;

4. Melakukan *survey* pemahaman pegawai atas pemahaman integritas;
5. Menerapkan program pengembangan kompetensi setiap personil auditor melalui sertifikasi dan pelatihan berdasarkan *Training Need Analysis*;
6. Sosialisasi Himbauan Benturan Kepentingan;
7. *Survey* Pemahaman GCG, CoC, WBS dan Gratifikasi kepada Direksi, Dewan Komisaris, Organ Pendukung Dewan Komisaris dan Pegawai;
8. Menindaklanjuti laporan pengaduan termasuk Laporan Gratifikasi yang masuk melalui sarana pelaporan WBS;
9. Penandatangan Komitmen SMAP oleh seluruh Direksi dan Dewan Komisaris ;
10. Sinergi Perusahaan Bersama Unit dan Anak Perusahaan melalui Forum Kepatuhan dengan Unit dan Anak Perusahaan;
11. Menyelenggarakan sejumlah program pelatihan terkait anti korupsi di seluruh jenjang jabatan dan unit bisnis Perusahaan;
12. Melakukan *monitoring* Hasil Penilaian Penerapan Tata Kelola Perusahaan yang Baik kepada Anak Perusahaan.

4. Conducting a survey of employee understanding of integrity;
5. Implementing competency development programs for each auditor personnel through certification and training based on Training Need Analysis;
6. Dissemination of Conflict of Interest reminders;
7. Conducting surveys on the understanding of GCG, CoC, WBS, and Gratification among the Board of Directors, Board of Commissioners, Supporting Organs of the Board of Commissioners, and employees;
8. Following up on complaint reports, including Gratification Reports submitted through the WBS reporting channels;
9. Signing of the ABMS Commitment by all members of the Board of Directors and the Board of Commissioners;
10. Corporate synergy with business units and subsidiaries through Compliance Forums with units and subsidiaries;
11. Organizing various anti-corruption training programs across all levels of positions and business units within the Company; and
12. Monitoring the results of Good Corporate Governance implementation assessments in Subsidiaries.

Penilaian Penerapan Governansi Perusahaan

Assessment of Corporate Governance Implementation

Pada tahun 2025, PLN Indonesia Power melaksanakan penilaian penerapan governansi Perusahaan melalui mekanisme *self assessment* sebagai bagian dari upaya evaluasi dan peningkatan kualitas implementasi Tata Kelola Perusahaan yang Baik secara berkelanjutan. Penilaian tersebut dilakukan untuk mengukur tingkat kesesuaian penerapan governansi Perusahaan terhadap prinsip, standar, dan praktik tata kelola yang berlaku.

Dalam pelaksanaannya, *self assessment* dilakukan dengan mengacu pada beberapa *framework* dan pedoman governansi, yaitu ASEAN *Corporate Governance Scorecard* (ACGS), Pedoman Umum Governansi Korporat Indonesia (PUG-KI), serta ketentuan tata kelola berdasarkan Peraturan Otoritas Jasa Keuangan (POJK). Melalui pelaksanaan penilaian tersebut, Perusahaan memperoleh gambaran atas efektivitas implementasi governansi sekaligus mengidentifikasi area penguatan dan peluang perbaikan untuk mendukung peningkatan kualitas tata kelola perusahaan secara berkesinambungan.

Penjelasan lebih lanjut terkait Penilaian Penerapan governansi dijelaskan di masing-masing bab pada bab governansi Perusahaan dalam Laporan Tahunan ini.

In 2025, PLN Indonesia Power conducted an assessment of the implementation of corporate governance through a self-assessment mechanism as part of its ongoing efforts to evaluate and improve the quality of Good Corporate Governance implementation. The assessment was carried out to measure the level of conformity of the Company's governance implementation with applicable governance principles, standards, and practices.

In its implementation, the self-assessment was conducted with reference to several governance frameworks and guidelines, namely the ASEAN Corporate Governance Scorecard (ACGS), the Indonesian General Guidelines for Corporate Governance Corporate Governance (PUG-KI), and governance provisions based on Financial Services Authority Regulations (POJK). Through this assessment process, the Company obtained an overview of the effectiveness of governance implementation while also identifying areas for strengthening and opportunities for improvement to support the continuous enhancement of corporate governance quality.

Further explanations regarding the Assessment of Governance Implementation are provided in each chapter under the Corporate Governance section of this Annual Report.

Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi dalam struktur Tata Kelola Indonesia Power yang berfungsi sebagai sarana bagi para pemegang saham untuk melaksanakan hak dan kewajibannya. RUPS memiliki wewenang tersendiri, yang tidak diberikan kepada Direksi maupun Dewan Komisaris, dalam batas yang ditentukan dalam undang-undang dan/atau Anggaran Dasar Perusahaan.

Pemegang saham utama dan pengendali Indonesia Power adalah PT PLN (Persero) dengan kepemilikan saham yang terdiri dari 1 lembar Saham Seri 1 dan 357.165.633.598 lembar Saham Seri 2. Pemegang saham utama dan pengendali diwakili oleh Direktur Utama PT PLN (Persero), yang secara teknis berada di bawah Sekretaris Perusahaan cq. Fungsi Hubungan Investor.

The General Meeting of Shareholders (GMS) is the highest organ in the Corporate Governance structure of Indonesia Power, serving as a forum for shareholders to exercise their rights and obligations. The GMS holds its own authority, which is not granted to the Board of Directors or the Board of Commissioners, within the limits stipulated by laws and/or the Company's Articles of Association.

The majority and controlling shareholder of Indonesia Power is PT PLN (Persero), with share ownership consisting of 1 Series 1 share and 357,165,633,598 Series 2 shares. The majority and controlling shareholder is represented by the President Director of PT PLN (Persero), who is technically under the Corporate Secretary c.q. Investor Relations Function.

Hak Pemegang Saham
Shareholders' Rights

1. Menghadiri dan memberikan suara dalam suatu RUPS, khusus bagi pemegang saham Persero, dengan ketentuan 1 (satu) saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara.
2. Memperoleh informasi material mengenai Perusahaan, secara tepat waktu, terukur, dan teratur.
3. Menerima pembagian dari keuntungan Perusahaan yang diperuntukkan bagi pemegang saham/pemilik modal dalam bentuk dividen, dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham/modal yang dimilikinya.
4. Diperlakukan setara yang didukung aturan dan prosedur Perusahaan, atau hak untuk menerima pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memperoleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya.
5. Mengacu Anggaran Dasar Pasal 5, Hak Pemegang Saham juga diatur bahwa semua saham yang dikeluarkan oleh Perseroan adalah saham atas nama. Perseroan hanya mengakui 1 (satu) orang atau 1 (satu) badan hukum sebagai pemilik dari satu saham. Saham Seri I adalah saham dengan klasifikasi hak khusus untuk mencalonkan anggota Direksi dan/atau Dewan Komisaris yang akan diangkat oleh Rapat Umum Pemegang Saham, sedangkan saham Seri 2 adalah saham biasa.

1. Attending and voting at a GMS, specifically for shareholders of the Company, with the provision that 1 (one) share grants its holder the right to cast 1 (one) vote.
2. Obtaining material information regarding the Company in a timely, measurable, and regular manner.
3. Receiving a share of the Company's profits allocated to shareholders/capital owners in the form of dividends, and the remaining assets from liquidation, in proportion to the number of shares/capital owned.
4. Being treated equally which is supported by the Company's rules and procedures, or the right to receive disclosure of such rules and procedures, as well as disclosure of the capital structure and arrangements that enable certain shareholders to obtain influence or control disproportionate to their share ownership.
5. Referring to Article 5 of the Articles of Association, Shareholder Rights are also regulated that all shares issued by the Company are registered shares. The Company recognizes only 1 (one) individual or 1 (one) legal entity as the owner of a share. Series 1 shares are classified as shares with special rights to nominate members of the Board of Directors and/or the Board of Commissioners to be appointed by the GMS, while Series 2 shares are ordinary shares.

Jenis-Jenis Pelaksanaan RUPS
Types of GMS

Sesuai dengan penyelenggaraannya, RUPS terdiri dari RUPS Tahunan terkait Pengesahan RKAP dan Persetujuan Laporan Tahunan, serta Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang waktu penyelenggaraannya bisa terjadi di luar waktu RUPST. Pelaksanaan RUPS mengacu pada ketentuan perundang-undangan dan Anggaran Dasar Perusahaan tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham.

Sejalan dengan Anggaran Dasar Perusahaan Pasal 22, Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 hari terhitung sejak tanggal permintaan penyelenggaraan RUPS diterima. Pemanggilan RUPS dilakukan melalui surat tercatat dengan mencantumkan tanggal, waktu, tempat, dan tata cara rapat disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam RUPS tersedia di kantor Perusahaan.

Based on its implementation, the GMS consists of the Annual GMS related to the approval of the RKAP and the Annual Report, as well as the Extraordinary General Meeting of Shareholders (EGMS), which may be held outside the schedule of the AGMS. The implementation of the GMS refers to the prevailing laws and regulations as well as the Company's Articles of Association on the Planning and implementation of the General Meeting of Shareholders.

In line with Article 22 of the Company's Articles of Association, the GMS invitation must be issued no later than 14 days from the date the request for holding the GMS is received. The invitation to the GMS is delivered via registered mail, stating the date, time, venue, and procedures of the meeting, along with a notice that the materials to be discussed in the GMS are available at the Company's office.

Tahapan Penyelenggaraan RUPS Perusahaan
Stages of the Company's GMS Implementation

Pemanggilan Penyelenggaraan RUPS Melalui Surat Tercatat (Undangan)
The Notice for the Implementation of GMS via Registered Mail (Invitation)

Paling lambat 14 (empat belas) hari sebelum Pelaksanaan RUPS, tanpa memperhitungkan tanggal RUPS dan tanggal pemanggilan.
No later than 14 (fourteen) days prior to the GMS, excluding the GMS date and the date of the invitation.

Pelaksanaan RUPS
Implementation of the GMS

Sesuai dengan jadwal yang ditentukan.
According to the scheduled date

Hasil RUPS
Results of the GMS

Hasil RUPS dituangkan dalam Risalah RUPS dan Akta Notaris.
The results of the GMS are set out in the Minutes of the GMS and Notarial Deed.

Tata Tertib RUPS Tahun Buku 2025
Rules of Conduct for the 2025 GMS

1. Rapat diselenggarakan dalam Bahasa Indonesia;
2. Rapat dipimpin oleh Kuasa Pemegang Saham Mayoritas;
3. *Highlight Run Down* RUPS;
4. Hanya Pemegang Saham yang mempunyai hak untuk menyampaikan pendapat dan memberikan suara dalam Rapat.

1. The meeting was conducted in Bahasa Indonesia;
2. The meeting was chaired by the Proxy of the Majority Shareholder;
3. GMS run-down highlights;
4. Only Shareholders were entitled to express opinions and cast votes in the Meeting.

5. Undangan atas permintaan Pimpinan Rapat dapat memberikan sumbangan pikiran namun masukan hanya untuk bahan pertimbangan Pemegang Saham dan masukan tersebut tidak dimuat dalam Risalah Rapat
6. Tanya Jawab: Pemegang Saham dapat mengajukan pertanyaan atau menyatakan pendapat
7. Pimpinan Rapat dapat memberikan kesempatan kepada Undangan Rapat untuk mengajukan pertanyaan dan/atau pendapat dan/atau usulan kepada Perseroan
8. Pertanyaan-pertanyaan hanya yang berhubungan dengan Agenda Rapat
9. Setiap pertanyaan dan/atau pendapat dalam Rapat diajukan secara lisan
10. Hal-hal yang belum diatur dalam Tata Tertib ini akan ditentukan kemudian oleh Pimpinan Rapat berdasarkan persetujuan Pemegang Saham.

5. Invitees, upon request of the Chairperson of the Meeting, might provide input; however, such input should only serve as consideration for the Shareholders and would not be recorded in the Minutes of Meeting.
6. Q&A Session: Shareholders might raise questions or express opinions.
7. The Chairperson of the Meeting might grant the Meeting Invitees the opportunity to raise questions and/or opinions and/or proposals to the Company.
8. Questions must be related to the Meeting Agenda only.
9. All questions and/or opinions during the Meeting should be delivered verbally.
10. Matters not yet stipulated in these Rules of Conduct should be determined later by the Chairperson of the Meeting based on the approval of the Shareholders.

Mekanisme Pemungutan Suara
Voting Mechanism

Selaras dengan Anggaran Dasar Perusahaan Pasal 25 ayat 4 dan 5 dalam hal pemungutan suara (*voting*) maka dalam rapat, tiap saham memberikan hak kepada pemiliknya untuk 1 (satu) suara. Pemungutan suara mengenai diri orang dilakukan dengan surat tertutup yang tidak ditandatangani, dan pemungutan suara mengenai hal lain dilakukan secara lisan, kecuali apabila Ketua Rapat menentukan lain tanpa ada keberatan dari Pemegang Saham yang hadir dalam Rapat.

In accordance with Article 25 paragraphs 4 and 5 of the Company's Articles of Association, in the event of voting, each share grants its holder the right to 1 (one) vote at the meeting. Voting on individuals shall be conducted by unsigned closed ballot, while voting on other matters shall be conducted verbally, unless the Chairperson of the Meeting determines otherwise, provided that there are no objections from the Shareholders present at the Meeting.

Penyelenggaraan RUPS Tahun 2025
GMS Implementation in 2025

Sepanjang tahun 2025, PLN Indonesia Power telah menyelenggarakan RUPS Tahunan sebanyak 2 (dua) kali, yaitu dengan penjelasan sebagai berikut:

Throughout 2025, PLN Indonesia Power held two Annual GMS, as explained below:

RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025
GMS on Ratification of the Corporate Work Plan and Budget (RKAP) 2025

Tanggal Undangan RUPS **Date of GMS Notice**	13 Januari 2025.	January 13, 2025.
Tanggal & Waktu RUPS **Date & Time of the GMS**	30 Januari 2025, Pukul 08.02 WIB.	January 30, 2025, at 08:02 AM.
Lokasi Location	Jakarta, Indonesia.	Jakarta, Indonesia.

Peserta RUPS **GMS Attendance**	Perwakilan Pemegang Saham Mayoritas, Perwakilan Pemegang Saham Minoritas, Dewan Komisaris, Direksi PT PLN Indonesia Power.	Representatives of the Majority Shareholder, Representatives of the Minority Shareholders, the Board of Commissioners, and the Board of Directors of PT PLN Indonesia Power.
Pimpinan RUPS **GMS Chairperson**	Iskandar Simorangkir selaku Komisaris Utama.	Iskandar Simorangkir as President Commissioner.
Daftar Kehadiran Pemegang Saham **Shareholders Attendance List**	1. Hartanto Wibowo – Direktur Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) 2. Adi Lumakso – Direktur Manajemen Pembangkitan PT PLN (Persero) 3. Suroso Isnandar – Direktur Manajemen Risiko PT PLN (Persero) 4. Supriyadi – Ketua Umum Pengurus YPK PT PLN (Persero)	1. Hartanto Wibowo – Director of Corporate Planning and Business Development of PT PLN (Persero) 2. Adi Lumakso – Director of Generation Management of PT PLN (Persero) 3. Suroso Isnandar – Director of Risk Management of PT PLN (Persero) 4. Supriyadi – Chairman of YPK Management of PT PLN (Persero)
Kuorum **Meeting Quorum**	Setuju 100% dengan dihadiri dan diwakili sebanyak 357.165.633.599 (Tiga Ratus Lima Puluh Tujuh Milyar Seratus Enam Puluh Lima Juta Enam Ratus Tiga Puluh Tiga Ribu Lima Ratus Sembilan Puluh Delapan) lembar saham, yang merupakan seluruh saham dalam Perseroan dengan hak suara yang sah.	Approved 100% with attendance and representation of 357,165,633,599 (Three Hundred Fifty-Seven Billion One Hundred Sixty-Five Million Six Hundred Thirty-Three Thousand Five Hundred Ninety-Nine) shares, representing all shares in the Company with valid voting rights.

Adapun untuk agenda dan keputusan atas pelaksanaan RUPS RKAP Tahun 2025 adalah sebagai berikut:

The agenda and resolutions of the 2025 GMS on RKAP are as follows:

Keterangan Description		**Realisasi/Tindak Lanjut** Realization/Follow up
Agenda Pertama Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2025.	**First Agenda** Approval and ratification of the Company's Work Plan and Budget for 2025.	RKAP Tahun 2025 telah disahkan pada saat RUPS berlangsung. The 2025 RKAP was ratified during the GMS.
Keputusan RUPS memutuskan menyetujui dan mengesahkan Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2025.	**Resolution** The GMS resolved to approve and ratify the Company's Work Plan and Budget (RKAP) for the year 2025.	
Perolehan Suara	**Voting Results**	

Setuju In Favor	**Tidak Setuju** Against	***Abstain***
100% Pemegang Saham/ 357.165.633.599 100% of Shareholders / 357,165,633,599	-	-

Agenda Kedua Persetujuan dan Pengesahan *Key Performance Indicator* (KPI) Tahun 2025.	**Second Agenda** Approval and ratification of the 2025 Key Performance Indicators (KPI).	Kontrak Manajemen/*Key Performance Indicator* Tahun 2025 telah disahkan pada saat RUPS berlangsung. The 2025 Management Contract/Key Performance Indicators (KPI) were ratified during the GMS.
Keputusan RUPS menyetujui dan mengesahkan Kontrak Manajemen/*Key Performance Indicator* (KPI) 2025 antara Direksi, Dewan Komisaris dan Pemegang Saham Perseroan.	**Resolution** The GMS approved and ratified the Management Contract/Key Performance Indicators (KPI) for 2025 between the Board of Directors, the Board of Commissioners, and the Company's Shareholders.	

Keterangan Description			Realisasi/Tindak Lanjut Realization/Follow up
Perolehan Suara	Voting Results		
Setuju In Favor	**Tidak Setuju** Against	***Abstain***	
100% Pemegang Saham/ 357.165.633.599 100% of Shareholders / 357,165,633,599	-	-	

RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Tahunan Tahun Buku 2024

GMS on Approval and Ratification of Annual Report 2024

Tanggal Undangan RUPS **Date of GMS Notice**	16 Mei 2025.	May 16, 2025.
Tanggal & Waktu RUPS **Date & Time of the GMS**	19 Juni 2025, Pukul 9.00WIB.	June 19, 2025, at 9:00 AM.
Lokasi Location	Jakarta, Indonesia.	Jakarta, Indonesia.
Peserta RUPS **GMS Attendance**	Perwakilan Pemegang Saham Mayoritas, Perwakilan Pemegang Saham Minoritas, Dewan Komisaris, Direksi PT Indonesia Power.	Representatives of the Majority Shareholder, Representatives of the Minority Shareholders, the Board of Commissioners, and the Board of Directors of PT Indonesia Power.
Pimpinan RUPS **GMS Chairperson**	Iskandar Simorangkir selaku Komisaris Utama.	Iskandar Simorangkir, as President Commissioner.
Daftar Kehadiran Pemegang Saham **Shareholders Attendance List**	1. Hartanto Wibowo – Direktur Perencanaan Korporat dan Pengembangan Bisnis PT PLN (Persero) 2. Edwin Nugraha Putra – Direktur Transmisi dan Perencanaan Sistem PT PLN (Persero 3. Rizal Calvary Marimbo - Direktur Manajemen Pembangkitan PT PLN (Persero) 4. Adi Lumakso – Direktur Manajemen Risiko PT PLN (Persero) 5. Arsyadany Ghana Akmalaputri – Direktur Distribusi 6. Supriyadi - Ketua Umum Pengurus YPK PT PLN (Persero)	1. Hartanto Wibowo – Director of Corporate Planning and Business Development of PT PLN (Persero) 2. Edwin Nugraha Putra – Director of Transmission and System Planning, PT PLN (Persero) 3. Rizal Calvary Marimbo – Director of Generation Management, PT PLN (Persero) 4. Adi Lumakso – Director of Risk Management, PT PLN (Persero) 5. Arsyadany Ghana Akmalaputri – Director of Distribution 6. Supriyadi – Chairman of YPK Management, PT PLN (Persero)
Kuorum **Meeting Quorum**	Setuju 100% dengan dihadiri dan diwakili sebanyak 357.165.633.598 (Tiga Ratus Lima Puluh Tujuh Milyar Seratus Enam Puluh Lima Juta Enam Ratus Tiga Puluh Tiga Ribu Lima Ratus Sembilan Puluh Delapan) lembar saham, yang merupakan seluruh saham dalam Perseroan dengan hak suara yang sah.	Approved 100%, with attendance and representation of 357,165,633,598 (Three Hundred Fifty-Seven Billion One Hundred Sixty-Five Million Six Hundred Thirty-Three Thousand Five Hundred Ninety-Eight) shares, representing all shares in the Company with valid voting rights.

Agenda, Keputusan dan Tindak Lanjut atau Realisasi Atas Pelaksanaan RUPS Laporan Tahunan Tahun Buku 2024

Agenda, Resolutions, and Follow up or Realization of the GMS on the 2024 Annual Report

Agenda dan Keputusan RUPS Laporan Tahunan tanggal 19 Juni 2025 GMS Agenda and Resolutions of the Annual Report dated June 19, 2025	Realisasi/Tindak Lanjut Realization/Follow up
Agenda Pertama Persetujuan dan Pengesahan Laporan Keuangan Perseroan Tahun Buku 2024 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2024 serta Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledig Acquit Et De Charge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan Pengurusan dan Pengawasan yang telah dijalankan selama Tahun Buku 2024. **Keputusan** RUPS memutuskan menyetujui dan mengesahkan Laporan Keuangan Perseroan Tahun Buku 2024 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2024 serta Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledig Acquit Et De Charge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan Pengurusan dan Pengawasan yang telah dijalankan selama Tahun Buku 2024. **Perolehan Suara** Voting Results **Setuju** / In Favor: 100% Pemegang Saham/ 357.165.633.599 / 100% of Shareholders / 357,165,633,599 **Tidak Setuju** / Against: - ***Abstain***: -	**First Agenda** Approval and Ratification of the Company's Financial Statements for the 2024 Fiscal Year, including the Report on the Supervisory Duties of the Board of Commissioners during the 2024 Fiscal Year, as well as the granting of full release and discharge of liability (Volledig Acquit et de Charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions carried out during the 2024 Fiscal Year. **Resolution** The GMS resolved to approve and ratify the Company's Financial Statements for the 2024 Fiscal Year, including the Report on the Supervisory Duties of the Board of Commissioners during the 2024 Fiscal Year, and to grant full release and discharge of liability (Volledig Acquit et de Charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions carried out during the 2024 Fiscal Year. Laporan Tahunan yang terdiri dari atas Laporan Keuangan Perseroan Tahun Buku 2024 termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama Tahun Buku 2024 serta Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (*Volledig Acquit Et De Charge*) kepada Direksi dan Dewan Komisaris Perseroan atas Tindakan Pengurusan dan Pengawasan yang telah dijalankan selama Tahun Buku 2024 telah disahkan oleh Pemegang Saham pada saat RUPS berlangsung. The Annual Report, consisting of the Company's Financial Statements for the 2024 Fiscal Year, including the Report on the Supervisory Duties of the Board of Commissioners during the 2024 financial year, as well as the granting of full release and discharge of liability (Volledig Acquit et de Charge) to the Board of Directors and the Board of Commissioners for the management and supervisory actions carried out during the 2024 Fiscal Year, had been ratified by the Shareholders during the GMS.
Agenda Kedua Penetapan Penggunaan Laba Bersih Tahun Buku 2024. **Keputusan** RUPS Memberi Kuasa kepada Pemegang Saham mayoritas untuk menetapkan penggunaan Laba Bersih Tahun Buku 2024. **Perolehan Suara** Voting Results **Setuju** / In Favor: 100% Pemegang Saham/ 357.165.633.599 / 100% of Shareholders / 357,165,633,599 **Tidak Setuju** / Against: - ***Abstain***: -	Second Agenda Determination of the Appropriation of Net Profit for the 2024 Fiscal Year. Resolution The GMS granted authority to the Majority Shareholder to determine the appropriation of the Company's Net Profit for the 2024 Fiscal Year. PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menetapkan penggunaan laba bersih tahun buku 2024 melalui surat PLN 10248/KEU.02.04/PLNIP010000/2025 tanggal 18 Desember 2025. PT PLN (Persero), as the Majority Shareholder, had determined the appropriation of net profit for the 2024 fiscal year through PLN Letter No. 10248/KEU.02.04/PLNIP010000/2025 dated December 18, 2025.

Agenda dan Keputusan RUPS Laporan Tahunan tanggal 19 Juni 2025 GMS Agenda and Resolutions of the Annual Report dated June 19, 2025		Realisasi/Tindak Lanjut Realization/Follow up
Agenda Ketiga Persetujuan Tantiem Tahun Buku 2024 dan Remunerasi Tahun Buku 2025 bagi Direksi dan Dewan Komisaris serta Bonus Karyawan Tahun Buku 2024. **Keputusan** RUPS memberi Kuasa kepada Pemegang Saham mayoritas untuk menetapkan Gaji/ Honorarium berikut Fasilitas dan Tunjangan Tahun Buku 2025, serta Tantiem/Insentif Kinerja/Insentif Khusus atas Kinerja Tahun Buku 2024 untuk Direksi dan Dewan Komisaris Perseroan, serta Bonus Karyawan Tahun Buku 2024. **Perolehan Suara**	**Third Agenda** Approval of Tantiem for the 2024 Fiscal Year and Remuneration for the 2025 Fiscal Year for the Board of Directors and the Board of Commissioners, as well as Employee Bonuses for the 2024 Fiscal Year. **Resolution** The GMS granted authority to the Majority Shareholder to determine the salaries/honoraria, including facilities and allowances for the 2025 fiscal year, as well as tantiem/performance incentives/ special incentives for the 2024 fiscal year for the Board of Directors and the Board of Commissioners of the Company, and employee bonuses for the 2024 fiscal year. **Voting Results**	Sudah ditindaklanjuti terkait keputusan gaji/ honararium Direksi dan Dewan Komisaris tahun 2025, untuk keputusan tantiem/ Insentif Kinerja/Insentif Khusus Direksi dan Dewan Komisaris Tahun Buku 2024 belum ditindaklanjuti menunggu arahan dari Pemegang Saham. The decision on salary/honorarium for the Board of Directors and Board of Commissioners for 2025 has been followed up, while the decision on bonus/ performance incentive/special incentive for the Board of Directors and Board of Commissioners for the 2024 financial year has not been followed up, awaiting direction from the Shareholders.

Setuju In Favor	Tidak Setuju Against	*Abstain*
100% Pemegang Saham/ 357.165.633.599 100% of Shareholders / 357,165,633,599	-	-

Agenda Keempat Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2025. **Keputusan** RUPS menetapkan Kantor Akuntan Publik sebagai auditor yang akan mengaudit Laporan Keuangan Perseroan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan untuk Tahun Buku 2025 adalah sama dengan Kantor Akuntan Publik yang mengaudit PT PLN (Persero). **Perolehan Suara**	**Fourth Agenda** Appointment of a Public Accounting Firm to audit the Company's Financial Statements for the 2025 Fiscal Year. **Resolution** The GMS resolved to appoint a Public Accounting Firm as the auditor to audit the Company's Financial Statements, Performance Evaluation Report, and Compliance Report for the 2025 fiscal year, which should be the same Public Accounting Firm that audits PT PLN (Persero). **Voting Results**	PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menunjuk Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan untuk melakukan audit atas Laporan Keuangan PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menunjuk Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan untuk melakukan audit atas Laporan Keuangan Tahun Buku 2025 melalui Surat PLN No 42756/DAN.01.02/F01070400/2025 tanggal 15 Agustus 2025 tentang Penunjukan Penyedia Barang/Jasa Repeat Order Pekerjaan Jasa Akuntan Publik Atas Laporan Keuangan Konsolidasian PT PLN (Persero) dan Entitas Anak untuk Tahun yang berakhir 31 Desember 2025. PT PLN (Persero), as the Majority Shareholder, appointed the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners to audit the Financial Statements of PT PLN (Persero) through PLN Letter No. 42756/DAN.01.02/ F01070400/2025 dated August 15, 2025, regarding the Appointment of a Goods/ Services Provider Under a Repeat Order Scheme For Public Accounting Services for the Consolidated Financial Statements of PT PLN (Persero) and Its Subsidiaries for the year ending December 31, 2025.

Setuju In Favor	Tidak Setuju Against	*Abstain*
100% Pemegang Saham/ 357.165.633.599 100% of Shareholders / 357,165,633,599	-	-

Penyelenggaraan RUPS Luar Biasa Tahun 2025
Implementation of the Extraordinary GMS in 2025

Sepanjang tahun 2025, Pemegang Saham telah menerbitkan Keputusan Pemegang Saham secara sirkuler sebanyak 3 (tiga) Keputusan, meliputi:

Throughout 2025, Shareholders issued 3 (three) circular Shareholder Resolutions, including:

Tanggal RUPS GMS Date	Perihal Subject	
26 Juni 2025 June 26, 2025	Keputusan Pemegang Saham Diluar RUPS (Sirkuler) PT PLN Indonesia Power Tentang Pemberhentian, Pengalihan Tugas, dan/atau Pengangkatan Anggota Direksi dan/atau Anggota Dewan Komisaris PT PLN Indonesia Power	Shareholders' Resolutions Outside the GMS (Circular) of PT PLN Indonesia Power on the Dismissal, Reassignment of Duties, and/or Appointment of Members of the Board of Directors and/or Members of the Board of Commissioners of PT PLN Indonesia Power
25 November 2025 November 25, 2025	Keputusan Pemegang Saham Diluar RUPS (Sirkuler) PT PLN Indonesia Power Tentang Penetapan Pelaksana Tugas Anggota Direksi PT PLN Indonesia Power.	Shareholders' Resolutions Outside the GMS (Circular) of PT PLN Indonesia Power on the Appointment of Acting Members of the Board of Directors of PT PLN Indonesia Power
30 Desember 2025 December 30, 2025	Keputusan Pemegang Saham Diluar RUPS (Sirkuler) PT PLN Indonesia Power Tentang Pemberhentian, Pengalihan Tugas, dan/atau Pengangkatan Anggota Dewan Komisaris PT PLN Indonesia Power	Shareholders' Resolutions Outside the GMS (Circular) of PT PLN Indonesia Power on the Dismissal, Reassignment of Duties, and/or Appointment of Members of the Board of Commissioners of PT PLN Indonesia Power

Tindak Lanjut Arahan Pemegang Saham RUPS Tahun 2025
Follow-Up on Shareholders' Directives from the 2025 GMS

Pelaksanaan RUPS tahun 2025 menghasilkan beberapa arahan dari Pemegang Saham dan telah direalisasikan oleh Perusahaan, sebagaimana tabel berikut:

The implementation of the 2025 GMS resulted in several directives from the Shareholders, which have been carried out by the Company, as presented in the table below:

Arahan RUPS 2025 dan Tindak Lanjutnya
2025 GMS Directives and Their Follow-Up

RUPS GMS	Jumlah Arahan Pemegang Saham Number of Shareholders' Directives	Status Tindak Lanjut Follow Up Status		
		Selesai Completed	Proses Process	Alasan Keputusan RUPS yang Belum Direalisasikan Reason for Unrealized GMS Resolution
RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 GMS for Approval of the Annual Report and Ratification of Financial Statements for the 2024 Fiscal Year	Tidak ada None	Tidak ada None	Tidak ada None	Tidak ada None
RUPS Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 GMS for Ratification of the Company's Work Plan and Budget (RKAP) for the 2025 Fiscal Year	61	61	0	0

Keputusan RUPS Sebelumnya dan Tindak Lanjutnya

Previous GMS Resolutions and Their Follow-Up

Indonesia Power terus memantau tindak lanjut dan status realisasi dari keputusan serta arahan RUPS secara berkelanjutan dan melaporkan progres tindak lanjutnya kepada Pemegang Saham dalam bentuk penyajian Laporan Manajemen setiap triwulan.

Indonesia Power continuously monitors the follow-up and realization status of GMS resolutions and directives, and reports the progress of such follow-up to the Shareholders in the form of Management Reports on a quarterly basis.

Seluruh rekomendasi dari Keputusan RUPS tahun buku 2023 yang diselenggarakan tahun 2024 telah dilaksanakan. Berikut Keputusan RUPS tahun Tahun 2024 dan tindak lanjutnya:

All recommendations from the GMS resolutions for the 2023 fiscal year, which were held in 2024, had been implemented. The following are the GMS resolutions for 2024 and their follow-up:

Keputusan RUPS Tahun 2024 GMS Resolutions 2024	Realisasi/Tindak Lanjut Realization/Follow Up
RUPS menyetujui dan menerima Laporan Tahunan mengenai keadaan dan jalannya perseroan selama tahun buku 2023 yang terdiri atas Laporan Keuangan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan serta menyetujui dan menerima Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris selama tahun buku 2023. The GMS approved and accepted the Annual Report on the condition and operations of the Company during the 2023 fiscal year, which consisted of the Financial Statements, Performance Evaluation Report, and Compliance Report, and also approved and accepted the Report on the Supervisory Duties of the Board of Commissioners during the 2023 fiscal year.	Laporan Tahunan yang terdiri dari atas Laporan Keuangan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan selama tahun 2023 telah disahkan oleh Pemegang Saham pada saat RUPS berlangsung. The Annual Report, consisting of the Financial Statements, Performance Evaluation Report, and Compliance Report for the year 2023, had been ratified by the Shareholders during the GMS.
RUPS memberikan kuasa kepada Pemegang Saham Mayoritas untuk menetapkan Penggunaan Laba Bersih Tahun Buku 2023. The GMS granted authority to the Majority Shareholder to determine the appropriation of Net Profit for the 2023 fiscal year.	PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menetapkan penggunaan laba bersih tahun buku 2023 melalui surat PLN No. No.54734/MNJ.01.01/F01000000/2024-SR tanggal 24 September 2024. PT PLN (Persero), as the Majority Shareholder, has determined the appropriation of net profit for the 2023 fiscal year through PLN Letter No. 54734/MNJ.01.01/F01000000/2024-SR dated September 24, 2024.
RUPS memberi kuasa kepada Pemegang Saham Mayoritas untuk menetapkan Tantiem Tahun Buku 2023 dan Remunerasi Tahun Buku 2024 bagi Direksi dan Dewan Komisaris serta Bonus bagi karyawan Tahun Buku 2023. The GMS granted authority to the Majority Shareholder to determine the Tantiem for the 2023 Fiscal Year and remuneration for the 2024 Fiscal Year for the Board of Directors and the Board of Commissioners, as well as employee bonuses for the 2023 Fiscal Year.	PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menetapkan besaran tantiem tahun 2023 dan penghasilan 2024 untuk Direksi dan Dewan Komisaris Perusahaan melalui Surat PLN No. 54734/MNJ.01.02/F01000000/2024-SR tanggal 24 September 2024. PT PLN (Persero), as the Majority Shareholder, had determined the amount of tantiem for 2023 and remuneration for 2024 for the Company's Board of Directors and Board of Commissioners through PLN Letter No. 54734/MNJ.01.02/F01000000/2024-SR dated September 24, 2024.
RUPS memberi kuasa kepada Pemegang Saham Mayoritas untuk menetapkan Penunjukan Kantor Akuntan Publik sebagai Auditor yang akan mengaudit Laporan Keuangan Perseroan, Laporan Evaluasi Kinerja dan Laporan Kepatuhan untuk tahun buku 2024. The GMS granted authority to the Majority Shareholder to determine the appointment of a Public Accounting Firm as the auditor to audit the Company's Financial Statements, Performance Evaluation Report, and Compliance Report for the 2024 fiscal year.	PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menunjuk Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan untuk melakukan audit atas Laporan Keuangan PT PLN (Persero) selaku Pemegang Saham Mayoritas telah menunjuk Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan untuk melakukan audit atas Laporan Keuangan Tahun Buku 2024 melalui Surat PLN No. 56480/DAN.01.02/F01070400/2024 tanggal 01 Oktober 2024. PT PLN (Persero), as the Majority Shareholder, had appointed the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Partners to audit the Financial Statements for the 2024 fiscal year through PLN Letter No. 56480/DAN.01.02/F01070400/2024 dated October 1, 2024.

Direksi
Board of Directors

Direksi merupakan organ pengelola Perusahaan yang berwenang dan bertanggung jawab atas pengelolaan Perusahaan. Dalam melaksanakan tugasnya, Direksi bertanggung Jawab Kepada RUPS. Pertanggungjawaban Direksi kepada RUPS merupakan perwujudan akuntabilitas pengelolaan Perusahaan sesuai dengan ketentuan Anggaran Dasar dan prinsip-prinsip GCG.

The Board of Directors is the Company's management organ, authorized and responsible for managing the Company. In carrying out its duties, the Board of Directors is accountable to the GMS. The accountability of the Board of Directors to the GMS reflects the Company's management accountability in accordance with the Articles of Association and GCG principles.

Penetapan komposisi dan jumlah anggota Direksi dilakukan dengan memperhatikan visi dan misi serta rencana strategis Perusahaan, sehingga pengambilan keputusan dapat dilakukan secara efektif, tepat dan cepat, serta menjunjung tinggi independensi dan semata-mata untuk kepentingan Perusahaan.

The determination of the composition and number of members of the Board of Directors is carried out by considering the Company's vision and mission, as well as its strategic plan, so that decision-making can be conducted effectively, accurately, and promptly, while upholding independence and solely serving the interests of the Company.

Pengangkatan dan Pemberhentian Direksi
Appointment and Dismissal of the Board of Directors

Anggota Direksi diangkat dan diberhentikan melalui RUPS dengan mengacu pada Anggaran Dasar Perseroan, serta Salinan Peraturan Menteri BUMN Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN tanggal 20 Maret 2023 dan Pedoman pengangkatan dan pemberhentian Direksi ditetapkan oleh Pemegang Saham/RUPS.

Members of the Board of Directors are appointed and dismissed through the GMS with reference to the Company's Articles of Association, as well as the Copy of the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-3/MBU/03/2023 on SOE Organs and Human Resources dated March 20, 2023, and Guidelines for the appointment and dismissal of the Board of Directors are determined by the Shareholders/GMS.

Pedoman pengangkatan dan pemberhentian, diantaranya mengatur mengenai: (a) penjaringan atau nominasi calon Anggota Direksi; (b) penilaian bagi calon Anggota Direksi.

Guidelines for the appointment and dismissal, among others, regulate: (a) the selection or nomination of candidates for members of the Board of Directors; (b) the assessment of candidates for members of the Board of Directors.

Pemegang Saham/RUPS melaksanakan penilaian terhadap calon Direksi dengan mencakup semua kriteria penilaian Direksi yang ditetapkan dalam ketentuan perundang-undangan di bidang Perusahaan (penilaian terhadap persyaratan integritas, dedikasi, memahami masalah-masalah manajemen dan memiliki pengetahuan yang memadai di bidang usaha Perusahaan). Proses penilaian calon Direksi didukung dengan Berita Acara Penilaian.

The Shareholders/GMS conduct assessments of candidates for the Board of Directors by covering all assessment criteria stipulated in the laws and regulations in the corporate sector (assessment of integrity requirements, dedication, understanding of management issues, and adequate knowledge in the Company's line of business). The assessment process for candidates for the Board of Directors is supported by Minutes of Assessment.

Pemberhentian Direksi dilakukan oleh RUPS. Jabatan Anggota Direksi berakhir apabila:

1. Meninggal dunia;
2. Masa jabatannya berakhir;

The dismissal of members of the Board of Directors is carried out by the GMS. The term of office of a member of the Board of Directors ends if:

1. They pass away;
2. Their term of office expires;

3. Diberhentikan berdasarkan RUPS; dan/atau
4. Tidak lagi memenuhi persyaratan sebagai Anggota Direksi berdasarkan Anggaran Dasar dan peraturan perundang-undangan lainnya.

Rencana pemberhentian Anggota Direksi diberitahukan kepada Anggota Direksi yang bersangkutan secara lisan dan tertulis oleh Pemegang Saham.

3. They are dismissed based on a GMS resolution; and/or
4. They no longer meet the requirements as a member of the Board of Directors in accordance with the Articles of Association and other prevailing laws and regulations.

The plan to dismiss a member of the Board of Directors is communicated verbally and in writing to the concerned member by the Shareholders.

Komposisi Direksi
Composition of the Board of Directors

Pada tahun 2025, terdapat perubahan komposisi Direksi PLN Indonesia Power. Informasi perubahan komposisi Direksi selama tahun 2025 di informasikan pada bab Perubahan Komposisi Anggota Dewan Komisaris dan Direksi Tahun Buku dan Setelah Tahun Buku 2025. Berikut komposisi Direksi PLN Indonesia Power per 31 Desember 2025:

In 2025, there were changes in the composition of the Board of Directors of PLN Indonesia Power. Information regarding changes in the composition of the Board of Directors during 2025 is presented in the chapter on Changes in the Composition of Members of the Board of Commissioners and the Board of Directors During and After the 2025 Fiscal Year. The following is the composition of the Board of Directors of PLN Indonesia Power as of December 31, 2025:

Komposisi Anggota Direksi per 31 Desember 2025
Composition of Members of the Board of Directors as of December 31, 2025

Nama Name	Jabatan Position	Periode Jabatan Term of Office
Bernadus Sudarmanta	Direktur Utama President Director	2022-2026 (Periode Pertama) (First Period)
Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration	2025-2029 (Periode Pertama) (First Period)
Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	2025-2029 (Periode Pertama) (First Period)
Endang Astharanti	Plt. Direktur Keuangan dan Manajemen Risiko Act. Director of Finance and Risk Management	• 2021 -2025 (Periode Pertama) (First Period) • 2025-2029 (Periode Kedua) (Second Period)
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batu Bara Director of Coal Power Plant Operations	2023-2027 (Periode Pertama) (First Period)
Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	2025-2029 (Periode Pertama) (First Period)

Masa Jabatan Direksi
Term of Office of the Board of Directors

Sejalan dengan *Board Manual* Perusahaan, masa jabatan Anggota Direksi ditetapkan 4 (empat) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

In line with the Company's Board Manual, the term of office for members of the Board of Directors is set at 4 (four) years and they may be reappointed for 1 (one) additional term.

Pedoman Kerja, Tugas dan Tanggung Jawab Direksi
Work Guidelines, Duties, and Responsibilities of the Board of Directors

Pedoman Kerja Direksi PLN Indonesia Power mengacu pada *Board Manual* yang disahkan melalui Keputusan Bersama Direksi dan Dewan Komisaris pada tanggal 20 Maret 2020. Dalam *Board Manual* tersebut, menjelaskan secara terperinci aspek-aspek pedoman kerja Direksi, antara lain terkait:

The Work Guidelines of the Board of Directors of PLN Indonesia Power refer to the Board Manual, which was ratified through a Joint Decision of the Board of Directors and the Board of Commissioners on March 20, 2020. The Board Manual provides a detailed explanation of the aspects of the Board of Directors' work guidelines, including, among others, matters related to:

1. Pengertian dan Persyaratan Direksi;	1. Definition and Requirements of the Board of Directors;
2. Komposisi Direksi;	2. Composition of the Board of Directors;
3. Pengaturan Rangkap Jabatan;	3. Regulation on Concurrent Positions;
4. Pengangkatan dan Pemberhentian Direksi;	4. Appointment and Dismissal of the Board of Directors;
5. Masa Jabatan Direksi ;	5. Term of Office of the Board of Directors;
6. Program Pengenalan dan Pelatihan;	6. Orientation and Training Programs;
7. Rencana Kerja dan Anggaran Direksi;	7. Work Plan and Budget of the Board of Directors;
8. Tugas Direksi;	8. Duties of the Board of Directors;
9. Wewenang Direksi;	9. Authority of the Board of Directors;
10. Kewajiban Direksi;	10. Obligations of the Board of Directors;
11. Tanggung Jawab Direksi;	11. Responsibilities of the Board of Directors;
12. Rapat Direksi;	12. Board of Directors Meetings;
13. Pelaporan Pertanggungjawaban Direksi;	13. Accountability Reporting by the Board of Directors;
14. Remunerasi Direksi;	14. Remuneration of the Board of Directors;
15. Organ Pendukung Direksi.	15. Supporting Organs of the Board of Directors.

Tugas dan tanggung Jawab Direksi
Duties and Responsibilities of the Board of Directors

Sejalan dengan *Board Manual*, Tugas dan tanggung jawab anggota Direksi meliputi:

1. Dalam melaksanakan tugasnya, Direksi bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun diluar pengadilan. Pengurusan tersebut wajib dilaksanakan setiap Anggota Direksi dengan itikad baik dan penuh tanggung jawab;
2. Menyusun RKAP dan RJPP;
3. Memberikan arahan terkait kebijakan operasional dan Standar Operasional baku (SOP), manajemen risiko, sistem pengendalian intern, informasi perseroan kepada stakeholders, pemenuhan target kinerja, teknologi informasi, mutu produk dan pelayanan, tanggung jawab sosial perusahaan, sumber daya manusia, anak perusahaan (*subsidiary governance*) dan/atau perusahaan patungan, pengendalian operasional dan keuangan,

In line with the Board Manual, the duties and responsibilities of members of the Board of Directors include:

1. In carrying out its duties, the Board of Directors is fully responsible for the management of the Company for the interests and objectives of the Company and represents the Company both in and outside the court. Such management must be carried out by each member of the Board of Directors in good faith and with full responsibility.
2. Preparing the RKAP and RJPP;
3. Providing direction related to operational policies and Standard Operating Procedures (SOP), risk management, internal control systems, corporate information disclosure to stakeholders, achievement of performance targets, information technology, product and service quality, corporate social responsibility, human resources, subsidiaries (subsidiary governance) and/or joint ventures, operational and financial control, corporate

pengurusan perseroan, hubungan dengan stakeholder, potensi benturan kepentingan, keterbukaan informasi dan Komunikasi, pengadaan barang dan jasa;

4. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya. Dalam hal Direksi terdiri atas dua anggota Direksi atau lebih, tanggung jawab tersebut berlaku secara tanggung renteng bagi setiap anggota Direksi;
5. Anggota Direksi tidak dapat dipertanggungjawabkan atas kerugian Perusahaan apabila dapat membuktikan:
   a. Kerugian tersebut bukan karena kesalahan atau kelalaiannya;
   b. Telah melakukan pengurusan dengan itikad baik dan kehati-hatian untuk kepentingan dan sesuai dengan maksud dan tujuan Perusahaan;
   c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang mengakibatkan kerugian;
   d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
6. Ketentuan sebagaimana dimaksud pada poin 4 tidak mengurangi hak Anggota Direksi lain dan/atau anggota Dewan Komisaris untuk mengajukan gugatan atas nama Perusahaan;
7. Ketentuan mengenai tanggung jawab Direksi atas kesalahan dan kelalaiannya yang diatur dalam undang-undang ini tidak mengurangi ketentuan yang diatur dalam undang-undang tentang hukum pidana;
8. Dalam hal kepailitan yang terjadi karena kesalahan atau kelalaian Direksi dan harta pailit tidak cukup untuk membayar seluruh kewajiban Perusahaan dalam kepailitan tersebut, setiap Anggota Direksi secara tanggung renteng bertanggung jawab atas seluruh kewajiban yang tidak terlunasi dari harta pailit tersebut. Tanggung jawab tersebut berlaku juga bagi Anggota Direksi yang salah atau lalai yang pernah menjabat sebagai Anggota Direksi dalam jangka waktu lima tahun sebelum putusan pernyataan pailit;
9. Anggota Direksi tidak bertanggung jawab atas kepailitan Perusahaan apabila dapat membuktikan:
   a. Kepailitan tersebut bukan karena kesalahan atau kelalaiannya;
   b. Telah melakukan pengurusan dengan itikad baik, kehati-hatian, dan penuh tanggung jawab untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
   c. Tidak mempunyai benturan kepentingan baik langsung maupun tidak langsung atas tindakan pengurusan yang dilakukan;
   d. Telah mengambil tindakan untuk mencegah terjadinya kepailitan.

management, stakeholder relations, potential conflicts of interest, information disclosure and communication, and procurement of goods and services.

4. Each member of the Board of Directors is personally fully liable for the Company's losses if he/she is at fault or negligent in performing the duties. In the event that the Board of Directors consists of two or more members, such liability shall apply jointly and severally to each member of the Board of Directors;
5. Members of the Board of Directors shall not be held liable for the Company's losses if they can prove that:
   a. The loss is not due to their fault or negligence;
   b. They have carried out management in good faith and with prudence for the interests and in accordance with the purposes and objectives of the Company;
   c. They have no conflict of interest, either directly or indirectly, in the management actions that resulted in the loss;
   d. They have taken actions to prevent the occurrence or continuation of such loss.
6. The provisions as referred to in point 4 do not reduce the rights of other members of the Board of Directors and/or members of the Board of Commissioners to file a lawsuit on behalf of the Company;
7. The provisions regarding the liability of the Board of Directors for errors and negligence as regulated in this law do not eliminate the provisions stipulated in criminal law;
8. In the event of bankruptcy occurring due to the fault or negligence of the Board of Directors and the bankruptcy estate is insufficient to cover all of the Company's obligations in such bankruptcy, each member of the Board of Directors shall be jointly and severally liable for all unpaid obligations from the bankruptcy estate. Such liability also applies to members of the Board of Directors who are at fault or negligent and who have served as members of the Board of Directors within five years prior to the bankruptcy declaration decision;
9. Members of the Board of Directors shall not be held liable for the Company's bankruptcy if they can prove that:
   a. The bankruptcy is not due to their fault or negligence;
   b. They have carried out management in good faith, with prudence, and full responsibility for the interests of the Company and in accordance with its purposes and objectives;
   c. They have no conflict of interest, either directly or indirectly, in the management actions taken;
   d. They have taken actions to prevent the occurrence of bankruptcy.

10. Ketentuan tersebut berlaku juga bagi Direksi dari Perusahaan yang dinyatakan pailit berdasarkan gugatan pihak ketiga.

Sedangkan wewenang yang dimiliki Direksi, meliputi:
1. Menetapkan kebijakan kepengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi untuk mewakili Perusahaan di dalam dan di luar pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditujukan untuk itu;
3. Mengatur kebijakan kepegawaian termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai berdasarkan peraturan perundang-undangan yang berlaku;
4. Mengangkat dan memberhentikan pegawai Perusahaan berdasarkan peraturan kepegawaian dan peraturan perundang-undangan yang berlaku;
5. Mengangkat seorang Sekretaris Perusahaan;
6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS;
7. Anggota Direksi tidak berwenang mewakili Perusahaan apabila terjadi perkara di pengadilan antara Perusahaan dengan Anggota Direksi yang bersangkutan, atau anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perusahaan. Adapun yang berhak mewakili Perusahaan adalah Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perusahaan, Dewan Komisaris dalam hal seluruh Anggota Direksi mempunyai benturan kepentingan dengan Perusahaan, Pihak lain yang ditunjuk oleh RUPS dalam hal seluruh Anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perusahaan;
8. Direksi tidak berwenang mengajukan permohonan pailit atas Perusahaan sendiri kepada Pengadilan Niaga sebelum memperoleh persetujuan RUPS, dengan tidak mengurangi ketentuan sebagaimana diatur dalam undang-undang tentang kepailitan dan penundaan kewajiban pembayaran utang;
9. Dalam hal kepailitan terjadi karena kesalahan atau kelalaian Direksi dan harta pailit tidak cukup untuk membayar seluruh kewajiban Perusahaan dalam kepailitan tersebut, setiap Anggota Direksi secara tanggung renteng bertanggung jawab atas seluruh kewajiban yang tidak terlunasi dari harta pailit tersebut.

10. These provisions also apply to the Board of Directors of a Company declared bankrupt based on a lawsuit filed by a third party.

Meanwhile, the authorities of the Board of Directors include:
1. Determining policies for the management of the Company;
2. Regulating the delegation of the Board of Directors' authority to represent the Company in and out of court to one or more members of the Board of Directors specifically designated for such purpose;
3. Regulating employment policies, including the stipulation of salaries, pensions or retirement benefits, and other income for employees in accordance with prevailing laws and regulations;
4. Appointing and dismissing Company employees in accordance with employment regulations and applicable laws and regulations;
5. Appointing a Corporate Secretary;
6. Taking all other actions and measures related to the management of the Company, binding the Company with other parties and/or other parties with the Company, and representing the Company in and out of court in all matters and events as stipulated in laws and regulations, the Articles of Association, and/or GMS resolutions;
7. Members of the Board of Directors are not authorized to represent the Company in the event of a legal dispute in court between the Company and the concerned member of the Board of Directors, or if such member has a conflict of interest with the Company. In such cases, the Company shall be represented by other members of the Board of Directors who do not have a conflict of interest, the Board of Commissioners if all members of the Board of Directors have a conflict of interest, or other parties appointed by the GMS if all members of the Board of Directors and/or the Board of Commissioners have a conflict of interest with the Company;
8. The Board of Directors is not authorized to file for the Company's own bankruptcy to the Commercial Court without prior approval from the GMS, without prejudice to the provisions stipulated in the laws governing bankruptcy and suspension of debt payment obligations;
9. In the event that bankruptcy occurs due to the fault or negligence of the Board of Directors and the bankruptcy estate is insufficient to cover all of the Company's obligations in such bankruptcy, each member of the Board of Directors shall be jointly and severally liable for all unpaid obligations from the bankruptcy estate.

Ruang Lingkup Pembagian Tugas dan Tanggung Jawab Masing-Masing Direksi

Scope of the Distribution of Duties and Responsibilities of Each Member of the Board of Directors

Pembagian tugas dan tanggung jawab setiap anggota Direksi ditetapkan berdasarkan jabatan masing-masing anggota Direksi sebagaimana ditetapkan dalam pengangkatan anggota Direksi oleh RUPS. Selanjutnya Direksi menetapkan pembagian tugas dan tanggung jawab setiap anggota Direksi melalui Peraturan Direksi PT PLN Indonesia Power No. 0066.P/DIR/2025 tentang Organisasi PT PLN Indonesia Power tanggal 22 Desember 2025 sebagai pembaharuan dari Keputusan Direksi Nomor 139.K/010/IP/2022 tentang Organisasi PT PLN Indonesia Power tanggal 9 Desember 2022.

The distribution of duties and responsibilities of each member of the Board of Directors is determined based on the respective positions as stipulated in the appointment of members of the Board of Directors by the GMS. Subsequently, the Board of Directors determines the distribution of duties and responsibilities of each member of the Board of Directors through Board of Directors Regulation of PT PLN Indonesia Power No. 0066.P/DIR/2025 on the Organization of PT PLN Indonesia Power dated December 22, 2025, as an amendment to Board of Directors' Decision No. 139.K/010/IP/2022 on the Organization of PT PLN Indonesia Power dated December 9, 2022.

Pembagian Tugas dan Tanggung Jawab Masing-Masing Anggota Direksi

Distribution of Duties and Responsibilities of Each Member of the Board of Directors

Nama Name	Jabatan Position	Pembagian Tugas Segregation of Duties	
Bernadus Sudarmanta	Direktur Utama President Director	Bertanggung jawab memimpin, membina dan mengelola Perusahaan, serta mengendalikan semua aspek strategi, operasional dan bisnis Perusahaan untuk memastikan pencapaian visi misi dan tujuan Perusahaan sesuai dengan prinsip GCG, kepatuhan pada SMAP dan SMK.	Responsible for leading, guiding, and managing the Company, as well as controlling all aspects of the Company's strategy, operations, and business to ensure the achievement of the Company's vision, mission, and objectives in accordance with GCG principles and compliance with SMAP and SMK.
Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration	Bertanggung jawab memimpin, membina dan memastikan pengelolaan strategi human capital, pengembangan talenta, pengelolaan budaya perusahaan, pelayanan *human capital*, pengelolaan keselamatan dan kesehatan kerja (K3), lingkungan dan pengelolaan general affairs untuk mendukung pencapaian visi, misi dan tujuan perusahaan sesuai prinsip GCG, kepatuhan pada SMAP dan SMK.	Responsible for leading, guiding, and ensuring the management of human capital strategy, talent development, corporate culture management, human capital services, occupational health and safety (OHS), environmental management, and general affairs to support the achievement of the Company's vision, mission, and objectives in accordance with GCG principles and compliance with SMAP and SMK.
Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	Bertanggung jawab memimpin, membina dan memastikan pengembangan bisnis secara keseluruhan (termasuk Anak Perusahaan, Perusahaan Afiliasi dan Perusahaan Asosiasi), penetapan perencanaan Perusahaan, *sustainability*, manajemen kinerja, manajemen portofolio, perencanaan dan pelaksanaan proyek pembangkitan untuk mendukung pencapaian visi misi dan tujuan Perusahaan sesuai dengan prinsip GCG, kepatuhan pada SMAP dan SMK.	Responsible for leading, guiding, and ensuring overall business development (including Subsidiaries, Affiliated Companies, and Associated Companies), corporate planning, sustainability, performance management, portfolio management, and the planning and implementation of power generation projects to support the achievement of the Company's vision, mission, and objectives in accordance with GCG principles and compliance with SMAP and SMK.
Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Bertanggung jawab memimpin dan membina fungsi anggaran, pendanaan, perbendaharaan, akuntansi, teknologi informasi, manajemen risiko, dan kepatuhan untuk mendukung pencapaian visi, misi dan tujuan Perusahaan sesuai dengan prinsip GCG, kepatuhan pada SMAP dan SMK.	Responsible for leading and overseeing the functions of budgeting, financing, treasury, accounting, information technology, risk management, and compliance to support the achievement of the Company's vision, mission, and objectives in accordance with GCG principles and compliance with SMAP and SMK.

Nama Name	Jabatan Position	Pembagian Tugas Segregation of Duties	
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batu Bara Director of Coal Power Plant Operations	Bertanggung jawab memimpin, membina dan memastikan pengelolaan operasi dan pemeliharaan pembangkit batu bara termasuk pengelolaan energi primer, operasi sistem, *settlement*, *engineering*, *reliability management*, *life cycle management*, Jasa O&M untuk mendukung pencapaian visi, misi dan tujuan Perusahaan yang sesuai dengan prinsip GCG, kepatuhan pada SMAP dan SMK.	Responsible for leading, guiding, and ensuring the management of operations and maintenance of coal-fired power plants, including primary energy management, system operations, settlement, engineering, reliability management, life cycle management, and O&M services to support the achievement of the Company's vision, mission, and objectives in accordance with GCG principles and compliance with SMAP and SMK.
Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations. Purnomo	Bertanggung jawab memimpin, membina dan memastikan pengelolaan operasi dan pemeliharaan pembangkit gas, diesel, energi baru dan energi terbarukan ("EBT") termasuk pengelolaan jasa pemeliharaan, energi primer, operasi sistem, *settlement*, *engineering*, *reliability management*, *life cycle management*, Jasa O&M untuk mendukung pencapaian visi, misi dan tujuan Perusahaan yang sesuai dengan prinsip GCG, kepatuhan pada SMAP dan SMK.	Responsible for leading, guiding, and ensuring the management of operations and maintenance of gas, diesel, and new and renewable energy (NRE) power plants, including maintenance services, primary energy management, system operations, settlement, engineering, reliability management, life cycle management, and O&M services to support the achievement of the Company's vision, mission, and objectives in accordance with GCG principles and compliance with SMAP and SMK.

Independensi Direksi
Independence of the Board of Directors

Perusahaan menilai faktor independensi Direksi merupakan salah satu hal penting yang harus dijaga agar seluruh anggota Direksi senantiasa bertindak maksimal demi kepentingan Perusahaan. Untuk mewujudkan hal tersebut, Perusahaan telah menetapkan ketentuan bahwa selain Direksi, pihak lain manapun dilarang melakukan intervensi atau campur tangan dalam kepengurusan Perusahaan. Setiap anggota Direksi harus dapat mengambil keputusan secara objektif, tanpa benturan kepentingan dan bebas dari segala tekanan dari pihak manapun. Selain itu, setiap anggota Direksi juga dilarang melakukan aktivitas yang dapat mengganggu independensinya dalam mengurus Perusahaan.

The Company considers the independence of the Board of Directors to be a crucial factor that must be maintained to ensure that all members of the Board consistently act in the best interests of the Company. To achieve this, the Company has established provisions stipulating that, aside from the Board of Directors, any other party is prohibited from intervening or interfering in the management of the Company. Each member of the Board of Directors must be able to make decisions objectively, without conflicts of interest, and free from any pressure from any party. Moreover, each member of the Board of Directors is prohibited from engaging in activities that may compromise his/her independence in managing the Company.

Seluruh anggota Direksi yang menjabat di tahun 2025 telah menyatakan independensinya dalam surat Pakta Integritas yang ditandatangani pada awal pengangkatan dan diperbaharui setiap awal tahun.

All members of the Board of Directors serving in 2025 have declared their independence through a statement letter of Undertaking, which is signed at the beginning of their appointment and renewed at the beginning of each year.

Benturan Kepentingan Direksi

Conflict of Interest of the Board of Directors

Selama tahun 2025, seluruh anggota Direksi tidak memiliki benturan kepentingan maupun potensi benturan kepentingan terhadap Perusahaan. Direksi memiliki komitmen untuk menghindari terjadinya potensi benturan kepentingan atau selalu menempatkan diri untuk tidak berada dalam potensi terjadinya benturan kepentingan dalam situasi apapun.

Kebijakan benturan kepentingan Direksi PLN Indonesia Power diatur dalam *Board Manual*. Mekanisme pengawasan atas penerapan kebijakan benturan kepentingan oleh Direksi dilakukan dengan:

1. Menyusun surat pernyataan tidak memiliki benturan kepentingan pada awal pengangkatan yang diperbaharui setiap awal tahun.
2. Membuat Pakta Integritas yang dilampirkan dalam usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS.
3. Melaporkan kepemilikan sahamnya dan/atau keluarganya pada Perusahaan dan Perusahaan lain dalam Daftar Khusus kepada Sekretaris Perusahaan.

During 2025, all members of the Board of Directors had no conflicts of interest or potential conflicts of interest with respect to the Company. The Board of Directors is committed to avoiding any potential conflicts of interest and to always positioning themselves in a manner that prevents such conflicts from arising under any circumstances.

The conflict-of-interest policy for the Board of Directors of PLN Indonesia Power is regulated in the Board Manual. The monitoring mechanism for the implementation of this policy by the Board of Directors is carried out by:

1. Preparing a statement letter confirming the absence of conflict of interest at the beginning of the appointment, which is updated at the beginning of each year.
2. Preparing an Integrity Pact attached to proposed actions of the Board of Directors that require recommendations from the Board of Commissioners and approval from the GMS.
3. Reporting share ownership by the members of the Board of Directors and/or their families in the Company and other companies in a Special Register to the Corporate Secretary.

Rangkap Jabatan Direksi
Concurrent Positions of the Board of Directors

Saat ini, rangkap jabatan Direksi PLN Indonesia Power mengacu pada Undang- Undang Republik Indonesia Nomor I Tahun 2025 Tentang Perubahan Ketiga Atas Undang.Undang Nomor 19 Tahun 2003 Tentang Badan Usaha Milik Negara. Sejalan dengan hal tersebut, anggota Direksi Perusahaan dilarang merangkap jabatan sebagai:

1. Anggota Direksi, Dewan Komisaris, atau Dewan Pengawas pada BUMN lain, Anak Usaha BUMN dan turunannya, badan usaha milik daerah, dan badan usaha milik swasta;
2. Jabatan struktural kementerian/lembaga dan fungsional Pemerintah Pusat pada dan pemerintah daerah;
3. Pengurus partai politik, calon anggota legislatif, anggota legislatif, calon kepala daerah, calon wakil kepala daerah, kepala daerah, dan/ atau wakil kepala daerah;
4. Jabatan lain yang dapat menimbulkan benturan kepentingan; dan/atau jabatan lain sesuai dengan ketentuan peraturan perundang-undangan.

Pada tahun 2025, seluruh anggota Direksi yang menjabat tidak memiliki rangkap jabatan di perusahaan lain. Informasi lebih lanjut terkait rangkap Jabatan Direksi telah diuraikan Pada Bab Profil Perusahaan di bagian sub bab Profil Direksi dalam Laporan tahunan ini.

Currently, the policy on concurrent positions of the Board of Directors of PLN Indonesia Power refers to Law of the Republic of Indonesia Number 1 of 2025 on the Third Amendment to Law Number 19 of 2003 on State-Owned Enterprises. In line with this, members of the Board of Directors of the Company are prohibited from holding concurrent positions such as:

1. Members of the Board of Directors, Board of Commissioners, or Supervisory Board in other SOEs, SOE subsidiaries and their derivatives, regionally owned enterprises, and privately owned enterprises;
2. Structural positions in ministries/agencies and functional positions within the Central Government and regional governments;
3. Officials of political parties, legislative candidates, members of the legislature, candidates for regional head, candidates for deputy regional head, regional heads, and/ or deputy regional heads;
4. Other positions that may give rise to conflicts of interest; and/or other positions in accordance with prevailing laws and regulations.

In 2025, all serving members of the Board of Directors did not hold concurrent positions in other companies. Further information regarding concurrent positions of the Board of Directors is described in the Company Profile chapter, under the sub-section on the Profile of the Board of Directors in this Annual Report.

Kepemilikan Saham Direksi
Share Ownership of the Board of Directors

Kepemilikan saham anggota Direksi senantiasa diungkapkan secara berkala melalui Daftar Khusus yang diadministrasikan oleh Sekretaris Perusahaan. Daftar Khusus tersebut berisi informasi kepemilikan saham anggota Direksi beserta keluarganya. Pada tahun 2025, terdapat 2 (dua) orang Anggota Direksi yang tercatat memiliki saham di perusahaan lain. Rincian Kepemilikan Saham masing-masing anggota Direksi disajikan dalam tabel berikut:

The share ownership of members of the Board of Directors is disclosed periodically through a Special Register administered by the Corporate Secretary. The Special Register contains information on the share ownership of members of the Board of Directors and their families. In 2025, there were 2 (two) members of the Board of Directors recorded as holding shares in other companies. Details of the share ownership of each member of the Board of Directors are presented in the following table:

Kepemilikan Saham Anggota Direksi dan Keluarga Tahun 2025
Share Ownership of Members of the Board of Directors and Their Families in 2025

Nama Nama	Kepemilikan Saham Shareholding							
	Pribadi Pada Perusahaan Personal in the Company		Keluarga pada Perusahaan Family in the Company		Pribadi Pada Perusahaan Lain Personal in the Company		Keluarga pada Perusahaan Lain Family in the Company	
	2024	2025	2024	2025	2024	2025	2024	2025
Bernadus Sudarmanta	✖	✖	✖	✖	✖	✖	✖	✖
Ridho Hutomo	✖	✖	✖	✖	✖	✔	✖	✖
Julita Indah	✖	✖	✖	✖	✖	✖	✖	✖
Endang Astharanti	✖	✖	✖	✖	✔	✔	✖	✖
M. Hanafi Nur Rifai	✖	✖	✖	✖	✖	✖	✖	✖
Purnomo	✖	✖	✖	✖	✖	✖	✖	✖

Keterangan:
✔ Ada, ✖ Tidak Ada

Notes:
✔ Yes, ✖ None

Pelaksanaan Tugas Direksi
Implementation of the Board of Directors' Duties

Rapat Direksi
Board of Directors Meetings

Rapat Direksi adalah rapat yang dilaksanakan oleh Direksi yang berkenaan dengan tugas dan fungsinya. Kebijakan rapat Direksi mengacu pada *Board Manual* Perusahaan dan Anggaran Dasar Perusahaan. Penyelenggaraan rapat Direksi dapat dilakukan setiap waktu apabila:

a. Dipandang perlu oleh seorang atau lebih Anggota Direksi
b. Atas permintaan tertulis dari seorang atau lebih anggota Dewan Komisaris
c. Atas permintaan tertulis dari 1 (satu) orang atau lebih Pemegang Saham yang bersama-sama mewakili 1/10 (satu per sepuluh) atau lebih dari jumlah seluruh saham dengan hak suara.

Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat apabila dihadiri oleh lebih dari 1/2 (setengah) jumlah Anggota Direksi atau wakilnya yang sah dengan memperhatikan ketentuan. Apabila jumlah suara yang setuju dan yang tidak setuju sama banyaknya, maka keputusan rapat adalah yang sesuai dengan pendapat ketua rapat dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban. Dalam hal usulan lebih dari dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara terbanyak dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan.

Board of Directors' Meetings are meetings conducted by the Board of Directors in relation to their duties and functions. The policy governing Board of Directors meetings refers to the Company's Board Manual and Articles of Association. Board of Directors meetings may be convened at any time if:

a. Deemed necessary by one or more members of the Board of Directors
b. Upon a written request from one or more members of the Board of Commissioners
c. Upon a written request from 1 (one) or more Shareholders who collectively represent 1/10 (one-tenth) or more of the total shares with voting rights.

A Board of Directors meeting is valid and authorized to adopt binding decision if attended by more than 1/2 (one-half) of the members of the Board of Directors or their duly authorized representatives, by considering applicable provisions. If the number of votes in favor and against is equal, the decision shall follow the opinion of the Chairperson of the meeting, with due regard to accountability provisions. In the event that there are more than two proposed alternatives and the voting results do not yield one alternative with more than 1/2 (one-half) of the total votes cast, a re-vote shall be conducted between the two proposals that received the highest number of votes from more than 1/2 (one-half) of the total votes cast.

Kebijakan frekuensi rapat Direksi telah diatur dalam *Board Manual*, yaitu rapat Direksi harus diadakan secara berkala, sekurang-kurangnya sekali dalam setiap bulan, dan dalam rapat tersebut Direksi dapat mengundang Dewan Komisaris. Rapat gabungan diselenggarakan jika dipandang perlu oleh salah satu organ dan bila dianggap perlu. Frekuensi rapat selain diatur dalam *Board Manual*, diatur juga dalam Rencana Kerja Anggaran Tahunan (RKAT) Direksi. Berikut rencana frekuensi rapat Direksi yang muat dalam RKAT Direksi tahun 2025:

The policy on the frequency of Board of Directors meetings is stipulated in the Board Manual, which requires that meetings be held regularly, at least once a month. In such meetings, the Board of Directors may invite the Board of Commissioners. Joint meetings may be held if deemed necessary by either organ. In addition to being regulated in the Board Manual, the frequency of meetings is also stipulated in the Annual Work Plan and Budget (RKAT) of the Board of Directors. The following is the planned frequency of Board of Directors meetings as stated in the 2025 RKAT of the Board of Directors:

Rapat Internal Direksi Internal Meetings of the Board of Directors	Rapat Gabungan Direksi Joint Meetings of the Board of Directors	Rapat dengan Pemegang Saham Meetings with Shareholders
13	12	2

Pelaksanaan Frekuensi Rapat Direksi Tahun 2025
Frequency of Board of Directors Meetings in 2025

Selama tahun 2025, Direksi telah melakukan rapat sebanyak 27 kali rapat, yang terdiri dari 13 kali rapat internal Direksi, 12 kali rapat gabungan Direksi bersama Dewan Komisaris, dan 2 kali Rapat Umum Pemegang Sahan Tahunan (RUPST) bersama Pemegang Saham. Berikut adalah tingkat kehadiran Direksi dalam rapat selama tahun 2025:

During 2025, the Board of Directors held a total of 27 meetings, consisting of 13 internal Board of Directors meetings, 12 joint meetings of the Board of Directors and the Board of Commissioners, and 2 Annual General Meetings of Shareholders (AGMS) with the Shareholders. The following is the Board of Directors' attendance level in meetings throughout 2025:

Data Kehadiran Direksi dalam Rapat Direksi
Data Kehadiran Direksi dalam Rapat Direksi

Nama Nama	Januari-Juni January-June	Juni-Desember June-December	Rapat Internal Internal Meetings			Rapat Gabungan Bersama Dewan Komisaris Joint Meeting with the Board of Commissioners		
			Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Edwin Nugraha Putra	Direktur Utama President Director	-	1	1	100%	6	6	100%
Bernadus Sudarmanta	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	Direktur Utama President Director	13	13	100%	12	12	100%

Nama Nama	Januari-Juni January-June	Juni-Desember June-December	Rapat Internal Internal Meetings			Rapat Gabungan Bersama Dewan Komisaris Joint Meeting with the Board of Commissioners		
			Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate	Jumlah Wajib Rapat Total Mandatory Meetings	Jumlah Kehadiran Total Attendance	Tingkat Kehadiran Attendance Rate
Julita Indah	-	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	12	11	92%	6	6	100%
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batubara Director of Coal Power Plant Operations		13	11	85%	12	12	100%
Djoko Mulyono	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	-	1	1	100%	6	6	100%
Purnomo	-	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	12	11	92%	6	6	100%
Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management		13	13	100%	12	12	100%
Wisnoe Satrijono	Direktur Manajemen Human Capital & Administrasi Director of Human Capital Management & Administration	-	1	1	100%	6	6	100%
Ridho Hutomo	-	Direktur Manajemen Human Capital & Administrasi Director of Human Capital Management & Administration	12	12	100%	6	6	100%

Kehadiran Anggota Direksi dalam RUPS Tahunan
Attendance of the Board of Directors at the Annual GMS

Pertanggungjawaban Direksi atas pelaksanaan tugas dan tanggung jawab disampaikan kepada pemegang saham melalui RUPS Tahunan tahun 2025. Berikut tingkat kehadiran Direksi dalam RUPS Tahunan selama tahun 2025:

The accountability of the Board of Directors for the execution of their duties and responsibilities is presented to the shareholders through the 2025 Annual GMS. The following is the attendance rate of the Board of Directors at the Annual GMS during 2025:

No	Tanggal Date	Agenda	Realisasi Realization					
			Edwin Nugraha Putra	M. Hanafi Nur Rifai	Djoko Mulyono	Bernadus Sudarmanta	Endang Astharanti	Wisnoe Satrijono
1	30 Januari 2025 January 30, 2025	RUPS Tahunan Rencana Kerja & Anggaran Perseroan (RKAP) Tahun 2025 Annual GMS on the Company's Work Plan and Budget (RKAP) for 2025	✔	✔	✔	✔	✔	✔
2	19 Juni 2025 June 19, 2025	RUPS Tahunan Laporan Tahunan Perseroan Tahun Buku 2024 Annual GMS on the Company's Annual Report for the 2024 Fiscal Year	berhenti menjabat sejak Juni 2025 no longer in position since June 2025	✔	✖	✔	✔	✔

Keterangan: ✔: Hadir; ✖: tidak hadir

Notes: ✔: Present; ✖: absent

Agenda Rapat Direksi
Agenda of Board of Directors Meetings

Agenda rapat internal Direksi tahun 2025 diantaranya membahas terkait:

1. Pembahasan telaah Komite atas kinerja perusahaan bulan berjalan
2. pembahasan rencana kegiatan Dewan Komisaris dan Komite untuk bulan berikutnya
3. Isu strategis lainnya.

The agenda of internal meetings of the Board of Directors in 2025 included discussions on:

1. Review of committee assessments on the Company's performance for the current month
2. Discussion of the planned activities of the Board of Commissioners and Committees for the following month
3. Other strategic issues.

Adapun untuk agenda rapat gabungan Direksi dan Dewan komisaris antara lain membahas terkait:

1. Pembahasan RKAP 2025 PT PLN Indonesia Power;
2. Persiapan RUPS RKAP 2025 PT PLN IIndonesia Power;
3. Laporan Kinerja S.d Desember 2024;
4. Laporan Kinerja Perusahaan Bulanan;
5. Evaluasi dan *Monitoring* HSSE;

As for the agenda of joint meetings between the Board of Directors and the Board of Commissioners, these included discussions on:

1. Discussion of the 2025 RKAP of PT PLN Indonesia Power;
2. Preparation for the AGMS on 2025 RKAP of PT PLN Indonesia Power;
3. Performance Report as of December 2024;
4. Monthly Company Performance Report;
5. HSSE Evaluation and Monitoring;

6. Persiapan RUPS LPT Tahun Buku 2024;
7. Pengawasan Kebijakan dan Pelaksanaan Pengelolaan Anak Perusahaan;
8. Pengawasan Kepatuhan Direksi terhadap Peraturan Perundang-Undangan;
9. Pengawasan Kebijakan Akuntansi dan Penyusunan Laporan Keuangan;
10. Progres Proyek; dan
11. Isu-Isu Strategis Perusahaan Lainnya.

6. Preparation for the Annual Financial Statement (LPT) GMS for Fiscal Year 2024;
7. Supervision of Subsidiaries' Management Policies and Implementation;
8. Supervision of Board of Directors' Compliance with Laws and Regulations;
9. Supervision of Accounting Policies and Financial Statement Preparation;
10. Project Progress; and
11. Other Strategic Company Issues.

Rencana Rapat Direksi Tahun 2026
Board of Directors Meeting Plan for 2026

Sejalan dengan Agenda Korporat PT PLN Indonesia Power tahun 2025 Direksi akan merencanakan rapat tahun depan paling sedikit 1 (satu) kali dalam sebulan dengan memfokuskan pada agenda umum yang mencakup evaluasi kinerja, strategi perusahaan, serta keputusan strategis untuk mencapai keunggulan bersama.

In line with the Corporate Agenda of PT PLN Indonesia Power for 2025, the Board of Directors plans to hold meetings in the following year at least once a month, focusing on general agendas that include performance evaluation, corporate strategy, and strategic decision-making to achieve shared excellence.

Program Pengenalan Bagi Direksi Baru
Orientation Program for New Board of Directors

Kebijakan program pengenalan Direksi baru mengacu pada *Board Manual*. Selaras dengan kebijakan tersebut Program Pengenalan mengenai Perusahaan wajib diberikan kepada Anggota Direksi yang diangkat untuk pertama kalinya.

The policy for the orientation program for new Board of Directors refers to the Board Manual. In accordance with this policy, an orientation program regarding the Company must be provided to members of the Board of Directors who are appointed for the first time.

Program Pengenalan dapat berupa presentasi, pertemuan, kunjungan ke Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan dimana program tersebut dilaksanakan. Tanggung jawab untuk mengadakan Program Pengenalan tersebut berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan.

The Orientation Program may take the form of presentations, meetings, company visits, document reviews, or other programs deemed appropriate for the Company. The responsibility for organizing the orientation program lies with the Corporate Secretary or any party performing the function of the Corporate Secretary.

Sepanjang tahun 2025, telah terdapat pelaksanaan program pengenalan Direksi yang baru diangkat sebagai berikut:

Throughout 2025, orientation programs for newly appointed Board of Directors have been conducted as follows:

Tanggal Date	Materi Program Pengenalan Material of the Orientation Program		Forum Forum
3 Juli 2025	1. Pelaksanaan prinsip-prinsip GCG oleh Perseroan; 2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya; 3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; 4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.	1. Implementation of GCG principles by the Company; 2. Overview of the Company in relation to its objectives, nature, and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks, and other strategic issues; 3. Information related to delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee; 4. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors, as well as prohibited matters.	Induksi Direksi PLN Indonesia Power Tahun 2025 Induction of the Board of Directors of PLN Indonesia Power in 2025

Keputusan Direksi Tahun 2025
Board of Directors' Decision in 2025

Selama tahun 2025, Direksi PT PLN Indonesia Power telah mengeluarkan berbagai keputusan diantaranya terkait:

During 2025, the Board of Directors of PT PLN Indonesia Power had issued various decisions, including:

Nomor Surat Letter Number	Perihal Subject	
05/KDS/002/SETPER/IP/2025	Persetujuan Pemutakhiran Usulan RKAP PT PLN Indonesia Power Tahun 2025	Approval of the Update to the Proposed RKAP of PT PLN Indonesia Power for 2025
07/KDS/002/SETPER/IP/2025	Persetujuan Pengesahan Rencana Jangka Panjang Perusahaan (RJPP) 2024-2028 PT PLN Indonesia Power Renewables	Approval and Ratification of the Long-Term Corporate Plan (RJPP) 2024–2028 of PT PLN Indonesia Power Renewables
10/KDS/002/SETPER/IP/2025	Persetujuan Dan Pengesahan Rencana Kerja Dan Anggaran Perusahaan (RKAP) Anak Perusahaan Dan Perusahaan Asosiasi (AP/A) PT PLN Indonesia Power (PLN IP) Tahun 2025	Approval and Ratification of the Corporate Work Plan and Budget (RKAP) of Subsidiaries and Associated Companies (AP/A) of PT PLN Indonesia Power (PLN IP) for 2025
10.1/KDS/002/SETPER/IP/2025	Persetujuan Nilai Kinerja Unit (KKU) Semester II Tahun 2024	Approval of Unit Performance Value (KKU) for the Second Semester of 2024
12/KDS/002/SETPER/IP/2025	Persetujuan dan Pengesahan Peraturan Direksi Mengenai Pelindungan Data Pribadi di Lingkungan PT PLN Indonesia Power	Approval and Ratification of the Board of Directors Regulation on Personal Data Protection within PT PLN Indonesia Power
13/KDS/002/SETPER/IP/2025	Ijin Prinsip Persetujuan Hasil Pengadaan Dan Penandatanganan Surat Perjanjian Pengadaan Khusus LNG *Delivery Ex-Ship* (Des) Di Terminal LNG Benoa Untuk Kebutuhan Gas Pembangkit Pesanggaran Bali Tahun 2025	Principle Approval for Procurement Results and Signing of the Special Procurement Agreement for LNG Delivery Ex-Ship (DES) at the Benoa LNG Terminal for the Gas Supply of the Pesanggaran Power Plant, Bali, in 2025
15/KDS/002/SETPER/IP/2025	Persetujuan Penandatanganan Sewa Lahan untuk PLTS Terapung Saguling	Approval for the Signing of Land Lease for Saguling Floating Solar Power Plant (PLTS)
17/KDS/002/SETPER/IP/2025	Persetujuan Penandatanganan Interim Agreement Diskon Harga Uap PLTP Kamojang Unit 1, 2, 3 Periode 2025	Approval for the Signing of Interim Agreement on Steam Price Discount for Kamojang Geothermal Power Plant (PLTP) Units 1, 2, and 3 for the 2025 period

Nomor Surat Letter Number	Perihal Subject	
18/KDS/002/SETPER/IP/2025	Usulan Kerja Sama Pengelolaan Sarana Prasarana di PLTA Bengkok	Proposal for Cooperation in the Management of Infrastructure Facilities at Bengkok Hydropower Plant (PLTA)
20.1/KDS/002/SETPER/IP/2025	*Approval of the Signing of Finance Documents for the Development of the* 60 MW Saguling *Floating Solar* PV *Project*	Approval of the Signing of Finance Documents for the Development of the 60 MW Saguling Floating Solar PV Project
27/KDS/002/SETPER/IP/2025	Penghapusbukuan dan Pemindahtanganan Aset Salvage Asuransi Main Transformer Unit 7 UBP Suralaya	Write-off and Disposal of Salvage Insurance Assets of the Main Transformer Unit 7 UBP Suralaya
28/KDS/002/SETPER/IP/2025	Persetujuan Terkait Pendelegasian Kewenangan Persetujuan Penandatanganan Kebijakan Turunan *Human Experience Management System* (HXMS) kepada Direktur Manajemen Human Capital dan Administrasi	Approval Related to Delegation of Authority for the Signing of Derivative Policies of the Human Experience Management System (HXMS) to the Director of Human Capital Management and Administration
29/KDS/002/SETPER/IP/2025	Penghapusbukuan dan Pemindahtanganan Aset tetap/Material Tidak Beroperasi Umur Ekonomis Sampai dengan 5 Tahun dan Diatas 5 Tahun PLTG Sunyaragi UBP Semarang	Write-off and Disposal of Fixed Assets/Non-Operating Materials with Economic Life up to 5 Years and Above 5 Years at PLTG Sunyaragi UBP Semarang
30/KDS/002/SETPER/IP/2025	Persetujuan Pemberian Jaminan berupa Pinjaman Pemegang Saham dan Penandatanganan *Onshore Conditional Assignment of Subordinated Loans* untuk Pengembangan Proyek PLTS Terapung Saguling 60 MW	Approval for the Provision of Guarantees in the Form of Shareholder Loans and the Signing of Onshore Conditional Assignment of Subordinated Loans for the Development of the 60 MW Saguling Floating Solar Power Plant Project
31/KDS/002/SETPER/IP/2025	Persetujuan Calon Penyedia Hasil Pelelangan Terbatas Pekerjaan Replacement Main Generator Transformer Unit 5 UBP Suralaya	Approval of Selected Provider from Limited Tender for the Replacement of the Main Generator Transformer Unit 5 UBP Suralaya
34/KDS/002/SETPER/IP/2025	Pendampingan dan Penyusunan Dokumen PROPER *Beyond Compliance* PLN Indonesia Power Tahun 2025	Assistance and Preparation of PROPER Beyond Compliance Documents of PLN Indonesia Power for 2025
35/KDS/002/SETPER/IP/2025	Kegiatan Penanaman Pohon Bersama Menteri Lingkungan Hidup RI Tahun 2025	Tree Planting Activity with the Minister of Environment of the Republic of Indonesia in 2025
36/KDS/002/SETPER/IP/2025	Usulan Penunjukan KAP Tahun Buku 2025	Proposal for the Appointment of a KAP for the 2025 Fiscal Year
38/KDS/002/SETPER/IP/2025	Usulan Tantiem Direksi dan Dewan Komisaris serta Bonus (IKP) bagi Pegawai Tahun 2024 dan Penyesuaian Honorarium Direksi & Dekom Tahun 2025	Proposal for Tantiem of the Board of Directors and Board of Commissioners as well as Bonuses (IKP) for Employees for 2024 and Adjustment of Honorarium for the Board of Directors and Board of Commissioners for 2025
39/KDS/002/SETPER/IP/2025	Ijin Prinsip Persetujuan *Side Letter Agreement* Perjanjian Jual Beli Gas untuk Pusat Listrik Tambak Lorok Jawa Tengah Terkait Harga Gas	Principle Approval for the Side Letter Agreement to the Gas Sale and Purchase Agreement for the Tambak Lorok Power Plant, Central Java, related to gas pricing
41/KDS/002/SETPER/IP/2025	Persetujuan Perubahan Organisasi PT PLN Indonesia Power (Perubahan Organisasi Pengembangan Bisnis dan Penetapan Unit Pelaksana Proyek)	Approval of Organizational Changes of PT PLN Indonesia Power (Changes in Business Development Organization and Establishment of Project Implementation Units)
42/KDS/002/SETPER/IP/2025	Persetujuan dan Pengesahan Laporan Tahunan Anak Perusahaan dan Perusahaan Asosiasi PT PLN Indonesia Power Tahun Buku 2024	Approval and Ratification of the Annual Reports of Subsidiaries and Associated Companies of PT PLN Indonesia Power for the 2024 Fiscal Year
43/KDS/002/SETPER/IP/2025	Pedoman Pelaksanaan Transaksi Lindung Nilai (*Hedging*) di Lingkungan PT PLN IP	Guidelines for the Implementation of Hedging Transactions within PT PLN Indonesia Power
47/KDS/002/SETPER/IP/2025	Penghapusbukuan dan Pemindahtanganan Aset Tetap/Material Tidak Beroperasi Umur Ekonomis Sampai Dengan 5 Tahun Dan Diatas 5 Tahun PLTG Unit #1 Dan Unit #3 Keramasan	Write-off and Disposal of Fixed Assets/Non-Operating Materials with Economic Life up to 5 Years and Above 5 Years at PLTG Unit #1 and Unit #3 Keramasan

Nomor Surat Letter Number	Perihal Subject	
48/KDS/002/SETPER/IP/2025	Penghapusbukuan dan Pemindahtanganan Aset Tetap/Material Tidak Beroperasi Umur Ekonomis Dan Diatas 5 Tahun PLTD Payo Selincah Unit #1 dan Unit #4 UBP Jambi	Write-off and Disposal of Fixed Assets/Non-Operating Materials with Economic Life and Above 5 Years at PLTD Payo Selincah Unit #1 and Unit #4 UBP Jambi
49/KDS/002/SETPER/IP/2025	Penghapusbukuan Dan Pemindahtanganan Aset Tetap/Material Tidak Beroperasi Umur Ekonomis Sampai dengan 5 Tahun Dan Diatas 5 Tahun UBP Saguling dan UBH	Write-off and Disposal of Fixed Assets/Non-Operating Materials with Economic Life up to 5 Years and Above 5 Years at UBP Saguling and UBH
50/KDS/002/SETPER/IP/2025	Ijin Prinsip Persetujuan Hasil Proses Pengadaan dan Penetapan Pemenang Pelelangan Terbuka *Upgrade Pulverizer* Unit 5 – 7 UBP Suralaya	Principle Approval of Procurement Process Results and Determination of the Winner of the Open Tender for the Upgrade of Pulverizer Units 5–7 UBP Suralaya
52/KDS/002/SETPER/IP/2025	Pendampingan Program Unggulan PROPER TJSL Tahun 2025	Assistance for the Flagship PROPER TJSL Program in 2025
57/KDS/002/SETPER/IP/2025	Permohonan Persetujuan Investasi Kepada Komite Investasi PLN Indonesia Power, Persetujuan Revisi RKAP 2025, Persetujuan Penugasan, Pendanaan, dan Persetujuan Pagu Tambahan Modal Disetor (TMD) kepada Pemegang Saham untuk Pengembangan Proyek Prioritas P0 dan P0' RUPTL 2025-2034	Request for Investment Approval to the Investment Committee of PLN Indonesia Power, Approval of RKAP 2025 Revision, Approval of Assignment, Financing, and Approval of Additional Paid-in Capital Ceiling (TMD) to Shareholders for the Development of Priority Projects P0 and P0' in the RUPTL 2025–2034
58/KDS/002/SETPER/IP/2025	Penetapan Pedoman Penilaian Kinerja Unit Bisnis dan Pedoman Penilaian Kinerja Anak Perusahaan Tahun 2025	Determination of Guidelines for Business Unit Performance Assessment and Subsidiary Performance Assessment for 2025
64/KDS/002/SETPER/IP/2025	Persetujuan Tindak Lanjut Asesmen Konversi *Grade Cut Off*	Approval of Follow-Up Actions on Grade Cut-Off Conversion Assessment
66/KDS/002/SETPER/IP/2025	Ijin Prinsip Persetujuan Novasi Perjanjian Sewa Berjangka Waktu Kapal Penyimpanan dan Regasifikasi LNG Nomor 045.PJ/061/IP/2019 tanggal 22 Februari 2019	Principle Approval for the Novation of the Fixed-Term Lease Agreement for LNG Storage and Regasification Vessel No. 045.PJ/061/IP/2019 dated February 22, 2019

Kebijakan dan Program Pelatihan/Peningkatan Kompetensi Direksi

Policy and Program for Training/ Competency Development of the Board of Directors

Kebijakan pengembangan kompetensi Direksi PLN Indonesia Power mengacu pada *Board Manual*. Pengembangan/ Pemutakhiran Kompetensi Direksi dirancang Untuk memfasilitasi pelaksanaan *update knowledge* tersebut, maka Anggota Direksi perlu untuk mendapatkan pendidikan berkelanjutan, yang dikombinasikan dalam *self-study* dan keikutsertaan pada pendidikan khusus, pelatihan, *workshop*, seminar, *conference*, yang dapat bermanfaat dalam meningkatkan efektivitas fungsi Dewan Komisaris. Pendidikan berkelanjutan dapat dilakukan di dalam dan di luar negeri, dan atas beban Perseroan.

Pelaksanaan Pengembangan Kompetensi bagi Anggota Direksi direalisasikan sesuai dengan Rencana Kerja Tahunan Direksi dan termasuk dalam *Key Performance Indicators* (KPI) Direksi.

The policy for competency development of the Board of Directors of PLN Indonesia Power refers to the Board Manual. The development/update of Board of Directors' competencies is designed to facilitate knowledge updates; therefore, members of the Board of Directors are required to undertake continuous education, which may include self-study and participation in specialized education programs, training, workshops, seminars, and conferences that can enhance the effectiveness of their functions. Such continuous education may be conducted both domestically and internationally, at the Company's expense.

The implementation of competency development for members of the Board of Directors is carried out in accordance with the Annual Work Plan of the Board of Directors and is included in the Key Performance Indicators (KPI) of the Board of Directors.

Pelaksanaan program Pelatihan Direksi Tahun 2025

Implementation of the Board of Directors Training Program in 2025

Direksi Board of Directors	Nama *Workshop*/Seminar Workshop/Seminar Name	Lembaga Penyelenggara Organizer	Waktu Pelaksanaan Date	Lokasi Location
Edwin Nugraha Putra	BOD *Retreat* - Topik : Topics : 1. *Scalling our growth - Opportunities and challenges* 2. *Global land-scape and Aspiration Setting*	PLN Indonesia Power	26-27 Mei 2025 May 26-27, 2025	Jakarta
Bernadus Sudarmanta	*In House Training Directorship* Tahun 2025 – *Digital Transformation, Corporate Investment, and* ESG *Framework for* PLN Indonesia Power *Board of Directors and Commissioners* In-House Directorship Training 2025 – Digital Transformation, Corporate Investment, and ESG Framework for the Board of Directors and Board of Commissioners of PLN Indonesia Power	IICD (Indonesian Institute for Corporate Directorship)	21 November 2025 November 21, 2025	Jakarta
Bernadus Sudarmanta	BOD *Retreat* - Topik : Topics : 1. *Scalling our growth - Opportunities and challenges* 2. *Global land-scape and Aspiration Setting*	PLN Indonesia Power	26-27 Mei 2025 May 26-27, 2025	Jakarta
M. Hanafi Nur Rifai	*In House Training Directorship* Tahun 2025 – *Digital Transformation, Corporate Investment, and* ESG *Framework for* PLN Indonesia Power *Board of Directors and Commissioners* In-House Directorship Training 2025 – Digital Transformation, Corporate Investment, and ESG Framework for the Board of Directors and Board of Commissioners of PLN Indonesia Power	IICD (Indonesian Institute for Corporate Directorship)	21 November 2025 November 21, 2025	Jakarta
M. Hanafi Nur Rifai	BOD *Retreat* - Topik : Topics : 1. *Scalling our growth - Opportunities and challenges* 2. *Global land-scape and Aspiration Setting*	PLN Indonesia Power	26-27 Mei 2025 May 26-27, 2025	Jakarta
Ridho Hutomo	*In House Training Directorship* Tahun 2025 – *Digital Transformation, Corporate Investment, and* ESG *Framework for* PLN Indonesia Power *Board of Directors and Commissioners* In-House Directorship Training 2025 – Digital Transformation, Corporate Investment, and ESG Framework for the Board of Directors and Board of Commissioners of PLN Indonesia Power	IICD (Indonesian Institute for Corporate Directorship)	21 November 2025 November 21, 2025	Jakarta
Wisnoe Satrijono	BOD *Retreat* - Topik : Topics : 1. *Scalling our growth - Opportunities and challenges* 2. *Global land-scape and Aspiration Setting*	PLN Indonesia Power	26-27 Mei 2025 May 26-27, 2025	Jakarta
Endang Astharanti	BOD *Retreat* - Topik : Topics : 1. *Scalling our growth - Opportunities and challenges* 2. *Global land-scape and Aspiration Setting*	PLN Indonesia Power	26-27 Mei 2025 May 26-27, 2025	Jakarta

Penilaian Atas Kinerja Komite Di Bawah Direksi
Performance Assessment of Committees under the Board of Directors

Hingga akhir tahun 2025, PLN Indonesia Power memiliki Komite di tingkat Direksi yaitu Komite Sustainability dan Komite Investasi. Pelaksanaan kinerja Sustainability dan Komite Investasi juga diukur dari tingkat kehadirannya dalam rapat bersama Direksi serta telah melaksanakan sejumlah kegiatan sebagai pelaksanaan tugas dan tanggung jawabnya sebagaimana dirinci lebih lanjut di bagian uraian Komite Sustainability dan Komite Investasi pada Laporan Tahunan ini.

Until the end of 2025, PLN Indonesia Power has committees at the Board of Directors level, namely the Sustainability Committee and the Investment Committee. The performance of the Sustainability Committee and the Investment Committee is also measured based on their attendance at meetings with the Board of Directors, and they have carried out a number of activities in fulfilling their duties and responsibilities, as further detailed in the sections on the Sustainability Committee and the Investment Committee in this Annual Report.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ perusahaan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan Perusahaan melaksanakan GCG pada seluruh tingkatan dan jenjang organisasi.

The Board of Commissioners is a corporate organ that collectively carries out supervisory duties and provides advice to the Board of Directors, while ensuring that the Company implements GCG at all levels and across the organizational structure.

Pengangkatan dan Pemberhentian Dewan Komisaris
Appointment and Dismissal of the Board of Commissioners

Anggota Dewan Komisaris diangkat dan diberhentikan melalui RUPS dengan mengacu pada Anggaran Dasar Perseroan, serta Salinan Peraturan Menteri BUMN Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN tanggal 20 Maret 2023 dan Pedoman pengangkatan dan pemberhentian Dewan Komisaris ditetapkan oleh Pemegang Saham/RUPS.

Members of the Board of Commissioners are appointed and dismissed through the GMS, with reference to the Company's Articles of Association, as well as the Copy of the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-3/MBU/03/2023 on Organs and Human Resources of SOEs dated March 20, 2023. The guidelines for the appointment and dismissal of the Board of Commissioners are determined by the Shareholders/GMS.

Pedoman pengangkatan dan pemberhentian, diantaranya mengatur mengenai: (a) penjaringan atau nominasi calon Anggota Dewan Komisaris; (b) penilaian bagi calon Anggota Dewan Komisaris.

These guidelines, among others, regulate: (a) the selection or nomination of candidates for members of the Board of Commissioners; and (b) the assessment of candidates for members of the Board of Commissioners.

Pemegang Saham/RUPS melaksanakan penilaian terhadap calon Dewan Komisaris dengan mencakup semua kriteria penilaian Dewan Komisaris yang ditetapkan dalam ketentuan perundang-undangan di bidang Perusahaan (penilaian terhadap persyaratan integritas, dedikasi, memahami masalah-masalah manajemen dan memiliki pengetahuan yang memadai di bidang usaha Perusahaan). Proses penilaian calon Dewan Komisaris didukung dengan Berita Acara Penilaian.

The Shareholders/GMS conduct an assessment of candidates for the Board of Commissioners by covering all assessment criteria stipulated in the prevailing laws and regulations in the corporate sector (including assessments of integrity, dedication, understanding of management issues, and adequate knowledge in the Company's line of business). The assessment process for candidates is supported by Minutes of Assessment.

Pemberhentian Dewan Komisaris dilakukan oleh RUPS. Jabatan Anggota Dewan Komisaris berakhir apabila:

1. Meninggal dunia,
2. Masa jabatannya berakhir,
3. Diberhentikan berdasarkan RUPS, dan/atau
4. Tidak lagi memenuhi persyaratan sebagai Anggota Dewan Komisaris berdasarkan Anggaran Dasar dan peraturan perundang-undangan lainnya.

The dismissal of the Board of Commissioners is carried out by the GMS. The term of office of a member of the Board of Commissioners shall end if:

1. The member passes away;
2. The term of office expires;
3. The member is dismissed by the GMS; and/or
4. The member no longer meets the requirements to serve as a member of the Board of Commissioners in accordance with the Articles of Association and applicable laws and regulations.

Rencana pemberhentian Anggota Dewan Komisaris diberitahukan kepada Anggota Dewan Komisaris yang bersangkutan secara lisan dan tertulis oleh Pemegang Saham.

The plan to dismiss a member of the Board of Commissioners shall be communicated both verbally and in writing by the Shareholders to the concerned member of the Board of Commissioners.

Komposisi Dewan Komisaris
Composition of the Board of Commissioners

Pada tahun 2025 terdapat perubahan susunan Dewan Komisaris dengan adanya perubahan nomenklatur sebagaimana yang dijelaskan pada bab Profil Perusahaan sub bab Perubahan Komposisi Anggota Dewan Komisaris dan Direksi Tahun Buku dan Setelah Tahun Buku 2025 dalam Laporan Tahunan ini. Komposisi Anggota Dewan Komisaris PLN Indonesia Power per 31 Desember 2025 adalah sebagai berikut:

In 2025, there was a change in the composition of the Board of Commissioners due to a change in nomenclature, as explained in the Company Profile chapter, subchapter Changes in the Composition of Members of the Board of Commissioners and the Board of Directors for the Fiscal Year and After the 2025 Fiscal Year in this Annual Report. The composition of the Board of Commissioners of PLN Indonesia Power as of December 31, 2025, is as follows:

Nama Name	Jabatan Position	Periode Periode
Arief Budiman	Komisaris Utama dan Komisaris Independen* President Commissioner and Independent Commissioner*	2023-2027 (Periode Pertama) (First Period)
Arrmanatha Christiawan Nasir	Komisaris Commissioner	2025-2029 (Periode Pertama) (First Period)
Bin Nahadi	Komisaris Commissioner	2025-2029 (Periode Pertama) (First Period)
Anthony Leong	Komisaris Independen Independent Commissioner	2025-2029 (Periode Pertama) (First Period)
Iggi Haruman Achsien	Komisaris Commissioner	2025-2029 (Periode Pertama) (First Period)
Ardinanda Sinulingga	Komisaris Komisaris	2025-2029 (Periode Pertama) (First Period)

* Tanggal 30 Desember 2025 sebagai Komisaris Utama yang selanjutnya diperbaharui dengan Keputusan Pemegang Saham di luar RUPS (Sirkuler) tanggal 22 Januari 2026 sebagai Komisaris Utama dan Komisaris Independen

* As of December 30, 2025, the position of President Commissioner was subsequently updated through a Shareholders' Resolution Outside the General Meeting of Shareholders (Circular Resolution) dated January 22, 2026, appointing the President Commissioner and Independent Commissioner.

Masa Jabatan Dewan Komisaris
Term of Office of the Board of Commissioners

Sejalan dengan *Board Manual* Perusahaan, masa jabatan Anggota Dewan Komisaris ditetapkan 4 (empat) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan.

In line with the Company's Board Manual, the term of office of members of the Board of Commissioners is set at 4 (four) years and they may be reappointed for 1 (one) additional term.

Pedoman Kerja, Tugas dan Tanggung Jawab Dewan Komisaris
Work Guidelines, Duties, and Responsibilities of the Board of Commissioners

Dalam menjalankan tugasnya, Dewan Komisaris telah dilengkapi Pedoman Kerja Komisaris (*Board Manual*) yang disahkan melalui Keputusan Bersama Direksi dan Dewan Komisaris pada tanggal 20 Maret 2020.

In carrying out its duties, the Board of Commissioners is equipped with the Board of Commissioners Work Guidelines (Board Manual), which was ratified through a Joint Decision of the Board of Directors and the Board of Commissioners on March 20, 2020.

Dalam *Board Manual* tersebut, menjelaskan secara terperinci aspek-aspek pedoman kerja Dewan Komisaris, antara lain terkait:

The Board Manual provides a detailed explanation of the working guidelines of the Board of Commissioners, including, among others, matters related to:

1. Etika Jabatan	1. Code of Ethics for the Position
2. Pengertian dan Persyaratan Dewan Komisaris	2. Definition and Requirements of the Board of Commissioners
3. Komposisi Dewan Komisaris	3. Composition of the Board of Commissioners
4. Pengaturan Rangkap Jabatan	4. Regulation on Concurrent Positions
5. Pengangkatan dan Pemberhentian Dewan Komisaris	5. Appointment and Dismissal of the Board of Commissioners
	6. Term of Office of the Board of Commissioners
6. Masa Jabatan Dewan Komisaris	7. Orientation and Training Program
7. Program Pengenalan dan Pelatihan	8. Work Plan and Budget of the Board of Commissioners
8. Rencana Kerja dan Anggaran Dewan Komisaris	
9. Indikator Pencapaian Kinerja Dewan Komisaris	9. Performance Achievement Indicators of the Board of Commissioners
10. Evaluasi Kinerja Dewan Komisaris	10. Performance Evaluation of the Board of Commissioners
11. Tugas Dewan Komisaris	11. Duties of the Board of Commissioners
12. Wewenang Dewan Komisaris	12. Authority of the Board of Commissioners
13. Pendelegasian Wewenang Di Antara Anggota Dewan Komisaris	13. Delegation of Authority Among Members of the Board of Commissioners
14. Tanggung Jawab Dewan Komisaris	14. Responsibilities of the Board of Commissioners
15. Rapat Dewan Komisaris	15. Meetings of the Board of Commissioners
16. Penetapan Kebijakan Pengawasan Perusahaan	16. Establishment of Corporate Supervisory Policies
17. Pelaporan dan Pertanggungjawaban Dewan Komisaris	17. Reporting and Accountability of the Board of Commissioners
18. Remunerasi Dewan Komisaris	18. Remuneration of the Board of Commissioners
19. Organ Pendukung Dewan Komisaris.	19. Supporting Organs of the Board of Commissioners
20. Hubungan Kerja Dewan Komisaris dan Direksi	20. Working Relationship between the Board of Commissioners and the Board of Directors

Tugas dan Tanggung Jawab Dewan Komisaris
Duties and Responsibilities of the Board of Commissioners

Sejalan dengan *Board Manual,* tugas dan tanggung jawab Dewan Komisaris adalah sebagai berikut:

Tugas Dewan Komisaris

1. Dalam melaksanakan tugasnya, Dewan Komisaris harus mematuhi peraturan perundang-undangan dan atau Anggaran Dasar.
2. Dewan Komisaris melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan, dan memberi nasihat kepada Direksi. Pengawasan dan pemberian nasihat sebagaimana dimaksud dilakukan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
3. Dewan Komisaris tidak boleh turut serta dalam mengambil keputusan operasional. Kedudukan masing-masing Anggota Dewan Komisaris termasuk Komisaris Utama adalah setara. Tugas Komisaris Utama sebagai primus inter pares adalah mengkoordinasikan kegiatan Dewan Komisaris.
4. Dewan Komisaris sebagai organ Perseroan bertugas dan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan bahwa Perseroan melaksanakan GCG.
5. Memberikan persetujuan RKAP dan RJPP.
6. Memberikan arahan terkait Perubahan lingkungan bisnis, hubungan dengan stakeholder, Sistem Pengendalian Internal, Manajemen Risiko, Sistem Teknologi Informasi, Kebijakan dan pelaksanaan pengembangan karir, kebijakan akuntansi dan penyusunan laporan keuangan, kebijakan pengadaan, kebijakan mutu dan pelayanan.
7. Melakukan Pengawasan terhadap kepatuhan Direksi sesuai RKAP/RJPP, RKAT Dewan Komisaris, kepatuhan Direksi dalam Menjalankan Peraturan Perundangan, pengawasan terkait gejala menurunnya kinerja Perusahaan, kebijakan pengelolaan Anak Perusahaan/ Perusahaan Patungan, pengawasan terkait persetujuan atas transaksi, pengawasan terkait pengajuan calon auditor eksternal serta pengawasan efektivitas audit internal dan audit eksternal.
8. Mengusulkan Calon Anggota Direksi Kepada Pemegang Saham, Penilaian Kinerja Direksi (Individu Dan Kolegial) dan Pengajuan Usulan Tantiem/Insentif Kinerja Sesuai Ketentuan yang Berlaku dan Mempertimbangkan Kinerja Direksi.
9. Memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang baik telah diterapkan secara efektif dan berkelanjutan.

In line with the Board Manual, the duties and responsibilities of the Board of Commissioners are as follows:

Duties of the Board of Commissioners

1. In carrying out its duties, the Board of Commissioners must comply with laws and regulations and/or the Articles of Association.
2. The Board of Commissioners supervises the management policies and the general course of management, both in relation to the Company and its business activities, and provides advice to the Board of Directors. Such supervision and advice are carried out in the interest of the Company and in accordance with its objectives and purposes.
3. The Board of Commissioners shall not participate in operational decision-making. The position of each member of the Board of Commissioners, including the President Commissioner, is equal. The role of the President Commissioner as primus inter pares is to coordinate the activities of the Board of Commissioners.
4. The Board of Commissioners, as a corporate organ, is collectively responsible for supervising and providing advice to the Board of Directors, as well as ensuring that the Company implements GCG.
5. Providing approval for RKAP and RJPP.
6. Providing guidance related to changes in the business environment, stakeholder relations, Internal Control Systems, Risk Management, Information Technology Systems, policies and implementation of career development, accounting policies and financial reporting preparation, procurement policies, as well as quality and service policies.
7. Supervising the Board of Directors' compliance with the RKAP/RJPP and the Board of Commissioners' RKAT, compliance with laws and regulations, early detection of declining company performance, policies on subsidiaries/ joint ventures management, approval of transactions, supervision related to the selection of external auditors, and the effectiveness of internal and external audits.
8. Proposing candidates for members of the Board of Directors to the Shareholders, evaluating the performance of the Board of Directors (both individual and collective), and propose bonuses/performance incentives in accordance with applicable regulations and considering the performance of the Board of Directors.
9. Monitoring and ensuring that Good Corporate Governance practices are effectively and sustainably implemented.

Tanggung jawab Dewan Komisaris

1. Dewan Komisaris bertanggung jawab atas pengawasan Perusahaan.
2. Setiap Anggota Dewan Komisaris wajib dengan itikad baik, kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.
3. Setiap Anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya.
4. Dalam hal Dewan Komisaris terdiri atas 2 (dua) Anggota Dewan Komisaris atau lebih, tanggung jawab sebagaimana dimaksud pada poin 3 berlaku secara tanggung renteng bagi setiap Anggota Dewan Komisaris.
5. Anggota Dewan Komisaris tidak dapat dipertanggungjawabkan atas kerugian sebagaimana dimaksud pada poin 3 apabila dapat membuktikan: (a) Telah melakukan pengawasan dengan itikad baik dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan; (b) Tidak mempunyai kepentingan pribadi baik langsung maupun tidak langsung atas tindakan pengurusan Direksi yang mengakibatkan kerugian; dan (c) Telah memberikan nasihat kepada Direksi untuk mencegah timbul atau berlanjutnya kerugian tersebut.
6. Atas nama Perseroan, pemegang saham yang mewakili paling sedikit 1/10 (satu persepuluh) bagian dari jumlah seluruh saham dengan hak suara dapat menggugat Anggota Dewan Komisaris yang karena kesalahan atau kelalaiannya menimbulkan kerugian pada Perseroan ke pengadilan negeri.
7. Dalam hal terjadi kepailitan karena kesalahan atau kelalaian Dewan Komisaris dalam melakukan pengawasan terhadap pengurusan yang dilaksanakan oleh Direksi dan kekayaan Perseroan tidak cukup untuk membayar seluruh kewajiban Perusahaan akibat kepailitan tersebut, setiap Anggota Dewan Komisaris secara tanggung renteng ikut bertanggung jawab dengan Anggota Direksi atas kewajiban yang belum dilunasi
8. Tanggung jawab sebagaimana dimaksud pada poin 1 berlaku juga bagi Anggota Dewan Komisaris yang sudah tidak menjabat 5 (lima) tahun sebelum putusan pernyataan pailit diucapkan.
9. Anggota Dewan Komisaris tidak dapat dimintai pertanggungjawaban atas kepailitan Perusahaan sebagaimana dimaksud pada poin 1 apabila dapat membuktikan: (a) Kepailitan tersebut bukan karena kesalahan atau kelalaiannya; (b) Telah melakukan tugas pengawasan dengan itikad baik dan kehati-hatian untuk

Responsibilities of the Board of Commissioners

1. The Board of Commissioners is responsible for supervising the Company.
2. Each member of the Board of Commissioners must, in good faith, with prudence, and in a responsible manner, carry out supervisory duties and provide advice to the Board of Directors in the interest of the Company and in accordance with its objectives and purposes.
3. Each member of the Board of Commissioners is personally liable for losses suffered by the Company if he/she is at fault or negligent in performing his/her duties.
4. In the event that the Board of Commissioners consists of 2 (two) or more members, the responsibility referred to in point 3 applies jointly and severally to each member of the Board of Commissioners.
5. A member of the Board of Commissioners shall not be held liable for the losses referred to in point 3 if he/she can prove that: (a) supervision is carried out in good faith and with due care for the interest of the Company and in accordance with its objectives and purposes; (b) he/she has no personal interest, either directly or indirectly, in the management actions of the Board of Directors that causes the losses; and (c) he/she has provided advice to the Board of Directors to prevent the occurrence or continuation of such losses.
6. On behalf of the Company, shareholders representing at least 1\10 (one-tenth) of the total shares with voting rights may file a lawsuit against a member of the Board of Commissioners who, due to his/her fault or negligence, causes losses to the Company in the district court.
7. In the event of bankruptcy caused by the fault or negligence of the Board of Commissioners in supervising the management carried out by the Board of Directors, and the Company's assets are insufficient to settle all obligations arising from such bankruptcy, each member of the Board of Commissioners shall be jointly and severally liable with the members of the Board of Directors for the unpaid obligations.
8. The responsibility referred to in point 1 also applies to members of the Board of Commissioners who have ceased to serve within 5 (five) years prior to the declaration of bankruptcy.
9. A member of the Board of Commissioners shall not be held liable for the Company's bankruptcy as referred to in point 1 if he/she can prove that: (a) the bankruptcy is not caused by his/her fault or negligence; (b) he/she has carried out supervisory duties in good faith and

kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perseroan; (c) Tidak mempunyai kepentingan pribadi, baik langsung maupun tidak langsung atas tindakan pengurusan oleh Direksi yang mengakibatkan kepailitan; dan (d) Telah memberikan nasihat kepada Direksi untuk mencegah terjadinya kepailitan.

10. Ketentuan mengenai tanggung jawab Dewan Komisaris atas kesalahan dan kelalaiannya yang diatur dalam undang-undang ini tidak mengurangi ketentuan yang diatur dalam undang-undang tentang Hukum Pidana

Sedangkan hal-hal yang menjadi kewenangan Dewan Komisaris Perusahaan, yaitu:

1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan Perseroan.
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan.
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala Persoalan yang menyangkut pengelolaan Perusahaan.
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi.
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.
6. Mengangkat dan memberhentikan Sekretaris Dewan Komisaris, jika dianggap perlu.
7. Memberhentikan sementara Anggota Direksi sesuai dengan ketentuan Anggaran Dasar ini.
8. Membentuk komite-komite lain selain komite audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan.
9. Menggunakan tenaga ahli untuk hal tertentu dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu.
10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar.
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan.
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang - undangan, Anggaran Dasar, dan/atau Keputusan RUPS.
13. Dewan Komisaris mendapatkan akses informasi Perusahaan sesuai kewenangannya.

with due care for the interest of the Company and in accordance with its objectives and purposes; (c) he/she has no personal interest, either directly or indirectly, in the management actions of the Board of Directors that causes the bankruptcy; and (d) he/she has provided advice to the Board of Directors to prevent the bankruptcy.

10. The provisions regarding the liability of the Board of Commissioners for fault and negligence as regulated in this law do not reduce the provisions stipulated under Criminal Law.

Meanwhile, the matters that fall under the authority of the Company's Board of Commissioners are as follows:

1. Inspecting books, correspondence, and other documents, examining cash for verification purposes, as well as other securities, and reviewing the Company's assets.
2. Entering the premises, buildings, and offices used by the Company.
3. Requesting explanations from the Board of Directors and/or other officers regarding any matters related to the management of the Company.
4. Being informed of all policies and actions that have been and will be carried out by the Board of Directors.
5. Requesting the Board of Directors and/or other officers under the Board of Directors, with the knowledge of the Board of Directors, to attend meetings of the Board of Commissioners.
6. Appointing and dismissing the Secretary to the Board of Commissioners, if deemed necessary.
7. Suspending members of the Board of Directors in accordance with the provisions of this Articles of Association.
8. Establishing other committees in addition to the Audit Committee, if deemed necessary, by considering the Company's capabilities.
9. Engaging experts for specific matters within a certain period at the Company's expense, if deemed necessary.
10. Undertaking management actions of the Company in certain circumstances for a specified period in accordance with the provisions of the Articles of Association.
11. Attending meetings of the Board of Directors and providing views on the matters being discussed.
12. Exercising other supervisory authorities insofar as they do not conflict with laws and regulations, the Articles of Association, and/or resolutions of the GMS.
13. The Board of Commissioners shall have access to Company information in accordance with its authority.

Jenis Keputusan yang Memerlukan Persetujuan Dewan Komisaris
Types of Decisions Requiring Approval of the Board of Commissioners

Sejalan dengan *Board Manual*, usulan Direksi yang memerlukan persetujuan tertulis dari Dewan Komisaris adalah sebagai berikut:

1. Mengagunkan Aktiva Tetap Untuk Penarikan Kredit Jangka Pendek.
2. Mengadakan Kerjasama dengan Badan Usaha atau Pihak Lain
3. Menerima atau Memberikan Pinjaman Jangka Menengah/ Panjang.
4. Menghapuskan dari Pembukuan Piutang Macet dan Persediaan Barang Mati.
5. Melepaskan Aktiva Tetap Bergerak dengan Umur Ekonomis yang Lazim Berlaku dalam Industri pada Umumnya sampai dengan 5 (lima) Tahun.
6. Menetapkan Struktur Organisasi dan penempatan pegawai jabatan 1 (satu) Tingkat Di Bawah Direksi.

In line with the Board Manual, proposals from the Board of Directors that require written approval from the Board of Commissioners are as follows:

1. Pledging Fixed Assets to Obtain Short-Term Loans.
2. Entering Into Cooperation with Business Entities or Other Parties.
3. Receiving or Granting Medium- or Long-Term Loans.
4. Writing off Non-Performing Receivables and Obsolete Inventory from the Accounting Records.
5. Disposing of Movable Fixed Assets with an Economic Life Commonly Applicable in the Industry of up to 5 (five) Years.
6. Establishing the Organizational Structure and assigning personnel to positions 1 (one) level below the Board of Directors.

Tugas Komisaris Utama serta Pembagian Tugas Masing-Masing Dewan Komisaris
Duties of the President Commissioner and Distribution of Duties among Members of the Board of Commissioners

Dalam rangka meningkatkan efektivitas dan keberhasilan pelaksanaan fungsi pengawasan, pengarahan, dan pemberian nasihat, Dewan Komisaris melakukan pembagian tugas di antara para anggotanya. Berikut adalah tugas Komisaris Utama termasuk pembagian tugas masing-masing anggota Dewan Komisaris tahun 2025 yang ditetapkan melalui Surat Keputusan Dewan Komisaris Keputusan Dewan Komisaris Nomor 007.SK/DK-PLNIP/2025 tanggal 1 Juli 2025 sebagai pembaharuan dari Keputusan Dewan Komisaris NNo.013.SK/DK-PLNIP/2023 Tanggal 21 Desember 2023:

In order to enhance the effectiveness and success of supervisory, directive, and advisory functions, the Board of Commissioners divides duties among its members. The following are the duties of the President Commissioner, including the distribution of duties among each member of the Board of Commissioners for 2025, as stipulated in the Board of Commissioners' Decision Letter Number 007. SK/DK-PLNIP/2025 dated July 1, 2025, as an update to the Board of Commissioners' Decision Letter Number 013.SK/DK-PLNIP/2023 dated December 21, 2023.

Nama Name	Jabatan Position	Pembagian Tugas Segregation of Duties
Arief Budiman	Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	1. Memimpin Dewan Komisaris dalam melaksanakan fungsi pengawasan seluruh bidang terhadap kebijakan pengurusan serta jalannya pengelolaan Perusahaan yang dilakukan oleh Direksi 2. Menjadi penyambung/mediator dan penanggung jawab dalam hubungan dengan Pemegang Saham 1. Leading the Board of Commissioners in carrying out its supervisory function over all aspects of management policies and the overall administration of the Company conducted by the Board of Directors. 2. Acting as the liaison/mediator and person in charge of relations with the Shareholders.

Nama Name	Jabatan Position	Pembagian Tugas Segregation of Duties	
		3. Berperan dalam mengkoordinasikan kegiatan Dewan Komisaris, termasuk: - Memimpin rapat Dewan Komisaris, - Mendorong komunikasi yang efektif antara Dewan Komisaris dan Direksi, serta - Memastikan terselenggaranya proses pengambilan keputusan yang objektif dan akuntabel	3. Coordinating the activities of the Board of Commissioners, including: - Chairing meetings of the Board of Commissioners, - Promoting effective communication between the Board of Commissioners and the Board of Directors, and - Ensuring that an objective and accountable decision-making process is carried out.
Arrmanatha Christiawan Nasir	Komisaris Commissioner	Investasi dan Manajemen Risiko, SMAP	Investment and Risk Management, Anti-Bribery Management System (SMAP)
Bin Nahadi	Komisaris Commissioner	Audit, GCG, WBS, SMAP	Audit, GCG, WBS, SMAP
Anthony Leong	Komisaris Independen Independent Commissioner	Nominasi dan Remunerasi, SDM dan Organisasi	Nomination and Remuneration, Human Resources and Organization
Iggi Haruman Achsien	Komisaris Commissioner	Audit, GCG, WBS, SMAP	Audit, GCG, WBS, SMAP
Ardinanda Sinulingga	Komisaris Commissioner	Nominasi dan Remunerasi, SDM dan Organisasi	Nomination and Remuneration, Human Resources and Organization

Pembagian tugas tersebut mencakup peran Komisaris Utama serta masing-masing anggota Dewan Komisaris sesuai dengan bidang pengawasan yang ditetapkan serta sesuai kompetensi dan pengalaman yang dimiliki. Dalam pelaksanaannya, pembagian tugas ini senantiasa disesuaikan dengan perubahan komposisi Dewan Komisaris, sehingga tetap relevan dan efektif dalam mendukung fungsi pengawasan serta memastikan keselarasan dengan kebutuhan dan dinamika Perusahaan.

The distribution of duties includes the role of the President Commissioner as well as each member of the Board of Commissioners in accordance with the assigned supervisory areas and the respective competencies and experience. In its implementation, this division of duties is continuously adjusted to changes in the composition of the Board of Commissioners, ensuring that it remains relevant and effective in supporting the supervisory function and in aligning with the Company's needs and dynamics.

Komisaris Independen
Independent Commissioner

Keberadaan Komisaris Independen dimaksudkan menjamin mekanisme pengawasan berjalan secara efektif dan sesuai dengan peraturan perundang-undangan serta mampu memberikan keseimbangan antara kepentingan pemegang saham mayoritas dengan pemegang saham minoritas.

The presence of an Independent Commissioner is intended to ensure that the supervisory mechanism operates effectively and in accordance with applicable laws and regulations, as well as to provide a balance between the interests of majority shareholders and minority shareholders.

Anggota Komisaris Independen adalah Anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan Anggota Dewan Komisaris lainnya, Anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan Perusahaan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

An Independent Commissioner is a member of the Board of Commissioners who does not have financial, managerial, share ownership, and/or family relationships with other members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders, nor any relationship with the Company that may affect his/her ability to act independently.

Kriteria Penentuan Komisaris Independen dan Pemenuhannya
Criteria for Determining Independent Commissioners and Their Fulfillment

Keberadaan Komisaris Independen yang ada di Perusahaan senantiasa menjamin mekanisme pengawasan berjalan secara efektif dan sesuai dengan peraturan perundang-undangan. Adapun kriteria penentuan Komisaris Independen Perusahaan mencakup:

1. Tidak mempunyai hubungan afiliasi dengan Perusahaan, Komisaris, Direksi atau Pemegang Saham Utama/ Pengendali Perusahaan
2. Tidak memiliki hubungan usaha baik langsung maupun tidak langsung berkaitan dengan usaha Perusahaan
3. Tidak memiliki saham, baik langsung maupun tidak langsung pada Perusahaan
4. Tidak bekerja rangkap sebagai Direktur di perusahaan lainnya yang terafiliasi dengan Perusahaan yang bersangkutan.

The presence of Independent Commissioners in the Company continuously ensures that the supervisory mechanism operates effectively and in accordance with applicable laws and regulations. The criteria for determining Independent Commissioners include:

1. Having no affiliation with the Company, its Commissioners, Board of Directors, or Majority/Controlling shareholders.
2. Having no direct or indirect business relationship related to the Company's business activities.
3. Having no shares, either directly or indirectly, in the Company.
4. Not concurrently serving as a Director in another company affiliated with the Company concerned.

Jumlah Komisaris Independen
Number of Independent Commissioners

Jumlah Komisaris Independen PT PLN Indonesia Power pada tahun 2025 mengalami penyesuaian seiring dengan ketentuan Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 Pasal 15 ayat (2), yang mensyaratkan paling sedikit 20% dari total anggota Dewan Komisaris merupakan Komisaris Independen.

Saat ini, komposisi Komisaris Independen PLN Indonesia Power berjumlah 2 (dua) orang atau sekitar 33,33% dari total 6 (enam) anggota Dewan Komisaris, sehingga telah memenuhi ketentuan yang berlaku. Adapun Komisaris Independen PLN Indonesia Power di jabat oleh Sdr. Arief Budiman dan Sdr. Anthony Leong.

The number of Independent Commissioners of PT PLN Indonesia Power in 2025 was adjusted in line with the provisions of the Minister of SOEs Regulation Number PER-2/MBU/03/2023 Article 15 paragraph (2), which requires at least 20% of the total members of the Board of Commissioners to be Independent Commissioners.

Currently, the composition of Independent Commissioners of PLN Indonesia Power consists of 2 (two) persons, or approximately 33.33% of the total 6 (six) members of the Board of Commissioners, thereby complying with the applicable regulation. The Independent Commissioners of PLN Indonesia Power are Mr. Arief Budiman and Mr. Anthony Leong.

Pernyataan Komisaris Independen
Statement of Independent Commissioners

Dalam rangka memenuhi ketentuan mengenai independensi Komisaris Independen, hingga akhir Desember 2025 tidak terdapat Komisaris Independen yang menjabat melebihi 2 (dua) periode masa jabatan. Pernyataan Komisaris Independen PLN Indonesia Power dinyatakan dalam surat pernyataan independensi yang diperbarui secara berkala. Berikut pernyataan independensi Komisaris Independen PLN Indonesia Power:

In order to comply with the independence requirements for Independent Commissioners, as of the end of December 2025, there were no Independent Commissioners serving for more than 2 (two) terms of office. The statement of independence of the Independent Commissioners of PLN Indonesia Power is set out in an independence declaration letter that is periodically updated. The following is the independence statement of the Independent Commissioners of PLN Indonesia Power:

Berdasarkan surat pernyataan diatas, Komisaris Independen Perusahaan telah memenuhi persyaratan independensi sesuai dengan ketentuan yang telah ditetapkan.

Based on the above statement, the Company's Independent Commissioners have met the independence requirements in accordance with the applicable provisions.

Independensi Dewan Komisaris
Independence of the Board of Commissioners

Seluruh Dewan Komisaris telah menandatangani surat Pakta Integritas yang menyatakan tidak adanya hubungan afiliasi dengan anggota Direksi maupun anggota Dewan Komisaris lainnya guna menjamin independensi Dewan Komisaris. Anggota Dewan Komisaris juga berkewajiban untuk melapor apabila terjadi perubahan status yang mempengaruhi independensinya termasuk apabila terdapat rangkap jabatan maupun adanya perubahan kepemilikan saham baik pribadi maupun keluarga di Perusahaan dan/atau Perusahaan lain. Sepanjang tahun 2025, tidak terdapat situasi dengan potensi benturan kepentingan yang dihadapi oleh anggota Dewan Komisaris dalam pengambilan keputusan.

All members of the Board of Commissioners have signed an Integrity Pact stating that there are no affiliations with members of the Board of Directors or other members of the Board of Commissioners, in order to ensure the independence of the Board of Commissioners. Members of the Board of Commissioners are also required to report any changes in status that may affect their independence, including concurrent positions or changes in share ownership, whether personal or family-related, in the Company and/or other companies. Throughout 2025, there were no situations involving potential conflicts of interest faced by members of the Board of Commissioners in decision-making processes.

Dewan Komisaris memiliki komitmen untuk menghindari terjadinya potensi benturan kepentingan atau selalu menempatkan diri untuk tidak berada dalam potensi terjadinya benturan kepentingan dalam situasi apapun.

Kebijakan benturan kepentingan Dewan Komisaris PLN Indonesia Power diatur dalam *Board Manual*. Mekanisme pengawasan atas penerapan kebijakan benturan kepentingan oleh Dewan Komisaris dilakukan dengan:

1. Menyusun surat pernyataan tidak memiliki benturan kepentingan pada awal pengangkatan yang diperbaharui setiap awal tahun.
2. Membuat Pakta Integritas yang dilampirkan dalam usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS.
3. Melaporkan kepemilikan sahamnya dan/atau keluarganya pada Perusahaan dan Perusahaan lain dalam Daftar Khusus kepada Sekretaris Perusahaan.

The Board of Commissioners is committed to avoiding any potential conflicts of interest or consistently ensuring that it does not place itself in situations where conflicts of interest may arise under any circumstances.

The conflict-of-interest policy of the Board of Commissioners of PLN Indonesia Power is regulated in the Board Manual. The supervisory mechanism for the implementation of the conflict-of-interest policy by the Board of Commissioners is carried out through:

1. Preparing a statement of no conflict of interest at the time of initial appointment, which is updated at the beginning of each year.
2. Signing an Integrity Pact attached to proposals for actions of the Board of Directors that require recommendations from the Board of Commissioners and approval from the GMS.
3. Reporting share ownership and/or that of their family members in the Company and other companies in a Special Register to the Corporate Secretary.

Selama tahun 2025, seluruh anggota Dewan Komisaris tidak memiliki benturan kepentingan maupun potensi benturan kepentingan terhadap Perusahaan dan telah dinyatakan melalui penandatanganan Surat Pernyataan Bebas Benturan Kepentinga

During 2025, all members of the Board of Commissioners had no conflicts of interest or potential conflicts of interest with the Company, and this had been confirmed through the signing of the Statement of No Conflict of Interest

Rangkap Jabatan Dewan Komisaris
Concurrent Positions of the Board of Commissioners

Saat ini, rangkap jabatan Dewan Komisaris PLN Indonesia Power mengacu pada pada Undang-Undang Republik Indonesia Nomor I Tahun 2025 Tentang Perubahan Ketiga Atas Undang-Undang Nomor 19 Tahun 2003 Tentang Badan Usaha Milik Negara. Sejalan dengan hal tersebut, anggota Dewan Komisaris dilarang merangkap jabatan sebagai:

1. Anggota Direksi, Dewan Komisaris, atau Dewan Pengawas pada BUMN lain, Anak Usaha BUMN dan turunannya, dan Badan Usaha Milik Daerah; dan/atau

2. Jabatan lain sesuai dengan ketentuan peraturan perundang-undangan.

Pada tahun 2025, terdapat beberapa anggota Dewan Komisaris yang merangkap jabatan. Namun dapat dipastikan rangkap jabatan tersebut tidak bertentangan dengan peraturan perundang-undangan. Informasi rangkap jabatan Dewan Komisaris disajikan di Bab Profil Perusahaan pada sub bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Currently, the concurrent positions of the Board of Commissioners of PLN Indonesia Power refer to Law of the Republic of Indonesia Number 1 of 2025 on the Third Amendment to Law Number 19 of 2003 on State-Owned Enterprises. In line with this, members of the Board of Commissioners are prohibited from holding concurrent positions as:

1. Members of the Board of Directors, Board of Commissioners, or Supervisory Board in other SOEs, SOE subsidiaries and their downstream entities, and Regional Owned Enterprises; and/or
2. Other positions in accordance with the laws and regulations.

In 2025, several members of the Board of Commissioners held concurrent positions. However, it is ensured that such concurrent positions do not conflict with applicable laws and regulations. Information regarding concurrent positions of the Board of Commissioners is presented in the Company Profile chapter under the sub-chapter Board of Commissioners Profile in this Annual Report.

Kepemilikan Saham Anggota Dewan Komisaris
Share Ownership of Members of the Board of Commissioners

Kepemilikan saham anggota Dewan Komisaris senantiasa diungkapkan secara berkala melalui Daftar Khusus yang diadministrasikan oleh Sekretaris Perusahaan. Daftar Khusus tersebut berisi informasi kepemilikan saham anggota Dewan Komisaris beserta keluarganya. Pada tahun 2025, terdapat 3 (tiga) orang Anggota Dewan Komisaris yang tercatat memiliki saham di perusahaan lain. Rincian Kepemilikan Saham masing-masing anggota Dewan Komisaris disajikan dalam tabel berikut:

The share ownership of members of the Board of Commissioners is regularly disclosed through a Special Register administered by the Corporate Secretary. The Special Register contains information on share ownership of members of the Board of Commissioners as well as their family members. In 2025, there was 1 (one) member of the Board of Commissioners recorded as holding shares in another company. Details of the share ownership of each member of the Board of Commissioners are presented in the following table:

Daftar Kepemilikan Saham Dewan Komisaris Tahun 2025
List of Share Ownership of the Board of Commissioners in 2025

Nama Nama	Kepemilikan Saham Shareholding							
	Pribadi Pada Perusahaan Personal in the Company		Keluarga pada Perusahaan Family in the Company		Pribadi Pada Perusahaan Lain Personal in the Company		Keluarga pada Perusahaan Lain Family in the Company	
	2024	2025	2024	2025	2024	2025	2024	2025
Arief Budiman	✖	✖	✖	✖	✖	✖	✖	✖
Arrmanatha Christiawan Nasir	✖	✖	✖	✖	✖	✖	✖	✖
Bin Nahadi	✖	✖	✖	✖	✖	✖	✖	✖
Anthony Leong	✖	✖	✖	✖	✔	✔	✔	✔
Iggi Haruman Achsien	✖	✖	✖	✖	✔	✔	✖	✖
Ardinanda Sinulingga	✖	✖	✖	✖	✔	✔	✖	✖

Keterangan
✔ Ada, ✖ Tidak Ada

Remark
✔ Yes, ✖ No

Laporan Tugas Pengawasan Dewan Komisaris
Report of Supervisory Duties of the Board of Commissioners

Rapat Dewan Komisaris
Board of Commissioners Meeting

Rapat Dewan Komisaris adalah rapat yang dilaksanakan oleh Dewan Komisaris yang berkenaan dengan tugas dan fungsinya. Kebijakan Rapat Dewan Komisaris mengacu pada *Board Manual* dan Anggaran Dasar Perusahaan. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa Anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan.

Sejalan dengan Anggaran Dasar Perusahaan Pasal 12 ayat 10 bahwa kuorum kehadiran Rapat Direksi adalah 1/2 dari jumlah anggota, dan dalam Pasal 16 ayat 13 kuorum kehadiran Rapat Dewan Komisaris adalah 1/2 dari jumlah anggota.

The Board of Commissioners Meeting is a meeting held by the Board of Commissioners in relation to its duties and functions. The policy on Board of Commissioners Meetings refers to the Board Manual and the Company's Articles of Association. The Board of Commissioners may hold meetings at any time upon the request of 1 (one) or more members of the Board of Commissioners, the Board of Directors, or upon a written request from 1 (one) or more Shareholders representing at least 1/10 (one-tenth) of the total shares with voting rights, by specifying the matters to be discussed.

In line with the Company's Articles of Association Article 12.10, the quorum for Board of Directors meetings is 1/2 of the total members, and under Article 16.13, the quorum for Board of Commissioners meetings is 1/2 of the total members.

Semua keputusan dalam rapat Dewan Komisaris diambil dengan musyawarah untuk mufakat. Apabila melalui musyawarah tidak tercapai mufakat, maka keputusan rapat Dewan Komisaris diambil dengan suara terbanyak biasa. Apabila jumlah suara yang setuju dan tidak setuju sama banyaknya, maka pimpinan Rapat memutuskan hasil rapat, dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban, kecuali mengenai diri orang, pengambilan keputusan rapat dilakukan dengan pemilihan secara tertutup. Suara blanko (*abstain*) dianggap menyetujui usul yang diajukan dalam rapat.

All decisions in the Board of Commissioners meetings are taken through deliberation to reach consensus. If consensus cannot be reached through deliberation, decisions shall be made by a simple majority vote. If the number of votes for and against is equal, the chairperson of the meeting shall decide the outcome of the meeting, while still considering accountability provisions, except in matters on individuals, decision-making shall be conducted through a closed voting process. Blank votes (abstentions) are considered as agreeing with the proposals submitted in the meeting.

Dalam hal usulan lebih dari dua alternatif dan hasil pemungutan suara belum mendapatkan satu alternatif dengan suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan, maka dilakukan pemilihan ulang terhadap dua usulan yang memperoleh suara terbanyak sehingga salah satu usulan memperoleh suara lebih dari ½ (satu per dua) bagian dari jumlah suara yang dikeluarkan. Keputusan dapat diambil di luar rapat Dewan Komisaris melalui cara sirkuler sepanjang seluruh anggota Dewan Komisaris setuju tentang cara dan materi yang diputuskan.

In the event that there are more than two alternatives and the voting results do not yield one alternative receiving more than 1/2 (one-half) of the total votes cast, a re-vote shall be conducted between the two proposals receiving the highest number of votes so that one proposal obtains more than 1/2 (one-half) of the total votes cast. Decisions may also be made outside Board of Commissioners meetings through circular decisions, provided that all members of the Board of Commissioners agree on the procedure and the substance of the decision.

Kebijakan Frekuensi Rapat Dewan Komisaris
Policy on the Frequency of Board of Commissioners Meetings

Sejalan yang diatur pada *Board Manual* Perusahaan, Dewan Komisaris dapat mengadakan rapat internal Dewan Komisaris paling sedikit setiap 1 (satu) bulan sekali, dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi (rapat gabungan). Rapat gabungan diselenggarakan jika dipandang perlu oleh salah satu organ dan bila dianggap perlu. Selain itu frekuensi rapat Dewan Komisaris diatur juga dalam Program Kerja Dewan Komisaris.

In accordance with the Company's Board Manual, the Board of Commissioners may hold internal meetings at least 1 (once) every month, where in such meetings, the Board of Commissioners may invite the Board of Directors (joint meetings). Joint meetings are held when deemed necessary by either organ and whenever considered necessary. In addition, the frequency of Board of Commissioners meetings is also regulated in the Board of Commissioners' Work Program.

Rencana Frekuensi dan Realisasi Rapat Dewan Komisaris
Plan of Frequency and Realization of Board of Commissioners Meetings

Berikut rencana frekuensi dan realisasi rapat Dewan Komisaris tahun 2025:

The following is the planned frequency and realization of Board of Commissioners meetings in 2025:

Keterangan Keterangan	Rencana Frekuensi Rapat Dewan Komisaris Rencana Frekuensi Rapat Dewan Komisaris	Realisasi Realisasi
Rapat Internal Internal Meeting	8	9
Rapat Gabungan Dewan Komisaris bersama Direksi Joint Meeting of Board of Commissioners with Board of Directors	12	12
Rapat dengan Pemegang Saham Meeting with Shareholders	2	2

Pelaksanaan Frekuensi dan Tingkat Kehadiran Dewan Komisaris dalam Rapat Tahun 2025

Frequency and Attendance Rate of the Board of Commissioners in Meetings in 2025

Selama tahun 2025, Dewan Komisaris telah melakukan rapat sebanyak 23 kali rapat, yang terdiri dari rapat internal Dewan Komisaris sebanyak 9 kali rapat dan rapat gabungan sebanyak 12 kali rapat dengan tingkat kehadiran Dewan Komisaris sebagai berikut:

During 2025, the Board of Commissioners held a total of 23 meetings, consisting of 9 internal meetings of Board of Commissioners and 12 joint meetings, with the attendance rate of the Board of Commissioners as follows:

Kehadiran Dewan Komisaris dalam Rapat Internal dan Rapat Gabungan Dewan Komisaris Tahun 2025

Attendance of the Board of Commissioners in Internal Meetings and Joint Meetings of the Board of Commissioners in 2025

Nama Nama	Jabatan Position	Periode Menjabat Pada Tahun Buku 2025 Term of Office in Fiscal Year 2025	Kehadiran Dewan Komisaris dalam Rapat Internal Direksi Board of Commissioners Attendance in Board of Commissioner Internal Meeting			Kehadiran Dewan Komisaris dalam Rapat Gabungan (Dewan Komisaris dan Direksi) Board of Commissioners Attendance in Joint Meetings (Board of Commissioners and Board of Directors)		
			Jumlah Wajib Rapat Number of Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate	Jumlah Wajib Rapat Number of Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate
Arief Budiman	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	Menjabat sejak 30 Desember 2025 Serving since December 30, 2025						
	Komisaris Commissioner	Januari - Desember January - December	9	9	100%	12	12	100%
Iskandar Simorangkir	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	Januari - Juni January - June	9	9	100%	12	12	100%
Haryanto W.S		Juni - Desember June - December	Rapat internal dilakukan Juli-Desember 2025 Internal meetings were held in July-December 2025			6	6	100%
	Komisaris Independen Independent Commissioner	Januari - Juni January- June	9	9	100%	6	6	100%
Wiluyo Kusdwiharto	Komisaris Commissioner	1 Januari 2025 - 23 April 2025 January 1, 2025 - April 23, 2025				4	4	100%

Nama Nama	Jabatan Position	Periode Menjabat Pada Tahun Buku 2025 Term of Office in Fiscal Year 2025	Kehadiran Dewan Komisaris dalam Rapat Internal Direksi Board of Commissioners Attendance in Board of Commissioner Internal Meeting			Kehadiran Dewan Komisaris dalam Rapat Gabungan (Dewan Komisaris dan Direksi) Board of Commissioners Attendance in Joint Meetings (Board of Commissioners and Board of Directors)		
			Jumlah Wajib Rapat Number of Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate	Jumlah Wajib Rapat Number of Meetings	Jumlah Kehadiran Number of Attendances	Tingkat Kehadiran Attendance Rate
Lukmanul Hakim	Komisaris Independen Independent Commissioner	Januari - Juni January - June	Rapat internal dilakukan Juli-Desember 2025 Internal meetings were held in July-December 2025			6	6	100%
M. Priharto Dwinugroho	Komisaris Commissioner					6	6	100%
Djoko Siswanto	Komisaris Commissioner					6	6	100%
Arrmanatha Christiawan Nasir	Komisaris Commissioner	Juni - Desember June - December	9	9	100%	6	6	100%
Bin Nahadi	Komisaris Commissioner		9	9	100%	6	6	100%
Anthony Leong	Komisaris Independen Independent Commissioner		9	9	100%	6	6	100%
Ardinanda Sinulingga	Komisaris Commissioner		9	9	100%	6	6	100%
Iggi Haruman Achsien	Komisaris Commissioner	Menjabat sejak 30 Desember 2025 Serving since December 30, 2025						

Kehadiran Anggota Dewan Komisaris dalam RUPS Tahunan

Attendance of Members of the Board of Commissioners at the Annual GMS

No	Tanggal Date	Agenda	Realisasi Realization						
			Iskandar Simorangkir	Wiluyo Kusdwiharto	Djoko Siswanto	M.P Dwinugroho	Arief Budiman	Haryanto W.S.	Lukmanul Hakim
1	31 Januari 2026 January 31, 2026	RUPS Tahunan Rencana Kerja & Anggaran Perseroan (RKAP) Tahun 2025 Annual GMS on the Company's Work Plan and Budget (RKAP) for 2025	✔	✔	✔	✔	✔	✔	✔

No	Tanggal Date	Agenda	Realisasi Realization						
			Iskandar Simorangkir	Wiluyo Kusdwiharto	Djoko Siswanto	M.P Dwinugroho	Arief Budiman	Haryanto W.S.	Lukmanul Hakim
2	19 Juni 2025 June 19, 2025	RUPS Tahunan Laporan Tahunan Perseroan Tahun Buku 2024 Annual GMS on the Company's Annual Report for the 2024 Fiscal Year	✔	*	✖[1]	✔	✖[2]	✔	✔

Keterangan:
* Berhenti menjabat sejak April 2025
✔: hadir
✖: Tidak hadir
1. Dinas ke luar negeri
2. Ibadah haji

Notes:
* Retired from his position in April 2025
✔: present
✖: Tidak hadir
1. Official overseas assignment
2. Pilgrimage (hajj)

Agenda Rapat Dewan Komisaris
Board of Commissioners Meeting Agenda

Agenda rapat internal Dewan Komisaris tahun 2025 diantaranya membahas terkait:
1. Pembahasan telaah Komite atas kinerja Perusahaan bulan berjalan;
2. Pembahasan rencana kegiatan Dewan Komisaris dan Komite untuk bulan berikutnya;
3. Isu strategis lainnya.

Adapun untuk agenda rapat Dewan Komisaris dalam rapat gabungan bersama Direksi telah dijelaskan pada sub bab Direksi dalam laporan Tahunan ini.

The agenda of internal Board of Commissioners meetings in 2025 included discussions on, among others:
1. Review of the Committee's assessment of the Company's performance for the current month;
2. Discussion of the Board of Commissioners' and Committees' activity plans for the following month;
3. Other strategic issues.

The agenda for the Board of Commissioners meetings in joint meetings with the Board of Directors has been described in the Board of Directors section of this Annual Report.

Ketepatan Penyampaian Undangan Rapat Dewan Komisaris
Timely Invitation Procedures of Board of Commissioners Meeting

Penyampaian undangan rapat Dewan Komisaris telah sesuai dengan kebijakan yang diatur dalam *Board Manual* adalah paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, dengan tidak memperhitungkan tanggal panggilan dan tanggal rapat. Selama tahun 2025 tidak terdapat keterlambatan penyampaian undangan rapat kepada peserta rapat Dewan Komisaris.

The delivery of Board of Commissioners meeting invitations has complied with the policy set out in the Board Manual, which stipulates that invitations must be issued no later than 3 (three) days before the meeting is held, or within a shorter period in urgent circumstances, excluding the date of invitation and the date of the meeting. During 2025, there were no delays in delivering meeting invitations to Board of Commissioners meeting participants.

Rencana Rapat Dewan Komisaris Tahun 2026
Board of Commissioners Meeting Plan for 2026

Sejalan dengan Program Kerja Dewan Komisaris Tahun 2026 yang ditetapkan tanggal 14 Januari 2026. Rencana rapat Dewan Komisaris untuk tahun 2026 paling sedikit 1 (satu) kali dalam sebulan dengan memfokuskan pada agenda umum yang mencakup evaluasi kinerja, strategi perusahaan, serta keputusan strategis untuk mencapai keunggulan bersama.

In line with the Board of Commissioners Work Program for 2026, established on January 14, 2026, the Board of Commissioners' meeting plan for 2026 is at least once a month, focusing on general agendas covering performance evaluation, corporate strategy, and strategic decision-making to achieve shared excellence.

Keputusan dan Rekomendasi Dewan Komisaris Tahun 2025
Decisions and Recommendations of the Board of Commissioners in 2025

Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan fungsi, tugas dan tanggung jawabnya yang sebagian diantaranya dituangkan dalam bentuk surat keputusan dan surat rekomendasi yang bersifat pengawasan antara lain:

Throughout 2025, the Board of Commissioners had carried out its functions, duties, and responsibilities, some of which had been formalized in the form of decisions and recommendation letters of a supervisory nature, including:

Keputusan Dewan Komisaris Tahun 2025
Boad of Commissioners' Decisions in 2025

Nomor Surat Letter Number	Perihal Subject	
001.SK/DK-PLNIP/2025	Pembentukan Komite Nominasi dan Remunerasi pada Dewan Komisaris PT PLN Indonesia Power	Establishment of the Nomination and Remuneration Committee of the Board of Commissioners of PT PLN Indonesia Power
002.SK/DK-PLNIP/2025	Penetapan Penghasilan Staf Sekretariat Dewan Komisaris di Lingkungan Dewan Komisaris PT PLN Indonesia Power	Determination of the Remuneration of the Secretariat Staff of the Board of Commissioners within PT PLN Indonesia Power
003.SK/DK-PLNIP/2025	Penetapan Staf Sekretariat pada Dewan Komisaris PT PLN Indonesia Power	Appointment of Secretariat Staff of the Board of Commissioners of PT PLN Indonesia Power
004.SK/DK-PLNIP/2025	Penetapan Pelaksana Tugas Sementara Direktur Utama PT PLN Indonesia Power (Perseroan)	Appointment of Acting President Director of PT PLN Indonesia Power (Perseroan)
005.SK/DK-PLNIP/2025	Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris PT PLN Indonesia Power	Dismissal and Appointment of the Secretary to the Board of Commissioners of PT PLN Indonesia Power
006.SK/DK-PLNIP/2025	Pemberhentian dan Pengangkatan Anggota Komite Audit pada Dewan Komisaris PT PLN Indonesia Power	Dismissal and Appointment of Members of the Audit Committee of the Board of Commissioners of PT PLN Indonesia Power
007.SK/DK-PLNIP/2025	Pembagian Tugas Dewan Komisaris	Duties of the Board of Commissioners
008.SK/DK-PLNIP/2025	Pembentukan Komite Audit pada Dewan Komisaris PT PLN Indonesia Power	Establishment of the Audit Committee of the Board of Commissioners of PT PLN Indonesia Power
009.SK/DK-PLNIP/2025	Pembentukan Komite IMR pada Dewan Komisaris PT PLN Indonesia Power	Establishment of the IMR Committee of the Board of Commissioners of PT PLN Indonesia Power
010.SK/DK-PLNIP/2025	Pembentukan Komite NR pada Dewan Komisaris PT PLN Indonesia Power	Establishment of the NR Committee of the Board of Commissioners of PT PLN Indonesia Power
011.SK/DK-PLNIP/2025	Sistem Pengaduan Pelanggaran (*Whistleblowing System*) DI Lingkungan PT PLN Indonesia Power	Whistleblowing System within PT PLN Indonesia Power
012.SK/DK-PLNIP/2025	Pemberhentian dan Pengangkatan Anggota Komite Investasi dan Manajemen Risiko pada Dewan Komisaris PT PLN Indonesia Power	Dismissal and Appointment of Members of the Investment and Risk Management Committee of the Board of Commissioners of PT PLN Indonesia Power

Nomor Surat Letter Number	Perihal Subject	
013.SK/DK-PLNIP/2025	Pembentukan Tim Implementasi Sistem Manajemen Kepatuhan ISO 37301:2021	Establishment of the Implementation Team for the Compliance Management System ISO 37301:2021
014.SK/DK-PLNIP/2025	Piagam Internal Audit PT PLN Indonesia Power	Internal Audit Charter of PT PLN Indonesia Power
015.SK/DK-PLNIP/2025	Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi pada Dewan Komisaris PT PLN Indonesia Power	Dismissal and Appointment of Members of the Nomination and Remuneration Committee of the Board of Commissioners of PT PLN Indonesia Power

Rekomendasi Dewan Komisaris Tahun 2025

Board of Commissioners' Recommendations in 2025

Nomor Surat Letter Number	Perihal Subject	
001/002/DK-PLNIP/I/2025-R	Persetujuan Dewan Komisaris atas Perubahan Organisasi PT PLN Indonesia Power (Organisasi Pengelola Risiko)	Approval of the Board of Commissioners on the Organizational Changes of PT PLN Indonesia Power (Risk Management Organization)
002/002/DK-PLNIP/I/2025-R	Tanggapan tertulis atas persetujuan setoran modal PLN Indonesia Power kepada PLn IPRen dalam rangka proyek PLTS TGM, Pasuruan dan Banyuwangi	Written response on the approval of PLN Indonesia Power capital injection to PLn IPRen in relation to PLTS TGM project in Pasuruan and Banyuwangi
003/002/DK-PLNIP/I/2025-R	Tanggapan tertulis persetujuan mitra strategis PLN Indonesia Power dalam rangka pengembangan proyek PLTS TGM, Pasuruan dan Banyuwangi	Written response on the approval of PLN Indonesia Power strategic partners in relation to the development of PLTS TGM project in Pasuruan and Banyuwangi
004/002/DK-PLNIP/I/2025-R	Rekomendasi Dewan Komisaris atas RKAP Tahun 2025 PT PLN Indonesia Power	Recommendation of the Board of Commissioners on the 2025 RKAP of PT PLN Indonesia Power
005/002/DK-PLNIP/I/2025-R	Tinjauan Dewan Pengarah tentang Kegiatan Sistem Manajemen Anti Penyuapan (SMAP) PLN Indonesia Power	Review by the Steering Committee on the Anti-Bribery Management System (SMAP) activities of PLN Indonesia Power
006/002/DK-PLNIP/I/2025-R	Persetujuan Revisi Kandidat Posisi Struktural MA dan MM PLN Indonesia Power	Approval of Revised Candidates for MA and MM structural positions of PLN Indonesia Power
007/002/DK-PLNIP/II/2025-R	Persetujuan Kandidat Manajemen Menengah dan Pengurus Anak Perusahaan PT PLN Indonesia Power	Approval of Candidates for Middle Management and Subsidiaries' Management of PT PLN Indonesia Power
008/002/DK-PLNIP/III/2025-R	Tanggapan tertulis Dewan Komisaris atas Setoran Modal PLN Indonesia Power kepada PLN Indonesia Power Renewables untuk Pengembangan Proyek PLTA Hidro Sumatera (Kuota) Tersebar 250 MW	Written response of the Board of Commissioners on PLN IP Capital Injection to PLN Indonesia Power Renewables for the Development of Sumatra Hydro Power Plant Distributed (Quota) Project of 250 MW
009/002/DK-PLNIP/III/2025-R	tanggapan tertulis Dewan Komisaris atas mitra strategis PLN Indonesia Power dalam rangka pengembangan proyek PLTS Kedungombo dan Jatigede	Written response of the Board of Commissioners on PLN Indonesia Power strategic partners in relation to the development of Kedungombo and Jatigede PLTS projects
010/002/DK-PLNIP/III/2025-R	Tanggapan tertulis Dewan Komisaris atas tambahan modal disetor PLN Indonesia Power kepada PLN IPRen dalam rangka proyek PLTS Kedungombo dan Jatigede	Written response of the Board of Commissioners on additional paid-in capital from PLN Indonesia Power to PLN IPRen for Kedungombo and Jatigede PLTS projects
011/002/DK-PLNIP/III/2025-R	Rekomendasi Persetujuan Dewan Komisaris atas Penyampaian BA Penetapan Selected Talent PT PLN Indonesia Power 2025	Recommendation for Approval by the Board of Commissioners on the Submission of the Minutes of Selected Talent Determination of PT PLN Indonesia Power 2025
012/002/DK-PLNIP/III/2025-R	Rekomendasi Persetujuan Kandidat Terpilih Manajemen Menengah PT PLN Indonesia Power	Recommendation for Approval of Selected Candidates for Middle Management of PT PLN Indonesia Power

Nomor Surat Letter Number	Perihal Subject	
013/002/DK-PLNIP/V/2025-R	Tanggapan Tertulis Dewan Komisaris atas Penambahan Volume Pasokan Batubara untuk PLTU Suralaya Unit 1-7	Written Response of the Board of Commissioners on the Increase in Coal Supply Volume for PLTU Suralaya Units 1–7
014/002/DK-PLNIP/V/2025-R	Tanggapan Tertulis Dewan Komisaris Atas Permohonan Persetujuan Penugasan Pengembangan Proyek PLTP Ulubelu Binary Unit 30 MW dan PLTP Lahendong Binary Unit 15 MW Melalui Skema Mandat Keikutsertaan Dengan Porsi Kepemilikan Saham Sebesar 49% Melalui PLN Indonesia Geothermal (IGeo)	Written Response of the Board of Commissioners on the Request for Approval of the Assignment for the Development of Ulubelu Binary Geothermal Power Plant Unit 30 MW and Lahendong Binary Geothermal Power Plant Unit 15 MW through a Participation Mandate Scheme with a 49% Ownership Stake via PLN Indonesia Geothermal (IGeo)
015/002/DK-PLNIP/VI/2025-R	Tanggapan Tertulis Dewan Komisaris atas Usulan Pembagian Laba Tahun 2024	Written Response of the Board of Commissioners on the Proposed Distribution of 2024 profits
016/002/DK-PLNIP/VI/2025-R	Rekomendasi Penunjukan KAP Tahun Buku 2025	Recommendation on the Appointment of KAP for the 2025 Fiscal Year
017/002/DK-PLNIP/VI/2025-R	Rekomendasi Usulan Tantiem Direksi dan Dekom serta Bonus (IKP) bagi Pegawai Tahun 2024, serta Penyesuaian Honorarium Direksi Dewan Komisaris Tahun 2025	Recommendation on the Proposal for Bonuses (Tantiem) for the Board of Directors and Board of Commissioners, and Employee Performance Incentive (IKP) for 2024, as well as Adjustment of Honorarium for the Board of Directors and Board of Commissioners for 2025
018/002/DK-PLNIP/VI/2025-R	Tanggapan Tertulis Dewan Komisaris Atas Permohonan Persetujuan Usulan Penghapusbukuan dan Pemindahtanganan Aset PT PLN Indonesia Power	Written Response of the Board of Commissioners on the Request for Approval of Proposed Write-off and Disposal of Assets of PT PLN Indonesia Power
019/002/DK-PLNIP/VI/2025-R	Tinjauan Dewan Pengarah tentang Kegiatan Sistem Manajemen Anti Penyuapan (SMAP) PLN Indonesia Power Tahun 2025	Review by the Steering Committee on the Anti-Bribery Management System (SMAP) Activities of PLN Indonesia Power for 2025
020/002/DK-PLNIP/VIII/2025-R	Persetujuan Dewan Komisaris atas Perubahan Organisasi PT PLN Indonesia Power	Approval of the Board of Commissioners on the Organizational Change of PT PLN Indonesia Power
021/002/DK-PLNIP/VIII/2025-R	Persetujuan dan Rekomendasi Tertulis Dewan Komisaris atas Usulan Penghapusbukuan dan Pelepasan Aset UBP Keramasan, UBP Jambi, UBP Saguling, dan UBH PT PLN Indonesia Power	Written Approval and Recommendation of the Board of Commissioners on the Proposed Write-Off and Divestment of Assets of UBP Keramasan, UBP Jambi, UBP Saguling, and UBH of PT PLN Indonesia Power
022/002/DK-PLNIP/IX/2025-R	Persetujuan Dewan Komisaris Atas Program Investasi dan Pendanaan Pengembangan Proyek Prioritas P0 dan P0' RUPTL 2025-2034 Alokasi PLN Indonesia Power	Approval of the Board of Commissioners on the Investment and Financing Program for the Development of Priority Projects P0 and P0' under RUPTL 2025–2034 allocated to PLN Indonesia Power
023/002/DK-PLNIP/IX/2025-R	Persetujuan Dewan Komisaris Atas Program Investasi dan Pendanaan Pengembangan Proyek Prioritas P0 dan P0' RUPTL 2025-2034 Alokasi PLN Indonesia Power	Approval of the Board of Commissioners on the Investment and Financing Program for the Development of Priority Projects P0 and P0' under RUPTL 2025–2034 allocated to PLN Indonesia Power
024/002/DK-PLNIP/X/2025-R	Tanggapan Tertulis Dekom atas Usulan RKAP 2026	Written response of the Board of Commissioners on the proposed 2026 RKAP
025/002/DK-PLNIP/XI/2025-R	Tanggapan Tertulis Dewan Komisaris Atas Tambahan Modal Disetor PT PLN Indonesia Power kepada PT PLN IPRen dalam Rangka Pengembangan Proyek PLTP Ulubelu Binary Unit 30 MW dan PLTP Lahendong Binary Unit 15 MW	Written Response of the Board of Commissioners on Additional Paid-In Capital from PT PLN Indonesia Power to PT PLN IPRen for the Development of Ulubelu Binary Geothermal Power Plant Unit 30 MW and Lahendong Binary Geothermal Power Plant Unit 15 MW
026/002/DK-PLNIP/XI/2025-R	Persetujuan Dewan Komisaris atas Kandidat Terpilih Direksi PT Artha Daya Coalindo	Approval of the Board of Commissioners on Selected Candidates for the Board of Directors of PT Artha Daya Coalindo
027/002/DK-PLNIP/XI/2025-R	Persetujuan Dewan Komisaris atas Usulan Pengisian Jabatan Manajemen Menengah PT PLN Indonesia Power	Approval of the Board of Commissioners on the proposal for filling middle management positions of PT PLN Indonesia Power

Nomor Surat Letter Number	Perihal Subject	
028/002/DK-PLNIP/XI/2025-R	Persetujuan Dekom atas Rekomposisi Anggaran Investasi Tahun 2025 PT PLN Indonesia Power	Approval of the Board of Commissioners on the Restructuring of the 2025 Investment Budget of PT PLN Indonesia Power
029/002/DK-PLNIP/XII/2025-R	Persetujuan Dewan Komisaris atas Perubahan Organisasi PT PLN Indonesia Power (Perubahan Organisasi Eksekusi RUPTL 2025-2034)	Approval of the Board of Commissioners on Organizational Changes of PT PLN Indonesia Power (Organizational Changes for the Execution of RUPTL 2025–2034)
030/002/DK-PLNIP/XII/2025-R	Persetujuan Dewan Komisaris atas Kandidat Terpilih Direksi Jabatan Komisaris di Lingkungan PT PLN Indonesia Power Group	Approval of the Board of Commissioners on Selected Candidates for Board of Directors Positions Serving as Commissioners within the PLN Indonesia Power Group

Kebijakan dan Program Pengenalan Komisaris Baru

Policy and Orientation Program for Newly Appointed Commissioners

Kebijakan program pengenalan Dewan Komisaris yang baru diangkat mengacu pada *Board Manual*. Selaras dengan kebijakan tersebut Program Pengenalan mengenai Perusahaan wajib diberikan kepada Anggota Dewan Komisaris yang baru diangkat untuk pertama kalinya.

The orientation program policy for newly appointed members of the Board of Commissioners refers to the Board Manual. In line with this policy, an Orientation Program regarding the Company must be provided to members of the Board of Commissioners who are appointed for the first time.

Program pengenalan dapat berupa presentasi, pertemuan, kunjungan ke Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan dimana program tersebut dilaksanakan. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapapun yang menjalankan fungsi sebagai Sekretaris Perusahaan.

The orientation program may take the form of presentations, meetings, company visits, document reviews, or other programs deemed appropriate for the Company. The responsibility for organizing this introduction program lies with the Corporate Secretary or anyone performing the function of Corporate Secretary.

Sepanjang tahun 2025, telah terdapat pelaksanaan program pengenalan Dewan Komisaris yang baru diangkat sebagai berikut:

Throughout 2025, the implementation of the orientation program for newly appointed members of the Board of Commissioners was carried out as follows:

Tanggal Date	Materi Progran Pengenalan Orientation Program Materials		Forum Forum
1 Juli 2025 July 1, 2025	1. Prinsip-prinsip GCG 2. Gambaran mengenai Perseroan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif dan masalah-masalah strategis lainnya; 3. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit; 4. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan	1. GCG principles 2. Overview of the Company in relation to its objectives, nature, and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, and other strategic issues; 3. Information related to delegated authority, internal and external audit, internal control systems and policies, including the Audit Committee; 4. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors, as well as matters that are prohibited.	Rapat bersama Direksi (Rapat Gabungan) Meeting with Board of Directors (Joint Meeting)

Tanggal Date	Materi Progran Pengenalan Orientation Program Materials		Forum Forum
16 Juli 2025 July 16, 2025	Manajemen Risiko	Risk Management	Rapat Internal Dewan komisaris Internal Meeting of Board of Commissioners
19 Agustus 2025 August 19, 2025	RKAP 2025	2025 RKAP	Rapat Internal Dewan komisaris Internal Meeting of Board of Commissioners
20 Agustus 2025 August 20, 2025	RJPP 2025	2025 RJPP	Rapat Internal Dewan komisaris Internal Meeting of Board of Commissioners

Kebijakan dan Program Pelatihan dan/atau Peningkatan Kompetensi Dewan Komisaris
Policy and Training Program and/or Competency Enhancement of the Board of Commissioners

Kebijakan pengembangan kompetensi Dewan Komisaris PLN Indonesia Power mengacu pada *Board Manual*. Pengembangan/Pemutakhiran Kompetensi Dewan Komisaris dirancang untuk meningkatkan kompetensi bidang pengawasan, pengarahan dan penasehatan. Pelaksanaan Pengembangan Kompetensi bagi Anggota Dewan Komisaris direalisasikan sesuai dengan Rencana Kerja Dewan Komisaris dan termasuk dalam *Key Performance Indicators* (KPI) Dewan Komisaris.

The competency development policy for the Board of Commissioners of PLN Indonesia Power refers to the Board Manual. The development/updating of the Board of Commissioners' competencies is designed to enhance competencies in the areas of supervision, guidance, and advisory roles. The implementation of competency development for members of the Board of Commissioners is carried out in accordance with the Board of Commissioners Work Plan and is included in the Board of Commissioners' Key Performance Indicators (KPI).

Pelaksanaan Program Pelatihan Dewan Komisari Tahun 2025
Implementation of the Board of Commissioners Training Program in 2025

Berikut kegiatan pelaksanaan pelatihan yang telah diikuti oleh Dewan Komisaris PLN Indonesia Power selama tahun 2025:

The following are the training activities attended by the Board of Commissioners of PLN Indonesia Power during 2025:

Nama Name	Jabatan Position	Topik Pelatihan Training Topics	Tanggal Date	Penyelenggara Organizer	Lokasi Location
Haryanto WS	Komisaris Utama dan Komisaris Independen President Commissioner and Independent Commissioner	*In House Training Directorship* Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025 In-House Training on Directorship for the Board of Directors and Board of Commissioners of PT PLN Indonesia Power in 2025	21 November 2025 November 21, 2025	IICD	Jakarta
Arrmanatha Christiawan Nasir	Komisaris Commissioner	1. *In House Training Directorship* Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025 2. *Qualified Risk Governance Professional* (QRGP) 1. In-House Training on Directorship for the Board of Directors and Board of Commissioners of PT PLN Indonesia Power in 2025 2. Qualified Risk Governance Professional (QRGP)	21 November 2025 28-29 Oktober 2025 November 21, 2025 October 28–29, 2025	IICD LSP MKS	Jakarta *Online*

Nama Name	Jabatan Position	Topik Pelatihan Training Topics	Tanggal Date	Penyelenggara Organizer	Lokasi Location
Bin Nahadi	Komisaris Commissioners	*In House Training Directorship* Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025 In-House Training on Directorship for the Board of Directors and Board of Commissioners of PT PLN Indonesia Power in 2025	21 November 2025 21 November 2025	IICD	Jakarta
Anthony Leong	Komisaris Independen Independent Commissioner	*In House Training Directorship* Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025 In House Training Directorship Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025	21 November 2025 21 November 2025	IICD	Jakarta
		Qualified Risk Governance Professional (QRGP)	30 Oktober 2025 dan 5 November 2025 October 30, 2025 and November 5, 2025	LSP MKS	*Online*
Arief Budiman	Komisaris Commissioners	*In House Training Directorship* Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025 In House Training Directorship Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025	21 November 2025 21 November 2025	IICD	Jakarta
Ardinanda Sinulingga	Komisaris Commissioners	1. *In House Training Directorship* Direksi dan Dewan Komisaris PT PLN Indonesia Power Tahun 2025 2. *Qualified Risk Governance Professional* (QRGP) 1. In-House Training on Directorship for the Board of Directors and Board of Commissioners of PT PLN Indonesia Power in 2025 2. Qualified Risk Governance Professional (QRGP)	21 November 2025 28-29 Oktober 2025 November 21, 2025 October 28–29, 2025	IICD LSP MKS	Jakarta *Online*

PLTGU Cilegon, UBP Cilegon, Banten.
CCPP Cilegon, Cilegon GBU, Banten.

Penilaian Kinerja Dewan Komisaris dan Direksi Serta Komite di Tingkat Dewan Komisaris

Performance Assessment of the Board of Commissioners and the Board of Directors as Well as Committees at the Board of Commissioners Level

Penilaian kinerja Dewan Komisaris, Direksi, serta Komite di tingkat Dewan Komisaris merupakan bagian penting dalam penerapan Tata Kelola Perusahaan yang Baik. Proses ini dilakukan secara berkala untuk memastikan bahwa seluruh organ Perusahaan menjalankan tugas, fungsi, dan tanggung jawabnya secara efektif, akuntabel, dan selaras dengan tujuan strategis Perusahaan.

The performance assessment of the Board of Commissioners, the Board of Directors, and the Committees at the Board of Commissioners level is an important part of implementing Good Corporate Governance. This process is conducted periodically to ensure that all corporate organs carry out their duties, functions, and responsibilities effectively, accountably, and in alignment with the Company's strategic objectives.

Melalui penilaian kinerja yang terstruktur dan objektif, Perusahaan dapat mengidentifikasi capaian, evaluasi, serta area yang perlu ditingkatkan guna mendukung perbaikan berkelanjutan. Hasil penilaian ini juga menjadi dasar dalam pengambilan keputusan terkait pengembangan kapasitas, penetapan remunerasi, serta peningkatan kinerja organ Perusahaan secara keseluruhan.

Through a structured and objective performance assessment, the Company is able to identify achievement, evaluate, and determine areas for improvement in order to support continuous enhancement. The results of this assessment also serve as a basis for decision-making related to capacity development, remuneration determination, and overall performance improvement of the Company's organs.

Adapun penilaian kinerja tersebut mencakup Dewan Komisaris, Direksi, serta komite di bawah Dewan Komisaris, dengan penjelasan sebagai berikut:

The performance assessment covers the Board of Commissioners, the Board of Directors, and the committees under the Board of Commissioners, with further explanations as follows:

Penilaian Kinerja Dewan Komisaris

Board of Commissioners' Performance Assessment

Penilaian kinerja Dewan Komisaris dilakukan sebagai bagian dari upaya memastikan efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi. Proses ini bertujuan untuk menilai sejauh mana Dewan Komisaris telah menjalankan tugas dan tanggung jawabnya secara optimal, sesuai dengan ketentuan yang berlaku serta prinsip Tata Kelola Perusahaan yang Baik.

The performance assessment of the Board of Commissioners is conducted as part of efforts to ensure the effectiveness of its supervisory and advisory functions to the Board of Directors. This process aims to evaluate the extent to which the Board of Commissioners has carried out its duties and responsibilities optimally, in accordance with applicable regulations and the principles of Good Corporate Governance.

Penilaian kinerja ini dilaksanakan secara terstruktur dan objektif dengan mempertimbangkan berbagai aspek, sehingga hasilnya dapat menjadi dasar dalam melakukan evaluasi dan perbaikan berkelanjutan Perusahaan.

This performance assessment is carried out in a structured and objective manner by considering various aspects, so that the results can serve as a basis for evaluation and continuous improvement of the Company.

Kebijakan Penilaian Kinerja Dewan Komisaris

Policy on Performance Assessment of the Board of Commissioners

Kebijakan penilaian kinerja Dewan Komisaris diatur dalam *Board Manual* Perusahaan, dimana penilaian kinerja Dewan Komisaris dilakukan melalui Pengukuran dan Penilaian

The policy for assessing the performance of the Board of Commissioners is regulated in the Company's Board Manual, where the performance assessment of the Board

Terhadap Kinerja Dewan Komisaris berdasarkan pada *Key Performance Indicator*/KPI, penilaian mandiri (*self assessment*) serta *assessment* dan evaluasi GCG.

of Commissioners is conducted through measurement and evaluation of its performance based on Key Performance Indicators (KPIs), self-assessment, as well as GCG assessment and evaluation.

Pihak yang Melakukan Penilaian Terhadap Kinerja Dewan Komisaris

Parties Conducting the Performance Assessment of the Board of Commissioners

Penilaian kinerja Dewan Komisaris dilakukan oleh Pemegang Saham dengan mengacu pada kebijakan yang diatur dalam *Board Manual* Perusahaan. Penilaian ini didasarkan pada pencapaian *Key Performance Indicators* (KPI) yang telah ditetapkan setiap tahun dan disetujui oleh RUPS/Pemegang Saham, berdasarkan usulan dari Dewan Komisaris.

The performance assessment of the Board of Commissioners is conducted by the Shareholders, referring to the policies stipulated in the Company's Board Manual. This assessment is based on the achievement of Key Performance Indicators (KPIs) that are set annually and approved by the GMS/ Shareholders, based on proposals from the Board of Commissioners.

Dewan Komisaris telah menetapkan kebijakan terkait pengukuran dan penilaian kinerja Dewan Komisaris, termasuk penetapan indikator dan target kinerja yang jelas. Pencapaian kinerja masing-masing anggota Dewan Komisaris dievaluasi secara berkala dan dituangkan dalam risalah Rapat Dewan Komisaris sebagai bagian dari proses pengawasan yang berkesinambungan.

The Board of Commissioners has established policies related to the measurement and assessment of its performance, including the determination of clear performance indicators and targets. The performance achievements of each member of the Board of Commissioners are evaluated periodically and documented in the minutes of Board of Commissioners meetings as part of an ongoing supervisory process.

Hasil penilaian kinerja Dewan Komisaris selanjutnya dilaporkan kepada Pemegang Saham melalui Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris, termasuk dalam Laporan Triwulanan dan Laporan Tahunan, sebagai bentuk akuntabilitas dalam penerapan Tata Kelola Perusahaan yang Baik.

The results of the Board of Commissioners' performance assessment are subsequently reported to the Shareholders through the Report on the Implementation of Supervisory Duties of the Board of Commissioners, including Quarterly Reports and Annual Reports, as a form of accountability in the implementation of Good Corporate Governance.

Proses Pelaksanaan Penilaian Kinerja Dewan Komisaris

Process of the Implementation of the Board of Commissioners Performance Assessment

Pemegang Saham
Shareholders

Pemegang Saham melalui Rapat Umum Pemegang Saham menyetujui KPI Dewan Komisaris berdasarkan usulan dari Dewan Komisaris. KPI tersebut merupakan sebagai tolok ukur pencapaian kinerja Dewan Komisaris dalam melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi.
Shareholders, through the General Meeting of Shareholders, approve the Board of Commissioners' KPIs based on proposals from the Board of Commissioners. These KPIs serve as a benchmark for assessing the performance of the Board of Commissioners in carrying out its supervisory and advisory functions to the Board of Directors.

Dewan Komisaris
Board of Commissioners

Dewan Komisaris melakukan penilaian mandiri atas pelaksanaan tugas, fungsi, dan tanggung jawabnya berdasarkan Sasaran Strategis dan KPI yang telah ditetapkan, sebagai bentuk akuntabilitas dan evaluasi internal.
The Board of Commissioners conducts a self-assessment of the implementation of its duties, functions, and responsibilities based on the established Strategic Objectives and KPIs, as a form of accountability and internal evaluation.

Pemegang Saham
Shareholders

Pemegang Saham melakukan penilaian kinerja Dewan Komisaris dengan mempertimbangkan hasil penilaian kinerja yang dilakukan oleh Dewan Komisaris termasuk pencapaian kinerja, kompetensi dan tingkat kehadiran rapat.
Shareholders assess the performance of the Board of Commissioners by considering the results of performance assessment conducted by the Board of Commissioners, including performance achievements, competencies, and meeting attendance rate.

Kriteria dan Mekanisme Penilaian Kinerja Dewan Komisaris Secara Kolegial

Criteria and Mechanism for Collegial Performance Assessment of the Board of Commissioners

Sejalan dengan KPI Dewan Komisaris yang telah disepakati dengan Pemegang Saham, kriteria penilaian kinerja Dewan Komisaris menggunakan beberapa kriteria dan mekanisme penilaian sebagai berikut:

1. Indikator Pencapaian Kinerja (KPI) Dewan Komisaris

   KPI Dewan Komisaris merupakan tolok ukur utama dalam menilai kinerja Dewan Komisaris. KPI tersebut diselaraskan dengan KPI Perusahaan yang ditetapkan bersama Direksi dan Pemegang Saham pada saat RUPS RKAP tahun 2025 tanggal 30 Januari 2026.

   Kriteria penilaian kinerja Dewan Komisaris yang dimuat dalam KPI Dewan Komisaris antara lain mencakup:

   1. *Review* dan tanggapan atas Rencana Perusahaan
   2. *Review* dan tanggapan atas Kinerja Perusahaan
   3. *Review* tindak lanjut hasil/temuan Audit Internal/ Eksternal
   4. Memberi tanggalan tertulis/persetujuan/nasehat/ saran/teguran/kepada Direksi
   5. Menyampaikan program kerja dan KPI Dewan Komisaris Tahunan kepada Pemegang Saham
   6. Menyampaikan pendapat/usul Dewan Komisaris kepada Pemegang Saham/RUPS
   7. Menyampaikan laporan tentang tugas pengawasan Dewan Komisaris
   8. RUPS
   9. Rapat Dewan Komisaris
   10. Pengenalan/Induksi/ Peningkatan Kompetensi
   11. Pengelolaan GCG

2. Penilaian Mandiri (*Self Assessment*)
   Sejalan dengan yang diatur dalam *Board Manual* Perusahaan, selain berbasis KPI, penilaian kinerja Dewan Komisaris juga dilakukan melalui mekanisme penilaian mandiri (*self assessment*). Penilaian ini dilaksanakan oleh Komite yang menjalankan fungsi Nominasi dan Remunerasi, yang diketuai oleh salah satu anggota Dewan Komisaris, dengan metode *self assessment* atau peer evaluation.

   Penilaian ini mengacu pada kriteria yang mencakup:
   1. Aspek komposisi
   2. Kriteria anggota, perencanaan kerja
   3. Pelaksanaan tugas dan tanggung jawab, program orientasi dan pengembangan

In line with the Board of Commissioners' KPIs agreed upon with the Shareholders, the performance assessment criteria for the Board of Commissioners use several criteria and mechanisms as follows:

1. Performance Indicator (KPI) of the Board of Commissioners
   The Board of Commissioners' KPIs serve as the main benchmark in assessing its performance. These KPIs are aligned with the Company's KPIs, which are jointly determined with the Board of Directors and Shareholders at the GMS for the RKAP 2025 held on January 30, 2026.

   The performance assessment criteria of the Board of Commissioners as outlined in the KPI include, among others:
   1. Review and response to the Company's Business Plan
   2. Review and response to the Company's performance
   3. Review of follow-up actions on Internal/External Audit results/ findings
   4. Providing written responses/approvals/advice/ recommendations/warnings to the Board of Directors
   5. Submitting the annual work program and KPI of the Board of Commissioners to the Shareholders
   6. Submitting opinions/proposals of the Board of Commissioners to Shareholders/GMS
   7. Submitting reports on the supervisory duties of the Board of Commissioners
   8. GMS
   9. Board of Commissioners meetings
   10. Orientation/induction/competency enhancement
   11. GCG management

2. Self-Assessment
   In accordance with the Company's Board Manual, in addition to KPI-based evaluation, the performance assessment of the Board of Commissioners is also conducted through a self-assessment mechanism. This assessment is carried out by the Committee performing the Nomination and Remuneration function, chaired by one of the members of the Board of Commissioners, using a self-assessment or peer evaluation method.

   This assessment refers to criteria covering:
   1. Composition aspects
   2. Member criteria and work planning
   3. Execution of duties and responsibilities orientation and development programs

4. Efektivitas rapat Dewan Komisaris, kinerja organ penunjang
5. Hubungan komunikasi
6. Pertanggungjawaban serta
7. Komitmen terhadap standar etika.

3. *Assessment* dan Evaluasi GCG
   Penilaian kinerja Dewan Komisaris juga mempertimbangkan hasil *assessment* dan evaluasi penerapan GCG, khususnya pada aspek Dewan Komisaris dan organ penunjangnya. Capaian skor GCG menjadi salah satu indikator dalam menilai efektivitas pelaksanaan fungsi pengurusan serta kualitas tata kelola Perusahaan secara keseluruhan.

   Secara prinsip, pelaksanaan *assessment* dan evaluasi GCG mengacu pada Peraturan Menteri BUMN yang berlaku. Namun, seiring dengan dicabutnya ketentuan sebelumnya dan belum diterapkannya regulasi pengganti, PLN Indonesia Power saat ini menggunakan parameter penilaian GCG yang merujuk pada praktik terbaik, antara lain Pedoman Umum GCG Indonesia (PUGKI), ASEAN *Corporate Governance Scorecard* (ACGS), serta ketentuan Otoritas Jasa Keuangan (POJK). Pendekatan ini digunakan untuk memastikan penerapan GCG tetap relevan, terukur, dan selaras dengan standar yang berlaku secara nasional maupun internasional.

4. Effectiveness of Board of Commissioners meetings, performance of supporting organs
5. Communication relationship
6. Accountabilit, and
7. Commitment to ethical standards.

3. GCG Assessment and Evaluation
   The performance assessment of the Board of Commissioners also considers the results of the GCG implementation assessment and evaluation, particularly in relation to the Board of Commissioners and its supporting organs. The GCG score achievement serves as one of the indicators in assessing the effectiveness of management functions and the overall quality of the Company's governance.

   In principle, the implementation of GCG assessment and evaluation refers to the applicable Minister of SOEs Regulations. However, following the revocation of the previous provisions and the absence of replacement regulations, PLN Indonesia Power currently uses GCG assessment parameters based on best practices, including the Indonesian General Guidelines for Corporate Governance (PUGKI), the ASEAN Corporate Governance Scorecard (ACGS), and the Financial Services Authority Regulations (POJK). This approach is applied to ensure that GCG implementation remains relevant, measurable, and aligned with applicable national and international standards.

Kriteria dan Mekanisme Penilaian Kinerja Dewan Komisaris Secara Individual

Criteria and Mechanism for Individual Performance Assessment of the Board of Commissioners

Dalam pelaksanaannya, penilaian kinerja individu Dewan Komisaris mengacu pada *Key Performance Indicators* (KPI) Dewan Komisaris yang telah ditetapkan dan disetujui oleh RUPS. KPI tersebut menjadi dasar dalam menilai kinerja masing-masing anggota, termasuk kontribusi dalam pengawasan kinerja Perusahaan, kepatuhan terhadap peraturan, partisipasi dalam rapat, serta pemberian rekomendasi dan nasihat kepada Direksi.

Berikut adalah kriteria yang digunakan dalam penilaian kinerja Dewan Komisaris secara individual:

In its implementation, the individual performance assessment of the Board of Commissioners refers to the Key Performance Indicators (KPIs) of the Board of Commissioners that have been established and approved by the GMS. These KPIs serve as the basis for evaluating the performance of each member, including contributions to the supervision of the Company's performance, compliance with regulations, participation in meetings, and the provision of recommendations and advice to the Board of Directors.

The following are the criteria used in the individual performance assessment of the Board of Commissioners:

No	Kriteria Penilaian Assessment Criteria	Realisasi Realization					
		Arief Budiman	Arrmanatha Christiawan Nasir	Bin Nahadi	Anthony Leong	Iggi Haruman Achsien	Ardinanda Sinulingga
Dewan Komisaris/Komite dengan Direksi/Manajemen **Board of Commissioners/Committee with Board of Directors/Management**							
1	*Review* dan tanggapan atas Rencana Perusahaan Review and response to the Company's Business Plan	✔	✔	✔	✔	✔	✔
2	*Review* dan tanggapan atas Kinerja Perusahaan Review and response to the Company's performance	✔	✔	✔	✔	✔	✔
3	*Review* tindak lanjut hasil/ temuan Audit Internal/ Eksternal Review of follow-up actions on Internal/ External Audit results/ findings	✔	✔	✔	✔	✔	✔
4	Memberi tanggalan tertulis/persetujuan/ nasehat/saran/teguran/ kepada Direksi Providing written responses/ approvals/ advice/ recommendations/ warnings to the Board of Directors	✔	✔	✔	✔	✔	✔
Dewan Komisaris dengan RUPS **Board of Commissioners with the GMS**							
5	Menyampaikan program kerja dan KPI Dewan Komisaris Tahunan kepada Pemegang Saham Submitting the annual work program and KPI of the Board of Commissioners to the Shareholders	✔	✔	✔	✔	✔	✔
6	Menyampaikan pendapat/ usul Dewan Komisaris kepada Pemegang Saham/RUPS Submitting opinions/ proposals of the Board of Commissioners to the Shareholders/ GMS	✔	✔	✔	✔	✔	✔
7	Menyampaikan laporan tentang tugas pengawasan Dewan Komisaris Submitting reports on the supervisory duties of the Board of Commissioners	✔	✔	✔	✔	✔	✔
8	RUPS GMS	✔	✔	✔	✔	✔	✔

No	Kriteria Penilaian Assessment Criteria	Realisasi Realization					
		Arief Budiman	Arrmanatha Christiawan Nasir	Bin Nahadi	Anthony Leong	Iggi Haruman Achsien	Ardinanda Sinulingga
Internal Dewan Komisaris Internal of the Board of Commissioners							
9	Rapat Dewan Komisaris Board of Commissioners meetings	✔	✔	✔	✔	✔	✔
10	Pengenalan/Induksi/ Peningkatan Kompetensi Orientation/ induction / competency enhancement	✔	✔	✔	✔	✔	✔
11	Pengelolaan GCG GCG management	✔	✔	✔	✔	✔	✔

Keterangan:
✔: termasuk kriteria penilaian
✖: tidak termasuk kriteria penilaian

Notes:
✔: included in the assessment criteria
✖: not included in the assessment criteria

Penilaian Kinerja Direksi
Board of Directors' Performance Assessment

Penilaian kinerja Direksi dilakukan secara komprehensif dan terstruktur sebagai bagian dari upaya memastikan efektivitas pelaksanaan fungsi pengurusan Perusahaan. Proses penilaian ini tidak hanya menitikberatkan pada pencapaian kinerja secara kolegial, tetapi juga mempertimbangkan kontribusi masing-masing anggota Direksi serta hasil evaluasi penerapan tata kelola Perusahaan.

The performance assessment of the Board of Directors is conducted in a comprehensive and structured manner as part of efforts to ensure the effectiveness of the Company's management function. This assessment process not only focuses on collegial performance achievements but also considers the contribution of each member of the Board of Directors as well as the results of the evaluation of corporate governance implementation.

Dengan pendekatan tersebut, penilaian kinerja Direksi diharapkan dapat memberikan gambaran yang menyeluruh mengenai kinerja Direksi dalam mencapai target Perusahaan, sekaligus menjadi dasar dalam melakukan evaluasi dan perbaikan berkelanjutan.

Through this approach, the performance assessment of the Board of Directors is expected to provide a comprehensive overview of the Board of Directors' performance in achieving the Company's targets, while also serving as a basis for evaluation and continuous improvement.

Kebijakan Penilaian Kinerja Direksi
Policy on Performance Assessment of the Board of Directors

Kebijakan penilaian kinerja Direksi diatur dalam *Board Manual* Perusahaan. Sejalan dengan kebijakan tersebut penilaian kinerja Direksi dilakukan melalui penilaian kinerja kolegial Direksi (*Key Performance Indicator*/KPI), penilaian kinerja individu masing-masing anggota Direksi serta pencapaian hasil *assessment* dan evaluasi GCG.

The policy for assessing the performance of the Board of Directors is regulated in the Company's Board Manual. In line with this policy, the performance assessment of the Board of Directors is carried out through collegial performance assessment of the Board of Directors (Key Performance Indicators/KPI), individual performance assessment of each member of the Board of Directors, as well as the achievement of GCG assessment and evaluation results.

Pihak yang Melakukan Penilaian Kinerja Direksi
Parties Conducting the Performance Assessment of the Board of Directors

Penilaian kinerja Direksi dilakukan oleh Dewan Komisaris untuk dilaporkan kepada Pemegang Saham sebagai bahan evaluasi kinerja sekaligus bentuk pertanggungjawaban atas pelaksanaan tugas Direksi. Penilaian ini mengacu pada kebijakan yang diatur dalam *Board Manual* Perusahaan dan didasarkan pada *Key Performance Indicators* (KPI) yang telah ditetapkan setiap tahun serta disetujui oleh RUPS/Pemegang Saham.

The performance assessment of the Board of Directors is conducted by the Board of Commissioners and reported to Shareholders as a basis for performance evaluation as well as a form of accountability for the execution of the Board of Directors' duties. This assessment refers to the policy set out in the Company's Board Manual and is based on Key Performance Indicators (KPIs) that are established annually and approved by the GMS/Shareholders.

Pencapaian kinerja Direksi, baik secara kolegial maupun individual, dievaluasi secara berkala dan dituangkan dalam risalah Rapat Direksi serta Laporan Manajemen Bulanan dan Laporan Manajemen Tahunan sebagai bagian dari proses pemantauan dan pengendalian kinerja Perusahaan.

The performance achievements of the Board of Directors, both collegially and individually, are evaluated periodically and documented in the minutes of Board of Directors meetings, as well as in the Monthly Management Report and Annual Management Report, as part of the Company's performance monitoring and control process.

Hasil penilaian kinerja Direksi selanjutnya disampaikan kepada Pemegang Saham melalui Dewan Komisaris dalam laporan berkala, termasuk Laporan Triwulanan dan Laporan Tahunan, sebagai bentuk akuntabilitas dalam penerapan Tata Kelola Perusahaan yang Baik.

The results of the Board of Directors' performance assessment are then submitted to Shareholders through the Board of Commissioners in periodic reports, including Quarterly Reports and Annual Reports, as a form of accountability in the implementation of Good Corporate Governance.

Proses Pelaksanaan Penilaian Kinerja Direksi
Process of the Implementation of Board of Directors' Performance Assessment

Pemegang Saham
Shareholders

Pemegang Saham melalui Rapat Umum Pemegang Saham menetapkan Kontrak Manajemen (KPI *Corporate*) sebagai tolok ukur pencapaian kinerja Direksi dalam melaksanakan Pengelolaan Perseroan
Shareholders, through the General Meeting of Shareholders, establish a Management Contract (Corporate KPI) as a benchmark for assessing the performance achievement of the Board of Directors in carrying out the management of the Company.

Dewan Komisaris
Board of Commissioners

- Dewan Komisaris dan Direksi melakukan Penandatanganan KPI Korporat yang telah disetujui oleh Pemegang Saham sebagai bentuk fungsi pengawasan dan komitmen Bersama
- Dewan Komisaris melakukan pemantauan dan evaluasi atas kinerja Direksi berdasarkan pencapaian KPI termasuk kehadiran rapat dan kompetensi yang selanjutnya disampaikan kepada Pemegang Saham sebagai bahan pertimbangan penilaian.
- The Board of Commissioners and the Board of Directors sign the Corporate KPI that has been approved by the Shareholders as a form of supervisory function and mutual commitment.
- The Board of Commissioners conducts monitoring and evaluation of the Board of Directors' performance based on KPI achievement, including meeting attendance and competencies, which are subsequently submitted to the Shareholders as consideration material for performance assessment.

Pemegang Saham
Pemegang Saham

Pemegang Saham menilai kinerja Direksi dengan mempertimbangkan hasil evaluasi dan rekomendasi Dewan Komisaris.
Pemegang Saham menilai kinerja Direksi dengan mempertimbangkan hasil evaluasi dan rekomendasi Dewan Komisaris.

Kriteria dan Mekanisme Penilaian kinerja Direksi Kolegial dan Individual

Criteria and Mechanism for Collegial and Individual Performance Assessment of the Board of Directors

Sejalan dengan Kontrak Manajemen (KPI Perusahaan) yang telah disepakati dengan Pemegang Saham pada saat RUPS RKAP tahun 2025 tanggal 30 Januari 2025. Kriteria penilaian kinerja Dewan Komisaris menggunakan beberapa kriteria dan mekanisme penilaian sebagai berikut:

1. KPI Kolegial dan Masing-Masing (Individual) Direksi
   kriteria penilaian kinerja Direksi secara kolegial dan masing-masing (individual) Direksi adalah sebagai berikut:

In line with the Management Contract (Corporate KPI) agreed with the Shareholders at the GMS on the 2025 RKAP held on January 30, 2025, the performance assessment criteria of the Board of Commissioners use several assessment criteria and mechanisms as follows:

1. Collegial and Individual KPI of the Board of Directors
   The criteria for assessing the performance of the Board of Directors, both collegially and individually, are as follows:

Key Performance Indicator	Kriteria Penilaian Assessment Criteria	
Kolegial dan Direktur Utama Collegial and President Director	I. ***Economic and Social Value*** **meliputi indikator:** EBITDA; Biaya Pokok Penyediaan (BPP) Pembangkit; ROIC; *Equivalent Forced Outage Rate* (EFOR) PLTU dan Non PLTU; *Equivalent Availability Factor* (EAF) PLTU dan Non PLTU; *Specific Fuel Consumption* (SFC) Batubara, Gas dan BBM; Pengelolaan Komunikasi & TJSL, *Maturity Level Sustainability*, *Carbon Emission Reduction*; Penyelesaian RJPP; dan *Total of unit with* PROPER (*beyond Compliance*)	**I. Economic and Social Value includes the following indicators:** EBITDA; Generation Cost (BPP); ROIC; Equivalent Forced Outage Rate (EFOR) for PLTU and Non-PLTU; Equivalent Availability Factor (EAF) for PLTU and Non-PLTU; Specific Fuel Consumption (SFC) for Coal, Gas, and Fuel Oil; Communication & CSR Management; Sustainability Maturity Level; Carbon Emission Reduction; RJPP completion; and Total units with PROPER (beyond compliance).
	II. ***Business Model Innovation*** **meliputi indikator:** Implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko *Sub Holding* (SH)/ Anak Perusahaan (AP); Pendapatan *Beyond* kWh (Pendapatan dari Luar PLN *Group* (*Beyond* kWh) dan Jumlah Kontrak Bisnis di Luar Negeri); Jumlah *project* SPE teregister di SRN dan siap diperdagangkan; Sinergi *Sub Holding*, Anak Perusahaan Lain & Pusharlis; Optimalisasi *Holding Subholding*	**II. Business Model Innovation includes the following indicators:** Implementation of the Risk Management Improvement Roadmap; Sub-Holding (SH)/Subsidiary (AP); Beyond kWh Revenue (revenue outside PLN Group and Number of Overseas Business Contracts); Number of SPE projects registered in SRN and ready for trading; Synergy among Sub-Holding, other Subsidiaries & Pusharlis; Optimization of Holding–Subholding.
	III. ***Technology Leadership*** **meliputi indikator** *Digital Power Plant Implementation*; *Maturity Level* EAM Pembangkitan; *Value Creation*; dan Umur Persediaan Batubara	**III. Technology Leadership includes the following indicators:** Digital Power Plant implementation; EAM Generation Maturity Level; Value Creation; and Coal Inventory Age.
	IV. ***Energize Investment*** **meliputi indikator:** EPC & *Project Completion*; *Green Industrial Cluster*; Solar PV *Manufacturing*; Pengendalian penggunaan Anggaran Investasi sesuai RKAP	**IV. Energize Investment includes the following indicators:** EPC & Project Completion; Green Industrial Cluster; Solar PV Manufacturing; Control of Investment Budget Utilization in accordance with the RKAP.
	V. ***Unleash Talent*** **meliputi indikator:** Rasio *Top Talent Millennial* (<=42 tahun) dalam *Nominated Talent*; Rasio Perempuan dalam *Nominated Talent*; Rasio Pemenuhan Kualifikasi Organ Pengelola Risiko SH/AP; *Human Capital Readiness* (HCR) & *Organizational Capital Readiness* (OCR) dan Produktivitas Pegawai; Nihil Kecelakaan	**V. Unleash Talent includes the following indicators:** Ratio of Millennial Top Talent (≤42 years) in Nominated Talent; Ratio of Women in Nominated Talent; Fulfillment Ratio of Risk Management Organization Qualifications in SH/AP; Human Capital Readiness (HCR) & Organizational Capital Readiness (OCR) and Employee Productivity; Zero Accidents.
	VI. ***Compliance*** **meliputi indikator:** *Compliance* (GCG, *Zero Fatality*, Kepatuhan K3L, SPI, *Reporting*, Busdev *Alignment*)	**VI. Compliance includes the following indicators:** Compliance (GCG, Zero Fatality, OHSE compliance, SPI, Reporting, and Business Development alignment).

Key Performance Indicator	Kriteria Penilaian Assessment Criteria	
Direktur Operasi Pembangkit Batu Bara Director of Coal Power Plant Operations	**A. KPI Bersama** EBITDA; ROIC; Pendapatan dari Luar PLN *Group* & Laba Asosiasi; *Maturity Level Sustainability* **B. KPI Direktorat** **I. Nilai Ekonomi dan Sosial untuk Indonesia meliputi indikator:** BPP PLTU Batubara; EFOR PLTU Batubara; EAF PLTU Batubara; SFC Batubara; Optimalisasi Kesiapan Pasokan Pembangkit; Tingkat Proper Unit (*Beyond Compliance*) serta Pengelolaan Komunikasi & TJSL **II. *Business Model Innovation* meliputi indikator:** Pemenuhan *Roadmap* Perbaikan Penerapan dan Sinergi antar *Sub Holding* & Anak Perusahaan Lain (tidak termasuk sinergi Unit PLN) **III. *Technology Leadership* meliputi indikator:** *Digital Power Plant Implementation*; *Maturity Level* EAM Pembangkitan; *Value Creation*; Jaminan Penyediaan Energi Primer Batubara **IV. *Energize Investment* meliputi indikator:** Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2024; *Carbon Emission Reduction* (*Cofiring* dan CTC) **V. *Unleash Talent*:** *Lost Time Injury Frequency Rate* **VI. *Compliance* meliputi indikator:** Kepatuhan (GCG, CSR, *Safety*, *Security & Environment*, SPI, *Reporting*)	**A. Joint KPI** EBITDA; ROIC; Revenue from outside PLN Group & Associated Company Profit; Sustainability Maturity Level. **B. Directorate KPI** **I. Economic and Social Value for Indonesia includes the following indicators:** BPP for PLTU; EFOR of coal-fired PLTU; EAF of coal-fired PLTU; coal SFC; Optimization of Power Plant Supply Readiness; Unit PROPER Rating (Beyond Compliance); and Communication & CSR Management. **II. Business Model Innovation includes the following indicators:** Fulfillment of the improvement roadmap for implementation and synergy among Sub-Holding and other subsidiaries (excluding synergy with PLN units). **III. Technology Leadership includes the following indicators:** Digital Power Plant implementation; EAM Generation Maturity Level; Value Creation; and assurance of coal primary energy supply. **IV. Energize Investment includes the following indicators:** Control of investment budget utilization in accordance with the 2024 RKAP; Carbon Emission Reduction (co-firing and CTC). **V. Unleash Talent:** Lost Time Injury Frequency Rate. **VI. Compliance includes the following indicators:** Compliance (GCG, CSR, Safety, Security & Environment, SPI, and Reporting).
Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	**A. KPI Bersama** EBITDA; ROIC; Pendapatan dari Luar PLN *Group* & Laba Asosiasi; *Maturity Level Sustainability* **B. KPI Direktorat** **I. Nilai Ekonomi dan Sosial Untuk Indonesia meliputi indikator:** BPP Non PLTU Batubara; (EFOR) Pembangkit Non PLTU *Equivalent Availability Factor* (EAF) Non PLTU; *Specific Fuel Consumption* (SFC) Gas dan BBM; Optimalisasi kesiapan pasokan pembangkit; *Total of Unit with* PROPER (*Beyond Compliance*) dan Pengelolaan Komunikasi & TJSL **II. *Business Model Innovation* meliputi indikator:** Pemenuhan *Roadmap* Perbaikan Penerapan; Sinergi antar *Sub Holding* & Anak Perusahaan Lain (tidak termasuk sinergi Unit PLN) **III. *Technology Leadership* meliputi indikator:** *Digital Power Plant Implementation*; *Maturity Level* EAM Pembangkitan; dan *Value Creation* **IV. *Energize Investment* meliputi indikator:** *Carbon Emission Reduction* (Produksi EBT dan Gas); Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2024 **V. *Unleash Talent*:** Lost Time Injury Frequency Rate **VI. *Compliance* meliputi indikator:** Kepatuhan (GCG, CSR, *Safety*, *Security & Environment*, SPI, *Reporting*)	**A. Joint KPI** EBITDA; ROIC; Revenue from outside PLN Group & Associated Company Profit; Sustainability Maturity Level. **B. Directorate KPI** **I. Economic and Social Value includes the following indicators:** BPP for Non-Coal Power Plants; (EFOR) for Non-Coal Power Plants; Equivalent Availability Factor (EAF) for Non-Coal Power Plants; Specific Fuel Consumption (SFC) for Gas and Fuel oil; Optimization of power plant supply readiness; Total Units with PROPER (Beyond Compliance); and Communication & CSR Management. **II. Business Model Innovation includes the following indicators:** Fulfillment of the improvement implementation roadmap; synergy among Sub-Holding and other subsidiaries (excluding synergy with PLN units). **III. Technology Leadership includes the following indicators:** Digital Power Plant implementation; EAM Generation Maturity Level; and Value Creation. **IV. Energize Investment includes the following indicators:** Carbon Emission Reduction (renewable energy and gas production); control of investment budget utilization in accordance with the 2024 RKAP. **V. Unleash Talent:** Lost Time Injury Frequency Rate. **VI. Compliance includes the following indicators:** Compliance (GCG, CSR, Safety, Security & Environment, SPI, and Reporting).

Key Performance Indicator	Kriteria Penilaian Assessment Criteria	
Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	**A. KPI Bersama** EBITDA; ROIC; Pendapatan dari Luar PLN *Group* & Laba Asosiasi; *Maturity Level Sustainability* **B. KPI Direktorat** **I. Nilai Ekonomi dan Sosial meliputi indikator:** *Advancing in Sustainable Development Goals* (SDG's) - pengelolaan Komunikasi & TJSL; - Pendapatan Penjualan Solar PV *Manufacturer*; Program Dedieselisasi; EPC *Project Completion* **II. Inovasi Model Bisnis meliputi indikator:** Sinergi antar *Sub Holding*, Anak Perusahaan Lain dan Pusharlis; Milestone Pemenuhan TKDN **III. Kepemimpinan teknologi meliputi Indikator:** *Moonshots Cluster* **IV. Peningkatan Investasi meliputi indikator:** Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2025 **V. *Compliance* meliputi indikator:** Kepatuhan (GCG, CSR, *Safety, Security & Environment*, SPI, *Reporting*)	**A. Joint KPI** EBITDA; ROIC; Revenue from outside PLN Group & Associated Company Profit; Sustainability Maturity Level. **B. Directorate KPI** **I. Economic and Social Value includes the following indicators:** Advancing in Sustainable Development Goals (SDGs) – Communication & CSR Management; Solar PV Manufacturer Sales Revenue; Dieselization Reduction Program (dedieselization); EPC project completion. **II. Business Model Innovation includes the following indicators:** Synergy among Sub-Holding, other subsidiaries, and Pusharlis; Milestone Achievement of Domestic Component Level (TKDN) fulfillment. **III. Technology Leadership includes the following indicators:** Moonshots Cluster. **IV. Investment Enhancement includes the following indicators:** Control of investment budget utilization in accordance with the 2025 RKAP. **V. Compliance includes the following indicators:** Compliance (GCG, CSR, Safety, Security & Environment, SPI, and Reporting).
Direktur Keuangan dan Manajemen Risiko Direktur Keuangan dan Manajemen Risiko	**A. KPI Bersama** EBITDA; ROIC; Pendapatan dari Luar PLN *Group* & Laba Asosiasi; *Maturity Level Sustainability* **B. KPI Direktorat** **I. Nilai Ekonomi dan Sosial meliputi indikator:** Biaya Pokok Penyediaan (BPP) Pembangkit; *Advancing in Sustainable Development Goals* (SDG's) - pengelolaan Komunikasi & TJSL; Implementasi Roadmap perbaikan Penerapan Manajemen Risiko SH/A; Laba Bersih Korporat. **II. Inovasi Model Bisnis meliputi indikator:** Sinergi antar *Sub Holding*, Anak Perusahaan Lain & Pusharlis **III. *Technology Leadership*:** *Digital Power Plant Implementation*; *Value Creation*: Efisiensi Biaya Pemeliharaan Pembangkit **IV. Peningkatan Investasi meliputi indikator:** Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2025 **V. Pengembangan Talenta:** #NA **VI. *Compliance* meliputi indikator:** Kepatuhan (GCG, CSR, *Safety, Security & Environment*, SPI, *Reporting*)	**A. Joint KPI** BITDA; ROIC; Revenue from outside PLN Group & Associated Company Profit; Sustainability Maturity Level. **B. Directorate KPI** **I. Economic and Social Value includes the following indicators:** Generation Cost (BPP); Advancing in the Sustainable Development Goals (SDGs) – Communication & CSR Management; Implementation of the Risk Management Improvement Roadmap for Sub-Holding/Subsidiaries (SH/A); Corporate Net Profit. **II. Business Model Innovation includes the following indicators:** Synergy among Sub-Holding, other subsidiaries, and Pusharlis. **III. Technology Leadership includes the following indicators:** Digital Power Plant implementation; Value Creation: Efficiency of Power Plant Maintenance Costs. **IV. Investment Enhancement includes the following indicators:** Control of investment budget utilization in accordance with the 2025 RKAP. **V. Talent Development:** #NA **VI. Compliance includes the following indicators:** Compliance (GCG, CSR, Safety, Security & Environment, SPI, and Reporting).

Key Performance Indicator	Kriteria Penilaian Assessment Criteria
Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration	**A. KPI Bersama** EBITDA; ROIC; Pendapatan dari Luar PLN *Group* & Laba Asosiasi; *Maturity Level Sustainability* **B. KPI Direktorat** **I. Nilai Ekonomi dan Sosial meliputi indikator:** *Carbon Emission Reduction*; Pengendalian Biaya Kepegawaian; Pengendalian Biaya Administrasi; Pengelolaan Komunikasi & TJSL; *Total of Units with* PROPER (*Beyond Compliance*) **II. Inovasi Model Bisnis meliputi indikator:** Pendapatan dari Luar PLN Grup dari aset dan properti; Sinergi antar *Sub Holding*, Anak Perusahaan Lain & Pusharlis **III. Kepemimpinan Teknologi:** #N/A **IV. Peningkatan Investasi meliputi indikator:** Pengendalian penggunaan Anggaran Investasi sesuai RKAP 2025 **V. Pengembangan Talenta meliputi indikator:** *Talent Diversity* (*Millennials Women*); *Human Capital Readiness* (HCR), *Organization Capital Readiness* (OCR) & Produktivitas Pegawai; Pemenuhan Formasi Tenaga Kerja; *Lost Time Injury Frequency Rate* **VI. *Compliance* meliputi indikator:** Kepatuhan (GCG, CSR, *Safety, Security & Environment*, SPI, *Reporting*)	**A. Joint KPI** EBITDA; ROIC; Revenue from outside PLN Group & Associated Company Profit; Sustainability Maturity Level. **B. Directorate KPI** **I. Economic and Social Value includes the following indicators:** Carbon Emission Reduction; Control of Employee Costs; Control of Administrative Costs; Communication & CSR Management; Total Units with PROPER (Beyond Compliance). **II. Business Model Innovation includes the following indicators:** Revenue from outside PLN Group derived from assets and properties; Synergy among Sub-Holding, Other Subsidiaries & Pusharlis. **III. Technology Leadership:** #N/A **IV. Investment Enhancement includes the following indicators:** Control of investment budget utilization in accordance with the 2025 RKAP. **V. Talent Development includes the following indicators:** Talent diversity (millennial women); Human Capital Readiness (HCR), Organizational Capital Readiness (OCR) & Employee Productivity; fulfillment of Workforce Staffing; Lost Time Injury Frequency Rate. **VI. Compliance includes the following indicators:** Compliance (GCG, CSR, Safety, Security & Environment, SPI, and Reporting).

2. *Assessment* dan Evaluasi GCG

Penilaian kinerja Direksi juga mempertimbangkan hasil *assessment* dan evaluasi penerapan GCG, khususnya pada aspek Direksi dan organ penunjangnya. Capaian skor GCG menjadi salah satu indikator dalam menilai efektivitas pelaksanaan fungsi pengurusan serta kualitas tata kelola Perusahaan secara keseluruhan.

Secara prinsip, pelaksanaan *assessment* dan evaluasi GCG mengacu pada Peraturan Menteri BUMN yang berlaku. Namun, seiring dengan dicabutnya ketentuan sebelumnya dan belum ditetapkannya regulasi pengganti, PLN Indonesia Power saat ini menggunakan parameter penilaian GCG yang merujuk pada praktik terbaik, antara lain Pedoman Umum Governansi Korporat Indonesia (PUG-KI), ASEAN *Corporate Governance Scorecard* (ACGS), serta ketentuan Otoritas Jasa Keuangan (POJK). Pendekatan ini digunakan untuk memastikan penerapan GCG tetap relevan, terukur, dan selaras dengan standar yang berlaku secara nasional maupun internasional.

2. GCG Assessment and Evaluation

The performance assessment of the Board of Directors also considers the results of the GCG implementation assessment and evaluation, particularly in relation to the Board of Directors aspects and its supporting organs. The GCG score achievement serves as one of the indicators in assessing the effectiveness of management functions and the overall quality of the Company's governance.

In principle, the implementation of GCG assessment and evaluation refers to the applicable Minister of SOEs Regulations. However, following the revocation of the previous provisions and the absence of replacement regulations, PLN Indonesia Power currently uses GCG assessment parameters based on best practices, including the Indonesian General Guidelines for Corporate Governance (PUGKI), the ASEAN Corporate Governance Scorecard (ACGS), and the Financial Services Authority Regulations (POJK). This approach is used to ensure that GCG implementation remains relevant, measurable, and aligned with applicable national and international standards.

Hasil Penilaian Kinerja Direksi
Results of the Board of Directors Performance Assessment

Berikut hasil penilaian kinerja Direksi PLN Indonesia Power secara kolegial dan individual yang dicapai per 31 Desember 2025:

The following are the results of the performance assessment of the Board of Directors of PLN Indonesia Power, both collegially and individually, as of December 31, 2025:

Nama Name	Jabatan Position	Target Pencapaian KPI KPI Achievement Target	Skor Pencapaian KPI KPI Achievement Score
Bernadus Sudarmanta	Kolegial dan Direktur Utama Collegial and President Director	100,00	100,23
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batubara Director of Coal Power Plant Operations	100,00	100,10
Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	100,00	104,20
Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	100,00	102,37
Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Direktur Keuangan dan Manajemen Risiko	100,00	102,66
Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration	100,00	101,91

Penilaian Kinerja Masing-Masing Komite di Tingkat Dewan Komisaris
Performance Assessment of Each Committee at the Board of Commissioners Level

Sejalan dengan kebijakan yang diatur dalam *Board Manual* Perusahaan, salah satu tugas Dewan Komisaris adalah melakukan penilaian kinerja Komite di bawah Dewan Komisaris. Penilaian ini dilakukan berdasarkan tugas dan tanggung jawab yang tercantum dalam Piagam Komite serta Program Kerja Komite.

In line with the policy stipulated in the Company's Board Manual, one of the duties of the Board of Commissioners is to assess the performance of Committees under the Board of Commissioners. This assessment is conducted based on the duties and responsibilities outlined in the Committee Charter as well as the Committee Work Program.

Evaluasi kinerja Komite Dewan Komisaris dilaksanakan setiap triwulan oleh Dewan Komisaris, dengan mengacu pada realisasi dan penyelesaian program kerja yang tercantum dalam Rencana Kerja dan Anggaran Komite. Parameter penilaian kinerja meliputi:

1. Kontribusi terhadap pencapaian target tim
2. Jumlah kajian, analisis, dan rekomendasi yang dihasilkan
3. Tingkat keaktifan dalam kegiatan tim
4. Kerjasama dan sinergi dalam tim
5. Mutu dan kualitas konsep yang dikembangkan
6. Kehadiran dalam Rapat Komite
7. Pengembangan dan kompetensi

The performance evaluation of the Board of Commissioners' Committees is carried out quarterly by the Board of Commissioners, referring to the implementation and completion of work programs stated in the Committee Work Plan and Budget. The performance assessment parameters include:

1. Contribution to team target achievement
2. Number of studies, analyses, and recommendations produced
3. Level of active participation in team activities
4. Teamwork and synergy within the team
5. Quality of concepts developed
6. Attendance in Committee meetings
7. Development and competency

Penjelasan lebih lanjut mengenai penilaian kinerja Komite di bawah Dewan Komisaris dapat dilihat pada uraian bagian Komite Di Bawah Dewan Komisaris dalam Laporan Tahunan ini.

Further details regarding the performance assessment of Committees under the Board of Commissioners can be found in the section on Committees under the Board of Commissioners in this Annual Report.

Hubungan Kerja Direksi dan Dewan Komisaris

Work Relations Between Board of Directors and Board of Commissioners

Dalam rangka Transparansi sebagai Fondasi Kepercayaan, PLN Indonesia Power membangun hubungan kerja yang efektif antara Dewan Komisaris dan Direksi sebagai salah satu kunci keberhasilan pengelolaan Perusahaan. Hubungan tersebut dijalankan secara terbuka, konstruktif, dan profesional, serta dilandasi prinsip saling percaya guna memastikan terciptanya pengambilan keputusan yang akuntabel dan berorientasi pada kepentingan terbaik Perusahaan.

Sebagai landasan dalam menjaga keselarasan peran dan tanggung jawab, hubungan kerja antara Direksi dan Dewan Komisaris, PLN Indonesia Power mengatur hubungan kerja Direksi dan Dewan Komisaris dalam *Board Manual* Perusahaan. Pengaturan ini memastikan kejelasan mekanisme interaksi, koordinasi, dan pengawasan dalam rangka penerapan tata kelola perusahaan yang baik secara konsisten. Adapun ruang lingkup hubungan kerja tersebut meliputi:

1. Perbuatan Direksi yang memerlukan persetujuan tertulis Dewan Komisaris;
2. Perbuatan Direksi yang memerlukan tanggapan tertulis Dewan Komisaris dan persetujuan RUPS;
3. Pertemuan formal dan informal Dewan Komisaris dan Direksi;
4. Komunikasi formal dan informal Dewan Komisaris dan Direksi.

In order to maintain Transparency as the Foundation of Trust, PLN Indonesia Power establishes an effective working relationship between the Board of Commissioners and the Board of Directors as one of the key factors in successful corporate management. This relationship is conducted in an open, constructive, and professional manner, and is based on the principle of mutual trust to ensure accountable decision-making that is oriented toward the Company's best interests.

As a basis for maintaining alignment of roles and responsibilities, the working relationship between the Board of Directors and the Board of Commissioners at PLN Indonesia Power is governed in the Company's Board Manual. This arrangement ensures clarity in the mechanisms of interaction, coordination, and supervision in order to consistently implement good corporate governance. The scope of this working relationship includes:

1. Actions of the Board of Directors that require written approval from the Board of Commissioners;
2. Actions of the Board of Directors that require written responses from the Board of Commissioners and approval from the GMS;
3. Formal and informal meetings between the Board of Commissioners and the Board of Directors;
4. Formal and informal communications between the Board of Commissioners and the Board of Directors.

Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity of the Board of Commissioners and Board of Directors Composition

Kombinasi keberagaman dalam komposisi Direksi/Dewan Komisaris PLN Indonesia Power saat ini telah memenuhi standar keberagaman yang mencakup variasi dalam hal usia, jenis kelamin, latar belakang pendidikan, serta pengalaman yang relevan.

Penetapan komposisi ini dilakukan melalui mekanisme Rapat Umum Pemegang Saham (RUPS) oleh Pemegang Saham, yaitu PT PLN (Persero). Komposisi yang saat ini berlaku telah mempertimbangkan usulan dari Dewan Komisaris, khususnya Komite Nominasi dan Remunerasi, untuk memastikan kesesuaian dengan kebutuhan perusahaan

Tujuan dari keberagaman dalam komposisi Direksi/Dewan Komisaris PLN Indonesia Power adalah untuk memastikan bahwa setiap anggota dapat memberikan kontribusi

The combination of diversity in the composition of the Board of Directors and the Board of Commissioners of PLN Indonesia Power currently meets diversity standards covering variations in age, gender, educational background, and relevant experience.

The determination of this composition is carried out through the General Meeting of Shareholders (GMS) mechanism by the Shareholder, namely PT PLN (Persero). The current composition has considered proposals from the Board of Commissioners, particularly the Nomination and Remuneration Committee, to ensure alignment with the Company's needs.

The purpose of diversity in the composition of the Board of Directors/the Board of Commissioners of PLN Indonesia Power is to ensure that each member can provide maximum

maksimal dalam merumuskan kebijakan dan pengambilan keputusan strategis. Dengan adanya keberagaman yang mencakup berbagai latar belakang, keahlian, dan pengalaman, diharapkan Perusahaan dapat mencapai tujuan jangka panjang, beradaptasi dengan cepat terhadap perkembangan industri, serta terus meningkatkan kinerja perusahaan. Selain itu, keberagaman ini juga bertujuan untuk memperkuat kapasitas perusahaan dalam mewujudkan visi dan misi yang telah ditetapkan, serta menghadapi tantangan yang ada dengan perspektif yang lebih luas dan inovatif.

contribution in formulating policies and making strategic decisions. With diversity covering various backgrounds, expertise, and experiences, the Company is expected to achieve its long-term objectives, adapt quickly to industry developments, and continuously improve its performance. In addition, this diversity also aims to strengthen the Company's capacity in realizing its established vision and mission, as well as addressing challenges with broader and more innovative perspectives.

Berikut merupakan ringkasan keberagaman anggota anggota Direksi dan Dewan Komisaris Perusahaan tahun 2025.

The following is a summary of the diversity of members of the Board of Directors and the Board of Commissioners of the Company in 2025.

Keberagaman Komposisi Direksi PLN Indonesia Power Tahun 2025

Diversity of the Composition of the Board of Directors of PLN Indonesia Power in 2025

Usia **Age**	Keberagaman usia anggota Direksi pada rentang usia yang cukup produktif dan tingkat kematangan (*mature*), yaitu 45 tahun – 57 tahun.	The age diversity of the members of the Board of Directors falls within a productive and mature range, namely 45 to 57 years old.
Jenis Kelamin **Gender**	Terdapat 2 (dua) orang Direksi yang berjenis kelamin wanita dari total 6 (enam) orang anggota Direksi.	There are 2 (two) female members of the Board of Directors out of a total of 6 (six) members of the Board of Directors.
Pendidikan **Education**	Jenjang pendidikan anggota Direksi meliputi tingkat Sarjana dan Magister dengan berbagai bidang Teknik seperti Elektro Teknik Mesin, Ekonomi Akuntansi, Psikolog Magister Teknologi Informasi, Teknik, Manajemen Bisnis, SDM, Ekonomi, dan Manajemen Bidang Lainnya	The educational background of the Board of Directors includes Bachelor's and Master's degrees across various disciplines such as Electrical Engineering, Mechanical Engineering, Economics and Accounting, Information Technology (Master's), Engineering, Business Management, Human Resources, Psychology, Economics, Management, and other fields.
Pengalaman Kerja **Work Experience**	Pengalaman kerja yang beragam, antara lain menjadi Anggota Dewan Komisaris dan/atau Direksi dan/atau Pejabat atau Senior Eksekutif atau posisi penting lainnya pada di Bidang Keuangan, Ketenagalistrikan, Manajemen Risiko, Pembangkit, Manajemen Mutu dan Kinerja, Pemasaran, SDM, Operasi dan Lainnya.	The members also have diverse work experience, including serving as members of the Board of Commissioners and/or Board of Directors and/or officials or senior executives or holding other key positions in various fields such as Finance, Electricity, Risk Management, Power Generation, Quality and Performance Management, Marketing, Human Resources, Operations, and others.

Keberagaman Komposisi Dewan Komisaris PLN Indonesia Power Tahun 2025

Keberagaman Komposisi Dewan Komisaris PLN Indonesia Power Tahun 2025

Usia **Age**	Terdapat 2 (dua) orang Komisaris Independen dan 4 (empat) orang Komisaris	There are 2 (two) Independent Commissioners and 4 (four) Commissioners.
Jenis Kelamin **Gender**	Keberagaman usia anggota Dewan Komisaris pada rentang usia yang cukup produktif dan tingkat kematangan (mature), yaitu 33 tahun – 54 tahun.	The age diversity of the members of the Board of Commissioners falls within a productive and mature range, namely 33 to 54 years old
Pendidikan **Education**	Jenjang pendidikan anggota Dewan Komisaris meliputi tingkat Sarjana, Magister dan Doktor dengan berbagai bidang pendidikan seperti Ekonomi Bisnis, Manajemen Bisnis, Manajemen Keuangan, Pertahanan, Teknik, Hubungan Internasional dan Akuntansi.	The educational background of the Board of Commissioners includes Bachelor's, Master's, and Doctoral degrees across various fields such as Business Economics, Business Management, Financial Management, Defense, Engineering, International Relations, and Accounting.
Pengalaman Kerja **Work Experience**	Pengalaman kerja yang beragam, antara lain menjadi Anggota Dewan Komisaris dan/atau Direksi dan/atau Pejabat dan/atau Senior Eksekutif atau posisi penting lainnya pada di Bidang Keuangan, Ketenagalistrikan, Pembangkit, Konsultan, Minyak dan Gas Bumi, Energi dan SDM, Keagamaan dan Politik.	The members also have diverse work experience, including serving as members of the Board of Commissioners and/or Board of Directors and/or officials and/or senior executives or holding other key positions in various fields such as Finance, Electricity, Power Generation, Consulting, Oil and Gas, Energy and Human Resources, as well as Religious and Political sectors.

Profil lengkap masing-masing Dewan Komisaris dan Direksi dapat dilihat di Bab Profil Perusahaan dalam Laporan Tahunan ini.

The complete profiles of each member of the Board of Commissioners and the Board of Directors can be found in the Company Profile chapter of this Annual Report.

Perusahaan meyakini bahwa keberagaman dalam struktur Dewan Komisaris merupakan kunci dalam menciptakan pengawasan yang objektif dan komprehensif. PLN Indonesia Power berkomitmen untuk mempertahankan komposisi Dewan yang mencakup variasi latar belakang pendidikan, pengalaman profesional, serta usia guna memperkaya perspektif dalam pengambilan keputusan strategis

The Company believes that diversity within the structure of the Board of Commissioners is key to creating objective and comprehensive oversight. PLN Indonesia Power is committed to maintaining a Board composition that includes variations in educational background, professional experience, and age in order to enrich perspectives in strategic decision-making.

Penerapan keberagaman di PLN Indonesia Power memberikan dampak positif terhadap kinerja Perusahaan, termasuk peningkatan kinerja operasional serta hubungan yang lebih baik dengan para pemangku kepentingan. Keberagaman juga meningkatkan kemampuan Perusahaan dalam menghadapi tantangan baru dan kompleksitas pasar.

The implementation of diversity at PLN Indonesia Power has a positive impact on the Company's performance, including improvements in operational performance as well as stronger relationships with stakeholders. Diversity also enhances the Company's ability to address new challenges and increasing market complexity.

Selain itu, keberagaman usia, pendidikan dan pengalaman kerja, serta keberadaan Komisaris Independen, turut memperkuat fungsi pengawasan dan memastikan pengambilan keputusan yang selaras dengan prinsip tata kelola perusahaan yang baik, transparan, dan adil, sehingga semakin meningkatkan kepercayaan pemangku kepentingan terhadap Perusahaan.

In addition, diversity in age, education, and work experience, as well as the presence of Independent Commissioners, further strengthens the supervisory function and ensures that decision-making is aligned with the principles of good, transparent, and fair corporate governance, thereby further increasing stakeholder trust in the Company.

Nominasi dan Remunerasi Direksi dan Dewan Komisaris

Nomination and Remuneration of the Board of Directors and Board of Commissioners

Penerapan fungsi nominasi dan remunerasi merupakan bagian penting dalam mendukung efektivitas tata kelola Perusahaan yang baik. Melalui peran Komite Nominasi dan Remunerasi, Perusahaan memastikan bahwa proses pengelolaan sumber daya manusia pada tingkat pimpinan, baik Dewan Komisaris maupun Direksi, dilaksanakan secara objektif, transparan, dan berbasis pada kompetensi dan kinerja.

The implementation of the nomination and remuneration function is an important part of supporting the effectiveness of good corporate governance. Through the role of the Nomination and Remuneration Committee, the Company ensures that the human resource management process at the leadership level, both the Board of Commissioners and the Board of Directors, is carried out objectively, transparently, and based on competence and performance.

Fungsi ini tidak hanya mencakup penetapan kebijakan dan mekanisme terkait nominasi serta remunerasi, tetapi juga memastikan tersedianya kepemimpinan yang kompeten, berintegritas, dan mampu mendorong pencapaian kinerja serta keberlanjutan Perusahaan. Dengan demikian, pengelolaan nominasi dan remunerasi menjadi salah satu pilar strategis dalam menjaga kesinambungan organisasi dan meningkatkan nilai Perusahaan bagi para pemangku kepentingan.

This function not only covers the establishment of policies and mechanisms related to nominations and remuneration, but also ensures the availability of competent and integrity-driven leadership that is capable of driving performance achievement and the Company's sustainability. Thus, the management of nominations and remuneration becomes one of the strategic pillars in maintaining organizational continuity and enhancing the Company's value for stakeholders.

PLTGU Priok, UBP Priok, Jakarta.
Priok CCPP, Priok GBU, Jakarta.

Nominasi Dewan Komisaris dan Direksi

Nomination of the Board of Commissioners and the Board of Directors

Proses nominasi Dewan Komisaris dan Direksi dilaksanakan untuk memastikan ketersediaan kepemimpinan yang kompeten, berintegritas, dan berkelanjutan. Dalam pelaksanaannya, proses pemilihan dan penggantian anggota Direksi dan Dewan Komisaris dilakukan secara transparan, akuntabel, dan dapat dipertanggungjawabkan, dengan mengedepankan prinsip profesionalisme serta Tata Kelola Perusahaan yang Baik.

Proses ini tidak hanya bersifat administratif, tetapi juga mencerminkan komitmen Perusahaan dalam mengelola kepemimpinan secara berkelanjutan, mendorong inovasi, serta meningkatkan nilai Perusahaan secara keseluruhan.

Kebijakan nominasi Direksi dan Dewan Komisaris mengacu pada Peraturan Menteri BUMN Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN tanggal 20 Maret 2023, *Corporate Charter* Pemegang Saham, serta Anggaran Dasar Perseroan beserta perubahannya. Mekanisme suksesi dilaksanakan sesuai ketentuan Pemegang Saham, yaitu PT PLN (Persero). Untuk memastikan integritas dan kompetensi, calon Direksi wajib mengikuti uji kemampuan dan kepatutan (*fit and proper test*) sesuai peraturan yang berlaku, sebelum ditetapkan melalui RUPS.

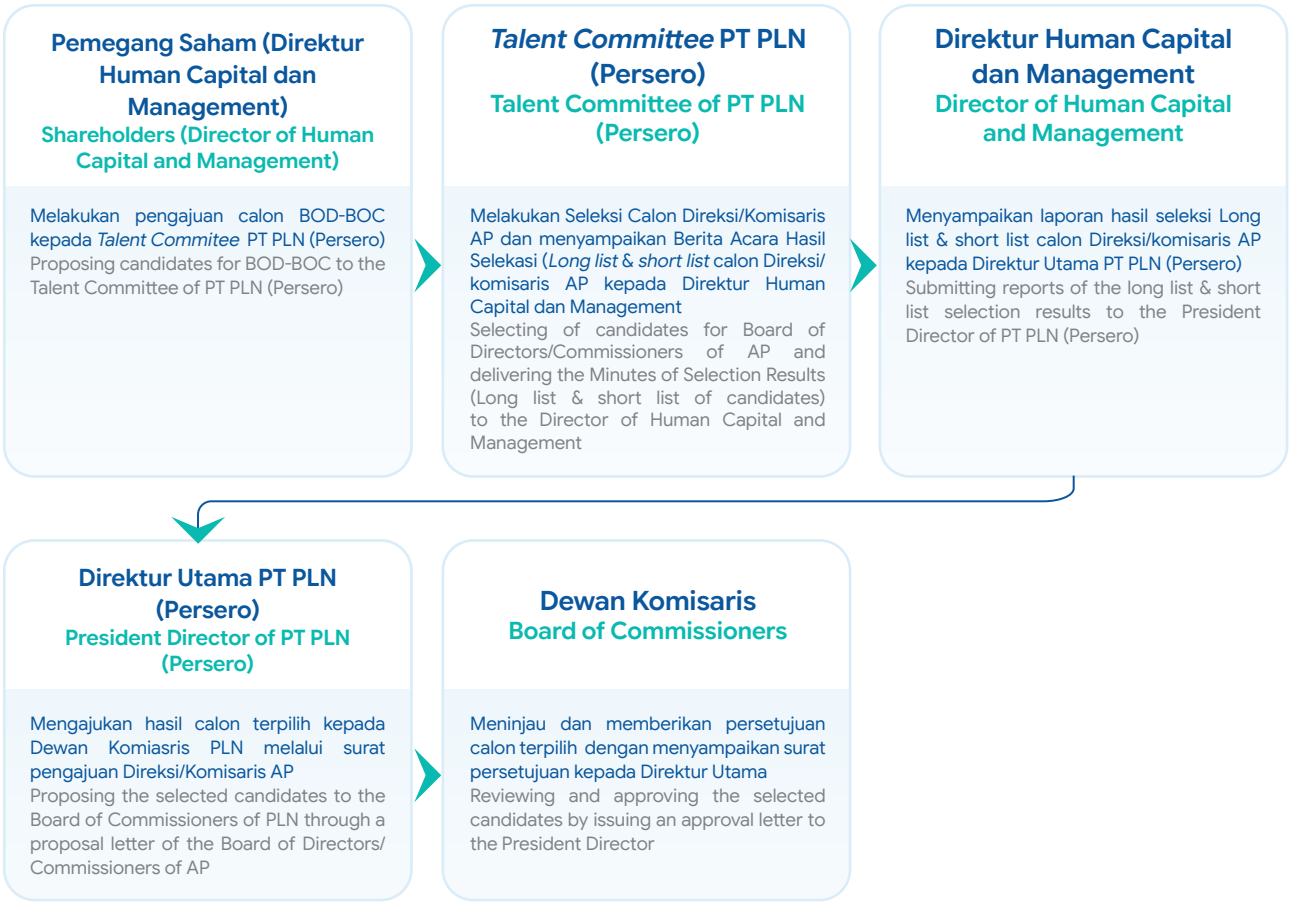
The nomination process for the Board of Commissioners and the Board of Directors is carried out to ensure the availability of competent, integrity-driven, and sustainable leadership. In its implementation, the selection and replacement process of members of the Board of Directors and the Board of Commissioners is conducted in a transparent, accountable, and responsible manner, with emphasis on professionalism principles and Good Corporate Governance.

This process is not merely administrative in nature, but also reflects the Company's commitment to managing leadership sustainably, driving innovation, and enhancing overall corporate value.

The nomination policy for the Board of Directors and the Board of Commissioners refers to the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-3/MBU/03/2023 on the Organs and Human Resources of State-Owned Enterprises dated March 20, 2023, the Shareholders' Corporate Charter, as well as the Company's Articles of Association and its amendments. The succession mechanism is implemented in accordance with the provisions of the Shareholders, namely PT PLN (Persero). To ensure integrity and competence, director candidates are required to undergo a fit and proper test in accordance with applicable regulations prior to being appointed through the GMS.

Berikut proses alur pengangkatan Direksi dan Dewan Komisaris PLN Indonesia Power:

The following is the flow process for the appointment of the Board of Directors and the Board of Commissioners of PLN Indonesia Power:



Remunerasi Dewan Komisaris dan Direksi

Remuneration for the Board of Commissioners and Board of Directors

Kebijakan penetapan remunerasi bagi Dewan Komisaris dan Direksi mengacu pada:

1. Anggaran Dasar Perusahaan;
2. Kebijakan Pemegang Saham;
3. Peraturan Menteri BUMN Republik Indonesia Nomor PER-3/MBU/2023 tentang Organ dan Sumber Daya Manusia BUMN tanggal 20 Maret 2023;
4. Surat Pemegang Saham No. 71806/MNJ.01.02/F01000000/2025-SR tanggal 31 Desember 2025 perihal Penetapan Bonus Kinerja 2024, dan Gaji/Honorarium serta Tunjangan dan Fasilitas Tahun 2025 Direksi/Dewan Komisaris PT PLN Indonesia Power

The remuneration policy for the Board of Commissioners and the Board of Directors refers to the following:

1. The Company's Articles of Association;
2. Shareholders' policies;
3. Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-3/MBU/2023 on the Organs and Human Resources of SOEs dated March 20, 2023;
4. Shareholder Letter No. 71806/MNJ.01.02/F01000000/2025-SR dated December 31, 2025 regarding Determination of 2024 Performance Bonus, and Salary/ Honorarium as well as Allowances and Facilities for 2025 of the Board of Directors/Board of Commissioners of PT PLN Indonesia Power

Pemberian bonus Kinerja tahun buku 2024 belum dapat dilaksanakan dikarenakan diselaraskan dengan pelaksanaan pembayaran di PT PLN (Persero) sesuai dengan butir 4 Surat PLN No. 71806/ MNJ.01.02/F01000000/2025-SR tanggal 31 Desember 2025, yang mana di PT PLN (Persero) belum dilakukan pembayaran Bonus Kinerja (Tantiem) sampai dengan selesainya penyusunan laporan ini.

The provision of Performance bonus for the 2024 financial year cannot be distributed as it is aligned with the implementation of payments at PT PLN (Persero) in accordance with point 4 of PLN Letter No. 71806/MNJ.01.02/F01000000/2025-SR dated December 31, 2025, in which PT PLN (Persero) has not yet made Performance Bonus (Tantiem) payments until the completion of this report.

Prosedur dan Mekanisme Pengusulan Hingga Penetapan Remunerasi Dewan Komisaris dan Direksi

Procedure and Mechanism of the Proposal and Determination of Remuneration for the Board of Commissioners and the Board of Directors

Remunerasi bagi anggota Dewan Komisaris dan Direksi tahun 2025 dilakukan dengan basis formula yang ditetapkan oleh Pemegang Saham serta telah melalui kajian oleh Dewan Komisaris Perusahaan sebagaimana yang tercantum pada Surat Dewan Komisaris No. 017/002/DK-PLNIP/VI/2025-R tentang Rekomendasi Usulan Pemberian Tantiem Direksi dan Dekom serta Bonus (IKP) bagi Pegawai Tahun 2024, serta Penyesuaian Honorarium Direksi & Dewan Komisaris Tahun 2025 tanggal 13 Juni 2025.

The remuneration for members of the Board of Commissioners and the Board of Directors for 2025 is determined based on a formula established by the Shareholders and has been reviewed by the Company's Board of Commissioners, as stated in the Board of Commissioners Letter No. 017/002/DK-PLNIP/VI/2025-R on the Recommendation for the Proposal of Tantiem for the Board of Directors and Board of Commissioners, as well as Performance Incentive Bonus (IKP) for Employees for 2024, and the Adjustment of the 2025 Honorarium for the Board of Directors and Board of Commissioners dated June 13, 2025.

Kajian remunerasi juga telah berdasarkan pada rekomendasi Komite Nominasi dan Remunerasi Perusahaan sebagaimana tercantum pada Sidang Komite Evaluasi Usulan Tantiem bonus dan remunerasi.

The remuneration review is also based on the recommendation of the Company's Nomination and Remuneration Committee, as stated in the Committee Evaluation Meeting on the Proposed Tantiem, Bonus, and Remuneration.

Besaran remunerasi Dewan Komisaris dan Direksi ditetapkan oleh Pemegang Saham melalui mekanisme RUPS. Berikut prosedur penetapan remunerasi Dewan Komisaris dan Direksi:

The amount of remuneration for the Board of Commissioners and the Board of Directors is determined by the Shareholders through the GMS mechanism. The following is the procedure for determining the remuneration of the Board of Commissioners and the Board of Directors:

Indikator Penetapan remunerasi Direksi dan Dewan Komisaris

Indicators for Determining Remuneration for the Board of Directors and Board of Commissioners

Penetapan remunerasi Direksi dan Dewan Komisaris PLN Indonesia Power mempertimbangkan hasil kajian yang dilakukan oleh Pemegang Saham, sejumlah variabel yang mencakup capaian kinerja perusahaan, perbandingan dengan industri sejenis (benchmarking), distribusi faktor jabatan sesuai dengan ketentuan yang berlaku dengan memperhatikan ketentuan dalam PERMEN BUMN Nomor 3/MBU/03/2023.

Disamping itu, penetapan Indikator pengukuran kinerja Direksi didasarkan pada tingkat pencapaian Kontrak Manajemen yang telah disepakati dengan Pemegang Saham dalam RUPS Tahunan RKAP. Indikator kinerja tersebut mencakup beberapa indikator, yaitu Nilai Ekonomi dan Sosial untuk Indonesia, Inovasi Model Bisnis, Kepemimpinan Teknologi, Peningkatan Investasi, Pengembangan Talenta, serta Kepatuhan. Aspek kinerja keuangan menjadi bagian dari indikator Nilai Ekonomi dan Sosial untuk Indonesia yang diukur melalui pencapaian EBITDA dan Profit Margin Perusahaan.

Sementara itu, pengukuran kinerja Dewan Komisaris dilakukan berdasarkan efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat kepada Direksi dalam pengelolaan Perusahaan. Penilaian kinerja Dewan Komisaris mempertimbangkan keselarasan dengan pencapaian kinerja perusahaan secara keseluruhan, sedangkan besaran remunerasi yang diberikan ditetapkan berdasarkan faktor jabatan sebagaimana diatur dalam PERMEN BUMN Nomor 3/MBU/03/2023. Dengan mekanisme tersebut, remunerasi Direksi dan Dewan Komisaris diharapkan dapat mendorong penciptaan nilai perusahaan secara berkelanjutan serta mendukung pencapaian tujuan strategis Perusahaan.

The remuneration of the Board of Directors and Board of Commissioners of PLN Indonesia Power is determined by considering Shareholders' review results, variables such as Company performance achievements, comparisons with similar industries (benchmarking), and distribution of job factors in line with applicable regulations, by observing the provisions of Minister of SOEs Regulation No. 3/MBU/03/2023.

Furthermore, the Board of Directors' performance measurement indicators are determined based on the achievement level of the Management Contract agreed with Shareholders at the Annual GMS of the Company's Work Plan and Budget (RKAP). These performance indicators include Economic and Social Value for Indonesia, Business Model Innovation, Technology Leadership, Investment Enhancement, Talent Development, and Compliance. Financial performance is part of the Economic and Social Value for Indonesia indicator, measured through the Company's EBITDA and Profit Margin achievements.

Meanwhile, the Board of Commissioners' performance is measured based on the effectiveness of its supervisory and advisory functions to the Board of Directors in managing the Company. The Board of Commissioners' performance assessment considers alignment with the Company's overall performance, while the remuneration amount provided is determined based on position factors as stipulated in the Ministry of SOEs Regulation Number 3/MBU/03/2023. With this mechanism, the remuneration of the Board of Directors and Board of Commissioners is expected to encourage sustainable corporate value creation and support the achievement of the Company's strategic objectives.

Struktur Remunerasi Dewan Komisaris dan Direksi

Remuneration Structure for the Board of Commissioners and Board of Directors

Berikut adalah struktur remunerasi yang diterima oleh Dewan Komisaris dan Direksi tahun 2025 berdasarkan Surat Keputusan Pemegang Saham PT PLN (Persero) Nomor 71806/MNJ.01.02/F01000000/2025-SR tanggal 31 Desember 2025 tentang Penetapan Bonus Kinerja Tahun 2024, serta Gaji/Honorarium, Tunjangan, dan Fasilitas Tahun 2025 bagi Direksi dan Dewan Komisaris PT PLN Indonesia Power.

The following is the remuneration structure received by the Board of Commissioners and Board of Directors in 2025 based on the Shareholders resolutions of PT PLN (Persero) Number 71806/MNJ.01.02/F01000000/2025-SR dated December 31, 2025, on the Determination of Performance Bonus in 2024, as well as Salary/Honorarium, Allowance, and Facilities in 2025 for the Board of Directors and Board of Commissioners of PT PLN Indonesia Power.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi Tahun 2025

Table of Remuneration Structure for the Board of Commissioners and Board of Directors in 2025

Jabatan Position	Keterangan Description	
Dewan Komisaris Board of Commissioners	**STRUKTUR REMUNERASI JANGKA PENDEK** 1. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Direktur Utama sedangkan Honorarium anggota Dewan Komisaris ditetapkan sebesar 90% dari Komisaris Utama. 2. Tunjangan yang terdiri dari: - Tunjangan Transportasi sebesar 20% dari honorarium - Asuransi Purna Jabatan sebesar Maksimal 25% dari Honorarium dalam satu tahun. - Tunjangan Hari Raya 3. Fasilitas yang terdiri dari: - Fasilitas Kesehatan, yaitu Rawat jalan dan obat, rawat inap, obat-obatan dan *general check up* 1 kali setahun termasuk kepada seorang istri/ suami dan maksimal 3 orang anak yang belum mencapai usia 25 tahun, belum bekerja dan belum menikah. Diberikan dalam bentuk asuransi kesehatan atau biaya pengobatan. - Fasilitas Bantuan Hukum diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan usaha Perusahaan. 4. Tantiem ditetapkan oleh Pemegang Saham dengan komposisi besaran untuk Komisaris Utama yaitu 45% dari Direktur Utama dan Anggota bagi anggota Dewan Komisaris sebesar 90% dari Komisaris Utama.	**SHORT-TERM REMUNERATION STRUCTURE** 1. The honorarium for the President Commissioner is set at 45% of the President Director's honorarium, while the honorarium for members of the Board of Commissioners is set at 90% of the President Commissioner's honorarium. 2. Allowances, consisting of: - Transportation Allowance amounting to 20% of the honorarium - Post-Employment Insurance up to a maximum of 25% of the annual honorarium - Religious Holiday Allowance 3. Facilities, consisting of: - Healthcare Facility, including outpatient care, inpatient care, medication, and 1 annual general check-up, also covering one spouse and up to 3 children who are under 25 years old, unmarried, and unemployed. This is provided in the form of health insurance or medical reimbursement. - Legal Assistance Facility, provided in the event of actions or conduct carried out for and on behalf of their official duties related to the Company's objectives and business activities. 4. Bonus (Tantiem) is determined by the Shareholders, with the composition set at 45% of the President Director's bonus for the President Commissioner, and 90% of the President Commissioner's bonus for other members of the Board of Commissioners.
	STRUKTUR REMUNERASI JANGKA PANJANG Pada tahun 2025, PLN Indonesia Power belum menerapkan skema kompensasi kepada Dewan Komisaris Perusahaan dalam jangka Panjang.	**LONG-TERM REMUNERATION STRUCTURE** As of 2025, PLN Indonesia Power did not implement a long-term compensation scheme for the Company's Board of Commissioners.
Direksi Board of Directors	**STRUKTUR REMUNERASI JANGKA PENDEK** 1. Gaji Direktur Utama ditetapkan sebesar Rp271.000.000 per bulan. Gaji Anggota Direktur Lainnya sebesar 85% dari Direktur Utama. 2. Tunjangan, terdiri dari: - Tunjangan Perumahan sebesar Rp27.500.000 per bulan untuk Daerah Khusus Ibukota Negara - Asuransi Purna Jabatan sebesar Maksimal 25% dari gaji dalam satu tahun. - Tunjangan komunikasi - Tunjangan Hari Raya 3. Fasilitas, terdiri dari: - Fasilitas Kendaraan Dinas 1 (satu) Unit Mobil beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan Perusahaan - Fasilitas Kesehatan, yaitu Rawat jalan dan obat, rawat inap, obat-obatan dan *general check up* 1 (satu) kali setahun termasuk kepada seorang istri / suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun, belum bekerja dan belum menikah. Diberikan dalam bentuk asuransi kesehatan atau biaya pengobatan.	**SHORT-TERM REMUNERATION STRUCTURE** 1. The salary of the President Director is set at Rp271,000,000 per month. The salary of other Directors is set at 85% of the President Director's salary. 2. Allowances, consisting of: - Housing Allowance of Rp27,500,000 per month for the Special Capital Region - Post-Employment Insurance of up to a maximum of 25% of the annual salary - Communication allowance - Religious Holiday Allowance 3. Facilities, consisting of: - Official Vehicle Facility: 1 (one) unit of car along with maintenance and operational costs, subject to the Company's financial condition - Healthcare Facility, including outpatient care, inpatient care, medication, and 1 (one) annual general check-up, also covering one spouse and up to 3 (three) children who are under 25 years old, unmarried, and unemployed. Provided in the form of health insurance or medical reimbursement

Jabatan Position	Keterangan Description
	- Fasilitas Bantuan Hukum diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan usaha Perusahaan. 4. Tantiem ditetapkan oleh Pemegang Saham dengan komposisi besaran Anggota Direktur Lainnya sebesar 85% dari Direktur Utama. **STRUKTUR REMUNERASI JANGKA PANJANG** Pada tahun 2025, PLN Indonesia Power belum menerapkan skema kompensasi kepada Direksi Perusahaan dalam jangka Panjang.	- Legal Assistance Facility, provided in the event of actions or conduct carried out for and on behalf of their official duties related to the Company's objectives and business activities 4. Bonus (Tantiem) is determined by the Shareholders, with the amount for other Directors set at 85% of the President Director's bonus. **LONG-TERM REMUNERATION STRUCTURE** As of 2025, PLN Indonesia Power did not implement a long-term compensation scheme for the Company's Board of Directors.

Komponen Remunerasi Dewan Komisaris dan Direksi Tahun 2025
Remuneration Components for the Board of Commissioners and Board of Directors in 2025

Jenis Remunerasi Type of Remuneration	Jumlah Anggota Dewan Komisaris dan Direksi Number of Members of the Board of Commissioners and Directors	Jumlah Diterima dalam 1 (satu) Tahun (Rupiah) Number of Members of the Board of Commissioners
DEWAN KOMISARIS BOARD OF COMMISSIONERS		
Honorarium	10	8,048,700,000
Tantiem* Bonus*	0	0
Tunjangan Allowance	10	2,213,392,500
Jumlah Total		**10,262,092,500**
DIREKSI BOARD OF DIRECTORS		
Honorarium	9	17,073,000,000
Tantiem* Bonus*	0	0
Tunjangan Allowance	9	3,609,075,000
Jumlah Total	**9**	**20,682,075,000**
Total Remunerasi Dewan Komisaris dan Direksi 2025 Total Remuneration for the Board of Commissioners and Board of Directors in 2025	**19**	**30,944,167,500**

Keterangan:
*) Pelaksanaan Pembayaran Bonus Kinerja (Tantiem) diselaraskan dengan pelaksanaan pembayaran di PT PLN (Persero) sesuai dengan butir 4 Surat PLN No. 71806/MNJ.01.02/F01000000/2025-SR tanggal 31 Desember 2025, yang mana di PT PLN (Persero) belum dilakukan pembayaran Bonus Kinerja (Tantiem) sampai dengan selesainya penyusunan laporan ini.

Notes:
*) The payment of Performance Bonus (Tantiem) is aligned with the payment implementation at PT PLN (Persero) in accordance with point 4 of PLN Letter No. 71806/MNJ.01.02/F01000000/2025-SR dated December 31, 2025, in which PT PLN (Persero) has not yet made the payment of the Performance Bonus (Tantiem) as of the preparation of this report.

Jumlah Remunerasi yang Diterima Dewan Komisaris Tahun 2025
Total Remuneration Received by the Board of Commissioners in 2025

Jumlah Remunerasi Per Orang Dalam 1 Tahun Total Remuneration per Person in 1 Year	2025
DEWAN KOMISARIS BOARD OF COMMISSIONERS	
Di Atas 1 miliar Above Rp1 billion	2

Jumlah Remunerasi Per Orang Dalam 1 Tahun Total Remuneration per Person in 1 Year	2025
Di antara 500 juta s/d 1 miliar Between Rp500 million and Rp1 billion	8
Di Bawah 500 juta Under Rp500 million	-
DIREKSI BOARD OF DIRECTORS	
Di Atas 1 miliar Above Rp1 billion	9
Di antara 500 juta s/d 1 miliar Between Rp500 million and Rp1 billion	-
Di Bawah 500 juta Under Rp500 million	-

Remunerasi Masing-Masing Anggota Dewan Komisaris Tahun 2025
Remuneration of Each Member of the Board of Commissioners for 2025

Berikut adalah remunerasi Dewan Komisaris yang dibayarkan PT PLN Indonesia Power per 31 Desember 2025:

The following is the remuneration of the Board of Commissioners paid by PT PLN Indonesia Power as of December 31, 2025:

Nama Dewan Komisaris Name of the Board of Commissioners	Jabatan Position	Honor per Bulan Monthly Salary	Tunjangan Transport Transportation Allowance	Total per Bulan Monthly Total	Tantiem* Bonus*	THR Holiday Allowance	Penghasilan per Tahun Annual Income	Periode Manjabat Tahun 2025 Term of Office in 2025
Iskandar Simorangkir	Komisaris Utama merangkap Komisaris Independen President Commissioner and Independent Commissioner	121,950,000	24,390,000	146,340,000	*	-	878,040,000	1 Januari-26 Juni January 1 - June 26
Haryanto WS		121,950,000	24,390,000	146,340,000	*	-	878,040,000	26 Juni-30 Desember June 26 - December 30
	Komisaris Independen Independent Commissioner	109,755,000	21,951,000	131,706,000	*	109,755,000	899,991,000	1 Januari-26 Juni January 1 - June 26
Arief Budiman	Komisaris Utama merangkap Komisaris Independen President Commissioner and Independent Commissioner	Menjabat Sejak 30 Desember 2025 Serving Since December 30, 2025						
	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	109,755,000	1,690,227,000	1 Januari-30 Desember January 1 - December 30
Wiluyo Kuswdwiharto	Komisaris Commissioner	**	**	**	**	**	**	1 Januari- 23 April January 1 - April 23
Djoko Siswanto	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	109,755,000	899,991,000	1 Januari-26 Juni January 1 - June 26
M. Priharto Dwinugroho	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	109,755,000	899,991,000	1 Januari-26 Juni January 1 - June 26

Nama Dewan Komisaris Name of the Board of Commissioners	Jabatan Position	Honor per Bulan Monthly Salary	Tunjangan Transport Transportation Allowance	Total per Bulan Monthly Total	Tantiem* Bonus*	THR Holiday Allowance	Penghasilan per Tahun Annual Income	Periode Manjabat Tahun 2025 Term of Office in 2025
Lukmanul Hakim	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	109,755,000	899,991,000	1 Januari-26 Juni January 1 - June 26
Bin Nahadi	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	-	790,236,000	26 Juni-31 Desember June 26 - December 31
Ardinanda Sinulingga	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	54,877,500	845,113,500	26 Juni-31 Desember June 26 - December 31
Arrmanatha Christiawan Nasir	Komisaris Commissioner	109,755,000	21,951,000	131,706,000	*	-	790,236,000	26 Juni-31 Desember June 26 - December 31
Anthony Leong	Komisaris Independen Independent Commissioner	109,755,000	21,951,000	131,706,000	*	-	790,236,000	26 Juni-31 Desember June 26 - December 31
Iggi Haruman Achsien	Komisaris Commissioner	Menjabat Sejak 30 Desember 2025 Menjabat Sejak 30 Desember 2025						

Keterangan:
* Pelaksanaan Pembayaran Bonus Kinerja (Tantiem) diselaraskan dengan pelaksanaan pembayaran di PT PLN (Persero) sesuai dengan butir 4 Surat PLN No. 71806/MNJ.01.02/F01000000/2025-SR tanggal 31 Desember 2025, yang mana di PT PLN (Persero) belum dilakukan pembayaran Bonus Kinerja (Tantiem) sampai dengan selesainya penyusunan laporan ini.
** Menjabat Direksi Mega Proyek dan Energi Baru Terbarukan di Pemegang Saham yaitu PT PLN (Persero)

Notes:
* The payment of Performance Bonus (Tantiem) is aligned with the payment implementation at PT PLN (Persero) in accordance with point 4 of PLN Letter No. 71806/MNJ.01.02/F01000000/2025-SR dated December 31, 2025, in which PT PLN (Persero) has not yet made the payment of the Performance Bonus (Tantiem) as of the preparation of this report.
** Holding the position of Director of Mega Projects and New & Renewable Energy at the Shareholder, namely PT PLN (Persero).

Remunerasi Masing-Masing Anggota Direksi Tahun 2025
Remuneration of Each Member of the Board of Directors for 2025

Berikut adalah remunerasi Direksi yang dibayarkan PLN Indonesia Power per 31 Desember 2025:

The following is the remuneration of the Board of Directors paid by PLN Indonesia Power as of December 31, 2025:

Nama Direksi Name of the Board of Directors	Jabatan Position	Gaji per Bulan Monthly Salary	Tunjangan Perumahan Housing Allowance	Tunjangan Komunikasi Housing Allowance	Total Bulanan Total Monthly	Tantiem* Bonus *	THR Religious Holiday Allowance	Penghasilan per Tahun Annual Income	Periode Manjabat Tahun 2025 Term of Office in 2025
Edwin Nugraha Putra	Direktur Utama President Director	271,000,000	27,500,000	3,000,000	301,500,000	*	271,000,000	2,080,000,000	1 Januari-26 Juni January 1 - June 26
Wisnoe Satrijono	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration	230,350,000	27,500,000	2,500,000	260,350,000	*	230,350,000	1,792,450,000	1 Januari-26 Juni January 1 - June 26

Nama Direksi Name of the Board of Directors	Jabatan Position	Gaji per Bulan Monthly Salary	Tunjangan Perumahan Housing Allowance	Tunjangan Komunikasi Housing Allowance	Total Bulanan Total Monthly	Tantiem* Bonus *	THR Religious Holiday Allowance	Penghasilan per Tahun Annual Income	Periode Manjabat Tahun 2025 Term of Office in 2025
Djoko Mulyono	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	230,350,000	27,500,000	2,500,000	260,350,000	*	230,350,000	1,792,450,000	1 Januari-26 Juni January 1 - June 26
Bernadus Sudarmanta	Direktur Utama President Director	271,000,000	27,500,000	3,000,000	301,500,000	*	250,675,000	2,059,675,000	26 Juni -31 Desember June 26- December 31
Bernadus Sudarmanta	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	230,350,000	27,500,000	2,500,000	260,350,000	*	-	1,562,100,000	1 Januari-26 Juni January 1 - June 26
Endang Astharanti	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	230,350,000	27,500,000	2,500,000	260,350,000	*	230,350,000	3,354,550,000	1 Januari-31 Desember January 1 - December 31
M. Hanafi Nur Rifai	Direktur Operasi Pembangkit Batubara Director of Coal Power Plant Operations	230,350,000	27,500,000	2,500,000	260,350,000	*	230,350,000	3,354,550,000	1 Januari-31 Desember January 1 - December 31
Purnomo	Direktur Operasi Pembangkit Gas Director of Gas Power Plant Operations	230,350,000	27,500,000	2,500,000	260,350,000	*	-	1,562,100,000	26 Juni-31 Desember June 26 - December 31
Julita Indah	Direktur Pengembangan Bisnis dan Niaga Director of Business Development and Commerce	230,350,000	27,500,000	2,500,000	260,350,000	*	-	1,562,100,000	26 Juni-31 Desember June 26 - December 31
Ridho Hutomo	Direktur Manajemen Human Capital dan Administrasi Director of Human Capital Management and Administration	230,350,000	27,500,000	2,500,000	260,350,000	*	-	1,562,100,000	26 Juni-31 Desember June 26 - December 31

Keterangan:
* Pelaksanaan Pembayaran Bonus Kinerja (Tantiem) diselaraskan dengan pelaksanaan pembayaran di PT PLN (Persero) sesuai dengan butir 4 Surat PLN No. 71806/MNJ.01.02/F01000000/2025-SR tanggal 31 Desember 2025, yang mana di PT PLN (Persero) belum dilakukan pembayaran Bonus Kinerja (Tantiem) sampai dengan selesainya penyusunan laporan ini.

Notes:
*) The payment of Performance Bonus (Tantiem) is aligned with the payment implementation at PT PLN (Persero) in accordance with point 4 of PLN Letter No. 71806/MNJ.01.02/F01000000/2025-SR dated December 31, 2025, in which PT PLN (Persero) has not yet made the payment of the Performance Bonus (Tantiem) as of the preparation of this report.

Bonus Non Kinerja dan Opsi Saham
Non-Performance Bonus and Stock Option

Sampai dengan periode laporan, tidak terdapat Bonus Non Kinerja dan penawaran Opsi Saham yang diberikan kepada anggota Dewan Komisaris, Direksi dan Pejabat Eksekutif Indonesia Power.

As of the reporting period, there are no Non-Performance Bonuses or Stock Option offerings granted to members of the Board of Commissioners, Board of Directors, and Executive Officers of Indonesia Power.

Kompensasi Jangka Panjang Berbasis Kinerja Serta Kepemilikan MSOP dan ESOP Oleh Manajemen dan Karyawan
Long-Term Performance-Based Compensation as Well as MSOP and ESOP Ownership by Management and Employees

Sampai dengan akhir tahun 2025, Perusahaan belum memiliki kebijakan penghargaan atau kompensasi berbasis kinerja jangka panjang (Long Term Incentive/LTI), baik bagi Direksi, Dewan Komisaris, maupun pegawai.

Selain itu, PLN Indonesia Power tidak terlibat dalam perdagangan saham di bursa efek manapun. Dengan demikian, Perusahaan tidak memiliki program kepemilikan saham oleh manajemen (*Management Stock Ownership Program*/MSOP) maupun oleh karyawan (*Employee Stock Ownership Program*/ESOP), sehingga tidak terdapat informasi terkait jumlah saham, realisasi, jangka waktu, persyaratan pihak yang berhak, maupun harga pelaksanaan (*exercise*).

Kondisi ini sejalan dengan struktur kepemilikan saham PLN Indonesia Power yang dimiliki oleh PT PLN (Persero) sebesar 99,99% dan Yayasan Pendidikan dan Kesejahteraan (YPK) PLN sebesar 0,01%.

Until end of 2024, the Company did not yet have a long-term performance-based reward or incentive policy (Long Term Incentive/LTI), either for the Board of Directors, the Board of Commissioners, or employees.

In addition, PLN Indonesia Power is not involved in securities trading on any stock exchange. Therefore, the Company does not have a Management Stock Ownership Program (MSOP) or an Employee Stock Ownership Program (ESOP). As a result, there is no information available regarding the number of shares, realization, vesting period, eligibility requirements, or exercise price.

This condition is in line with the shareholding structure of PLN Indonesia Power, which is owned by PT PLN (Persero) at 99.99% and the Yayasan Pendidikan dan Kesejahteraan (Education and Welfare Foundation/YPK) of PLN at 0.01%.

Komite di Tingkat Dewan Komisaris
Committees at the Board of Commissioners Level

Hingga 31 Desember 2025, PLN Indonesia Power memiliki 3 (tiga) komite di tingkat Dewan Komisaris yang berfungsi untuk mendukung pelaksanaan tugas dan tanggung jawab Dewan Komisaris, yang terdiri dari:
1. Komite Audit
2. Komite Nominasi dan Remunerasi
3. Komite Investasi dan Manajemen Risiko

As of December 31, 2025, PLN Indonesia Power had 3 (three) committees at the Board of Commissioners level that function to support the implementation of the duties and responsibilities of the Board of Commissioners, consisting of:
1. Audit Committee
2. Nomination and Remuneration Committee
3. Investment and Risk Management Committee

Komite Dewan Komisaris PT PLN Indonesia Power telah sesuai dengan ketentuan yang diatur dalam Peraturan Menteri BUMN Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN tanggal 23 Maret 2023.

The Committees of the Board of Commissioners of PT PLN Indonesia Power are in compliance with the provisions stipulated in the Regulation of the Minister of SOEs of the Republic of Indonesia Number PER-3/MBU/03/2023 concerning State-Owned Enterprise Organs and Human Resources dated March 23, 2023.

Komite Audit
Audit Committee

Komite Audit dibentuk oleh Dewan Komisaris dengan tujuan untuk membantu tugas Dewan Komisaris dalam melakukan fungsi pengawasan dan nasehat terhadap kebijakan Direksi dalam mengelola Perusahaan sebagaimana yang diamanatkan oleh Anggaran Dasar Perusahaan, agar memperoleh hasil dan manfaat serta dampak positif yang optimal dari kinerja Perusahaan.

The Audit Committee was established by the Board of Commissioners with the objective of assisting the Board of Commissioners in carrying out its supervisory and advisory functions regarding the Board of Directors' policies in managing the Company, as mandated by the Company's Articles of Association, in order to achieve optimal results, benefits, and positive impacts from the Company's performance.

Komite Audit bersifat mandiri, baik dalam pelaksanaan tugasnya maupun dalam pelaporan dan bertanggung jawab langsung kepada Dewan Komisaris.

The Audit Committee is independent, both in the execution of its duties and in its reporting, and is directly accountable to the Board of Commissioners.

Pengangkatan dan Pemberhentian Komite Audit
Appointment and Dismissal of the Audit Committee

Ketua dan anggota Komite Audit dipilih dan diangkat oleh Dewan Komisaris dan terdiri dari personil yang memiliki integritas, kompetensi, profesional, serta jujur. Anggota Komite Audit dapat berasal dan anggota Dewan Komisaris Perusahaan atau dari luar Perusahaan yang bersangkutan. Pengangkatan dan pemberhentian anggota Komite Audit dilakukan oleh Dewan Komisaris dan dilaporkan kepada RUPS.

The head and members of the Audit Committee are selected and appointed by the Board of Commissioners and consist of individuals who possess integrity, competence, professionalism, and honesty. Members of the Audit Committee may originate from members of the Company's Board of Commissioners or from outside the relevant Company. The appointment and dismissal of Audit Committee members are carried out by the Board of Commissioners and reported to the GMS.

Pengangkatan Anggota Komite Audit PLN Indonesia Power telah memenuhi persyaratan sebagaimana diatur dalam Piagam Komite, Peraturan Menteri BUMN No. PER-2/MBU/03/2023 dan No.PER-3/MBU/03/2023 yaitu:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang pengawasan/pemeriksaan;
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan yang bersangkutan;
3. Mampu berkomunikasi secara efektif;
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya; dan
5. Syarat lain yang ditetapkan dalam piagam komite audit.

The appointment of the Audit Committee members of PLN Indonesia Power has fulfilled the requirements as stipulated in the Committee Charter, Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 and No. PER-3/MBU/03/2023, namely:

1. Having good integrity, as well as sufficient knowledge and work experience in the field of supervision/audit;
2. Not having personal interests/relationships that may create negative impacts and conflicts of interest with the relevant Company;
3. Being capable of communicating effectively;
4. Being able to allocate sufficient time to complete their duties; and
5. Fulfilling other requirements stipulated in the audit committee charter.

Pemberhentian Komite Audit dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya atau diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya berdasarkan keputusan Dewan Komisaris.

The dismissal of Audit Committee members may be carried out if the relevant member's term of office has expired or if the member is dismissed for failing to meet the established performance standards and/or being incompetent in carrying out his/her duties based on a decision of the Board of Commissioners.

Susunan dan Komposisi Komite Audit
Structure and Composition of Audit Committee

Pada tahun 2025, terdapat perubahan susunan dan komposisi Komite Audit PLN Indonesia Power dengan adanya pengangkatan dan pemberhentian anggota komite dan Dewan Komisaris Perusahaan. Berikut perubahan susunan Komite Audit sepanjang tahun 2025:

In 2025, there were changes to the structure and composition of PLN Indonesia Power's Audit Committee, resulting in the appointment and dismissal of committee members and the Company's Board of Commissioners. The following are changes to the Audit Committee's composition throughout 2025:

Periode 1 Januari 2025 – 30 Juni 2025 January 1, 2025 – June 30, 2025 Period			Periode 1 Juli 2025- 31 Desember 2025 July 1, 2025 – December 31, 2025 Period		
Nama Name	**Jabatan di Perusahaan** Position at the Company	**Jabatan di Komite Audit** Position in the Audit Committee	**Nama** Name	**Jabatan di Perusahaan** Position at the Company	**Jabatan di Komite Audit** Position in the Audit Committee
Iskandar Simorangkir	Komisaris Utama Merangkap Komisaris Independen President Commissioner concurrently serving as Independent Commissioner	Ketua Head	Haryanto W.S	Komisaris Independen Independent Commissioner	Ketua Head
Wiluyo Kusdwiharto*	Komisaris Commissioner	Wakil Ketua 1 Deputy Head 1	Bin Nahadi	Komisaris	Wakil Ketua 1 Deputy Head 1
Lukmanul Hakim	Komisaris Independen Independent Commissioner	Wakil Ketua 2 Deputy Head 2	Denny Triyanto	Tidak ada	Sekretaris merangkap Anggota Secretary concurrently a Member
Denny Triyanto	Tidak ada Tidak ada	Sekretaris merangkap Anggota Secretary concurrently a Member	Annas Kurniawan	Tidak ada Tidak ada	Anggota Anggota
Linda Agustina	Tidak ada Tidak ada	Anggota Member	-	-	-

*: Berhenti menjabat sejak April 2025

*: Retired from his position in April 2025

Susunan dan komposisi Komite Audit telah sesuai dengan ketentuan yang diatur dalam Piagam Komite dan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 pasal 132 dan Asean *Corporate Governance* (ACGS) yaitu Ketua Komite Audit adalah anggota Dewan Komisaris merupakan Komisaris Independen yaitu yang dijabat oleh Sdr. Haryanto W.S, serta anggota Komite Audit PLN Indonesia Power memiliki latar belakang independen, keahlian di bidang kelistrikan, pemahaman yang baik terhadap industri dan bisnis perusahaan, serta pengetahuan di bidang hukum dan akuntansi publik, sebagaimana yang tercantum dalam Profil Anggota Komite Audit.

The structure and composition of the Audit Committee are in compliance with the provisions stipulated in the Committee Charter and the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023 Article 132, as well as the ASEAN Corporate Governance Scorecard (ACGS), whereby the Head of the Audit Committee is a member of the Board of Commissioners and serves as an Independent Commissioner, namely Mr. Haryanto W.S. In addition, the members of the PLN Indonesia Power Audit Committee possess independent backgrounds, expertise in the electricity sector, a sound understanding of the Company's industry and business, as well as knowledge in the fields of law and public accounting, as set out in the Profile of Audit Committee Members.

Profil Anggota Komite Audit
Profile of Audit Committee Members

Berikut Profil Anggota Komite Audit PLN Indonesia Power 31 Desember 2025:

The following are the profiles of the Audit Committee Members of PLN Indonesia Power as of December 31, 2025:

Haryanto W.S
Ketua Komite
Head of Committee

Diangkat sebagai Ketua Komite Audit PLN Indonesia Power berdasarkan Surat Keputusan Dewan Komisaris Nomor 008.SK/DK-PLNIP/2025 Tanggal 1 Juli 2025
Appointed as the Head of the Audit Committee of PLN Indonesia Power based on the Board of Commissioners' Decision Letter No. 008.SK/DK-PLNIP/2025 dated July 1, 2025.

Informasi lebih lanjut terkait Usia, Kewarganegaraan, Riwayat Pendidikan, Riwayat Jabatan/Pengalaman Kerja dan Rangkap Jabatan diuraikan pada bab Profil Dewan Komisaris dalam buku Laporan Tahunan ini

Further information regarding Age, Nationality, Educational Background, Career History/Work Experience, and Concurrent Positions is described in the Board of Commissioners Profile chapter of this Annual Report.

Periode Jabatan: Pertama
Masa Jabatan: Mengikuti masa jabatan Dewan Komisaris

Service Period : First
Term of Office: In accordance with the term of office of the Board of Commissioners

Bin Nahadi
Wakil Ketua I
Deputy Head I

Diangkat sebagai Wakil Ketua Komite Audit PLN Indonesia Power berdasarkan Surat Keputusan Dewan Komisaris Nomor 008.SK/DK-PLNIP/2025 Tanggal 1 Juli 2025.
Appointed as Deputy Head of the Audit Committee of PLN Indonesia Power based on the Board of Commissioners' Decision Letter No. 008.SK/DK-PLNIP/2025 dated July 1, 2025.

Informasi lebih lanjut terkait Usia, Kewarganegaraan, Riwayat Pendidikan, Riwayat Jabatan/Pengalaman Kerja dan Rangkap Jabatan diuraikan pada bab Profil Dewan Komisaris dalam buku Laporan Tahunan ini

Further information regarding Age, Nationality, Educational Background, Career History/Work Experience, and Concurrent Positions is described in the Board of Commissioners Profile chapter of this Annual Report.

Periode Jabatan: Pertama
Masa Jabatan: Mengikuti masa jabatan Dewan Komisaris

Service Period : First
Term of Office: In accordance with the term of office of the Board of Commissioners

Denny Triyanto

Sekretaris Komite merangkap Anggota
Secretary of the Committee concurrently a Member

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	49 tahun per 31 Desember 2025	49 years old as of December 31, 2025
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Jakarta	Jakarta
Riwayat Pendidikan Educational Background	Bachelors of Science, Mechanical Engineering San Diego State University – USA (1996 – 2001); dan Masters of Engineering, Engineering Management Griffith University – Australia (2003 – 2004)	Bachelor of Science in Mechanical Engineering, San Diego State University – USA (1996–2001); and Master of Engineering in Engineering Management, Griffith University – Australia (2003–2004).
Sertifikasi Certification	*Certificate of Competence Qualified Risk Management Professional* (QRMP). *Business Model Development*; *Contract Drafting*; *Financial Analysis*; *Legal Drafting*; *Malcolm Baldrige*; ISO 9001;2015; Pengadaan Barang/Jasa; *Claim, Variation and Force Account Work*; *Negotiation Skill*.	Certificate of Competence of Qualified Risk Management Professional (QRMP); Business Model Development; Contract Drafting; Financial Analysis; Legal Drafting; Malcolm Baldrige; ISO 9001:2015; Procurement of Goods/Services; Claim, Variation and Force Account Work; and Negotiation Skills.
Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Seorang spesialis energi dan utility yang menghabiskan 8 tahun di Amerika Serikat (AS) menempuh studi di San Diego State University dan berkarir sebagai engineer di perusahaan engineering di San Diego, California. Memiliki pengalaman yang ekstensif dalam melakukan evaluasi atas kebijakan dan strategi korporasi terkait program transformasi dalam menciptakan keseimbangan antara *short-term* dan *long-term improvement*. Memiliki pengalaman dalam perencanaan strategis pembangkit, dan perencanaan ketenagalistrikan di remote areas. Denny Triyanto BSc., MEng. menyelesaikan studi postgraduate di bidang Engineering Management di Griffith University, Australia dengan thesis yang menganalisa environmental sustainability pada industri manufakturing dan sektor utility. Kembali ke Indonesia tahun 2004, Denny Triyanto bekerja di PT Inco sebelum berkarir di PT PLN (Persero) sejak tahun 2007 dengan jabatan diantaranya Panitia Pengadaan *Independent Power Producer* (2010–2014); Ketua Tim Daftar Penyedia Terseleksi (2017–2018); Manager Engineering Pembangkit Thermal (2014–2018); Manager Strategic Business Development (2018–2019); Senior Manager Perencanaan Wilayah Papua dan Papua Barat (2019); Vice President Perencanaan dan Evaluasi Manajemen Perubahan (2021–2022); Vice President Strategic (2022); Specialist Perencanaan Strategis Pembangkitan dan Manajemen Aset (2022-2024) dan saat ini sebagai Vice President Manajemen Risiko Keuangan, Legal dan Human Capital (2025)	An energy and utilities specialist who spent 8 years in the United States pursuing studies at San Diego State University and building a career as an engineer at an engineering company in San Diego, California. He possesses extensive experience in evaluating corporate policies and strategies related to transformation programs in creating a balance between short-term and long-term improvement. He also has experience in power generation strategic planning and electricity planning in remote areas. Denny Triyanto, BSc., MEng., completed his postgraduate studies in Engineering Management at Griffith University, Australia, with a thesis analyzing environmental sustainability in the manufacturing industry and utility sector. Returning to Indonesia in 2004, Denny Triyanto worked at PT Inco before pursuing his career at PT PLN (Persero) since 2007, holding positions including Independent Power Producer Procurement Committee (2010–2014); Head of the Selected Vendor List Team (2017–2018); Manager of Thermal Power Plant Engineering (2014–2018); Manager of Strategic Business Development (2018–2019); Senior Manager of Papua and West Papua Regional Planning (2019); Vice President of Change Management Planning and Evaluation (2021–2022); Vice President Strategic (2022); Specialist in Generation Strategic Planning and Asset Management (2022–2024); and currently serves as Vice President of Financial Risk Management, Legal and Human Capital (2025).

Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No.005.SK/DK-PLNIP/2024 tanggal 7 Februari 2024	The Board of Commissioners' Decision Letter No. 005.SK/DK-PLNIP/2024 dated February 7, 2024.
Periode Jabatan Term of Office	Periode Pertama	First Period
Masa Jabatan Tenure	2024-2026	2024-2026
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan anggota Direksi, namun beliau memiliki hubungan afiliasi dengan Pemegang Saham Utama Pengendali.	Has no affiliated relationship with other members of the Board of Commissioners and the Board of Directors; however, he has an affiliated relationship with the Controlling Majority Shareholder.
Rangkap Jabatan di PT PLN Indonesia Power Concurrent Positions at PT PLN Indonesia Power	Tidak Ada	None
Rangkap Jabatan pada Perusahaan Lain Concurrent Positions in Other Companies	Vice President Manajemen Risiko Keuangan, Legal dan Human Capital PT PLN (Persero)	Vice President of Financial Risk Management, Legal and Human Capital, PT PLN (Persero).

Annas Kurniawan

Anggota Komite Audit
Member of Audit Committee

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	46 tahun per 31 Desember 2025	46 years old as of December 31, 2025
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Depok	Depok
Riwayat Pendidikan Educational Background	Sarjana Ekonomi Universitas Gadjah Mada (1997 - 2001).	Bachelor of Economics from Universitas Gadjah Mada (1997–2001).
Sertifikasi Certification	*Qualified Risk Management Professional*	Qualified Risk Management Professional
Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Sebelum menjabat sebagai anggota Komite Audit PLN Indonesia Power, beliau juga masih aktif menjabat di PT PLN (Persero) sejak tahun 2006, saat ini beliau juga masih menjabat sebagai Vice President of Financial Projection (2022-sekarang), selain itu beliau juga pernah menduduki berbagai jabatan yaitu diantaranya Senior Manager of Finance (2022-2025), Manager of Financial Risk Management (2021-2022) Manager of Offshore Funding (2018-2021), Deputy Manager of Offshore Funding (2017-2018) serta beliau juga pernah berkarir di PT Bank Mandiri sebagai Human Resources and General Affair Clerk (2004-2006).	Prior to serving as a member of the Audit Committee of PLN Indonesia Power, he has also remained actively employed at PT PLN (Persero) since 2006. He currently serves as Vice President of Financial Projection (2022–present). In addition, he has held various positions, including Senior Manager of Finance (2022–2025), Manager of Financial Risk Management (2021–2022), Manager of Offshore Funding (2018–2021), and Deputy Manager of Offshore Funding (2017–2018). He also previously worked at PT Bank Mandiri as a Human Resources and General Affairs Clerk (2004–2006).
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris 008.SK/DK-PLNIP/2025 Tanggal 1 Juli 2025	The Board of Commissioners' Decision Letter No. 008.SK/DK-PLNIP/2025 dated July 1, 2025.

Periode Jabatan Term of Office	Periode Pertama	First Period
Masa Jabatan Tenure	2025-2027	2025-2027
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya dan anggota Direksi, namun beliau memiliki hubungan afiliasi dengan Pemegang Saham Utama Pengendali	Has no affiliated relationship with other members of the Board of Commissioners and the Board of Directors; however, he has an affiliated relationship with the Controlling Majority Shareholder
Rangkap Jabatan di PT PLN Indonesia Power Concurrent Positions at PT PLN Indonesia Power	Tidak Ada	None
Rangkap Jabatan pada Perusahaan Lain Concurrent Positions in Other Companies	Vice President of Financial Projection, Corporate Strategic Planning Division PT PLN (Persero)	Vice President of Financial Projection, Corporate Strategic Planning Division of PT PLN (Persero).

Masa Jabatan Komite Audit
Term of Office of the Audit Committee

Sejalan dengan Piagam Komite Audit, masa jabatan Ketua Komite Audit dipilih oleh Dewan Komisaris dari Anggota Komisaris Independen dengan masa jabatan 1 (satu) tahun dan dapat diangkat kembali sebanyak-banyaknya 2 (dua) kali masa jabatan berturut-turut. Masa kerja Wakil Ketua dan Anggota Komite Audit paling lama 1 (satu) tahun dan dapat diangkat kembali untuk masa jabatan berikutnya.

In line with the Audit Committee Charter, the term of office of the Head of the Audit Committee is determined by the Board of Commissioners from among the Independent Commissioners for a period of 1 (one) year and may be reappointed for a maximum of 2 (two) consecutive terms. The term of office of the Deputy Head and members of the Audit Committee is a maximum of 1 (one) year and may be reappointed for the following term.

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris ditetapkan selama 3 (tiga) tahun. Jabatan ini dapat diperpanjang 1 (satu) kali untuk periode tambahan selama 2 (dua) tahun.

The term of office of Audit Committee members who are not members of the Board of Commissioners is set at 3 (three) years. This appointment may be extended once for an additional period of 2 (two) years.

Pernyataan Independensi Anggota Komite Audit
Statement of Independence of Audit Committee Members

Seluruh anggota Komite Audit telah memenuhi semua kriteria independensi dan mampu untuk menjalankan tugasnya secara independen, menjunjung tinggi kepentingan Perusahaan dan tidak dapat dipengaruhi oleh pihak manapun.

All members of the Audit Committee have fulfilled all independence criteria and are able to perform their duties independently, uphold the interests of the Company, and remain free from influence by any party.

Aspek Independensi Independence Aspect		**Haryanto W.S**	**Bin Nahadi**	**Denny Triyanto**	**Annas Kurniawan**
Merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, atau Pihak lain yang memberi jasa audit, jasa non audit dan atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Komisaris.	An individual within a Public Accounting Firm, Legal Consulting Firm, or other party providing audit services, non-audit services, and/or other consulting services to the Company within the last 6 (six) months prior to being appointed by the Commissioner.	X	X	X	X

Aspek Independensi Independence Aspect		Haryanto W.S	Bin Nahadi	Denny Triyanto	Annas Kurniawan
Merupakan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Komisaris	An individual who has the authority and responsibility to plan, lead, or control the Company's activities within the last 6 (six) months prior to being appointed by the Commissioner.	X	X	X	X
Memiliki Hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Audit	Having a family relationship with the Board of Commissioners, Board of Directors, and/or other members of the Audit Committee.	X	X	X	X
Mempunyai saham baik langsung maupun tidak langsung pada Perusahaan	Holding shares, either directly or indirectly, in the Company.	X	X	X	X
Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi	Having s financial relationships with the Board of Commissioners and Board of Directors.	X	X	X	X
Menjabat sebagai pengurus partai politik, pejabat pemerintah daerah	Serving as a political party official or a regional government official.	X	X	X	X

Keterangan: √ : Iya X: Tidak

Remarks: √ : Yes ×: No

Pedoman Kerja Komite Audit
Audit Committee Work Guidelines

Pedoman Kerja Komite Audit diatur dalam Piagam Komite Audit yang ditetapkan melalui Keputusan Dewan Komisaris PT PLN Indonesia Power No. 017.SK/DK-PLNIP/2024 tentang Piagam Komite Audit Desember 2024 sebagai pembaharuan Piagam Komite Audit PT Indonesia Power tanggal 23 Desember 2022. Pembaharuan Piagam Komite Audit PT PLN Indonesia Power telah merujuk pada Peraturan Menteri BUMN PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.

The Audit Committee Work Guidelines are regulated in the Audit Committee Charter established through the Board of Commissioners' Decision of PT PLN Indonesia Power No. 017. SK/DK-PLNIP/2024 concerning the Audit Committee Charter dated December 2024, as an update to the Audit Committee Charter of PT Indonesia Power dated December 23, 2022. The updated Audit Committee Charter of PT PLN Indonesia Power refers to the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Activities of SOEs.

Ruang Lingkup Piagam Komite Audit PT PLN Indonesia Power terdiri dari :

The scope of the PT PLN Indonesia Power Audit Committee Charter consists of:

Bab I Chapter I	Pendahuluan	Introduction
Bab II Chapter II	Maksud dan Tujuan	Purpose and Objectives
Bab III Chapter III	Fungsi dan Tugas Pokok Komite Audit	Functions and Main Duties of the Audit Committee
Bab IV Chapter IV	Kewajiban, Tanggung Jawab dan Wewenang Komite Audit	Obligation, Responsibilities and Authority of the Audit Commitee
Bab V Chapter V	Anggota dan Organisasi Komite Audit	Members and Organizational Structure of Audit Committee
Bab VI Chapter VI	Kode Etik Komite Audit	Code of Conduct of Audit Committee
Bab VII Chapter VII	Rapat	Meetings
Bab VIII Chapter VIII	Penilaian Kinerja	Performance Assessment
Bab IX Chapter IX	Honorarium dan Pembebanan Biaya	Honorarium and Expenses
Bab X Chapter X	Penutup	Conclusion

Fungsi dan Tugas Pokok Komite Audit
Functions and Main Duties of the Audit Committee

Komite Audit bertugas membantu Dewan Komisaris dalam melaksanakan tugas pengawasan dengan melakukan penelaahan atau hasil pemeriksaan oleh auditor internal dan auditor eksternal termasuk memantau pelaksanaan GCG dalam pengelolaan perusahaan dengan tugas pokok yaitu sebagai berikut:

1. Menelaah program audit tahunan yang disusun Auditor Internal dan Auditor Eksternal
2. Melakukan penelaahan atas kecukupan pemeriksaan yang dilakukan oleh Auditor Internal dan Auditor Eksternal;
3. Memberikan masukan kepada Dewan Komisaris mengenai tindak lanjut temuan audit, termasuk temuan signifikan yang belum ditindaklanjuti secara tuntas;
4. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan seperti Laporan Keuangan, Proyeksi dan Informasi Keuangan lainnya;
5. Melakukan penelaahan atas hasil pengawasan yang berkaitan dengan pelaksanaan *code of conduct* serta pencegahan tindakan kecurangan;
6. Melakukan penelaahan atas Laporan Audit Investigasi terhadap indikasi kecurangan;
7. Memberikan saran kepada Manajemen melalui Dewan Komisaris mengenai berbagai hal yang dapat meningkatkan kelancaran dan efektivitas proses audit;
8. Memberikan masukan kepada Dewan Komisaris mengenai perubahan dan penyempurnaan Piagam Komite Audit;
9. Mengevaluasi hasil pemantauan Auditor Internal atas tindak lanjut hasil audit dan menelaah kecukupan sumber daya serta kualifikasi tenaga Auditor Internal;
10. Bersama tim seleksi memilih Auditor Eksternal yang akan melakukan audit dan mengusulkan agar dilakukan penggantian Auditor Eksternal apabila Auditor Eksternal yang sedang bertugas dinilai tidak kompeten;
11. Memantau pelaksanaan *Good Corporate Governance* (GCG) dan melakukan evaluasi hasil assesment berkala atas penerapan GCG guna memastikan prinsip-prinsip GCG diterapkan dalam pengelolaan perusahaan oleh organ perusahaan termasuk organ pendukungnya;
12. Melakukan evaluasi dan memberikan rekomendasi tentang penyempurnaan sistem dan kelengkapan GCG perusahaan.

The Audit Committee is tasked with assisting the Board of Commissioners in carrying out its supervisory duties by reviewing the results of audits conducted by internal auditors and external auditors, including monitoring GCG implementation in the management of the Company, with the following main duties:

1. Reviewing the annual audit program prepared by the Internal Auditor and External Auditor;
2. Reviewing the adequacy of audits conducted by the Internal Auditor and External Auditor;
3. Providing input to the Board of Commissioners regarding follow-up actions on audit findings, including significant findings that have not been fully resolved;
4. Reviewing financial information to be issued by the Company, such as Financial Statements, Projections, and other Financial Information;
5. Reviewing supervisory results related to the implementation of the code of conduct and the prevention of fraudulent actions;
6. Reviewing Investigation Audit Reports concerning indications of fraud;
7. Providing recommendations to Management through the Board of Commissioners regarding various matters that may improve the efficiency and effectiveness of the audit process;
8. Providing input to the Board of Commissioners regarding amendments and improvements to the Audit Committee Charter;
9. Evaluating the results of the Internal Auditor's monitoring of follow-up actions on audit findings and reviewing the adequacy of resources and qualifications of Internal Auditor personnel;
10. Together with the selection team, selecting the External Auditor who will conduct the audit and recommending the replacement of the External Auditor if the current External Auditor is deemed incompetent;
11. Monitoring the implementation of Good Corporate Governance (GCG) and evaluating the results of periodic assessments of GCG implementation to ensure that GCG principles are applied in the management of the Company by the Company's organs, including supporting organs;
12. Conducting evaluations and providing recommendations regarding improvements to the Company's GCG system and completeness;

13. Membuat laporan tertulis dan melakukan paparan kepada Dewan Komisaris; dan
14. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Dewan Komisaris berdasarkan ketentuan peraturan perundang-undangan.

13. Preparing written reports and presenting them to the Board of Commissioners;
14. Carrying out other duties assigned by the Board of Commissioners, provided that such duties remain within the scope of the duties and responsibilities of the Board of Commissioners based on applicable laws and regulations.

Kewajiban, Tanggung Jawab dan dan Wewenang Komite Audit
Obligations, Responsibilities, and Authorities of the Audit Committee

Komite Audit bersifat mandiri baik dalam melaksanakan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris.

1. Komite Audit wajib melaporkan segera hasil evaluasi yang telah dilakukan kepada Dewan Komisaris, yaitu meliputi :
   a. Laporan Berkala, berisi pokok-pokok hasil kerjanya berdasarkan penugasan Dewan Komisaris; dan
   b. Laporan khusus, berisi setiap temuan yang diperkirakan dapat mengganggu kegiatan usaha Perusahaan.
2. Komite Audit berwenang untuk :
   a. Memperoleh semua dokumen audit termasuk hasil audit internal dan eksternal dan Piagam Komite Audit ini dinyatakan sebagai permintaan tertulis untuk mendapatkan dokumen audit termasuk laporan temuan hasil audit internal dan eksternal;
   b. Memperoleh informasi dan mengundang Auditor Internal dan Auditor Eksternal untuk dimintai keterangan;
   c. Memberikan rekomendasi atas usulan pemilihan Auditor Eksternal;
   d. Memberikan rekomendasi kepada Dewan Komisaris atas penunjukan dan pemberhentian Kepala Satuan Internal Audit (KSIAD); dan
   e. Memberikan usulan kepada Dewan Komisaris dalam penunjukan tenaga ahli/konsultan untuk membantu tugas Komite Audit

The Audit Committee is independent both in carrying out its duties and in reporting, and is directly accountable to the Board of Commissioners.

1. The Audit Committee is obligated to promptly report the results of evaluations conducted to the Board of Commissioners, which include:
   a. Periodic Reports, containing the principal results of its work based on assignments from the Board of Commissioners; and
   b. Special Reports, containing any findings that are deemed likely to disrupt the Company's business activities.
2. The Audit Committee has the following authority:
   a. Obtaining all audit documents, including internal and external audit results, and this Audit Committee Charter shall constitute a written request to obtain audit documents, including reports on findings from internal and external audits;
   b. Obtaining information and inviting Internal Auditors and External Auditors to provide explanations;
   c. Providing recommendations regarding the proposed selection of the External Auditor;
   d. Providing recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Internal Audit Unit (KSIAD); and
   e. Submitting proposals to the Board of Commissioners regarding the appointment of experts/consultants to assist the duties of the Audit Committee.

Laporan Pelaksanaan Kegiatan Komite Audit
Report on the Implementation of Audit Committee Activities

Sepanjang tahun 2025, Komite Audit telah melakukan berbagai kegiatan sesuai dengan program kerja tahun 2025 yang telah disusun dan disepakati dengan Dewan Komisaris 14 Oktober 2024, antara lain:

Throughout 2025, the Audit Committee carried out various activities in accordance with the 2025 work program that had been prepared and agreed upon with the Board of Commissioners on October 14, 2024, including:

Rapat Komite Audit
Audit Committee Meetings

Kebijakan Rapat Komite Audit diatur dalam Piagam Komite Audit. Sejalan dengan kebijakan tersebut, frekuensi pertemuan/rapat berkala dapat diberlakukan sebagai berikut:

1. Rapat Komite Audit dilaksanakan dalam jangka waktu sekurang-kurangnya 1 (satu) kali dalam satu bulan.
2. Melakukan pertemuan dengan pihak Satuan Internal Audit dan Audit Eksternal pada saat terdapat jadwal pemeriksaan (audit engagement), sekurang-kurangnya 1 (satu) kali dalam satu bulan.
3. Rapat berkala dengan Dewan Komisaris sekurang-kurangnya 1 (satu) kali dalam 2 (dua) bulan.
4. Dalam pelaksanaan rapat, Komite Audit dapat mengundang Manajemen Eksekutif melalui Satuan Internal Audit untuk memberikan informasi yang diperlukan.

The policy regarding Audit Committee Meetings is regulated in the Audit Committee Charter. In line with this policy, the frequency of periodic meetings may be implemented as follows:

1. Audit Committee meetings shall be conducted at least once per month.
2. Meetings with the Internal Audit Unit and External Auditors shall be conducted during scheduled audit engagements, at least once per month.
3. Periodic meetings with the Board of Commissioners shall be conducted at least once every 2 (two) months.
4. In the implementation of meetings, the Audit Committee may invite Executive Management through the Internal Audit Unit to provide the required information.

Pelaksanaan Frekuensi Rapat Komite Audit

Sepanjang tahun 2025, Komite Audit telah menyelenggarakan rapat sebanyak 31 kali rapat yang terdiri dari rapat internal Komite Audit, rapat dengan Satuan Internal Audit, Eksternal Audit, Direksi dan Dewan Komisaris sebagai berikut:

Audit Committee Meeting Frequency

Throughout 2025, the Audit Committee held a total of 31 meetings, consisting of internal Audit Committee meetings, meetings with the Internal Audit Unit, External Auditors, the Board of Directors, and the Board of Commissioners, as follows:

Keterangan Description	Rapat Internal Internal Audit Committee Meetings	Rapat berkala dengan Dewan Komisaris Regular Meeting with the Board of Commissioners	Rapat Komite Audit dengan Direksi Audit Committee Meeting with Board of Directors	Rapat Komite Audit dengan Dept IAD dan BPO Audit Committee Meeeting with Dept. of IAD and BPO	Jumlah Rapat Total Meetings
Rencana Plan	2	12	6	4	24
Realisasi Realization	3	12	9	7	31

Kehadiran Komite Audit dalam Rapat

Berikut kehadiran Komite Audit dalam Rapat selama tahun 2025:

Audit Committee's Attendance at Meetings

The following is the Audit Committee's meetings during 2025:

Nama Name	Jabatan di Komite Audit Position in Audit Committee	Periode Jabatan tahun 2025 Periode Jabatan tahun 2025	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendances	Tingkat Kehadiran Frequency
Iskandar Simorangkir	Ketua Head	Januari-Juni January - June	16	16	100%
Haryanto W.S		Juli-Desember July - December	15	15	100%
Wiluyo Kusdwiharto	Wakil Ketua 1 Deputy Chairman 1	Januari-April January - April	9	9	100%
Bin Nahadi		Juli-Desember July - December	15	15	100%

Nama Name	Jabatan di Komite Audit Position in Audit Committee	Periode Jabatan tahun 2025 Periode Jabatan tahun 2025	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendances	Tingkat Kehadiran Frequency
Lukmanul Hakim	Wakil Ketua 2 Deputy Chairman 2	Januari-Juni January - June	16	16	100%
Denny Triyanto	Sekretaris Merangkap Anggota Secretary and Member	Januari-Desember January - December	31	31	100%
Linda Agustina	Anggota Member	Januari-Juni January - June	16	15	94%
Annas Kurniawan		Juli-Desember July - December	15	15	100%

Kebijakan dan Pelaksanaan Program Pelatihan Komite Audit

Policy and Implementation of Audit Committee Training Programs

Kebijakan pelatihan dan peningkatan Komite Audit mengacu pada Program Kerja Komite Audit. Sejalan dengan Program Kerja Komite Audit, pelatihan Komite Audit dapat dilakukan melalui pelatihan, sertifikasi maupun konferensi/seminar.

The policy on training and development for the Audit Committee refers to the Audit Committee Work Program. In line with the Audit Committee Work Program, Audit Committee training may be conducted through training programs, certifications, and conferences/seminars.

Selama tahun 2025, pelatihan Komite Audit dari unsur Dewan Komisaris disajikan pada bab Dewan Komisaris dalam laporan tahunan ini, adapun pelatihan Anggota Komite Audit yang telah diikuti tahun 2025i adalah sebagai berikut:

During 2025, training programs attended by Audit Committee members from the Board of Commissioners are presented in the Board of Commissioners chapter of this Annual Report, while the training programs attended by Audit Committee Members in 2025 are as follows:

Nama Name	Nama Pelatihan Training Name	Lembaga Penyelenggara Organizer	Waktu Pelaksanaan Date	Lokasi Location
Annas Kurniawan	*Qualified Risk Governance Proferssional*	Lembaga Sertifikasi Profesi Mitra Kalyana Sejahtera (LSP MKS) Professional Certification Agency Mitra Kalyana Sejahtera (LSP MKS)	31 Oktober 2025 October 31, 2025	*Online*

Kunjungan Komite Audit

Audit Committee's Visits

Guna memberikan motivasi kepada seluruh unit Perusahaan dan untuk mendapatkan informasi, klarifikasi dan gambaran atas kemajuan/perkembangan serta permasalahan yang dihadapi unit, komite melakukan kunjungan atas persetujuan dari Dewan Komisaris. Selama tahun 2025, Komite Audit telah melakukan kunjungan ke UBP Bali - Unit Pesanggara tanggal 25-27 September 2025 dengan agenda site visit UBP Bali - Unit Pesanggara.

In order to provide motivation to all Company units and to obtain information, clarification, and an overview of the progress/developments as well as issues faced by the units, the Committee conducts visits with the approval of the Board of Commissioners. During 2025, the Audit Committee conducted a visit to Pesanggaran Unit of Bali Power Generation Business Unit (UBP Bali - Unit Pesanggara) on September 25–27, 2025, with the agenda of a site visit to UBP Bali - Unit Pesanggara.

Penyampaian Laporan Komite Audit
Submission of Audit Committee's Reports

Sejalan dengan yang diatur dalam piagam Komite Audit bahwa Komite Audit wajib menyampaikan Laporan berkala yaitu Laporan Komite Audit tahunan, untuk itu pada tahun 2025, Komite Audit telah menyampaikan Laporan Tahunan Komite Audit kepada Dewan Komisaris tanggal 7 Januari 2026.

Laporan tersebut memuat diantaranya:
1. Pelaksanaan tugas pokok Komite Audit
2. Aktivitas Pengawasan Komite Audit yang meliputi pertemuan rapat berkala, realisasi program kerja Komite Audit tahun 2025
3. hal-hal yang perlu mendapat perhatian Dewan Komisaris.

In line with the provisions stipulated in the Audit Committee Charter that the Audit Committee is required to submit periodic reports, namely the Annual Audit Committee Report, in 2025 the Audit Committee submitted its Annual Report to the Board of Commissioners on January 7, 2026.

The report includes, among others:
1. Implementation of the main duties of the Audit Committee.
2. Audit Committee supervisory activities, including periodic meetings and the realization of the 2025 Audit Committee work program.
3. Matters requiring the attention of the Board of Commissioners.

Aktivitas Komite Audit
Audit Committee Activities

Sepanjang tahun 2025, Komite Audit juga telah melakukan kegiatan-kegiatan sebagai berikut:
1. Menyusun dan mengevaluasi Program Kerja Komite;
2. Melakukan telaah atas Laporan Hasil Pemeriksaan Audit Internal serta melakukan rapat koordinasi/ pertemuan dengan Satuan Internal Audit untuk mengawasi progress tindak lanjut atas temuan audit;
3. Rapat internal Komite Audit dengan Komite Dewan Komisaris lainnya;
4. Rapat evaluasi kinerja Perusahaan dan *monitoring* pelaksanaan GCG bersama dengan Corporate Secretary;
5. Rapat dengan Kantor Akuntan Publik (KAP) dan Satuan Internal Audit mengenai rencana pemeriksaan tahunan dan hasil audit rutin atau khusus KAP di lingkungan PLN Indonesia Power;
6. Meninjau piagam Komite Audit.
7. Memberikan rekomendasi kepada Dewan Komisaris diantaranya terkait:
   a. Penguatan Manajemen Risiko Terintegrasi
   b. Efektivitas Tindak Lanjut Hasil Audit
   c. Penguatan Sistem Pengendalian Internal dan Pencegahan *Fraud*
   d. Pengelolaan Risiko Kepatuhan dan Perizinan
   e. Pengawasan Proyek Strategis dan EPC
   f. Peningkatan Kinerja K3L (Keselamatan dan Lingkungan)
   g. Penguatan Fungsi Audit Internal
   h. Peningkatan Kualitas dan Ketepatan Waktu Pelaporan Keuangan
   i. Penguatan Implementasi Sistem Manajemen Anti Penyuapan (SMAP)
   j. Akselerasi Transformasi Tata Kelola Perusahaan

Throughout 2025, the Audit Committee also carried out the following activities:
1. Preparing and evaluating the Committee Work Program;
2. Reviewing Internal Audit Examination Reports and conducting coordination meetings/discussions with the Internal Audit Unit to monitor the progress of follow-up actions on audit findings;
3. Conducting internal Audit Committee meetings with other Committees under the Board of Commissioners;
4. Holding meetings to evaluate Company performance and monitor the implementation of GCG together with the Corporate Secretary;
5. Conducting meetings with the Public Accounting Firm (KAP) and the Internal Audit Unit regarding the annual audit plan and the results of routine or special audits by the KAP within PLN Indonesia Power;
6. Reviewing the Audit Committee Charter;
7. Providing recommendations to the Board of Commissioners, including regarding:
   a. Strengthening Integrated Risk Management
   b. Effectiveness of Follow-up Actions on Audit Findings
   c. Strengthening Internal Control Systems and Fraud Prevention
   d. Management of Compliance and Licensing Risks
   e. Oversight of Strategic Projects and EPC
   f. Improvement of HSE (Health, Safety, and Environment) Performance
   g. Strengthening the Internal Audit Function
   h. Improvement of the Quality and Timeliness of Financial Reporting
   i. Strengthening the Implementation of the Anti-Bribery Management System (SMAP)
   j. Acceleration of Corporate Governance Transformation

Kebijakan dan Pelaksanaan Penilaian Kinerja Komite Audit
Policy and Implementation of Audit Committee Performance Assessment

Kebijakan penilaian KInerja Komite Audit diatur dalam Piagam Komite Audit. Sejalan dengan kebijakan tersebut, penilaian kinerja Komite Audit dilakukan setiap triwulanan oleh Dewan Komisaris berdasarkan realisasi dan penyelesaian program kerja dalam Rencana Kerja dan Anggaran Komite Audit. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris dalam mengangkat kembali dan/atau memberhentikan anggota Komite Audit untuk periode jabatan berikutnya.

The policy on the performance assessment of the Audit Committee is regulated in the Audit Committee Charter. In line with this policy, the performance assessment of the Audit Committee is conducted quarterly by the Board of Commissioners based on the realization and completion of work programs set out in the Audit Committee Work Plan and Budget. The results of such evaluations serve as consideration for the Board of Commissioners in reappointing and/or dismissing Audit Committee members for the subsequent term of office.

Kriteria yang digunakan dalam penilaian kinerja Komite Audit antara lain mencakup Kontribusi terhadap pencapaian target Tim, Jumlah Kajian, Analisis, Rekomendasi, Tingkat keaktifan dalam kegiatan Tim, Kerjasama dalam Tim, serta Mutu dan Kualitas Konsep. Berikut hasil penilaian Kinerja Komite Audit tahun 2025:

The criteria used in evaluating the performance of the Audit Committee include contributions toward the achievement of Team targets, the number of studies, analyses, and recommendations, the level of participation in Team activities, teamwork, as well as the quality and standard of concepts produced. The following are the results of the 2025 Audit Committee Performance Evaluation:

Kriteria Penilaian Assessment Criteria	Denny Triyanto	Annas Kurniawan
Kontribusi terhadap pencapaian target Contribution to achieving team targets	✔	✔
Jumlah Kajian, Analisis, Rekomendasi Number of reviews, analyses, and recommendations	✔	✔
Tingkat keaktifan dalam kegiatan Tim Level of activeness in team activities	✔	✔
Kerjasama dalam Tim Teamwork	✔	✔
Mutu dan Kualitas Konsep Quality and standard of concepts	✔	✔

Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi (KNR) dibentuk dengan tujuan untuk membantu Dewan Komisaris dalam melakukan fungsi pengawasan dan nasehat terhadap kebijakan-kebijakan Direksi dalam mengelola Perusahaan seperti diamanatkan oleh Anggaran Dasar Perusahaan agar memperoleh hasil dan manfaat serta dampak positif yang optimal dari kinerja Perusahaan.

The Nomination and Remuneration Committee (NRC) is established with the aim of assisting the Board of Commissioners in carrying out its supervisory and advisory functions over the policies of the Board of Directors in managing the Company, as mandated by the Company's Articles of Association, in order to achieve optimal results, benefits, and positive impacts from the Company's performance.

Komite Nominasi dan Remunerasi bersifat mandiri, baik dalam pelaksanaan tugasnya maupun pelaporan dan bertanggung jawab langsung kepada Dewan Komisaris.

The Nomination and Remuneration Committee is independent, both in the execution of its duties and in its reporting, and is directly responsible to the Board of Commissioners.

Komite Nominasi dan Remunerasi memiliki hubungan fungsional dengan Direktur Human Capital dan Administrasi. Direksi PLN Indonesia Power memberikan pelimpahan kewenangan kepada Direktorat Human Capital dan Administrasi sebagai partner dari Komite Nominasi dan Remunerasi Dewan Komisaris PLN Indonesia Power.

The Nomination and Remuneration Committee has a functional relationship with the Director of Human Capital and Administration. The Board of Directors of PLN Indonesia Power delegates authority to the Human Capital and Administration Directorate as a partner of the Nomination and Remuneration Committee of the Board of Commissioners of PLN Indonesia Power.

Pengangkatan dan Pemberhentian Komite Nominasi dan Remunerasi

Appointment and Dismissal of Nomination and Remuneration Committee

Anggota Komite Nominasi dan Remunerasi dipilih dan diangkat oleh Dewan Komisaris dan terdiri dari personil yang memiliki integritas, kompetensi, profesional, serta jujur. Anggota Komite Nominasi dan Remunerasi dapat berasal dan anggota Dewan Komisaris Perusahaan atau dari luar Perusahaan yang bersangkutan. Pengangkatan dan pemberhentian anggota Komite Nominasi dan Remunerasi dilakukan oleh Dewan Komisaris dan dilaporkan kepada RUPS

Members of the NRC are selected and appointed by the Board of Commissioners and consist of individuals who possess integrity, competence, professionalism, and honesty. NRC members may come from members of the Company's Board of Commissioners or from outside the Company. The appointment and dismissal of NRC members are carried out by the Board of Commissioners and reported to the GMS.

Pengangkatan Anggota Komite Nominasi dan Remunerasi PLN Indonesia Power telah memenuhi persyaratan sebagaimana diatur dalam Piagam Komite, Peraturan Menteri BUMN No. PER-2/MBU/03/2023 dan No. PER-3/MBU/03/2023 yaitu:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang nominasi dan remunerasi;
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan yang bersangkutan;
3. Mampu berkomunikasi secara efektif;
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya; dan
5. Syarat lain yang ditetapkan dalam piagam Komite Nominasi dan Remunerasi atau nomenklatur lain dengan fungsi yang sama, jika diperlukan.

The appointment of members of the Nomination and Remuneration Committee of PLN Indonesia Power has met the requirements as stipulated in the Committee Charter, Ministry of SOEs Regulations No. PER-2/MBU/03/2023 and No. PER-3/MBU/03/2023, namely:

1. Possessing good integrity as well as sufficient knowledge and work experience in the field of nomination and remuneration;
2. Having no personal interests/relationships that may create negative impacts and conflicts of interest for the Company;
3. Being able to communicate effectively;
4. Being able to allocate sufficient time to perform their duties; and
5. Other requirements as specified in the Nomination and Remuneration Committee Charter or other nomenclature with similar functions, if necessary.

Pemberhentian Komite Nominasi dan Remunerasi dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya atau diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya berdasarkan keputusan Dewan Komisaris.

The dismissal of Nomination and Remuneration Committee members may be carried out if their term of office has ended or if they are dismissed due to failure to meet established performance standards and/or lack of competence in carrying out their duties, based on the decision of the Board of Commissioners.

Susunan dan Komposisi Anggota Komite Nominasi dan Remunerasi
Composition and Structure of Nomination and Remuneration Committee

Pada tahun 2025, terdapat perubahan susunan dan komposisi Komite Nominasi dan Remunerasi PLN Indonesia Power dengan adanya pengangkatan dan pemberhentian anggota komite dan Dewan Komisaris Perusahaan. Berikut perubahan susunan Komite Nominasi dan Remunerasi sepanjang tahun 2025:

In 2025, there were changes in the composition and structure of the Nomination and Remuneration Committee of PLN Indonesia Power due to the appointment and dismissal of committee members and members of the Company's Board of Commissioners. The following are the changes in the composition of the Nomination and Remuneration Committee throughout 2025:

Periode 1 Januari 2025 – 2 Januari 2025 January 1, 2025 -January 2, 2025, Period			Periode 2 Januari 2025 – 30 Juni 2025 January 2, 2025 -June 30, 2025, Period			Periode 1 Juli 2025- 22 Agustus 2025 July 1, 2025 -August 22, 2025, Period			Periode 22 Agustus 2025 -31 Desember 2025 August 22, 2025 – December 31, 2025, Period		
Nama Name	Jabatan di Komisaris Position at the Company	Jabatan di KNR Position in NRC	Nama Name	Jabatan di Komisaris Position at the Company	Jabatan di KNR Position in NRC	Nama Name	Jabatan di Komisaris Position at the Company	Jabatan di KNR Position in NRC	Nama Name	Jabatan di Komisaris Position at the Company	Jabatan di KNR Position in NRC
Haryanto W.S	Komisaris Independen Independent Commissioner	Ketua Head	Arief Budiman	Komisaris Commissioner	Ketua Head	Ardinanda Sinulingga	Komisaris Commissioner	Ketua Head	Ardinanda Sinulingga	Komisaris	Ketua Head
Arief Budiman	Komisaris Commissioner	Wakil Ketua Deputy Head	Haryanto W.S	Komisaris Independen Independent Commissioner	Wakil Ketua Deputy Head	Anthony Leong	Komisaris Independen Independent Commissioner	Wakil Ketua Deputy Head	Anthony Leong	Komisaris Independen Independent Commissioner	Wakil Ketua Deputy Head
Yoserianto	Tidak ada	Sekretaris merangkap Anggota Secretary concurrently serving as a Member	Yoserianto	Tidak ada None	Sekretaris merangkap Anggota Secretary concurrently serving as a Member	Yoserianto	Tidak ada None	Sekretaris merangkap Anggota Secretary concurrently serving as a Member	Teuku Yusuf	Tidak ada None	Sekretaris merangkap Anggota Secretary concurrently serving as a Member
Alvin Nur Widjajanti	Tidak ada None	Anggota Member	Alvin Nur Widjajanti	Tidak ada None	Anggota Member	Alvin Nur Widjajanti	Tidak ada None	Anggota	Alvin Nur Widjajanti	Tidak ada None	Anggota Member

Profil Anggota Komite Nominasi dan Remunerasi
Profile of Nomination and Remuneration Committee Members

Ardinanda Sinulingga

Ketua Komite
Head of Committee

Diangkat sebagai Ketua Komite Nominasi dan Remunerasi PT PLN Indonesia Power berdasarkan SK Dewan Komisaris No. 010. SK/DK-PLNIP/2025 tanggal 1 Juli 2025.
Appointed as the Head of the Nomination and Remuneration Committee of PT PLN Indonesia Power based on the Board of Commissioners' Decision Letter No. 010.SK/DK-PLNIP/2025 dated July 1, 2025.

Informasi lebih lanjut terkait Usia, Kewarganegaraan, Riwayat Pendidikan, Riwayat Jabatan/Pengalaman Kerja dan Rangkap Jabatan diuraikan pada bab Profil Dewan Komisaris dalam buku Laporan Tahunan ini

Periode Jabatan: Pertama
Masa Jabatan: Mengikuti masa jabatan Dewan Komisaris

Further information regarding age, nationality, educational background, service history/work experience, and concurrent positions is presented in the Board of Commissioners Profile section of this Annual Report.

Service Period: First
Term of Office: Follows the term of office of the Board of Commissioners

Anthony Leong

Wakil Ketua
Deputy Head

Diangkat sebagai Wakil Ketua Komite Nominasi dan Remunerasi Indonesia Power berdasarkan SK Dewan Komisaris No. 010.SK/DK-PLNIP/2025 tanggal 1 Juli 2025.
Appointed as the Deputy Head of the Nomination and Remuneration Committee of Indonesia Power based on the Board of Commissioners' Decision Letter No. 010.SK/DK-PLNIP/2025 dated July 1, 2025.

Informasi lebih lanjut terkait Usia, Kewarganegaraan, Riwayat Pendidikan, Riwayat Jabatan/Pengalaman Kerja dan Rangkap Jabatan diuraikan pada bab Profil Dewan Komisaris dalam buku Laporan Tahunan ini.

Periode Jabatan: Pertama
Masa Jabatan: Mengikuti masa jabatan Dewan Komisaris

Further information regarding age, nationality, educational background, service history/work experience, and concurrent positions is presented in the Board of Commissioners Profile chapter of this Annual Report.

Service Period: First
Term of Office: Follows the term of office of the Board of Commissioners

Teuku Yusuf

Sekretaris merangkap Anggota
Secretary concurrently serving as a Member of Nomination and Remuneration Committee

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	43 tahun per 31 Desember 2025 / 23 April 1982	49 years old as of December 31, 2025 / August 18, 1976
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Jakarta	Jakarta

Riwayat Pendidikan Educational Background	Sarjana Matematika Universitas Syiah Kuala Aceh (2000-2024) dan Master of Business Administration IPMI International Business School (2021-2023).	Bachelor's Degree in Mathematics of Universitas Syiah Kuala Aceh (2000–2024) and Master of Business Administration of IPMI International Business School (2021–2023)
Sertifikasi Certification	*Sertifikasi Human Resource*	Human Resource Certification
Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Vice President of Executive Talent Development PT PLN (Persero), Vice President of Corporate Culture & Competency Model PT PLN (Persero), Senior Manager of Leadership - IT - GRC Academy PT PLN Corporate University	Vice President of Executive Talent Development of PT PLN (Persero), Vice President of Corporate Culture & Competency Model of PT PLN (Persero), Senior Manager of Leadership – IT – GRC Academy of PT PLN Corporate University
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No 015.SK/ DK-PLNIP/2025 tanggal 22 Agustus 2025 tentang Pemberhentian dan Pengangkatan Anggota Komite Nominasi dan Remunerasi pada Dewan Komisaris PT PLN Indonesia Power	Board of Commissioners' Decision Letter No. 015.SK/ DK-PLNIP/2025 dated August 22, 2025 concerning the Dismissal and Appointment of Members of the Nomination and Remuneration Committee of the Board of Commissioners of PT PLN Indonesia Power
Periode Jabatan Term of Office	Periode Pertama	First Period
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, namun beliau memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Pengendali.	Has no affiliation relationship with other members of the Board of Commissioners or members of the Board of Directors; however, has an affiliation relationship with the Majority and Controlling Shareholders
Rangkap Jabatan di PT PLN Indonesia Power Concurrent Positions at PT PLN Indonesia Power	Tidak Ada	None
Rangkap Jabatan pada Perusahaan Lain Concurrent Positions in Other Companies	Vice President of Executive Talent Development PT PLN (Persero)	Vice President of Executive Talent Development of PT PLN (Persero)

Alvin Nur Widjajanti

Anggota Komite Nominasi dan Remunerasi
Member of Nomination and Remuneration Committee

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	56 tahun per 31 Desember 2025 / Jakarta 5 November 1969	56 years old as of December 31, 2025 / Jakarta, November 5, 1969
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Bekasi	Bekasi
Riwayat Pendidikan Educational Background	Sarjana Teknik Sipil dari Universitas Trisakti-Jakarta (1995) dan Magister Manajemen dari Universitas Gadjah Mada-Yogyakarta (1997)	Bachelor's Degree in Civil Engineering from Universitas Trisakti-Jakarta (1995) and Master of Management from Universitas Gadjah Mada-Yogyakarta (1997)
Sertifikasi Certification	*Sertifikasi Qualified Risk Management Professional*	Qualified Risk Management Professional Certification

Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Sebelum menjabat sebagai anggota Komite Nominasi dan Remunerasi di PT PLN Indonesia Power, beliau pernah menjabat sebagai Kepala Subbidang Riset BUMN II (2019-2020), Kepala Subbidang Usaha Jasa Keuangan Jasa Survei dan Konsultan Ia-1 (2015-2019), Kepala Subbidang Usaha Perbankan dan Asuransi IIa (2014-2015).	Prior to serving as a member of the Nomination and Remuneration Committee at PT PLN Indonesia Power, she held several positions, including Head of Subdivision for SOE Research II (2019–2020), Head of Subdivision for Financial Services, Survey Services, and Consulting Business Ia-1 (2015–2019), and Head of Subdivision for Banking and Insurance Business IIa (2014–2015).
Dasar Hukum Pengangkatan Legal Basis of Appointment	SK Dewan Komisaris No. 010.SK/DK-PLNIP/2023 tentang pembentukan komite Nominasi dan Remunerasi tanggal 21 Desember 2023.	Board of Commissioners' Decision Letter No. 010. SK/DK-PLNIP/2023 concerning the establishment of the Nomination and Remuneration Committee dated December 21, 2023.
Periode Jabatan Term of Office	Periode pertama	First Period
Masa Jabatan Tenure	2023-2025	2023-2025
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi dan Pemegang Saham Utama dan Pengendali.	Has no affiliation relationship with other members of the Board of Commissioners, members of the Board of Directors, or the Majority and Controlling Shareholders.
Rangkap Jabatan di PT PLN Indonesia Power Concurrent Positions at PT PLN Indonesia Power	Tidak Ada	None
Rangkap Jabatan pada Perusahaan Lain Concurrent Positions in Other Companies	Penata Kelola Perusahaan Negara Muda pada Biro Administrasi dan Umum	Junior State-Owned Enterprise Governance Officer at the Bureau of Administration and General Affairs

Pernyataan Independensi Anggota Komite Nominasi dan Remunerasi

Statement of Independence of Nomination and Remuneration Committee Members

Seluruh anggota Komite Nominasi dan Remunerasi Perusahaan menyatakan independensinya untuk senantiasa bekerja secara profesional, independen dan objektif serta terbebas dari intervensi atau hal-hal yang berpotensi menimbulkan benturan kepentingan.

All members of the Company's Nomination and Remuneration Committee declare their independence to consistently work in a professional, independent, and objective manner, and to be free from any intervention or matters that may potentially create conflicts of interest.

Tabel Independensi Komite Nominasi dan Remunerasi Tahun 2025

Table of Independence of the Nomination and Remuneration Committee in 2025

Aspek Independensi Independence Aspect		Haryanto W.S	Bin Nahadi	Teuku Yusuf	Alvin Nur Widjajanti
Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi	Having financial relationships with the Board of Commissioners and the Board of Directors	X	X	X	X
Memiliki hubungan kepengurusan di Indonesia Power, anak Perusahaan maupun Perusahaan afiliasi	Having management relationships within Indonesia Power, its Subsidiaries, or Affiliated Companies	X	X	X	X
Memiliki hubungan kepemilikan saham di Perusahaan	Possessing share ownership relationships in the Company	X	X	X	X
Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Nominasi dan Remunerasi	Having family relationships with members of the Board of Commissioners, the Board of Directors, and/or fellow members of the Nomination and Remuneration Committee	X	X	X	X
Menjabat sebagai pengurus partai politik, pejabat Pemerintah Daerah	Serving as an administrator of a political party or as a regional government official	X	X	X	X

Keterangan: √ : Iya X: Tidak

Keterangan: √ : Iya ×: Tidak

Pedoman Kerja Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Working Guidelines

Pedoman pelaksanaan mengenai tugas, wewenang, kewajiban, tanggung jawab dan hak-hak Komite Nominasi dan Remunerasi diatur lebih lanjut dalam ketentuan yang dituangkan dalam Piagam Komite Nominasi dan Remunerasi yang disepakati oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No. 008.SK/DK-PLNIP/2023 tentang Piagam Komite Nominasi dan Remunerasi tanggal 2 Desember 2024 sebagai pembaharuan Piagam Komite Nominasi dan Remunerasi PT Indonesia Power tanggal 17 Oktober 2023.

Guidelines for the implementation of the duties, authorities, obligations, responsibilities, and rights of the Nomination and Remuneration Committee are further regulated in provisions set out in the Nomination and Remuneration Committee Charter, which was approved by the Board of Commissioners through Board of Commissioners' Decision Letter No. 008.SK/DK-PLNIP/2023 concerning the Nomination and Remuneration Committee Charter dated December 2, 2024, as an update to the Nomination and Remuneration Committee Charter of PT Indonesia Power dated October 17, 2023.

Pembaharuan Piagam Komite Nominasi dan Remunerasi PT PLN Indonesia Power telah merujuk pada Peraturan Menteri BUMN PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.

The updated Nomination and Remuneration Committee Charter of PT PLN Indonesia Power refers to the Minister of SOEs Regulation PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Ruang Lingkup Piagam Komite Nominasi dan Remunerasi PT PLN Indonesia Power terdiri dari:

The scope of the PT PLN Indonesia Power Nomination and Remuneration Committee Charter consists of:

Bab I Chapter I	Pendahuluan	Introduction
Bab II Chapter II	Maksud dan Tujuan	Purpose and Objectives
Bab III Chapter III	Fungsi dan Tugas Pokok Komite Nominasi dan Remunerasi	Functions and Main Duties of the Nomination and Remuneration Committee
Bab IV Chapter IV	Kewajiban, Tanggung Jawab dan Wewenang Komite Nominasi dan Remunerasi	Obligations, Responsibilities, and Authorities of the Nomination and Remuneration Committee
Bab V Chapter V	Anggota dan Organisasi Komite Nominasi dan Remunerasi	Members and Organization of the Nomination and Remuneration Committee
Bab VI Chapter VI	Kode Etik Komite Nominasi dan Remunerasi	Code of Conduct of the Nomination and Remuneration Committee
Bab VII Chapter VII	Rapat	Meeting
Bab VIII Chapter VIII	Penilaian Kinerja	Performance Assessment
Bab IX Chapter IX	Honorarium dan Pembebanan Biaya	Honorarium and Expenses
Bab X Chapter X	Penutup	Closing

Fungsi dan Tugas Pokok Komite Nominasi dan Remunerasi
Functions and Main Duties of Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi adalah suatu unit organisasi di bawah Dewan Komisaris dan membantu Dewan Komisaris dalam memenuhi tanggung jawabnya dalam rangka tercapainya *Good Corporate Governance* di Perusahaan. Komite Nominasi dan Remunerasi bertugas membantu Dewan Komisaris dalam:

The Nomination and Remuneration Committee is an organizational unit under the Board of Commissioners that assists the Board of Commissioners in fulfilling its responsibilities to achieve Good Corporate Governance within the Company. The Committee assists the Board of Commissioners in:

1. Menetapkan kriteria pemilihan calon anggota Dewan Komisaris dan Direksi Anak Perusahaan dan BoD-1
2. Sistem remunerasi untuk anggota Dewan Komisaris dan Direksi Perusahaan

Adapun tugas pokok dan fungsi Komite Nominasi dan Remunerasi adalah sebagai berikut:

1. Melakukan analisa, memberi masukan dan rekomendasi kepada Dewan Komisaris atas kebijakan, pedoman, strategi, dan sistem SDM termasuk didalamnya melakukan review secara berkala atas pengelolaan Sistem Pengelolaan Talenta (*Talent Management System*), melakukan *monitoring*, evaluasi terhadap sistem dan prosedur termasuk pelaksanaannya;
2. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi;
3. Melakukan validasi dan kalibrasi atas Talenta yang diusulkan oleh Direksi kepada Dewan Komisaris/Dewan Pengawas (*Selected Talent*), untuk menghasilkan daftar Talenta yang akan dinominasikan oleh Dewan Komisaris/ Dewan Pengawas kepada RUPS/Menteri (*Nominated Talent*);
4. Melakukan analisa memberikan masukan dan rekomendasi kepada Dewan Komisaris atas pelaksanaan kegiatan pengelolaan SDM dan organisasi yang dilakukan Perusahaan;
5. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris;
6. Menyiapkan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/ tanggapan dari Dewan Komisaris;
7. Melakukan evaluasi terhadap Calon Wakil Perseroan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada RUPS ;
8. Bersama Komite lainnya melakukan analisa dan memberi masukan sesuai dengan bidang komite kepada Dewan Komisaris atas:
    a. Pelaksanaan Anggaran Dasar dan *Board Manual* Perusahaan;
    b. RJPP (Rencana Jangka Panjang Perusahaan);
    c. RKAP (Rencana Kerja dan Anggaran Perusahaan);
    d. Laporan Tahunan, Triwulanan dan Laporan Kinerja bulanan;
    e. GCG (*Good Corporate Governance*);
    f. KPI (*Key Performance Indicator*) Perseroan;
    g. KPI Dewan Komisaris.

1. Determining criteria for the selection of candidates for members of the Board of Commissioners and Board of Directors of Subsidiaries and BoD-1 level positions
2. The remuneration system for members of the Board of Commissioners and Board of Directors of the Company

The main duties and functions of the Nomination and Remuneration Committee are as follows:

1. Conducting analysis, providing input, and giving recommendations to the Board of Commissioners on policies, guidelines, strategies, and HR systems, including periodic reviews of the Talent Management System, as well as monitoring and evaluating systems and procedures and their implementation;
2. Evaluating the Talent Classification system and procedures implemented by the Board of Directors;
3. Validating and calibrating the Talents proposed by the Board of Directors to the Board of Commissioners/ Supervisory Board (Selected Talent), in order to produce a list of Talents to be nominated by the Board of Commissioners/Supervisory Board to the GMS/Minister (Nominated Talent);
4. Conducting analysis and providing input and recommendations to the Board of Commissioners on the implementation of HR and organizational management activities carried out by the Company;
5. Preparing proposed development programs for members of the Board of Directors and/or Board of Commissioners;
6. Preparing evaluations of remuneration policies for employees that require approval or response from the Board of Commissioners;
7. Evaluating candidate representatives of the Company to be proposed as members of the Board of Directors or Board of Commissioners of Subsidiaries, prior to submission to the GMS;
8. Together with other Committees, conducting analysis and providing input in accordance with their respective areas to the Board of Commissioners regarding:
    a. Implementation of the Company's Articles of Association and Board Manual;
    b. Long-Term Corporate Plan (RJPP);
    c. Work Plan and Budget (RKAP);
    d. Annual Report, Quarterly Reports, and Monthly Performance Reports;
    e. Good Corporate Governance (GCG);
    f. Company Key Performance Indicators (KPI);
    g. Board of Commissioners KPI.

9. Melakukan analisa, memberi masukan dan rekomendasi kepada Dewan Komisaris khususnya atas kebijakan dan pelaksanaan kegiatan:
   a. KPKU (Kriteria Penilaian Kinerja Unggul) dan *Malcolm Baldrige*;
   h. Pengembangan Teknologi Informasi.
10. Mempelajari, mengevaluasi dan memberikan masukan terhadap Laporan Manajemen Kinerja SDM dan Organisasi dan Laporan K3L yang disusun oleh Direksi.
11. Melakukan analisa, memberikan masukan dan rekomendasi kepada Dewan Komisaris atas usulan-usulan Direksi dalam:
    a. Program Pengembangan SDM dan Organisasi yang mendukung *Human Capital Readiness* (HCR) dan *Organizational Capital Readiness* (OCR);
    b. Nominasi pejabat satu tingkat di bawah Direksi;
    c. Remunerasi bagi Dewan Komisaris dan Direksi.
12. Melakukan analisa dan memberikan rekomendasi kepada Dewan Komisaris atas kebijakan, strategi dan pelaksanaan pengelolaan LK3 (Lingkungan Kesehatan dan Keselamatan Kerja) perusahaan;
13. Melakukan analisa dan memberikan masukan dan rekomendasi kepada Dewan Komisaris atas kebijakan, strategi dan pelaksanaan pengelolaan sistem informasi perusahaan serta integrasi pengelolaannya;
14. Melakukan analisa dan memberikan masukan dan rekomendasi kepada Dewan Komisaris atas kebijakan, strategi dan pelaksanaan pengelolaan budaya perusahaan, hubungan industrial serta pelaksanaan *reward and punishment* pegawai serta menelaah dan memantau untuk memastikan bahwa Direksi telah menerapkan sistem nominasi dan remunerasi PT PLN (Persero) yang mengacu kepada best practice;
15. Menyusun rencana kegiatan Komite Nominasi dan Remunerasi dengan pembebanan pembiayaan kegiatan pada anggaran Dewan Komisaris, melaksanakan rapat-rapat komite, membuat risalah rapat dan menyampaikan laporan pelaksanaan tugas-tugas komite secara berkala kepada Dewan Komisaris;
16. Mengidentifikasi hal-hal yang memerlukan perhatian, memastikan selesainya dan melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sesuai lingkup tugas dan kewajiban komite Dewan Komisaris;

9. Conducting analysis, providing input, and giving recommendations to the Board of Commissioners, particularly on policies and implementation of activities related to:
   a. KPKU (Excellent Performance Assessment Criteria) and Malcolm Baldrige;
   b. Information Technology development.
10. Reviewing, evaluating, and providing input on the Management Report on HR and Organizational Performance and the Occupational Safety, Health, and Environment (OHSE) Report prepared by the Board of Directors;
11. Conducting analysis, providing input, and giving recommendations to the Board of Commissioners regarding proposals from the Board of Directors in:
    a. Human Resource and Organization Development Programs that support Human Capital Readiness (HCR) and Organizational Capital Readiness (OCR);
    b. Nomination of officials one level below the Board of Directors;
    c. Remuneration for the Board of Commissioners and Board of Directors.
12. Conducting analysis and providing recommendations to the Board of Commissioners on policies, strategies, and implementation of the Company's Occupational Health, Safety, and Environment (OHSE) management;
13. Conducting analysis and providing input and recommendations to the Board of Commissioners on policies, strategies, and implementation of the Company's information system management and its integration;
14. Conducting analysis and providing input and recommendations to the Board of Commissioners on policies, strategies, and implementation of corporate culture management, industrial relations, and the implementation of employee reward and punishment systems, as well as reviewing and monitoring to ensure that the Board of Directors has implemented the nomination and remuneration system of PT PLN (Persero) in accordance with best practices;
15. Preparing the Nomination and Remuneration Committee work plan with funding allocated from the Board of Commissioners' budget, conducting committee meetings, preparing meeting minutes, and submitting periodic reports on committee activities to the Board of Commissioners;
16. Identifying matters requiring attention, ensuring completion, and carrying out other duties assigned by the Board of Commissioners in accordance with the scope of the Committee's duties and responsibilities.

17. Menjaga kerahasiaan data serta informasi perusahaan sesuai dengan ketentuan yang berlaku di Dewan Komisaris.

17. Maintaining the confidentiality of company data and information in accordance with applicable regulations of the Board of Commissioners.

Laporan Pelaksanaan Kegiatan Komite Nominasi dan Remunerasi
Report on the Implementation of Nomination and Remuneration Committee Activities

Selama tahun 2025, komite Nominasi dan Remunerasi telah melakukan berbagai kegiatan dalam rangka pelaksanaan tugas dan tanggung jawabnya sesuai dengan program kerja yang telah disusun, antara lain:

During 2025, the Nomination and Remuneration Committee carried out various activities in the implementation of its duties and responsibilities in accordance with the established work program, including the following:

Rapat Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Meetings

Kebijakan rapat Komite Nominasi dan Remunerasi diatur dalam Piagam Komite Nominasi dan Remunerasi. Sejalan dengan kebijakan tersebut, pertemuan/rapat berkala Komite Nominasi dan Remunerasi dilakukan sebagai berikut:

1. Rapat Komite Nominasi dan Remunerasi akan dilaksanakan dalam jangka waktu sekurang-kurangnya 1 (satu) kali dalam satu bulan;
2. Melakukan pertemuan dengan pihak direktorat Human Capital dan Administrasi sekurang-kurangnya 1 (satu) kali dalam dua bulan
3. Rapat berkala atau laporan kepada Dewan Komisaris sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan
4. Dalam pelaksanaan rapat Komite Nominasi dan Remunerasi dapat mengundang Direktorat Human Capital dan Administrasi untuk memberikan informasi yang diperlukan,

The policy on Nomination and Remuneration Committee meetings is regulated in the Nomination and Remuneration Committee Charter. In line with this policy, periodic meetings of the Nomination and Remuneration Committee are conducted as follows:

1. Nomination and Remuneration Committee meetings are held at least once a month
2. Meetings with the Human Capital and Administration Directorate are held at least once every two months
3. Regular meetings or reporting to the Board of Commissioners are conducted at least once every 3 (three) months
4. In organizing its meetings, the Nomination and Remuneration Committee may invite the Human Capital and Administration Directorate to provide the required information.

Pelaksanaan Frekuensi Rapat Komite Nominasi dan Remunerasi

Sepanjang tahun 2025, Komite Nominasi dan Remunerasi telah menyelenggarakan rapat sebanyak 27 kali rapat yang terdiri dari rapat internal Komite Nominasi dan Remunerasi, Rapat koordinasi dengan Direktur Management Human Capital; dan Rapat berkala dengan Dewan Komisaris sebagai berikut:

Meeting Frequency of Nomination and Remuneration Committee

Throughout 2025, the Nomination and Remuneration Committee held a total of 27 meetings, consisting of internal Nomination and Remuneration Committee meetings, coordination meetings with the Director of Human Capital Management, and periodic meetings with the Board of Commissioners, as follows:

Keterangan Description	Rapat Internal KNR NRC Internal Meeting	Rapat berkala dengan Dewan Komisaris Regular Meeting with the Board of Commissioners	Rapat koordinasi dengan Direktur Management Human Capital Committee Meeting with Board of Directors	Jumlah Rapat Total Meetings
Rencana Plan	4	11	12	27
Realisasi Realization	4	12	12	27

Kehadiran Komite Nominasi dan Remunerasi dalam Rapat

Berikut kehadiran Komite Nominasi dan Remunerasi dalam Rapat selama tahun 2025:

Attendance of the Nomination and Remuneration Committee

The following is the attendance of the Nomination and Remuneration Committee at meetings during 2025:

Nama Name	Jabatan di KNR Position in NRC	Periode Jabatan tahun 2025 Periode Jabatan tahun 2025	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendances	Tingkat Kehadiran Frequency
Ardinanda Sinulingga	Ketua Head	Juli -Desember December - July	13	13	100%
Haryanto W.S		Januari-Juni January - June	14	14	100%
Anthony Leong	Wakil Ketua Wakil Ketua	Juli -Desember December - July	13	13	100%
Arief Budiman		Januari-Juni January - June	14	14	100%
Teuku Yusuf	Sekretaris Merangkap Anggota Sekretaris Merangkap Anggota	Agustus-Desember August - December	11	11	100%
Alvin Nur Widjajanti	Anggota Member	Januari-Desember January - December	27	27	100%
Yoserianto		Januari-Agustus January - August	16	16	100%

Kebijakan dan Pelatihan Komite Nominasi dan Remunerasi

Policy and Training of Nomination and Remuneration Committee

Kebijakan pelatihan dan peningkatan kompetensi Komite Nominasi dan Remunerasi mengacu Program Kerja Komite Komite Nominasi dan Remunerasi. Sejalan dengan Program Kerja Komite Nominasi dan Remunerasi, pelatihan Komite Nominasi dan Remunerasi dapat dilakukan melalui pelatihan, sertifikasi maupun konferensi/seminar.

The training and competency development policy of the Nomination and Remuneration Committee refers to the Nomination and Remuneration Committee Work Program. In line with the Nomination and Remuneration Committee Work Program, Nomination and Remuneration Committee training may be conducted through training programs, certification, as well as conferences or seminars.

Selama tahun 2025, Komite Nominasi dan Remunerasi PLN Indonesia Power telah melakukan berbagai pelatihan dan peningkatan kompetensi sebagai berikut:

During 2025, the Nomination and Remuneration Committee of PLN Indonesia Power carried out various training and competency development activities as follows:

Nama Name	Nama Pelatihan Training Name	Lembaga Penyelenggara Organizer	Waktu Pelaksanaan Date	Lokasi Location
Ardinanda Sinulingga	*Qualified Risk Governanve Professional* (QRGP)	LSP MKS	31 Oktober 2025 October 31, 2025	Online
Ardinanda Sinulingga	IHT *Professional Director Program New Concept*	IICD (Indonesian Institute for Corporate Directorship	21 November 2025 November 21, 2025	Mercure Hotel - Jakarta
Anthony	*Qualified Risk Governanve Professional* (QRGP)	LSP MKS	31 Oktober 2025 October 31, 2025	Online
Anthony	IHT *Professional Director Program New Concept*	IICD (Indonesian Institute for Corporate Directorship	21 November 2025 November 21, 2025	Mercure Hotel - Jakarta

Kunjungan Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee's Visits

Guna memberikan motivasi kepada seluruh unit Perusahaan dan untuk mendapatkan informasi, klarifikasi dan gambaran atas kemajuan/perkembangan serta permasalahan yang dihadapi unit, komite melakukan kunjungan atas persetujuan dari Dewan Komisaris. Berikut daftar kunjungan Komite Nominasi dan Remunerasi selama tahun 2025:

In order to provide motivation to all Company units and to obtain information, clarification, and an overview of the progress/development as well as issues faced by the units, the Committee conducts site visits with the approval of the Board of Commissioners. The following is the list of Nomination and Remuneration Committee visits during 2025:

Nama Name	Agenda	Waktu Pelaksanaan Date	Lokasi Location
Ardinanda Sinulingga	Kunjungan Kerja Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Working Visit	22 Agustus 2025 August 22, 2025	UBP Saguling Saguling GBU
Yoserianto	Kunjungan Kerja Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Working Visit	22 Agustus 2025 August 22, 2025	UBP Saguling Saguling GBU
Alvin Nur Widjajanti	Kunjungan Kerja Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Working Visit	22 Agustus 2025 August 22, 2025	UBP Saguling Saguling GBU
Ardinanda Sinulingga	Kunjungan Kerja Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Working Visit	18-19 Desember 2025 December 18-19, 2025	UBP Adipala Adipala GBU
Anthony Leong	Kunjungan Kerja Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Working Visit	18-19 Desember 2025 December 18-19, 2025	UBP Adipala Adipala GBU
Alvin Nur Widjajanti	Kunjungan Kerja Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Working Visit	18-19 Desember 2025 December 18-19, 2025	UBP Adipala Adipala GBU

Penyampaian Laporan Komite Nominasi dan Remunerasi
Submission of Nomination and Remuneration Committee Reports

Sejalan dengan yang diatur dalam piagam Komite Nominasi dan Remunerasi bahwa Komite Nominasi dan Remunerasi wajib menyampaikan Laporan berkala, untuk itu pada tahun 2025, Komite Nominasi dan Remunerasi telah menyampaikan Laporan Komite Komite Nominasi dan Remunerasi Tahun 2025 kepada Dewan Komisaris pada tanggal 7 Januari 2025.

In line with the Nomination and Remuneration Committee charter, which stipulates that the Nomination and Remuneration Committee is required to submit periodic reports, the Nomination and Remuneration Committee submitted the 2025 Nomination and Remuneration Committee Report to the Board of Commissioners on January 7, 2025.

Laporan tersebut memuat diantaranya:
1. Pelaksanaan tugas pokok Komite Nominasi dan Remunerasi;
2. Aktivitas Pengawasan Komite Nominasi dan Remunerasi; yang meliputi pertemuan rapat berkala, realisasi program kerja Komite Nominasi dan Remunerasi; tahun 2025;

ç3. Hal-hal yang perlu mendapat perhatian Dewan Komisaris.

The report includes, among others:
1. Implementation of the Nomination and Remuneration Committee's main duties;
2. Supervisory activities of the Nomination and Remuneration Committee, which includes regular meetings and implementation of the Nomination and Remuneration Committee's work program for 2025;
3. Matters requiring the Board of Commissioners' attention.

Aktivitas Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Activities

Selama tahun 2025, Komite Nominasi dan Remunerasi juga telah melakukan beberapa kegiatan dan memberikan beberapa rekomendasi diantaranya mencakup tentang:

1. Pembahan penyusunan RJP dan RKAP PLN Indonesia Power.
2. Laporan Kinerja dan Manajemen Perusahaan.
3. Evaluasi Dokumen Nominasi dan Remunerasi yang disampaikan oleh Direksi dalam pengajuan program Perusahaan yang memerlukan persetujuan Dewan Komisaris.
4. KPI Manajemen PT Indonesia Power di bidang SDM, yaitu mengenai *Human Capital Readiness* (HCR), *Organization Capital Readiness* (OCR) dan *Information Capital Readiness* (ICR).
5. Melakukan fungsi Nominasi (Penjaringan/klasifikasi *talent pool*) berupa rekomendasi ataupun persetujuan
6. Melakukan fungsi Remunerasi seperti penyusunan struktur remunerasi, *benchmarking*, penilaian kinerja, keseimbangan kepentingan
7. Evaluasi dan pelaporan berkala meliputi evaluasi kinerja tahunan, penyusunan laporan tahunan, dan perencanaan suksesi,
8. Pembahasan isu-isu strategi berkaitan dengan fungsi nominasi dan remunerasi di PLN Indonesia Power.

During 2025, the Nomination and Remuneration Committee also carried out several activities and provided various recommendations, including the following:

1. Dicsussion of the preparation of RJPP and RKAP of PLN Indonesia Power.
2. Company Performance and Management Reports.
3. Evaluation of Nomination and Remuneration documents submitted by the Board of Directors, proposing for Company programs requiring approval from the Board of Commissioners.
4. Management KPIs of PT Indonesia Power in the HR field, namely Human Capital Readiness (HCR), Organizational Capital Readiness (OCR), and Information Capital Readiness (ICR).
5. Performing the nomination function (selection/classification of the talent pool) in the form of recommendations or approvals.
6. Performing the remuneration functions such as developing remuneration structure, benchmarking, performance assessment, and balancing interest.
7. Periodically conducting evaluation and reporting, including annual performance evaluation, annual report preparation, and succession planning.
8. Discussion of strategic issues related to the nomination and remuneration function at PLN Indonesia Power.

Penilaian Kinerja Komite Nominasi dan Remunerasi
Nomination and Remuneration Committee Performance Assessment

Penilaian kinerja Komite didasarkan pada aturan yang telah ditetapkan oleh Dewan Komisaris dengan memperhatikan ketentuan yang berlaku. Kinerja Komite Nominasi dan Remunerasi dievaluasi oleh Dewan Komisaris dilakukan secara triwulanan berdasarkan realisasi dan penyelesaian program kerja dalam Rencana Kerja dan Anggaran Komite Nominasi dan Remunerasi. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris untuk mengangkat kembali dan/atau memberhentikan anggota Komite Nominasi dan Remunerasi untuk periode jabatan berikutnya.

The Committee's performance assessment is based on rules established by the Board of Commissioners by considering applicable regulations. The performance of the Nomination and Remuneration Committee is evaluated by the Board of Commissioners on a quarterly basis, based on the realization and completion of the work program outlined in the Nomination and Remuneration Committee Work and Budget Plan. The results of this evaluation serve as a basis for consideration by the Board of Commissioners in reappointing and/or dismissing members of the Nomination and Remuneration Committee for the subsequent term of office.

Kriteria yang digunakan dalam penilaian kinerja Komite Nominasi dan Remunerasi antara lain mencakup Kontribusi terhadap pencapaian target Tim, Jumlah Kajian, Analisis, Rekomendasi, Tingkat keaktifan dalam kegiatan Tim, Kerjasama dalam Tim, serta Mutu dan Kualitas Konsep. Berikut hasil penilaian Kinerja Komite Nominasi dan Remunerasi tahun 2025:

The criteria used in assessing Nomination and Remuneration Committee performance include, among others, contribution to the achievement of team targets, number of studies, analyses and recommendations, level of activeness in team activities, teamwork, as well as the quality and standard of concepts produced. The following are the results of the Nomination and Remuneration Committee performance evaluation for 2025:

Kriteria Penilaian Assessment Criteria	Teuku Yusuf	Alvin Nur Widjajanti
Kontribusi terhadap pencapaian target Contribution to achieving team targets	✔	✔
Jumlah Kajian, Analisis, Rekomendasi Number of reviews, analyses, and recommendations	✔	✔
Tingkat keaktifan dalam kegiatan Tim Level of activeness in team activities	✔	✔
Kerjasama dalam Tim Teamwork	✔	✔
Mutu dan Kualitas Konsep Quality and standard of concepts	✔	✔

Komite Investasi dan Manajemen Risiko
Investment and Risk Management Committee

Dewan Komisaris membentuk Komite Investasi dan Manajemen Risiko (KIMR) dengan tujuan untuk membantu tugas Dewan Komisaris dalam melakukan fungsi pengawasan dan nasehat terhadap kebijakan-kebijakan Direksi dalam mengelola Perusahaan seperti melakukan penilaian terhadap kajian risiko yang dilakukan oleh Manajemen Perusahaan dan hal lainnya sebagaimana diamanatkan oleh Anggaran Dasar Perusahaan agar memperoleh hasil dan manfaat serta dampak positif yang optimal dari kinerja Perusahaan.

The Board of Commissioners establishes the Investment and Risk Management Committee (IRMC) with the objective of assisting the Board of Commissioners in carrying out its supervisory and advisory functions on the Board of Directors' policies in managing the Company, such as conducting assessments of risk studies carried out by Company Management and other matters as mandated by the Company's Articles of Association, in order to achieve optimal results, benefits, and positive impacts from the Company's performance.

Pengangkatan dan Pemberhentian Komite Investasi dan Manajemen Risiko
Appointment and Dismissal of the Investment and Risk Management Committee

Anggota Komite Investasi dan Manajemen Risiko dipilih dan diangkat oleh Dewan Komisaris dan terdiri dari personil yang memiliki integritas, kompetensi, profesional, serta jujur. Anggota Komite Investasi dan Manajemen Risiko dapat berasal dan anggota Dewan Komisaris Perusahaan atau dari luar Perusahaan yang bersangkutan. Pengangkatan dan pemberhentian anggota Komite Investasi dan Manajemen Risiko dilakukan oleh Dewan Komisaris dan dilaporkan kepada RUPS.

Members of the Investment and Risk Management Committee are selected and appointed by the Board of Commissioners and consist of individuals who possess integrity, competence, professionalism, and honesty. Members of the Investment and Risk Management Committee may come from members of the Company's Board of Commissioners or from outside the Company. The appointment and dismissal of members of the Investment and Risk Management Committee are carried out by the Board of Commissioners and reported to the GMS.

Pengangkatan Anggota Komite Investasi dan Manajemen Risiko PLN Indonesia Power telah memenuhi persyaratan sebagaimana diatur dalam Peraturan Menteri BUMN No.PER-2/MBU/03/2023 dan No.PER-3/MBU/03/2023 yaitu:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang investasi dan risiko;
2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan yang bersangkutan;

The appointment of members of the Investment and Risk Management Committee of PLN Indonesia Power has met the requirements as stipulated in Minister of SOEs Regulation No. PER-2/MBU/03/2023 and No. PER-3/MBU/03/2023, namely:

1. Possessing good integrity as well as sufficient knowledge and work experience in the field of investment and risk management;
2. Having no personal interests/relationships that may cause negative impacts or conflicts of interest for the Company;

3. Mampu berkomunikasi secara efektif;
4. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya; dan
5. Syarat lain yang ditetapkan dalam piagam komite Investasi dan Manajemen Risiko.

Pemberhentian Komite Investasi dan Manajemen Risiko dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya atau diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya berdasarkan keputusan Dewan Komisaris.

3. Being able to communicate effectively;
4. Being able to allocate sufficient time to complete their duties; and
5. Other requirements as specified in the Investment and Risk Management Committee Charter.

Dismissal of members of the Investment and Risk Management Committee may be carried out if their term of office has ended or if they are dismissed due to failure to meet the established performance standards and/or lack of competence in carrying out their duties, based on the decision of the Board of Commissioners.

Susunan dan Komposisi Anggota Komite Investasi dan Manajemen Risiko

Composition and Structure of the Investment and Risk Management Committee Members

Pada tahun 2025, terdapat perubahan susunan dan komposisi Komite Investasi dan Manajemen Risiko PT PLN Indonesia Power dengan adanya pengangkatan dan pemberhentian anggota komite dan Dewan Komisaris Perusahaan. Berikut perubahan susunan Komite Investasi dan Manajemen Risiko sepanjang tahun 2025:

In 2025, there were changes in the composition and structure of the Investment and Risk Management Committee of PT PLN Indonesia Power due to the appointment and dismissal of committee members and members of the Company's Board of Commissioners. The following are the changes in the composition of the Investment and Risk Management Committee throughout 2025:

Periode 1 Januari 2025 – 30 Juni 2025 January 1, 2025 -June 30, 2025 Period			Periode 1 Juli 2025- 31 Desember 2025 July 1, 2025 – December 31, 2025 Period		
Nama Name	**Jabatan di Komisaris** Position at the Company	**Jabatan di KIMR** Position in IRMC	**Nama** Name	**Jabatan di Komisaris** Position at the Company	**Jabatan di KIMR** Position in IRMC
Djoko Siswanto	Komisaris Commissioner	Ketua Head	Arief Budiman	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently Independent Commissioner	Ketua Head
M.P Dwinugroho	Komisaris Commissioner	Wakil Ketua Deputy Head	Arrmanatha Christiawan Nasir	Komisaris Commissioner	Wakil Ketua Deputy Head
Dewanto	Tidak ada None	Sekretaris merangkap Anggota Secretary concurrently serving as a Member	Annisa Rizky Aryuanda	Tidak ada None	Sekretaris merangkap Anggota Secretary concurrently serving as a Member
Ferry Triansyah	Tidak ada None	Anggota Member	Ferry Triansyah	Tidak ada None	Anggota Member

Susunan dan komposisi Komite Investasi dan Manajemen Risiko telah sesuai dengan ketentuan yang diatur dalam Piagam Komite serta Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 Pasal 138. Ketua Komite Investasi dan Manajemen Risiko dijabat oleh anggota Dewan Komisaris yang berasal dari Komisaris Independen, yaitu Sdr. Arief Budiman.

The composition and structure of the Investment and Risk Management Committee are in accordance with the provisions stipulated in the Committee Charter and the Minister of SOEs Regulation No. PER-3/MBU/03/2023 Article 138. The Head of the Investment and Risk Management Committee is held by a member of the Board of Commissioners who serves as an Independent Commissioner, namely Mr. Arief Budiman.

Selain itu, anggota Komite Investasi dan Manajemen Risiko PT PLN Indonesia Power memiliki latar belakang pengetahuan dan pengalaman yang memadai di bidang investasi dan manajemen risiko, sebagaimana tercantum dalam profil Dewan Komisaris pada Laporan Tahunan ini.

In addition, the members of the Investment and Risk Management Committee of PT PLN Indonesia Power have adequate backgrounds of knowledge and experience in the field of investment and risk management, as stated in the Board of Commissioners profile section of this Annual Report.

Profil Anggota Komite Investasi dan Manajemen Risiko
Profiles of Investment and Risk Management Committee Members

Berikut profil anggota Komite Investasi dan Manajemen Risiko PLN Indonesia Power per 31 Desember 2024:

The following are the profiles of the members of the Investment and Risk Management Committee of PLN Indonesia Power as of December 31, 2024:

Arief Budiman

Ketua Komite
Head of Committee

Diangkat sebagai Ketua Komite Investasi dan Manajemen Risiko PT PLN Indonesia Power berdasarkan Keputusan Dewan Komisaris Nomor: 009.SK/DK-PLNIP/2025 tanggal 1 Juli 2025.
Appointed as Head of the Investment and Risk Management Committee of PT PLN Indonesia Power based on Board of Commissioners Decision Letter Number: 009.SK/DK-PLNIP/2025 dated July 1, 2025.

Informasi lebih lanjut terkait Usia, Kewarganegaraan, Riwayat Pendidikan, Riwayat Jabatan/Pengalaman Kerja dan Rangkap Jabatan diuraikan pada bab Profil Dewan Komisaris dalam buku Laporan Tahunan ini

Further information regarding age, nationality, educational background, service history/work experience, and concurrent positions is presented in the Board of Commissioners Profile chapter of this Annual Report.

Periode Jabatan: Pertama
Masa Jabatan: Mengikuti masa jabatan Dewan Komisaris

Service Period: First
Term of Office: Follows the term of office of the Board of Commissioners

Arrmanatha Christiawan Nasir

Wakil Ketua
Deputy Head

Diangkat sebagai Wakil Ketua Komite Investasi dan Manajemen Risiko Indonesia Power berdasarkan Surat Keputusan Dewan Komisaris Nomor: 009.SK/DK-PLNIP/2025 tanggal 1 Juli 2025
Appointed as Deputy Head of the Investment and Risk Management Committee of Indonesia Power based on Board of Commissioners' Decision Letter Number: 009.SK/DK-PLNIP/2025 dated July 1, 2025.

Informasi lebih lanjut terkait Usia, Kewarganegaraan, Riwayat Pendidikan, Riwayat Jabatan/Pengalaman Kerja dan Rangkap Jabatan diuraikan pada bab Profil Dewan Komisaris dalam buku Laporan Tahunan ini.

Periode Jabatan: Pertama
Masa Jabatan: Mengikuti masa jabatan Dewan Komisaris

Further information regarding age, nationality, educational background, service history/work experience, and concurrent positions is presented in the Board of Commissioners Profile chapter of this Annual Report.

Service Period: First term
Term of Office: Follows the term of office of the Board of Commissioners

Annisa Rizky Aryuanda

Sekretaris merangkap Anggota Komite Investasi dan Manajemen Risiko
Secretary concurrently serving as a Member of Investment and Risk Management Committee

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	37 tahun per 31 Desember 2025	37 years old as of December 31, 2025
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Jakarta	Jakarta
Riwayat Pendidikan Educational Background	• Sarjana Hukum Universitas Gadjah Mada (2006-2010) • Magister Hukum Universitas Gadjah Mada (2018-2019)	• Bachelor of Law of Universitas Gadjah Mada (2006–2010) • Master of Law of Universitas Gadjah Mada (2018–2019)
Sertifikasi Certification	*Qualified Risk Management Professional*	Qualified Risk Management Professional
Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Sebelum menjabat sebagai Komite Investasi dan Manajemen Risiko, beliau juga masih aktif menjabat di PT PLN (Persero) sebagai Vice president legal business partner manajemen proyek dan energi baru terbarukan pada bidang legal business partner manajemen proyek dan energi baru terbarukan divisi korporasi dan legal business partner sub direktorat hukum, kebijakan, dan kepatuhan dir (2024 – sekarang). Selain itu beliau juga pernah manager legal business partner pengadaan energi baru terbarukan pada sub bidang legal business partner pengadaan energi baru terbarukan bidang legal business partner manajemen proyek dan energi baru terbarukan divisi korporasi dan legal business partner (2022-2024), manager legal business partner konstruksi dan supply chain. pada bidang legal business partner mega project divisi kontrak dan legal business partner sub direktorat hukum, kebijakan, dan kepatuhan direktorat manajemen sumber daya manusia (2021-2022)	Before serving in the Investment and Risk Management Committee, she was actively serving at PT PLN (Persero) as Vice President of Legal Business Partner for Project Management and New Renewable Energy in the Legal Business Partner for Project Management and New Renewable Energy division of the Corporate Division and Legal Business Partner in the Legal, Policy, and Compliance Sub-Directorate (2024 – present). In addition, she was also the Manager of Legal Business Partner for New Renewable Energy Procurement in the Legal Business Partner Sub-Division of New Renewable Energy Procurement in the Legal Business Partner for Project Management and New Renewable Energy division of the Corporate Division and Legal Business Partner (2022-2024), Manager of Legal Business Partner for Construction and Supply Chain in the Legal Business Partner for Mega Projects, Contract Division and Legal Business Partner in the Legal, Policy, and Compliance Sub-Directorate of Human Resource Management (2021-2022)

Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris Nomor: 012.SK/DKPLNIP/2025 tanggal 1 Agustus 2025	Board of Commissioners' Decision Letter No. 012.SK/DKPLNIP/2025 dated August 1, 2025
Periode Jabatan Term of Office	Periode Pertama	First Period
Masa Jabatan Term of Office	2025-2028	2025-2028
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, namun beliau memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Pengendali	Has no affiliation relationship with other members of the Board of Commissioners or members of the Board of Directors; however, has an affiliation relationship with the Majority and Controlling Shareholders
Rangkap Jabatan di PT PLN Indonesia Power Concurrent Positions at PT PLN Indonesia Power	Tidak ada	None
Rangkap Jabatan pada Perusahaan Lain Concurrent Positions in Other Companies	Vice President Legal Business Partner Manajemen Proyek dan Energi Baru Terbarukan pada Divisi Korporasi dan Legal Business Partner Sub Direktorat Hukum, Kebijakan dan Kepatuhan	Vice President Legal Business Partner for Project Management and New and Renewable Energy in the Corporate Division and Legal Business Partner for the Legal, Policy and Compliance Sub-Directorate

Ferry Triansyah

Anggota Komite Investasi dan Manajemen Risiko
Member of Investment and Risk Management Committee

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	57 tahun per 31 Desember 2025	57 years old as of December 31, 2025
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Jakarta	Jakarta
Riwayat Pendidikan Educational Background	Sarjana Teknik Mesin di Universitas Sumatera Selatan (1992) dan Magister Teknik Elektro di Politeknik Negeri Jakarta (2022)	Bachelor of Mechanical Engineering at Universitas Sumatera Selatan (1992) and Master of Electrical Engineering at Politeknik Negeri Jakarta (2022)
Sertifikasi Certification	• Sertifikasi Kompetensi, Asesor Kompetensi Utama Pembangkit Tenaga (DJK) • Sertifikasi *Qualified Risk Management Professional*	• Competency Certification, Power Generation Core Competency Assessor (DJK) • Qualified Risk Management Professional Certification
Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Sebelum menjabat sebagai Komite Investasi dan Manajemen Risiko, beliau juga masih aktif sebagai Analis Kebijakan Madya selaku Koordinator Pelayanan Usaha Ketenagalistrikan di Direktorat Jenderal Ketenagalistrikan (2022-sekarang). Selain itu beliau juga pernah menduduki jabatan sebagai Analis Kebijakan Madya selaku Koordinator Harga Tenaga Listrik Direktorat Jenderal Ketenagalistrikan (2021), Kasubdit Penyiapan Usaha Ketenagalistrikan (2019), dan Kasubdit Tenaga Teknik Ketenagalistrikan (2016).	Prior to serving on the Investment and Risk Management Committee, he was active as a Middle Policy Analyst as the Coordinator of Electricity Business Services at the Directorate General of Electricity (2022-present). He has also held positions as a Middle Policy Analyst as the Coordinator of Electricity Pricing at the Directorate General of Electricity (2021), Head of the Sub-Directorate of Electricity Business Preparation (2019), and Head of the Sub-Directorate of Electrical Engineering (2016).
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris Nomor: 009.SK/DK-PLNIP/2023 tanggal 18 Oktober 2023	Board of Commissioners' Decision Letter No. 009.SK/DK-PLNIP/2023 dated October 18, 2023
Periode Jabatan Term of Office	Periode Pertama	First Period

Masa Jabatan Tenure	2023-2026	2023-2026
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, namun beliau memiliki hubungan afiliasi dengan Pemegang Saham Utama dan Pengendali.	Has no affiliation relationship with other members of the Board of Commissioners or members of the Board of Directors; however, has an affiliation relationship with the Majority and Controlling Shareholders.
Rangkap Jabatan di PT PLN Indonesia Power Concurrent Positions at PT PLN Indonesia Power	Tidak Ada	None
Rangkap Jabatan pada Perusahaan Lain Concurrent Positions in Other Companies	Analis Kebijakan Madya selaku Koordinator Pelayanan Usaha Ketenagalistrikan di Direktorat Jenderal Ketenagalistrikan	Senior Policy Analyst as Coordinator of Electricity Business Services at the Directorate General of Electricity

Masa Jabatan Komite Investasi dan Manajemen Risiko
Term of Office of Investment and Risk Management Committee

Sejalan dengan Piagam Komite Investasi dan Manajemen Risiko, masa jabatan Ketua Komite Investasi dan Manajemen Risiko dipilih oleh Dewan Komisaris dari anggota Dewan Komisaris dengan masa jabatan 1 (satu) tahun dan dapat diangkat kembali sebanyak 2 (dua) kali masa jabatan berturut-turut. Masa kerja wakil Ketua dan Anggota Komite Investasi dan Manajemen Risiko paling lama 1 (satu) tahun dan dapat diangkat kembali untuk masa jabatan berikutnya.

In accordance with the Investment and Risk Management Committee Charter, the term of office of the Head of the Investment and Risk Management Committee is selected by the Board of Commissioners from among its members for a period of 1 (one) year and may be reappointed for a maximum of 2 (two) consecutive terms. The term of office for the Deputy Head and Members of the Investment and Risk Management Committee is a maximum of 1 (one) year and may be reappointed for the subsequent term.

Pernyataan Independensi Anggota Komite Investasi dan Manajemen Risiko
Statement of Independence of Investment and Risk Management Committee Members

Seluruh anggota Komite Investasi dan Manajemen Risiko Perusahaan menyatakan independensinya untuk senantiasa bekerja secara profesional, independen dan objektif serta terbebas dari intervensi atau hal-hal yang berpotensi menimbulkan benturan kepentingan. Independensi anggota Komite Investasi dan Manajemen Risiko tercermin dalam hubungan keluarga, keuangan, kepengurusan, serta kepemilikan saham di Indonesia Power dan perusahaan lainnya sebagaimana tabel berikut:

All members of the Company's Investment and Risk Management Committee declare their independence to consistently work in a professional, independent, and objective manner, and to be free from any intervention or matters that may potentially create conflicts of interest. The independence of the Investment and Risk Management Committee members is reflected in their family relationships, financial relationships, management roles, and share ownership in Indonesia Power and other companies, as presented in the following table:

Tabel Independensi Komite Investasi dan Manajemen Risiko Tahun 2025
Table of Independence of the Investment and Risk Management Committee of 2025

Aspek Independensi Independence Aspect		Arief Budiman	Arrmanatha Christiawan Nasir	Annisa Rizky Aryuanda	Ferry Triansyah
Memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi	Having financial relationships with the Board of Commissioners and the Board of Directors	X	X	X	X
Memiliki hubungan kepengurusan di Indonesia Power, anak Perusahaan maupun Perusahaan afiliasi	Having management relationships within Indonesia Power, its Subsidiaries, or Affiliated Companies	X	X	X	X

Aspek Independensi Independence Aspect		Arief Budiman	Arrmanatha Christiawan Nasir	Annisa Rizky Aryuanda	Ferry Triansyah
Memiliki hubungan kepemilikan saham di Perusahaan	Possessing share ownership relationships in the Company	X	X	X	X
Memiliki hubungan keluarga dengan Dewan Komisaris, Direksi dan/atau sesama anggota Komite Investasi dan Manajemen Risiko	Having family relationships with members of the Board of Commissioners, the Board of Directors, and/or fellow members of the Nomination and Remuneration Committee	X	X	X	X
Menjabat sebagai pengurus partai politik, pejabat Pemerintah Daerah	Serving as an administrator of a political party or as a regional government official	X	X	X	X

Keterangan: √ : Iya X: Tidak

Remark: √ : Yes ×: No

Pedoman Kerja Komite Investasi dan Manajemen Risiko

Investment and Risk Management Committee Working Guidelines

Pedoman kerja Komite Investasi dan Manajemen Risiko diatur dalam Piagam Komite Investasi dan Manajemen Risiko yang disahkan melalui Surat Keputusan Dewan Komisatis Nomor 001.SK/DK-PLNIP/2025 Tentang Piagam Komite Investasi dan Manajemen Risiko PLN Indonesia Power tanggal 6 Januari 2025 sebagai pembaharuan Piagam Komite Investasi dan Manajemen Risiko 10 Desember 2019.

The working guidelines of the Investment and Risk Management Committee are regulated in the Investment and Risk Management Committee Charter, which was approved through Board of Commissioners' Decision LetterNo. 001. SK/DK-PLNIP/2025 concerning the Investment and Risk Management Committee Charter of PLN Indonesia Power dated January 6, 2025, as an update to the Investment and Risk Management Committee Charter dated December 10, 2019.

Pembaharuan Piagam tersebut telah merujuk pada Peraturan Menteri BUMN PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.

The updated Charter refers to Minister of SOEs Regulation PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Ruang Lingkup Piagam Komite Investasi dan Manajemen Risiko PT PLN Indonesia Power terdiri dari :

The scope of the PT PLN Indonesia Power Investment and Risk Management Committee Charter consists of:

Bab I Chapter I	Pendahuluan	Introduction
Bab II Chapter II	Maksud dan Tujuan	Purpose and Objectives
Bab III Chapter III	Fungsi dan Tugas Pokok Komite Investasi dan Manajemen Risiko	Functions and Main Duties of the Nomination and Remuneration Committee
Bab IV Chapter IV	Kewajiban, Tanggung Jawab dan Wewenang Komite Investasi dan Manajemen Risiko	Obligations, Responsibilities, and Authorities of the Nomination and Remuneration Committee
Bab V Chapter V	Anggota dan Organisasi Komite Investasi dan Manajemen Risiko	Members and Organization of the Nomination and Remuneration Committee
Bab VI Chapter VI	Kode Etik Komite Investasi dan Manajemen Risiko	Code of Conduct of the Nomination and Remuneration Committee
Bab VII Chapter VII	Rapat	Meeting
Bab VIII Chapter VIII	Penilaian Kinerja	Performance Assessment
Bab IX Chapter IX	Honorarium dan Pembebanan Biaya	Honorarium and Expenses
Bab X Chapter X	Penutup	Closing

Fungsi dan Tugas Pokok Komite Investasi dan Manajemen Risiko

Functions and Main Duties of Investment and Risk Management Committee

Komite Investasi dan Manajemen Risiko berfungsi membantu Dewan Komisaris dalam tanggung jawab utamanya untuk:

1. Menjamin telah dilakukannya identifikasi serta kajian/ analisis risiko secara independen, objektif dan profesional pada seluruh kegiatan Perusahaan.
2. Mendorong terciptanya sistem pengendalian risiko internal yang baik.
3. Meningkatkan kualitas hasil kajian/analisis risiko yang dilakukan oleh Manajemen Perusahaan.

Secara garis besar tugas pokok Komite Investasi dan Manajemen Risiko adalah sebagai berikut:

1. Memberikan masukan kepada Dewan Komisaris berupa penelaahan terhadap pelaksanaan Manajemen Risiko serta kajian Risiko yang dilakukan oleh Manajemen Perusahaan pada:
   - Kegiatan Perencanaan strategi Perusahaan
   - Kegiatan investasi Perusahaan
   - Kegiatan operasi Perusahaan
   - Kegiatan menganalisis dan menilai risiko bertanggung jawab bisnis Perusahaan antara lain menghadapi perkembangan *Disruptive Technology*
   - Kegiatan menganalisis dan menilai risiko pengembangan usaha Perusahaan utamanya dalam bidang EBT
2. Memantau dan memastikan bahwa semua kegiatan Perusahaan yang ada didalam RJP dan RKAP telah memperhatikan prinsip-prinsip Manajemen Risiko
3. Memberikan masukan kepada Dewan Komisaris mengenai tindak lanjut hasil evaluasi terutama terhadap kebijakan yang mempunyai dampak keuangan yang signifikan
4. Memberikan rekomendasi kepada Manajemen Perusahaan melalui Dewan Komisaris untuk merancang dan melaksanakan kebijakan Manajemen Risiko, termasuk berbagi hal yang dapat meningkatkan kelancaran dan efektivitas proses kajian risiko
5. Pengawasan Kebijakan Mutu, Pelayanan dan Kepatuhan kegiatan bisnis PT PLN Indonesia Power
6. Membuat laporan kepada Dewan Komisaris
7. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris sepanjang masih dalam lingkup tugas dan kewajiban Dewan Komisaris berdasarkan ketentuan perundang-undangan yang berlaku.

The Investment and Risk Management Committee functions to assist the Board of Commissioners in its main responsibilities for:

1. Ensuring that risk identification and risk review/ analysis are carried out independently, objectively, and professionally across all Company activities.
2. Promoting the establishment of a sound internal risk control system.
3. Improving the quality of risk review/analysis conducted by Company Management.

In general, the main duties of the Investment and Risk Management Committee are as follows:

1. Providing input to the Board of Commissioners in the form of reviews of Risk Management implementation and risk assessments conducted by Company Management in:
   - Company strategic planning activities
   - Company investment activities
   - Company operational activities
   - Activities to analyze and asses Company's responsible business risks, including those related to Disruptive Technology developments
   - Activities to Analyze and assess business development risks, particularly in NRE sector
2. Monitoring and ensuring that all Company activities included in the RJP) and RKAP have considered risk management principles.
3. Providing input to the Board of Commissioners on follow-up actions resulting from evaluations, especially regarding policies that have significant financial impact.
4. Providing recommendations to Company Management through the Board of Commissioners to design and implement risk management policies, including initiatives that improve the smoothness and effectiveness of the risk assessment process.
5. Supervising policies related to quality, service, and compliance of PT PLN Indonesia Power business activities.
6. Preparing reports to the Board of Commissioners.
7. Carrying out other duties assigned by the Board of Commissioners as long as they are within the scope of the Board of Commissioners' duties and responsibilities in accordance with applicable laws and regulations.

Kewajiban, Tanggung Jawab dan Wewenang Komite Investasi dan Manajemen Risiko
Obligations, Responsibilities, and Authorities of Investment and Risk Management Committee

Komite Investasi dan Manajemen Risiko bersifat mandiri baik dalam melaksanakan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris:

1. Komite Investasi dan Manajemen Risiko wajib melaporkan segera hasil evaluasi yang telah dilakukan Dewan Komisaris, yaitu meliputi:
   - Laporan berkala, berisi pokok-pokok hasil kerjanya berdasarkan penugasan Dewan Komisaris
   - Laporan Khusus, berisikan kajian risiko yang diperkirakan dapat mengganggu kegiatan usaha Perusahaan
   - Rekomendasi sesuai hasil telaahan dan evaluasi terhadap Kajian Risiko yang telah dilakukan
2. Komite Investasi dan Manajemen Risiko berwenang untuk:
   - Memperoleh semua dokumen yang berkaitan dengan pembuatan Kajian Risiko
   - Memperoleh semua informasi yang diperlukan berkaitan dengan pelaksanaan Manajemen Risiko
   - Memberikan usulan kepada Dewan Komisaris dalam penunjukan tenaga ahli/konsultan untuk membantu tugas-tugas Komite Investasi dan Manajemen Risiko

The Investment and Risk Management Committee is independent in carrying out its duties as well as in reporting, and is directly responsible to the Board of Commissioners:

1. The Investment and Risk Management Committee is required to promptly report the results of evaluations conducted to the Board of Commissioners, including:
   - Periodic reports containing key highlights of its work based on assignments from the Board of Commissioners
   - Special reports containing risk assessments that are expected to potentially disrupt the Company's business activities
   - Recommendations based on the results of reviews and evaluations of risk assessments that have been conducted
2. The Investment and Risk Management Committee has the following authorization:
   - Obtaining all documents related to the preparation of risk assessments
   - Obtaining all necessary information related to the implementation of risk management
   - Submitting proposals to the Board of Commissioners regarding the appointment of experts/consultants to assist the duties of the Investment and Risk Management Committee

Laporan Pelaksanaan Kegiatan Komite Investasi dan Manajemen Risiko
Report on the Implementation of Investment and Risk Management Committee' Activities

Sepanjang tahun 2025, Komite Investasi dan Manajemen Risiko telah melakukan berbagai kegiatan sesuai dengan program kerja tahun 2025 yang telah disusun dan disepakati dengan Dewan Komisaris 17 Oktober 2024, antara lain:

Throughout 2025, the Investment and Risk Management Committee carried out various activities in accordance with the 2025 work program that had been prepared and agreed upon with the Board of Commissioners on October 17, 2024 including the following:

Rapat Komite Nominasi dan Remunerasi
Investment and Risk Management Committee Meetings

Kebijakan Pelaksanaan rapat Komite Investasi dan Manajemen Risiko diatur dalam Piagam Investasi dan Manajemen Risiko. Sejalan dengan kebijakan rapat tersebut. pelaksanaan Rapat Komite Investasi dan Manajemen Risiko dapat dilaksanakan dalam jangka waktu sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan.

The policy on the implementation of Investment and Risk Management Committee meetings is regulated in the Investment and Risk Management Committee Charter. In line with this meeting policy, the implementation of Committee meetings are held at least once every 3 (three) months.

Pelaksanaan Frekuensi Anggota Komite Investasi dan Manajemen Risiko

Sepanjang tahun 2025, Komite Investasi dan Manajemen Risiko telah menyelenggarakan rapat sebanyak 42 kali rapat yang dilakukan secara internal dan gabungan sebagai berikut:

Meetings Frequency of Investment and Risk Management Committee Members

Throughout 2025, the Investment and Risk Management Committee held 42 meetings, both internally and jointly, as follows:

Keterangan Description	Rapat Internal KIMR IRMC Internal Meeting	Rapat berkala dengan Dewan Komisaris Regular Meeting with the Board of Commissioners	Rapat dengan Divisi terkait Risiko Meeting with Risk-Related Division	Rapat dengan Satuan Legal, Risk and Compliance Meeting with Legal, Risk and Compliance Unit	Jumlah Rapat Total Meetings
Rencana Plan	12	12	12	11	47
Realisasi Realization	2	12	23	5	42

Kehadiran Anggota Komite Investasi dan Manajemen Risiko

Berikut kehadiran Komite Investasi dan Manajemen Risiko dalam Rapat selama tahun 2025:

Attendance of Investment and Risk Management Committee Members

The following is the attendance of the Investment and Risk Management Committee in meetings during 2025:

Nama Name	Jabatan di KIMR Position in IRMC	Periode Menjabat 2025 Periode Menjabat 2025	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendances	Tingkat Kehadiran Attendance Rate
Djoko Siswanto	Ketua Ketua	Januari-Juni January - June	17	17	100%
Arief Budiman		Juli-Desember July - December	25	25	100%
M.P Dwinugroho	Wakil Ketua Wakil Ketua	Januari-Juli January - July	17	17	100%
Arrmanatha Ch Nasir		Juli-Desember July - December	25	25	100%
Dewanto	Sekretaris merangkap Anggota Sekretaris merangkap Anggota	Januari-Juli January - July	17	17	100%
Annisa Rizky Aryuanda		Agustus-Desember August-December	25	25	100%
Ferry Triansyah	Anggota Anggota	Januari-Desember January - December	42	40	95%

Pelatihan dan Peningkatan Kompetensi Komite Investasi dan Manajemen Risiko

Training and Competency Development of the Investment and Risk Management Committee

Kebijakan pelatihan dan peningkatan Komite Investasi dan Manajemen Risiko mengacu pada Program Kerja Komite Investasi dan Manajemen Risiko. Sejalan dengan Program Kerja tersebut pelatihan Komite Investasi dan Manajemen Risiko dapat dilakukan melalui pelatihan, sertifikasi maupun konferensi/seminar.

The training and competency development policy of the Investment and Risk Management Committee refers to the Investment and Risk Management Committee Work Program. In line with this Work Program, training for the Investment and Risk Management Committee may be conducted through training programs, certification, as well as conferences or seminars.

Selama tahun 2025, Komite Investasi dan Manajemen Risiko PLN Indonesia Power telah melakukan berbagai pelatihan dan peningkatan kompetensi sebagai berikut:

During 2025, the Investment and Risk Management Committee of PLN Indonesia Power carried out various training and competency development activities as follows:

Nama Name	Nama Pelatihan Training Name	Lembaga Penyelenggara Organizer	Waktu Pelaksanaan Date	Lokasi Location
Arief Budiman	*In House Training Directorship* Tahun 2025- *Digital Transformation, Corporate Investment and* ESG *Framework for* PLN Indonesia Power *Board of Directors and Commissioners* In House Training Directorship Tahun 2025- Digital Transformation, Corporate Investment and ESG Framework for PLN Indonesia Power Board of Directors and Commissioners	IICD (Indonesian Institute for Corporate Directorship	21 November 2025 November 21, 2025	Jakarta
Arrmanatha Christiawan Nasir	*In House Training Directorship* Tahun 2025- *Digital Transformation, Corporate Investment and* ESG *Framework for* PLN Indonesia Power *Board of Directors and Commissioners* In House Training Directorship Tahun 2025- Digital Transformation, Corporate Investment and ESG Framework for PLN Indonesia Power Board of Directors and Commissioners	IICD (Indonesian Institute for Corporate Directorship	21 November 2025 November 21, 2025	Jakarta
Annisa Rizky	Sertifikasi *Qualified Risk Governance* Profesional (QRGP) Sertifikasi Qualified Risk Governance Profesional (QRGP)	LSP MKS	28-29 Oktober 2025 October 28-29, 2025	*Online*

Kunjungan Komite Investasi dan Manajemen Risiko
Investment and Risk Management Committee's Visits

Guna memberikan motivasi kepada seluruh unit Perusahaan dan untuk mendapatkan informasi, klarifikasi dan gambaran atas kemajuan/perkembangan serta permasalahan yang dihadapi unit, Komite Investasi dan Manajemen Risiko melakukan kunjungan atas persetujuan dari Dewan Komisaris. Pada tahun 2024, Komite Investasi dan Manajemen Risiko melakukan kunjungan ke Kawasan Industri Kendal – Jawa Tengah pada tanggal 5-6 Juli 2024 dengan agenda Pembahasan Progres Pengembangan Manufaktur Solar PV dan *Site Visit* Manufaktur Solar PV di Kendal dan Kunjungan Kerja ke UBP Priok pada tanggal 31 Desember 2024.

In order to provide motivation to all Company units and to obtain information, clarification, and an overview of progress/developments as well as issues faced by the units, the Investment and Risk Management Committee conducts site visits with the approval of the Board of Commissioners. In 2024, the Investment and Risk Management Committee conducted a visit to Kendal Industrial Estate, Central Java on July 5–6, 2024, with the agenda of discussing the progress of Solar PV manufacturing development and conducting a site visit of the Solar PV manufacturing facility in Kendal, as well as a working visit to UBP Priok on December 31, 2024.

Penyampaian Laporan Investasi dan Manajemen Risiko
Submission of Investment and Risk Management Reports

Sejalan dengan yang diatur dalam piagam Komite Investasi dan Manajemen Risiko bahwa Komite Investasi dan Manajemen Risiko wajib menyampaikan Laporan berkala, untuk itu pada tahun 2025, Komite Investasi dan Manajemen Risiko telah menyampaikan Laporan KIMR Tahun 2025 tanggal 7 Januari 2025:

In accordance with the Investment and Risk Management Committee Charter, the Investment and Risk Management Committee is required to submit periodic reports. Accordingly, in 2025, the Investment and Risk Management Committee submitted the 2025 IMRC Report on January 7, 2025.

Laporan tersebut memuat diantaranya:
1. Pelaksanaan tugas pokok Komite Investasi dan Manajemen Risiko;
2. Aktivitas Pengawasan Komite Investasi dan Manajemen Risiko yang meliputi pertemuan rapat berkala, realisasi program kerja Komite Investasi dan Manajemen Risiko tahun 2025;
3. Hal-hal yang perlu mendapat perhatian Dewan Komisaris.

The report includes, among others:
1. Implementation of the Investment and Risk Management Committee's main duties;
2. Supervisory activities of the Investment and Risk Management Committee, including regular meetings and implementation of the Investment and Risk Management Committee's 2025 work program;
3. Matters requiring the Board of Commissioners' attention.

Aktivitas Pengawasan Komite Investasi dan Manajemen Risiko
Investment and Risk Management Committee Supervision Activities

Selama tahun 2025, Komite Investasi dan Manajemen Risiko juga telah melakukan beberapa kegiatan dan memberikan beberapa rekomendasi diantaranya mencakup tentang:
1. RJPP dan RKAP PT Indonesia Power.
2. Analisa Risiko Korporat dan Profil Risiko Korporat.
3. Usulan RKAP dan Investasi Murni
4. Laporan Kinerja dan Manajemen Perusahaan.
5. Evaluasi Dokumen Manajemen Risiko yang disampaikan oleh Direksi dalam pengajuan program Perusahaan yang memerlukan persetujuan Dewan Komisaris.
6. Kegiatan kegiatan lain yang menjadi perhatian Dewan Komisaris. pada topik-topik strategis Perusahaan Tahun 2023 yang perlu diperhatikan oleh Manajemen Perusahaan.

During 2025, the Investment and Risk Management Committee also carried out several activities and provided various recommendations, including the following:
1. RJPP and RKAP of PT Indonesia Power.
2. Corporate risk analysis and corporate risk profile.
3. RKAP proposals and pure investment proposals.
4. Company performance and management reports.
5. Evaluation of Risk Management Documents submitted by the Board of Directors in relation to Company programs requiring approval from the Board of Commissioners.
6. Other matters of concern to the Board of Commissioners related to strategic topics of the Company in 2023 that require attention from Company Management.

Penilaian Kinerja Komite Investasi dan Manajemen Risiko
Performance Assessment of Investment and Risk Management Committee

Kebijakan penilaian kinerja Komite Investasi dan Manajemen Risiko diatur dalam Piagam Komite Investasi dan Manajemen Risiko. Sejalan dengan kebijakan tersebut, penilaian kinerja Komite Investasi dan Manajemen Risiko dilakukan setiap triwulanan oleh Dewan Komisaris berdasarkan realisasi dan penyelesaian program kerja dalam Rencana Kerja dan Anggaran Komite Investasi dan Manajemen Risiko. Hasil penilaian tersebut menjadi bahan pertimbangan bagi Dewan Komisaris dalam mengangkat kembali dan/atau memberhentikan anggota Komite Investasi dan Manajemen Risiko untuk periode jabatan berikutnya.

The policy for assessing the performance of the Investment and Risk Management Committee is regulated in the Investment and Risk Management Committee Charter. In line with this policy, the performance assessment of the Investment and Risk Management Committee is conducted quarterly by the Board of Commissioners based on the realization and completion of the work program in the Investment and Risk Management Committee Work and Budget Plan. The results of this assessment serve as a basis for consideration by the Board of Commissioners in reappointing and/or dismissing members of the Investment and Risk Management Committee for the next term of office.

Kriteria yang digunakan dalam penilaian kinerja Komite Investasi dan Manajemen Risiko antara lain mencakup Kontribusi terhadap pencapaian target Tim, Jumlah Kajian, Analisis, Rekomendasi, Tingkat keaktifan dalam kegiatan Tim, Kerjasama dalam Tim, serta Mutu dan Kualitas Konsep. Berikut hasil penilaian Kinerja Komite Investasi dan Manajemen Risiko tahun 2025:

The criteria used in assessing the performance of the Investment and Risk Management Committee include, among others, contribution to team target achievement, number of studies, analyses and recommendations, level of participation in team activities, teamwork, as well as quality and standard of concepts produced. The following are the results of the Investment and Risk Management Committee performance evaluation for 2025:

Penilaian Kinerja Anggota Komite Investasi dan Manajemen Risiko Tahun 2025
Performance Assessment of Members of Investment and Risk Management Committee in 2025

Kriteria Penilaian Assessment Criteria	Annisa Rizky Aryuanda	Ferry Triansyah
Kontribusi terhadap pencapaian target Contribution to achieving team targets	✔	✔
Jumlah Kajian, Analisis, Rekomendasi Number of reviews, analyses, and recommendations	✔	✔
Tingkat keaktifan dalam kegiatan Tim Level of activeness in team activities	✔	✔
Kerjasama dalam Tim Teamwork	✔	✔
Mutu dan Kualitas Konsep Quality and standard of concepts	✔	✔

Komite Lainnya di Tingkat Dewan Komisaris
Other Committees at the Board of Commissioners Level

Dewan Komisaris PT PLN Indonesia Power telah memiliki Komite Investasi dan Manajemen Risiko sebagai Komite Lainnya di Tingkat Dewan Komisaris. Pembentukan Komite Investasi dan Manajemen Risiko telah merujuk pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN tanggal 3 Maret 2023 Komite lain dibentuk jika diperlukan. Uraian Komite Investasi dan Manajemen Risiko telah dijelaskan pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

The Board of Commissioners of PT PLN Indonesia Power has established the Investment and Risk Management Committee as another committee at the Board of Commissioners level. The establishment of the Investment and Risk Management Committee refers to the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 on Guidelines on Governance and Significant Corporate Activities of SOEs dated March 3, 2023, which stipulates that other committees may be established if deemed necessary. A description of the Investment and Risk Management Committee is provided in the Corporate Governance chapter of this Annual Report.

Komite di Tingkat Direksi
Committees at the Board of Directors Level

Direksi PLN Indonesia Power membentuk komite di bawah Direksi sebagai organ pendukung dalam menjalankan tugas dan tanggung jawabnya. Hingga akhir Desember 2025, PLN Indonesia Power memiliki 2 (dua) komite di bawah Direksi, yaitu Komite *Sustainability* dan Komite Investasi.

The Board of Directors of PLN Indonesia Power has established committees under the Board of Directors as supporting organs in carrying out its duties and responsibilities. Until the end of December 2025, PLN Indonesia Power has 2 (two) committees under the Board of Directors, namely the Sustainability Committee and the Investment Committee.

PLTS Selayar, UBP Tello, Sulawesi Selatan.
Selayar SoPP, Tello GBU, South Sulawesi.

Komite *Sustainability*
Sustainability Committee

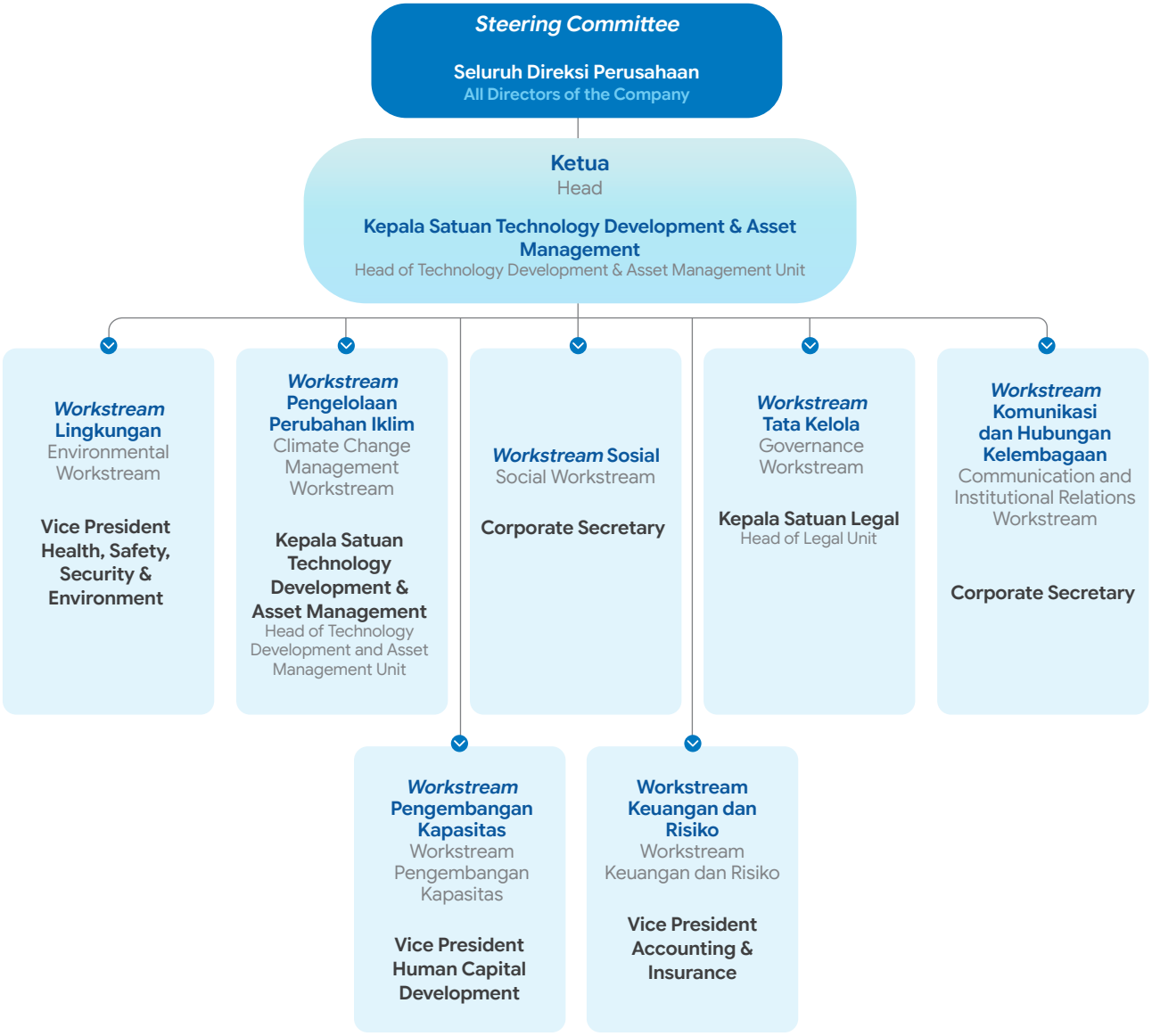
Komite Sustainability berperan memastikan integrasi agenda keberlanjutan ke dalam kebijakan dan operasional perusahaan, termasuk kontribusi aktif terhadap pencapaian target *Nationally Determined Contribution* (NDC) sebagai komitmen Indonesia dalam pengendalian perubahan iklim. Selain itu, Komite *Sustainability* juga bertanggung jawab dalam mengarahkan dan mengawal pengelolaan transisi energi yang selaras dengan pengembangan bisnis perusahaan, guna menjaga keberlanjutan operasional sekaligus memperkuat peran strategis perusahaan dalam mendukung target nasional. Dengan demikian, pembentukan komite ini menjadi instrumen penting untuk menjamin efektivitas implementasi strategi keberlanjutan dan transisi energi di tingkat korporasi.

The Sustainability Committee plays a role in ensuring the integration of sustainability agendas into the Company's policies and operations, including active contributions toward achieving the Nationally Determined Contribution (NDC) targets as Indonesia's commitment to climate change mitigation. Moreover, the Sustainability Committee is also responsible for directing and overseeing the management of the energy transition in alignment with the Company's business development, in order to maintain operational sustainability while strengthening the Company's strategic role in supporting national targets. Accordingly, the establishment of this committee serves as an important instrument to ensure the effective implementation of sustainability and energy transition strategies at the corporate level.

Struktur dan Keanggotaan Komite *Sustainability*
Structure and Membership of the Sustainability Committee

Sejalan dengan Keputusan Direksi Nomor SK 0818.K/DIR/2025 tentang Pembentukan Komite Sustainability tanggal 16 Juli 2025, susunan Komite *Sustainability* PLN Indonesia Power per 31 Desember 2025 adalah sebagai berikut:

In line with the Board of Directors' Decision No. SK 0818.K/DIR/2025 on the Establishment of the Sustainability Committee dated July 16, 2025, the composition of PLN Indonesia Power Sustainability Committee as of December 31, 2025, is as follows:



Uraian terkait struktur dan keanggotaan Komite Sustainability dijelaskan lebih lanjut pada buku terpisah yaitu Laporan Keberlanjutan tahun 2025.

A further description regarding the structure and membership of the Sustainability Committee is provided in a separate publication, namely the 2025 Sustainability Report.

Profil Komite *Sustainability*

Profile of Sustainability Committee

Profil Komite Sustainability yang dari unsur Direksi dapat dilihat pada Bab Profil Perusahaan Sub Bab Profil Direksi. Adapun untuk Corporate Secretary dapat dilihat pada Bab Tata Kelola Perusahaan sub bab Sekretaris Perusahaan dalam Laporan Tahunan ini.

The profiles of Sustainability Committee members originating from the Board of Directors can be found in the Company Profile chapter under the Board of Directors Profile subchapter. Meanwhile, the profile of the Corporate Secretary can be found in the Corporate Governance chapter under the Corporate Secretary subchapter of this Annual Report.

Independensi Komite *Sustainability*
Independence of Sustainability Committee

Komite *Sustainability* PT PLN Indonesia Power telah bertindak secara independen dalam menjalankan tugas dan fungsinya, dengan memastikan bahwa setiap keputusan yang diambil tidak ada intervensi yang dapat mengurangi objektivitasnya.

The Sustainability Committee of PT PLN Indonesia Power has acted independently in carrying out its duties and functions by ensuring that every decision made is free from intervention that could compromise its objectivity.

Pedoman Kerja dan Tugas Tanggung Jawab Komite *Sustainability*
Work Guidelines and Duties and Responsibilities of the Sustainability Committee

Pedoman Komite *Sustainability* diatur dalam SK 0818.K/DIR/2025 tentang Pembentukan Komite *Sustainability* PT PLN Indonesia Power dengan ruang lingkup melakukan perumusan, pengawasan, dan evaluasi strategi keberlanjutan perusahaan yang terstruktur dan terukur yang sejalan dengan Peraturan Presiden Nomor 111 Tahun 2022 tentang pencapaian Tujuan Pembangunan Berkelanjutan.

The guidelines of the Sustainability Committee are regulated under Decision Letter No. SK 0818.K/DIR/2025 on the Establishment of the Sustainability Committee of PT PLN Indonesia Power, with the scope of formulating, supervising, and evaluating structured and measurable corporate sustainability strategies in line with Presidential Regulation No. 111 of 2022 concerning the achievement of the Sustainable Development Goals.

Tugas Umum Komite *Sustainability* PLN Indonesia Power:

a. Meninjau dan melaporkan kepada Dewan Komisaris tentang kebijakan perusahaan, kode etik, prosedur, dan praktik sehubungan dengan pengelolaan risiko dan peluang yang terkait dengan topik material keberlanjutan/ isu-isu *Environmental, Social and Governance* (ESG)/ *Sustainability Matters* PT PLN Indonesia Power ("PLN IP").

b. Meninjau kinerja PLN IP yang berkaitan dengan manajemen topik material keberlanjutan / isu-isu ESG PLN IP, termasuk insiden signifikan, pelanggaran signifikan terhadap kebijakan dan prosedur, dan temuan signifikan dari tinjauan, penilaian, dan audit kesehatan dan keselamatan, sosial, dan lingkungan internal dan eksternal untuk memastikan bahwa risiko utama yang terkait dengan topik material keberlanjutan / isu-isu ESG diidentifikasi, dikendalikan, dan dipantau, dan bahwa sumber daya yang cukup dialokasikan untuk mengatasi risiko tersebut.
c. Memantau kepatuhan PLN IP terhadap hukum dan peraturan yang berlaku terkait topik material keberlanjutan / isu-isu ESG, termasuk peninjauan pelanggaran signifikan, litigasi yang belum terselesaikan atau tertunda, dan tindakan regulasi.
d. Memantau perkembangan signifikan dalam kebijakan, peraturan, dan tren yang relevan sehubungan dengan *Sustainability Matters* di semua yurisdiksi tempat PLN IP beroperasi.
e. Memantau risiko fisik dan risiko terkait pasar yang muncul terhadap bisnis PLN IP yang terkait dengan perubahan iklim dan emisi gas rumah kaca, membuat rekomendasi terkait kepada Dewan Komisaris, dan meninjau pengungkapan publik PLN IP sehubungan dengan hal-hal tersebut.

General Duties of the Sustainability Committee of PLN Indonesia Power

a. Reviewing and reporting to the Board of Commissioners on the Company's policies, code of conducts, procedures, and practices relating to the management of risks and opportunities associated with material sustainability topics / Environmental, Social and Governance (ESG) issues / Sustainability Matters of PT PLN Indonesia Power ("PLN IP").
b. Reviewing PLN IP's performance related to the management of material sustainability topics / ESG issues of PLN IP, including significant incidents, significant violations of policies and procedures, and significant findings from internal and external health and safety, social, and environmental reviews, assessments, and audits, to ensure that main risks associated with material sustainability topics / ESG issues are identified, controlled, and monitored, and that sufficient resources are allocated to address such risks.
c. Monitoring PLN IP's compliance with applicable laws and regulations related to material sustainability topics / ESG issues, including reviewing significant violations, unresolved or pending litigation, and regulatory actions.
d. Monitoring significant developments in relevant policies, regulations, and trends relating to Sustainability Matters in all jurisdictions where PLN IP operates.
e. Monitoring emerging physical and market-related risks to PLN IP's business associated with climate change and greenhouse gas emissions, making related recommendations to the Board of Commissioners, and reviewing PLN IP's public disclosures in relation to such matters.

f. Meninjau strategi dan metode yang diusulkan oleh manajemen, termasuk Standar Manajemen Kesehatan, Keselamatan, Lingkungan, dan Komunitas (HSEC) serta Strategi dan Sasaran Keberlanjutan, untuk meningkatkan kinerja PLN IP sehubungan dengan *Sustainability Matters*.
g. Meninjau status inisiatif baru, sehubungan dengan *Sustainability Matters* dan cara Sustainability Matters ditangani dalam proyek baru.
h. Meninjau metode mengkomunikasikan kinerja keberlanjutan PLN IP dan kebijakan, prosedur, komitmen, dan tujuan PLN IP sehubungan dengan *Sustainability Matters* di seluruh organisasi dan secara eksternal.
i. Membuat rekomendasi kepada Direksi dan Dewan Komisaris sehubungan dengan kebijakan dan inisiatif strategis yang diinginkan sehubungan dengan *Sustainability Matters* dan tindakan yang timbul dari kegiatan peninjauan dan pemantauannya.
j. Masing-masing *Workstream* memastikan hal-hal sebagai berikut:
    1. Pemenuhan kepatuhan atas kebijakan dan standar / ISO yang digunakan oleh Perusahaan.
    2. Pemenuhan standar pelaporan yang ditetapkan sebagai contoh antara lain *The Global Reporting Initiative* (GRI), *Task Force on Climate-Related Financial Disclosures* (TCFD), *Task Force on Natural-Related Financial Disclosures* (TNFD) dan *International Financial Reporting Standards* (IFRS).

f. Reviewing strategies and methods proposed by management, including the Health, Safety, Environment, and Community Management Standards (HSEC) as well as Sustainability Strategies and Targets, to improve PLN IP's performance with respect to Sustainability Matters.
g. Reviewing the status of new initiatives relating to Sustainability Matters and the manner in which Sustainability Matters are addressed in new projects.
h. Reviewing methods of communicating PLN IP's sustainability performance and PLN IP's policies, procedures, commitments, and objectives relating to Sustainability Matters throughout the organization and externally.
i. Providing recommendations to the Board of Directors and the Board of Commissioners regarding desired policies and strategic initiatives relating to Sustainability Matters and actions arising from its review and monitoring activities.
j. Each Workstream shall ensure the following matters:
    1. Compliance with the policies and standards / ISO standards implemented by the Company.
    2. Fulfillment of established reporting standards, including but not limited to The Global Reporting Initiative (GRI), Task Force on Climate-Related Financial Disclosures (TCFD), Task Force on Nature-Related Financial Disclosures (TNFD), and International Financial Reporting Standards (IFRS).

Pelaksanaan Kegiatan Tugas Komite *Sustainability*

Implementation of Sustainability Committee' Duties

Sepanjang tahun 2025, Perusahaan telah melakukan penilaian *maturity level sustainability* yang dilakukan oleh PT PLN (Persero) secara semesteran dalam rangka memberikan gambaran kemampuan PLN Indonesia Power dalam menerapkan prinsip-prinsip keberlanjutan pada seluruh aspek operasional dan strateginya yang mencakup tiga pilar utama, yaitu ekonomi, sosial, dan lingkungan.

Hasil penilaian *maturity level sustainability* PLN Indonesia Power tahun 2025 mencapai 3,85 dari target 3,70, yang mencerminkan bahwa aspek keberlanjutan sudah terintegrasi dalam setiap proses bisnis dan strategi Perusahaan serta telah terukur dan termonitoring dalam memastikan efektivitas program terkait.

Throughout 2025, the Company conducted sustainability maturity level assessments carried out semiannually by PT PLN (Persero) in order to provide an overview of PLN Indonesia Power's capability in implementing sustainability principles across all operational and strategic aspects, encompassing the three main pillars, namely economic, social, and environmental.

The result of PLN Indonesia Power's 2025 sustainability maturity level assessment reached 3.85 against the target of 3.70, reflecting that sustainability aspects have been integrated into every business process and the Company's strategy, and have been measured and monitored to ensure the effectiveness of related programs.

Pelaksanaan Pelatihan Komite *Sustainability*
Implementation of Sustainability Committee Training

Berikut adalah daftar pelatihan yang telah diikuti oleh Komite *Sustainability* selama tahun 2025:
1. *Capacity Building* ESG tanggal 5-6 November 2025
2. *Capacity Building* dengan tema Transformasi Korporasi dan Kepemimpinan Adaptif dalam Menghadapi Tantangan Keberlanjutan Perusahaan pada tanggal 10 Desember 2025

The following is a list of training programs attended by the Sustainability Committee during 2025:
1. ESG Capacity Building on November 5–6, 2025.
2. Capacity Building with the theme "Corporate Transformation and Adaptive Leadership in Addressing Corporate Sustainability Challenges" on December 10, 2025.

Rapat Komite *Sustainability*
Sustainability Committee Meetings

Sepanjan tahun 2025 Komite Sustainability telah melaksanakan rapat sebanyak 3 kali rapat dengan rincian sebagai berikut:

Throughout 2025, the Sustainability Committee organized a total of 3 meetings, with the following details:

No.	Undangan Invitation	Tanggal Pelaksanaan Rapat Meeting Date	Agenda	Peserta Rapat Meeting Participants
1.	*Focus Group Discussion*	6 Oktober 2025 October 6, 2025	*Update Sustainability Roadmap*	DirHCM, DirKeu dan manajemen Risiko dan hampir seluruh Senior Leader Director of Human Capital Management (DirHCM), Director of Finance and Risk Management, and almost all Senior Leaders
2.	*Strategic Review Meeting*	26-27 Mei 2025 May 26-27, 2025	Pembahasan Isu Keberlanjutan dan Perubahan Iklim Discussion on Sustainability and Climate Change Issues	Seluruh BOD dan Senior Leader All members of the Board of Directors (BOD) and Senior Leaders
3.	SRM & CEO *Vision*	09-10 Desember 2025 December 09-10, 2025	*Driving Strategy into Action, Empowering Green Transformation towards a Sustainable Future*	Seluruh BOD dan Senior Leader All members of the Board of Directors (BOD) and Senior Leaders

Evaluasi Kinerja Komite *Sustainability*
Sustainability Committee Performance Evaluation

Evaluasi kinerja Komite *Sustainability* PLN Indonesia Power dilakukan oleh Direksi dengan merujuk pada kriteria pelaksanaan tugas dan tanggung jawab, termasuk pelaksanaan rapat Komite. Hasil evaluasi menunjukkan bahwa Komite *Sustainability* telah melaksanakan tugasnya dengan efektif dan sesuai dengan pedoman yang berlaku.

The performance evaluation of the Sustainability Committee of PLN Indonesia Power is conducted by the Board of Directors with reference to the criteria for the implementation of duties and responsibilities, including the conduct of Committee meetings. The evaluation results indicate that the Sustainability Committee has carried out its duties effectively and in accordance with the applicable guidelines.

Komite Investasi
Investment Committee

Dalam rangka memastikan bahwa setiap perencanaan dan pelaksanaan investasi dilakukan secara cermat, terukur, dan mengedepankan prinsip kehati-hatian, PT PLN Indonesia Power membentuk Komite Investasi sebagai organ pendukung Direksi. Komite ini memiliki peran strategis dalam memberikan telaah, pertimbangan, serta rekomendasi atas rencana dan keputusan investasi Perusahaan agar selaras dengan arah strategis, profil risiko, serta prinsip tata kelola perusahaan yang baik. Pembentukan Komite Investasi mengacu pada Peraturan Direksi PT PLN Indonesia Power No. 0041.P/DIR/2024.

In order to ensure that every investment planning and implementation process is carried out carefully, measurably, and in accordance with the prudential principle, PT PLN Indonesia Power established the Investment Committee as a supporting organ of the Board of Directors. This Committee has a strategic role in providing reviews, considerations, and recommendations regarding the Company's investment plans and decisions to ensure alignment with strategic direction, risk profile, and the principles of good corporate governance. The establishment of the Investment Committee refers to the Board of Directors Regulation of PT PLN Indonesia Power No. 0041.P/DIR/2024.

Struktur dan Keanggotaan Komite Investasi
Structure and Membership of the Investment Committee

Struktur dan keanggotaan Komite Investasi berdasarkan Pedoman Evaluasi Investasi Pengelolaan dan Pengembangan Nomor 0041.P/DIR/2024 adalah sebagai berikut:

The structure and membership of the Investment Committee based on the Investment Evaluation Guidelines for Management and Development No. 0041.P/DIR/2024 are as follows:

Kelompok Investasi Pengembangan Usaha
Business Development Investment Group:

Batasan Kewenangan Authority Limitation	Pengembangan Usaha Business Development
Pengambil Keputusan Decision Maker	Direksi Board of Directors
Tim Verifikasi & Validasi Investasi (TVVI) Investment Verification & Validation Team (TVVI)	TVVI

Kelompok Investasi *Maintenance Capex* & Non Infrastruktur Pembangkit
Business Development Investment Group:

Batasan Kewenangan Authority Limitation	>Rp100 Milyar >Rp100 Billion	s.d Rp100 Milyar up to Rp100 billion
Pengambil Keputusan Decision Maker	Direksi Board of Directors	**Anggota Komite Investasi:** 1) Direktur Operasi Fungsi Terkait 2) Direktur Keuangan & Manajemen Risiko 3) Kepala Satuan Legal, Risk & Compliance **Sekretaris Komite Investasi:** Kepala Satuan Technology Development & Aset Management **Members of the Investment Committee:** 1) Director of Operations of Related Functions 2) Director of Finance & Risk Management 3) Head of Legal, Risk & Compliance Unit **Secretary of the Investment Committee:** Head of Technology Development & Asset Management Unit
Tim Verifikasi & Validasi Investasi Investment Verification & Validation Team	TVV II,III,IV, V	TVV II,III,IV, V

Profil Komite Investasi
Profile of the Investment Committee

Profil Komite Investasi yang dari unsur Direksi dapat dilihat pada Bab Profil Perusahaan Sub Bab Profil Direksi.

The profiles of Investment Committee members originating from the Board of Directors can be found in the Company Profile chapter under the Board of Directors Profile subchapter.

Independensi Komite Investasi
Independence of the Investment Committee

Komite Investasi PT PLN Indonesia Power telah bertindak secara independen dalam menjalankan tugas dan fungsinya, dengan memastikan bahwa setiap keputusan yang diambil tidak dipengaruhi oleh faktor eksternal atau intervensi yang dapat mengurangi objektivitasnya.

The Investment Committee of PT PLN Indonesia Power has acted independently in carrying out its duties and functions by ensuring that every decision made is not influenced by external factors or interventions that could compromise its objectivity.

Pedoman Kerja dan Tugas Tanggung Jawab Komite Investasi
Investment Committee's Work Guidelines and Duties and Responsibilities

Dalam menjalankan tugas dan tanggung jawabnya, Komite Investasi mengacu pada Keputusan Direksi Nomor 0041.P/DIR/2024 tentang Pedoman Evaluasi Investasi Pengelolaan Pembangkitan dan Pengembangan di Lingkungan PT PLN Indonesia Power tanggal 11 Desember 2024. Sejalan dengan pedoman kerja tersebut, tugas dan tanggung jawab Komite Investasi antara lain adalah:

1. Maksud dan Tujuan;
2. Ruang Lingkup;
3. Prinsip-Prinsip Pengembalian Investasi;
4. Organisasi dan Kewenangan;
5. Kewenangan Direktur yang Membina Fungsi Keuangan;
6. Kewenangan Direktur yang Membina Fungsi Keuangan;
7. Komite Investasi;
8. Tim Verifikasi dan Validasi Investasi (TVV);
9. Pemrakarsa;
10. Usulan Program Investasi;
11. Mekanisme Pengambilan Keputusan Investasi;
12. Kriteria Program Investasi;
13. Batasan Kewenangan;
14. Persyaratan Umum Usulan Program Investasi;
15. Prosedur Pengambilan Keputusan Terhadap Usulan Investasi Murni;
16. Verifikasi dan Validasi Program Investasi Murni;
17. Pengambilan Keputusan Investasi Murni;
18. Prosedur Pengambilan Keputusan Terhadap Usulan Tambahan Anggaran Program Investasi Luncuran;
19. Pelaksanaan Program Investasi;
20. Ketentuan Penutup.

In carrying out its duties and responsibilities, the Investment Committee refers to the Board of Directors' Decision No. 0041.P/DIR/2024 concerning the Investment Evaluation Guidelines for Generation Management and Development within PT PLN Indonesia Power dated December 11, 2024. In line with these work guidelines, the duties and responsibilities of the Investment Committee include:

1. Purpose and Objectives;
2. Scope;
3. Investment Return Principles;
4. Organization and Authority;
5. Authority of the Director Supervising the Finance Function;
6. Authority of the Director Supervising the Finance Function;
7. Investment Committee;
8. Investment Verification and Validation Team (TVV);
9. Initiator;
10. Proposed Investment Program;
11. Investment Decision-Making Mechanism;
12. Investment Program Criteria;
13. Authority Limitation;
14. General Requirements for Proposed Investment Programs;
15. Decision-Making Procedures for Pure Investment Proposals;
16. Verification and Validation of Pure Investment Programs;
17. Pure Investment Decision-Making;
18. Decision-Making Procedures for Proposed Additional Budget Allocation for Carry-Over Investment Programs;
19. Implementation of Investment Programs; and
20. Closing Provisions.

Pelaksanaan Kegiatan Tugas Komite Investasi
Implementation of Investment Committee's Duties

Sepanjang tahun 2025, Komite Investasi telah melakukan rapat sebanyak 2 kali rapat dengan tingkat kehadiran Direksi sebagai berikut:

Throughout 2025, the Investment Committee conducted a total of 2 meetings, with the attendance level of the Board of Directors as follows:

Tanggal Rapat Meeting Date	Agenda	Peserta rapat Meeting Participants
28 Februari 2025 February 28, 2025	Persetujuan Investasi Lahan Banyuwangi, Pasuruan, Lahan Banjar, dan PLTA Sulbagsel Approval of Investments in Banyuwangi Land, Pasuruan Land, Banjar Land, and Sulbagsel Hydroelectric Power Plant (PLTA Sulbagsel).	Direksi, anggota komite investasi dan TVV Board of Directors, members of Investment Committee and TVV
20 Agustus 2025 August 20, 2025	Persetujuan Investasi Kepada Komite Investasi PLN Indonesia Power atas Pengembangan Proyek Prioritas P0 dan P0' RUPTL 2025-2034 Approval of Investments by PLN Indonesia Power Investment Committee for the Development of Priority Projects P0 and P0' under the 2025–2034 RUPTL.	Direksi, anggota komite investasi dan TVV Board of Directors, members of Investment Committee and TVV

Pelaksanaan Pelatihan Komite Investasi
Implementation of Investment Committee's Training

Pelaksanaan pelatihan yang diikuti oleh Komite Investasi yang dari unsur Direksi dapat dilihat pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan ini.

The implementation of training programs attended by Investment Committee members originating from the Board of Directors can be found in the Corporate Governance chapter of this Annual Report.

Evaluasi Kinerja Komite Investasi
Performance Evaluation of the Investment Committee

Evaluasi kinerja Komite Investasi PLN Indonesia Power dilakukan oleh Direksi dengan merujuk pada kriteria pelaksanaan tugas dan tanggung jawab, termasuk pelaksanaan rapat Komite. Hasil evaluasi menunjukkan bahwa Komite Investasi telah melaksanakan tugasnya dengan efektif dan sesuai dengan pedoman yang berlaku.

The performance evaluation of the PLN Indonesia Power Investment Committee is conducted by the Board of Directors with reference to the criteria for the implementation of duties and responsibilities, including the conduct of Committee meetings. The evaluation results indicate that the Investment Committee has carried out its duties effectively and in accordance with the applicable guidelines.

Komite Lainnya di Tingkat Direksi
Other Committees at the Board of Directors Level

Hingga akhir tahun 2025, PLN Indonesia Power belum menginisiasi pembentukan komite lain di tingkat Direksi selain Komite *Sustainability* dan Komite Investasi sebagaimana telah diuraikan pada bab sebelumnya. Hal ini dikarenakan belum terdapat kebutuhan yang mendesak untuk pembentukan komite tambahan. Oleh karena itu, tidak terdapat informasi mengenai profil, pelatihan, tugas dan tanggung jawab, serta kebijakan dan pelaksanaan tugas komite lain di bawah Direksi PLN Indonesia Power.

Until the end of 2025, PLN Indonesia Power had not initiated the establishment of any other committees at the Board of Directors level other than the Sustainability Committee and the Investment Committee as described in the previous chapter. This is because there has not yet been an urgent need for the establishment of additional committees. Therefore, there is no information regarding the profiles, training, duties and responsibilities, as well as the policies and implementation of duties of other committees under the Board of Directors of PLN Indonesia Power.

Sekretariat Dewan Komisaris

Board of Commissioners Secretariat

Sekretaris Dewan Komisaris merupakan organ pendukung Dewan Komisaris yang dibentuk untuk menunjang kelancaran pelaksanaan fungsi pengawasan. Keberadaan Sekdekom berperan dalam memastikan tersedianya dukungan administratif dan koordinatif yang efektif, sehingga Dewan Komisaris dapat menjalankan perannya secara optimal sesuai dengan prinsip tata kelola perusahaan yang baik.

The Secretary to the Board of Commissioners is a supporting organ of the Board of Commissioners established to support the smooth implementation of the supervisory function. The existence of the Secretary to the Board of Commissioners plays a role in ensuring the availability of effective administrative and coordination support, enabling the Board of Commissioners to carry out its role optimally in accordance with the principles of good corporate governance.

Pada tahun 2025 terdapat pergantian Sekretaris Dewan Komisaris yang sebelumnya dijabat oleh Sdr. Kishartanto Purnomo Putro digantikan oleh Sdr. Andesta berdasarkan Surat Keputusan Dewan Komisaris No 005.SK/DKPLNIP/2025 tanggal 25 Juni 2025. Pengangkatan Sekretaris Dewan Komisaris telah berdasarkan pada latar belakang pendidikan dan pengalaman kerja yang dipersyaratkan Perusahaan sebagaimana yang dapat dilihat pada Profil Sekretaris Dewan Komisaris sebagai berikut:

In 2025, there was a change in the Secretary to the Board of Commissioners position, previously held by Mr. Kishartanto Purnomo Putro and replaced by Mr. Andesta based on the Board of Commissioners' Decision Letter No. 005.SK/DKPLNIP/2025 dated June 25, 2025. The appointment of the Secretary to the Board of Commissioners was based on the educational background and work experience requirements set by the Company, as reflected in the following Profile of the Secretary to the Board of Commissioners:

Profil Sekretaris Dewan Komisaris

Profile of the Secretary to the Board of Commissioners

Andesta

Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	41 tahun per 31 Desember 2025/28 November 1984	41 years old as of December 31, 2025 / November 28, 1984
Kewarganegaraan Nationality	Indonesia	Indonesia
Domisili Domicile	Tangerang	Tangerang
Riwayat Pendidikan Educational Background	• Sarjana Psikologi Universitas Padjadjaran (2010). • Magister Manajemen Keuangan Universitas Gadjah Mada (2023)	• Bachelor's Degree in Psychology of Universitas Padjadjaran (2010). • Master's Degree in Financial Management of Universitas Gadjah Mada (2023).

Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Selain menjabat sebagai Sekretaris Dewan Komisaris di PT PLN Indonesia Power, saat ini beliau juga masih aktif di PT PLN (Persero) sebagai VP Eksekutif Direksi pada Direktorat Legal dan Management Human Capital, serta terdapat beberapa jabatan lain yang pernah dipegangnya adalah sebagai Manajer Administrasi Eksekutif Direksi (2023), Manager Rekrutmen dan Onboarding (2022-2023), Manager Rekrutmen Talenta dan Pengembangan expert (2021-2022) dan Manajer Pengembangan SDM pada bidang SDM dan Umum (2019-2021)	In addition to serving as Secretary to the Board of Commissioners at PT PLN Indonesia Power, he is currently also active at PT PLN (Persero) as Executive VP to the Board of Directors at the Directorate of Legal and Human Capital Management, also previously held several positions, including Executive Administration Manager to the Board of Directors (2023), Recruitment and Onboarding Manager (2022–2023), Talent Recruitment and Expert Development Manager (2021–2022), and Human Resource Development Manager in the Human Resources and General Affairs Division (2019–2021).
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris No 005.SK/ DKPLNIP/2025 tanggal 25 Juni 2025	Board of Commissioners' Decision Letter No. 005.SK/ DKPLNIP/2025 dated June 25, 2025.

Pedoman Kerja Sekretaris Dewan Komisaris

Work Guidelines of the Secretary to the Board of Commissioners

Dalam menjalankan Tugas dan Tanggung Jawabnya, Sekretaris Dewan Komisaris mengacu pada *Board Manual*. Tugas dan tanggung jawab utama Sekretaris Dewan Komisaris adalah membantu kelancaran pekerjaan dan memberikan dukungan kepada Dewan Komisaris dalam menjalankan tugas dan fungsinya, yang mencakup:

1. Menyelenggarakan kegiatan administrasi kesekretariatan di lingkungan Dewan Komisaris;
2. Menyelenggarakan rapat Dewan Komisaris dan rapat/ pertemuan antara Dewan Komisaris dengan Pemegang Saham, Direksi maupun pihak-pihak terkait lainnya;
3. Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan komite-komite di lingkungan Dewan Komisaris yang berkaitan dengan:
   a. *Monitoring* tindak lanjut hasil keputusan, rekomendasi dan arahan Dewan Komisaris;
   b. Bahan/materi yang bersifat administrasi mengenai laporan/kegiatan Direksi dalam mengelola Perusahaan;
   c. Dukungan administrasi serta monitoring berkaitan dengan hal-hal yang harus mendapatkan persetujuan atau rekomendasi dari Dewan Komisaris sehubungan dengan kegiatan pengelolaan Perusahaan yang dilakukan oleh Direksi.
4. Mengumpulkan data-data teknis yang berasal dari komite-komite di lingkungan Dewan Komisaris dan tenaga ahli Dewan Komisaris untuk keperluan Dewan Komisaris.

In carrying out its Duties and Responsibilities, the Secretary t the Board of Commissioners refers to the Board Manual. The main duties and responsibilities of the Secretary to the Board of Commissioners are to assist in the smooth execution of work and provide support to the Board of Commissioners in carrying out its duties and functions, which include:

1. Organizing secretarial administrative activities within the Board of Commissioners environment;
2. Organizing meetings of the Board of Commissioners and meetings/discussions between the Board of Commissioners and Shareholders, the Board of Directors, as well as other related parties;
3. Providing data/information required by the Board of Commissioners and committees under the Board of Commissioners relating to:
   a. Monitoring follow-up actions on decisions, recommendations, and directives of the Board of Commissioners;
   b. Administrative materials/documents regarding reports/activities of the Board of Directors in managing the Company;
   c. Administrative support and monitoring relating to matters requiring approval or recommendations from the Board of Commissioners in connection with Company management activities carried out by the Board of Directors.
4. Collecting technical data originating from committees under the Board of Commissioners and expert advisors of the Board of Commissioners for the purposes of the Board of Commissioners.

Pelaksanaan Tugas Sekretaris Dewan Komisaris
Implementation of Duties of the Secretary to the Board of Commissioners

Selama tahun 2025, Sekretaris Dewan Komisaris telah melaksanakan tugas dan fungsi antara lain sebagai berikut:

1. Menyelenggarakan kegiatan di bidang kesekretariatan dalam lingkungan Dewan Komisaris;
2. Mengkoordinir penyediaan informasi yang dibutuhkan Dewan Komisaris, seperti laporan berkala dari Direksi (Laporan Bulanan, Laporan Triwulanan, Laporan Tahunan, Laporan Hasil Pemeriksaan SPI) serta laporan/informasi lainnya mengenai Perusahaan;
3. Menyelenggarakan rapat Dewan Komisaris, termasuk tetapi tidak terbatas pada penyiapan dan pengiriman undangan, penyampaian materi rapat serta pembuatan risalah rapat;
4. Mengadministrasikan risalah rapat dan dokumen Dewan Komisaris lainnya serta mengirimkan hasil-hasil keputusan rapat kepada pihak-pihak yang berkepentingan;
5. Mengadministrasikan Surat Keluar Masuk Dewan Komisaris, selama tahun 2025 terdapat 154 Surat Masuk kepada Dewan Komisaris dan 241 Surat Keluar Dewan Komisaris;
6. Membuat Laporan Pelaksanaan Tugas Sekretaris Dewan Komisaris Tahunan 2025.

During 2025, the Secretary to the Board of Commissioners carried out duties and functions including the following:

1. Organizing secretarial activities within the Board of Commissioners' environment;
2. Coordinating the provision of information required by the Board of Commissioners, such as periodic reports from the Board of Directors (Monthly Reports, Quarterly Reports, Annual Reports, Internal Audit Unit Examination Reports), as well as other reports/information regarding the Company;
3. Organizing meetings of the Board of Commissioners, including but not limited to preparing and distributing invitations, delivering meeting materials, and preparing minutes of meetings;
4. Administering minutes of meetings and other Board of Commissioners documents, as well as distributing meeting decisions to relevant parties;
5. Administering incoming and outgoing correspondence of the Board of Commissioners. During 2025, there were 154 incoming letters addressed to the Board of Commissioners and 241 outgoing letters issued by the Board of Commissioners;
6. Preparing the 2025 Annual Report on the Implementation of Duties of the Secretary to the Board of Commissioners.

Sekretaris Perusahaan
Corporate Secretary

Sekretaris Perusahaan memegang peran strategis dalam membangun dan membina hubungan yang produktif antara PLN Indonesia Power dengan seluruh pemangku kepentingan, baik internal maupun eksternal. Fungsi ini menjadi penghubung utama antara manajemen Perusahaan dengan pemegang saham, regulator, media, masyarakat, serta mitra strategis lainnya, guna membangun kepercayaan dan menjaga reputasi Perusahaan.

The Corporate Secretary holds a strategic role in establishing and maintaining productive relationships between PLN Indonesia Power and all stakeholders, both internal and external. This function serves as the main liaison between the Company's management and shareholders, regulators, the media, the public, as well as other strategic partners, in order to build trust and maintain the Company's reputation.

Sebagai bagian dari organ pendukung Direksi dalam penerapan prinsip Tata Kelola Perusahaan yang Baik, Sekretaris Perusahaan berkontribusi penting dalam memastikan kepatuhan terhadap peraturan perundang-undangan, serta mendorong keterbukaan informasi yang akurat dan tepat waktu. Tanggung jawab ini mencakup pengelolaan komunikasi korporat, koordinasi rapat Dewan Komisaris dan Direksi, pengelolaan dokumen legal, serta pelaporan yang dibutuhkan oleh pemegang saham dan otoritas terkait.

As part of the supporting organ of the Board of Directors in implementing the principles of Good Corporate Governance, the Corporate Secretary plays an important role in ensuring compliance with prevailing laws and regulations, as well as promoting accurate and timely information disclosure. These responsibilities include managing corporate communications, coordinating meetings of the Board of Commissioners and the Board of Directors, managing legal documents, and preparing reports required by shareholders and relevant authorities.

Pedoman Kerja Sekretaris Perusahaan
Corporate Secretary's Work Guidelines

Pelaksanaan tugas dan fungsi Sekretaris Perusahaan mengacu pada Pedoman Kerja Direksi (Board Manual) serta uraian tugas dan tanggung jawab yang tercantum dalam Surat Keputusan Direksi terkait pembentukan organ Sekretaris Perusahaan. Pedoman tersebut mencakup tugas pokok Sekretaris Perusahaan, uraian tugas dan tanggung jawab Sekretaris Perusahaan, serta pedoman komunikasi Perusahaan dan hal lain yang berkaitan dengan pelaksanaan tugas Fungsi Sekretaris Perusahaan.

The implementation of the duties and functions of the Corporate Secretary refers to the Board of Directors Working Guidelines (Board Manual) as well as the descriptions of duties and responsibilities set out in the Board of Directors' Decision Letter concerning the establishment of the Corporate Secretary organ. These guidelines cover the main duties of the Corporate Secretary, descriptions of the duties and responsibilities of the Corporate Secretary, corporate communication guidelines, and other matters relating to the implementation of the Corporate Secretary Function.

Dasar Hukum Pengangkatan dan Profil Sekretaris Perusahaan
Legal Basis of Appointment and Profile of the Corporate Secretary

Sekretaris Perusahaan saat ini dijabat oleh Agung Siswanto yang ditunjuk Direksi berdasarkan Surat Keputusan Direksi Nomor 613.K/020/IP/2022 tanggal 16 Februari 2022. Pengangkatan Sekretaris Perusahaan ini telah memperoleh persetujuan Dewan Komisaris dan telah mempertimbangkan kualifikasi pendidikan, pengalaman kerja dan kompetensi sesuai dengan kebutuhan bisnis Perusahaan.

The position of Corporate Secretary is currently held by Agung Siswanto, who was appointed by the Board of Directors based on the Board of Directors' Decision Letter No. 613.K/020/IP/2022 dated February 16, 2022. The appointment of the Corporate Secretary has obtained the approval of the Board of Commissioners and has considered educational qualifications, work experience, and competencies in accordance with the Company's business needs.

Agung Siswanto

Sekretaris Perusahaan
Corporate Secretary

Warga Negara Indonesia, kelahiran Surabaya tanggal 5 Juli 1973. Usia 52 tahun per 31 Desember 2025. Berdomisili di Jakarta, Indonesia.
Indonesian, born in Surabaya on July 5, 1973.
52 years old as of December 31, 2025. Resides in Jakarta, Indonesia.

Periode Jabatan Term of Office	2022 sampai saat ini.	2022 to present.
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Direksi PT Indonesia Power Nomor 613.K/020/IP/2022 tanggal 16 Februari 2022.	Board of Directors' Decision Letter of PT Indonesia Power No. 613.K/020/IP/2022 dated February 16, 2022.
Riwayat Pendidikan Educational Background	Beliau memperoleh gelar Sarjana Hukum dari Universitas Airlangga Tahun 1996 dan Magister Manajemen dari Sekolah Tinggi Manajemen PPM Tahun 1999.	He obtained a Bachelor of Law degree from Universitas Airlangga in 1996 and a Master of Management degree from PPM School of Management in 1999.

Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Sebelum menjabat sebagai Sekretaris Perusahaan PLN Indonesia Power, Beliau pernah menjabat di beberapa Perusahaan dengan berbagai jabatan sebagai berikut: • Manajer SDM dan Humas UBP Suralaya tahun 2010 -2013; • Kepala Divisi Administrasi SDM & Hubungan Industrial tahun 2013 – 2014; • Kepala Divisi Pengembangan SDM dan Talenta tahun 2014 -2017; • Kepala Divisi Talenta tahun 2017 – 2018; dan • Eksekutif Senior Bidang SDM Kantor Pusat Tugas Karya Ke PT PLN (Persero) tahun 2017 – 2018.	Prior to serving as Corporate Secretary of PLN Indonesia Power, he held several positions in various companies as follows: • HR and Public Relations Manager of UBP Suralaya (2010–2013); • Head of Human Resources Administration & Industrial Relations Division (2013–2014); • Head of Human Resources and Talent Development Division (2014–2017); • Head of Talent Division (2017–2018); and • Senior Executive for Human Resources at the Head Office assigned to PT PLN (Persero) (2017–2018).
Pelatihan yang Diikuti Tahun 2025 Pelatihan yang Diikuti Tahun 2025	*In House Training Directorship* Tahun 2025 – *Digital Transformation, Corporate Investment, and* ESG *Framework for* PLN Indonesia Power *Board of Directors and Commissioners* tanggal 21 November 2025 bertempat di Jakarta.	In-House Training on Directorship 2025 – Digital Transformation, Corporate Investment, and ESG Framework for PLN Indonesia Power Board of Directors and Commissioners, held on November 21, 2025, in Jakarta.
Rangkap Jabatan Concurrent Positions	Tidak memiliki rangkap jabatan, baik di Perusahaan maupun perusahaan lainnya.	He does not hold concurrent positions, either within the Company or in other companies.
Hubungan Afiliasi Concurrent Positions	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham.	He has no affiliated relationship with members of the Board of Commissioners, the Board of Directors, and/ or Shareholders.

Struktur Organisasi Sekretaris Perusahaan

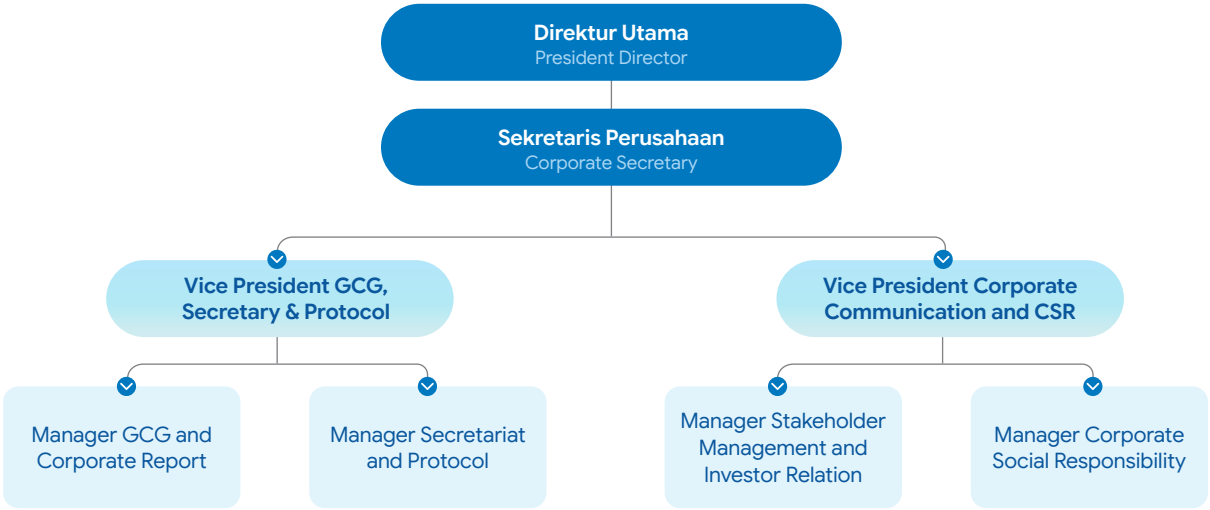
Corporate Secretary's Organizational Structure

Struktur organisasi Sekretaris Perusahaan PLN Indonesia Power dibentuk untuk mendukung efektivitas pelaksanaan fungsi tata kelola perusahaan, komunikasi strategis, serta kepatuhan terhadap peraturan dan keterbukaan informasi. Unit ini berada langsung di bawah koordinasi Direksi dan memiliki beberapa bidang utama yang bertanggung jawab dalam pengelolaan hubungan eksternal, komunikasi korporat, kesekretariatan, serta pengelolaan kepatuhan informasi dan pelaporan.

The organizational structure of the Corporate Secretary of PLN Indonesia Power is established to support the effective implementation of corporate governance functions, strategic communications, as well as compliance with regulations and information disclosure requirements. This unit is directly under the coordination of the Board of Directors and consists of several main divisions responsible for managing external relations, corporate communications, secretarial functions, as well as information compliance and reporting management.

Secara struktural, Sekretaris Perusahaan merupakan pejabat setingkat satu tingkat di bawah Direksi yang diangkat dan diberhentikan oleh Direksi, serta bertanggung jawab langsung kepada Direktur Utama. Fungsi dan bidang yang berada di bawah koordinasi Sekretaris Perusahaan dijalankan berdasarkan ketentuan Peraturan Direksi Nomor 0067.P/DIR/2025 tanggal 22 Desember 2025 tentang Organisasi Direktorat Utama PT PLN Indonesia Power, sebagai berikut:

Structurally, the Corporate Secretary is an official one level below the Board of Directors who is appointed and dismissed by the Board of Directors and reports directly to the President Director. The functions and divisions under the coordination of the Corporate Secretary are carried out based on the provisions of Board of Directors Regulation No. 0067.P/DIR/2025 dated December 22, 2025 concerning the Organization of the President Director Directorate of PT PLN Indonesia Power, as follows:



Tugas dan Tanggung Jawab Sekretaris Perusahaan

Implementation of Corporate Secretary's Duties in 2025

Sebagai organ penting pendukung Direksi, Sekretaris Perusahaan memiliki tugas dan tanggung jawab sebagai berikut:

1. Menyusun dan mengkaji strategi jangka Panjang, kebijakan, proses bisnis dan proses Sekretaris Perusahaan;
2. Menyusun dan mengendalikan program kerja dan anggaran sesuai fungsi utama Sekretaris Perusahaan untuk mendukung RJPP dan RKAP;
3. Menyusun kajian risiko dan mengelola mitigasinya atas kegiatan di lingkungan Sekretaris Perusahaan;
4. Menyusun usulan dan perencanaan pengadaan Sekretaris Perusahaan;
5. Merencanakan, melaksanakan dan mengendalikan kegiatan, desain dan strategi komunikasi internal termasuk pengelolaan media sosial, kegiatan Perusahaan dan protokoler;
6. Merencanakan, melaksanakan dan mengendalikan kegiatan komunikasi eksternal, pengelolaan website, media relation dan sponsorship termasuk komunikasi dengan lembaga Negara dan lembaga pembuat kebijakan ketenagalistrikan;
7. Merencanakan, melaksanakan dan mengendalikan kegiatan CSR;
8. Melaksanakan pembinaan kegiatan aneka usaha non pembangkit yang ada di Lingkungan Perusahaan;
9. Menyusun dan mengendalikan laporan korporat (Laporan Manajemen, Laporan Kinerja, *Annual Report*), rapat korporat, laporan statistik Perusahaan, Keterbukaan Informasi Publik (KIP) dan Prosedur serta Surat Keputusan terkait informasi korporat;

As an important supporting organ of the Board of Directors, the Corporate Secretary has the following duties and responsibilities:

1. Preparing and reviewing long-term strategies, policies, business processes, and Corporate Secretary processes;
2. Preparing and controlling work programs and budgets in accordance with the main functions of the Corporate Secretary to support RJPP and RKAP;
3. Preparing risk assessments and managing mitigation measures for activities within the Corporate Secretary environment;
4. Preparing proposals and procurement plans for the Corporate Secretary;
5. Planning, implementing, and controlling internal communication activities, communication design, and strategies, including social media management, corporate activities, and protocol affairs;
6. Planning, implementing, and controlling external communication activities, website management, media relations, and sponsorships, including communication with state institutions and electricity policy-making institutions;
7. Planning, implementing, and controlling CSR activities;
8. Supervising non-power generation business activities within the Company environment;
9. Preparing and controlling corporate reports (Management Reports, Performance Reports, Annual Reports), corporate meetings, Company statistical reports, Public Information Disclosure (KIP), as well as Procedures and Decision Letter related to corporate information;

10. Menyusun dan mengevaluasi dan kebijakan GCG;
11. Merencanakan, memonitor dan mengevaluasi RKAP administrasi korporat dan administrasi Anak Perusahaan konsolidasi;
12. Menyusun laporan daan mengendalikan realisasi Tenaga Kerja outsourcing di luar struktur organisasi Perusahaan;
13. Menyusun dan mengevaluasi kebijakan pengelolaan fasilitas Perusahaan dan kesekretariatan;
14. Merencanakan, melaksanakan dan mengendalikan penyediaan fasilitas Perusahaan dan kesekretariatan;
15. Mengelola dan mengendalikan aset dan properti Perusahaan;
16. Melaksanakan dan mengendalikan kegiatan general cleaning pada area kerja fasilitas, sarana gedung dan bangunan di Lingkungan Perusahaan;
17. Membuat dan mengevaluasi laporan rutin dan non rutin Sekretaris Perusahaan;
18. Melakukan pembinaan kegiatan terkait bidang kerja kepada seluruh Unit Kerja di Lingkungan Perusahaan.

10. Preparing and evaluating GCG policies;
11. Planning, monitoring, and evaluating RKAP for corporate administration and the administration of consolidated Subsidiaries;
12. Preparing reports and controlling the realization of outsourced workforce personnel outside the Company's organizational structure;
13. Preparing and evaluating policies on the management of Company facilities and secretarial functions;
14. Planning, implementing, and controlling the provision of Company facilities and secretarial services;
15. Managing and controlling the Company's assets and properties;
16. Implementing and controlling general cleaning activities in work areas, facilities, buildings, and infrastructure within the Company environment;
17. Preparing and evaluating routine and non-routine Corporate Secretary reports;
18. Providing guidance on work-related activities to all Work Units within the Company environment.

Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2025

Implementation of Corporate Secretary's Duties in 2025

Sepanjang tahun 2025, Sekretaris Perusahaan telah melaksanakan berbagai program dan kegiatan sebagai bagian dari pelaksanaan tugas dan tanggung jawabnya. Kegiatan tersebut mencakup:

1. Menyusun dan mengendalikan kebijakan, sasaran, desain dan strategi komunikasi internal termasuk pengelolaan media sosial, kegiatan Perusahaan dan protokoler
2. Menyusun dan mengendalikan kebijakan, sasaran dan strategi komunikasi eksternal, pengelolaan *website*, *media relation* dan *sponsorship* termasuk komunikasi dengan lembaga Negara dan lembaga pembuat kebijakan ketenagalistrikan
3. Menyusun dan mengelola sasaran dan strategi serta kegiatan *corporate social responsibility* guna mendukung pencapaian sasaran kerja Perusahaan
4. Melaksanakan komunikasi dengan pihak internal dan eksternal sebagai berikut:
   a. Optimalisasi hubungan dua arah dengan *stakeholder* internal dan eksternal melalui media InPower *Weekly News* (IPWN), Video Kabar Sepekan, Buku Pedoman *Strategic Awareness*, *Wallpaper Desktop*, TV *Wall*, Videotron, *Printed Banner*, *Intranet* dan Media Sosial

Throughout 2025, the Corporate Secretary carried out various programs and activities as part of the implementation of its duties and responsibilities. These activities included:

1. Preparing and controlling policies, objectives, designs, and internal communication strategies, including social media management, Company activities, and protocol affairs
2. Preparing and controlling policies, objectives, and external communication strategies, website management, media relations, and sponsorships, including communication with state institutions and electricity policy-making institutions
3. Preparing and managing objectives, strategies, and corporate social responsibility activities to support the achievement of the Company's work targets
4. Conducting communications with internal and external parties as follows:
   a. Optimizing two-way relationships with internal and external stakeholders through InPower Weekly News (IPWN), Weekly News Videos, Strategic Awareness Guidebooks, Desktop Wallpapers, TV Walls, Videotron, Printed Banners, Intranet, and Social Media

b. Hubungan dengan Pegawai dilaksanakan melalui kegiatan *Coffee Morning*, BOD Menyapa Unit, Seminar , Halal Bihalal, *Culture Festival*
c. Hubungan dengan Pelanggan (P2B dan PLN Distribusi) dilakukan melalui Koordinasi rutin yang dilakukan oleh Divisi Niaga dan Settlement setiap bulannya.
d. Hubungan dengan stakeholder lainnya dilakukan melalui kegiatan Media Gathering, RUPS, Rapat Koordinasi dan Penandatanganan Kerjasama/MOU.

b. Employee relations are carried out through Coffee Morning activities, BOD Greeting Units, Seminars, Halal Bihalal gatherings, and Culture Festivals
c. Relations with customers (P2B and PLN Distribution) are conducted through routine coordination carried out monthly by the Commerce and Settlement Division
d. Relations with other stakeholders are carried out through Media Gatherings, GMS, Coordination Meetings, and the signing of Cooperation Agreements/MOUs.

Pengembangan Kompetensi
Competency Development

Guna meningkatkan kompetensinya, Sekretaris Perusahaan telah mengikuti program pelatihan dan pendidikan di sepanjang tahun 2025 sebagai berikut:

In order to enhance competencies, the Corporate Secretary participated in the following training and education programs throughout 2025:

Nama/Topik Pelatihan Name/Topic of Training	Tanggal Pelaksanaan Implementation Date	Lembaga Penyelenggara Organizer
In House Training Directorship Tahun 2025 – *Digital Transformation, Corporate Investment, and* ESG *Framework for* PLN Indonesia *Power Board of Directors and Commissioners* tanggal 21 November 2025 bertempat di Jakarta In-House Training Directorship 2025 – Digital Transformation, Corporate Investment, and ESG Framework for PLN Indonesia Power Board of Directors and Commissioners, held on November 21, 2025, in Jakarta.	21 November 2025 November 21, 2025	IICD (Indonesian Institute for Corporate Directorship)
Workshop Evaluasi Dokumen SROI PROPER 2025 Workshop on the Evaluation of SROI PROPER 2025 Documents.	16-18 Juli 2025 July 16-18, 2025	PLN Indonesia Power
Workshop Laporan Perhitungan Dampak Inovasi Sosial Dengan Metode SROI 2025 PT PLN Indonesia Power Workshop on Social Innovation Impact Assessment Reports Using the SROI Method 2025 of PT PLN Indonesia Power.	22-24 Oktober 2025 October 22-24, 2025	PLN Indonesia Power

Evaluasi Kinerja Sekretaris Perusahaan
Corporate Secretary' Performance Evaluation

Penilaian kinerja Sekretaris Perusahaan dilakukan secara berkala oleh Direksi setiap semester, sebagai bagian dari mekanisme pemantauan dan penguatan peran strategis Sekretaris Perusahaan. Evaluasi ini dilaksanakan berdasarkan *Key Performance Indicator* (KPI) yang ditetapkan dengan mengacu pada pelaksanaan tugas, tanggung jawab, serta kontribusi Sekretaris Perusahaan. Pada tahun 2025, Sekretaris Perusahaan dinilai telah menjalankan seluruh peran dan tanggung jawabnya dengan sangat baik. Berdasarkan hasil capaian KPI tahun 2025, kinerja Sekretaris Perusahaan sepanjang tahun secara keseluruhan melampaui target yang telah ditetapkan.

The performance evaluation of the Corporate Secretary is conducted periodically by the Board of Directors every semester as part of the monitoring mechanism and strengthening of the Corporate Secretary's strategic role. This evaluation is carried out based on the Key Performance Indicators (KPI) established by referring to the implementation of the Corporate Secretary's duties, responsibilities, and contributions. In 2025, the Corporate Secretary was assessed as having carried out all roles and responsibilities very well. Based on the 2025 KPI achievement results, the overall performance of the Corporate Secretary throughout the year exceeded the established targets.

Internal Audit

Internal Audit

PLN Indonesia Power memiliki Satuan Internal Audit yang berperan penting dalam memperkuat penerapan tata kelola perusahaan yang baik melalui pelaksanaan fungsi assurance dan konsultasi secara independen dan objektif. Satuan ini melakukan evaluasi secara sistematis terhadap efektivitas pengendalian internal, manajemen risiko, serta proses tata kelola perusahaan.

Dalam pelaksanaan tugasnya, Satuan Internal Audit tidak hanya menilai kecukupan desain dan implementasi sistem, tetapi juga memastikan efektivitas penerapannya dalam mendukung pencapaian tujuan strategis Perusahaan. Selain itu, fungsi ini turut memastikan bahwa seluruh proses bisnis berjalan sesuai dengan ketentuan peraturan perundang-undangan serta kebijakan internal yang berlaku.

Aktivitas audit internal dijalankan berdasarkan kebijakan, piagam audit, pedoman, dan prosedur yang telah ditetapkan, yang selaras dengan standar profesi dan praktik terbaik. Sebagai bagian dari komitmen terhadap peningkatan berkelanjutan, Satuan Internal Audit juga berperan aktif dalam mengidentifikasi peluang perbaikan dan memberikan layanan konsultasi yang bertujuan untuk menambah nilai serta meningkatkan efektivitas dan efisiensi operasional Perusahaan. Hal ini sejalan dengan peran utama Satuan Internal Audit dalam memberikan assurance yang independen kepada Direksi dan pemangku kepentingan bahwa risiko-risiko yang dihadapi telah dikelola secara memadai dan berkelanjutan.

Untuk menjaga independensi dan objektivitas, Satuan Internal Audit diberikan kewenangan penuh berupa akses tanpa batas ke seluruh unit kerja, aset, dan dokumentasi Perusahaan. Selain itu, Satuan Internal Audit memiliki jalur komunikasi langsung dengan Dewan Komisaris maupun Komite Audit. Secara rutin, Satuan Internal Audit melaporkan hasil kinerjanya kepada Direksi dan Dewan Komisaris melalui Komite Audit, dengan fokus pada temuan-temuan utama, identifikasi kelemahan sistem serta rekomendasi perbaikan. Proses ini memberikan landasan yang kuat bagi manajemen dalam pengambilan keputusan strategis serta memperkuat lingkungan pengendalian internal di lingkungan Perusahaan secara menyeluruh.

PLN Indonesia Power has established an Internal Audit Unit that plays an important role in strengthening the implementation of good corporate governance through the execution of independent and objective assurance and consulting functions. This unit conducts systematic evaluations of the effectiveness of internal controls, risk management, and corporate governance processes.

In carrying out its duties, the Internal Audit Unit not only assesses the adequacy of system design and implementation, but also ensures the effectiveness of their application in supporting the achievement of the Company's strategic objectives. Moreover, this function ensures that all business processes are conducted in compliance with applicable laws and regulations, as well as prevailing internal policies.

The internal audit activities is guided by established policies, audit charters, guidelines, and procedures that are aligned with professional standards and best practices. As part of its commitment to continuous improvement, the Internal Audit Unit also plays an active role in identifying opportunities for improvement and providing consulting services aimed at adding value and enhancing the Company's operational effectiveness and efficiency. This is in line with the primary role of the Internal Audit Unit in providing independent assurance to the Board of Directors and stakeholders that the risks faced by the Company are being managed adequately and sustainably.

As an effort to maintain independence and objectivity, the Internal Audit Unit is granted full authority, including unrestricted access to all work units, assets, and Company documentation. In addition, the Internal Audit Unit has direct communication channels with the Board of Commissioners and the Audit Committee. On a regular basis, the Internal Audit Unit reports its performance results to the Board of Directors and the Board of Commissioners through the Audit Committee, focusing on key findings, identification of system weaknesses, and recommendations for improvement. This process provides a strong foundation for management in making strategic decisions and strengthens the overall internal control environment across the Company.

Pedoman Kerja Internal Audit

Internal Audit Work Guidelines

Satuan Internal Audit telah memiliki pedoman kerja yang diatur dalam Piagam Internal Audit dan telah ditetapkan oleh Direksi dan Dewan Komisaris melalui Keputusan Bersama Direksi dan Dewan Komisaris Nomor: 0912.K/KS IAD/2025 dan Nomor : 014.SK/DK-PLNIP/2025 tanggal 15 Agustus 2025. Piagam tersebut merupakan piagam pembaharuan dari Piagam Audit Internal Terintegrasi tahun 2023.

The Internal Audit Unit has established work guidelines set forth in the Internal Audit Charter, which was approved by the Board of Directors and the Board of Commissioners through the Joint Decision of the Board of Directors and the Board of Commissioners Number: 0912.K/KS IAD/2025 and Number: 014.SK/DK-PLNIP/2025 dated August 15, 2025. The Charter is an updated version of the 2023 Integrated Internal Audit Charter.

Piagam ini disusun untuk mengatur prosedur audit internal Perusahaan, memastikan kepatuhan Satuan Internal Audit terhadap prinsip-prinsip pengaturan dan pelaksanaan audit internal, dan menentukan ruang lingkup tugas dan prosedur pengendalian untuk menjamin dan meningkatkan kualitas audit internal.

This Charter was prepared to regulate the Company's internal audit procedures, ensure the Internal Audit Unit's compliance with the principles governing the organization and implementation of internal audits, and define the scope of duties and control procedures to assure and enhance the quality of internal audits.

Ruang lingkup yang diatur dalam Piagam Internal Audit meliputi:

1. Pendahuluan;
2. Kedudukan S IAD dalam Organisasi PT PLN Indonesia Power;
3. Independensi dan Objektivitas Auditor Internal;
4. Kualifikasi Wajib Auditor Internal;
5. Mandat Internal Audit;
6. Pelaporan Satuan Internal Audit;
7. Penggunaan Jasa Eksternal untuk Mendukung Tugas Internal Audit;
8. Standar Internal Audit, Prinsip Etika dan Profesionalisme, serta Program *Quality Assurance and Improvement Program* (QAIP);
9. Komunikasi Audit;
10. Penutup.

The scope governed under the Internal Audit Charter includes:

1. Introduction;
2. The Position of the Internal Audit Unit within the Organizational Structure of PT PLN Indonesia Power;
3. Independence and Objectivity of Internal Auditors;
4. Mandatory Qualifications of Internal Auditors;
5. Internal Audit Mandate;
6. Reporting by the Internal Audit Unit;
7. Utilization of External Services to Support Internal Audit Functions;
8. Internal Audit Standards, Ethical and Professional Principles, as well as the Quality Assurance and Improvement Program (QAIP);
9. Audit Communication;
10. Closing Provisions.

Selain Piagam Audit, pelaksanaan tugas Satuan Internal Audit juga mengacu pada Pedoman Audit Internal Perusahaan Nomor 0070.P/DIR/2023 tanggal 16 Juni 2023, Program Kerja Audit Tahunan (PKAT) dan prosedur lainnya yang diintegrasikan dengan penerapan manajemen risiko.

In addition to the Audit Charter, the implementation of the Internal Audit Unit's duties also refers to the Company's Internal Audit Guidelines Number 0070.P/DIR/2023 dated June 16, 2023, the Annual Audit Work Program (PKAT), and other procedures integrated with the implementation of risk management.

Etika dan Profesionalisme Internal Audit

Internal Audit's Ethics and Professionalism

Dalam menjalankan fungsinya, Satuan Internal Audit berpedoman pada prinsip-prinsip etika yang menjadi dasar integritas dan kredibilitas profesional, sebagaimana tertuang dalam Kode Etik Auditor Internal yang dikeluarkan oleh The Institute of Internal Auditors (IIA). Kode Etik ini dilandasi oleh empat prinsip utama, yaitu integritas, objektivitas, kerahasiaan, dan kompetensi. Semua auditor internal wajib menerapkan dan menegakkan prinsip-prinsip dalam kode etik, sebagai berikut:

Integritas

1. Melakukan pekerjaan audit internal dengan jujur, produktif, professional dan tanggung jawab;
2. Mematuhi peraturan perundang-undangan dan peraturan internal yang berlaku di Perusahaan;
3. Tidak ikut serta dalam kegiatan yang tidak legal atau melakukan kegiatan yang dilarang oleh profesi Auditor; dan
4. Menghormati dan berkontribusi pada tujuan hukum dan etika yang ditetapkan Perusahaan.

Objektivitas

1. Tidak berpartisipasi dalam kegiatan yang dapat mempengaruhi penilaian Auditor
2. Tidak menerima sesuatu dalam bentuk apapun yang dapat mempengaruhi pertimbangan profesionalnya; dan
3. Mengungkapkan semua fakta-fakta penting yang diketahuinya dalam melaksanakan tugasnya dan jika tidak dilaporkan dapat merugikan Perusahaan.

Kerahasiaan

1. Bijaksana dalam menggunakan dan melindungi informasi yang didapat dalam melakukan pekerjaan; dan
2. Tidak menggunakan informasi yang diperoleh dalam melaksanakan tugasnya untuk kepentingan diri sendiri dengan cara yang tidak legal atau tidak berjalan dengan tujuan hukum dan etika di Perusahaan.

Kompetensi

1. Melakukan audit pada objek yang sesuai keterampilan, pengetahuan, keahlian dan pengalaman yang dimiliki dalam melaksanakan audit;
2. Melaksanakan audit sesuai dengan Piagam dan Pedoman Audit Internal Perusahaan yang sejalan dengan Standar Profesi Auditor Internal; dan
3. Meningkatkan kompetensi melalui pendidikan profesional berkelanjutan untuk tujuan peningkatan kualitas dan efisiensi kerja.

In carrying out its functions, the Internal Audit Unit adheres to ethical principles that form the foundation of professional integrity and credibility, as stipulated in the Code of Conducts for Internal Auditors issued by The Institute of Internal Auditors (IIA). This Code of Conducts is based on four main principles: integrity, objectivity, confidentiality, and competency. All internal auditors are required to apply and uphold the principles contained in the code of ethics, as follows:

Integrity

1. Performing internal audit work honestly, productively, professionally, and responsibly;
2. Complying with applicable laws and regulations, as well as internal regulations in force within the Company;
3. Refraining from participating in illegal activities or engaging in activities prohibited by the auditing profession; and
4. Respecting and contributing to the legal and ethical objectives established by the Company.

Objectivity

1. Refraining from participating in activities that may impair the auditor's judgment;
2. Not accepting anything in any form that may influence professional judgment; and
3. Disclosing all material facts known in performing and if failure to report such facts may be detrimental to the Company.

Confidentiality

1. Exercising prudence in using and safeguarding information obtained in the course of work; and
2. Not using information obtained during the performance of duties for personal gain in any unlawful manner or in ways that are inconsistent with the Company's legal and ethical objectives.

Competency

1. Conducting audits only on objects that are in accordance with the auditor's skills, knowledge, expertise, and experience in performing audits;
2. Carrying out audits in accordance with the Company's Internal Audit Charter and Guidelines, which are aligned with Internal Audit Professional Standards; and
3. Continuously enhancing competency through ongoing professional education aimed at improving work quality and efficiency.

Conflict of Interest Statement Satuan Internal Audit
Conflict of Interest Statement of Internal Audit Unit

Satuan Internal Audit senantiasa menjunjung tinggi prinsip-prinsip dalam Kode Etik Auditor Internal sebagai pedoman utama dalam menjalankan tugas secara profesional, transparan, independen, dan menjaga kerahasiaan informasi. Kepatuhan terhadap kode etik ini mencerminkan komitmen Satuan Internal Audit dalam menjaga integritas fungsi pengawasan serta membangun kepercayaan para pemangku kepentingan.

Sebagai upaya menjaga objektivitas dan independensi, Senior Leader Satuan Internal Audit menandatangani *Conflict of Interest Statement* setiap tahun. Pernyataan ini untuk memastikan bahwa seluruh auditor terbebas dari potensi benturan kepentingan yang dapat memengaruhi kualitas dan objektivitas pelaksanaan fungsi Satuan Internal Audit di PLN Indonesia Power.

The Internal Audit Unit consistently upholds the principles of the Internal Auditor Code of Conducts as the main guideline in performing its duties professionally, transparently, independently, and while maintaining the confidentiality of information. Compliance with this code of conduct reflects the Internal Audit Unit's commitment to safeguarding the integrity of the oversight function and building trust among stakeholders.

As part of efforts to maintain objectivity and independence, the Senior Leader of the Internal Audit Unit signs a Conflict-of-Interest Statement annually. This statement ensures that all auditors are free from potential conflicts of interest that could affect the quality and objectivity of the Internal Audit function within PLN Indonesia Power.

Tugas dan Tanggung Jawab Audit Internal
Duties and Responsibilities of Internal Audit

Satuan Internal Audit bertanggung jawab untuk melakukan audit berbasis risiko yang mencakup semua aspek di Perusahaan. Sesuai dengan Piagam Audit Internal, tugas dan tanggung jawab Satuan Internal Audit adalah sebagai berikut:

1. Melakukan penyusunan rencana audit tahunan dan alokasi anggaran untuk pelaksanaan fungsi internal audit;
2. Memastikan pelaksanaan Internal Audit sesuai dengan rencana;
3. Melakukan penyusunan laporan audit dan Laporan Hasil Konsultansi (LHK) sebagai masukan bagi auditee, dan atau pihak yang berkepentingan dalam rangka meningkatkan efektivitas implementasi pengendalian internal, manajemen risiko, dan pelaksanaan *Good Corporate Governance* (GCG) serta memberikan nilai tambah bagi pencapaian tujuan Perusahaan;
4. Melaporkan *area of improvement* yang perlu perhatian kepada Direktur Utama dan Dewan Komisaris untuk dilakukan tindakan perbaikan dalam waktu yang cepat;
5. Memantau tindakan perbaikan atas semua *area of improvement*;
6. Melakukan evaluasi atas efektivitas pelaksanaan pengendalian internal, manajemen risiko, dan proses tata kelola perusahaan, sesuai dengan peraturan perundang-undangan dan kebijakan perusahaan;
7. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, komersial, operasional, sumber daya manusia, dan kegiatan lainnya;

The Internal Audit Unit is responsible for conducting risk-based audits covering all aspects of the Company. In accordance with the Internal Audit Charter, the duties and responsibilities of the Internal Audit Unit are as follows:

1. Developing the annual audit plan and budgeting allocation for the implementation of the internal audit function;
2. Ensuring that internal audit activities are carried out in accordance with the established plan;
3. Preparing audit reports and Consultation Result Reports (LHK) as inputs for auditees and/or relevant stakeholders in order to improve the effectiveness of internal control implementation, risk management, and Good Corporate Governance (GCG), as well as to provide added value toward the achievement of the Company's objectives;
4. Reporting areas of improvement requiring attention to the President Director and the Board of Commissioners for timely corrective action;
5. Monitoring corrective actions on all identified areas of improvement;
6. Evaluating the effectiveness of internal control implementation, risk management, and corporate governance processes in accordance with laws and regulations and company policies;
7. Examining and assessing efficiency and effectiveness in the areas of finance, commercial, operations, human resources, and other activities;

8. Melakukan penyusunan dan pengkajian Piagam Internal Audit secara periodik;
9. Melaksanakan evaluasi kualitas Layanan Assurance dan Layanan Konsultansi oleh jajaran Satuan Internal Audit maupun pihak independen atas seluruh proses audit;
10. Memastikan anggota Satuan Internal Audit mengikuti pengembangan profesional berkelanjutan serta pelatihan lain sesuai dengan perkembangan kompleksitas dan kegiatan usaha PLN IP;
11. Melaksanakan koordinasi dan kerjasama di internal Satuan Internal Audit maupun dengan bidang dan unit lainnya, lembaga atau instansi/lembaga pengawasan lainnya, guna memperlancar pencapaian target yang ditetapkan, peningkatan kinerja Satuan Internal Audit dan perusahaan sesuai kewenangannya;
12. Menjaga kerahasian informasi dan/atau data perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Internal Audit , kecuali diperbolehkan berdasarkan ketentuan peraturan perundang-undangan dan/atau putusan pengadilan; dan
13. Menjaga informasi rahasia yang diperoleh sewaktu menjabat sesuaidengan ketentuan perundang-undangan.

8. Preparing and periodically reviewing the Internal Audit Charter;
9. Conducting quality evaluations of Assurance and Consulting Services performed by the Internal Audit Unit, as well as independent assessments of all audit processes;
10. Ensuring that Internal Audit Unit members participate in continuous professional development and other training in line with the evolving complexity and business activities of PLN IP;
11. Carrying out coordination and collaboration within the Internal Audit Unit as well as with other departments and units, external institutions, or supervisory bodies, in order to facilitate the achievement of set targets, improve the performance of the Internal Audit Unit and the Company in accordance with its authority;
12. Maintaining the confidentiality of Company information and/or data related to the execution of Internal Audit duties and responsibilities, except where disclosure is permitted under applicable laws and regulations and/or court decisions; and
13. Safeguarding confidential information obtained during tenure in accordance with applicable laws and regulations.

Struktur dan Kedudukan Internal Audit Di Perusahaan

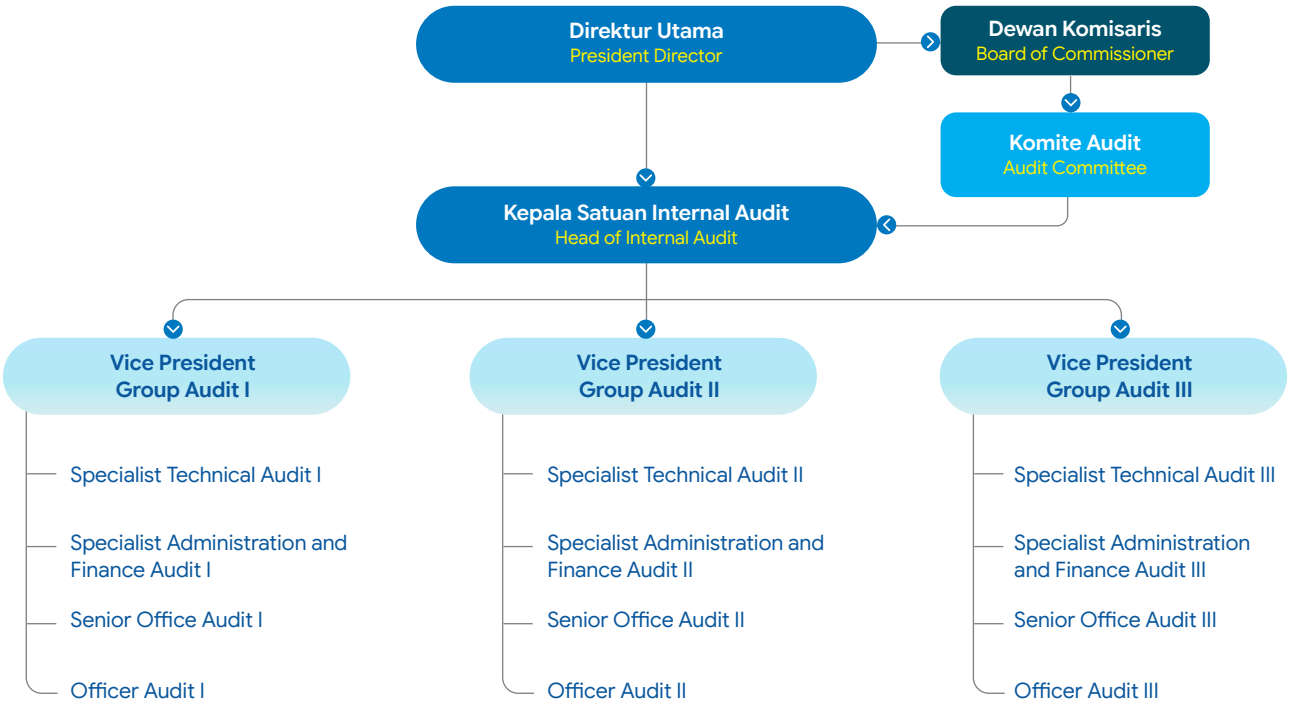
Structure and Position of Internal Audit in the Company

Satuan Internal Audit berkedudukan satu tingkat di bawah Direktur Utama dan memiliki garis komunikasi langsung ke Dewan Komisaris melalui Komite Audit. Dalam menjalankan fungsinya, Satuan Internal Audit bertanggung jawab langsung kepada Direktur Utama serta bertindak independen atau bebas dari campur tangan pihak lain dalam bentuk apapun. Satuan Internal Audit dipimpin oleh Kepala Satuan Internal Audit yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris.

Sesuai dengan Peraturan Direksi PT PLN Indonesia Power Nomor : 0067.P/DIR/2025 tanggal 22 Desember 2025 Tentang Organisasi Direktorat Utama PT PLN Indonesia Power, struktur organisasi Satuan Internal Audit per adalah sebagai berikut:

The Internal Audit Unit is positioned one level below the President Director and has a direct communication line to the Board of Commissioners through the Audit Committee. In carrying out its functions, the Internal Audit Unit is directly responsible to the President Director and operates independently, free from any form of interference from any party. The Internal Audit Unit is led by the Head of Internal Audit Unit, who is appointed and dismissed by the President Director with the approval of the Board of Commissioners.

In accordance with the Board of Directors Regulation of PT PLN Indonesia Power Number: 0067.P/DIR/2025 dated December 22, 2025, on the Organization of the Main Directorate of PT PLN Indonesia Power, the organizational structure of the Internal Audit Unit is as follows:



Profil Kepala Satuan Internal Audit

Profile of the Head of Internal Audit Unit

Pada tahun 2025, terjadi perubahan jabatan Kepala Satuan Internal Audit, di mana posisi yang sebelumnya dijabat oleh Sdr. Suparlan digantikan oleh Sdri. Windi Winarso. Perubahan tersebut ditetapkan berdasarkan Surat Keputusan Direksi Nomor SK 0116.K/DIR/2025 tanggal 24 Januari 2025 tentang Penarikan Pegawai Tugas Karya dan Pengangkatan Kepala Satuan Internal Audit PLN Indonesia Power.

Pengangkatan Kepala Satuan Internal Audit tersebut telah memperoleh persetujuan Dewan Komisaris sebagaimana tertuang dalam Surat Dewan Komisaris No.006/002/DK-PLNIP/I/2025-R Perihal Rekomendasi Persetujuan Revisi Kandidat Posisi Struktural Manajemen Atas dan Manahemen Menengah PLN Indonesia Power, serta telah memenuhi persyaratan kualifikasi yang mencakup aspek pendidikan, pengalaman kerja, dan kompetensi sesuai ketentuan yang berlaku di Perusahaan.

In 2025, there was a change in the position of Head of the Internal Audit Unit, where the role previously held by Mr. Suparlan was replaced by Ms. Windi Winarso. This change was determined based on the Board of Directors' Decision Letter Number SK 0116.K/DIR/2025 dated January 24, 2025, concerning the Withdrawal of Assignment Employees and the Appointment of the Head of the Internal Audit Unit of PLN Indonesia Power.

The appointment of the Head of Internal Audit Unit has received approval from the Board of Commissioners as stated in the Board of Commissioners Letter No. 006/002/DK-PLNIP/I/2025-R on Recommendations for Approval of Revisions for Candidates for Structural Positions of Top Management and Middle Management of PLN Indonesia Power and has met the required qualification criteria, including education, work experience, and competencies in accordance with the applicable Company regulations.

Windi Winarso

Kepala Satuan Internal Audit
Head of the Internal Audit Unit

Usia/Tempat Tanggal Lahir Riwayat Pendidikan	50 th per 31 Desember 2025	50 years old as of December 31, 2025
Kewarganegaraan Nationality	Indonesia	Indonesian
Domisili Domicile	Kabupaten Bogor, Jawa Barat Indonesia	Bogor Regency, West Java, Indonesia
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Keputusan Direksi No. 0116.K/DIR/2025 tanggal 24 Januari 2025 tentang Penarikan Pegawai Tugas Karya Pengangkatan KS Internal Audit PLN IP	Board of Directors' Decision Letter No. 0116.K/DIR/2025 dated January 24, 2025 concerning the Withdrawal of Assignment Employees and Appointment of the Head of Internal Audit Unit of PLN Indonesia Power (PLN IP)
Riwayat Pendidikan Educational Background	• D3 Akuntansi, STAN • S1 Akuntansi, Univ Brawijaya • S2 Magister Ekonomika Pembangunan (MEP), UGM	• Diploma (D3) in Accounting, STAN • Bachelor's Degree (S1) in Accounting, Universitas Brawijaya • Master's Degree (S2) in Development Economics (MEP), Universitas Gadjah Mada (UGM)
Riwayat Jabatan/ Pengalaman Kerja Service History/Work Experience	Sebelum menjabat sebagai Kepala Satuan Internal Audit PLN Indonesia Power, Beliau juga pernah menjabat sebagai Auditor BPK RI (1997 – 2013), Kabid Audit PLN IP (2013 – 2022), EVP Strategi Audit dan Konsultansi PT PLN (Persero) (2022 – 2024), dan EVP Audit Transmisi dan Distribusi PLN (Persero) (2024 – 2025)	Prior to serving as the Head of the Internal Audit Unit of PLN Indonesia Power, he also held the following positions: Auditor at BPK RI (1997–2013), Head of Audit Division at PLN IP (2013–2022), Executive Vice President of Audit Strategy and Consulting at PT PLN (Persero) (2022–2024), and Executive Vice President of Transmission and Distribution Audit at PLN (Persero) (2024–2025).
Sertifikasi Certification	- *Chartered Accountant* (CA) - *Certified Forensic Auditor* (CFrA) - *Certified Risk Governance Professional* (CRGP) - *Qualified Internal Auditor* (QIA)	- Chartered Accountant (CA) - Certified Forensic Auditor (CFrA) - Certified Risk Governance Professional (CRGP) - Qualified Internal Auditor (QIA)
Rangkap Jabatan Concurrent Positions	Tidak ada memiliki rangkap jabatan baik di PLN Indonesia Power maupun di Perusahaan Lain	Does not hold any concurrent positions either within PLN Indonesia Power or in other companies.
Periode Jabatan Term of Office	Periode Pertama	1st Period
Hubungan Afiliasi Affiliation	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi dan/atau Pemegang Saham.	Has no affiliation with members of the Board of Commissioners, Board of Directors, and/or Shareholders.
Pelatihan Tahun 2025 Pelatihan Tahun 2025	- *Risk Maturity Index* oleh BPKP dan PLN - *Project Management* oleh Proverri - Fundamental Sistem Manajemen Anti Penyuapan (SMAP) oleh Pusdiklat PLN - *Strategic Management Stakeholder & Communication Skill* oleh Pusdiklat PLN	- Risk Maturity Index by BPKP and PLN - Project Management by Proverri - Fundamentals of Anti-Bribery Management System (SMAP) by PLN Training and Education Center - Strategic Management, Stakeholder & Communication Skills by PLN Training and Education Center

Jumlah, Kualifikasi dan Sertifikasi Audit Internal

Number, Qualifications, and Certifications of Internal Audit

Sampai dengan akhir tahun 2025, Satuan Internal Audit memiliki 36 orang personil dengan berbagai latar belakang pendidikan, sertifikasi dan telah memenuhi persyaratan kualifikasi dan kompetensi sebagaimana tercantum di Piagam Audit Internal.

As of the end of 2025, the Internal Audit Unit consists of 36 personnel with various educational backgrounds and certifications, and who have met the qualification and competency requirements as stated in the Internal Audit Charter.

Berikut kualifikasi pendidikan dan daftar sertifikasi yang dimiliki pegawai Satuan Internal Audit Perusahaan per 31 Desember 2025:

The following are the educational qualifications and list of certifications held by employees of the Company's Internal Audit Unit as of December 31, 2025:

No.	Nama Name	Jabatan Position	Latar Belakang Pendidikan Educational Background	Sertifikasi Certification
1	Windi Winarso	Kepala Satuan Internal Audit	Magister Ekonomika Pembangunan Master of Development Economics	- Chartered Accountant (CA) - Certified Forensic Auditor (CFrA) - Certified Risk Governance Professional CRGP) - Qualified Internal Auditor (QIA)
2	Bayu Husodho	Vice President Group Audit I	Magister Teknik Informatika Master of Informatics Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Professional (QRMP)
3	Yudi Mulyadi	Vice President Group Audit II	Sarjana Akuntansi Bachelor of Accounting	- Qualified Internal Auditor (QIA) - Qualified Risk Management Professional (QRMP) - Professional Internal Auditor (PIA)
4	Suwarna	Vice President Group Audit III	Sarjana Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO) - Qualified Risk Management Professional (QRMP) - Certified Forensic Auditor (CFrA)
5	Setyo Harsono	Specialist Technical Audit I	Magister Teknik Mesin Master of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO) - Ahli Keselamatan dan Kesehatan Kerja Umum General Occupational Safety and Health Expert - Sertifikat Audit Lingkungan Environmental Audit Certificate - Sistem Manajemen Keselamatan dan Kesehatan Kerja Occupational Safety and Health Management System
6	Robert Sunarijanto	Specialist Technical Audit I	STM Elektro Electrical Vocational High School	- Qualified Internal Auditor (QIA)
7	Ganjar Prihartanto	Specialist Technical Audit I	D3 Mesin Diploma (D3) in Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Professional (QRMP) - Ahli Keselamatan dan Kesehatan Kerja Umum Investigator K3 General Occupational Safety and Health Expert, OHS Investigator
8	Choirul Anam	Specialist Technical Audit I	Sarjana Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Pengawas Sistem Manajemen K3 Kontraktor Contractor OHS Management System Supervisor
9	Yulianti	Specialist Technical Audit I	Sarjana Teknik Gas dan Petrokimia Bachelor of Gas and Petrochemical Engineering	- Qualified Risk Management Professional (QRMP)

No.	Nama Name	Jabatan Position	Latar Belakang Pendidikan Educational Background	Sertifikasi Certification
10	Hasan Basori	Specialist Technical Audit II	Sarjana Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO) - Contractor Safety Management System (CSMS) - Sertifikat Asesor Kompetensi Pembangkit Tenaga Listrik-ESDM Competency Assessor Certificate for Power Plant –Energy and Mineral Resources (ESDM) - Certificate Professional Engineering 300MW Coal Fire Power Plant - China
11	Harpendi	Specialist Technical Audit II	Sarjana Teknik Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Certified Maintenance Reliability Professional (CRMP) - Qualified Risk Management Professional (QRMP) - Insinyur Profesional Madya (IPM) Associate Professional Engineer (IPM) - Manajer Energi Industri Industrial Energy Manager
12	Leo Rinaldi Hastasani	Specialist Technical Audit II	Sarjana Teknik Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA)
13	Yovinus Jean Steven	Specialist Technical Audit II	Sarjana Teknik Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO) - Certified Maintenance Reliability Professional (CRMP)
14	Zainal Abidin	Specialist Technical Audit II	Magister Teknik Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Professional (QRMP) - Ahli Keselamatan dan Kesehatan Kerja Umum General Occupational Safety and Health Expert
15	Marpodho	Specialist Technical Audit II	Sarjana Mesin Bachelor of Mechanical Engineering	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO) - Contractor Safety Management System (CSMS)
16	Hery Suryansyah	Specialist Administration and Finance Audit I	Sarjana Ilmu Ekonomi Bachelor of Economics	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO)
17	Dana Wisastra	Specialist Administration and Finance Audit I	Sarjana Akuntansi Bachelor of Accounting	- Qualified Internal Auditor (QIA) - Certified Compliance Professional (CCP)
18	Purwo Adiwiyanto	Specialist Administration and Finance Audit I	Sarjana Akuntansi Bachelor of Accounting	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
19	Sentot Kristanto	Specialist Administration and Finance Audit I	Magister Manajemen Master of Management	- Qualified Internal Auditor (QIA) - Qualified Risk Management Officer (QRMO) - Contractor Safety Management System (CSMS)
20	Ika Ramalia Sukhairani	Specialist Administration and Finance Audit II	Sarjana Akuntansi Bachelor of Accounting	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
21	Agung Wicaksana	Specialist Administration and Finance Audit II	Magister Teknologi Informasi Master of Information Technology	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO) - IT Master Plan (ITMP)
22	Pupung Purwaningsih	Specialist Administration and Finance Audit II	Sarjana Akuntansi Bachelor of Accounting	- Qualified Risk Management Analyst (QRMA)
23	Arief Hidayat	Specialist Planning, Methodology and QA	Magister HR & Organizational Studies Master of Human Resources and Organizational Studies	- Qualified Internal Audit (QIA)
24	Retno Wulandari	Specialist Planning, Methodology and QA	Magister Manajemen Pemasaran Master of Marketing Management	- Qualified Internal Audit (QIA)

No.	Nama Name	Jabatan Position	Latar Belakang Pendidikan Educational Background	Sertifikasi Certification
25	Adek Hendriana	Specialist Consulting and Counterpart	Magister Manajemen Master of Management	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
26	Unggul Satriatama	Specialist Consulting and Counterpart	Sarjana Teknik Elektro Bachelor of Electrical Engineering	- Qualified Risk Management Professional (QRMP)
27	Musyawir	Specialist Consulting and Counterpart	Sarjana Elektro Bachelor of Electrical Engineering	- Qualified Internal Audit (QIA) - Certified Compliance Professional (CCP) - Contractor Safety Management System (CSMS)
28	Ichwal Irawadi	Specialist Consulting and Counterpart	Magister Manajemen Bisnis Master of Business Management	- Qualified Risk Management Professional (QRMP)
29	Resta Purnita	Officer Audit I	Sarjana Manajemen Bachelor of Management	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
30	Putri Muqodimatul Wahyu Inayah	Officer Audit I	Sarjana Teknik Industri Bachelor of Industrial Engineering	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
31	Tomy Afrilianto	Officer Audit I	Sarjana Teknik Industri Bachelor of Industrial Engineering	- Qualified Internal Audit (QIA)
32	Mohammad Hisyam Lanang	Officer Audit II	Sarjana Teknik Fisika Bachelor of Engineering Physics	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
33	Nurma Amalia	Officer Audit II	Sarjana Akuntansi Bachelor of Accounting	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
34	Rudi Istianto	Officer Audit II	Sarjana Teknik Sipil Bachelor of Civil Engineering	- Contractor Safety Management System (CSMS) - Pengelolaan Limbah Non B3 Non-Hazardous Waste Management
35	Bastian Edward Trijayanto	Officer Audit III	Sarjana Teknik Industri Bachelor of Industrial Engineering	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO)
36	Betrecia Nurhelena T	Officer Audit III	Sarjana Psikologi Bachelor of Psychology	- Qualified Internal Audit (QIA) - Qualified Risk Management Officer (QRMO) - Qualified Risk Management Analyst (QRMA) - Internal Audit ISO 30414:2018

Program Pengembangan Kompetensi Audit Internal

Competency Development Programs for Internal Audit

Selama tahun 2025, Satuan Internal Audit telah mengikuti berbagai program untuk mengembangkan kompetensi profesional auditor, sebagai berikut:

During 2025, the Internal Audit Unit participated in various programs to develop the professional competencies of auditors, as follows:

Nama Pelatihan Training Name	
Achieve Advancing Control For Higher Efficiency	Achieve Advancing Control For Higher Efficiency
Amonia *Co-firing* PLTU Banten 2 Labuan	Ammonia Co-Firing at PLTU Banten 2 Labuan
Audit Internal Sistem Manajemen Tingkat Lanjutan	Audit Internal Sistem Manajemen Tingkat Lanjutan
Bioenergi Level 1 - *Biomass Utilization and Technology*	Bioenergy Level 1 – Biomass Utilization and Technology
Bioenergi Level 1 - *Environmental Impacts of Biomass Utilization*	Bioenergy Level 1 – Environmental Impacts of Biomass Utilization

Nama Pelatihan Training Name	
Bioenergi Level 2 - *Assessment Methods Of Biomass Resource / Supply*	Bioenergy Level 2 – Biomass Resource/Supply Assessment Methods
Bioenergi Level 2 - *Conversion of Biomass Technology Application*	Bioenergy Level 2 – Biomass Energy Conversion Technology Applications
Colony Insight, From Spain'S Blackout to Indonesia'S Reliable Future	Colony Insight, from Spain'S Blackout To Indonesia'S Reliable Future
Colony Workshop Pumped Hydro Energy Storage to Support System Reliability	Colony Workshop on Pumped Hydro Energy Storage to Support System Reliability
Colony Workshop Renewable Energy Integration In Power System	Colony Workshop on Renewable Energy Integration in Power Systems
Dasar-Dasar Perlindungan Data Pribadi (PDP)	Fundamentals of Personal Data Protection (PDP)
Diseminasi Inovasi 2024 - Orkestrasi Inovasi Digitalisasi Berbasis *Machine Learning* Untuk Mencapai *Digital-Led Operational Excellence*	Innovation Dissemination 2024 – Orchestration of Digital Innovation Based on Machine Learning to Achieve Digital-Led Operational Excellence
Diseminasi Inovasi 2024 - Otomatisasi Pelumasan Bearing Ketika Trip Interkoneksi (*Open Trip*)	Innovation Dissemination 2024 – Bearing Lubrication Automation During Interconnection Trip (Open Trip)
Diseminasi Inovasi 2024 - Pengembangan Produk Baru Memanfaatkan Energi Dingin Dalam Proses Regasifikasi LNG	Innovation Dissemination 2024 – New Product Development Utilizing Cold Energy in LNG Regasification Process
E-Learning Pembelajaran Internal Audit PLN	PLN Internal Audit E-Learning
E-Learning Sertifikasi *Qualified Internal Auditor* (QIA)	Qualified Internal Auditor (QIA) Certification E-Learning
Global Expert Series - Progress Towards Green Hydrogen Production Successes and Challenges at the Material Level	Global Expert Series - Progress Towards Green Hydrogen Production Successes And Challenges At The Material Level
Global Expert Series Webinar Emerging Solar Photovoltaic Technologies, With a Focus on Metal Halide Perovskites	Global Expert Series Webinar on Emerging Solar Photovoltaic Technologies with a Focus on Metal Halide Perovskites
IIA Indonesia National Conference	IIA Indonesia National Conference
Implementasi Metode Pembongkaran Roti Lapis untuk Akselerasi Kinerja Unloading Rate Batu Bara	Implementation of Layered Unloading Method to Accelerate Coal Unloading Rate Performance
Instruktur *Refreshment* Pengoperasian Unit PLTU *Batch* 2	Instructor Refreshment for PLTU Unit Operation Batch 2
Instruktur *Refreshment* Pengoperasian Unit PLTU *Batch* 3	Instructor Refreshment for PLTU Unit Operation Batch 3
Integrasi Digitalisasi dan *Renewable* Energi Untuk Menurunkan Pemakaian Sendiri Di PLTU Lontar	Digitalization and Renewable Energy Integration to Reduce Auxiliary Power Consumption at PLTU Lontar
Internal Audit PLN	PLN Internal Audit
ISO 37001:2016 & Audit Internal Based on ISO 19011:2018 *Batch* 2	ISO 37001:2016 & Audit Internal Based on ISO 19011:2018 Batch 2
Leadership Development Program (LDP) II - *Batch* 1 (*Business Simulation*)	Leadership Development Program (LDP) II - Batch 1 (Business Simulation)
Leadership Development Program (LDP) II - *Batch* 1 (*Competency Based Learning*)	Leadership Development Program (LDP) II - Batch 1 (Competency Based Learning)
Leadership Development Program (LDP) II - *Batch* 1 (*Professional Qualification*)	Leadership Development Program (LDP) II - Batch 1 (Professional Qualification)
Nuklir Level 2 - Nuclear (SMR *Design and Safety Features*)	Nuclear Level 2 – Nuclear (SMR Design and Safety Features)
Nuklir Level 2 - *Nuclear Safety*	Nuclear Level 2 – Nuclear Safety
Nuklir Level 2 - *Social, Environmental and Public Communication*	Nuclear Level 2 – Social, Environmental, and Public Communication
Pathways to a Sustainable Future from Solar to Nuclear Energy	Pathways to a Sustainable Future from Solar to Nuclear Energy
Pelatihan Internal Auditor Iso 37301:2021 Sistem Manajemen Kepatuhan	ISO 37301:2021 Compliance Management System Internal Auditor Training
Pelatihan Pemahaman ISO 37301:2021	ISO 37301:2021 Understanding Training
Pelatihan QIA Tingkat Lanjutan	Advanced QIA Training
Pembelajaran Penyusunan Kontrak Dasar	Basic Contract Preparation Learning

Nama Pelatihan Training Name	
PLN GTRP - *Enrichment Session*	PLN GTRP - Enrichment Session
PLN GTRP - *On Site Enrichment Session*	PLN GTRP - On Site Enrichment Session
Projects Management, Energy and Water Projects	Projects Management, Energy and Water Projects
Ranger Leader Bootcamp Batch 1	Ranger Leader Bootcamp Batch 1
Ranger Leader Bootcamp Batch 2	Ranger Leader Bootcamp Batch 2
Renewable Energy Series 2 - Pemeliharaan PLTS Skala Kecil	Renewable Energy Series 2 – Small-Scale PLTS Maintenance
Shifting Horizon for Internal Auditors	Shifting Horizon for Internal Auditors
Solar *Energy* Level 1	Solar Energy Level 1
The Integration of Variable Renewable Energy Technologies and Smart Grid Deployment	The Integration of Variable Renewable Energy Technologies and Smart Grid Deployment
Training Audit Internal ISO 27001:2022	ISO 27001:2022 Internal Audit Training
Workshop Data Analytic Fundamentals for Auditor Batch 1	Data Analytics Fundamentals for Auditors Workshop Batch 1
Workshop Data Analytic Fundamentals for Auditor Batch 2	Data Analytics Fundamentals for Auditors Workshop Batch 2
Workshop ISO 30414 PLN Indonesia Power	ISO 30414 Workshop of PLN Indonesia Power
Workshop Renewable Energy and Emerging Technologies Topik Pembangkit	Workshop on Renewable Energy and Emerging Technologies – Power Generation Topic
Workshop Renewable Energy and Emerging Technologies Topik Retail	Workshop on Renewable Energy and Emerging Technologies – Retail Topic
Workshop Walk the Talk - Mastering Self-Regulation for Personal & Professional Success	Workshop on "Walk the Talk" – Mastering Self-Regulation for Personal and Professional Success

Laporan Pelaksanaan Program Kerja Audit Internal

Report on the Implementation of the Internal Audit Unit's Work Program

Satuan Internal Audit menyampaikan hasil kerjanya secara berkala dalam bentuk Laporan Hasil Audit kepada Direksi dan kepada Dewan Komisaris melalui Komite Audit. Pada tahun 2025, Satuan Internal Audit telah melakukan kegiatan sesuai Program Kerja Audit Tahunan (PKAT) yang telah disusun berdasarkan pendekatan Risk Based Internal Audit, sebagai berikut.

1. **Kegiatan Audit Operasional dan Tematik**
   Kegiatan audit operasional dilaksanakan sesuai dengan rencana kerja audit yang telah disetujui oleh Direksi. Selama tahun 2025, Satuan Internal Audit telah melakukan Audit Operasional dan audit tematik sebagai berikut:

The Internal Audit Unit periodically submits its work results in the form of Audit Reports to the Board of Directors and to the Board of Commissioners through the Audit Committee. In 2025, the Internal Audit Unit carried out activities in accordance with the Annual Audit Work Program (PKAT), which was prepared based on a Risk-Based Internal Audit approach, as follows.

1. **Operational and Thematic Audit Activities**
   Operational audit activities were conducted in accordance with the audit work plan approved by the Board of Directors. During 2025, the Internal Audit Unit carried out the following operational and thematic audits:

No.	Objek Audit Audit Object	Keterangan Description
Audit Operasional Audit Operasional		
1	Audit Operasional UBP Tello Operational Audit of UBP Tello	20 Januari 2025 - 14 Februari 2025 January 20, 2025 – February 14, 2025
2	UBP Banten 2 Labuan	20 Januari 2025 - 14 Februari 2025 January 20, 2025 – February 14, 2025
3	UBP Priok	10 Februari 2025 - 28 Februari 2025 February 10, 2025 – February 28, 2025
4	UBP Jeranjang	10 Februari 2025 - 28 Februari 2025 February 10, 2025 – February 28, 2025
5	UBP Adipala	21 Mei 2025 - 9 Mei 2025 May 21, 2025 – May 9, 2025
6	UBP Mrica	21 April 2025 - 09 Mei 2025 April 21, 2025 – May 9, 2025
7	UBP Pangkalan Susu	05 Mei 2025 - 27 Mei 2025 May 5, 2025 – May 27, 2025
8	UBP Bengkulu	2 Juni 2025 - 20 Juni 2025 June 2, 2025 – June 20, 2025
9	UBP Lontar	02 Juni 2025 - 20 Juni 2025 June 2, 2025 – June 20, 2025
10	UBP Pelabuhan Ratu	30 Juni 2025 - 18 Juli 2025 June 30, 2025 – July 18, 2025
11	UBP Singkawang	30 Juni 2025 - 18 Juli 2025 June 30, 2025 – July 18, 2025
12	UBP Bali	28 Juli 2025 - 15 Agustus 2025 July 28, 2025 – August 15, 2025
13	UBP Banten 1 Suralaya	28 Juli 2025 - 15 Agustus 2025 July 28, 2025 – August 15, 2025
14	UBP Suralaya	19 Agustus 2025 - 12 September 2025 August 19, 2025 – September 12, 2025
15	UBP Kamojang	1 September 2025 - 19 September2025 September 1, 2025 – September 19, 2025
16	UBP Teluk Sirih	15 September 2025 - 03 Oktober 2025 September 15, 2025 – October 3, 2025
17	UBP Sintang	20 Oktober 2025 - 07 November 2025 October 20, 2025 – November 7, 2025
18	UBP Kramasan	20 Oktober 2025 - 07 November 2025 October 20, 2025 – November 7, 2025
Audit Tematik Thematic Audit		
1	Audit Tematik *Project* pada PT PLN Indonesia Power, Anak Perusahaan dan turunannya yang terkait dengan *Mobile Power Plant* (MPP) Thematic Audit of Projects at PT PLN Indonesia Power, its subsidiaries and affiliates related to Mobile Power Plant (MPP)	03 Februari 2025 February 03, 2025
2	Audit Tematik Emisi pada PT PLN Indonesia Power serta turunan yang terkait dengan Program Kerja *Net Zero Emission* (NZE) Thematic Emission Audit at PT PLN Indonesia Power and its subsidiaries related to the Net Zero Emission (NZE) Work Program	23 Juni 2025 June 23, 2025
3	Evaluasi Pengelolaan Sistem Proteksi dan Keselamatan Kerja Operasi Pembangkit Evaluation of Protection System Management and Operational Power Plant Safety Management	17 Oktober 2025 October 17, 2025

2. Kegiatan Konsultasi dan *Review*

Sebagai bentuk optimalisasi peran sebagai strategic *business partner,* Satuan Internal Audit turut aktif memberikan layanan konsultasi kepada Kantor Pusat dan unit kerja, dengan tujuan memperkuat proses tata kelola, manajemen risiko, dan pengendalian internal. Sepanjang tahun 2025, Satuan Internal Audit telah memberikan konsultasi dan *review* sebagai berikut:

2. Consulting and Review Activities

As part of optimizing its role as a strategic business partner, the Internal Audit Unit actively provides consulting services to the Head Office and work units, with the aim of strengthening governance processes, risk management, and internal control. Throughout 2025, the Internal Audit Unit provided the following consulting and review services:

No.	Unit Kerja Work Unit		Keterangan Description
1	Konsultansi Aktif Terkait Proses Bisnis Unit Bisnis Pembangkitan Bengkulu	Active Consulting Related to Business Processes at Bengkulu Generation Business Unit	18 Februari 2025 February 18, 2025
2	*Review* terkait Kontrak Pekerjaan Pengadaan dan Pemasangan Trafo Chlorine Plant Unit 2 UBP Labuan	Review of Procurement and Installation Contract for Chlorine Plant Transformer Unit 2 at UBP Labuan	17 Maret 2025 March 17, 2025
3	Proses Bisnis Unit Bisnis Pembangkitan Tello	Business Processes at Tello Generation Business Unit	14 April 2025 April 14, 2025
4	Proses Bisnis Unit Bisnis Pembangkitan Mahakam	Business Processes at Mahakam Generation Business Unit	28 April 2025 April 28, 2025
5	Proses Bisnis Unit Bisnis Pembangkitan Barito	Business Processes at Barito Generation Business Unit	14 April 2025 April 14, 2025
6	*Review* dan Pendampingan atas Proses Pengadaan Pekerjaan Jasa Relokasi dan *Recovery Main Trafo* GT 2.1 PLTGU Grati 2025	Review and Assistance for Procurement Process of Relocation and Recovery Services for Main Transformer GT 2.1 at PLTGU Grati 2025	28 Mei 2025 May 28, 2025
7	Pengawalan Pengadaan *Main Inlet Valve* Unit Bisnis Pembangkitan Saguling	Monitoring of Main Inlet Valve procurement at Saguling Generation Business Unit	17 Februari 2025 February 17, 2025
8	Evaluasi atas Gangguan pada UBP Pangkalan Susu	Evaluation of disturbances at UBP Pangkalan Susu	10 Juni 2025 June 10, 2025
9	Konsultansi dan Evaluasi atas *Cost Optimization* pada PT PLN Indonesia Power	Consulting and evaluation on cost optimization at PT PLN Indonesia Power	15 September 2025 September 15, 2025
10	Konsultasi Aktif pada Unit Bisnis Pembangkitan Kepulauan Riau	Active Consulting at the Riau Islands Generation Business Unit	25 November 2025 November 25, 2025
11	Konsultasi Aktif pada Unit Bisnis Pembangkitan Bukittinggi	Active Consulting at the Bukittinggi Generation Business Unit	6 November 2025 November 6, 2025
12	UBP Grati Pengadaan Penyaluran BBM	Fuel distribution procurement at UBP Grati	1 September 2025 September 1, 2025
13	Konsultasi Pasif pada UBP Mrica *dredging* waduk	Passive consulting for dredging of the Mrica reservoir at UBP Mrica	15 Oktober 2025 October 15, 2025
14	Pengadaan *Coil Stator Generator* PLTA Singkarak	Procurement of Generator Stator Coil at Singkarak Hydropower Plant	02 Oktober 2025 October 2, 2025
15	Pengadaan Material dan Jasa Pemeliharaan *Major Overhaul* Mitsubishi#1 PLTD Tello	Procurement of Materials and Maintenance Services for Major Overhaul Mitsubishi #1 at Tello Diesel Power Plant	23 Desember 2025 December 23, 2025

3. Kegiatan Pendampingan

Dalam rangka mendukung transparansi dan akuntabilitas, Satuan Internal Audit juga melaksanakan pendampingan terhadap kegiatan audit eksternal yang dilakukan oleh sejumlah auditor eksternal, antara lain SPI PT PLN (Persero), BPK RI, Inspektorat Jenderal Kementerian Keuangan, serta Direktorat Jenderal Bea dan Cukai. Pendampingan ini bertujuan untuk memastikan kelancaran proses audit eksternal serta memberikan klarifikasi dan dukungan informasi yang diperlukan oleh auditor eksternal selama proses pemeriksaan berlangsung. Selama tahun 2025, Satuan Internal Audit PLN Indonesia Power melakukan kegiatan pendampingan pada BPK RI dan PT PLN (Persero) dalam kegiatan sebagai berikut:

3. Assistance Activities

In order to support transparency and accountability, the Internal Audit Unit also provides assistance for external audit activities conducted by several external auditors, including the Internal Audit Unit of PT PLN (Persero), the Audit Board of the Republic of Indonesia (BPK RI), the Inspectorate General of the Ministry of Finance, and the Directorate General of Customs and Excise. This assistance aims to ensure the smooth execution of external audit processes and to provide clarification and necessary supporting information to external auditors during the audit process. During 2025, the Internal Audit Unit of PLN Indonesia Power carried out assistance activities for BPK RI and PT PLN (Persero) in the following activities:

Auditor Eksternal External Auditor	Kegiatan Activities	
BPK RI	Pemeriksaan Subsidi Listrik dan Kompensasi Listrik Tahun 2024	Examination of Electricity Subsidies and Electricity Compensation for Fiscal Year 2024
SPI PT PLN (Persero) Internal Audit of PT PLN (Persero)	Audit Operasional Pengembangan Bisnis	Operational Audit of Business Development
	Review Tingkat Persediaan Material Non BBM dan Pengaruh terhadap EAF & EFOR	Review of Non-Fuel Material Inventory Levels and Their Impact on EAF & EFOR
	Program ABO Tahun 2024 dan Rencana Program ABO Tahun 2025	2024 ABO Program and 2025 ABO Program Plan
	Audit *Operasional End to End Availability* Pembangkit	End-to-End Operational Audit of Power Plant Availability
	Audit Operasional *End to End Security of Supply* Pasokan Batubara	End-to-End Operational Audit of Coal Supply Security
	Audit *Human Capital* (HC) Implementasi HXMS	Human Capital (HC) Audit – HXMS Implementation
	Audit Operasional *End to End Implementasi Environment, Social and Governance* (ESG)	End-to-End Operational Audit of Environment, Social, and Governance (ESG) Implementation
	Audit Operasional *End to End* Korporasi SH AP	End-to-End Operational Audit of Corporate SH AP
	Audit Operasional *End to End Security of Supply* Pasokan Gas	End-to-End Operational Audit of Gas Supply Security
	Audit Operasional *End to End* Program Keamanan Data Perusahaan	End-to-End Operational Audit of Corporate Data Security Program
	Audit Subsidi Listrik Tahun Anggaran 2025	Electricity Subsidy Audit for Fiscal Year 2025
	Audit Subsidi Listrik Tahun Anggaran 2025	Electricity Subsidy Audit for Fiscal Year 2025
	Penugasan Pendampingan Audit Eksternal atas Pelaksanaan Evaluasi Kejadian Kebakaran PLTU Bengkayang Unit-1 oleh SPI PLN	External Audit Assistance Assignment for Evaluation of Bengkayang PLTU Unit-1 Fire Incident by Internal Audit of PLN

4. *Monitoring* Tindak Lanjut Hasil Temuan Audit

Satuan Internal Audit secara aktif melaksanakan proses *monitoring* terhadap tindak lanjut hasil temuan audit sebagai bagian dari upaya memastikan efektivitas pengendalian internal dan perbaikan berkelanjutan. Seluruh temuan audit telah disampaikan kepada Unit/Departemen terkait, dan proses tindak lanjutnya dimonitor secara berkala melalui aplikasi ProRBA. Berikut *monitoring* tindak lanjut hasil temuan audit internal dan eksternal per 31 Desember 2025:

4. Monitoring of Audit Findings Follow-Up

The Internal Audit Unit actively carries out monitoring of audit findings follow-up as part of efforts to ensure the effectiveness of internal controls and continuous improvement. All audit findings have been communicated to the relevant Units/Departments, and the follow-up process is regularly monitored through the ProRBA application. The following is the monitoring of follow-up actions on internal and external audit findings as of December 31, 2025:

Rekapitulasi Tindak Lanjut Hasil Audit Satuan Internal Audit Tahun 2024-2025

Recapitulation of Follow-Up Action on Audit Findings of Internal Audit Unit in 2024-2025

Tahun Year	Rekomendasi Recommendation	*Closed*	*In Progress*	% Penyelesaian Completion %
2024	240	240	0	100%
2025	149	149	0	100%

Rekapitulasi Tindak Lanjut Hasil Audit Eksternal Sampai dengan Tahun 2025
Recapitulation of Follow-Up Action on External Audit Findings as of 2025

Auditor Eksternal External Auditor	Temuan (AoI) Findings (AoI)	*Closed*	*In Progress*	% Penyelesaian Completion %
BPK RI - Audit Subsidi Listrik Audit Board of the Republic of Indonesia (BPK RI) – Electricity Subsidy Audit	2	0	2	0%
BPK RI - Audit Pengelolaan Pendapatan, Biaya dan Investasi BPK RI – Revenue, Cost, and Investment Management Audit	1	0	1	0%
SPI PLN - Audit Availability Internal Audit Unit of PT PLN (Persero) – Availability Audit	4	0	4	0%

5. **Kebijakan dan Frekuensi Rapat Audit Internal Bersama Direksi, Dewan Komisaris, dan/atau Komite Audit**

   Satuan Internal Audit melakukan komunikasi dengan Direksi dan Komite Audit dengan mengadakan rapat secara berkala mengenai rencana strategis Perusahaan, penyusunan Program Kerja Audit Tahunan (PKAT) dan perkembangan rencana audit tahunan, serta kinerja Satuan Internal Audit yang terdiri atas laporan hasil audit dan status implementasi tindakan perbaikan yang telah dilakukan. Satuan Internal Audit dapat hadir dalam rapat Direksi dan rapat yang diselenggarakan atas inisiasi Satuan Internal Audit maupun atas permintaan Komite Audit.

   Sepanjang tahun 2025, Satuan Internal Audit telah mengikuti rapat bersama Direksi sebanyak 9 kali rapat dan rapat bersama Dewan Komisaris Cq. Komite Audit sebanyak 9 kali rapat dengan rincian sebagai berikut:

5. **Policy and Frequency of Internal Audit Meetings with the Board of Directors, Board of Commissioners, and/or Audit Committee**

   The Internal Audit maintains communication with the Board of Directors and the Audit Committee by holding periodic meetings regarding the Company's strategic plans, preparation of the Annual Audit Work Program (PKAT), progress of the annual audit plan, and the performance of the Internal Audit Unit, which includes audit reports and the status of implemented corrective actions. The Internal Audit Unit may attend Board of Directors meetings as well as meetings initiated by the Internal Audit Unit or requested by the Audit Committee.

   Throughout 2025, the Internal Audit Unit participated in 9 meetings with the Board of Directors and 9 meetings with the Board of Commissioners through the Audit Committee, with the following details:

Keterangan Description	Rapat Satuan Internal Audit dengan Internal Audit Unit Meeting with	
	Direksi Board of Directors	Komite Audit Audit Committee
Jumlah Rapat Total Meeting	9	9
Kehadiran Attendance	100%	100%

Adapun agenda yang dibahas dalam rapat dengan Dewan Komisaris Cq Komite Audit adalah sebagai berikut:

The agenda discussed in the meeting with the Board of Commissioners through the Audit Committee is as follows:

Tanggal Rapat Tanggal Rapat	Kegiatan Kegiatan	
6 Februari 2025 February 6, 2025	Pembahasan Lanjutan Laporan Manajemen Satuan Internal Audit Triwulan IV Tahun 2024	Follow-up Discussion on the Internal Audit Unit Management Report for Q4 2024
27 Mei 2025 May 27, 2025	Pembahasan Realisasi Laporan Hasil Audit TW I Tahun 2025	Discussion on the Realization of Audit Reports for Q1 2025
9 Juni 2025 June 9, 2025	Pembahasan Permohonan Persetujuan dan Rekomendasi Tertulis atas Usulan Penghapusbukuan dan Pemindahtanganan Aset PT PLN IP	Discussion on the Request for Approval and Written Recommendation for the Proposal of Asset Write-off and Transfer of PT PLN IP Assets

Tanggal Rapat Tanggal Rapat	Kegiatan Kegiatan	
10 Juni 2025 June 10, 2025	Pembahasan Laporan Manajemen Puncak dan Permohonan Tinjauan Dewan Pengarah Sistem Manajemen Anti Penyuapan (SMAP) PT PLN IP Tahun 2025	Discussion on the Top Management Report and Request for Review by the Steering Committee of the Anti-Bribery Management System (SMAP) of PT PLN IP for 2025
21 Juli 2025 July 21, 2025	Pembahasan Hasil Audit Semester 1 Tahun 2025	Discussion on the Audit Results for Semester 1 of 2025
21 Agustus 2025 August 21, 2025	Pembahasan Permohonan Persetujuan dan Rekomendasi Tertulis atas Usulan Penghapusbukuan dan Pelepasan Aset UBP Keramasan, UBP Jambi, UBP Saguling dan UBH PT PLN Indonesia Power	Discussion on the Request for Approval and Written Recommendation for the Proposal of Asset Write-off and Disposal at UBP Keramasan, UBP Jambi, UBP Saguling, and UBH PT PLN Indonesia Power
1 Oktober 2025 October 1, 2025	Pembahasan Proyek EPC dan *Project Oversight*	Discussion on EPC Projects and Project Oversight
4 November 2025 November 4, 2025	Pembahasan Hasil Temuan Audit s/d TW III Tahun 2025	Discussion on Audit Findings up to Q3 2025
26 November 2025 November 26, 2025	Pembahasan Program Kerja Audit Tahunan 2026	Discussion on the 2026 Annual Audit Work Program

Evaluasi Kinerja Audit Internal
Internal Audit Performance Evaluation

Evaluasi terhadap kinerja Satuan Internal Audit dilakukan secara periodik melalui pengukuran pencapaian *Key Performance Indicator* (KPI) tahunan yang telah disepakati antara Kepala Satuan Internal Audit dan Direktur Utama. Penilaian ini mencakup berbagai aspek pelaksanaan tugas dan tanggung jawab Satuan Internal Audit sepanjang tahun 2025, termasuk efektivitas pelaksanaan audit, ketepatan waktu penyelesaian audit, serta kontribusi dalam mendukung tata kelola dan manajemen risiko perusahaan. Hasil evaluasi menunjukkan bahwa seluruh indikator kinerja telah tercapai melebihi target 100%. Hal ini mencerminkan komitmen kuat Satuan Internal Audit dalam menjalankan fungsi assurance dan konsultasi secara optimal demi peningkatan tata kelola perusahaan yang berkelanjutan.

The performance of the Internal Audit Unit is evaluated periodically through the measurement of the achievement of annual Key Performance Indicators (KPIs) agreed upon between the Head of the Internal Audit Unit and the President Director. This assessment covers various aspects of the Internal Audit Unit's duties and responsibilities throughout 2025, including the effectiveness of audit execution, timeliness of audit completion, and contributions to supporting corporate governance and risk management. The evaluation results show that all performance indicators have been achieved, exceeding the 100% target. This reflects the strong commitment of the Internal Audit Unit in carrying out its assurance and consulting functions optimally to support continuous improvement in corporate governance.

Manajemen Risiko
Risk Management

PLN Indonesia Power memahami bahwa risiko merupakan bagian yang tidak terpisahkan dari seluruh aktivitas dan proses bisnis, termasuk inisiatif strategis yang dijalankan dalam sektor ketenagalistrikan yang dinamis. Oleh karena itu, manajemen risiko diterapkan secara terintegrasi di seluruh lini bisnis dan fungsi operasional sebagai landasan dalam pengambilan keputusan yang berbasis risiko (*risk-based decision making*), guna memastikan pencapaian tujuan strategis dan operasional secara berkelanjutan serta meningkatkan ketahanan Perusahaan dalam menghadapi berbagai ketidakpastian.

PLN Indonesia Power understands that risk is an inseparable part of all activities and business processes, including strategic initiatives carried out in the dynamic electricity sector. Therefore, risk management is applied in an integrated manner across all business lines and operational functions as a foundation for risk-based decision making, in order to ensure the sustainable achievement of strategic and operational objectives and to enhance the Company's resilience in facing various uncertainties.

Penguatan Sistem Manajemen Risiko untuk Mendukung Kinerja Berkelanjutan Tahun 2025

Strengthening the Risk Management System to Support Sustainable Performance in 2025

Sepanjang tahun buku 2025, sistem manajemen risiko terus dikembangkan dan diperkuat untuk meningkatkan efektivitasnya. Inisiatif penguatan ini meliputi:

1. *Review* Risiko terkait GRC
2. *Review Roadmap* Manajemen Risiko PLN Indonesia Power
3. *Review* & verifikasi *Risk Appetite Statement* PT PLN Indonesia Power Tahun 2025
4. *Monitoring* kinerja Manajemen Risiko yaitu Implementasi Roadmap Manajemen Risiko PLN Indonesia Power tahun 2025
5. Ratifikasi Kebijakan Strategis Manajemen Risiko Terintegrasi PLN (persero)
6. Ratifikasi Kebijakan Sistem Pengendalian Internal PLN (persero)
7. *Review* Probis Pengelolaan Manajemen Risiko Korporat
8. Sertifikasi Kompetensi Manajemen Risiko (QRMP, QRMO serta QRGP/CRGP)
9. Pengembangan Aplikasi IRMA (existing) serta Pengembangan Aplikasi Risk Business Intelligence (RBI) PT PLN Indonesia Power
10. Penetapan Metode dan Mekanisme Penilaian Pengelolaan Risiko (Kuantifikasi Risiko)
11. *Workshop* / Penyusunan Profil Risiko Investasi Tahun 2025
12. *Assessment* Korporat PT PLN Indonesia Power sesuai PER 2 BUMN pada Tahun 2025
13. *Assessment Risk Maturity Index* (RMI) kepada Unit Kerja di Lingkungan PT PLN Indonesia Power
14. Menyusun Profil Risiko PT PLN Indonesia Power Tahun 2026
15. Mengikuti PLN *Risk Award* Tahun 2025
16. Melakukan Integrasi Aplikasi SMARTER PLN
17. Forum Manajemen Risiko (FMR) PLN Group 2025
18. Mengikuti Pemaparan *Maturity Level Sustainability* Kriteria Climate Change
19. Pembahasan Profil Risiko Tahun 2026 bersama Anak Perusahaan

Throughout the 2025 fiscal year, the risk management system continued to be developed and strengthened to enhance its effectiveness. These strengthening initiatives include:

1. Review of GRC-related risks
2. Review of PLN Indonesia Power Risk Management Roadmap
3. Review & verification of the 2025 Risk Appetite Statement of PT PLN Indonesia Power
4. Monitoring of Risk Management performance, namely the implementation of PLN Indonesia Power Risk Management Roadmap for 2025
5. Ratification of the Integrated Risk Management Strategic Policy of PLN (Persero)
6. Ratification of the Internal Control System Policy of PLN (Persero)
7. Review of Corporate Risk Management Business Process (Probis)
8. Risk Management Competency Certification (QRMP, QRMO, and QRGP/CRGP)
9. Development of the existing IRMA Application and the Risk Business Intelligence (RBI) Application of PT PLN Indonesia Power
10. Establishment of methods and mechanisms for Risk Management Assessment (Risk Quantification)
11. Workshop / preparation of the 2025 Investment Risk Profile
12. Corporate Assessment of PT PLN Indonesia Power in accordance with PER-2 BUMN of 2025
13. Risk Maturity Index (RMI) Assessment for work units within PT PLN Indonesia Power
14. Preparation of the 2026 Risk Profile of PT PLN Indonesia Power
15. Participation in the PLN Risk Award 2025
16. Integration of the SMARTER PLN Application
17. PLN Group Risk Management Forum (FMR) 2025
18. Participation in the presentation on Sustainability Maturity Level for Climate Change Criteria
19. Discussion of the 2026 Risk Profile with Subsidiaries

Kebijakan dan Kerangka Sistem Manajemen Risiko Perusahaan

Risk Management Policy and Framework

PLN Indonesia Power menetapkan Kebijakan Manajemen Risiko Perusahaan sebagai pedoman dalam penerapan manajemen risiko Perusahaan secara menyeluruh. Kebijakan ini mendefinisikan proses manajemen risiko, penetapan tanggung jawab yang jelas, serta mekanisme pelaporan yang transparan dan terukur. Sebagai respons terhadap perkembangan regulasi terbaru, khususnya Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, PLN Indonesia Power telah melakukan pembaruan terhadap kebijakan risiko Perusahaan. Pembaruan tersebut dituangkan dalam Peraturan Direksi No. 0027.P/DIR/2024 tentang Kebijakan Strategis Manajemen Risiko Terintegrasi PT PLN Indonesia Power.

PLN Indonesia Power has established the Company's Risk Management Policy as a guideline for the comprehensive implementation of corporate risk management. This policy defines the risk management process, the establishment of clear responsibilities, and transparent and measurable reporting mechanisms. In response to the latest regulatory developments, particularly the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, PLN Indonesia Power has updated its corporate risk policy. The update is stipulated in Board of Directors Regulation No. 0027.P/DIR/2024 on the Integrated Risk Management Strategic Policy of PT PLN Indonesia Power.

Selain itu, PLN Indonesia Power juga telah memiliki sejumlah pedoman pendukung untuk memastikan penerapan manajemen risiko secara konsisten, terstruktur, dan berkelanjutan di seluruh lini bisnis. Pedoman-pedoman tersebut meliputi:

1. Peraturan Direksi No. 0073.P/DIR/2023 tentang Kebijakan Umum Penerapan Tata Kelola, Manajemen Risiko, dan Kepatuhan (*Governance, Risk, and Compliance*/GRC) Terintegrasi;
2. Surat Keputusan Direksi No. 030.K/010/IP/2019 tentang Peningkatan *Risk Awareness & Risk Culture* di Lingkungan Perusahaan;
3. Keputusan Direksi No. 138.K/010/IP/2021 tentang Pedoman Umum Manajemen Risiko Terintegrasi PT Indonesia Power;
4. Surat Edaran Direksi No. 0005.E/DIR/2023 tanggal 15 September 2023 tentang Pedoman Pelaksanaan *Fraud*; *Risk Assessment* sebagai bentuk penguatan pengendalian terhadap risiko kecurangan;
5. Peraturan Direksi No. 0027.P/DIR/2024 tentang Kebijakan Kebijakan Strategis Manajemen Risiko Terintegrasi;
6 Peraturan Direksi No. 0029.P/DIR/2024 tentang Pengendalian Internal di PT PLN Indonesia Power;
7. Edaran Direksi No. 0019.E/DIR/2025 tentang Standar Prosedur Pedoman Umum Manajemen Risiko Terintegrasi;
8. Edaran Direksi No. 0016.E/DIR/2025 tentang Juknis Pemetaan Taksonomi Risiko;
9 Petunjuk Teknis No. 0006.PTs/DIR/2025 tentang Juknis Pemetaan Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*);
10. Petunjuk Teknis tentang Pedoman Penyusunan Strategi Risiko PT PLN Indonesia Power;

In addition, PLN Indonesia Power has also established a number of supporting guidelines to ensure the consistent, structured, and sustainable implementation of risk management across all business lines. These guidelines include:

1. Board of Directors Regulation No. 0073.P/DIR/2023 on the General Policy for the Implementation of Integrated Governance, Risk, and Compliance (GRC);
2. Board of Directors' Decision Letter No. 030.K/010/IP/2019 on the Enhancement of Risk Awareness & Risk Culture within the Company;
3. Board of Directors' Decision Letter No. 138.K/010/IP/2021 on the General Guidelines for Integrated Risk Management of PT Indonesia Power;
4. Board of Directors' Circular Letter No. 0005.E/DIR/2023 dated September 15, 2023, on Fraud Implementation Guidelines; Risk Assessment as a form of strengthening controls against fraud risk;
5. Board of Directors Regulation No. 0027.P/DIR/2024 on the Strategic Policy for Integrated Risk Management;
6 Board of Directors Regulation No. 0029.P/DIR/2024 on Internal Control at PT PLN Indonesia Power;
7. Board of Directors' Circular No. 0019.E/DIR/2025 on Standard Procedures for General Guidelines on Integrated Risk Management;
8. Board of Directors' Circular No. 0016.E/DIR/2025 on Technical Guidelines for Risk Taxonomy Mapping;
9. Technical Guidelines No. 0006.PTs/DIR/2025 on Technical Guidelines for Risk Maturity Index Assessment Mapping;
10. Technical Guidelines on the Preparation of Risk Strategy for PT PLN Indonesia Power;

11. Petunjuk Teknis No. 0009.PTs/DIR/2025 tentang Juknis Pengelolaan *Early Warning System* dan *Loss Event*.

11. Technical Guidelines No. 0009.PTs/DIR/2025 on Technical Guidelines for the Management of the Early Warning System and Loss Events.

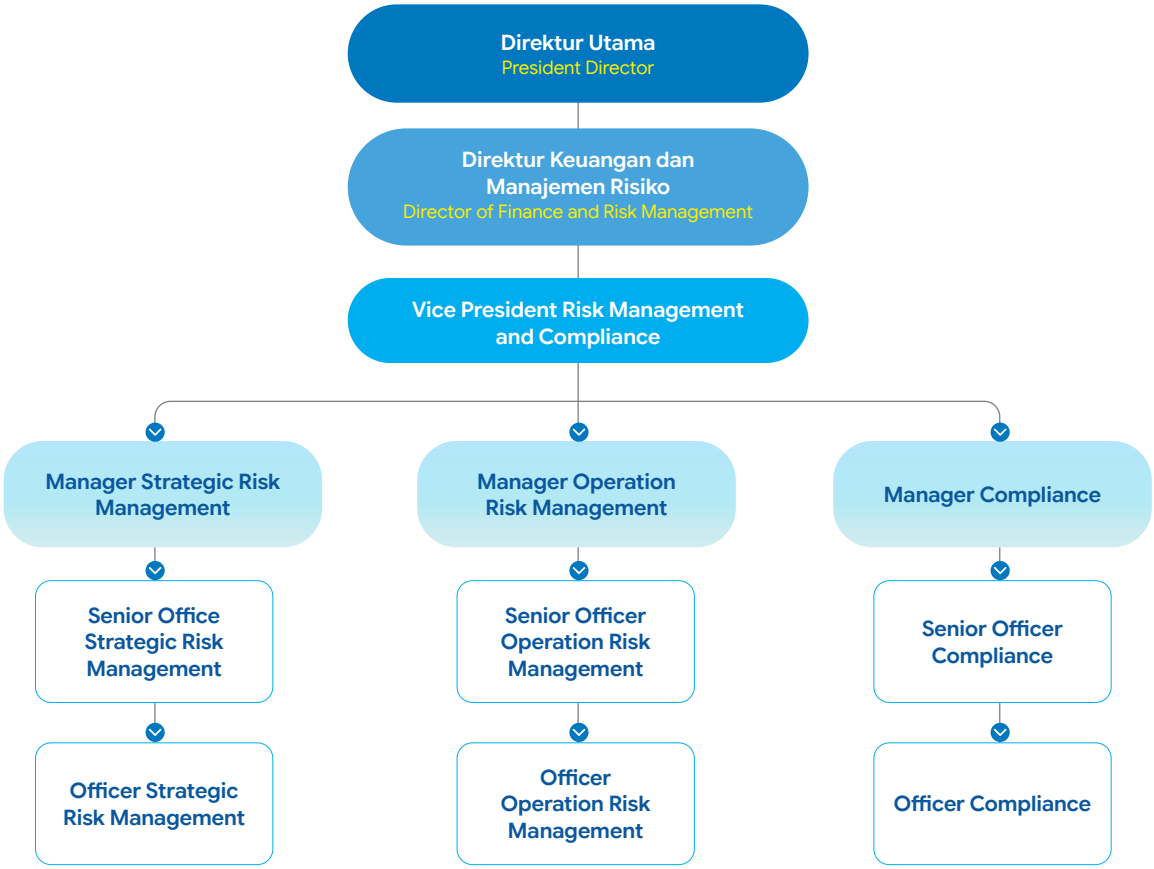
Seluruh kebijakan dan pedoman tersebut disusun untuk mendukung pengembangan sistem manajemen risiko yang adaptif, akuntabel, dan selaras dengan tata kelola perusahaan yang baik (*Good Corporate Governance*).

All of these policies and guidelines have been established to support the development of an adaptive, accountable risk management system that is aligned with the principles of good corporate governance.

Pengelola Manajemen Risiko Perusahaan
Risk Management Administrator

Sistem manajemen risiko PLN Indonesia Power dijalankan secara fungsional melalui unit khusus yang menangani proses manajemen risiko secara terintegrasi. Fungsi ini berada di bawah pengelolaan Direktorat Keuangan dan Manajemen Risiko, yang bertanggung jawab atas implementasi dan pengawasan manajemen risiko di Perusahaan. Pembentukan fungsi manajemen risiko tersebut ditetapkan melalui Peraturan Direksi No. 0044.P/DIR/2025 tentang Organisasi Direktorat Keuangan dan Manajemen Risiko PT PLN Indonesia Power.

The risk management system of PLN Indonesia Power is functionally implemented through a dedicated unit that manages the integrated risk management process. This function operates under the Directorate of Finance and Risk Management, which is responsible for the implementation and oversight of risk management within the Company. The establishment of this risk management function is stipulated in Board of Directors Regulation No. 0044.P/DIR/2025 on the Organization of the Directorate of Finance and Risk Management of PT PLN Indonesia Power.



Jumlah, Kualifikasi dan Sertifikasi Manajemen Risiko
Number, Qualifications, and Certifications of Risk Management

Sampai dengan akhir tahun 2025, personil Satuan Legal, Risk and Compliance berjumlah 17 orang dan seluruhnya telah memenuhi persyaratan kualifikasi dan kompetensi sebagai fungsi pengelola manajemen risiko serta telah memiliki sertifikat profesi sebagai berikut:

As of the end of 2025, the Legal, Risk and Compliance Unit consisted of 17 personnel, all of whom had fulfilled the qualification and competency requirements for the risk management function and had obtained the following professional certifications

Nama Sertifikasi Certification Name	**Jumlah Personel Manajemen Risiko yang Tersertifikasi** Number of Certified Risk Management Personnel
Qualified Risk Management Professional (QRMP)	9
Qualified Risk Management Analyst (QRMA)	3
Certified Compliance Professional (CCP)	5
Enterprise Risk Management Associate Professional (ERMAP)	1

Program Pengembangan Kompetensi Satuan Manajemen Risiko
Competency Development Program of Risk Management Unit

Sepanjang tahun 2025, Personil Satuan Manajemen Risiko telah mengikuti berbagai program untuk mengembangkan kompetensi manajemen risiko, sebagai berikut:

Throughout 2025, Risk Management Unit personnel participated in various programs to develop risk management competency, as follows:

Jabatan Position	**Nama/Topik Pelatihan** Name/Topic of Training	**Waktu Pelaksanaan** Implementation Date
Vice President Risk Management And Compliance	*Training* Kuantifikasi Risiko Tahun 2025 2025 Risk Quantification Training	24-26 September 2025 September 24-26, 2025
	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025
Manager Compliance	Pelatihan & Resertifikasi QRMP 2025 2025 QRMP Training & Recertification	11-12 Agustus 2025 August 11-12, 2025
	Pelatihan *Upgrading to New Version* ISO 37001:2025 *Anti Bribery Management System* Training on Upgrading to the New Version of ISO 37001:2025 Anti-Bribery Management System	24 Maret 2025 March 24, 2025
Manager Operation Risk Management	*Training* Kuantifikasi Risiko Tahun 2025 2025 Risk Quantification Training	24-26 September 2025 September 24-26, 2025
	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025
Manager Strategic Risk Management	*Training* Kuantifikasi Risiko Tahun 2025 2025 Risk Quantification Training	24-26 September 2025 September 24-26, 2025
	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025
Senior Officer Compliance	*Training* ISO 37001:2016 ABMS - *Anti Bribery Management System Lead Implementer*	1-2 Oktober 2025 October 1-2, 2025
	Fundamental Sistem Manajemen Anti Penyuapan (SMAP) Fundamentals of the Anti-Bribery Management System (SMAP)	1 Oktober - 30 November 2025 October 1- November 30, 2025
	Pelatihan Pemahaman ISO 37301:2021 ISO 37301:2021 Understanding Training	3-4 Juni 2025 June 3-4, 2025
	Awareness Training ISO 37002:2021 *Whistleblowing Management System* Tahun 2025 Awareness Training ISO 37002:2021 Whistleblowing Management System Year 2025	16-18 Juni 2025 June 16-18, 2025

Jabatan Position	Nama/Topik Pelatihan Name/Topic of Training	Waktu Pelaksanaan Implementation Date
	Training Upgrading to New Version ISO 37001:2025 - PT PLN (Persero) 24 March 2025	24 Maret 2025 March 24, 2025
Officer Compliance	Pelatihan & Resertifikasi QRMP 2025 QRMP Training & Recertification 2025	11-12 Agustus 2025 August 11-12, 2025
	Pelatihan *Upgrading to New Version* ISO 37001:2025 *Anti Bribery Management System* Training on Upgrading to New Version ISO 37001:2025 Anti Bribery Management System	24 Maret 2025 March 24, 2025
	Pelatihan & Resertifikasi QRMP 2025 QRMP Training & Recertification 2025	11-12 Agustus 2025 August 11-12, 2025
	Fundamental Sistem Manajemen Anti Penyuapan (SMAP) Fundamentals of the Anti-Bribery Management System (SMAP)	1 Oktober - 30 November 2025 October 1- November 30, 2025
	Pelatihan Pemahaman ISO 37301:2021 ISO 37301:2021 Understanding Training	3-4 Juni 2025 June 3-4, 2025
Senior Officer Operation Risk Management	*Training* Kuantifikasi Risiko Tahun 2025 Risk Quantification Training 2025	24-26 September 2025 September 24-26, 2025
	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025
Senior Officer Strategic Risk Management	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025
	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025
Officer Strategic Risk Management	*Training* Kuantifikasi Risiko Tahun 2025 Risk Quantification Training 2025	24-26 September 2025 September 24-26, 2025
	Pelatihan BCMS Tim Risiko PLN Indonesia Power 2025 2025 BCMS Training for the PLN Indonesia Power Risk Team	28-31 Oktober 2025 October 28-31, 2025

Tugas dan Tanggung Jawab Pengelola Manajemen Risiko

Duties and Responsibilities of Risk Management Administrator

Pengelolaan risiko di PLN Indonesia Power dilaksanakan oleh seluruh pemilik risiko (*risk owner*) di setiap lini kegiatan. Bidang Manajemen Risiko bertugas memastikan pengelolaan risiko berjalan sesuai kebijakan, ketentuan, dan praktik terbaik, serta memberikan pendampingan dalam penyusunan dan verifikasi dokumen manajemen risiko, seperti kajian operasi, lingkungan, hukum, finansial, dan risiko. Bidang Manajemen Risiko juga mendukung penyusunan kajian risiko strategis untuk pengambilan keputusan Direksi serta proses persetujuan oleh Dewan Komisaris atau RUPS, guna memastikan seluruh keputusan berbasis risiko.

Rincian tugas dan tanggung jawab pengelolaan risiko di setiap tingkat organisasi, termasuk Dewan Komisaris dan Komite, diatur dalam Peraturan Direksi No. 0027.P/DIR/2024 tentang Kebijakan Strategis Manajemen Risiko Terintegrasi dan Surat Edaran Direksi No. 0019.E/DIR/2025 tentang Standar Prosedur Pedoman Umum Manajemen Risiko Terintegrasi sebagai berikut:

Risk management at PLN Indonesia Power is carried out by all risk owners at every line of activity. The Risk Management Division is responsible for ensuring that risk management is implemented in accordance with policies, regulations, and best practices, as well as providing assistance in the preparation and verification of risk management documents, including operational, environmental, legal, financial, and risk assessments. The Risk Management Division also supports the preparation of strategic risk assessments for the Board of Directors' decision-making process as well as approval processes by the Board of Commissioners or the GMS, in order to ensure that all decisions are risk-based.

The detailed duties and responsibilities for risk management at each organizational level, including the Board of Commissioners and Committees, are stipulated in Board of Directors Regulation No. 0027.P/DIR/2024 on the Integrated Risk Management Strategic Policy and Board of Directors' Circular Letter No. 0019.E/DIR/2025 on Standard Procedures for General Guidelines on Integrated Risk Management, as follows:

Pihak Pengelola Risiko Risk Manager	Pokok dan Tanggung Jawab Utama Main Principle and Responsibilities	
Dewan Komisaris Board of Commissioners	Dewan Komisaris dalam melaksanakan pengelolaan Manajemen Risiko memiliki wewenang, tugas dan tanggung jawab, sebagai berikut: 1. Melakukan pengawasan dan pemberian nasihat terhadap pelaksanaan Manajemen Risiko Terintegrasi; 2. Melakukan evaluasi atas laporan pelaksanaan Manajemen Risiko Terintegrasi; dan 3. Melakukan evaluasi atas Risk Appetite Statement.	In carrying out Risk Management, the Board of Commissioners has the following authorities, duties, and responsibilities: 1. Supervising and providing advice on the implementation of Integrated Risk Management; 2. Evaluating reports on the implementation of Integrated Risk Management; and 3. Evaluating the Risk Appetite Statement.
Direksi Board of Directors	Direksi dalam melaksanakan pengelolaan Manajemen Risiko, memiliki wewenang, tugas dan tanggung jawab sebagai berikut: 1. Melaksanakan kebijakan Manajemen Risiko; 2. Mengembangkan Budaya Manajemen Risiko pada seluruh jenjang organisasi; 3. Melaksanakan peningkatan kompetensi sumber daya manusia yang terkait dengan Manajemen Risiko; 4. Memastikan fungsi Manajemen Risiko telah beroperasi secara independen; 5. Melaksanakan pengelolaan Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS/pemilik modal; 6. Menyusun dan menyampaikan laporan Manajemen Risiko; 7. Menyusun perencanaan Manajemen Risiko yang menjadi satu kesatuan dengan Rencana Kerja dan Anggaran Perusahaan (RKAP); dan 8. Membentuk Satuan Manajemen Risiko Terintegrasi sebagai bentuk penerapan Manajemen Risiko Terintegrasi dengan berpedoman pada ketentuan terkait tata kelola terintegrasi.	In carrying out Risk Management, the Board of Directors has the following authorities, duties, and responsibilities: 1. Implementing risk management policies; 2. Developing a Risk Management culture at all organizational levels; 3. Enhancing the competencies of human resources related to Risk Management; 4. Ensuring that the Risk Management function operates independently; 5. Carrying out other Risk Management activities in accordance with applicable laws and regulations, the Articles of Association, and/or GMS resolutions/capital owners; 6. Preparing and submitting Risk Management reports; 7. Preparing Risk Management plans integrated with the Company Work Plan and Budget (RKAP); and 8. Establishing an Integrated Risk Management Unit as part of the implementation of Integrated Risk Management in accordance with the applicable integrated governance provisions.
Komite Manajemen Risiko Risk Management Committee	Komite Pemantau Risiko dalam melaksanakan pengelolaan Manajemen Risiko memiliki wewenang tugas dan tanggung jawab sebagai berikut: 1. Melakukan komunikasi dengan pimpinan satuan kerja dan pihak lain dalam memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan; 2. Melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya yang terkait dengan penerapan Manajemen Risiko baik PT PLN Indonesia Power maupun Anak Perusahaan; 3. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko PT PLN Indonesia Power dan Anak Perusahaan; 4. Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko PT PLN Indonesia Power dan Manajemen Risiko Anak Perusahaan; dan 5. Melakukan pemantauan dan penelaahan terhadap pelaksanaan Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS / pemilik modal.	The Risk Monitoring Committee, in carrying out Risk Management, has the following authorities, duties, and responsibilities: 1. Communicating with work unit leaders and other parties to obtain information, clarification, and request the necessary documents and reports; 2. Monitoring and reviewing Risk Management reports and other reports related to the implementation of Risk Management at both PT PLN Indonesia Power and its Subsidiaries; 3. Monitoring and evaluating the suitability of the implementation of Risk Management policies and strategies at PT PLN Indonesia Power and its Subsidiaries; 4. Providing recommendations to the Board of Commissioners on matters that support the effectiveness of Risk Management implementation and the alignment between the Risk Management policies of PT PLN Indonesia Power and the Risk Management of its Subsidiaries; and 5. Monitoring and reviewing the implementation of other Risk Management activities in accordance with applicable laws and regulations, the Articles of Association, and/or GMS resolutions/capital owners.

Pihak Pengelola Risiko Risk Manager	Pokok dan Tanggung Jawab Utama Main Principle and Responsibilities	
Komite Audit Audit Committee	Komite Audit bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris. Komite Audit bersifat independen baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris/Dewan Pengawas BUMN. Komite Audit bertugas untuk: 1. Membantu Dewan Komisaris/Dewan Pengawas BUMN untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor internal dan auditor eksternal; 2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh auditor internal maupun auditor eksternal; 3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian pelaksanaannya; 4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan BUMN yang bersangkutan; 5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris/Dewan Pengawas BUMN serta tugas-tugas Dewan Komisaris/ Dewan Pengawas BUMN bersangkutan lainnya; dan 6. Melakukan tugas terkait pengelolaan risiko sebagaimana diatur dalam peraturan perundang undangan.	The Audit Committee works collectively in carrying out its duties to assist the Board of Commissioners. The Audit Committee is independent both in the performance of its duties and in its reporting, and is directly accountable to the Board of Commissioners/Supervisory Board of SOEs. The Audit Committee is responsible for: 1. Assisting the Board of Commissioners/ Supervisory Board of SOEs in ensuring the effectiveness of the internal control system and the effectiveness of the duties performed by internal and external auditors; 2. Assessing the implementation of activities and audit findings conducted by both internal and external auditors; 3. Providing recommendations regarding improvements to the implementation of the control system; 4. Ensuring that satisfactory evaluation procedures are in place for all information issued by the relevant SOE; 5. Identifying matters requiring the attention of the Board of Commissioners/Supervisory Board of SOEs, as well as carrying out other duties of the relevant Board of Commissioners/Supervisory Board of SOEs; and 6. Performing duties related to risk management as stipulated in applicable laws and regulations.
Satuan Manajemen Risiko Risk Management Unit	Satuan Kerja Manajemen Risiko dalam melaksanakan pengelolaan Manajemen Risiko, memiliki wewenang, tugas dan tanggung jawab, sebagai berikut: 1. Memantau pelaksanaan strategi Manajemen Risiko yang telah disetujui oleh Direksi; 2. Memantau Profil Risiko, Peta Risiko, realisasi perhitungan Risiko inheren dan Risiko residual, serta realisasi pelaksanaan perlakuan Risiko dan biaya; 3. Melakukan *review* atas *stress testing* bersama dengan *Business Process Owner* (BPO); 4. Mengkaji ulang secara berkala terhadap proses Manajemen Risiko; 5. Mengevaluasi terhadap akurasi model dan validitas data yang digunakan untuk Mengukur Risiko; 6. Memberikan rekomendasi kepada lini pertama sesuai kewenangan yang dimiliki; dan 7. Menyusun dan menyampaikan Laporan Manajemen Risiko kepada Direktur yang membidangi Pengelolaan Manajemen Risiko dan Komite Pemantau Risiko secara berkala (triwulan).	In carrying out Risk Management, the Risk Management Unit has the following authorities, duties, and responsibilities: 1. Monitoring the implementation of Risk Management strategies approved by the Board of Directors; 2. Monitoring Risk Profiles, Risk Maps, the realization of inherent risk and residual risk calculations, as well as the implementation and cost realization of risk treatment measures; 3. Conducting reviews of stress testing together with the Business Process Owner (BPO); 4. Periodically reviewing the Risk Management process; 5. Evaluating the accuracy of models and the validity of data used to measure risk; 6. Providing recommendations to the first line in accordance with its authority; and 7. Preparing and submitting Risk Management Reports periodically (quarterly) to the Director overseeing Risk Management and the Risk Monitoring Committee.

Pihak Pengelola Risiko Risk Manager	Pokok dan Tanggung Jawab Utama Main Principle and Responsibilities	
Direktur yang membidangi fungsi Manajemen Risiko Director overseeing Risk Management function	Direktur yang Membidangi Pengelolaan Manajemen Risiko memiliki wewenang, tugas dan tanggung jawab sebagai berikut: 1. Pengurusan PT PLN Indonesia Power sesuai bidang pengelolaan Risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS/ pemilik modal; 2. penetapan strategi dan kebijakan bidang pengelolaan Risiko yang menjadi tanggung jawabnya dengan memperhatikan visi, strategi dan kebijakan PT PLN Indonesia Power yang telah ditetapkan; 3. Melaksanakan koordinasi dan memberikan arahan pelaksanaan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*); 4. Melaksanakan penetapan langkah yang diperlukan untuk memastikan PT PLN Indonesia Power telah memenuhi seluruh peraturan perundang-undangan yang berlaku dan menjaga agar kegiatan usaha PT PLN Indonesia Power tidak menyimpang dari peraturan perundang-undangan; 5. pemantauan dan menjaga kepatuhan PT PLN Indonesia Power terhadap seluruh perjanjian dan komitmen yang dibuat oleh PT PLN Indonesia Power kepada pihak eksternal; 6. Melaksanakan pengembangan organisasi kerja sehingga PT PLN Indonesia Power memiliki kebijakan, prosedur dan metode yang handal dalam menerapkan pengelolaan Risiko; 7. Melaksanakan pemantauan kepatuhan dan pengawasan pada seluruh satuan kerja yang mengelola fungsi Manajemen Risiko; 8. Melaksanakan kaji ulang secara berkala untuk memastikan: a. Keakuratan metodologi Penilaian Risiko (*Risk Assessment*); b. Kecukupan implementasi Sistem Informasi Manajemen Risiko; dan c. Ketepatan kebijakan dan prosedur Manajemen Risiko serta penetapan Batasan Risiko dan ambang batas (*threshold*). 9. Melaksanakan pengurusan PT PLN Indonesia Power di bidang pengelolaan Risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS/pemilik modal.	The Director overseeing Risk Management has the following authorities, duties, and responsibilities: 1. Managing PT PLN Indonesia Power in the field of Risk Management in accordance with applicable laws and regulations, the Articles of Association, and/or GSM resolutions/capital owners; 2. Establishing strategies and policies in the field of Risk Management under their responsibility, while considering the vision, strategy, and policies of PT PLN Indonesia Power that have been determined; 3. Coordinating and providing direction for the implementation of good corporate governance principles; 4. Determining the necessary measures to ensure that PT PLN Indonesia Power complies with all applicable laws and regulations and ensuring that the Company's business activities do not deviate from such regulations; 5. Monitoring and maintaining PT PLN Indonesia Power's compliance with all agreements and commitments made with external parties; 6. Developing the organizational structure and work systems so that PT PLN Indonesia Power has reliable policies, procedures, and methods for implementing Risk Management; 7. Monitoring compliance and supervising all work units responsible for Risk Management functions; 8. Conducting periodic reviews to ensure: a. The accuracy of Risk Assessment methodologies; b. The adequacy of the implementation of the Risk Management Information System; and c. The appropriateness of Risk Management policies and procedures, including the establishment of Risk Limits and thresholds; and 9. Managing PT PLN Indonesia Power in the field of Risk Management in accordance with applicable laws and regulations, the Articles of Association, and/or GMS resolutions/capital owners.
Direktur yang membidangi Pengelolaan Keuangan Director overseeing Financial Management	Direktur Keuangan dan Manajemen Risiko bertanggung jawab memimpin dan membina fungsi anggaran, pendanaan, perbendaharaan, akuntansi, teknologi informasi, manajemen risiko dan kepatuhan untuk mendukung pencapaian visi, misi dan tujuan perusahaan sesuai dengan prinsip GCG, kepatuhan pada SMAP dan SMK.	The Director of Finance and Risk Management is responsible for leading and overseeing the functions of budgeting, funding, treasury, accounting, information technology, risk management, and compliance in supporting the achievement of the Company's vision, mission, and objectives in accordance with GCG principles, as well as compliance with SMAP and SMK.
Satuan Internal Audit Internal Audit Unit	Satuan Internal Audit dalam melaksanakan pengelolaan Manajemen Risiko memiliki wewenang tugas dan tanggung jawab, sebagai berikut: 1. Melakukan evaluasi atas efektivitas pelaksanaan pengendalian intern, Manajemen Risiko, dan proses tata kelola perusahaan sesuai dengan peraturan perundang-undangan dan kebijakan perusahaan; 2. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, operasional, sumber daya manusia, teknologi informasi dan kegiatan lainnya.	The Internal Audit Unit, in carrying out Risk Management, has the following authorities, duties, and responsibilities: 1. Evaluating the effectiveness of the implementation of internal controls, Risk Management, and corporate governance processes in accordance with applicable laws and regulations and company policies; 2. Conducting audits and assessments of efficiency and effectiveness in the areas of finance, operations, human resources, information technology, and other activities.

Kerangka Sistem Manajemen Risiko Perusahaan
Risk Management System Framework

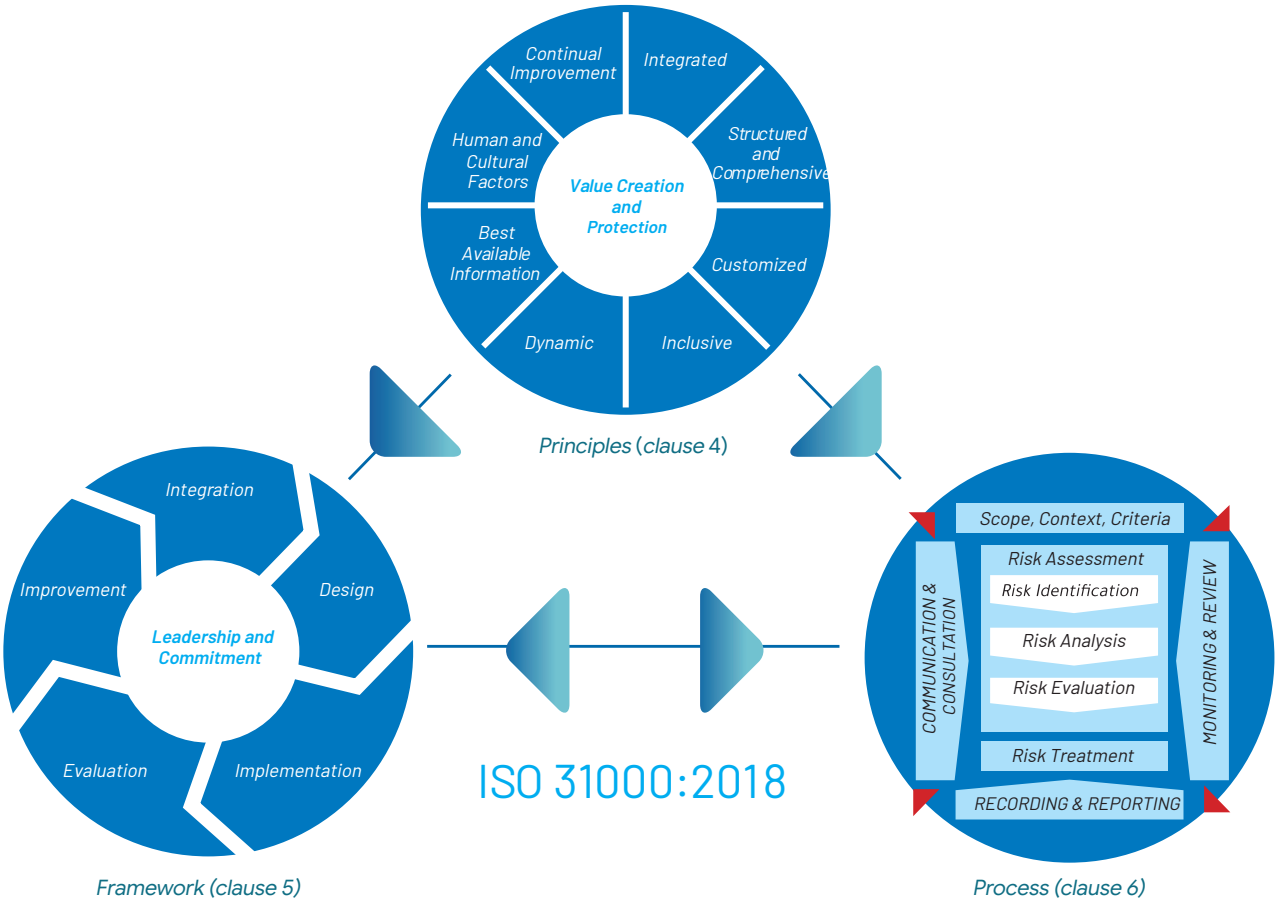
PLN Indonesia Power menerapkan kerangka sistem manajemen risiko yang dirancang secara menyeluruh dan terstruktur untuk mendukung pencapaian tujuan strategis dan operasional Perusahaan. Kerangka ini mengacu pada pendekatan *Three Lines of Defense*, yang bertujuan untuk memastikan tata kelola yang kuat dan pengendalian internal yang efektif di seluruh jenjang organisasi. Pengembangan sistem manajemen risiko Perusahaan mengadopsi prinsip-prinsip Enterprise Risk Management (ERM) yang selaras dengan standar internasional SNI ISO 31000:2018, serta mengacu pada Kebijakan Manajemen Risiko PLN Indonesia Power.

PLN Indonesia Power implements a comprehensive and structured risk management system framework designed to support the achievement of the Company's strategic and operational objectives. This framework adopts the Three Lines of Defense approach, which aims to ensure strong governance and effective internal control across all organizational levels. The development of the Company's risk management system adopts the principles of Enterprise Risk Management (ERM) in alignment with the international standard SNI ISO 31000:2018, and refers to the Risk Management Policy of PLN Indonesia Power.

Kerangka ini didukung oleh tiga komponen utama, yaitu: Kebijakan manajemen risiko yang komprehensif, Struktur organisasi yang mendukung fungsi manajemen risiko secara terintegrasi, dan Proses manajemen risiko yang berkelanjutan dan terdokumentasi dengan baik.

This framework is supported by three main components, namely: Comprehensive risk management policies, An organizational structure that supports integrated risk management functions, and A sustainable and well-documented risk management process.

Penerapan SNI ISO 31000:2018 Manajemen Risiko
Implementation of SNI ISO 31000:2018 Risk Management



Proses manajemen risiko dilakukan secara terpusat untuk memastikan bahwa setiap risiko dan peluang dapat diidentifikasi secara tepat waktu, dinilai secara objektif, serta dilaporkan secara transparan. Hal ini memungkinkan Perusahaan untuk menetapkan prioritas risiko secara efektif dan mendukung pengambilan keputusan berbasis risiko di seluruh tingkatan manajemen. Penanggung jawab risiko (*risk owner*) di setiap unit kerja ditetapkan secara jelas dan memiliki peran aktif dalam pengelolaan serta pemantauan risiko di unit masing-masing.

The risk management process is carried out centrally to ensure that every risk and opportunity can be identified in a timely manner, assessed objectively, and reported transparently. This enables the Company to establish risk priorities effectively and support risk-based decision-making at all levels of management. Risk owners in each work unit are clearly designated and play an active role in managing and monitoring risks within their respective units.

Roadmap Manajemen Risiko
Risk Management Roadmap

Sebagai bagian dari komitmen untuk mewujudkan penerapan *Enterprise Risk Management* (ERM) secara efektif, PLN Indonesia Power melakukan proses penyempurnaan Roadmap Manajemen Risiko untuk periode 2025–2029 sebagai pembaharuan dari Roadmap 2022–2026. Penyempurnaan ini bertujuan agar perencanaan dan pelaksanaan manajemen risiko terintegrasi dapat berjalan lebih terstruktur, terarah, dan responsif terhadap dinamika lingkungan bisnis yang terus berkembang.

As part of its commitment to implementing Enterprise Risk Management (ERM) effectively, PLN Indonesia Power carried out a refinement process for its Risk Management Roadmap for the 2025–2029 period as an update to the 2022–2026 Roadmap. This refinement aims to ensure that the planning and implementation of integrated risk management are conducted in a more structured, focused, and responsive manner to the continuously evolving business environment.

Roadmap Perbaikan Manajemen Risiko PT PLN Indonesia Power
Risk Management Improvement Roadmap of PT PLN Indonesia Power

Roadmap implementasi manajemen risiko yang efektif tidak hanya membantu organisasi dalam mengelola risiko secara proaktif tetapi juga meningkatkan ketahanan dan kapasitas organisasi dalam menghadapi tantangan yang ada.
An effective risk management implementation roadmap not only helps organizations manage risks proactively, but also enhances organizational resilience and capability in addressing existing challenges.

Peta Profil Risiko Tahun 2025
Risk Profile Map in 2025

PLN Indonesia Power telah mengelola berbagai jenis risiko yang meliputi risiko operasional dan non-operasional, risiko strategis, risiko bisnis, serta risiko yang bersifat emergen atau memiliki tingkat ketidakpastian tinggi. Perusahaan secara proaktif memetakan seluruh potensi risiko dan peluang yang dapat memengaruhi pencapaian tujuan bisnis, sekaligus menyusun rencana mitigasi yang terukur, terarah, dan dapat dilaksanakan secara efektif. Proses identifikasi dan evaluasi risiko dituangkan dalam *Risk Register* Risiko Utama Perusahaan, yang ditetapkan setelah dilakukan pengendalian dan penilaian terhadap risiko residu melalui pemetaan risiko residu (Residu *Risk Mapping*).

PLN Indonesia Power has managed various types of risks, including operational and non-operational risks, strategic risks, business risks, as well as emerging risks or risks with a high level of uncertainty. The Company proactively maps all potential risks and opportunities that may affect the achievement of business objectives, while also preparing measurable, targeted, and effectively implementable mitigation plans. The risk identification and evaluation process is documented in the Company's Main Risk Register, which is established after controls and assessments of residual risks have been carried out through Residual Risk Mapping.

Peta Profil Risiko Perusahaan Tahun 2025
Risk Profile Map in 2025

Tingkat Keunggulan Possibility			1 Sangat Rendah Very Low	2 Rendah Low	3 Moderat Moderate	4 Tinggi High	5 Sangat Tinggi Very High
	Hampir Pasti Terjadi Almost Certain	E	Low to Moderate 7	12 Moderate 12	Moderate to High 17	4 High 22	High 25
	Sangat Mungkin Terjadi Highly Likely	D	Low 4	Low to Moderate 9	9 10 Moderate 14	5 6 7 Moderate to High 19	High 24
	Bisa Terjadi Possible	C	Low 3	4 7 12 Low to Moderate 8	11 Moderate 13	8 Moderate to High 18	1 2 3 High 23
	Jarang Terjadi Rare	B	Low 2	2 3 6 Low to Moderate 6 8 9 10 11	1 5 Low to Moderate 11	Moderate to High 16	High 21
	Sangat Jarang Terjadi Very Rare	A	Low 1	Low 5	Low to Moderate 10	Moderate 15	High 20
			Tingkat Dampak Impact Level				

Risiko Inherent Inherent Risk
Risiko Target Residu Residual Target Risk

ID Risiko Risk ID	Kelompok Risiko Risk Group	
1	Risiko Keandalan dan Ketersediaan Pembangkit tidak Optimal	Risk of Non-Optimal Reliability and Availability of Power Plants
2	Risiko Gangguan Pasokan Energi Primer Pembangkit	Risk of Disruption to Power Plant Primary Energy Supply
3	Risiko Ancaman terhadap *Cyber Security System* dan Perlindungan Data Pribadi	Risk of Threats to Cyber Security Systems and Personal Data Protection
4	Risiko Keterlambatan Penyelesaian Proyek Pembangkit	Risk of Delays in Power Plant Project Completion
5	Risiko Efisiensi NPHR dan Efisiensi Biaya Pemeliharaan pembangkit idak tercapai	Risk of Failure to Achieve NPHR Efficiency and Power Plant Maintenance Cost Efficiency
6	Risiko Implementasi teknologi dan digitalisasi pembangkit yang belum merata	Risk of Uneven Implementation of Power Plant Technology and Digitalization
7	Risiko Terjadi Kecelakaan Kerja serta Bahaya Kebakaran dikarenakan Implementasi K2 & K3 belum optimal	Risk of Workplace Accidents and Fire Hazards Due to Non-Optimal Implementation of Electrical Safety & OHS
8	Risiko Kegagalan Pengembangan Bisnis Pembangkit Energi Baru Terbarukan	Risk of Failure in the Development of New and Renewable Energy Power Plant Businesses
9	Risiko Kapabilitas, Kuantitas & Budaya SDM belum Optimal dalam menghadapi New Business Model	Risk of Non-Optimal Human Resource Capability, Quantity, and Culture in Facing the New Business Model
10	Risiko Implementasi Program ESG belum Optimal	Risk of Non-Optimal Implementation of ESG Programs
11	Risiko Kepatuhan terhadap Regulasi belum Optimal	Risk of Non-Optimal Compliance with Regulations
12	Risiko Keberlangsungan Bisnis Beyond kWh dan AP/P/A PLN IP belum Optimal	Risk of Non-Optimal Business Sustainability Beyond kWh and Subsidiaries/Joint Ventures/ Associate Companies (AP/P/A) of PLN IP

Jenis Risiko yang Dihadapi Perusahaan dan Mitigasinya

Types of Risks Exposed to the Company and Their Mitigation

Dari hasil identifikasi risiko, diperoleh 12 risiko utama Perusahaan dan telah melaksanakan pengelolaan risiko-risiko tersebut, termasuk melakukan mitigasi risiko, sebagai berikut:

From the results of risk identification, the Company obtains 12 main risks and have implemented management of these risks, including risk mitigation, as follows:

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
1	Keandalan dan Ketersediaan Pembangkit tidak optimal Non-Optimal Reliability and Availability of Power Plants	1. Melakukan Peningkatan Keandalan dan Ketersediaan peralatan pembangkit melalui Program Investasi Rehabilitasi dan Pengadaan *Strategic Part Boiler*, Turbin, *Generator* dan BOP *System* 2. Melakukan Pemeliharaan pembangkit melalui program Overhaul 3. Melakukan rehabilitasi dan revitalisasi pembangkit melalui program *predictive* dan *preventive maintenance* 4. Pelaksanaan *Mechanical Dredging* Waduk PLTA 5. Pelaksanaan RLA/*Assessment* Peralatan untuk meminimalkan temuan OH 6. Melakukan Implementasi *Digitalize Online Tube Analysis* (DOTA) Ke Unit PLTU 7. Melakukan Optimasi *Availability* dengan implementasi *Reliability Centered Maintenance* (RCM) dan *Update* Fitur Aplikasi *Dashboard* (Tableau) *Reliability* & LCM	1. Improving the reliability and availability of power plant equipment through Rehabilitation Investment Programs and the procurement of Strategic Parts for Boilers, Turbines, Generators, and BOP Systems 2. Carrying out power plant maintenance through overhaul programs 3. Conducting rehabilitation and revitalization of power plants through predictive and preventive maintenance programs 4. Implementing mechanical dredging for PLTA 5. Conducting RLA/Equipment Assessments to minimize OH findings 6. Implementing Digitalized Online Tube Analysis (DOTA) in coal-fired steam power plant units (PLTU) 7. Optimizing availability through the implementation of Reliability Centered Maintenance (RCM) and updating the Reliability & LCM Dashboard Application (Tableau) features; and

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
		8. *Workshop* Optimasi *Maintenance Strategy* pada *Top* 30% ACR *Rank* dan Optimasi *Strategic Planning based on Asset Health Management*	8. Conducting workshops on Maintenance Strategy Optimization for the Top 30% ACR Rank and optimizing strategic planning based on Asset Health Management.
2	Gangguan Pasokan Energi Primer Pembangkit Disruption to Power Plant Primary Energy Supply	1. Menjaga Kontinuitas Pasokan Bahan Bakar melalui peningkatan Sinergi dengan PLN EPI 2. Pembangunan dan revitalisasi *Dome* di 5 unit PLTU 3. Melakukan evaluasi dan memberikan feedback terhadap kinerja mitra penyedia biomass 4. Pengadaan *strategic part* dan Revitalisasi peralatan penyaluran batubara 5. Optimasi *Coal Mixing* untuk pemenuhan beban supaya tidak terjadi *derating* dan *coal switching* BB HRC dengan BB MRC terkait kendala kelangkaan BB HRC 6. Penetapan SLA untuk keterlambatan pasokan dan penurunan HOP batubara 7. Penetapan SLA untuk ketidaksesuaian kuantitas pasokan dan penurunan HOP batubara kepada PLN EPI 8. Melakukan manajemen *stockpile* dan koordinasi dengan semua pihak 9. Berkoordinasi dengan P3B dan pihak niaga korporat (CMR) untuk rencana kontingensi saat jadwal pemeliharaan terencana fasilitas gas (hasil GCM) 10. Berkoordinasi dengan pihak pemasok BBM dan pihak transportir BBM untuk kebutuhan tambahan pasokan BBM selama pasokan gas belum pulih 11. Berkoordinasi dengan pihak fasilitas energi primer gas untuk rencana pemulihan aliran pasokan gas 12. Permintaan addendum perpanjangan Perjanjian Jual Beli Gas (PJBG) kepada Pemasok atau EPI 13. Mengusulkan kontrak jangka panjang untuk memenuhi keekonomian investasi infrastruktur energi primer (gas) 14. Berkoordinasi perihal Penambahan sumur uap 15. Rekonstruksi dan Sertifikasi Lahan PLTA 16. Pelaksanaan *Mechanical Dredging* Waduk PLTA & Penghijauan DAS	1. Maintaining fuel supply continuity through enhanced synergy with PLN EPI 2. Construction and revitalization of Domes in five PLTU units 3. Conducting evaluations and providing feedback on the performance of biomass supplier partners 4. Procurement of strategic parts and revitalization of coal distribution equipment 5. Optimizing coal mixing to fulfill load requirements in order to prevent derating, as well as coal switching from BB HRC coal to BB MRC coal due to BB HRC coal supply shortages 6. Establishing SLA for delays in supply and reductions in coal HOP 7. Establishing SLA for discrepancies in supply quantity and reductions in coal HOP with PLN EPI 8. Managing stockpiles and coordinating with all relevant parties 9. Coordinating with P3B and the Corporate Commercial (CMR) division regarding contingency plans during scheduled maintenance of gas facilities (GCM results) 10. Coordinating with fuel oil suppliers and transport providers for additional fuel supply requirements while gas supply has not yet recovered 11. Coordinating with gas primary energy facility providers regarding gas supply recovery plans 12. Requesting an addendum for the extension of the Gas Sales and Purchase Agreement (PJBG) with suppliers or EPI 13. Proposing long-term contracts to support the economic feasibility of primary energy (gas) infrastructure investments 14. Coordinating regarding the addition of steam wells 15. Reconstruction and certification of hydropower plant (PLTA) land areas 16. Implementation of mechanical dredging for PLTA reservoirs and watershed reforestation programs
3	Ancaman Terhadap *Cyber Security System* dan perlindungan data pribadi Threats to Cyber Security Systems and Personal Data Protection	1. Meningkatkan *awareness cyber security* pegawai 2. Melakukan *training* kepada pengelola IT terkait *Cyber Security* 3. Pendampingan penyusunan kebijakan dan prosedur pengelolaan data di Bidang ITD 4. Pemutakhiran kebijakan tata kelola teknologi informasi (ProGEN) 5. Menyusun kebijakan penataan klasifikasi data yang tidak boleh dikonsumsi publik pada *Holding, Subholding,* dan Anak perusahaan	1. Increasing employee cyber security awareness 2. Conducting cyber security training for IT administrators 3. Assisting in the preparation of data management policies and procedures within the ITD Division 4. Updating information technology governance policies (ProGEN) 5. Preparing policies for the classification of data that must not be publicly accessible within the Holding, Subholding, and Subsidiaries

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
		6. Penyusunan Tata Kelola dan Implementasi *Secure* SDLC	6. Preparing governance and implementation of Secure SDLC
		7. *Upgrade* Implementasi ISO 27001:2022	7. Upgrading the implementation of ISO 27001:2022
		8. Pengelolaan dan manajemen akun yang di *monitoring* secara periodik untuk user akun yang sudah tidak aktif (mutasi/pensiun)	8. Managing and monitoring accounts periodically for inactive user accounts (transferred/retired employees)
		9. Melakukan *maturity assessment* secara berkala	9. Conducting periodic maturity assessments
		10. Penyusunan kajian implementasi *Configuration Management Database* (CMDB)	10. Preparing studies on the implementation of a Configuration Management Database (CMDB)
		11. Memastikan seluruh jaringan *inbound* dan *outbound* terhubung dengan *firewall* IT dan OT	11. Ensuring that all inbound and outbound networks are connected to IT and OT firewalls
		12. Implementasi perangkat keamanan *firewall* di sub unit PLN IP	12. Implementing firewall security devices in PLN IP sub-units
		13. Melakukan *update patches, signature* dan *renewal license* seluruh perangkat *security*	13. Updating patches, signatures, and renewing licenses for all security devices
		14. Melakukan pembatasan instalasi Aplikasi	14. Restricting application installation
		15. Meningkatkan program instalasi Anti Virus, *Unified Endpoint Management* (UEM) dan EDR/ XDR pada *device* (laptop) yang digunakan pegawai	15. Enhancing the installation program for Anti-Virus, Unified Endpoint Management (UEM), and EDR/XDR on employee devices (laptops)
		16. Melakukan pengaktifan pengaturan mengenai *screensaver automatic lock*	16. Activating automatic screensaver lock settings
		17. Implementasi *Security Operation Center* (SOC) pada H/SH/AP yang terintegrasi secara mandiri atau terpusat	17. Implementing a Security Operation Center (SOC) within the Holding/Subholding/ Subsidiaries, either independently or centrally integrated
		18. Membuat kajian penerapan metode dan teknologi perlindungan data pada aplikasi seperti : Enkripsi & *Data Masking*	18. Conducting studies on the implementation of data protection methods and technologies in applications, such as Encryption and Data Masking
		19. Penambahan *server* pemrosesan (komputer server) dan *storage* VMWare	19. Adding processing servers (computer servers) and VMware storage
		20. Implementasi penerapan teknologi AI/ otomasi dalam pengembangan aplikasi	20. Implementing AI/automation technologies in application development
		21. Penggantian/*upgrade* perangkat security *Web Application Firewall* (WAF)	21. Replacing/upgrading Web Application Firewall (WAF) security devices
		22. Pembatasan Admin/Pengakses pada sistem Perizinan Eksternal PLN IP	22. Restricting administrators/access users in the PLN IP External Licensing System
		23. Penggantian perangkat *Firewall* dan *Virtual Private Network* (VPN)	23. Replacing Firewall and Virtual Private Network (VPN) devices
		24. Melakukan *update* peraturan yang berlaku pada aplikasi JDIH	24. Updating applicable regulations in the JDIH application
4	Keterlambatan Penyelesaian Proyek Pembangkit Delays in the Completion of Power Plant Projects	1. Pelaksanaan Pekerjaan Pendukung Penyelesaian Proyek Tambak Lorok Blok 3 & BMPP Nusantara II	1. Carrying out supporting works for the completion of Tambak Lorok Block 3 & BMPP Nusantara II Projects
		2. Pelaksanaan Pekerjaan Pendukung Penyelesaian Proyek PLTM Harjosari	2. Carrying out supporting works for the completion of Harjosari Mini Hydropower Plant (PLTM Harjosari) Project
		3. Melaksanakan Penyelesaian Pembayaran Proyek	3. Completing project payment settlements
		4. Pelaksanaan Jasa Konsultan Pendamping	4. Providing supporting consulting services
		5. Melakukan pengadaan kontrak dengan konsultan perizinan serta melakukan koordinasi dan rapat periodik terkait progres pekerjaan bersama konsultan perizinan	5. Procuring contracts with licensing consultants and conducting periodic coordination meetings regarding work progress with licensing consultants
		6. melaksanakan *warranty meeting* periodik dengan Kontraktor EPC untuk penyelesaian *punchlist* atau *defect after* TOC	6. Conducting periodic warranty meetings with EPC Contractors to resolve punch list items or defects after TOC

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
5	Efisiensi NPHR dan Efisiensi Biaya Pemeliharaan pembangkit tidak tercapai Failure to Achieve NPHR Efficiency and Power Plant Maintenance Cost Efficiency	1. Melakukan peningkatan keandalan *High Pressure Heater* (HPH) *System* 2. Rehabilitasi *Soot Blower System* Pembangkit Batubara 3. Rehabilitasi *Air Heater System* Pembangkit Batubara 4. Instalasi (PLTS) *Floating On-Grid* 1 MWp di area *Ash Pond* PLTU Lontar 5. Pengaturan pola operasi pembangkit dan berkoordinasi dengan pusat pengatur beban pembangkit (*Dispatcher*) 6. *Monitoring* dan evaluasi manajemen efisiensi unit pembangkit serta Implementasi *Gate Cycle* pada Unit Pembangkit Gas 7. Melakukan instalasi *coal treatment* (didahului dengan kajian teknis) 8. *Monitoring* dan evaluasi Penyerapan Biaya Pemeliharaan 9. *Monitoring* Target dan Realisasi BPP Bulanan 10. Implementasi REOC sebagai NPHR Optimization Unit Pembangkit 11. Penggantian *Hot Gas Path Parts* pada unit PLTGU 12. *Program Advanced Analytic Boiler Compliance*	1. Improving the reliability of the High Pressure Heater (HPH) System 2. Rehabilitating the Soot Blower System of coal-fired power plants 3. Rehabilitating the Air Heater System of coal-fired power plants 4. Installing a 1 MWp Floating On-Grid Solar Power Plant (PLTS) in Ash Pond area of PLTU Lontar 5. Regulating power plant operating patterns and coordinating with the power plant load dispatch center (Dispatcher) 6. Monitoring and evaluating power plant unit efficiency management and implementing Gate Cycle systems in gas power plant units 7. Installing coal treatment systems (preceded by technical studies) 8. Monitoring and evaluating the absorption of maintenance costs 9. Monitoring monthly BPP targets and realization 10. Implementing REOC as an NPHR Optimization Unit for power plants 11. Replacing Hot Gas Path Parts in PLTGU units 12. Implementing the Advanced Analytic Boiler Compliance Program
6	Implementasi teknologi dan digitalisasi pembangkit yang belum merata Uneven Implementation of Power Plant Technology and Digitalization	1. FGD Implementasi DPP REOC 2025 2. Melakukan *setup* REOC di Unit-unit PLN Indonesia Power 3. Implementasi REOC Unit (*Digital Power Plant*) terkoneksi sesuai Target 2025 4. Mengajukan penambahan SDM 5. Peningkatan kompetensi organik REOC dengan *training & refreshment* (*Big Data, Data Analytic*, dan *machine Learning*) 6. Sosialisasi Penggunaan Aplikasi (*In House Training*) 7. Pengadaan *Firewall* di Unit/Sub Unit (35 Unit) Pengembangan aplikasi pendukung tata kelola pembangkit antara lain *Dashboard Risk Business Intelligence* PT PLN Indonesia Power	1. FGD on the Implementation of DPP REOC 2025 2. Setting up REOC in PLN Indonesia Power units 3. Implementing REOC Units (Digital Power Plants) connected in accordance with the 2025 target 4. Proposing additional human resources 5. Enhancing the competencies of REOC personnel through training & refreshment programs (Big Data, Data Analytics, and Machine Learning) 6. Conducting Application Usage Dissemination Programs (In-House Training) 7. Procuring firewalls for Units/Sub-Units (35 units) Developing supporting applications for power plant governance, including the Risk Business Intelligence Dashboard Application of PT PLN Indonesia Power.
7	Terjadi Kecelakaan Kerja serta Bahaya Kebakaran dikarenakan Implementasi K2 & K3 belum optimal Workplace Accidents and Fire Hazards Due to Non-Optimal Implementation of Electrical Safety & OHS	1. *Online monitoring fire fighting system* di unit *pilot project* 2. *Set Up* Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) 3. *Workshop* Verifikasi Audit SMK2 4. Pengembangan dan Pemeliharaan Aplikasi K3 IPSafe Module PM K3 & Integrasi *Near Miss* 5. Sosialisasi dan forum K3 6. Transformasi Budaya K3 melalui *Safety Patrol Management* dan *Safety Observation* dan CSMS (*Contractor Safety Management System*)-*Full Cycle*	1. Online monitoring of fire fighting systems in pilot project units 2. Establishing the Occupational Health and Safety Management System (SMK3) 3. Conducting SMK2 Audit Verification Workshops 4. Developing and maintaining the OHS Application IPSafe Module PM K3 & Near Miss Integration 5. Conducting OHS Dissemination programs and forums 6. Transforming OHS culture through Safety Patrol Management, Safety Observation, and the Contractor Safety Management System (CSMS) – Full Cycle.

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
8	Kegagalan Pengembangan Bisnis Pembangkit Energi Baru Terbarukan Failure in the Development of New and Renewable Energy Power Plant Businesses	1. Setoran modal Pengembangan EBT Proyek Hijaunesia 2. Melakukan koordinasi untuk inisiasi pengembangan PLTBm dan PLTP 3. Melakukan koordinasi secara kontinyu dan berkala untuk inisiasi Pengembangan EBT - PLTS lain Non Hijaunesia 4. Mengawal proses usulan permohonan penugasan sampai dengan penerbitan RUPS penugasan 5. Inisiasi pengembangan pembangkit Waste To Energy di Bali. 6. Program *Cofiring* Biomassa sebesar 1,9 Juta Ton 7. *Cofiring* Biomassa 100% selama 65 hari untuk 2 mesin di PLTU Sanggau dan PLTU Sintang 8. Uji coba *Ammonia Cofiring* pada PLTU Labuan s.d. 3% volume (50 ton Amonia). 9. Uji coba dan implementasi *Green Synthetic Fuel* (GSF) dari 1% menjadi 7% di PLTG Pesanggaran Bali.	1. Capital injection for the development of NRE under the Hijaunesia Project 2. Coordinating the initiation of Biomass Power Plant (PLTBm) and Geothermal Power Plant (PLTP) development 3. Carrying out continuous and periodic coordination for the initiation of the development of other renewable energy - non-hijaunesia solar power plants 4. Overseeing the proposed assignment request process until the issuance of the GMS on assignment 5. Initiating the development of Waste-to-Energy power plants in Bali 6. Implementing a Biomass Cofiring Program of 1.9 million tons 7. Implementing 100% Biomass Cofiring for 65 days on two units at PLTU Sanggau and PLTU Sintang 8. Conducting an Ammonia Cofiring trial at PLTU Labuan up to 3% volume (50 tons of ammonia) 9. Testing and implementing Green Synthetic Fuel (GSF) from 1% to 7% at PLTG Pesanggaran Bali
9	Kapabilitas, Kuantitas & Budaya SDM belum Optimal dalam menghadapi *New Business Model* Non-Optimal Human Resource Capability, Quantity, and Culture in Facing the New Business Model	1. Rekrutmen *Pro Hire*, *job posting* internal, sinergi PLN untuk talent pooling EBT dan *New Business Model* 2. Kolaborasi dengan pihak eksternal terkait pemenuhan SDM EBT/Green Jobs 3. Pelatihan dan pengembangan SDM (transisi energi) untuk meningkatkan kompetensi SDM dalam kemampuan bisnis *geothermal upstream* dan *downstream* 4. Program *Culture Transformation towards Energy Transition* 5. Kolaborasi program Kerja Budaya pada setiap BPO Terkait 6. Evaluasi STO dan Mengusulkan STO ke PLN *Holding* terkait dengan dampak model bisnis baru & transisi energi 7. *Alignment* dan penyesuaian konsep pengelolaan SDM Perusahaan berdasarkan hasil kajian/evaluasi gap pengelolaan SDM 8. *Mapping* Kompetensi yang dibutuhkan di masa depan untuk model bisnis baru 9. Optimasi dan efisiensi penyerapan anggaran *Human Capital* 10. Pelatihan teknologi digitalisasi, *data analytics*, dan IoT	1. Conducting pro-hire recruitment, internal job postings, and PLN synergy for NRE and new business model talent pooling 2. Collaborating with external parties to fulfill NRE/ green jobs human resource requirements 3. Conducting human resource training and development programs (energy transition) to enhance HR competencies in upstream and downstream geothermal business capabilities 4. Implementing a Culture Transformation Program towards Energy Transition 5. Collaborating on Cultural Work programs within each related BPO 6. Evaluating STO and proposing STO initiatives to PLN Holding related to the impacts of new business models and energy transition 7. Aligning and adjusting the Company's human resource management concepts based on the results of HR management gap assessments/ evaluations 8. Mapping future competency requirements for new business models 9. Optimizing and improving the efficiency of Human Capital budget utilization 10. Conducting training in digitalization technology, data analytics, and IoT
10	Implementasi program ESG belum optimal Non-Optimal Implementation of ESG Programs	1. Melakukan sosialisasi *awareness* dan *workshop* pemenuhan *maturity level sustainability* 2. Kegiatan menanam pohon di lingkungan pembangkit 3. Menggunakan kembali air yang sudah terpakai 4. Kelengkapan Pemenuhan Ketentuan Teknis TPS Limbah B3	1. Conducting awareness dissemination programs and workshops on fulfilling sustainability maturity level requirements 2. Carrying out tree planting activities in power plant areas 3. Reusing treated water 4. Fulfilling technical requirements for Hazardous and Toxic Waste (B3 Waste) Temporary Storage Facilities (TPS)

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
		5. Memenuhi aspek ketentuan teknis pengelolaan Limbah B3	5. Complying with technical requirements for non-hazardous and toxic waste management
		6. Melakukan kontrak kerja Pengelolaan TPS Limbah B3, Rumah Kompos dan IPAL Domestik	6. Establishing work contracts for the management of hazardous and toxic Waste TPS, Compost Houses, and Domestic Wastewater Treatment Plants (IPAL);
		7. *workshop* pemahaman ketentuan teknis lingkungan dan vicon bulanan	7. Conducting workshops on understanding environmental technical regulations and monthly video conferences
		8. Melaksanakan pemetaan *stakeholder* secara berkala	8. Conducting periodic stakeholder mapping
		9. *Monitoring* kualitas bahan bakar dan kualitas emisi yang dihasilkan	9. Monitoring fuel quality and resulting emission quality
		10. *Monitoring* pengangkutan limbah B3 unit pembangkit dan aplikasi SIMPE	10. Monitoring the transportation of hazardous and toxic waste from power plant units and the SIMPE application
		11. Pelaporan emisi GRK ke APPLE GATRIK.	11. Reporting greenhouse gas (GHG) emissions to APPLE GATRIK
		12. *Review* dokumen PROPER *Beyond Compliance* 2024 dan Penyusunan Strategi PROPER 2025	12. Reviewing the 2024 PROPER Beyond Compliance documents and preparing the 2025 PROPER Strategy
		13. Melakukan perencanaan terkait pembinaan dan pelatihan khusus di bidang pengelolaan *community development* berbasis *Training Need Analysis* untuk mengurangi *gap* kompetensi	13. Planning specialized coaching and training programs in community development management based on Training Need Analysis to reduce competency gaps
		14. Melanjutkan Inovasi terkait transisi energi fosil menjadi energi hijau	14. Continuing innovation related to the transition from fossil energy to green energy
		15. *Carbon Emission Reduction* pada Pembangkit	15. Reducing carbon emissions in power plants
		16. *Monitoring* Penurunan emisi GRK	16. Monitoring greenhouse gas (GHG) emission reductions
11	Kepatuhan terhadap Regulasi belum Optimal Kepatuhan terhadap Regulasi belum Optimal	1. Menyelenggarakan HAKORDIA 2025	1. Organizing HAKORDIA 2025
		2. Menyelenggarakan Forum Kepatuhan Unit dan Anak Perusahaan Tahun 2025	2. Organizing the 2025 Compliance Forum for Units and Subsidiaries
		3. Audit *Surveillance* SMAP ISO 37001:2016 dan ISO 37301:2021	3. Conducting Surveillance Audits for SMAP ISO 37001:2016 and ISO 37301:2021
		4. Setup SMK ISO 37301:2021 Unit Bisnis Pembangkitan PLTA, PLTP, PLTU, PLTGU, PTDG	4. Establishing the Compliance Management System (SMK) ISO 37301:2021 for PLTA, PLTP, PLTU, PLTGU, and Gas PTDG
		5. Menyelenggarakan *Workshop* Penyusunan *Compliance Risk Assessment* Tahun 2026 dan *Workshop Fraud Risk Assessment* Tahun 2026	5. Organizing Workshops for the Preparation of the 2026 Compliance Risk Assessment and the 2026 Fraud Risk Assessment Workshop;
		6. *Training* Pelatihan *Risk Maturity Index* dari Kementerian BUM	6. Conducting Risk Maturity Index Training from the Ministry of State-Owned Enterprises (BUMN)
		7. Membuat Laporan Tata Kelola Terintegrasi Risiko dan *Compliance* Triwulan	7. Preparing quarterly Integrated Risk and Compliance Governance Reports
		8. Mengimplementasikan *Regulatory Compliance System*	8. Implementing the Regulatory Compliance System
		9. Menggunakan Aplikasi FRA-*Online*	9. Using the FRA-Online Application
		10. Mengembangkan *Modul Compliance Risk Assessment*	10. Developing the Compliance Risk Assessment Module
		11. Mengimplementasikan Aplikasi *Comply to Regulation* (CTR)	11. Implementing the Comply to Regulation (CTR) Application
		12. Pendampingan hukum dengan mengacu pada Peraturan Perundang - Undangan dan melakukan koordinasi guna peningkatan kompetensi user	12. Providing legal assistance in accordance with applicable laws and regulations and coordinating to improve user competency

No.	Jenis Risiko yang Dihadapi Type of Risks	Mitigasi Mitigation	
		13. *Monitoring* berkala data pada Sistem Perizinan Eksternal PLN IP	13. Conducting periodic monitoring of data within the PLN IP External Licensing System
		14. *Monitoring* dan evaluasi pelimpahan wewenang/ pemberian kuasa pada Konsultan Eksternal yang mengakses sistem Perizinan terkait PLN IP	14. Monitoring and evaluating delegated authority/ power of attorney granted to External Consultants accessing licensing systems related to PLN IP
		15. Penyusunan kebutuhan ekspor dan impor	15. Preparing export and import requirements
		16. Mengusulkan *Training* dan Sertifikasi Manajemen Risiko	16. Proposing Risk Management Training and Certification programs
12	Keberlangsungan Bisnis *Beyond* Kwh dan AP/P/A PLN IP belum optimal Non-Optimal Sustainability of Beyond kWh Business and Subsidiaries/Joint Ventures/Associate Companies (AP/P/A) of PLN IP	1. Menyusun Pra FS pengembangan produk CO_2 *Liquid Food Grade*	1. Preparing Pre-FS for developing Liquid Food Grade CO_2 products
		2. Penyusunan studi teknis dan *market* untuk *excess Hydrogen plant* (*Market research*)	2. Conducting technical and market studies for excess hydrogen plant (market research)
		3. Melakukan uji kelayakan teknis dan finansial untuk bisnis penjualan *hybrid* trafo	3. Conducting technical and financial feasibility studies for hybrid trafo sales business
		4. Menggunakan konsultan dalam melakukan studi pasar untuk pengembangan produk *beyond* KWH	4. Engaging consultant to conduct market studies for beyond kWh product development
		5. Promosi produk *beyond* KWH menggunakan *website* dan media sosial	5. Promoting beyond kWh products through websites and social media
		6. Koordinasi dengan bidang terkait dalam Pembuatan kebijakan terkait *beyond* kWh di lingkungan PLN Indonesia Power	6. Coordinating with related divisions in formulating policies related to beyond kWh business within PLN Indonesia Power
		7. Penyusunan kebijakan terkait *beyond* kWh di lingkungan PLN Indonesia Power	7. Preparing policies related to beyond kWh business within PLN Indonesia Power
		8. *Review* dan mengusulan KBLI perusahaan untuk pengembangan bisnis *beyond* kWh	8. Reviewing and proposing the Company's KBLI for beyond kWh business development
		9. *Monitoring* kinerja perusahaan Solar PV Manufaktur (TMAI) dalam rangka pencapaian target penjualan Solar PV Manufaktur	9. Monitoring the Company's performance of Solar PV Manufacturing company (TMAI) in achieving Solar PV Manufacturing sales targets
		10. Melakukan re-*purposing* bisnis PT Indo Ridlatama Power (PT IRP) - Penyusunan Kajian Komersial atas re-*purposing* bisnis PT Indo Ridlatama Power (PT IRP)	10. Conducting business re-purposing for PT Indo Ridlatama Power (PT IRP) - Preparing a commercial study for the business re-purposing of PT Indo Ridlatama Power (PT IRP)
		11. Mengajukan usulan pelunasan SHL PT Indo Ridlatama Power (PT IRP) melalui mekanisme *Debt to Asset Swap*	11. Proposing the settlement of PT Indo Ridlatama Power (PT IRP) SHL through a Debt-to-Asset Swap mechanism
		12. Mengajukan usulan pengakhiran PPA PLTU MT Kaltim 2x27,5 MW PT Indo Ridlatama Power (PT IRP) kepada PT PLN (Persero)	12. Proposing the termination of PPA for PLTU MT Kaltim 2x27.5 MW of PT Indo Ridlatama Power (PT IRP) to PT PLN (Persero)
		13. Mengusulkan perubahan skema kerjasama penyediaan listrik PLTU Lati Berau (PT Indo Pusaka Berau) ke PLN dari semula Perjanjian Kerja Sama Penyediaan Tenaga Listrik antara Pemegang Izin Usaha Penyediaan Tenaga Listrik di Berau menjadi Perjanjian Sewa Pembangkit	13. Proposing changes to the electricity supply cooperation scheme for PLTU Lati Berau (PT Indo Pusaka Berau) with PLN, from previously Electricity Supply Cooperation Agreement between Electricity Supply Business License Holders in Berau to a Power Plant Lease Agreement
		14. Melakukan *re-purposing* bisnis PT Artha Daya Coalindo sesuai *streamlining* portofolio bisnis PLN *Group*	14. Conducting business re-purposing for PT Artha Daya Coalindo in line with the business portfolio streamlining of PLN Group
		15. Penambahan Proyek MRO dan *Inter Temporary Capacity*	15. Adding MRO and Inter Temporary Capacity Projects
		16. Pengembangan bisnis Fastra DRUPS, dan project Solar PV bersama IGEO	16. Developing Fastra DRUPS business and Solar PV projects with IGEO
		17. *Maintain* ISO 9001, 37001, 45000 , 14001 dan Set Up Sistem Manajemen Kepatuhan (SMK) 37301	17. Maintaining ISO 9001, 37001, 45001, 14001 certifications, and setting up a Compliance Management System (SMK) 37301
		18. Pengembangan *digital marketing* bisnis *beyond* kWh diantaranya *website* Perusahaan *Service* di *Top* 5 *Rank* Google *Search page* 1	18. Developing digital marketing for beyond kWh business, including the Service Company website in the Top 5 Rank of Google Search page 1

Pemetaan Risiko Keberlanjutan Berdasarkan Kerangka Kerja TCFD
Sustainability Risk Mapping Based on the TCFD Framework

Selain berbagai risiko strategis yang telah dimitigasi, PLN Indonesia Power juga telah memetakan profil risiko keberlanjutan yang mengacu pada kerangka kerja *Task Force on Climate-related Financial Disclosures* (TCFD). Pemetaan ini mencakup proses identifikasi dan penilaian risiko terkait iklim, baik risiko fisik maupun transisi, yang dapat memengaruhi keberlangsungan bisnis Perusahaan. PLN Indonesia Power juga telah menetapkan mekanisme pengelolaan risiko iklim secara terstruktur, serta mengintegrasikan proses tersebut ke dalam sistem manajemen risiko Perusahaan secara menyeluruh. Langkah ini merupakan bagian dari komitmen Perusahaan untuk memperkuat ketahanan terhadap dampak perubahan iklim dan memastikan pencapaian target keberlanjutan jangka panjang.

In addition to the various strategic risks that have been mitigated, PLN Indonesia Power has also mapped its sustainability risk profile in reference to the Task Force on Climate-related Financial Disclosures (TCFD) framework. This mapping includes the process of identifying and assessing climate-related risks, both physical and transition risks, that may affect the Company's business sustainability. PLN Indonesia Power has also established a structured climate risk management mechanism and integrated the process into the Company's overall risk management system. This initiative is part of the Company's commitment to strengthening resilience against the impacts of climate change and ensuring the achievement of its long-term sustainability targets.

Penjelasan lebih rinci dapat dilihat dalam Laporan Keberlanjutan Perusahaan Tahun 2025 Bagian Manajemen Risiko Keberlanjutan.
More detailed information can be found in the Company's 2025 Sustainability Report, under the Sustainability Risk Management section.

Pengembangan Manajemen Risiko Perusahaan
Development of Company's Risk Management

Sejak tahun 2016, PLN Indonesia Power telah mengembangkan aplikasi IRMA (*Integrated Risk Management Application*) sebagai bagian dari infrastruktur manajemen risiko dan penguatan budaya sadar risiko di seluruh lini Perusahaan. Aplikasi ini dirancang untuk memaksimalkan efektivitas pengelolaan risiko, khususnya dalam mendukung proses kajian risiko secara sistematis dan terintegrasi. Pada tahun 2025, PLN Indonesia Power melakukan pengembangan sistem informasi manajemen risiko melalui optimalisasi IRMA yang telah digunakan sebelumnya. Selanjutnya, sebagai bagian dari transformasi digital manajemen risiko, Perusahaan juga mengembangkan aplikasi Risk Business Intelligence (RBI) guna memperkuat kemampuan analitik dan prediktif terhadap risiko bisnis. RBI dirancang untuk mengolah data risiko secara mendalam dan menyajikan insight strategis melalui dashboard interaktif, sehingga membantu manajemen dalam mengantisipasi potensi risiko serta menyusun strategi mitigasi yang lebih responsif.

Since 2016, PLN Indonesia Power has developed the IRMA (Integrated Risk Management Application) as part of its risk management infrastructure and efforts to strengthen a risk-aware culture across all levels of the Company. This application was designed to maximize the effectiveness of risk management, particularly in supporting systematic and integrated risk assessment processes. In 2025, PLN Indonesia Power further developed its risk management information system through the optimization of the previously implemented IRMA platform. Furthermore, as part of its digital transformation in risk management, the Company also developed the Risk Business Intelligence (RBI) application to strengthen analytical and predictive capabilities related to business risks. RBI is designed to process risk data comprehensively and provide strategic insights through interactive dashboards, thereby assisting management in anticipating potential risks and formulating more responsive mitigation strategies.

Pengembangan aplikasi IRMA dan RBI menjadi pilar penting dalam transformasi digital manajemen risiko PLN Indonesia Power, guna menciptakan sistem pengelolaan risiko yang adaptif, responsif, dan selaras dengan arah bisnis berkelanjutan di era digital.

The development of the IRMA and RBI applications has become an important pillar in the digital transformation of risk management at PLN Indonesia Power, aimed at creating a risk management system that is adaptive, responsive, and aligned with sustainable business directions in the digital era.

Pengelolaan Risiko pada Anak Perusahaan

Risk Management in Subsidiaries

Sebagai bagian dari penerapan manajemen risiko berbasis grup, PLN Indonesia Power tidak hanya berfokus pada pengelolaan risiko di tingkat induk perusahaan, tetapi juga secara aktif melakukan pemantauan dan pengendalian risiko pada seluruh entitas anak perusahaan.

As part of implementing group-based risk management, PLN Indonesia Power not only focuses on risk management at the parent company level, but also actively monitors and controls risks across all subsidiary entities.

Pendekatan ini dilakukan secara terintegrasi untuk memastikan bahwa setiap potensi risiko yang timbul di anak perusahaan dapat diidentifikasi, diukur, dimitigasi, dan dilaporkan secara konsisten sesuai dengan kerangka kerja manajemen risiko Perusahaan. Melalui mekanisme koordinasi, pelaporan berkala, serta pengawasan yang berkesinambungan seperti Pembahasan Profil Risiko Tahun 2026 Anak Perusahaan PLN Indonesia Power, sosialisasi kebijakan Manajemen Risiko Perusahaan, dan forum manajemen risiko Perusahaan. PLN Indonesia Power memastikan keselarasan pengelolaan risiko di seluruh lini grup usaha guna mendukung pencapaian tujuan strategis perusahaan secara menyeluruh dan berkelanjutan.

This approach is carried out in an integrated manner to ensure that every potential risk arising within subsidiaries can be identified, measured, mitigated, and reported consistently in accordance with the Company's risk management framework. Through coordination mechanisms, periodic reporting, and continuous supervision, such as the discussion of the 2026 Risk Profile of PLN Indonesia Power subsidiaries, the dissemination of the Company's Risk Management policies, and corporate risk management forums, PLN Indonesia Power ensures alignment in risk management across all business group lines in order to support the achievement of the Company's strategic objectives in a comprehensive and sustainable manner.

Evaluasi Efektivitas Sistem Manajemen Risiko
Evaluation of the Effectiveness of Risk Management System

PLN Indonesia Power secara konsisten melakukan evaluasi atas efektivitas implementasi sistem manajemen risiko. Evaluasi ini mencakup penilaian atas keberhasilan pelaksanaan rencana mitigasi terhadap berbagai risiko utama yang telah diidentifikasi dalam *Risk Register* Perusahaan. Sepanjang tahun 2025, PLN Indonesia Power telah melaksanakan berbagai program mitigasi risiko secara terukur dan sistematis, baik untuk risiko strategis, operasional, maupun *emerging risk*. Hasil *monitoring* mitigasi menunjukkan bahwa sebagian besar tindakan pengendalian risiko telah berjalan efektif dan berkontribusi dalam meminimalkan potensi dampak negatif terhadap pencapaian sasaran strategis Perusahaan.

PLN Indonesia Power consistently conducts evaluations on the effectiveness of the implementation of its risk management system. This evaluation includes assessing the success of mitigation plan implementation for various main risks identified in the Company's Risk Register. Throughout 2025, PLN Indonesia Power implemented various risk mitigation programs in a measurable and systematic manner, covering strategic risks, operational risks, and emerging risks. The results of mitigation monitoring indicate that most risk control measures have been implemented effectively and have contributed to minimizing potential negative impacts on the achievement of the Company's strategic objectives.

Berikut hasil *monitoring* mitigasi risiko Perusahaan pada tahun 2025:

The following are the results of the Company's risk mitigation monitoring in 2025:

Hasil *Monitoring* Mitigasi Risiko 2025
Results of Risk Mitigation Monitoring in 2025

Kejadian Risiko Risk Event	Pemantauan Mitigasi Risiko 2025 2025 Risk Mitigation Monitoring	
	Risiko Awal Initial Risk	Level Risiko Residu Triwulan IV Residual Risk Level – Fourth Quarter
Risiko Keandalan dan Ketersediaan Pembangkit tidak Optimal Risk of Non-Optimal Reliability and Availability of Power Plants	High (23)	Low to Moderate (6)
Risiko Gangguan Pasokan Energi Primer Pembangkit Risk of Disruption to Power Plant Primary Energy Supply	High (23)	Moderate to High (16)
Risiko Ancaman terhadap *Cyber Security System* dan Perlindungan Data Pribadi Risk of Threats to Cyber Security Systems and Personal Data Protection	High (23)	Low (2)
Risiko Keterlambatan Penyelesaian Proyek Pembangkit Risk of Delays in the Completion of Power Plant Projects	High (22)	Low to Moderate (8)
Risiko Efisiensi NPHR dan Efisiensi Biaya Pemeliharaan pembangkit idak tercapai Risk of Failure to Achieve NPHR Efficiency and Power Plant Maintenance Cost Efficiency	Moderate to High (19)	Low to Moderate (8)
Risiko Implementasi teknologi dan digitalisasi pembangkit yang belum merata Risk of Uneven Implementation of Power Plant Technology and Digitalization	Moderate to High (19)	Low (1)
Risiko Terjadi Kecelakaan Kerja serta Bahaya Kebakaran dikarenakan Implementasi K2 & K3 belum optimal Risk of Workplace Accidents and Fire Hazards Due to Non-Optimal Implementation of Electrical Safety & OHS	Moderate to High (19)	Low to Moderate (8)
Risiko Kegagalan Pengembangan Bisnis Pembangkit Energi Baru Terbarukan Risk of Failure in the Development of New and Renewable Energy Power Plant Businesses	Moderate to High (18)	Moderate (15)
Risiko Kapabilitas, Kuantitas & Budaya SDM belum Optimal dalam menghadapi *New Business Model* Risk of Non-Optimal Human Resource Capability, Quantity, and Culture in Facing the New Business Model	Moderate (14)	Low to Moderate (6)
Risiko Implementasi Program ESG belum Optimal Risk of Non-Optimal Implementation of ESG Programs	Moderate (14)	Low to Moderate (11)
Risiko Kepatuhan terhadap Regulasi belum Optimal Risk of Non-Optimal Compliance with Regulations	Moderate (13)	Low to Moderate (6)
Risiko Keberlangsungan Bisnis *Beyond* kWh dan AP/P/A PLN IP belum Optimal Risk of Non-Optimal Sustainability of Beyond kWh Business and Subsidiaries/ Joint Ventures/ Associate Companies (AP/P/A) of PLN IP	Moderate (12)	Low (5)

Peta Aktual Risiko Per 31 Desember 2025
Actual Risk Map as of December 31, 2025

Tingkat Keunggulan Possibility							
	Hampir Pasti Terjadi Almost Certain	E	Low to Moderate 7	Moderate 12	Moderate to High 17	High 22	High 25
	Sangat Mungkin Terjadi Highly Likely	D	Low 4	Low to Moderate 9	Moderate 14	Moderate to High 19	High 24
	Bisa Terjadi Possible	C	Low 3	Low to Moderate 8 (5, 7, 4)	Moderate 13	Moderate to High 18	High 23
	Jarang Terjadi Rare	B	3 Low 2	1 Low to Moderate 6 (11, 9)	Low to Moderate 11 (10)	2 Moderate to High 16	High 21
	Sangat Jarang Terjadi Very Rare	A	6 Low 1	12 Low 5	Low to Moderate 10	8 Moderate 15	High 20
			1 Sangat Rendah Very Low	2 Rendah Low	3 Moderat Moderate	4 Tinggi High	5 Sangat Tinggi Very High
			Tingkat Dampak Impact Level				

Risiko Inherent Inherent Risk

Risiko Target Residu Residual Target Risk

Hasil *monitoring* di atas mencerminkan efektivitas penerapan sistem manajemen risiko yang terintegrasi, didukung oleh penguatan peran *risk owner*, koordinasi lintas fungsi, serta pemanfaatan sistem informasi risiko berbasis teknologi dalam setiap langkah mitigasi. Progres mitigasi dipantau melalui dashboard pemantauan risiko secara berkala dan dilaporkan kepada manajemen sebagai bagian dari proses pengambilan keputusan yang berbasis risiko.

The monitoring results above reflect the effectiveness of the implementation of an integrated risk management system, supported by the strengthening of the role of risk owners, cross-functional coordination, and the utilization of technology-based risk information systems in every mitigation measure. Mitigation progress is monitored periodically through risk monitoring dashboards and reported to management as part of the risk-based decision-making process.

Lebih lanjut, sebagai bagian dari upaya berkelanjutan dalam meningkatkan kapabilitas manajemen risiko, PLN Indonesia Power juga telah melaksanakan pengukuran *Risk Maturity Index* (RMI) menggunakan metode terkini yang mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 serta arahan PT PLN (Persero) selaku Pemegang Saham. Pengukuran ini dilakukan secara independen oleh Tim Asesmen RMI PLN *Group*, untuk memastikan objektivitas dan kredibilitas hasil evaluasi.

Furthermore, as part of its continuous efforts to enhance risk management capabilities, PLN Indonesia Power has also conducted a Risk Maturity Index (RMI) assessment using the latest methodology referring to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 and directives from PT PLN (Persero) as the Shareholder. This assessment was conducted independently by PLN Group RMI Assessment Team to ensure the objectivity and credibility of the evaluation results.

Pada tahun 2025, PLN Indonesia Power memperoleh skor *Risk Maturity Index* sebesar 2,88 meningkat dibanding tahun 2024 yaitu 2,80. Capaian ini mencerminkan bahwa tingkat

In 2025, PLN Indonesia Power achieved a Risk Maturity Index (RMI) score of 2.88, an increase compared to the 2024 score of 2.80. This achievement reflects that the Company's risk

kematangan manajemen risiko Perusahaan berada pada fase Berkembang (+), yaitu tahap transisi dari fase Berkembang menuju fase Praktik Baik, di mana penerapan manajemen risiko telah melampaui level dasar dan mulai menunjukkan praktik yang lebih sistematis.

Selanjutnya, hasil pengukuran RMI ini menjadi dasar dalam penyusunan *Roadmap* Implementasi Manajemen Risiko untuk periode 2025–2029, dengan target pencapaian skor RMI sebesar 4,0 pada tahun 2029, yang mencerminkan fase Praktik Lebih Baik.

management maturity level is in the Developing (+) phase, which represents a transition stage from the Developing phase toward the Good Practice phase, where risk management implementation has surpassed the basic level and has begun to demonstrate more systematic practices.

Furthermore, the results of this RMI assessment serve as the basis for the preparation of the Risk Management Implementation Roadmap for the 2025–2029 period, with a target RMI score of 4.0 by 2029, reflecting the Better Practice phase.

Pernyataan Dewan Komisaris dan Direksi atas Kecukupan Sistem Manajemen Risiko yang Diterapkan Perusahaan

Statement of the Board of Commissioners and Board of Directors on the Adequacy of the Company's Risk Management System

PLN Indonesia Power mengadopsi kerangka kerja *Enterprise Risk Management* (ERM) yang terstruktur dan terintegrasi, mencakup proses identifikasi, penilaian, mitigasi, pemantauan, hingga peninjauan ulang risiko. Seluruh proses ini dijalankan dengan mempertimbangkan dinamika lingkungan eksternal dan internal, serta diintegrasikan ke dalam budaya kerja dan proses pengambilan keputusan di setiap jenjang organisasi. Tanggung jawab pengelolaan risiko didistribusikan secara jelas kepada seluruh unit kerja, didukung dengan mekanisme pemantauan dan peninjauan yang berkelanjutan untuk memastikan efektivitas dan kemampuan adaptasi sistem terhadap perkembangan risiko yang terjadi.

PLN Indonesia Power adopts a structured and integrated Enterprise Risk Management (ERM) framework, covering the processes of risk identification, assessment, mitigation, monitoring, and review. All of these processes are carried out by considering the dynamics of both the external and internal environment and are integrated into the Company's work culture and decision-making processes at every organizational level. Responsibility for risk management is clearly distributed across all work units and supported by continuous monitoring and review mechanisms to ensure the effectiveness and adaptability of the system to evolving risks.

Direksi PLN Indonesia Power memegang tanggung jawab utama dalam menetapkan kebijakan serta mengimplementasikan sistem manajemen risiko di seluruh lini Perusahaan. Untuk memastikan efektivitasnya, Direksi secara berkala melakukan penilaian sistematis terhadap pelaksanaan manajemen risiko. Sistem ini didukung oleh infrastruktur dan sistem informasi yang memadai untuk menjalankan fungsi identifikasi, pengukuran, pemantauan, dan pengendalian risiko secara menyeluruh dan berkesinambungan. Di sisi lain, Dewan Komisaris bersama Komite Audit dan Komite Manajemen Risiko menjalankan fungsi pengawasan terhadap kecukupan dan efektivitas sistem manajemen risiko melalui peninjauan berkala atas laporan risiko, termasuk pemutakhiran peta risiko utama serta tingkat kepatuhan terhadap kebijakan manajemen risiko yang dilaporkan oleh Direksi. Selanjutnya, Dewan Komisaris dan Direksi juga melakukan evaluasi bersama secara berkala terhadap kebijakan, implementasi, dan efektivitas kerangka kerja manajemen risiko, guna memastikan sistem tersebut mendukung pencapaian tujuan strategis Perusahaan.

The Board of Directors of PLN Indonesia Power holds main responsibility for establishing policies and implementing the risk management system across all lines of the Company. To ensure its effectiveness, the Board of Directors periodically conducts systematic assessments of risk management implementation. This system is supported by adequate infrastructure and information systems to carry out risk identification, measurement, monitoring, and control functions comprehensively and continuously. On the other hand, the Board of Commissioners, together with the Audit Committee and the Risk Management Committee, performs supervisory functions over the adequacy and effectiveness of the risk management system through periodic reviews of risk reports, including updates to the principal risk map and the level of compliance with risk management policies reported by the Board of Directors. Furthermore, the Board of Commissioners and the Board of Directors also conduct periodic joint evaluations of the policies, implementation, and effectiveness of the risk management framework to ensure that the system supports the achievement of the Company's strategic objectives.

Pernyataan Dewan Komisaris dan Direksi atas Kecukupan Sistem Manajemen Risiko Perusahaan

Board of Commissioners and Board of Directors Statement on the Adequacy of the Company Risk Management System

Dewan Komisaris dan Direksi menilai bahwa sistem manajemen risiko yang diterapkan PLN Indonesia Power telah memadai dan efektif dalam menangani risiko-risiko yang bersifat material bagi keberlanjutan bisnis. Penilaian ini mencerminkan komitmen kuat dalam menjaga keberlangsungan operasional, melindungi aset Perusahaan, serta memastikan kepentingan pemegang saham dan pemangku kepentingan lainnya tetap terjaga. Sistem manajemen risiko yang diterapkan tidak hanya berfungsi sebagai alat mitigasi, tetapi juga menjadi fondasi dalam pengambilan keputusan yang berbasis risiko serta penguatan ketahanan Perusahaan terhadap potensi gangguan di masa mendatang.

Kecukupan Sistem Manajemen Risiko ini semakin ditegaskan melalui capaian prestasi PLN Indonesia Power yang berhasil meraih *Gold Best Risk Officer* (Juara 1) dan *Bronze Best Risk Innovation* dalam ajang PLN *Risk Award*, melalui inisiatif strategis bertajuk "*Beyond Awareness To Word Risk Ownership*." Penghargaan ini menjadi pengakuan atas keseriusan Perusahaan dalam membangun budaya risiko yang kuat dan menyeluruh di seluruh lini organisasi, serta sebagai bukti nyata bahwa upaya peningkatan kapasitas pengelolaan risiko telah memberikan dampak positif yang terukur terhadap ketahanan dan keberlanjutan bisnis Perusahaan.

The Board of Commissioners and the Board of Directors assess that the risk management system implemented by PLN Indonesia Power is adequate and effective in addressing material risks affecting business sustainability. This assessment reflects a strong commitment to maintaining operational continuity, protecting the Company's assets, and ensuring that the interests of shareholders and other stakeholders are safeguarded. The implemented risk management system functions not only as a mitigation tool, but also as a foundation for risk-based decision-making and for strengthening the Company's resilience against potential future disruptions.

The adequacy of this Risk Management System is further reinforced by the achievements of PLN Indonesia Power, which successfully won the Gold Best Risk Officer Award (1st Place) and the Bronze Best Risk Innovation Award at PLN Risk Award event through a strategic initiative entitled "Beyond Awareness Toward Risk Ownership." These awards serve as recognition of the Company's strong commitment to building a comprehensive risk culture across all organizational levels and provide tangible evidence that efforts to enhance risk management capabilities have delivered measurable positive impacts on the Company's resilience and business sustainability.

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal merupakan fondasi utama dalam tata kelola PLN Indonesia Power yang berfungsi untuk memastikan bahwa seluruh kegiatan usaha Perusahaan berjalan searah dengan strategi Perusahaan serta memenuhi harapan para pemangku kepentingan. Sistem ini tidak hanya mencerminkan komitmen Perusahaan terhadap prinsip-prinsip tata kelola yang baik, tetapi juga menjadi mekanisme penting dalam mendorong pencapaian tujuan strategis secara berkelanjutan.

The Internal Control System serves as the main foundation of governance at PLN Indonesia Power which functions to ensure that all of the Company's business activities are aligned with its corporate strategy and meet the expectations of stakeholders. This system not only reflects the Company's commitment to the principles of good corporate governance, but also acts as an essential mechanism in driving the sustainable achievement of strategic objectives.

PLN Indonesia Power secara konsisten menerapkan pengendalian internal yang terintegrasi dengan proses bisnis dan operasional di seluruh unit kerja. Sistem ini tidak hanya berperan dalam mendukung efisiensi operasional, tetapi juga memastikan bahwa informasi yang dilaporkan dapat dipercaya dan menjadi dasar pengambilan keputusan yang akuntabel. Sebagai bagian dari upaya berkelanjutan dalam menjaga integritas dan akuntabilitas, Perusahaan secara rutin melakukan pemantauan dan evaluasi atas efektivitas sistem pengendalian internal yang telah diterapkan. Hasil evaluasi tersebut digunakan sebagai dasar untuk melakukan perbaikan berkelanjutan dalam rangka memperkuat pengendalian dan mitigasi risiko yang mungkin timbul.

PLN Indonesia Power consistently implements an internal control system that is integrated with business processes and operations across all work units. This system not only supports operational efficiency, but also ensures that reported information is reliable and can serve as a sound basis for accountable decision-making. As part of its ongoing efforts to maintain integrity and accountability, the Company regularly monitors and evaluates the effectiveness of the implemented internal control system. The results of these evaluations are used as the basis for continuous improvements aimed at strengthening controls and mitigating potential risks.

Melalui implementasi sistem pengendalian internal yang efektif dan adaptif, PLN Indonesia Power berkomitmen untuk menjaga keberlangsungan usaha, melindungi dan mengembangkan aset serta reputasi Perusahaan, sekaligus mengamankan kepentingan Pemegang Saham dan seluruh pemangku kepentingan lainnya.

Through the implementation of an effective and adaptive internal control system, PLN Indonesia Power is committed to maintaining business sustainability, protecting and enhancing the Company's assets and reputation, while safeguarding the interests of Shareholders and all other stakeholders.

Kesesuaian Sistem Pengendalian Internal dan Kerangka COSO (*Internal Control Framework*)
Conformity of the Internal Control System with the COSO Framework (Internal Control Framework)

PLN Indonesia Power menerapkan Sistem Pengendalian Internal yang mengacu pada *Internal Control Framework* yang dikeluarkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO), yang telah diakui secara global. Kerangka ini menjadi dasar dalam merancang, mengimplementasikan, dan mengevaluasi efektivitas pengendalian internal di seluruh jenjang organisasi.

PLN Indonesia Power implements an Internal Control System that refers to the Internal Control Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which is globally recognized. This framework serves as the foundation for designing, implementing, and evaluating the effectiveness of internal controls across all levels of the organization.

Sistem pengendalian internal Perusahaan disusun berdasarkan katalog risiko terpusat yang mengidentifikasi risiko-risiko utama, termasuk risiko yang berkaitan dengan proses akuntansi dan pelaporan. Katalog ini juga berfungsi sebagai panduan dalam merancang dan mendokumentasikan aktivitas pengendalian yang spesifik pada masing-masing fungsi, sekaligus menjadi alat bantu dalam memastikan kesesuaian dengan prinsip-prinsip pengendalian yang bersifat umum.

The Company's internal control system is structured based on a centralized risk catalog that identifies main risks, including risks related to accounting and reporting processes. This catalog also functions as a guideline for designing and documenting specific control activities within each function, while serving as a supporting tool to ensure alignment with general control principles.

Kerangka kerja COSO menekankan lima komponen utama, yaitu: Lingkungan Pengendalian, Penilaian Risiko, Kegiatan Pengendalian, Informasi dan Komunikasi dan Pemantauan. Berikut penjelasan masing-masing komponen yang telah diterapkan oleh PLN Indonesia Power.

The COSO framework emphasizes five key components, namely: Control Environment, Risk Assessment, Control Activities, Information and Communication, and Monitoring. The following is an explanation of each component that has been implemented by PLN Indonesia Power.

Komponen Component	**Penerapan** Implementation	
Lingkungan Pengendalian: Seperangkat standar, proses dan struktur yang memberikan dasar untuk melakukan pengendalian internal. **Control Environment:** A set of standards, processes, and structures that provide the foundation for performing internal control.	Pemberlakuan Pedoman Etika Perusahaan (*Code of Conduct*) dan membangun budaya organisasi. Pemberlakuan Matriks Delegasi Kewenangan untuk mengatur tingkat persetujuan transaksi dan pemisahan tugas yang tepat. Pembagian fungsi, tugas dan kewenangan melalui *Board Manual, Internal Audit Charter* dan Piagam Komite Di Bawah Dewan Komisaris. Pembentukan Unit Pengendalian Internal untuk memastikan kepatuhan dan efektivitas sistem pengendalian internal Perusahaan.	Implementation of the Company's Code of Conduct and the development of an organizational culture. Implementation of a Delegation of Authority Matrix to regulate transaction approval levels and ensure proper segregation of duties. Division of roles, responsibilities, and authorities through the Board Manual, Internal Audit Charter, and Charters of Committees under the Board of Commissioners. Establishment of an Internal Control Unit to ensure compliance and the effectiveness of the Company's internal control system.
Penilaian Risiko: Dasar untuk menentukan bagaimana risiko harus dikelola oleh Perusahaan. **Risk Assessment**: The basis for determining how risks should be managed by the Company.	Dalam menjalankan operasional bisnisnya, Indonesia Power memiliki potensi risiko yang perlu terus diidentifikasi dan diukur yang dipengaruhi oleh berbagai faktor internal maupun eksternal. Penilaian risiko dilakukan melalui pelaksanaan *Maturity Level Assessment* manajemen risiko di Kantor Pusat dan Unit untuk memastikan bahwa risiko yang ada telah dikelola dengan baik dengan tindakan mitigasi yang diperlukan.	In carrying out its business operations, Indonesia Power faces potential risks that must be continuously identified and measured which are influenced by various internal and external factors. Risk assessment is conducted through the implementation of a Risk Management Maturity Level Assessment at both the Head Office and operational Units to ensure that existing risks are properly managed with appropriate mitigation actions.
Aktivitas Pengendalian: Tindakan-tindakan yang ditetapkan melalui kebijakan dan prosedur yang memastikan bahwa arahan manajemen untuk mengurangi risiko terhadap pencapaian tujuan telah dilakukan. **Control Activities**: Actions established through policies and procedures to ensure that management's directives to mitigate risks to achieving objectives are carried out.	Aktivitas sistem pengendalian merupakan kebijakan dan prosedur yang dibuat oleh manajemen untuk memenuhi tujuan yang ditetapkan, melalui: 1. Pembagian tugas, tanggung jawab dan kewenangan sesuai dengan fungsi dari masing-masing unit organisasi; 2. Mempersiapkan sistem pencatatan data dan penyimpanan dokumen Perusahaan yang baik; 3. Mempersiapkan sistem pengamanan data dan dokumen Perusahaan dengan baik; 4. Manajemen SDM berbasis kompetensi; 5. Komitmen penerapan manajemen risiko yang mengarah pada budaya sadar risiko; 6. Melakukan penilaian atau pemeriksaan atas kinerja Perusahaan oleh pihak independen seperti oleh Kantor Akuntan Publik; serta 7. Implementasi *Internal Control over Financial Reporting* (ICoFR) secara konsisten dan efektif.	Control system activities are policies and procedures established by management to achieve defined objectives, through: 1. Distributing duties, responsibilities, and authorities in accordance with the functions of each organizational unit; 2. Preparing a proper data recording and document storage system for the Company; 3. Establishing a reliable data and document security system for the Company; 4. Competency-based human resource management; 5. Commitment to risk management implementation that promotes a risk-aware culture; 6. Conducting performance assessments or audits of the Company by independent parties, such as Public Accounting Firms; and 7. Consistent and effective implementation of Internal Control over Financial Reporting (ICoFR).

Komponen Component	Penerapan Implementation	
Informasi dan Komunikasi: Informasi yang diperlukan Perusahaan adalah informasi yang relevan dan berkualitas baik, yang berasal dari proses komunikasi antara pihak internal maupun eksternal. **Information and Communication**: The information needed by the Company is relevant and of good quality, originating from communication processes between internal and external parties.	Salah satu unsur penting dalam mendukung tercapainya sistem pengendalian internal yang efektif adalah pelaksanaan informasi dan komunikasi melalui berbagai forum komunikasi internal yaitu: (1) Sistem pelaporan formal; (2) Aplikasi sistem teknologi informasi, dan (3) Program komunikasi manajemen antara lain melalui Rapat Dewan Komisaris, Rapat Direksi, Rapat Komite Audit, Komite Manajemen Risiko dan Komite Nominasi dan Remunerasi, serta melalui pelaksanaan *coffee morning*.	One of the key elements in supporting the achievement of an effective internal control system is the implementation of information and communication through various internal communication forums, namely: (1) formal reporting systems; (2) information technology system applications; and (3) management communication programs, including meetings of the Board of Commissioners, Board of Directors, Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee, as well as informal forums such as coffee mornings.
Kegiatan Pemantauan: Kegiatan evaluasi yang digunakan untuk memastikan masing-masing dari kelima komponen ada dan berfungsi. **Monitoring Activities**: Evaluation activities used to ensure that each of the five components exists and functions effectively.	Perusahaan terus meningkatkan evaluasi atas implementasi sistem pengendalian internal, yang mencakup pengendalian keuangan maupun pengendalian operasional secara berkala. Evaluasi berkelanjutan dilakukan oleh Satuan Internal Audit dan fungsi pengawasan lain di Perusahaan. Pelibatan auditor eksternal dan *assessor* independen lain secara berkala.	The Company continuously enhances the evaluation of its internal control system implementation, covering both financial and operational controls on a regular basis. Ongoing evaluations are conducted by the Internal Audit Unit and other supervisory functions within the Company. External auditors and other independent assessors are also engaged periodically.

Sistem pengendalian Perusahaan dilakukan secara kolektif untuk seluruh fungsi operasi dengan mekanisme pengawasan berjenjang (*three lines of defense*). Pada lini pertama, yaitu *Business Process Owner* bertugas menjalankan sistem pengendalian internal dan pengawasan Perusahaan yang memadai. Pada lini berikutnya, terdapat fungsi pengendali, termasuk *Satuan Legal, Risk and Compliance*, yang menerapkan *framework* ISO 31000 dalam pelaksanaan identifikasi risiko, pengendalian risiko, penilaian tingkat risiko dan mitigasi risiko. Satuan *Legal, Risk and Compliance* khususnya Bidang Manajemen Risiko melakukan pendampingan penyusunan *risk register*, serta melakukan validasi atas kesesuaiannya, guna memastikan bahwa seluruh potensi risiko telah diidentifikasi dan ditentukan pengendalian dan rencana mitigasinya oleh *business process owner*.

The Company's internal control system is implemented collectively across all operational functions using a layered supervision mechanism (three lines of defense). At the first line, the Business Process Owner is responsible for executing adequate internal control systems and Company oversight. At the next line, control functions, including the Legal, Risk and Compliance Unit, apply the ISO 31000 framework in conducting risk identification, risk control, risk assessment, and risk mitigation. The Legal, Risk and Compliance Unit, particularly the Risk Management Division, provides assistance in preparing risk registers and validates their alignment to ensure that all potential risks have been identified and that appropriate controls and mitigation plans have been established by the business process owners.

Pada lini ketiga, Satuan Internal Audit memastikan keefektifan dan koordinasi yang baik antara fungsi-fungsi pengendalian Perusahaan, termasuk pengendalian keuangan dan operasional. Satuan Internal Audit membantu para pemangku kepentingan dengan memberikan jasa asurans dan konsultansi dengan menerapkan pendekatan risiko (*risk-based approach*) yang relevan dan signifikan. Satuan Internal Audit juga memiliki proses *Quality Assurance* yang bertujuan untuk melakukan kajian dan memberikan keyakinan, bahwa audit yang dilakukan dalam lingkungan Perusahaan telah dilakukan sesuai dengan standar profesi yang berlaku.

At the third line, the Internal Audit Unit ensures the effectiveness and proper coordination among the Company's control functions, including financial and operational controls. The Internal Audit Unit supports stakeholders by providing assurance and consulting services using a relevant and significant risk-based approach. The Internal Audit Unit also operates a Quality Assurance process aimed at reviewing and providing assurance that audit activities within the Company are conducted in accordance with applicable professional standards.

Pengendalian Keuangan, Operasional, dan Kepatuhan terhadap Peraturan Perundang- Undangan

Financial, Operational Control, and Compliance with the Laws and Regulations

PLN Indonesia Power menerapkan pengendalian internal atas pelaporan keuangan dan operasional dengan mengacu pada Kerangka Pengendalian Internal COSO serta kerangka manajemen risiko *Enterprise Risk Management* (ERM) berbasis ISO 31000:2009. Penerapan kerangka ini dilakukan secara menyeluruh melalui pendekatan top-down berbasis risiko yang diintegrasikan ke dalam seluruh unit kerja dan area bisnis Perusahaan.

PLN Indonesia Power implements internal controls over financial and operational reporting by referring to the COSO Internal Control Framework and the Enterprise Risk Management (ERM) framework based on ISO 31000:2009. The implementation of this framework is carried out comprehensively through a top-down, risk-based approach that is integrated across all work units and business areas of the Company.

Pengendalian internal atas pelaporan keuangan dirancang untuk memberikan keyakinan memadai terhadap keandalan data dan informasi keuangan, serta memastikan bahwa penyusunan laporan keuangan telah sesuai dengan prinsip akuntansi yang berlaku umum. Direksi bertanggung jawab penuh atas penyusunan dan penyajian laporan keuangan konsolidasian yang wajar sesuai standar *International Financial Reporting Standards* (IFRS), termasuk pemberian pernyataan tanggung jawab atas laporan keuangan tahunan guna menjamin transparansi, akurasi, serta meminimalkan risiko salah saji material, baik yang disebabkan oleh kesalahan maupun kecurangan.

Internal controls over financial reporting are designed to provide reasonable assurance regarding the reliability of financial data and information, as well as to ensure that the preparation of financial statements complies with generally accepted accounting principles. The Board of Directors is fully responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS), including the issuance of a statement of responsibility for the annual financial statements to ensure transparency, accuracy, and to minimize the risk of material misstatements, whether caused by error or fraud.

Selain aspek keuangan, sistem pengendalian internal juga mendukung efektivitas dan efisiensi operasional Perusahaan. Melalui mekanisme pemantauan dan evaluasi berkelanjutan, PLN Indonesia Power memastikan seluruh aktivitas operasional berjalan sesuai dengan kebijakan internal, serta ketentuan hukum dan regulasi eksternal yang berlaku. Hingga akhir periode pelaporan, tidak terdapat pelanggaran atau sanksi hukum yang dikenakan kepada Perusahaan, yang mencerminkan komitmen kuat terhadap aspek kepatuhan dan integritas.

In addition to financial aspects, the internal control system also supports the effectiveness and efficiency of the Company's operations. Through continuous monitoring and evaluation mechanisms, PLN Indonesia Power ensures that all operational activities are carried out in accordance with internal policies as well as applicable external legal and regulatory requirements. Until the end of the reporting period, there were no legal violations or sanctions imposed on the Company, reflecting a strong commitment to compliance and integrity.

Adapun langkah-langkah pengendalian operasional, keuangan, dan kepatuhan yang diterapkan PLN Indonesia Power antara lain meliputi:

The operational, financial, and compliance control measures implemented by PLN Indonesia Power include:

1. Pengendalian Operasional
   Pengendalian operasional dalam sistem pengendalian internal adalah serangkaian kebijakan, prosedur, dan aktivitas yang dirancang untuk memastikan bahwa kegiatan operasional Perusahaan berjalan secara efektif, efisien, dan sesuai dengan rencana serta standar yang telah ditetapkan.

1. Operational Control
   Operational control within the internal control system refers to a set of policies, procedures, and activities designed to ensure that the Company's operational activities are carried out effectively, efficiently, and in accordance with established plans and standards.

Pengendalian ini bertujuan untuk menjaga kelancaran proses bisnis, meningkatkan produktivitas, meminimalkan risiko operasional, serta memastikan bahwa setiap aktivitas dilakukan sesuai dengan prosedur dan kebijakan yang berlaku. Dengan adanya pengendalian operasional yang baik, Perusahaan dapat mencapai target kinerja secara optimal sekaligus menjaga kualitas hasil kerja dan keberlangsungan usaha.

2. Pengendalian Keuangan
   Dalam sistem pengendalian internal, pengendalian keuangan adalah seluruh mekanisme, kebijakan, dan prosedur yang dirancang untuk memastikan bahwa pengelolaan sumber daya ekonomi dilakukan secara akurat, legal, dan transparan. Dimana pengelolaan keuangan Perusahaan penggunaannya sesuai rencana dan laporannya disusun dengan integritas yang tinggi guna mencapai tujuan berikut:
   a. Integritas Laporan Keuangan
      Memastikan bahwa setiap angka yang muncul dalam laporan keuangan mencerminkan kondisi riil di lapangan. Hal ini mencegah adanya salah saji material, baik karena kekeliruan maupun kecurangan (*fraud*).
   b. Penjagaan Aset (*Safeguarding Assets*)
      Mencegah penggunaan aset Perusahaan tanpa otorisasi. Ini tidak hanya soal uang tunai di bank, tetapi juga aset fisik (seperti peralatan pembangkit atau inventaris lainnya) agar tidak hilang, rusak, atau disalahgunakan.
   c. Kepatuhan terhadap Aturan
      Menjamin bahwa seluruh transaksi keuangan tunduk pada regulasi pemerintah, standar akuntansi (PSAK), serta kebijakan internal perusahaan (misalnya terkait batasan anggaran atau prosedur pengadaan).
   d. Otorisasi dan Pemisahan Tugas (*Segregation of Duties*)
      Aspek ini menjadi landasan teknisnya, dimana pengendalian keuangan Perusahaan memastikan tidak ada satu orang pun yang menguasai transaksi dari awal hingga akhir.
   e. Efisiensi Operasional
      Memastikan anggaran digunakan secara optimal untuk mencapai target kinerja Perusahaan tanpa adanya pemborosan. Dalam konteks ini, pengendalian keuangan berfungsi sebagai alat monitor untuk memastikan biaya yang dikeluarkan sebanding dengan kinerja yang diperoleh.

This control aims to maintain smooth business processes, improve productivity, minimize operational risks, and ensure that every activity is performed in line with applicable procedures and policies. With effective operational control in place, the Company can achieve optimal performance targets while maintaining work quality and business continuity.

2. Financial Control
   In the internal control system, financial control refers to all mechanisms, policies, and procedures designed to ensure that the management of economic resources is carried out accurately, lawfully, and transparently. Where the Company's financial management is used according to plans and that the report is prepared with a high level of integrity to achieve the following objectives:
   a. Integrity of Financial Reporting
      Ensuring that every figure presented in financial statements accurately reflects actual conditions on the ground. This helps prevent material misstatements, whether caused by errors or fraud.
   b. Safeguarding of Assets
      Preventing the unauthorized use of Company assets. This includes not only cash in banks but also physical assets (such as power generation equipment or other inventories) to ensure they are not lost, damaged, or misused.
   c. Regulatory Compliance
      Ensuring that all financial transactions comply with government regulations, accounting standards (IFRS/PSAK), and internal company policies (such as budget limits or procurement procedures).
   d. Authorization and Segregation of Duties
      This serves as the technical foundation, ensuring that no single individual has control over an entire transaction from start to finish.
   e. Operational Efficiency
      Ensuring that budgets are used optimally to achieve Company performance targets without waste. In this context, financial control functions as a monitoring tool to ensure that costs incurred are proportional to the performance achieved.

3. Pengendalian Kepatuhan
   Pengendalian kepatuhan terhadap peraturan perundang-undangan dalam sistem pengendalian internal adalah serangkaian kebijakan, prosedur, dan mekanisme yang dirancang untuk memastikan bahwa seluruh aktivitas Perusahaan berjalan sesuai dengan hukum, regulasi, dan ketentuan yang berlaku.

   Pengendalian ini bertujuan untuk mencegah terjadinya pelanggaran hukum, menghindari sanksi atau risiko hukum, serta menjaga reputasi Perusahaan. Selain itu, pengendalian kepatuhan juga memastikan bahwa setiap kebijakan dan keputusan yang diambil telah mempertimbangkan aspek legal dan sesuai dengan standar yang ditetapkan oleh regulator maupun ketentuan internal Perusahaan.

3. Compliance Control
   Compliance control with laws and regulations within the internal control system refers to a set of policies, procedures, and mechanisms designed to ensure that all Company activities are conducted in accordance with applicable laws, regulations, and legal requirements.

   This control aims to prevent legal violations, avoid sanctions or legal risks, and protect the Company's reputation. In addition, compliance control ensures that every policy and decision made has considered legal aspects and is aligned with standards set by regulators as well as the Company's internal provisions.

Internal Control over Financial Reporting (ICoFR)

Internal Control over Financial Reporting (ICoFR)

Perusahaan juga telah mengimplementasikan *Internal Control over Financial Reporting* (ICoFR) berdasarkan Keputusan Direksi Nomor 174.K/010/IP/2016 tanggal 12 Agustus 2016 tentang Kebijakan Implementasi ICoFR. Pengendalian ini mencakup proses pada tingkat transaksi di berbagai segmen strategis, termasuk: Pendapatan Penjualan Listrik, Biaya Operasi, Aset Tetap, Persediaan, Pengembangan Proyek, Perbendaharaan, Perpajakan dan Pelaporan Keuangan.

The Company has also implemented Internal Control over Financial Reporting (ICoFR) based on Board of Directors' Decision No. 174.K/010/IP/2016 dated August 12, 2016, on the ICoFR Implementation Policy. This control covers transaction-level processes across various strategic segments, including: Electricity Sales Revenue, Operating Costs, Fixed Assets, Inventory, Project Development, Treasury, Taxation, and Financial Reporting.

Evaluasi pengendalian dilakukan secara periodik melalui *Control Self Assessment* (CSA) yang dilaporkan melalui sistem aplikasi daring sejak tahun 2016. Pelaporan CSA menjadi bagian penting dari sistem pemantauan internal dan merupakan upaya penguatan budaya kepatuhan serta akuntabilitas dalam seluruh proses keuangan Perusahaan.

Control evaluations are conducted periodically through Control Self-Assessment (CSA), which has been reported via an online application system since 2016. CSA reporting is an important part of the internal monitoring system and serves as an effort to strengthen a culture of compliance and accountability across all of the Company's financial processes.

Tinjauan atas Efektivitas Sistem Pengendalian Internal

Review of the Effectiveness of Internal Control System

Perusahaan secara berkala meninjau efektivitas Sistem Pengendalian Internal (SPI) melalui pengawasan yang dilaksanakan oleh Satuan Internal Audit serta audit oleh Kantor Akuntan Publik (KAP) sebagai auditor eksternal. Manajemen memegang tanggung jawab utama atas terselenggaranya SPI yang handal dan efektif, serta memastikan penerapannya

PLN Indonesia Power periodically reviews the effectiveness of its Internal Control System (SPI) through oversight conducted by the Internal Audit Unit and audits performed by a Public Accounting Firm (KAP) as the external auditor. Management holds primary responsibility for ensuring a reliable and effective SPI, as well as for its integrated implementation

terintegrasi di setiap jenjang organisasi. Evaluasi efektivitas pengendalian internal atas pelaporan keuangan dilakukan dengan mengacu pada *Internal Control – Integrated Framework* yang diterbitkan oleh COSO. Kerangka kerja ini menjadi dasar dalam menilai kecukupan desain serta efektivitas implementasi pengendalian internal.

Selain itu, Dewan Komisaris melalui Komite Audit turut melakukan evaluasi secara berkala untuk menilai efektivitas pelaksanaan SPI. Hasil evaluasi ini disampaikan kepada Manajemen sebagai masukan strategis untuk perbaikan sistem dan kebijakan agar lebih efektif dan adaptif dalam mendukung pencapaian target perusahaan. Setiap rekomendasi hasil evaluasi ditindaklanjuti dan dimonitor pelaksanaannya untuk memastikan SPI berjalan memadai dalam mendukung pencapaian tujuan dan sasaran Perusahaan.

across all levels of the organization. The evaluation of internal control effectiveness over financial reporting is conducted with reference to the Internal Control – Integrated Framework issued by COSO. This framework serves as the basis for assessing the adequacy of control design and the effectiveness of its implementation.

In addition, the Board of Commissioners, through the Audit Committee, also conducts periodic evaluations to assess the effectiveness of SPI implementation. The results of these evaluations are submitted to Management as strategic input for system and policy improvements, ensuring they become more effective and adaptive in supporting the achievement of Company targets. Each recommendation resulting from the evaluation is followed up and its implementation is monitored to ensure that SPI remains adequate in supporting the achievement of the Company's objectives and targets.

Pernyataan atas Kecukupan Sistem Pengendalian Internal
Statement on the Internal Control System Adequacy

Dalam upaya memastikan efektivitas sistem pengendalian internal, Direksi dan Dewan Komisaris melalui Komite Audit melakukan rapat dengan Satuan Internal Audit dan Audit Eksternal secara berkala. Berdasarkan evaluasi Komite Audit, Direksi bersama Dewan Komisaris menilai bahwa sistem pengendalian internal Perusahaan telah dijalankan secara memadai, yang diturunkan mulai dari kode etik, kebijakan, prosedur hingga Instruksi Kerja yang disinergikan dengan penerapan penilaian *Key Performance Indicator* (KPI).

In an effort to ensure the effectiveness of the internal control system, the Board of Directors and the Board of Commissioners, through the Audit Committee, hold regular meetings with the Internal Audit Unit and External Auditors. Based on the Audit Committee's evaluation, the Board of Directors together with the Board of Commissioners assess that the Company's internal control system has been implemented adequately. This system is cascaded from the Code of Conducts, policies, procedures, and work instructions which is synergized with the implementation of Key Performance Indicator (KPI) assessments.

Solar Photovoltaic PLTU Suralaya, UBP Suralaya, Banten
Solar Photovoltaic SPP Suralaya, UBP Suralaya, Banten

Pernyataan Dewan Komisaris dan Direksi atas Kecukupan Sistem Pengendalian Internal Perusahaan

Statement of the Board of Commissioners and Board of Directors on the Adequacy of the Internal Control System

Dewan Komisaris dan Direksi menilai bahwa PLN Indonesia Power telah memiliki dan menerapkan sistem pengendalian internal yang memadai dalam mendukung penyusunan laporan keuangan konsolidasian yang andal serta dalam mendeteksi dan memitigasi risiko yang berdampak material terhadap kegiatan operasional Perusahaan. Pernyataan ini merujuk pada hasil audit yang dilakukan oleh Auditor Independen terhadap efektivitas sistem pengendalian internal Perusahaan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025. Auditor telah melaksanakan evaluasi atas desain dan implementasi pengendalian internal yang signifikan, termasuk pada proses pelaporan keuangan akhir periode, pengelolaan teknologi informasi, pendapatan dan piutang, pengadaan dan persediaan, hingga penggajian dan aset tetap.

Berdasarkan evaluasi tersebut, tidak ditemukan kelemahan material yang berindikasi terhadap ketidakefektifan sistem pengendalian internal. Meskipun demikian, manajemen menerima catatan atas hal-hal tertentu yang tidak material dan telah menindaklanjutinya sesuai rekomendasi yang tercantum dalam Laporan Auditor. Dengan demikian, Dewan Komisaris dan Direksi memandang bahwa sistem pengendalian internal Perusahaan sepanjang tahun 2025 telah berjalan secara memadai dan efektif dalam mendukung tata kelola yang baik serta pencapaian tujuan Perusahaan.

The Board of Commissioners and the Board of Directors assess that PLN Indonesia Power has established and implemented an adequate internal control system to support the preparation of reliable consolidated financial statements and to detect and mitigate risks that could have a material impact on the Company's operational activities. This statement refers the results of an audit conducted by an Independent Auditor on the effectiveness of the Company's internal control system for the fiscal year ended December 31, 2025. The auditor performed an evaluation of the design and implementation of significant internal controls, including processes related to year-end financial reporting, information technology management, revenue and receivables, procurement and inventory, as well as payroll and fixed assets.

Based on this evaluation, no material weaknesses were identified that would indicate ineffectiveness of the internal control system. However, management acknowledged certain immaterial findings and has followed up on them in accordance with the recommendations outlined in the Auditor's Report. Accordingly, the Board of Commissioners and the Board of Directors consider that the Company's internal control system throughout 2025 had been adequately and effectively implemented in supporting good governance practices and the achievement of the Company's objectives.

Informasi Perkara Hukum dan Sanksi Administratif Pada Tahun Buku

Information on Legal Issues and Administrative Sanctions for the Fiscal Year

Sebagai bagian dari komitmen terhadap penerapan tata kelola perusahaan yang baik, Perusahaan senantiasa mengelola dan memantau aspek kepatuhan hukum secara berkelanjutan, termasuk dalam menghadapi perkara hukum maupun pemenuhan ketentuan administratif yang berlaku. Transparansi atas informasi ini menjadi penting sebagai bentuk akuntabilitas kepada para pemangku kepentingan.

As part of its commitment to the implementation of good corporate governance, the Company continuously manages and monitors legal compliance aspects on an ongoing basis, including in handling legal cases and fulfilling applicable administrative requirements. Transparency of this information is important as a form of accountability to stakeholders.

Berikut disajikan informasi terkait perkara hukum dan sanksi administratif yang dihadapi Perusahaan selama tahun 2025:

The following is information regarding legal cases and administrative sanctions faced by the Company during 2025:

Permasalahan Hukum Perusahaan

Company Legal Issues

Selama tahun 2025, kasus hukum yang dihadapi PLN Indonesia Power adalah sebagai berikut:

During 2025, the legal cases faced by PLN Indonesia Power are as follows:

Jenis Perkara Type of Case	**Total**	**Selesai (Telah Mempunyai Kekuatan Hukum Tetap)** Completed (Legally Binding Decisioin Obtained)	**Belum Terdapat Putusan Yang Berkekuatan Hukum Tetap** No Final Binding Decision Yet	**Proses Penyelesaian** Ongoing Resolution Process
Perkara Perdata/ Arbitrase Civil Case / Arbitration	2	Gugatan Perkara Tata Usaha Negara Jakarta (Tindakan Faktual) Nomor: 211/G/TF/2024/PTUN.JKT. (Telah Berkekuatan Hukum Tetap) Jakarta State Administrative Court Lawsuit (Factual Action) Case Number: 211/G/TF/2024/PTUN.JKT. (Final and Legally Binding)	-	Proses Penyelesaian dilakukan melalui Pengadilan Tingkat Pertama, Tingkat Banding, dan Tingkat Kasasi, dimana pada 1. Tingkat Pertama, tanggal 21 Januari 2025 Majelis Hakim memutus Dengan Kesimpulan: "Menyatakan Menerima Eksepsi Tergugat II Intervensi (PT PLN Indonesia Power)", yang mana memenangkan Pihak KLHK dan Pihak PT PLN Indonesia Power, 2. Lebih lanjut pada Tingkat Banding, tanggal 20 Mei 2025 Majeli Hakim memutus dengan amar sebagai berikut: a. "Menerima permohonan banding dari Pembanding/semula Penggugat." dan b. "Menguatkan Putusan Pengadilan Tata Usaha Negara Jakarta Nomor 211/G/TF/2024/PTUN.JKT tanggal 21 Januari 2025 yang dimohonkan banding."tingkat proses pengadilan, memenangkan PLN Indonesia Power. dan 3. Pada Tingkat Kasasi, tanggal 14 Oktober 2025 Majelis Hakim menyatakan kasasi ditolak sehingga memenangkan PLN Indonesia Power.

Jenis Perkara Type of Case	**Total**	**Selesai (Telah Mempunyai Kekuatan Hukum Tetap)** Completed (Legally Binding Decisioin Obtained)	**Belum Terdapat Putusan Yang Berkekuatan Hukum Tetap** No Final Binding Decision Yet	**Proses Penyelesaian** Ongoing Resolution Process
				The resolution process is carried out through the Court of First Instance, Appeal Level, and Cassation Level, as follows: 1. First Instance Level, on January 21, 2025, the Panel of Judges ruled with the conclusion: "To accept the objection of the Intervening Defendant II (PT PLN Indonesia Power)," thereby ruling in favor of KLHK and PT PLN Indonesia Power. 2. Furthermore, at the appeal Level, on May 20, 2025, the Panel of Judges decided as follows: a. "To accept the appeal request from the Appellant/previous Plaintiff," and b. "To uphold the decision of the Jakarta State Administrative Court No. 211/G/TF/2024/PTUN.JKT dated January 21, 2025, which was appealed." At the appellate level, the ruling was in favor of PLN Indonesia Power. 3. Cassation Level, on October 14, 2025, the Panel of Judges rejected the cassation request, thereby ruling in favor of PLN Indonesia Power.
			Perkara Perdata PMH dengan Sengketa Nomor 1280/Pdt.G/2025/PN.Jkt.SEL DI Pengadilan Negeri Jakarta Selatan. (Belum Berkekuatan Hukum Tetap) Civil Lawsuit (Unlawful Act) Case Number 1280/Pdt.G/2025/PN.Jkt.SEL at South Jakarta District Court. (Not yet legally binding)	Hingga saat ini, perkara masih dalam proses persidangan sesuai dengan hukum acara yang berlaku dan belum terdapat putusan yang dikeluarkan oleh pihak yang berwenang. To date, the case is still in the judicial process in accordance with applicable procedural law, and no final decision has been issued by the competent authority.
Kasus Korupsi Corruption Case	0	-	-	-
Kasus Hubungan Industrial Industrial Relations Case	0	-	-	-
Kasus Lain-lain Other Cases	1	-	Perkara Pajak Nomor Sengketa 005251.11/2024/PP terkait Surat Keputusan Direktur Jenderal Pajak Nomor KEP-00095/KEB/PJ/WPJ.19/2024 tanggal 2 April 2024 atas Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 22 Nomor 00003/202/21/051/23 tanggal 28 April 2023 Masa Pajak Desember 2021. (Belum Berkekuatan Hukum Tetap)	Pada Tahun 2025 perkara masih dalam proses Banding, Namun saat ini Proses perkara pada Banding telah diputus pada 29 Januari 2026, dengan hasil mengabulkan seluruh permohonan banding dari Pemohon Banding (PT PLN Indonesia Power). Saat ini masih menunggu upaya hukum lanjutan dari Termohon Banding yaitu Peninjauan Kembali sejak 3 bulan dari Putusan.

Jenis Perkara Type of Case	Total	Selesai (Telah Mempunyai Kekuatan Hukum Tetap) Completed (Legally Binding Decisioin Obtained)	Belum Terdapat Putusan Yang Berkekuatan Hukum Tetap No Final Binding Decision Yet	Proses Penyelesaian Ongoing Resolution Process
			Tax Dispute Case Number 005251.11/2024/PP related to the Decree of the Director General of Taxes No. KEP-00095/KEB/PJ/WPJ.19/2024 dated April 2, 2024, concerning the Underpaid Tax Assessment Letter for Income Tax Article 22 No. 00003/202/21/051/23 dated April 28, 2023 for the December 2021 Tax Period. (Not yet legally binding)	During 2025, the case was still at the Appeal stage. However, the appeal process was decided on January 29, 2026, granting the entire appeal submitted by the Appellant (PT PLN Indonesia Power). The case is currently awaiting further legal action from the Respondent, namely a Judicial Review, which may be filed within three months from the issuance of the decision.

Penyelesaian Perkara Hukum Perusahaan
Company Legal Case Resolution

Para Pihak Parties	Pokok Perkara Case Subject	Status Perkara Case Status	Upaya Manajemen Management Actions	Pengaruh/ Risiko Terhadap Perusahaan Impact/Risk to the Company
Gugatan Perkara Tata Usaha Negara Jakarta (Tindakan Faktual) Nomor: 211/G/TF/2024/PTUN.JKT Para Pihak: 1. Yayasan Lembaga Bantuan Hukum (YLBHI) LBH Padang sebagai "PENGGUGAT" 2. Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia sebagai "TERGUGAT". 3. PT PLN Indonesia Power sebagai "TERGUGAT II Jakarta State Administrative Court Lawsuit (Factual Action) Case No. 211/G/TF/2024/PTUN.JKT Parties: 1. Legal Aid Foundation (YLBHI) LBH Padang as the "PLAINTIFF" 2. Minister of Environment and Forestry of the Republic of Indonesia as the "DEFENDANT" 3. PT PLN Indonesia Power as "DEFENDANT II"	Sengketa ini berkaitan Gugatan dari YLBHI LBH Padang kepada Kementerian Lingkungan Hidup dan Kehutanan dengan objek sengketa "Tindakan TERGUGAT (KLHK) yang tidak melakukan pembekuan atau pencabutan izin lingkungan terhadap PT PLN (Persero) Sektor Ombilin atau yang dikenal dengan Pembangkit Listrik Tenaga Uap (PLTU) Ombilin atas ", dengan tuntutan pembekuan atau pencabutan izin lingkungan PT PLN (Persero) Sektor Ombilin atau yang dikenal dengan Pembangkit Listrik Tenaga Uap (PLTU)Ombilin. This dispute concerns a lawsuit filed by YLBHI LBH Padang against the Ministry of Environment and Forestry, regarding the "alleged inaction of the DEFENDANT (KLHK) in not suspending or revoking the environmental permit of PT PLN (Persero) Ombilin Sector or known as Ombilin Steam Power Plant (PLTU), with the Plaintiff demands the suspension or revocation of the environmental permit of PT PLN (Persero) Ombilin Sector or known as Ombilin Steam Power Plant (PLTU).	Perkara telah sampai pada Tingkat Kasasi, dengan hasil putusan pada tanggal 14 Oktober 2025 yang menyatakan permohonan kasasi YLBHI LBH Padang ditolak sehingga memenangkan PLN Indonesia Power. The case had reached the Cassation level, with a ruling issued on October 14, 2025, which rejected the cassation request filed by YLBHI LBH Padang, thereby ruling in favor of PLN Indonesia Power.	Pada tingkat pertama PLN Indonesia Power masuk sebagai Tergugat II Intervensi untuk membela hak-hak dan kepentingan dari Perusahaan. Pembelaan tersebut dilakukan sampai dengan Tingkat Kasasi. PLN Indonesia Power berpendapat bahwa YLBHI-LBH Padang tidak memiliki kedudukan atau legal standing untuk mengajukan gugatan, karena YLBHI-LBH Padang tidak memiliki kepentingan terhadap Tindakan administrasi yang dilakukan oleh KLHK terhadap izin lingkungan milik PLTU ombilin. At the first-instance level, PLN Indonesia Power participated as Defendant II Intervenor to defend the Company's rights and interests. This defense was continued through to the Cassation level. PLN Indonesia Power is of the view that YLBHI-LBH Padang does not have legal standing to file the lawsuit, as YLBHI-LBH Padang has no direct interest in the administrative action taken by KLHK regarding the environmental permit of PLTU Ombilin.	Dengan ditolaknya Permohonan Kasasi dari YLBHI LBH Padang, maka tidak memberikan dampak langsung pada kondisi keuangan maupun operasional Perusahaan With the rejection of the cassation request from YLBHI LBH Padang, there is no direct impact on the financial condition or operational activities of the Company.

Para Pihak Parties	**Pokok Perkara** Case Subject	**Status Perkara** Case Status	**Upaya Manajemen** Management Actions	**Pengaruh/ Risiko Terhadap Perusahaan** Impact/Risk to the Company
Perkara Pajak Nomor Sengketa 005251.11/2024/PP terkait Surat Keputusan Direktur Jenderal Pajak Nomor KEP-00095/KEB/PJ/WPJ.19/2024 tanggal 2 April 2024 atas Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 22 Nomor 00003/202/21/051/23 tanggal 28 April 2023 Masa Pajak Desember 2021 Para Pihak: 1. PT PLN Indonesia Power (Pemohon Banding) 2. Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak Kantor Wilayah Direktorat Jenderal Pajak Wajib Pajak Besar (Terbanding) Tax Dispute Case Number 005251.11/2024/PP regarding Director General of Taxes Decree No. KEP-00095/KEB/PJ/WPJ.19/2024 dated April 2, 2024 concerning Underpaid Tax Assessment Letter for Income Tax Article 22 Number 00003/202/21/051/23 dated April 28, 2023 for the December 2021 Tax Period. Parties: 1. PT PLN Indonesia Power (Appellant) 2. Ministry of Finance of the Republic of Indonesia, Directorate General of Taxes, Regional Office of the Directorate General of Taxes for Large Taxpayer (Respondent)	Sengketa ini berkaitan dengan Objek Perkara berupa Surat Keputusan Direktur Jenderal Pajak No. KEP-00095/KEB/PJ/WPJ.19/2024 yang mengacu pada Surat Ketetapan Pajak Kurang Bayar Pajak Penghasilan Pasal 22 Nomor 00003/202/21/051/23 kepada PT PLN Indonesia Power. Dalam SKP tersebut, PLN Indonesia Power dinyatakan memiliki kekurangan pembayaran PPh 22 sebesar Rp50.122.339.998. This dispute relates to the Object of the Case, namely the Director General of Taxes Decree No. KEP-00095/KEB/PJ/WPJ.19/2024, which refers to the Underpaid Tax Assessment Letter for Income Tax Article 22 Number 00003/202/21/051/23 issued to PT PLN Indonesia Power. Under the SKP, PLN Indonesia Power was determined to have an underpayment of Income Tax (PPh) Article 22 amounting to Rp50,122,339,998.	Pada Tahun 2025 perkara masih dalam proses Banding, Namun saat ini Proses perkara pada Banding telah diputus pada 29 Januari 2026, dengan hasil mengabulkan seluruh permohonan banding dari Pemohon Banding (PLN Indonesia Power). Saat ini masih menunggu upaya hukum lanjutan dari Termohon Banding yaitu Peninjauan Kembali sejak 3 (tiga) bulan dari Putusan. In 2025, the case was still at the appeal stage. However, the appeal process was decided on January 29, 2026, granting the entire appeal submitted by the Appellant (PT PLN Indonesia Power). The case is currently awaiting further legal remedy from the Respondent in the form of a Judicial Review, which may be filed within 3 (three) months from the issuance of the decision.	-	Dengan dikabulkannya permohonan banding Pemohon Banding (PLN Indonesia Power), maka perkara hukum ini belum memberikan dampak langsung terhadap kondisi keuangan dan operasional Perusahaan. With the approval of the Appellant's appeal, this legal case does not have a direct impact on the Company's financial condition or operational activities.
Perkara Perdata PMH dengan Sengketa Nomor 1280/Pdt.G/2025/PN.Jkt.SEL DI Pengadilan Negeri Jakarta Selatan Para Pihak: Hanafi Nur Rifai selaku 1. Direktur Operasi Batu Bara PT PLN Indonesia Power (sebagai Tergugat I); 2. PT PLN Indonesia Power (sebagai Tergugat II); 3. PT PLN (Persero) BUMN (sebagai Tergugat III); 4. Kementrian ESDM (sebagai Turut Tergugat); 5. Badan Pengelola Investasi Daya Anagata Nusantara (Danantara Indonesia) (sebagai Turut Tergugat I); 6. Badan Pengatur Badan Usaha Milik Negara (sebagai Turut Tergugat II)	Sengketa ini berkaitan dengan Tuntutan Pertanggungjawaban Atas Dugaan Manipulasi Informasi Publik yang disampaikan oleh Tergugat I atas keberhasilan Tergugat II menurunkan angka *Forced Outage & Derating* (FODER) hingga 4,66% serta menyatakan capaian tersebut melampaui target 4,80%, Gangguan operasi dan pemeliharaan pembangkit di beberapa unit PLTU, Rendahnya kualitas bahan bakar yang berbanding terbalik dengan klaim perbaikan kinerja	Hingga saat ini, perkara masih dalam proses persidangan dan belum ada putusan yang dikeluarkan oleh pihak yang berwenang The case is currently still in the trial process and no decision has been issued by the competent authority.	PLN Indonesia Power berpendapat PADHI tidak memiliki kedudukan atau legal standing untuk mengajukan gugatan, karena PADHI tidak dapat menunjukkan dasar serta memiliki kepentingan dari masyarakat yang didalilkan dalam Gugatan A quo dan untuk bertindak atas nama konsumen, Gugatan A quo tidak berdasarkan fakta, melainkan memuat banyak asumsi dan tuntutan ganti rugi yang tidak dirinci serta tidak ada dasar perhitungan penetapan nilai ganti rugi. Dengan demikian perhitungan dimaksud tidak didasarkan pada nilai kerugian yang valid.	Perkara hukum ini belum memberikan dampak langsung terhadap kondisi keuangan dan operasional perusahaan, mengingat proses banding masih berlangsung dan belum terdapat putusan yang bersifat final dan mengikat This legal case does not currently have a direct impact on the Company's financial condition or operational activities, as the proceedings are still ongoing and no final and legally binding decision has been issued.

Para Pihak Parties	Pokok Perkara Case Subject	Status Perkara Case Status	Upaya Manajemen Management Actions	Pengaruh/ Risiko Terhadap Perusahaan Impact/Risk to the Company
Civil Case (Unlawful Act) Number 1280/Pdt.G/2025/PN.Jkt.SEL at South Jakarta District Court Parties: Hanafi Nur Rifai as Plaintiff 1. Director of Coal Operations of PT PLN Indonesia Power (Defendant I); 2. PT PLN Indonesia Power (Defendant II); 3. PT PLN (Persero), SOE, as Defendant III; 4. Ministry of Energy and Mineral Resources (ESDM) as Co-Defendant; 5. Investment Management Agency Daya Anagata Nusantara (Danantara Indonesia) as Co-Defendant I; 6. State-Owned Enterprises Regulatory Agency (as Co-Defendant II)	Sengketa ini berkaitan dengan Tuntutan Pertanggungjawaban Atas Dugaan Manipulasi Informasi Publik yang disampaikan oleh Tergugat I atas keberhasilan Tergugat II menurunkan angka Forced Outage & Derating (FODER) hingga 4,66% serta menyatakan capaian tersebut melampaui target 4,80%, Gangguan operasi dan pemeliharaan pembangkit di beberapa unit PLTU, Rendahnya kualitas bahan bakar yang berbanding terbalik dengan klaim perbaikan kinerja		PLN Indonesia Power is of the opinion that PADHI does not have the standing or legal standing to file a lawsuit, because PADHI is unable to demonstrate the basis and has the interests of the community as argued in the A quo Lawsuit and to act on behalf of consumers, the A quo Lawsuit is not based on facts, but contains many assumptions and claims for compensation that are not detailed and there is no basis for calculating the value of compensation. Thus, the calculation in question is not based on a valid loss value.	

Permasalahan Hukum yang Sedang Dihadapi Dewan Komisaris dan Direksi
Legal Issues Faced by the Board of Commissioners and the Board of Directors

Per 31 Desember 2025, tidak terdapat permasalahan hukum yang sedang dihadapi oleh Dewan Komisaris dan Direksi PLN Indonesia Power yang sedang menjabat.

As of December 31, 2025, there were no legal issues currently being faced by the Board of Commissioners and the Board of Directors of PLN Indonesia Power who are in office.

Permasalahan Hukum Pada Entitas Anak
Legal Issues of Subsidiaries

Informasi permasalahan hukum yang dihadapi oleh Entitas Anak PLN Indonesia Power sepanjang tahun 2025 dilaporkan secara terperinci melalui Laporan Tahunan masing-masing entitas Anak Perusahaan.

Information on legal issues faced by PLN Indonesia Power's subsidiaries during 2025 is reported in detail in the respective Annual Reports of each subsidiary.

Permasalahan Hukum Lainnya
Other Legal Issues

Dalam tiga tahun terakhir hingga 31 Desember 2025, PLN Indonesia Power tidak terlibat dalam permasalahan hukum terkait ketidakpatuhan transaksi pihak berelasi yang signifikan atau material. PLN Indonesia Power juga tidak menghadapi pelanggaran hukum dalam aspek perlindungan konsumen, kepailitan, komersial, persaingan usaha, maupun lingkungan.

Over the past three years up to December 31, 2025, PLN Indonesia Power has not been involved in any significant or material legal issues related to non-compliance in related-party transactions. The Company has also not faced legal violations in areas of consumer protection, bankruptcy, commercial law, business competition, or environmental matters.

Informasi Hubungan Industrial
Information on Industrial Relations

Selama tahun 2025, PLN Indonesia Power tidak menghadapi perkara hukum terkait dengan hubungan industrial atau ketenagakerjaan.

During 2025, PLN Indonesia Power did not face any legal cases related to industrial relations or employment matters.

Informasi Sanksi Administratif
Administrative Sanctions Information

Sepanjang tahun 2025, tidak ada sanksi administrasi yang dikenakan kepada PLN Indonesia Power, anggota Direksi dan Dewan Komisaris dari instansi/lembaga yang berwenang di bidang usaha Perusahaan.

Throughout 2025, no administrative sanctions were imposed on PLN Indonesia Power, members of the Board of Directors, and Board of Commissioners by any authorized governmental/ regulatory institutions related to the Company's business activities.

Informasi Sanksi Administratif Entitas Anak
Administrative Sanctions of Subsidiaries

Informasi sanksi administratif yang dihadapi oleh Entitas Anak PLN Indonesia Power sepanjang tahun 2025 dilaporkan secara terperinci melalui Laporan Tahunan masing-masing entitas Anak Perusahaan.

Information regarding administrative sanctions faced by PLN Indonesia Power's subsidiaries during 2025 is reported in detail in the respective Annual Reports of each subsidiary.

Sistem Pelaporan Pelanggaran
Whistleblowing System

Sebagai wujud komitmen dalam memperkuat budaya integritas dan implementasi Tata Kelola Perusahaan yang Baik, PLN Indonesia Power secara berkelanjutan mengoperasikan Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS). Sistem ini dirancang sebagai kanal resmi untuk menyampaikan informasi atau pengaduan atas dugaan pelanggaran yang terjadi, baik di lingkungan internal Perusahaan maupun dalam aktivitas rantai pasok.

As part of its commitment to strengthening a culture of integrity and implementing Good Corporate Governance, PLN Indonesia Power continuously operates a Whistleblowing System (WBS). This system is designed as an official channel for reporting information or complaints regarding suspected violations occurring both within the Company and in its supply chain activities.

WBS dapat diakses oleh seluruh karyawan maupun pihak eksternal, dengan jaminan perlindungan terhadap pelapor, termasuk opsi penyampaian laporan secara anonim. Melalui mekanisme ini, Perusahaan memastikan setiap laporan ditindaklanjuti secara objektif, independen, dan menjaga kerahasiaan informasi guna mendukung terciptanya lingkungan kerja yang transparan dan berintegritas.

WBS is accessible to all employees as well as external parties, with guaranteed protection for whistleblowers, including the option to submit reports anonymously. Through this mechanism, the Company ensures that every report is followed up objectively and independently, while maintaining confidentiality to support a transparent and integrity-driven work environment.

WBS dirancang untuk mengidentifikasi dan mengungkap potensi risiko serta pelanggaran secara dini, sehingga memungkinkan penanganan cepat dan mencegah dampak yang lebih luas. Melalui sistem ini, PLN Indonesia Power berupaya membangun budaya transparansi, akuntabilitas, serta perilaku etis di seluruh tingkatan organisasi Perusahaan.

WBS is designed to identify and disclose potential risks and violations at an early stage, enabling prompt handling and preventing wider impacts. Through this system, PLN Indonesia Power strives to build a culture of transparency, accountability, and ethical behavior at all levels of the organization.

Saluran pelaporan serta pedoman WBS dapat diakses melalui *website* resmi Perusahaan pada bagian Tata Kelola melalui tautan:
https://www.plnindonesiapower.co.id/whistleblowing-system

The reporting channels and WBS guidelines can be accessed via the Company's official website in the Governance section through the following link:
https://www.plnindonesiapower.co.id/whistleblowing-system

Kebijakan Sistem Pelaporan Pelanggaran
Whistleblowing System Policy

Dalam pelaksanaannya, PLN Indonesia Power telah menetapkan pedoman WBS yang mengatur secara jelas proses, tanggung jawab, serta mekanisme investigasi atas setiap laporan yang diterima. Untuk memperkuat efektivitas penerapan WBS, PLN Indonesia Power menetapkan kebijakan resmi melalui Keputusan Bersama Direksi dan Dewan Komisaris PT PLN Indonesia Power Nomor 0020.P/DIR/2024 dan 011.SK/DK-PLNIP/2024 tanggal 20 Mei 2024 tentang Kebijakan Pengelolaan Pengaduan Pelanggaran (*Whistleblowing System*).

In its implementation, PLN Indonesia Power has established WBS guidelines that clearly regulate the processes, responsibilities, and investigation mechanisms for every report received. To strengthen the effectiveness of WBS implementation, PLN Indonesia Power has formalized its policy through Joint Decision of the Board of Directors and the Board of Commissioners of PT PLN Indonesia Power Number 0020.P/DIR/2024 and 011.SK/DK-PLNIP/2024 dated May 20, 2024, on the Whistleblowing System Complaint Management Policy.

Kebijakan ini disusun untuk mendorong seluruh pegawai dan pihak lainnya agar berani menyampaikan kekhawatiran mereka secara bertanggung jawab, serta memberikan panduan menyeluruh mengenai proses pelaporan, investigasi, tindak lanjut perbaikan, dan perlindungan terhadap pelapor. Untuk meningkatkan efektivitas penerapan WBS, sosialisasi secara berkala dilakukan kepada seluruh pegawai, jajaran Direksi, Dewan Komisaris, serta mitra kerja perusahaan. Sepanjang tahun 2025, sosialisasi dilakukan melalui media internal seperti email perusahaan dan survei pemahaman WBS, serta kepada pihak eksternal melalui forum *vendor gathering*.

This policy is designed to encourage all employees and other stakeholders to responsibly report their concerns, while also providing comprehensive guidance on reporting procedures, investigations, follow-up corrective actions, and whistleblower protection. To enhance the effectiveness of WBS implementation, regular dissemination is conducted for all employees, members of the Board of Directors, Board of Commissioners, and business partners. Throughout 2025, this dissemination was carried out through internal communication media such as company emails and WBS understanding surveys, as well as externally through vendor gathering forums.

Perlindungan Bagi Pelapor
Protection for Whistleblower

PLN Indonesia Power menjamin perlindungan sepenuhnya kepada pelapor dari segala bentuk ancaman, intimidasi, maupun tindakan balas dendam seperti pemutusan hubungan kerja, penurunan pangkat, penangguhan insentif, dan bentuk pembalasan lainnya. Apabila pelapor mengalami tindakan pembalasan, mereka berhak menyampaikan pengaduan kepada Tim Pengelola Pengaduan Pelanggaran melalui mekanisme yang telah ditetapkan. Dengan komitmen ini, PLN Indonesia Power bertekad untuk menjaga kepercayaan terhadap sistem pengawasan internal serta menciptakan lingkungan kerja yang bersih, sehat, dan berintegritas.

PLN Indonesia Power fully guarantees protection for whistleblowers against any form of threat, intimidation, or retaliatory actions such as termination of employment, demotion, suspension of incentives, or other forms of retaliation. If a whistleblower experiences any retaliatory actions, they have the right to submit a complaint to the Whistleblowing Management Team through the established mechanism. Through this commitment, PLN Indonesia Power is dedicated to maintaining trust in its internal control system and creating a clean, healthy, and integrity-driven work environment.

Pihak yang Mengelola Pengaduan
Whistleblowing Management Team

Untuk menjamin pengelolaan laporan secara profesional, obyektif, dan dapat dipertanggungjawabkan, PLN Indonesia Power telah membentuk dan menetapkan pihak-pihak yang berwenang dalam menangani serta menindaklanjuti seluruh pengaduan yang masuk melalui WBS.

In order to ensure that report handling is conducted in a professional, objective, and accountable manner, PLN Indonesia Power has established and designated authorized parties responsible for managing and following up on all complaints received through WBS.

Penetapan ini dilakukan melalui Keputusan Direksi No. 0622.K/DIR/2025 tentang Susunan Tim Pengelola Pengaduan pelanggaran (*Whistleblowing*) dan Tim Audit Khusus/ Investigasi Pengaduan pelanggaran tanggal 20 Mei 2025.

This determination is formalized through Board of Directors' Decision Letter No. 0622.K/DIR/2025 on the Composition of the Whistleblowing Management Team and the Special Audit/ Investigation Team for Whistleblowing, dated May 20, 2025.

Sejalan dengan keputusan Direksi tersebut, susunan tentang Susunan Tim Pengelola Pengaduan pelanggaran (*Whistleblowing*) dan Tim Audit Khusus/Investigasi Pengaduan pelanggaran PLN Indonesia Power adalah sebagai berikut:

In accordance with the said Board of Directors' Decision Letter, the structure of the Whistleblowing Management Team and the Special Audit/Investigation Team for Whistleblowing of PLN Indonesia Power is as follows:

1. Susunan Tim Pengelola Pengaduan Pelanggaran (WBS) Untuk Tingkat Terduga Pelaku Pelanggaran: Pegawai Manajemen Atas

1. Composition of the Whistleblowing System (WBS) Management Team For Alleged Offender: Top Management Employees

Ketua Head	Direktur Utama	President Director
Anggota Members	1. Direktur Operasi Pembangkit Batubara 2. Direktur Operasi Pembangkit Gas 3. Direktur Pengembangan Bisnis & Niaga 4. Direktur Keuangan dan Manajemen Risiko 5. Direktur manajemen Human Capital dan Administrasi	1. Director of Coal Power Plant Operations 2. Director of Gas Power Plant Operations 3. Director of Business Development & Commerce 4. Director of Finance and Risk Management 5. Director of Human Capital Management and Administration
Admin Pengaduan Complaint Administrators	1. Kepala Satuan Internal Audit 2. Vice President Risk Management and Compliance	1. Head of Internal Audit Unit 2. Vice President of Risk Management and Compliance

2. Susunan Tim Pengelola Pengaduan Pelanggaran (WBS) Untuk Tingkat Terduga Pelaku Pelanggaran: Pegawai Manajemen Menengah, Manajemen Dasar dan Generalis

2. Composition of the Whistleblowing System (WBS) Management Team for Alleged Offender: Middle Management, Lower Management, and General Staff

Ketua Head	Kepala Satuan Internal Audit	Head of Internal Audit Unit
Anggota Members	1. Kepala Satuan Legal 2. Vice President Human Capital Services 3. Vice President Risk Management and Compliance	1. Head of Legal Unit 2. Vice President of Human Capital Services 3. Vice President of Risk Management and Compliance
Admin Pengaduan	1. Manager Compliance 2. Senior Officer Compliance	1. Manager Compliance 2. Senior Officer Compliance

3. Susunan Tim Audit Khusus: Investigassi Pengaduan Pelanggaran (WBS)

3. Composition of the Special Audit Team: Investigation of Whistleblowing (WBS)

Ketua Head	Kepala Satuan Internal Audit	Head of Internal Audit Unit
Anggota Members	1. Vice President Group Audit I 2. Vice President Group Audit II 3. Vice President Group Audit III	1. Vice President Group Audit I 2. Vice President Group Audit II 3. Vice President Group Audit III

Hierarki kewenangan di atas dirancang agar setiap laporan ditangani secara tepat, tidak memihak, serta menjunjung tinggi prinsip kerahasiaan, akuntabilitas, dan integritas.

The hierarchy of authority above is designed to ensure that every report is handled appropriately, impartially, and in adherence to the principles of confidentiality, accountability, and integrity.

Tugas Tim Pengelola Pengaduan dan Tima Audit Khusus/Investigasi Pengaduan Pelanggaran

Duties of Whistleblowing Management Team and the Special Audit/Investigation Team for Whistleblowing

Sejalan dengan yang diatur Keputusan Direksi No. 0622.K/DIR/2025 tentang Susunan Tim Pengelola Pengaduan pelanggaran (*Whistleblowing*) dan Tim Audit Khusus/ Investigasi Pengaduan pelanggaran tanggal 20 Mei 2025, Tugas Tim Pengelola Pengaduan Pelanggaran, tugas admin pengaduan, serta Tugas Tim Audit Khusus/Investigasi Pengaduan Pelanggaran adalah sebagai berikut:

Tugas Tim Pengelola Pengaduan Pelanggaran

1. Tim Pengelola Pengaduan Pelanggaran menerima laporan pengaduan pelanggaran yang disampaikan oleh Admin Pengaduan.

In accordance with Board of Directors' Decision No. 0622.K/DIR/2025 on the Composition of the Whistleblowing Management Team and the Special Audit/ Investigation Team for Whistleblowing dated May 20, 2025, the duties of the Whistleblowing Management Team, complaint administrators, and the Special Audit/Investigation Team for Whistleblowing are as follows:

Duties of the Whistleblowing Management Team

1. The Whistleblowing Management Team receives complaint reports submitted by the Complaint Administrator.

2. Tim Pengelola Pengaduan Pelanggaran melakukan verifikasi yang merupakan kegiatan untuk mencari kebenaran awal terhadap adanya indikasi pelanggaran dari bukti pendukung serta dokumen yang disampaikan dan dokumen lain yang berkaitan dengan pengaduan pelanggaran yang disampaikan.
3. Tim Pengelola Pengaduan Pelanggaran pemanggilan/ melakukan klarifikasi kepada terlapor atas dugaan pelanggaran yang masuk untuk menjamin asas praduga tidak bersalah pihak terlapor dan melakukan klarifikasi kepada pelapor (jika pelapor bersedia diungkap identitasnya) untuk memastikan terbukti atau tidaknya dugaan pelanggaran tersebut
4. Tim Pengelola Pengaduan Pelanggaran dengan bukti pendukung/dokumen awal yang masuk dan hasil klarifikasi dengan terlapor membuat laporan verifikasi dalam waktu 30 (tiga puluh) hari kerja dan dapat diperpanjang paling lama 30 (tiga puluh) hari kerja berikutnya yang dituangkan dalam berita acara hasil verifikasi dan disampaikan kepada Direksi.
5. Tim Pengelola Pengaduan Pelanggaran melakukan pemantauan tindak lanjut pengaduan pelanggaran.
6. Tim Pengelola Pengaduan Pelanggaran menyampaikan laporan secara berkala pengaduan pelanggaran yang masuk, yang diinvestigasi, dan yang telah dianggap selesai kepada Direksi.
7. Perusahaan melalui Tim Pengelola Pengaduan Pelanggaran dapat menginformasikan dan/atau memberikan tanggapan atas proses penyelesaian pengaduan pelanggaran kepada *stakeholders* dan/atau perwakilan stakeholders yang meminta penjelasan kepada perusahaan mengenai pengaduan pelanggaran yang diajukan.

Tugas Admin Pengaduan

1. Admin Pengaduan bertugas untuk melakukan penerimaan pengaduan pelanggaran yang masuk melalui website, atau melalui pesan singkat/WhatsApp, Aplikasi *Compliance Online System* dan Surat/*drop box* yang ada di Head Office PT PLN Indonesia Power.

2. Admin Pengaduan meregister, memilah dan meneruskan laporan kepada Tim Pengelola Pengaduan Pelanggaran serta menjamin/menjaga identitas pelapor, dengan catatan penerima pengaduan pelanggaran memuat sekurang-kurangnya:
   a. Tanggal penerimaan;
   b. Petugas penerima; dan
   c. Deskripsi singkat.

2. The Whistleblowing Management Team conducts verification, which is the activity of seeking initial truth regarding indications of violations based on supporting evidence, submitted documents, and other relevant documents related to the complaint.

3. The Whistleblowing Management Team conducts summonses and/or clarification sessions with the reported party regarding alleged violations to uphold the principle of presumption of innocence, and also conducts clarification with the whistleblower (if the whistleblower agrees to disclose their identity) to determine whether the alleged violation is substantiated.
4. Based on the initial evidence/documents received and the results of clarification with the reported party, the Whistleblowing Management Team prepares a verification report within 30 (thirty) working days, which may be extended for another maximum of 30 (thirty) working days. The report is documented in a verification report minute and submitted to the Board of Directors.
5. The Whistleblowing Management Team monitors the follow-up actions on whistleblowing reports.
6. The Whistleblowing Management Team submits periodic reports to the Board of Directors regarding incoming complaints, investigated complaints, and cases that have been considered closed.
7. The Company, through the Whistleblowing Management Team, may provide information and/or responses regarding the resolution process of whistleblowing complaints to stakeholders and/or their representatives who request clarification from the Company regarding the submitted complaints.

Duties of the Complaint Administrator

1. The Complaint Administrator is responsible for receiving incoming whistleblowing reports submitted through the website, email (pengaduan@pinindonesiapower.co.id), text/WhatsApp, the Compliance Online System application, and letters/drop box available at the Head Office of PLN Indonesia Power.
2. The Complaint Administrator registers, sorts, and forwards reports to the Whistleblowing Management Team, while ensuring and safeguarding the identity of the whistleblower. The record of received complaints must include at least:
   a. Date of receipt;
   b. Receiving officer; and
   c. Brief description.

3. Admin Pengaduan bertugas sebagai penghubung komunikasi jika pelapor tidak ingin diungkapkan identitanya selama proses pengaduan pelanggaran.
4. Admin Pengaduan melakukan administrasi seluruh proses pengaduan pelanggaran, dan menyampaikannya kepada Tim Pengelola Pengaduan Pelanggaran.

Tugas Tim Audit Khusus/Investigasi Pengaduan Pelanggaran

1. Tim Audit Khusus/Investigasi Pengaduan Pelanggaran menerima tugas dari Direksi atas pengaduan pelanggaran berdasarkan berkas/dokumen dan berita acara yang dibuat oleh Tim Pengelola Pengaduan Pelanggaran untuk melakukan audit khusus/investigasi yaitu serangkaian kegiatan untuk membuktikan dan mendapatkan kepastian adanya hubungan antara terduga pelaku pelanggaran dengan tindakan yang dilakukannya adalah benar telah melanggar hukum, kebijakan dan standar yang ditetapkan oleh PT PLN indonesia Power atas kasus dugaan pelanggaran tersebut.
2. Tim Audit Khusus/Investigasi Pengaduan Pelanggaran melakukan proses audit/investigasi atas pengaduan yang diterima dalam waktu 30 (tiga puluh) hari kerja. Bila dipandang perlu, masa kerja ini dapat diperpanjang paling lama untuk 30 (tiga puluh) hari kerja berikutnya.
3. Tim Audit Khusus/Investigasi Pengaduan Pelanggaran melakukan proses audit/investigasi yang diperlukan untuk melihat kasus pelanggaran tersebut serta dampaknya baik secara materiil atau non materiil terhadap perusahaan, jika diperlukan memanggil terlapor dan pihak-pihak lainnya yang terkait dalam dugaan pelanggaran tersebut.
4. Hasil audit khusus/investigasi dimuat dalam berita acara hasil audit khusus/investigasi dan dilaporkan kepada fungsi kepatuhan, berupa laporan dan kesimpulan atas dugaan pelanggaran tersebut, untuk selanjutnya dilaporkan kepada Direksi dalam laporan fungsi kepatuhan.

3. The Complaint Administrator acts as a communication liaison if the whistleblower chooses to remain anonymous throughout the complaint handling process.
4. The Complaint Administrator is responsible for the administration of all whistleblowing processes and submits them to the Complaint Management Team.

Duties of the Special Audit / Investigation Team for Whistleblowing

1. The Special Audit / Investigation Team for Whistleblowing receives assignments from the Board of Directors based on whistleblowing reports/documents, and official minutes prepared by the Whistleblowing Management Team to conduct a special audit/investigation, which is a series of activities aimed at proving and obtaining certainty regarding the relationship between the alleged violator and the actions committed, determining whether they constitute violations of laws, Company policies, and standards established by PLN Indonesia Power.
2. The Special Audit / Investigation Team for Whistleblowing conducts audits/investigations on received reports within 30 (thirty) working days. If necessary, this period may be extended for a maximum of an additional 30 (thirty) working days.
3. The Special Audit / Investigation Team for Whistleblowing carries out necessary audit/investigation procedures to examine the case and assess its impact, both material and non-material, on the Company. If required, the team may summon the reported party and other related parties involved in the alleged violation.
4. The results of the special audit/investigation are documented in the minutes of the special audit/investigation and reported to the compliance function in the form of a report and conclusions regarding the alleged violation, which are then further reported to the Board of Directors as part of the compliance function report.

Sarana dan Media Pelaporan Pelanggaran

Channels and Means of Report Submission

PLN Indonesia Power menyediakan berbagai saluran yang dapat digunakan oleh pelapor untuk menyampaikan pengaduan dugaan pelanggaran. Saluran-saluran ini dapat diakses secara mudah, menjamin kerahasiaan identitas pelapor, serta memastikan bahwa laporan diterima dan ditindaklanjuti secara tepat waktu.

PLN Indonesia Power provides various accessible channels for reporters to submit alleged violation reports. These channels are easy to access, ensure the confidentiality of the whistleblower's identity, and guarantee that reports are received and followed up on in a timely manner.

Mekanisme Penanganan Pelaporan Pelanggaran

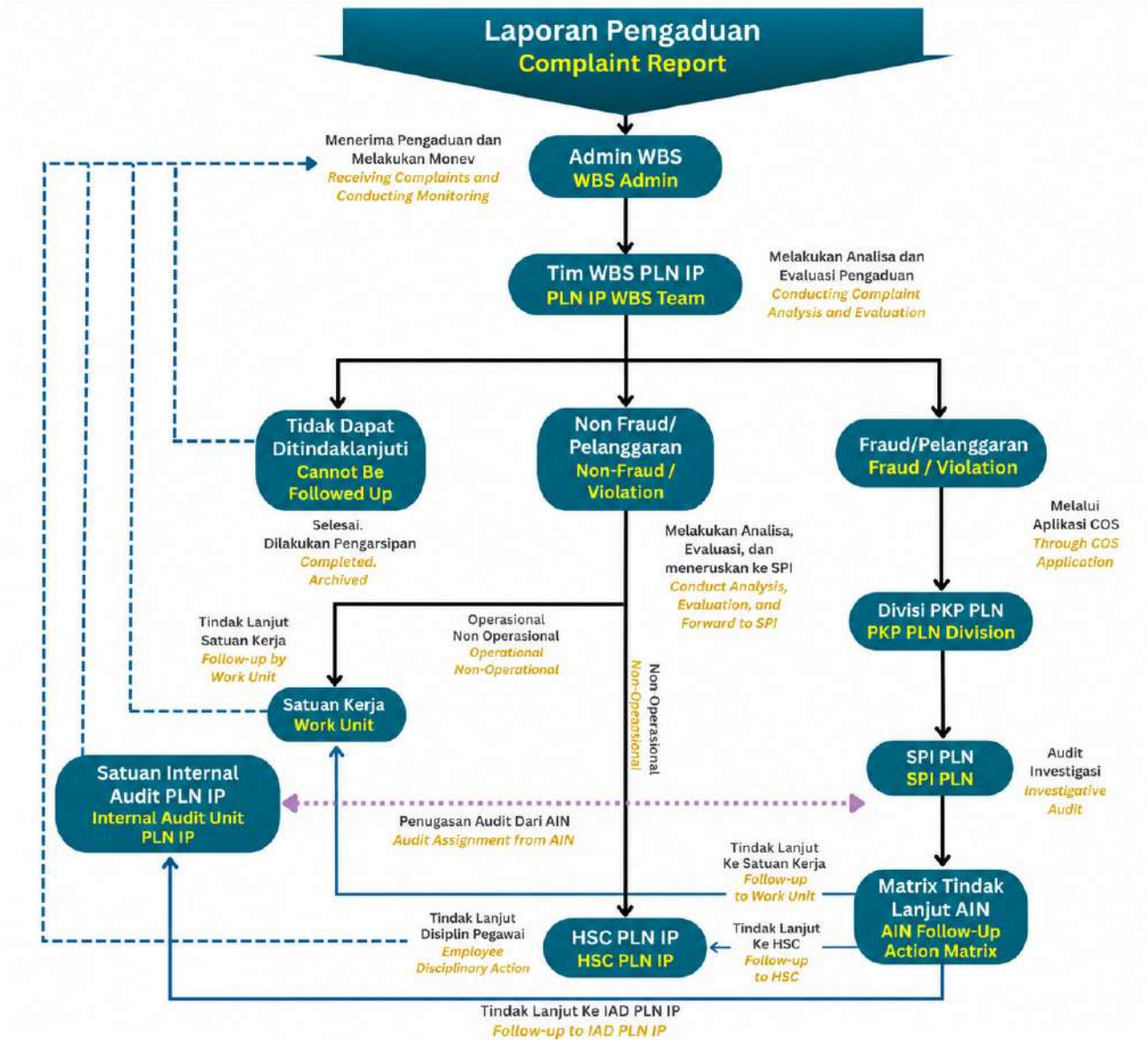
Whistleblowing Handling Mechanism

Dalam rangka memastikan setiap laporan yang diterima melalui saluran WBS ditindaklanjuti secara tepat, PLN Indonesia Power telah menetapkan mekanisme penanganan pelaporan pelanggaran yang sistematis, transparan, dan akuntabel melalui Keputusan Bersama Direksi dan Dewan Komisaris No. 0176.K/DIR/2026 dan No. 002.SK/DK-PLNIP/2026 tentang Sistem Pengaduan Pelanggaran (*Whistleblowing System*) tanggal 14 Januari 2026.

In order to ensure that every report received through the WBS channel is properly followed up, PLN Indonesia Power has established a systematic, transparent, and accountable complaint handling mechanism through the Joint Decision of the Board of Directors and the Board of Commissioners No. 0176.K/DIR/2026 and No. 002.SK/DK-PLNIP/2026 concerning the Whistleblowing System, dated January 14, 2026.

Alur Proses/Skema Penanganan Pelaporan Pelanggaran

Whistleblowing Handling Process Flow/Scheme



Seluruh laporan yang masuk terlebih dahulu akan melalui tahap verifikasi untuk menilai keberadaan bukti awal yang valid dan relevan. Jika laporan memenuhi kriteria, maka proses investigasi akan dilakukan oleh tim yang berwenang dengan menjunjung tinggi prinsip objektivitas, profesionalisme, dan ketidakberpihakan.

All reports received will first go through a verification stage to assess the presence of valid and relevant initial evidence. If a report meets the criteria, an investigation process will be carried out by the authorized team, upholding the principles of objectivity, professionalism, and impartiality.

Hasil investigasi menjadi dasar pengambilan keputusan terhadap tindakan korektif maupun sanksi yang perlu dijatuhkan. Jika terbukti terjadi pelanggaran, maka pegawai yang terlibat dapat dikenakan sanksi sesuai tingkat pelanggarannya, mulai dari teguran, surat peringatan, penurunan jabatan, hingga pemutusan hubungan kerja. Sementara itu, bagi mitra kerja eksternal yang terbukti melakukan pelanggaran, Perusahaan berhak melakukan pemutusan kontrak kerja sama. Sebaliknya, apabila hasil investigasi menunjukkan bahwa laporan disampaikan dengan itikad tidak baik, mengandung informasi palsu, unsur fitnah, atau tanpa dasar yang jelas, maka Perusahaan berhak mengambil tindakan hukum terhadap pelapor, termasuk kemungkinan gugatan balik atau sanksi administratif sesuai ketentuan yang berlaku. Mekanisme ini ditetapkan untuk menjaga keseimbangan antara perlindungan terhadap pelapor yang beritikad baik dan pencegahan terhadap penyalahgunaan sistem pelaporan.

The results of the investigation serve as the basis for decision-making regarding corrective actions or sanctions that need to be imposed. If a violation is proven, employees involved may be subject to sanctions according to the severity of the violation, ranging from verbal warnings, written warnings, demotion, to termination of employment. Meanwhile, for external partners proven to have committed violations, the Company has the right to terminate the cooperation contract. Conversely, if the investigation results show that the report was submitted in bad faith, contains false information, defamation, or has no clear basis, the Company has the right to take legal action against the reporter, including possible counterclaims or administrative sanctions in accordance with applicable regulations. This mechanism is established to maintain a balance between protecting good-faith whistleblowers and preventing misuse of the reporting system.

Jumlah Pelaporan Pelanggaran dan Tindak Lanjut

Number of Tipoffs and Follow-ups

Sepanjang tahun 2025, pengaduan yang masuk melalui saluran Pengaduan WBS berjumlah 15 pengaduan, dimana dari 15 Laporan pengaduan WBS yang diterima terdapat 1 Laporan yang Masih inprogres Analisa Evaluasi di Tim Pengelola Pengaduan PLN Indonesia Power. Dalam 14 Laporan WBS yang sudah *close*, terdapat 9 Laporan yang sudah selesai ditindak lanjuti dan 5 laporan yang Tidak dapat ditindaklanjuti karena TIDAK CUKUP INFORMASI dan Pelapor TIDAK DAPAT DIKONFIRMASI. Dalam 9 Laporan WBS yang sudah *close* dikategorikan sebagai Laporan Tidak Termasuk *Fraud* dan/atau Pelanggaran.

Throughout 2025, complaints submitted through the WBS Complaint channel totaled 15 reports, where of these 15 WBS reports received, 1 report is still in progress under analysis and evaluation by the Complaint Management Team of PLN Indonesia Power. Of the 14 WBS reports that had been closed, 9 reports had been fully followed up, while 5 reports could not be processed due to INSUFFICIENT INFORMATION and the INABILITY TO CONFIRM the reporter's identity. Among the 9 closed WBS reports, all were categorized as reports not involving fraud and/or violations.

Monitoring Penanganan Pelaporan Tahap Tindak Lanjut Tahun 2025

Monitoring of the Follow-Up Stage Report Handling in 2025

No.	Kategori Pelapor Report Category	Kategori Laporan Pelanggaran Violation Report Category	Status Tindak Lanjut Follow-Up Status	Tindak Lanjut Pengaduan Complaint Follow-Up
1	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	*Closed* – Tidak Cukup Informasi dan Pelapor Tidak Dapat dikonfirmasi Closed – Insufficient Information and Reporter Cannot Be Confirmed	-
2	Anonim	Penyalahgunaan Wewenang Abuse of Authority	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
3	Anonim	Penyalahgunaan Wewenang Abuse of Authority	*Closed* – Tidak Cukup Informasi dan Pelapor Tidak Dapat dikonfirmasi Closed – Insufficient Information and Reporter Cannot Be Confirmed	-
4	Eksternal	SDM	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
5	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	*Closed* – Tidak Cukup Informasi dan Pelapor Tidak Dapat dikonfirmasi Closed – Insufficient Information and Reporter Cannot Be Confirmed	-
6	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
7	Anonim	Penyalahgunaan Wewenang Abuse of Authority	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
8	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
9	Anonim	Penyalahgunaan Wewenang Abuse of Authority	*Closed* – Tidak Cukup Informasi dan Pelapor Tidak Dapat dikonfirmasi Closed – Insufficient Information and Reporter Cannot Be Confirmed	-
10	Internal	SDM	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
11	Eksternal	SDM	Closed- Tidak Dapat ditindaklanjuti SH Closed – Cannot Be Followed Up (SH)	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
12	Internal	SDM	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
13	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
14	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	Closed – Selesai Tindak lanjut Closed – Follow-up Completed	Tidak Termasuk *Fraud*/Pelanggaran Not Classified as Fraud / Violation
15	Eksternal	Penyalahgunaan Wewenang Abuse of Authority	Laporan pengaduan baru diterima di 14 Desember 2025 sehingga per 31 Desember 2025 masih dalam proses Verifikasi oleh Tim WBS The complaint report was received on December 14, 2025; therefore, as of December 31, 2025, it is still in the verification process by the WBS Team.	

Kode Etik Perusahaan
Code of Conduct

PLN Indonesia Power menempatkan integritas dan profesionalisme sebagai landasan utama dalam menjalankan kegiatan usaha. Komitmen tersebut diwujudkan melalui penerapan Kode Etik Perusahaan sebagai pedoman perilaku seluruh insan Perusahaan, baik dalam hubungan internal maupun eksternal. Kode Etik ini berperan penting dalam mendorong terciptanya tata kelola yang bersih, transparan, dan beretika, sekaligus menjadi instrumen pengendalian untuk mencegah benturan kepentingan serta memperkuat kepercayaan para pemangku kepentingan.

PLN Indonesia Power considers integrity and professionalism as the main foundation in conducting its business activities. This commitment is realized through the implementation of the Company Code of Conduct as a guideline for the behavior of all employees of the Company, both in internal and external relations. This Code of Conduct plays an important role in encouraging the creation of clean, transparent, and ethical governance, while also serving as a control instrument to prevent conflicts of interest and strengthen the trust of stakeholders.

"Penerapan Kode Etik sebagai kompas moral bagi seluruh insan PLN Indonesia Power menjadi wujud nyata pengawalan terhadap nilai integritas. Melalui pelaksanaan yang konsisten, menyeluruh, dan berkelanjutan, Perusahaan terus berupaya memperkuat kepercayaan publik serta menjaga reputasi di mata seluruh pemangku kepentingan."

"The implementation of the Code of Conduct as a moral compass for all employees of PLN Indonesia Power is a tangible manifestation of upholding the value of integrity. Through consistent, comprehensive, and sustainable implementation, the Company continues to strengthen public trust and maintain its reputation in front of all stakeholders."

Sebagai bentuk nyata dari komitmen tersebut, Perusahaan telah menetapkan Pedoman Etika Perusahaan melalui Surat Keputusan Bersama Dewan Komisaris dan Direksi No. 0179.K/DIR/2023 dan No. 004.SK/DK-PLNIP/2023 tanggal 27 Juni 2023. Pedoman ini memuat seperangkat aturan dan prinsip etika yang menjadi panduan dalam bertindak dan mengambil keputusan di seluruh level organisasi.

As a tangible form of this commitment, the Company has established the Code of Conduct through Joint Decision Letter of the Board of Commissioners and the Board of Directors No. 0179.K/DIR/2023 and No. 004.SK/DK-PLNIP/2023 dated June 27, 2023. These guidelines contain a set of ethical rules and principles that serve as guidance for actions and decision-making at all levels of the organization.

Pedoman Etika Perusahaan ini juga secara eksplisit selaras dengan nilai-nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai budaya kerja PLN Indonesia Power. Dengan menjadikan nilai AKHLAK sebagai landasan, Perusahaan berkomitmen untuk menegakkan standar etika tertinggi, sekaligus membangun lingkungan kerja yang sehat, inklusif, dan berdaya saing tinggi. Penjelasan dan internalisasi Budaya Perusahaan dijelaskan lebih detail pada bab Profil Perusahaan sub bab Tata Nilai dan Budaya dalam Laporan Tahunan ini.

This Code of Conduct is also explicitly aligned with the AKHLAK values (Amanah/ Trustworthy, Kompeten/ Competent, Harmonis/ Harmonious, Loyal/ Loyal, Adaptif/ Adaptive, and Kolaboratif/ Collaborative) as the work culture of PLN Indonesia Power. By making AKHLAK values the foundation, the Company is committed to upholding the highest ethical standards while fostering a healthy, inclusive, and highly competitive work environment. A more detailed explanation and internalization of the Company Culture are presented in the Company Profile chapter under the section on Values and Culture in this Annual Report.

Pokok-Pokok Isi Kode Etik Perusahaan

Core of the Code of Conduct

Pedoman Etika Perusahaan mengatur prinsip-prinsip dan perilaku yang harus diterapkan dalam berinteraksi dengan pemangku kepentingan. Pokok-pokok Pedoman Etika Perusahaan mencakup antara lain:

The Code of Conduct regulates the principles and behaviors that must be applied in interactions with stakeholders. The main points of the Code of Conduct include, among others:

BAB 01 **CHAPTER 01**	Pernyataan Komitmen Bersama Direksi dan Dewan Komisaris PT PLN Indonesia Power	Joint Commitment Statement of the Board of Directors and Board of Commissioners of PT PLN Indonesia Power
BAB 02 **CHAPTER 02**	**Pendahuluan** 1. Latar Belakang 2. Visi dan Misi Perusahaan 3. Tata Nilai Perusahaan 4. Tujuan Pedoman Etika Perusahaan 5. Pihak yang wajib mematuhi Pedoman Etika Perusahaan 6. Tanggung Jawab Pegawai PLN Indonesia Power 7. Tanggung Jawab Para Pimpinan PLN Indonesia Power	**Introduction** 1. Background 2. Vision and Mission 3. Corporate Value 4. Purpose of the Code of Conduct 5. Parties with Mandatory Compliance with the Code of Conduct 6. Responsibility of PLN Indonesia Power Employees 7. Responsibility of PLN Indonesia Power Leaders
BAB 03 **CHAPTER 03**	**Pedoman Etika dan Perilaku Pegawai** 1. Etika terkait Hubungan dengan *Stakeholder* / Pemegang Kepentingan Perusahaan 2. Perilaku Etis terhadap sesama Pegawai 3. Kepatuhan terhadap Hukum dan Peraturan Perusahaan 4. Benturan Kepentingan 5. Memberi dan Menerima Gratifikasi 6. Pembayaran Tidak Wajar (imbalan) , Partisipasi Politik dan Organisasi Profesi 7. Keselamatan, Kesehatan dan Lingkungan Kerja 8. Integritas Laporan Keuangan 9. Pengawasan dan Penggunaan Aset Perusahaan 10. Kerahasiaan Informasi dan Media Komunikasi 11. Sistem Teknologi Informasi 12. Hak atas Kekayaan Intelektual (HAKI) 13. Aktivitas Sosial Perusahaan dan Pegawai	**Policy on the Code of Conduct** 1. Ethics related to Relationships with Stakeholders / Company Stakeholders 2. Ethical Behavior towards Fellow Employees 3. Compliance with Laws and Company Regulations 4. Conflict of Interest 5. Giving and Receiving Gratification 6. Improper Payments (Rewards), Political Participation, and Professional Organizations 7. Occupational Safety, Health, and Environment 8. Integrity of Financial Statements 9. Supervision and Use of Company Assets 10. Confidentiality of Information and Communication Media 11. Information Technology Systems 12. Intellectual Property Rights (IPR) 13. Corporate and Employee Social Activities
BAB 04 **CHAPTER 04**	**Petunjuk Pelaksanaan** 1. Konsultasi berhubungan dengan Pedoman Etika Perusahaan (*Code of Conduct*) 2. Pelanggaran Etika Perusahaan 3. Pelaporan Pelanggaran (*Whistleblowing System*) 4. Penghargaan dan Sanksi 5. Pernyataan Komitmen 6. Sosialisasi Pedoman Etika Perusahaan/*Code of Conduct*	**Implementation Guidelines** 1. Consultation related to the Code of Conduct 2. Violations of the Code of Conduct 3. Violation Reporting (Whistleblowing System) 4. Rewards and Sanctions 5. Commitment Statement 6. Dissemination of the Code of Conduct

Pemberlakuan Kode Etik Bagi Seluruh Level Organisasi

Enforcement of the Code of Conduct to All Organizational Levels

PLN Indonesia Power secara konsisten menerapkan Kode Etik secara menyeluruh dan tanpa pengecualian kepada seluruh jenjang organisasi, mulai dari Dewan Komisaris, Direksi, hingga seluruh pegawai di berbagai unit kerja. Penerapan ini tidak hanya bersifat normatif, tetapi juga menjadi bagian integral dari budaya perusahaan yang mengedepankan integritas, etika, dan kepatuhan dalam setiap aspek aktivitas bisnis. Melalui pemberlakuan Kode Etik yang merata, Perusahaan memastikan bahwa setiap insan PLN Indonesia Power memiliki pemahaman yang sama mengenai pentingnya perilaku etis, serta menunjukkan komitmen yang kuat untuk menjalankan tanggung jawabnya sesuai dengan nilai-nilai yang telah ditetapkan.

PLN Indonesia Power mengharapkan seluruh insan Perusahaan tidak hanya mematuhi isi Pedoman Etika, tetapi juga menginternalisasikan nilai-nilai tersebut ke dalam sikap dan tindakan nyata. Seluruh pegawai di setiap level bertanggung jawab untuk menjadi teladan dalam menerapkan nilai-nilai perusahaan, serta berperan aktif dalam mendorong rekan kerja untuk menjunjung prinsip yang sama. Dengan demikian, nilai-nilai AKHLAK dan prinsip etika tidak hanya menjadi slogan, tetapi menjadi bagian dari budaya kerja yang hidup dan terus berkembang dalam organisasi.

PLN Indonesia Power consistently implements the Code of Conduct comprehensively and without exception across all levels of the organization, starting from the Board of Commissioners, the Board of Directors, to all employees in various work units. This implementation is not only normative in nature, but also an integral part of the Company culture that prioritizes integrity, ethics, and compliance in every aspect of business activities. Through the uniform enforcement of the Code of Conduct, the Company ensures that every PLN Indonesia Power employee has a shared understanding of the importance of ethical behavior, as well as demonstrates a strong commitment to carrying out their responsibilities in accordance with established values.

PLN Indonesia Power expects all employees not only to comply with the Code of Conduct, but also to internalize these values into their attitudes and actual actions. All employees at every level are responsible for serving as role models in applying the Company's values, as well as actively encouraging colleagues to uphold the same principles. In this way, the AKHLAK values and ethical principles do not merely become slogans, but rather a living and continuously evolving part of the organization's work culture.

Sosialisasi dan Penegakkan Kode Etik Perusahaan

Dissemination and Enforcement of the Code of Conduct

PLN Indonesia Power secara aktif menyediakan ruang dan forum bagi seluruh insan perusahaan untuk berdiskusi, memahami, serta menginternalisasi nilai-nilai inti, tujuan, dan prinsip yang tertuang dalam Pedoman Etika Perusahaan. Kegiatan sosialisasi dilaksanakan secara berkala melalui berbagai media komunikasi perusahaan, baik secara daring maupun luring, serta melalui integrasi materi dalam kegiatan pelatihan, onboarding pegawai baru, dan forum internal lainnya. Pada tahun 2025, PLN Indonesia Power mengintensifkan sosialisasi Pedoman Etika melalui kegiatan penandatanganan Pernyataan Komitmen atas Kepatuhan terhadap Pedoman Etika oleh seluruh pegawai, termasuk jajaran Dewan Komisaris dan Direksi. Selain itu, dilakukan juga survei pemahaman untuk mengukur tingkat pengenalan dan internalisasi nilai-nilai etika di kalangan pegawai, serta penyebarluasan materi Pedoman Etika melalui berbagai saluran komunikasi resmi Perusahaan seperti portal internal, media sosial korporat, dan buletin internal.

PLN Indonesia Power actively provides space and forums for all employees to discuss, understand, and internalize the core values, objectives, and principles outlined in the Code of Conduct. Dissemination activities are conducted regularly through various company communication channels, both online and offline, as well as through the integration of materials into training programs, new employee onboarding, and other internal forums. In 2025, PLN Indonesia Power intensified the dissemination of the Code of Conduct through the signing of a Commitment Statement on Compliance with the Code of Conduct by all employees, including the Board of Commissioners and the Board of Directors. In addition, understanding surveys were conducted to measure the level of awareness and internalization of ethical values among employees, as well as the dissemination of the Code of Conduct materials through various official Company communication channels such as the internal portal, corporate social media, and internal bulletins.

Sosialisasi CoC
Dissemination of the Code of Conduct

Email Seluruh pegawai tanggal 13 Desember 2025 Email to all employees dated December 13, 2025	Buletin IPWN Edisi 49 dan 50 tanggal 21 dan 31 Desember 2025 IPWN Bulletin Edition 49 and 50 dated December21 and 31, 2025

Lebih lanjut, penegakan Kode Etik di PLN Indonesia Power juga diperkuat dengan sistem pengawasan dan pelaporan yang kredibel. Perusahaan menyediakan saluran pelaporan pelanggaran (*whistleblowing system*) yang aman dan terpercaya, guna mendorong pegawai maupun pihak eksternal menyampaikan dugaan pelanggaran. Seluruh laporan yang masuk akan ditindaklanjuti secara objektif, rahasia, dan profesional oleh unit terkait sesuai dengan mekanisme dan ketentuan yang berlaku.

Furthermore, the enforcement of the Code of Conduct at PLN Indonesia Power is also strengthened through a credible monitoring and reporting system. The Company provides a safe and trusted whistleblowing system to encourage employees and external parties to report suspected violations. All incoming reports are followed up objectively, confidentially, and professionally by the relevant units in accordance with applicable mechanisms and provisions.

Secara khusus, PLN Indonesia Power juga telah menetapkan fungsi/unit kerja khusus sebagai penanggung jawab dalam pelaksanaan sosialisasi dan penegakan Pedoman Etika. Fungsi ini berperan dalam merancang strategi komunikasi etika, melakukan pemantauan kepatuhan, serta memastikan bahwa proses tindak lanjut pelanggaran berjalan secara adil, transparan, dan akuntabel.

Specifically, PLN Indonesia Power has also established a dedicated function/unit responsible for implementing the Dissemination and enforcement of the Ethics Guidelines. This function plays a role in designing ethical communication strategies, monitoring compliance, and ensuring that the follow-up process for violations is carried out fairly, transparently, and accountably.

Fungsi Sekretariat Perusahaan
Function of the Company Secretariat

Menyusun dan menyediakan Pedoman Etika Perusahaan.
Drafting and providing the Company's Code of Conduct.

Bidang Human Capital Services
Human Capital Services Department

Mencatat dan menindaklanjuti setiap laporan atas pelanggaran terhadap Pedoman Etika di Perusahaan.
Recording and following up on any reports of violations of the Company's Code of Conduct.

Implementasi
Implementation

Kolaborasi antara kedua fungsi tersebut untuk menanamkan dan mensosialisasikan Pedoman Etika serta nilai-nilai Perusahaan.
A collaboration between the two functions to instill and disseminate the Code of Conduct and the Company's core values.

Sebagai bentuk konsistensi dalam menegakkan integritas, PLN Indonesia Power memberlakukan sistem pemberian sanksi atas pelanggaran terhadap Pedoman Etika, yang berlaku menyeluruh kepada seluruh pegawai. Setiap pelanggaran akan dikenai ketentuan disiplin sesuai kebijakan internal Perusahaan, sebagai berikut:

As a form of consistency in upholding integrity, PLN Indonesia Power implements a system of sanctions for violations of the Code of Conduct, which applies to all employees without exception. Every violation will be subject to disciplinary provisions in accordance with the Company's internal policies, as follows:

Kategori Pelanggaran Violation Category	Jenis Sanksi Type of Sanction	
Pelanggaran Ringan Minor Violation	• Sanksi tertulis selama 3 bulan • Sanksi tertulis selama 6 bulan	• Written sanction for 3 months • Written sanction for 6 months
Pelanggaran Sedang Moderate Violation	• Sanksi tertulis selama 9 bulan • Sanksi tertulis selama 12 bulan	• Written sanction for 9 months • Written sanction for 12 months
Pelanggaran Berat Major Violation	• Demosi pada jenjang jabatan satu tingkat di bawahnya dan diturunkan minimum satu *grade* di bawahnya • Diberhentikan tidak dengan hormat sebagai Pegawai, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.	• Demotion to a position one level below and downgraded by at least one grade • Dismissal with dishonor as an Employee, in accordance with the applicable laws and regulations

Untuk tindakan yang belum tercantum dalam klasifikasi pelanggaran tetapi berpotensi merugikan pihak lain atau Perusahaan, penetapan klasifikasi pelanggaran akan dilakukan oleh Lembaga Kerja Sama Bipartit, sesuai prosedur yang berlaku.

For actions that are not yet included in the violation classification but have the potential to harm other parties or the Company, the determination of the violation classification will be carried out by the Bipartite Cooperation Institution, in accordance with applicable procedures.

Jumlah Pelanggaran Kode Etik dan Tindak Lanjutnya

Number of Code of Conduct Violations and Their Follow-Up

Sepanjang tahun 2025, tercatat terdapat 10 kasus pelanggaran terhadap Pedoman Etika Perusahaan, yang terdiri atas: 4 (empat) pelanggaran ringan, 4 (empat) pelanggaran sedang dan 1 (satu) pelanggaran berat. Seluruh pelanggaran tersebut telah diselesaikan melalui proses tindak lanjut yang objektif dan profesional, dengan pemberian sanksi tertulis dan/atau tindakan disipliner lainnya yang disesuaikan dengan tingkat pelanggaran sebagaimana diatur dalam Pedoman Etika Perusahaan.

Throughout 2025, there were 10 recorded violations of the Corporate Code of Conduct, consisting of 4 (four) minor violations, 4 (four) moderate violations, and 1 (one) major violation. All of these violations had been resolved through an objective and professional follow-up process, with the imposition of written sanctions and/or other disciplinary actions adjusted to the level of the violation as regulated in the Company Code of Conduct.

Bentuk Pelanggaran Type of Violation	Jumlah Pegawai Terkena Sanksi Disiplin Number of Employees Subject to Disciplinary Sanctions	Jenis Sanksi Type of Sanction	Bentuk Sanksi/Hukuman Form of Sanction/Punishment
Mangkir/Jam Kerja Absenteeism/Working Hours	3	Pelanggaran Ringan Minor Violations	Peringatan tertulis 3 (tiga) bulan dan 6 (enam) bulan Written warning for 3 (three) months and 6 (six) months
Penghambatan Layanan Service Obstruction	1	Pelanggaran Sedang Moderate Violations	Peringatan tertulis 9 (sembilan) bulan Written warning for 9 (nine) months
Gratifikasi Gratification	2	Pelanggaran Sedang dan Pelanggaran Berat Moderate and Major Violations	Peringatan tertulis 9 (sembilan) bulan dan Demosi Written warning for 9 (nine) months and Demotion
Manipulasi dan Penyalahgunaan Wewenang Manipulation and Abuse of Authority	3	Pelanggaran Ringan dan pelanggaran sedang Minor and Moderate Violations	Peringatan tertulis 6 (enam) bulan dan 12 (dua belas) bulan Written warning for 6 (six) months and 12 (twelve) months

Kebijakan Anti Korupsi dan Anti Penyuapan

Anti-Corruption and Anti-Bribery Policy

Penandatanganan Komitmen oleh Dewan Komisaris dan Direksi PLN Indonesia Power:
Perwujudan Komitmen Tanpa Toleransi terhadap Suap dan Korupsi selaras dengan agenda nasional Pemerintah Indonesia melalui Gerakan Nasional Sinergi Berantas Korupsi, Untuk Indonesia Maju.

Signing of the Commitment by the Board of Commissioners and Board of Directors of PLN Indonesia Power: A Zero-Tolerance Commitment Toward Bribery and Corruption in line with the national agenda of the Government of Indonesia through the National Synergy Movement for Corruption Eradication, Towards an Advanced Indonesia.

Komitmen Anti Korupsi dan Penerapan Sistem Manajemen Anti Penyuapan

Anti-Corruption Commitment and Implementation of the Anti-Bribery Management System

PLN Indonesia Power berkomitmen menjalankan kegiatan usaha dengan menjunjung tinggi standar etika dan integritas. Seluruh insan Perusahaan, termasuk mitra kerja, diwajibkan untuk tidak terlibat dalam segala bentuk penyuapan, gratifikasi, maupun praktik tidak patut lainnya yang bertentangan dengan prinsip etika dan ketentuan hukum yang berlaku. Setiap pelanggaran akan dikenakan sanksi sesuai peraturan yang berlaku.

Komitmen PLN Indonesia Power terhadap kepatuhan dan pemberantasan korupsi diwujudkan melalui penerapan serangkaian kebijakan dan program kerja yang berlandaskan pada peraturan perundang-undangan yang berlaku, khususnya Undang-Undang Nomor 20 Tahun 2001 tentang Perubahan atas Undang-Undang Nomor 31 Tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi. Kebijakan ini menjadi acuan bagi seluruh Insan Perusahaan dalam bertindak secara etis, jujur, dan bertanggung jawab dalam menjalankan setiap aktivitas bisnis.

PLN Indonesia Power is committed to conducting its business activities while upholding high standards of ethics and integrity. All Company personnel, including business partners, are required not to engage in any form of bribery, gratification, or other improper practices that are contrary to ethical principles and applicable laws and regulations. Any violation will be subject to sanctions in accordance with the prevailing regulations.

PLN Indonesia Power's commitment to compliance and corruption eradication is realized through the implementation of a series of policies and work programs based on applicable laws and regulations, particularly Law Number 20 of 2001 concerning Amendments to Law Number 31 of 1999 on the Eradication of Criminal Acts of Corruption. This policy serves as a guideline for all Company personnel to act ethically, honestly, and responsibly in carrying out every business activity.

Untuk memastikan bahwa seluruh praktik bisnis yang dijalankan senantiasa sesuai dengan standar hukum dan etika, PLN Indonesia Power telah mengadopsi Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001:2016. Sistem ini memberikan kerangka kerja yang terstruktur dan komprehensif dalam penerapan kebijakan serta prosedur anti suap, sekaligus menjadi bukti nyata komitmen Perusahaan dalam membangun lingkungan kerja yang bersih, transparan, dan bebas dari praktik penyuapan.

Sebagai wujud dari komitmen tersebut, PLN Indonesia Power berhasil meraih sertifikasi ISO 37001:2016, menjadikannya sebagai Perusahaan pertama di sektor ketenagalistrikan di Indonesia yang memperoleh sertifikasi internasional ini. Pencapaian ini menegaskan posisi PLN Indonesia Power sebagai pelopor dalam penerapan tata kelola anti suap, serta memperkuat integritas dan kredibilitas Perusahaan di tingkat nasional maupun internasional.

To ensure that all business practices are consistently aligned with legal and ethical standards, PLN Indonesia Power has adopted the Anti-Bribery Management System (ABMS) based on ISO 37001:2016. This system provides a structured and comprehensive framework for implementing anti-bribery policies and procedures, while also serving as tangible evidence of the Company's commitment to building a clean, transparent, and bribery-free work environment.

As a manifestation of this commitment, PLN Indonesia Power successfully obtained ISO 37001:2016 certification, making it the first company in Indonesia's electricity sector to receive this international certification. This achievement affirms PLN Indonesia Power's position as a pioneer in the implementation of anti-bribery governance and further strengthens the Company's integrity and credibility at both the national and international levels.

Insan PLN Indonesia Power bersama Stakeholder terapkan pelaksanaan SNI ISO 37001 : 2016 Sistem Manajemen Anti Penyuapan pada Kantor Pusat dan sebagian besar lini Unit Bisnis Pembangkitan dengan prinsip 4 NO's.

PLN Indonesia Power personnel, together with stakeholders, implement the SNI ISO 37001:2016 Anti-Bribery Management System across the Head Office and most Generation Business Unit lines, guided by the 4 NO's principles.

Program Penerapan Anti Korupsi
Anti-Corruption Implementation Program

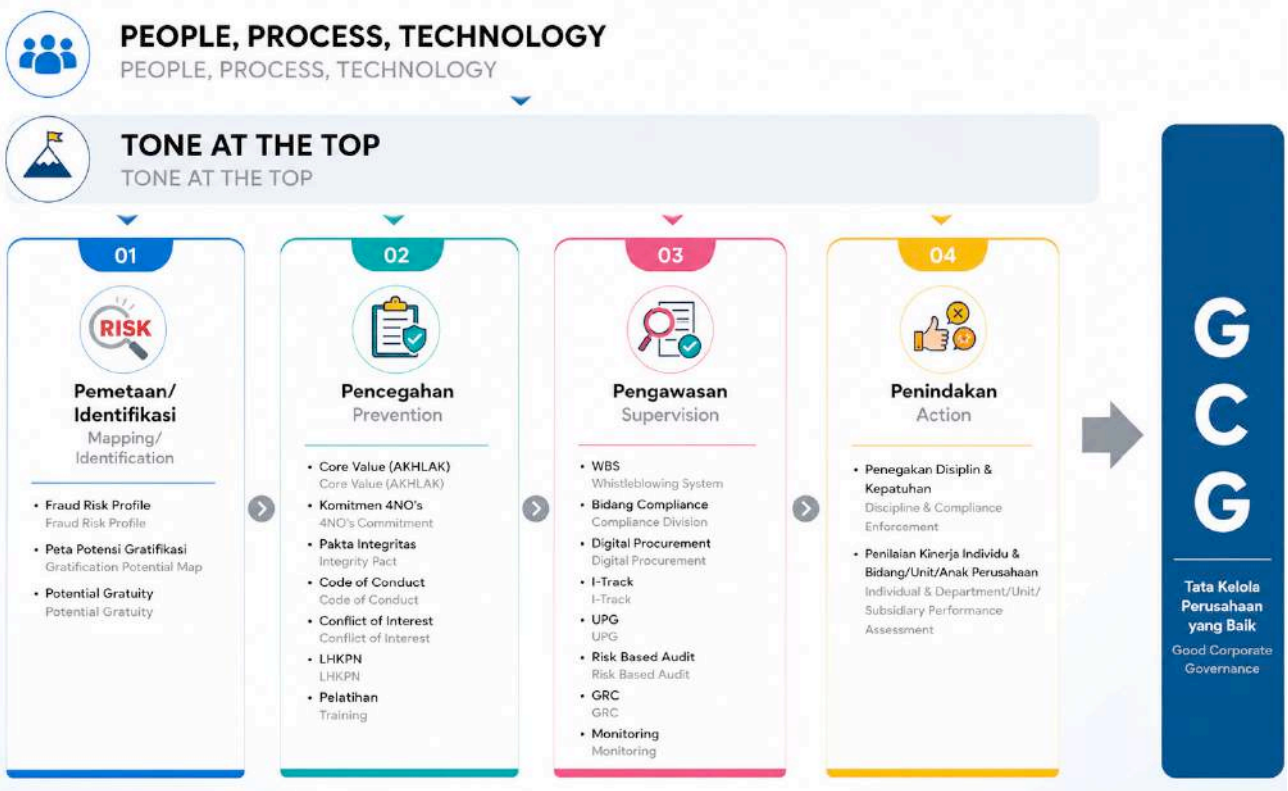
Program Anti-korupsi di PLN Indonesia Power merupakan upaya untuk melawan praktik korupsi yang berpotensi terjadi di setiap Proses Bisnis Perusahaan. Upaya ini dapat dilakukan melalui berbagai lini mulai dari *People* , *Process* dan *Technology* yang ada di perusahaan dan didukung dengan adanya *Tone From The Top* oleh Pimpinan dan Manajemen PLN Indonesia Power melalui Komitmen Sistem Manajemen Anti Penyuapan.

Program Anti Korupsi meliputi 4 (empat) tahapan yaitu Pemetaan/Identifikasi, Pencegahan, Pengawasan dan Penindakan, sehingga diharapkan dengan penerapan program ini maka tata kelola PLN Indonesia Power menjadi lebih bersih , transparan dan mendukung penerapan tata kelola perusahaan yang baik. Kedepannya, Perusahaan berfokus pada perluasan implementasi dan Sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) ke seluruh unit dan anak perusahaan melalui penerapan Manajemen kepatuhan pada setiap proses bisnis.

The Anti-Corruption Program at PLN Indonesia Power is an effort to combat corrupt practices that may potentially occur in every business process within the Company. These efforts are carried out through various aspects of the organization, including People, Process, and Technology, and are supported by the Tone from the Top demonstrated by the leadership and management of PLN Indonesia Power through their commitment to the Anti-Bribery Management System.

The Anti-Corruption Program consists of 4 (four) stages: Mapping/Identification, Prevention, Supervision, and Action. Through the implementation of this program, PLN Indonesia Power's governance is expected to become cleaner, more transparent, and supportive of good corporate governance practices. In the future, the Company is focused on expanding the implementation and certification of the Anti-Bribery Management System (ABMS) across all units and subsidiaries through the application of compliance management in every business process.

Program Anti Korupsi di PLN Indonesia Power
PLN Indonesia Power Anti-Corruption Program



Sepanjang tahun 2025, PLN Indonesia Power telah mengimplementasikan program anti korupsi secara terintegrasi sebagai bagian dari komitmen berkelanjutan dalam memperkuat budaya integritas dan tata kelola perusahaan yang bersih. Beberapa inisiatif program antikorupsi yang diterapkan di PLN Indonesia Power diantaranya adalah penandatanganan komitmen SMAP, pengisian LHKPN, pelaporan gratifikasi, pencegahan benturan kepentingan, survei pemahaman integritas, *vendor gathering* dan RUPS.

Throughout 2025, PLN Indonesia Power had implemented an integrated anti-corruption program as part of its ongoing commitment to strengthening a culture of integrity and clean corporate governance. Several anti-corruption initiatives implemented by PLN Indonesia Power include the signing of ABMS commitments, submission of LHKPN reports, gratuity reporting, prevention of conflicts of interest, integrity understanding surveys, vendor gatherings, and GMS.

Lebih lanjut, dalam rangka memenuhi persyaratan *Maturity Level* Kepatuhan di lingkungan PLN *Group*, PLN Indonesia Power secara aktif berperan dalam penyusunan *Fraud Risk Assessment* (FRA) pada proses bisnis korporat. Selain itu, Perusahaan juga memberikan pendampingan kepada para pemilik proses dalam menyusun FRA di tingkat unit kerja masing-masing. Penilaian ini difokuskan pada identifikasi dan evaluasi risiko kepatuhan, terutama yang berkaitan dengan korupsi, penyuapan, serta aspek hukum lainnya yang relevan. Hasil FRA ini menjadi landasan penting dalam perumusan langkah mitigasi dan upaya pencegahan terhadap potensi praktik kecurangan (*fraud*), sebagai bagian dari komitmen PLN Indonesia Power untuk membangun budaya integritas dan tata kelola yang bersih, transparan, serta berkelanjutan.

Furthermore, in order to fulfill the Compliance Maturity Level requirements within PLN Group environment, PLN Indonesia Power has actively participated in the preparation of Fraud Risk Assessments (FRA) for corporate business processes. In addition, the Company also provides assistance to process owners in preparing FRA at their respective work unit levels. This assessment is focused on identifying and evaluating compliance risks, particularly those related to corruption, bribery, and other relevant legal aspects. The results of the FRA serve as an important foundation for formulating mitigation measures and preventive efforts against potential fraudulent practices, as part of PLN Indonesia Power's commitment to building a culture of integrity and governance that is clean, transparent, and sustainable.

Pelatihan Anti Korupsi Tahun 2025
Anti-Corruption Training 2025

Dalam rangka meningkatkan integritas dan membangun budaya anti korupsi, pada tahun 2025 PLN Indonesia Power telah menyelenggarakan sejumlah program pelatihan terkait anti korupsi yang diikuti oleh 4.297 orang pegawai di seluruh jenjang jabatan dan unit bisnis Perusahaan. Beberapa topik pelatihan yang diberikan antara lain:

In order to enhance integrity and build an anti-corruption culture, in 2025 PLN Indonesia Power organized a number of anti-corruption training programs attended by 4,297 employees across all levels of positions and business units within the Company. Several training topics provided included:

Nama Pelatihan Training Name	**Peserta** Participants	**Tanggal Pelatihan** Training Date	**Penyelenggara** Organizer
Bimbingan Teknik *e-learning* Peningkatan Pemahaman Gratifikasi E-learning Technical Guidance on Enhancing Gratification Awareness	Perwakilan Unit dan Bidang PLN Indonesia Power Representatives of PLN Indonesia Power Units and Departments	30 Juni - 09 Juli 2025 June 30 – July 09, 2025	KPK
Training Awareness dan Audit Internal ISO 37001:2016 SMAP ISO 37001:2016 ABMS Awareness and Internal Audit Training	Auditor Internal dan Auditee Internal Auditors and Auditees	24-25 Februari 2025 (Batch 1) 26-27 Februari (Batch 2) February 24-25, 2025 (Batch 1) February 26-27, 2025 (Batch 2)	Mutu International
Self Learning Fundamental SMAP	Seluruh pegawai PLN IP All PLN IP Employees	Bulan Oktober dan November 2025 October and November 2025	Udiklat PLN PLN Education and Training Unit
Training dan Sertifikasi Implementer ISO 37001:2016 *Anti Bribery Management System* ISO 37001:2016 Anti-Bribery Management System Implementer Training and Certification	Fungsi Kepatuhan Compliance Function Personnel	15-18 September 2025 September 15-18, 2025	CRMS

Program-program pelatihan ini bertujuan untuk memperkuat pengetahuan, kesadaran, dan keterampilan pegawai dalam mengimplementasikan kebijakan anti korupsi serta meningkatkan budaya etika yang tinggi di seluruh aspek operasional Perusahaan.

These training programs are aimed at strengthening employees' knowledge, awareness, and skills in implementing anti-corruption policies, as well as enhancing a strong ethical culture across all aspects of the Company's operations.

Sosialisasi Program Anti Korupsi
Dissemination of Anti-Corruption Program

PLN Indonesia Power secara rutin menyosialisasikan komitmen anti korupsi kepada pemangku kepentingan, termasuk mitra dan pemasok lokal. Perusahaan juga melakukan evaluasi terhadap integritas dan solvabilitas calon mitra untuk mengurangi risiko korupsi. Dalam proses pengadaan barang/jasa, PLN Indonesia Power menerapkan persyaratan kualifikasi yang ketat dan mewajibkan pemasok menandatangani Pakta Integritas dengan klausul anti-korupsi.

PLN Indonesia Power regularly disseminates its anti-corruption commitment to stakeholders, including local partners and suppliers. The Company also evaluates the integrity and solvency of prospective partners to reduce corruption risks. In the procurement of goods and services, PLN Indonesia Power applies strict qualification requirements and requires suppliers to sign an Integrity Pact containing anti-corruption clauses.

Sepanjang tahun 2025, PLN Indonesia Power telah melakukan berbagai program sosialisasi anti korupsi kepada pihak internal dan eksternal Perusahaan sebagai berikut:

Throughout 2025, PLN Indonesia Power conducted various anti-corruption dissemination programs for both internal and external parties of the Company, as follows:

Pihak yang diberikan sosialisasi Parties Receiving the dissemination	**Kegiatan/Program Sosialisasi** Dissemination Activities/Programs	**Waktu Pelaksanaan** Waktu Pelaksanaan
Dewan Komisaris dan Organ Pendukung Board of Commissioners and Supporting Organs	Penandatangan Komitmen SMAP Tahun 2025 Dewan komisaris Signing of the 2025 ABMS Commitment by the Board of Commissioners	13 Februari 2025 February 13, 2025
	Penandatangan Komitmen SMAP Tahun 2025 Dewan komisaris (Pergantian Komisaris) Signing of the 2025 ABMS Commitment by the Board of Commissioners (Change of Commissioners)	Agustus 2025 August 2025
Direksi Board of Directors	Penandatangan Komitmen SMAP Tahun 2025 Direksi Signing of the 2025 ABMS Commitment by the Board of Directors	13 Februari 2025 13 Februari 2025
	Penandatangan Komitmen SMAP Tahun 2025 Direksi (Pergantian Direksi) Signing of the 2025 ABMS Commitment by the Board of Directors (Change of Directors)	Agustus 2025 August 2025
Karyawan Employees	Sosialisasi Pengisian LHKPN Periode 2024 Tahun Pelaporan 2025 oleh PLN dan KPK Dissemination on the Submission of 2024 LHKPN Reports for the 2025 Reporting Year by PLN and KPK	16 Januari 2025 January 16, 2025
	Sosialisasi Penerapan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016 (IPWN) Dissemination on the Implementation of the ISO 37001:2016 Anti-Bribery Management System (ABMS) (IPWN)	12-19 Maret 2025 March 12–19, 2025
	Imbauan Pelaporan Gratifikasi Hari Raya (*Email*) Appeal for Religious Holiday Gratification Reporting (Email)	14 Maret 2025 March 14, 2025
	Sosialisasi Penerapan Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016 (Youtube) Dissemination on the Implementation of the ISO 37001:2016 Anti-Bribery Management System (ABMS) (YouTube)	21 Maret 2025 March 24, 2025
	Penandatanganan Pakta integritas dan pasangan Signing of the Integrity Pact by Employees and Spouses	s.d 31 Maret 2025 Until March 31, 2025
	Imbauan Pencegahan Benturan Kepentingan terkait Perayaan Hari Raya Idul Adha (*Email*) Appeal for the Prevention of Conflicts of Interest Related to the Eid al-Adha Celebration (Email)	28 Mei 2025 May 28, 2025
	Imbauan Pencegahan Gratifikasi Terkait Peringatan Hari Raya Keagamaan Tahun 2025 dan Tahun Baru 2026 (*Email*) Appeal for the Prevention of Gratification Related to Religious Holiday Celebrations in 2025 and New Year 2026 (Email)	23 Desember 2025 December 23, 2025

Pihak yang diberikan sosialisasi Parties Receiving the dissemination	Kegiatan/Program Sosialisasi Dissemination Activities/Programs	Waktu Pelaksanaan Waktu Pelaksanaan
	Survey Pemahaman Integritas Semester 1 dan 2 Integrity Understanding Survey for Semester 1 and Semester 2	01- 31 Mei 2025 01-30 September 2025 May 1–31, 2025 September 1–30, 2025
Pihak Eksternal: External Parties:		
Pemasok dan Mitra Kerja Suppliers and Business Partners	*Vendor Gathering*	06-07 Oktober 2025 October 6–7, 2025
Pemegang Saham Shareholders	RUPS GMS	31 januari 2025 dan 19 Juni 2025 January 31, 2025 and June 19, 2025

Penilaian Risiko Korupsi dan *Fraud*

Corruption and Fraud Risk Assessment

Penilaian Risiko Korupsi dan Fraud di PLN Indonesia Power dilaksanakan mengacu pada standar ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) serta melalui pendekatan *Fraud Risk Assessment*. Proses ini mencakup identifikasi potensi *fraud*, penilaian tingkat risiko, serta *monitoring* dan evaluasi secara berkelanjutan.

Berdasarkan hasil penilaian terhadap *Top* 11 risiko *fraud* korporat, terdapat 4 risiko dengan tingkat *High* dan 7 risiko dengan tingkat *Moderate to High,* yang mencakup kategori Fraudulent Statement (manipulasi dokumen), *Asset Misappropriation* (penyalahgunaan aset/wewenang), serta *Corruption* (korupsi). Seluruh risiko tersebut telah dimonitor dan dievaluasi secara berkala hingga Triwulan IV Tahun 2025 sebagai bagian dari upaya pengendalian dan mitigasi risiko Perusahaan.

The Corruption and Fraud Risk Assessment at PLN Indonesia Power is conducted in accordance with the ISO 37001:2016 Anti-Bribery Management System (ABMS) standard and through a Fraud Risk Assessment approach. This process includes the identification of potential fraud, assessment of risk levels, as well as continuous monitoring and evaluation.

Based on the assessment results of the Top 11 corporate fraud risks, there were 4 risks categorized as High and 7 risks categorized as Moderate to High. These risks include the categories of Fraudulent Statement (document manipulation), Asset Misappropriation (misuse of assets/ authority), and Corruption. All identified risks have been periodically monitored and evaluated through the Fourth Quarter of 2025 as part of the Company's risk control and mitigation efforts.

IDRISK	Identifikasi Skema *Fraud* Identification of Fraud Schemes	Mitigas Mitigation	Level Risiko Utama Key Risk Levels	Level Risiko Residu Residual Risk Level
FF119	Sengaja membuat konsep dan model bisnis pembangkit yang menguntungkan suatu golongan atau Perusahaan tertentu Intentionally creating power generation business concepts and models that benefit certain groups or companies	Pemilihan konsep dan model bisnis pembangkit didampingi pihak independen Selection of power generation business concepts and models is conducted with the assistance of independent parties	*High*	*Low to Moderate*
FF33	Dengan sengaja melakukan manipulasi laporan proyek dengan tujuan menutupi keterlambatan progress pekerjaan Intentionally manipulating project reports to conceal delays in work progress	1. Melakukan Monev secara bulanan 2. Melakukan *review* secara berkala dengan bidang terkait 3. Bekerjasama dengan pihak konsultan 1. Conducting monthly monitoring and evaluation (Monev) 2. Conducting periodic reviews with related departments 3. Collaborating with consultants	*High*	*Low to Moderate*

IDRISK	Identifikasi Skema *Fraud* Identification of Fraud Schemes	Mitigas Mitigation	Level Risiko Utama Key Risk Levels	Level Risiko Residu Residual Risk Level
CB121	Dengan sengaja mengancam vendor untuk mempersulit progress pekerjaan apabila tidak memberi persenan untuk menguntungkan diri sendiri Intentionally threatening vendors to obstruct work progress unless they provide kickbacks for personal gain	1. Melakukan Sosialisasi *Fraud* di lingkungan Kerja 2. *Review* STO Perencanaan dan proses pengadaan di *Procurement* 3. Melakukan 4EP dalam dokumen perencanaan, Persetujuan pengadaan 4. Melakukan Pembahasan Bersama Progres Pekerjaan dengan Bidang terkait 5. Melakukan IDD Pegawai di Personil pengadaan 1. Conducting fraud awareness dissemination within the work environment 2. Reviewing Planning STO and procurement processes within Procurement 3. Implementing the 4EP principle in planning documents and procurement approvals 4. Conducting joint discussions on work progress with related departments 5. Conducting employee integrity due diligence (IDD) for procurement personnel	*High*	*Low to Moderate*
AI106	Dengan sengaja melakukan pencurian data Perusahaan dan bocornya data pribadi yang dapat menimbulkan dampak kerugian finansial, rusaknya citra Perusahaan Intentionally stealing Company data and causing leaks of personal data that may result in financial losses and damage to the Company's reputation	1. Melakukan penyediaan/penyempurnaan perangkat aturan 2. Menyediakan/ melengkapi organisasi pendukung 3. Melakukan pelatihan dan sertifikasi kepada pengelola *Security* dan PDP 4. Menerapkan kebijakan PDP dan sosialisasi 5. Menyediakan alat monitoring dan kontrol 1. Providing /improving regulatory frameworks 2. Establishing and strengthening supporting organizations 3. Conducting training and certification for Security and Personal Data Protection (PDP) managers 4. Implementing PDP policies and conducting dissemination programs 5. Providing monitoring and control tools	*High*	*Moderate*
FF96	Dengan sengaja melakukan manipulasi data pasokan bahan bakar pembangkitan guna mendapatkan keuntungan pihak tertentu. Intentionally manipulating power generation fuel supply data to benefit certain parties	1. Melakukan *monitoring* dan evaluasi stok bahan bakar secara berkala 2. Perkuatan *legal compliance* untuk memastikan persaingan yang sehat 1. Conducting periodic monitoring and evaluation of fuel stock 2. Strengthening legal compliance to ensure fair competition	*Moderate to High*	*Low to Moderate*
AI32	Dengan sengaja melakukan progress pengadaan yang tidak sesuai dengan peraturan yang berlaku di Perusahaan Intentionally conducting procurement processes that are not in accordance with applicable Company regulations	1. Melakukan Monev secara bulanan 2. Melakukan *review* secara berkala dengan bidang terkait 3. Memastikan setiap proses pengadaan sesuai dengan SK Pengadaan 1. Conducting monthly monitoring and evaluation (Monev) 2. Conducting periodic reviews with related departments 3. Ensuring every procurement process complies with the applicable Procurement Decision Letter (SK Procurement)	*Moderate to High*	*Low to Moderate*
FF55	Dengan sengaja membuat kajian investasi yang tidak sesuai ketentuan dan kelayakan *project* untuk mendapatkan keuntungan Intentionally preparing investment studies that do not comply with project feasibility requirements in order to gain benefits	1. Mengidentifikasi kajian dan kelayakan investasi sesuai dengan ketentuan 2. Verifikasi dan approval dokumen secara berjenjang 3. Sosialisasi aktif terkait *fraud* dalam proses pembuatan kajian dan kelayakan investasi 4. Peran aktif pimpinan dalam memotivasi Integritas 1. Identifying investment studies and feasibility assessments in accordance with applicable provisions 2. Conducting tiered verification and approval of documents 3. Actively conducting fraud awareness dissemination in the process of preparing investment studies and feasibility assessments 4. Active involvement of leadership in promoting integrity	*Moderate to High*	*Low to Moderate*

IDRISK	Identifikasi Skema *Fraud* Identification of Fraud Schemes	Mitigas Mitigation	Level Risiko Utama Key Risk Levels	Level Risiko Residu Residual Risk Level
CC56	Dengan sengaja menentukan metode prioritisasi investasi meskipun belum masuk ke dalam RUPTL untuk menguntungkan pihak tertentu Intentionally determining investment prioritization methods even though they are not yet included in the RUPTL to benefit certain parties	1. Mengidentifikasi metode yang tepat untuk prioritisasi investasi 2. Verifikasi dan approval dokumen secara berjenjang 3. Sosialisasi aktif terkait fraud dalam proses prioritas investasi 4. Peran aktif pimpinan dalam memotivasi Integritas 1. Identifying appropriate methods for investment prioritization 2. Conducting tiered verification and approval of documents 3. Actively conducting fraud awareness dissemination in the investment prioritization process 4. Active involvement of leadership in promoting integrity	*Moderate to High*	*Low to Moderate*
FN52	Dengan sengaja oknum pegawai berkoordinasi dengan stakeholder internal maupun eksternal untuk merumuskan spesifikasi tertentu atau melakukan diskriminasi dengan argumen penetapan kualitas yang tidak sesuai dengan kebutuhan. Intentionally coordinating with internal and external stakeholders to formulate specific specifications or carry out discriminatory practices using quality justification arguments that are not aligned with actual needs	1. *Update data negative list* dari *website* resmi Kemenperin secara rutin 2. Verifikasi dan *approval* dokumen secara berjenjang 3. Sosialisasi aktif terkait *fraud* dalam proses pengadaan 4. Peran aktif pimpinan dalam memotivasi Integritas 1. Regularly updating negative list data from the official Ministry of Industry website 2. Conducting tiered verification and approval of documents 3. Actively conducting fraud awareness dissemination in procurement processes 4. Active involvement of leadership in promoting integrity	*Moderate to High*	*Moderate*
AI86	Dengan sengaja melakukan manipulasi data pengalihan aset untuk mendapatkan keuntungan pribadi Intentionally manipulating asset transfer data for personal gain	Berkoordinasi dengan Tim Legal dan Kepatuhan terkait update regulasi terbaru yang tersedia Coordinating with the Legal and Compliance Team regarding updates to the latest available regulations	*Moderate to High*	*Low to Moderate*
CC108	Dengan sengaja menjalankan program yang tidak sesuai dengan *Sustainability development goals*, misalkan dengan memberdayakan kelompok Masyarakat yang bukan dari kelompok rentan Intentionally implementing programs that are not aligned with the Sustainable Development Goals, for example by empowering community groups that are not classified as vulnerable groups	Pemilihan konsep dan model bisnis pembangkit didampingi pihak independen Selection of power generation business concepts and models is conducted with the assistance of independent parties	*Moderate to High*	*Low to Moderate*

Keterangan: Notes:
FF: *Fraudulent Financial*
CB: *Corruption Bribery*
AI: *Asset Misappropriation*
CC: *Corruption Col*
FN: *Fraudulent Statement Non Financial*

Pelaporan Insiden Korupsi Tahun 2025
Corruption Incident Reporting in 2025

Sepanjang tahun 2025, tidak terdapat insiden korupsi yang dilakukan oleh Insan PLN Indonesia Power sebagaimana yang tercermin pada tabel sebagai berikut:

Throughout 2025, there were no corruption incidents committed by PLN Indonesia Power personnel, as reflected in the following table:

Jenis Insiden Type of Incident	Jumlah insiden Total Incidents
Insiden korupsi Corruption incidents	Nihil None
Insiden korupsi yang terbukti yang mengakibatkan karyawan diberhentikan atau dihukum karena korupsi Proven corruption incidents resulting in employees being dismissed or penalized due to corruption	Nihil None
Insiden korupsi yang terbukti yang mengakibatkan kontrak dengan mitra bisnis diakhiri atau tidak diperbarui karena pelanggaran terkait korupsi Proven corruption incidents resulting in termination or non-renewal of contracts with business partners due to corruption-related violations	Nihil None

Pengelolaan Pengendalian Gratifikasi

Pengelolaan Pengendalian Gratifikasi

Pengelolaan pengendalian gratifikasi di PLN Indonesia Power dilakukan untuk mendukung komitmen perusahaan dalam menjaga integritas dan kejujuran, serta mempertahankan budaya bisnis yang bebas dari Korupsi, Kolusi, dan Nepotisme (KKN). Secara rutin, Perusahaan mengadakan sosialisasi terkait kebijakan pengendalian gratifikasi kepada Manajemen, pegawai, anak perusahaan, afiliasi, serta mitra kerja.

The management of gratification control at PLN Indonesia Power is carried out to support the Company's commitment to maintaining integrity and honesty, as well as sustaining a business culture free from Corruption, Collusion, and Nepotism (KKN). The Company routinely conducts dissemination programs regarding gratuity control policies for management, employees, subsidiaries, affiliates, and business partners.

Kebijakan Pengendalian Gratifikasi

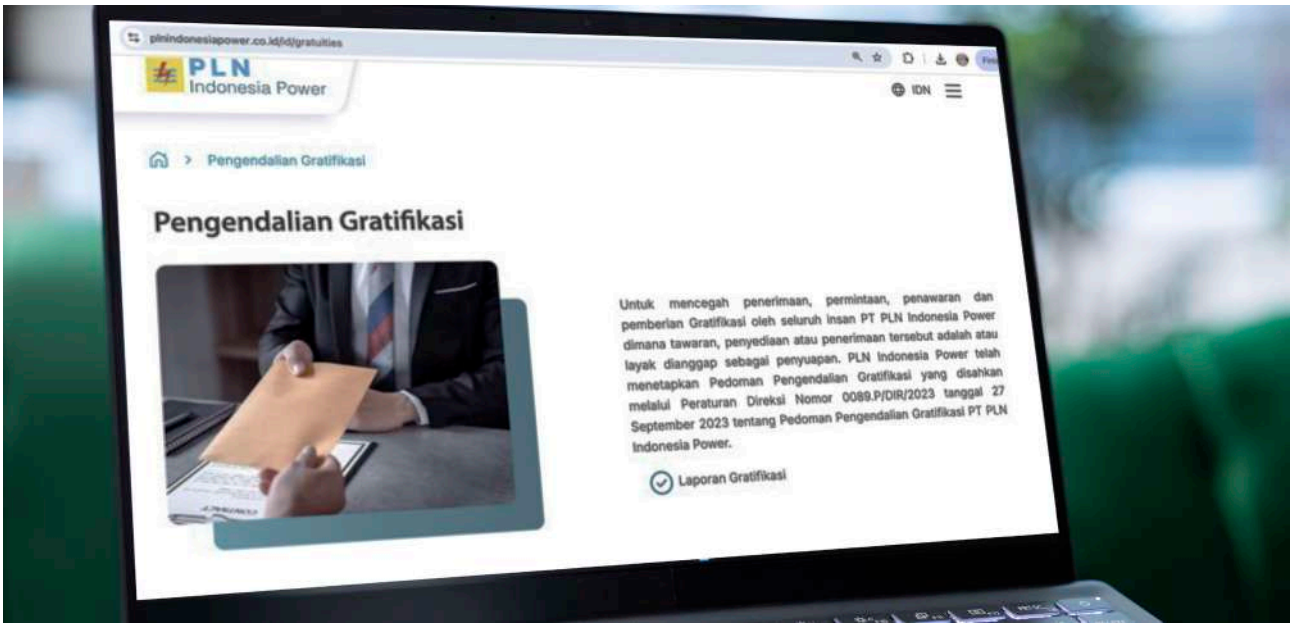
Gratification Control Policy

PLN Indonesia Power telah menetapkan ketentuan pengelolaan gratifikasi melalui Peraturan Direksi No. 0089.P/DIR/2023 tanggal 27 September 2023 tentang Pengendalian Gratifikasi. Peraturan ini menegaskan bahwa seluruh insan Perusahaan dilarang menerima gratifikasi dalam bentuk apapun dari pihak lain. Selain itu, baik individu di Perusahaan maupun keluarganya dilarang meminta atau menerima gratifikasi yang dapat menimbulkan benturan kepentingan, baik secara langsung maupun tidak langsung.

PLN Indonesia Power has established provisions on gratification management through Board of Directors Regulation No. 0089.P/DIR/2023 dated September 27, 2023 concerning Gratification Control. This regulation emphasizes that all Company personnel are prohibited from accepting gratuities in any form from other parties. In addition, both individuals within the Company and their family members are prohibited from requesting or receiving gratuities that may create conflicts of interest, either directly or indirectly.

Dalam menjaga menjaga integritas dan mencegah praktik korupsi, kolusi, dan nepotisme (KKN), PLN Indonesia Power secara transparan mengungkapkan kebijakan dan praktik pengendalian gratifikasi pada *website* Perusahaan https://www.plnindonesiapower.co.id/id/gratuities

In celebrating religious holidays, all Management, Employees, Subsidiaries, and Affiliated Companies of PT PLN Indonesia Power are PROHIBITED from accepting or giving any form of gratification to or from stakeholders and work partners.



Pengelola Pelaporan Gratifikasi
Gratification Reporting Management Unit

PLN Indonesia Power telah membentuk Unit Pengelola Gratifikasi (UPG) sebagai bagian dari upaya penguatan pengendalian gratifikasi di lingkungan Perusahaan, yang ditetapkan melalui Surat Keputusan Nomor 0625.K/DIR/2025. UPG bertanggung jawab dalam mengelola pelaporan gratifikasi, melakukan verifikasi, serta memastikan tindak lanjut atas setiap laporan sesuai ketentuan yang berlaku.

Dalam pelaksanaannya, UPG berada di bawah arahan Dewan Pengarah yang terdiri dari Direktur Utama, Direktur Keuangan dan Manajemen Risiko, serta Direktur Manajemen Human Capital dan Administrasi. Struktur UPG dipimpin oleh VP Risk Management & Compliance sebagai Ketua, didukung oleh Manajer Compliance sebagai Sekretaris, serta anggota yang berasal dari seluruh pegawai pada sub bidang compliance. Struktur ini memastikan pengelolaan gratifikasi berjalan secara efektif, akuntabel, dan terintegrasi.

PLN Indonesia Power has established a Gratification Control Unit (UPG) as part of its efforts to strengthen gratuity control within the Company, as stipulated through Decision Letter Number 0625.K/DIR/2025. The UPG is responsible for managing gratuity reports, conducting verification, and ensuring follow-up actions for each report in accordance with applicable regulations.

In carrying out its duties, the UPG operates under the direction of a Steering Committee consisting of the President Director, Director of Finance and Risk Management, and Director of Human Capital Management and Administration. The UPG structure is led by the VP of Risk Management & Compliance as Chairman, supported by the Compliance Manager as Secretary, along with members drawn from all employees within the compliance sub-division. This structure ensures that gratuity management is carried out effectively, accountably, and in an integrated manner.

Sosialisasi Anti Gratifikasi
Anti-Gratuity Dissemination

Pelaksanaan sosialisasi dilakukan melalui himbauan Pelaporan Gratifikasi Hari Raya melalui *Email* pada tanggal 14 Maret 2025 dan himbauan Pencegahan Gratifikasi Terkait Peringatan Hari Raya Keagamaan Tahun 2025 dan Tahun Baru 2026 melalui Email pada tanggal 28 Mei 2025 serta melalui acara Vendor Gathering pada tanggal 06-07 Oktober 2025.

The dissemination was carried out through an appeal to Report Holiday Gratification via Email on March 14, 2025, and an appeal to Prevent Gratification Related to the Commemoration of Religious Holidays in 2025 and New Year 2026 via Email on May 28, 2025, as well as through a Vendor Gathering event held on October 6-7, 2025.

Selain itu sosialisasi gratifikasi juga dilakukan melalui email setiap awal bulan dan dilakukan konfirmasi ada/tidak adanya gratifikasi dan benturan kepentingan melalui aplikasi COS dan/atau IPKU mobile kepada setiap karyawan.

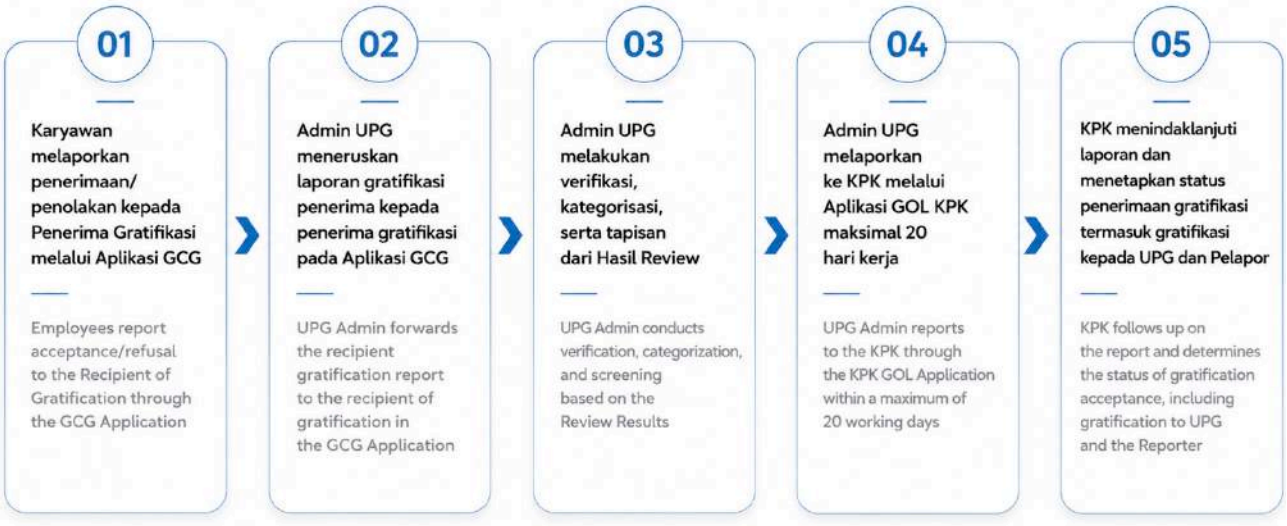
Furthermore, dissemination of gratuities is also carried out via email at the beginning of each month and confirmation of the presence/absence of gratuities and conflict of interest is carried out via the COS and/or IPKU mobile applications to each employee.

Skema Laporan Gratifikasi
Gratification Reporting Scheme

Dalam rangka memastikan setiap laporan ditangani secara transparan, akuntabel, dan tepat waktu, PLN Indonesia Power menetapkan skema pelaporan gratifikasi melalui mekanisme yang terstruktur dan terintegrasi yang ditetapkan dalam Peraturan Direksi No. 0089.P/DIR/2023 tanggal 27 September 2023 tentang Pengendalian Gratifikasi. Berikut merupakan skema pelaporan gratifikasi yang diterapkan di lingkungan Perusahaan.

To ensure that every report is handled transparently, accountably, and in a timely manner, PLN Indonesia Power has established a gratification reporting scheme through a structured and integrated mechanism stipulated in Board of Directors Regulation No. 0089.P/DIR/2023 dated September 27, 2023 concerning Gratification Control. The following is the gratification reporting scheme implemented within the Company.

Skema Pelaporan Gratifikasi
Gratuity Reporting Scene



Laporan Penerimaan Gratifikasi Tahun 2025 dan Tindak Lanjutnya
Report on Gratification Received in 2025 and Follow-Up Actions

Insan PLN Indonesia Power secara konsisten melaporkan setiap penerimaan gratifikasi sebagai wujud komitmen dalam menjaga integritas, transparansi, serta kepatuhan terhadap kebijakan pengendalian gratifikasi yang berlaku di Perusahaan.

PLN Indonesia Power personnel consistently report every gratification received as a manifestation of the Company's commitment to maintaining integrity, transparency, and compliance with the gratuity control policies applicable within the Company.

Sepanjang tahun 2025, PLN Indonesia Power mencatat sebanyak 18 laporan gratifikasi yang disampaikan melalui aplikasi COS. Berikut merupakan rincian laporan dan tindak lanjut pelaporan gratifikasi PLN Indonesia Power tahun 2025:

Throughout 2025, PLN Indonesia Power recorded a total of 18 gratification reports submitted through the COS application. The following are the details of gratification reports and follow-up actions undertaken by PLN Indonesia Power in 2025:

Jenis Laporan Gratifikasi Type of Gratification Report	Jumlah Laporan Number of Reports	Tindak Lanjut Follow-Up Action
Uang/*voucher*/logam mulia/alat tukar lainnya Money/vouchers/precious metals/other exchange instruments	8	Dikembalikan kepada pemberi gratifikasi Returned to the gratuity giver
	5	Disalurkan ke LAZIS/Yayasan Distributed to LAZIS/Foundation
Karangan Bunga/Hidangan berlaku umum/Makanan/Minuman kemasan dengan masa berlaku Flower arrangements/public catering/food/packaged beverages with expiration periods	5	Disalurkan ke LAZIS/Yayasan Distributed to LAZIS/Foundation

Seluruh laporan gratifikasi telah ditindaklanjuti sesuai mekanisme yang berlaku oleh Unit Pengendali Gratifikasi (UPG) guna memastikan bahwa tindakan tersebut tidak menimbulkan potensi benturan kepentingan atau melanggar aturan pengendalian gratifikasi yang telah ditetapkan.

All gratification reports had been followed up in accordance with the applicable mechanisms by the Gratification Control Unit (UPG) to ensure that such actions do not create potential conflicts of interest or violate the established gratification control regulations.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officials' Wealth Report (LHKPN)

"PLN Indonesia Power wujudkan komitmen anti-korupsi melalui 100% kepatuhan LHKPN: Sebanyak 1.092 pejabat wajib lapor telah menyampaikan laporan harta kekayaannya secara tepat waktu kepada KPK."

"PLN Indonesia Power realizes its anti-corruption commitment through 100% compliance with LHKPN reporting: A total of 1,092 mandatory reporting officials had submitted their asset disclosure reports to KPK in a timely manner."

LHKPN merupakan salah satu langkah penting dalam upaya pencegahan praktik korupsi, kolusi, dan nepotisme (KKN) dalam penyelenggaraan negara. Kewajiban ini tidak hanya mencerminkan kepatuhan terhadap peraturan perundang-undangan, tetapi juga menunjukkan dukungan aktif PLN Indonesia Power terhadap program pemerintah dalam mewujudkan tata kelola yang bersih dan berintegritas.

LHKPN is one of the important measures in preventing practices of corruption, collusion, and nepotism (KKN) in state administration. This obligation not only reflects compliance with prevailing laws and regulations, but also demonstrates PLN Indonesia Power's active support for government programs aimed at realizing clean and integrity-driven governance.

PLN Indonesia Power secara konsisten mengarahkan dan mengkoordinasikan seluruh jajaran manajemen untuk senantiasa mengedepankan prinsip transparansi dan akuntabilitas dalam setiap aktivitas bisnis. Melalui pelaksanaan kewajiban LHKPN secara tertib dan tepat waktu, Perusahaan menegaskan peran aktifnya dalam menciptakan lingkungan kerja yang bersih, profesional, dan bebas dari konflik kepentingan.

PLN Indonesia Power consistently directs and coordinates all levels of management to continuously uphold the principles of transparency and accountability in every business activity. Through the orderly and timely implementation of LHKPN obligations, the Company reaffirms its active role in creating a clean, professional, and conflict-free working environment.

Sebagai wujud nyata komitmen Perusahaan terhadap integritas, transparansi, dan tata kelola perusahaan yang baik, PLN Indonesia Power berhasil mencatatkan capaian 100% kepatuhan dalam pelaporan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Seluruh pejabat yang menjadi wajib lapor, sebanyak 1.092 orang yang terdiri dari Direksi, Dewan komisaris, serta Karyawan struktural sampai dengan G3 telah menyampaikan laporan kekayaannya kepada Komisi Pemberantasan Korupsi (KPK) secara tepat waktu pada tahun 2025.

As a tangible manifestation of the Company's commitment to integrity, transparency, and good corporate governance, PLN Indonesia Power successfully achieved 100% compliance in the submission of State Officials' Wealth Reports (LHKPN). All officials categorized as mandatory reporters, totaling 1,092 individuals consisting of the Board of Directors, Board of Commissioners, and structural employees up to G3 level, submitted their wealth reports to the Corruption Eradication Commission (KPK) in a timely manner in 2025.

Grafik Penyampaian Laporan LHKPN Tahun 2025
2025 LHKPN Report Submission Chart

Kebijakan Pelaporan Harta Kekayaan Penyelenggara Negara

Policy on State Officials' Wealth Report

Kebijakan tentang kepatuhan terhadap penyampaian LHKPN telah diatur dalam Surat Keputusan Direksi Nomor 112.K/010/IP/2021 tentang Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) Di Lingkungan Indonesia Power. Sesuai dengan pedoman tersebut, pejabat yang menjadi wajib lapor LHKPN mencakup:

1. Dewan Komisaris Perusahaan, dimana dalam pengelolaannya mengikuti pengelolaan pada instansi asal;
2. Direksi Perusahaan;

The policy regarding compliance with LHKPN submission is regulated under Board of Directors' Decision Letter Number 112.K/010/IP/2021 concerning Guidelines for State Officials' Wealth Reports (LHKPN) within Indonesia Power. In accordance with these guidelines, officials required to submit LHKPN reports include:

1. The Company's Board of Commissioners, whose reporting management follows the regulations of their originating institutions;
2. The Company's Board of Directors;

3. Pegawai pada jenjang jabatan Eksekutif Utama, Eksekutif Senior dan Eksekutif pada jenis jabatan struktural dan fungsional;
4. Pegawai yang memangku jabatan struktural pada jenjang jabatan penyelia atas;
5. Direksi dan Dewan Komisaris Anak Perusahaan; serta
6. Pegawai Organik Jenjang Supervisor/Penyelia Atas, Eksekutif dan Eksekutif Senior pada Anak Perusahaan.

3. Employees holding positions at the Main Executive, Senior Executive, and Executive levels in both structural and functional positions;
4. Employees occupying structural supervisory-level positions and above;
5. Boards of Directors and Boards of Commissioners of Subsidiaries; and
6. Organic employees at the Supervisor/Senior Supervisor, Executive, and Senior Executive levels within Subsidiaries.

Pelaksanaan Laporan LHKPN Tahun 2025

LHKPN Reporting Policy and Implementation in 2025

Sejalan dengan kebijakan LHKPN, penyampaian LHKPN dilakukan oleh pejabat yang bersangkutan kepada Komisi Pemberantasan Korupsi (KPK). Selanjutnya, laporan tersebut dipublikasikan di Perusahaan sesuai dengan Perubahan Peraturan KPK Nomor 02 Tahun 2020 tentang Tata Cara Pendaftaran, Pengumuman dan Pemeriksaan Harta Kekayaan Penyelenggara Negara.

In line with the LHKPN policy, relevant official submits the LHKPN to the Corruption Eradication Commission (KPK). The report is then published in the Company's office in accordance with the Amendment to KPK Regulation Number 02 of 2020 on Procedures for Registration, Announcement, and Examination of State Officials' Wealth.

LHKPN disampaikan 1 (satu) kali dalam setahun kepada Komisi Pemberantasan Korupsi (KPK) secara elektronik melalui aplikasi berbasis web e-LHKPN. Prosedur penyampaian LHKPN di Perusahaan mengacu pada Peraturan KPK Nomor 02 tahun 2020 tentang Perubahan atas Peraturan KPK Nomor 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara.

LHKPN is submitted once (1) annually to the Corruption Eradication Commission (KPK) electronically through the web-based e-LHKPN application. The procedures for submitting LHKPN within the Company refer to KPK Regulation Number 02 of 2020 concerning Amendments to KPK Regulation Number 07 of 2016 regarding Procedures for Registration, Announcement, and Examination of State Officials' Wealth Reports.

- LHKPN disampaikan dalam jangka waktu paling lambat 3 (tiga) bulan terhitung sejak saat pengangkatan pertama/ berakhirnya jabatan/ pensiun/pengangkatan kembali setelah berakhirnya masa jabatan atau pensiun sebagai Penyelenggara Negara.
  LHKPN must be submitted no later than 3 (three) months from the date of first appointment/ end of term of office/ retirement/ reappointment after the end of a term of office or retirement as a State Official.
- LHKPN selama Penyelenggara Negara menjabat dilakukan secara periodik setiap 1 (satu) tahun sekali atas harta kekayaan per tanggal 31 Desember tahun laporan dan wajib disampaikan dalam jangka waktu paling lambat tanggal 31 Maret tahun berikutnya.
  LHKPN during the term of office of the State Administrator is carried out periodically every 1 (one) year for assets as of December 31 of the reporting year and must be submitted no later than March 31 of the following year.

Sosialisasi Pelaporan LHKPN

Dissemination of LHKPN Submission

Dalam rangka mendorong tingkat kepatuhan para pejabat wajib lapor di lingkungan Perusahaan untuk menyampaikan LHKPN secara tepat waktu, Satuan Legal, Risk and Compliance selaku penanggung jawab pelaporan telah mengambil peran aktif melalui berbagai inisiatif. Upaya yang dilakukan antara lain mencakup pelaksanaan sosialisasi dan bimbingan teknis mengenai tata cara pelaporan LHKPN, baik secara langsung maupun melalui media digital. Informasi dan panduan teknis disampaikan melalui distribusi dokumen pendukung serta pemanfaatan platform e-LHKPN secara daring guna mempermudah proses pelaporan oleh para pejabat terkait.

In order to encourage compliance among mandatory reporting officials within the Company to submit LHKPN reports in a timely manner, the Legal, Risk and Compliance Unit, as the party responsible for reporting, has taken an active role through various initiatives. Efforts undertaken include conducting dissemination programs and technical guidance on LHKPN reporting procedures, both directly and through digital media. Information and technical guidelines are delivered through the distribution of supporting documents and the utilization of the online e-LHKPN platform to facilitate the reporting process for the relevant officials.

Akses Informasi dan Komunikasi bagi Para Pemangku Kepentingan

Access to Information and Communication for Stakeholders

PLN Indonesia Power memandang keterlibatan pemangku kepentingan sebagai faktor kunci dalam mendukung keberlanjutan dan pertumbuhan Perusahaan. Oleh karena itu, pengelolaan hubungan dengan pemangku kepentingan dilakukan secara berkesinambungan dan adaptif terhadap dinamika yang berkembang, guna memastikan terciptanya sinergi yang positif.

PLN Indonesia Power views stakeholder engagement as a key factor in supporting the Company's sustainability and growth. Therefore, stakeholder relationship management is carried out continuously and adaptively in response to evolving dynamics, in order to ensure the creation of positive synergy.

PLN Indonesia Power berkomitmen untuk membangun komunikasi yang transparan dan konstruktif dengan para pemangku kepentingan sebagai upaya memperkuat kepercayaan serta membangun hubungan jangka panjang yang berkelanjutan. Komitmen ini diwujudkan melalui penyediaan informasi yang akurat, mutakhir, relevan, dan tepat waktu, yang mencakup berbagai aspek penting seperti kinerja usaha, arah strategis, serta kondisi Perusahaan.

PLN Indonesia Power is committed to building transparent and constructive communication with stakeholders as an effort to strengthen trust and establish sustainable long-term relationships. This commitment is realized through the provision of accurate, up-to-date, relevant, and timely information covering various important aspects such as business performance, strategic direction, and the Company's condition.

Selain itu, PLN Indonesia Power secara proaktif menjalin interaksi dengan para pemangku kepentingan melalui berbagai forum komunikasi, termasuk pertemuan dan dialog yang dilakukan secara berkala. Melalui pendekatan ini, Perusahaan dapat memahami ekspektasi, kebutuhan, serta masukan dari pemangku kepentingan, sehingga mampu merespons secara tepat dan meningkatkan kualitas pengambilan keputusan.

In addition, PLN Indonesia Power proactively engages with stakeholders through various communication forums, including regular meetings and dialogues. Through this approach, the Company is able to understand stakeholders' expectations, needs, and feedback, enabling it to respond appropriately and improve the quality of decision-making.

Akses Informasi dan Komunikasi Bagi Internal Perusahaan

Access to Information and Communication for Company Personnel

PLN Indonesia Power menyediakan berbagai sarana komunikasi Internal guna mendorong terciptanya alur informasi yang efektif dan interaktif antara manajemen dan pegawai. Salah satu bentuk implementasinya adalah melalui forum komunikasi dua arah seperti *Coffee Morning* dan *Town Hall Meeting*. Forum ini merupakan saluran tatap muka langsung antara Manajemen dan pegawai yang dilaksanakan 1 (satu) kali per bulan, dimana dalam forum tersebut Manajemen dapat menyampaikan arahan strategis Perusahaan.

PLN Indonesia Power provides various internal communication channels to encourage the creation of effective and interactive information flows between management and employees. One form of implementation is through two-way communication forums such as Coffee Morning and Town Hall Meetings. These forums serve as direct face-to-face communication channels between Management and employees and are held once a month, during which Management can convey the Company's strategic directions.

Selain itu, Perusahaan juga menerbitkan media komunikasi internal berupa buletin elektronik mingguan, seperti Indonesia Power *Weekly News* (IPWN) dan Kabar Sepekan, yang menyajikan berbagai informasi terkait aktivitas dan perkembangan Perusahaan. Untuk memperluas jangkauan penyebaran informasi, PLN Indonesia Power turut memanfaatkan berbagai kanal internal lainnya, antara lain visual management, email, dan WhatsApp Group, sehingga informasi dapat tersampaikan secara cepat, merata, dan mudah diakses oleh seluruh pegawai.

In addition, the Company also publishes internal communication media in the form of weekly electronic bulletins, such as Indonesia Power Weekly News (IPWN) and Kabar Sepekan, which present various information related to Company activities and developments. To broaden the reach of information dissemination, PLN Indonesia Power also utilizes various other internal channels, including visual management, email, and WhatsApp Groups, enabling information to be delivered quickly, evenly, and easily accessed by all employees.

Komunikasi dan Akses informasi Bagi Dewan Komisaris
Communication and Access to Information for the Board of Commissioners

PLN Indonesia Power menjamin bahwa Dewan Komisaris memiliki akses yang luas, akurat, dan tepat waktu terhadap seluruh informasi yang dibutuhkan dalam rangka menjalankan fungsi pengawasan secara optimal. Akses informasi yang memadai menjadi fondasi penting untuk menjaga independensi, meningkatkan efektivitas, serta mendukung kualitas pengambilan keputusan oleh Dewan Komisaris. Oleh karena itu, Perusahaan senantiasa menjunjung tinggi komunikasi yang terbuka dan transparan antara Dewan Komisaris, Direksi, dan manajemen eksekutif guna memastikan pengawasan atas operasional dan kebijakan strategis berjalan secara optimal.

PLN Indonesia Power ensures that the Board of Commissioners has broad, accurate, and timely access to all information required to optimally carry out its supervisory function. Adequate access to information is an important foundation for maintaining independence, enhancing effectiveness, and supporting the quality of decision-making by the Board of Commissioners. Therefore, the Company consistently upholds open and transparent communication between the Board of Commissioners, the Board of Directors, and executive management to ensure optimal oversight of operations and strategic policies.

Dalam pelaksanaanya, Direksi secara berkala berkewajiban untuk menyampaikan berbagai laporan dan informasi kepada Dewan Komisaris yang mencakup antara lain: Laporan Manajemen, Laporan Tahunan, Laporan Manajemen Risiko, Laporan Hasil Audit Internal dan Eksternal serta Laporan khusus lainnya yang diminta secara langsung oleh Dewan Komisaris. Selain itu, Dewan Komisaris juga memiliki hak dan kewenangan untuk sewaktu-waktu meminta informasi tambahan kepada Direksi apabila diperlukan dalam rangka pelaksanaan fungsi pengawasan atau pengambilan keputusan strategis. Untuk memperkuat koordinasi dan efektivitas komunikasi, Perusahaan secara rutin menyelenggarakan rapat gabungan antara Dewan Komisaris dan Direksi, yang menjadi forum untuk membahas perkembangan kinerja, isu strategis, serta pelaksanaan tugas dan wewenang sesuai dengan Anggaran Dasar Perusahaan

In its implementation, the Board of Directors is periodically obligated to submit various reports and information to the Board of Commissioners, including but not limited to: Management Reports, Annual Reports, Risk Management Reports, Internal and External Audit Reports, as well as other special reports requested directly by the Board of Commissioners. In addition, the Board of Commissioners also has the right and authority to request additional information from the Board of Directors at any time if required for the execution of its supervisory duties or strategic decision-making. To strengthen coordination and communication effectiveness, the Company regularly organizes joint meetings between the Board of Commissioners and the Board of Directors, serving as a forum to discuss performance developments, strategic issues, as well as the implementation of duties and authorities in accordance with the Company's Articles of Association.

Akses Informasi dan Komunikasi Bagi Pemegang Saham
Access to Information and Communication for Shareholders

PLN Indonesia Power menjadikan transparansi informasi dan komunikasi yang efektif dengan pemegang saham sebagai salah satu prinsip utama dalam menjalankan kegiatan usaha. Transparansi yang konsisten diyakini mampu memperkuat kepercayaan sekaligus mendukung hubungan yang berkelanjutan dengan para pemegang saham.

PLN Indonesia Power considers information transparency and effective communication with shareholders as one of the main principles in conducting its business activities. Consistent transparency is believed to strengthen trust while also supporting sustainable relationships with shareholders.

Sebagai entitas dengan dengan kepemilikan saham mayoritas oleh PT PLN (Persero), PLN Indonesia Power secara konsisten berupaya menjaga kredibilitas dan akuntabilitas melalui penyampaian informasi yang tepat waktu, relevan, akurat, dan memadai, khususnya terkait aspek kinerja operasional, strategi bisnis, pengelolaan risiko, serta kondisi keuangan Perusahaan.

As an entity majority-owned by PT PLN (Persero), PLN Indonesia Power consistently strives to maintain credibility and accountability through the delivery of timely, relevant, accurate, and adequate information, particularly regarding operational performance, business strategy, risk management, and the Company's financial condition.

Sepanjang tahun 2025, penyampaian informasi kepada Pemegang Saham dilakukan sesuai dengan ketentuan dalam Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku. Proses komunikasi dilakukan melalui berbagai saluran resmi yang dirancang untuk menjamin kemudahan akses informasi sekaligus meningkatkan kualitas interaksi antara Perusahaan dan pemegang saham. Komunikasi tersebut dilakukan melalui berbagai kanal resmi seperti:

Throughout 2025, information disclosure to Shareholders was carried out in accordance with the provisions stipulated in the Company's Articles of Association and applicable laws and regulations. The communication process was conducted through various official channels designed to ensure ease of access to information while enhancing the quality of interaction between the Company and shareholders. Such communication was carried out through various official channels, including:

Pelibatan Langsung
Direct Engagement

PLN Indonesia Power secara langsung melibatkan pemegang saham untuk mendiskusikan strategi dan tata kelola Perusahaan agar Perusahaan selalu mengetahui harapan/aspirasi dari Pemegang Saham. Secara berkala, Perusahaan juga melakukan *meeting* untuk membahas rancangan RKAP dan RJPP melalui pelaksanaan pra-RUPS.

PLN Indonesia Power directly involves shareholders in discussing the Company's strategy and governance to ensure that the Company continuously understands the expectations and aspirations of its shareholders. Periodically, the Company also conducts meetings to discuss the draft RKAP and RJPP through the implementation of pre-GMS.

Website Perusahaan
Company Website

Semua informasi tata kelola perusahaan yang relevan, termasuk Laporan Tahunan dan Laporan Keberlanjutan PLN Indonesia Power, tersedia di situs web Perusahaan di www.plnindonesiapower.co.id.

All relevant corporate governance information, including PLN Indonesia Power's Annual Report and Sustainability Report, is available on the Company's website at www.plnindonesiapower.co.id.

Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders

PLN Indonesia Power memberikan kesempatan kepada seluruh pemegang saham untuk mendengar penjelasan tentang kinerja Perusahaan dan mengajukan pertanyaan sekaligus berinteraksi dengan Dewan Komisaris dan Direksi melalui pelaksanaan RUPS Tahunan. Sebelum RUPST, para pemegang saham diberikan seluruh informasi material yang dimiliki Perusahaan yang relevan dengan mata acara rapat.

PLN Indonesia Power provides opportunities for all shareholders to hear explanations regarding the Company's performance, submit questions, and interact directly with the Board of Commissioners and the Board of Directors through the Annual GMS. Prior to the AGMS, shareholders are provided with all material information owned by the Company that is relevant to the meeting agenda.

Penyampaian Laporan Berkala
Submission of Periodical Reports

Secara berkala, Perusahaan juga menyampaikan laporan kepada Pemegang Saham, baik mayoritas maupun minoritas terkait Laporan Tahunan, Laporan Keberlanjutan, Laporan Manajemen Triwulanan dan Tahunan, Laporan Keuangan serta laporan lainnya.

The Company also periodically submits reports to both majority and minority Shareholders, including the Annual Report, Sustainability Report, Quarterly and Annual Management Reports, Financial Statements, and other related reports.

Akses dan Informasi Perusahaan Bagi Publik

Access to Company Information for the Public

PLN Indonesia Power terlibat dengan pemangku kepentingan yang relevan untuk membangun hubungan yang kuat dan saling menghormati serta memahami harapan dan aspirasi mereka. Dalam hal keterbukaan informasi publik, Perusahaan telah mengesahkan Kebijakan terkait keterbukaan informasi melalui Peraturan Direksi Nomor 0005.P/DIR/2023 tanggal 30 Mei 2023 tentang Pedoman Pelaksanaan Komunikasi Perusahaan serta Keputusan Direksi No. 246.K/010/IP/2017 tanggal 31 Desember 2017 tentang Pelayanan, Pengungkapan dan Keterbukaan Informasi Publik. Kebijakan ini memberikan panduan bagi Sekretaris Perusahaan sebagai pengelola informasi dan dokumen Perusahaan untuk berkomunikasi dengan seluruh pemangku kepentingan, termasuk pengaturan terkait keterbukaan informasi dan informasi rahasia.

PLN Indonesia Power engages with relevant stakeholders to build strong and mutually respectful relationships, while also understanding their expectations and aspirations. In terms of public information disclosure, the Company has established policies related to information transparency through Board of Directors Regulation Number 0005.P/DIR/2023 dated May 30, 2023 concerning Guidelines for the Implementation of Corporate Communication, as well as Board of Directors' Decision Letter Number 246.K/010/IP/2017 dated December 31, 2017 concerning Public Information Services, Disclosure, and Transparency. These policies provide guidance for the Corporate Secretary, as the manager of Company information and documents, in communicating with all stakeholders, including arrangements related to information disclosure and confidential information.

Website Perusahaan
Company Website

Seluruh pemangku kepentingan dapat mengakses data dan informasi Perusahaan situs web Perusahaan di www.plnindonesiapower.co.id yang tersedia dalam Bahasa Indonesia dan Bahasa Inggris. Hal-hal yang dipublikasikan dalam situs web Perusahaan antara lain pengungkapan material terkait Perusahaan, kinerja operasional Perusahaan, Laporan Tahunan dan Laporan Keberlanjutan yang dapat diakses oleh seluruh pemangku kepentingan. Perusahaan juga telah menyediakan forum komunikasi dan publikasi informasi publik melalui media sosial yang dimiliki Perusahaan.

All stakeholders can access Company data and information through the Company's website at www.plnindonesiapower.co.id, which is available in both Bahasa Indonesia and English. Information published on the Company's website includes material disclosures related to the Company, the Company's operational performance, Annual Reports, and Sustainability Reports, all of which are accessible to all stakeholders. The Company has also provided communication forums and public information publication channels through its official social media platforms.

Kontak Perusahaan
Company Contact

Untuk keperluan informasi lebih lanjut mengenai PLN Indonesia Power, publik juga dapat menghubungi Perusahaan melalui:

For further information regarding PLN Indonesia Power, the public can also contact the Company via:

PLN Indonesia Power

Jl. Jend. Gatot Subroto Kav. 18
Jakarta Selatan, Indonesia
(+62-21) 5267666
(+62-21) 5252623

Manajemen Rantai Pasok dan Pengadaan Barang/Jasa

Supply Chain Management and Goods/Services Procurement

PLN Indonesia Power menempatkan kualitas produk dan keandalan layanan sebagai faktor prioritas utama dalam mendukung kinerja bisnis dan operasional. Dalam menjalankan praktik usaha yang bertanggung jawab, Perusahaan memahami bahwa pengelolaan rantai pasok yang baik berperan penting dalam mendorong pertumbuhan ekonomi, menjaga keberlanjutan lingkungan, serta memberikan nilai tambah bagi masyarakat. Atas dasar tersebut, PLN Indonesia Power terus membangun kemitraan dengan pemasok secara profesional, transparan, dan berkelanjutan.

PLN Indonesia Power places product quality and service reliability as top priorities in supporting its business and operational performance. In conducting responsible business practices, the Company understands that effective supply chain management plays an important role in driving economic growth, maintaining environmental sustainability, and creating added value for society. Based on this commitment, PLN Indonesia Power continues to build partnerships with suppliers in a professional, transparent, and sustainable manner.

PLN Indonesia Power memberikan kesempatan yang sama bagi pelaku usaha dari berbagai skala, baik usaha besar, menengah dan kecil untuk menjadi mitra kerja/pemasok di Perusahaan. Guna meningkatkan efisiensi dan akuntabilitas dalam proses pengadaan, PLN Indonesia Power telah mengoptimalkan penggunaan sistem digital melalui aplikasi Supply Chain Management (SCM) yang dapat diakses melalui https://scm.plnindonesiapower.co.id. Platform ini memudahkan pemasok dalam mengakses informasi terkait proses pengadaan, kebijakan terbaru, perkembangan SCM, serta pendaftaran vendor secara online.

PLN Indonesia Power provides equal opportunities for businesses of all scales, including large, medium, and small enterprises, to become the Company's business partners/suppliers. In order to improve efficiency and accountability in procurement processes, PLN Indonesia Power has optimized the use of digital systems through the Supply Chain Management (SCM) application, which can be accessed at https://scm.plnindonesiapower.co.id. This platform enables suppliers to access information related to procurement processes, the latest policies, SCM developments, and online vendor registration.

Selanjutnya, sebagai bagian dari komitmen dalam mendukung pertumbuhan ekonomi daerah, PLN Indonesia Power terus memperkuat kerja sama dengan pemasok lokal guna menciptakan dampak ekonomi yang lebih luas dan berkelanjutan. Hingga akhir tahun 2025, jumlah total pemasok perusahaan mencapai 2.390 pemasok, dengan 97,87% atau 2.339 pemasok merupakan pemasok lokal, yang berkontribusi terhadap total nilai pengadaan sebesar Rp109,231 miliar.

Furthermore, as part of its commitment to supporting regional economic growth, PLN Indonesia Power continues to strengthen cooperation with local suppliers to create broader and more sustainable economic impacts. By the end of 2025, the Company had a total of 2,390 suppliers, of which 97.87% or 2,339 suppliers were local suppliers, contributing to a total procurement value of Rp109,231 billion.

Kebijakan Pengadaan Barang/Jasa

Goods/Services Procurement Policy

Kebijakan pengadaan barang dan jasa ditetapkan melalui Keputusan Direksi Nomor 218.K/010/IP/2016 tanggal 1 November 2016 tentang Pedoman Pengadaan Barang dan Jasa PT Indonesia Power. Kebijakan ini mengatur ketentuan mengenai Organisasi pengadaan barang dan jasa, Pengelolaan perencanaan pengadaan, Pengelolaan pengadaan barang dan jasa, Manajemen penyedia barang dan jasa, e-Procurement serta Pengendalian pengadaan barang dan jasa. Pelaksanaan pengadaan barang dan jasa di Perusahaan dilakukan oleh Divisi Supply Chain Management and Procurement.

The procurement policy for goods and services is stipulated through Board of Directors's Decision Number 218.K/010/IP/2016 dated November 1, 2016 concerning Guidelines for the Procurement of Goods and Services of PT Indonesia Power. This policy regulates provisions regarding the procurement organization for goods and services, procurement planning management, procurement management of goods and services, supplier management, e-Procurement, and procurement control of goods and services. The implementation of procurement activities within the Company is carried out by the Supply Chain Management and Procurement Division.

Perusahaan telah menetapkan bahwa proses pengadaan harus didasarkan pada konsep Value for Money (nilai beli yang sepadan), yaitu kombinasi optimum dari 6 (enam) rights (6 Rs) yaitu tepat kualitas, kuantitas, waktu, tempat, tujuan sosial ekonomi, dan harga, yang memenuhi kebutuhan dari pengguna, dan tidak selalu merupakan opsi harga awal paling murah (*lowest initial price option*), tetapi merupakan kembalian tertinggi (best return) dari investasi yang mempertimbangkan kriteria evaluasi yang sudah ditentukan. Dalam konsep 6 Rs, tepat harga merupakan paling akhir karena tergantung pada 5 Rs lainnya, sedangkan tujuan sosial ekonomi ini dapat berupa tujuan sosial, lingkungan, dan tujuan strategis lain, seperti mendorong penggunaan produk dalam negeri.

The Company has established that the procurement process must be based on the Value for Money concept, which refers to the optimum combination of the 6 (six) rights (6 Rs): right quality, quantity, time, place, socio-economic objectives, and price, in order to meet user needs. This concept does not necessarily prioritize the lowest initial price option, but rather the best return on investment by considering predetermined evaluation criteria. Within the 6 Rs concept, the right price is positioned last because it depends on the fulfillment of the other 5 Rs, while socio-economic objectives may include social, environmental, and other strategic objectives, such as encouraging the use of domestic products.

Selain itu, menegaskan komitmen Perusahaan dalam pemberantasan praktik anti korupsi, pengelolaan pengadaan barang dan jasa di Perusahaan juga telah mengimplementasikan ISO 37001:2016 Sistem Manajemen Anti Penyuapan. Sistem Manajemen Anti Penyuapan ini diterapkan untuk menciptakan iklim pengadaan barang dan jasa yang bersih dan memperkuat sistem pencegahan terjadinya korupsi, kolusi dan nepotisme dalam setiap tahapan proses pengadaan barang dan jasa termasuk persyaratan pendaftaran calon pemasok. Para Penyedia juga diwajibkan menandatangani Pakta Integritas dalam kaitannya dengan pengadaan barang dan jasa. Hal ini ditujukan agar seluruh proses bisnis dan operasional dapat berjalan secara objektif dan sesuai dengan ketentuan yang berlaku.

Moreover, to reinforce the Company's commitment to combating anti-corruption practices, the management of procurement of goods and services within the Company has also implemented the ISO 37001:2016 Anti-Bribery Management System. This Anti-Bribery Management System is applied to create a clean procurement environment and strengthen the prevention system against corruption, collusion, and nepotism at every stage of the procurement process, including the registration requirements for prospective suppliers. Suppliers are also required to sign an Integrity Pact in relation to the procurement of goods and services. This is intended to ensure that all business and operational processes are carried out objectively and in accordance with applicable regulations.

Seleksi Penyedia Barang dan Jasa
Selection of Goods and Services Providers

PLN Indonesia Power mengambil pendekatan yang bertanggung jawab dalam seleksi penyedia barang/jasa, dengan memprioritaskan mitra yang mematuhi dengan hukum dan peraturan yang berlaku serta berkomitmen untuk menjalankan bisnisnya dengan cara yang bertanggung jawab dan beretika. Untuk itu, Perusahaan memastikan seluruh pemasok telah memenuhi dan mematuhi ketentuan dan persyaratan yang tercantum dalam Pedoman Etika Perusahaan, Pedoman Pengadaan Barang dan Jasa, serta kontrak tertulis yang telah disepakati.

PLN Indonesia Power adopts a responsible approach in the selection of goods/service providers by prioritizing partners who comply with applicable laws and regulations and are committed to conducting their business in a responsible and ethical manner. Thus, the Company ensures that all suppliers fulfill and comply with the provisions and requirements set out in the Company's Code of Conduct, Procurement Guidelines for Goods and Services, and the agreed written contracts.

Guna mendapatkan penyedia barang /jasa sesuai dengan yang dibutuhkan Perusahaan, PLN Indonesia Power menerapkan persyaratan kualifikasi, dimana persyaratan kualifikasi yang ditetapkan merupakan persyaratan minimal yang dibutuhkan untuk pelaksanaan kegiatan. Untuk pekerjaan yang risiko teknis dan komersialnya tinggi atau pekerjaan

In order to obtain goods and service providers that meet the Company's requirements, PLN Indonesia Power implements qualification requirements, where the established qualifications represent the minimum requirements needed for the execution of activities. For work involving high technical and commercial risks or complex projects, more specific

kompleks dapat ditambahkan persyaratan yang lebih spesifik dan khusus, baik yang berkaitan dengan peralatan, tenaga ahli dan pengalamannya.

Untuk mendorong dan memastikan pemasok telah menerapkan kebijakan dan prosedur bisnis yang berkelanjutan, Perusahaan juga menetapkan bahwa Penyedia harus terdaftar dan memiliki sertifikat CSMS (*Contractor Safety Management System*) dan menyampaikan dokumen rencana K3L atau HSSE Plan. Dalam salah satu klausul kontrak, Perusahaan telah menetapkan hak dan kewajiban Penyedia untuk mengambil langkah-langkah untuk melindungi lingkungan, baik di dalam maupun di luar lokasi pekerjaan, dan membatasi perusakan dan pengaruh/gangguan kepada masyarakat maupun miliknya sebagai akibat polusi, kebisingan dan kerusakan lain yang disebabkan kegiatan Penyedia. Selain itu, di beberapa proses pengadaan, Perusahaan juga mewajibkan Penyedia untuk menjamin terpenuhinya hak-hak ketenagakerjaan sesuai dengan peraturan perundang-undangan yang berlaku.

and specialized requirements may be added, including those related to equipment, expert personnel, and relevant experience.

To encourage and ensure that suppliers have implemented sustainable business policies and procedures, the Company also requires providers to be registered and possess a CSMS (Contractor Safety Management System) certificate, as well as submit an HSSE Plan document. In one of the contract clauses, the Company has stipulated the rights and obligations of providers to take measures to protect the environment, both within and outside the worksite, and to limit damage and impacts/disturbances to the community and property resulting from pollution, noise, and other damages caused by the provider's activities. Furthermore, in several procurement processes, the Company also requires providers to ensure the fulfillment of labor rights in accordance with applicable laws and regulations.

Pakta Integritas Penyedia Barang dan Jasa

Integrity Pact of Goods and Services Providers

Sejalan Surat Keputusan Direksi No.218.K/010/IP/2016 tentang Pedoman Pengadaan Barang/Jasa PT PLN Indonesia Power, setiap proses pengadaan wajib dilengkapi dengan Pakta Integritas sebagai bentuk komitmen etis dan hukum seluruh pihak yang terlibat. Pakta Integritas berfungsi sebagai instrumen pencegahan penyimpangan dengan memuat pernyataan untuk tidak melakukan persekongkolan, baik vertikal maupun horizontal, serta tidak melakukan praktik kolusi, korupsi, nepotisme, maupun penyelewengan hukum lainnya dalam pelaksanaan pengadaan barang/jasa.

Pakta Integritas wajib ditandatangani oleh pihak internal perusahaan yang terlibat dalam proses pengadaan, seperti *User*/Pengguna, Pejabat Yang Berwenang, dan Pelaksana Pengadaan, serta oleh calon Penyedia sebagai bagian dari dokumen pengadaan. Kewajiban ini memastikan bahwa seluruh proses berlangsung secara profesional, independen, dan bebas benturan kepentingan. Apabila terjadi pelanggaran terhadap isi Pakta Integritas, maka dapat dikenakan sanksi sesuai ketentuan yang berlaku, baik berupa sanksi disiplin bagi pegawai maupun sanksi administratif dan/atau hukum bagi Penyedia, sehingga keberadaannya tidak hanya bersifat formalitas, melainkan menjadi alat pengendalian risiko dan dasar penegakan integritas dalam setiap tahapan pengadaan.

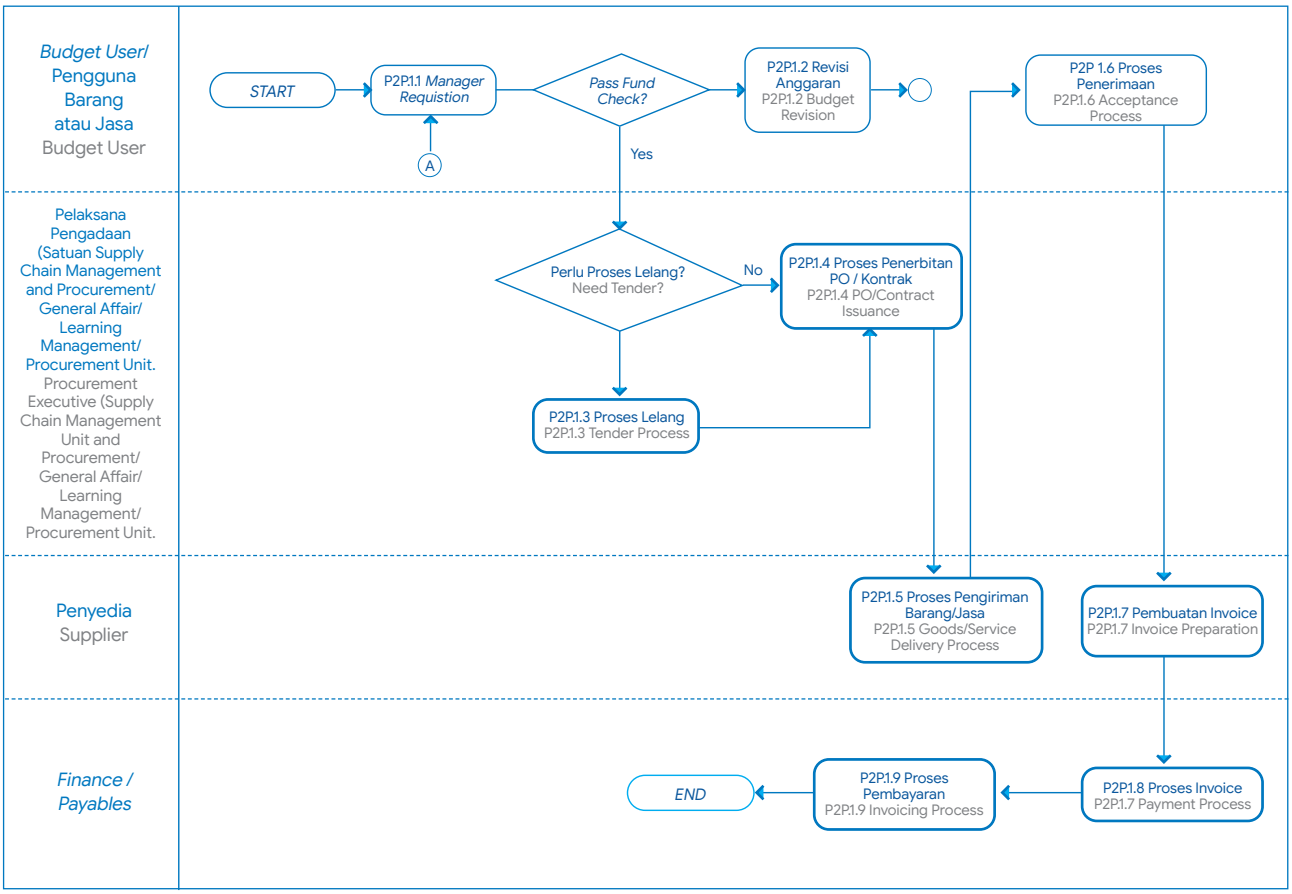
In accordance with Board of Directors Decision Letter No. 218.K/010/IP/2016 on the Procurement Guidelines for Goods and Services of PT PLN Indonesia Power, every procurement process must be accompanied by an Integrity Pact as a form of ethical and legal commitment by all parties involved. The Integrity Pact serves as a preventive instrument against irregularities by containing statements not to engage in collusion, whether vertical or horizontal, and not to commit collusion, corruption, nepotism, or other forms of legal misconduct in the implementation of goods and services procurement.

The Integrity Pact must be signed by internal Company parties involved in the procurement process, such as the User, Authorized Officials, and Procurement Executors, as well as by prospective Providers as part of the procurement documents. This requirement ensures that all processes are conducted professionally, independently, and free from conflicts of interest. If there's a violation of the Integrity Pact, sanctions may be imposed in accordance with applicable regulations, including disciplinary sanctions for employees and administrative and/or legal sanctions for Providers. Therefore, the Integrity Pact is not merely a formality, but also serves as a risk control instrument and the basis for enforcing integrity throughout every stage of procurement.

Mekanisme Pengadaan Barang dan Jasa
Goods and Services Procurement Mechanism

Secara umum mekanisme proses pengadaan barang dan jasa di Perusahaan digambarkan dalam bagan berikut:

In general, the mechanism for the procurement process of goods and services within the Company is illustrated in the following chart:



Pengadaan Barang/Jasa Sebagai Upaya Penciptaan Nilai (*Value Creation*)
Goods/Services Procurement as an Effort to Drive Value Creation

PLN Indonesia Power meyakini bahwa pengadaan barang dan jasa harus menjadi kegiatan yang tidak hanya memenuhi kebutuhan operasional, tetapi juga mendorong penciptaan nilai (*value creation*) bagi Perusahaan dan para pemangku kepentingan. Melalui penerapan strategi pengadaan berbasis nilai optimal (*based purchasing strategy*), PLN Indonesia Power telah berhasil meningkatkan efisiensi dan efektivitas dalam proses pengadaan. Hasilnya, pada tahun 2025, Perusahaan mencatat penghematan biaya (*cost saving*) sebesar Rp886 miliar dengan pencapaian Procurement Return on Investment (ROI) sebesar 1.802,26%. Keberhasilan ini mencerminkan komitmen PLN Indonesia Power dalam menerapkan praktik pengadaan yang strategis, efisien, dan berkelanjutan.

PLN Indonesia Power believes that the procurement of goods and services should not only fulfill operational needs, but also drive value creation for the Company and its stakeholders. Through the implementation of a value-based purchasing strategy, PLN Indonesia Power has successfully improved efficiency and effectiveness in its procurement processes. As a result, in 2025, the Company recorded cost savings amounting to Rp886 billion, with a Procurement Return on Investment (ROI) achievement of 1,802.26%. This achievement reflects PLN Indonesia Power's commitment to implementing strategic, efficient, and sustainable procurement practices.

Pelaksanaan *Vendor Gathering* dan Penghargaan kepada Pemasok

Implementation of Vendor Gathering and Supplier Awards

Pada tanggal 7 Oktober 2025, PLN Indonesia Power telah menggelar forum pertemuan dengan para pemasok (Vendor Gathering) sebagai wujud komitmen Perusahaan dalam mempererat hubungan dan meningkatkan kerja sama dengan para pemasok. Dalam forum ini, PLN Indonesia Power menyampaikan berbagai program dan kebijakan terbaru terkait pengadaan barang dan/atau jasa di lingkungan Perusahaan. Hal ini bertujuan untuk meningkatkan pemahaman para pemasok mengenai standar, regulasi, serta prosedur yang diterapkan, sehingga dapat tercipta proses pengadaan yang lebih efektif, transparan, dan akuntabel. *Vendor Gathering* ini juga menjadi wadah bagi para mitra kerja untuk menyampaikan masukan dan saran guna meningkatkan kinerja dalam hubungan kemitraan.

On October 7, 2025, PLN Indonesia Power organized a Vendor Gathering forum as a manifestation of the Company's commitment to strengthening relationships and enhancing cooperation with suppliers. During this forum, PLN Indonesia Power presented various latest programs and policies related to the procurement of goods and/or services within the Company. This initiative aimed to improve suppliers' understanding of the standards, regulations, and procedures implemented by the Company, thereby creating a more effective, transparent, and accountable procurement process. The Vendor Gathering also served as a platform for business partners to provide feedback and suggestions to improve partnership performance.

Selain itu, dalam forum ini PLN Indonesia Power juga memberikan penghargaan kepada pemasok yang telah menunjukkan kinerja terbaik dalam mendukung operasional Perusahaan.

In addition, during this forum, PLN Indonesia Power also presented awards to suppliers who demonstrated outstanding performance in supporting the Company's operations.

Penghargaan ini merupakan bentuk apresiasi atas dedikasi dan kontribusi para pemasok dalam menjaga kualitas layanan, kepatuhan terhadap standar Perusahaan, sekaligus memotivasi pemasok untuk meningkatkan kinerja para pemasok.

These awards were given as a form of appreciation for the suppliers' dedication and contributions in maintaining service quality, complying with Company standards, and motivating suppliers to further improve their performance.

Berikut adalah daftar pemasok yang menerima penghargaan pada tahun 2025.

The following is the list of suppliers that received awards in 2025.

Pemasok Supplier	Kategori Category	Penilaian Assessment
GE Vernova Global Parts & Products GmbH	Penyedia Barang & Manufaktur Goods Provider & Manufacturing	Terbaik Best
PT Bambang Djaja	Penyedia Barang / Jasa Goods / Services Provider	Terbaik Best
PT Nindya Karya	Penyedia Sipil / Konstruksi Civil / Construction Provider	Terbaik Best
PT Mitra Integrasi Informatika	Penyedia IT IT Provider	Terbaik Best
CV Takino	Industri yang Aktif Mengembangkan PDN Industry Actively Developing Domestic Content (PDN)	Terbaik Best
Rully Trenacia Bakrie - PT Mitsubishi Power Indonesia	Sales	Terbaik Best

Evaluasi Kinerja Pemasok
Supplier Performance Evaluation

Untuk memastikan efektivitas dan efisiensi dalam hubungan kerja dengan pemasok, PLN Indonesia Power secara berkala melakukan evaluasi kinerja pemasok. Evaluasi ini dilakukan setelah proses pekerjaan selesai guna menilai sejauh mana pemasok memenuhi kewajiban dalam kontrak serta ekspektasi kinerja yang telah disepakati.

Pada tahun 2025, PLN Indonesia Power telah melakukan penilaian terhadap masing-masing pemasok dengan klasifikasi dalam empat kategori, yaitu kinerja dengan kategori hijau, kuning, merah dan hitam. Selanjutnya, hasil evaluasi ini kemudian disampaikan kepada masing-masing pemasok sebagai bahan perbaikan, sehingga masing-masing pemasok dapat mengidentifikasi area yang perlu ditingkatkan untuk meningkatkan kualitas layanan serta memenuhi standar yang ditetapkan oleh PLN Indonesia Power.

As an effort to ensure effectiveness and efficiency in working relationships with suppliers, PLN Indonesia Power regularly conducts supplier performance evaluations. This evaluation is carried out after work processes are completed to assess the extent to which suppliers fulfill their contractual obligations as well as the agreed performance expectations.

In 2025, PLN Indonesia Power had assessed each supplier and classified them into four categories, namely performance categories of green, yellow, red, and black. Furthermore, the results of this evaluation are then communicated to each supplier as a basis for improvement, so that each supplier can identify areas that need to be enhanced in order to improve service quality and meet the standards set by PLN Indonesia Power.

Survei Perilaku Etis
Ethical Behavior Survey

PLN Indonesia Power secara berkala melakukan survei perilaku etis untuk menilai tingkat penerapan etika perusahaan dalam interaksi dengan pemasok. Survei ini juga berfungsi sebagai evaluasi dari pemasok terhadap PLN Indonesia Power dalam aspek perencanaan pengadaan, proses pengadaan, implementasi kontrak, dan pembayaran yang dilakukan setiap bulan oleh Perusahaan. Survei perilaku etis dilakukan secara independen oleh LPT UI tanpa intervensi dari PLN Indonesia Power.

Pada tahun 2025, skor survei perilaku etis mencapai 98% (*High*) (hasil triwulan 2). Hasil ini menunjukkan bahwa secara umum, pemasok memberikan penilaian positif terhadap etika dan reputasi PLN Indonesia Power, terutama dalam proses pengadaan mulai dari rencana sampai dengan proses pembayaran. Selanjutnya, hasil survei ini digunakan oleh PLN Indonesia Power untuk mengidentifikasi beberapa peluang perbaikan sehingga dapat semakin meningkatkan kepercayaan dan kepuasan pemasok.

PLN Indonesia Power periodically conducts an ethical behavior survey to assess the level of implementation of corporate ethics in interactions with suppliers. This survey also serves as an evaluation from suppliers of PLN Indonesia Power regarding aspects of procurement planning, procurement processes, contract implementation, and payments carried out monthly by the Company. The ethical behavior survey is conducted independently by LPT UI without any intervention from PLN Indonesia Power.

In 2025, the ethical behavior survey score reached 98% (High) (Q2 results). This result indicates that, in general, suppliers provide a positive assessment of the ethics and reputation of PLN Indonesia Power, particularly in the procurement process from planning through to payment. Furthermore, the results of this survey are used by PLN Indonesia Power to identify improvement opportunities in order to further enhance supplier trust and satisfaction.

Informasi Kebijakan *Insider Trading*

Information on Insider Trading Policy

Kebijakan insider trading merupakan pedoman yang mengatur larangan atas aktivitas perdagangan efek (jual maupun beli) yang dilakukan oleh individu atau kelompok dengan memanfaatkan informasi atau fakta material yang belum dipublikasikan, dengan tujuan memperoleh keuntungan secara tidak wajar (*short swing profit*) di pasar modal.

The insider trading policy is a guideline that regulates the prohibition of securities trading activities (buying or selling) conducted by individuals or groups using material non-public information or facts, with the aim of obtaining unfair profits (short swing profit) in the capital market.

Hingga akhir tahun 2025, PLN Indonesia Power belum menetapkan kebijakan khusus terkait *insider trading*, mengingat Perusahaan belum berstatus sebagai perusahaan terbuka (emiten) yang sahamnya diperdagangkan kepada publik. Meskipun demikian, Perusahaan telah memiliki ketentuan yang mengatur bahwa seluruh insan PLN Indonesia Power, termasuk manajemen dan karyawan, dilarang menyalahgunakan informasi non-publik yang diperoleh dalam kapasitasnya di Perusahaan. Informasi tersebut meliputi, antara lain, data keuangan, rencana strategis, aksi korporasi, proses pengadaan, serta keputusan bisnis penting lainnya, sebagaimana diatur dalam Pedoman Etika Perusahaan.

As of the end of 2025, PLN Indonesia Power has not established a specific insider trading policy, as the Company is not yet a public listed company (issuer) whose shares are traded in the public market. Nevertheless, the Company already has provisions that prohibit all PLN Indonesia Power personnel, including management and employees, from misusing non-public information obtained in their capacity within the Company. Such information includes, among others, financial data, strategic plans, corporate actions, procurement processes, and other important business decisions, as regulated in the Company's Code of Ethics.

Sepanjang tahun 2025, PLN Indonesia Power tidak menerima maupun menemukan adanya pengaduan terkait dugaan penyalahgunaan atau penyebaran informasi non-publik oleh pihak internal untuk kepentingan tertentu.

Throughout 2025, PLN Indonesia Power did not receive or identify any complaints related to alleged misuse or disclosure of non-public information by internal parties for certain interests.

Kebijakan Perlindungan Hak Kreditur

Policy on the Protection of Creditors' Rights

PLN Indonesia Power berkomitmen untuk menjaga hubungan yang profesional, transparan, dan berintegritas dengan para kreditur sebagai bagian dari penerapan tata kelola perusahaan yang baik. Pengelolaan hubungan tersebut mengacu pada Pedoman Etika Perusahaan yang memuat prinsip-prinsip interaksi dengan kreditur maupun investor.

PLN Indonesia Power is committed to maintaining professional, transparent, and integrity-based relationships with creditors as part of the implementation of good corporate governance. The management of these relationships refers to the Company's Code of Conduct, which outlines the principles of interaction with creditors and investors.

Pedoman ini menjadi acuan bagi seluruh insan Perusahaan dalam memastikan setiap hubungan yang terjalin dilakukan secara objektif, akuntabel, dan sesuai dengan ketentuan yang berlaku. Di dalamnya juga diatur secara jelas mengenai hal-hal yang diperkenankan (*the do's*) serta yang harus dihindari (*the don'ts*) dalam berinteraksi dengan kreditur dan investor, sebagai berikut:

This guideline serves as a reference for all Company personnel to ensure that every established relationship is conducted in an objective, accountable manner and in accordance with applicable regulations. It also clearly regulates what is permitted (the do's) and what must be avoided (the don'ts) in interactions with creditors and investors, as follows:

The Do's

- Pemilihan berdasarkan kreditur/investor dilakukan aspek kredibilitas dan bonafiditas yang dapat dipertanggungjawabkan serta berdasarkan prosedur dan mekanisme yang berlaku.
- Menyampaikan informasi keuangan maupun non-keuangan secara akuntabel untuk menjaga kepercayaan kreditur /investor;
- Kreditur dan investor mematuhi ketentuan yang berlaku;
- Komitmen untuk memenuhi setiap kontrak perjanjian yang telah disepakati dengan kreditur / investor;
- Syarat perjanjian mengedepankan prinsip transparansi dan kewajaran (*fairness*) sehingga tidak merugikan salah satu pihak.

- Selection of creditors/investors is based on credible and accountable aspects, as well as in accordance with applicable procedures and mechanisms;
- Providing both financial and non-financial information in an accountable manner to maintain the trust of creditors/ investors;
- Creditors and investors must comply with applicable regulations;
- Commitment to fulfilling every contractual agreement made with creditors/investors;
- Contract terms prioritize the principles of transparency and fairness so that no party is disadvantaged

The Don'ts

- Pembukuan ganda untuk kepentingan kreditur / investor;
- Pelanggaran kontrak/ perjanjian;
- Syarat perjanjian yang tidak transparan dan wajar.

- Double bookkeeping for the interests of creditors/ investors;
- Breach of contract/agreement;
- Non-transparent and unfair Contract terms

Sepanjang tahun 2025, PLN Indonesia Power tidak memiliki kreditur eksternal, selain fasilitas pinjaman dari pemegang saham yang mengacu pada ketentuan *Indenture Global Bond* yang diterbitkan oleh PT PLN (Persero) sehingga PLN Indonesia Power wajib mematuhi ketentuan dalam *Indenture Global Bond* tersebut, termasuk pembatasan terkait penambahan utang baru (*limitation on additional indebtedness*) sebagai entitas Anak PT PLN (Persero).

Throughout 2025, PLN Indonesia Power did not have any external creditors, other than shareholder loan facilities that refer to the provisions of the Global Bond Indenture issued by PT PLN (Persero). Accordingly, PLN Indonesia Power is required to comply with the provisions of the Global Bond Indenture, including restrictions related to the limitation on additional indebtedness as a subsidiary of PT PLN (Persero).

Sejak 12 November 2018, PLN Indonesia Power menjalin kerja sama pembiayaan melalui Perjanjian Pinjaman Pemegang Saham (*Shareholder Loan*) dengan PT PLN (Persero), yang digunakan untuk pendanaan proyek PLTGU Tambak Lorok Blok III. Perjanjian tersebut berlaku efektif sejak ditandatangani dan akan berakhir setelah seluruh kewajiban pokok maupun bunga diselesaikan oleh Perusahaan. Dalam pelaksanaannya, PLN Indonesia Power senantiasa mematuhi seluruh ketentuan dalam perjanjian pinjaman tersebut. Perusahaan berkomitmen untuk menjamin perlindungan penuh atas hak-hak PT PLN (Persero) sebagai pemberi pinjaman, serta menjalankan seluruh kewajiban yang menjadi tanggung jawab Perusahaan secara tepat waktu dan sesuai dengan kesepakatan. Komitmen ini menjadi bagian dari upaya Perusahaan dalam menjamin kredibilitas, transparansi, serta perlindungan terhadap hak-hak kreditur secara menyeluruh.

Since November 12, 2018, PLN Indonesia Power has entered into a financing arrangement through a Shareholder Loan Agreement with PT PLN (Persero), which is used to fund PLTGU Tambak Lorok Block III project. The agreement has been effective since its signing and will remain in force until all principal and interest obligations have been fully settled by the Company. In its implementation, PLN Indonesia Power consistently complies with all provisions of the loan agreement. The Company is committed to ensuring full protection of PT PLN (Persero)'s rights as the lender, as well as fulfilling all obligations of the Company in a timely manner and in accordance with the agreed terms. This commitment forms part of the Company's efforts to ensure credibility, transparency, and comprehensive protection of creditor rights.

Pengungkapan Penerapan atas Pedoman Governansi Perusahaan dengan Pendekatan "*Apply or Explain*"

Disclosure of the Implementation of Corporate Governance Guidelines Using the "Apply or Explain" Approach

Penerapan Pedoman Governansi Korporat berlandaskan pada dasar "Terapkan atau Jelaskan"(*apply or explain*) yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG) tahun 2021 dalam Pedoman Umum Governansi Korporat Indonesia (PUG-KI) . Korporasi didorong untuk menerapkan setiap Prinsip, Rekomendasi, Panduan dengan cara yang sesuai untuk bisnis korporasi.

Prinsip menjelaskan substansi keluaran yang diharapkan dari implementasi governansi korporat. Rekomendasi adalah praktik governansi korporat yang sebaiknya diterapkan korporasi untuk dapat mencapai substansi keluaran yang tercermin dalam Prinsip. Adapun panduan merupakan penjelasan lebih lanjut atas Rekomendasi dan beberapa praktik yang direkomendasikan untuk diimplementasikan. Berikut tabel Prinsip dan Rekomendasi sesuai dengan PUG-KI:

The implementation of Corporate Governance Guidelines is based on the "Apply or Explain" approach issued by the National Committee on Governance Policy (KNKG) in 2021 through the Indonesian General Guidelines for Corpo-rate Governance (PUG-KI). Corporations are encouraged to implement each Principle, Recommendation, and Guideline in a manner appropriate to the corporation's business ac-tivities.

Principles describe the substance of the ex-pected outcomes from the implementation of corporate governance. Recommendations are corporate governance practices that corpora-tions are encouraged to implement in order to achieve the substance of the outcomes re-flected in the Principles. Meanwhile, Guide-lines provide further explanations of the Rec-ommendations and several recommended practices for implementation. The following table presents the Principles and Recommen-dations in accordance with the PUG-KI:

No.	Prinsip Principle	Sub Prinsip Sub-principle	Rekomendasi Recommendation	Panduan Guidelines
I.	Peran dan Tanggung Jawab Direksi Roles and Responsibilities of the Board of Directors	7	31	48
II.	Komposisi dan Remunerasi Direksi dan Dewan Komisaris Composition and Remuneration of the Board of Directors and the Board of Commissioners	2	11	20
III.	Hubungan Kerja antara Direksi dan Dewan Komisaris Working Relationship between the Board of Directors and the Board of Commissioners	3	5	9
IV.	Perilaku Etis Ethical Conduct	3	4	11
V.	Manajemen Risiko, Pengendalian Intern dan Kepatuhan Risk Management, Internal Control, and Compliance	4	6	15
VI.	Pengungkapan dan Transparansi Disclosure and Transparency	3	9	11
VII.	Hak-hak Pemegang Saham Shareholders' Rights	3	11	37
VIII.	Penghargaan terhadap Pemangku Kepentingan Respect for Stakeholders	3	4	14
	Total	**28**	**81**	**165**

Pernyataan Mengenai Rekomendasi yang Dilaksanakan

Statement Regarding Implemented Recommendations

Berikut adalah hasil pemetaan *self assessment* GCG berdasarkan parameter PUGKI PT PLN Indonesia Power tahun buku 2025:

The following are the results of the GCG self-assessment mapping based on the PUGKI parameters of PT PLN Indonesia Power for the 2025 fiscal year:

Tabel Status Hasil *Self Assessment* Pemetaan PUG-KI PT PLN Indonesia Power Tahun Buku 2025

Table of PUG-KI Mapping Self-Assessment Results Status PT PLN Indonesia Power for the 2025 Fiscal Year

No.	Prinsip Principle	Sub Prinsip Sub-principle	Rekomendasi Recommendation	Status		Katagori Katagori	
				Apply[a]	*Explain*[b]	*Apply*[a]	*Explain*[b]
I.	Peran dan Tanggung Jawab Direksi dan Dewan Komisaris Roles and Responsibilities of the Board of Directors and Board of Commissioners	7	31	21	10	9	2
II.	Komposisi dan Remunerasi Direksi dan Dewan Komisaris Composition and Remuneration of the Board of Directors and the Board of Commissioners	2	11	3	8	3	5
III.	Hubungan Kerja antara Direksi dan Dewan Komisaris Working Relationship between the Board of Directors and the Board of Commissioners	3	5	5	0	0	0
IV.	Perilaku Etis dan Bertanggung Jawab Ethical and Responsible Conduct	3	4	3	1	1	0

No.	Prinsip Principle	Sub Prinsip Sub-principle	Rekomendasi Recommendation	Status		Katagori Katagori	
				Apply[a]	*Explain*[b]	*Apply*[a]	*Explain*[b]
V.	Manajemen Risiko, Pengendalian Intern dan Kepatuhan Risk Management, Internal Control, and Compliance	4	6	6	0	0	0
VI.	Pengungkapan dan Transparansi Disclosure and Transparency	3	9	6	3	2	1
VII.	Hak-hak Pemegang Saham Shareholders' Rights	3	11	2	9	13	3
VIII.	Penghargaan terhadap Pemangku Kepentingan Respect for Stakeholders	3	4	2	2	2	0
	Total	**28**	**81**	**48**	**33**	**30**	**11**

Keterangan:
(a) Rekomendasi yang telah diterapkan
(b) Penjelasan atas rekomendasi yang belum diterapkan
(c) Saran atas rekomendasi bersatus Explain
(d) Not Applicable atas rekomendasi bersatus Explain

Notes:
(a) Recommendations that have been implemented
(b) Explanations for recommendations that have not yet been implemented
(c) Suggestions for recommendations with "Explain" status
(d) Not Applicable recommendations with "Explain" status

Bukti Penerapan Rekomendasi dan Penjelasan atas Rekomendasi yang Belum Dilaksanakan beserta Alternatif Pemenuhannya

Evidence of Recommendation Implementation and Explanations for Recommendations Not Yet Implemented, Including Alternative Measures for the Compliance

Berikut adalah Hasil pemetaan atas penerapan Pedoman Umum Governansi Korporasi Indonesia (PUG-KI) periode tahun 2025:

The following are the results of mapping of the implementation of Indonesian Corporate Governance Guidelines (PUG-KI) for the 2025 period:

Rekomendasi Recommendation		Impelementasi Implementation	
Prinsip 1. Peran dan Tanggung Jawab Direksi dan Dewan Komisaris **Principle 1. Roles and Responsibilities of the Board of Directors and Board of Commissioners**			
1.1	**Peran dan Tanggung Jawab Direksi** Roles and Responsibilities of the Board of Directors		
1.1.1	Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi sebagai berikut: a. berdaya saing dan berfokus ke kinerja jangka panjang; b. beretika dan bertanggung jawab dalam menjalankan bisnis; c. berkontribusi positif terhadap masyarakat dan lingkungan; serta d. berkemampuan dalam bertahan dan bertumbuh (corporate resilience).	To achieve sustainable value creation, the Board of Directors carries out its leadership role and strives to achieve the following governance outcomes: a. competitive and focused on long-term performance; b. ethical and responsible in conducting business; c. making positive contributions to society and the environment; and d. capable of resilience and growth (corporate resilience).	**Apply** Perusahaan telah memiliki sasaran strategi yang bertujuan untuk mencapai penciptaan nilai yang berkelanjutan. Dalam hal ini dijelaskan bahwa Direksi telah menjalankan perannya melalui penetapan kinerja jangka panjang agar dapat mempunyai daya saing. Dalam pengelolaannya, Direksi senantiasa memastikan Perusahaan dikelola secara beretika dan bertanggung jawab sesuai dengan pedoman etika bisnis yang telah ditetapkan, berkontribusi positif bagi masyarakat dan lingkungan melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) setiap tahunnya serta memastikan Perusahaan mampu bertahan dan bertumbuh melalui pengembangan bisnis Perusahaan.	**Apply** The Company has established strategic objectives aimed at achieving sustainable value creation. In this regard, it is explained that the Board of Directors has carried out its role through the establishment of long-term performance targets to enhance competitiveness. In managing the Company, the Board of Directors consistently ensures that the Company is managed ethically and responsibly in accordance with established business ethics guidelines, contributes positively to society and the environment through the implementation of annual Social and Environmental Responsibility (TJSL) programs, and ensures that the Company is capable of resilience and growth through business development initiatives of the Company.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.1.2	Direksi harus memastikan bahwa misi, visi, tujuan, sasaran, strategi, dan rencana tahunan dan jangka menengah korporasi konsisten dengan tujuan jangka panjang, dengan memanfaatkan inovasi dan teknologi secara efektif.	The Board of Directors must ensure that the corporation's mission, vision, objectives, targets, strategies, and annual and medium-term plans are consistent with long-term objectives by effectively utilizing innovation and technology.	***Apply*** Direksi senantiasa memastikan bahwa seluruh perencanaan strategis mulai dari visi, misi, tujuan serta strategi Perusahaan telah disusun secara selaras dan konsisten dengan RJPP dan RKAP Perusahaan. Perusahaan juga telah mengintegrasikan pemanfaatan inovasi dan teknologi dalam penyusunan strategi dan perencanaan korporasi. Hal ini tercermin melalui berbagai inisiatif transformasi digital yang secara sistematis dituangkan dalam dokumen RJPP, RKAP serta IT Masterplan.	**Apply** The Board of Directors continuously ensures that all strategic planning, including the Company's vision, mission, objectives, and strategies, are aligned and consistent with the Company's RJPP and RKAP. The Company has also integrated the utilization of innovation and technology into the formulation of corporate strategies and planning. This is reflected through various digital transformation initiatives systematically outlined in the RJPP, RKAP, and IT Masterplan documents.
1.1.3	Direksi memastikan bahwa korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan visi, misi, tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan dan standar yang berlaku.	The Board of Directors ensures that the corporation implements appropriate and effective risk management and internal control systems aligned with the corporation's vision, mission, objectives, targets, and strategies, while complying with applicable laws and regulations, and standards.	***Apply*** Direksi telah memastikan penerapan manajemen risiko yang efektif melalui proses bisnis manajemen risiko yang di dalamnya terdapat matriks pengukuran manajemen risiko (risk maturity), pemantauan risiko, serta meningkatkan budaya risiko. Direksi juga menetapkan rancangan sistem pengendalian intern berdasarkan kerangka three lines model yang efektif dan telah melakukan evaluasi/penilaian atas efektivitas pengendalian intern di Perusahaan, sebagaimana tertuang dalam Laporan Eksternal Auditor atas Efektivitas Sistem Pengendalian Internal dan Kepatuhan terhadap peraturan perundang-undangan.	**Apply** The Board of Directors has ensured the implementation of effective risk management through risk management business processes, which include risk maturity measurement matrices, risk monitoring, and the enhancement of risk culture. The Board of Directors also established the design of the internal control system based on an effective three lines model framework and has conducted evaluations/assessments of the effectiveness of internal controls within the Company, as stated in the External Auditor's Report on the Effectiveness of Internal Control Systems and Compliance with applicable laws and regulations.
1.1.4	Direksi memastikan integritas akuntansi dan sistem pelaporan keuangan korporasi dan pengungkapan yang tepat waktu dan akurat atas semua informasi material mengenai korporasi.	The Board of Directors ensures the integrity of the corporation's accounting and financial reporting systems, as well as timely and accurate disclosure of all material information concerning the corporation	***Explain*** Direksi telah memastikan integritas akuntansi dan sistem pelaporan keuangan Perusahaan. Direksi Perusahaan wajib menandatangani Surat Pernyataan Direksi tentang Tanggung Jawab Laporan Keuangan setiap tahunnya. Perusahaan juga selalu melaporkan Laporan Keuangan Perusahaan kepada Pemegang Saham secara tepat waktu dan mengungkapkan kinerja Laporan Keuangan setiap tahun dalam Laporan Tahunan. Namun belum terdapat publikasi atas Laporan Keuangan secara triwulanan yang diinformasikan secara terbuka kepada investor, analis dan pemangku kepentingan lainnya.	**Explain** The Board of Directors has ensured the integrity of the Company's accounting and financial reporting systems. The Company's Board of Directors is required to sign the Statement of Responsibility for Financial Statements annually. The Company also consistently submits its Financial Statements to Shareholders in a timely manner and discloses its financial performance annually in the Annual Report. However, the Company has not yet published quarterly Financial Statements openly to investors, analysts, and other stakeholders.

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1.1.5	Direksi memastikan pelaporan keberlanjutan telah disusun sebagaimana mestinya.	The Board of Directors ensures that sustainability reporting has been properly prepared.	***Apply*** Laporan Keberlanjutan Perusahaan (Sustainability Report) tahun 2024 telah disusun dengan memperhatikan dan mengikuti prinsipprinsip pengungkapan yang relevan sesuai dengan standar nasional dan global, meliputi: (GRI), POJK No. 51/ POJK.03/2017, SEOJK No. 16/ SEOJK.04/2021, *The International Financial Reporting Standards* (IFRS) *Sustainability Disclosure Standards* serta *The Sustainability Accounting Standards Board* (SASB) *Standards - Infrastructure Sector: Electric Utilities & Power Generators.* Laporan ini mencakup berbagai aspek penting, mulai dari kinerja ekonomi, lingkungan, sosial, hingga tata kelola (ESG).	**Apply** The Company's 2024 Sustainability Report had been prepared by considering and adhering to relevant disclosure principles in accordance with national and global standards, including the Global Reporting Initiative (GRI), POJK No. 51/ POJK.03/2017, SEOJK No. 16/ SEOJK.04/2021, the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards, and the Sustainability Accounting Standards Board (SASB) Standards – Infrastructure Sector: Electric Utilities & Power Generators. The report covers various important aspects, ranging from economic, environmental, social, to governance (ESG) performance.
1.1.6	Direksi membangun kerangka kerja untuk governansi teknologi informasi (TI) korporasi yang selaras dengan kebutuhan dan prioritas bisnis korporasi, mendorong peluang dan kinerja bisnis, memperkuat manajemen risiko, serta mendukung tujuan dan strategi korporasi.	The Board of Directors establishes a framework for corporate information technology (IT) governance aligned with the corporation's business needs and priorities, encourages business opportunities and performance, strengthens risk management, and supports corporate objectives and strategies.	***Apply*** Perusahaan telah memiliki kerangka kerja untuk governansi teknologi informasi yang mendukung kegiatan bisnis Perusahaan. Saat ini Perusahaan telah menyusun IT *Masterplan, Information Technology Service Management* (ITSM) dan IT *Disaster Recovery Management.*	**Apply** The Company has established an information technology governance framework that supports its business activities. Currently, the Company has developed an IT Masterplan, Information Technology Service Management (ITSM), and IT Disaster Recovery Management.
1.1.7	Bagi korporasi yang menjalankan kegiatan usaha berdasarkan prinsip Syariah, Direksi perlu memastikan kewenangan dan ketersediaan perangkat pendukung yang memadai agar Dewan Pengawas Syariah dapat menjalankan perannya dengan efektif.	For corporations conducting business activities based on Sharia principles, the Board of Directors must ensure adequate authority and supporting instruments so that the Sharia Supervisory Board can effectively carry out its role.	***Explain*** Saat ini, PLN Indonesia Power tidak menjalankan kegiatan usaha yang berbasis prinsip Syariah (*Not Applicable*). Oleh karena itu, Perusahaan tidak memiliki Dewan Pengawas Syariah atau perangkat pendukung lainnya yang terkait dengan penerapan prinsip Syariah dalam operasional bisnis.	**Explain** Currently, PLN Indonesia Power does not conduct business activities based on Sharia principles (Not Applicable). Therefore, the Company does not have a Sharia Supervisory Board or other supporting instruments related to the implementation of Sharia principles in its business operations.
1.1.8	Piagam Direksi secara periodik ditinjau. Piagam mencakup antara lain pembagian peran Direktur secara individual dapat diatur di Piagam Direksi atau dengan surat keputusan Direksi.	The Board Charter is periodically reviewed. The Charter includes, among others, the division of roles of individual Directors, which may be regulated in the Board Charter or through a Board of Directors' decisions.	***Explain*** Piagam Direksi (*Board Manual*) yang berlaku saat ini disahkan pada tahun 2020. Pembagian tugas dan peran masing-masing Direksi diatur secara rinci dalam Keputusan Direksi Nomor 139.K/010/IP/2022 tentang Organisasi PT PLN Indonesia Power tanggal 9 Desember 2022, yang menjadi acuan dalam pelaksanaan fungsi dan tanggung jawab masing-masing anggota Direksi. Namun, Perusahaan belum melakukan pemutakhiran Pedoman Direksi yang mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/2023 tentang Penerapan Tata Kelola Perusahaan yang Baik di BUMN dan undang-udangan terbaru.	**Explain** The currently applicable Board Charter (Board Manual) was approved in 2020. The division of duties and roles of each member of the Board of Directors is regulated in detail in Board of Directors' Decision No. 139.K/010/IP/2022 concerning the Organization of PT PLN Indonesia Power dated December 9, 2022, which serves as the guideline for the implementation of the functions and responsibilities of each member of the Board of Directors. However, the Company has not yet updated the Board Manual in reference to Regulation of the Minister of SOEs No. PER-02/MBU/2023 concerning the Implementation of Good Corporate Governance in SOEs and the latest laws and regulations.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.1.9	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan.	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in and proven guilty of financial crimes.	***Explain*** Perusahaan belum menetapkan kebijakan khusus terkait pengunduran diri Direksi apabila terlibat dan terbukti melakukan kejahatan keuangan.	**Explain** The Company has not yet established a specific policy regarding the resignation of members of the Board of Directors if they are involved in and proven guilty of financial crimes.
1.2	**Penilaian Kinerja Direksi dan Anggotanya** Performance Assessment of the Board of Directors and Its Members			
1.2.1	Dewan Komisaris melakukan evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu direktur.	The Board of Commissioners conducts an objective and independent annual formal evaluation to determine the effectiveness of the Board of Directors and each individual Director.	***Apply*** Dewan Komisaris telah melakukan evaluasi formal tahunan secara obyektif dan independen untuk menentukan efektivitas Direksi dan setiap individu Direktur. Namun Kebijakan Penilian Sendiri yang diatur dalam *Board Manual* belum memuat penilaian kinerja Direksi yang secara khusus memuat tolok ukur (indikator) yang spesifik, terukur, dapat dicapai dan relevan serta sesuai dengan target-target kinerja yang ditetapkan oleh Dewan Komisaris.	**Apply** The Board of Commissioners has conducted an objective and independent annual formal evaluation to determine the effectiveness of the Board of Directors and each individual Director. However, the Self-Assessment Policy regulated in the Board Manual does not yet include a Board of Directors performance assessment policy that specifically contains measurable, specific, achievable, and relevant performance indicators aligned with the performance targets established by the Board of Commissioners.
1.2.2	Dewan Komisaris dengan pertimbangan Komite Nominasi dan Remunerasi, bertanggung jawab menentukan kriteria evaluasi kinerja dan menilai kinerja Direktur Utama dan anggota Direksi lainnya.	The Board of Commissioners, by considering the recommendations of the Nomination and Remuneration Committee, is responsible for determining performance evaluation criteria and assessing the performance of the President Director and other members of the Board of Directors.	***Apply*** Setiap tahun, Dewan Komisaris bersama dengan Komite Nominasi dan Remunerasi melakukan penilaian atas capaian kinerja Direktur Utama dan anggota Direksi lainnya terhadap pencapaian target-target yang tercantum dalam KPI.	**Apply** Each year, the Board of Commissioners together with the Nomination and Remuneration Committee evaluates the performance achievements of the President Director and other members of the Board of Directors against the targets set forth in the KPIs.
1.3	**Peran dan Tanggung Jawab Dewan Komisaris** Roles and Responsibilities of the Board of Commissioners			
1.3.1	Dewan Komisaris mereviu strategi korporasi paling tidak setiap tahun dan menyetujui misi, visi dan strategi korporasi yang dirumuskan oleh Direksi. Dewan Komisaris juga mereviu, memberikan saran dan menyetujui rencana bisnis dan rencana keuangan jangka panjang dan rencana keuangan jangka pendek korporasi. Dewan Komisaris memberikan advis dan melakukan pemantauan kepada Direksi atas pengelolaan implementasinya. Direksi dan Dewan Komisaris terlibat dalam keputusan yang sangat penting bagi korporasi, diatur dalam anggaran dasar korporasi.	The Board of Commissioners reviews the corporate strategy at least annually and approves the corporate mission, vision, and strategy formulated by the Board of Directors. The Board of Commissioners also reviews, advises on, and approves the corporation's long-term and short-term business and financial plans. The Board of Commissioners provides advice and supervises the Board of Directors regarding implementation management. The Board of Directors and the Board of Commissioners are involved in decisions that are highly significant to the corporation, as regulated in the corporation's Articles of Association.	***Apply*** Dewan Komisaris telah mereviu strategi korporasi setiap tahun dan menyetujui misi, visi dan strategi korporasi yang dirumuskan oleh Direksi. Dewan Komisaris juga telah mereviu, memberikan saran dan menyetujui rencana bisnis dan rencana keuangan jangka panjang dan rencana keuangan jangka pendek korporasi. Selain Dewan Komisaris juga telah memberikan advis dan melakukan pemantauan kepada Direksi atas pengelolaan implementasinya sebagaimana yang tercantum dalam: - Tanggapan tertulis Dewan Komisaris atas RKAP 2025 sebagaimana disampaikan dalam Surat No.0004/002/DK-PLNIP/I/2025-R Tanggal 24 Januari 2025 Tentang Rekomendasi Dewan Komisaris atas URKAP Tahun 2025 PT PLN Indonesia Power.	**Apply** The Board of Commissioners has reviewed the corporate strategy annually and approved the corporate mission, vision, and strategy formulated by the Board of Directors. The Board of Commissioners has also reviewed, provided recommendations on, and approved the Corporation's long-term and short-term business and financial plans. In addition, the Board of Commissioners has provided advice and supervision to the Board of Directors regarding implementation management, as stated in: - Written response of the Board of Commissioners to the 2025 RKAP as conveyed through Letter No. 0004/002/DK-PLNIP/I/2025-R dated January 24, 2025 concerning the Recommendation of the Board of Commissioners on the 2025 RKAP of PT PLN Indonesia Power.

	Rekomendasi Recommendation		Impelementasi Implementation	
			- Surat Dewan Komisaris No.241/002/DK-PLNIP/XII/2024-R Tentang tanggapan tertulis Dewan Komisaris atas permohonan persetujuan rancangan rencana jangka panjang PLN Indonesia Power Tahun 2024-2028.	- Letter of the Board of Commissioners No. 241/002/DK-PLNIP/XII/2024-R concerning the written response of the Board of Commissioners regarding the request for approval of the 2024–2028 Long-Term Plan of PLN Indonesia Power.
1.3.2	Jenis keputusan yang memerlukan persetujuan Dewan Komisaris harus diungkapkan dalam laporan tahunan.	The types of decisions requiring approval from the Board of Commissioners must be disclosed in the annual report.	***Apply*** Jenis keputusan yang memerlukan persetujuan Dewan Komisaris telah diungkapkan dalam laporan tahunan Perusahaan 2024 dan telah dipublikasikan pada *website* Perusahaan.	**Apply** The types of decisions requiring approval from the Board of Commissioners have been disclosed in the Company's 2024 Annual Report and published on the Company's website.
1.3.3	Dengan memperhatikan rekomendasi Komite Nominasi dan Remunerasi, Dewan Komisaris mengusulkan kepada, dan untuk diputuskan oleh, RUPS pengangkatan dan/atau pemberhentian anggota Direksi dan anggota Dewan Komisaris. Dalam mengusulkan hal di atas, Dewan Komisaris memperhatikan keberagaman, unsur non diskriminatif dan memberikan kesempatan yang sama tanpa membedakan suku, agama, ras, antar golongan dan gender. Dewan Komisaris memastikan proses pencalonan dan pemilihan anggota Direksi dan anggota Dewan Komisaris adalah formal dan transparan.	By considering the recommendations of the Nomination and Remuneration Committee, the Board of Commissioners proposes to the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners for approval. In making such proposals, the Board of Commissioners considers diversity, non-discrimination, and equal opportunity regardless of ethnicity, religion, race, intergroup background, or gender. The Board of Commissioners ensures that the nomination and selection process for members of the Board of Directors and the Board of Commissioners is formal and transparent.	***Apply*** Komite Nominasi dan Remunerasi telah berperan aktif dalam membantu Dewan Komisaris untuk menetapkan kriteria pemilihan calon anggota Dewan Komisaris dan Direksi. Proses ini dilakukan melalui telaah dan tanggapan terhadap usulan calon yang disampaikan oleh *Top Talent Management*, yang kemudian diteruskan kepada PLN (Persero) sebagai Pemegang Saham untuk dipertimbangkan. *Top Talent Management* tersebut dapat berpotensi sebagai calon direksi dan komisaris perusahaan.	**Apply** The Nomination and Remuneration Committee has actively assisted the Board of Commissioners in determining the selection criteria for candidates for the Board of Commissioners and the Board of Directors. This process is carried out through review and feedback on candidate proposals submitted by Top Talent Management, which are then forwarded to PT PLN (Persero) as the Shareholder for consideration. Such Top Talent Management candidates may potentially become candidates for the Board of Directors and Board of Commissioners of the Company.
1.3.4	Dewan Komisaris atau Komite yang menjalankan fungsi nominasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. Setiap tahun Dewan Komisaris meninjau pelaporan pelaksanaan rencana pengembangan dan suksesi yang disampaikan Direktur Utama.	The Board of Commissioners or the Committee performing the nomination function formulates succession policies in the nomination process for members of the Board of Directors. Each year, the Board of Commissioners reviews reports on the implementation of development and succession plans submitted by the President Director.	***Apply*** Dewan Komisaris atau Komite Nominasi dan Remunerasi telah menjalankan fungsi nominasi dan menyusun kebijakan suksesi bagi Direksi sebagaimana tercantum dalam Piagam Komite Nominasi dan Remunerasi. Setiap tahun Dewan Komisaris telah meninjau pelaporan pelaksanaan rencana pengembangan dan suksesi yang disampaikan oleh Direktur Utama.	**Apply** The Board of Commissioners or the Nomination and Remuneration Committee has carried out the nomination function and formulated succession policies for the Board of Directors as stated in the Nomination and Remuneration Committee Charter. Each year, the Board of Commissioners reviews reports on the implementation of development and succession plans submitted by the President Director.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.3.5	Dewan Komisaris a). mengajukan kepada RUPS, yang dapat didahului oleh usulan dari Komite yang menjalankan fungsi remunerasi, besaran remunerasi anggota Direksi dan anggota Dewan Komisaris yang selaras dengan pengembangan korporasi yang berkelanjutan dan kepentingan jangka panjang korporasi dan pemegang saham; b). secara berkala mereviu sistem remunerasi Direksi dan Dewan Komisaris.	The Board of Commissioners: a). proposes to the GMS, which may be preceded by recommendations from the Committee performing the remuneration function, the amount of remuneration for members of the Board of Directors and the Board of Commissioners aligned with sustainable corporate development and the long-term interests of the corporation and shareholders; b). periodically reviews the remuneration system for the Board of Directors and the Board of Commissioners.	***Apply*** Ketentuan mengenai besarnya gaji atau remunerasi dan/ atau tunjangan bagi Dewan Komisaris dan Direksi Perusahaan ditetapkan oleh Rapat Umum Pemegang Saham (RUPS). Dewan Komisaris melalui Komite Remunerasi dan Nominasi di Perusahaan yaitu menetapkan dan menelaah kebijakan mengenai pengusulan remunerasi yang dilakukan oleh Direksi serta menyampaikan usulan remunerasi (gaji, tunjangan dan fasilitas serta tantiem/ insentif kerja) kepada RUPS	**Apply** Provisions regarding salaries or remuneration and/or benefits for the Board of Commissioners and the Board of Directors are determined by the General Meeting of Shareholders (GMS). Through the Nomination and Remuneration Committee, the Board of Commissioners establishes and reviews policies regarding remuneration proposals submitted by the Board of Directors and conveys remuneration proposals (salaries, allowances, facilities, and tantiem/ work incentives) to the GMS.
1.3.6	Dewan Komisaris mengawasi efektivitas kebijakan governansi korporat dan implementasinya serta mengusulkan perubahan jika diperlukan.	The Board of Commissioners supervises the effectiveness of corporate governance policies and their implementation and proposes amendments if necessary.	***Apply*** Dewan Komisaris telah mengawasi efektivitas kebijakan governansi korporat dan implementasinya serta mengusulkan perubahan jika diperlukan. Hal ini diimplementasikan melalui telaah atas kebijakan governansi serta pelaksanaan *assessment* atas implementasi praktik governansi di Perusahaan serta dilakukan dalam rapat bersama antara Dewan Komisaris dan Direksi.	**Apply** The Board of Commissioners has supervised the effectiveness of corporate governance policies and their implementation and proposed amendments where necessary. This has been implemented through reviews of governance policies and assessments of governance practice implementation within the Company, conducted in joint meetings between the Board of Commissioners and the Board of Directors.
1.3.7	Dewan Komisaris memantau dan mengarahkan agar korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan, kode perilaku dan standar yang berlaku.	The Board of Commissioners monitors and directs the corporation to implement appropriate and effective risk management and internal control systems aligned with the corporation's objectives, targets, and strategies, while complying with laws and regulations, codes of conduct, and applicable standards.	***Apply*** Dewan Komisaris telah melakukan telaah atas kebijakan dan implementasi manajemen risiko dan memberikan arahan dalam rapat gabungan agar Direksi senantiasa mematuhi peraturan perundang-undangan, kode etik dan standar yang berlaku. Dewan Komisaris juga telah memiliki Komite Investasi dan Manajemen Risiko yang membantu Dewan Komisaris dalam mengevaluasi sistem manajemen risiko termasuk sistem pengendalian internal serta menilai toleransi risiko Perusahaan.	**Apply** The Board of Commissioners has reviewed risk management policies and implementation as well as provided direction in joint meetings to ensure that the Board of Directors consistently complies with laws and regulations, codes of conduct, and applicable standards. The Board of Commissioners also has an Investment and Risk Management Committee that assists in evaluating the risk management system, including the internal control system, and assessing the Company's risk tolerance.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.3.8	Dewan Komisaris mengawasi dan mengarahkan agar tercapai integritas akuntansi dan sistem pelaporan keuangan korporat, serta independensi fungsi audit internal dan eksternal.	The Board of Commissioners supervises and directs the achievement of integrity in the corporate accounting and financial reporting systems, as well as the independence of internal and external audit functions.	***Apply*** Dewan Komisaris telah memastikan bahwa integritas atas pelaporan akuntansi dan Laporan Keuangan Perusahaan dapat terjaga. Laporan Keuangan senantiasa di reviu dan disetujui oleh Dewan Komisaris berdasarkan hasil telaah Komite Audit sebelum sampaikan kepada Pemegang Saham maupun dipublikasikan kepada publik dalam Laporan Tahunan. Dewan Komisaris juga melakukan pengawasan atas kegiatan audit internal dan eksternal namun tidak mengintervensi proses dan hasil audit.	**Apply** The Board of Commissioners has ensured the integrity of the Company's accounting and financial reporting. Financial Statements are consistently reviewed and approved by the Board of Commissioners based on the Audit Committee's review before submission to Shareholders or publication in the Annual Report. The Board of Commissioners also supervises internal and external audit activities without intervening in the audit process or results.
1.3.9	Dewan Komisaris memantau, mereviu dan menyetujui laporan tahunan dan laporan keberlanjutan Korporasi serta memastikan integritasnya, serta mengawasi proses pengungkapan dan pengkomunikasian korporasi.	The Board of Commissioners monitors, reviews, and approves the corporation's annual report and sustainability report, ensures their integrity, and supervises the disclosure and communication processes.	***Apply*** Dewan Komisaris telah memantau, mereview dan menyetujui Laporan Tahunan serta memastikan integritas laporan dan mengawasi proses pengungkapan dan pengkomunikasiannya melalui penandatanganan Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan dan Laporan Keberlanjutan PT PLN Indonesia Power Tahun 2024.	**Apply** The Board of Commissioners has monitored, reviewed, and approved the Annual Report and ensured the integrity of the reports and supervised the disclosure and communication processes through the signing of the Statement of Responsibility of the Board of Commissioners and the Board of Directors for the 2024 Annual Report and Sustainability Report of PT PLN Indonesia Power.
1.3.10	Piagam Dewan Komisaris secara periodik ditinjau.	The Board of Commissioners Charter is periodically reviewed.	***Explain*** Piagam Dewan Komisaris (Board Manual) yang berlaku saat ini disahkan pada tahun 2020. Perusahaan belum melakukan pemutakhiran Piagam Dewan Komisaris yang mengacu pada Peraturan Menteri BUMN No. PER-02/MBU/2023 tentang Penerapan Tata Kelola Perusahaan yang Baik di BUMN dan undang-udanga terbaru.	**Explain** The currently applicable Charter of the Board of Commissioners (Board Manual) was approved in 2020. The Company has not yet updated the Charter of the Board of Commissioners in reference to Regulation of the Minister of SOEs No. PER-02/MBU/2023 concerning the Implementation of Good Corporate Governance in SOEs and the latest laws.
1.3.11	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan.	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in and proven guilty of financial crimes.	***Explain*** Dewan Komisaris belum mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan.	**Explain** The Board of Commissioners does not yet have a policy regarding the resignation of members of the Board of Commissioners if they are involved in and proven guilty of financial crimes.
1.3.12	Komisaris independen sangat diharapkan untuk dapat berkontribusi dalam diskusi yang jujur, obyektif, aktif dan konstruktif pada rapat Dewan Komisaris.	Independent Commissioners are highly expected to contribute to honest, objective, active, and constructive discussions during Board of Commissioners meetings.	***Apply*** Komisaris Independen telah berkontribusi dalam mengawasi dan memberikan arahan secara independen dan berintegritas dalam setiap rapat Dewan Komisaris. Komisaris Independen Perusahaan per 30 Desember oleh Sdr. Iskandar Simorangkir, Sdr. Haryanto WS dan Sdr. Lukmanul Hakim dan seluruhnya telah memenuhi kriteria independensi dan membuat pernyataan independensi sebagaimana disampaikan dalam Laporan Tahunan.	**Apply** Independent Commissioners have contributed to supervision and provided direction independently and with integrity in every Board of Commissioners meeting. As of December 30, 2025, the Company's Independent Commissioners are Mr. Iskandar Simorangkir, Mr. Haryanto W.S, and Mr. Lukmanul Hakim, all of whom met the independence criteria and submitted independence statements as disclosed in the Annual Report.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.3.13	Komisaris Utama berperan sebagai koordinator Dewan Komisaris dan memastikan efektivitasnya. Komisaris Utama mendorong budaya keterbukaan dan dialog konstruktif yang memungkinkan berbagai pandangan diungkapkan, termasuk mengkoordinasi penetapan agenda rapat dewan yang tepat dan memastikan waktu yang cukup tersedia untuk mendiskusikan semua agenda. Selain itu, juga harus ada kesempatan bagi Dewan Komisaris untuk bertemu dengan jajaran Direksi dan manajemen senior.	The President Commissioner serves as the coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner promotes a culture of openness and constructive dialogue that allows diverse views to be expressed, including coordinating the determination of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. In addition, opportunities should be available for the Board of Commissioners to meet with the Board of Directors and senior management.	***Apply*** Komisaris Utama merupakan Komisaris Independen, dimana: - Periode 1 Januari - 30 Juni 2025 Komisaris Utama Perusahaan dijabat oleh Sdr. Iskandar Simorangkir, yang juga merangkap sebagai Komisaris Independen. - Periode 1 Juli 2025 - 30 Desember 2025 Komisaris Utama dijabat oleh Sdr. Haryanto W.S yang juga merangkap sebagai Komisaris Independen. - Periode 31 Desember Komisaris Utama dijabat oleh Sdr. Arief Budiman, adapun penegasan yang bersangkutan sebagai Komisaris Independen 22 Januari 2026	**Apply** The President Commissioner is also an Independent Commissioner, where: - For the period January 1 – June 30, 2025, the position of President Commissioner was held by Mr. Iskandar Simorangkir; - For the period July 1 – December 30, 2025, the position of President Commissioner was held by Mr. Haryanto W.S, who also concurrently served as Independent Commissioner. - As of December 31, 2025, the position of President Commissioner is held by Mr. Arief Budiman, with his designation as Independent Commissioner formally confirmed on January 22, 2026.
1.4	**Pembentukan Komite** Establishment of Committees			
1.4.1	Korporasi memiliki komite-komite di bawah Dewan Komisaris sekurang-kurangnya terdiri dari: Komite Audit, Komite Nominasi dan Remunerasi dan Komite Pemantau Manajemen Risiko.	The corporation has committees under the Board of Commissioners consisting at least of: the Audit Committee, the Nomination and Remuneration Committee, and the Risk Management Monitoring Committee.	***Apply*** Perusahaan telah memiliki 3 (tiga) Komite, yaitu Komite Audit, Komite Investasi dan Manajemen Risiko serta Komite Nominasi dan Remunerasi.	**Apply** The Company has 3 (three) Committees, namely the Audit Committee, the Investment and Risk Management Committee, and the Nomination and Remuneration Committee.
1.4.2	Dewan Komisaris memastikan bahwa anggota Komite Audit seluruhnya independen dan komite lain yang dibentuk Dewan Komisaris adalah mayoritas dari pihak independen, serta semua anggota komite memiliki kompetensi, berkomitmen, serta memiliki wewenang yang memadai untuk menjalankan perannya secara efektif dan independen.	The Board of Commissioners ensures that all members of the Audit Committee are independent and that other committees established by the Board of Commissioners have a majority of independent members, and that all committee members have adequate competence, commitment, and authority to carry out their roles effectively and independently.	***Explain*** Saat ini Anggota Komite Audit belum seluruhnya Independen dan Komite lainnya tidak mayoritas Independen.	**Explain** Currently, not all Audit Committee members are independent, and other committees do not have a majority of independent members.
1.4.3	Untuk memastikan pemantauan atas pelaksanaan tugas Komite Audit berjalan obyektif dan independen, Komisaris Utama tidak boleh menjadi ketua Komite Audit, kecuali dalam keadaan luar biasa yang harus dijelaskan dalam laporan tahunan.	To ensure that supervision of the Audit Committee's duties is objective and independent, the President Commissioner must not serve as Head of the Audit Committee, except in extraordinary circumstances that must be explained in the annual report.	***Apply*** Per 31 Desember 2025, Komisaris Utama Perusahaan bukan merupakan ketua Komite Audit yaitu Komisaris Utama Perusahaan dijabat oleh Sdr. Arif Budiman dan ketua Komite Audit Sdr. Haryanto WS.	**Apply** As of December 31, 2025, the President Commissioner of the Company is not the Head of the Audit Committee; the President Commissioner is Mr. Arif Budiman, and the Head of the Audit Committee is Mr. Haryanto WS.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.5	**Penilaian Kinerja – Dewan Komisaris dan Anggotanya** **Performance Assessment – Board of Commissioners and Members**			
1.5.1	Dewan Komisaris melakukan evaluasi formal tahunan secara objektif untuk menentukan efektivitas Dewan, komitenya, dan setiap individu komisaris.	The Board of Commissioners conducts an objective annual formal evaluation to determine the effectiveness of the Board, its committees, and each individual commissioner.	***Explain*** Dewan Komisaris telah melakukan pemantauan evaluasi terhadap kinerja Dewan Komisaris secara kolegial dan komitenya, namun belum melibatkan konsultan eksternal independen untuk membantu evaluasi kinerja Dewan Komisaris.	Explain The Board of Commissioners has carried out monitoring and evaluation of its performance collectively and of its committees; however, it has not yet involved an independent external consultant to assist in evaluating the performance of the Board of Commissioners.
1.6	**Benturan Kepentingan** Conflict of Interest			
1.6.1	Anggota Direksi yang mempunyai rangkap jabatan di luar korporasi, harus mendapatkan persetujuan dari Dewan Komisaris. Seorang Komisaris memberi tahu Dewan Komisaris dan ketua komite yang menjalankan fungsi nominasi, sebelum menerima penunjukan baru sebagai direktur atau komisaris dari korporasi terbuka, jabatan direktur lainnya atau posisi lain dengan komitmen waktu yang signifikan.	Members of the Board of Directors who hold concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner must inform the Board of Commissioners and the head of the nomination committee before accepting a new appointment as a director or commissioner of a public corporation, another directorship, or another position with significant time commitment.	***Apply*** Seluruh anggota Direksi yang menjabat tidak memiliki rangkap jabatan. Ketentuan rangkap jabatan Direksi telah ditetapkan dalam Anggaran Dasar dan UU BUMN serta Board Manual Perusahaan sehingga tidak ada persetujuan Dewan Komisaris dan Direksi terkait dengan jabatan posisi lain.	Apply All members of the Board of Directors do not hold concurrent positions. Regulations regarding concurrent positions for the Board of Directors are stipulated in the Articles of Association, the SOE Law, and the Company's Board Manual; therefore, no approval from the Board of Commissioners or Board of Directors is required for other positions.
1.6.2	Dewan Komisaris memantau dan mengelola potensi benturan kepentingan manajemen, anggota Direksi, Dewan Komisaris dan pemegang saham, termasuk penyalahgunaan aset korporasi dan penyalahgunaan dalam transaksi pihak berelasi. Komisaris yang memiliki benturan kepentingan tidak turut serta dalam pemantauan dan pengambilan keputusan atas potensi benturan kepentingan yang melibatkan Komisaris atau afiliasi Komisaris yang bersangkutan.	The Board of Commissioners monitors and manages potential conflicts of interest involving management, members of the Board of Directors, the Board of Commissioners, and shareholders, including misuse of corporate assets and misuse in related-party transactions. Commissioners who have conflicts of interest must not participate in monitoring and decision-making regarding matters involving their own conflicts or those of their affiliates.	***Apply*** Perusahaan telah memiliki kebijakan Benturan Kepentingan yang di dalamnya mengatur apabila anggota Komisaris memiliki potensi dan/atau benturan kepentingan, maka wajib tidak melibatkan diri dari proses pengambilan keputusan. Perusahaan menindak tegas bagi yang terbukti melakukan tindakan benturan kepentingan. Dewan Komisaris dan Direksi juga menandatangani surat pernyataan tidak memiliki Benturan Kepentingan setiap tahunnya	Apply The Company has a Conflict of Interest policy that stipulates that if a Commissioner has a potential and/or actual conflict of interest, he/she must not involve in the decision-making process. The Company strictly enforces sanctions against proven conflicts of interest. The Board of Commissioners and Board of Directors also sign an annual statement confirming the absence of conflicts of interest.

	Rekomendasi Recommendation		Impelementasi Implementation	
1.7	**Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris** **Competency Development of Members of the Board of Directors and Board of Commissioners**			
1.7.1	Dewan Komisaris memastikan bahwa anggota Direksi dan Dewan Komisaris memahami peran dan tanggung jawab mereka, karakteristik dan operasi korporasi, peraturan perundang-undangan dan standar yang relevan serta kewajiban lain yang berlaku. Direksi melalui sekretaris korporasi mendukung semua anggota Direksi dan Dewan Komisaris dalam memperbarui dan menyegarkan keterampilan dan pengetahuan mereka yang diperlukan untuk menjalankan peran mereka di Dewan.	The Board of Commissioners ensures that members of the Board of Directors and the Board of Commissioners understand their roles and responsibilities, the characteristics and operations of the corporation, applicable laws and regulations and relevant standards, as well as other applicable obligations. The Board of Directors, through the Corporate Secretary, supports all members of the Board of Directors and the Board of Commissioners in updating and refreshing the skills and knowledge required to perform their roles on the Board.	***Apply*** Direksi dan Dewan Komisaris yang baru diangkat menerima program pengenalan serta semua informasi yang relevan dengan peran dan tanggung jawab mereka. Program pengenalan untuk Dewan Komisaris dan Direksi diatur dalam *Board Manual* Perusahaan. Perusahaan juga memiliki kebijakan program pelatihan Dewan Komisaris dan Direksi yang diatur dalam *Board Manual* Perusahaan. Rincian tentang program pengenalan dan pelatihan selama 2025 dapat dilihat pada Bab Dewan Komisaris dan Direksi dalam Laporan Tahunan ini.	**Apply** Newly appointed members of the Board of Directors and the Board of Commissioners receive an induction program and all relevant information related to their roles and responsibilities. The induction program for the Board of Commissioners and the Board of Directors is governed by the Company's Board Manual. The Company also has a training program policy for the Board of Commissioners and the Board of Directors, which is regulated in the Company's Board Manual. Details of the induction and training programs during 2025 can be found in the Board of Commissioners and Board of Directors chapter in this Annual Report.
Prinsip 2. Komposisi dan Remunerasi Direksi dan Dewan Komisaris **Principle 2: Composition and Remuneration of the Board of Directors and Board of Commissioners**				
2.1	**Komposisi Direksi dan Dewan Komisaris** Composition of the Board of Directors and Board of Commissioners			
2.1.1	Dalam menentukan kandidat calon direktur, Dewan Komisaris melalui Komite Nominasi dan Remunerasi tidak hanya mengandalkan rekomendasi dari Dewan Komisaris, manajemen atau pemegang saham mayoritas. Dewan Komisaris melalui Komite Nominasi dan Remunerasi dapat menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat.	In determining director candidates, the Board of Commissioners through the Nomination and Remuneration Committee does not rely solely on recommendations from the Board of Commissioners, management, or majority shareholders. The Board of Commissioners through the Nomination and Remuneration Committee may use independent sources to identify qualified candidates.	***Explain*** *Not Applicable* (N/A) karena proses nominasi langsung dilakukan oleh Pemegang Saham.	**Explain** Not Applicable (N/A) because the nomination process is directly carried out by the Shareholders.
2.1.2	Dewan Komisaris memastikan bahwa kriteria dalam menyeleksi anggota Direksi mencakup paling tidak pengetahuan, kemampuan, dan keahlian yang dibutuhkan untuk memenuhi secara tepat peran Direksi serta memperhatikan terpenuhinya keberagaman Direksi.	The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the knowledge, abilities, and expertise required to properly fulfill the role of the Board of Directors, and also consider diversity within the Board.	***Explain*** *Not Applicable* (N/A) karena proses nominasi langsung dilakukan oleh Pemegang Saham.	**Explain** Not Applicable (N/A) because the nomination process is directly carried out by the Shareholders.
2.1.3	Kebijakan korporasi tentang keberagaman pada Direksi dan Dewan Komisaris diungkapkan dalam Laporan Tahunan.	The corporate policy on diversity in the Board of Directors and Board of Commissioners is disclosed in the Annual Report.	***Apply*** Kebijakan korporasi tentang keberagaman pada Direksi dan Dewan Komisaris diungkapkan dalam Laporan Tahunan yang dipublikasi pada *website* Perusahaan.	**Apply** The corporate policy on diversity in the Board of Directors and Board of Commissioners is disclosed in the Annual Report published on the Company's website.

	Rekomendasi Recommendation		Impelementasi Implementation	
2.1.4	Dewan Komisaris memastikan bahwa kebijakan dan prosedur untuk seleksi dan nominasi Komisaris adalah jelas dan transparan sehingga dapat menghasilkan komposisi Dewan yang diinginkan. Dewan Komisaris menggunakan sumber independen untuk menentukan kandidat yang memenuhi syarat.	The Board of Commissioners ensures that policies and procedures for the selection and nomination of Commissioners are clear and transparent so as to achieve the desired Board composition. The Board of Commissioners uses independent sources to identify qualified candidates.	***Explain*** *Not Applicable* (N/A) karena kewenangan untuk menentukan kandidat Dewan Komisaris adalah usulan dan/dari PLN Persero, sehingga di luar kewenangan Perusahaan.	**Explain** Not Applicable (N/A) because the authority to determine candidates for the Board of Commissioners lies with the proposal of and/or PT PLN (Persero), and is therefore outside the Company's authority.
2.1.5	Dewan Komisaris/Komite yang menjalankan fungsi nominasi menetapkan prosedur dan kriteria nominasi yang konsisten dengan matriks keahlian Dewan Komisaris yang telah disetujui Dewan Komisaris dan memastikan bahwa profil kandidat memenuhi persyaratan yang ditetapkan dalam matriks keahlian dan kriteria nominasi.	The Board of Commissioners/ Nomination Committee establishes nomination procedures and criteria that are consistent with the Board of Commissioners' competency matrix approved by the Board, and ensures that candidate profiles meet the requirements set in the competency matrix and nomination criteria.	***Explain*** *Not Applicable* (N/A), karena keputusan Pemegang Saham terkait pemilihan/pemilihan kembali dilakukan secara RUPS Sirkuler.	**Explain** Not Applicable (N/A), because the Shareholders' resolution regarding the election/re-election is made through a Circular GMS.
2.1.6	Komposisi Dewan Komisaris harus dibentuk sedemikian rupa sehingga anggota -anggotanya secara kelompok mencerminkan keberagaman dalam hal kemampuan, keahlian, pengetahuan, pengalaman, usia, latar belakang budaya, dan *gender* yang dibutuhkan untuk memenuhi secara tepat peran Dewan Komisaris.	The composition of the Board of Commissioners should be structured so that its members collectively reflect diversity in terms of skills, expertise, knowledge, experience, age, cultural background, and gender required to properly fulfill the role of the Board of Commissioners.	***Explain*** Komposisi Dewan Komisaris belum mencerminkan keberagaman dari aspek gender.	**Explain** The current composition of the Board of Commissioners does not yet reflect diversity in terms of gender.
2.1.7	Untuk memampukan Dewan Komisaris dalam memberikan advis dan supervisi secara independen kepada Direksi dan untuk peran-peran yang terdapat potensi benturan kepentingan, Dewan Komisaris terdiri dari Komisaris Independen yang cukup jumlahnya, dengan masa jabatan yang dibatasi dan terdapat pengungkapan Jangka waktu keanggotaan Dewan Komisaris serta independensi mereka dari sudut pandang korporasi.	To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles where there is a potential conflict of interest, the Board of Commissioners shall consist of a sufficient number of Independent Commissioners, with limited terms of office and disclosure of the term of membership of the Board of Commissioners and their independence from a corporate perspective.	***Apply*** Saat ini Komisaris Independen PLN Indonesia Power berjumlah 2 (dua) orang dari keseluruhan anggota Dewan Komisaris sebanyak 6 (enam) orang atau 33% dari total anggota Dewan Komisaris. Masa jabatan Komisaris Independen mengikuti masa jabatan Dewan Komisaris secara umum. Hingga akhir Desember 2025, tidak terdapat Komisaris Independen yang menjabat lebih dari 2 (dua) periode. Pengungkapan dan pernyataan Komisaris Independen serta masa jabatan dapat dilihat pada Bab Komisaris Independen dalam Laporan Tahunan Perusahaan yang dipublikasi pada *website* Perusahaan.	**Apply** Currently, the Independent Commissioners of PT PLN Indonesia Power consist of 2 (two) members out of a total of 6 (six) members, or 33% of the total Board of Commissioners members. The term of office of Independent Commissioners follows the general term of the Board of Commissioners. As of the end of December 2025, no Independent Commissioner has served more than two terms. Disclosure and statements regarding Independent Commissioners and their term of office are presented in the Independent Commissioners chapter of the Company's Annual Report published on the Company's website.

	Rekomendasi Recommendation		Impelementasi Implementation	
2.1.8	Untuk memfasilitasi fungsi Direksi dan Dewan Komisaris yang efektif dan guna meningkatkan kepercayaan investor dan pemangku kepentingan, Komite Nominasi dan Remunerasi memastikan bahwa terdapat proses yang formal, ketat dan transparan untuk penunjukan dan pengangkatan anggota Direksi dan Dewan Komisaris.	To facilitate the effective functioning of the Board of Directors and Board of Commissioners and to enhance investor and stakeholder confidence, the Nomination and Remuneration Committee ensures that there is a formal, rigorous, and transparent process for the appointment and reappointment of members of the Board of Directors and Board of Commissioners.	***Explain*** *Not Applicable* (N/A), karena penunjukan dan pengangkatan anggota Direksi dan Dewan Komisaris merupakan kewenangan langsung Pemegang Saham	**Explain** Not Applicable (N/A), because the appointment and reappointment of members of the Board of Directors and Board of Commissioners is the direct authority of the Shareholders.
2.2	**Remunerasi Direksi dan Dewan Komisaris** **Remuneration of the Board of Directors and Board of Commissioners**			
2.2.1	Kebijakan remunerasi anggota Direksi terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Remunerasi Direksi harus diusulkan, dapat dengan melalui Komite Nominasi dan Remunerasi, oleh Dewan Komisaris untuk diputuskan oleh RUPS. Jumlah remunerasi yang diusulkan kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Direksi dan situasi ekonomi serta kinerja korporasi.	The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented toward sustainable corporate development and encourages the achievement of long-term objectives. The remuneration of the Board of Directors shall be proposed, possibly through the Nomination and Remuneration Committee, by the Board of Commissioners for approval by the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors, economic conditions, and corporate performance.	***Explain*** Perusahaan belum memiliki kebijakan remunerasi anggota Direksi yang berbasis kinerja dan selaras dengan pencapaian kepentingan jangka panjang korporasi, seperti ukuran kinerja sebagai berikut: bonus yang ditangguhkan, provisi pengembalian sebagian atau seluruh bonus/insentif yang telah dibayar (*clawback*)	**Explain** The Company does not yet have a performance-based remuneration policy for members of the Board of Directors that is aligned with the achievement of the Company's long-term interests, such as the following performance measures: deferred bonuses, provisions for the return of part or all of bonuses/ incentives that have already been paid (clawback).
2.2.2	Kebijakan remunerasi anggota Dewan Komisaris terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan dan mendorong pencapaian tujuan jangka panjang. Jumlah remunerasi yang diusulkan Dewan Komisaris kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Dewan Komisaris dan situasi ekonomi serta kinerja korporasi. Di samping itu juga harus dipertimbangkan posisinya sebagai Komisaris Utama dan ketua serta keanggotaannya dalam komite-komite.	The remuneration policy for members of the Board of Commissioners consists of a remuneration structure oriented toward sustainable corporate development and encouraging the achievement of long-term objectives. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by considering the role of each member of the Board of Commissioners, economic conditions, and corporate performance. In addition, consideration must also be given to the position of President Commissioner, as well as chairmanship and membership in committees.	***Explain*** Kebijakan remunerasi anggota Dewan Komisaris terdiri atas struktur remunerasi yang berorientasi pada pengembangan korporasi yang berkelanjutan. Jumlah remunerasi yang diusulkan kepada RUPS tersebut ditetapkan dengan mempertimbangkan peran setiap anggota Dewan Komisaris dan situasi ekonomi serta kinerja korporasi. Dewan Komisaris tidak boleh menerima opsi saham, saham yang dikaitkan dengan kinerja, atau bonus *Not Applicable* (N/A) karena Perusahaan tidak berstatus Tbk.	**Explain** The remuneration policy for members of the Board of Commissioners consists of a structure oriented toward sustainable corporate development. The remuneration amount proposed to the GMS is determined by considering the role of each member of the Board of Commissioners, economic conditions, and corporate performance. The Board of Commissioners is not allowed to receive stock options, performance-linked shares, or bonuses is Not Applicable (N/A) because the Company is not a publicly listed company.

	Rekomendasi Recommendation		Impelementasi Implementation	
2.2.3	Untuk memastikan bahwa paket remunerasi ditentukan berdasarkan prestasi, kualifikasi dan kompetensi direktur dan komisaris dengan memperhatikan kinerja operasi korporasi, kinerja individu dan kondisi pasar, Komite Nominasi dan Remunerasi memastikan bahwa terdapat prosedur yang adil dan transparan untuk menetapkan kebijakan remunerasi anggota Direksi dan Dewan Komisaris.	To ensure that remuneration packages are determined based on the performance, qualifications, and competencies of directors and commissioners, by considering corporate operating performance, individual performance, and market conditions, the Nomination and Remuneration Committee ensures that there are fair and transparent procedures for establishing the remuneration policy for members of the Board of Directors and Board of Commissioners.	***Explain*** Dalam menjalankan perannya Komite Nominasi dan Remunerasi belum mencakup: (a) indikator remunerasi mendukung pencapaian kinerja jangka panjang korporat. (b) pemenuhan syarat untuk memperoleh bonus tahunan dan/atau tunjangan dengan skema insentif jangka panjang. (c) pertimbangan konsekuensi kewajiban pensiun dan manfaat jangka panjang lainnya bagi direktur dan komisaris bagi korporasi, termasuk dampak kenaikan imbalan kerja tersebut dan perubahan lainnya, terutama untuk direktur dan komisaris yang hampir pensiun	Explain In carrying out its role, the Nomination and Remuneration Committee has not yet covered: (a) remuneration indicators that support the achievement of long-term corporate performance; (b) eligibility requirements for annual bonuses and/or benefits under long-term incentive schemes; (c) consideration of pension obligations and other long-term benefits for directors and commissioners on the corporation, including the impact of increases in employee benefits and other changes, especially for directors and commissioners nearing retirement.
Prinsip 3. Hubungan Kerja antara Direksi dan Dewan Komisaris **Principle 3. Working Relationship between the Board of Directors and the Board of Commissioners**				
3.1	**Sifat Hubungan Kerja** Nature of Working Relationship			
3.1.1	Terdapat diskusi yang terbuka antara Direksi dengan Dewan Komisaris serta di antara para anggota Direksi dan para anggota Dewan Komisaris. Namun, tetap penting menjaga kerahasiaan informasi agar tidak terjadi kebocoran informasi rahasia.	There are open discussions between the Board of Directors and the Board of Commissioners, as well as among members of the Board of Directors and members of the Board of Commissioners. However, it remains important to maintain confidentiality of information to prevent any leakage of confidential information.	***Apply*** Telah terdapat diskusi yang terbuka antara Direksi dengan Dewan Komisaris serta di antara para anggota Direksi dan para anggota Dewan Komisaris dengan tetap memandang penting menjaga kerahasiaan informasi agar tidak terjadi kebocoran informasi rahasia.	Apply There have been open discussions between the Board of Directors and the Board of Commissioners, as well as among members of the Board of Directors and members of the Board of Commissioners, while still maintaining the importance of confidentiality to prevent any leakage of confidential information.
3.1.2	Sesuai dengan tugas dan perannya masing-masing, Direksi bekerjasama dengan Dewan Komisaris dalam merumuskan misi, visi dan strategi korporasi dan secara reguler membahas pengimplementasiannya.	In accordance with their respective duties and roles, the Board of Directors cooperates with the Board of Commissioners in formulating the corporate mission, vision, and strategy, and regularly discusses their implementation.	***Apply*** Sesuai dengan tugas dan perannya masing-masing, Direksi telah bekerjasama dengan Dewan Komisaris dalam merumuskan misi, visi dan strategi korporasi dan secara reguler membahas pengimplementasiannya	Apply In accordance with their respective duties and roles, the Board of Directors has cooperated with the Board of Commissioners in formulating the corporate mission, vision, and strategy, and regularly discusses their implementation.
3.1.3	Sekretaris Korporasi memiliki peran penting dalam mendukung efektivitas hubungan kerja antara Direksi dengan Dewan komisaris, mendorong implementasi praktek governansi korporat yang baik, termasuk komunikasi yang efektif dengan pemegang saham dan pemangku kepentingan lainnya.	The Corporate Secretary plays an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, promoting the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.	***Apply*** Sekretaris Korporasi telah memiliki peran penting dalam mendukung efektivitas hubungan kerja antara Direksi dengan Dewan komisaris, mendorong implementasi praktek governansi korporat yang baik, termasuk komunikasi yang efektif dengan pemegang saham dan pemangku kepentingan lainnya. Sekretaris Korporasi juga telah diangkat berdasarkan persetujuan Dewan Komisaris. Uraian sekretaris Perusahaan telah diungkapkan pada Laporan Tahunan Perusahaan	Apply The Corporate Secretary has played an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, promoting the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders. The Corporate Secretary has also been appointed with the approval of the Board of Commissioners. The description of the Corporate Secretary has been disclosed in the Company's Annual Report.

Rekomendasi Recommendation		Impelementasi Implementation	
3.2 Akses Informasi Dewan Komisaris Access to Information of the Board of Commissioners			
3.2.1	Direksi bertanggung jawab untuk memastikan Dewan Komisaris mendapatkan akses informasi yang akurat, relevan dan tepat waktu. Dewan Komisaris sendiri memastikan bahwa ia memperoleh informasi yang memadai. Direksi menyediakan informasi kepada Dewan Komisaris secara teratur, tanpa penundaan dan secara komprehensif tentang semua masalah yang relevan dengan korporasi. Dewan Komisaris sewaktu-waktu dapat meminta Direksi untuk memberikan informasi tambahan.	The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant, and timely information. The Board of Commissioners itself ensures that it obtains sufficient information. The Board of Directors provides information to the Board of Commissioners regularly, without delay, and comprehensively on all matters relevant to the corporation. The Board of Commissioners may at any time request the Board of Directors to provide additional information.	***Apply*** Direksi telah bertanggung jawab untuk memastikan Dewan Komisaris mendapatkan akses informasi yang akurat, relevan dan tepat waktu. Dewan Komisaris sendiri memastikan bahwa ia memperoleh informasi yang memadai. Direksi menyediakan informasi kepada Dewan Komisaris secara teratur, tanpa penundaan dan secara komprehensif tentang semua masalah yang relevan dengan korporasi. Dewan Komisaris sewaktu-waktu dapat meminta Direksi untuk memberikan informasi tambahan	**Apply** The Board of Directors has been responsible for ensuring that the Board of Commissioners has access to accurate, relevant, and timely information. The Board of Commissioners itself ensures that it obtains sufficient information. The Board of Directors provides information to the Board of Commissioners regularly, without delay, and comprehensively on all matters relevant to the corporation. The Board of Commissioners may at any time request the Board of Directors to provide additional information.
3.3 Tanggung Jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi. Responsibilities of the Board of Directors and the Board of Commissioners Regarding the Impact of Ownership Structure on the Corporation			
3.3.1	Dampak struktur kepemilikan terhadap korporasi. Direksi dan Dewan Komisaris mempertimbangkan tanggung jawabnya dalam konteks struktur kepemilikan saham dan hubungan antar-pemegang saham korporasi yang mungkin berdampak terhadap pengelolaan dan operasi korporasi.	Impact of ownership structure on the corporation. The Board of Directors and the Board of Commissioners consider their responsibilities in the share ownership structure and relationships among shareholders that may affect the management and operations of the corporation.	***Apply*** Dampak struktur kepemilikan terhadap korporasi. Direksi dan Dewan Komisaris telah mempertimbangkan tanggung jawabnya dalam konteks struktur kepemilikan saham dan hubungan antar-pemegang saham korporasi yang mungkin berdampak terhadap pengelolaan dan operasi korporasi	**Apply** The Board of Directors and the Board of Commissioners have considered their responsibilities in the share ownership structure and relationships among shareholders that may affect the management and operations of the corporation.
Prinsip 4. Perilaku Etis dan Bertanggung Jawab Ethical and Responsible Conduct			
4.1 Pedoman Etika dan Perilaku Code of Conduct			
4.1.1	Pernyataan ini dituangkan dalam Pedoman Perilaku dan Etika Usaha yang harus secara jelas mengungkapkan harapan korporasi bahwa setiap anggota Direksi dan Dewan Komisaris serta karyawan akan: a. Bertindak untuk kepentingan terbaik korporasi. b. Bertindak dengan jujur dan dengan integritas berstandar tinggi.	This statement is set out in the Code of Business Conduct and Ethics, which clearly expresses the corporation's expectation that each member of the Board of Directors, Board of Commissioners, and employees will conduct the following: a. Acting in the best interests of the corporation. b. Acting honestly and with the highest standards of integrity.	Apply Pedoman Etika Perusahaan telah menuangkan secara jelas harapan korporasi bahwa setiap anggota Direksi dan Dewan Komisaris serta karyawan akan: a. Bertindak untuk kepentingan terbaik korporasi; b. Bertindak dengan jujur dan dengan integritas berstandar tinggi; c. Bersikap independen dan bertindak berdasarkan informasi yang lengkap, dengan itikad baik, dengan uji tuntas dan kehati-hatian.	**Apply** The Company's Code of Conduct clearly sets out the corporate expectations that each member of the Board of Directors, Board of Commissioners, and employees will conduct the following: a. Acting in the best interests of the corporation. b. Acting honestly and with the highest standards of integrity. c. Being independent and act on the basis of complete information, in good faith, with due diligence and care.

Rekomendasi Recommendation		Impelementasi Implementation	
c. Bersikap independen dan bertindak berdasarkan informasi yang lengkap, dengan itikad baik, dengan uji tuntas dan kehati-hatian.	c. Being independent and acting on the basis of complete information, in good faith, with due diligence and care.	d. Mematuhi peraturan perundang-undangan yang berlaku bagi korporasi dan operasinya;	d. Complying with applicable laws and regulations governing the corporation and its operations.
d. Mematuhi peraturan perundang-undangan yang berlaku bagi korporasi dan operasinya.	d. Complying with applicable laws and regulations governing the corporation and its operations.	e. Menghindari tindakan yang melanggar peraturan perundang-undangan atau tindakan yang tidak etis berdasarkan pedoman etika korporasi;	e. Avoiding actions that violate laws and regulations or unethical conduct based on the corporate ethical guidelines.
e. Menghindari tindakan yang melanggar peraturan perundang-undangan atau tindakan yang tidak etis berdasarkan pedoman etika korporasi.	e. Avoiding actions that violate laws and regulations or unethical actions based on the corporate ethical guidelines.	f. Tidak terlibat atau berpartisipasi dalam kegiatan apapun yang akan menimbulkan benturan kepentingan dengan kepentingan terbaik korporasi atau yang akan berdampak negatif terhadap reputasi korporasi;	f. Not being engaged in any activity that would create a conflict of interest with the best interests of the corporation or negatively affect the Corporation's reputation.
f. Tidak terlibat atau berpartisipasi dalam kegiatan apapun yang akan menimbulkan benturan kepentingan dengan kepentingan terbaik korporasi atau yang akan berdampak negatif terhadap reputasi korporasi.	f. Not being engaged in any activity that would create a conflict of interest with the best interests of the corporation or negatively affect its reputation.	g. Tidak mengambil manfaat atas properti atau informasi yang dimiliki korporasi, kepemilikan aset lainnya atau pelanggannya untuk kepentingan pribadi atau yang menyebabkan kerugian bagi korporasi dan pelanggannya.	g. Not using corporate property, information, other assets, or customer assets for personal gain or in a way that causes harm to the corporation and its customers.
g. Tidak mengambil manfaat atas properti atau informasi yang dimiliki korporasi, kepemilikan aset lainnya atau pelanggannya untuk kepentingan pribadi atau yang menyebabkan kerugian bagi korporasi dan pelanggannya.	g. Not using corporate property, information, other assets, or customer assets for personal gain or in a way that causes harm to the corporation or its customers.	h. Tidak memanfaatkan jabatannya atau peluang yang dihasilkan oleh jabatannya untuk kepentingan pribadi.	h. Not exploiting the position or opportunities arising from the position for personal benefit.
h. Tidak memanfaatkan jabatannya atau peluang yang dihasilkan oleh jabatannya untuk kepentingan pribadi.	h. Not exploiting the position or opportunities arising from the position for personal benefit.	i. Menghindari perbuatan meminta atau menerima dari pihak ketiga pembayaran, gratifikasi atau keuntungan lain untuk dirinya sendiri atau untuk orang lain yang menimbulkan benturan kepentingan/ memberikan keuntungan kepada pihak ketiga secara melanggar peraturan perundang-undangan.	i. Refraining from requesting or accepting from third parties' payments, gratuities, or other benefits for themselves or others that create a conflict of interest/provide advantage to third parties in violation to the laws and regulations.
i. Menghindari perbuatan meminta atau menerima dari pihak ketiga pembayaran, gratifikasi atau keuntungan lain untuk dirinya sendiri atau untuk orang lain yang menimbulkan benturan kepentingan/memberikan keuntungan kepada pihak ketiga secara melanggar peraturan perundang-undangan.	i. Refraining from requesting or accepting from third parties any payments, gratuities, or other benefits for themselves or others that create a conflict of interest/provide advantage to third parties in violation of laws and regulations.	j. Menghormati perbedaan pendapat dan hak-hak setiap anggota Direksi, Dewan Komisaris, dan karyawan.	j. Respecting differences of opinion and the rights of all members of the Board of Directors, Board of Commissioners, and employees.
j. Menghormati perbedaan pendapat dan hak-hak setiap anggota Direksi, Dewan Komisaris, dan karyawan.	j. Respecting differences of opinion and the rights of all members of the Board of Directors, Board of Commissioners, and employees.	k. Memastikan pengungkapan yang lengkap, adil, akurat, tepat waktu, dan dapat dipahami dalam laporan dan dokumen yang disampaikan korporasi kepada regulator dan dalam komunikasi publik lainnya.	k. Ensuring complete, fair, accurate, timely, and understandable disclosure in reports and documents submitted to regulators and in other public communications.
k. Memastikan pengungkapan yang lengkap, adil, akurat, tepat waktu, dan dapat dipahami dalam laporan dan dokumen yang disampaikan korporasi kepada regulator dan dalam komunikasi publik lainnya.	k. Ensuring complete, fair, accurate, timely, and understandable disclosure in reports and documents submitted to regulators and in other public communications.		

	Rekomendasi Recommendation		Impelementasi Implementation	
4.1.2	Direksi menetapkan kebijakan dan praktik anti pencucian uang dan pendanaan terorisme, anti suap, antikorupsi, anti kecurangan (*anti fraud*), keterlibatan dalam politik dengan mengacu pada standar nasional atau internasional mengenai anti pencucian uang, anti suap, antikorupsi, anti kecurangan atau standar terkait lainnya.	The Board of Directors establishes policies and practices on anti-money laundering and counter-terrorism financing, anti-bribery, anti-corruption, anti-fraud, and political involvement by referring to national or international standards on anti-money laundering, anti-bribery, anti-corruption, anti-fraud, or other relevant standards.	***Explain*** Perusahaan belum menetapkan kebijakan dan praktik anti pendanaan terorisme	**Explain** The Company has not yet established policies and practices on anti-terrorism financing.
4.2	**Nilai-Nilai dan Budaya Organisasi** Organizational Values and Culture			
4.2.1	Korporasi mengartikulasikan, menumbuhkan dan mengungkapkan budaya dan nilai-nilai korporasi.	The corporation articulates, fosters, and discloses its corporate culture and values.	***Apply*** Korporasi telah mengartikulasikan, menumbuhkan dan mengungkapkan budaya dan nilai-nilai korporasi, terdapat penilaian dan program pemantauan agar seluruh Direksi, Dewan Komisaris, serta seluruh karyawan korporasi memahami kode etik yang relevan dan menerapkannya secara efektif untuk menghindari keterlibatan korporasi dalam perilaku yang tidak tepat	**Apply** The corporation has articulated, fostered, and disclosed its corporate culture and values. There are assessments and monitoring programs to ensure that all members of the Board of Directors, Board of Commissioners, and all employees understand the relevant code of conduct and implement it effectively to avoid involvement in improper conduct.
4.3	**Penegakan dan Komunikasi Pedoman Etika, Nilai-nilai dan Budaya.** Enforcement and Communication of Code of Conduct, Values, and Culture			
4.3.1	Pedoman perilaku dan kode etik korporasi dikomunikasikan secara efektif kepada Direksi, Dewan Komisaris, serta seluruh karyawan, diintegrasikan ke dalam strategi dan operasi korporasi termasuk sistem manajemen risiko dan struktur remunerasi, serta ditegakkan.	The corporate code of conduct and ethics are effectively communicated to the Board of Directors, Board of Commissioners, and all employees, integrated into corporate strategy and operations including the risk management system and remuneration structure, and enforced.	***Apply*** Pedoman perilaku dan kode etik serta nilai-nilai korporasi telah dikomunikasikan secara efektif kepada Direksi, Dewan Komisaris, serta seluruh karyawan, diintegrasikan ke dalam strategi dan operasi korporasi termasuk sistem manajemen risiko dan struktur remunerasi, serta ditegakkan	**Apply** The corporate code of conduct, ethics, and corporate values have been effectively communicated to the Board of Directors, Board of Commissioners, and all employees, integrated into corporate strategy and operations including the risk management system and remuneration structure, and are enforced.
Prinsip 5. Manajemen Risiko, Pengendalian Internal dan Kepatuhan Risk Management, Internal Control, and Compliance				
5.1	**Pengendalian Internal dan Kepatuhan.** Internal Control and Compliance.			
5.1.1	Direksi melakukan reviu secara berkala atas ketepatan desain dan efektivitas operasional sistem governansi, pengelolaan risiko, pengendalian internal dan kepatuhan korporasi dan melaporkan pelaksanaan dan hasil reviu kepada para pemegang saham melalui laporan tahunan Korporasi.	The Board of Directors periodically reviews the appropriateness of the design and the effectiveness of the operational systems of governance, risk management, internal control, and corporate compliance, and reports the implementation and results of such review to shareholders through the Corporation's annual report.	***Apply*** Direksi telah melakukan reviu secara berkala atas ketepatan desain dan efektivitas operasional sistem governansi, pengelolaan risiko, pengendalian internal dan kepatuhan korporasi dan melaporkan pelaksanaan dan hasil reviu kepada para pemegang saham melalui laporan tahunan Korporasi.	**Apply** The Board of Directors has periodically reviewed the appropriateness of the design and the effectiveness of the operational systems of governance, risk management, internal control, and corporate compliance, and has reported the implementation and results of such review to shareholders through the Corporation's annual report.

	Rekomendasi Recommendation		Impelementasi Implementation	
5.2	**Manajemen Risiko** Risk Management			
5.2.1	Strategi dan risiko merupakan satu kesatuan, diungkapkan secara transparan, masuk ke dalam pelaksanaan tugas dan tanggung jawab Direksi dan Dewan Komisaris, serta dalam diskusi di rapat Dewan Komisaris dan Direksi.	Strategy and risk are an integrated unit, disclosed transparently, and embedded in the execution of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at Board of Commissioners and Board of Directors meetings.	***Apply*** Strategi dan risiko merupakan satu kesatuan, telah diungkapkan secara transparan, masuk ke dalam pelaksanaan tugas dan tanggung jawab Direksi dan Dewan Komisaris, serta dalam diskusi di rapat Dewan Komisaris dan Direksi. Uraian terkait Pengawasan Aktif Dewan Komisaris dan Direksi dalam menerapkan manajemen risiko dapat dilihat dalam pada Laporan Tahunan Perusahaan bab manajemen risiko perusahaan	**Apply** Strategy and risk are an integrated unit, have been disclosed transparently, and are embedded in the execution of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at Board of Commissioners and Board of Directors meetings. Further description regarding the active oversight of the Board of Commissioners and the Board of Directors in implementing risk management can be found in the Company's Annual Report in the corporate risk management chapter.
5.2.2	Komite Pemantau Manajemen Risiko membantu pelaksanaan tugas Dewan Komisaris dengan menciptakan mekanisme yang transparan, fokus, dan independen dalam pengawasan manajemen risiko korporasi.	The Risk Management Monitoring Committee assists the Board of Commissioners in carrying out its duties by creating a transparent, focused, and independent mechanism for supervising corporate risk management.	***Apply*** Komite Pemantau Manajemen Risiko telah membantu pelaksanaan tugas Dewan Komisaris dengan menciptakan mekanisme yang transparan, fokus, dan independen dalam pengawasan manajemen risiko korporasi. Uraian Komite Pemantau Manajemen Risiko telah diungkapkan pada Laporan Tahunan Perusahaan bab Komite Investasi dan Manajemen Risiko.	**Apply** The Risk Management Monitoring Committee has assisted the Board of Commissioners in carrying out its duties by creating a transparent, focused, and independent mechanism for supervising corporate risk management. The description of the Risk Management Monitoring Committee has been disclosed in the Company's Annual Report in the Investment and Risk Management Committee section.
5.3	**Integrasi Governansi, Manajemen Risiko dan Kepatuhan** Integration of Governance, Risk Management, and Compliance			
5.3.1	Direksi membangun sistem governansi, manajemen risiko, dan kepatuhan (GRC) yang terintegrasi, dengan menangani berbagai ketidakpastian secara terpadu dan dengan integritas yang tinggi, untuk meyakinkan bahwa korporasi dapat mencapai tujuannya.	The Board of Directors establishes an integrated governance, risk management, and compliance (GRC) system that addresses various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its objectives.	***Apply*** Direksi telah membangun sistem governansi, manajemen risiko, dan kepatuhan (GRC) yang terintegrasi, dengan menangani berbagai ketidakpastian secara terpadu dan dengan integritas yang tinggi, untuk meyakinkan bahwa korporasi dapat mencapai tujuannya	**Apply** The Board of Directors has established an integrated governance, risk management, and compliance (GRC) system that addresses various uncertainties in an integrated manner and with high integrity, to ensure that the Corporation can achieve its objectives.
5.3.2	Direksi memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan.	The Board of Directors ensures that the unit responsible for the compliance function does not concurrently perform functions that may create conflicts of interest.	***Apply*** Direksi telah memastikan bahwa bagian yang membawahi fungsi kepatuhan tidak merangkap melaksanakan fungsi yang berpotensi menimbulkan benturan kepentingan	**Apply** The Board of Directors has ensured that the unit responsible for the compliance function does not concurrently perform functions that may create conflicts of interest.
5.4	**Audit Internal** Internal Audit			
5.4.1	Dewan Komisaris melalui Komite Audit memantau dan memastikan bahwa fungsi audit internal membantu korporasi untuk mencapai tujuannya dengan membawa pendekatan yang objektif dan disiplin untuk mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan governansi korporat.	The Board of Commissioners, through the Audit Committee, monitors and ensures that the internal audit function helps the corporation achieve its objectives by providing an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and corporate governance.	***Apply*** Dewan Komisaris melalui Komite Audit telah memantau dan memastikan bahwa fungsi audit internal membantu korporasi untuk mencapai tujuannya dengan membawa pendekatan yang objektif dan disiplin untuk mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan governansi korporat	**Apply** The Board of Commissioners, through the Audit Committee, has monitored and ensured that the internal audit function helps the Corporation achieve its objectives by providing an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control, and corporate governance.

Rekomendasi Recommendation			Impelementasi Implementation	
Prinsip 6. Pengungkapan dan Transparansi Disclosure and Transparency				
6.1	**Kebijakan dan Pengungkapan** Policies and Disclosure			
6.1.1	Korporasi memiliki kebijakan dan prosedur pengungkapan dan transparansi yang memastikan pengungkapan informasi material dan menjaga informasi sensitif serta rahasia korporasi.	The corporation has disclosure and transparency policies and procedures that ensure the disclosure of material information and the safeguarding of sensitive and confidential corporate information.	***Apply*** Perusahaan telah memiliki kebijakan dan prosedur pengungkapan informasi yang dituangkan dalam Pedoman Komunikasi Perusahaan dan Kebijakan Keterbukaan Informasi Publik untuk memastikan penyampaian informasi dilakukan secara benar, tepat waktu, dan berkala sesuai dengan peraturan yang berlaku, termasuk informasi material dan sensitif kepada pemegang saham.	**Apply** The Company has established information disclosure policies and procedures set out in the Corporate Communication Guidelines and the Public Information Disclosure Policy to ensure that information is provided accurately, timely, and periodically in accordance with applicable regulations, including material and sensitive information to shareholders.
6.1.2	Hak pemegang saham untuk memperoleh secara teratur dan tepat waktu informasi material yang relevan tentang korporasi harus dipenuhi.	Shareholders' rights to regularly and timely obtain relevant material information about the corporation must be fulfilled.	***Apply*** Seluruh pemegang saham telah memperoleh informasi material secara benar, tepat waktu, berkala sesuai dengan peraturan yang berlaku.	**Apply** All shareholders have received material information accurately, in a timely manner, and periodically in accordance with applicable regulations.
6.2	**Laporan Keuangan dan Keberlanjutan** Financial and Sustainability Reporting			
6.2.1	Korporasi mengungkapkan sistem dan prosedur untuk memastikan bahwa laporan keuangan interim yang tidak diaudit atau direviu oleh auditor eksternal secara material adalah akurat, lengkap, dan memberikan investor informasi yang tepat untuk membuat keputusan investasi yang tepat.	The corporation discloses systems and procedures to ensure that interim financial statements that are not audited or reviewed by an external auditor are materially accurate, complete, and provide investors with appropriate information to make informed investment decisions.	***Explain*** Perusahaan belum mempublikasikan Laporan Keuangan Interim.	**Explain** The Company has not published interim financial statements.
6.2.2	Komite Audit memastikan kualitas audit laporan keuangan yang dilaksanakan oleh auditor eksternal. Kegiatan ini termasuk merekomendasikan penunjukan, penunjukan kembali dan, jika perlu, pemberhentian dan remunerasi auditor eksternal.	The Audit Committee ensures the quality of the financial statement audit performed by the external auditor. This activity includes recommending the appointment, reappointment, and, if necessary, dismissal and remuneration of the external auditor.	***Explain*** Dalah hal penunjukan Auditor Eskternal, Komite Audit belum merekomendasikan terkait usulan remunerasinya Auditor Eskternal yang akan ditunjuk.	**Explain** In relation to the appointment of the external auditor, the Audit Committee has not yet provided recommendations regarding the proposed remuneration of the appointed external auditor.
6.2.3	Laporan keberlanjutan harus disiapkan dan diungkapkan dengan akurat dan disusun sesuai kerangka pelaporan keberlanjutan nasional atau internasional.	Sustainability reports must be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	***Apply*** Laporan Keberlanjutan Tahun 2024 telah dilakukan penjaminan (*assurance*) oleh pihak eksternal yang independen dan kompeten, yaitu PT SGS Indonesia yang memiliki lisensi AA 1000 *Accountability Principles* (2018).	**Apply** The 2024 Sustainability Report has been assured by an independent and competent external party, namely PT SGS Indonesia, which holds the AA 1000 Accountability Principles (2018) license.

	Rekomendasi Recommendation		Impelementasi Implementation	
6.2.4	Korporasi menerbitkan laporan tahunan secara terintegrasi yang menempatkan kinerja historis ke dalam konteks dan menggambarkan risiko, peluang, dan prospek korporasi di masa depan, sehingga membantu pemegang saham dan pemangku kepentingan memahami tujuan strategis korporasi dan kemajuannya dalam menciptakan nilai yang berkelanjutan.	The corporation issues an integrated annual report that places historical performance in context and describes risks, opportunities, and future prospects of the corporation, thereby helping shareholders and stakeholders understand the corporation's strategic objectives and progress in creating sustainable value.	***Apply*** Perusahaan telah menerbitkan Laporan Tahunan dan Laporan Keberlanjutan yang mengungkapkan pertumbuhan dan tren kinerja untuk menggambarkan risiko, peluang, dan prospek Perusahaan dalam bentuk realisasi kinerja keuangan 3 (tiga) tahun terakhir, termasuk meliputi perbandingan antara target dan realisasi, serta proyeksi. Selain itu, Laporan Tahunan juga mengungkapkan uraian Prospek Usaha sehingga pemegang saham dan pemangku kepentingan dapat mengetahui tujuan strategis Perusahaan dalam menciptakan nilai yang berkelanjutan.	**Apply** The Company has published an Annual Report and Sustainability Report that disclose growth and performance trends to describe the Company's risks, opportunities, and prospects in the form of realized financial performance over the last 3 (three) years, including comparisons between targets and realizations, as well as projections. In addition, the Annual Report also discloses business outlooks so that shareholders and stakeholders can understand the Company's strategic objectives in creating sustainable value.
6.3	**Diseminasi Informasi** Information Dissemination			
6.3.1	Saluran penyebaran informasi harus menyediakan akses yang setara, tepat waktu, dan relatif murah untuk informasi yang relevan bagi pengguna.	Information dissemination channels must provide equal, timely, and relatively low-cost access to relevant information for users.	***Apply*** Perusahaan telah menyediakan akses informasi yang yang setara, tepat waktu, dan relatif murah untuk informasi yang relevan bagi pengguna yaitu melalui situs website dan media sosial Perusahaan. Perusahaan juga telah memperoleh sertifikasi ISO 27001:2013 Sistem Manajemen Keamanan Informasi.	**Apply** The Company has provided equal, timely, and relatively low-cost access to relevant information for users through its website and social media channels. The Company has also obtained ISO 27001:2013 Information Security Management System certification.
6.3.2	Korporasi memastikan bahwa pernyataan tahunan terhadap penerapan Pedoman Umum Governansi Korporat Indonesia, termasuk penjelasan atas penerapan atas masing-masing Rekomendasi dan Panduan tersedia di situs web selama jangka waktu minimal lima tahun.	The corporation ensures that the annual statement on the implementation of the Indonesian General Guidelines for Corporate Governance, including explanations of the implementation of each Recommendation and Guideline, is available on the website for a minimum period of five years.	***Apply*** Perusahaan telah melaksanakan penilaian penerapan terhadap Pedoman Umum Governansi Korporat Indonesia (PUGKI) untuk tahun buku 2024 yang menjelaskan upaya penerapan Rekomendasi dan Panduan PUGKI dalam Laporan Tahunan yang tersedia dalam situs web Perusahaan.	**Apply** The Company has conducted an assessment of the implementation of the Indonesian General Guidelines for Corporate Governance (PUGKI) for the 2024 fiscal year, which describes the implementation efforts of PUGKI Recommendations and Guidelines in the Annual Report available on the Company's website.
6.3.3	Untuk korporasi yang terdaftar di pasar modal di yurisdiksi selain yurisdiksi asal, peraturan perundang-undangan atas governansi korporat yang berlaku harus diungkapkan dengan jelas. Dalam hal *cross listing*, kriteria dan prosedur *cross listing*, kriteria dan prosedur untuk mengakui persyaratan listing untuk listing utama harus transparan dan didokumentasikan.	For corporations listed in capital markets in jurisdictions other than their home jurisdiction, applicable corporate governance regulations must be clearly disclosed. In the case of cross-listing, the criteria and procedures for cross-listing and for recognizing listing requirements for primary listings must be transparent and documented.	***Explain*** ***Not Applicable* (N/A)** karena PLN Indonesia Power tidak melakukan perdagangan saham maupun penerbitan obligasi, baik di Indonesia maupun di yurisdiksi negara lain.	**Explain** Not Applicable (N/A), as PLN Indonesia Power does not conduct share trading or bond issuance, either in Indonesia or in any other jurisdiction.

Rekomendasi Recommendation			Impelementasi Implementation	
Prinsip 7. Perlindungan Terhadap Hak-Hak Pemegang Saham Protection of Shareholders' Rights				
7.1	**Hak Pemegang Saham** Protection of Shareholders' Rights			
7.1.1	Korporasi memiliki suatu kebijakan komunikasi yang memfasilitasi dan mendorong partisipasi pemegang saham atau investor.	The corporation has a communication policy that facilitates and encourages the participation of shareholders or investors.	***Explain*** Perusahaan belum memiliki kebijakan yang khusus mengatur komunikasi dengan Pemegang saham, termasuk pemegang saham institusional jika ada dan untuk melakukan konsultasi satu dengan lainnya tentang isu mengenai hak-hak dasar pemegang saham.	**Explain** The Company does not yet have a specific policy governing communication with shareholders, including institutional shareholders if any, and for consultations among themselves regarding issues related to shareholders' fundamental rights.
7.1.2	Korporasi yang merupakan entitas induk memastikan bahwa kebijakan governansi korporatnya berlaku bagi entitas anak dan entitas sepengendali yang di dalamnya investasi korporasi adalah signifikan.	A corporation that acts as a parent entity ensures that its corporate governance policies apply to subsidiaries and jointly controlled entities in which the corporation has significant investments.	***Apply*** Perusahaan selaku entitas induk melakukan diskusi dan/ atau sharing session antara Tim GCG dengan Tim Perusahaan Anak. Perusahaan juga telah memiliki kebijakan pengelolaan interaksi korporasi antara Perusahaan dengan anak perusahaan (*Corporate Charter*) dan Pedoman Pengelolaan Anak perusahaan, Perusahaan Patungan dan Perusahaan Asosiasi.	**Apply** As a parent entity, the Company conducts discussions and/ or sharing sessions between the GCG Team and Subsidiary Company Teams. The Company also has policies governing corporate interaction management between the Company and its subsidiaries (Corporate Charter), as well as Guidelines for the Management of Subsidiaries, Joint Ventures, and Associate Companies.
7.1.3	Korporasi memiliki aturan dan prosedur yang mengatur akuisisi, pengambilalihan, dan transaksi luar biasa seperti merger dan penjualan aset korporasi yang substansial untuk memastikan transaksi terjadi secara transparan dan dalam kondisi yang wajar dan melindungi hak-hak semua pemegang saham sesuai dengan kelasnya.	The corporation has rules and procedures governing acquisitions, takeovers, and extraordinary transactions such as mergers and substantial asset sales to ensure that transactions are conducted transparently, fairly, and in a manner that protects the rights of all shareholders according to their class.	***Explain*** Perusahaan belum memiliki kebijakan yang mengatur terkait mekanisme akuisisi, pengambilalihan, dan transaksi luar biasa seperti merger dan penjualan aset yang substansial untuk memastikan transaksi dilakukan dengan transparan dan wajar untuk melindungi hak-hak seluruh pemegang saham.	**Explain** The Company does not yet have policies regulating mechanisms for acquisitions, takeovers, and extraordinary transactions such as mergers and substantial asset sales to ensure that such transactions are conducted transparently and fairly to protect the rights of all shareholders.
7.2	**Perlakuan Adil Terhadap Pemegang Saham** Fair Treatment of Shareholders			
7.2.1	Korporasi memiliki aturan dan prosedur yang memastikan: a. semua pemegang saham dari seri yang sama dalam satu kelas saham harus diperlakukan setara; b. pengungkapan aturan dan prosedur tersebut serta pengungkapan struktur modal dan pengaturan yang memungkinkan pemegang saham tertentu memperoleh pengaruh atau kendali yang tidak proporsional dengan kepemilikan sahamnya.	The corporation has rules and procedures that ensure: a. all shareholders of the same class are treated equally; b. disclosure of such rules and procedures, as well as disclosure of capital structure and arrangements that allow certain shareholders to obtain influence or control disproportionate to their share ownership.	***Explain*** Perusahaan belum menyediakan mekanisme/prosedur yang memungkinkan pemegang saham memiliki kesempatan untuk mendapatkan ganti rugi apabila terdapat pelanggaran atas hak-hak mereka sesuai dengan aturan perundangan yang berlaku.	**Explain** The Company has not yet provided mechanisms or procedures that allow shareholders to seek remedies in cases of violations of their rights in accordance with applicable laws and regulations.
7.2.2	Korporasi memiliki aturan dan prosedur yang memastikan transaksi pihak berelasi disetujui dan dilaksanakan sedemikian rupa yang dapat meyakinkan bahwa benturan kepentingan telah dikelola dengan tepat, dan melindungi kepentingan korporasi dan pemegang saham.	The corporation has rules and procedures ensuring that related-party transactions are approved and carried out in a manner that ensures conflicts of interest are properly managed and the interests of the corporation and shareholders are protected.	***Explain*** Perusahaan belum memiliki kebijakan terkait dengan larangan transaksi yang berpotensi merugikan pemegang saham minoritas.	**Explain** The Company does not yet have policies regarding the prohibition of transactions that have the potential to harm minority shareholders.

	Rekomendasi Recommendation		Impelementasi Implementation	
7.2.3	Korporasi memiliki dan mengungkapkan kebijakan untuk mencegah terjadinya insider trading. Korporasi memiliki aturan yang jelas mengenai perdagangan apa pun dalam saham korporasi yang dilakukan oleh direktur, komisaris dan orang dalam untuk memastikan bahwa siapapun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak/belum tersedia di pasar.	The corporation has and discloses policies to prevent insider trading. The corporation has clear rules regarding any trading of its shares by directors, commissioners, and insiders to ensure that no one obtains direct or indirect benefit from information that is not/not yet available to the market.	***Apply*** ***Not Applicable*** (N/A) dikarenakan Perusahaan belum berstatus perusahaan terbuka atau emiten	**Apply** Not Applicable (N/A) because the Company is not yet a public company or issuer.
7.3	**Rapat Umum Pemegang Saham** General Meeting of Shareholders (GMS)			
7.3.1	Korporasi melakukan panggilan RUPS dengan agenda dan materi RUPS selengkap dan sedini mungkin (paling lambat 28 hari sebelum RUPS) untuk memberikan waktu dan materi yang cukup bagi pemegang saham untuk mempelajari dengan baik agenda rapat. Undangan rapat dan seluruh informasi RUPS diungkapkan melalui sarana elektronik seperti melalui situs web korporasi.	The corporation issues notices for the GMS with complete agendas and materials as early as possible (no later than 28 days before the GMS) to provide sufficient time and information for shareholders to study the meeting agenda. Invitations and all GMS information are disclosed through electronic means such as the corporate website.	***Explain*** Perusahaan belum melakukan panggilan RUPS dengan agenda dan materi lengkap dan tidak terlambat (paling lambat 28 hari sebelum RUPS) dan menyampaikan informasi yang relevan dan lengkap yang diperlukan dalam pengambilan keputusan dalam RUPS sebagaimana tercantum dalam undangan RUPS dan surat kelengkapannya.	**Explain** The company has not issued a notice for a GMS with a complete agenda and materials and has not been late (no later than 28 days before the GMS) and has submitted relevant and complete information required for resolution-adoption at the GMS as stated in the GMS invitation and supporting documents.
7.3.2	Korporasi memiliki dan mengungkapkan aturan dan prosedur yang memfasilitasi pemegang saham dalam berpartisipasi dan memberikan suara secara efektif di RUPS.	The corporation has and discloses rules and procedures that facilitate effective participation and voting by shareholders in the GMS.	***Explain*** Perusahaan belum menunjuk pihak independen (pengawas/ inspektur) untuk menghitung dan/ atau mengesahkan suara dalam RUPS dan mengungkapkannya dalam risalah RUPS.	**Explain** The Company has not yet appointed an independent party (observer/inspector) to count and/ or validate votes in the GMS and disclose this in the minutes of the meeting.
7.3.3	Pemegang saham berpartisipasi efektif dalam menetapkan penunjukan anggota Direksi dan Dewan Komisaris.	Shareholders effectively participate in determining the appointment of members of the Board of Directors and Board of Commissioners.	***Explain*** ***Not Applicable*** (N/A) karena peran tersebut dilakukan oleh Komite Nominasi dan Remunerasi PT PLN (Persero).	**Explain** Not Applicable (N/A) because such roles are carried out by the Nomination and Remuneration Committee of PT PLN (Persero).
7.3.4	Korporasi memastikan transparansi dan akuntabilitas auditor eksternal di RUPS.	The corporation ensures transparency and accountability of the external auditor in the GMS.	***Explain*** Dalam undangan RUPS, Perusahaan belum mengidentifikasi dan menginformasikan calon auditor eksternal yang akan ditunjuk atau ditunjuk kembali dalam RUPS. Selain itu, Perusahaan belum memastikan bahwa auditor eksternal menghadiri RUPS dan berkewajiban menjawab pertanyaan dari pemegang saham terkait dengan audit atas laporan keuangan	**Explain** In the GMS invitation, the Company has not yet identified and informed the candidate external auditor to be appointed or reappointed in the GMS. In addition, the Company has not yet ensured that the external auditor attends the GMS and is obligated to respond to shareholder questions regarding the audit of financial statements.

	Rekomendasi Recommendation		Impelementasi Implementation	
7.3.5	Penyampaian hasil pemungutan suara dan ringkasan risalah RUPS secara lengkap diumumkan ke publik pada hari kerja berikutnya.	Voting results and a summary of the GMS minutes are fully disclosed to the public on the next working day.	***Explain*** Risalah RUPS belum memuat pertanyaan yang diajukan oleh pemegang saham dan jawaban yang diberikan oleh pimpinan rapat atau pihak yang menyampaikan jawaban. Selain itu, media digital komunikasi resmi Perusahaan belum memuat dan menyediakan penyelenggaraan RUPS, beserta semua materi rapat, laporan dan dokumen terkait yang meliputi antara lain laporan tahunan dan hasil pemungutan suara, termasuk agenda rapat yang bersangkutan selama paling tidak 10 (sepuluh) tahun.	**Explain** The GMS minutes have not yet included questions raised by shareholders and the responses provided by the meeting chairman or the responding party. In addition, the Company's official digital communication channels have not yet provided GMS implementation information, meeting materials, reports, and related documents, including annual reports and voting results, for at least 10 (ten) years.
Prinsip 8. Penghargaan Terhadap Pemangku Kepentingan Respect for Stakeholders				
8.1	**Keterlibatan Pemangku kepentingan Kunci (*Stakeholder Engagement*)** Key Stakeholder Engagement			
8.1.1	Korporasi melalui Sekretaris Korporasi melaksanakan komunikasi yang regular, transparan dan efektif dengan pemangku kepentingan kunci serta melibatkan mereka untuk memahami harapan dan keluhan mereka serta dampak korporasi terhadap mereka.	The corporation, through the Corporate Secretary, conducts regular, transparent, and effective communication with key stakeholders and engages them to understand their expectations, complaints, and the corporation's impact on them	***Apply*** Sekretaris Perusahaan telah melaksanakan komunikasi yang regular, transparan dan efektif dengan pemangku kepentingan kunci, yang terdiri dari 6 (enam) yaitu: Pemegang Saham, Pemerintah, Pegawai, Pelanggan, Pemasok, dan Komunitas. Perusahaan telah menyediakan saluran komunikasi kepada para pemangku kepentingan kunci untuk menyampaikan pendapat sebagaimana yang dijelaskan pada Laporan Keberlanjutan Perusahaan.	**Apply** The Corporate Secretary has conducted regular, transparent, and effective communication with key stakeholders, consisting of 6 (six) groups: Shareholders, Government, Employees, Customers, Suppliers, and Communities. The Company has also provided communication channels for key stakeholders to submit feedback, as described in the Company's Sustainability Report.
8.2	**Integrasi Keberlanjutan dalam Model Bisnis** Integration of Sustainability in the Business Model			
8.2.1	Dewan Komisaris bersama-sama dengan Direksi bertanggung jawab, akuntabel dan transparan atas governansi keberlanjutan, termasuk menetapkan strategi, prioritas, dan target keberlanjutan korporasi. Direksi dan Dewan Komisaris memasukkan pertimbangan keberlanjutan ketika menjalankan perannya, termasuk antara lain dalam pengembangan dan implementasi strategi korporasi, rencana bisnis, rencana aksi utama dan manajemen risiko.	The Board of Commissioners, together with the Board of Directors, is responsible, accountable, and transparent for sustainability governance, including setting the corporation's sustainability strategy, priorities, and targets. The Board of Directors and Board of Commissioners incorporate sustainability considerations in carrying out their roles, including in the development and implementation of corporate strategy, business plans, key action plans, and risk management.	***Apply*** Dewan Komisaris bersama Direksi bertanggung jawab atas governansi keberlanjutan, termasuk melakukan penetapan strategi, prioritas, dan target keberlanjutan Perusahaan dalam bentuk *Roadmap* Transisi Energi PLN Indonesia Power Tahun 2023-2060 dan *Milestone Sustainability Roadmap* 2024-2028. Direksi telah memastikan bahwa strategi, prioritas dan target keberlanjutan Perusahaan serta kinerja terhadap target ini dikomunikasikan kepada para pemangku kepentingan dalam Laporan Keberlanjutan. Evaluasi kinerja Direksi dan Dewan Komisaris telah mencakup kinerja mereka dalam mengawasi dan menangani risiko serta peluang yang signifikan tentang keberlanjutan.	**Apply** The Board of Commissioners together with the Board of Directors is responsible for sustainability governance, including establishing the Company's sustainability strategy, priorities, and targets in the form of PLN Indonesia Power Energy Transition Roadmap 2023–2060 and the 2024–2028 Sustainability Roadmap Milestones. The Board of Directors has ensured that the Company's sustainability strategy, priorities, targets, and performance against these targets are communicated to stakeholders in the Sustainability Report. The performance evaluation of the Board of Directors and Board of Commissioners includes their performance in overseeing and addressing significant sustainability risks and opportunities.

Rekomendasi Recommendation		Impelementasi Implementation	
8.3 Perlindungan Terhadap Pemangku Kepentingan Protection of Stakeholders			
8.3.1	Direksi memastikan dan mengungkapkan bahwa operasi korporasi mencerminkan penerapan standar etika, tanggung jawab sosial dan lingkungan yang tinggi di seluruh korporasi dan memastikan bahwa kebijakan dan prosedur yang tepat diterapkan untuk menghormati serta mematuhi hak-hak pemangku kepentingan.	The Board of Directors ensures and discloses that the corporation's operations reflect the implementation of high ethical standards, social and environmental responsibility across the corporation, and ensures that appropriate policies and procedures are implemented to respect and comply with stakeholders' rights.	***Apply*** Perusahaan telah memiliki kebijakan tentang tanggung jawab sosial kepada pelanggan, pemasok/vendor serta pemangku kepentingan lainnya termasuk penerapan standar etika serta tanggung jawab sosial dan lingkungan. Uraian terkait implementasi hak-hak pemangku kepentingan telah diungkapkan pada Laporan Tahunan bagian Subbab Akses Informasi – Bab Profil Perusahaan, Subbab Manajemen Rantai Pasok – Bab Tata Kelola (Governansi) Perusahaan dan Subbab Kinerja Aspek Lingkungan – Bab Tanggung Jawab Sosial dan Lingkungan.	**Apply** The Company has policies regarding social responsibility toward customers, suppliers/ vendors, and other stakeholders, including the implementation of ethical standards as well as social and environmental responsibility. The detail related to the implementation of stakeholders' rights has been disclosed in the Annual Report under the section on Information Access Sub-Chapter – Company Profile Chapter, Supply Chain Management Sub-Chapter– Corporate Governance Chapter, and Environmental Aspect Performance Sub-Chapter – Social and Environmental Responsibility Chapter.
8.3.2	Direksi mendorong karyawan bekerja untuk kepentingan jangka panjang korporasi dan mengedepankan keberlanjutan.	The Board of Directors encourages employees to work in the long-term interest of the corporation and to prioritize sustainability.	***Explain*** Perusahaan belum memiliki kebijakan pemberian insentif jangka panjang kepada karyawan, yang mendorong penciptaan nilai yang berkelanjutan	**Explain** The Company does not yet have a policy on long-term incentive schemes for employees that encourages the creation of sustainable value.

Penerapan atas Pedoman Governansi Perusahaan dengan Pendekatan "*Comply or Explain*"

Implementation of the Corporate Governance Guidelines Using the 'Comply or Explain' Approach

Pemetaan atas implementasi Pedoman Tata Kelola Perusahaan Terbuka merujuk pada Peraturan Jasa Keuangan (POJK) Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) Nomor 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka melalui pendekatan "Terapkan atau Jelaskan" (*Comply or Explain*). Pengaturan tata kelola perusahaan dengan pendekatan tersebut diharapkan dapat mendorong Perusahaan untuk menginternalisasikan praktik-praktik tata kelola perusahaan yang baik. Penilaian terdiri dari penerapan 5 (lima) aspek, 8 (delapan) prinsip tata kelola perusahaan yang baik serta 25 (dua puluh lima) rekomendasi sebagaimana pada tabel berikut:

The mapping of the implementation of the Corporate Governance Guidelines for Public Companies refers to Financial Services Authori-ty Regulation (POJK) Number 21/ POJK.04/2015 concerning the Implementation of Corporate Governance Guidelines for Public Companies and Financial Services Authority Circular Letter (SEOJK) Number 32/ SEOJK.04/2015 concerning Corporate Governance Guidelines for Public Companies through the "Comply or Explain" approach. This corporate governance arrange-ment is expected to encourage the Company to internalize good corporate governance prac-tices. The assessment consists of the imple-mentation of 5 (five) aspects, 8 (eight) princi-ples of good corporate governance, and 25 (twenty-five) recommendations, as presented in the following table:

No.	Aspek Aspect	Jumlah Prinsip Total Principles	Jumlah Rekomendasi Total Recommendation
I.	Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-hak Pemegang Saham Relationship between the Public Company and Shareholders in Ensuring Shareholders' Rights	2	5
II.	Fungsi dan Peran Dewan Komisaris Functions and Roles of the Board of Commissioners	2	6
III.	Fungsi dan Peran Direksi Functions and Roles of the Board of Directors	2	6
IV.	Partisipasi Pemangku Kepentingan Stakeholder Engagement	1	6
V.	Keterbukaan Informasi Information Disclosure	1	2
	Total	**8**	**25**

Pernyataan Mengenai Rekomendasi yang Dilaksanakan
Statement on Implemented Recommendations

Berikut adalah hasil pemetaan *self assessment* GCG berdasarkan parameter Pedoman Tata Kelola Perusahaan Terbuka POJK No. 21/POJK04/2015 PT PLN Indonesia Power tahun buku 2025:

The following are the results of the GCG self-assessment mapping based on the parameters of the Corporate Governance Guidelines for Public Companies under POJK No. 21/POJK.04/2015 for PT PLN Indonesia Power for the 2025 fiscal year:

No.	Prinsip Principle	Sub Prinsip Sub-Principle	Rekomendasi Recommendation	Status		Katagori Katagori	
				Apply[a]	*Explain*[b]	Saran[c] Saran[c]	N/A[d]
A	Hubungan Perusahaan dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham Relationship between the Public Company and Shareholders in Ensuring Shareholders' Rights	2	5	2	3	3	0
B	Fungsi dan Peran Dewan Komisaris Functions and Roles of the Board of Commissioners	2	6	2	4	3	1
C	Fungsi dan Peran Direksi Functions and Roles of the Board of Directors	2	6	3	3	3	0
D	Partisipasi Pemangku Kepentingan Stakeholder Engagement	1	6	3	3	2	1
E	Keterbukaan Informasi Information Disclosure	1	2	2	0	0	0
	Total	**8**	**25**	**12**	**13**	**11**	**2**

Keterangan:
(a) Rekomendasi yang telah diterapkan
(b) Penjelasan atas rekomendasi yang belum diterapkan
(c) Saran atas rekomendasi bersatus *Explain*
(d) *Not Applicable* atas rekomendasi bersatus *Explain*

Notes:
(a) Recommendations that have been implemented
(b) Explanations for recommendations that have not yet been implemented
(c) Suggestions for recommendations with "Explain" status
(d) Not Applicable for recommendations with "Explain" status

Bukti Penerapan Rekomendasi dan Penjelasan atas Rekomendasi yang Belum Dilaksanakan beserta Alternatif Pemenuhannya

Evidence of Recommendation Compliance and Explanations for Recommendations Not Yet Implemented, Including Alternative Fulfillment Measures

Berikut adalah Hasil pemetaan atas penerapan penerapan Pedoman Tata Kelola Perusahaan Terbuka POJK No. 21/POJK04/2015 periode tahun 2025:

The following are the results of the mapping of the implementation of the Corporate Governance Guidelines for Public Companies under POJK No. 21/POJK.04/2015 for the 2025 period:

Rekomendasi Recommendation			Terapkan atau Jelaskan Comply or Explain	
Aspek A. Hubungan Perusahaan Terbuka Dengan Pemegang Saham Dalam Menjamin Hak-Hak Pemegang Saham **Aspect A. Relationship Between the Public Company and Shareholders in Ensuring Shareholders' Rights**				
Prinsip 1. Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). **Principle 1. Enhancing the Quality of the Organization of the General Meeting of Shareholders (GMS).**				
1.1.	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham.	The Public Company has methods or technical procedures for vote collection (voting), both open and closed, that prioritize independence and the interests of shareholders.	***Comply*** Perusahaan telah memiliki kebijakan terkait pemungutan suara dalam RUPS sebagaimana yang diatur dalam Anggaran Dasar dan tata tertib RUPS yang diungkapkan pada *website* Perusahaan https://www.plnindonesiapower.co.id/gms-information	**Comply** The Company already has policies related to voting procedures in the GMS as regulated in the Articles of Association and the Rules of Conduct for the GMS, which are disclosed on the Company's website https://www.plnindonesiapower.co.id/gms-information
1.2.	Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan hadir dalam RUPS Tahunan.	All members of the Board of Directors and the Board of Commissioners attend the Annual GMS.	***Explain*** Terdapat anggota Direksi dan Dewan Komisaris yang tidak hadir dalam RUPS LPT Tahun Buku 2024.	**Explain** There were members of the Board of Directors and the Board of Commissioners who did not attend the Annual Financial Statement (LPT) GMS for the 2024 Fiscal Year Report.
1.3.	Ringkasan risalah RUPS tersedia dalam Situs Web Perusahaan paling sedikit selama 1 (satu) tahun.	A summary of the GMS minutes is available on the Company's website for at least 1 (one) year.	***Comply*** Ringkasan risalah RUPS Tahunan tentang pengesahan RKAP 2025 dan RUPS LPT tahun buku 2024 serta RUPS LB terkait pengangkatan dan pemberhentian Direksi Dan Dewan Komisaris telah tersedia dalam Situs Web Perusahaan	**Comply** Summaries of the minutes of the Annual GMS regarding the approval of the 2025 RKAP, the Annual Financial Statement (LPT) GMS for the 2024 fiscal year report, and the Extraordinary GMS concerning the appointment and dismissal of members of the Board of Directors and the Board of Commissioners have been made available on the Company's website.
Prinsip 2. Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor. **Principle 2. Enhancing the Quality of Communication Between the Public Company and Shareholders or Investors**				
2.1	Perusahaan memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor.	The Company has a communication policy with shareholders or investors.	***Explain*** Perusahaan belum memiliki kebijakan komunikasi dengan Pemegang Saham atau Investor secara rinci, yang memuat strategi, program, dan waktu pelaksanaan komunikasi, serta panduan yang mendukung pemegang saham atau investor untuk berpartisipasi dalam komunikasi tersebut.	**Explain** The Company does not yet have a detailed communication policy with Shareholders or Investors that includes communication strategies, programs, implementation schedules, and guidelines supporting shareholders or investors in participating in such communications.
2.2	Perusahaan mengungkapkan kebijakan komunikasi Perusahaan dengan pemegang saham atau investor dalam situs web.	The Company discloses its communication policy with shareholders or investors on its website.	***Explain*** Perusahaan belum mengungkapkan Kebijakan Komunikasi dengan Pemegang Saham atau Investor dalam *website* Perusahaan.	**Explain** The Company has not yet disclosed its Communication Policy with Shareholders or Investors on the Company's website.

Rekomendasi Recommendation			Terapkan atau Jelaskan Comply or Explain	
Aspek B. Fungsi dan Peran Dewan Komisaris **Aspect B. Functions and Roles of the Board of Commissioners**				
Prinsip 3. Memperkuat Keanggotaan dan Komposisi Dewan Komisaris. **Principle 3. Strengthening the Membership and Composition of the Board of Commissioners**				
3.1.	Penentuan jumlah anggota Dewan Komisaris mempertimbang-kan kondisi Perusahaan.	The determination of the number of members of the Board of Commissioners considers the Company's conditions.	***Comply*** Dewan Komisaris Perusahaan diangkat dan diberhentikan oleh RUPS. Penentuan jumlah anggota Dewan Komisaris dengan mempertimbangkan kondisi Perusahaan dengan mengacu pada Anggaran Dasar dan Peraturan Perundang-Undangan yang berlaku. Jumlah Anggota Dewan Komisaris tidak melebihi Jumlah Direksi, yaitu Dewan Komisaris berjumlah 6 orang dan Direksi berjumlah 6 orang.	**Comply** The Company's Board of Commissioners is appointed and dismissed by the GMS. The determination of the number of members of the Board of Commissioners considers the Company's conditions with reference to the Articles of Association and prevailing laws and regulations. The number of members of the Board of Commissioners does not exceed the number of members of the Board of Directors, consisting of 6 members of the Board of Commissioners and 6 members of the Board of Directors.
3.2.	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.	The determination of the composition of the Board of Commissioners considers the diversity of expertise, knowledge, and experience required.	***Comply*** Komposisi Dewan Komisaris Perusahaan Tahun 2025 telah memperhatikan latar belakang yang beragam dalam hal keahlian, pengetahuan, dan pengalaman yang bertujuan untuk mendukung perkembangan Perusahaan. Hal tersebut dapat dilihat dari profil masing-masing Dewan Komisaris dalam website Perusahaan dan Laporan Tahunan Perusahaan.	**Comply** The composition of the Company's Board of Commissioners in 2025 has considered diverse backgrounds in terms of expertise, knowledge, and experience to support the Company's development. This can be seen from the profile of each member of the Board of Commissioners on the Company's website and in the Company's Annual Report.
Prinsip 4. Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris **Principle 4. Enhancing the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners**				
4.1.	Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris.	The Board of Commissioners has a self-assessment policy to evaluate the performance of the Board of Commissioners.	***Explain*** Kebijakan penilaian sendiri (*self assessment*) Dewan Komisaris sebagaimana yang diatur dalam Board Manual belum memuat maksud dan tujuan penilaian serta yang melakukan penilaian adalah Dewan Komisaris.	**Explain** The self-assessment policy of the Board of Commissioners, as regulated in the Board Manual, does not yet include the purpose and objectives of the assessment, and the assessment is conducted by the Board of Commissioners itself.
4.2.	Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan.	The self-assessment policy for evaluating the performance of the Board of Commissioners is disclosed in the Company's Annual Report.	***Explain*** Kebijakan penilaian sendiri (*self assessment*) Dewan Komisaris secara lengkap belum diungkapkan dalam Laporan Tahunan.	**Explain** The complete self-assessment policy of the Board of Commissioners has not yet been fully disclosed in the Annual Report.
4.3.	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan.	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes.	***Explain*** Dewan Komisaris belum memiliki kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan.	**Explain** The Board of Commissioners does not yet have a resignation policy for members of the Board of Commissioners involved in financial crimes.
4.4.	Dewan Komisaris atau Komite yang menjalankan fungsi Nominasi dan Remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi.	The Board of Commissioners or the Committee performing the Nomination and Remuneration function formulates a succession policy in the nomination process for members of the Board of Directors.	***Explain*** *Not Applicable* (N/A) karena pengangkatan Direksi dan Dewan Komisaris tahun 2025 dilakukan dengan RUPS sirkuler, serta pemilihan Direksi merupakan kewenangan Pemegang Saham Perusahaan.	**Explain** Not Applicable (N/A), because the appointment of the Board of Directors and the Board of Commissioners in 2025 was carried out through a circular GMS, and the selection of the Board of Directors is under the authority of the Company's Shareholders.

	Rekomendasi Recommendation		Terapkan atau Jelaskan Comply or Explain	
Aspek C. Fungsi dan Peran Direksi **Aspect C. Functions and Roles of the Board of Directors**				
Prinsip 5. Memperkuat Keanggotaan dan Komposisi Direksi. **Principle 5. Strengthening the Membership and Composition of the Board of Directors**				
5.1.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektifitas dalam pengambilan keputusan.	The determination of the number of the Board of Directors members considers the condition of the Public Company and the effectiveness of decision-making.	***Comply*** Direksi Perusahaan diangkat dan diberhentikan oleh RUPS. Penentuan jumlah anggota Direksi telah mempertimbangkan kondisi Perusahaan dengan mengacu pada Anggaran Dasar dan Peraturan Perundang-Undangan yang berlaku	**Comply** The Company's Board of Directors is appointed and dismissed by the GMS. The determination of the number of members of the Board of Directors has considered the Company's condition with reference to the Articles of Association and prevailing laws and regulations.
5.2.	Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.	The determination of the composition of the Board of Directors considers the diversity of expertise, knowledge, and experience required.	***Comply*** Komposisi Direksi Perusahaan Tahun 2025 telah memperhatikan latar belakang yang beragam dalam hal keahlian, pengetahuan, dan pengalaman yang bertujuan untuk mendukung perkembangan Perusahaan. Hal tersebut dapat dilihat dari profil masing-masing Direksi dalam *website* Perusahaan dan Laporan Tahunan Perusahaan.	**Comply** The composition of the Company's Board of Directors in 2025 has considered diverse backgrounds in terms of expertise, knowledge, and experience to support the Company's development. This can be seen from the profile of each member of the Board of Directors on the Company's website and in the Company's Annual Report.
5.3.	Anggota Direksi yang membawahi bidang akuntansi dan keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.	Members of the Board of Directors overseeing accounting and finance functions possess expertise and/or knowledge in accounting.	***Comply*** Anggota Direksi yang membawahi bidang akuntansi dan keuangan telah memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Tahun 2025, Direktur Keuangan Perusahaan dijabat oleh Sdri. Endang Astharanti yang merupakan lulusan Sarjana Akuntansi dari Universitas Gadjah Mada (1999).	**Comply** Members of the Board of Directors overseeing accounting and finance functions has possessed expertise and/or knowledge in accounting. In 2025, the Company's Director of Finance position was held by Mrs. Endang Astharanti, who graduated with a Bachelor's degree in Accounting from Universitas Gadjah Mada in 1999.
Prinsip 6. Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi. **Principle 6. Enhancing the Quality of the Implementation of Duties and Responsibilities of the Board of Directors**				
6.1.	Direksi mempunyai kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi.	The Board of Directors has a self-assessment policy to evaluate the performance of the Board of Directors.	***Explain*** Direksi belum memiliki kebijakan Penilaian Sendiri atau *Self Assessment* Direksi.	**Explain** The Board of Directors does not yet have a self-assessment policy for evaluating the performance of the Board of Directors.
6.2.	Kebijakan penilaian sendiri (*self assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan Perusahaan.	The self-assessment policy for evaluating the performance of the Board of Directors is disclosed in the Company's Annual Report.	***Explain*** Kebijakan penilaian sendiri (*self assessment*) untuk menilai Direksi secara lengkap belum diungkapkan dalam Laporan Tahunan Perusahaan.	**Explain** The complete self-assessment policy for evaluating the Board of Directors has not yet been fully disclosed in the Company's Annual Report.
6.3.	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	***Explain*** Direksi belum memiliki kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan.	**Explain** The Board of Directors does not yet have a resignation policy for members of the Board of Directors involved in financial crimes.

Rekomendasi Recommendation			Terapkan atau Jelaskan Comply or Explain	
Aspek D. Partisipasi Pemangku Kepentingan **Aspect D. Stakeholder Engagement**				
Prinsip 7. Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan **Principle 7. Enhancing Corporate Governance Aspects through Stakeholder Engagement**				
7.1	Perusahaan memiliki kebijakan untuk mencegah terjadinya *insider trading.*	The Company has a policy to prevent insider trading.	***Explain*** *Not Applicable* (N/A) karena sampai dengan akhir tahun 2025, PT PLN IP bukan merupakan Perusahaan terbuka dan merupakan *subholding* dari grup PT PLN (Persero) dan hampir seluruh sahamnya dimiliki oleh PT PLN (Persero) sebagai salah satu holding BUMN.	**Explain** Not Applicable (N/A), because until the end of 2025, PT PLN IP is not a public company and serves as a subholding within PT PLN (Persero) Group, with almost all of its shares owned by PT PLN (Persero) as one of the State-Owned Enterprise holdings.
7.2	Perusahaan memiliki kebijakan anti korupsi dan *anti fraud.*	The Company has anti-corruption and anti-fraud policies.	***Comply*** Perusahaan telah memiliki kebijakan anti korupsi dan anti fraud yang diatur dalam berbagai kebijakan sebagai berikut: - Keputusan Bersama tentang Tata Kelola Penyuapan di lingkungan PT PLN Indonesia Power; - Peraturan Direksi tentang anti *fraud*; - Keputusan Direksi tentang Pedoman LHKPN; - Peraturan Direksi tentang Pedoman Pengendalian Gratifikasi; - Keputusan Bersama tentang Sistem Pengaduan Pelanggaran (WBS) - Keputusan Direksi tentang Tim Pengelola Pengaduan Pelanggaran (*Whistle Blowing*) dan Tim Audit Khusus/Investigasi Pengaduan Pelanggaran	**Comply** The Company has established anti-corruption and anti-fraud policies as regulated in various policies, including: - Joint Decision concerning Anti-Bribery Governance within PLN Indonesia Power; - Board of Directors Regulation concerning Anti-Fraud; - Board of Directors' Decision concerning LHKPN Guidelines; - Board of Directors Regulation concerning Gratification Control Guidelines; - Joint Decision concerning the Whistleblowing System (WBS); - Board of Directors' Decision concerning the Whistleblowing Management Team and the Special Audit/Investigation Team for Whistleblowing.
7.3	Perusahaan memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor.	The Company has a policy regarding the selection and capability enhancement of suppliers or vendors.	***Explain*** Kebijakan dan prosedur Pengadaan Barang dan Jasa belum memuat cakupan upaya peningkatan kemampuan pemasok atau vendor termasuk penjabaran programnya.	**Explain** The Goods and Services Procurement policies and procedures do not yet include provisions regarding efforts to enhance the capabilities of suppliers or vendors, including the description of related programs.
7.4	Perusahaan memiliki kebijakan tentang pemenuhan hak-hak kreditur.	The Company has a policy regarding the fulfillment of creditors' rights.	***Comply*** Perusahaan memiliki kebijakan tentang pemenuhan hak-hak kreditur sebagaimana diatur dalam CoC dan Laporan Tahunan 2024 hal.578. CoC dan laporan tahunan perusahaan telah di publikasi pada website Perusahaan.	**Comply** The Company has a policy regarding the fulfillment of creditors' rights as regulated in the Code of Conduct (CoC) and the 2024 Annual Report, page 578. The CoC and the Company's Annual Report have been published on the Company's website.
7.5	Perusahaan memiliki kebijakan sistem *whistleblowing.*	The Company has a whistleblowing system policy.	***Comply*** Perusahaan telah memiliki kebijakan terkait sistem pelaporan pelanggaran (*whistleblowing system*). Kebijakan WBS telah di publikasi pada *website* Perusahaan.	**Comply** The Company has established a policy regarding the whistleblowing system. The WBS policy has been published on the Company's website.
7.6	Perusahaan memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.	The Company has a long-term incentive policy for the Board of Directors and employees.	***Explain*** Perusahaan belum memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.	**Explain** The Company does not yet have a long-term incentive policy for the Board of Directors and employees.

	Rekomendasi Recommendation		Terapkan atau Jelaskan Comply or Explain	
Aspek E. Keterbukaan Informasi **Aspect E. Information Disclosure**				
Prinsip 8. Meningkatkan Pelaksanaan Keterbukaan Informasi **Principle 8. Enhancing the Implementation of Information Disclosure**				
8.1	Perusahaan memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi.	The Company utilizes information technology more broadly in addition to the website as a medium for information disclosure.	***Comply*** Perusahaan telah memanfaatkan teknologi informasi secara lebih luas. Selain website, Perusahaan memanfaatkan teknologi informasi dan aplikasi media lainnya seperti majalah dan *platform* media sosial, yaitu: - Instagram : @plnindonesiapower - Twitter : @pln_ip - Facebook: PLN Indonesia Power - Website: www.plnindonesiapower.co.id - Email: kontak-ip@indonesiapower.co.id - Youtube: PLN Indonesia Power	**Comply** The Company has utilized information technology more extensively. In addition to its website, the Company uses information technology and other media platforms such as magazines and social media platforms, namely: - Instagram: @plnindonesiapower - Twitter: @pln_ip - Facebook: PLN Indonesia Power - Website: PLN Indonesia Power Website - Email: kontak-ip@indonesiapower.co.id - YouTube: PLN Indonesia Power
8.2	Laporan Tahunan Perusahaan mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali.	The Company's Annual Report discloses the ultimate beneficial owners holding at least 5% (five percent) of the Company's shares, in addition to the disclosure of ultimate beneficial owners through major and controlling shareholders.	***Comply*** Laporan Tahunan Perusahaan Tahun Buku 2024 telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan yang memiliki saham paling sedikit 5% (lima persen), serta pengungkapan informasi mengenai pemegang saham utama dan pengendali.	**Comply** The Company's 2024 Annual Report has disclosed the ultimate beneficial owners holding at least 5% (five percent) of the Company's shares, as well as information regarding major and controlling shareholders.

Asean Corporate Governance Scorecard

Asean Corporate Governance Scorecard

ASEAN Corporate Governance Scorecard (ACGS) adalah instrumen penilaian untuk mengukur kualitas penerapan governansi pada perusahaan di kawasan ASEAN. Digunakan untuk menilai tingkat kepatuhan perusahaan terhadap praktik tata kelola yang baik, berbasis standar internasional, khususnya prinsip dari OECD. Kriteria penilaian ACGS terdiri dari 2 Level dengan rincian sebagai berikut:

Level 1 terdiri dari:

A. Hak-hak dan Perlakuan Setara terhadap Pemegang Saham

B. Keberlanjutan dan Ketahanan
C. Transparansi dan Pengungkapan
D. Tanggung Jawab Dewan

Level 2 Terdiri dari:

A. Bonus
B. Pinalti

The ASEAN Corporate Governance Scorecard (ACGS) is an assessment instrument used to measure the quality of corporate governance implementation among companies in the ASEAN region. It is designed to evaluate the level of a company's compliance with good governance practices based on international standards, particularly the principles established by the OECD. The ACGS assessment criteria consist of two levels, as detailed below:

Level 1 consists of:

A. Shareholders' Rights and Equitable Treatment of Shareholders
B. Sustainability and Resilience
C. Transparency and Disclosure
D. Responsibilities of the Board

Level 2 consists of:

A. Bonus
B. Penalty

Hasil *Self Assessment* ACGS PT PLN Indonesia Power Tahun 2025

Results of the 2025 ACGS Self-Assessment of PT PLN Indonesia Power

Penilaian self assessment GCG PT PLN Indonesia Power menggunakan standar ACGS periode assessment Tahun Buku 2025 menghasilkan total skor capaian (Level 1 dan Level 2) sebesar 95,27 poin dengan rincian sebagai berikut:

The GCG self-assessment of PT PLN Indonesia Power using the ACGS standard for the 2025 fiscal year assessment period resulted in a total achievement score (Level 1 and Level 2) of 95.27 points, with the following details:

Tabel Skor Capaian *Self Assessment* ACGS PT PLN Indonesia Power Tahun Buku 2025

Table of the ACGS Self-Assessment Achievement Score PT PLN Indonesia Power for 2025 Fiscal Year

Standar Tata Kelola Perusahaan Corporate Governance Standards		Jumlah Pertanyaan Number of Questions	Skor Maksimal (Poin) Maximum Score (Points)	Pemenuhan Compliance			Total Score (Points)
				Not Applicable	*No*	*Yes*	
LEVEL 1							
Bagian A Part A	Hak-hak dan Perlakuan Setara terhadap Pemegang Saham Rights and Equitable Treatment of Shareholders	30	20.00	5	9	16	14.00
Bagian B Part B	Kebelanjutan dan Ketahanan Sustainability and Resilience	22	15.00	0	2	20	13.64
Bagian C Part C	Transparansi dan Pengungkapan Disclosure & Transparency	34	25.00	1	5	28	21.32
Bagian D Part D	Tanggung Jawab Dewan Responsibilities of the Board	63	40.00	4	7	52	35.56
	TOTAL LEVEL 1	**149**	**100.00**	**10**	**23**	**116**	**84.52**
LEVEL 2							
Bonus		18	30	4	6	8	13.33
Pinalti Penalty		**26**	**(67)**	**3**	**22**	**1**	**(2.58)**
	TOTAL LEVEL 2	**44**	**30.00**	**7**			**10.75**
	TOTAL	**193**	**130.00**	**17**			**95.27**

Area Perbaikan Hasil *Self Assessment* ACGS Tahun 2025

Areas for Improvement Based on the 2025 ACGS Self-Assessment Results

No.	Standar Tata Kelola Perusahaan Corporate Governance Standards
A.2.5	Risalah RUPST memuat pertanyaan yang diajukan pemegang saham serta jawaban pertanyaan. The Minutes of the AGMS contain the questions submitted by shareholders, along with the corresponding responses.
A.2.8	Seluruh Direksi menghadiri RUPST dan kehadirannya diungkapkan pada website Perusahaan, agar setiap anggota Direksi dan anggota Dewan Komisaris dapat memperhatikan, menjelaskan, dan menjawab secara langsung permasalahan yang terjadi atau pertanyaan yang diajukan oleh pemegang saham terkait mata acara dalam RUPST. All members of the Board of Directors attended the AGMS, and their attendance is disclosed on the Company's website, enabling each member of the Board of Directors and the Board of Commissioners to pay attention to, explain, and directly respond to issues that arose or questions raised by shareholders regarding the agenda items of the AGMS.
A.2.10	Perusahaan melakukan pemungutan suara melalui jajak pendapat (bukan dengan mengacungkan tangan) untuk semua keputusan pada RUPST terbaru. The Company conducts voting through a polling process (rather than by a show of hands) for all resolutions at the latest AGMS.

No.	Standar Tata Kelola Perusahaan Corporate Governance Standards
A.2.11	Perusahaan mengungkapkan menunjuk pihak independen (pengawas/pemeriksa) untuk menghitung dan/atau memvalidasi suara dalam RUPST. The Company discloses the appointment of an independent party (scrutineer/inspector) to count and/or validate votes at the AGMS.
A.2.14	Perusahaan menyampaikan alasan dan penjelasan untuk setiap agenda RUPS dalam pemanggilan RUPS yang disampaikan The Company provides the rationale and explanation for each agenda item of the GMS in the notice of GMS.
A.6.2	Perusahaan menerjemahkan pemanggilan RUPS ke dalam bahasa Inggris dan diterbitkan pada waktu yang sama dalam versi bahasa Indonesia The Company translates the notice of the GMS into English and publishes it simultaneously with the Indonesian version
A.6.4	Pemanggilan RUPS menginformasikan identifikasi auditor eksternal dengan jelas terkait agenda penunjukkan/penunjukkan kembali. The notice of the GMS clearly identifies the external auditor in relation to the agenda item concerning the appointment/ reappointment of the external auditor.
A.8.1	Melengkapi muatan Piagam Komite Audit dengan tugas dan tanggung jawab untuk melakukan telaah terhadap transaksi material dengan pihak terkait yang dilakukan atas nama kepentingan Perusahaan dan pemegang saham. The Audit Committee Charter includes duties and responsibilities to review material related-party transactions conducted in the interests of the Company and its shareholders.
A.8.3	Perusahaan memiliki kebijakan atas pinjaman kepada anggota Dewan Komisaris/Direksi baik melarang praktik ini atau memastikan bahwa transaksi dilakukan secara wajar dan dengan harga pasar. The Company has a policy regarding loans to members of the Board of Commissioners and/or Board of Directors, either prohibiting such practices or ensuring that any transactions are conducted on arm's-length terms and at market rates.
B.3.1	Perusahaan mengungkapkan bahwa Dewan Komisaris melakukan review setiap tahun untuk memastikan struktur modal dan utang Perusahaan sesuai dengan tujuan strategis dan selera risiko yang terkait. The Company discloses that the Board of Commissioners conducts an annual review to ensure that the Company's capital structure and debt levels are aligned with its strategic objectives and risk appetite.
B.6.3	Perusahaan memiliki kebijakan penghargaan/kompensasi yang memperhitungkan kinerja Perusahaan dalam jangka panjang. (dapat mengacu pada Peraturan Menteri BUMN No.PER-3/MBU/03/2023). The Company has a remuneration/compensation policy that considers the Company's long-term performance. (which may refer to SOE Ministerial Regulation No. PER-3/MBU/03/2023).
C.3.3	Perusahaan mengungkapkan kebijakan/praktik remunerasi (biaya, tunjangan, fasilitas serta imbalan lainnya, yaitu insentif berdasarkan ukuran kinerja jangka panjang) untuk anggota Direksi termasuk Direktur Utama. (Pada Laporan Tahunan yang dipublikasikan dalam website Perusahaan). The Company discloses its remuneration policies/practices (fees, allowances, facilities, and other benefits, including incentives based on long-term performance measures) for members of the Board of Directors, including the President Director. (In the Annual Report published on the Company's website).
C.8.1	Perusahaan menerbitkan Laporan Keuangan Tahunan secara tepat waktu yaitu 120 hari dari akhir tahun buku. The Company publishes its Annual Financial Statements in a timely manner, namely within 120 days after the end of the fiscal year.
C.8.2	Perusahaan menerbitkan Laporan Tahunan secara tepat waktu yaitu 120 hari dari akhir tahun buku. The Company publishes its Annual Report in a timely manner, namely within 120 days after the end of the fiscal year.
C.9.1	*Website* Perusahaan mengungkapkan Laporan Keuangan (Triwulanan terbaru). The Company's website discloses Financial Statements (latest Quarterly).
C.9.6	*Website* Perusahaan mengungkapkan Anggaran Dasar Perusahaan. The Company's website discloses the Company's Articles of Association.
D.2.4	Perusahaan memiliki Komisaris Independen setidaknya 50% dari total Dewan Komisaris. Independent Commissioners constitute at least 50% of the total membership of the Board of Commissioners.
D.2.9	Komite Nominasi sebagian besar terdiri dari Komisaris Independen. The Nomination Committee is mostly composed by Independent Commissioners.
D.2.10	Komite Nominasi sebagian besar terdiri dari Komisaris Independen. The Chairman of the Nomination Committee is an Independent Commissioner.
D.2.15	Ketua Komite Remunerasi dari unsur Komisaris Independen. The Chairman of the Remuneration Committee is an Independent Commissioner.
D.3.6	Surat undangan rapat Direksi dan rapat Dewan Komisaris diberikan kepada Direksi dan kepada Dewan Komisaris paling lambat 5 (lima) hari kerja sebelum rapat diadakan. Notices for meetings of the Board of Directors and the Board of Commissioners are delivered to the respective members no later than 5 (five) working days before the meeting date.
D.3.13	Perusahaan mempunyai standar yang terukur untuk menyelaraskan remunerasi berbasis kinerja bagi Direktur dan Manajemen Senior dengan kepentingan jangka panjang Perusahaan, seperti pemberian claw back provision (penerapan pengambilan kembali dana/keuntungan kepada individu jika penerima tidak memenuhi syarat yang disepakati/melanggar kontrak) dan bonus yang ditangguhkan. The Company has measurable standards to align performance-based remuneration for Directors and Senior Management with the Company's long-term interests, including the implementation of clawback provisions (the recovery of funds/benefits from an individual if the recipient fails to meet agreed conditions/ breaches contractual obligations) and deferred bonus arrangements.

No.	Standar Tata Kelola Perusahaan Corporate Governance Standards
D.5.6	Perusahaan melakukan penilaian kinerja tahunan masing-masing Dewan Komisaris/Direksi serta mengungkapkan kriteria dan proses penilaiannya. (Pada Laporan Tahunan yang dipublikasikan dalam *website* Perusahaan). The Company conducts annual performance evaluations of each member of the Board of Commissioners/the Board of Directors and discloses the evaluation criteria and process. (In the Annual Report published on the Company's website).
(B)A.1.1	Perusahaan menerapkan pemungutan suara elektronik yang aman dan *real-time* secara in-absentia di RUPS. The Company implements secure, real-time electronic voting for absentee participation at GMS.
(B)B.1.7	*Whistle Blowing System* Perusahaan dikelola oleh pihak/institusi yang independen. The Company's Whistleblowing System is administered by an independent party or institution.
(B)C.1.1	Laporan keuangan tahunan *audited* dirilis dalam waktu 60 hari dari akhir tahun keuangan. Audited annual financial statements are released within 60 days after the end of the fiscal year.
(B)D.1.1	Setidaknya satu orang Komisaris Independen berasal dari perempuan. At least one Independent Commissioner is a woman.
(B)D.1.2	Perusahaan memillki kebijakan keberagaman yang memuat indikator tujuan atas implementasi keberagaman Direksi dan Dewan Komisaris termasuk laporan perkembangan atas pencapaian tujuan tersebut, serta mengungkapkan keberadaan kebijakan tersebut (dapat melalui Laporan Tahunan yang dipublikasikan). The Company has a diversity policy that includes measurable objectives for the implementation of diversity within the Board of Directors and the Board of Commissioners, together with progress reporting on the achievement of those objectives, and discloses the existence of such policy (for example, through the published Annual Report).
(B)D.4.1	Komposisi Komisaris Independen lebih dari 50% dari jumlah keseluruhan anggota Dewan Komisaris. Independent Commissioners constitute more than 50% of the total membership of the Board of Commissioners.
(P)A.4.1	Mengungkapkan kesepakatan antara Pemegang saham (Anggaran Dasar Perusahaan). The Company discloses shareholder agreements (as reflected in the Company's Articles of Association).

Tindak Lanjut Rekomendasi Atas Hasil Penilaian Penerapan Pedoman Governansi Perusahaan Tahun Sebelumnya

Follow-Up on Recommendations from the Previous Year's Assessment of Corporate Governance Guideline Implementation

Hingga akhir Desember tahun 2025, PLN Indonesia Power telah melaksanakan/menindaklanjuti rekomendasi atas hasil penilaian Penerapan Governansi Perusahaan tahun buku 2024 sebagai berikut:

As of the end of December 2025, PLN Indo-nesia Power has implemented/followed up on the recommendations resulting from the assessment of the implementation of the Corporate Governance for the 2024 fiscal year, as follows:

Tindak Lanjut atas Hasil *Assessment* GCG berdasarkan Parameter *Asean Corporate Governance Score Card* (ACGS) tahun buku 2024

Follow-Up on GCG Assessment Results based on Asean Corporate Governance Score Card (ACGS) Parameters for fiscal year 2024

No.	Rekomendasi Description	Status Tindak Lanjut Follow-Up Status
1	Perusahaan mengungkapkan prosedur pemungutan suara yang digunakan sebelum rapat dimulai. The Company discloses the voting procedures to be used before the meeting begins.	Prosedur pemungutan suara telah dimuat pada Tata Tertib RUPS yang diungkapkan pada Website Perusahaan The voting procedures have been included in the Rules of Conduct for the GMS, which are disclosed on the Company's website.
2	Risalah RUPST memuat pertanyaan yang diajukan pemegang saham serta jawaban pertanyaan. The AGMS minutes include questions raised by shareholders along with the corresponding responses.	Risalah RUPS tahunan PLN IP belum memuat dinamika rapat, namun sudah diusulkan ke Notaris untuk menambahkan dinamika rapat pada dokumen Akta RUPS The minutes of PLN IP's Annual GMS have not yet included the meeting dynamics, however, it has been proposed to the Notary to include the meeting dynamics in the GMS Deed document.

No.	Rekomendasi Description	Status Tindak Lanjut Follow-Up Status
3	Perusahaan mengungkapkan bahwa seluruh Direksi menghadiri RUPST pada *website* Perusahaan. The Company discloses on its website that all members of the Board of Directors attended the AGMS.	Informasi Kehadiran Direksi telah diungkapkan pada Webiste Perusahaan Information regarding the attendance of the Board of Directors has been disclosed on the Company's website.
4	Perusahaan melakukan pemungutan suara melalui jajak pendapat (bukan dengan mengacungkan tangan) untuk semua keputusan pada RUPST terbaru. The Company conducts voting by poll (rather than by show of hands) for all resolutions at the latest AGMS.	Belum dapat ditindaklanjuti, karena terbentur dengan Anggaran Dasar Pasal 25 ayat 5 mengatur bahwa: "Pemungutan suara mengenai diri orang dilakukan dengan surat tertutup yang tidak ditandatangani dan mengenai hal lain secara lisan, kecuali apabila ketua rapat menentukan lain tanpa ada keberatan dari pemegang saham yang hadir dalam rapat". This has not yet been implemented due to the provisions of Article 25 paragraph 5 of the Articles of Association, which stipulates that: "Voting concerning individuals shall be conducted by unsigned closed ballot, while voting on other matters shall be conducted verbally, unless the chairman of the meeting determines otherwise and there is no objection from the shareholders present at the meeting."
5	Perusahaan mengungkapkan menunjuk pihak independen (pengawas/pemeriksa) untuk menghitung dan/atau memvalidasi suara dalam RUPST. The Company discloses that it appointed an independent party (scrutineer/inspector) to count and/or validate votes at the AGMS.	Ketersediaan Notaris pada RUPS telah diungkapkan pada Website Menu Informasi RUPS, namun penujukan notaris belum termasuk menghitung dan/atau memvalidasi suara dalam RUPST The availability of a Notary at the GMS has been disclosed on the Website under the GMS Information Menu; however, the appointment of the Notary has not yet included the responsibility to count and/or validate votes at the AGMS.
6	Perusahaan mengumumkan kepada publik pada hari kerja berikutnya hasil pemungutan suara pada RUPST/RUPSLB terkini untuk semua keputusan. The Company publicly announces, on the next working day, the voting results of the latest AGMS/EGMS for all resolutions.	Publikasi terkait hasil RUPST/RUPSLB telah diungkapkan H+1 melalui *website* Perusahaan Publication regarding the results of the AGMS/EGMS has been disclosed on the Company's website on the following business day (H+1).
7	Perusahaan mengungkapkan praktiknya untuk mendorong pemegang saham terlibat dengan perusahaan di luar rapat umum The Company discloses its practices for encouraging shareholders to engage with the Company outside general meetings.	Keterlibatan Pemegang Saham dalam agenda strategis Perusahaan yang dipublikasi pada media sosial Perusahaan Shareholder engagement in the Company's strategic agendas has been published through the Company's social media channels.
8	Undangan RUPS menyampaikan informasi terkait dengan ketersediaan dan kemudahan diperolehnya surat kuasa bagi pemegang saham. The GMS invitation provides information regarding the availability of and ease of obtaining proxy forms for shareholders.	Undangan RUPS yang dipublikasikan pada website Perusahaan telah memuat link untuk mengakses surat kuasa The GMS invitation published on the Company's website includes a link to access the proxy form.
9	Perusahaan mengungkapkan bahwa Dewan Komisaris melakukan review setiap tahun untuk memastikan struktur modal dan utang Perusahaan sesuai dengan tujuan strategis dan selera risiko yang terkait. The Company discloses that the Board of Commissioners conducts an annual review to ensure that the Company's capital and debt structure is aligned with its strategic objectives and related risk appetite.	Telah Menambahkan muatan tersebut pada Laporan tahunan Perusahaan 2025 Has been added to the Company's 2025 Annual Report.
10	Perusahaan mengungkapkan kebijakan dan praktik yang membahas perlindungan hak-hak kreditur. (Pada Laporan Tahunan yang dipublikasikan dalam *website* Perusahaan). The Company discloses policies and practices addressing the protection of creditors' rights. (As stated in the Annual Report published on the Company's website.)	Kebijakan tentang hak kreditur telah dimuat secara umum dalam Pedoman Etika (*Code of Conduct*), dipublikasikan melalui Annual Report 2025 Policies regarding creditors' rights have been generally included in the Code of Conduct and published through the 2025 Annual Report.
11	Perusahaan memiliki kebijakan penghargaan/kompensasi yang memperhitungkan kinerja Perusahaan dalam jangka panjang. (dapat mengacu pada Peraturan Menteri BUMN No.PER-3/MBU/03/2023). The Company has a reward/compensation policy that considers the Company's long-term performance. (This may refer to the Regulation of the Minister of SOEs No. PER-3/MBU/03/2023.)	Dalam proses tindaklanjut yang akan menjadi bagian dalam perubahan Board Manual 2026. Currently in the follow-up process and will become part of the amendments to the 2026 Board Manual.

No.	Rekomendasi Description	Status Tindak Lanjut Follow-Up Status
12	Perusahaan mengungkapkan kebijakan/praktik remunerasi (biaya, tunjangan, fasilitas serta imbalan lainnya, yaitu insentif berdasarkan ukuran kinerja jangka panjang) untuk anggota Direksi termasuk Direktur Utama. (Pada Laporan Tahunan yang dipublikasikan dalam website Perusahaan). The Company discloses remuneration policies/practices (fees, allowances, facilities, and other benefits, including incentives based on long-term performance measures) for members of the Board of Directors, including the President Director. (As stated in the Annual Report published on the Company's website.)	Belum dapat ditindaklanjuti dikarenakan Perusahaan belum memiliki kebijakan/praktik remunerasi (biaya, tunjangan, fasilitas serta imbalan lainnya, yaitu insentif berdasarkan ukuran kinerja jangka Panjang untuk Direksi. Saat ini remunerasi menjadi hak sepenuhnya Pemegang Saham Perusahaan This has not yet been followed-up because the Company does not yet have a remuneration policy/practice (fees, allowances, facilities, and other benefits, including incentives based on long-term performance measures) for the Board of Directors. Currently, remuneration is entirely under the authority of the Company's Shareholders.
13	*Website* Perusahaan mengungkapkan Laporan Keuangan (Triwulanan terbaru). The Company's website discloses the latest quarterly financial statements.	Belum dapat ditindaklanjuti karena berbenturan dengan Ketentuan Perusahaan yang mengatur Publikasi Laporan Keuangan hanya yang telah *audited* This has not yet been followed-up because it conflicts with the Company's provisions, which stipulate that only audited financial statements may be published.
14	Perusahaan memiliki Komisaris independen setidaknya 50% dari total Dewan Komisaris. The Company has Independent Commissioners comprising at least 50% of the total Board of Commissioners.	Belum dapat ditindaklanjuti, dikarenakan pemilihan Komisaris Independen merupakan kewenangan Pemegang Saham Perusahaan. This has not yet been followed-up because the appointment of Independent Commissioners is under the authority of the Company's Shareholders.
15	Pengangkatan dan pemberhentian Auditor Internal memerlukan persetujuan dari Komite Audit. The appointment and dismissal of the Internal Auditor require approval from the Audit Committee.	Sepanjang tahun 2025, tidak terdapat pengangkatan auditor internal baru Throughout 2025, there was no appointment of a new internal auditor.
16	Perusahaan melakukan penilaian kinerja tahunan masing-masing Dewan Komisaris/Direksi serta mengungkapkan kriteria dan proses penilaiannya. (Pada Laporan Tahunan yang dipublikasikan dalam *website* Perusahaan). The Company conducts annual performance evaluations for each member of the Board of Commissioners/Board of Directors and discloses the evaluation criteria and process. (As stated in the Annual Report published on the Company's website.)	Dalam tahap proses penyusunan kebijakan yang direncanakan akan selesai di tahun 2026. Currently in the process of policy development, which is planned to be completed in 2026.

Tindak Lanjut atas Hasi *Assessment* GCG berdasarkan Parameter PUG-KI tahun buku 2024

Tindak Lanjut atas Hasi Assessment GCG berdasarkan Parameter PUG-KI tahun buku 2024

No.	Rekomendasi Description	Status Tindak Lanjut Status Tindak Lanjut
1	Perusahaan memiliki cara atau prosedur teknis pengumpulan suara (voting) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham sebagaimana yang diatur dalam Anggaran Dasar (dapat diatur dalam Tata Tertib RUPS). The Company has methods or technical procedures for vote collection (voting), both open and closed, that prioritize independence and the interests of shareholders as stipulated in the Articles of Association (which may be regulated in the Rules of Conduct for the GMS).	Terdapat pada *Webiste* Perusahaan https://www.plnindonesiapower.co.id/gms-information Available on the Company's website: https://www.plnindonesiapower.co.id/gms-information
2	Jumlah Anggota Dewan Komisaris maksimal sama dengan Direksi. The number of members of the Board of Commissioners shall not exceed the number of members of the Board of Directors.	Jumlah Dewan Komisaris dan Direksi Perusahaan per 31 Desember 2025 adalah sama yaitu 6 Dewan Komisaris dan 6 Direksi As of December 31, 2025, the number of members of the Board of Commissioners and the Board of Directors is equal, consisting of 6 members of the Board of Commissioners and 6 members of the Board of Directors.

No.	Rekomendasi Description	Status Tindak Lanjut Status Tindak Lanjut
3	Melengkapi kebijakan penilaian sendiri (*self assessment*) Dewan Komisaris dengan pengaturan maksud dan tujuan penilaian penilaian sendiri (*self assessment*). Completing the self-assessment policy of the Board of Commissioners by including provisions regarding the purpose and objectives of the self-assessment.	Telah menambahkan muatan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
4	Dewan Komisaris memiliki kebijakan pengunduran diri anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan. Kebijakan ini dalam rangka meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan, sehingga integritas perusahaan akan tetap terjaga. The Board of Commissioners has a resignation policy for members of the Board of Commissioners involved in financial crimes. This policy is intended to enhance stakeholders' trust in the Company, thereby maintaining the Company's integrity.	Telah ditambahkan pada Draft Board Manual terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
5	Menyusun Kebijakan Penilaian Sendiri atau Self Assessment atas penilaian kinerja Direksi secara kolegial. Muatan kebijakan tersebut mencakup: maksud dan tujuan penilaian, waktu pelaksanaannya secara berkala, dan tolok ukur atau kriteria penilaian yang digunakan berdasarkan rekomendasi yang diberikan Komite Nominasi dan Remunerasi. Preparing a Self-Assessment Policy for the collective performance evaluation of the Board of Directors. The policy should include: the purpose and objectives of the assessment, the schedule for periodic implementation, and the benchmarks or assessment criteria used based on recommendations provided by the Nomination and Remuneration Committee.	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
6	Direksi memiliki kebijakan pengunduran diri anggota Direksi yang terlibat dalam kejahatan keuangan. Kebijakan ini dalam rangka meningkatkan kepercayaan para pemangku kepentingan terhadap Perusahaan, sehingga integritas perusahaan akan tetap terjaga. The Board of Directors has a resignation policy for members of the Board of Directors involved in financial crimes. This policy is intended to enhance stakeholders' trust in the Company, thereby maintaining the Company's integrity.	Telah ditambahkan pada Draft Board Manual terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
7	Perusahaan memiliki kebijakan tentang pemenuhan hak-hak kreditur. The Company has a policy regarding the fulfillment of creditors' rights.	Terdapat pada CoC terkait pengaturan hak-hak Kreditur Provisions regarding creditors' rights are included in the Code of Conduct (CoC).

Tindak Lanjut atas Hasi *Assessment* GCG Berdasarkan Parameter Standar Otoritas Jasa Keuangan Tahun Buku 2024

Follow-Up on GCG Assessment Results Based on Financial Services Authority Standard Parameters for Fiscal Year 2024

No.	Rekomendasi Recommendation	Status Tindak Lanjut Follow-up Status
1	Mempublikasikan Laporan Keuangan Triwulanan dan/atau laporan hasil *analyst meeting* secara terbuka kepada investor, analis, dan pemangku kepentingan lainnya, sehingga dapat mendukung proses pengambilan keputusan yang lebih akurat oleh para pemangku kepentingan. Publishing Quarterly Financial Statements and/or analyst meeting reports openly to investors, analysts, and other stakeholders, in order to support more accurate decision-making processes by stakeholders.	Sudah ditindaklanjuti dengan pubikasi *corporate exposure* di *website* Perusahaan yang memuat analis briefing This has been followed up through the publication of corporate exposure materials on the Company's website, which include analyst briefings.

No.	Rekomendasi Recommendation	Status Tindak Lanjut Follow-up Status
2	Melakukan pemutakhiran Piagam Direksi (*Board Manual*) guna menyesuaikan dengan ketentuan terbaru sebagaimana diatur dalam Peraturan Menteri BUMN No. PER-02/MBU/2023 tentang tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Updating the Board Manual to align with the latest provisions as stipulated in the Regulation of the Minister of SOEs No. PER-02/MBU/2023 concerning Guidelines on Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.	*Board Manual* dalam proses pemutakhiran The Board Manual is currently in the process of being updated.
3	Menetapkan kebijakan khusus yang secara eksplisit mengatur kewajiban pengunduran diri anggota Direksi apabila terbukti terlibat dalam kejahatan keuangan (dapat diatur dalam *Board Manual*). Determining a specific policy that explicitly regulates the obligation for members of the Board of Directors to resign if proven to be involved in financial crimes (which may be regulated in the Board Manual).	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
4	Menyusun kebijakan penilaian kinerja Direksi yang secara khusus memuat tolok ukur (indikator) yang spesifik, terukur, dapat dicapai dan relevan serta sesuai dengan target-target kinerja yang ditetapkan oleh Dewan Komisaris. Developing a performance assessment policy for the Board of Directors that specifically includes benchmarks (indicators) that are specific, measurable, achievable, and relevant, and aligned with the performance targets established by the Board of Commissioners.	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
5	Menetapkan kebijakan khusus yang secara eksplisit mengatur kewajiban pengunduran diri anggota Dewan Komisaris apabila terbukti terlibat dalam kejahatan keuangan (dapat diatur dalam *Board Manual*). Establishing a specific policy that explicitly regulates the obligation for members of the Board of Commissioners to resign if proven to be involved in financial crimes (which may be regulated in the Board Manual).	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
6	Menyusun kebijakan penilaian kinerja Dewan Komisaris yang secara khusus memuat tolok ukur (indikator) yang spesifik, terukur, dapat dicapai dan relevan serta sesuai dengan target-target kinerja yang ditetapkan oleh Dewan Komisaris. Developing a performance assessment policy for the Board of Commissioners that specifically includes benchmarks (indicators) that are specific, measurable, achievable, and relevant, and aligned with the performance targets established by the Board of Commissioners.	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
7	Dewan Komisaris mempertimbangkan untuk melibatkan konsultan eksternal independen untuk memfasilitasi evaluasi kinerja Dewan Komisaris. The Board of Commissioners considers involving an independent external consultant to facilitate the performance evaluation of the Board of Commissioners.	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
8	Memuat pengaturan dalam *Board Manual* terkait jumlah Perusahaan yang diizinkan dirangkap oleh Direksi sebagai Komisaris di Anak Perusahaan. Including provisions in the Board Manual regarding the number of companies in which members of the Board of Directors are permitted to concurrently serve as Commissioners in Subsidiaries.	Telah ditambahkan pada *Draft Board Manual* terbaru yang sedang disusun saat ini Has been added to the latest draft of the Board Manual, which is currently being prepared.
9	Anggota Direksi yang membawahi bidang akuntansi atau keuangan melengkapi keahlian dan/atau pengetahuan di bidang akuntansi, melalui keikutsertaan program sertifikasi profesi yang diterbitkan asosiasi profesi akuntansi yang diakui pemerintah dan terdaftar sebagai anggota di asosiasi profesi tersebut Members of the Board of Directors overseeing accounting or finance functions should enhance their expertise and/or knowledge in accounting through participation in professional certification programs issued by government-recognized accounting professional associations and by becoming registered members of such professional associations.	Pada tanggal 14 Oktober 2025, Direksi yang membawahi bidang akuntasi yaitu Sdri. Endang Astharanti telah memperoleh *chartered Accountant* (CA) Indonesia dari IAI On October 14, 2025, the Director overseeing the accounting function, Mrs. Endang Astharanti, obtained the Indonesian Chartered Accountant (CA) certification from IAI.

Tanggung Jawab Sosial dan Lingkungan

Corporate Social and Environmental Responsbility

Pembelajaran TK Pelita, PLTA Tes, UBP Bengkulu, Bengkulu
Pelita Kindergarten Learning, HPPTest, UBP Bengkulu, Bengkulu

Strategi Keberlanjutan Melalui Pelaksanaan Tanggung Jawab Sosial dan Lingkungan

Sustainability Strategy Through the Implementation of Social and Environmental Responsibility

Isu keberlanjutan dan perubahan iklim merupakan salah satu isu strategis dalam perumusan visi dan misi Perusahaan. Untuk mencapai visi dan misinya, PLN Indonesia Power merumuskan tiga *Strategic Goals,* yaitu *Performance Excellence & Cost Leadership*, *Global Innovative Growth*, dan *Sustainable Power Generation,* yang menjadi indikator utama dalam pencapaian visi Perusahaan melalui implementasi Transformasi PLN Indonesia Power 2.0

Sustainability and climate change issue is one of the strategic issues in the formulation of the Company's vision and mission. To achieve its vision and mission, PLN Indonesia Power formulated three Strategic Goals, namely Performance Excellence & Cost Leadership, Global Innovative Growth, and Sustainable Power Generation, which are the main indicators in achieving the Company's vision through the implementation of PLN Indonesia Power 2.0 Transformation

Dalam menjaga keberlanjutan bisnis, PLN Indonesia Power menghadapi tantangan yang semakin kompleks, antara lain perubahan iklim, disrupsi digital, pengetatan standar baku mutu emisi, serta tuntutan percepatan transisi energi yakni menjaga utilisasi pembangkit termal yang memiliki tingkat emisi gas buang yang tinggi, serta mengembangkan pembangkit EBT yang baru. Tantangan-tantangan ini semakin menguat seiring dengan munculnya isu-isu strategis seperti penyusunan *roadmap Net Zero Emission* (NZE), regulasi perdagangan karbon, serta regulasi terkait batas emisi karbon yang berdampak langsung pada keberlanjutan operasional pembangkit Perusahaan yang saat ini masih didominasi oleh bahan bakar fosil. Dalam konteks Rencana Jangka Panjang Perusahaan (RJPP) 2024–2028, tantangan semakin bertambah dengan adanya pembentukan *subholding* pembangkitan yaitu adanya penambahan sekitar 10 gigawatt (GW) pembangkit alih aset dari PLN, yang 89% berbahan bakar fosil, serta target ambisius dari agenda Transformasi 2.0 PLN untuk untuk menjadi perusahaan *Global Top* 500, yang menjadikan target kinerja jangka panjang semakin menantang. Meski demikian, PLN Indonesia Power memandang tantangan ini juga sebagai peluang untuk mengakselerasi transformasi energi dan memperluas jaringan bisnis secara nasional maupun global.

In maintaining business sustainability, PLN Indonesia Power faces increasingly complex challenges, including climate change, digital disruption, tightening emission quality standards, and demands to accelerate the energy transition, namely maintaining the utilization of thermal plants that have high levels of exhaust emissions, as well as developing new NRE plants. These challenges are increasingly strengthening along with the emergence of strategic issues such as the preparation of the Net Zero Emission (NZE) roadmap, carbon trading regulations, and regulations related to carbon emission limits that have a direct impact on the sustainability of the Company's plant operations, which are currently still dominated by fossil fuels. In the context of the Company's Long-Term Plan (RJPP) 2024–2028, challenges are increasingly increased with the establishment of a generation subholding, namely the addition of around 10 gigawatts (GW) of asset transfer plants from PLN, which is 89% fossil fuel, as well as the ambitious target of PLN's Transformation 2.0 agenda to become a Global Top 500 company, which makes long-term performance targets even more challenging. However, PLN Indonesia Power also views this challenge as an opportunity to accelerate energy transformation and expand its business network nationally and globally

PLN Indonesia Power menjabarkan kata berkelanjutan (*Sustainable*) dengan menjalankan bisnis sesuai kerangka *Environmental, Social and Governance* (ESG) guna

PLN Indonesia Power describes the word sustainable by running a business according to the Environmental, Social and Governance (ESG) framework to support the energy

mendukung transisi energi, serta memiliki portofolio bisnis yang bertumbuh, baik secara nasional maupun global. Dengan demikian, PLN Indonesia Power menetapkan tujuan strategis untuk mencapai keberlanjutan pembangkit Perusahaan melalui dekarbonisasi dan penurunan ESG *risk rating*. Dengan ditetapkannya Rencana Jangka Panjang Perusahaan (RJPP) 2024 – 2028 menandakan babak baru transformasi PLN Indonesia Power dalam mendukung suksesnya agenda transisi energi, penurunan emisi dan adaptasi terhadap dampak perubahan iklim.

transition, and has a growing business portfolio, both nationally and globally. Thus, PLN Indonesia Power sets strategic goals to achieve the sustainability of the Company's power plants through decarbonization and reducing the ESG risk rating. The establishment of the Company's Long-Term Plan (RJPP) 2024 – 2028 marks a new chapter of PLN Indonesia Power's transformation in supporting the success of the energy transition agenda, reducing emissions and adapting to the impacts of climate change.

Landasan Pelaksanaan Tanggung Jawab Sosial dan Lingkungan

Foundations for Social and Environmental Responsibility Implementation

Pelaksanaan tanggung jawab sosial di lingkungan PLN Indonesia Power didasarkan pada kerangka hukum nasional yang kuat, yakni Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas (UUPT), khususnya Pasal 74 dan Peraturan Pemerintah Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan (TJSL) serta diperkuat oleh Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus Dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Regulasi tersebut menegaskan kewajiban bagi entitas bisnis yang menjalankan usahanya di bidang dan/atau berkaitan dengan sumber daya alam untuk melaksanakan program tanggung jawab sosial sebagai bagian dari keberlanjutan kegiatan usahanya.

Social responsibility within PLN Indonesia Power is implemented based on a strong national legal framework, namely Law No. 40 of 2007 on Limited Liability Companies (UUPT), particularly Article 74 and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility (TJSL), and is strengthened by the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Program of State-Owned Enterprises. The regulation emphasizes the obligation for business entities that operate their businesses in the field of and/or related to natural resources to implement social responsibility programs as part of sustainability of their business activities.

PLN Indonesia Power juga telah mengembangkan pedoman internal sebagai wujud komitmen Perusahaan terhadap prinsip keberlanjutan. Pedoman ini dirancang dengan mengacu pada standar internasional, yaitu ISO 26000 tentang Guidance on Social Responsibility, yang memberikan kerangka kerja menyeluruh mengenai pelaksanaan TJSL secara sistematis, etis, dan terintegrasi. Implementasi TJSL di lingkungan PLN Indonesia Power diformalkan melalui sejumlah Keputusan Direksi, yang secara bertahap membentuk sistem pelaksanaan tanggung jawab sosial dan lingkungan perusahaan yang terstruktur. Beberapa di antaranya sebagai berikut:

- Keputusan Direksi Nomor 26.K/010/IP/2014 tentang Pedoman Pelaksanaan InPower Care,
- Keputusan Direksi Nomor 249.K/010/IP/2015 tentang Pedoman *Green Power Plant*,
- Keputusan Direksi Nomor 211.K/010/IP/2016 mengenai Komitmen Menjaga Ekosistem dan Pelestarian Lingkungan dalam Menjaga Keberlanjutan Planet,

PLN Indonesia Power has also developed internal guidelines as the manifestation of the Company's commitment to sustainability principle. These guidelines are designed by referring to international standards, namely ISO 26000 on Guidance on Social Responsibility, which provides a comprehensive framework for implementing TJSL in a systematic, ethical, and integrated manner. The implementation of TJSL within PLN Indonesia Power is formalized through a number of Board of Directors' Decisions, which gradually form a structured system for implementing the Company's social and environmental responsibilities. Some of them are as follows:

- Board of Directors' Decision Number 26.K/010/IP/2014 on the Guidelines for InPower Care Implementation,
- Board of Directors' Decision Number 249.K/010/IP/2015 on the Guidelines for Green Power Plant,
- Board of Directors' Decision Number 211.K/010/IP/2016 on Commitment to Preserving Ecosystems and Environmental Conservation in Maintaining the Planet's Sustainability,

- Keputusan Direksi Nomor 180.K/010/IP/2018 tentang Komitmen *Community Development* melalui Program Inspirasi Perempuan,
- Keputusan Direksi Nomor 56.K/010/IP/2019 tentang Pengelolaan Program Unggulan Community Development,
- Keputusan Direksi Nomor 24.K/010/IP/2022 tentang Pedoman *Corporate Social Responsibility* (CSR) berbasis ISO 26000:2013 Direksi PT Indonesia Power,
- Peraturan Direksi Nomor 0043.P/DIR/2024 tentang Pedoman Pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) PT PLN Indonesia Power,
- Edaran Direksi Nomor 46.E/012/IP/2013 tentang Petunjuk Pelaksanaan Bakti Pelayanan Masyarakat dalam Program Pemberian Bantuan Biaya Pendidikan Masyarakat di Lingkungan PT Indonesia Power, dan
- Edaran Direksi Nomor 7.E/012/IP/2014 tentang Petunjuk Pelaksanaan Pemberian Bantuan Sosial Perusahaan.

- Board of Directors' Decision Number 180.K/010/IP/2018 on Community Development Commitment through the Women's Inspiration Program,
- Board of Directors' Decision Number 56.K/010/IP/2019 on the Management of Community Development Flagship Programs,
- Board of Directors' Decision Number 24.K/010/IP/2022 on ISO 26000:2013-based Corporate Social Responsibility (CSR) Guidelines of PT Indonesia Power Board of Directors,
- Board of Directors' Regulation Number 0043.P/DIR/2024 on Guidelines for the Implementation of Social and Environmental Responsibility (TJSL) PT PLN Indonesia Power,
- Board of Directors' Circular Number 46.E/012/IP/2013 on Guidelines for the Implementation of Community Service in the Program for Providing Community Education Fee Assistance within PT Indonesia Power, and
- Board of Directors' Circular Number 7.E/012/IP/2014 on Guidelines for the Implementation of Corporate Social Assistance.

Seluruh kebijakan tersebut mencerminkan kesungguhan PLN Indonesia Power dalam mengintegrasikan aspek sosial dan lingkungan ke dalam strategi korporasi, serta menjadi landasan operasional dalam pelaksanaan berbagai program pemberdayaan masyarakat, pelestarian lingkungan, dan pembangunan berkelanjutan di sekitar wilayah kerja Perusahaan.

All of these policies reflect PLN Indonesia Power's seriousness in integrating social and environmental aspects into corporate strategies, as well as becoming the operational basis for implementing various community empowerment, environmental conservation, and sustainable development programs around the Company's work area.

Perumusan Lingkup Tanggung Jawab Sosial dan Lingkungan

Formulation of the Scope of Social and Environmental Responsibility

Keberlanjutan (*sustainability*) kini menjadi fondasi penting dalam penyusunan kebijakan dan program strategis di PLN Indonesia Power. Perusahaan secara konsisten menginternalisasi prinsip keberlanjutan ke dalam setiap tahap perencanaan jangka panjang, termasuk melalui identifikasi dan pemetaan isu-isu strategis yang selaras dengan perkembangan bisnis serta kondisi lingkungan eksternal. Di samping itu, evaluasi rutin terhadap rencana strategis dilakukan untuk memastikan bahwa kebijakan yang dijalankan tetap relevan dan efektif dalam mendukung tercapainya target keberlanjutan jangka panjang.

The sustainability aspect has become a main pillar in the process of formulating policies and strategic programs in PLN Indonesia Power. The Company actively integrates sustainability principles in every stage of its long-term planning, by mapping strategic issues that are relevant to business dynamics and the external environment. In addition, a periodic evaluation mechanism for strategic plans is also implemented to ensure the suitability and effectiveness of the policies taken towards achieving long-term sustainability goals.

Salah satu komponen penting dalam strategi keberlanjutan tersebut adalah implementasi Tanggung Jawab Sosial dan Lingkungan (TJSL), yang tidak hanya merupakan kewajiban yuridis, tetapi juga bagian integral dari strategi bisnis perusahaan. Perumusan lingkup TJSL di PLN Indonesia Power dirancang agar mampu memberikan kontribusi nyata dalam peningkatan kinerja perusahaan secara holistik, mencakup pilar utama keberlanjutan yaitu pilar lingkungan (*environmental*),

One important component in sustainability strategy is the implementation of Social and Environmental Responsibility (TJSL), which is not only a legal obligation, but also an integral part of the Company's business strategy. The formulation of TJSL scope in PLN Indonesia Power is designed to provide concrete contribution to improving the Company's performance holistically, covering the main pillars of sustainability, namely the environmental pillar, social pillar,

pilar sosial (*social*), pilar ekonomi (*economic*) serta pilar hukum dan tata kelola (*governance*). Pendekatan ini bertujuan untuk menciptakan nilai tambah tidak hanya bagi pemegang saham (*shareholders*), tetapi juga bagi para pemangku kepentingan (*stakeholders*) yang lebih luas, termasuk pekerja, pelanggan, mitra kerja (*vendor*), masyarakat sekitar, serta negara sebagai entitas regulator dan penerima manfaat. Dalam merumuskan arah kebijakan TJSL, PLN Indonesia Power mengadopsi pendekatan 5P *Sustainability Framework*, yang terdiri dari lima prinsip dasar yang mencakup keseimbangan kehidupan sosial (*people*); kelestarian lingkungan (*planet*); kemakmuran atau kemandirian ekonomi (*prosperity*); kedamaian atau kerukunan (*peace*) dan kemitraan (*partnership*).

economic pillar, and legal and governance pillar. This approach aims to create added value not only for shareholders, but also for wider stakeholders, including workers, customers, partners (vendors), surrounding communities, and the state as a regulatory entity and beneficiary. In formulating the direction of TJSL policy, PLN Indonesia Power adopted the 5P Sustainability Framework approach, which consists of five basic principles covering the people; planet; prosperity; peace, and partnership.

Prinsip Tanggung Jawab Sosial dan Lingkungan
Principles of Social and Environmental Responsibility

People	Komitmen tanggung jawab sosial dan lingkungan pada masyarakat sekitar pembangkit atau unit Kerja melalui program IPPintar, SehatIP, Hijaunesiapower, IPreneur, Inspirasi Perempuan, dan AdIPertiwi.	A commitment to social and environmental responsibility to the community around the power plants or work units through IPPintar, SehatIP, Hijaunesiapower, IPreneur, Inspirasi Perempuan, and AdIPertiwi programs.
Planet	Komitmen menjaga ekosistem lingkungan melalui program pemenuhan ketaatan aturan lingkungan (PROPER), GO90, Hijaunesia Power dan Kawan Hijaunesia Power dan Kawan Hijaunesia Power.	A commitment to preserving environmental ecosystem through the compliance with the environmental regulations (PROPER), GO90, Hijaunesia Power, and Kawan Hijaunesia Power, and Kawan Hijaunesia Power.
Prosperity	Komitmen untuk menciptakan kemakmuran atau kemandirian ekonomi masyarakat sekitar pembangkit atau unit kerja melalui kegiatan *community empowerment* dengan program IPreneur dan Inspirasi Perempuan.	A commitment to creating prosperity or economic well-being of the community around the power plants or work units through community empowerment programs, namely IPreneur and Inspirasi Perempuan.
Peace	Komitmen untuk menciptakan kedamaian atau kerukunan dengan masyarakat sekitar pembangkit atau unit kerja melalui kegiatan *community relation* (komunikasi sosial, forum warga, partisipasi hari besar keagamaan dan nasional, dan partisipasi kegiatan masyarakat).	A commitment to keeping the peace or harmony with the community around the power plants or work units through community relations activities (social communication, community forum, participation in religious and national holidays, and contribution to the participation in community activities).
Partnership	Komitmen untuk menjalankan program CSR yang berbasis kemitraan antara perusahaan, pemerintah, swasta dan masyarakat.	A commitment to executing partnership-based CSR programs between the Company, government, private sector, and community.

Dukungan Terhadap *Sustainable Development Goals* (SDGs)

Support for the Sustainable Development Goals (SDGs)

Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals* atau SDGs) merupakan agenda pembangunan global yang diinisiasi oleh Perserikatan Bangsa-Bangsa (PBB) sebagai kerangka kolektif untuk menciptakan perdamaian, kesejahteraan umat manusia, serta menjaga keberlangsungan planet bumi. Agenda ini terdiri dari 17 tujuan utama dan 169 target yang mencakup aspek sosial, ekonomi, dan lingkungan, yang ditetapkan untuk dicapai secara global hingga tahun 2030. SDGs tidak hanya ditujukan bagi pemerintah, tetapi juga menekankan pentingnya kolaborasi lintas sektor, termasuk sektor swasta, dalam mewujudkan pembangunan yang inklusif dan berkelanjutan. Pemerintah Indonesia secara aktif berpartisipasi dalam agenda global ini dan telah mengintegrasikan SDGs ke dalam rencana pembangunan nasional. Sebagai bagian dari upaya tersebut, pemerintah juga mendorong dunia usaha untuk memainkan peran strategis dalam mendukung pencapaian target-target pembangunan berkelanjutan melalui praktik bisnis yang bertanggung jawab.

Sustainable Development Goals (SDGs) are global development agenda initiated by the United Nations (UN) as a collective framework to keep the peace, human welfare, and maintain the sustainability of planet earth. This agenda consists of 17 main goals and 169 targets covering social, economic, and environmental aspects, set to be achieved globally by 2030. The SDGs are not only intended for the government, but also emphasize the importance of cross sector collaboration, including private sector in realizing inclusive and sustainable development. The Indonesian government actively participates in this global agenda and has integrated the SDGs into national development plan. As part of this effort, the government also encourages the business world to play a strategic role in supporting the achievement of sustainable development targets through responsible business practices

PLN Indonesia Power, sebagai entitas anak perusahaan dari Badan Usaha Milik Negara (BUMN) PT PLN (Persero), memiliki posisi strategis dalam menjalankan peran sebagai agent of development. Dalam konteks tersebut, PLN Indonesia Power menegaskan komitmennya terhadap implementasi SDGs sebagai bagian dari strategi keberlanjutan Perusahaan. Komitmen ini tidak hanya tercermin melalui kebijakan internal Perusahaan, tetapi juga melalui kemitraan aktif dengan pemerintah daerah, organisasi masyarakat sipil, serta para pemangku kepentingan lainnya dalam mendukung agenda pembangunan lokal yang selaras dengan tujuan global.

PLN Indonesia Power, as a subsidiary of State-Owned Enterprises (SOE) PT PLN (Persero), has a strategic position in carrying out its role as an agent of development. In this context, PLN Indonesia Power affirms its commitment to implementing SDGs as part of the Company's sustainability strategy. This commitment is not only reflected through the Company's internal policies, but also through active partnerships with local governments, civil society organizations, and other stakeholders in supporting local development agendas that align with global goals.

Perusahaan juga mendorong partisipasi aktif dari seluruh elemen ekosistem bisnisnya, termasuk pegawai, pemasok, dan mitra strategis lainnya, untuk mengintegrasikan prinsip-prinsip keberlanjutan ke dalam kegiatan operasional masing-masing. Pendekatan ini dilakukan secara adaptif dan proporsional, dengan mempertimbangkan kapasitas, relevansi, serta dampak yang dapat dihasilkan oleh setiap pihak terhadap pencapaian SDGs. Prinsip-prinsip SDGs telah diadopsi sebagai salah satu landasan utama dalam perumusan kebijakan Tanggung Jawab Sosial dan Lingkungan (TJSL) di PLN Indonesia Power. Dengan mengintegrasikan SDGs ke dalam strategi keberlanjutan perusahaan, PLN Indonesia Power berupaya menciptakan nilai bersama (*shared value*) yang tidak hanya memperkuat kinerja bisnis jangka panjang, tetapi juga memberikan kontribusi nyata bagi pembangunan masyarakat dan pelestarian lingkungan secara berkelanjutan.

The Company also encourages active participation from all elements of its business ecosystem, including employees, suppliers, and other strategic partners, to integrate sustainability principles into their respective operational activities. This approach is carried out adaptively and proportionally, by considering capacity, relevance, and impact that each party can generate towards achieving the SDGs. The SDGs principles are adopted as one of the main foundations in formulating Social and Environmental Responsibility (TJSL) policy at PLN Indonesia Power. By integrating the SDGs into the Company's sustainability strategy, PLN Indonesia Power seeks to create shared value that not only strengthens long-term business performance, but also provides concrete contribution to community development and sustainable environmental preservation.

Visi Misi Tanggung Jawab Sosial dan Lingkungan Perusahaan
Vision and Mission of Corporate Social and Environmental Responsibility

Visi Tanggung Jawab Sosial dan Lingkungan Perusahaan
Vision of Corporate Social and Environmental Responsibility

"Bersahabat dengan lingkungan dan menjadikan tanggung jawab sosial Perusahaan sebagai bagian dari tata kelola Perusahaan yang baik".

" To be environmentally friendly and view corporate social responsibility as a part of good corporate governance".

Misi Tanggung Jawab Sosial dan Lingkungan Perusahaan
Mission of Corporate Social and Environmental Responsibility

1. **Meningkatkan reputasi Perusahaan di kalangan pemangku kepentingan.**
2. **Membangun sinergi Perusahaan dengan pemangku kepentingan untuk keberlanjutan Operasional Perusahaan.**
3. **Berkontribusi dalam meningkatkan kualitas Pendidikan.**
4. **Meningkatkan kualitas hidup masyarakat melalui potensi yang dimiliki sesuai kemampuan Perusahaan.**
5. **Berkontribusi dalam pencapaian tujuan Pembangunan berkelanjutan.**

1. **Improving the Company's reputation among stakeholders.**
2. **Building synergy between the Company and stakeholders for the sustainability of the Company's operations.**
3. **Contributing to improving the quality of education.**
4. **Improving community's quality of life through their existing potential in accordance with the Company's abilities.**
5. **Contributing to achieve sustainable development goals.**

Perumusan Strategi dan Program Kerja Tanggung Jawab Sosial dan Lingkungan Perusahaan
Formulation of Corporate Social and Environmental Responsibility Strategies and Work Programs

Dalam rangka mendukung pencapaian visi keberlanjutan perusahaan, PLN Indonesia Power merumuskan strategi dan program kerja TJSL yang terarah, terukur, dan selaras dengan RJPP. Perumusan strategi tersebut bertujuan untuk memastikan bahwa pelaksanaan TJSL tidak hanya bersifat simbolik atau seremonial, melainkan mampu menghasilkan dampak nyata yang berkelanjutan bagi masyarakat, lingkungan, serta pemangku kepentingan lainnya.

To support the achievement of the Company's sustainability vision, PLN Indonesia Power formulates TJSL strategy and work program that is focused, measurable, and in line with RJPP. The formulation of this strategy aims to ensure that TJSL implementation is not only symbolic or ceremonial, but is also able to produce concrete, sustainable impacts for the community, environment, and other stakeholders.

Langkah fundamental yang harus ditempuh adalah pelaksanaan uji tuntas (*due diligence*) terhadap tanggung jawab sosial dan lingkungan. Uji tuntas ini berfungsi sebagai

The fundamental step that must be taken is the implementation of due diligence on social and environmental responsibility. This due diligence functions as an evaluative and preventive

instrumen evaluatif dan preventif dalam mengidentifikasi serta menilai potensi risiko sosial dan lingkungan yang mungkin timbul dari aktivitas operasional Perusahaan, baik secara langsung maupun tidak langsung. Dengan pendekatan ini, Perusahaan dapat merancang program mitigasi dan strategi intervensi yang tepat guna mencegah terjadinya dampak negatif serta mengoptimalkan manfaat positif dari operasional Perusahaan. Metode dan lingkup uji tuntas terhadap dampak dari aktivitas operasional Perusahaan antara lain:

1. Menetapkan dan meninjau secara berkala kebijakan tanggung jawab sosial Perusahaan terkait dampak dari kegiatan operasional yang dijalankan Perusahaan.
2. Melakukan kajian Pemetaan Sosial dan Pemangku Kepentingan (*Social and Stakeholder Mapping*) untuk mengidentifikasi siapa saja stakeholder yang terdampak ataupun memberi dampak bagi operasi Perusahaan dari segi sosial, ekonomi dan Lingkungan; mengetahui hubungan/derajat hubungan antar *stakeholder*; mengetahui potensi serta masalah yang ada sehingga program yang akan dilaksanakan tepat sasaran sesuai ekspektasi para stakeholder dan menyusun rencana program CSR.
3. Mengintegrasikan pengelolaan dampak tersebut ke dalam budaya Perusahaan dan sistem manajemen dengan melibatkan dan membangun kesadaran kepada masing-masing individu pada setiap level jabatan yang ada di Perusahaan mulai dari Direksi sebagai manajemen puncak serta Dewan Komisaris sebagai pelaksana fungsi pengawasan akan pentingnya pengelolaan dampak risiko dari aktivitas Perusahaan.
4. Menetapkan indikator kinerja, melaporkan kinerja pelaksanaan, serta mengevaluasi indikator dan capaian kinerja tanggung jawab sosial Perusahaan.

Selain itu, PLN Indonesia Power juga menyiapkan mekanisme penanganan keluhan (*grievance mechanism*) yang bersifat responsif, transparan, dan partisipatif. Mekanisme ini dirancang untuk memastikan bahwa setiap isu atau pengaduan yang muncul dari masyarakat atau pemangku kepentingan lainnya dapat ditangani secara adil dan efektif. Dengan adanya sistem penanganan keluhan yang terstruktur, Perusahaan dapat membangun kepercayaan publik sekaligus meningkatkan akuntabilitas dalam pelaksanaan tanggung jawab sosialnya.

instrument in identifying and assessing potential social and environmental risks that may arise from the Company's operational activities, both directly and indirectly. With this approach, the Company can design appropriate mitigation programs and intervention strategies to prevent negative impacts and optimize the positive benefits of the Company's operations. The methods and scope of due diligence on the impacts of the Company's operational activities include:

1. Establishing and periodically reviewing the Company's social responsibility policies related to the impacts of the Company operations.
2. Reviewing Social and Stakeholder Mapping to identify stakeholders affected by or affecting Company operations in social, economic, and environmental aspects; recognizing the correlation/relationship degree between stakeholders; acknowledging existing potentials and issues so that the programs to be implemented are executed accurately according to stakeholder expectation, and preparing CSR programs.
3. Integrating impact management with Corporate culture and management system by involving and establishing awareness of each individual at every position in the Company starting from the Board of Directors as top management and the Board of Commissioners as the supervisory function executor of the importance of managing risk impact on the Company's activities.
4. Setting out performance indicators, reporting implementation performance, and evaluating Corporate social responsibility indicators and performance achievements.

Furthermore, PLN Indonesia Power also prepares a responsive, transparent, and participatory complaint handling mechanism. This mechanism is designed to ensure that any issues or complaints that arise from the community or other stakeholders can be handled fairly and effectively. With a structured complaint handling system, the Company can build public confidence while increasing accountability in implementing its social responsibilities.

Strategi dan Program Kerja Tanggung Jawab Sosial dan Lingkungan Perusahaan

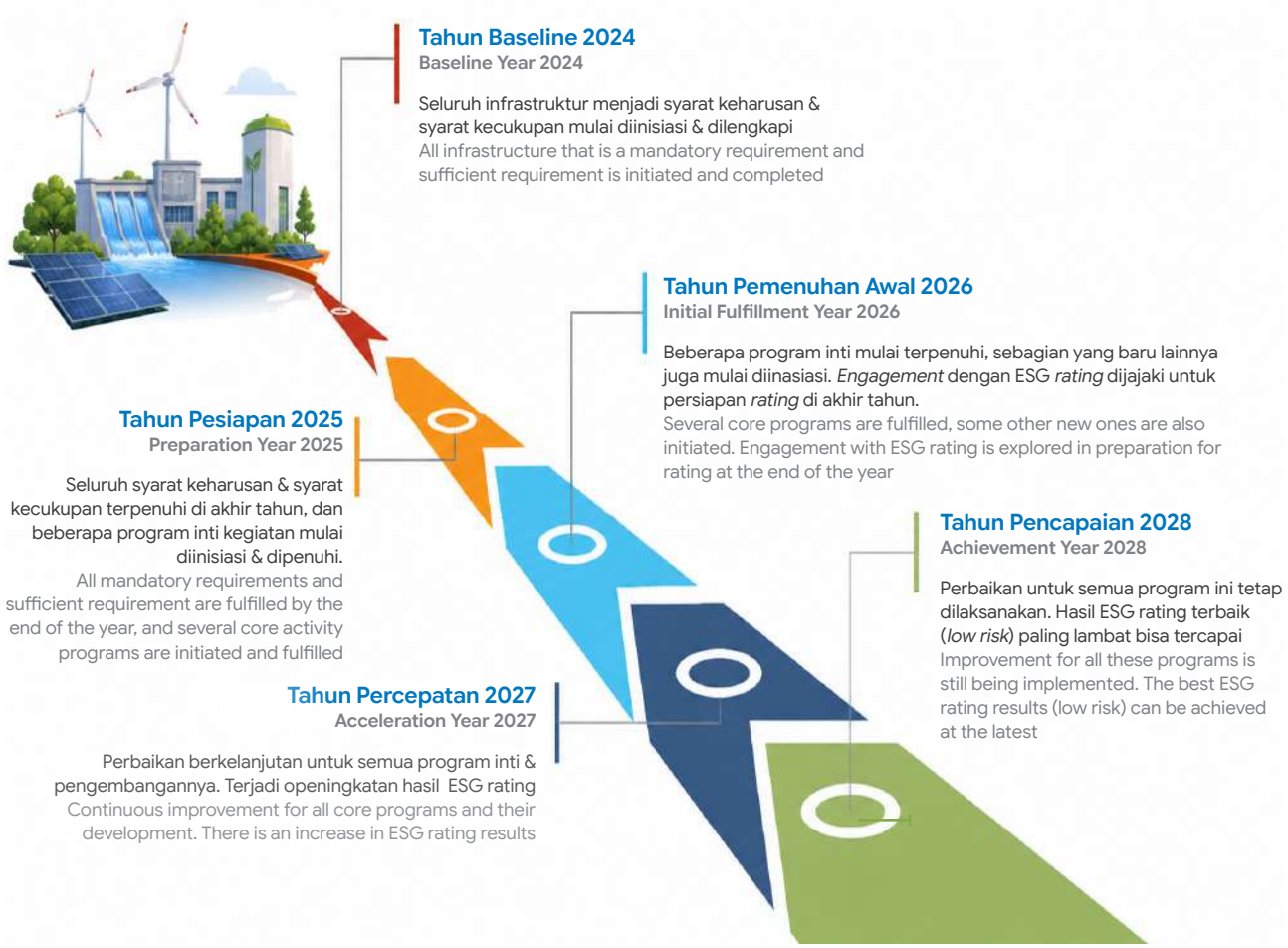
Corporate Social and Environmental Responsibility Work Strategy and Program

PLN Indonesia Power merancang strategi dan program kerja TJSL dengan mengacu pada prinsip-prinsip tanggung jawab sosial dan lingkungan, kerangka *Sustainable Development Goals* (SDGs), visi dan misi Perusahaan, hasil pemetaan sosial, serta temuan dari survei persepsi masyarakat. Pendekatan ini memungkinkan Perusahaan untuk mengembangkan kebijakan TJSL yang berbasis data, kontekstual, dan relevan dengan kebutuhan masyarakat dan pemangku kepentingan. Dalam proses perumusannya, PLN Indonesia Power secara aktif melibatkan pemangku kepentingan (*stakeholders*) melalui mekanisme dialog dan konsultasi yang terbuka dan partisipatif. Pelibatan ini bertujuan untuk memastikan bahwa strategi keberlanjutan yang dirancang mencerminkan aspirasi bersama serta memperkuat legitimasi sosial perusahaan di wilayah operasionalnya. Dengan demikian, TJSL tidak hanya menjadi kewajiban korporasi, tetapi juga instrumen strategis dalam membangun hubungan yang harmonis dan berkelanjutan dengan seluruh pemangku kepentingan.

PLN Indonesia Power designs TJSL strategies and work programs by referring to the principles of social and environmental responsibility, the Sustainable Development Goals (SDGs) framework, the Company's vision and mission, social mapping results, and findings from community perception surveys. This approach allows the Company to develop TJSL policies that are data-based, contextual, and relevant to the needs of the community and stakeholders. In the formulation process, PLN Indonesia Power actively involves stakeholders through open and participatory dialogue and consultation mechanisms. This involvement aims to ensure that the sustainability strategy designed reflects shared aspirations and strengthens the company's social legitimacy in its operational areas. Thus, TJSL is not only a corporate obligation, but also a strategic instrument in building harmonious and sustainable relationships with all stakeholders.

Sustainability Roadmap

Sustainability Roadmap



PLTU Lontar, UBP Banten 3 Lontar, Banten
Lontar SPP, UBP Banten 3 Lontar, Banten

Strategi TJSL PLN Indonesia Power diarahkan untuk menciptakan shared value, yaitu nilai bersama yang bermanfaat baik bagi perusahaan, stakeholders, maupun pembangunan berkelanjutan secara lebih luas. Strategi ini diharapkan mampu meningkatkan tingkat keterlibatan pemangku kepentingan (stakeholder engagement) serta memberikan nilai tambah (value creation) bagi shareholders, melalui peningkatan reputasi, kepercayaan publik, dan dukungan sosial terhadap keberlangsungan bisnis Perusahaan. Seluruh strategi dan program TJSL yang dirancang dituangkan dalam Sustainability Commitment yang sejalan dengan Sustainability Roadmap, yang menjadi komitmen formal Perusahaan dalam menjalankan agenda keberlanjutan. Sustainability Commitment memuat arah kebijakan, indikator kinerja, serta rencana implementasi berbasis pada tiga Strategic Results utama, yang diselaraskan dengan visi dan misi jangka panjang PLN Indonesia Power. Melalui kerangka ini, Perusahaan memastikan bahwa program TJSL berkontribusi nyata terhadap pencapaian tujuan strategis korporasi sekaligus mendukung agenda pembangunan berkelanjutan nasional dan global.

PLN Indonesia Power's TJSL strategy is directed to create shared value, namely shared value that benefits both the company, stakeholders, and sustainable development more broadly. This strategy is expected to be able to increase the level of stakeholder engagement and provide added value (value creation) for shareholders, through increasing reputation, public trust, and social support for the Company's business sustainability. All TJSL strategies and programs designed are outlined in the Sustainability Commitment, which is in line with the Sustainability Roadmap, which is the Company's formal commitment in carrying out the sustainability agenda. The Sustainability Commitment contains policy directions, performance indicators, and implementation plans based on three main Strategic Results, which are aligned with PLN Indonesia Power's long-term vision and mission. Through this framework, the Company ensures that the TJSL program makes a real contribution to the achievement of the company's strategic goals while supporting the national and global sustainable development agenda.

Sustainability Commitment
Sustainability Commitment

Visi Vision

Menjadi Perusahaan Listrik Global Berkinerja Terbaik dan Berkelanjutan

To be a Global Top Performance and Sustainable Power Company

Misi Mission

Menyediakan solusi energi hijau, inovatif, dan terjangkau yang melampaui harapan pelanggan

Delivering green, innovative, and affordable energy solutions, that goes beyond customer expectation

STRATEGIC RESULTS	*Performance Excellence & Cost Leadership*	*Global Innovative Growth*	*Sustainable Power Generation*
STRATEGIC THEMES	*Operation & Maintenance Excellence* (OME)	*Low-carbon Energy Development* (LCE)	*Beyond KWH Business Development* (BBD)

Indonesia Power Care
Community Assistance Relation Empowerment

Community Assistance
1. Bantuan Sarana dan Prasarana
2. Bantuan Pelayanan Kesehatan
3. Bantuan Pelayanan Pendidikan
4. Bantuan Bencana Alam
1. Facilities and Infrastructure Assistance
2. Health Service Assistance
3. Education Service Assistance
4. Natural Disaster Relief

Community Relation
1. Komunikasi Sosial
2. Partisipasi Peringatan Hari Besar
3. Partisipasi Kegiatan Masyarakat
1. Social Communication
2. Participation in National Holiday Commemoration
3. Participation in Community Activities

Community Empowerment
1. Bantuan Pengembangan modal usaha
2. Bantuan Peningkatan Keterampilan
3. Bantuan Pemasaran Produk
4. Riset dan Pengembangan
1. Business Capital Development Assistance
2. Skill Development Assistance
3. Product Marketing Assistance
4. Research and Development

IP PINTAR PROGRAM INTERNSHIP ASESMEN DAN SERTIFIKASI | SehatiP | iPreneur | KaWan hijaynesia POWER | inspiras perempuan

1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL BEING | 4 QUALITY EDUCATION | 5 GENDER EQUALITY | 6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 8 DECENT WORK AND ECONOMIC GROWTH | 9 INDUSTRY, INNOVAT AND INFRASTRUCTU | 10 REDUCED INEQUALITIES | 13 CLIMATE ACTION | 14 LIFE BELOW WATER | 15 LIFE ON LAND | 17 PARTNERSHIPS FOR THE GOALS

Tata Nilai: AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, Kolaboratif), GCG, ISO 26000, dan Kebijakan Perundangan

Values: AKHLAK (*Amanah*), (*Trustworthy*), Kompeten (*Competent*), Harmonis (*Harmonious*), Loyal,Adaptif (*Adaptable*), Kolaboratif (*Collaborative*). GCG, ISO 26000, and Laws and Policies

Tahapan Implementasi Tanggung Jawab Sosial dan Lingkungan Perusahaan

Stages of Implementation of Corporate Social and Environmental Responsibility

Penerapan prinsip *Environmental, Social, and Governance* (ESG) semakin menjadi fokus utama dalam praktik bisnis dan tata kelola korporasi modern. Dalam konteks ini, pelaksanaan tanggung jawab sosial dan lingkungan TJSL tidak lagi dipandang sebagai aktivitas filantropis semata, melainkan sebagai bagian integral dari strategi keberlanjutan perusahaan yang bersifat sistematis dan terukur.

TJSL berperan penting dalam mewujudkan aspek *environmental* dan *social* dari pilar ESG. Pada dimensi lingkungan, implementasi TJSL mencakup berbagai inisiatif untuk mengurangi dampak ekologis perusahaan, seperti efisiensi energi, pengelolaan limbah, serta konservasi sumber daya alam. Sementara itu, pada dimensi sosial, pelaksanaan TJSL tercermin melalui upaya peningkatan kualitas hidup masyarakat di sekitar wilayah operasional perusahaan, pemberdayaan ekonomi lokal, hingga perlindungan terhadap hak-hak pekerja. Strategi dan program kerja tanggung jawab sosial dan lingkungan diimplementasi melalui beberapa tahapan mulai dari perumusan, penetapan dan peninjauan kembali kebijakan; *baseline study*; serta penyusunan rencana, implementasi, *monitoring*, evaluasi Program sebagai berikut:

The implementation of Environmental, Social, and Governance (ESG) principles is increasingly becoming a major focus in modern business practices and corporate governance. In this context, the implementation of TJSL's social and environmental responsibilities is no longer seen as merely a philanthropic activity, but rather as an integral part of the company's sustainability strategy that is systematic and measurable.

TJSL plays an important role in realizing environmental and social aspects of the ESG pillar. In environmental dimension, TJSL implementation includes various initiatives to reduce the company's ecological impact, such as energy efficiency, waste management, and natural resource conservation. Meanwhile, in social dimension, TJSL implementation is reflected through efforts to improve the quality of life of communities around the company's operational areas, empowering the local economy, and protecting labor rights. The strategy and work program for social and environmental responsibility are implemented through several stages starting from the formulation, determination, and review of policies; baseline study; and the preparation of plans, implementation, monitoring, and evaluation of the Program as follows:

Tahapan Implementasi Tanggung Jawab Sosial dan Lingkungan
Stages of Implementation of Social and Environmental Responsibility

Pelaksanaan TJSL secara konsisten menunjukkan komitmen Perusahaan dalam menciptakan nilai jangka panjang, tidak hanya bagi pemegang saham tetapi juga bagi seluruh pemangku kepentingan. Dengan demikian, integrasi TJSL ke dalam kerangka ESG menjadi instrumen strategis dalam membangun reputasi Perusahaan, memperkuat daya saing, serta memastikan keberlanjutan bisnis di tengah meningkatnya tuntutan akan akuntabilitas dan kepedulian terhadap isu-isu lingkungan dan sosial.

The consistent implementation of TJSL demonstrates the Company's commitment to creating long-term value, not only for shareholders but also for all stakeholders. Thus, the integration of TJSL into ESG framework becomes a strategic instrument in building the company's reputation, strengthening competitiveness, and ensuring business sustainability amidst increasing demands for accountability and concern for environmental and social issues.

Tata Kelola Keberlanjutan
Sustainability Governance

Tata kelola keberlanjutan (*sustainability governance*) merupakan pendekatan strategis yang mengintegrasikan prinsip-prinsip keberlanjutan ke dalam seluruh aspek pengelolaan organisasi. Melalui tata kelola ini, perusahaan memastikan bahwa setiap kebijakan, proses, dan keputusan bisnis tidak hanya berorientasi pada pencapaian kinerja finansial, tetapi juga mempertimbangkan dampaknya terhadap sosial dan lingkungan. Implementasi tata kelola keberlanjutan ditandai dengan adanya transparansi, akuntabilitas, serta kepatuhan terhadap standar dan regulasi yang berlaku, sekaligus mengadopsi standar dan kerangka global seperti GRI, ISO 26000, ISO 37000, dan ESG metrics. Dengan demikian, perusahaan mampu menciptakan nilai jangka panjang, memperkuat kepercayaan para pemangku kepentingan, serta berkontribusi aktif dalam mendukung pembangunan berkelanjutan.

Sustainability governance is a strategic approach that integrates sustainability principles into all aspects of organizational management. Through this governance, the Company ensures that every policy, process, and business decision is not only oriented towards achieving financial performance, but also considers its impact on society and the environment. The implementation of sustainability governance is characterized by transparency, accountability, and compliance with applicable standards and regulations, while adopting global standards and frameworks such as GRI, ISO 26000, ISO 37000, and ESG metrics. Thus, the company is able to create long-term value, strengthen the trust of stakeholders, and actively contribute to supporting sustainable development.

PLN Indonesia Power mengembangkan sistem pemantauan dan evaluasi kinerja keberlanjutan yang menyeluruh. Melalui indikator yang berbasis ESG dan GRI *Standards*, Perusahaan secara periodik mengevaluasi efektivitas program dan inisiatif keberlanjutan serta mengidentifikasi ruang perbaikan. Hasil evaluasi tersebut dilaporkan secara terbuka dalam Laporan Keberlanjutan tahunan yang ditujukan kepada seluruh pemangku kepentingan, sebagai bentuk tanggung jawab dan komitmen terhadap tata kelola yang transparan dan akuntabel.

PLN Indonesia Power develops a comprehensive sustainability performance monitoring and evaluation system. Through indicators based on ESG and GRI Standards, the Company periodically evaluates the effectiveness of sustainability programs and initiatives and identifies room for improvement. The evaluation results are reported openly in the annual Sustainability Report addressed to all stakeholders, as a form of responsibility and commitment to transparent and accountable governance.

Penanggung jawab Penerapan Program Keberlanjutan
Unit in Charge of Sustainability Program Implementation (COM)

Merujuk pada kerangka standar internasional seperti ISO 37000:2021 – *Governance of Organizations*, tata kelola keberlanjutan didefinisikan sebagai sistem kepemimpinan dan pengendalian organisasi yang menjamin akuntabilitas, transparansi, dan partisipasi dalam pengambilan keputusan strategis, termasuk yang berkaitan dengan isu keberlanjutan. Oleh karena itu, diperlukan penanggung jawab program yang berperan sebagai pemimpin dalam mempromosikan budaya keberlanjutan di seluruh organisasi, serta dengan berbagai pemangku kepentingan, seperti pelanggan, investor, mitra bisnis, dan masyarakat luas. Direksi berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan. Sehingga Direksi yang dipimpin Direktur Utama bertanggung jawab secara kolegial pada pencapaian kinerja ekonomi, lingkungan dan sosial.

Referring to the international standard framework such as ISO 37000:2021 – Governance of Organizations, sustainability governance is defined as an organizational leadership and control system that ensures accountability, transparency, and participation in strategic decision-making, including those related to sustainability issues. Therefore, it needs a party in charge of the program to take part as a leader in promoting sustainability culture across organizations, as well as to various stakeholders, such as customers, investors, business partners, and the wider community. The Board of Directors is authorized and fully accountable for managing the Company for the Company benefit, in accordance with the intent and purpose of the Company. Thus, the Board of Directors led by the President Director is collegially accountable for achieving economic, environmental, and social performance.

Pendelegaisan wewenang dalam pengambilan keputusan dapat dilakukan Direksi kepada Eksekutif Senior terkait dengan aspek keberlanjutan dalam kegiatan operasional Perusahaan. Kemudian, Eksekutif senior yang dimaksud dapat melakukan pendelegasian kembali kepada subordinasi di bawahnya, sehingga unit-unit dimaksud bertanggung jawab secara langsung kepada atasannya termasuk pada Direksi. Adapun Divisi/Departemen khusus yang dimiliki PLN Indonesia Power untuk menangani isu-isu terkait topik ekonomi, lingkungan dan sosial diantaranya yaitu Direktorat Sumber Daya Manusia dan Administrasi; *Division of Health, Safety and Environment*; Bidang *Corporate Communication* and CSR yang berada dibawah Sekretariat Perusahaan, dan Bidang *Power Generation Technology and Renewable Energy Research*.

Authority in decision-making may be delegated by the Board of Directors to Senior Executives with regard to sustainability aspects in the Company operations. Then, the relevant senior executives may re-delegate the assignment to their subordinates, and therefore, the corresponding units are directly responsible to their supervisors, including the Board of Directors. The specific Divisions/Departments of PLN Indonesia Power to handle issues related to economic, environmental, and social topics include the Directorate of Human Capital and Administration; Division of Health, Safety, and Environment; Corporate Communication and CSR Division under the Corporate Secretary, and the Power Generation Technology and Renewable Energy Research Division.

Program tanggung jawab sosial Perusahaan yang juga menyentuh isu-isu terkait aspek ekonomi dan lingkungan dilaksanakan oleh Kantor Pusat dan Unit Bisnis Pembangkitan serta Unit Bisnis Pemeliharaan. Di Kantor Pusat, program tanggung jawab sosial Perusahaan dikelola oleh Bidang *Corporate Communication and* CSR yang berada dibawah Sekretariat Perusahaan, sedangkan di Unit Bisnis Pembangkitan dan Unit Bisnis Pemeliharaan dikelola oleh Bidang Administrasi, Keuangan dan Umum serta Bidang SDM dan Humas. Selain itu, terdapat Komite CSR yang bertindak sebagai koordinator setiap subyek inti dalam ISO 26000 yang meliputi tata kelola organisasi, hak asasi manusia, praktik ketenagakerjaan, Lingkungan, praktek operasi yang adil, isu-isu konsumen serta pelibatan dan pengembangan komunitas. Pelaksanaan tanggung jawab sosial Perusahaan PLN Indonesia Power melibatkan setiap level organisasi di lingkungan Perusahaan dan dilakukan secara terintegrasi.

The Corporate Social Responsibility program also affects the issues related to economic and environmental aspects implemented by the Head Office and Generation Business Unit as well as Maintenance Business Unit. At the Head Office, the Corporate Social Responsibility program is managed by the Corporate Communication and CSR Division under the Corporate Secretary, while in Generation Business Unit and Maintenance Business Unit, it is managed by the Administration, Finance, and General Affairs Division and Human Capital and Public Relations Division. Furthermore, the Company has established CSR Committee as the coordinator of each core subject in ISO 26000 that includes organizational governance, human rights, employment, environment, fair operations, consumer issues, and community engagement and development. The CSR of PLN Indonesia Power is carried out in an integrated manner by involving each and every level of organization within the Company.

Pengembangan Kompetensi Terkait Aspek Kelanjutan

Competency Development Related to Sustainability Aspects (GCS)

Komitmen PLN Indonesia Power terhadap keberlanjutan adalah dengan menyelenggarakan pelatihan dan sosialisasi kepada karyawan mengenai isu-isu keberlanjutan, ESG, serta tanggung jawab sosial dan lingkungan. Upaya ini bertujuan untuk membangun budaya keberlanjutan yang terinternalisasi dalam setiap jenjang organisasi. Pada tahun 2025, Direksi dan Dewan Komisaris Perusahaan mengikuti program pengembangan kompetensi yang menyangkut topik keberlanjutan diantaranya sebagai berikut:

PLN Indonesia Power's commitment to sustainability is by organizing training and Dissemination to employees on sustainability, ESG, and social and environmental issues. This effort aims to build a culture of sustainability that is internalized in every level of the organization. In 2025, the Company's Board of Directors and Board of Commissioners attended competency development programs related to sustainability topics, including the following:

Program Pengembangan Kompetensi Organ Tata Kelola
Competency Development Program for Governance Organ

Badan Tata Kelola Governance Department	Tanggal Pelaksanaan Date	Lokasi Location	Program Pengembangan Kompetensi Competency Development Program
Direksi Board of Directors			
Bernadus Sudarmanta	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
M. Hanafi Nur Rifai	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Ridho Hutomo.	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Dewan Komisaris Dewan Komisaris			
Haryanto WS	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Bin Nahadi	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Arrmanatha Ch Nasir	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Ardinanda Sinulingg	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Arief Budiman	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*
Anthony Leong	21 November 2025 November 21, 2025	Jakarta	IHT *Professional Director Program New Concept* Topik Topic: ESG - *Priority Agenda for Commisioner & Director*

Penilaian Risiko Atas Penerapan Aspek Keberlanjutan
Risk Assessment on the Implementation of Sustainability Aspects (RSC)

PLN Indonesia Power secara proaktif melaksanakan kajian risiko yang berkaitan dengan aspek keberlanjutan, mencakup dampak perubahan iklim, ketidakstabilan pasokan energi dan bahan baku, serta dinamika kebijakan dan regulasi pemerintah. Proses ini bertujuan untuk mengidentifikasi potensi dampak dari aktivitas bisnis, sehingga Perusahaan mampu mengenali, memitigasi, dan mengelola berbagai risiko yang muncul dalam penerapan prinsip keberlanjutan. Dengan demikian, upaya tersebut mendukung peningkatan peluang keberhasilan dalam mencapai sasaran keberlanjutan jangka panjang. Penilaian risiko keberlanjutan ini juga terintegrasi dalam kerangka manajemen risiko yang diterapkan oleh PLN Indonesia Power.

PLN Indonesia Power proactively conducts risk assessments related to sustainability aspects, including the impact of climate change, energy and raw material supply instability, and the dynamics of government policies and regulations. This process aims to identify the potential impact of business activities, so that the Company is able to recognize, mitigate and manage various risks that arise in the application of sustainability principles. Thus, these efforts support increased chances of success in achieving long-term sustainability goals. This sustainability risk assessment is also integrated into the risk management framework implemented by PLN Indonesia Power.

PLN Indonesia Power menerapkan kerangka kerja *Enterprise Risk Management* sesuai dengan *framework* ISO 31000:2018 dalam proses manajemen risiko. Kebijakan manajemen risiko PLN Indonesia Power tertuang dalam Peraturan Direksi No.0073.P/DIR/2023 Tentang Kebijakan Umum Penerapan Tata

PLN Indonesia Power applies the Enterprise Risk Management framework in accordance with ISO 31000:2018 framework in risk management process. PLN Indonesia Power's risk management policy is stated in the Board of Directors' Regulation No. 0073.P/DIR/2023 on General Policy on the

Kelola, Manajemen Risiko dan Kepatuhan / *Governance, Risk and Compliance* (GRC) Terintegrasi, Keputusan Direksi Nomor 138.K./010/IP/2021 tentang Pedoman Umum Manajemen Risiko Terintegrasi PT Indonesia Power tanggal 30 Desember 2021, Keputusan Direksi Nomor 030.K/010/IP/2019 tentang Peningkatan *Risk Awareness & Risk Culture* di Lingkungan PT Indonesia Power, serta Surat Edaran Direksi Nomor 12.E/012/IP/2021 Tentang Taksonomi Risiko PT Indonesia Power. Kebijakan manajemen risiko Perusahaan telah dilengkapi dengan Dokumen Manajemen Risiko (DMR) untuk memastikan efektivitas manajemen risiko pada masing-masing pemilik program atau pemilik proses sebagai pihak pemilik risiko (*risk owner*). DMR berisi berbagai kajian mengenai topik ekonomi, lingkungan dan sosial yakni Kajian Kelayakan Operasi, Kajian Kelayakan Lingkungan, Kajian Hukum, Kajian Kelayakan Finansial dan Kajian Risiko.

Perusahaan telah memiliki Satuan Legal, Risk Management and Compliance (LRC) yang secara khusus membantu Direksi dalam mengelola, melakukan telaah berkala, dan meninjau efektivitas proses manajemen risiko. Pengawasan penerapan manajemen risiko dilakukan oleh Dewan Komisaris dengan dukungan dari Komite Manajemen Risiko yang bertugas melakukan peninjauan efektivitas Direksi dalam mengidentifikasi, menilai dan memitigasi risiko Perusahaan yang disertai dengan pemberian nasihat kepada Direksi tentang isu- isu manajemen risiko dan kepatuhan yang potensial seperti topik ekonomi, lingkungan dan sosial.

Perusahaan menentukan risiko utama korporat berdasarkan pada sasaran, faktor internal dan eksternal serta fokus Perusahaan dan telah diselaraskan dengan Rencana Jangka Panjang Perusahaan. Berdasarkan hasil Identifikasi Risiko dan Analisa Evaluasi Risiko pada Risk Register Risiko utama korporat Tahun 2024, Perusahaan telah menetapkan pemetaan risiko setelah dilakukannya pengendalian (eksisting kontrol) dengan *Risk Mapping*. Informasi rinci mengenai manajemen risiko Perusahaan telah dijelaskan pada bagian Tata Kelola Perusahaan terkait uraian Manajemen Risiko.

Implementation of Integrated Governance, Risk Management, and Compliance (GRC), Board of Directors' Decision No. 138.K./010/IP/2021 on General Guidelines for Integrated Risk Management of PT Indonesia Power dated December 30, 2021, Board of Directors' Decision No. 030.K/010/IP/2019 on Enhancing Risk Awareness and Risk Culture in PT Indonesia Power, and Board of Directors' Circular No. 12.E/012/IP/2021 on PT Indonesia Power's Risk Taxonomy. The Company's risk management policy has been complemented with the Risk Management Document (DMR)
to ensure the effectiveness of risk management of each program or process owner as the risk owner. DMR contains various studies on economic, environmental, and social topics, namely Review on Operational Feasibility, Review on Environmental Feasibility, Review on Legal Matters, Review on Financial Feasibility, and Review on Risks.

The Company has a Legal, Risk Management, and Compliance (LRC) Unit that specifically assists the Board of Directors in managing, conducting periodic reviews, and monitoring the effectiveness of risk management process. The risk management implementation is supervised by the Board of Commissioners, assisted by Risk Management Committee which is in charge of reviewing the effectiveness of the Board of Directors in identifying, assessing, and mitigating the Company's risks, as well as advising the Board of Directors on risk management and potential compliance issues such as economic, environmental, and social topics.

The Company's key risks were determined based on the Company's goals, internal and external factors, and focus These matters were aligned with the Company's Long-Term Plans. Based on the results of Risk Identification and Risk Evaluation Analysis on the 2024 corporate key risk on the Risk Register, the Company determined risk mapping after the existing control. The detailed information on the Company's risk management is outlined in the Risk Management part in Corporate Governance section.

Hubungan Dengan Pemangku Kepentingan
Stakeholder Relations

Hubungan dengan pemangku kepentingan merupakan aspek krusial dalam memastikan keberlangsungan dan keberhasilan Perusahaan. PLN Indoensia Power telah membangun komunikasi yang terbuka, transparan, dan berkelanjutan dengan berbagai pihak, seperti pelanggan, karyawan, pemerintah, investor, serta masyarakat sekitar. Melalui

Relationships with stakeholders are a crucial aspect in ensuring the Company's sustainability and success. PLN Indonesia Power has managed open, transparent, and sustainable communication with various parties, such as customers, employees, the government, investors, and the surrounding community. Through active involvement and constructive

keterlibatan yang aktif dan dialog yang konstruktif, PLN Indonesia Power dapat memahami kebutuhan, harapan, serta potensi risiko yang dihadapi oleh para pemangku kepentingan. Pendekatan ini tidak hanya memperkuat kepercayaan dan reputasi perusahaan, tetapi juga mendukung pengambilan keputusan yang lebih inklusif dan responsif. Dengan demikian, hubungan yang harmonis dengan pemangku kepentingan menjadi fondasi penting dalam menciptakan nilai bersama dan mendorong keberlanjutan jangka panjang.

dialogue, PLN Indonesia Power is able to understand the needs, expectations, and potential risks faced by stakeholders. This approach not only strengthens the company's trust and reputation, but also supports more inclusive and responsive decision-making. Thus, a harmonious relationship with stakeholders becomes an important foundation in creating shared value and driving long-term sustainability.

Kajian pemetaan pemangku kepentingan (*stakeholders mapping*) dilakukan untuk mengidentifikasi kategori pemangku kepentingan yang terdampak maupun yang memberi dampak bagi operasi Perusahaan dari segi ekonomi, lingkungan dan sosial. Pemetaan ini dilakukan dengan tujuan mengetahui hubungan antar pemangku kepentingan dengan Perusahaan, mengetahui potensi serta masalah yang ada sehingga program yang akan dilaksanakan tepat sasaran sesuai ekspektasi para stakeholders dan menyusun rencana program. Berdasarkan hasil identifikasi, PLN Indonesia Power telah mengkategorikan pemangku kepentingan ke dalam 6 (enam) kelompok, yaitu (1) Pemegang Saham; (2) Pemerintah; (3) Pegawai; (4) Pelanggan; (5) Pemasok; dan (6) Komunitas.

Review on stakeholder mapping is conducted to identify their categories into parties impacting and parties impacted by the Company operations in terms of economy, environment, and social aspects. This mapping is conducted to identify stakeholder relationship with the Company, identify actual and potential issues that hinder the program implementation as expected by the stakeholders, and plan the program accordingly. Based on the identification results, PLN Indonesia Power has categorized stakeholders into 6 (six) groups, namely (1) Shareholders; (2) Government; (3) Employees; (4) Customers; (5) Suppliers; and (6) Community.

Kategori Pemangku Kepentingan Stakeholder Category	**Pendekatan/Metode Pelibatan** Engagement Approach/Method	
Pemegang Saham Shareholders	1. Rapat Umum Pemegang Saham (RUPS). 2. Rapat Dewan Komisaris dengan Komite. 3. Rapat Gabungan Dewan Komisaris dan Direksi. 4. Rapat *Performance Business Review* (PBR).	1. General Meeting of Shareholders (GMS). 2. Board of Commissioners' Meeting with the Committee. 3. Joint Meeting of the Board of Commissioners and Board of Directors. 4. Performance Business Review (PBR) meeting.
Pemerintah (Pusat dan Daerah) Government (Central and Regional)	1. Pelaporan terkait pengelolaan lingkungan, kepegawaian, perizinan usaha pembangkitan dan proyek. 2. Melakukan kerjasama project. 3. Sosialisasi dan diskusi ketentuan teknis pengelolaan lingkungan. 4. Audit Sistem Manajemen K3 (Internal dan Eksternal).	1. Reporting related to environmental management, personnel, business licensing and projects. 2. Conducting project cooperation. 3. Dissemination and discussion of technical provisions for environmental management. 4. HSE Management System Audit (Internal and External).
Pegawai Employee	1. *Coffee morning*. 2. Pertemuan periodik. 3. *Employee* dan *Family Gathering*. 3. Perayaan Hari Ulang Tahun Perusahaan. 4. Survei HRSE. 5. Simulasi Tanggap Darurat Bencana di Unit dan Kantor Pusat. 6. Partisipasi diklat.	1. Coffee morning. 2. Regular meetings. 3. Employee and Family Gathering. 3. Company Anniversary Celebration. 4. HRSE Survey. 5. Disaster Emergency Response Simulation at Units and Head Offices. 6. Participation in training.

Kategori Pemangku Kepentingan Stakeholder Category	Pendekatan/Metode Pelibatan Engagement Approach/Method	
Pelanggan Customer	1. Program mendengarkan suara pelanggan/ Forum Komunikasi Pelanggan/*Customer Gathering*. 2. Rapat Alokasi Energi. 3. Kunjungan Pelanggan. 4. Aplikasi Harian Deklarasi Ketidaksiapan Pembangkit (HDKP)/RAPSODI. 5. Rapat Operasi Sistem. 6. Survei Kepuasan Pelanggan.	1. Listening to the voice of the customer/ Customer Communication Forum/Customer Gathering Program. 2. Energy Allocation Meeting. 3. Customer Visit. 4. Power Plant Unreadiness Daily Declaration (HDKP)/RAPSODI Application. 5. System Operation Meeting. 6. Customer Satisfaction Survey.
Penyedia/Pemasok Vendor/Supplier	1. *Vendor Gathering*. 2. *Business Review Meeting*. 3. Survei Perilaku Etis atau survei lainnya. 3. *Sales Engineering Support* berupa *Assessment, Inspection, Consultation*. 5. Sosialisasi anti korupsi (Sistem Manajemen Anti Penyuapan).	1. Vendor Gathering. 2. Business Review Meeting. 3. Ethical Behavior Survey or other surveys. 3. Sales Engineering Support covering Assessment, Inspection, Consultation. 5. Dissemination of Anti-Corruption (Anti-Bribery Management System).
Komunitas Penduduk Sekitar Pembangkit: • Masyarakat di Wilayah Binaan • LSM Lokal & Internasional • Tokoh Masyarakat • Institusi/Lembaga Profesi • Media Community Surrounding the Power Plants: • Communities in the Fostered Areas • Local & International NGOs • Public Figures • Institution/Professional Association • Media	1. Forum Koordinasi dengan Aparat Negara. 2. Program CSR dan COMDEV yang difokuskan pada pemberdayaan masyarakat. 3. Kerjasama project dan melibatkan masyarakat dalam pemanfaatan atau pengelolaan sampah (3R sampah) dan penanaman pohon. 4. Kegiatan CSR (*Charity*). 5. Forum Warga.	1. Coordination Forum with State Apparatus. 2. CSR and COMDEV programs focused on community empowerment. 3. Project cooperation and community involvement in waste utilization or management (3R) and tree planting. 4. CSR (Charity) activities. 5. Community Members' Forum.
Perguruan Tinggi dan Lembaga Penelitian Universities and Research Institutions	1. Kerjasama penelitian dan pengembangan (R&D) 2. Seminar, *workshop*, dan konferensi bersama 3. Magang dan program pendidikan vokasi 4. Penyediaan data dan informasi	1. Research and development (R&D) collaboration 2. Joint seminars, workshops, and conferences 3. Internships and vocational education programs 4. Provision of data and information

Tantangan Terhadap Pengelolaan Aspek Keberlanjutan
Challenges in Sustainability Aspect Management

Dalam menjaga keberlanjutan bisnis, PLN Indonesia Power menghadapi tantangan yang semakin kompleks, antara lain perubahan iklim, disrupsi digital, pengetatan standar baku mutu emisi, serta tuntutan percepatan transisi energi yakni menjaga utilisasi pembangkit termal yang memiliki tingkat emisi gas buang yang tinggi, serta mengembangkan pembangkit EBT yang baru. Tantangan-tantangan ini semakin menguat seiring dengan munculnya isu-isu strategis seperti penyusunan *roadmap Net Zero Emission* (NZE), regulasi

In maintaining business sustainability, PLN Indonesia Power faces increasingly complex challenges, including climate change, digital disruption, tightening emission quality standards, and demands to accelerate the energy transition, namely maintaining the utilization of thermal plants that have high levels of exhaust emissions, as well as developing new NRE plants. These challenges are increasingly strengthening along with the emergence of strategic issues such as the preparation of the Net Zero Emission (NZE) roadmap, carbon

perdagangan karbon, serta regulasi terkait batas emisi karbon yang berdampak langsung pada keberlanjutan operasional pembangkit Perusahaan yang saat ini masih didominasi oleh bahan bakar fosil. Dalam konteks Rencana Jangka Panjang Perusahaan (RJPP) 2024–2028, tantangan semakin bertambah dengan adanya pembentukan *subholding* pembangkitan yaitu adanya penambahan sekitar 10 gigawatt (GW) pembangkit alih aset dari PLN, yang 89% berbahan bakar fosil, serta target ambisius dari agenda Transformasi 2.0 PLN untuk untuk menjadi perusahaan Global Top 500, yang menjadikan target kinerja jangka panjang semakin menantang. Meski demikian, PLN Indonesia Power memandang tantangan ini juga sebagai peluang untuk mengakselerasi transformasi energi dan memperluas jaringan bisnis secara nasional maupun global.

Sebagai respon terhadap tantangan dan peluang usaha keberlanjutan, Direksi menetapkan isu keberlanjutan dan perubahan iklim sebagai salah satu isu strategis dalam perumusan strategi Perusahaan, baik jangka pendek maupun jangka panjang. Pembahasan isu ini dilakukan secara komprehensif melalui *Focus Group Discussion* (FGD), rapat pembahasan Rencana Jangka Panjang Perusahaan (RJPP), *Strategic Review Meeting*, serta rapat Direksi. Untuk mencapai visinya, PLN Indonesia Power merumuskan tiga *Strategic Goals*, yaitu *Performance Excellence & Cost Leadership*, *Global Innovative Growth*, dan *Sustainable Power Generation*, yang menjadi indikator utama dalam pencapaian visi Perusahaan melalui implementasi Transformasi PLN Indonesia Power 2.0. Transformasi ini mencakup empat Tema Strategis (*Moonshot Themes*), yakni *Expand Core, Ignite Growth, Digital Driven O&M Excellence and Cost Leadership*, serta *Sustainability*, yang didukung oleh satu *Launchpad*. Keempat tema *moonshot* tersebut selaras dengan *moonshot Growth, Digital*, dan NZE yang merupakan program transformasi yang diusung oleh PLN selaku pemegang saham PLN Indonesia Power. Dalam RJPP, PLN Indonesia Power menempatkan *Sustainability* sebagai *Moonshot Themes* yang sejalan dengan Tema Strategis "*Net Zero Emissions* (NZE)" PLN *Group*, dalam rangka mencapai *strategic goals* "*Sustainable Power Generation*".

trading regulations, and regulations related to carbon emission limits that have a direct impact on the sustainability of the Company's plant operations, which are currently still dominated by fossil fuels. In the context of the Company's Long-Term Plan (RJPP) 2024–2028, challenges are increasingly increased with the establishment of a generation subholding, namely the addition of around 10 gigawatts (GW) of asset transfer plants from PLN, which is 89% fossil fuel, as well as the ambitious target of PLN's Transformation 2.0 agenda to become a Global Top 500 company, which makes long-term performance targets even more challenging. However, PLN Indonesia Power also views this challenge as an opportunity to accelerate energy transformation and expand business networks nationally and globally.

In response to sustainability challenges and business opportunities, the Board of Directors has designated sustainability and climate change issues as one of the strategic issues in the formulation of the Company's strategy, both short-term and long-term. The discussion of this issue was carried out comprehensively through a Focus Group Discussion (FGD), a meeting to discuss the Company's Long-Term Plan (RJPP), a Strategic Review Meeting, and a meeting of the Board of Directors. To achieve its vision, PLN Indonesia Power formulated three Strategic Goals, namely Performance Excellence & Cost Leadership, Global Innovative Growth, and Sustainable Power Generation, which are the main indicators in achieving the Company's vision through the implementation of PLN Indonesia Power 2.0 Transformation. This transformation includes four Moonshot Themes, namely Expand Core, Ignite Growth, Digital Driven O&M Excellence and Cost Leadership, and Sustainability, which are supported by a single Launchpad. The four moonshot themes are in line with the Growth, Digital, and NZE moonshot, which is a transformation program carried out by PLN as a shareholder of PLN Indonesia Power. In the RJPP, PLN Indonesia Power places Sustainability as a Moonshot Theme in line with the Strategic Theme "Net Zero Emissions (NZE)" of PLN Group, in order to achieve the strategic goals of "Sustainable Power Generation"

Membangun Budaya Keberlanjutan

Building A Culture of Sustainability

Keberhasilan pembangunan budaya keberlanjutan di PLN Indonesia Power bergantung pada komitmen, kesadaran, dan keterlibatan aktif seluruh individu di setiap level organisasi. Perusahaan menanamkan nilai-nilai keberlanjutan ke dalam budaya kerja, sekaligus mendorong setiap pegawai untuk mengambil inisiatif yang mendukung praktik berkelanjutan di semua jenjang jabatan. Penciptaan budaya ini diperkuat melalui keteladanan pimpinan, mulai dari organ tata kelola utama hingga unit operasional terkecil, serta melalui pemberian kesempatan kepada pegawai untuk berpartisipasi dalam ide, proyek, atau tindakan nyata yang memperkuat komitmen perusahaan terhadap keberlanjutan.

The success of developing a culture of sustainability at PLN Indonesia Power depends on the commitment, awareness, and active involvement of all individuals at every level of the organization. The Company instills sustainability values into its work culture and encourages every employee to take initiatives that support sustainable practices at all levels. This culture is reinforced through exemplary leadership, from key governance bodies down to the smallest operational units, and through providing employees with opportunities to participate in ideas, projects, or concrete actions that strengthen the Company's commitment to sustainability.

Komitmen PLN Indonesia Power dalam membangun budaya berkelanjutan Adalah dengan mengimplementasikan GRC *Culture* pada setiap kegiatan dan proses bisnis Perusahaan. Dasar penerapan GRC di PLN Indonesia Power telah diatur dalam Peraturan Direksi PLN Indonesia Power No.0073.P/DIR/2023 Tentang Kebijakan Umum Penerapan Tata Kelola, Manajemen Risiko dan Kepatuhan / *Governance, Risk and Compliance* (GRC) Terintegrasi. Penerapan *Governance, Risk Management and Compliance* (GRC) sangat penting bagi perusahaan untuk mengantisipasi dan menghadapi risiko serta tantangan global. Penerapan GRC yang efektif akan membantu perusahaan mengatasi berbagai masalah sekaligus mengantisipasi berbagai risiko yang belum pernah terjadi sebelumnya.

PLN Indonesia Power's commitment to building a culture of sustainability is through implementing a GRC culture in every activity and business process. The basis for GRC implementation at PLN Indonesia Power is stipulated in PLN Indonesia Power Board of Directors' Regulation No. 0073.P/DIR/2023 on the General Policy for Implementing Integrated Governance, Risk Management, and Compliance (GRC). The implementation of Governance, Risk Management, and Compliance (GRC) is crucial for the Company to anticipate and address global risks and challenges. Effective GRC implementation will help the Company address various issues and anticipate unprecedented risks.

Selain itu, Komitmen PLN Indonesia Power dalam membangun budaya keberlanjutan juga tercermin melalui penerapan berbagai strategi bisnis yang berlandaskan pada prinsip *Environmental, Social, and Governance* (ESG). Strategi ini tidak hanya diwujudkan dalam kebijakan makro perusahaan, tetapi juga diimplementasikan secara nyata dalam aktivitas sehari-hari, baik di tingkat organisasi maupun individu. Perusahaan mendorong partisipasi aktif seluruh pegawai melalui serangkaian inisiatif yang bertujuan untuk menanamkan perilaku berkelanjutan, seperti penghematan energi listrik, efisiensi penggunaan air dan kertas, serta kebijakan penggunaan botol minum tumbler guna mengurangi konsumsi plastik sekali pakai yang sulit terurai.

Furthermore, PLN Indonesia Power's commitment to building a culture of sustainability is also reflected in the implementation of various business strategies based on Environmental, Social, and Governance (ESG) principles. This strategy is not only embodied in the Company's macro policies but also implemented concretely in daily activities, both at the organizational and individual levels. The Company encourages active participation of all employees through a series of initiatives aimed at instilling sustainable behaviors, such as energy conservation, efficient use of water and paper, and a policy of using tumbler drinking bottles to reduce consumption of non-biodegradable single-use plastics.

PLN Indonesia Power secara konsisten mengintegrasikan nilai-nilai keberlanjutan ke dalam budaya kerja Perusahaan. Integrasi ini dijalankan dengan mengacu pada kerangka *Maturity Level Sustainability* yang telah ditetapkan oleh induk Perusahaan yaitu PT PLN (Persero). Salah satu aspek utama

PLN Indonesia Power consistently integrates sustainability values into the Company's work culture. This integration is carried out in accordance with the Maturity Level Sustainability framework established by its parent company, PT PLN (Persero). One key aspect of this framework is strengthening

dalam kerangka tersebut adalah penguatan pengelolaan sumber daya manusia, yang mencakup pengukuran dan percepatan implementasi kebijakan keberlanjutan di seluruh unit kerja, dengan tujuan meningkatkan efektivitas serta efisiensi operasional yang sejalan dengan visi besar PLN Group dalam mendorong transisi menuju energi berkelanjutan.

Dalam rangka mendukung agenda tersebut, PLN Indonesia Power telah menetapkan berbagai target strategis, ambisi jangka panjang, serta inisiatif pengembangan berkelanjutan. Fokus pengembangan ini mencakup peningkatan kompetensi dan kualitas sumber daya manusia, penguatan kesetaraan gender, penyediaan akses yang setara bagi penyandang disabilitas, serta penciptaan lingkungan kerja yang inklusif dan adil. Seluruh upaya ini dilaksanakan sesuai dengan standar keberlanjutan yang diterapkan oleh PLN *Group*, sekaligus mencerminkan komitmen perusahaan dalam menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

human resource management, which includes measuring and accelerating the implementation of sustainability policies across all work units, with the aim of increasing operational effectiveness and efficiency, in line with PLN Group's overall vision of driving the transition to sustainable energy.

To support this agenda, PLN Indonesia Power has established various strategic targets, long-term ambitions, and sustainable development initiatives. These development initiatives focus on improving the competence and quality of human resources, strengthening gender equality, providing equal access for people with disabilities, and creating an inclusive and equitable work environment. All these efforts are implemented in accordance with the sustainability standards implemented by PLN Group and reflect the Company's commitment to creating long-term value for all stakeholders.

Kinerja Ekonomi
Economic Performance

Kinerja ekonomi dalam kerangka keberlanjutan tidak semata berfokus pada pencapaian finansial jangka pendek, melainkan juga memperhatikan dampak jangka panjang terhadap lingkungan dan masyarakat. PLN Indonesia Power memahami bahwa keberlanjutan ekonomi hanya dapat terwujud melalui praktik bisnis yang bertanggung jawab dan pengelolaan sumber daya secara efisien, termasuk dalam pemanfaatan energi, air, dan bahan baku lainnya. Efisiensi operasional tersebut menjadi fondasi penting dalam menjaga daya saing sekaligus menciptakan nilai tambah yang berkesinambungan.

Dalam upaya meningkatkan kinerja ekonomi, Perusahaan terus mendorong inovasi pada produk dan layanan, sejalan dengan strategi diversifikasi portofolio guna merespons dinamika pasar serta kebutuhan pelanggan yang terus berkembang. Berbagai inisiatif ini diarahkan untuk memperkuat posisi PLN Indonesia Power di industri energi sekaligus membuka peluang pertumbuhan yang berkelanjutan di masa depan.

Perusahaan menempatkan kontribusi ekonomi terhadap masyarakat di sekitar wilayah operasional sebagai salah satu prioritas utama. Komitmen ini diwujudkan melalui penciptaan kesempatan kerja bagi tenaga lokal, pemenuhan kewajiban perpajakan secara tertib dan transparan, serta pelaksanaan

Economic performance in the framework of sustainability not only focuses on short-term financial achievements, but also pays attention to the long-term impact on the environment and society. PLN Indonesia Power understands that economic sustainability can only be realized through responsible business practices and efficient resource management, including the use of energy, water, and other raw materials. This operational efficiency is an important foundation in maintaining competitiveness while creating sustainable added value.

In an effort to improve economic performance, the Company continues to encourage innovation in products and services, in line with its portfolio diversification strategy to respond to market dynamics and evolving customer needs. These initiatives are directed to strengthen PLN Indonesia Power's position in the energy industry while opening up sustainable growth opportunities in the future.

The Company places economic contribution to the community around its operational area as one of its top priorities. This commitment is realized through the creation of job opportunities for local workers, the fulfillment of tax obligations in an orderly and transparent manner,

berbagai program pemberdayaan ekonomi masyarakat. PLN Indonesia Power berupaya memastikan bahwa pertumbuhan ekonomi Perusahaan selaras dengan peningkatan kesejahteraan sosial, sehingga memberikan manfaat yang berkelanjutan bagi seluruh pemangku kepentingan.

and the implementation of various community economic empowerment programs. PLN Indonesia Power strives to ensure that the Company's economic growth is in line with the improvement of social welfare, so as to provide sustainable benefits for all stakeholders.

Kinerja Produksi dan Keuangan
Production and Financial Performance

Pada tahun 2025, kinerja ekonomi PLN Indonesia Power menunjukkan hasil yang positif, sebagaimana tercermin dari capaian pada aspek produksi, penjualan, dan indikator keuangan utama Perusahaan. Perusahaan mencatatkan total realisasi produksi energi listrik sebesar 86,922.33 GWh, yang setara dengan 109,64% dari target RKAP 2025. Di sisi penjualan, realisasi energi listrik yang berhasil direalisasikan mencapai 82.535,52 GWh, atau 113,51% dari target yang telah ditetapkan dalam RKAP 2024. Capaian ini tidak hanya mencerminkan peningkatan kapasitas operasional, tetapi juga menunjukkan efektivitas strategi optimalisasi aset pembangkit yang diterapkan secara konsisten.

In 2025, PLN Indonesia Power demonstrated strong economic performance, as reflected in achievements across production, sales, and the Company's key financial indicators. The company recorded a total electricity production realization of 86,922.33 GWh, equivalent to 109.64% of the 2025 WP&B (Work Plan and Budget) target. On the sales side, the realized electricity sales reached 82,535.52 GWh, or 113.51% of the target set in the 2024 WP&B. These achievements reflect not only an increase in operational capacity but also the effectiveness of consistently implemented power plant asset optimization strategies.

Sebagai hasil dari kinerja operasional yang solid, pada tahun 2025 PLN Indonesia Power berhasil mencatatkan kinerja operasional positif yang tercermin dari capaian produksi dan penjualan energi listrik yang melampaui target. Produksi energi listrik mencapai 86.548,54 GWh atau sebesar 109,17% dari target RKAP, sementara penjualan listrik terealisasi sebesar 81.841,71 GWh atau 108,82% dari target. Adapun realisasi produksi energi listrik pembangkit EBT tahun 2025 tercatat sebesar 11.621,32 GWh dengan capaian sebesar 100,70% dari target RKAP, sedangkan realisasi penjualan energi listrik dari pembangkit EBT mencapai 11.270,00 GWh, atau sebesar 101,39% dari target RKAP

As a result of this solid operational performance, in 2025 PLN Indonesia Power managed to record positive operational performance as reflected in the achievement of electricity production and sales that exceeded the target. Electricity production reached 86,548.54 GWh or 109.17% of the WP&B target, while electricity sales were realized at 81,841.71 GWh or 108.82% of the target. The realization of electricity production from NRE plants in 2025 was recorded at 11,621.32 GWh with an achievement of 100.70% of the WP&B target, while the realization of electricity sales from NRE plants reached 11,270.00 GWh, or 101.39% of the WP&B target.

Perbandingan Target dan Kinerja Produksi dan Keuangan
Comparison of Target and Performance on Production and Finance

Indikator Indicator	2023		Pencapaian Achievement	2024		Pencapaian Achievement	2025		Pencapaian Achievement
	Target	Realisasi Realization		Target	Realisasi Realization		Target	Realisasi Realization	
Produksi Listrik (GWh) Electricity Production (GWh)	78.734,67	84.205,29	106,95%	76.797,05	87.210,96	113,56%	79.281,59	86.548,54	109,17%
Penjualan Listrik (GWh) Electricity Sales (GWh)	74.403,53	79.670,27	107,08%	72.714,48	82.535,52	113,51%	75.205,19	81.841,71	108,82%
Pendapatan Usaha (Rp Juta) Revenue (Rp Million)	99.255.467	103.480.111	104,26%	106.368.374	110.577.057	103,96%	118.379.695	121.368.651	102,52%
Laba Tahun Berjalan (Rp Juta) Income for the Year (Rp Million)	8.106.653	8.189.314	101,02%	9.484.881	13.095.867	138,07%	12.364.958	14.765.736	119,42%%

Perbandingan Target dan Kinerja Keuangan Berkelanjutan
Comparison of Targets and Performance of Sustainable Finance

Indikator Indicator	2023		Pencapaian Achievement	2024		Pencapaian Achievement	2025		Pencapaian Achievement
	Target	Realisasi Realization		Target	Realisasi Realization		Target	Realisasi Realization	
Produksi Energi Listrik Pembangkit EBT (GWh) Electricity Production at New and Renewable Energy Power Plants (GWh)	10.907,46	10.066,48	92,29%	10.937,60	10.963,56	100,24%	11.540,26	11.621,32	100,70%
Penjualan Energi Listrik Pembangkit EBT (GWh) Electricity Sales at New and Renewable Energy Power Plants (GWh)	10.580,48	9.759,69	92,24%	10.530,83	10.635,22	100,99%	11.115,62	11.270,00	101,39%

Kontribusi Ekonomi Tidak Langsung
Indirect Economic Contribution

Perusahaan berupaya mengelola dan menghadirkan dampak ekonomi tidak langsung yang nyata bagi para pemangku kepentingan di sekitar wilayah operasional. Hal ini dilakukan melalui pembangunan infrastruktur yang berkelanjutan, penguatan kapasitas masyarakat lokal, penciptaan peluang usaha bagi pelaku usaha kecil dan menengah, peningkatan keterlibatan penyedia barang dan jasa lokal, serta prioritas penggunaan tenaga kerja lokal. Seluruh inisiatif ini diarahkan untuk mendorong terwujudnya pembangunan ekonomi yang lebih mandiri dan berdaya saing, serta berkontribusi langsung terhadap peningkatan kesejahteraan masyarakat secara berkelanjutan. Dengan demikian, keberadaan dan aktivitas operasional PLN Indonesia Power tidak hanya berdampak pada pertumbuhan ekonomi Perusahaan, tetapi juga memberikan nilai tambah yang luas bagi komunitas dan pemangku kepentingan lainnya.

The Company seeks to manage and deliver a tangible indirect economic impact to stakeholders around its operational areas. This is carried out through sustainable infrastructure development, strengthening the capacity of local communities, creating business opportunities for small and medium business actors, increasing the involvement of local goods and service providers, and prioritizing the use of local labor. All of these initiatives are directed to encourage the realization of more independent and competitive economic development, as well as contribute directly to the sustainable improvement of community welfare. Thus, the existence and operational activities of PLN Indonesia Power not only have an impact on the Company's economic growth, but also provide broad added value for the community and other stakeholders.

Pembangunan Infrastruktur PLN Indonesia Power Tahun 2025
Infrastructure Development of PLN Indonesia Power in 2025

No	Program	Wilayah Operasi Operational Area	Nilai Investasi (Rp Juta) Investment Value (Rp million)	Sifat Type	Dampak Impact
1	*Barge Mounted Power Plant* (BMPP) Nusantara I	Sulawesi Tenggara Southeast Sulawesi	991.356	Komersial Commercial	• Mendorong pembangunan infrastruktur nasional • Meningkatkan kemandirian energi di wilayah Indonesia Timur • Memenuhi 50% kebutuhan listrik di wilayah Ambon • Supporting national infrastructure development • Enhancing energy self-sufficiency in Eastern Indonesia • Meeting 50% of the electricity demand in the Ambon region

No	Program	Wilayah Operasi Operational Area	Nilai Investasi (Rp Juta) Investment Value (Rp million)	Sifat Type	Dampak Impact
2	Program *Light Up The Dream*	Banten	49	Non Komersial (Bantuan/ Natura) Non-Commercial (Assistance/ In-kind)	• Meningkatkan akses listrik yang aman dan legal bagi masyarakat di sekitar wilayah operasional • Meningkatkan kesejahteraan masyarakat melalui peningkatan kualitas hidup dan kenyamanan rumah tangga • Mendorong kemandirian energi rumah tangga serta mengurangi ketergantungan pada sambungan listrik tidak resmi • Improving safe and legal access to electricity for the community around the operational area • Improving people's welfare through improving quality of life and household comfort • Encouraging household energy independence and reducing dependence on unofficial electricity connections
3	TPB 1 - Pembangunan rumah ibadah SDG 1: Construction and rehabilitation program for worship facilities	UBP 1 Suralaya, Jeranjang GBU 1 Suralaya, Jeranjang	46,5	Non Komersial (Bantuan/ Natura) Non-Commercial (Assistance/ In-kind)	• Mendorong pemberdayaan ekonomi masyarakat • Mengurangi kerentanan ekonomi melalui program sosial • Mendukung inklusivitas sosial • Promoting community economic empowerment • Reducing economic vulnerability through social programs • Supporting social inclusivity
4	TPB 4: - Pembangunan dan rehabilitasi gedung sekolah SDG 4: Construction and rehabilitation of school buildings	Labuan, Lontar, PLTA Singkarak, Sanggau, Pelabuhan Ratu, Pangkalan Susu, Mrica Labuan, Lontar, HPP Singkarak, Sanggau, Pelabuhan Ratu, Pangkalan Susu, Mrica	125	Non Komersial (Bantuan/ Natura) Non-Commercial (Assistance/ In-kind)	• Meningkatkan akses dan kualitas pendidikan • Peningkatan kesejahteraan masyarakat sekitar • Improving access to and quality of education • Improving the welfare of surrounding communities
5	TPB 6: • Pembangunan perbaikan jaringan air bersih dan layanan sanitasi • Pembangunan pengairan/irigasi sawah • Pembangunan MCK • Pembuatan sumur bor SDG 6: • Construction of clean water systems and sanitation services • Construction of rice field irrigation systems • Construction of public toilets • Construction of drilled wells	Pangkalan Susu, Saguling, Barru, Telo, Kepri Riau	261	Non Komersial (Bantuan/ Natura) Non-Commercial (Assistance/ In-kind)	• Peningkatan kualitas hidup masyarakat • Peningkatan produktivitas masyarakat • Peningkatan kualitas operasional sektor pertanian • Pengelolaan sumber daya air yang lebih berkelanjutan • Improving the community's quality of life • Improving the community's productivity • Improving the quality of agricultural sector operations • Managing more sustainable water resource

No	Program	Wilayah Operasi Operational Area	Nilai Investasi (Rp Juta) Investment Value (Rp million)	Sifat Type	Dampak Impact
6	TPB 8: • Program Bantuan Bedah Rumah • Pembuatan fasilitas sterilisasi baglog jamur • Perbaikan infrastruktur rumah budidaya jamur • Perbaikan rumah nelayan • Pembangunan dan perbaikan tempat ibadah SDG 8: • House Renovation Assistance Program • Construction of mushroom baglog sterilization facilities • Renovation for mushroom cultivation houses infrastructure • Renovation of fishermen's houses • Construction and renovation of places of worship	Barru, Priok, UBP Keramasan Barru, Priok, GBU Keramasan	Rp201	Non Komersial (Bantuan/ Natura) Non-Commercial (Assistance/ In-kind)	• Peningkatan produktivitas dan pendapatan masyarakat • penguatan ekonomi berbasis komunitas • Increasing community productivity and income • Strengthening community-based economic development
7	TPB 11: • Pembangunan dan perbaikan fasilitas tempat ibadah • Program Bantuan Bedah Rumah dan RTLH • Perbaikan jalan kampung • Pembangunan MCK (fasilitas umum) • Pembangunan saluran air • Perbaikan fasilitas operasional pemerintahan desa SDG 11: • Construction and renovation of places of worship facilities • House Renovation and RTLH Assistance Program • Repair of village roads • Construction of public toilets (public facility) • Construction of water drainage • Improvement of village government	Pelabuhan Ratu, Singkawang, Pangkalan Susu, Banten 1 Suralaya, Sintang, Saguling, Jeranjang, Mrica, Grati, Suralaya Pelabuhan Ratu, Singkawang, Pangkalan Susu, Banten 1 Suralaya, Sintang, Saguling, Jeranjang, Mrica, Grati, Suralaya	Rp600	Non Komersial (Bantuan/ Natura) Non-Commercial (Assistance/ In-kind)	• Peningkatan kualitas hidup masyarakat rentan • Peningkatan kesehatan sanitasi dan lingkungan • Peningkatan aksesibilitas dan aktivitas ekonomi lokal • Improving the quality of life for vulnerable communities • Improving sanitation and environmental health • Improving accessibility and local economic activity

Selama tahun 2025, PLN Indonesia Power bekerja sama dengan 2.339 penyedia nasional, atau setara dengan 97,87% dari total penyedia. Nilai kontrak pengadaan yang dialokasikan kepada penyedia nasional mencapai Rp75.488.530,20 juta, atau sebesar 69,11% dari total nilai pengadaan Perusahaan. Capaian ini mencerminkan konsistensi PLN Indonesia Power dalam memperkuat pemberdayaan pemasok/penyedia lokal dan memperkuat kontribusinya terhadap perekonomian nasional melalui dampak ekonomi tidak langsung yang berkelanjutan.

During 2025, PLN Indonesia Power collaborated with 2,339 national providers, or equivalent to 97.87% of the total providers. The value of procurement contracts allocated to national providers reached IDR 75,488,530.20 million, or 69.11% of the Company's total procurement value. This achievement reflects PLN Indonesia Power's consistency in strengthening the empowerment of local suppliers and strengthening its contribution to the national economy through sustainable indirect economic impacts.

PLN Indonesia Power mendefinisikan tenaga kerja lokal sebagai pekerja yang berdomisili di sekitar unit Perusahaan. Dalam pelaksanaannya, komitmen ini diwujudkan melalui kerja sama dengan mitra kerja dalam menyediakan tenaga kerja alih daya (*outsourcing*) yang direkrut dari masyarakat lokal. Sepanjang tahun 2025, PLN Indonesia Power telah menyerap sebanyak 3.890 tenaga kerja lokal untuk posisi bidang pembangkitan dan 1.295 tenaga kerja lokal untuk posisi di bidang penunjang. Selain itu, hingga akhir tahun 2025 terdapat 122 orang manajemen senior yang berasal dari masyarakat lokal atau setara dengan 2% dari total pegawai tetap. PLN Indonesia Power mendefinisikan manajemen senior sebagai pejabat pada jenjang manajemen atas, menengah, senior specialist, maupun pimpinan tertinggi di masing-masing unit.

PLN Indonesia Power defines local workers as workers who are domiciled around the Company's units. In its implementation, this commitment is realized through cooperation with partners in providing outsourced labor recruited from the local community. Throughout 2025, PLN Indonesia Power absorbed as many as 3,890 local workers for positions in the power generation sector and 1,295 local workers for positions in the supporting sector. In addition, until the end of 2025 there were 122 senior management people from the local community or equivalent to 2% of the total permanent employees. PLN Indonesia Power defines senior management as officials at the senior management, middle level, senior specialist, and highest leadership in each unit.

Penanaman Pohon Pantai Selayar, UBP Tello, Sulawesi Selatan
Selayar Beach Tree Planting, UBP Tello, South Sulawesi

Kinerja Lingkungan Hidup
Environmental Performance

Kinerja lingkungan tidak hanya dipandang sebagai bentuk pemenuhan terhadap ketentuan regulasi, tetapi juga sebagai elemen strategis dalam menjaga keseimbangan antara aktivitas bisnis dan kelestarian alam. PLN Indonesia Power secara konsisten melakukan pemantauan, evaluasi, dan peningkatan kinerja lingkungan dalam setiap lini operasional guna menekan risiko ekologis serta mendorong penerapan praktik usaha yang berwawasan lingkungan.

Environmental performance is not only seen as a form of compliance with regulatory provisions, but also as a strategic element in maintaining a balance between business activities and nature conservation. PLN Indonesia Power consistently monitors, evaluates, and improves environmental performance in every operational line to reduce ecological risks and encourage the implementation of environmentally sound business practices.

Sebagai wujud komitmen terhadap keberlanjutan, Perusahaan secara aktif mengelola potensi dampak lingkungan yang timbul, baik yang bersifat langsung maupun tidak langsung, dari seluruh kegiatan operasional. Upaya ini mencerminkan tanggung jawab Perusahaan dalam menjaga kelestarian lingkungan hidup sekaligus mendukung kesejahteraan masyarakat di sekitar wilayah operasional.

As a form of commitment to sustainability, the Company actively manages potential environmental impacts that arise, both direct and indirect, from all operational activities. This effort reflects the Company's responsibility to preserve the environment while supporting the welfare of the community around the operational area.

Melalui implementasi strategi dan inisiatif lingkungan yang terarah, PLN Indonesia Power berupaya menciptakan nilai jangka panjang bagi para pemangku kepentingan serta memastikan bahwa pertumbuhan bisnis berjalan selaras dengan upaya perlindungan sumber daya alam, demi terwujudnya masa depan yang lebih berkelanjutan.

By applying targeted environmental strategies and initiatives, PLN Indonesia Power strives to create long-term value for stakeholders and ensure that business growth runs in line with efforts to protect natural resources, for the realization of a more sustainable future.

PLN Indonesia Power telah mengimplementasikan sistem manajemen lingkungan sesuai standar nasional dan internasional (SNI ISO 14001:2015) serta mematuhi peraturan dan ketentuan Rencana Pengelolaan/ Pemantauan Lingkungan Hidup (RKL/RPL) yang diterbitkan oleh Kementerian Lingkungan Hidup (KLH) maupun Dinas Lingkungan Hidup (DLH) Provinsi dan Daerah yang harus dipenuhi oleh masing-masing Unit dalam kegiatan operasional yang dijalankan. Perusahaan juga telah memiliki dokumen analisis mengenai dampak lingkungan (AMDAL) dan izin-izin pengelolaan lingkungan. Implementasi manajemen risiko juga dilakukan secara integral dan menyeluruh untuk semua proses bisnis termasuk terkait dengan isu lingkungan dan perubahan iklim.

PLN Indonesia Power has implemented an environmental management system in accordance with national and international standards (SNI ISO 14001:2015) and complies with the regulations and provisions of the Environmental Management/Monitoring Plan (RKL/RPL) issued by the Ministry of Environment (KLH) and the Provincial and Regional Environmental Agencies (DLH) which must be fulfilled by each Unit in the operational activities carried out. The Company also has environmental impact analysis documents (EIA) and environmental management permits. Risk management is also carried out integrally and comprehensively for all business processes, including those related to environmental issues and climate change.

Perusahaan menempatkan perlindungan dan pengelolaan lingkungan hidup sebagai bagian integral dari tata kelola Perusahaan yang bertanggung jawab. Seluruh kebijakan internal yang mengatur aspek tanggung jawab lingkungan disusun dengan mengacu pada peraturan perundang-undangan yang berlaku di Indonesia. Secara khusus, kebijakan

The Company places environmental protection and management as an integral part of the Company's responsible governance. All internal policies that regulate aspects of environmental responsibility are prepared with reference to the applicable laws and regulations in Indonesia. In particular, the Company's environmental policy refers to Law Number 18

lingkungan Perusahaan merujuk pada Undang-undang Nomor 18 Tahun 2008 tentang Pengelolaan Sampah, Undang-undang Nomor 17 Tahun 2019 tentang Sumber Daya Air, Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja, serta Peraturan Pemerintah Nomor 79 tahun 2014 tentang Kebijakan Energi Nasional, Peraturan Pemerintah Nomor 121 Tahun 2015 tentang Pengusahaan Sumber Daya Air, Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup dan Peraturan Pemerintah Nomor 33 Tahun 2023 tentang Konservasi Energi. Regulasi tersebut menjadi landasan utama dalam merumuskan langkah-langkah strategis Perusahaan untuk menjamin bahwa seluruh kegiatan operasional dilaksanakan dengan memperhatikan prinsip kehati-hatian, pencegahan pencemaran, serta pelestarian fungsi lingkungan. Kebijakan internal terkait tanggung jawab Perusahaan terhadap aspek lingkungan hidup yang ditetapkan PLN Indonesia Power adalah sebagai berikut:

1. Keputusan Direksi Nomor 57.K/010/IP/2010 tentang Manajemen pembangkit yang di dalamnya terdapat pengelolaan energi yaitu Manajemen efisiensi.
2. Keputusan Direksi Nomor 41.K/010/IP/2012 tentang Kebijakan Keselamatan dan Kesehatan Kerja serta Lingkungan di PT Indonesia Power.
3. Keputusan Direksi Nomor 249.K/010/IP/2015 tentang Pedoman Penerapan *Green Power Plant* di Lingkungan PT Indonesia Power.
4. Keputusan Direksi Nomor 211.K/010/IP/2016 tentang Komitmen Menjaga Ekosistem dan Pelestarian dalam Menjaga Keberlanjutan Planet di PT Indonesia Power.
5. Keputusan Direksi Nomor 191.K/010/IP/2019 tentang Pengelolaan Limbah di Lingkungan PT Indonesia Power.
6. Edaran Direksi Nomor 10.E/012/IP/2021 tentang Pedoman Manajemen Efisiensi Listrik Pembangkit Thermal di Lingkungan PT Indonesia Power.
7. Kebijakan *Integrated Management System* (IMS) PT PLN Indonesia Power.

of 2008 on Waste Management, Law Number 17 of 2019 on Water Resources, Law Number 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 on Job Creation, as well as Government Regulation Number 79 of 2014 on National Energy Policy, Government Regulation Number 121 of 2015 on Water Resources Management, Government Regulation Number 22 of 2021 on the Implementation of Environmental Protection and Management and Government Regulation Number 33 of 2023 on Energy Conservation. These regulations become the main foundation in formulating the Company's strategic measures to ensure that all operational activities are carried out by paying attention to the principles of prudence, pollution prevention, and preservation of environmental functions. The internal policies related to the Company's responsibility for environmental aspects set by PLN Indonesia Power are as follows:

1. Board of Directors' Decision Number 57.K/010/IP/2010 on Power Plant Management having energy management, namely Efficiency management.
2. Board of Directors' Decision No. 41.K/010/IP/2012 on Occupational Safety and Health and Environmental Policy at PT Indonesia Power.
3. Board of Directors' Decision Number 249.K/010/IP/2015 on Guidelines for the Implementation of Green Power Plant within PT Indonesia Power.
4. Board of Directors' Decision Number 211.K/010/IP/2016 on Commitment to Maintaining Ecosystem and Conservation in Maintaining Planetary Sustainability at PT Indonesia Power.
5. Board of Directors' Decision Number 191.K/010/IP/2019 on Waste Management in PT Indonesia Power.
6. Board of Directors' Circular Number 10.E/012/IP/2021 on Guidelines for Electricity Efficiency Management of Thermal Plants within PT Indonesia Power.
7. Integrated Management System (IMS) Policy of PT PLN Indonesia Power.

Kegiatan Tanggung Jawab Lingkungan
Environmental Responsibility Activities

Sebagai wujud komitmen terhadap prinsip keberlanjutan, PLN Indonesia Power secara berkesinambungan melakukan berbagai upaya untuk mengurangi potensi dampak negatif dan risiko terhadap lingkungan melalui pelaksanaan program tanggung jawab lingkungan. Langkah ini menjadi bagian integral dari strategi Perusahaan dalam menjaga

As a form of commitment to the principle of sustainability, PLN Indonesia Power continuously makes various efforts to reduce potential negative impacts and risks to the environment through the implementation of environmental responsibility programs. This step is an integral part of the Company's strategy in maintaining a balance between

keseimbangan antara kinerja operasional dan pelestarian lingkungan hidup. Komitmen tersebut diimplementasikan melalui berbagai inisiatif, antara lain peningkatan efisiensi penggunaan energi dan sumber daya alam, perbaikan kualitas lingkungan secara berkelanjutan, serta kepatuhan terhadap seluruh peraturan dan standar lingkungan yang berlaku.

Selain itu, PLN Indonesia Power memastikan bahwa setiap aktivitas operasional dijalankan dengan mengedepankan prinsip ramah lingkungan dan keberlanjutan. Perusahaan juga secara berkala melakukan evaluasi atas pelaksanaan tanggung jawab lingkungan, yang mencakup kepatuhan terhadap regulasi, realisasi investasi pada teknologi hijau, serta tingkat keterlibatan dalam berbagai program dan kolaborasi di bidang lingkungan. Upaya ini dilakukan untuk memastikan efektivitas implementasi sekaligus mendorong peningkatan kinerja lingkungan secara berkelanjutan.

operational performance and environmental conservation. This commitment is implemented through various initiatives, including increasing the efficiency of energy and natural resource use, improving environmental quality in a sustainable manner, and compliance with all applicable environmental regulations and standards.

Furthermore, PLN Indonesia Power ensures that every operational activity is carried out by prioritizing environmentally friendly and sustainable principles. The Company also regularly evaluates the implementation of environmental responsibilities, which include regulatory compliance, realization of investments in green technologies, and the level of involvement in various environmental programs and collaborations. This effort is carried out to ensure the effectiveness of implementation while encouraging sustainable improvement of environmental performance.

Sistem Manajemen Lingkungan
Environmental Management System

Sebagai perusahaan yang berkomitmen terhadap praktik operasional yang berkelanjutan, PLN Indonesia Power senantiasa berupaya meningkatkan kinerja pengelolaan lingkungannya melalui penerapan sistem yang terstandarisasi dan terintegrasi. Salah satu upaya utama dalam hal ini adalah implementasi Sistem Manajemen Lingkungan (SML) yang mengacu pada standar internasional ISO 14001:2015 dan telah menjadi bagian yang tidak terpisahkan dari PLN Indonesia Power *Integrated Management System* (PLN IP-IMS). Sistem ini tidak hanya menjadi alat pengendalian internal, tetapi juga menjadi landasan bagi peningkatan berkelanjutan (continuous improvement) dalam pengelolaan lingkungan di setiap unit kerja. Beberapa kegiatan dalam rangka peningkatan kualitas sistem manajemen lingkungan yang telah dilakukan PLN Indonesia Power sepanjang tahun 2025 antara lain sebagai berikut:

1. Memenuhi peraturan perundang-undangan mengenai lingkungan dan persyaratan pelanggan serta standar nasional dan internasional yang berlaku serta berkaitan dengan proses bisnis Perusahaan.
2. Menerapkan dan melaksanakan secara konsisten serta sertifikasi Sistem Manajemen Lingkungan sesuai dengan standar ISO 14001:2015.
3. Melakukan monitoring, evaluasi dan audit internal Sistem Manajemen Lingkungan secara periodik.
4. Melakukan audit eksternal ISO 14001:2015 terkait Sistem Manajemen Lingkungan yang terintegrasi dengan Audit eksternal PLN IP-IMS.

As a company committed to sustainable operational practices, PLN Indonesia Power always strives to improve its environmental management performance through the implementation of standardized and integrated systems. One of the main efforts in this regard is the implementation of Environmental Management System (SML), which refers to the international standard ISO 14001:2015 and has become an integral part of PLN Indonesia Power Integrated Management System (PLN IP-IMS). This system is not only a tool for internal control, but also a foundation for continuous improvement in environmental management in each work unit. Some of the activities to improve the quality of environmental management system carried out by PLN Indonesia Power throughout 2025 include the following:

1. Complying with laws and regulations regarding the environment and customer requirements as well as applicable national and international standards and related to the Company's business processes.
2. Consistently implementing and certifying Environmental Management System in accordance with ISO 14001:2015 standards.
3. Periodically conducting, monitoring, evaluation and internal audit of the Environmental Management System.
4. Conducting an ISO 14001:2015 external audit related to the Environmental Management System which is integrated with the external audit of PLN IP-IMS.

5. Menjadikan kebijakan lingkungan sebagai dasar dalam menetapkan tujuan dan sasaran dalam melakukan pengelolaan lingkungan.
6. Mencegah pencemaran terhadap air, tanah dan udara, mendorong adanya sistem pengelolaan lingkungan yang efektif dengan mengutamakan konsep *Reduce, Reuse, Recycle* (3R), mendorong program kepedulian dan pengembangan masyarakat sekitar (*Community Development*/CSR) dan melakukan upaya perlindungan keanekaragaman hayati.
7. Memberikan pemahaman/kepedulian dan pelatihan mengenai lingkungan secara terus menerus kepada seluruh pegawai baik organik maupun mitra kerja.
8. Meningkatkan peran aktif dan menanamkan kepedulian pegawai terhadap lingkungan.
9. Memelihara dan mendokumentasikan dokumen-dokumen terkait Sistem Manajemen Lingkungan.
10. Mengkomunikasikan kebijakan lingkungan kepada seluruh kontraktor/supplier atau mitra kerja untuk dapat mengikuti kebijakan serta mengkomunikasikan kepada masyarakat setempat.
11. Melakukan perbaikan berkelanjutan, penyempurnaan dan peningkatan secara terus menerus terhadap sasaran organisasi pada setiap proses bisnis masing-masing bidang.

5. Making environmental policy the basis for setting goals and objectives in carrying out environmental management.
6. Preventing pollution of water, soil and air, encouraging an effective environmental management system by prioritizing the concept of Reduce, Reuse, Recycle (3R), encouraging community development and community awareness and development programs (Community Development/ CSR) and making efforts to protect biodiversity.
7. Providing continuous understanding/ concern and training about the environment to all employees, both organic and collaborative.
8. Increasing active roles and fostering employee environmental awareness.
9. Maintaining and documenting documents related to the Environmental Management System.
10. Communicating environmental policies to all contractors/ suppliers or partners to be able to follow policies and communicate to the local community.
11. Carrying out continuous improvement, refinement and continuous improvement of organizational goals in each business process in each field.

Hingga tahun 2025, sebanyak 32 dari 39 Unit Bisnis Pembangkit atau sebesar 82,05%, telah menerapkan Sistem Manajemen Lingkungan ISO 14001:2015

Until 2025, as many as 32 out of 39 Power Generation Business Units or 82.05%, have implemented the ISO 14001:2015 Environmental Management System

Pengelolaan Kinerja dan Dampak Lingkungan
Performance and Environmental Impact Management

PLN Indonesia Power terus memperkuat komitmennya dalam menjaga keberlanjutan lingkungan melalui pengelolaan kinerja dan dampak lingkungan. Program ini dirancang untuk memastikan bahwa seluruh proses bisnis dan aktivitas operasional Perusahaan berjalan selaras dengan prinsip pelestarian lingkungan, sekaligus meminimalkan dampak negatif yang mungkin ditimbulkan terhadap ekosistem.

PLN Indonesia Power continues to strengthen its commitment to maintaining environmental sustainability through performance management and environmental impact. The program is designed to ensure that all of the Company's business processes and operational activities run in line with the principles of environmental conservation, while simultaneously minimizing the negative impacts on the ecosystem.

Program Pengelolaan Lingkungan
Environmental Management Program

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Realization	
1	*Monitoring* dan Pemenuhan Kepatuhan terhadap Regulasi Monitoring and Compliance with Regulations	- Melakukan *monitoring* pengelolaan lingkungan hidup melalui *Video Conference* progres kemajuan Penaatan Pengelolaan Lingkungan hidup dan PROPER yang dilakukan tiap bulan. - *Monitoring* penerbitan perizinan lingkungan terbaru.	- Monitoring environmental management through Video Conferences on the progress of Environmental Management Compliance and PROPER which is carried out every month. - Monitoring the issuance of the latest environmental permits

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Realization	
2	Peningkatan kompetensi personil pengelola lingkungan Enhancing the competence of environmental management personnel	- Sertifikasi Pengelola Lingkungan untuk memenuhi ketentuan regulasi pengelolaan lingkungan hidup. - Pelatihan dan sertifikasi pengelola lingkungan dan tim terkait untuk memenuhi persyaratan PROPER *Beyond Compliance*. - Bimbingan Teknis Inventarisasi emisi gas rumah kaca bagi para peserta perdagangan karbon. - *Capacity building* untuk peningkatan awareness terkait isu pengelolaan lingkungan hidup terbaru.	- Certification for Environmental Management to meet the provisions of environmental management regulations. - Training and certification for environmental managers and related teams to meet PROPER Beyond Compliance requirements. - Technical Guidance on greenhouse gas emission inventory for carbon trading participants. - Capacity building to increase awareness related to the latest environmental management issues.
3	Pemenuhan perizinan lingkungan alih aset Fulfillment of environmental licensing for asset transfer	- *Monitoring* Pemenuhan Perizinan Lingkungan.	- Monitoring the Compliance of Environmental Permits.
4	*Monitoring* dan pendampingan PROPER *Beyond Compliance* PROPER Monitoring and Assistance Beyond Compliance	- *Monitoring* pemenuhan target nilai Dokumen Hijau. - Pelaksanaan penyusunan beberapa kajian terkait Dokumen Hijau. - *Workshop* penyusunan Dokumen Hijau PROPER.	- Monitoring the fulfillment of the Green Document value targets. - Implementation of the preparation of several studies related to the Green Document. - Workshop on the preparation of PROPER Green Documents
5	Digitalisasi monitoring Pengelolaan dan Ketaatan Lingkungan Seluruh Unit serta Sentralisasi database pengelolaan Lingkungan Korporat Digitization of Environmental Management and Compliance monitoring of All Units and Centralization of Corporate Environmental management databases	- Pengembangan Aplikasi "*Environment Data Monitoring System* (EDMOS)" untuk *monitoring* Data dan Dokumen Lingkungan.	- Development of an Application "Environment Data Monitoring System (EDMOS)" for monitoring Environmental Data and Documents
6	Pengelolaan Limbah *Fly Ash* dan *Bottom Ash* (FABA) Fly Ash and Bottom Ash (FABA) Waste Management	- *Monitoring* Pengelolaan FABA. - *Workshop* pengelolaan FABA. - Pengembangan pemanfaatan FABA. - Pengembangan aplikasi pengelolaan FABA.	- Monitoring the management of FABA. - FABA management workshop. - Development of FABA utilization. - Development of FABA management applications.
7	Penyelesaian Sanksi Administrasi Settlement of Administrative Sanctions	- Melakukan pendampingan dan penyelesaian ketidaksesuaian hasil Pengawasan *Stakeholder*.	- Providing assistance and resolving discrepancies in the results of Stakeholder Supervision.
8	Keikutsertaan dalam Nilai Ekonomi Karbon Participation in Carbon Economic Value	- *Workshop Carbon Trading*. - Partisipasi PLN IP dalam perdagangan karbon internasional. - Partisipasi PLN IP dalam perdagangan karbon dalam negeri. - Mengembangkan *awareness* terkait Nilai Ekonomi Karbon di dalam internal perusahaan dan ke luar Perusahaan. - Verifikasi Emisi Gas Rumah Kaca peserta *trading carbon* oleh LVV	- Carbon Trading Workshop. - PLN IP's participation in international carbon trading. - PLN IP's participation in domestic carbon trading. - Develop awareness related to the Carbon Economic Value within the company and outside the Company. - Verification of Greenhouse Gas Emissions of carbon trading participants by LVV
9	Pengelolaan Emisi Gas Rumah Kaca Greenhouse Gas Emissions Management	- Inventarisasi emisi gas rumah kaca unit. - Pelaporan emisi gas rumah kaca ke APPLE-GATRIK.	- Inventory of unit greenhouse gas emissions. - Reporting of greenhouse gas emissions to APPLE-GATRIK
10	Program *Sustainability* Sustainability Program	- Program *Recycle* Limbah Baju Seragam Bekas. - Program Move4Ronment. - Program Penanaman Pohon rutin. - Program *coastal clean up*.	- Waste Recycling Program for Used Uniforms. - Move4Ronment program. - Regular Tree Planting Program. - Coastal clean up program.

Pengembangan Pembangkit Ramah Lingkungan (*Green Power Plant*)

Development of Green Power Plant

PLN Indonesia Power berupaya untuk dapat beroperasi secara andal, aman dan ramah lingkungan serta berhasil meningkatkan *benefit*, baik terhadap ekonomi, sosial maupun lingkungan guna mendukung keberlanjutan usaha secara jangka panjang melalui *Green Power Plant* sebagai salah satu program strategis penanggulangan perubahan iklim. Program ini juga mencakup penggunaan material yang ramah lingkungan dalam pengoprasian dan perawatan unit pembangkit serta kegiatan operasional lainnya baik di *Head Office* maupun di setiap unit yang dimiliki Perusahaan. Selama tahun 2025, program yang telah dilakukan dalam mewujudkan *Green Power Plant* adalah sebagai berikut:

1. Memantau, mengaudit, mengevaluasi dan membimbing pengelolaan lingkungan hidup di seluruh unit produksi.
2. Mendukung, mengawasi dan mengkoordinasikan penyusunan pemenuhan kepatuhan lingkungan hidup dan dokumen *Beyond Compliance*.
3. Pelatihan dan sertifikasi di bidang lingkungan hidup untuk meningkatkan kompetensi personil lingkungan dan pemenuhan kepatuhan lingkungan hidup serta PROPER.
4. Melakukan penghijauan di lingkungan Unit Pembangkit dengan menanam berbagai jenis pohon endemik yang berdampak untuk mereduksi emisi dan meningkatkan indeks keanekaragaman hayati.
5. Memberikan penghargaan prestasi pengelolaan lingkungan pada Unit yang telah berhasil dalam pencapaian Kinerja Pengelolaan Lingkungan.
6. Program *beyond* kWh melalui pembangunan pabrik panel surya dengan kapasitas produksi 1 GWp.
7. Implementasi *hydrogen refueling station* Senayan dan *Green Hydrogen Plant* di UBP Kamojang.
8. Penguatan program *co-firing* melalui penanaman sorgum sebagai upaya bahan baku biomass dan peningkatan ketahanan pangan masyarakat di UBP Palabuhanratu
9. Beyond energy solution melalui program BMPP (*Barge Mounted Power Plant*) untuk menjangkau daerah bencana atau 3T (Tertinggal, Terdepan, Terluar)
10. Penerapan *Clean Coal Technology* untuk efisiensi dan emisi rendah serta pemanfaatan *Artificial Intelligence* (AI) untuk pengelolaan pembangkit cerdas yang diimplementasikan oleh UBP Palabuhanratu
11. Peningkatan pembangkit EBT melalui implementasi PLTS Terapung Saguling berkapasitas 60 MWac di UBP Saguling
12. Implementasi reduksi emisi 9 ton CO_2e melalui program Inpower *Run* seluruh pembangkit listrik PLN IP dengan total konversi emisi dari kegiatan *fun run* sebesar 30.000 Km

PLN Indonesia Power strives to be able to operate reliably, safely and environmentally friendly and succeed in increasing benefits, both economic, social and environmental to support long-term business sustainability through the Green Power Plant as one of the strategic programs to combat climate change. This program also includes the use of environmentally friendly materials in the operation and maintenance of power generation units and other operational activities both at the Head Office and in each unit owned by the Company. During 2025, the programs that have been carried out in realizing the Green Power Plant are as follows:

1. Monitoring, auditing, evaluating, and guiding environmental management at all production units.
2. Supporting, supervising, and coordinating the preparation of environmental compliance fulfillment and Beyond Compliance documents.
3. Conducting training and certification in the field of environmental management to enhance the competence of environmental personnel and meet environmental compliance requirements, including the PROPER program.
4. Conducting reforestation around power plant units by planting various endemic tree species to help reduce emissions and improve biodiversity index scores.
5. Awarding units that had successfully achieved Environmental Management Performance in recognition of their environmental management achievements.
6. Implementing the beyond kWh program through the construction of a solar panel factory with a production capacity of 1 GWp.
7. Implementing a hydrogen refueling station in Senayan and a Green Hydrogen Plant at GBU Kamojang.
8. Strengthening the co-firing program through sorghum planting as an effort to feed biomass and increasing community food safety at GBU Palabuhanratu
9. Beyond energy solutions through the BMPP (Barge Mounted Power Plant) program to reach disaster areas or 3T (Disadvantaged, Frontier, Outermost)
10. The application of Clean Coal Technology for efficiency and low emissions and the use of Artificial Intelligence (AI) for smart plant management implemented by GBU Palabuhanratu
11. Increasing NRE plants through the implementation of the Saguling Floating Solar Power Plant with a capacity of 60 MWac at GBU Saguling
12. Implementation of 9 tons of CO2e emission reduction through the Inpower Run program of all PLN IP power plants with a total emission conversion from fun run activities of 30,000 Km

13. Berkoordinasi dengan pemangku kepentingan eksternal yang terkait dengan bidang lingkungan hidup
14. Memberikan penghargaan prestasi pengelolaan lingkungan pada Unit yang telah berhasil dalam pencapaian Kinerja Pengelolaan Lingkungan.
15. Pengembangan inisiatif program sustainability di *Head Office* PLN Indonesia Power.
16. Perdagangan emisi PTBAE bagi 14 unit PLTU.
17. Inventarisasi emisi GRK scope 1,2,3 di unit pembangkit PLN Indonesia Power.
18. Pengembangan program *beyond power plant* melalui implementasi Taman Asuh Sayang Anak (TAMASYA) di UBP Suralaya
19. Pemanfaatan *Fly Ash* dan *Bottom Ash* (FABA) menjadi produk ekonomis melalui kerjasama dengan pemberdayaan warga binaan nusakambangan
20. *Feasibility study* penerapan *Carbon Capture & Storage* (CCS) untuk mengurangi emisi di UBP Pangkalan Susu

13. Coordinating with external stakeholders related to the environmental field
14. Giving environmental management achievement awards to units that have succeeded in achieving Environmental Management Performance.
15. Development of sustainability program initiatives at PLN Indonesia Power Head Office.
16. PTBAE's emissions trading for 14 Steam Power Plants.
17. Inventory of GHG emissions scope 1,2,3 at PLN Indonesia Power's power plant unit.
18. Development of the beyond power plant program through the implementation of Kindergarten Sayang Anak (TAMASYA) at GBU Suralaya
19. The use of Fly Ash and Bottom Ash (FABA) is an economic product through collaboration with the empowerment of nusakambangan assisted residents
20. Feasibility study on the application of Carbon Capture & Storage (CCS) to reduce emissions at GBU Pangkalan Susu

Program Pengembangan Energi Baru Terbarukan
New Renewable Energy Development Program

Dalam rencana pengembangan pembangkit hingga tahun 2034, EBT menjadi salah satu fokus utama pengembangan portofolio pembangkit PLN Indonesia Power. Perusahaan akan membangun PLTS, PLTA, PLTB, dan PLTP di berbagai lokasi yang memiliki potensi sumber daya yang memadai. Implementasi strategi ini diwujudkan melalui dua inisiatif utama, yaitu Hijaunesia dan Hydronesia, yang menjadi motor penggerak percepatan pembangunan pembangkit berbasis energi surya, bayu, dan air. Melalui proyek Hijaunesia, PLN Indonesia Power menginisiasi pengembangan ekosistem PLTS secara *end-to-end*, mulai dari penguasaan teknologi manufaktur sel dan modul surya berteknologi *Tunnel Oxide Passivated Contact* (TOPCon), hingga penguatan layanan Engineering, Procurement, and Construction (EPC) serta operasi dan pemeliharaan yang andal.

Pengembangan tersebut diperluas melalui berbagai proyek strategis seperti PLTS Terapung Saguling berkapasitas 60 MW, PLTS Terapung Singkarak (50 MW), serta implementasi PLTS di berbagai wilayah termasuk Nusa Penida, Muara Nusa Dua, dan instalasi PLTS atap di fasilitas operasional. Selain itu, pengoperasian PLTA Jatigede berkapasitas 2 × 55 MW turut memperkuat kapasitas energi bersih Perusahaan. Untuk mendukung integrasi energi terbarukan, PLN Indonesia Power juga mengembangkan teknologi penyimpanan energi melalui *Battery Energy Storage System* (BESS).

In the plant development plan until 2034, NRE is one of the main focuses of PLN Indonesia Power's power plant portfolio development. The Company will build SoPP, HYDROPLTA, WPP, and GPP in various locations that have adequate resource potential. The implementation of this strategy is realized through two main initiatives, namely Hijaunesia and Hydronesia, which are the driving force for accelerating the development of solar, wind, and water-based power plants. Through the Hijaunesia project, PLN Indonesia Power initiated the development of the solar power plant ecosystem end-to-end, starting from mastering solar cell and module manufacturing technology with Tunnel Oxide Passivated Contact (TOPCon) technology, to strengthening Engineering, Procurement, and Construction (EPC) services as well as reliable operation and maintenance.

The development was expanded through various strategic projects such as Saguling Floating Solar Power Plant with a capacity of 60 MW, Singkarak Floating Solar Power Plant (50 MW), as well as the implementation of solar power plants in various regions including Nusa Penida, Muara Nusa Dua, and rooftop solar installations in operational facilities. In addition, the operation of Jatigede Hydroelectric Power Plant with a capacity of 2 × 55 MW also strengthens the Company's clean energy capacity. To support the integration of renewable energy, PLN Indonesia Power also develops energy storage technology through the Battery Energy Storage System (BESS).

Guna menjaga keandalan sistem selama masa transisi, PLN Indonesia Power mengoperasikan PLTU Jawa 9–10 berteknologi *Ultra Super Critical* yang lebih efisien dan rendah emisi. Perusahaan juga memastikan pemerataan akses energi di wilayah terpencil melalui *Barge Mounted Power Plant* (BMPP), seperti BMPP Nusantara 1 di Ambon, BMPP Nusantara 2 di Kolaka dan BMPP Nusantara 3 di Sambelia yang menggunakan teknologi *Dual Fuel Engine*. Sebagai bentuk integrasi dimensi sosial, inovasi PLTS Keramba di Danau Ranu, Grati, hadir sebagai solusi nyata bagi nelayan untuk meningkatkan produktivitas perikanan sekaligus mengurangi ketergantungan pada bahan bakar fosil.

Melalui strategi yang terarah dan kolaborasi multipihak, PLN Indonesia Power optimistis dapat memperkuat perannya sebagai perusahaan pembangkitan yang adaptif terhadap tantangan transisi energi sekaligus berkontribusi dalam mewujudkan sistem energi yang lebih bersih dan berkelanjutan di Indonesia. Dengan komitmen yang kuat dan strategi yang jelas, PLN Indonesia Power siap menjadi garda terdepan dalam mewujudkan visi energi bersih dan berkelanjutan untuk Indonesia.

In order to maintain the reliability of the system during the transition period, PLN Indonesia Power operates the Java 9-10 SPP with Ultra Super Critical technology which is more efficient and has lower emissions. The company also ensures equitable access to energy in remote areas through Barge Mounted Power Plants (BMPP), such as BMPP Nusantara 1 in Ambon, BMPP Nusantara 2 in Kolaka and BMPP Nusantara 3 in Sambelia which uses Dual Fuel Engine technology. As a form of social dimension integration, the innovation of the Caged Solar Power Plant in Lake Ranu, Grati, is present as a real solution for fishermen to increase fisheries productivity while reducing dependence on fossil fuels.

Through a targeted strategy and multi-stakeholder collaboration, PLN Indonesia Power is optimistic that it can strengthen its role as a generation company that is adaptive to the challenges of the energy transition while contributing to realizing a cleaner and more sustainable energy system in Indonesia. With a strong commitment and a clear strategy, PLN Indonesia Power is ready to be at the forefront of realizing the vision of clean and sustainable energy for Indonesia.

Pengelolaan Energi
Energy Management

Energi primer merupakan komponen utama dalam proses produksi PLN Indonesia Power, yang berasal dari sumber energi fosil maupun energi baru dan terbarukan. Dalam rangka meningkatkan kinerja lingkungan, Perusahaan terus mendorong efisiensi penggunaan energi baik pada proses produksi maupun utilitas pendukung. Upaya tersebut dilakukan melalui penerapan teknologi yang lebih ramah lingkungan, optimalisasi kinerja mesin pembangkit, serta peningkatan efisiensi bangunan. Inisiatif-inisiatif ini diharapkan mampu menekan tingkat emisi sekaligus mendukung terciptanya lingkungan yang lebih bersih dan berkelanjutan.

Primary energy is the main component in PLN Indonesia Power's production process, which comes from fossil energy sources as well as new and renewable energy. In order to improve environmental performance, the Company continues to encourage energy use efficiency in both production processes and supporting utilities. These efforts are carried out through the application of more environmentally friendly technology, optimizing the performance of generating machines, and improving building efficiency. These initiatives are expected to reduce emission levels while supporting the creation of a cleaner and more sustainable environment.

Penggunaan Energi
Energy Use

PLN Indonesia Power memanfaatkan sumber energi primer yang berasal dari energi fosil dan Energi Baru Terbarukan (EBT) untuk mendukung kegiatan operasionalnya. Untuk mengetahui tingkat efisiensi dalam penggunaan energi, PLN Indonesia Power menghitung intensitas energi, yaitu rasio total energi yang dikonsumsi terhadap volume energi listrik yang dihasilkan. Energi yang termasuk dalam perhitungan

PLN Indonesia Power utilizes primary energy sources derived from fossil energy and New Renewable Energy (NRE) to support its operational activities. To determine the level of efficiency in energy use, PLN Indonesia Power calculates energy intensity, which is the ratio of the total energy consumed to the volume of electrical energy produced. The energy included in this calculation includes coal, HSD, MFO, IDO, natural gas,

ini meliputi batubara, HSD, MFO, IDO, gas alam, panas bumi, air, BioFame, Biomassa dan solar panel sebagai bahan bakar dalam proses produksi listrik. Rasio intensitas energi Perusahaan menggunakan denominator jumlah produksi listrik bruto pembangkit unit eksisting dan pembelian tenaga listrik sebagai faktor yang paling relevan.

Sepanjang tahun 2025, total konsumsi energi primer tercatat sebesar 1.304.807.069 GJ, meningkat 3,75% dibandingkan tahun 2024 sebesar 1.257.678.602 GJ, sejalan dengan peningkatan volume produksi listrik dan kebutuhan sistem kelistrikan. Untuk mengukur tingkat efisiensi, PLN Indonesia Power menghitung intensitas energi, yaitu rasio antara total konsumsi energi primer terhadap total energi listrik yang dihasilkan (GJ/GWh). Cakupan energi yang dihitung meliputi batubara, HSD, MFO, IDO, gas alam, panas bumi, air, BioFame, biomassa, dan solar panel yang digunakan sebagai bahan bakar dalam proses produksi listrik. Pada tahun 2025, intensitas energi tercatat sebesar 15.076,01 GJ/GWh, meningkat 4,54% dibandingkan tahun 2024 sebesar 14.421,11 GJ/GWh. Peningkatan ini terutama disebabkan oleh kualitas batubara dan peningkatan *dispatch* oleh PLN Unit Pengatur Beban (PLN P2B/P3B).

geothermal, water, BioFame, Biomass and solar panels as fuel in the electricity production process. The Company's energy intensity ratio uses the denominator of the amount of gross electricity production, existing unit generation and electricity purchase as the most relevant factors.

Throughout 2025, total primary energy consumption was recorded at 1,304,807,069 GJ, an increase of 3.75% compared to 2024 of 1,257,678,602 GJ, in line with the increase in electricity production volume and electricity system needs. To measure the level of efficiency, PLN Indonesia Power calculates energy intensity, which is the ratio between total primary energy consumption and total electrical energy produced (GJ/GWh). The calculated energy coverage includes coal, HSD, MFO, IDO, natural gas, geothermal, water, BioFame, biomass, and solar panels used as fuel in the electricity production process. In 2025, energy intensity will be recorded at 15,076.01 GJ/GWh, an increase of 4.54% compared to 2024 of 14,421.11 GJ/GWh. This increase is mainly due to coal quality and increased dispatch by PLN Load Regulatory Unit (PLN P2B/P3B)

Program Peningkatan dan Pembudayaan Manajemen Efisiensi Energi (PPME)

Energy Efficiency Management Improvement and Cultivation (PPME) Program

PLN Indonesia Power secara berkelanjutan mengimplementasikan strategi dan inisiatif efisiensi energi melalui Program Peningkatan dan Pembudayaan Manajemen Efisiensi Energi (PPME), atau *Enhancing and Embedding Energy Efficiency Excellence* (5E). Program ini merupakan komponen integral dari Strategi Transformasi Perusahaan (IP Transformation Strategy) yang dilaksanakan secara menyeluruh di seluruh Unit Pembangkitan. Tujuannya adalah untuk membentuk budaya efisiensi energi yang sistematis dan berkelanjutan, sekaligus sebagai langkah antisipatif terhadap implementasi kebijakan *Performance Based Regulatory* (PBR) oleh Pemerintah. Selama tahun 2025, total efisiensi energi yang berhasil dicapai Perusahaan mencapai 5.807.626,80 GJ, mengalami penurunan 19,58% dibandingkan capaian tahun 2024 sebesar 7.221.662,94 GJ.

PLN Indonesia Power continuously implements energy efficiency strategies and initiatives through the Enhancing and Embedding Energy Efficiency Excellence (5E) Program. This program is an integral component of the IP Transformation Strategy which is implemented comprehensively across all Power Units. The goal is to form a systematic and sustainable energy efficiency culture, as well as an anticipatory step towards the implementation of Performance Based Regulatory (PBR) policies by the Government. During 2025, the total energy efficiency achieved by the Company reached 5,807,626.80 GJ a decrease of 19.58% compared to the 2024 achievement of 7,221,662.94 GJ.

Pengelolaan Sumber Daya Air
Water Resources Management

Sumber air yang digunakan PLN Indonesia Power meliputi air tanah, air permukaan, air PAM/PDAM, serta air daur ulang yang dimanfaatkan kembali dalam proses operasi dan kegiatan pendukung. Air permukaan yang diambil dari laut atau sungai diolah terlebih dahulu sebelum digunakan untuk proses pendinginan dan operasional pembangkit. Pada PLTU dan PLTGU, air digunakan untuk menghasilkan tekanan uap yang menggerakkan turbin, yang terhubung dengan generator untuk menghasilkan energi listrik yang selanjutnya disalurkan ke dalam jaringan listrik di Indonesia.

The water sources used by PLN Indonesia Power include groundwater, surface water, PAM/PDAM water, and recycled water that is reused in the operation process and supporting activities. Surface water taken from the sea or river is treated first before being used for cooling processes and plant operations. In SPP and CCPP, water is used to generate steam pressure that drives turbines, which are connected to generators to produce electrical energy which is then channeled into the power grid in Indonesia.

Dalam sistem pendinginan, air dari laut atau sungai dipompa langsung ke dalam kondensor untuk mendinginkan uap setelah memutar Turbin. Air pendingin ini kemudian dialirkan kembali ke laut atau sungai dengan memperhatikan pengendalian potensi dampak lingkungan, khususnya terkait kenaikan suhu dan kandungan klorin bebas dalam air pendingin, sesuai dengan peraturan yang berlaku.

In a cooling system, water from the sea or river is pumped directly into the condenser to cool the steam after turning the Turbin. This cooling water is then flowed back into the sea or river by paying attention to the control of potential environmental impacts, especially related to temperature increases and the content of free chlorine in cooling water, in accordance with applicable regulations.

Air yang masuk dalam proses pembangkit dari sisa pengolahan air untuk operasional pembangkit (sisa proses desalinasi dan *blowdown boiler*) dan hasil proses instalasi pengolah air limbah (IPAL), selanjutnya akan dikelola dan dibuang ke sungai atau ke laut dengan memenuhi ketaatan kualitas air buangan sesuai baku mutu yang ditetapkan, dari sumber proses utama, blowdown boiler dan air buangan desalinasi sesuai ketentuan yang berlaku.

Water entering the generation process from the residual water treatment for power plant operations (the remaining desalination process and boiler blowdown) and the results of the wastewater treatment plant (WWTP) process, will then be managed and discharged into the river or into the sea by complying with the quality of wastewater according to the set quality standards, from the main process source, boiler blowdown and desalination wastewater in accordance with applicable regulations.

Sebagai bagian dari inisiatif keberlanjutan, PLN Indonesia Power juga terus mengembangkan program pemanfaatan air limbah hasil proses pengolahan agar tidak seluruhnya dibuang ke lingkungan. Pemanfaatan tersebut juga memberikan nilai tambah secara ekonomi dan sosial, sebagai contoh air limbah dimanfaatkan untuk penyiraman tanaman, pembersihan jalan, serta membantu kebutuhan irigasi lahan pertanian masyarakat sekitar.

As part of its sustainability initiatives, PLN Indonesia Power also continues to develop a program to utilize wastewater from the treatment process so that it is not completely discharged into the environment. This utilization also provides added value economically and socially, for example, wastewater is used for watering plants, cleaning roads, and helping the irrigation needs of agricultural land in the surrounding community.

Total volume pengambilan air dari seluruh sumber pada tahun 2025 tercatat sebesar 20.820.768,54 megaliter, atau mengalami peningkatan sebesar 0,86% dibandingkan tahun 2024 yang mencapai 20.643.455,74 megaliter. Peningkatan ini disebabkan oleh bertambahnya volume pengambilan air permukaan (air sungai) di berbagai unit, meskipun pada beberapa unit lainnya tercatat mengalami penurunan. Kenaikan yang paling signifikan terjadi di unit UBP Mrica, di mana pengambilan air meningkat dari 6.252.814.355 m^3 pada tahun 2024 menjadi 6.960.579.163 m^3 pada tahun 2025.

The total volume of water extraction from all sources in 2025 was recorded at 20,820,768.54 megaliters, or an increase of 0.86% compared to 2024 which reached 20,643,455.74 megaliters. This increase was caused by an increase in the volume of surface water extraction (river water) in various units, although in several other units there was a decrease. The most significant increase occurred in the GBU Mrica unit, where water intake increased from 6,252,814,355 m^3 in 2024 to 6,960,579,163 m^3 in 2025.

Pada tahun 2025, total volume penggunaan air tercatat sebesar 6.967.030,05 megaliter, meningkat 1,23% dibandingkan tahun 2024 sebesar 6.882.433,72 megaliter. Untuk mengevaluasi efisiensi, Perusahaan juga menghitung intensitas penggunaan air sebagai rasio antara volume air yang digunakan dengan energi listrik yang dihasilkan. Pada tahun 2025, intensitas penggunaan air tercatat sebesar 0,000077 megaliter/kWh, meningkat 1,32% dibandingkan tahun 2024 sebesar 0,000076 megaliter/kWh. Penurunan ini dipengaruhi oleh optimalisasi penggunaan air, khususnya berkurangnya pemanfaatan air laut dan air permukaan lainnya, meskipun pada beberapa unit terjadi peningkatan penggunaan air laut, seperti di PLTU Lontar dan PLTU Banten 1 Suralaya. Secara keseluruhan, capaian ini mencerminkan adanya peningkatan efisiensi penggunaan air di tengah dinamika kebutuhan operasional pembangkitan. Kenaikan ini dipengaruhi oleh meningkatnya volume pemanfaatan air laut di sejumlah unit.

In 2025, the total volume of water use was recorded at 6,967,030.05 megaliters, an increase of 1.23% compared to 2024 of 6,882,433.72 megaliters. To evaluate efficiency, the Company also calculated the intensity of water use as the ratio between the volume of water used and the electrical energy produced. In 2025, the intensity of water use was recorded at 0.000077 megaliters/kWh, an increase 1.32% compared to 2024 of 0.000076 megaliters/kWh. This decrease was influenced by the optimization of water use, especially the reduction in the use of seawater and other surface water, although in some units there was an increase in seawater use, such as at PLTU Lontar and PLTU Banten 1 Suralaya. Overall, this achievement reflected an increase in water use efficiency amid the dynamics of power generation operational needs. This increase was influenced by the increasing volume of seawater utilization in a number of units.

Selain itu, selama tahun 2025 PLN Indonesia Power berhasil mencatatkan volume konservasi air sebesar 1.952.334,34 m^3, atau setara dengan 28,02% dari total penggunaan air. Berbagai inisiatif efisiensi dan konservasi sumber daya air berdasarkan prinsip *Reduce, Reuse, Recycle* (3R) yang telah dilakukan diantaranya pemanfaatan limbah cair dengan sistem *Reverse Osmosis* (RO); reusing limbah cair PLTU batubara untuk penyiraman *stockpile*; optimalisasi *Water Treatment Plant* dengan penggantian resin Anion dan Kation; pemanfaatan air produk *Sampling Balance of Plant* untuk perkantoran dan pemadam kebakaran; optimalisasi pemakaian Air *Make Up* dengan mencegah kebocoran dan program lainnya; serta implementasi pengolahan air limbah dari proses produksi yang diolah di WWTP dengan metode ekualisasi, netralisasi, koagulasi, filtrasi.

In addition, throughout 2025 PLN Indonesia Power managed to record a water conservation volume of 1,952,334.34 m^3, or equivalent to 28.02% of total water use. Various water resource efficiency and conservation initiatives based on the principle of Reduce, Reuse, Recycle (3R) were carried out, including the use of liquid waste with a Reverse Osmosis (RO) system; reusing coal-SPP liquid waste for stockpile watering; optimizing the Water Treatment Plant by replacing Anion and Cation resins; water utilization of Sampling Balance of Plant products for offices and fire departments; optimizing the use of Water Make Up by preventing leaks and other programs; as well as the implementation of wastewater treatment from the production process treated at WWTP by equalization, neutralization, coagulation, and filtration methods.

Pengelolaan Emisi Udara
Air Emissions Management

PLN Indonesia Power secara konsisten melakukan pengelolaan dampak dengan pengelolaan dan pengendalian emisi. Dasar utama dari kegiatan pengelolaan dampak terkait topik emisi oleh PLN Indonesia Power adalah kepatuhan terhadap regulasi yang mengatur tentang pemenuhan Ketentuan Teknis dan Baku Mutu Emisi dan juga untuk meminimalkan dampak negatif seperti perubahaan kualitas udara ambien pada lingkungan, perubahan iklim, menambah risiko investasi dan operasional jika terdapat perubahan kebijakan pemerintah yang cepat dan tidak terduga mengenai emisi, menambah

PLN Indonesia Power consistently manages impacts by managing and controlling emissions. The main basis of impact management activities related to emission topics by PLN Indonesia Power is compliance with regulations that regulate the fulfillment of Technical Provisions and Emission Quality Standards and also to minimize negative impacts such as changes in ambient air quality on the environment, climate change, increasing investment and operational risks if there are rapid and unexpected changes in government policies regarding emissions, increase operational costs if

biaya operasional jika perusahaan harus melakukan pembelian kuota emisi dan/atau karbon kredit untuk pengimbangan emisi dan verifikasi emisi, dan juga mencegah potensi penerimaan sanksi administrasi oleh penegak hukum Kementerian Lingkungan Hidup (KLH) yang dapat mengganggu aktivitas bisnis Perusahaan.

the Company has to purchase emission quotas and/or carbon credits for emission offsetting and emission verification, and also prevent the potential receipt of administrative sanctions by the Law Enforcement of the Ministry of Environment (KLH) that may interfere with the Company's business activities.

Inventarisasi dan Intensitas Emisi Gas Rumah Kaca (GRK)

Greenhouse Gas (GHG) Emission Inventory and Intensity

Inventarisasi Emisi GRK *Scope* 1, dilakukan atas emisi dari pembakaran stasioner (*stationary combustion kit*) pada unit pembangkit, penggunaan *genset*, serta pembakaran pada kendaraan operasional dan alat berat (*mobile combustion*). Selain itu, emisi *fugitive* yang berasal dari pelepasan gas SF_6, Alat Pemadam Api Ringan (APAR) dan refrigeran turut dihitung, termasuk emisi dari sistem pengolahan air bersih (*Water Treatment Plant*/WTP) dan air limbah (*Wastewater Treatment Plant*/WWTP). Adapun emisi GRK *Scope* 2 mencakup emisi tidak langsung dari konsumsi listrik yang diimpor, termasuk penggunaan listrik di seluruh kantor dan bangunan operasional Perusahaan yang berasal dari luar pembangkit. PLN Indonesia Power mulai mengembangkan cakupan inventarisasi GRK untuk *Scope* 3, yang mencakup emisi tidak langsung lainnya dari aktivitas di luar kendali langsung Perusahaan. Inventarisasi ini masih bersifat parsial, yaitu untuk kategori "*upstream transportation and distribution*" yang dihitung dari transportasi bahan bakar yang dibeli, "*business travel*" yang dihitung dari perjalanan dinas pegawai, dan "*waste generated in operations*" yang dihitung dari limbah padat.

The Scope 1 GHG Emission Inventory covers direct emissions from stationary combustion kits at power generation units, the use of gensets, and combustion from operational vehicles and heavy equipment (mobile combustion). Additionally, it includes fugitive emissions from the release SF_6 gases, Light Fire Extinguishers (APARs) and refrigerants along with emissions from water treatment plants (WTP) and wastewater treatment plants (WWTP). Meanwhile, scope 2 GHG emissions encompass indirect emissions from imported electricity consumption, including electricity used across all Company offices and operational buildings that originates from outside the power plants. PLN Indonesia Power has also begun expanding its GHG inventory to Scope 3, which includes other indirect emissions from activities outside the Company's direct control. This inventory is currently partial, namely for the category of "upstream transportation and distribution" focusing on "upstream transportation and distribution" (calculated from purchased fuel transportation), "business travel" (from employee business trips), and "waste generated in operations" (from solid waste).

Pada tahun 2025, PLN Indonesia Power mencatatkan total emisi GRK sebesar 76,172,218.74 ton CO_2e, meningkat 2.36% dibandingkan tahun 2024 sebesar 74,418,066.80 ton CO_2e. Untuk memantau tingkat reduksi emisi GRK, Perusahaan secara konsisten mengukur intensitas emisi GRK yaitu rasio total emisi GRK terhadap jumlah energi listrik yang dihasilkan. Perhitungan ini mencakup emisi dari *Scope* 1, *Scope* 2, dan *Scope* 3, dengan jenis gas rumah kaca utama meliputi CO_2, CH_4, dan N_2O. Pada tahun 2025, intensitas emisi GRK tercatat sebesar 0,836 ton CO_2e/MWh, meningkat 2,33% dibandingkan tahun 2024 sebesar 0,817 ton CO_2e/MWh. Peningkatan ini dipengaruhi oleh peningkatan produksi dari pembangkit sesuai kebijakan *high quality growth*, serta peningkatan beberapa aktivitas yang menimbulkan emisi GRK sesuai kebutuhan operasional

In 2025, PLN Indonesia Power recorded total GHG emissions of 76,172,218.74 tons of CO_2e, an increase of 2.36% compared to 2024 of 74,418,066.80 tons of CO_2e. To monitor the level of GHG emission reduction, the Company consistently measures the intensity of GHG emissions, namely the ratio of total GHG emissions to the amount of electrical energy produced. This calculation includes emissions from Scope 1, Scope 2, and Scope 3, with the main types of greenhouse gases including CO_2, CH_4, and N_2O. In 2025, the intensity of GHG emissions was recorded at 0.836 tons of CO_2e/MWh, an increase of 2.33% compared to 2024 of 0.817 tons of CO_2e/MWh. This increase was influenced by an increase in production from plants in accordance with the high-quality growth policy, as well as increasing several activities that cause GHG emissions according to operational needs

Mekanisme Pembangunan Bersih
Clean Development Mechanism

PLN Indonesia Power turut berpartisipasi dalam skema Mekanisme Pembangunan Bersih atau *Clean Development Mechanism* (CDM) untuk mendorong pengembangan proyek-proyek rendah karbon yang dapat memitigasi timbulnya emisi GRK, sekaligus menghasilkan manfaat ekonomi melalui skema perdagangan karbon (*carbon credit*). Salah satu proyek CDM yang dijalankan PLN Indonesia Power adalah *Capacity Upgrade* Unit PLTP Gunung Salak, yang dioperasikan sejak tahun 1994 dengan dua unit pembangkit dengan kapasitas 2x55 MW. Tiga tahun kemudian yakni tahun 1997, satu unit tambahan mulai dioperasikan dengan kapasitas yang sama, dan pada tahun 2004 dilakukan peningkatan kapasitas (*capacity upgrade*) sebesar 5 MW per unit. Dengan peningkatan tersebut, total kapasitas PLTP Gunung Salak menjadi 3×60 MW atau setara dengan 180 MW, yang disalurkan ke sistem kelistrikan Jawa-Madura-Bali. Paska *Holding-Subholding*, PLN Indonesia Power menerima alih aset VCS PLTA Musi, sehingga saat ini PLN Indonesia Power memiliki dua aset *carbon credit* internasional, yakni VCS PLTP Gunung Salak dan VCS PLTA Musi. Proses validasi dan verifikasi pertama proyek telah selesai pada tahun 2009, dan hingga kini PLTP Gunung Salak telah menghasilkan 1,603,460 ton *Verified Carbon Units* (VCUs).

PLN Indonesia Power also participates in the Clean Development Mechanism (CDM) scheme to encourage the development of low-carbon projects that can mitigate GHG emissions, while generating economic benefits through carbon credit schemes. One of the CDM projects run by PLN Indonesia Power is the Capacity Upgrade Unit of GPP Gunung Salak, which has been operated since 1994 with two power plants with a capacity of 2x55 MW. Three years later, in 1997, an additional unit began to be operated with the same capacity, and in 2004 a capacity upgrade of 5 MW per unit was carried out. With this increase, the total capacity of GPP Gunung Salak was 3 × 60 MW or equivalent to 180 MW, which was distributed to the Java-Madura-Bali electricity system. Following the Holding-Subholding restructuring, PLN Indonesia Power acquired the VCS assets of Musi Hydropower Plant (HPP Musi), so that currently PLN Indonesia Power has two international carbon credit assets, namely VCS GPP Gunung Salak and VCS HPP Musi. The first validation and verification process of the project was completed in 2009, and to date, the GPP Gunung Salak has produced 1,603,460 tons of Verified Carbon Units (VCUs).

Inventarisasi dan Intensitas Emisi Gas Buang
Inventory and Intensity of Exhaust Gas Emissions

Inventarisasi juga dilakukan terhadap emisi non-GRK, yakni emisi gas buang yang bersumber dari cerobong pembangkit, mencakup Karbon Monoksida (CO), Sulfur Dioksida (SO_2) dan Nitrogen Oksida (NO_x). PLN Indonesia Power telah melakukan upaya untuk menekan timbulan emisi gas buang tersebut diantaranya melalui coal blending, implementasi Instalasi Pengendalian Pencemaran Udara (IPPU), pengendalian operasi, melakukan riset dan pengembangan untuk teknologi baru yang lebih bersih dan efisien, serta melakukan *monitoring* kualitas pengendalian emisi melalui Pemasangan *Continuous Emission Monitoring System* (CEMS) yang terintegrasi ke Sistem Informasi Pemantauan Emisi Industri Kontinyu (SISPEK) Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Emisi gas buang yang dihasilkan PLN Indonesia Power pada tahun 2025 adalah sebesar 265.469.520 kg/tahun, menurun 5,96% dibandingkan tahun 2024 sebesar 282.303.060 kg/tahun.

An inventory was also conducted for non-GHG emissions, namely exhaust gas emissions originating from power plant stacks, which include Carbon Monoxide (CO), Sulfur Dioxide (SO_2) and Nitrogen Oxide (NO□). PLN Indonesia Power strives to reduce the generation of these exhaust gas emissions through measures such as coal blending, the implementation of Air Pollution Control Installations (IPPU), operational controls, research and development of cleaner and more efficient new technologies, as well as emission quality monitoring through the installation of Continuous Emission Monitoring Systems (CEMS), which are integrated into the Ministry of Environment and Forestry's Continuous Industrial Emission Monitoring Information System (SISPEK). In 2025, the exhaust gas emissions generated by PLN Indonesia Power amounted to 265,469,520 kg/year, a decrease of 5.96% compared to 2024 of 282,303,060 kg/year.

Penghitungan intensitas beban emisi gas buang menggunakan denominator jumlah produksi listrik bruto seluruh pembangkit thermal sebagai faktor yang paling relevan juga dilakukan untuk melihat tingkat kontribusi beban emisi gas buang yang dihasilkan dari pembangkit Perusahaan. Jenis emisi yang termasuk dalam perhitungan terdiri dari CO, SO_2, dan NO_x. Pada tahun 2025, intensitas emisi gas buang tercatat sebesar 0.00294 kg/kWh, menurun 6,07% dibandingkan tahun 2024 sebesar 0,0031361 kg/kWh. Penurunan ini disebabkan oleh adanya inisiatif reduksi emisi melalui peningkatan bauran EBT, peningkatan *co-firing*, dan upaya reduksi emisi lainnya seperti peningkatan efisiensi dari pembangkit dan pemeliharaan pembangkit dan Instalasi Pengendali Pencemaran Udara

To assess the level of contribution from power plant emissions, the emission load intensity was calculated using the total gross electricity production of all thermal power plants as the most relevant denominator. The types of emissions included in the calculation consist of CO, SO2, and NOX. In 2025, the intensity of exhaust emissions was recorded at 0.00294 kg/kWh, a decrease of 6.07% compared to 2024 of 0.0031361 kg/kWh. This decrease occurred due to emission reduction initiatives through increasing the NRE mix, increasing co-firing, and other emission reduction efforts such as increasing the efficiency of power generation and maintenance of power plants and Air Pollution Control Plants

Program Inisiatif Penurunan Emisi dan Bahan Perusak Ozon

Ozone Depleting Substances and Emission Reduction Initiative Program

PLN Indonesia Power mendukung komitmen Pemerintah Indonesia dalam Protokol Montreal untuk melakukan perlindungan lapisan ozon (penghapusan BPO) dengan melakukan upaya dalam mengurangi emisi Bahan Perusak Ozon (BPO) antara lain:

1. Tidak menggunakan bahan yang mengandung BPO/ ODP pada *chiller* dengan menggunakan alternatif bahan Non CFC dan mengganti refrigerant AC dari R-22 yang memiliki ODP dan GWP tinggi menjadi R-32 yang lebih ramah lingkungan;
2. Penetapan kebijakan dalam kontrak kerjasama dengan vendor untuk pemakaian pendingin ruangan dengan tidak menggunakan bahan refrigerant dan AC yang mengandung BPO;
3. Penetapan kebijakan dalam penyediaan peralatan pemadam kebakaran yang bebas dari kandungan bahan perusak ozon (BPO).

Government's commitment to the Montreal Protocol for ozone layer protection (elimination of Ozone-Depleting Substances/ODS) by undertaking efforts to reduce ODS emissions, including:

1. Avoiding the use of ODS/ODP-containing substances in chillers by opting for non-CFC alternatives and replacing R-22 refrigerants, which have high ODP and GWP, with the more environmentally friendly R-32;
2. Establishing policies in cooperation contracts with vendors to use air conditioners and refrigerants free from ozone-depleting substances;
3. Implementing policies to procure fire extinguishing equipment that is free from ozone-depleting substances (ODS).

Pengelolaan Limbah dan Efluen

Waste and Effluent Management

Sebagai hasil sampingan dari proses produksi, limbah dan efluen yang dihasilkan oleh PLN Indonesia Power berpotensi menimbulkan pencemaran lingkungan jika tidak dikelola dengan baik. Limbah dari kegiatan pembangkitan diklasifikasikan menjadi tiga jenis, yaitu limbah B3 (bahan berbahaya dan beracun), limbah non-B3, serta limbah cair (efluen). Untuk meminimalkan dampaknya, perusahaan menerapkan prinsip 3R (Reduce, Reuse, dan Recycle) dalam pengelolaan limbah tersebut.

As a byproduct of the production process, waste and effluents generated by PLN Indonesia Power have the potential to cause environmental pollution if not properly managed. Waste from power generation activities is classified into three categories, namely hazardous and toxic waste (B3 waste), non-B3 waste, and liquid waste (effluents). To minimize their impact, the Company applies the 3R principles (Reduce, Reuse, and Recycle) in its waste management practices.

Pengelolaan limbah B3
B3 waste management

Kegiatan produksi listrik dan pemeliharaan pembangkit menghasilkan limbah B3, seperti pelumas bekas, aki bekas, *sludge* dari instalasi pengolahan air limbah (IPAL), resin bekas, limbah yang terkontaminasi B3, majun bekas, serta jenis limbah B3 lainnya seperti *sludge oil*, kemasan bekas bahan kimia berbahaya, filter oli bekas, bahan kimia kadaluarsa, lampu TL bekas, dan limbah klinis. Penyimpanan limbah B3 dilakukan sesuai dengan ketentuan peraturan yang berlaku dan izin yang dimiliki masing-masing unit. Pengangkutan limbah dilakukan bekerja sama dengan pihak ketiga yang memiliki izin resmi sebagai pengangkut limbah B3. Limbah tersebut kemudian diserahkan kepada pihak pemanfaat limbah B3 yang juga memiliki izin dan menjalin kerja sama dengan pengangkut resmi. Pemanfaatan limbah B3 di lingkungan internal hanya diperbolehkan di unit-unit yang telah memperoleh izin pemanfaatan. Sementara itu, unit yang belum memiliki izin wajib mengirimkan limbah B3 ke pihak pemanfaat yang telah terakreditasi dan memiliki kerja sama resmi.

Electricity production and power plant maintenance activities generate hazardous and toxic waste (B3 waste), such as used lubricants, used batteries, sludge from wastewater treatment plants (WWTP), spent resin, B3-contaminated waste, used cleaning rags, and other types of B3 waste such as sludge oil, used chemical containers, used oil filters, expired chemicals, used fluorescent lamps (TL), and clinical waste. The storage of B3 waste is carried out in accordance with applicable regulations and the permits held by each unit. Waste transportation is conducted in cooperation with third parties that are officially licensed to transport B3 waste. The waste is then handed over to licensed B3 waste utilization companies that have established partnerships with the authorized transporters. Internal utilization of B3 waste is only permitted at units that have obtained the required utilization permits. Meanwhile, units that do not have such permits are required to send their B3 waste to be accredited and officially partnered utilization entities.

Limbah B3 yang tidak dapat dimanfaatkan secara internal akan dikeluarkan dari Unit Pembangkit dengan cara dikirimkan kepada pihak ketiga yang telah memiliki izin resmi dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK), baik sebagai pengumpul maupun pemanfaat limbah B3. Limbah yang masih menunggu pengangkutan disimpan sementara di Tempat Penyimpanan Sementara (TPS) Limbah B3, dengan durasi penyimpanan yang disesuaikan dengan izin dan peraturan yang berlaku. Setelah limbah B3 diserahkan kepada pihak eksternal yang berwenang, pengelolaannya tidak lagi berada dalam pengawasan langsung Perusahaan, baik terkait jenis limbah maupun proses pengolahannya.

B3 waste that cannot be utilized internally is removed from the power plant unit by being delivered to third parties that are officially licensed by the Ministry of Environment and Forestry (KLHK), either as collectors or B3 waste utilizers. Waste awaiting transportation is temporarily stored in Temporary Hazardous Waste Storage Facilities (TPS), with storage durations adjusted in accordance with the applicable permits and regulations. Once B3 waste is handed over to authorized external parties, it is no longer under the direct supervision of the Company, both in terms of the type of waste and the processing it undergoes.

Selama tahun 2025, jumlah limbah B3 yang dihasilkan dari aktivitas operasional dan pemeliharaan Perusahaan sebesar 2.540,87 ton, meningkat 19,8% dari tahun 2024 yaitu sebanyak 2.120,54 ton dan tidak terdapat limbah B3 yang diimpor/diekspor maupun dikirim secara internasional. Penurunan timbulan limbah B3 ini disebabkan oleh semakin digalakkannya pelaksanaan program reduksi timbulan limbah B3 di unit pembangkit.

Throughout 2025, the total amount of hazardous and toxic waste (B3 waste) generated from the Company's operational and maintenance activities was 2,540.87 tons, an increase of 19.8% from 2024 which was 2,120.54 tons and there was no import, export, or international shipment of B3 waste. This reduction in B3 waste generation was driven by the increased implementation of B3 waste reduction programs at power plant units.

PLN Indonesia Power belum memiliki izin pemanfaatan limbah B3. Oleh karena itu, strategi pengurangan timbulan limbah B3 dilakukan melalui upaya reduksi penggunaan B3 dalam proses operasional, dengan tetap memenuhi

PLN Indonesia Power does not yet hold a permit for the utilization of B3 waste. Therefore, the strategy for reducing B3 waste generation is focused on minimizing the use of B3 materials in operational processes, while still complying

ketentuan yang berlaku, sehingga tidak menimbulkan potensi pencemaran lingkungan. Pada tahun 2025, total limbah B3 yang dihasilkan dari aktivitas operasional dan pemeliharaan PLN Indonesia Power tercatat sebesar 2.540,87 ton, meningkat 19,82% dibandingkan tahun 2024 sebesar 2.120,54 ton. Peningkatan timbulan limbah B3 ini dipengaruhi oleh dinamika kegiatan operasional dan pemeliharaan di sejumlah unit pembangkit, meskipun Perusahaan tetap melaksanakan berbagai program reduksi limbah secara berkelanjutan.

with applicable regulations to avoid potential environmental pollution. In 2025, the total B3 waste generated from PLN Indonesia Power's operational and maintenance activities was recorded at 2,540.87 tons, an increase of 19.82% compared to 2024 of 2,120.54 tons. The increase in B3 waste generation was influenced by the dynamics of operational and maintenance activities in a number of power generation units, although the Company continues to implement various waste reduction programs on an ongoing basis.

Dalam rangka meminimalkan timbulan limbah B3, PLN Indonesia Power menerapkan strategi pengurangan limbah melalui optimalisasi penggunaan bahan berbahaya dalam proses operasional, mengingat hingga saat ini Perusahaan belum memiliki izin pemanfaatan limbah B3. Upaya reduksi dilakukan dengan mengacu pada ketentuan yang berlaku agar tidak menimbulkan potensi pencemaran lingkungan. Pada tahun 2025, PLN Indonesia Power melakukan reduksi timbulan limbah B3 sebesar 2003.1 ton atau 78.83% dari total limbah B3 yang dihasilkan, dimana jumlah ini meningkat 12.49% dibandingkan tahun 2024 yang mencatatkan reduksi sebesar 1.780,61 ton. Peningkatan ini terutama disebabkan oleh penambahan jumlah unit yang melakukan inisiatif reduksi LB3, pengembangan inisiatif reduksi limbah B3.

In order to minimize the generation of B3 waste, PLN Indonesia Power implements a waste reduction strategy through optimizing the use of hazardous materials in the operational process, considering that until now the Company does not have a permit to use B3 waste. Reduction efforts are carried out by referring to the applicable provisions so as not to cause potential environmental pollution. In 2025, PLN Indonesia Power reduced B3 waste generation by 2003.1 tons or 78.83% of the total B3 waste produced, where this amount increased by 12.49% compared to 2024 which recorded a reduction of 1,780.61 tons. This increase is mainly due to the increase in the number of units carrying out LB3 reduction initiatives, the development of b3 waste reduction initiatives

Pengelolaan Limbah Non B3 Terdaftar
Registered Non-B3 Waste Management

Peraturan Pemerintah Republik Indonesia Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup, yang tercantum dalam Lampiran XIV, menyebutkan bahwa limbah *Fly Ash* dan *Bottom Ash* (FABA) hasil pembakaran batubara di fasilitas PLTU dikategorikan sebagai Limbah Non B3 Terdaftar. Dengan klasifikasi ini, pengelolaan FABA dapat dilakukan sebagai limbah non B3, namun tetap memerlukan pengajuan Dokumen Rincian Teknis (DRT) untuk penyimpanan dan pemanfaatannya kepada Kementerian Lingkungan Hidup dan Kehutanan (KLHK). Pengajuan DRT tersebut telah dilakukan pada tahun 2022, dan selanjutnya diintegrasikan ke dalam Dokumen Persetujuan Lingkungan. Secara keseluruhan, pada tahun 2025 jumlah limbah Non B3 Terdaftar yang dihasilkan sebanyak 1,742,577.64 ton, meningkat 3,32% dari tahun 2024 yaitu sebanyak 1.686.594,18 ton. Peningkatan ini berkorelasi langsung dengan peningkatan produksi listrik di sejumlah pembangkit yang dioperasikan oleh PLN Indonesia Power. Peningkatan beban pasokan listrik nasional, terutama di wilayah Jawa dan Bali, mendorong peningkatan utilisasi PLTU yang secara teknis menghasilkan limbah non B3 seperti FABA sebagai residu dari proses pembakaran batu bara.

Government Regulation of the Republic of Indonesia No. 22 of 2021 on the Implementation of Environmental Protection and Management, as outlined in Annex XIV, stipulates that Fly Ash and Bottom Ash (FABA) waste resulting from coal combustion in steam power plants (SPP) is classified as Registered Non-Hazardous and Toxic Waste (Non-B3 Waste). Under this classification, the management of FABA can be conducted as non-B3 waste, but it still requires the submission of a Technical Detail Document (DRT) for its storage and utilization to the Ministry of Environment and Forestry (KLHK). The DRT submission was made in 2022 and has since been integrated into the Environmental Approval Document. The total amount of Registered Non-B3 Waste generated in 2025 reached 1,742,577.64 tons, representing an increase of 3.32% from 2024, which recorded 1,686,594.18 tons. This increase was directly correlated with the rise in electricity production at several power plants operated by PLN Indonesia Power. The higher national electricity demand, particularly in the Java and Bali regions, had driven increased utilization of coal-fired power plants, which technically produce non-B3 waste such as FABA as a byproduct of coal combustion.

Seiring dengan status FABA dari PLTU yang telah dikategorikan sebagai limbah non B3 terdaftar, pemanfaatan limbah tersebut kini dapat dilakukan secara masif baik di lingkungan internal unit pembangkit maupun oleh pihak eksternal. Pemanfaatan ini tetap mengacu pada ketentuan peraturan perundang-undangan yang berlaku serta memastikan tidak menimbulkan pencemaran lingkungan. Pada tahun 2025, unit-unit PLTU PLN Indonesia Power telah melakukan pemanfaatan limbah FABA secara masif baik untuk di internal maupun di luar unit melalui kerjasama dengan pihak eksternal. Adapun produk pemanfaatan FABA di Tahun 2025 meliputi paving, batako, hebel dan sejenisnya, *subbase & subgrade*, *ready mix*, beton cor non struktural, substitusi bahan baku semen, jalan beton, kansteen, tetrapod, substitusi material NAF, betor cor struktur, pembenah tanah & bahan pupuk, stabilisasi lahan, bahan baku asbes, penetralisir air asam tambang, briket (bahan bakar PLTU), beton siap pakai, dengan total limbah FABA yang telah dimanfaatkan sebanyak 1,938,270.93 ton atau 111% dari total limbah FABA yang dihasilkan.

In line with the reclassification of FABA from SPP as registered non-B3 waste, its utilization can now be carried out on a large scale both internally within power plant units and by external parties. This utilization remains subject to the applicable laws and regulations and must ensure no environmental pollution is caused. In 2025, PLN Indonesia Power's SPP units conducted large-scale utilization of FABA both internally and externally through partnerships with third parties. FABA was utilized in the production of paving blocks, concrete blocks, lightweight concrete and similar products, subbase and subgrade layers, ready-mix concrete, nonstructural cast concrete, cement raw material substitution, concrete roads, curbstones (kansteen), tetrapods, NAF material substitution, structural cast concrete, soil amendments and fertilizer materials, land stabilization, raw materials for asbestos, acid mine water neutralization, briquettes (SPP fuel), and ready-to-use concrete. The total amount of FABA utilized in 2024 was 1,938,270.93 tons or 111% of the total FABA waste generated.

Jumlah Limbah Non B3 Terdaftar yang dikirimkan ke Pembuangan Akhir pada tahun 2024 sebesar 2.069.577 ton meningkat 0,81% dari tahun 2023 yang tercatat sebesar 2.052.864 ton. Kenaikan ini disebabkan oleh meningkatnya aktivitas pembangkitan listrik di sejumlah unit pembangkit PLN Indonesia Power, yang secara langsung berdampak pada meningkatnya volume residu berupa FABA.

The total amount of Registered Non-B3 Waste sent to Final Disposal in 2024 was 2,069,577 tons, an increase of 0.81% from 2023 which recorded at 2,052,864 tons. This increase was due to higher electricity generation activity at several PLN Indonesia Power units, which directly led to an increase in the volume of FABA residue.

Pengelolaan Limbah Padat Non B3
Non-B3 Solid Waste Management

Limbah non B3 dari kegiatan operasional Perusahaan meliputi sampah organik dan non-organik. PLN Indonesia Power melakukan pemisahan sampah organik dan non-organik, dimana sampah organik diantaranya dimanfaatkan untuk pupuk kompos, pakan ternak serta bahan baku biomassa dan sampah non organik dimanfaatkan menjadi *eco brick*, pengembangan *co-firing* menggunakan campuran sampah serta dikirim ke pihak ketiga atau mitra Perusahaan untuk diolah menjadi cinderamata atau kerajinan tangan yang bernilai ekonomis bagi masyarakat. Untuk limbah non B3 yang sudah tidak dapat diolah atau dimanfaatkan, selanjutnya dikelola melalui kerjasama dengan Dinas Kebersihan setempat untuk di buang ke Tempat Pembuangan Akhir (TPA).

Non-hazardous and toxic waste (non-B3 waste) from the Company's operational activities includes both organic and non-organic waste. PLN Indonesia Power separates organic and non-organic waste, with organic waste being utilized for compost, animal feed, and biomass raw materials. Meanwhile, non-organic waste is reprocessed into eco-bricks, used in co-firing development by mixing it with other waste, or sent to third parties or Company partners to be processed into souvenirs or handicrafts that hold economic value for the community. Non-B3 waste that can no longer be processed or utilized is managed in collaboration with local sanitation agencies for disposal at the Final Disposal Site (TPA).

Selain itu, limbah padat non B3 yang dihasilkan dari aktivitas Perusahaan 1.479,76 ton, meningkat 19,05% dibandingkan tahun 2024 yaitu sebanyak 1.827,96 ton. Dari jumlah tersebut, PLN Indonesia Power berhasil memanfaatkan limbah melalui berbagai inisiatif, seperti pengolahan sampah organik menjadi kompos serta pemanfaatan sampah non-organik menjadi produk bernilai tambah.

Furthermore, the amount of non-B3 solid waste generated from the Company's activities in 2025 was 1,479.76 tons, marking a 19.05% increase from 2024, which recorded 1,827.96 tons. From this amount, PLN Indonesia Power has succeeded in utilizing waste through various initiatives, such as processing organic waste into compost and utilizing non-organic waste into value-added products.

Pengelolaan Efluen (Air Limbah)
Effluent Management (Wastewater)

Limbah cair yang timbul dari aktivitas produksi dikelola dengan pengawasan dan analisis berkala guna memastikan kepatuhan terhadap standar baku mutu yang berlaku. Pengelolaan ini mengacu pada ketentuan dalam Peraturan Menteri Lingkungan Hidup Nomor 8 Tahun 2009 tentang Baku Mutu Air Limbah untuk Kegiatan Pembangkit Listrik Tenaga Termal serta Peraturan Menteri Lingkungan Hidup Nomor 68 Tahun 2016 tentang Baku Mutu Air Limbah Domestik. Berdasarkan hasil pemantauan pada tahun 2025, seluruh unit PLN Indonesia Power menunjukkan tingkat kepatuhan 100% terhadap baku mutu air limbah, dengan seluruh parameter yang diuji berada dalam kategori "TAAT". Pada tahun 2025, total volume air limbah tercatat sebesar 4.447.748,27 megaliter, meningkat 19,52% dibandingkan tahun 2024 sebesar 3.721.228,34 megaliter. Peningkatan ini terutama dipengaruhi oleh bertambahnya volume efluen yang dibuang ke air laut di sejumlah unit pembangkit, terutama pada PLTU Adipala dan PLTU Palabuhan Ratu, yang menunjukkan adanya dinamika kebutuhan operasional pembangkitan yang berdampak pada volume efluen yang dihasilkan selama periode pelaporan. Selain itu, kebijakan yang lebih ketat terhadap baku mutu lingkungan dan penerapan praktik 3R (*Reduce, Reuse, Recycle*) juga berkontribusi dalam menekan jumlah efluen yang dilepas ke perairan umum.

Wastewater generated from production activities is managed under strict supervision and regular analysis to ensure compliance with applicable quality standards. This management refers to the provisions outlined in the Indonesian Minister of Environment Regulation No. 8 of 2009 on Wastewater Quality Standards for Thermal Power Plant Activities and Regulation No. 68 of 2016 on Domestic Wastewater Quality Standards. Based on the monitoring results in 2025, all PLN Indonesia Power units achieved a 100% compliance rate with wastewater quality standards, with all tested parameters falling within the "COMPLIANT" category. In 2025, the total volume of wastewater recorded at 4,447,748.27 megaliters, an increase of 19.52% compared to 2024 of 3,721,228.34 megaliters. This increase was mainly influenced by the increase in the volume of effluent discharged into seawater in a number of generating units, especially at the SPP Adipala and SPP Palabuhan Ratu, which showed the dynamics of generation operational needs that had an impact on the volume of effluent produced during the reporting period. In addition, stricter policies on environmental quality standards and the implementation of 3R (Reduce, Reuse, Recycle) practices also contribute to reducing the amount of effluent released into public waters

Penanganan Tumpahan
Spill Handling

Sebagai bahan bakar utama dalam operasional PLTU, batubara diangkut ke lokasi pembangkit oleh pihak ketiga. PLN Indonesia Power mensyaratkan kepada pihak ketiga pemilik kapal agar melengkapi kapal dengan alat/tempat penampungan tumpahan (*spillage plate*) di sisi kapal. PLN Indonesia Power juga telah memiliki Sistem Tanggap Darurat Pengelolaan B3 dan Limbah B3 serta Program Kedaruratan Pengelolaan B3 dan Limbah B3. Atas implementasi sistem dan prosedur yang baik, selama tahun 2025 tidak tercatat adanya insiden tumpahan batubara maupun minyak di seluruh unit pembangkit.

As the primary fuel used in the operations of steam power plants (SPP), coal is transported to the power plant sites by third-party contractors. PLN Indonesia Power requires vessel owners to equip their ships with spillage plates on the sides of the vessels. PLN Indonesia Power has also established a Hazardous and Toxic Waste (B3) Emergency Response System and a B3 and B3 Waste Emergency Management Program. With proper implementation of these systems and procedures, no coal or oil spillage incidents were recorded at any power plant unit throughout 2025.

Bahan kimia yang digunakan untuk mendukung pengendalian kualitas siklus uap air pembangkit, pengolahan air baku dan pengolahan air limbah antara lain NaOH, HCl, *Chlorine*, *Hydrazine* dan *Phospat*/TSP. Sebagai bentuk mitigasi, PLN Indonesia Power melakukan prosedur pengelolaan bahan kimia untuk memitigasi timbulnya bahaya dan pencemaran

The chemicals used to support steam-water cycle quality control, raw water treatment, and wastewater treatment include NaOH, HCl, Chlorine, Hydrazine, and Phosphate/TSP. As a mitigation measure, PLN Indonesia Power implements a chemical management procedure to prevent hazards and environmental pollution. All chemicals used by the Company

lingkungan. Seluruh bahan kimia yang digunakan Perusahaan juga telah dilengkapi dengan *Material Safety Data Sheet* (MSDS) yang diantaranya berisi keterangan identifikasi dan komposisi; pengenalan bahaya; tata cara penanggulangan kebakaran dan tumpahan; penanganan dan penyimpanan dan tata cara perlindungan diri. Selama tahun 2025 tidak tercatat adanya insiden tumpahan bahan kimia di seluruh unit pembangkit PLN Indonesia Power.

are accompanied by a Material Safety Data Sheet (MSDS), which contains information such as identification and composition; hazard identification; fire and spill response procedures; handling and storage guidelines; and personal protection instructions. No chemical spillage incidents were reported at any PLN Indonesia Power generating units in 2025.

Pelestarian Lingkungan dan Keanekaragaman Hayati
Environmental Conservation and Biodiversity

PLN Indonesia Power memandang pelestarian lingkungan dan keanekaragaman hayati sebagai bagian penting dari tanggung jawab Perusahaan demi mendukung tercapainya pembangunan berkelanjutan. PLN Indonesia Power berkomitmen untuk berperan aktif dalam menjaga kelestarian alam dan melindungi keanekaragaman hayati. Berbagai inisiatif telah dijalankan, antara lain program *Eco Office*, Hijaunesia Power, serta Kawan Hijaunesia Power, sebagai bentuk nyata kontribusi perusahaan terhadap pelestarian lingkungan hidup.

PLN Indonesia Power considers environmental conservation and biodiversity preservation as an essential part of the Company's responsibility in supporting the achievement of sustainable development. The Company is committed to playing an active role in protecting nature and conserving biodiversity. Various initiatives have been implemented, including the Eco Office program, Hijaunesia Power, and Kawan Hijaunesia Power, as tangible contributions to environmental preservation.

Eco Office
Eco Office

Dalam rangka menumbuhkan budaya kerja yang berorientasi pada keberlanjutan, PLN Indonesia Power secara berkelanjutan menerapkan program *Eco-Office* di lingkungan kerja. Inisiatif ini dirancang untuk menciptakan suasana kantor yang bersih, nyaman, hemat energi, dan ramah lingkungan, sekaligus menjadi sarana untuk menanamkan nilai-nilai keberlanjutan serta membentuk pola pikir peduli lingkungan di kalangan seluruh karyawan.

In order to foster a sustainability-oriented work culture, PLN Indonesia Power continuously implements the Eco-Office program within the workplace. This initiative is designed to create a clean, comfortable, energy-efficient, and environmentally friendly office environment, while also serving as a means to instill sustainability values and cultivate an environmentally conscious mindset among all employees.

Implementasi *Eco-office* di Unit Pembangkit PLN Indonesia Power
Implementation of Eco-office in PLN Indonesia Power Plant Unit

Pengelolaan sampah yang terpilah sesuai dengan jenis sampahnya. Reduksi limbah yang tidak dapat didaur ulang, seperti dengan program reduksi limbah kemasan kantin dengan penggunaan kemasan/alat makan yang dapat digunakan Kembali.	Waste management that is separated according to the type of waste. Reduction of non-recyclable waste, such as with the canteen packaging waste reduction program by using reusable packaging/ cutlery.
Pemasangan *eco-sign* untuk penghematan tisu di toilet dan penghematan air pada saklar lampu, keran air, lokasi strategis dan ruang publik lainnya di sekitar lingkungan sebagai bentuk dan ajakan kepedulian terhadap lingkungan.	The installation of eco-signs to save tissue in toilets and save water on light switches, water taps, strategic locations, and other public spaces around the environment as a form and invitation to care for the environment.

Digitalisasi kegiatan yang sebelumnya membutuhkan kertas untuk penghematan kertas.	Digitization of activities that previously required paper to save paper.
Transformasi kendaraan operasional berbahan bakar fuel menjadi kendaraan berbahan bakar Listrik.	Transformation of operational vehicles using fuel into electric vehicles
Program Daur Ulang Baju Bekas Pakai Kedinasan: Transformasi Menuju Masa Depan Berkelanjutan.	Recycling Program for Used Official Uniforms: Transformation Towards a Sustainable Future.

PLN Indonesia Power juga melakukan berbagai program peningkatan kesadaran pegawai untuk cinta lingkungan melalui program sustainability, dengan pelaksanaan tahun 2025 adalah sebagai berikut:

1. Move4ronment yang merupakan program eco sport dimana hasil kegiatan olahraga seperti *walk/run* atau *cycling* dikonversi menjadi bibit pohon per sekian kilometer. Pada tahun 2025 telah berhasil dilakukan penanaman sebanyak 5.831 pohon dari 651 peserta.
2. Program daur ulang seragam dan/atau pakaian bekas pegawai yang terkumpul sepanjang tahun 2025 sebesar 195,7 kg diolah kembali menjadi produk baru. Hasil kain daur ulang kemudian diolah menjadi material yang bermanfaat seperti, apron, *tote bag*, dan jaket. Inisiatif ini menjadi bagian dari upaya mendukung program keberlanjutan melalui inovasi menuju *zero*
3. Program lari yang bertajuk PLN *Electric Run* yang secara sustain diselengarakan setiap tahunnya merupakan program *Eco run* dengan menghadirkan *Water Station Green Energy by* PLN Indonesia Power dari energi Solar Panel mampu reduksi emisi 2,18 Ton CO_2/Year. Secara total melalui kegiatan ini mampu mereduksi ±415 Kg CO_2.
4. Dalam upaya peningkatan ketahanan pangan masyarakat sekitar, PLN Indoensia Power bekerjasama dengan Kadis Ketahanan Pangan Sukabumi dan KelompokTani dalam program penanaman Sorgum. Program budidaya diimplementasikan untuk pemanenan sorgum sebagai sumber pangan serta limbah tanaman digunakan sebagai bahan baku biomassa.
5. Gerakan penanaman 80.000 pohon diseluruh penjuru Indonesia menjadi wujud nyata komitmen PLN Indonesia Power untuk menjaga bumi sekaligus merayakan tiga dekade perjalanan perusahaan. Melalui gerakan ini, PLN IP di seluruh Indonesia menanam 82.374 pohon sebagai langkah nyata menekan emisi hingga 1.730 ton CO_2 per tahun dan menjaga lingkungan yang lebih lestari.

PLN Indonesia Power also carries out various employee awareness programs to foster environmental stewardship through sustainability initiatives. The programs implemented in 2025 include:

1. Move4ronment that was an eco-sport program where the results of sports activities such as walk/run or cycling are converted into tree seedlings per few kilometers. In 2025, 5,831 trees were successfully planted from 651 participants.
2. The recycling program of uniforms and/or clothes of former employees collected throughout 2025 amounting to 195.7 kg will be reprocessed into new products. The recycled fabric was then processed into useful materials such as aprons, tote bags, and jackets. This initiative is part of efforts to support sustainability programs through innovation towards zero
3. The running program entitled PLN Electric Run which is sustainably held every year is an Eco run program by presenting the Green Energy by PLN Indonesia Power Water Station from Solar Panel energy capable of reducing emissions of 2.18 Tons of CO2/Year. In total, through this activity, it was able to reduce ±415 Kg of CO2.
4. In an effort to improve the food security of the surrounding community, PLN Indoensia Power collaborates with the Head of the Sukabumi Food Security Division and the Farmer Group in the Sorghum planting program. The cultivation program is implemented for harvesting sorghum as a food source and plant waste is used as biomass raw materials.
5. The movement to plant 80,000 trees throughout Indonesia is a tangible manifestation of PLN Indonesia Power's commitment to protect the earth while celebrating three decades of the company's journey. Through this movement, PLN IP throughout Indonesia planted 82,374 trees as a concrete step to reduce emissions of up to 1,730 tons of CO_2 per year and maintain a more sustainable environment.

6. PLN Indonesia Power melalui UBP Tello bergerak menghadirkan PLN Mengajar di Taman Baca BSU Lavender. Melalui PLN mengajar, PLN IP menyalakan semangat Merdeka Belajar dari akar rumput dimana pendidikan adalah fondasi kemajuan bangsa

6. PLN Indonesia Power through GBU Tello moved to present PLN Teaching at BSU Lavender Reading Park. Through PLN teaching, PLN IP ignites the spirit of Freedom of Learning from the grassroots where education is the foundation of the nation's progress

Hijaunesia Power

Komitmen PLN Indonesia Power terhadap pelestarian lingkungan dan konservasi keanekaragaman hayati di Indonesia salah satunya diwujudkan melalui pelaksanaan program Hijaunesia Power. Program ini dijalankan oleh unit-unit pembangkit bekerja sama dengan Balai Konservasi, pengelola Taman Nasional, Dinas Lingkungan Hidup, serta instansi terkait lainnya, dengan fokus pada upaya konservasi dan restorasi untuk menjaga kelestarian flora dan fauna yang dilindungi.

Proses penetapan metode, wilayah konservasi, dan sumber daya pendukung dilakukan melalui koordinasi bersama para mitra terkait dalam kerangka kerjasama konservasi keanekaragaman hayati (KEHATI). Hingga akhir tahun 2025, terdapat enam unit bisnis PLN Indonesia Power yang berada di sekitar kawasan lindung atau wilayah dengan tingkat keanekaragaman hayati yang tinggi, yaitu PLTP Gunung Salak – UBP Kamojang, PLTG Gilimanuk – UBP Bali, UBP Banten 2 Labuan, UBP Grati, PLTP Lahendong – UBP Kamojang, dan UBP Keramasan. Di antara unit-unit tersebut, PLTP Gunung Salak – UBP Kamojang berlokasi langsung di dalam kawasan Taman Nasional Gunung Halimun Salak, yang merupakan area dengan nilai keanekaragaman hayati yang sangat tinggi. Melalui kolaborasi dengan pihak-pihak terkait, masing-masing unit pembangkit melaksanakan program konservasi dan restorasi KEHATI secara mandiri sesuai karakteristik wilayahnya. Secara keseluruhan, upaya konservasi yang dilakukan oleh PLN Indonesia Power telah mencakup area seluas 365.307,6 hektare.

PLN Indonesia Power's commitment to environmental preservation and biodiversity conservation in Indonesia is realized through the implementation of Hijaunesia Power program. This program is run by generating units in collaboration with the Conservation Center, National Park managers, the Environmental Service, and other related agencies, with a focus on conservation and restoration efforts to maintain the sustainability of protected flora and fauna.

The process of determining methods, conservation areas, and supporting resources is carried out through coordination with relevant partners within the framework of biodiversity conservation cooperation (KEHATI). Until the end of 2025, there were six PLN Indonesia Power business units located around protected areas or areas with high levels of biodiversity, namely GPP Gunung Salak – GBU Kamojang, GPP Gilimanuk – GBU Bali, GBU Banten 2 Labuan, GBU Grati, GPP Lahendong – GBU Kamojang, and GBU Keramasan. Among these units, GPP Gunung Salak – GBU Kamojang is located directly within Gunung Halimun Salak National Park area, which is an area with a very high biodiversity value. Through collaboration with related parties, each power plant unit carries out the KEHATI conservation and restoration program independently according to the characteristics of its area. Overall, conservation efforts carried out by PLN Indonesia Power have covered an area of 365,307.6 hectares.

Upaya konservasi tersebut turut berkontribusi dalam menjaga dan melestarikan satwa langka dan dilindungi diantaranya spesies Elang Jawa (*Nisaetus bartelsi*) dan Jalak Bali (*Leucopsar Rothschildi*). PLN Indonesia Power berhasil mengkonservasi sebanyak 9 ekor Elang Jawa, yang mewakili sekitar 1,29% dari total populasi Elang Jawa di Indonesia. PLN Indonesia Power juga turut berkontribusi dalam konservasi seluruh populasi Jalak Bali yang tercatat sebanyak 805 ekor.

These conservation efforts also contribute to maintaining and preserving rare and protected animals, including Javan Eagle (Nisaetus bartelsi) and Bali Starling (Leucopsar Rothschildi). PLN Indonesia Power has managed to conserve as many as 9 Javan Eagles, which represent around 1.29% of the total Javan Eagle population in Indonesia. PLN Indonesia Power also contributes to the conservation of the entire population of Bali Starlings which is recorded as many as 805 individuals.

KaWan Hijaunesia Power

Sebagai bagian dari komitmen untuk menciptakan lingkungan yang hijau, sehat dan berkelanjutan, PLN Indonesia Power melaksanakan Program KaWan Hijaunesia Power sebagai inisiatif penghijauan melalui kegiatan penanaman pohon secara masif di area sekitar unit pembangkit dan kawasan lainnya yang membutuhkan rehabilitasi vegetasi. Pada tahun 2025, PLN Indonesia Power telah berhasil melakukan penanaman sebanyak 284.529 pohon. Mengacu pada data dari Canada's National Environmental Agency, rata-rata produksi oksigen per pohon adalah 260 pound atau setara 130 kilogram per tahun

As part of its commitment to create a green, healthy and sustainable environment, PLN Indonesia Power implements the KaWan Hijaunesia Power Program as a greening initiative through massive tree planting activities in the area around the power plant and other areas that need vegetation rehabilitation. In 2025, PLN Indonesia Power successfully planted 284,529 trees. Referring to data from Canada's National Environmental Agency, the average oxygen production per tree is 260 pounds or the equivalent of 130 kilograms per year

Berdasarkan konversi tersebut, total pohon yang ditanam melalui Program KaWan Hijaunesia Power diproyeksikan mampu menghasilkan oksigen (O_2) sebesar 36.988.770 kg/tahun. Aksi ini mendukung upaya mitigasi perubahan iklim dan peningkatan kualitas udara, yang sekaligus memperkuat peran PLN Indonesia Power dalam mendukung SDGs, khususnya tujuan nomor 13: Penanganan Perubahan Iklim dan tujuan nomor 15: Menjaga Ekosistem Daratan.

Based on this conversion, the total trees planted through KaWan Hijaunesia Power Program are projected to be able to produce oxygen (O_2) of 36,988,770 kg/year. This action supports efforts to mitigate climate change and improve air quality, which at the same time strengthens PLN Indonesia Power's role in supporting the SDGs, especially goal number 13: Handling Climate Change and goal number 15: Protecting Terrestrial Ecosystems.

Mekanisme Pengaduan Masalah Lingkungan

Environmental Complaint Mechanism

Setiap keluhan atau pengaduan yang berkaitan dengan dampak lingkungan akibat aktivitas operasional Perusahaan dapat disampaikan langsung kepada Unit Pembangkit yang bersangkutan, dengan ditujukan kepada General Manager unit tersebut. Penyampaian pengaduan dilakukan sesuai dengan prosedur pelaporan dan mekanisme penyelesaian

Any complaints or complaints related to environmental impacts due to the Company's operational activities can be submitted directly to the relevant Power Plant Unit, addressed to its General Manager. Submitting a complaint must follow the established reporting procedures and conflict resolution mechanisms. Throughout 2025, PLN Indonesia Power did

konflik yang telah ditetapkan. Sepanjang tahun 2025, PLN Indonesia Power tidak menerima laporan atau pengaduan dari masyarakat maupun pemangku kepentingan lainnya terkait isu lingkungan. Selain itu tidak terdapat sanksi administratif, denda, maupun sanksi lainnya berkaitan dengan pelanggaran terhadap peraturan dan perundang-undangan di bidang lingkungan hidup yang dikenakan kepada Perusahaan.

not receive reports or complaints from the public or other stakeholders related to environmental issues. s. Furthermore, the Company incurred no administrative sanctions, fines, or other penalties related to violations of environmental laws and regulations.

Mekanisme Penanganan Pengaduan Aspek Lingkungan
Mechanism for Handling Environmental Complaints

Biaya Pengelolaan Lingkungan
Environmental Management Costs

Biaya pengelolaan dan pelestarian lingkungan yang direalisasikan PLN Indonesia Power pada tahun 2025 sebesar Rp293.182 juta. Berikut rincian biaya pengelolaan dan pelestarian lingkungan:

In 2025, PLN Indonesia Power spent Rp293,182 million on environmental management and conservation. The following is a breakdown of the environmental management and conservation costs:

Biaya Pengelolaan dan Pelestarian Lingkungan (Rp Juta)
Environmental Management and Conservation Costs (Rp Million)

No.	Program Pengelolaan Management Program	2021	2022	2023	2024	2025
1	Pengendalian Pencemaran Air Water Pollution Control	11,578	9,414	21,819	30,793	31,444
2	Pengendalian Pencemaran Udara Air Pollution Control	28,301	17,974	43,160	45,084	65,327
3	Pengelolaan Limbah B3 B3 Waste Management	22,257	16,790	27,056	24,836	35,947
4	Pengelolaan Limbah Non B3 dan LNB3 Terdaftar Registered Non-B3 and LNB3 Waste Management	3,214	11,328	117,743	81,407	151,957
5	Pelestarian KEHATI Preservation of KEHATI	7,908	9,738	9,448	10,824	8,507
	Jumlah Total	**73,258**	**65,244**	**219,226**	**192,944**	**293,182**

Kinerja Sosial Aspek Pelanggan
Social Performance of Customer Aspect

Perusahaan senantiasa berupaya memenuhi harapan pelanggan dengan mengedepankan prinsip etika serta tanggung jawab sosial dalam setiap interaksi. Orientasi ini tidak hanya berfokus pada pencapaian kinerja finansial, tetapi juga diarahkan untuk membangun hubungan yang berkelanjutan dan harmonis serta menciptakan nilai bersama bagi seluruh pemangku kepentingan.

The Company always strives to meet customer expectations by prioritizing ethical principles and social responsibility in every interaction. This orientation not only focuses on achieving financial performance, but is also directed to manage sustainable and harmonious relationships and creating shared value for all stakeholders.

Dalam pelaksanaan operasionalnya, energi listrik yang dihasilkan Perusahaan tidak disalurkan langsung kepada konsumen akhir, melainkan didistribusikan melalui jaringan transmisi kepada PT PLN (Persero) yang bertindak sebagai pembeli tunggal (*single buyer*) atas listrik yang diproduksi oleh PLN Indonesia Power.

In the implementation of its operations, the electricity produced by the Company is not distributed directly to the end consumer, but is distributed through the transmission network to PT PLN (Persero) which acts as a single buyer of the electricity produced by PLN Indonesia Power.

Sebagai bentuk tanggung jawab sosial Perusahaan, salah satu inisiatif yang diimplementasikan adalah program sosial yang berfokus pada aspek pelanggan. Program ini merupakan bagian dari upaya strategis Perusahaan dalam mengaktualisasikan kebijakan fokus pelanggan. Tujuannya adalah untuk mendukung PT PLN (Persero) dalam menjaga standar kualitas layanan, memastikan keberlanjutan pengembangan produk dan jasa, memberikan perlindungan kepada pelanggan, serta menjamin akses layanan yang setara bagi seluruh lapisan masyarakat. Dalam mendukung komitmen tersebut, PLN Indonesia Power telah menetapkan sejumlah kebijakan internal yang mengatur aspek layanan pelanggan. Salah satu kebijakan tersebut tertuang dalam Keputusan Direksi Nomor 053.K/010/IP/2021 tentang Kebijakan Fokus Pelanggan PT Indonesia Power. Kebijakan ini menjadi landasan normatif dalam pengelolaan hubungan Perusahaan dengan pelanggan serta sebagai bentuk konkret dari penerapan prinsip-prinsip tata kelola perusahaan yang baik.

As a form of the Company's social responsibility, one of the initiatives implemented is a social program that focuses on the customer aspect. This program is part of the Company's strategic efforts to actualize customer focus policies. The goal is to support PT PLN (Persero) in maintaining service quality standards, ensuring the sustainability of product and service development, providing protection to customers, and ensuring equal access to services for all levels of society. In supporting this commitment, PLN Indonesia Power has established a number of internal policies that regulate customer service aspects. One of these policies is contained in the Board of Directors' Decision Number 053.K/010/IP/2021 on Customer-Focused Policy of PT Indonesia Power. This policy is the normative foundation in the management of the Company's relationship with customers as well as a concrete form of the application of good corporate governance principles.

Kegiatan Tanggung Jawab Sosial Aspek Pelanggan
Social Responsibility of Customer Aspect

Dalam pelaksanaan tanggung jawab sosial terhadap pelanggan, PLN Indonesia Power menjalankan berbagai inisiatif yang bertujuan untuk mempererat hubungan dan meningkatkan tingkat kepuasan pelanggan. Upaya tersebut mencakup penyediaan mekanisme untuk menampung aspirasi dan umpan balik pelanggan di berbagai unit pembangkit, serta langkah proaktif dalam memenuhi ekspektasi mereka. Program yang dilaksanakan antara lain *Forum Sharing*

In the implementation of social responsibility towards customers, PLN Indonesia Power carries out various initiatives that aim to strengthen relationships and increase customer satisfaction levels. These efforts include providing mechanisms to accommodate customer aspirations and feedback across the various generating units, as well as proactive steps in meeting their expectations. The programs carried out include the Generating Sharing Forum as a means of exchanging

Pembangkit sebagai sarana pertukaran informasi teknis dan operasional, kegiatan *Customer Gathering* untuk memperkuat relasi sekaligus memberikan apresiasi, Survei Kepuasan Pelanggan sebagai instrumen evaluasi berkelanjutan terhadap kualitas layanan, serta penyediaan berbagai kanal komunikasi dan informasi produk guna memastikan transparansi dan kemudahan akses bagi pelanggan.

technical and operational information, Customer Gathering activities to strengthen relationships as well as provide appreciation, Customer Satisfaction Surveys as an instrument for continuous evaluation of service quality, and the provision of various communication channels and product information to ensure transparency and ease of access for customers.

Hasil Survei Kepuasan Pelanggan dan Evaluasi tahun 2025
2025 Customer Satisfaction Survey and Evaluation Results

PLN Indonesia Power telah melakukan survei kepuasan pelanggan pada tanggal 18 Agustus – 10 Oktober 2025. Survei ini Survei ini menggunakan pendekatan metodologi kuantitatif dan kualitatif melalui penyebaran kuesioner dengan metode RATER (*Responsiveness, Assurance, Tangibles, Empathy* dan *Reliability*), *Focus Group Discussion* (FGD), serta wawancara mendalam (*in-depth interview*). Aspek yang dinilai dalam survei ini disesuaikan dengan dimensi requirement pelanggan yang dibagi berdasarkan unitnya. Hasil Indeks Kepuasan Pelanggan untuk Pembangkit Eksisting sebesar 89,03% dan Nilai Kepuasan Pelanggan untuk Pembangkit Jasa O&M sebesar 90,45%. Tingkat kepuasan pelanggan Jasa O&M tetap terjaga di level sangat memuaskan. Tren penilaian juga menunjukkan hasil yang positif, dimana selalu ada peningkatan dari tahun ke tahun. Jika dijabarkan menurut dimensi pengukurannya, kekuatan layanan Jasa O&M tahun ini ada pada aspek penerapan GCG serta aspek K3, lingkungan, dan pengamanan. Sementara aspek layanan yang berpotensi untuk ditingkatkan adalah aspek pengendalian dan pemenuhan kontrak.

PLN Indonesia Power conducted a customer satisfaction survey on August 18 – October 10, 2025. This survey used a quantitative and qualitative methodological approach through the distribution of questionnaires using the RATER (Responsiveness, Assurance, Tangibles, Empathy and Reliability) method, Focus Group Discussion (FGD), and in-depth interviews. The aspects assessed in this survey were adjusted to the dimensions of customer requirements divided by their units. The result of the Customer Satisfaction Index for Existing Plants is 89.03% and the Customer Satisfaction Value for O&M Service Plants is 90.45%. The customer satisfaction level of O&M Services is maintained at a very satisfactory level. The valuation trend also shows positive results, where there is always an increase from year to year. If described according to the measurement dimensions, the strength of this year's O&M Services services lies in the aspects of GCG implementation as well as aspects of HSE, environment, and security. Meanwhile, the service aspect that has the potential to be improved is the control and contract fulfillment aspect.

Manajemen PLN Indonesia Power harus membuat suatu terobosan yang mendasar agar persoalan yang ada saat ini berkurang di tahun mendatang. Hal-hal yang harus dilakukan yaitu:

a. Peningkatan Penyediaan Dan Pengelolan Energi Primer
b. Pengurangan Dan Penanganan Derating/Gangguan Di Unit
c. Peningkatan Respon Dan Kompetensi Operator

The management of PLN Indonesia Power must make a fundamental breakthrough so that the current problems can be reduced in the coming year. The matters to do are:

a. Improvement of Primary Energy Supply and Management
b. Reduction and Handling of Derating/Disturbance in the Unit
c. Improvement for the Operator's Response and Competence

Program Mendengarkan Suara Pelanggan di Unit Pembangkit
Listening to Voice of Customers in the Power Generation Units

Program mendengarkan suara pelanggan di unit pembangkit sepanjang tahun 2025 dilaksanakan melalui beberapa kegiatan, antara lain:

1. Forum *Sharing* Pembangkit, yang diselenggarakan secara tatap muka maupun virtual oleh beberapa Unit PT PLN Indonesia Power diantaranya:

Listening to Voice of Customers in the Power Generation Unit program throughout 2025 was carried out through the following activities:

1. The Power Generation Sharing Forum, which was held face-to-face and virtually by several PT PLN Indonesia Power Units, including:

a. UBP Priok tanggal 26 Maret 2025
b. UBP Keramasan tanggal 23 Juni 2025
c. UBP Keramasan, Jambi, Bukittinggi, Bengkulu dan Head Office tanggal 8 Mei 2025.
d. UBP Saguling tanggal 19 Juni 2025.
e. UBP Semarang tanggal 10 Februari 2025.
f. UBP Semarang tanggal 20 Mei 2025.

2. *Customer Gathering*, yang diselenggarakan oleh beberapa Unit, diantaranya :
   a. UBP Grati tanggal 19 Juni 2025
   b. UBP Mrica tanggal 15 Juli 2025
   c. UBP Saguling tanggal 20 Maret 2025
   d. UBP Semarang tanggal 21 Maret 2025
3. *Site Visit* / Kunjungan dan Sosialisasi ke Pelanggan oleh beberapa Unit diantaranya:
   a. UBP Priok tanggal 12 Maret 2025
   b. UBP Barito tanggal 20 April 2025
   c. UBP Bukittinggi tanggal 20 April 2025
   d. UBP Mahakam tanggal 20 April 2025
   e. UBP Kamojang tanggal 20 April 2025

a. GBU Priok on March 26, 2025
b. GBU Keramasan on June 23, 2025
c. GBU Keramasan, Jambi, Bukittinggi, Bengkulu and Head Office on May 8, 2025.
d. GBU Saguling on June 19, 2025.
e. GBU Semarang on February 10, 2025.
f. GBU Semarang on May 20, 2025.

2. Customer Gathering, held by several Units, including:
   a. GBU Grati on June 19, 2025
   b. GBU Pepper on July 15, 2025
   c. GBU Saguling on March 20, 2025
   d. GBU Semarang on March 21, 2025
3. Site Visit and Dissemination to Customers by several Units including:
   a. GBU Priok on March 12, 2025
   b. GBU Barito on April 20, 2025
   c. GBU Bukittinggi dated April 20, 2025
   d. GBU Mahakam on April 20, 2025
   e. GBU Kamojang on April 20, 2025

Komitmen untuk Memberikan Layanan atas Produk yang Setara kepada Pelanggan

Commitment to Providing Equal Product to Customers

PLN Indonesia Power senantiasa menjunjung tinggi prinsip keadilan, kesetaraan dan non-diskriminasi dalam penyediaan produk dan layanan kepada seluruh pelanggan, tanpa memandang ras, agama, suku, gender, atau status sosial, sebagai bagian dari tanggung jawab sosial dan praktik bisnis yang inklusif dan beretika. Komitmen ini diwujudkan melalui penyampaian informasi produk dan layanan yang transparan, jelas dan dapat diakses secara luas oleh seluruh pelanggan melalui situs resmi Perusahaan yaitu www.plnindonesiapower.co.id. Seluruh informasi disusun secara informatif dan akurat agar dapat diakses kapan saja dan di mana saja, sehingga pelanggan memiliki pemahaman yang setara dalam memanfaatkan produk dan layanan Perusahaan. Langkah ini juga menjadi bentuk mitigasi terhadap segala bentuk klaim yang berlebihan, tidak jujur, atau yang berpotensi menipu pelanggan dengan memanfaatkan kurangnya informasi yang dimiliki oleh pelanggan. Melalui penerapan prinsip-prinsip tersebut, PLN Indonesia Power berharap dapat menciptakan dampak positif yang merata bagi seluruh pelanggan, sekaligus memperkuat kepercayaan dan hubungan jangka panjang dengan seluruh pemangku kepentingan.

PLN Indonesia Power always upholds the principles of justice, equality and non-discrimination in the provision of products and services to all customers, regardless of race, religion, ethnicity, gender, or social status, as part of its social responsibility and inclusive and ethical business practices. This commitment is realized through the delivery of product and service information that is transparent, clear and widely accessible to all customers through the Company's official website, namely www.plnindonesiapower.co.id. All information is compiled in an informative and accurate manner so that it can be accessed anytime and anywhere, so that customers have an equal understanding in utilizing the Company's products and services. This step is also a form of mitigation against all forms of excessive, dishonest, or potentially misleading claims by taking advantage of the lack of information owned by customers. Through the application of these principles, PLN Indonesia Power hopes to create an equitable positive impact for all customers, while strengthening trust and long-term relationships with all stakeholders.

Upaya Perusahaan dalam Memenuhi Hak dan Harapan Pelanggan

Company's Measure in Ensuring Customers' Rights and Meeting Their Expectations

Sebagai bagian dari komitmen Perusahaan dalam memenuhi ekspektasi serta menjamin pemenuhan hak-hak pelanggan, PLN Indonesia Power telah merumuskan dan mengimplementasikan serangkaian langkah strategis yang berfokus pada dukungan terhadap pelanggan. Inisiatif-inisiatif tersebut dirancang secara sistematis guna memastikan terciptanya layanan yang responsif, berkualitas, dan berorientasi pada kepuasan pelanggan, sekaligus mencerminkan tanggung jawab sosial perusahaan dalam menjalin hubungan yang berkelanjutan dengan para pemangku kepentingan. Adapun langkah-langkah dukungan pelanggan yang dimaksud meliputi:

As part of the Company's commitment to meeting expectations and ensuring the fulfillment of customers' rights, PLN Indonesia Power has formulated and implemented a series of strategic steps focused on supporting customers. These initiatives are systematically designed to ensure the creation of responsive, quality, and customer-satisfaction-oriented services, while reflecting the company's social responsibility in establishing sustainable relationships with stakeholders. The customer support measures in question include:

Upaya Memenuhi Hak dan Harapan Pelanggan

Measure in Ensuring Customers' Rights and Meeting Their Expectations

		Uraian Description	Proses Memenuhi Dukungan Pelanggan Process of Fulfilling Customer Support	Proses Menyebarluaskan Persyaratan Dukungan Pelanggan ke Pihak Terkait Process of Disseminating Terms of Customer's Support to Related Parties
Energi Listrik Electrical Energy	Grid (550 kV dan 150 kV) Grid (550 kV and 150 kV)	Kesiapan 24 Jam Operator Control Room dan ETMC 24 Hours Readiness of Control Room Operator and ETMC	- Menetapkan PIC. - Menetapkan durasi kesiapan. - Menetapkan tata cara menerima dan menjawab telepon. - Evaluasi informasi dan efektivitas media untuk perbaikan - Determining PIC. - Determining duration of readiness. - Determining etiquette of receiving and answering phone calls. - Evaluating information and media effectiveness for improvement	Membuat dan menetapkan prosedur terkait Pengendalian Niaga Formulating and determining procedure regarding Commerce Control
		Optimalisasi penggunaan aplikasi realtime kesiapan pembangkit Optimization of application utilization on generator's realtime readiness	- Menetapkan PIC untuk setiap aplikasi sesuai dengan Tupoksi. - Menetapkan response time mengacu pada Protap. - Evaluasi informasi dan efektivitas media untuk perbaikan. - Determining PIC for each application in accordance with their job description. - Determining Response Time accordingly to Standard Operation Procedure. - Evaluating information and media effectiveness for improvement.	Melakukan sosialisasi kepada pegawai terkait Protap Conducting socialization toward employees regarding Standard Operating Procedure
	Embedded (20 kV)	Kesiapan Operator Control Room Readiness of Control Room Operator	- Menetapkan PIC. - Menetapkan durasi kesiapan. - Menetapkan tata cara menerima dan menjawab telepon. - Evaluasi informasi dan efektivitas media untuk perbaikan - Determining PIC. - Determining duration of readiness. - Determining etiquette of receiving and answering phone calls. - Evaluating information and media effectiveness for improvement	Membuat dan menetapkan prosedur terkait Pengendalian Niaga Formulating and determining procedure regarding Commerce Control

	Uraian Description	Proses Memenuhi Dukungan Pelanggan Process of Fulfilling Customer Support	Proses Menyebarluaskan Persyaratan Dukungan Pelanggan ke Pihak Terkait Process of Disseminating Terms of Customer's Support to Related Parties
Jasa O&M O&M Service	Kesiapan Operator Control Room dan ETMC Readiness of Control Room Operator and ETMC	- Menetapkan PIC. - Menetapkan durasi kesiapan. - Menetapkan tata cara menerima dan menjawab telepon. - Evaluasi informasi dan efektivitas media untuk perbaikan - Determining PIC. - Determining duration of readiness. - Determining etiquette of receiving and answering phone calls. - Evaluating information and media effectiveness for improvement.	Membuat dan menetapkan prosedur terkait Pengendalian Niaga Formulating and determining procedure regarding Commerce Control
	Optimalisasi penggunaan aplikasi realtime kesiapan pembangkit Optimization of application utilization on generator's realtime readiness	- Menetapkan PIC untuk setiap aplikasi sesuai dengan Tupoksi. - Menetapkan response time mengacu pada Protap. - Evaluasi informasi dan efektivitas media untuk perbaikan. - Determining PIC for each application in accordance with their job description. - Determining Response Time accordingly to Standard Operation Procedure. - Evaluating information and media effectiveness for improvement	Melakukan sosialisasi kepada pegawai terkait Protap Conducting socialization toward employees regarding Standard Operating Procedure

Informasi Produk dan Sarana Komunikasi Pelanggan
Product Information and Customer Communication Media

Ketersediaan informasi yang akurat serta kemudahan akses terhadap informasi produk merupakan aspek krusial dalam membangun kepercayaan dan meningkatkan minat pelanggan terhadap layanan yang disediakan oleh perusahaan. PLN Indonesia Power menempatkan transparansi informasi sebagai elemen penting dalam strategi komunikasi Perusahaan, khususnya dalam upaya memperkuat hubungan dengan pelanggan serta memastikan kepuasan mereka terhadap produk dan layanan yang diberikan.

The availability of accurate information and easy access to product information are crucial aspects in building trust and increasing customer interest in the services provided by the company. PLN Indonesia Power places transparency of as an important element in the Company's communication strategy, particularly in an effort to strengthen relationships with customers and ensure their satisfaction with the products and services provided.

Informasi terkait produk dan layanan PLN Indonesia Power dapat diakses secara terbuka melalui berbagai kanal resmi, termasuk situs web Perusahaan di alamat www.plnindonesiapower.co.id, serta publikasi rutin seperti laporan tahunan yang memuat data dan informasi terperinci mengenai kinerja, inovasi, dan komitmen perusahaan terhadap pelanggan.

Information related to PLN Indonesia Power's products and services is openly accessible through various official channels, including the Company's website at www.plnindonesiapower.co.id address, as well as regular publications such as annual reports that contain detailed data and information on the company's performance, innovation, and commitment to customers.

Selain menyediakan akses informasi satu arah, PLN Indonesia Power juga membuka ruang interaksi dua arah dengan pelanggan. Pelanggan diberikan kesempatan untuk menyampaikan keluhan, pertanyaan, saran, maupun umpan balik terkait tingkat kepuasan mereka terhadap layanan yang diterima. Interaksi ini tidak hanya berfungsi sebagai mekanisme evaluasi kinerja layanan, tetapi juga menjadi sarana penting dalam proses perbaikan berkelanjutan (*continuous improvement*).

In addition to providing one-way access to information, PLN Indonesia Power also opens a two-way interaction space with customers. Customers are given the opportunity to submit complaints, questions, suggestions, or feedback regarding their level of satisfaction with the service received. This interaction not only serves as a mechanism for evaluating service performance, but also becomes an important means in the continuous improvement process.

Media Komunikasi Utama Main Communication Media	**Proses Menetapkan Persyaratan Dukungan Pelanggan** Customer Support Requirement Determination Process	**Proses Menyebarluaskan Persyaratan ke Internal Tenaga Kerja** Requirement Dissemination to Workforce
PLN melalui PLN UI P2B (Energi Listrik 500kV dan 150kV) PLN via PLN UI P2B (500 kV and 150 kV electricity)		
Telepon/WhatsApp • 021-526 7666 • Ext. 2222/3333 : *Operasional Realtime* (ETMC) • Ext. 2222/3333 : Realisasi Kinerja Pembangkit **HDKP (Harian Deklarasi Ketidaksiapan Pembangkit)** • WA Group-ROM P2B-IP: komunikasi ROM • Handphone ETMC 0811 937 740 : Kondisi pembangkit dan operasional • Handphone ETMC 0811 937 740 : Kondisi Pembangkit dan Operasional • Hotline Unit Pembangkit : Naik turun beban, *Start-Stop* Pembangkit, Kondisi Pembangkit **Phone/WhatsApp Number** • 021-526 7666 • Ext. 2222/3333: Real-time Operations (ETMC) • Ext. 2222/3333: Power Plant Performance realization **HDKP (Power Plant Unreadiness Daily Declaration)** • WA Group-ROM P2B-IP: ROM communication • ETMC phone number 0811937740: Power Plant Condition and Operations • Power Generation Unit Hotline: Load fluctuation, power plant start-stop, plant conditions	- Menetapkan PIC untuk telepon. - Menetapkan respon time. - Menetapkan tata cara menerima dan menjawab telepon. - Evaluasi informasi dan efektivitas media untuk perbaikan. - Determining PIC for phone calls. - Setting up response time. - Establishing etiquette to receive and answer calls. - Evaluating information and media effectiveness for improvement.	- Menetapkan instruksi kerja (IPM, IK). - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction (IPM, IK). - Disseminating relevant information to the related employees.
***Website*/Aplikasi** • Aplikasi HDKS (Rapsodi): Naik turun beban dan *Start-Stop* Pembangkit • Aplikasi HDKP IKP : Ketidaksiapan Pembangkit • Aplikasi GAIS : Kinerja Pembangkit. • Aplikasi JBOS *Plan* : Perencanaan Pembangkit • Aplikasi ProNIA : kondisi realtime sistem pembangkitan • Aplikasi Neraca Energi : kWh Energi **Website/Application** • HDKS app (Rapsodi): Load fluctuation and Plant Start-Stop • HDKP IKP app: Power Plant Unreadiness • GAIS app: Power Plant Performance • JBOS Plan app: Power Plant Planning • ProNIA app: the real-time status of the genera-tion system • Neraca Energi app: Energy kWh	- Menetapkan PIC untuk aplikasi sesuai dengan Tupoksi. - Menetapkan respon time mengacu pada Protap. - Evaluasi informasi dan efektivitas media untuk perbaikan. - Determining PIC for every application in line with job descriptions - Determining response time referring to procedures - Evaluating information and media effectiveness for improvement.	- Menetapkan instruksi kerja (IPM, IK). - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction (IPM, IK). - Disseminating relevant information to related employees.

Media Komunikasi Utama Main Communication Media	Proses Menetapkan Persyaratan Dukungan Pelanggan Customer Support Requirement Determination Process	Proses Menyebarluaskan Persyaratan ke Internal Tenaga Kerja Requirement Dissemination to Workforce
E-mail etmc@plnindonesiapower.co.id Perencanaan Operasi, Operasional *Realtime* Operation Plan, Real-time Operations	- Menetapkan kesiapan pembangkit (ROB, ROM, dan ROH). - Evaluasi informasi dan efektivitas media untuk perbaikan. - Determining plant readiness (ROB, ROM, and ROH). - Evaluating information and media	- Menetapkan instruksi kerja (IPM, IK). - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.
Surat PT PLN Indonesia Power Jl. Jend. Gatot Subroto Kav 18, Jakarta Selatan, 12950 Settlement/Kontrak **Mail** PT PLN Indonesia Power Jl. Jend. Gatot Subroto Kav 18, Jakarta Selatan, 12950 Settlement/Contract	- Menetapkan kontrak Single Price. - Menetapkan JTF. - Menetapkan perencanaan penjualan. - Menetapkan kondisi status pembangkit. - Determining Single Price contract. - Determining JTF. - Determining sales plan. - Determining power plant status.	- Menetapkan instruksi kerja. - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.
Rapat Rapat Alokasi Energi (RAE) dan Rapat koordinasi pembahasan Kontrak dan Settlement **Meeting** Energy Allocation Meeting (RAE) and coordination meeting to discuss Contract and Settlement	- Menetapkan hasil evaluasi energi bulan yang lalu dan perencanaan bulan depan. - Evaluasi informasi dan efektivitas media untuk perbaikan. - Determining the results of preceding months' energy evaluation and planning for the following month - Evaluating information and media effectiveness for improvement.	- Menetapkan instruksi kerja. - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.
PLN melalui PLN Distribusi (energi listrik ≤20kV) PLN Via PLN Distribusi (electricity ≤20 kV)		
Telepon • 021-526 7666 • Handphone ETMC: 0811 937 740 • Telepon direct ETMC: 021-522 9813 **Phone** • 021-526 7666 • ETMC Cellular phone: 0811 937 740 • Direct call to ETMC: 021-522 9813	- Menetapkan PIC untuk telepon. - Menetapkan respon time. - Menetapkan tata cara menerima dan menjawab telepon. - Determining PIC for phone calls. - Setting up response time. - Establishing etiquette to receive and answer calls.	- Menetapkan instruksi kerja. - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.
E-mail E-mail kepada Bidang CMR II/ personal E-mail : Settlement/kontrak **E-mail** E-mail to DIV CMR I/personal e-mail: Settlement/ Contract	- Menetapkan kesiapan pembangkit. - Determining plant readiness.	- Menetapkan instruksi kerja. - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.
Surat PT PLN Indonesia Power Jl. Jend. Gatot Subroto Kav 18, Jakarta Selatan, 12950 Settlement/Kontrak **Mail** PT PLN Indonesia Power Jl. Jend. Gatot Subroto Kav 18, Jakarta Selatan, 12950 Settlement/Contract	- Menetapkan kontrak Single Price. - Menetapkan JTF. - Menetapkan kondisi status pembangkit. - Determining Single Price contract. - Determining JTF. - Determining power plant status.	- Menetapkan instruksi kerja. - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.
Rapat Rapat koordinasi pembahasan kontrak dan settlement Meeting Coordination meeting to discuss contract and settlement	- Menetapkan perencanaan dan evaluasi pelaksanaan kontrak/ settlement. - Determining planning and evaluation of contract/settlement implementation.	- Menetapkan instruksi kerja. - Melakukan sosialisasi kepada pegawai terkait. - Determining work instruction. - Disseminating relevant information to related employees.

Media Komunikasi Utama Main Communication Media	Proses Menetapkan Persyaratan Dukungan Pelanggan Customer Support Requirement Determination Process	Proses Menyebarluaskan Persyaratan ke Internal Tenaga Kerja Requirement Dissemination to Workforce
PLN Pelanggan Jasa O&M PLN via O&M Services Customers		
Telepon • 021-526 7666 : Koordinasi, Progres, Kajian • Telepon personal : Koordinasi, Progres, Kajian **Phone** • 021-526 7666: Coordination, Progress, Review • Personal phone: Coordination, Progress, Review	- Menetapkan PIC untuk telepon. - Menetapkan respon time. - Menetapkan tata cara menerima dan menjawab telepon. - Determining PIC for phone calls. - Setting up response time. - Establishing etiquette to receive and answer calls.	- Menetapkan instruksi kerja. - Melakukan rapat internal Jasa O&M. - Determining work instruction. - Holding internal O&M Services meeting.
E-mail *E-mail* ke Bidang CMR I dan Bidang CMR II / *personal e-mail* **E-mail** E-mail to Division CMR I and Division CMR II /personal e-mail	- Menetapkan kesiapan pembangkit (ROB, ROM, dan ROH). - Determining plant readiness (ROB, ROM, and ROH).	- Menetapkan instruksi kerja. - Melakukan rapat internal Jasa O&M. - Determining work instruction. - Holding internal O&M Services meeting.
Rapat Rapat Jasa O&M **Meeting** O&M Service Meeting	- Melakukan hasil evaluasi kontrak yang masih berjalan. - Conducting evaluation of ongoing contract.	- Menetapkan instruksi kerja. - Melakukan rapat internal Jasa O&M. - Determining work instruction. - Holding internal O&M Services meeting.

Mekanisme Penyampaian dan Penanganan Pengaduan Pelanggan
Customer Complaint Filling and Handling Mechanism

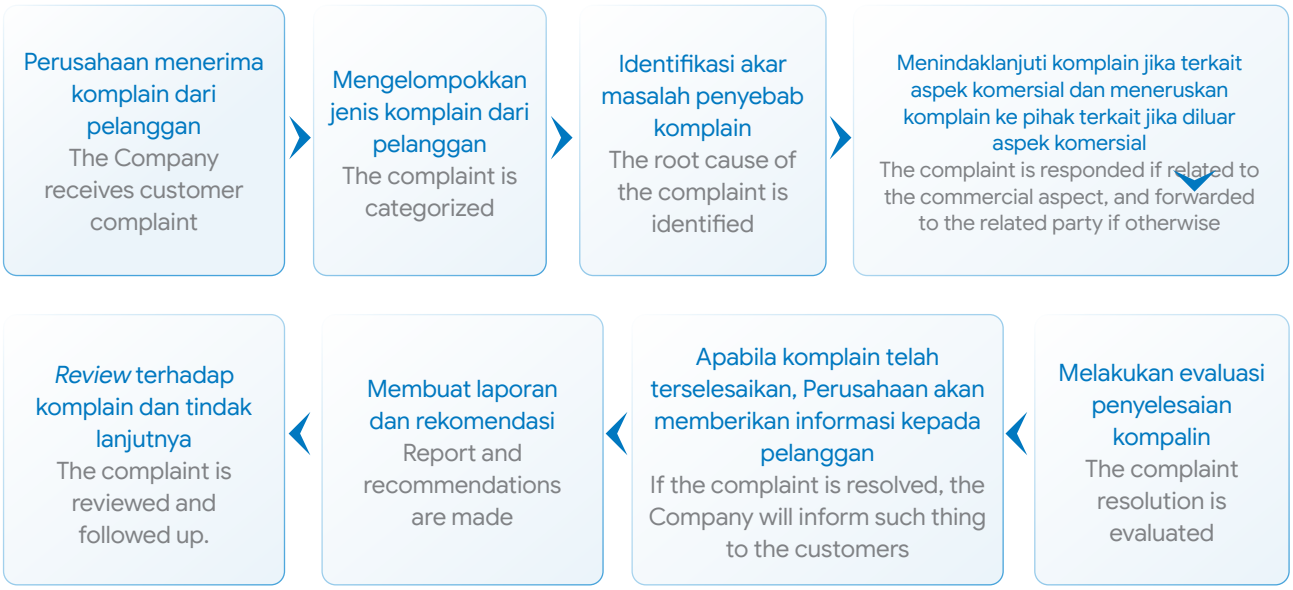
Sebagai bagian dari penguatan komitmen terhadap tanggung jawab sosial dan perlindungan hak pelanggan, PLN Indonesia Power terus mengembangkan sistem layanan yang adaptif, terintegrasi, dan berbasis kebutuhan pelanggan. Upaya ini diwujudkan melalui penyediaan mekanisme penanganan pengaduan yang semakin modern, responsif, serta mudah diakses melalui berbagai kanal komunikasi.

Mekanisme tersebut terintegrasi dalam sistem manajemen layanan pelanggan yang tidak hanya berfokus pada penyelesaian keluhan secara cepat dan tepat, tetapi juga mengedepankan pemanfaatan data dan umpan balik pelanggan sebagai dasar peningkatan kualitas layanan. Dengan pendekatan yang lebih proaktif dan berkelanjutan, Perusahaan mampu mengantisipasi potensi permasalahan, sekaligus terus menyempurnakan standar pelayanan guna memberikan pengalaman layanan yang lebih optimal di masa mendatang.

As part of strengthening its commitment to social responsibility and protection of customer rights, PLN Indonesia Power continues to develop an adaptive, integrated, and customer-need-based service system. This effort is realized through the provision of increasingly modern, responsive, and easily accessible complaint handling mechanisms through various communication channels.

The mechanism is integrated into a customer service management system that not only focuses on resolving complaints quickly and precisely, but also prioritizes the use of customer data and feedback as the basis for improving service quality. With a more proactive and sustainable approach, the Company is able to anticipate potential problems, while continuing to improve service standards to provide a more optimal service experience in the future.

Mekanisme Penanganan Pengaduan Pelanggan
Customer Complaint Handling Mechanism



Selama tahun 2025, tidak terdapat pengaduan pelanggan baik dari aspek kesehatan dan keselamatan terkait dengan pendistribusian listrik kepada pelanggan dan pengaduan mengenai privasi pelanggan maupun aspek ketidakpatuhan terhadap peraturan terkait dengan penyediaan informasi produk dan komunikasi pemasaran.

Throughout 2025, no customer complaints were made about health and safety aspects related to the distribution of electricity to customers, their privacy or non-compliance with relevant regulations on provision of product information and marketing communications.

Penanganan pengaduan pelanggan dikelola dan dilaksanakan oleh Divisi di *Head Office* PLN Indonesia Power, yaitu Bidang *Contract Management and Customer Relations* I (CMR I) untuk Pelanggan Unit Pembangkit dibawah Direktorat Operasi Pembangkit Batubara dan Bidang *Contract Management and Customer Relations* II (CMR II) Pelanggan Unit Pembangkit dibawah Direktorat Operasi Pembangkit Gas, serta dimonitor secara otomatis dalam *Report Application of Power System Operation and Data Integration* (RAPSODI) oleh operator ETMC. Hasilnya dikompilasi dan dievaluasi oleh Vice President of Contract Management and Customer Relations I dan Vice President of Contract Management and Customer Relations II serta Unit Pembangkit/Divisi di *Head Office* yang terkait, untuk mendapatkan solusi dari masalah yang dihadapi dan kemudian ditindaklanjuti.

At the Head Office, customer complaints are handled by the Division of Contract Management and Customer Relations I (CMR I) for Generation Unit Customers under Coal-Fired Generator Operation Directorate and the Division of Contract Management and Customer Relations II (CMR II) for Generation Unit Customers under Gas-Fired Generator Operation Directorate. They are automatically monitored by Report Application of Power System Operation and Data Integration (RAPSODI) by ETMC operator. The result is compiled and evaluated by the Vice President of Contract Management and Customer Relations I, Vice President of Contract Management and Customer Relations II, as well as Power Generation Unit/Division at the corresponding Head Office, to come up with solutions and be followed up.

Pengembangan Pelayanan dan Keamanan Produk bagi Pelanggan
Development of Customer Service and Product Security

PLN Indonesia Power secara berkelanjutan melakukan pengembangan dan inovasi dalam rangka menjamin ketersediaan pasokan listrik yang andal sekaligus meningkatkan kualitas layanan kepada seluruh pemangku kepentingan. Upaya ini merupakan bagian dari komitmen strategis perusahaan untuk memberikan kontribusi positif, baik secara langsung maupun tidak langsung, terhadap agenda pembangunan berkelanjutan (*sustainable development*).

PLN Indonesia Power continuously carries out development and innovation to ensure the availability of reliable electricity supply while improving service quality to all stakeholders. This effort is part of the Company's strategic commitment to provide positive contributions, both directly and indirectly, to the sustainable development agenda.

Dalam pelaksanaannya, Perusahaan senantiasa mengedepankan prinsip produksi yang bertanggung jawab, sejalan dengan tujuan untuk memastikan akses terhadap energi yang terjangkau, andal, dan berkelanjutan bagi masyarakat luas. Hal ini tidak hanya mencerminkan tanggung jawab lingkungan dan sosial perusahaan, tetapi juga menunjukkan peran aktif PLN Indonesia Power dalam mendukung transisi energi yang inklusif dan berkeadilan.

In its implementation, the Company always prioritizes the principle of responsible production, in line with the goal of ensuring access to affordable, reliable, and sustainable energy for the wider community. This not only reflects the company's environmental and social responsibility, but also demonstrates PLN Indonesia Power's active role in supporting an inclusive and equitable energy transition.

Pengembangan dan Inovasi Pelayanan Pelanggan
Customer Service Development and Innovation

Perusahaan secara konsisten melaksanakan pengembangan produk yang berorientasi pada prinsip keberlanjutan sebagai bagian dari komitmennya dalam mendukung peningkatan kualitas pelayanan PT PLN (Persero). Inisiatif ini mencerminkan upaya Perusahaan untuk tidak hanya memenuhi kebutuhan energi saat ini, tetapi juga memastikan bahwa layanan yang diberikan tetap relevan, efisien, dan bertanggung jawab terhadap aspek lingkungan, sosial, serta ekonomi dalam jangka panjang. Pengembangan dan inovasi pelayanan pelanggan yang dilakukan PLN Indonesia Power pada tahun 2025 adalah sebagai berikut:

1. Menambahkan media komunikasi pelanggan dengan aplikasi messenger sebagai media komunikasi privat dengan Pelanggan serta sarana untuk menginformasikan laporan-laporan terkait kinerja unit pembangkit listrik Perusahaan secara rutin.
2. Menambahkan media Komunikasi berupa JWOT sebagai sarana komunikasi dengan pelanggan yang dapat merekam suara pembicaraan yang terjadi saat itu.
3. Menambahkan aplikasi niaga sebagai sarana untuk monitoring kinerja pembangkit Perusahaan secara realtime yang dapat diakses oleh pelanggan berbasis web bases.
4. Mengembangkan aplikasi pengelolaan pelanggan untuk *monitoring* dan evaluasi tindak lanjut *action plan* OFI atas hasil survei pelanggan.

The Company consistently carries out product development oriented to the principle of sustainability as part of its commitment to supporting the improvement of the quality of PT PLN (Persero) services. This initiative reflects the Company's efforts to not only meet current energy needs, but also ensure that the services provided remain relevant, efficient, and responsible for environmental, social, and economic aspects in the long run. The development and innovation of customer service carried out by PLN Indonesia Power in 2025 were as follows:

1. Adding a messenger application as a private communication medium with customers as well as a means to inform reports on the performance of the Company's power plant units on a regular basis.
2. Adding JWOT communication medium as a means of communication with customers. This service features voice recording of ongoing conversations.
3. Adding web-based commercial application for real-time monitoring of the Company's power plants.
4. Developing a customer management application for monitoring and evaluating the follow-up of OFI action plan on the customer survey result.

Dampak dan Keamanan Produk bagi Pelanggan
Impact and Safety of Products for Customers

Kualitas layanan yang mencakup keandalan pasokan listrik, kecepatan pemulihan dalam kasus gangguan atau pemadaman, serta stabilitas tegangan, merupakan faktor-faktor utama yang secara langsung mempengaruhi tingkat kepuasan masyarakat dan pengguna akhir terhadap kinerja PT PLN (Persero). Dalam hal ini, PLN Indonesia Power, sebagai salah satu produsen energi listrik, memiliki peran strategis dalam mendukung terjaminnya ketersediaan energi listrik bagi kehidupan sehari-hari masyarakat. Produk yang dihasilkan, baik secara langsung maupun tidak langsung, memberikan dampak signifikan terhadap akses masyarakat terhadap energi, yang digunakan untuk keperluan penting seperti penerangan, pengoperasian peralatan rumah tangga, perangkat elektronik, serta mesin-mesin produksi.

Service quality, including reliability of electricity supply, speed of recovery in the event of disruptions or blackouts, and voltage stability, are the main factors that directly affect the customer satisfaction and end-users with PT PLN (Persero) performance. In this case, PLN Indonesia Power, as one producer of electricity, has a strategic role in supporting the guaranteed availability of electrical energy for people's daily lives. The products generated, both directly and indirectly, have a significant impact on people's access to energy, which is used for important purposes such as lighting, operating household appliances, electronic devices, and production machines.

Ketidakandalan dalam pasokan listrik atau penggunaan peralatan yang tidak sesuai standar dapat menimbulkan berbagai risiko keselamatan, seperti potensi kebakaran, kejutan listrik, maupun cedera lainnya yang dapat membahayakan keselamatan pengguna akhir. Sebaliknya, ketersediaan listrik yang stabil, andal, dan terjangkau memiliki peran fundamental dalam mendorong pertumbuhan ekonomi. Hal ini diwujudkan melalui dukungan terhadap aktivitas industri, komersial, dan rumah tangga, serta penciptaan iklim yang kondusif bagi investasi dan inovasi teknologi.

Unreliability in electricity supply or the use of equipment that does not meet standards can pose various safety risks, such as the potential for fire, electric shock, or other injuries that can endanger the safety of end users. Conversely, the availability of stable, reliable, and affordable electricity plays a fundamental role in driving economic growth. This matter is realized through support for industrial, commercial, and household activities, as well as the creation of a climate conducive to investment and technology innovation.

Risiko langsung terhadap keselamatan dan kesehatan pelanggan dari produk yang dihasilkan PLN Indonesia Power relatif kecil. Hal ini disebabkan oleh skema distribusi listrik, di mana PT PLN (Persero) bertindak sebagai pembeli tunggal (single buyer) yang menyalurkan energi listrik kepada pengguna akhir. Dengan demikian, energi listrik yang diproduksi oleh PLN Indonesia Power tidak didistribusikan langsung kepada konsumen akhir, melainkan melalui jaringan transmisi milik PT PLN (Persero). Oleh karena itu, tidak terdapat data atau informasi mengenai produk yang ditarik kembali (product recall) maupun alasan penarikan tersebut.

The direct risk to customer safety and health from products generated by PLN Indonesia Power is relatively small. This is due to the electricity distribution scheme, of which PT PLN (Persero) acts as a single buyer that distributes electricity to end users. Thus, the electricity generated by PLN Indonesia Power is not distributed directly to end consumers, but rather through the transmission network owned by PT PLN (Persero). Therefore, there is no data or information regarding the recalled products or the reasons for the recall.

Meskipun tidak bersentuhan langsung dengan pelanggan akhir, PLN Indonesia Power tetap berkomitmen untuk menjalankan operasionalnya sesuai dengan standar keselamatan dan kesehatan yang berlaku, guna meminimalkan dampak negatif terhadap pengguna listrik secara keseluruhan. Perusahaan telah mengimplementasikan Sistem Manajemen Mutu

Though not directly in contact with end customers, PLN Indonesia Power remains committed to running its operations in accordance with applicable safety and health standards, in order to minimize the negative impact on electricity users as a whole. The Company has implemented a Quality Management System based on ISO 9001:2015 whose main focuses include

berbasis ISO 9001:2015, di mana salah satu fokus utamanya adalah *Customer Focus*, sebagai bentuk nyata dari komitmen Perusahaan terhadap prinsip kepuasan dan perlindungan pelanggan.

Customer Focus as a concrete form of the Company's commitment to the principle of customer satisfaction and protection.

Sebagai bagian dari strategi pengelolaan dampak atas produk dan layanan, PLN Indonesia Power juga menegaskan komitmennya dalam menjamin perlindungan terhadap aspek keamanan, kesehatan, dan keselamatan pelanggan. Di samping itu, Perusahaan secara konsisten menerapkan prinsip transparansi dalam penyediaan informasi produk serta pelaksanaan komunikasi pemasaran, guna memastikan pelanggan memperoleh informasi yang akurat, jelas, dan dapat diakses dengan mudah. Komitmen ini diwujudkan dengan memastikan bahwa:

1. Seratus persen (100%) unit pembangkit PLN Indonesia Power telah memenuhi kepatuhan (*compliance*) dan melampaui kepatuhan (*beyond compliance*) pada Program Penilaian Peringkat Kinerja Perusahaan Dalam Pengelolaan Lingkungan (PROPER) dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK);
2. Seratus persen (100%) atau seluruh unit pembangkit PLN Indonesia Power berhasil tercatat tidak terjadi kecelakaan kerja yang dialami oleh pegawai Perusahaan maupun kontraktor/mitra (*zero accident*) di seluruh unit Perusahaan;
3. Dalam memastikan operasi unit pembangkit berjalan dengan aman dan andal, setiap unit pembangkit PLN Indonesia Power telah memenuhi Sertifikat Laik Operasi (SLO) yang mengacu pada Peraturan Menteri Energi dan Sumber Daya Mineral Nomor 12 Tahun 2021 tentang Klasifikasi, Kualifikasi, Akreditasi, dan Sertifikasi Usaha Jasa Penunjang Tenaga Listrik; serta
4. Melakukan evaluasi atas kinerja pembangkit Perusahaan secara berkala.

As part of the strategy for managing the impact of products and services, PLN Indonesia Power also emphasizes its commitment to ensuring protection of customer safety, health, and security aspects. In addition, the Company consistently applies transparency principle in providing product information and implementing marketing communications, to ensure that customers obtain accurate, clear, and easily accessible information. This commitment is realized by ensuring that:

1. All power generation units of PLN Indonesia Power have obtained 'compliance' and 'beyond compliance' ranks in Assessment Program of Corporate Performance Rank in Environmental Management (PROPER) from the Ministry of Environment and Forestry (KLHK);
2. All power generation units of PLN Indonesia Power have achieved zero accident as there is no occupational accident taking place involving employees or contractors/partners;
3. To ensure safe and reliable operation of the Company's power generation units, each of them has obtained Certificate of Operational Eligibility (SLO) as referred to in the Regulation of the Minister of Energy and Mineral Resources No. 12 of 2021 on Classification, Qualification, Accreditation, and Certification of Electricity Support Service Businesses; and
4. Performance evaluation on every generator is conducted on a regular basis.

Biaya Kegiatan Tanggung Jawab Sosial Perusahaan Terkait Pelanggan

Cost of Corporate Social Responsibility Related to Customers

PLN Indonesia Power telah merealisasikan biaya tanggung jawab sosial pelanggan selama tahun 2025 adalah sebesar Rp1.7083 Juta yang meliputi rangkaian kegiatan survei pelanggan mulai dari evaluasi, pelaksanaan dan tindak lanjutnya.

PLN Indonesia Power realized Rp1,7083 million for customer social responsibility related to customers throughout 2025, among others were a series of customer survey activities starting from evaluation, implementation, and follow-up.

Kinerja Sosial Aspek Ketenagakerjaan

Social Performance of Employment Aspect

Dalam kerangka pembangunan berkelanjutan dan transformasi menuju organisasi yang modern, PLN Indonesia Power menekankan pentingnya harmonisasi antara tuntutan pekerjaan dan kehidupan pribadi guna mendukung produktivitas, kepuasan kerja, serta pengembangan karier jangka panjang. Pendekatan ini tidak hanya memberi manfaat bagi individu, tetapi juga menjadi faktor strategis dalam memastikan kelangsungan dan daya saing bisnis.

Perusahaan menempatkan kesejahteraan tenaga kerja sebagai bagian integral dari strategi keberlanjutan dengan menciptakan lingkungan kerja yang adil, aman, dan inklusif. Hal ini diwujudkan melalui penerapan kebijakan dan program ketenagakerjaan yang komprehensif, termasuk pemberian kompensasi yang layak, kesetaraan kesempatan tanpa diskriminasi, promosi karier yang transparan, jaminan kesehatan dan keselamatan kerja, serta akses terhadap pendidikan dan pelatihan berkelanjutan untuk mendukung peningkatan kompetensi dan kesejahteraan karyawan secara menyeluruh.

PLN Indonesia Power telah merujuk dan menyesuaikan kebijakan ketenagakerjaannya dengan peraturan nasional yang berlaku, seperti Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja dan Undang-Undang No. 13 Tahun 2013 tentang Ketenagakerjaan. Selain itu, pelaksanaan program tanggung jawab sosial ketenagakerjaan juga sejalan dengan prinsip-prinsip *Decent Work* yang dicanangkan oleh Organisasi Perburuhan Internasional (ILO) serta Tujuan Pembangunan Berkelanjutan (SDGs), khususnya SDG 5 (*Gender Equality*), SDG 8 (*Decent Work and Economic Growth*), dan SDG 12 (*Responsible Consumption and Production*). Inisiatif keberlanjutan perusahaan dalam aspek ketenagakerjaan mencakup:

1. Pemberian kesempatan kerja yang setara tanpa diskriminasi terhadap suku, agama, gender, maupun latar belakang sosial.
2. Dukungan terhadap peningkatan partisipasi kerja perempuan melalui kebijakan ramah keluarga dan ruang aman di tempat kerja.
3. Pemenuhan hak pegawai atas fasilitas sosial, termasuk cuti, asuransi kesehatan, dan program kesejahteraan lainnya.
4. Implementasi budaya keselamatan kerja (*safety culture*) untuk mewujudkan *zero accident*.
5. Pembangunan sistem kesiapsiagaan tanggap bencana di seluruh unit operasional.

In the framework of sustainable development and transformation towards a modern organization, PLN Indonesia Power emphasizes the importance of maintaining a work-life balance to support productivity, job satisfaction, and long-term career development. This approach not only benefits individuals, but also becomes a strategic factor in ensuring business continuity and competitiveness.

The Company places workforce welfare as an integral part of its sustainability strategy by creating a fair, safe, and inclusive work environment. This is achieved through the implementation of comprehensive employment policies and programs, including the provision of adequate compensation, equal opportunities without discrimination, transparent career promotion, occupational health and safety insurance, and access to continuing education and training to support the overall improvement of employee competencies and well-being.

PLN Indonesia Power has referred to and adjusted its labor policy to applicable national regulations, such as Law No. 1 of 1970 on Occupational Safety and Law No. 13 of 2013 on Manpower. In addition, the implementation of the employment social responsibility program is also in line with the principles of Decent Work proclaimed by the International Labor Organization (ILO) and the Sustainable Development Goals (SDGs), especially SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 12 (Responsible Consumption and Production). The company's sustainability initiatives in the employment aspect include:

1. Providing equal employment opportunities without discrimination based on ethnicity, religion, gender, or social background.
2. Supporting increased female labor participation through family-friendly policies and safe spaces in the workplace.
3. Fulfilling employees' rights to social benefits, including leave, health insurance, and other welfare programs.
4. Implementing a safety culture to achieve zero accidents.
5. Developing disaster preparedness systems across all operational units.

6. Penciptaan lingkungan kerja yang bersih dan sehat sebagai langkah preventif terhadap kecelakaan dan penyakit akibat kerja.

Tanggung jawab sosial dalam bidang ketenagakerjaan diharapkan mampu memberikan dampak positif secara eksternal melalui perluasan akses terhadap pekerjaan yang layak, penguatan peran perempuan dalam dunia kerja, serta produksi yang bertanggung jawab dan beretika. Hal ini sejalan dengan visi PLN Indonesia Power sebagai entitas bisnis yang tidak hanya berorientasi pada profitabilitas, namun juga membawa dampak positif terhadap masyarakat dan lingkungan secara berkelanjutan.

6. Creating a clean and healthy work environment as a preventive measure against occupational accidents and diseases.

Social responsibility in the field of employment is expected to have a positive impact externally through expanding access to decent work, strengthening the role of women in the workforce, and promoting responsible and ethical production. This is in line with PLN Indonesia Power's vision as a business entity that is not only focused on profitability, but also has delivers a lasting positive impact on society and the environment.

Kesetaraan dan Kesempatan Kerja
Equal Employment Opportunity

PLN Indonesia Power menempatkan prinsip kesetaraan dan peluang kerja yang adil sebagai fondasi dalam pengelolaan sumber daya manusia. Perusahaan berkomitmen untuk memberikan setiap individu kesempatan yang setara dalam mengakses pekerjaan, mengembangkan karier, dan mendapatkan apresiasi atas prestasi, tanpa diskriminasi berdasarkan ras, gender, agama, etnis, latar belakang sosial, pandangan politik, atau faktor lain yang tidak berkaitan dengan kompetensi dan kinerja profesional.

Prinsip kesetaraan ini diterapkan secara konsisten dalam seluruh tahapan manajemen ketenagakerjaan, mulai dari proses rekrutmen yang terbuka dan inklusif, pengembangan kompetensi yang disesuaikan dengan potensi dan kebutuhan karyawan, evaluasi kinerja yang adil dan objektif, hingga pengelolaan remunerasi serta program kesejahteraan yang berlandaskan keadilan dan transparansi.

PLN Indonesia Power juga secara aktif mendorong penciptaan lingkungan kerja yang mendukung partisipasi semua kelompok masyarakat, termasuk dukungan terhadap keterlibatan perempuan dalam dunia kerja, yang diwujudkan melalui regulasi internal dan kebijakan kolektif. Salah satu bentuk nyata dari komitmen tersebut adalah pengaturan dalam Perjanjian Kerja Bersama (PKB) 2024-2025 beserta amandemennya, yang memberikan perlindungan terhadap hak-hak reproduktif perempuan pekerja. Pengaturan tersebut antara lain tercantum dalam Pasal 82 tentang hak atas cuti bersalin, Pasal 84 mengenai cuti haid, dan Pasal 86 tentang izin khusus karena kepentingan pribadi. Ketentuan tersebut juga

PLN Indonesia Power places the principles of equal and fair employment opportunities as the foundation in human resource management. The Company is committed to providing every individual with equal opportunities to access employment, develop a career, and gain appreciation for achievements, without discrimination based on race, gender, religion, ethnicity, social background, political views, or any other factor unrelated to professional competence and performance.

This principle of equality is applied consistently in all stages of employment management, starting from an open and inclusive recruitment process, competency development that is tailored to the potential and needs of employees, fair and objective performance evaluation, to remuneration management and welfare programs based on fairness and transparency.

PLN Indonesia Power also actively encourages the realization of a work environment that supports the participation of all community groups, including support for the involvement of women in the workforce, which is realized through internal regulations and collective policies. A tangible manifestation of this commitment is reflected in the 2024-2025 Collective Labor Agreement (CLA) and its amendments, which safeguard the reproductive rights of female employees. These arrangements are included in Article 82 on the right to maternity leave, Article 84 on menstrual leave, and Article 86 on special permission due to personal interests. This provision is also strengthened by the Board of Directors' Decision

turut diperkuat oleh Surat Keputusan Direksi No. 49.K/010/IP/2010 yang mengatur hak atas cuti sakit, cuti haid, dan cuti bersalin sebagai bentuk perlindungan kesejahteraan dan kesehatan bagi pegawai perempuan. Perusahaan juga menyediakan fasilitas sosial khusus untuk mendukung pegawai dengan kebutuhan tertentu. Fasilitas ini diatur dalam Pasal 92 PKB yang mencakup penyediaan sarana pelayanan kesehatan, termasuk ruang laktasi bagi ibu menyusui, serta Pasal 100 yang mengatur penyediaan alat bantu rehabilitasi, seperti alat bantu dengar, penyangga tubuh, kacamata, dan prothesa (alat pengganti fungsi anggota tubuh), sebagai bentuk penghormatan terhadap hak-hak pegawai disabilitas. Prinsip kesetaraan juga tercermin dalam penegakan kode etik perusahaan, yang secara tegas menyatakan bahwa segala bentuk diskriminasi merupakan pelanggaran serius terhadap norma etik dan tata kelola perusahaan yang baik.

No. 49.K/010/IP/2010 which regulates the right to sick leave, menstrual leave, and maternity leave as a form of protection of welfare and health for female employees. The Company also provides special social facilities to support employees with specific needs. This facility is regulated in Article 92 of the CLA which includes the provision of health service facilities, including lactation rooms for breastfeeding mothers, as well as Article 100 which regulates the provision of rehabilitation aids, such as hearing aids, body supports, glasses, and prothesa (replacement devices for limb function), as a form of respect for the rights of employees with disabilities. The principle of equality is also reflected in the enforcement of the Company's code of ethics, which expressly states that all forms of discrimination constitute a serious violation of ethical standards and sound corporate governance.

Berdasarkan hasil pemantauan internal selama tahun 2025, PLN Indonesia Power tidak menerima laporan terkait praktik diskriminatif terhadap pegawai atau pemangku kepentingan eksternal di seluruh wilayah operasionalnya. Hal ini menunjukkan adanya sistem pengawasan, pelaporan, serta budaya organisasi yang secara aktif menolak diskriminasi berbasis identitas maupun latar belakang. Dengan demikian, penerapan prinsip kesetaraan dan kesempatan kerja di PLN Indonesia Power tidak hanya sebatas pemenuhan kewajiban normatif atau kepatuhan terhadap peraturan perundang-undangan ketenagakerjaan, melainkan merupakan wujud nyata dari komitmen perusahaan dalam membangun organisasi yang berkeadilan, dan responsif terhadap dinamika sosial. Praktik ini sejalan dengan nilai-nilai *Environmental, Social, and Governance* (ESG) serta mendukung pencapaian Tujuan Pembangunan Berkelanjutan (SDG) nomor 5 tentang Kesetaraan *Gender*, nomor 8 tentang Pekerjaan Layak dan Pertumbuhan Ekonomi, serta nomor 10 tentang Pengurangan Ketimpangan.

Based on the internal monitoring conducted throughout 2025, PLN Indonesia Power did not receive any reports of discriminatory practices involving employees or external stakeholders across its operational areas. This indicates the presence of a robust monitoring and reporting system, as well as an organizational culture that actively rejects identity- or background-based discrimination. Therefore, the application of equal opportunity and non-discriminatory employment practices at PLN Indonesia Power extends beyond mere compliance with labor laws and regulations but is a tangible manifestation of the company's commitment to building an equitable organization, and responsive to social dynamics. These practices are aligned with Environmental, Social, and Governance (ESG) principles and support the achievement of Sustainable Development Goals (SDGs) number 5 on Gender Equality, number 8 on Decent Work and Economic Growth, and number 10 on G 10 on Reduced Inequalities.

Pemenuhan Ketentuan Terkait Tenaga Kerja Anak dan Kerja Paksa

Compliance with Provisions Regarding Child Labor and Forced Labor

Sejalan dengan ketentuan yang diatur dalam Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan, Konvensi ILO No. 138 dan No. 182, serta prinsip-prinsip United Nations Guiding Principles on Business and Human Rights (UNGPs), PLN Indonesia Power berkomitmen untuk mematuhi seluruh ketentuan terkait larangan tenaga kerja anak dan praktik kerja paksa sebagai bagian dari tanggung jawab sosial dan etika

In line with the provisions stipulated in Law No. 13 of 2003 on Manpower, ILO Conventions No. 138 and No. 182, as well as the principles of the United Nations Guiding Principles on Business and Human Rights (UNGPs), PLN Indonesia Power is committed to complying with all provisions related to the prohibition of child labor and forced labor practices as part of the company's social and ethical responsibility. The company ensures that

perusahaan. Perusahaan memastikan bahwa seluruh proses rekrutmen dan pengelolaan tenaga kerja dilakukan secara sah, adil, dan transparan, sehingga tidak ada individu di bawah usia yang ditentukan oleh peraturan perundang-undangan yang diperbolehkan bekerja. Selain itu, PLN Indonesia Power menegakkan prinsip anti-kerja paksa dengan menjamin bahwa setiap pegawai bekerja secara sukarela, menerima kompensasi yang layak, dan memiliki kebebasan untuk meninggalkan pekerjaan sesuai haknya. Penerapan kebijakan ini didukung oleh pengawasan internal yang ketat, sosialisasi regulasi kepada seluruh unit, serta mekanisme pengaduan yang memudahkan karyawan melaporkan praktik yang tidak sesuai, sehingga menciptakan lingkungan kerja yang aman, adil, dan beretika.

the entire recruitment and workforce management process is carried out legally, fairly, and transparently, so that no individual under the age specified by the laws and regulations is allowed to work. In addition, PLN Indonesia Power upholds the principle of anti-forced labor by ensuring that every employee works voluntarily, receives proper compensation, and has the freedom to leave work according to his or her rights. The implementation of this policy is supported by strict internal supervision, dissemination of regulations to all units, and a complaint mechanism that makes it easier for employees to report inappropriate practices, thereby creating a safe, fair, and ethical work environment.

Pada tahun 2025, PLN Indonesia Power tidak mencatat adanya kasus atau pelanggaran hukum terkait dengan praktik pekerja anak maupun kerja paksa di seluruh lini operasional Perusahaan. Hal tersebut tidak hanya mencerminkan kepatuhan terhadap regulasi nasional dan internasional, namun juga merupakan bagian dari kontribusi Perusahaan dalam mendukung Tujuan Pembangunan Berkelanjutan, khususnya SDG 8 tentang Pekerjaan Layak dan Pertumbuhan Ekonomi serta SDG 16 tentang Perdamaian, Keadilan, dan Kelembagaan yang Tangguh.

In 2025, PLN Indonesia Power did not record any cases or legal violations related to child labor or forced labor practices in all operational lines of the Company. This not only reflects compliance with national and international regulations, but is also part of the Company's contribution to supporting the Sustainable Development Goals, particularly SDG 8 on Decent Work and Economic Growth and SDG 16 on Peace, Justice and Strong Institutions.

Pemenuhan atas Upah Minimum Regional

Fulfillment of Regional Minimum Wage

Komitmen PLN Indonesia Power terhadap prinsip keadilan sosial dan kesejahteraan tenaga kerja, salah satunya diwujudkan dengan memastikan bahwa seluruh kebijakan pengupahan dan remunerasi disusun dan diimplementasikan secara adil, layak, dan sesuai dengan ketentuan hukum yang berlaku. Pemberian remunerasi kepada pegawai mencakup komponen kompensasi langsung maupun tidak langsung yang dirancang berdasarkan sistem merit, kinerja, serta kesetaraan posisi. Kebijakan tersebut tertuang secara eksplisit dalam PKB 2024-2025 beserta amandemennya, khususnya pada Bab VI Pasal 55 mengenai Dasar Penghargaan, yang menjadi landasan hukum dan normatif dalam pengelolaan sistem kompensasi di lingkungan Perusahaan.

PLN Indonesia Power's commitment to the principles of social justice and employee welfare is reflected, among other things, in its efforts to ensure that all wage and remuneration policies are formulated and implemented fairly, appropriately, and in accordance with applicable legal provisions. Employee remuneration comprises both direct and indirect compensation components, designed based on a merit system, performance, and position equity. These policies are explicitly outlined in the 2024–2025 CLA and its amendments, particularly in Chapter VI, Article 55 on the Basis of Rewards, which serves as the legal and normative foundation for the Company's compensation management system.

PLN Indonesia Power tidak hanya mematuhi ketentuan Upah Minimum Regional (UMR) yang ditetapkan pemerintah, tetapi juga menunjukkan komitmen lebih dalam menjamin kesejahteraan pegawai melalui praktik pengupahan yang

PLN Indonesia Power not only complies with the Regional Minimum Wage (UMR) regulations set by the government, but also demonstrates a more profound commitment to employee welfare through wage practices that significantly

jauh di atas standar minimum. Hal ini tercermin dari rata-rata perbandingan gaji pegawai baru terhadap UMR di wilayah operasional pada tahun 2025 yang mencapai angka 3,24 dengan rasio terkecil sebesar 1,80 untuk pegawai tetap, rata-rata rasio sebesar 1,40 dengan rasio terkecil sebesar 1,10 untuk Pegawai Tidak Tetap (TKWT) dan alih daya. Rasio ini menunjukkan bahwa Perusahaan tidak hanya mencerminkan kepatuhan hukum, tetapi juga tanggung jawab moral Perusahaan dalam memberikan penghidupan yang layak bagi pekerja.

exceed minimum standards. This is reflected in the average ratio of new employee salaries to the minimum wage in the operational area in 2025 which reached 3.24 with the lowest ratio of 1.80 for permanent employees, the average ratio of 1.40 with the smallest ratio of 1.10 for Non-Permanent Employees (TKWT) and outsourced employees. These ratios indicate that the Company not only adheres to legal compliance but also upholds its moral responsibility to provide a decent standard of living for its workforce.

Pengembangan Kompetensi Pegawai
Employee Competency Development

PLN Indonesia Power menempatkan pengembangan kompetensi pegawai sebagai salah satu prioritas strategis dalam membangun sumber daya manusia yang profesional, adaptif, dan siap menghadapi tantangan industri energi yang terus berkembang. Perusahaan secara sistematis menyelenggarakan berbagai program pelatihan, pendidikan, dan sertifikasi yang disesuaikan dengan kebutuhan individu maupun tuntutan operasional, termasuk pengembangan kemampuan teknis, kepemimpinan, serta keterampilan digital. Upaya ini tidak hanya bertujuan meningkatkan kualitas kinerja pegawai, tetapi juga mendorong pertumbuhan karier yang berkelanjutan dan peningkatan kapasitas organisasi secara keseluruhan. Dengan fokus pada pengembangan kompetensi, PLN Indonesia Power berkomitmen menciptakan tenaga kerja yang kompeten, inovatif, dan siap berkontribusi secara optimal terhadap pencapaian tujuan perusahaan.

PLN Indonesia Power places employee competency development as one of the strategic priorities in building human resources that are professional, adaptive, and ready to face the challenges of the energy industry that continues to grow. The Company systematically organizes various training, education, and certification programs tailored to individual needs and operational demands, including the development of technical capabilities, leadership, and digital skills. This effort not only aims to improve the quality of employee performance, but also encourages sustainable career growth and overall organizational capacity building. By focusing on competency development, PLN Indonesia Power is committed to creating a competent, innovative, and ready workforce to contribute optimally to the achievement of the company's goals.

Komitmen ini diwujudkan melalui pelaksanaan berbagai program pengembangan kompetensi yang terstruktur dan berkelanjutan, yang dikelola oleh unit pelatihan internal Perusahaan, yakni IP Academy. IP Academy bertugas untuk merancang, mengimplementasikan, serta mengevaluasi efektivitas program-program pelatihan dan pengembangan pegawai agar senantiasa selaras dengan dinamika bisnis serta kebutuhan kompetensi masa depan.

This commitment is realized through the implementation of various structured and sustainable competency development programs, which are managed by the Company's internal training unit, namely IP Academy. IP Academy is responsible for designing, implementing, and evaluating the effectiveness of employee training and development programs to be in line with business dynamics and future competency needs.

Kegiatan yang dilaksanakan sepanjang tahun 2025 terkait pengembangan kompetensi pegawai meliputi Program Pembelajaran Prajabatan, Program Pembelajaran Profesi dan Sertifikasi, Program Pembelajaran Kepemimpinan, Program Pembelajaran Inisiatif Stratejik Korporat, Program Pembelajaran Penunjang dan Diklat Pembekalan Masa Purna Bakti. Uraian lebih rinci terkait pelaksanaan program pengembangan kompetensi pegawai dijelaskan dalam Bab Tinjauan Pendukung Bisnis pada Laporan Tahunan ini.

Activities carried out throughout 2025 related to employee competency development include Pre-Service Learning Program, Professional Learning and Certification Program, Leadership Learning Program, Corporate Strategic Initiative Learning Program, Supporting Learning Program and Retirement Briefing Training Program. A more detailed description of the implementation of employee competency development program is described in the Business Support Review Chapter of this Annual Report.

Program Kesehatan dan Keselamatan Kerja
Occupational Health and Safety Program

Lingkungan kerja yang aman dan nyaman tidak hanya berperan penting dalam meningkatkan produktivitas pegawai, tetapi juga mencerminkan komitmen PLN Indonesia Power untuk menjamin standar kesehatan dan keselamatan kerja secara menyeluruh. Perusahaan secara proaktif menerapkan kebijakan, prosedur, dan program keselamatan yang terintegrasi, mulai dari identifikasi risiko, pelatihan keselamatan, hingga penyediaan fasilitas pendukung yang memadai. PLN Indonesia Power memiliki kebijakan resmi sebagai komitmen terhadap kesehatan dan keselamatan kerja yang mencakup kepatuhan terhadap peraturan, menyediakan pelatihan, dan melindungi karyawan dari bahaya potensial. Pemenuhan aspek kesehatan dan keselamatan kerja mencakup pengimplementasian ISO 45001:2018 (*Occupational Health and Safety Management Systems*) dan pengimplementasian SMK3 dengan merujuk kepada Peraturan Pemerintah Nomor 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan. Program strategis dalam pemenuhan aspek kesehatan dan keselamatan kerja yang dilaksanakan sepanjang tahun 2025 adalah sebagai berikut:

A comfortable and safe work environment is not only a crucial element in supporting employee productivity but also a corporate responsibility in fulfilling health and safety standards for employees. PLN Indonesia Power has established an official policy as a commitment to occupational health and safety, which includes compliance with regulations, provision of training, and protection of employees from potential hazards. Fulfillment of occupational health and safety aspects includes the implementation of ISO 45001:2018 (Occupational Health and Safety Management Systems) and the application of OHSMS following the Government Regulation No. 50 of 2012 on the Implementation of Occupational Health and Safety Management System. The strategic programs implemented throughout 2025 to fulfill occupational health and safety aspects are as follows:

Program Strategis Kesehatan dan Keselamatan Kerja
Strategic Program of Occupational Health and Safety

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Activity Realization	Dampak Kegiatan Activity Impact
1	*Review* Prosedur K3 Korporat Review of Corporate OHS Procedures	Prosedur K3 Korporat direview atau ditambahkan dalam guna mendukung program strategis K3 perusahaan dan pelaksanaan aturan pemerintah Corporate OHS procedures are reviewed or added in order to support the company's strategic OHS programs and the implementation of government regulations	Prosedur K3 yang mutakhir dan sesuai ketentuan meningkatkan efektivitas penerapan K3 di lingkungan kerja, meminimalkan potensi risiko kecelakaan, serta mendukung pencapaian target *Zero Accident* perusahaan. Up-to-date and regulated OHS procedures increase the effectiveness of the implementation of OHS in the work environment, minimize potential accident risks, and support the achievement of the company's Zero Accident target.
2	Pengadaan Material dan Jasa K3 Procurement of OHS Materials and Services	Pengadaan Material K3 untuk melengkapi atau mengganti material K3 yang sudah terpakai atau habis masa berlaku. Pengadaan Jasa K3 untuk mendukung pelaksanaan program K3 melalui kegiatan pemeriksaan, pengujian, sertifikasi, pelatihan, dan layanan lain yang berkaitan dengan keselamatan dan kesehatan kerja. Procurement of OHS Materials to complement or replace used or expired OHS materials Procurement of OHS Services to support the implementation of the OHS program through inspection, testing, certification, training, and other services related to occupational safety and health	Ketersediaan material dan jasa K3 yang memadai mendukung kelancaran pelaksanaan program K3, meningkatkan kesiapsiagaan dalam pengendalian risiko, serta memastikan kegiatan operasional berjalan dengan aman dan sesuai standar keselamatan. The availability of adequate OHS materials and services supports the smooth implementation of the OHS program, increases preparedness in risk control, and ensures that operational activities run safely and in accordance with safety standards.

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Activity Realization	Dampak Kegiatan Activity Impact
3	Forum K3 Korporat Corporate OHS Forum	Forum K3 secara korporat dilaksanakan di UBP Keramasana pada tanggal 20-22 Agustus 2025 The corporate OHS Forum will be held at GBU Keramasana on August 20-22, 2025	Meningkatkan pemahaman dan kompetensi pengelola K3 terhadap perkembangan regulasi, pembelajaran dari kejadian, serta strategi penerapan K3 sehingga pengelolaan K3 di unit kerja menjadi lebih efektif dan selaras dengan kebijakan perusahaan. Improving the understanding and competence of OHS managers towards regulatory developments, learning from incidents, and strategies for implementing OHS so that OHS management in work units becomes more effective and in line with company policies.
4	*Reward* Apresiasi *Zero Accident* Zero Accident Appreciation Reward	Apresiasi diberikan setiap tahun sebagai bentuk *reward* kepada pegawai yang telah mendukung tercapainya *Zero Accident* Appreciation is given every year as a form of reward to employees who have supported the achievement of Zero Accident	Meningkatkan motivasi dan kepedulian pegawai terhadap penerapan K3, serta mendorong terciptanya budaya keselamatan kerja yang berkelanjutan di lingkungan kerja. Increasing employee motivation and concern for the implementation of OHS, as well as encourage the creation of a sustainable work safety culture in the work environment.
5	Rangkaian Kegiatan bulan K3 Nasional A Series of National OHS Month Activities	Peringatan Bulan K3 Nasional dilaksanakan dari tanggal 12 Januari - 12 Februari 2025 dengan rangkaian kegiatan yang dapat meningkatkan *awareness* terkait K3 baik di tingkat unit kerja maupun *head office* The commemoration of National OHS Month will be held from January 12 - February 12, 2025 with a series of activities that can increase awareness related to OHS both at the work unit and head office levels	Meningkatkan *awareness* dan partisipasi pegawai serta mitra kerja terhadap penerapan K3, sehingga budaya K3 semakin terbentuk dan mendukung upaya pencegahan kecelakaan kerja. Increasing awareness and participation of employees and partners in the implementation of OHS, so that the OHS culture is increasingly formed and supports efforts to prevent work accidents.
6	Sosialisasi K3 OHS Dissemination	Sosialisasi K3 dilaksanakan secara online maupun *offline* oleh internal maupun eksternal perusahaan OHS dissemination is carried out online and offline by internal and external companies	Meningkatkan pengetahuan dan pemahaman pekerja terhadap isu dan persyaratan K3, sehingga pekerja mampu bekerja dengan lebih aman serta meminimalkan potensi risiko kecelakaan. Increasing workers' knowledge and understanding of OHS issues and requirements, so that workers are able to work more safely and minimize the potential risk of accidents.
7	Pemantauan dan pengukuran K3 Lingkungan Kerja Monitoring and measurement of OHS Work Environment	Pelaksanaan pengukuran lingkungan kerja oleh lembaga eksternal meliputi aspek fisika, kimia, biologi, ergonomi dan psikologi The implementation of work environment measurements by external institutions includes aspects of physics, chemistry, biology, ergonomics and psychology	Terpantaunya kondisi lingkungan kerja sehingga potensi bahaya dapat dikendalikan, serta tercipta lingkungan kerja yang sehat, aman, dan nyaman bagi pekerja. The condition of work environment is monitored so that potential hazards can be controlled, and a healthy, safe, and comfortable work environment is created for workers.
8	Pemeriksaan Sarana Kerja gedung (*Elevator*,Sistem Pemadam Kebakaran Gedung, SLO/SLF/SIO) Inspection of Building Work Facilities (Elevator, Building Fire Suppression System, SLO/SLF/SIO)	Pemeriksaan dan pengujian sarana kerja gedung dilaksanakan secara berkala oleh pihak internal dan/atau lembaga berwenang sesuai ketentuan yang berlaku, meliputi elevator, sistem proteksi kebakaran gedung, serta pemenuhan dokumen perizinan dan sertifikasi (SLO/SLF/SIO). Inspection and testing of building work facilities are carried out periodically by internal parties and/or authorized institutions in accordance with applicable regulations, including elevators, building fire protection systems, and fulfillment of licensing and certification documents (SLO/SLF/SIO).	Terjaminnya keandalan dan kesiapan sarana dan prasarana gedung sehingga risiko kegagalan peralatan dan potensi keadaan darurat dapat diminimalkan serta keselamatan pekerja lebih terjamin. The reliability and readiness of building facilities and infrastructure is guaranteed so that the risk of equipment failure and potential emergencies can be minimized and worker safety is more guaranteed

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Activity Realization	Dampak Kegiatan Activity Impact
9	*Monitoring* Tindak Lanjut Hasil *Medical Checkup* Pegawai Follow-up Monitoring of the Results of Medical Examinations	Rekapitulasi 10 penyakit dominan hasil pemeriksaan kesehatan dievaluasi oleh bidang K3 bersama UPKK (Unit Pelayanan Kesehatan Kerja) untuk penetapan tindak lanjut program kesehatan kerja The recapitulation of the 10 dominant diseases as a result of the health examination was evaluated by the OHS field together with UPKK (Occupational Health Service Unit) to determine the follow-up of the occupational health program	Kondisi kesehatan pegawai dapat terpantau dan ditindaklanjuti secara tepat, sehingga potensi gangguan kesehatan akibat kerja dapat diminimalkan dan produktivitas kerja tetap terjaga. Employees' health conditions can be monitored and followed up appropriately, so that the potential for work-related health problems can be minimized and work productivity is maintained.
10	Pelatihan dan Simulasi Tanggap Darurat Emergency Response Training and Simulation	Pelatihan dan Simulasi Tanggap Darurat di gedung head office pada tanggal 14-16 Oktober 2024 meliputi simulasi: 1. Huru Hara 2. Kebakaran 3. Evakuasi dan P3K 4. Tumpahan limbah B3 Emergency Response Training and Simulation at the head office building on October 14-16, 2024 includes simulations: 1. Riot 2. Fire 3. Evacuation and First Aid 4. Hazardous waste spill	Meningkatkan kesiapsiagaan dan kemampuan pekerja dalam menghadapi kondisi darurat, sehingga penanganan keadaan darurat dapat dilakukan secara cepat, tepat, dan terkoordinasi. Improving preparedness and workers' ability to deal with emergency conditions, so that emergency handling can be carried out quickly, precisely, and coordinated.
11	Rapat P2K3 P2K3 Meeting	Rapat P2K3 dilaksanakan secara berkala setiap bulan, melibatkan perwakilan manajemen dan pekerja untuk membahas kinerja K3, temuan, tindak lanjut, serta isu-isu K3 yang berkembang. P2K3 meetings are held periodically every month, involving management representatives and workers to discuss OHS performance, findings, follow-ups, and developing OHS issues.	Permasalahan dan temuan K3 dapat dimonitor serta ditindaklanjuti secara sistematis, sehingga pelaksanaan program K3 menjadi lebih efektif dan kinerja K3 meningkat secara berkelanjutan. OHS problems and findings can be monitored and followed up systematically, so that the implementation of the OHS program becomes more effective and OHS performance increases continuously
12	Inspeksi K3 oleh Manajemen OHS Inspection by Management	Inspeksi K3 oleh manajemen dilaksanakan secara berkala di area kerja untuk memantau kondisi lapangan, kepatuhan terhadap prosedur K3, serta menindaklanjuti temuan yang berpotensi menimbulkan risiko. OHS inspections by management are carried out periodically in the work area to monitor field conditions, compliance with OHS procedures, and follow up on findings that have the potential to pose risks.	Meningkatkan kepatuhan terhadap penerapan prosedur K3, menurunkan potensi bahaya di tempat kerja, serta memperkuat komitmen manajemen terhadap budaya keselamatan. Increasing compliance with the implementation of OHS procedures, reduce potential hazards in the workplace, and strengthen management's commitment to safety culture.
13	*Review* Dokumen HIRADC HIRADC Document Review	*Review* dokumen HIRADC dilaksanakan secara berkala setiap tahun atau apabila terdapat perubahan proses, peralatan, maupun kondisi kerja, untuk memastikan identifikasi bahaya, penilaian risiko, dan pengendalian yang ditetapkan tetap relevan. HIRADC document reviews are conducted periodically annually or in the event of changes in processes, equipment, and working conditions, to ensure hazard identification, risk assessment, and controls are still relevant.	Identifikasi bahaya dan pengendalian risiko menjadi lebih akurat dan mutakhir, sehingga potensi kecelakaan kerja dapat dicegah dan kegiatan operasional berjalan lebih aman. Hazard identification and risk control become more accurate and up-to-date, so that potential work accidents can be prevented and operational activities run safer.

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Activity Realization	Dampak Kegiatan Activity Impact
14	*Monitoring* Implementasi IPSafe modul CSMS dan Izin Kerja Monitoring the Implementation of IPSAFE CSMS and Work Permit Modules	Implementasi IPSafe modul CSMS dan Izin Kerja dimonitoring dan di-evaluasi secara triwulan melalui *video conference* Evaluasi Kinerja Pengelolaan K3 Triwulan The implementation of IPSAFE of the CSMS and Work Permit modules is monitored and evaluated quarterly through video conferences Quarterly OHS Management Performance Evaluation	Penerapan CSMS dan proses izin kerja dapat terpantau dan dievaluasi secara berkala, sehingga kepatuhan terhadap kaidah K3 meningkat dan risiko pekerjaan berbahaya dapat dikendalikan dengan lebih baik. The implementation of CSMS and the work permit process can be monitored and evaluated periodically, so that compliance with OHS rules increases and the risk of hazardous work can be better controlled.
15	Pengembangan Aplikasi IPSafe IPSAFE Application Development	Pengembangan aplikasi IPSafe dilaksanakan secara bertahap melalui penyempurnaan fitur, perbaikan sistem, serta peningkatan fungsi untuk mendukung pelaporan, *monitoring*, dan analisis data K3. The development of the IPSAFE application is carried out in stages through improving features, improving the system, and improving functions to support reporting, monitoring, and analysis of OHS data.	Meningkatkan efektivitas pelaporan, monitoring, dan analisis data K3, sehingga proses pengendalian risiko dan pengambilan keputusan di bidang K3 dapat dilakukan secara lebih cepat dan akurat. Increasing the effectiveness of reporting, monitoring, and analysis of OHS data, so that the risk control and decision-making process in the field of OHS can be carried out more quickly and accurately.
16	*Monitoring* Implementasi SMK2 Monitoring the Implementation of SMK2	Implementasi SMK2 untuk meraih predikat "TAAT" dari Kementrian ESDM Implementation of SMK2 to achieve the title of "TAAT" from the Ministry of Energy and Mineral Resources	Tingkat kesiapan unit kerja dalam penerapan Sistem Manajemen Keselamatan Ketenagalistrikan (SMK2) dapat terukur dan ditingkatkan, sehingga pemenuhan persyaratan regulasi dan pengelolaan risiko kelistrikan menjadi lebih optimal. The level of readiness of work units in the implementation of Electrical Safety Management System (SMK2) can be measured and improved, so that the fulfillment of regulatory requirements and electricity risk management becomes more optimal.
17	Laporan Bulanan K3 Unit Kerja Monthly Report of OHS Work Unit	Unit kerja mengirimkan laporan pengelolaan K3 di unitnya setiap bulan kepada bidang K3 *Head Office* The work unit sends the K3 management report in its unit every month to the K3 Head Office	Kinerja pengelolaan K3 di unit kerja dapat terpantau secara berkala, sehingga permasalahan dan kebutuhan perbaikan dapat segera diidentifikasi dan ditindaklanjuti. The performance of K3 management in the work unit can be monitored periodically, so that problems and needs for improvement can be immediately identified and followed up.
18	Inspeksi sarana kotak P3K dan Ambulans First Aid and Ambulance Inspection	Inspeksi sarana kotak P3K dan ambulans dilaksanakan secara berkala setiap bulan untuk memastikan ketersediaan, kelengkapan, kondisi peralatan, serta kesiapan operasional sesuai standar yang berlaku. Inspections of First Aid facilities and ambulances are carried out periodically every month to ensure availability, completeness, equipment conditions, and operational readiness according to applicable standards.	Kesiapan sarana kotak P3K dan ambulans tetap terjaga, sehingga penanganan pertolongan pertama dan keadaan darurat dapat dilakukan secara cepat dan efektif. The readiness of First Aid facilities and ambulances is maintained, so that the handling of first aid and emergencies can be carried out quickly and effectively.
19	Inspeksi Kantin Canteen Inspection	Inspeksi kantin dilaksanakan secara berkala untuk memantau aspek kebersihan, higiene dan sanitasi makanan, kondisi fasilitas, serta kepatuhan terhadap persyaratan kesehatan lingkungan. Canteen inspections are carried out periodically to monitor aspects of cleanliness, food hygiene and sanitation, facility conditions, and compliance with environmental health requirements.	Kebersihan, higiene, dan sanitasi kantin tetap terjaga sehingga makanan dan minuman yang dikonsumsi pegawai aman serta risiko gangguan kesehatan dapat diminimalkan. The cleanliness, hygiene, and sanitation of the canteen are maintained so that the food and drinks consumed by employees are safe and the risk of health problems can be minimized.

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Activity Realization	Dampak Kegiatan Activity Impact
20	*Monitoring* Audit SMK3 Monitoring of OHSMS Audit	Unit kerja PLN Indonesia Power yang melaksanakan Audit Eksternal SMK3 di tahun 2025: PLN IP work units that carry out the OHSMS External Audit in 2025: 1. UBP ADP 2. UBP BLB 3. UBP BEU 4. UBP JPR 5. UBP KMJ - LAHENDONG 6. UBP LBA 7. UBP SMG 8. UBP TIR 9. UBP ASM 10. UBP BLT 11. UBP BKT 12. UBP JRJ 13. UBP KMJ - ULUBELU 14. UBP SGL 15. UBP SKW 16. UBP BSLA 17. UBP BKL 18. UBP HTK 19. UBP KLB1 20. UBP KMJ 21. UBP SGU 22. UBP STG	Tingkat penerapan Sistem Manajemen K3 di unit kerja dapat terukur, sehingga temuan dan peluang perbaikan dapat ditindaklanjuti untuk meningkatkan kinerja K3 secara berkelanjutan. The level of implementation of OHS Management System in the work unit can be measured, so that findings and opportunities for improvement can be followed up to improve OHS performance in a sustainable manner
21	Usulan Diklat K3 dan *monitoring* pelaksanaannya Proposal for OHS Training and Monitoring of Its Implementation	Data Sertifikasi dan Pelatihan Karyawan PLN IP K3 Tahun 2025 ada di bidang HCD Data on Certification and Training of PLN IP OHS Employees in 2025 is in the HCD field	Kompetensi pegawai di bidang K3 meningkat sesuai kebutuhan jabatan dan risiko pekerjaan, sehingga pelaksanaan tugas dapat dilakukan dengan lebih aman dan sesuai ketentuan. Employee competence in the field of OHS increases according to the needs of the position and job risks, so that the implementation of tasks can be carried out more safely and in accordance with the provisions.
22	*Monitoring* Pelaporan Temuan K3 pada Aplikasi IPSafe Monitoring of OHS Findings Reporting on IPSafe Application	Pelaporan Temuan K3 pada Aplikasi IPSafe di-*monitoring* dan di-evaluasi secara triwulan melalui Video Conference Evaluasi Kinerja Pengelolaan K3 Triwulan dan Rapat *Safety Committee* Reporting of OHS Findings on IPSafe Application is monitored and evaluated on a quarterly basis through the Quarterly OHS Management Performance Evaluation Video Conference and Safety Committee Meeting	Pelaporan dan tindak lanjut temuan K3 menjadi lebih tertib dan terpantau, sehingga potensi bahaya dapat segera dikendalikan dan risiko kecelakaan kerja dapat diminimalkan. Reporting and follow-up of OHS findings becomes more orderly and monitored, so that potential hazards can be controlled immediately and the risk of work accidents can be minimized.
23	*Assessment Maturity* Level K3 Assessment of OHS Maturity Level	*Maturity Level* K3 dilakukan penilaian oleh Kantor Pusat pada Triwulan 4 setiap tahun, setelah sebelumnya dilakukan *self assessment* oleh masing-masing unit pada setiap TW 1-3 dan dievaluasi oleh Bidang K3 *Head Office* The OHS Maturity Level is assessed by the Head Office in the 4th quarter of every year, after previously, self-assessment was carried out by each unit in each Q 1-3 and evaluated by the OHS Division for Head Office	Tingkat kematangan pengelolaan K3 di unit kerja dapat diketahui secara objektif, sehingga program peningkatan dan perbaikan K3 dapat direncanakan secara lebih terarah dan berkelanjutan. The maturity level of OHS management in the work unit can be known objectively, so that OHS improvement and improvement programs can be planned in a more targeted and sustainable manner.

No	Rencana Kegiatan Activity Plan	Realisasi Kegiatan Activity Realization	Dampak Kegiatan Activity Impact
24	*Video Conference* Evaluasi Kinerja Pengelolaan K3 Triwulan Video Conference on Performance Evaluation of OHS Management Quarterly	Pengelolaan K3 unit kerja yang dilaporkan setiap bulan dievaluasi melalui *Video Conference* setiap tiwulan OHS Management by work units, reported every month, is evaluated through Video Conference every month	Kinerja pengelolaan K3 di unit kerja dapat dimonitor dan dievaluasi secara berkala, sehingga permasalahan dapat segera diidentifikasi dan dilakukan tindak lanjut untuk peningkatan kinerja K3. The performance of OHS management in the work unit can be monitored and evaluated periodically, so that problems can be immediately identified and followed up to improve OHS performance.
25	Implementasi program Transformasi Budaya K3 Implementation of the OHS Cultural Transformation program	Implementasi Transformasi Budaya K3 di-monitoring dan di-evaluasi secara triwulan melalui *video conference* Evaluasi Kinerja Pengelolaan K3 Triwulan The implementation of OHS Cultural Transformation is monitored and evaluated quarterly through video conference Quarterly OHS Management Performance Evaluation	Meningkatkan kesadaran dan kepedulian insan PLN Indonesia Power terhadap penerapan Budaya K3 di seluruh aktivitas kerja. Increasing the awareness and concern of PLN Indonesia Power personnel towards the implementation of the OHS Culture in all work activities.

PLN Indonesia Power juga melaksanakan kegiatan pendukung dalam rangka peningkatan keselamatan kerja sepanjang tahun 2025, sebagai berikut:

PLN Indonesia Power also carries out supporting activities in order to improve work safety throughout 2025, as follows:

Program Strategis Kesehatan dan Keselamatan Kerja
Occupational Health and Safety Improvement Program

Program Peningkatan Kesehatan Kerja Occupational Health Improvement Program		Program Peningkatan Keselamatan Kerja Occupational Safety Improvement Program	
• Audit Internal SMK3	• Internal OHSMS Audit	• *Medical Check Up* (Pemeriksaan Kesehatan) Pekerja	• Employee Medical Check-Ups
• Usulan Diklat K3 dan monitoring	• Proposed OHS Training and Monitoring	• Tindak Lanjut *Medical Check Up* (Pemeriksaan Kesehatan) Pekerja	• Follow-up of Employee Medical Check-Ups
• Pengadaan Material K3	• Procurement of OHS Materials	• Melakukan *health risk assessment* di masing-masing area kerja	• Conducting health risk assessments in each work area
• Pemantauan dan Pengukuran Lingkungan Kerja	• Workplace Monitoring and Measurement	• Memastikan ketersediaan dan penggunaan alat pelindung diri yang standar	• Ensuring the availability and use of standard personal protective equipment
• *Video Conference* Evaluasi Kinerja Pengelolaan K3 Triwulan	• Quarterly OHS Management Performance Evaluation via Video Conference	• Melakukan inspeksi *hygiene* kantin	• Conducting canteen hygiene inspections
• Implementasi IPSafe modul CSMS dan Izin Kerja	• Implementation of IPSAFE CSMS and Work Permit module	• Penempatan pegawai mempertimbangkan riwayat kesehatan pegawai	• Employee placement taking into account employee health history
• Pelatihan/Simulasi Tanggap Darurat	• Emergency Response Training/Simulation	• Pemberian extra fooding pada pekerja shift	• Providing extra meals for shift workers
• Forum K3 Korporat	• Corporate OHS Forum	• Memberikan sosialisasi/ penyuluhan kesehatan kerja	• Providing occupational health education/counseling
• Rangkaian Kegiatan Bulan K3 Nasional	• National OHS Month Activities	• Penyedian Unit Pelayanan Kesehatan Kerja (UPKK)	• Providing Occupational Health Service Units (UPKK)
• Seminar/Sosialisasi K3	• OHS Seminars and Awareness Campaigns	• Kunjungan dokter Perusahaan ke pegawai	• Company doctor visits to employees
• Pengadaan Apresiasi *Zero Accident*	• Procurement of Zero Accident Awards		
• Pelaksanaan *Safety Committee* Dirop Gas dan Batubara	• Implementation of the Safety Committee for the Director of Gas and Coal Operations		
• Implementasi Transformasi Budaya K3	• Implementation of OHS Culture Transformation		

Program Peningkatan Kesehatan Kerja Occupational Health Improvement Program		Program Peningkatan Keselamatan Kerja Occupational Safety Improvement Program	
• Laporan Bulanan K3	• Monthly OHS Report	• Pemantauan dan Pengukuran Lingkungan Kerja	• Monitoring and Measurement of the Work Environment
• *Assessment Maturity Level* K3	• OHS Maturity Level Assessment	• Program olahraga rutin	• Regular exercise programs
• Implementasi Sistem Manajemen Keselamatan Ketenagalistrikan (SMK2)	• Implementation of the Electrical Safety Management System (SMK2)	• Penyediaan fitness center	• Provision of fitness centers
• *Review* Prosedur K3 Korporat	• Review of Corporate OHS Procedures	• Sertifikasi P3K untuk pekerja	• First aid certification for workers
• *Monitoring* dan Evaluasi Penggunaan Aplikasi Maximo HSE	• Monitoring and Evaluation of Maximo HSE Application Usage	• Penyediaan kotak dan isi P3K sesuai dengan peraturan perundang-undangan yang berlaku	• Provision of first aid kits and contents in accordance with applicable laws and regulations
• *Monitoring* dan Evaluasi Pelaporan Aplikasi IPSafe	• Monitoring and Evaluation of IPSafe Reporting Application		
• *Monitoring* dan Evaluasi Kinerja *Industrial Cleaning Service*	• Monitoring and Evaluation of Industrial Cleaning Service Performance		

Penyediaan Fasilitas Layanan Kesehatan
Provision of Health Service Facilities

PLN Indonesia Power memiliki klinik atau pelayanan kesehatan bernama Unit Pelayanan Kesehatan Kerja (UPKK) yang tersedia di Kantor Pusat (Head Office) maupun unit kerja yang seluruhnya telah memenuhi Peraturan Menteri Tenaga Kerja dan Transmigrasi RI No: Per.03/MEN/1982 tentang Pelayanan Kesehatan Tenaga Kerja. Pelayanan UPKK tersebut di mulai dari jam 07.00 hingga 18.00 dan melayani telemedicine. Setiap UPKK dilengkapi dengan tenaga ahli yang kompeten dengan kualifikasi dan terakreditasi yang diakui. Untuk UPKK yang berlokasi di kantor pusat terdiri dari 1 dokter magister kedokteran kerja, 1 dokter umum, 1 perawat dan 1 administrator. Sedangkan untuk UPKK unit kerja setidaknya terdiri dari 1 dokter umum.

Selama tahun 2025, PLN Indonesia Power telah melakukan evaluasi untuk meningkatkan layanan UPKK diantaranya menyediakan telepon khusus UPKK, menetapkan alur koordinasi saat menghadapi kondisi darurat kesehatan, membuat kerjasama dengan Rumah Sakit terdekat dan menyediakan peta kesehatan Rumah Sakit untuk mengakomodir pegawai gawat darurat atau untuk pengobatan pegawai, inspeksi hygiene kantin, serta sosialisasi kesehatan secara rutin kepada pegawai dan tenaga alih daya.

PLN Indonesia Power operates health clinics known as Occupational Health Service Units (UPKK), available at both the Head Office and operational units, which comply with the Regulation of the Minister of Manpower and Transmigration of the Republic of Indonesia No. Per.03/MEN/1982 on Occupational Health Services. UPKK services operate from 07:00 to 18:00 and include telemedicine support. Each UPKK is staffed by qualified and accredited professionals. The UPKK at the Head Office is staffed by one occupational health physician with a master's degree in occupational medicine, one general practitioner, one nurse, and one administrator. Meanwhile, UPKKs at operational units are staffed by at least one general practitioner.

Throughout 2025, PLN Indonesia Power has undertaken several initiatives to enhance UPKK services, such as providing a dedicated UPKK telephone line, establishing coordination protocols for health emergencies, partnering with nearby hospitals, providing hospital health maps to accommodate emergency or routine employee medical needs, conducting hygiene inspections of canteens, and delivering regular health awareness campaigns to employees and outsourced personnel.

Penyediaan Sarana Keselamatan Kerja dan Penanganan Keadaan Darurat

Provision of Occupational Safety Facilities and Emergency Handling

PLN Indonesia Power menjamin keselamatan bagi pegawai dan mitra kerja agar terhindar dari kejadian berbahaya di lokasi kerja. Area operasional Perusahaan telah dilengkapi dengan berbagai perangkat keselamatan kerja untuk memastikan keselamatan kerja pegawai dalam menunjang kinerja Pegawai.

PLN Indonesia Power ensures the safety of employees and business partners by preventing hazardous incidents in the workplace. The Company's operational areas are equipped with various occupational safety equipment to safeguard employees and support their performance.

Sarana Keselamatan Kerja Occupational Safety Facilities	Kegunaan Sarana Keselamatan Kerja Use of Occupational Safety Facilities	Tempat Penggunaan Place of Use
Alat Pelindung Diri (APD) Personal Protective Equipment (PPE)	Melindungi sebagian atau seluruh badan personil dari potensi bahaya yang jenisnya disesuaikan dengan potensi bahaya yang ada di area kerjanya. Protects parts or the entire body of the personnel from potential hazards, which type is adjusted according to potential hazards in the corresponding work area.	Sebagian atau seluruh bagian tubuh personil. Part or entire body of the personnel.
Rambu-Rambu K3 (*Safety Sign*) HSE Signs (Safety Signs)	Menunjukkan adanya potensi bahaya di area kerja, mengingatkan personil untuk berperilaku aman, menunjukkan lokasi peralatan pemadam dan tanggap darurat dan memberikan arahan/ petunjuk saat keadaan darurat. Indicates potential hazards in the work area, warns personnel to operate safely, indicates the location of fire extinguishers and emergency response, and provides direction/guidance for emergencies.	Ditempatkan di area yang strategis/mudah terlihat dan sesuai risiko yang ditimbulkan. Conveniently located/clearly visible, and corresponding to the potential risk.
Sistem Proteksi Kebakaran (Manual & Automatis): 1) APAR 2) Hydrant 3) APAT 4) Mobil Damkar 5) Pompa Fire Fighting 6) Deluge Sprinkler System 7) Fire Alarm System 8) Low Pressure CO_2 System 9) Foam System 10) *Wet sprinkler system*	Fire Protection System (Manual & Automatic): 1) Fire Extinguishers 2) Hydrants 3) Conventional Firefighting Equipment 4) Firefighting Vehicles 5) Firefighting Pumps 6) Deluge Sprinkler System 7) Fire Alarm System 8) Low Pressure CO_2 System 9) Foam System 10) Wet Sprinkler System	Untuk mengendalikan potensi bahaya kebakaran yang dapat terjadi di area pembangkit listrik. To control potential fire hazards that may occur in the power generation unit.	Seluruh area pembangkit listrik. All power generation areas.
Fasilitas tanggap darurat: 1) Tim Tanggap darurat 2) Ambulance 3) Kotak P3K 4) Perlengkapan tanggap darurat lainnya (Tandu, *Breathing Apparatus*, dll)	Emergency response facilities: 1) Emergency Response Team 2) Ambulance 3) First Aid Kit 4) Other emergency response equipment (Stretcher, Breathing Apparatus, etc.)	Tersedianya perlengkapan tanggap darurat pada kondisi *emergency*. Availability of emergency response equipment in emergency situations.	Area terdampak kondisi *emergency*. Areas impacted by emergency conditions.

Sarana Keselamatan Kerja Occupational Safety Facilities	Kegunaan Sarana Keselamatan Kerja Use of Occupational Safety Facilities	Tempat Penggunaan Place of Use
Vacuum truck	Kendaraan penghisap debu melalui pipa saluran dengan koneksi dari pipa vacuum ke dalam truck menggunakan mesin. A vacuum-cleaning truck with a suction machine and a pipe attached to the tank.	*Area transfer tower* dan *bunker* Transfer tower area and bunker

Selama tahun 2025, PLN Indonesia Power menerima pelaporan temuan K3 (baik yang bersifat perbaikan maupun yang bersifat positif) melalui Aplikasi IPSafe Modul Temuan K3 dengan total sebanyak 57.741 laporan.

Throughout 2025, PLN Indonesia Power received reports of OHS findings (both improved and positive) through IPSafe Application of OHS Findings Module with a total of 57,741 reports.

Total Laporan *Unsafe Condition*
Total Unsafe Condition Reports
26.704

Total Laporan *Unsafe Action*
Total Unsafe Action Reports
919

Total Laporan Nearmiss
Total Nearmiss Reports
18

Total Laporan *Property Damage/loss*
Total Property Damage/loss Reports
35

Total Laporan Temuan Positif
Total Positive Findings Reports
30.065

Setiap laporan yang diterima melalui Aplikasi IPSafe Modul Temuan K3 akan ditindaklanjuti oleh PLN Indonesia Power melalui proses investigasi insiden K3 secara komprehensif dan terstruktur. Perusahaan akan memastikan seluruh laporan ditangani secara optimal dengan mengidentifikasi akar penyebab insiden sehingga Perusahaan dapat menetapkan tindakan korektif dan preventif yang tepat hingga permasalah tersebut dinyatakan tuntas.

Indonesia Power goes through a comprehensive and structured investigation process for the OHS incident. The Company will ensure that all reports are handled optimally by identifying the root cause of the incident so that the Company can take appropriate corrective and preventive actions until the problem is resolved.

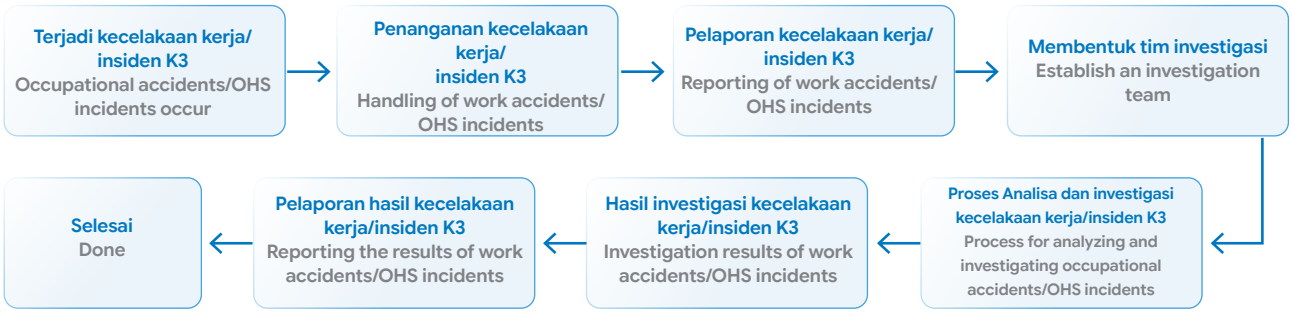
Adapun laporan yang masih berstatus terbuka (*open*) akan dibahas secara khusus dalam forum rapat P2K3 agar dapat menemukan solusi terbaik guna mencegah terulangnya potensi risiko serupa di masa mendatang serta meningkatkan efektivitas sistem manajemen K3 secara menyeluruh.

Reports that are still open will be discussed specifically in the P2K3 meeting forum in order to find the best solution to prevent the recurrence of similar potential risks in the future and improve the effectiveness of the overall K3 management system.

Perusahaan memastikan bahwa setiap laporan ditangani dengan tepat, termasuk melakukan tindakan perbaikan hingga tuntas. Untuk laporan yang masih berstatus terbuka (open), penyelesaiannya dibahas dalam forum rapat P2K3 guna mencari solusi terbaik demi mencegah potensi risiko serupa di masa mendatang. Mekanisme penanganan keadaan darurat di lingkungan Perusahaan adalah sebagai berikut:

The Company ensures that every report is handled appropriately, including taking corrective actions until it is complete. For reports that are still open, the resolution is discussed in the P2K3 meeting forum to find the best solution to prevent similar potential risks in the future. The mechanism for handling emergencies within the Company is as follows:

Prosedur Investigasi Kecelakaan Kerja/Insiden K3
Work Accident/HS Incident Investigation Procedure



Mekanisme Penyampaian dan Penanganan Pengaduan serta Konflik Terkait Ketenagakerjaan

Mechanism for Submitting and Handling Complaints and Conflicts Related to Employment

PLN Indonesia Power menerapkan sistem pengaduan yang memungkinkan setiap pegawai menyampaikan keluhan atau permasalahan secara transparan kepada atasannya langsung sebagai langkah pertama yang dapat dilakukan oleh pegawai. Jika pegawai merasa upaya penyelesaian belum optimal, perusahaan kemudian memberikan opsi untuk melibatkan serikat pekerja guna memastikan penyelesaian sesuai ketentuan hukum ketenagakerjaan. Seluruh prosedur pengaduan ini telah diatur dalam Perjanjian Kerja Bersama (PKB) beserta amandemennya, khususnya Bab VII Hubungan Industrial, Pasal 133 tentang Keluh Kesah Pegawai dan Pasal 134 tentang Penyelesaian Keluh Kesah Pegawai. Mekanisme pengaduan secara rinci dapat dilihat pada bagan berikut:

PLN Indonesia Power implements a complaint system that allows every employee to convey complaints or problems transparently to their superiors directly as the first step that can be taken by employees. If employees feel that settlement efforts are not optimal, the company then provides the option to involve the union to ensure settlement in accordance with the provisions of labor law. All of these complaint procedures have been regulated in the Collective Labor Agreement (CLA) and its amendments, especially Chapter VII Industrial Relations, Article 133 on Employee Grievances and Article 134 on Employee Grievance Resolution. The complaint mechanism can be seen in detail in the following chart:

Penyelesaian Keluh Kesah Pegawai
Resolving Employee Grievance

Atasan Langsung
Direct Supervisor

Keluh kesah Pegawai pertama-tama disampaikan dan diselesaikan dengan atasan langsung Pegawai yang bersangkutan.
Initially, employee complaints are resolved directly with the corresponding direct supervisor.

Atasan dari Atasan Langsung
Manager of Direct Supervisor

Apabila penyelesaian keluh kesah dengan atasan langsung tidak dapat diselesaikan dalam waktu 14 (empat belas) hari kalender, maka dengan sepengetahuan atasan langsungnya, Pegawai tersebut dapat menyampaikan keluh kesahnya secara tertulis kepada atasan dari atasan langsung Pegawai yang bersangkutan secara berjenjang sampai ke tingkat Pejabat Struktural di atasnya untuk diadakan penyelesaian secara musyawarah dan tindasannya disampaikan kepada Pengurus PP Tingkat Unit setempat.
If unresolved in 14 (four-teen) calendar days, with the acknowledgment of the direct supervisor, the Employee may escalate the matter in written to the manager of the direct supervisor hierarchically up to the Structural Officer above to be resolved in a deliberative manner. The follow-up action is then informed to the labor union management of the relevant unit.

Manajemen dan General Manager Unit/Pejabat Manajemen
Management and General Manager of the Unit/Officer

Apabila dengan Atasan dari Atasan Langsung, telah ditempuh dan belum selesai dalam waktu 14 (empat belas) hari kalender, maka atasan tersebut dapat menyelesaikan bersama Manajemen di Bidang Kepegawaian dan General Manager Unit/Pejabat setingkat Manajemen Menengah yang menangani Hubungan Industrial beserta Pengurus Organisasi PP-IP di unit setempat.
If the matter remains unre-solved in 14 (fourteen) calendar days, the direct supervisor may take action to resolve this with the Employment Manager and General Manager of the Unit/Middle Management Level Officials in charge of industrial relations, also with Indonesia Power Labor Union management at the corresponding unit.

LKS Bipartit
Bipartite Social Dialog

Apabila dengan cara penyelesaian keluh kesah bersama Manajemen di Bidang Kepegawaian dan General Manager Unit/Pejabat setingkat Manajemen Menengah yang menangani Hubungan Industrial beserta Pengurus Organisasi PP-IP di unit setempat, masih belum dapat diselesaikan juga, maka permasalahan tersebut diajukan ke LKB untuk mendapatkan saran.
If the Management in the Employment and General Manager Unit/ Middle Management level officials who handles Industrial Relations, with the local PP-IP Management, still cannot settle the complaints within fourteen (14) calendar days, the problem shall be submitted to the Cooperation Institution to obtain advice.

Undang-undang dan peraturan ketenagakerjaan yang berlaku
Prevailing Employment Laws

Apabila penyelesaian melalui LKS Bipartit belum mencapai mufakat maka permasalahannya akan diselesaikan sesuai dengan Undang-undang dan peraturan ketenagakeriaan yang berlaku.
If the problem is not settled amicable by the assistance of Bipartite Cooperation Institution, then the problem will be resolved in accordance with prevailing labor laws and regulations.

Selama tahun 2025, tidak terdapat pengaduan terkait pelanggaran praktik ketenagakerjaan dan pelanggaran hak asasi manusia termasuk insiden diskriminasi, insiden pelanggaran maupun pengaduan terkait kebebasan berserikat dan insiden kerja paksa yang dialami pegawai dan mitra kerja Perusahaan yang sampaikan kepada Perusahaan.

Throughout 2025, there were no complaints regarding labor practices or human rights violations, including incidents of discrimination, rights violations, or complaints related to freedom of association and forced labor involving employees or the Company's business partners.

Biaya yang dikeluarkan untuk kegiatan Ketenagakerjaan
Costs incurred for Employment activities

PLN Indonesia Power menetapkan alokasi anggaran sebesar Rp. 4.222,06 miliar Rupiah pada tahun 2025 dengan nilai realisasi dana untuk pengelolaan kepegawaian sebesar Rp 4.003,28 miliar Rupiah atau 95%.

PLN Indonesia Power set a budget allocation of Rp4,222.06 billion Rupiah in 2025 with a realized fund value for personnel management of Rp4,003.28 billion Rupiah or 95%.

Kinerja Sosial Aspek Masyarakat
Social Performance of Community Aspect

Kinerja sosial pada aspek masyarakat menjadi bagian penting dalam komitmen PLN Indonesia Power untuk menciptakan nilai yang berkelanjutan bagi lingkungan sekitar. Perusahaan secara aktif melaksanakan berbagai program pemberdayaan masyarakat yang berfokus pada peningkatan kesejahteraan, kemandirian ekonomi, serta penguatan kapasitas sosial. Inisiatif tersebut mencakup pengembangan usaha mikro dan kecil, peningkatan akses pendidikan dan kesehatan, serta program berbasis lingkungan yang melibatkan partisipasi masyarakat setempat. Melalui pendekatan yang inklusif dan kolaboratif, PLN Indonesia Power berupaya memastikan bahwa keberadaan operasional Perusahaan memberikan dampak positif yang nyata, mempererat hubungan dengan komunitas, serta mendukung pembangunan sosial yang berkelanjutan.

Social performance in the community aspect is an important part of PLN Indonesia Power's commitment to create sustainable value for the surrounding environment. The company actively implements various community empowerment programs that focus on improving welfare, economic independence, and strengthening social capacity. These initiatives include the development of micro and small businesses, increased access to education and health, and environment-based programs involving the participation of local communities. Through an inclusive and collaborative approach, PLN Indonesia Power strives to ensure that the Company's operational existence has a real positive impact, strengthens relationships with the community, and supports sustainable social development.

PLN Indonesia Power melaksanakan program tanggung jawab sosial Perusahaan dengan mengacu pada Undang-Undang Republik Indonesia Nomor No.40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Pemerintah No.47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan menjadi landasan pelaksanaan tanggung jawab sosial serta Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus Dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara, yang menjadi dasar penetapan kebijakan internal sebagai berikut:

1. Keputusan Direksi Nomor 24.K/010/IP/2022 tentang pedoman *Corporate Social Responsibility* (CSR) berbasis ISO 26000:2013
2. Keputusan Direksi Nomor 26.K/010/IP/2014 tentang Pedoman Pelaksanaan InPower CARE di Lingkungan PT Indonesia Power tanggal 11 Februari 2014

PLN Indonesia Power implements its Corporate social responsibility program by referring to the Law of the Republic of Indonesia Number No.40 of 2007 on Limited Liability Companies and Government Regulation No.47 of 2012 on Social and Environmental Responsibility as the basis for the implementation of social responsibility as well as the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, which underlies the formulation of internal policies as follows:

1. Board of Directors' Decision Number 24.K/010/IP/2022 on Corporate Social Responsibility (CSR) guidelines based on ISO 26000:2013
2. Board of Directors' Decision No. 26.K/010/IP/2014 on Guidelines for the Implementation of InPower CARE within PT Indonesia Power dated February 11, 2014

3. Keputusan Direksi No. 180.K/010/IP/2018 tentang Komitmen *Community Development* melalui Program Inspirasi Perempuan, tanggal 22 November 2018
4. Keputusan Direksi 56.K/010/IP/2019 tentang Pengelolaan Program Unggulan *Community Development* di Lingkungan PT Indonesia Power, tanggal 28 Mei 2019
5. Edaran Direksi Nomor 07.E/012/IP/2014 tentang Petunjuk Pelaksanaan Pemberian Bantuan Sosial Perusahaan tanggal 10 Maret 2014
6. Edaran Direksi Nomor 46.E/012/IP/2019 tentang Petunjuk Pelaksanaan Bakti Pelayanan Masyarakat Dalam Program Pemberian Bantuan Biaya Pendidikan Masyarakat di Lingkungan PT Indonesia Power tanggal 10 September 2019
7. Peraturan Direksi Nomor 0043.P/DIR/2024 tentang Pedoman Pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL) PT PLN Indonesia Power tanggal 27 Desember 2024
8. Petunjuk Teknis Nomor 0023.E/DIR/2025 tentang Petunjuk Teknis Pengelolaan TJSL di Lingkungan PLN Indonesia Power

3. Board of Directors' Decision No. 180.K/010/IP/2018 on Community Development Commitment through the Women's Inspiration Program, dated November 22, 2018
4. Board of Directors' Decision 56.K/010/IP/2019 on the Management of Community Development Flagship Programs within PT Indonesia Power, dated May 28, 2019
5. Board of Directors' Circular Number 07.E/012/IP/2014 on Implementation Guidelines for the Provision of Corporate Social Assistance dated March 10, 2014
6. Board of Directors' Circular Number 46.E/012/IP/2019 on Implementation Guidelines for Community Service Assistance in the Educational Assistance Program for Communities in PT Indonesia Power dated September 10, 2019
7. Board of Directors' Regulation Number 0043.P/DIR/2024 on Guidelines for the Implementation of Social and Environmental Responsibility (TJSL) PT PLN Indonesia Power dated December 27, 2024
8. Technical Instruction Number 0023.E/DIR/2025 on Technical Instructions for the Management of TJSL in the PLN Indonesia Power Environment

Partisipasi aktif PLN Indonesia Power dalam berbagai kegiatan sosial terus ditingkatkan, melalui pemberian dukungan kepada komunitas, serta berupaya memahami, menghargai, dan menyesuaikan diri terhadap norma-norma serta nilai-nilai sosial yang berlaku di masyarakat. Dengan demikian, pelaksanaan tanggung jawab sosial Perusahaan bukan hanya menjadi cerminan integritas korporasi, melainkan juga menjadi elemen penting dalam menciptakan nilai bersama (*shared value*) antara perusahaan dan masyarakat.

PLN Indonesia Power's active participation in various social activities continues to be strengthened through support for communities, as well as efforts to understand, respect, and adapt to the prevailing social norms and values within society. Thus, the implementation of the Company's social responsibility is not only a reflection of corporate integrity but also an essential element in creating shared value between the company and the community.

Dampak Operasi Terhadap Masyarakat Sekitar
Impact of Operations Towards Local Communities

PLN Indonesia Power menyadari bahwa pengembangan infrastruktur pembangkitan memiliki potensi menimbulkan dampak sosial, termasuk kemungkinan terjadinya pemukiman kembali (*displacement*) masyarakat di sekitar lokasi proyek. Meski begitu, secara umum, area pembangunan proyek pembangkitan PLN Indonesia Power berada di wilayah yang tidak berpenduduk, sehingga potensi dampak relokasi sangat minimal.

PLN Indonesia Power realizes that the development of generation infrastructure has the potential to have a social impact, including the possibility of community resettlement (displacement) around the project site. Even so, in general, the construction area of the PLN Indonesia Power generation project is in an uninhabited area, so the potential impact of relocation is very minimal.

Selama tahun 2025, PLN Indonesia Power mencatat tidak terdapat proyek infrastruktur pembangkitan yang menyebabkan perpindahan atau pemukiman kembali penduduk setempat. Dengan demikian, tidak terdapat data yang dapat disajikan terkait pengelolaan dampak displacement, jumlah orang yang terdampak, maupun pemberian kompensasi selama periode pelaporan.

Throughout 2025, PLN Indonesia Power noted that there were no generation infrastructure projects that caused the relocation or resettlement of local residents. Thus, no data can be presented regarding the management of the impact of displacement, the number of people affected, or the provision of compensation during the reporting period.

Namun, sebagai bentuk antisipasi ke depan, apabila pada masa mendatang terdapat kegiatan proyek yang memerlukan relokasi masyarakat, PLN Indonesia Power berkomitmen untuk menerapkan pendekatan yang mengedepankan keadilan sosial, transparansi, dan prinsip partisipatif. Perusahaan akan menggunakan praktik dan strategi terbaik untuk meminimalkan dampak terhadap masyarakat terdampak, termasuk penyediaan infrastruktur pengganti yang memadai, pemberian kompensasi yang adil, dan dukungan pemulihan kondisi sosial ekonomi. Seluruh proses akan dijalankan sesuai dengan ketentuan perundang-undangan yang berlaku serta standar keberlanjutan nasional dan internasional.

However, as a form of anticipation in the future, if in the future there are project activities that require community relocation, PLN Indonesia Power is committed to implementing an approach that prioritizes social justice, transparency, and participatory principles. The Company will use best practices and strategies to minimize impacts on affected communities, including the provision of adequate replacement infrastructure, fair compensation, and socioeconomic recovery support. The entire process will be carried out in accordance with the provisions of applicable laws and regulations as well as national and international sustainability standards

Upaya Pengelolaan Dampak Operasional terhadap Masyarakat Lokal
Operational Impact Management Efforts on Local Communities

Aspek Aspects	**Deskripsi Dampak** Impact Description	**Lokasi Operasi dan Cakupan** Location of Operation and Scope	**Tindakan Mitigasi** Mitigation Measures	
Sosial (Konflik dengan Masyarakat) Social (Conflict with Society)	Potensi konflik akibat pembebasan lahan proyek Potential conflicts due to project land acquisition	Area proyek dan fasilitas khusus Project areas and special facilities	- Penyusunan dokumen LARAP (*Land Acquisition and Resttlement Action Plan*)	- Preparation of LARAP (Land Acquisition and Resettlement Action Plan) document
			- Pendekatan berbasis konsultasi dengan masyarakat terdampak	- A consultation-based approach with affected communities
			- Kompensasi yang adil dan program pemberdayaan ekonomi bagi masyarakat lokal	- Fair compensation and economic empowerment programs for local communities
			- Kemitraan dengan UMKM lokal dalam rantai pasok proyek	- Partnerships with local MSMEs in the project supply chain
Lingkungan Environment	Emisi karbon dan limbah operasional pembangkit listrik yang berpotensi mencemari udara, tanah, dan air Carbon emissions and operational waste from power plants that have the potential to pollute air, soil, and water	Area proyek dan fasilitas khusus Project areas and special facilities	- Penyusunan dokumen Environmental and *Social Impact Assessment* (ESIA)	- Preparation of Environmental and Social Impact Assessment (ESIA) documents
			- Penerapan teknologi *Co-Firing* dan penggunaan energi terbarukan	- Application of Co-Firing technology and the use of renewable energy
			- Program pengelolaan limbah dan efisiensi penggunaan sumber daya	- Waste management and resource efficiency programs
			- Penerapan sistem pemantauan emisi secara *real-time*	- Implementation of real-time emission monitoring system
Keamanan & Keselamatan Security & Safety	Potensi kecelakaan kerja bagi karyawan dan masyarakat sekitar akibat instalasi listrik bertegangan tinggi Potential work accidents for employees and the surrounding community due to high-voltage electrical installations	Area proyek dan fasilitas khusus Project areas and special facilities	- Implementasi standar keselamatan kerja (ISO 45001, SMK3)	- Implementation of occupational safety standards (ISO 45001, SMK3)
			- Program pelatihan keselamatan bagi karyawan dan masyarakat sekitar	- Safety training program for employees and the surrounding community
			- Pengawasan ketat terhadap prosedur operasi standar	- Strict supervision of standard operating procedures

Aspek Aspects	Deskripsi Dampak Impact Description	Lokasi Operasi dan Cakupan Location of Operation and Scope	Tindakan Mitigasi Mitigation Measures	
Operasional Operation	Hubungan masyarakat dengan entitas proyek tidak harmonis Public relations with project entities are not harmonious	Area proyek dan fasilitas khusus Project areas and special facilities	- Melakukan pendekatan kepada masyarakat dan tokoh masyarakat	- Approaching the community and community leaders
			- Sosialisasi manfaat dan keuntungan adanya proyek kepada masyarakat wilayah setempat	- Dissemination of the advantages and benefits of the project to the local community

Kegiatan Tanggung Jawab Sosial Kemasyarakatan
Social Responsibility Activities on Communities

Tanggung jawab sosial Perusahaan diantaranya direalisasikan melalui 4 Program CSR PLN Indonesia Power yang terdiri dari Pilar Sosial, Pilar Lingkungan, Pilar Ekonomi, Pilar Hukum dan Tata Kelola.

The Company's social responsibility is implemented through 4 PLN Indonesia Power CSR Programs consisting of the Social Pillar, the Environmental Pillar, the Economic Pillar, the Legal and Governance Pillar

Ruang Lingkup CSR PLN Indonesia Power
Scope of CSR of PLN Indonesia Power

PILAR SOSIAL
SOCIAL PILLAR

Peningkatan Kualitas Hidup Masyarakat
Improving the Quality of Life of the Community

Rp17.208
Realisasi penyaluran dana tahun 2025
Realization of fund distribution in 2025

PILAR LINGKUNGAN
ENVIRONMENTAL PILLAR

Perlindungan dan Pelestarian Lingkungan Hidup
Environmental Protection and Preservation

Rp13.609
Realisasi penyaluran dana tahun 2025
Realization of fund distribution in 2025

PILAR EKONOMI
ECONOMIC PILLAR

Peningkatan Kemandirian dan Daya Saing Ekonomi Masyarakat
Environmental Protection and Preservation

Rp47.320
Realisasi penyaluran dana tahun 2025
Realization of fund distribution in 2025

PILAR HUKUM DAN TATA KELOLA
LEGAL AND GOVERNANCE PILLAR

Kepatuhan dan Tata Kelola yang Baik (*Good Governance*)
Compliance and Good Governance

Rp7.725
Realisasi penyaluran dana tahun 2025
Realization of fund distribution in 2025

Dalam rangka memastikan efektivitas pelaksanaan program kerja tanggung jawab sosial Perusahaan, PLN Indonesia Power secara rutin melaksanakan kegiatan pemberdayaan masyarakat yang berkelanjutan melalui Program Pemberdayaan Masyarakat Unggulan. Program Pemberdayaan Masyarakat Unggulan yang dilakukan sepanjang tahun 2025 adalah sebagai berikut:

In order to ensure the effectiveness of the implementation of the Company's social responsibility work program, PLN Indonesia Power routinely carries out sustainable community empowerment activities through the Flagship Community Empowerment Program. The Flagship Community Empowerment Program carried out throughout 2025 is as follows:

Program Pemberdayaan Masyarakat Unggulan 2025
Flagship Community Empowerment Program 2025

No.	Nama Program Program Name	Tujuan Pembangunan Berkelanjutan Sustainable Development Goal	Dampak dan Pencapaian Program Impact and Achievement of Program	
1	PALEMBANG KITO NIAN	3,11,12,13	1. Terbentuknya modal sosial baru 2. Meningkatkan kohesivitas sosial 3. Melestarikan budaya lokal khas Sumatera Selatan (Aksara Ulu) 4. Bertambahnya variasi bimbingan kerja untuk warga binaan	1. The formation of new social capital 2. Improving social cohesiveness 3. Preserving the local culture typical of South Sumatra (Aksara Ulu) 4. Increasing variety of job guidance for inmates
2	PESRAMAN AGUNG	6,15,8,9,2	1. Pengurangan Tagihan Listrik dari penggunaan pompa hidram Rp108.718,93/Bulan 2. Pengurangan pengeluaran untuk kebutuhan air minum 55 KK di banjar sandan atas Rp197.337.250/tahundan 2 mantan preman, serta 70 orang balita penerima manfaat 3. Peningkatan Vegetasi tutupan lahan dan peningkatan biodiversitas melalui penanaman 600 bibit dan pengayaan jenis bambu. 4. Sarapan emisi karbon hutan bambu Sandan Rp. 42.875,81 ton$CO_2$0 (menyerap 12% total emisi perusahaan tahun 2025) 5. Pengurangan emisi dari penggunaan pompa hidram 0,1234 TonCO_2 Dari efisiensi energi 140,734 kWH/ Bulan 6. Pemanfaatan kompos, *pellet* sampah dan pelet kayu 7. Membuat sistem pengumpulan dan pengolahan limbah yang meimiliki nilai tambah.	1. Electricity bill reduction from the use of a hydraulic ram pump by Rp108,718.93/month 2. Reduction in drinking water expenses for 55 families in Banjar Sandan Atas by Rp197,337,250/year, two former thugs, and 70 toddlers as beneficiaries. 3. Increased vegetation cover and biodiversity through planting 600 seedlings and enriching bamboo species. 4. Reduced carbon emissions in the Sandan bamboo forest by Rp42,875.81 tons of CO_2 (absorbing 12% of the company's total emissions in 2025). 5. Emission reduction from the use of a hydraulic ram pump by 0.1234 tons of CO_2. Energy efficiency of 140,734 kWh/month. 6. Utilization of compost, waste pellets, and wood pellets. 7. Establishment of a value-added waste collection and processing system.
3	PESONA BETAWI	12,11,8,1,14	1. Transfer Kompetensi Pegawai PLTGU Priok serta bekerjasama dengan *stakeholder* terkait dalam peningkatan kapasitas Masyarakat. 2. Optimalisasi pemanfaatan limbah lokal sebagai bahan media tanam *baglog* dan menciptakan efisiensi biaya produksi. Dan memperkuat kapasitas usaha dan pelatihan strategi pemasaran, pengelolaan keuangan, serta *public speaking*	1. Transfer of Competency of CCPP Priok Employees and collaborate with relevant stakeholders in increasing the capacity of the community. 2. Optimizing the use of local waste as a medium for planting baglogs and creating production cost efficiency. And strengthen business capacity and training in marketing strategies, financial management, and public speaking
4	RANU LESTARI	6,14,15,12,8	1. Tersedianya Forum Komunikasi dengan kelompok binaan 2. Pendampingan Kelompok Binaan 3. Pendampingan Kelompok Binaan, dan pembangunan inovasi *barrier* danau 4. Pelatihan dan Pendampingan Kelompok Binaan secara intensif	1. Availability of Communication Forum with fostered groups 2. Assisted Group Assistance 3. Assistance of Fostered Groups, and development of lake barrier innovations 4. Intensive training and mentoring of the Fostered Group
5	KAHURIPAN KAMOJANG	1,4,8,12,13,15	1. 6 kelompok rentan menjalin kohesi sosial melalui program Kahuripan Kamojang 2. 317 pengunjung memperoleh peningkatan pengetahuan melalui sentra pembelajaran Kahuripan Kamojang 3. Reduksi pupuk kimia NPK 2,9 Ton/thn dari budidaya buncis 4. Pengelolaan limbah baglog mencegah gas metan 208 m^3/tahun 5. Konversi molis sebesar 503,86 Ton CO_2eq/thn 6. Penurunan nilai BOD 2,1kg; TSS 1,6Kg; COD 1,8Kg dari program filtrasi IPAL dengan limbah *baglog* 7. 25 orang petani wanita terlibat aktif dalam upaya transformasi sosial	1. 6 vulnerable groups built social cohesion through the Kahuripan Kamojang program. 2. 317 visitors gained increased knowledge through the Kahuripan Kamojang learning center. 3. 2.9 tons/year of NPK chemical fertilizer reduction from green bean cultivation. 4. Baglog waste management prevented 208 m3/year of methane gas. 5. Molybdenum conversion of 503.86 tons of CO_2eq/year. 6. 2.1 kg of BOD reduction, 1.6 kg of TSS reduction, and 1.8 kg of COD reduction from the wastewater treatment plant (WWTP) filtration program using baglog waste. 7. 25 female farmers were actively involved in social transformation efforts.

No.	Nama Program Program Name	Tujuan Pembangunan Berkelanjutan Sustainable Development Goal	Dampak dan Pencapaian Program Impact and Achievement of Program	
6	KEMBANG DESA	8,15,12,13,5,11	1. Berkurangnya intensitas konflik sosial antar dusun akibat timbulan sampah. 2. Peningkatan kohesivitas sosial dari kegiatan penyedia jasa wisata dalam bidang kuliner di Desa Wisata Ngesrepbalong bagi 10 perempuan Tim penggerak PKK, korban PHK pabrik teh, pemuda desa dan masyarakat desa Ngesrepbalong. 3. Peningkatan minat dan jumlah pemuda (usia produktif 18–59 tahun menurut Kemenkes RI) Desa Ngesrepbalong menjadi petani kopi Desa Ngesrepbalong. 4. Terciptanya sinergitas dan kerjasama antara Masyarakat, Pemerintah Kabupaten Kendal, LPPM Universitas Negeri Semarang, Yayasan Akar Banir, PT PLN Indonesia Power UBP Semarang dan berbagai komunitas pecinta alam. 5. Perlindungan habitat Julang emas dan satwa lain dalam kegiatan *bird watching* dan EKUDOKOPI.	1. Reduced intensity of social conflicts between hamlets due to waste generation. 2. Increasing social cohesiveness from the activities of tourism service providers in the culinary field in Ngesrepbalong Tourism Village for 10 women PKK mobilization team, tea factory layoffs victims, village youth and the community of Ngesrepbalong village. 3. Increasing interest and number of youth (productive age 18-59 years according to the Ministry of Health of the Republic of Indonesia) in Ngesrepbalong Village became coffee farmers in Ngesrepbalong Village. 4. The creation of synergy and cooperation between the community, the Kendal Regency Government, LPPM Semarang State University, the Akar Banir Foundation, PT PLN Indonesia Power UBP Semarang and various nature loving communities. 5. Protect the habitat of golden hornbills and other animals in bird watching and ECUDOKOPY activities.
7	GERBANG PADARINCANG	12,11,8,13,15	1. Penguatan kapasitas sosial melalui kolaborasi multipihak: PLN IP UBP BSLA, Pokdarwis Macan Ketawa, Pemerintah Desa, DLH, UNBAJA, UNSERA, serta media massa iNews Banten 2. Lahirnya local hero Acep Mahmudin dan regenerasi kepemimpinan ke pemuda, salah satunya Fauroh Lidayanti (21 tahun) 3. Terselenggaranya festival Budaya Sungai Cikalumpang minimal 1 kali dalam setahun 4. Terbentuk 2 kelompok turunan baru dari Pokdarwis Macan Ketawa yaitu Bank Sampah Rencang Mandiri dan Gerakan Peduli Sungai (GPS) Padarincang 5. Mengubah lahan kritis seluas 4000 m yang dulunya menjadi TPA liar menjadi kawasan ekowisata berbasis waste for green infrastructure 6. Peningkatan kualitas lingkungan hidup masyarakat melalui pengurangan praktik membakar dan membuang sampah ke Sungai Cikalumpang	1. Strengthening social capacity through multi-stakeholder collaboration: PLN IP UBP BSLA, Pokdarwis Macan Ketawa, Village Government, DLH, UNBAJA, UNSERA, and iNews Banten media outlets. 2. The birth of local hero Acep Mahmudin and the regeneration of leadership among youth, one of whom is Fauroh Lidayanti (21 years old). 3. The Cikalumpang River Cultural Festival is held at least once a year. 4. The formation of two new derivative groups from Pokdarwis Macan Ketawa: Bank Sampah Rencang Mandiri and Gerakan Peduli Sungai Padarincang (GPS Padarincang River Care Movement). 5. The transformation of 4,000 m2 of critical land that was formerly an illegal landfill into an ecotourism area based on waste for green infrastructure. 6. Improving the quality of the community's environment by reducing the practice of burning and dumping waste into the Cikalumpang River.
8	BEERCERITA DALAM HENING	1,3,4,7,8,10,15,16	1. Tercapainya 12 lulusan penyandang difabel sebagai pembatik di NOSATA 2. Menjadi kelompok batik percontohan di kalangan SLB/Sekolah Khusus di Kota Tangerang & Kab. Tangerang 3. *Center of Learning* membatik di kalangan penyandang difabel 4. Peningkatan partisipasi di ruang publik (pameran, perlombaan, ajang penghargaan) 5. Pemanfaatan limbah FABA sebanyak 650.075 kg	1. 12 graduates with disabilities as batik makers at NOSATA 2. Becoming a model batik group among special needs schools (SLB) in Tangerang City and Tangerang Regency 3. A batik learning center for people with disabilities 4. Increasing participation in public spaces (exhibitions, competitions, award events) 5. Utilizing 650,075 kg of FABA waste
9	PESONA RATU	13,15,12,8,17	1. Pengurangan sampah kayu pantai 45 ton/bulan – 52% 2. Terbentuknya kolaborasi aktif ±5 kelompok sosial/kelembagaan (KBS, BUMDes, LOK, WKT Kagaya Farm, Koperasi IKM, Bank Sampah Cipta Madani). 3. ±75 nasabah aktif bank sampah terlibat dalam sistem pengelolaan sampah berbasis masyarakat. 4. Pelibatan ±121 individu lintas kelompok (pemuda, petani, UMKM, kelompok marjinal, dan difabel) dalam aktivitas produktif dan edukatif.	1. Reduction of coastal wood waste 45 tons/month – 52% 2. The formation of active collaboration ±5 social/institutional groups (KBS, BUMDes, LOK, WKT Kagaya Farm, IKM Cooperative, Cipta Madani Waste Bank). 3. ±75 active waste bank customers are involved in the community-based waste management system. 4. The involvement of ±121 individuals across groups (youth, farmers, MSMEs, marginalized groups, and the disabled) in productive and educational activities.

No.	Nama Program Program Name	Tujuan Pembangunan Berkelanjutan Sustainable Development Goal	Dampak dan Pencapaian Program Impact and Achievement of Program	
10	CAKRA LUMAKU	2,3,7,8,13	1. Sebanyak 3 orang atau 0.3% warga miskin di Desa Pulosari Bebas dari Kemiskinan Ekstrim 2. Peningkatan frekuensi pertemuan forum 3 kelompok binaan sebesar 100%. 3. Terbentuknya 2 divisi baru, yakni divisi kelistrikan dan kascing 4. Kontribusi sedekah Kelompok Tani Bina Mandiri sebesar 1 juta rupiah 5. Replikasi Program peternakan domba di Kecamatan Pamijahan dan Kabandungan 6. Regenerasi Petani-Peternak muda sebanyak 4 Orang	1. A total of 3 people or 0.3% of poor residents in Pulosari Village are Free from Extreme Poverty 2. Increase in the frequency of forum meetings of 3 fostered groups by 100%. 3. The formation of 2 new divisions, namely the electrical and gas divisions 4. The Bina Mandiri Farmers Group's alms contribution of 1 million rupiah 5. Replication of the sheep farming program in Pamijahan and Kabandungan Districts 6. Regeneration of 4 young farmers
11	DIENG PLATEU	1,2,5,8,15	1. Local hero aktivis konservasi di level nasional. 2. Keterlibatan 300 petani dan peternak yang meningkatkan partisipasi masyarakat dalam menjaga DAS. 3. Jaringan Bima Lukar dengan 4.396 ekor kambing memperkuat potensi peternak sebagai aktor utama konservasi. 4. Pemberdayaan 144 warga miskin di hulu DAS. 5. Pemanfaatan eceng gondok sebagai bahan pupuk, media tanam, dan pakan ternak membantu mengurangi ledakan gulma di Waduk Mrica	1. A local conservation activist at the national level. 2. The involvement of 300 farmers and ranchers increased community participation in maintaining watersheds. 3. The Bima Lukar network with 4,396 goats strengthens the potential of breeders as the main actor of conservation. 4. Empowerment of 144 poor residents in the upstream watershed. 5. Decree on the Determination of Conservation Districts strengthens the legitimacy of the program
12	MARGAGIRI DI HATI	5,8,11,12,13	1. Partisipasi aktif 13 kelompok masyarakat dengan keterlibatan langsung lebih dari 354 orang 2. Melahirkan gerakan sedekah sampah dengan 80 donatur sampah dan 42 orang penerima manfaat 3. Tersedianya 3 fasilitas pengelolaan sampah di tingkat desa dan kampung 4. Memfasilitasi layanan penitipan 35 anak untuk warga berpenghasilan menengah kebawah	1. Active participation of 13 community groups with the direct involvement of more than 354 people 2. Giving birth to a waste alms movement with 80 waste donors and 42 beneficiaries 3. Providing affordable recreational spaces attended by 700 people/week 4. Facilitating childcare services for 35 children for lower-middle-income residents
13	FLORA	8,13,15,5,3,	Terbentuk kemandirian kelembagaan, rekonsiliasi sosial berbasis produksi, inklusivitas petani (lansia, perempuan, kelompok rentan), Peningkatan adopsi FLORA hingga 110 petani (60%)Perluasan area konservasi 9,93 ha.	Institutional independence, production-based social reconciliation, inclusivity of farmers (elderly, women, vulnerable groups), Increase in FLORA adoption up to 110 farmers (60%) Expansion of conservation area of 9.93 ha.
14	INNDESA	1,2,5,8,12,13	1. Pengelolaan rumah limbah tangga organik 30–60 kg limbah/bulan menjadi 20–45 liter POC (Pupuk Cair Organik) yang membantu meningkatkan kesuburan tanah dan tanaman. 2. Partisipasi aktif 51 perempuan produktif 3. Mendorong lahirnya 10 orang petani muda dan regenerasinya 4. Terdapat kemitraan sosial baru 5. Terjalin kerja sama *multistakeholder*	1. Processing 30–60 kg of organic household waste per month into 20–45 liters of Liquid Organic Fertilizer (POC), which helps improve soil and plant fertility. 2. Active participation of 51 productive women. 3. Encouraging the birth of 10 young farmers and their regeneration. 4. Establishing new social partnerships. 5. Establishing multi-stakeholder collaboration.
15	WANUA WAILAN	1,2,3,5,8,11,12,13,15	1. 6 segmen kalangan kelompok rentan menjalin kohesi sosial dalam WANUA WAILAN 2. Kelompok binaan dan masyarakat memperoleh peningkatan pengetahuan melalui sentra pembelajaran WANUA WAILAN 3. 2 *Local Hero* diapresiai otoritas setempat dalam pelestarian lingkungan	1. 6 segments of vulnerable groups to establish social cohesion in WANUA WAILAN 2. The fostered group and the community gain increased knowledge through the WANUA WAILAN learning center 3. 2 Local Hero appreciated by local authorities in environmental conservation
16	BOGA KERTHI BALI	1,2,6,7,8,13,17	Memiliki 25 kemitraan yang berkolaborasi seperti ITB, Undiksha, BPTP Prov. Bali, DLH, Dinas Pertanian, Bank BRI, Sinar Tani Buleleng, dll. Serta berhasil menambah kelompok binaan menjadi 13 kelompok binaan yang mereplikasi kegiatan Program Boga Kerthi Bali di wilayah Kabupaten Buleleng dan pengelolaan limbah ternak menjadi Bio Urine	It has 25 collaborative partnerships such as ITB, Undiksha, BPTP Prov. Bali, DLH, Agriculture Office, BRI Bank, Sinar Tani Buleleng, etc. As well as successfully increasing the fostered groups to 13 fostered groups that replicated the activities of the Bali Kerthi Boga Program in the Buleleng Regency area

No.	Nama Program Program Name	Tujuan Pembangunan Berkelanjutan Sustainable Development Goal	Dampak dan Pencapaian Program Impact and Achievement of Program	
17	SAGULING BERDAYA	8,11,12,13	1. Sebanyak 1 Bank Sampah Induk dan 15 Bank Sampah Unit terintegrasi dalam sirkular ekonomi olah sampah organik. 2. 26 Bank Sampah Unit se Bandung Raya berkolaborasi dalam wadah Kelompok Saguling Berdaya 3. Mengedukasi kegaitan *event* lingkungan festival citarum, waste management go to school dan lain-lain sebanyak 17.391 orang di tahun 2023 s/d 2025 4. Muncul *Multiplier Effect* (Dampak Berlapis) terkait edukasi sampah, menjangkau 525.992 peserta di seluruh indonesia. 5. Pelibatan 2.450 orang yang tergabung sebagai nasabah bank sampah unit dalam program SAGULING BERDAYA	1. A total of 1 Main Waste Bank and 15 Unit Waste Banks are integrated in the circular economy of organic waste processing. 2. 26 Waste Banks Units throughout Greater Bandung collaborate in the forum of the Empowered Saguling Group 3. Educating 17,391 people about environmental events at the Citarum Festival, waste management go to school and others in 2023 to 2025 4. There was a Multiplier Effect related to waste education, reaching 525,992 participants throughout Indonesia. 5. The involvement of 2,450 people who are members of the unit waste bank in the SAGULING BERDAYA program
18	EWAKO LOWITA	4,8,12,13,14,15,17	1. Menumbuhkan kesadaran lingkungan kepada lebih dari 3000 pengunjung/Tahun 2. Membangun kemitraan pentahelix : 2 lembaga pemerintah, 3 CSO, 1 universitas, 2 sektor swasta, dan media lokal 3. Peningkatan daya tarik wisata menghasilkan potensi pertumbuhan ekonomi lokal sebesar 20% dari *baseline* 2023	1. Cultivate environmental awareness to more than 3000 visitors/Year 2. Building pentahelix partnerships: 2 government agencies, 3 CSOs, 1 university, 2 private sectors, and local media 3. Community service facilitation: 2 activities/2024 from students and nature lovers' groups
19	BASERA	14,8,12,17	1. Tumbuhnya kontrol sosial terhadap praktik destruktif (bom, potassium, penangkapan di area konservasi) 2. Pengakuan dan penguatan kelembagaan Pokmaswas 3. Rekognisi ilmiah kawasan Pandanan oleh kalangan cendekiawan 4. Terbangunnya kolaborasi multipihak (3 perguruan tinggi, 5 instansi pemerintah, 3 instansi bisnis, 7 kelompok masyarakat) 5. Meningkatnya partisipasi masyarakat menjaga kebersihan pantai 6. Bertambahnya luasan wilayah konservasi terumbu karang hingga ±640 m^2	1. Growing social control over destructive practices (bombs, potassium, fishing in conservation areas) 2. Recognition and strengthening of the Pokmaswas institution 3. Scientific recognition of the Pandanan area by academics 4. Establishing multi-stakeholder collaboration (3 universities, 5 government agencies, 3 business institutions, 7 community groups) 5. Increasing community participation in maintaining beach cleanliness 6. Increasing the area of coral reef conservation to approximately 640 m^2
20	KAMPUNG LAOS	8,12,15,10	1. Terbentuk 2 kelompok tani yakni Kelompok Makmur Sejahtera dan Kelompok Srikandi Makmur Sejahtera 2. Pelibatan 7 kelompok rentan yang ada di Desa Merah Mata 3. Terbentuk Kohesi Sosial melalui pelibatan masyarakat dan kelompok rentan 4. Membantu meningkatkan daya tahan tubuh 19 Anak TPA Permatahati dengan memperbaiki proses pencernaan	1. 2 farmer groups were formed, namely the Prosperous Prosperity Group and the Srikandi Prosperous Group 2. Involvement of 7 vulnerable groups in Merah Mata Village 3. Social Cohesion Formed through the Involvement of Communities and Vulnerable Groups 4. Helping to increase the immunity of 19 children of the Permatahati Landfill by improving the digestive process
21	GAJAH MUNGKUR	1,2,3,5,12,13	1. Kesadaran masyarakat meningkat significant dari 24 KK terlibat diawal menjadi 84 KK aktif dalam seluruh aktivitas program gajah mungkur. 2. Meningkatnya rasa memiliki terhadap waduk, tumbuh dari keterlibatan masyarakat dalam mengelola dan mengolah sampah dan sedimentasi secara kolektif	1. Public awareness increased significantly from 24 families involved at the beginning to 84 families active in all activities of the mung elephant program. 2. The increased sense of belonging to the reservoir grows from the involvement of the community in managing and processing waste and sedimentation collectively

Evaluasi Kinerja CSR
CSR Performance Evaluation

PLN Indonesia Power menjalankan kegiatan usahanya tidak semata-mata berorientasi pada pencapaian keuntungan finansial, tetapi juga mengedepankan tanggung jawab terhadap dampak sosial dan lingkungan yang ditimbulkan dari seluruh aktivitas bisnisnya. Kegiatan tanggung jawab sosial kemasyarakatan yang dilaksanakan oleh PLN Indonesia Power memberikan berbagai manfaat yang signifikan bagi masyarakat maupun perusahaan.

PLN Indonesia Power in carrying out its business activities is not only oriented to achieving financial benefits, but also prioritizing responsibility for the social and environmental impacts caused by all its business activities. Social responsibility activities carried out by PLN Indonesia Power provide various significant benefits for the community and the company.

PLN Indonesia Power melakukan evaluasi terhadap program CSR guna memastikan bahwa setiap insiatif yang dijalankan memberikan manfaat yang optimal bagi masyarakat serta lingkungan sekitar. Proses evaluasi ini dilakukan secara berkala melalui sejumlah metode pengukuran, antara lain:

- Survei Indeks Kepuasan Masyarakat (IKM), digunakan untuk mengukur tingkat kepuasan masyarakat terhadap pelaksanaan dan manfaat program CSR yang telah dijalankan.
- Pengukuran *Social Return on Investment* (SROI), dilakukan untuk menghitung besaran nilai manfaat sosial dan ekonomi yang dihasilkan dari implementasi program CSR.

PLN Indonesia Power evaluates CSR programs to ensure that every initiative carried out provides optimal benefits for the community and the surrounding environment. This evaluation process is carried out periodically through a number of measurement methods, including:

- The Community Satisfaction Index (IKM) survey is used to measure the level of public satisfaction with the implementation and benefits of CSR programs that have been implemented.
- Social Return on Investment (SROI) measurement is carried out to calculate the amount of social and economic benefits resulting from the implementation of CSR programs

Indeks Kepuasan Masyarakat
Community Satisfaction Index

Pada tahun 2025, telah dilaksanakan survei Indeks Kepuasan Masyarakat (IKM) oleh PLN Indonesia Power terhadap 22 program CSR dari 22 unit kerjanya. Berikut rincian hasil survei IKM PLN Indonesia Power tahun 2025:

In 2025, a Community Satisfaction Index (IKM) survey was carried out by PLN Indonesia Power on 22 CSR programs from its 22 work units. The following are the details of the results of the PLN Indonesia Power IKM survey in 2025:

Hasil IKM Tahun 2025
IKM Results in 2025

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Bali UP Pesanggaran UBP Bali UP Pesanggaran	**PESRAMAN AGUNG** (Pemanfaatan Sumber Air Berkeadilan Untuk Masyarakat Penjaga Hutan Lindung) dilaksanakan PT PLN Indonesia Power UBP Bali PLTDG Pesanggaran dengan Inovasi Hybrid Water Pump System yang diadaptasi dari Water Treatment Plant (WTP) dalam proses produksi listrik. Program inovasi sosial ini bertujuan untuk mewujudkan kelestarian ekosistem 27 hutan lindung, meningkatkan keberdayaan petani dan masyarakat di sekitar Hutan Bambu Sanda. PESRAMAN AGUNG (Equitable Utilization of Water Resources for Protected Forest Guard Communities) was carried out by PT PLN Indonesia Power UBP Bali PLTDG Pesanggaran with an innovative Hybrid Water Pump System adapted from the Water Treatment Plant (WTP) in the electricity production process. This social innovation program aims to realize the sustainability of the ecosystem of 27 protected forests, increasing the empowerment of farmers and communities around the Sanda Bamboo Forest.	Kuesioner & Wawancara Question-naires & Interviews	93,8	Sangat Baik

Unit yang dilakukan pengukuran Unit measured	**Program**	**Metode Survei** Survey Methods	**Hasil indeks** Index results	**Kategori** Categories
UBP Kamojang UBP Kamojang	**KAHURIPAN KAMOJANG** Program Kahuripan Kamojang merupakan ekosistem ekonomi sirkular berbasis masyarakat yang mengintegrasikan sektor pertanian, perikanan, pengelolaan sampah, dan energi hijau. Program ini mengolah limbah kulit kopi menjadi pakan ikan (Wanafish), mengembangkan budidaya dan produk bernilai tambah, serta memanfaatkan limbah menjadi pupuk, pakan, dan produk ramah lingkungan. Selain itu, program ini juga mendorong penghijauan, inklusi sosial melalui pemberdayaan disabilitas, serta pengembangan eduwisata sebagai pusat pembelajaran keberlanjutan. KAHURIPAN KAMOJANG The Kahuripan Kamojang program is a community-based circular economy ecosystem that integrates the agriculture, fisheries, waste management, and green energy sectors. This program processes coffee husk waste into fish feed (Wanafish), develops cultivation and value-added products, and utilizes waste into fertilizers, feed, and environmentally friendly products. In addition, this program also encourages greening, social inclusion through disability empowerment, and the development of edutourism as a center for sustainability learning.		79,63	Baik
UBP Priok	**PESONA BETAWI** (Penguatan Komoditas Lokal untuk Ketahanan Pangan dan Lingkungan Berkelanjutan di Wilayah Pesisir) merupakan merupakan inisiatif PLN Indonesia Power PLTGU Priok dalam memperkuat ketahanan pangan dan lingkungan melalui inovasi Bang Jali, yaitu baglog ramah lingkungan berbasis limbah kardus dan cangkang kerang hijau untuk budidaya jamur tiram. Program ini memanfaatkan limbah sebagai sumber daya produktif sekaligus menjawab kebutuhan dan potensi masyarakat pesisir Kelurahan Kalibaru. PESONA BETAWI (Strengthening Local Commodities for Food Security and Sustainable Environment in Coastal Areas) is an initiative of PLN Indonesia Power CCPP Priok in strengthening food and environmental security through Bang Jali's innovation, which is an environmentally friendly baglog based on cardboard waste and green shells for oyster mushroom cultivation. This program utilizes waste as a productive resource while answering the needs and potential of the coastal community of Kalibaru Village		90,13	Sangat Baik
UBP Grati UBP Grati	**Ranu Lestari** Merupakan inisiatif pelestarian Danau Ranu Grati berbasis konservasi ikan lempuk, pengelolaan limbah, dan pengendalian pencemaran. Program ini mencakup konservasi ikan endemik, pemanfaatan *eco enzyme* dalam budidaya ikan, serta pemasangan trash barrier untuk mencegah masuknya sampah ke danau. Ranu Lestari It is an initiative to preserve Lake Ranu Grati based on the conservation of lempuk fish, waste management, and pollution control. This program includes the conservation of endemic fish, the use of eco enzymes in fish farming, and the installation of trash barriers to prevent garbage from entering the lake.		88,58	Sangat Baik
UBP Suralaya UBP Suralaya	**PANDU DEWATA** Kegiatan pemanfaatan sampah menjadi bahan bakar jumputan padat (BBJP) sebagai bauran biomassa yang digunakan dalam proses *cofiring* PLT. PANDU DEWATA The activity of using waste into solid jumputan fuel (BBJP) as a biomass mix used in the cofiring process of PLT.		93,15	Sangat Baik

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Semarang UBP Semarang	**KEMBANG DESA** Merupakan inovasi sosial model berkelanjutan berbasis pemanfaatan potensi lokal berkelanjutan melalui optimalisasi potensi lokal melalui aktivitas pariwisata berupa panorama alam Curug Lawe Secepit dan Lereng Gunung Ungaran, eduwisata kopi, *eco-conscious parenting*, serta *birdwatching*. Terdapat 6 kelompok besar penerima manfaat kolaborasi ini yaitu Masyarakat Dusun Gunungsari, Pokdarwis Gunungsari Pucue Kendal, KT Berkah Wana Lestari, Bank Sampah Gunungsari, dan UMKM Endemica, dan Komunitas Omah Sawah KEMBANG DESA It is a sustainable social innovation model based on the utilization of sustainable local potential through the optimization of local potential through tourism activities in the form of natural panoramas of Lawe Secepit Waterfall and Mount Ungaran Slopes, coffee education, eco-conscious parenting, and birdwatching. There are 6 large groups of beneficiaries of this collaboration, namely Gunungsari Hamlet Community, Pokdarwis Gunungsari Pucue Kendal, KT Berkah Wana Lestari, Gunungsari Waste Bank, and Endemic MSMEs, and the Omah Sawah Community		89,18	Sangat Baik
UBP Banten 1 Suralaya UBP Banten 1 Suralaya	**GERBANG PADARINCANG** Merupakan inisiatif sosial PT PLN Indonesia Power UBP Banten 1 Suralaya dengan Inovasi berupa paving Blok NeoFABA (Kajian LCA, 2025) untuk menciptakan perubahan pada level sistem melalui transformasi sosial, ekonomi, dan lingkungan secara terpadu di Desa Padarincang, Kabupaten Serang melalui pemanfaatan FABA untuk infrastruktur wisata, pemberdayaan Pokdarwis, dan penguatan kapasitas masyarakat. GERBANG PADARINCANG It is a social initiative of PT PLN Indonesia Power UBP Banten 1 Suralaya with an innovation in the form of paving NeoFABA Blocks (LCA Study, 2025) to create changes at the system level through integrated social, economic, and environmental transformation in Padarincang Village, Serang Regency through the use of FABA for tourism infrastructure, empowerment of Pokdarwis, and strengthening community capacity.		97,5	Sangat Baik
UBP Banten 3 Lontar UBP Banten 3 Lontar	**BERCERITA DALAM HENING** Merupakan inisiatif pemberdayaan masyarakat berbasis inovasi sosial yang dirancang untuk menciptakan ruang ekspresi dan ruang keberdayaan bagi penyandang difabel, khususnya difabel tuli, melalui peningkatan kapasitas keterampilan membatik. Program ini hadir bukan sekedar memberikan pelatihan teknis, tetapi menciptakan perubahan sosial yang lebih mendalam—menghapus stigma, menumbuhkan keberanian, dan mengembalikan martabat sosial yang selama ini kerap terpinggirkan. BERCERITA DALAM HENING It is a social innovation-based community empowerment initiative designed to create a space for expression and empowerment for people with disabilities, especially deaf people, through capacity building of batik skills. This program is not just about providing technical training, but about creating deeper social change—removing stigma, fostering courage, and restoring social dignity that has often been marginalized.		87	Sangat Baik

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Jawa Barat 2 Pelabuhan Ratu UBP Jawa Barat 2 Pelabuhan Ratu	PESONA RATU Pesona Ratu (Pusat Edukasi, Bisnis, dan Inovasi Pelabuhanratu) adalah program inovasi sosial PLN Indonesia Power UBP Jawa Barat 2 Pelabuhanratu yang dikembangkan sebagai resource centre dan living lab multisektor untuk mengintegrasikan konservasi DAS Cimandiri, pengelolaan residu pesisir, dan penguatan UMKM lokal. Program ini menghubungkan pengolahan sampah kayu pantai menjadi biomassa, kerajinan, dan pupuk organik dengan rehabilitasi lahan, edukasi lingkungan, serta inkubasi usaha masyarakat. PESONA RATU Pesona Ratu (Center for Education, Business, and Innovation of Pelabuhanratu) is a social innovation program of PLN Indonesia Power UBP West Java 2 Pelabuhanratu which was developed as a multi-sector resource center and living lab to integrate the conservation of the Cimandiri watershed, coastal residue management, and strengthening local MSMEs. This program connects the processing of coastal wood waste into biomass, handicrafts, and organic fertilizers with land rehabilitation, environmental education, and community business incubation.		93,66	Sangat Baik
UBP Kamojang UP Gunung Salak UBP Kamojang UP Gunung Salak	**CAKRA LUMAKU** Memiliki arti dan filosofi “Cakra” sebagai energi yang terus berputar dan “Lumaku” berarti berjalan menuju ke arah yang lebih baik. Cakra Lumaku menggambarkan program yang memaksimalkan perputaran Energi Hijau di bidang pertanian dengan pendekatan *Bio-Circular Economy* (Kajian LCA). CAKRA LUMAKU It has the meaning and philosophy of "Cakra" as an energy that keeps spinning and "Lumaku" means walking towards a better direction. Cakra Lumaku describes a program that maximizes the turnover of Green Energy in the agricultural sector with a Bio-Circular Economy approach (LCA Study).		97,03	Sangat Baik
UBP Keramasan UP Keramasan UBP Keramasan UP Keramasan	**Palembang KITO NIAN** Merupakan inisiatif PT PLN Indonesia Power UP Keramasan yang bertujuan mengatasi permasalahan lingkungan dan kesehatan masyarakat melalui pendekatan ekonomi sirkular. Program ini menghadirkan inovasi produk BIO SPARK, yaitu bio spray anti nyamuk ramah lingkungan berbasis hasil destilasi limbah dan pemanfaatan minyak jelantah, sebagai solusi pencegahan DBD di Kota Palembang. Program ini tidak hanya membantu mengurangi permasalahan sampah dan limbah, tetapi juga memberikan manfaat sosial dan lingkungan bagi masyarakat, khususnya kelompok rentan, serta mencerminkan semangat kebersamaan dan tanggung jawab bersama dalam menjaga lingkungan. Palembang KITO NIAN It is an initiative of PT PLN Indonesia Power UP Keramasan which aims to overcome environmental and public health problems through a circular economy approach. This program presents BIO SPARK product innovations, namely environmentally friendly mosquito repellent bio spray based on the results of waste distillation and the use of used cooking oil, as a solution to prevent dengue in Palembang City. This program not only helps reduce waste and waste problems, but also provides social and environmental benefits for the community, especially vulnerable groups, and reflects the spirit of togetherness and shared responsibility in protecting the environment.		96,27	Sangat Baik

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Mrica PB Soedirman UBP Mrica PB Soedirman	**DIENG PLATEAU** Merupakan pendekatan terintegrasi yang menggabungkan konservasi hulu DAS dengan pemberdayaan ekonomi masyarakat melalui penerapan ekonomi sirkular. Program ini mengembangkan inovasi pupuk organik LIDOK dan media tanam berbasis sedimen waduk dengan memanfaatkan sedimen, eceng gondok, dan kotoran ternak sebagai sumber daya produktif, sehingga mengurangi ketergantungan pada pupuk kimia sekaligus menekan dampak lingkungan dan meningkatkan keberlanjutan ekosistem. DIENG PLATEAU It is an integrated approach that combines upstream watershed conservation with community economic empowerment through the implementation of a circular economy. This program develops LIDOK organic fertilizer innovations and reservoir sediment-based planting media by utilizing sediment, water hyacinth, and livestock manure as productive resources, thereby reducing dependence on chemical fertilizers while reducing environmental impact and increasing ecosystem sustainability.		88,25	Sangat Baik
UBP Cilegon UBP Cilegon	**MARGAGIRI DI HATI** Merupakan inisiatif pemberdayaan masyarakat terpadu di Desa Margagiri yang bertujuan menciptakan lingkungan hijau sekaligus mendorong kemandirian ekonomi, khususnya bagi perempuan dan pemuda. Program ini dijalankan melalui empat subprogram utama, yaitu *Women Eco-Cycle, Green* Waqf, Pasar Kreatif Margagiri, dan TAMASYA, yang berfokus pada penguatan ekonomi lokal, kepedulian lingkungan, dan pengembangan sosial masyarakat secara berkelanjutan. MARGAGIRI DI HATI It is an integrated community empowerment initiative in Margagiri Village that aims to create a green environment while encouraging economic independence, especially for women and youth. This program is run through four main subprograms, namely Women Eco-Cycle, Green Waqf, Margagiri Creative Market, and TAMASYA, which focuses on strengthening the local economy, environmental awareness, and sustainable community social development.		90,11	Sangat Baik
UBP Banten 2 Labuan UBP Banten 2 Labuan	**FLORA** Program inovasi sosial di bawah payung strategis Konservasi dan Rekonsiliasi Sistem Pertanian (KORSA) yang digagas PT PLN Indonesia Power UBP Banten 2 Labuan. Program ini lahir sebagai tindak lanjut dari upaya METAFORA (Media Tanam FABA Organik) untuk menjawab permasalahan lahan kritis yang belum sepenuhnya pulih dan rendahnya tingkat adopsi media tanam oleh petani penggarap. FLORA berfokus pada pengembangan formula larutan organik konsentrat yang memanfaatkan residu abu pembakaran PLTU (FABA) dicampur bahan organik lokal (kotoran ternak, kompos, sekam), sehingga menghasilkan pupuk cair dan biostimulator yang ringan, mudah diangkut, ramah lingkungan, serta efektif menaikkan pH tanah dan ketersediaan hara. FLORA The social innovation program under the strategic umbrella of Conservation and Reconciliation of Agricultural Systems (KORSA) initiated by PT PLN Indonesia Power UBP Banten 2 Labuan. This program was born as a follow-up to the efforts of METAFORA (Organic FABA Planting Media) to answer the problem of critical land that has not fully recovered and the low level of adoption of planting media by cultivating farmers. FLORA focuses on developing a concentrated organic solution formula that utilizes coal-fired ash residues (FABA) mixed with local organic materials (livestock manure, compost, husks), resulting in liquid fertilizers and biostimulators that are lightweight, easy to transport, environmentally friendly, and effective in raising soil pH and nutrient availability.		81,76	Sangat Baik

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Jawa Tengah 2 Adipala UBP Jawa Tengah 2 Adipala	**INNDESA** (Inovasi Nusantara Desa Integratif Pangan) merupakan model inovasi sosial yang dikembangkan PT PLN Indonesia Power UBP Jateng 2 Adipala untuk membangun ekosistem pangan desa yang mandiri, sirkular, dan berkelanjutan. Program ini mengintegrasikan empat sektor utama, yaitu pertanian, peternakan, dan perikanan, dengan pengolahan hasil pangan dalam satu rantai nilai yang saling terhubung. INNDESA (Nusantara Innovation of Food Integrative Village) is a social innovation model developed by PT PLN Indonesia Power UBP Central Java 2 Adipala to build an independent, circular, and sustainable village food ecosystem. The program integrates four main sectors, namely agriculture, livestock, and fisheries, with food processing in an interconnected value chain.		85,11	Sangat Baik
UBP Kamojang UP Lahendong UBP Kamojang UP Lahendong	**WANUA WAILAN** Merupakan inovasi sosial PT PLN Indonesia Power UBP Kamojang UP PLTP Lahendong yang mengembangkan BIOMOL, yaitu pupuk organik berbasis mikroorganisme lokal untuk mendukung pemulihan tanah dan pertanian restoratif. Program ini memanfaatkan energi terbarukan melalui teknologi seperti light trap berbasis panel surya, serta mengintegrasikan pengelolaan limbah, pertanian, peternakan, dan UMKM dalam satu ekosistem ekonomi sirkular. Inisiatif ini tidak hanya menekan dampak lingkungan, tetapi juga memperkuat pemberdayaan masyarakat dan kelompok rentan secara berkelanjutan. WANUA WAILAN It is a social innovation of PT PLN Indonesia Power UBP Kamojang UP PLTP Lahendong which develops BIOMOL, which is an organic fertilizer based on local microorganisms to support soil restoration and restorative agriculture. This program utilizes renewable energy through technologies such as solar panel-based light traps, as well as integrating waste management, agriculture, livestock, and MSMEs in one circular economy ecosystem. This initiative not only reduces environmental impact, but also strengthens the empowerment of communities and vulnerable groups in a sustainable manner.		85,92	Sangat Baik
UBP Bali UP Pemaron UBP Bali UP Pemaron	**BOGA KERTHI BALI** Merupakan inovasi sosial PT PLN Indonesia Power UBP Bali PLTGU Pemaron yang mengembangkan pupuk super kompos bio-slurry berbasis kajian LCA untuk mendukung ketahanan pangan. Program ini mengusung konsep zero waste, pelestarian sumber daya alam dan budaya Bali, serta pemanfaatan lahan tandus secara berkelanjutan. Dengan mengubah limbah dan lahan marginal menjadi sumber daya produktif, program ini menghadirkan pendekatan inovatif dalam pertanian berkelanjutan. BOGA KERTHI BALI It is a social innovation of PT PLN Indonesia Power UBP Bali PLTGU Pemaron which develops bio-slurry super compost fertilizer based on LCA studies to support food security. This program carries the concept of zero waste, the preservation of Balinese's natural and cultural resources, and the sustainable use of barren land. By transforming waste and marginal land into productive resources, the program presents an innovative approach to sustainable agriculture.		89,09	Sangat Baik

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Saguling UBP Saguling	**SAGULING BERDAYA** Merupakan inisiatif program yang digagas oleh PLN Indonesia Power UBP Saguling untuk menjawab persoalan pencemaran lingkungan di DAS Sungai Citarum yang berpotensi mengalir mempengaruhi daya tampung Waduk Saguling. Saguling Berdaya memiliki 2 Sub Program utama yaitu NAKULA (Ngajaga Aksi Untuk Kolaborasi Aksi) yang berfokus pada pengelolaan sampah organik terintegrasi di hulu dan proses dengan melibatkan 26 bank sampah, serta SADEWA(Semangat Aksi Dalam Edukasi Warga untuk Alam Lestari) yang menitikberatkan pada perubahan perilaku dan peningkatan kesadaran masyarakat melalui edukasi masif di komunitas dan sekolah. SAGULING BERDAYA It is a program initiative initiated by PLN Indonesia Power UBP Saguling to answer the problem of environmental pollution in Citarum River watershed which has the potential to flow affecting the capacity of Saguling Reservoir. Saguling Berdaya has 2 main Sub-Programs, namely NAKULA (Ngajaga Aksi for Action Collaboration) which focuses on integrated organic waste management upstream and process involving 26 waste banks, and SADEWA (Spirit of Action in Citizen Education for Sustainable Nature) which focuses on behavior change and increasing public awareness through massive education in communities and schools.		88,45	Sangat Baik
UBP Barru	**EWAKO LOWITA** Program yang dilaksanakan melalui pendekatan eko-eduwisata berbasis konservasi dengan mengintegrasikan perlindungan ekosistem pesisir dengan pemberdayaan masyarakat lokal. Program ini dirancang dengan menempatkan masyarakat pesisir sebagai pelaku utama dalam perencanaan, pelaksanaan, dan pengelolaan kegiatan, sehingga mendorong rasa kepemilikan terhadap kawasan konservasi sekaligus memastikan keberlanjutan program dalam jangka panjang. EWAKO LOWITA The program is implemented through a conservation-based eco-education tourism approach by integrating the protection of coastal ecosystems with the empowerment of local communities. This program is designed by placing coastal communities as the main actors in the planning, implementation, and management of activities, thereby encouraging a sense of ownership of conservation areas while ensuring the sustainability of the program in the long term.		93,75	Sangat Baik
UBP Jeranjang UBP Jeranjang	**BASERA** (Bale Segara Pandanan) bermakna sebagai rumah besar laut Pandanan, sebuah ruang bersama bagi masyarakat pesisir untuk belajar, berinovasi, dan menjaga keberlanjutan laut sebagai sumber kehidupan. Terinspirasi dari kearifan lokal Sasak, “Bale” melambangkan tempat berkumpul dan gotong royong, sementara “Segara” melambangkan laut yang luas dan penuh berkah. BASERA hadir sebagai simbol sinergi antara tradisi dan teknologi, antara ilmu pengetahuan dan budaya bahari, untuk mewujudkan ekosistem pesisir Pandanan yang tangguh, produktif, dan lestari. BASERA (Bale Segara Pandanan) means as the big house of the Pananan sea, a common space for coastal communities to learn, innovate, and maintain the sustainability of the sea as a source of life. Inspired by the local wisdom of Sasak, "Bale" symbolizes a place to gather and gotong royong, while "Segara" symbolizes a vast and blessed sea. BASERA is present as a symbol of synergy between tradition and technology, between science and marine culture, to realize a resilient, productive, and sustainable coastal ecosystem of Pannan.		80,38	Baik

Unit yang dilakukan pengukuran Unit measured	Program	Metode Survei Survey Methods	Hasil indeks Index results	Kategori Categories
UBP Keramasan UP Borang UBP Keramasan UP Borang	**KAMPUNG LAOS** Merupakan inovasi sosial berbasis ekonomi sirkular melalui pengolahan limbah organik dan kertas menjadi pupuk organik padat Laos *Greencycle* dan pupuk cair *Greenhydro*. Program ini melibatkan 98 penerima manfaat dan didukung oleh dua kelompok binaan, dengan sistem terintegrasi dari pemilahan limbah hingga pemanfaatan produk. Inisiatif ini juga menjangkau berbagai kelompok rentan, sehingga tidak hanya berdampak lingkungan tetapi juga memperkuat pemberdayaan sosial dan ekonomi masyarakat. KAMPUNG LAOS It is a social innovation based on a circular economy through the processing of organic waste and paper into Laos Greencycle solid organic fertilizer and Greenhydro liquid fertilizer. This program involves 98 beneficiaries and is supported by two fostered groups, with an integrated system from waste sorting to product utilization. This initiative also reaches various vulnerable groups, so that it not only has an impact on the environment but also strengthens the social and economic empowerment of the community.		91,22	Sangat Baik
UBP Mrica Wonogiri UBP Mrica Wonogiri	**GAJAH MUNGKUR** Gerakan Menjaga Lingkungan dan Pengolahan Sampah untuk Membangun Ekonomi Kerakyatan GAJAH MUNGKUR The Movement to Protect the Environment and Waste Processing to Build a People's Economy		85,01	Sangat Baik

Social Return On Investment

Social Return On Investment

Pelaksanaan tanggung jawab sosial memberikan manfaat berupa peningkatan reputasi *brand image, Social License to Operate* sebagai bentuk penerimaan sosial dari masyarakat, pengurangan biaya dan risiko operasional, serta penguatan hubungan dengan para pemangku kepentingan. Dari hasil evaluasi program unggulan tahun 2025 Hasil pengukuran SROI atas program-program yang dilaksanakan pada tahun 2025 disajikan pada tabel berikut.

The implementation of social responsibility provides benefits in the form of increasing brand image reputation, Social License to Operate as a form of social acceptance from the community, reducing operational costs and risks, and strengthening relationships with stakeholders. From the results of the evaluation of the flagship programs in 2025, the results of SROI's measurement of programs implemented in 2025 are presented in the following table.

Analisis SROI Tahun 2025

SROI Analysis in 2025

Unit Kerja Unit Kerja	Program yang dilakukan analisa SROI Program assessed with SROI analysis	Nilai SROI SROI Value
UBP Bali UP Pesanggaran UBP Bali UP Pesanggaran	**EWAKO LOWITA** Program Eko-Eduwisata Berbasis Konservasi Penyu Pantai Lowita EWAKO LOWITA Eco-Edutourism Program Based on Lowita Beach Turtle Conservation	1,50

Unit Kerja Unit Kerja	Program yang dilakukan analisa SROI Program assessed with SROI analysis	Nilai SROI SROI Value
UBP Mrica PB Soedirman UBP Mrica PB Soedirman	**BERCERITA DALAM HENING** Inisiasi program pemberdayaan kelompok difabel tuli di bidang seni kreativitas membatik TELLING STORIES IN SILENCE Initiation of the empowerment program for deaf disabled groups in the field of batik creativity art	1,428

Unit Kerja Unit Kerja	Program yang dilakukan analisa SROI Program assessed with SROI analysis	Nilai SROI SROI Value
UBP Kamojang UBP Kamojang	**BASERA** Bale Segara Pandanan, simbol sinergi untuk mewujudkan ekosistem pesisir Pandanan yang tangguh, produktif, dan Lestari BASERA Bale Segara Pandanan, a symbol of synergy to realize a resilient, productive, and sustainable Pandanan coastal ecosystem	1,89
UBP Priok UBP Priok	**KAMPUNG LAOS** Komoditas Andalan Merah Mata, Pelestarian Lingkungan, Unggulan, Organik, dan Sejahtera KAMPUNG LAOS Red Eye Mainstay Commodity, Environmental Conservation, Superior, Organic, and Prosperous	1,34
UBP Grati UBP Grati	**GAJAH MUNGKUR** Gerakan Menjaga Lingkungan dan Pengolahan Sampah untuk Membangun Ekonomi Kerakyatan GAJAH MUNGKUR The Movement to Protect the Environment and Waste Processing to Build a People's Economy	1,35
UBP Suralaya UBP Suralaya	**PESRAMAN AGUNG** Pemanfaatan Sumber Air Berkeadilan Untuk Masyarakat Penjaga Hutan Lindung PESRAMAN AGUNG Equitable Utilization of Water Resources for Protected Forest Guard Communities	1,8
UBP Semarang UBP Semarang	**KAHURIPAN KAMOJANG** Kawasan Hijau Integrasi Pengelolaan Lingkungan Kamojang KAHURIPAN KAMOJANG Kamojang Environmental Management Integration Green Area	2,57
UBP Banten 1 Suralaya UBP Banten 1 Suralaya	**PESONA BETAWI** Penguatan Komoditas Lokal untuk Ketahan Pangan dan Lingkungan Berkelanjutan di Wilayah Pesisir PESONA BETAWI Strengthening Local Commodities for Food Security and Sustainable Environment in Coastal Areas	2,33
UBP Banten 3 Lontar UBP Banten 3 Lontar	**RANU LESTARI** Upaya Pelestarian Danau Ranu Grati oleh PLN Indonesia Power UBP Grati RANU LESTARI Efforts to Preserve Lake Ranu Grati by PLN Indonesia Power UBP Grati	1,32
UBP Cilegon UBP Cilegon	**PESONA RATU** Pusat Edukasi, Bisnis, dan Inovasi Pelabuhan Ratu PESONA RATU Pelabuhan Ratu Education, Business and Innovation Centre	2,07
UBP Banten 2 Labuan UBP Banten 2 Labuan	**CAKRA LUMAKU** *Circular Agriculture* Lumbung Pangan Mandiri Karaharjaan Urang CAKRA LUMAKU Circular Agriculture Independent Food Barn Our Welfare	1,57
UBP Jawa Tengah 2 Adipala UBP Jawa Tengah 2 Adipala	**PALEMBANG KITO NIAN** Kolaboratif Inovatif Organik Natural Ingridients Keramasan PALEMBANG KITO NIAN Collaborative Innovative Organic Natural Ingridients Keramasan	1,6
UBP Kamojang UP Lahendong UBP Kamojang UP Lahendong	**DIENG PLATEAU** Modifikasi Eceng Gondok menjadi Pupuk Ramah Lingkungan dan Media Tanam Sedimen Sebagai Ekonomi Sirkular Unggul DIENG PLATEAU Modification of Water Hyacinth into Environmentally Friendly Fertilizer and Sediment Planting Media as a Superior Circular Economy	1,45
UBP Bali UP Pemaron UBP Bali UP Pemaron	**MARGAGIRI DI HATI** Margagiri dengan IP Menjadi Hijau, Asri, Terampil dan Inovatif MARGAGIRI DI HATI Margagiri with IP Becomes Green, Beautiful, Skilled and Innovative	2,36
UBP Saguling UBP Saguling	**FLORA** Formulasi Larutan Organik Ramah Alam FLORA Formulation of Environmentally Friendly Organic Solution	1,8
UBP Barru UBP Barru	**INNDESA** Inovasi Nusantara Desa Integratif Pangan INNDESA Nusantara Innovation Food Integrative Village	1,2
UBP Jeranjang UBP Jeranjang	**WANUA WAILAN** Wadah Menuju Sejahtera Melalui Wawasan Inisiatif Lingkungan dan Pertanian WANUA WAILAN A Forum for Prosperity Through Insights into Environmental and Agricultural Initiatives	4,37

Unit Kerja Unit Kerja	Program yang dilakukan analisa SROI Program assessed with SROI analysis	Nilai SROI SROI Value
UBP Jawa Barat 2 Pelabuhan Ratu UBP Jawa Barat 2 Pelabuhan Ratu	**PANDU DEWATA** Pemanfaatan Limbah Terpadu Demi Terwujudnya Alam Nan Permata PANDU DEWATA Integrated Waste Utilization for the Realization of Precious Nature	1,78
UBP Kamojang UP Gunung Salak UBP Kamojang UP Gunung Salak	**KEMBANG DESA** Kembangkan Pariwisiata Ngesrepbalong, Dukung Ekonomi dan Pelestarian Alam KEMBANG DESA Developing Ngesrepbalong Tourism, Supporting the Economy and Nature Conservation	1,59
UBP Keramasan UP Keramasan UBP Keramasan UP Keramasan	**GERBANG PADARINCANG** Gerakan Bersama Menuju Desa Padarincang yang Asri, Hijau, dan Berbudaya GERBANG PADARINCANG Joint Movement Towards a Beautiful, Green, and Cultured Padarincang Village	1,92
UBP Keramasan UP Borang UBP Keramasan UP Borang	**BOGA KERTHI BALI** Gerakan masyarakat untuk mendukung ketahanan pangan di Bali, dengan konsep *zero waste* BOGA KERTHI BALI Community movement to support food security in Bali, with the concept of zero waste	2,06
UBP Mrica Wonogiri UBP Mrica Wonogiri	**SAGULING BERDAYA** Bangkitkan Ekonomi Rakyat Dengan Daur Ulang Dan Edukasi Yang Berkelanjutan SAGULING BERDAYA Revive the People's Economy with Sustainable Recycling and Education	1,27

Hasil pengukuran SROI disajikan dalam bentuk rasio yang membandingkan nilai manfaat yang dihasilkan dengan total investasi yang dikeluarkan untuk menjalankan program. Sebagai contoh, program Gerbang Padarincang yang dilaksanakan oleh UBP Keramasan UP Keramasan mencatatkan rasio SROI sebesar 1:1,92. Rasio tersebut menunjukkan bahwa sertiap Rp1 investasi yang dialokasikan oleh Perusahaan mampu menghasilkan maanfaat sosial dan ekonomi sebesar Rp1,92 bagi masyarakat penerima manfaat.

The results of SROI measurement are presented in the form of a ratio that compares the value of the benefits generated with the total investment spent to run the program. For example, the Gerbang Padarincang program implemented by UBP Keramasan UP Keramasan recorded an SROI ratio of 1:1.92. The ratio shows that every Rp1 investment allocated by the Company is able to generate social and economic benefits of Rp1.92 for the beneficiary community.

Mekanisme Penanganan Pengaduan dan Konflik Sosial Kemasyarakatan
Mechanism for Handling Complaints and Social Conflicts

Dalam rangka mendukung pelaksanaan tanggung jawab sosial perusahaan secara optimal, PLN Indonesia Power telah menyiapkan berbagai perangkat penunjang yang dirancang untuk memastikan terlaksananya komunikasi yang efektif serta respons yang cepat terhadap isu-isu sosial di lingkungan sekitar wilayah operasional. Perangkat tersebut mencakup mekanisme yang sistematis untuk penyampaian dan penanganan keluhan, penanggulangan situasi darurat, serta penyelesaian potensi konflik sosial kemasyarakatan, yang seluruhnya dijalankan sesuai dengan ketentuan dan regulasi yang berlaku.

In order to support the optimal implementation of corporate social responsibility, PLN Indonesia Power has prepared various supporting devices designed to ensure effective communication and rapid response to social issues in the environment around the operational area. The toolkit includes a systematic mechanism for submitting and handling complaints, dealing with emergency situations, and resolving potential social and community conflicts, all of which are carried out in accordance with applicable provisions and regulations.

Mekanisme Penanganan Pengaduan Masyarakat
Mechanism for Handling Public Complaints

PLN Indonesia Power menempatkan aspek perlindungan terhadap masyarakat dari dampak negatif kegiatan operasional sebagai salah satu prioritas utama dalam strategi keberlanjutan dan tata kelola sosialnya. Dengan pendekatan yang proaktif dan berbasis mitigasi risiko, Perusahaan berkomitmen untuk menciptakan hubungan yang harmonis dengan masyarakat serta menjaga stabilitas sosial di wilayah operasional.

PLN Indonesia Power places the aspect of protecting the community from the negative impact of operational activities as one of the main priorities in its sustainability and social governance strategy. With a proactive and risk mitigation-based approach, the Company is committed to creating harmonious relationships with the community and maintaining social stability in the operational area.

Sepanjang tahun 2025, tidak terdapat laporan pengaduan maupun terjadinya konflik sosial kemasyarakatan yang terkait dengan aktivitas operasional PLN Indonesia Power. Hal ini diharapkan dapat terus dijaga melalui efektivitas mekanisme pengelolaan keluhan serta membangun komunikasi yang baik dengan para pemangku kepentingan untuk memperkuat kepercayaan masyarakat terhadap kinerja sosial Perusahaan.

Throughout 2025, there were no reports of complaints or social conflicts related to PLN Indonesia Power's operational activities. This is expected to be maintained through the effectiveness of the complaint management mechanism and building good communication with stakeholders to strengthen public trust in the Company's social performance.

Biaya Program Tanggung Jawab Sosial Kemasyarakatan
Social Community Responsibility Program Cost

Kegiatan CSR tahun 2025 telah direalisasikan untuk program-program yang merepresentasikan 16 Tujuan Pembangunan Berkelanjutan (TPB) dengan rincian sebagai berikut:

CSR activities in 2025 were realized for programs representing the 16 Sustainable Development Goals (SDGs) with the following details:

Realisasi Biaya CSR Tahun 2025 (Juta)
Realization of CSR Costs in 2025 (Million)

Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Dana yang Disalurkan Funds Disbursed
TPB 1-Tanpa kemiskinan SDG 1-No poverty	4.038
TPB 2-Tanpa kelaparan SDG 2-No hunger	1.318
TPB 3-Kehidupan sehat dan sejahtera SDG 3-Healthy and prosperous life	3.898

Aksi Bersih Pantai Selayar, UBP Tello, Sulawesi Selatan
Selayar Beach Cleanup Action, UBP Tello, South Sulawesi

Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Dana yang Disalurkan Funds Disbursed
TPB 4-Pendidikan berkualitas SDG 4-Quality education	7.799
TPB 5-Kesetaraan gender SDG 5-Gender equality	154
TPB 6-Air bersih dan sanitasi layak SDG 6-Clean water and proper sanitation	734
TPB 7-Energi bersih dan terjangkau SDG 7-Clean and affordable energy	402
TPB 8-Pekerjaan layak dan pertumbuhan ekonomi SDG 8-Decent work and economic growth	20.890
TPB 9-Industri, inovasi dan infrastruktur SDG 9-Industry, innovation and infrastructure	25.934
TPB 10-Berkurangnya kesenjangan SDG 10-Reducing gaps	94
TPB 11-Kota dan pemukiman berkelanjutan SDG 11-Sustainable cities and settlements	2.969
TPB 12-Konsumsi dan produksi yang bertanggung jawab SDG 12-Responsible consumption and production	2.871
TPB 13-Penanganan perubahan iklim SDG 13 - Addressing climate change	4.731
TPB 14-Ekosistem laut SDG 14-Marine ecosystems	1.003
TPB 15-Ekosistem darat SDG 15-Terrestrial ecosystems	1.300
TPB 16-Perdamaian, keadilan dan kelembagaan yang tangguh TPBSDG 16 - Peace, justice and resilient institutions	7.725
TOTAL	**85.860**

Laporan Keberlanjutan
Sustainability Report

PLN Indonesia Power menyusun Laporan Keberlanjutan (Sustainability Report) sebagai bentuk pemenuhan atas aspek transparansi mengenai kinerja keberlanjutan Perusahaan dalam tiga dimensi utama yang mencakup ekonomi, lingkungan, dan sosial. Laporan ini disusun guna memberikan gambaran yang komprehensif mengenai dampak operasional Perusahaan terhadap seluruh pemangku kepentingan, serta menguraikan upaya yang telah dilakukan untuk mendukung terciptanya pembangunan yang berkelanjutan di seluruh lini operasional.

Penyusunan Laporan Keberlanjutan PLN Indonesia Power dilakukan dengan mengacu pada standar internasional dan peraturan nasional yang relevan, guna memastikan kualitas pelaporan yang kredibel dan dapat dibandingkan secara global. Untuk periode pelaporan 1 Januari hingga 31 Desember 2025, PLN Indonesia Power telah menyusun laporan sesuai (in accordance) dengan merujuk pada:

1. GRI Standards, dimana PLN Indonesia Power telah melaporkan sesuai (in accordance) dengan GRI Standards, dan menyertakan Pengungkapan Sektor Utilitas Listrik (Electric Utilities Sector Disclosures);
2. Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;

PLN Indonesia Power has prepared a Sustainability Report to fulfill its commitment to transparency regarding the Company's sustainability performance across three main dimensions: economic, environmental, and social. This report is designed to provide a comprehensive overview of the Company's operational impact on all stakeholders and to outline the efforts undertaken to support sustainable development across all operational lines.

PLN Indonesia Power's Sustainability Report is prepared in accordance with international standards and relevant national regulations, ensuring credible reporting quality and global comparability. For the reporting period of January 1 to December 31, 2025, PLN Indonesia Power prepared the report in accordance with:

1. GRI Standards, which PLN Indonesia Power has reported in accordance with and includes Electric Utilities Sector Disclosures;
2. Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies;

Pintu Air Waduk Jatigede, PLTA Jatigede, Jawa Barat
Jatigede Reservoir Sluice Gate, Jatigede HPP, West Java

3. Surat Edaran Otoritas Jasa Keuangan Republik Indonesia (SEOJK) Nomor 16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik;
4. *The International Financial Reporting Standards* (IFRS) *Sustainability Disclosure Standards*:
   a. IFRS S1: *General Requirements for Disclosure of Sustainability related Financial Information*;
   b. IFRS S2: *Climate-related Disclosures and Industry-based Guidance on implementing Climate-related Disclosures* (*Electric Utilities & Power Generators*); serta
5. *The Sustainability Accounting Standards Board* (SASB) *Standards - Infrastructure Sector: Electric Utilities & Power Generators.*

Melalui Laporan Keberlanjutan, PLN Indonesia Power menegaskan komitmennya terhadap praktik bisnis yang bertanggung jawab, berintegritas dan beretika dalam rangka mencapai keberlanjutan di masa depan, sekaligus memperkuat transparansi kepada seluruh pemangku kepentingan terkait. Laporan ini tidak hanya menyajikan informasi mengenai pencapaian dan tantangan, tetapi juga menggambarkan langkah konkret perusahaan dalam menjalankan tanggung jawab sosial dan lingkungan guna berkontribusi terhadap pencapaian Tujuan Pembangunan Berkelanjutan (SDGs).

3. Financial Services Authority Circular (SEOJK) Number 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies;
4. The International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards:
   a. IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information;
   b. IFRS S2: Climate-related Disclosures and Industry-based Guidance on Implementing Climate-related Disclosures (Electric Utilities & Power Generators); and
5. The Sustainability Accounting Standards Board (SASB) Standards - Infrastructure Sector: Electric Utilities & Power Generators.

Through its Sustainability Report, PLN Indonesia Power affirms its commitment to responsible, integrity-based, and ethical business practices to achieve future sustainability, while strengthening transparency for all relevant stakeholders. This report not only presents information on achievements and challenges but also illustrates the Company's concrete steps in carrying out social and environmental responsibilities to contribute to the achievement of the Sustainable Development Goals (SDGs).

Laporan Keuangan Audit 2025

Audited Financial Statements 2025

PLTS Muara Tukad, Bali
Muara Tukad SPP, Bali

PT PLN INDONESIA POWER
DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

LAPORAN KEUANGAN KONSOLIDASIAN/
CONSOLIDATED FINANCIAL STATEMENTS

31 DESEMBER 2025/
31 DECEMBER 2025

PLN Indonesia Power
HEAD OFFICE

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN PADA TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2025

DIRECTOR'S STATEMENT LETTER RELATING TO THE RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS AS AT 31 DECEMBER 2025 AND FOR THE YEAR ENDED 31 DECEMBER 2025

Kami yang bertandatangan dibawah ini/ *We, the undersigned*:

1. Nama/ *Name* : Ir. Bernadus Sudarmanta, MM
   Alamat kantor/ *Office address* : Jl. Jend.Gatot Subroto Kav.18, Jakarta Selatan, 12950
   Alamat Domisili sesuai KTP atau kartu identitas lain/ *Domicile as stated in ID Card* : Jl. Leora 9 No. 2, Alam Sutra, RT 003/RW 018, Pakulonan, Serpong Utara, Tangerang Selatan
   Nomor telepon/*Phone number* : 0818525707
   Jabatan/ *Position* : Direktur Utama/*President Director*
2. Nama/ *Name* : Endang Astharanti
   Alamat kantor/ *Office address* : Jl. Jend.Gatot Subroto Kav.18, Jakarta Selatan, 12950
   Alamat Domisili sesuai KTP atau kartu identitas lain/ *Domicile as stated in ID Card* : Jl. AMD VIII No. 17, RT 010/RW 001, Lenteng Agung Jagakarsa, Jakarta Selatan
   Nomor telepon/*Phone number* : 08158063410
   Jabatan/ *Position* : PLT. Direktur Keuangan dan Manajemen Risiko/ *Act. Director of Finance and Risk Management*

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian Laporan Keuangan Konsolidasian;
2. Laporan Keuangan Konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam Laporan Keuangan Konsolidasian telah dimuat secara lengkap dan benar;
   b. Laporan Keuangan Konsolidasian tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian intern Perusahaan dan entitas anak.

Demikian pernyataan ini dibuat dengan sebenarnya.

state that:

1. *We are responsible for the preparation and presentation of the Consolidated Financial Statements;*
2. *The Consolidated Financial Statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information contained in the Consolidated Financial statements is complete and correct;*
   b. The Consolidated Financial Statements do not contain misleading material information or facts, and do not omit material information or facts;
4. *We are responsible for the internal control system of the Company and subsidiaries.*

The statement letter is made truthfully.

Jakarta, 30 April 2026

Bernadus Sudarmanta Direktur Utama/ *President Director*	**Endang Astharanti** PLT. Direktur Keuangan dan Manajemen Risiko/ *Act. Director of Finance and Risk Management*

Laporan/*Report* No. 00798/2.1457/AU.1/02/1122-1/1/IV/2026

Laporan auditor independen
Kepada para Pemegang Saham

PT PLN Indonesia Power

Independent auditors' report
To the Shareholders of

PT PLN Indonesia Power

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT PLN Indonesia Power dan entitas anaknya ("Grup"), yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opinion

We have audited the consolidated financial statements of PT PLN Indonesia Power and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the consolidated financial statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia
T: +62 (21) 5099 2901/3119 2901
F: +62 (21) 5290 5555/5290 5050

Nomor Izin Usaha: KEP-315/KM.1/2024.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha dan menggunakan basis akuntansi kelangsungan usaha kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Auditors' responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, merancang dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas efektivitas pengendalian internal Grup.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- *Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.*
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*
- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group to cease to continue as a going concern.*

- Mengevaluasi penyajian, struktur dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Merencanakan dan melaksanakan audit grup untuk memperoleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau unit bisnis dalam grup sebagai basis untuk merumuskan opini atas laporan keuangan grup. Kami bertanggung jawab atas arahan, supervisi dan penelaahan atas pelaksanaan pekerjaan audit untuk tujuan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

- *Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*
- *Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Jakarta,
30 April 2026

Toto Harsono, S.E., CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.1122

PLN Indonesia Power
00798/2.1457/AU.1/02/1122-1/1/IV/2026

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 1/1 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	3,661,375	4	4,569,811	*Cash and cash equivalents*
Piutang usaha		5		*Trade receivables*
Pihak berelasi	73,990,133		69,362,079	*Related parties*
Pihak ketiga	136,883		153,077	*Third parties*
Piutang lain-lain				*Other receivables*
Pihak berelasi	1,171,452	8	885,522	*Related parties*
Pihak ketiga	145,484		43,501	*Third parties*
Persediaan	6,378,534	6	5,151,067	*Inventories*
Pajak dibayar di muka	671,593	23a	329,477	*Prepaid taxes*
Biaya dibayar di muka dan uang muka	279,519		432,720	*Prepaid expenses and advances*
Aset keuangan dari konsesi jasa jatuh tempo dalam satu tahun	139,064	7	129,094	*Current maturities of financial assets of service concession*
Jumlah Aset Lancar	**86,574,037**		**81,056,348**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset tetap	323,761,743	9	329,952,364	*Property, plant and equipment*
Aset hak guna	3,531,494	10	4,671,193	*Right-of-use assets*
Properti investasi	99,295		95,583	*Investment properties*
Investasi pada entitas asosiasi dan ventura bersama	10,411,787	11	9,163,403	*Investments in associates and joint ventures*
Aset pajak tangguhan	62,845	23d	38,613	*Deferred tax assets*
Pajak dibayar di muka	450,224	23a	368,368	*Prepaid taxes*
Piutang lain-lain				*Other receivables*
Pihak berelasi	486,254	8	463,520	*Related parties*
Pihak ketiga	226,735		197,757	*Third parties*
Biaya dibayar di muka dan uang muka	36,717		40,914	*Prepaid expenses and advances*
Aset keuangan dari konsesi jasa - setelah dikurangi bagian jatuh tempo dalam satu tahun	760,790	7	899,855	*Financial assets of service concession - net of current portion*
Aset tidak lancar lain	633,448		389,514	*Other non-current assets*
Jumlah Aset Tidak Lancar	**340,461,332**		**346,281,084**	***Total Non-current Assets***
JUMLAH ASET	**427,035,369**		**427,337,432**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 1/2 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha		12		*Trade payables*
Pihak berelasi	6,443,812		8,505,425	*Related parties*
Pihak ketiga	4,323,389		4,586,696	*Third parties*
Utang pajak		23b		*Taxes payable*
Pajak penghasilan badan	28,304		1,520,486	*Corporate income tax*
Pajak lain-lain	620,046		597,688	*Other taxes*
Beban yang masih harus dibayar	353,703		318,405	*Accrued expenses*
Liabilitas jangka panjang jatuh tempo dalam satu tahun				*Current maturities of long-term liabilities*
Liabilitas sewa	581,506	13	664,061	*Lease liabilities*
Pinjaman dari pemegang saham	348,617	24	369,995	*Loans from a shareholder*
Liabilitas imbalan kerja jangka pendek	959,831	14	749,136	*Short-term employee benefits liabilities*
Jumlah Liabilitas Jangka Pendek	**13,659,208**		**17,311,892**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas pajak tangguhan	27,656,508	23d	25,270,943	*Deferred tax liabilities*
Liabilitas jangka panjang - setelah dikurangi bagian jatuh tempo dalam satu tahun				*Long-term liabilities - net of current portion*
Liabilitas sewa	3,160,469	13	3,741,186	*Lease liabilities*
Pinjaman dari pemegang saham	2,555,037	24	2,816,420	*Loans from a shareholder*
Liabilitas imbalan kerja	5,976,052	14	4,805,593	*Employee benefits liabilities*
Jumlah Liabilitas Jangka Panjang	**39,348,066**		**36,634,142**	***Total Non-current Liabilities***
JUMLAH LIABILITAS	**53,007,274**		**53,946,034**	***TOTAL LIABILITIES***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 1/3 *Schedule*

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
PADA TANGGAL 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp500 (nilai penuh) per saham Modal dasar - 1.428.662.534.400 saham modal ditempatkan dan disetor penuh - 357.165.633.600 saham	178,582,817	15	178,582,817	*Capital stock - par value of Rp500 (full amount) per share Authorised - 1,428,662,534,400 shares issued and paid-up - 357,165,633,600 shares*
Tambahan modal disetor	(119,868,272)	16	(119,868,272)	*Additional paid-in capital*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya	2,122,213		2,122,213	*Appropriated*
Belum ditentukan penggunaannya	41,438,419		39,055,406	*Unappropriated*
Penghasilan komprehensif lain	271,649,120		273,401,052	*Other comprehensive income*
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk	373,924,297		373,293,216	*Equity attributable to owners of the parent*
Kepentingan non-pengendali	103,798		98,182	*Non-controlling interests*
JUMLAH EKUITAS	**374,028,095**		**373,391,398**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**427,035,369**		**427,337,432**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 2/1 *Schedule*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
PENDAPATAN USAHA				***REVENUE***
Penjualan tenaga listrik	118,868,813	18	108,706,764	*Sales of electricity*
Pendapatan dari konsesi jasa	239,827	7	256,344	*Revenue from service concession*
Pendapatan jasa	2,260,011	19	1,613,948	*Service revenue*
Jumlah pendapatan usaha	121,368,651		110,577,056	***Total revenue***
BEBAN USAHA				***OPERATING EXPENSES***
Beban bahan bakar dan pelumas	77,711,423	20	69,500,760	*Fuel and lubricants expenses*
Penyusutan aset tetap	12,065,568	9	11,241,448	*Property, plant and equipment depreciation*
Perbaikan dan pemeliharaan	5,876,554	21	5,157,939	*Repairs and maintenance*
Beban kepegawaian	4,829,072	22	4,327,907	*Employee costs*
Pembelian tenaga listrik	705,340		988,634	*Purchased electricity*
Penyusutan aset hak guna	560,121	10	758,449	*Right-of-use assets depreciation*
Konsesi jasa	280,688	7	268,412	*Service concession*
Sewa	215,961	13	121,048	*Rental*
Lain-lain	1,424,858		1,331,266	*Others*
Jumlah beban usaha	103,669,585		93,695,863	***Total operating expenses***
LABA USAHA	**17,699,066**		**16,881,193**	***OPERATING INCOME***
Penghasilan keuangan	216,381		201,248	*Finance income*
(Kerugian)/keuntungan kurs mata uang asing - bersih	(101,609)		75,327	*(Loss)/gain on foreign exchange - net*
Beban keuangan	(591,951)		(503,855)	*Finance costs*
Bagian laba bersih entitas asosiasi dan ventura bersama	1,306,521	11	1,035,267	*Share in net income of associates and joint ventures*
Beban lain-lain - bersih	(228,238)		(925,754)	*Other expenses - net*
LABA SEBELUM PAJAK PENGHASILAN	**18,300,170**		**16,763,426**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan	(3,534,433)	23c	(3,667,560)	*Income tax expense*
LABA TAHUN BERJALAN	**14,765,737**		**13,095,866**	***PROFIT FOR THE YEAR***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 2/2 *Schedule*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
Penghasilan komprehensif lain tahun berjalan				***Other comprehensive income for the year***
Pos-pos yang akan direklasifikasi ke laba rugi:				*Items that may be reclassified subsequently to profit or loss:*
Bagian (rugi)/penghasilan komprehensif lain dari entitas ventura bersama	(159,875)	11	395,609	*Share in other comprehensive (loss)/income from joint ventures*
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				*Items that will not be reclassified to profit or loss:*
Pengukuran kembali atas kewajiban manfaat karyawan	(817,341)	14	(274,786)	*Remeasurements of employee benefit obligations*
Revaluasi atas aset tetap	(306,503)	9	28,611,768	*Revaluation of property, plant and equipment*
Manfaat/(beban) pajak terkait	247,246	23d	(5,953,135)	*Related income tax benefit/(expenses)*
Penghasilan komprehensif lain tahun berjalan, setelah pajak	**(1,036,473)**		**22,779,456**	***Other comprehensive income for the year, net of tax***
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**13,729,264**		**35,875,322**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
Laba tahun berjalan diatribusikan kepada:				*Profit for the year attributable to:*
Pemilik entitas induk	14,757,990		13,090,663	*Owners of the parent*
Kepentingan non-pengendali	7,747		5,203	*Non-controlling interests*
Jumlah	**14,765,737**		**13,095,866**	***Total***
Jumlah penghasilan komprehensif tahun berjalan diatribusikan kepada:				*Total comprehensive income for the year attributable to:*
Pemilik entitas induk	13,721,744		35,870,070	*Owners of the parent*
Kepentingan non-pengendali	7,520		5,252	*Non-controlling interests*
Jumlah	**13,729,264**		**35,875,322**	***Total***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 3 *Schedule*

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

		Diatribusikan kepada pemilik entitas induk/*Attributable to owners of the parent entity*											
						Penghasilan komprehensif lain/ *Other comprehensive income*							
	Catatan/ *Notes*	Modal ditempatkan dan disetor penuh/ *Subscribed and paid-up capital stock*	Tambahan modal disetor/ *Additional paid-in capital*	Saldo laba/*Retained earnings* Sudah ditentukan penggunaannya/ *Appropriated*	Saldo laba/*Retained earnings* Belum ditentukan penggunaannya/ *Unappropriated*	Surplus revaluasi aset tetap/ *Property plant and equipment revaluation surplus*	Pengukuran kembali atas kewajiban manfaat karyawan/ *Remeasurements of employee benefit obligations*	Bagian penghasilan komprehensif lain dari entitas asosiasi dan ventura bersama/ *Share in other comprehensive income from associates and joint ventures*	Jumlah penghasilan komprehensif lain/ *Total other comprehensive income*	Ekuitas yang dapat diatribusikan kepada pemilik entitas induk/ *Equity attributable to owners of the parent*	Kepentingan non-pengendali/ *Non-controlling interests*	Jumlah ekuitas/ *Total equity*	
Saldo pada tanggal 1 Januari 2024		**178,582,817**	**(119,868,272)**	**2,122,213**	**33,354,404**	**249,360,734**	**(376,852)**	**2,185,102**	**251,168,984**	**345,360,146**	**95,180**	**345,455,326**	***Balance as at 1 January 2024***
Dividen	17	-	-	-	(7,937,000)	-	-	-	-	(7,937,000)	(2,250)	(7,939,250)	*Dividends*
Reklasifikasi surplus revaluasi aset tetap ke saldo laba	9	-	-	-	547,339	(547,339)	-	-	(547,339)	-	-	-	*Reclassification of property, plant and equipment revaluation surplus*
Jumlah penghasilan komprehensif tahun berjalan		-	-	-	13,090,663	22,598,180	(214,333)	395,560	22,779,407	35,870,070	5,252	35,875,322	*Total comprehensive income for the year*
Saldo pada tanggal 31 Desember 2024		**178,582,817**	**(119,868,272)**	**2,122,213**	**39,055,406**	**271,411,575**	**(591,185)**	**2,580,662**	**273,401,052**	**373,293,216**	**98,182**	**373,391,398**	***Balance as at 31 December 2024***
Dividen	17	-	-	-	(13,090,663)	-	-	-	-	(13,090,663)	(1,904)	(13,092,567)	*Dividends*
Reklasifikasi surplus revaluasi aset tetap ke saldo laba	9	-	-	-	715,686	(715,686)	-	-	(715,686)	-	-	-	*Reclassification of property, plant and equipment revaluation surplus*
Jumlah penghasilan komprehensif tahun berjalan		-	-	-	14,757,990	(239,072)	(637,526)	(159,648)	(1,036,246)	13,721,744	7,520	13,729,264	*Total comprehensive income for the year*
Saldo pada tanggal 31 Desember 2025		**178,582,817**	**(119,868,272)**	**2,122,213**	**41,438,419**	**270,456,817**	**(1,228,711)**	**2,421,014**	**271,649,120**	**373,924,297**	**103,798**	**374,028,095**	***Balance as at 31 December 2025***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 4/1 *Schedule*

LAPORAN ARUS KAS KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025 (Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)			***CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2025*** *(Expressed in millions of Rupiah, unless otherwise stated)*
	2025	**2024**	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan	99,482,044	68,592,406	*Cash receipts from customers*
Pembayaran kas kepada pemasok, karyawan dan lainnya	(89,560,980)	(61,852,742)	*Cash paid to suppliers, employees and others*
Penerimaan bunga	189,816	177,667	*Interest received*
Pembayaran bunga	(599,493)	(498,186)	*Interest paid*
Pembayaran pajak penghasilan	(2,604,143)	(498,816)	*Income tax paid*
Penerimaan restitusi pajak	-	473,457	*Tax restitution received*
Pembayaran surat ketetapan pajak	-	(25,595)	*Payments of tax assessment letter*
Kas bersih diperoleh dari aktivitas operasi	**6,907,244**	**6,368,191**	***Net cash generated from operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	(6,438,999)	(5,761,059)	*Additions of property, plant and equipment*
Penambahan piutang lain-lain pihak berelasi	(3,875)	(7,092)	*Additions of other receivables from related parties*
Perolehan aset tidak lancar lain	(257,300)	(216,788)	*Additions of other non-current assets*
Perolehan dividen dari entitas asosiasi dan ventura bersama	98,113	126,012	*Proceeds from dividends of associates and joint ventures*
Penerimaan pinjaman dari pihak berelasi	7,671	94,621	*Receipts of loan from related parties*
Penyertaan modal pada entitas ventura bersama	(131,070)	(150,330)	*Capital subscription in joint ventures*
Hasil dari penjualan kepemilikan atas entitas ventura bersama	-	101,476	*Proceeds from sale of ownership in joint venture*
Kas bersih digunakan untuk aktivitas investasi	**(6,725,460)**	**(5,813,160)**	***Net cash used in investing activities***

Lihat Catatan 27 untuk penyajian informasi arus kas Grup.

Refer to Note 27 for the presentation of the Group's cash flow information.

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of the consolidated financial statements.

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 4/2 *Schedule*

LAPORAN ARUS KAS KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025 (Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)			***CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2025*** *(Expressed in millions of Rupiah, unless otherwise stated)*
	2025	**2024**	
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran liabilitas sewa	(754,918)	(885,285)	*Payments of lease liabilities*
Penerimaan pinjaman dari pemegang saham	34,841	1,631,013	*Proceeds from loan from a shareholder*
Pembayaran pinjaman dari pemegang saham	(375,335)	(276,592)	*Loan repayments from a shareholder*
Kas bersih (digunakan untuk)/ diperoleh dari aktivitas pendanaan	**(1,095,412)**	**469,136**	***Net cash (used) in/generated from financing activities***
(PENURUNAN)/KENAIKAN BERSIH KAS DAN SETARA KAS	**(913,628)**	**1,024,167**	***NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS***
Pengaruh perubahan kurs mata uang asing	5,192	9,748	*Effect of changes in foreign currency*
KAS DAN SETARA KAS AWAL TAHUN	**4,569,811**	**3,535,896**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**3,661,375**	**4,569,811**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

Lihat Catatan 27 untuk penyajian informasi arus kas Grup.

Refer to Note 27 for the presentation of the Group's cash flow information.

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

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PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/1 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM

a. Pendirian dan informasi umum

PT PLN Indonesia Power (dahulu PT Indonesia Power) ("Perusahaan") didirikan di Jakarta berdasarkan Akta Notaris No. 15 tanggal 3 Oktober 1995 dari Notaris Ny. Poerbaningsih Adi Warsito, S.H. Akta pendirian ini disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusannya No. C2-12496. HT.01.01.Th.95 tanggal 3 Oktober 1995, serta diumumkan dalam Berita Negara No. 9249 tanggal 7 November 1995, Tambahan No. 89.

Anggaran Dasar Perseroan telah mengalami beberapa kali perubahan, terakhir berdasarkan Akta Notaris No. 89 tanggal 28 Mei 2025 dari Muhammad Hanafi, S.H., Notaris di Jakarta Selatan, terkait penyesuaian dan penambahan kegiatan usaha pada Pasal 3 Anggaran Dasar Perseroan yang berkaitan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI). Akta perubahan ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya No. AHU-0036970.AH.01.02.TAHUN 2025 tertanggal 5 Juni 2025.

Perusahaan berdomisili di Jakarta, dengan kantor atau satuan-satuan usaha yang tersebar di wilayah Indonesia. Kantor pusat Perusahaan beralamat di Gedung Indonesia Power, Jenderal Gatot Subroto Kav. 18, Jakarta.

Berdasarkan pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah untuk menyelenggarakan usaha ketenagalistrikan berdasarkan prinsip industri dan niaga yang sehat dengan menerapkan prinsip-prinsip Perseroan Terbatas serta melaksanakan penugasan dari Pemegang Saham Mayoritas dalam rangka mendukung kegiatan usaha Pemegang Saham dengan menerapkan prinsip-prinsip tata kelola Perusahaan yang baik dan kepatutan serta etika bisnis pada Perseroan Terbatas, yang mencakup kegiatan usaha sebagai berikut:

i. Pembangkitan tenaga listrik.

ii. Usaha yang berkaitan dengan penyediaan tenaga listrik yang meliputi:

- Aktivitas keinsinyuran dan konsultasi teknis;
- Jasa investigasi, desain, operasi, dan pemeliharaan serta persewaan peralatan pembangkitan;
- Konstruksi bangunan elektrikal;

1. GENERAL

a. Establishment and general information

PT PLN Indonesia Power (previously PT Indonesia Power) (the "Company") was established in Jakarta based on Notarial Deed No. 15 dated 3 October 1995 of Mrs. Poerbaningsih Adi Warsito, S.H. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in his decision letter No. C2-12496. HT.01.01.Th.95 dated 3 October 1995, and was published in the State Gazette No. 9249 dated 7 November 1995, Supplement No. 89.

The Company's Articles of Association have been amended several times, most recently by Notarial Deed No. 89 dated 28 May 2025 of Muhammad Hanafi, S.H., notary in South Jakarta, relating to the adjustment and addition of business activities under Article 3 of the Company's Articles of Association in connection with the Indonesian Standard Industrial Classification (KBLI). This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia in his decision letter No. AHU-0036970.AH.01.02.TAHUN 2025 dated 5 June 2025.

The Company is domiciled in Jakarta, with offices or business units spread all over Indonesia. The Company's head office is located in Gedung Indonesia Power, Jenderal Gatot Subroto Street Kav. 18, Jakarta.

In accordance with article 3 of the Company's Articles of Association, the Company's scope of activities is to conduct electricity business based on sound industrial and commercial principles by applying the principles of a Limited Liability Company and carrying out the assignment of the Majority Shareholder in order to support the business activities of the Shareholders by applying the principles of good corporate governance and propriety and business ethics in limited liability companies, which include the following business activities:

i. Power generation.

ii. Business related to supply of electricity which includes the following:

- *Engineering and technical consultation activities;*
- *Investigation, design, operation and maintenance services as well as the generation of equipment rental income;*
- *Electrical building construction;*

PT PLN INDONESIA POWER DAN ENTITAS ANAKNYA/*AND ITS SUBSIDIARIES*

Lampiran 5/2 *Schedule*

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
31 DESEMBER 2025
(Dinyatakan dalam jutaan Rupiah, kecuali dinyatakan lain)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2025
(Expressed in millions of Rupiah, unless otherwise stated)

1. UMUM (lanjutan)

a. Pendirian dan informasi umum (lanjutan)

Berdasarkan pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan adalah untuk menyelenggarakan usaha ketenagalistrikan berdasarkan prinsip industri dan niaga yang sehat dengan menerapkan prinsip-prinsip Perseroan Terbatas serta melaksanakan penugasan dari Pemegang Saham Mayoritas dalam rangka mendukung kegiatan usaha Pemegang Saham dengan menerapkan prinsip-prinsip tata kelola Perusahaan yang baik dan kepatutan serta etika bisnis pada Perseroan Terbatas, yang mencakup kegiatan usaha sebagai berikut: (lanjutan)

ii. Usaha yang berkaitan dengan penyediaan tenaga listrik yang meliputi: (lanjutan)

- Instalasi/pemasangan mesin dan peralatan industri;
- Pendidikan teknik swasta;
- Produksi, perbaikan, dan perdagangan peralatan tenaga listrik;
- Perdagangan besar bahan bakar padat, cair dan gas;
- Pertambangan batubara;
- Industri produk dari batubara;
- Produksi pengolahan, pengangkutan, dan perdagangan gambut, biomas dan gas alam;
- Pengusahaan tenaga panas bumi;
- Kogenerasi; dan
- Konstruksi bangunan prasarana sumber daya air.

iii. Selain kegiatan usaha sebagaimana dimaksud diatas, Perusahaan dapat melakukan perdagangan dan/atau kegiatan usaha pendukung dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan, termasuk memberikan penugasan kepada Anak Perusahaan.

Perusahaan tergabung dalam kelompok usaha Perusahaan Perseroan (Persero) PT Perusahaan Listrik Negara ("PLN") suatu perusahaan yang berdomisili di Jakarta, Indonesia.

Pada tanggal 31 Desember 2025 dan 2024, jumlah karyawan Perusahaan dan entitas anaknya (secara keseluruhan dirujuk sebagai "Grup") masing-masing sebanyak 8.071 (tidak diaudit) dan 8.354 (tidak diaudit).

***1. GENERAL** (continued)*

***a. Establishment and general information** (continued)*

In accordance with article 3 of the Company's Articles of Association, the Company's scope of activities is to conduct electricity business based on sound industrial and commercial principles by applying the principles of a Limited Liability Company and carrying out the assignment of the Majority Shareholder in order to support the business activities of the Shareholders by applying the principles of good corporate governance and propriety and business ethics in Limited Liability Company, which include the following business activities: (continued)

ii. Business related to supply of electricity which includes the following: (continued)

- *Installation of industrial machines and equipment;*
- *Private engineering education;*
- *Production, repairs, and trade of electric power equipment;*
- *Large-scale trade in solid, liquid and gas fuels products;*
- *Coal mining;*
- *Coal products industry;*
- *Production of processing, transportation, and trade in peat, biomass and natural gas;*
- *Exploitation of geothermal power;*
- *Cogeneration; and*
- *Construction of water resources infrastructure buildings.*

iii. In addition to the business activities referred to above, the Company can conduct trading and/or supporting business activities in the context of optimising the use of resources owned by the Company, including assigning Subsidiaries.

The Company is one of the group of companies owned by Perusahaan Perseroan (Persero) PT Perusahaan Listrik Negara ("PLN"), a company domiciled in Jakarta, Indonesia.

As at 31 December 2025 and 2024, the Company and its subsidiaries (collectively referred to as the "Group") had a total of 8.071 (unaudited) and 8,354 (unaudited) employees, respectively.

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1. UMUM (lanjutan)

b. Pembentukan struktur *subholding*

Berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara Republik Indonesia No.S-886/MBU/12/2022 tanggal 30 Desember 2022 perihal Persetujuan Pembentukan *Holding* dan *Subholding* PLN Masa/Tahap *Legal End-State* serta Restrukturisasi dan Pengalihan Harta yang dituangkan dalam Akta Notaris No. 69 tanggal 30 Desember 2022 dari Muhammad Hanafi, S.H., notaris di Jakarta Selatan, PLN membentuk empat *subholding* yang terdiri dari:

1. Dua *subholding* di bidang pembangkitan tenaga listrik, yaitu PLN Nusantara Power ("PNP") (sebelumnya Pembangkitan Jawa Bali) dan Perusahaan atau disebut PLN Indonesia Power, nama merek yang digunakan;
2. Satu *subholding* di bidang penyediaan dan logistik energi primer, yaitu PT PLN Energi Primer Indonesia ("EPI") (sebelumnya PLN Batubara); dan
3. Satu *subholding* untuk kegiatan usaha di luar pembangkitan, transmisi, dan distribusi ketenagalistrikan (*Beyond kWh*), yaitu bernama Indonesia Comnet Plus ("ICON+").

Sebagai tindak lanjut pembentukan *subholding* PLN tersebut sesuai dengan Akta Notaris No. 77 tanggal 30 Desember 2022 dari Muhammad Hanafi, S.H., notaris di Jakarta Selatan tentang Pemisahan Kegiatan Usaha Pembangkitan Listrik PLN kepada Perusahaan, yang menyatakan bahwa sebagian aset dan liabilitas kegiatan usaha pembangkitan listrik PLN akan beralih secara hukum menjadi hak serta kewajiban dari Perusahaan yang menerima pemisahan sejak tanggal efektif pemisahan di 1 Januari 2023.

c. Susunan pengurus dan informasi lain

Pada tanggal 31 Desember 2025 dan 2024, susunan pengurus Dewan Komisaris Perusahaan adalah sebagai berikut:

1. *GENERAL* *(continued)*

b. *Establishment of subholding structures*

Based on the Decision Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No. S-886/MBU/12/2022 dated 30 December 2022 regarding the Approval for the Establishment of Holding and Subholding of PLN for the Legal End-State Period/Stage as well as the Restructuring and Transfer of Assets as stated in the Notarial Deed No. 69, dated 30 December 2022, of Muhammad Hanafi, S.H., notary in South Jakarta, PLN established four subholdings, consisting of:

1. *Two subholdings in the power generation sector, namely PLN Nusantara Power ("PNP") (formerly Pembangkitan Jawa Bali) and the Company or namely PLN Indonesia Power, the branding name used;*
2. *One subholding in the primary energy procurement and logistics sector, namely PT PLN Energi Primer Indonesia ("EPI") (formerly PLN Batubara); and*
3. *One subholding for business activities outside of power generation, transmission, and distribution (Beyond kWh), namely Indonesia Comnet Plus ("ICON+").*

As a follow-up to the establishment of the PLN subholding in accordance with Notary Deed No. 77 dated 30 December 2022 from Muhammad Hanafi, S.H., notary in South Jakarta regarding Separation of PLN's Power Generation Business Activities to the Company, it was stated that several assets and liabilities of PLN's power generation business activities will legally be transferred to become the rights and obligations of the Company that received the separation from the effective date of the separation on 1 January 2023.

c. *Management and other information*

As at 31 December 2025 and 2024, the composition of the Company's Board of Commisioners was as follows:

	2025*)	**2024**	
Komisaris Utama	Arif Budiman	Iskandar Simorangkir	*President Commissioner*
Komisaris	Bin Nahadi	Djoko Siswanto	*Commissioners*
	Arrmanatha Christiawan Nasir	M. Priharto Dwinugroho	
	Ardinanda Sinulingga	Wiluyo Kusdwiharto	
	Iggi H. Achsien	Arif Budiman	
Komisaris Independen	Anthony Leong	Iskandar Simorangkir	*Independent Commisioners*
	-	Haryanto WS	
	-	Lukmanul Hakim	

*) Berdasarkan Keputusan Pemegang Saham di Luar Rapat Umum pemegang Saham (Sirkuler) tanggal 30 Desember 2025.

*) *Based on the Shareholders' Circular Resolution adopted outside the General Meeting of Shareholders dated 30 December 2025.*

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1. UMUM (lanjutan)

c. Susunan pengurus dan informasi lain (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, susunan Direksi Perusahaan adalah sebagai berikut:

	2025*	2024	
Direktur Utama	Bernadus Sudarmanta	Edwin Nugraha Putra	*President Director*
Direktur Operasional Pembangkit Batubara	M. Hanafi Nur Rifai	M. Hanafi Nur Rifai	*Coal Power plant Operational Director*
Direktur Operasional Pembangkit Gas	Purnomo	Djoko Mulyono	*Gas Power plant Operational Director*
Direktur Manajemen Sumber Daya Manusia dan Administrasi	Ridho Hutomo	Wisnoe Satrijono	*Human Capital Management and Administration Director*
Direktur Pengembangan Bisnis dan Niaga	Julita Indah	Bernadus Sudarmanta	*Business Development and Commercial Director*
Direktur Keuangan dan Manajemen Risiko	Endang Astharanti	Endang Astharanti	*Finance and Risk Management Director*

*) Berdasarkan Akta Notaris No. 3 tanggal 8 Desember 2025, dari Shahreza Annaz, S.H., M.Kn., notaris di Jakarta.

Susunan Komite Audit pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025*	2024	
Ketua	Haryanto WS	Wiluyo Kusdwiharto	*Chairman*
Wakil ketua 1	Bin Nahadi	Lukmanul Hakim	*Vice chairman 1*
Wakil ketua 2	-	Djoko Siswanto	*Vice chairman 2*
Sekretaris/Anggota	Denny Triyanto	Linda Agustina	*Secretary/Member*
Anggota	Annas Kurniawan	Denny Triyanto	*Member*
Anggota	-	Leonardus Sitinjak	*Member*

*) Berdasarkan Keputusan Dewan Komisaris PT PLN Indonesia Power No. 008.SK/DK-PLNIP/2025 tanggal 1 Juli 2025 tentang Pembentukan Komite Audit pada Dewan Komisaris PT PLN Indonesia Power.

1. *GENERAL* *(continued)*

c. *Management and other information* *(continued)*

As at 31 December 2025 and 2024, the composition of the Company's Board of Directors was as follows:

*) *Based on Notarial Deed No. 3 dated 8 December 2025, of Shahreza Annaz, S.H., M.Kn., notary in Jakarta.*

The composition of the Company's Audit Committee as at 31 December 2025 and 2024 was as follows:

*) *Based on the Decree of the Board of Commissioners of PT PLN Indonesia Power No. 008.SK/DK-PLNIP/2025 dated 1 July 2025 concerning the Establishment of the Audit Committee under the Board of Commissioners of PT PLN Indonesia Power.*

d. Entitas anak

Perusahaan memiliki saham entitas anak baik langsung maupun tidak langsung sebagai berikut:

d. *Subsidiaries*

The Company has ownership interests, directly or indirectly, in the following subsidiaries:

Entitas anak/ *Subsidiaries*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Persentase pemilikan/ *Percentage of ownership* 2025	Persentase pemilikan/ *Percentage of ownership* 2024	Tahun operasi komersial/ *Year of commercial operations*	Jumlah aset sebelum eliminasi/ *Total assets before elimination* 2025	Jumlah aset sebelum eliminasi/ *Total assets before elimination* 2024
PT PLN Indonesia Power Services ("PIPS") (dahulu/*formerly* PT Cogindo Daya Bersama ("CDB"))	Jakarta	Kogenerasi, pemasok energi, jasa pelayanan energi dan manajemen/ *Cogeneration, energy distribution, energy services and management*	99.99	99.99	1999	1,767,106	1,436,727
PT Artha Daya Coalindo ("ADC")	Jakarta	Perdagangan dan jasa pengangkutan batubara/*Trade and coal transportation services*	80.00	80.00	1998	690,595	674,751
PT Indo Ridlatama Power ("IRP")	Kutai	Pembangkitan tenaga listrik/ *Power generation*	90.00	90.00	2018	1,236,507	1,393,643
PT PLN Indonesia Power Renewables ("IPRen") (dahulu/*formerly* PT Putra Indotenaga ("PIT")) dan entitas anak /*and its subsidiaries*	Jakarta	Investasi ketenagalistrikan/ *Investment in electricity*	99.99	99.99	2016	11,464,612	9,997,399

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1. UMUM (lanjutan)

d. Entitas anak

Perusahaan memiliki saham entitas anak baik langsung maupun tidak langsung sebagai berikut: (lanjutan)

1. *GENERAL* *(continued)*

d. Subsidiaries

The Company has ownership interests, directly or indirectly, in the following subsidiaries: (continued)

Entitas anak/ *Subsidiaries*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Persentase pemilikan/ *Percentage of ownership* 2025	Persentase pemilikan/ *Percentage of ownership* 2024	Tahun operasi komersial/ *Year of commercial operations*	Jumlah aset sebelum eliminasi/ *Total assets before elimination* 2025	Jumlah aset sebelum eliminasi/ *Total assets before elimination* 2024
PT PLN Indonesia Geothermal ("IGeo") (dahulu/*formerly* PT Indo Tenaga Hijau ("ITH") *)	Jakarta	Pengembangan energi baru dan terbarukan/*Development of new and renewable energy*	96.04	96.04	2019	239,012	242,009
PT Suralaya Indo Tenaga ("SIT") dan entitas anak /*and its subsidiary* *)	Jakarta	Investasi ketenagalistrikan/ *Investment in electricity*	99.99	99.99	-	8,917,423	7,657,786
PT Putra Suralaya Indotenaga ("PSI") *)	Jakarta	Investasi ketenagalistrikan/ *Investment in electricity*	99.99	99.99	-	8,917,375	7,657,737
PT Indo Tenaga Terbarukan ("ITT") *dan entitas anak /and its subsidiary* *)**)	Jakarta	Investasi ketenagalistrikan/ *Investment in electricity*	99.99	-	-	14,231	-
PT Indo Tenaga Saguling ("ITSa") *)**)	Jakarta	Investasi ketenagalistrikan/ *Investment in electricity*	99.99	-	-	14,181	-
PT Indo Tenaga Singkarak ("ITSi") *)**)	Jakarta	Investasi ketenagalistrikan/ *Investment in electricity*	99.99	-	-	50	-

*) Pemilikan tidak langsung/*Indirect ownership*
**) Diakuisisi pada tahun 2025/*Acquired in 2025*

2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Laporan keuangan konsolidasian telah disusun berdasarkan Standar Akuntansi Keuangan ("SAK") Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK").

Berikut ini adalah kebijakan akuntansi material yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup. Kebijakan ini telah diaplikasikan secara konsisten terhadap semua tahun yang disajikan, kecuali dinyatakan lain.

a. Dasar penyusunan laporan keuangan

Dasar penyusunan laporan keuangan konsolidasian, kecuali untuk laporan arus kas konsolidasian adalah dasar akrual. Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha dan dengan pengukuran nilai historis, kecuali beberapa akun tertentu disusun berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas konsolidasian disusun menggunakan metode langsung dengan mengklasifikasikan arus kas berdasarkan aktivitas operasi, investasi, dan pendanaan.

2. *MATERIAL ACCOUNTING POLICY INFORMATION*

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("FAS"), including Statements of Financial Accounting Standards ("SFAS") and Interpretations of Financial Accounting Standards ("IFAS").

Presented below are the material accounting policies adopted in preparing the consolidated financial statements of the Group. These policies have been consistently applied to all of the years presented, unless otherwise stated.

a. Basis of the preparation of the financial statements

The consolidated financial statements, except for the consolidated statements of cash flows, have been prepared using the accrual basis of accounting. The preparation and presentation of the consolidated financial statements are based on a going concern assumption and the measurement basis is historical cost, except for certain accounts that are measured on the basis described in the related accounting policies.

The consolidated statements of cash flows have been prepared using the direct method by classifying the cash flows on the basis of operating, investing and financing activities.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan

Penyusunan laporan keuangan konsolidasian berdasarkan SAK di Indonesia mengharuskan penggunaan estimasi dan asumsi akuntansi penting tertentu. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi, atau area di mana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan dalam Catatan 3.

b. Perubahan pada PSAK dan ISAK

Implementasi dari standar-standar, amendemen dan penyesuaian tahunan yang dimulai pada atau setelah tanggal 1 Januari 2025 di bawah ini tidak menghasilkan perubahan kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di tahun berjalan atau sebelumnya:

- Amendemen PSAK No. 221, "Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran";
- Amendemen PSAK 109, "Instrumen Keuangan" dan PSAK 107, "Instrumen Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrumen keuangan;
- Amendemen PSAK 109, "Instrumen Keuangan" dan PSAK 107, "Instrumen Keuangan: Pengungkapan" tentang Kontrak yang Mengacu pada Listrik Bergantung Alam; dan
- Revisi PSAK No. 338 "Kombinasi Bisnis Entitas Sepengendali".

Standar baru dan amandemen atas standar yang telah diterbitkan, namun berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2027, tetapi penerapan dini diperkenankan, adalah sebagai berikut:

- PSAK No. 119 dan Amendemen PSAK No. 119 "Entitas Anak Tanpa Akuntabilitas Publik: Pengungkapan".

Penerapan dari standar baru berikut berlaku efektif mulai 1 Januari 2027. Penerapan retrospektif diwajibkan, sehingga informasi komparatif untuk tahun keuangan yang berakhir pada 31 Desember 2026 akan disajikan ulang sesuai dengan standar ini:

- PSAK No. 118, "Penyajian dan Pengungkapan Dalam Laporan Keuangan".

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

a. Basis of the preparation of the financial statements

The preparation of consolidated financial statements in conformity with Indonesian FAS requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

b. Changes to SFAS and IFAS

The implementation of the following new standards, amendments and annual improvements which are effective from 1 January 2025 did not result in changes to the Group's accounting policies and had no material effect on the amounts reported for current or prior financial years:

- *Amendment to SFAS No. 221, "The Effect of Changes in Foreign Exchange Rates - Lack of Exchangeability";*
- *Amendment to SFAS No. 109, "Financial Instruments" and SFAS No. 107, "Financial Instruments: Disclosure" regarding classification and measurement of financial instruments;*
- *Amendment to SFAS No. 109, "Financial Instruments" and SFAS No. 107, "Financial Instruments: Disclosure" regarding Contracts Referencing Nature-dependent Electricity; and*
- *Revision to SFAS No. 338 "Business Combinations of Entities Under Common Control".*

The new standard and amendments to accounting standards issued, but only effective for the financial year beginning 1 January 2027, but early adoption is permitted, is as follows:

- *SFAS No. 119 and amendments to SFAS No. 119 "Subsidiaries without Public Accountability: Disclosures".*

The adoption of the new standard is effective beginning 1 January 2027. Retrospective application is required, and the comparative information for the financial year ending 31 December 2026 will be restated in accordance with this standard:

- *SFAS No. 118, "Presentation and Disclosure in Financial Statements".*

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Perubahan pada PSAK dan ISAK (lanjutan)

Pada tanggal laporan keuangan konsolidasian ini, Grup sedang mempelajari dampak yang mungkin timbul dari penerapan standar baru, amendemen dan interpretasi pada laporan keuangan konsolidasian Grup.

c. Prinsip-prinsip konsolidasian

i. Entitas anak

i.1. Konsolidasi

Entitas anak merupakan semua entitas (termasuk entitas bertujuan khusus), dimana Grup memiliki pengendalian. Grup mengendalikan suatu entitas ketika Grup memiliki hak atas imbal hasil variabel dari keterlibatannya dengan suatu entitas dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas tersebut.

Entitas anak dikonsolidasi sejak tanggal pengendalian beralih kepada Grup dan tidak lagi dikonsolidasi sejak tanggal hilangnya pengendalian.

Saldo, transaksi, penghasilan, dan beban intra kelompok usaha dieliminasi. Keuntungan dan kerugian hasil dari transaksi intra kelompok usaha yang diakui dalam aset juga dieliminasi. Kebijakan akuntansi entitas anak telah diubah seperlunya untuk memastikan konsistensi penerapan kebijakan oleh Grup.

i.2. Akuisisi

Grup menerapkan metode akuisisi untuk mencatat setiap kombinasi bisnis. Imbalan yang dialihkan untuk mengakuisisi entitas anak adalah nilai wajar seluruh aset yang dialihkan, liabilitas yang diakui oleh pihak pengakuisisi kepada pemilik sebelumnya dari entitas yang diakuisisi dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar setiap aset dan liabilitas yang dihasilkan dari suatu kesepakatan imbalan kontinjensi. Aset teridentifikasi, liabilitas dan liabilitas kontinjensi yang diambil alih, yang diperoleh dalam kombinasi bisnis diukur pada awalnya sebesar nilai wajar pada tanggal akuisisi.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***b. Changes to SFAS and IFAS** (continued)*

As at the date of these consolidated financial statements, the Group is evaluating the potential impact of these new standards, amendments and interpretations on the Group's consolidated financial statements.

c. Principles of consolidation

i. Subsidiaries

i.1. Consolidation

Subsidiaries are all entities (including structured entities), over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are consolidated from the date control is transferred to the Group and are de-consolidated from the date on which that control ceases.

Intragroup balances, transactions, income and expenses are eliminated. Profits and losses resulting from intragroup transactions that are recognised in assets are also eliminated. The accounting policies of subsidiaries have been amended where necessary to ensure consistency with the policies adopted by the Group.

i.2. Acquisition

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquired entity and the equity interests issued by the Group. The consideration transferred is the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired, liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values as at the acquisition date.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip konsolidasian (lanjutan)

i. Entitas anak (lanjutan)

i.2. Akuisisi (lanjutan)

Grup mengakui kepentingan non-pengendali pada pihak yang diakuisisi baik sebesar nilai wajar atau sebesar bagian proporsional kepentingan non-pengendali atas aset bersih teridentifikasi pihak yang diakuisisi. Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Biaya terkait akuisisi dibebankan pada saat terjadinya.

Jika kombinasi bisnis diperoleh secara bertahap, Grup akan mengukur kepentingan ekuitas yang sebelumnya dimiliki pada pihak yang diakuisisi sebesar nilai wajar pada tanggal akuisisi dan mengakui keuntungan atau kerugian yang dihasilkan, jika ada, dalam laba rugi. Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui sebagai aset atau liabilitas dan dicatat dalam laba rugi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

Selisih lebih antara imbalan yang dialihkan, jumlah setiap kepentingan non-pengendali dalam pihak yang diakuisisi, dan nilai wajar pada tanggal akuisisi dari kepemilikan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak yang diakuisisi, dibandingkan dengan nilai wajar bagian Grup atas aset bersih teridentifikasi yang diakuisisi, dicatat sebagai *goodwill*. Jika jumlah tersebut lebih kecil dari nilai wajar atas aset bersih teridentifikasi entitas anak yang diakuisisi dan pengukuran atas seluruh jumlah tersebut telah ditelaah, dalam hal pembelian dengan diskon, selisih tersebut diakui secara langsung dalam laba rugi.

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

c. Principles of consolidation *(continued)*

i. Subsidiaries *(continued)*

i.2. Acquisition *(continued)*

The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Non-controlling interests are reported as equity in the consolidated statement of financial position, separate from the owners of the parent entity.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the Group will remeasure its previously held equity interest in the acquiree at its fair value at its acquisition date and recognise the resulting gain or loss, if any, in profit or loss. Any contingent consideration to be transferred by the Group is recognised at its fair value as at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or a liability are recognised in profit or loss. A contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interests in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the Group's share of the identifiable net assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired and the measurement of all amounts has been reviewed, in the case of a bargain purchase, the difference is recognised directly in profit or loss.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip konsolidasian (lanjutan)

ii. Perubahan kepemilikan atas entitas anak tanpa kehilangan pengendalian

Transaksi dengan kepentingan non-pengendali yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Selisih antara nilai wajar imbalan yang dibayarkan dan bagiannya atas jumlah tercatat aset neto entitas anak yang diperoleh dicatat dalam ekuitas. Keuntungan atau kerugian atas pelepasan kepada kepentingan non-pengendali juga dicatat pada ekuitas.

iii. Pelepasan entitas anak

Ketika Grup kehilangan pengendalian atas entitas anak, Grup menghentikan pengakuan aset (termasuk setiap *goodwill*) dan liabilitas entitas anak pada nilai tercatatnya ketika tanggal hilangnya pengendalian. Jumlah yang sebelumnya diakui dalam penghasilan komprehensif lain juga direklasifikasi ke laba rugi atau dialihkan secara langsung ke saldo laba jika disyaratkan oleh PSAK lain.

Sisa investasi pada entitas anak terdahulu diakui sebesar nilai wajarnya. Perbedaan antara nilai tercatat sisa investasi pada tanggal hilangnya pengendalian dan nilai wajarnya diakui dalam laba rugi.

iv. Akuntansi atas entitas asosiasi dan ventura bersama

Entitas asosiasi adalah suatu entitas dimana Grup mempunyai pengaruh signifikan, tetapi tidak mengendalikan, dan biasanya Grup memiliki 20% atau lebih hak suara, tetapi tidak melebihi 50%. Investasi pada entitas asosiasi dicatat pada laporan keuangan konsolidasian menggunakan metode ekuitas dikurangi kerugian penurunan nilai, jika ada.

Ventura bersama merupakan pengaturan bersama antara beberapa pihak yang melakukan kesepakatan pengendalian bersama yang memiliki hak atas aset neto pengaturan tersebut. Ventura bersama dicatat menggunakan metode ekuitas dikurangi kerugian penurunan nilai, jika ada.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

c. Principles of consolidation *(continued)*

ii. Changes in ownership interest in subsidiaries without loss of control

Transactions with non-controlling interests that do not result in a loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying amount of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

iii. Disposal of subsidiaries

When the Group loses control of a subsidiary, the Group derecognises the assets (including any goodwill) and liabilities of the subsidiary at their carrying amounts as at the date on which control is lost. Amounts previously recognised in other comprehensive income are also reclassified to profit or loss or transferred directly to retained earnings if required under other SFAS.

Any investment retained in the former subsidiary is recognised at its fair value. The difference between the carrying amount of the investment retained on the date when the control is lost and its fair value is recognised in profit or loss.

iv. Accounting for associates and joint ventures

An associate is an entity over which the Group has significant influence, but not control, and is generally accompanied by a shareholding giving rise to voting rights of 20% or greater but not exceeding 50%. Investment in associates is accounted for in the consolidated financial statements using the equity method less impairment losses, if any.

A joint venture is a joint arrangement in which the parties that share joint control have rights to the net assets of the arrangement. Joint ventures are accounted using the equity method less impairment losses, if any.

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c. Prinsip-prinsip konsolidasian (lanjutan)

iv. Akuntansi atas entitas asosiasi dan ventura bersama (lanjutan)

- Akuisisi

Investasi pada entitas asosiasi atau ventura bersama pada awalnya diakui sebesar biaya perolehan. Biaya perolehan diukur berdasarkan nilai wajar aset yang diserahkan, instrumen ekuitas yang diterbitkan atau liabilitas yang timbul atau diambil alih pada tanggal akuisisi, ditambah biaya yang berhubungan langsung dengan akuisisi.

Goodwill pada akuisisi entitas asosiasi atau ventura bersama merupakan selisih lebih yang terkait dengan biaya perolehan investasi pada entitas asosiasi atau ventura bersama dengan bagian Grup atas nilai wajar neto aset teridentifikasi dari entitas asosiasi atau ventura bersama dan dimasukkan dalam jumlah tercatat investasi.

- Metode ekuitas

Dalam menerapkan metode ekuitas, bagian Grup atas laba rugi entitas asosiasi atau ventura bersama setelah perolehan diakui dalam laba rugi, dan bagian Grup atas penghasilan komprehensif lain setelah tanggal perolehan diakui dalam penghasilan komprehensif lain.

Mutasi dan penerimaan distribusi dari entitas asosiasi atau ventura bersama setelah tanggal perolehan disesuaikan terhadap nilai tercatat investasi.

Jika bagian Grup atas rugi entitas asosiasi atau ventura bersama sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, termasuk piutang tidak lancar tanpa jaminan, maka Grup menghentikan pengakuan bagiannya atas rugi lebih lanjut, kecuali Grup memiliki kewajiban untuk melakukan pembayaran atau telah melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***c. Principles of consolidation** (continued)*

***iv. Accounting for associates and joint ventures** (continued)*

- Acquisitions

Investment in an associate or a joint venture is initially recognised at cost. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued or liabilities incurred or assumed as at the date of exchange, plus costs directly attributable to the acquisition.

Goodwill on the acquisition of an associate or a joint venture represents the excess of the cost of the acquisition of the associate or joint venture over the Group's share of the fair value of the identifiable net assets of the associate or joint venture and is included in the carrying amount of the investment.

- Equity method

In applying the equity method, the Group's share of its associate's or joint venture's post-acquisition profit or loss is recognised in profit or loss and Group's share of post-acquisition other comprehensive income is recognised in other comprehensive income.

These post-acquisition movements and distributions received from an associate or a joint venture are adjusted against the carrying amounts of the investment.

When the Group's share of the losses of an associate or a joint venture equals or exceeds its interest in the associate or joint venture, including any other unsecured non-current receivables, the Group does not recognise further losses, unless it has obligations to make or has made payments on behalf of the associate or joint venture.

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c. Prinsip-prinsip konsolidasian (lanjutan)

iv. Akuntansi atas entitas asosiasi dan ventura bersama (lanjutan)

- **Metode ekuitas** (lanjutan)

Keuntungan yang belum direalisasi atas transaksi antara Grup dengan entitas asosiasi atau ventura bersama dieliminasi sebesar bagian Grup dalam entitas asosiasi atau ventura bersama tersebut. Kerugian yang belum direalisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti penurunan nilai atas aset yang ditransfer. Kebijakan akuntansi entitas asosiasi atau ventura bersama akan disesuaikan, apabila diperlukan, agar konsisten dengan kebijakan akuntansi Grup.

Dividen yang akan diterima dari entitas asosiasi atau ventura bersama diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai atas investasi pada entitas asosiasi atau ventura bersama. Jika bukti tersebut ada, maka Grup menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat atas investasi pada entitas asosiasi atau ventura bersama dan mengakui selisih tersebut pada laba rugi.

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

c. *Principles of consolidation* *(continued)*

iv. *Accounting for associates and joint ventures* *(continued)*

- ***Equity method*** *(continued)*

Unrealised gains on transactions between the Group and its associate or joint venture are eliminated to the extent of the Group's interest in the associate or joint venture. Unrealised losses are also eliminated unless the transaction provides evidence of impairment of the asset being transferred. The accounting policies of the associate or joint venture have been changed where necessary to ensure consistency with the accounting policies adopted by the Group.

Dividend receivables from an associate or a joint venture are recognised as reductions in the carrying amount of the investment.

At each reporting date, the Group determines whether there is any objective evidence that the investment in an associate or joint venture is impaired. If any such evidence exists, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or the joint venture and its carrying amount and recognises the amount in profit or loss.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip konsolidasian (lanjutan)

iv. Akuntansi atas entitas asosiasi dan ventura bersama (lanjutan)

- **Pelepasan**

Investasi pada entitas asosiasi atau ventura bersama dihentikan pengakuannya apabila Grup tidak lagi memiliki pengaruh signifikan dan Grup mengukur investasi yang tersisa sebesar nilai wajar. Selisih antara jumlah tercatat investasi yang tersisa pada tanggal hilangnya pengaruh signifikan dan nilai wajarnya diakui dalam laba rugi.

Keuntungan dan kerugian yang timbul dari pelepasan sebagian atau dilusi yang timbul pada investasi pada entitas asosiasi dan ventura bersama dimana pengaruh signifikan masih dipertahankan diakui dalam laba rugi, dan hanya suatu bagian proporsional atas jumlah yang telah diakui sebelumnya pada penghasilan komprehensif lain yang direklasifikasi ke laba rugi.

d. Penjabaran mata uang asing

i. Mata uang fungsional dan penyajian

Akun-akun yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang dari lingkungan ekonomi utama dimana entitas tersebut beroperasi ("mata uang fungsional").

Laporan keuangan konsolidasian disajikan dalam Rupiah ("Rp"), yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***c. Principles of consolidation** (continued)*

***iv. Accounting for associates and joint ventures** (continued)*

- ***Disposal***

An investment in an associate or a joint venture is derecognised when the Group loses significant influence and any retained equity interest in the entity is remeasured at its fair value. The difference between the carrying amount of the retained interest at the date when significant influence is lost and its fair value is recognised in profit or loss.

Gains and losses arising from the partial disposal or dilution of an investment in an associate and joint venture in which significant influence is retained are recognised in profit or loss, and only a proportionate share of the amount previously recognised in other comprehensive income is reclassified to profit or loss.

d. Foreign currency translation

i. Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the relevant entity operates (the "functional currency").

The consolidated financial statements are presented in Rupiah ("Rp"), which is the Company's functional currency and the Group's presentation currency.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Penjabaran mata uang asing (lanjutan)

ii. Transaksi dan saldo

Transaksi dalam mata uang asing dijabarkan menjadi mata uang fungsional menggunakan kurs yang berlaku pada tanggal transaksi. Pada tanggal pelaporan, setiap aset dan liabilitas moneter dalam mata uang asing disesuaikan untuk mencerminkan kurs yang berlaku pada tanggal tersebut. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing menggunakan kurs yang berlaku pada akhir tahun pelaporan diakui dalam laba rugi.

Kurs yang digunakan pada tanggal laporan posisi keuangan konsolidasian, berdasarkan kurs penutup yang berlaku pada tanggal laporan posisi keuangan konsolidasian yang diterbitkan Bank Indonesia, adalah sebagai berikut:

	2025*)	2024*)	
Dolar Amerika Serikat ("US$")	16,720	16,157	*United States Dollars ("US$")*
Yen Jepang ("JPY")	108	103	*Japanese Yen ("JPY")*
Euro ("EUR")	19,753	16,823	*Euro ("EUR")*
Dolar Kuwait ("KWD")	54,475	52,454	*Kuwait Dollars ("KWD")*

*) dalam nilai penuh — *in full amount *)*

e. Transaksi dengan pihak berelasi

Grup melakukan transaksi dengan pihak-pihak berelasi sesuai yang didefinisikan oleh PSAK No. 224, "Pengungkapan Pihak-pihak Berelasi", sebagai berikut:

(a) Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
  (i) Memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
  (ii) Memiliki pengaruh signifikan atas entitas pelapor; atau
  (iii) Merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

d. Foreign currency translation *(continued)*

ii. Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing as at the date of the transactions. As at the reporting date, monetary assets and liabilities denominated in foreign currency are adjusted to reflect the prevailing exchange rates at such date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

As at the consolidated statement of financial position dates, the exchange rates used, based on the exchange rates prevailing at the date of consolidated statement of financial position published by Bank Indonesia, were as follows:

e. Transactions with related parties

The Group has transactions with related parties as defined under SFAS No. 224, "Related Parties Disclosures", as follows:

(a) A person or a close member of that person's family is related to a reporting entity if that person:
  (i) Has control or joint control over the reporting entity;
  (ii) Has significant influence over the reporting entity; or
  (iii) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

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e. Transaksi dengan pihak berelasi (lanjutan)

(b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:

(i) Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lain);
(ii) Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
(iii) Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
(iv) Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
(v) Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
(vi) Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a);
(vii) Orang yang diidentifikasi dalam huruf (a) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas); atau
(viii) Entitas, atau setiap anggota dari kelompok yang menjadi bagiannya, memberikan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Entitas yang berelasi dengan Pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh Pemerintah. Pemerintah mengacu kepada Pemerintah Indonesia, instansi Pemerintah dan badan yang serupa baik lokal, nasional maupun internasional.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***e. Transactions with related parties** (continued)*

(b) An entity is related to a reporting entity if any of the following conditions apply:

(i) The entity and the reporting entity are members of the same Group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
(ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a Group of which the other entity is a member);
(iii) Both entities are joint ventures of the same third party;
(iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity;
(v) The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity;
(vi) The entity is controlled or jointly controlled by a person identified in (a);
(vii) A person identified in (a) (i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); or
(viii) The entity, or any member of the group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A Government-related entity is an entity that is controlled, jointly controlled or significantly influenced by the Government. Government refers to the Government of the Republic of Indonesia, Government agencies and similar bodies whether local, national or international.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Transaksi dengan pihak berelasi (lanjutan)

Seluruh transaksi dan saldo yang signifikan dengan pihak berelasi diungkapkan dalam Catatan yang relevan.

f. Aset keuangan

i. Klasifikasi, pengakuan dan pengukuran

Grup mengklasifikasikan aset keuangannya dalam kategori pengukuran berikut:

- aset keuangan yang diukur pada nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain; dan
- aset keuangan yang diukur pada biaya perolehan diamortisasi.

Klasifikasi tersebut tergantung pada model bisnis Grup dan persyaratan kontraktual arus kas - apakah penentuan arus kasnya semata dari pembayaran pokok dan bunga.

Untuk aset yang diukur pada nilai wajar, keuntungan dan kerugian akan dicatat dalam laporan laba rugi atau penghasilan komprehensif lain. Untuk investasi pada instrumen utang, hal ini akan bergantung pada model bisnis dimana investasi tersebut diadakan. Untuk investasi pada instrumen ekuitas yang tidak dimiliki untuk diperdagangkan, hal ini akan tergantung pada apakah Grup telah memilih tidak dapat dibatalkan pada saat pengakuan awal untuk mencatat investasi ekuitas pada nilai wajar melalui penghasilan komprehensif lain.

Grup mereklasifikasi investasi utang jika dan hanya jika model bisnis untuk mengelola aset tersebut berubah.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***e. Transactions with related parties** (continued)*

All significant transactions and balances with related parties are disclosed in the relevant Notes.

f. Financial assets

i. Classification, recognition and measurement

The Group classifies its financial assets in the following measurement categories:

- *financial assets measured at fair value either through profit or loss ("FVTPL") or through other comprehensive income ("FVOCI"); and*
- *those to be measured at amortised cost.*

The classification depends on the Group's business model and the contractual terms of the cash flows when determining whether their cash flows are solely payments of principal and interest ("SPPI").

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

The Group reclassifies debt investments when and only when its business model for managing such assets changes.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

i. Klasifikasi, pengakuan dan pengukuran (lanjutan)

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi, biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan aset keuangan. Biaya transaksi dari aset keuangan yang dicatat pada nilai wajar melalui laba rugi dibebankan pada laba rugi.

Aset keuangan dengan derivatif melekat dipertimbangkan secara keseluruhan saat menentukan apakah arus kasnya hanya merupakan pembayaran pokok dan bunga.

Instrumen utang

Pengukuran selanjutnya instrumen utang bergantung pada model bisnis Grup dalam mengelola aset dan karakteristik arus kas dari aset tersebut. Ada tiga kategori pengukuran yang Grup mengklasifikasikan instrumen utangnya:

- Biaya perolehan diamortisasi: Aset yang dimiliki untuk mengumpulkan arus kas kontraktual dimana arus kas tersebut hanya mewakili pembayaran pokok dan bunga diukur dengan biaya perolehan diamortisasi. Keuntungan atau kerugian dari investasi utang yang selanjutnya diukur pada biaya perolehan diamortisasi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laba rugi pada saat aset tersebut dihentikan pengakuannya atau penurunan nilainya. Pendapatan bunga dari aset keuangan tersebut dimasukkan ke dalam pendapatan keuangan dengan menggunakan metode suku bunga efektif.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

f. Financial assets *(continued)*

i. Classification, recognition and measurement *(continued)*

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are SPPI.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flows characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- *Amortised cost: Assets that are held for the collection of contractual cash flows in cases where such cash flows represent SPPI are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and that is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.*

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Lampiran 5/17 *Schedule*

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f. Aset keuangan (lanjutan)

i. Klasifikasi, pengakuan dan pengukuran (lanjutan)

Instrumen utang (lanjutan)

Pengukuran selanjutnya instrumen utang bergantung pada model bisnis Grup dalam mengelola aset dan karakteristik arus kas dari aset tersebut. Ada tiga kategori pengukuran yang Grup mengklasifikasikan instrumen utangnya: (lanjutan)

- Nilai wajar melalui penghasilan komprehensif lain: Aset yang dimiliki untuk mendapatkan arus kas kontraktual dan untuk menjual aset keuangan, di mana arus kas aset tersebut hanya atas pembayaran pokok dan bunga, diukur pada nilai wajar melalui penghasilan komprehensif lain. Perubahan nilai tercatat dilakukan melalui penghasilan komprehensif lain, kecuali untuk pengakuan keuntungan atau kerugian penurunan nilai, pendapatan bunga dan keuntungan dan kerugian selisih kurs yang diakui dalam laba rugi. Ketika aset keuangan dihentikan pengakuannya, keuntungan atau kerugian kumulatif yang sebelumnya diakui di penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi dan diakui dalam penghasilan atau beban lain-lain. Pendapatan bunga dari aset keuangan tersebut dimasukkan ke dalam pendapatan keuangan dengan menggunakan metode suku bunga efektif. Keuntungan dan kerugian selisih kurs disajikan dalam penghasilan dan beban kurs mata uang asing, bersih dan beban penurunan nilai pada beban lain-lain.

- Nilai wajar melalui laba rugi: Aset yang tidak memenuhi kriteria untuk biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain diukur pada nilai wajar melalui laporan laba rugi. Keuntungan atau kerugian dari investasi utang yang selanjutnya diukur pada nilai wajar melalui laporan laba rugi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laba rugi dan disajikan bersih dalam laba rugi.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

***i. Classification, recognition and measurement** (continued)*

Debt instruments (continued)

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flows characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments: (continued)

- *Fair value through other comprehensive income: Assets that are held for the collection of contractual cash flows and for selling the financial assets, in cases where the assets' cash flows represent SPPI, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss and recognised in other income and expenses. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains and losses on foreign exchanges, net and impairment expenses in other expenses.*

- *Fair value through profit or loss: Assets that do not meet the criteria for amortised cost or FVOCI are measured at fair value through profit or loss. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and that is not part of a hedging relationship, is recognised in profit or loss and presented net in profit or loss.*

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset keuangan (lanjutan)

ii. Penghentian pengakuan

Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari investasi tersebut telah jatuh tempo atau telah ditransfer dan Grup telah mentransfer secara substansial seluruh risiko dan manfaat atas kepemilikan aset.

iii. Saling hapus antar instrumen keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah bersihnya dilaporkan pada laporan posisi keuangan konsolidasian ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara bersih, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Hak saling hapus tidak kontinjen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

g. Penurunan nilai aset keuangan

Pada setiap tanggal pelaporan, Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian ("KKE"). Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat tanggal pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi yang tersedia pada saat tanggal pelaporan terkait dengan kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***f. Financial assets** (continued)*

ii. Derecognition

Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

iii. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default insolvency or bankruptcy of the Group or the counterparty.

g. Impairment of financial assets

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses ("ECL"). To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, which is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions, that is indicative of significant increases in credit risk since initial recognition.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Penurunan nilai aset keuangan (lanjutan)

Grup menerapkan "pendekatan yang disederhanakan" untuk mengukur KKE yang menggunakan cadangan KKE seumur hidup untuk seluruh saldo piutang usaha, dan piutang lain-lain, dan aset kontrak tanpa komponen pendanaan yang signifikan. Penelaahan KKE termasuk asumsi mengenai risiko gagal bayar dan tingkat kerugian ekspektasian. Untuk mengukur KKE, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan jatuh tempo yang serupa, terkecuali kepada piutang-piutang yang dapat dinilai sendiri kerugian kredit ekspektasiannya.

h. Kas dan setara kas

Kas dan setara kas termasuk kas, kas di bank, dan deposito berjangka yang jatuh tempo dalam jangka waktu tiga bulan atau kurang pada saat penempatan yang tidak digunakan sebagai jaminan atau tidak dibatasi penggunaannya.

i. Piutang usaha dan piutang nonusaha

Piutang usaha merupakan jumlah yang dapat diterima dari pelanggan atas penjualan listrik atau jasa dalam kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang, piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar pada laporan posisi keuangan konsolidasian.

Piutang nonusaha merupakan saldo piutang yang tidak terkait dengan kegiatan usaha normal Grup.

Piutang usaha dan nonusaha pada awalnya diakui sebesar imbalan yang tidak bersyarat, kecuali jika piutang tersebut mengandung komponen pendanaan, dalam hal ini mereka diakui pada nilai wajar. Selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, dikurangi penyisihan kerugian.

Piutang kepada ventura bersama merupakan saldo piutang yang terkait dengan pinjaman yang diberikan kepada ventura bersama Grup.

Kerugian penurunan nilai piutang disajikan sebagai bagian dari beban usaha pada laba rugi. Jumlah yang selanjutnya dapat dipulihkan kembali atas piutang yang sebelumnya telah dihapusbukukan, dikreditkan terhadap item baris yang sama.

Lihat Catatan 2g untuk informasi lebih lanjut mengenai kebijakan penentuan jumlah cadangan kerugian piutang Grup.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***g. Impairment of financial assets** (continued)*

The Group applies the "simplified approach" to measuring ECL which uses a lifetime ECL allowance for all trade receivables, other receivables, and contract assets without significant financing components. The ECL reviews include assumptions about the risk of default and expected loss rates. To measure the ECL, trade receivables have been grouped based on similar credit risk characteristics and the days past due, with the exception of the receivables which can be assessed at their own rating of ECL.

h. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, cash in banks, and time deposits with maturity periods of three months or less at the time of placement that are not used as collateral or are not restricted.

i. Trade and non-trade receivables

Trade receivables are amounts due from customers for electricity sold or services performed in the normal course of business. If receivables are expected to be collected within one year or less, they are classified as current assets. Otherwise, the receivables are presented as non-current assets in the consolidated statement of financial position.

Non-trade receivables represent receivables that are not related to the normal business activities of the Group.

Trade and non-trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, in which case they are recognised at fair value. They are subsequently measured at amortised cost using the effective interest method, less loss allowance.

Receivables from joint ventures are receivables balance reflecting loan given to the joint venture of the Group.

Impairment losses on receivables are presented as part of operating expenses in profit or loss. Subsequent recoveries of amounts previously written off are credited against the same line item.

See Note 2g for further information regarding the policy on the determination of the amount for the loss allowance on the Group's receivables.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Persediaan

Persediaan suku cadang, batubara, bahan bakar, minyak pelumas, perlengkapan dan bahan pendukung dinilai dengan harga perolehan dikurangi dengan provisi persediaan usang dan bergerak lambat. Harga perolehan ditentukan dengan metode rata-rata bergerak. Provisi persediaan usang dan bergerak lambat ditentukan berdasarkan estimasi penggunaan jenis persediaan pada masa mendatang.

k. Aset keuangan dari konsesi jasa

Piutang yang timbul dari proyek konsesi merupakan jasa yang diberikan sehubungan dengan pengaturan konsesi jasa dimana minimum pembayaran terjamin telah disepakati terlepas dari jumlah pemakaian. Karena panjangnya rencana pembayaran, piutang dicatat sebesar nilai kini dari penerimaan kas yang dijamin dan didiskontokan dengan menggunakan tingkat suku bunga tertentu. Bunga piutang yang diakumulasikan setiap tahun dicatat sebagai pendapatan keuangan dari pengaturan konsesi jasa dengan menggunakan metode suku bunga efektif. Pembayaran akan dibagi menjadi bagian yang akan dikurangkan dari piutang dan bunga atas jumlah yang belum dibayar.

l. Aset tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diinginkan agar aset siap digunakan sesuai intensi manajemen.

Setelah pengakuan awal, kelas-kelas aset berikut ini yang diukur menggunakan metode revaluasi:
- Hak atas tanah;
- Bangunan umum, waduk dan prasarana;
- Instalasi dan mesin pembangkit;
- Perlengkapan transmisi;
- Perlengkapan pengolahan data dan telekomunikasi yang digunakan dalam penyediaan listrik; dan
- Material cadang utama.

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

j. Inventories

Spare parts, coal, fuel, lubricants, tools and supplies are valued at cost less a provision for obsolete and slow moving inventory. Cost is determined based on the moving average method. A provision for obsolete and slow moving inventory is determined on the basis of estimated future usage.

k. Financial assets of service concession

Receivables due from the concession project represent services provided in connection with a service concession arrangement for which guaranteed minimum payments have been agreed upon irrespective of the extent of use. Due to the length of the payment plans, receivables are the present value of future guaranteed cash receipts discounted using a certain interest rate. The annual accumulation of interest on these receivables is presented as finance income from the service concession arrangement using the effective interest method. Payments will be divided into a portion to be deducted from the receivables and interest on the unpaid amounts.

l. Property, plant and equipment

Property, plant and equipment are initially recognised at cost which comprises the purchase price and any cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

After initial recognition, the following classes of assets are measured using the revaluation method:
- *Land rights;*
- *Buildings, reservoirs and infrastructure;*
- *Installations and power plants;*
- *Transmission equipment;*
- *Telecommunications and data processing equipment used for electricity supply; and*
- *Major spare parts.*

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Aset tetap (lanjutan)

Kelas aset di atas, disajikan sebesar nilai wajar dikurangi penyusutan, kecuali hak atas tanah, dan penurunan nilai. Hak atas tanah tidak disusutkan. Penilaian terhadap aset-aset tersebut dilakukan oleh penilai independen eksternal yang terdaftar di Otoritas Jasa Keuangan ("OJK"). Penilaian atas aset tersebut dilakukan secara berkala untuk memastikan bahwa nilai wajar aset yang direvaluasi tidak berbeda secara material dengan nilai tercatatnya. Manajemen melakukan revaluasi aset secara berkala. Akumulasi penyusutan pada tanggal revaluasi dieliminasi terhadap nilai tercatat bruto aset, dan nilai bersihnya disajikan kembali sebesar nilai revaluasi aset tetap.

Kenaikan nilai tercatat yang timbul dari revaluasi aset tetap yang menggunakan model revaluasi dikreditkan pada "surplus revaluasi aset tetap" sebagai bagian dari penghasilan komprehensif lain. Penurunan yang menghapus nilai kenaikan yang sebelumnya atas aset yang sama dibebankan terhadap "surplus revaluasi aset tetap" sebagai bagian dari penghasilan komprehensif lain termasuk aset tetap yang akan dihapus. Apabila penurunan melebihi "surplus revaluasi aset tetap", maka selisih lebihnya dibebankan pada laba rugi.

Terkait hak atas tanah, Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomis yang mendasarinya. Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK No. 116, "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK No. 216, "Aset Tetap" yaitu hak atas tanah diakui sebesar harga perolehan dan tidak disusutkan.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***I. Property, plant and equipment** (continued)*

The classes of asset above are shown at fair value less subsequent depreciation, except land rights, and impairment losses. Land rights are not depreciated. The valuation of those assets is performed by external independent valuers which are registered with the Financial Services Authority ("FSA"). Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. Management revaluates the assets in regular basis. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is presented to the revalued amount of the property, plant and equipment.

Increases in the carrying amount arising on revaluation of property, plant and equipment that use a revaluation model are credited to "property, plant and equipment revaluation surplus" as part of other comprehensive income. Decreases that offset previous increases of the same asset are charged against "property, plant and equipment revaluation surplus" as part of other comprehensive income including property, plant and equipment which will be written-off. If the decrease exceeds the "property, plant and equipment revaluation surplus", the excess difference is charged to profit or loss.

For land rights, the Group analyses the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent an underlying economic event or transaction. If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group accounts for these transactions as leases under SFAS No. 116, "Leases". If the land rights are substantially similar to land purchases, the Group applies SFAS No. 216, "Property, plant and equipment" under which land rights are recognised at cost and not depreciated.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Aset tetap (lanjutan)

Aset tetap, kecuali hak atas tanah, disusutkan hingga mencapai estimasi nilai sisa dengan menggunakan metode garis lurus selama masa manfaatnya sebagai berikut:

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

I. Property, plant and equipment *(continued)*

Property, plant and equipment, except land rights, are depreciated to their residual values using the straight-line method over their expected useful lives as follows:

	Tahun/*Years*	
Bangunan umum, waduk, dan prasarana	10 - 50	*Buildings, reservoirs, and infrastructure*
Instalasi dan mesin pembangkit	12 - 40	*Installations and power plants*
Perlengkapan transmisi	10 - 40	*Transmission equipment*
Perlengkapan pengolahan data dan telekomunikasi	10	*Telecommunication and data processing equipment*
Perlengkapan umum	5	*General equipment*
Kendaraan bermotor	5	*Motor vehicles*
Material cadang utama	10 - 40	*Major spare parts*

Masa manfaat ekonomis, nilai sisa dan metode penyusutan aset tetap ditelaah dan disesuaikan, jika diperlukan, pada setiap akhir tahun buku. Dampak dari setiap revisi diakui dalam laba rugi, ketika perubahan terjadi.

The useful lives, residual values and depreciation methods of property, plant and equipment are reviewed and adjusted, if appropriate, at the end of each financial year. The effects of any revisions are recognised in profit or loss when the changes arise.

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan apabila nilai tercatat aset lebih besar daripada estimasi jumlah yang dapat dipulihkan (Catatan 2m).

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2m).

Beban perbaikan dan pemeliharaan dibebankan pada laba rugi pada saat terjadinya. Biaya-biaya lain yang terjadi selanjutnya yang timbul untuk menambah, mengganti atau memperbaiki aset tetap diakui sebagai biaya perolehan aset jika dan hanya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan dengan aset tersebut akan mengalir ke entitas dan biaya perolehan aset dapat diukur secara andal.

The costs of repairs and maintenance are charged to profit or loss as incurred. Subsequent costs incurred to add, replace part of, or service an item of property, plant and equipment are recognised as assets if and only if it is probable that future economic benefits associated with the item will flow to the entity and the cost of the item can be measured reliably.

Aset tetap yang tidak digunakan lagi atau dijual, nilai tercatatnya dikeluarkan dari aset tetap Grup. Keuntungan atau kerugian dari pelepasan aset tetap tersebut diakui dalam laba rugi.

For property, plant and equipment that can no longer be utilised or sold, the carrying amounts are eliminated from the Group's property, plant and equipment. The resulting gains or losses on disposals of property, plant and equipment are recognised in profit or loss.

Setiap periode pelaporan, selisih antara penyusutan berdasarkan nilai revaluasi aset yang diakui di dalam laporan laba rugi dan penyusutan berdasarkan harga perolehan awal aset ditransfer dari "surplus revaluasi aset tetap" ke dalam "saldo laba".

At each reporting period, the difference between depreciation based on the revalued carrying amount of the asset charged to the profit or loss and depreciation based on the asset's original cost is transferred from "property, plant and equipment revaluation surplus" to "retained earnings".

Jika aset yang direvaluasi dihapuskan, jumlah yang dicatat di dalam ekuitas dipindahkan ke saldo laba.

When revalued assets are disposed, the amounts included in equity are transferred to retained earnings.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Aset tetap (lanjutan)

Aset tidak digunakan dalam operasi terdiri dari aset tetap yang akan direlokasi/ditransfer, sedang diperbaiki, dan akan dihapus. Aset yang tidak digunakan dalam operasi, kecuali aset yang akan dihapus, disusutkan dengan metode garis lurus dan berdasarkan taksiran masa manfaat ekonomis yang sama dengan aset tetap.

Aset dalam pembangunan

Aset dalam pembangunan merupakan biaya-biaya yang berhubungan langsung dengan pembangunan aset tetap. Aset dalam pembangunan dinyatakan sebesar biaya perolehan, termasuk biaya pinjaman selama masa pembangunan dari pinjaman yang digunakan untuk pembangunan, beban penyusutan aset tetap yang digunakan dalam pekerjaan pembangunan dan biaya pengujian ketika aset dapat berfungsi. Aset dalam pembangunan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat selesai dan siap digunakan. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

m. Penurunan nilai aset non-keuangan

Aset yang memiliki masa manfaat yang tidak terbatas, misalnya *goodwill*, tidak diamortisasi namun diuji penurunan nilainya setiap tahun atau lebih sering apabila terdapat peristiwa atau perubahan pada kondisi yang mengindikasikan kemungkinan penurunan nilai. Aset yang diamortisasi diuji ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya pelepasan dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas yang dapat diidentifikasi.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***I. Property, plant and equipment** (continued)*

Assets not used in operations consist of property, plant and equipment that will be relocated/transferred, under repaired, and to be disposed. Assets not used in operations, except for assets to be disposed, are depreciated using the same method and based on the economic useful lives of the property, plant and equipment.

Construction in progress

Construction in progress represents costs directly attributable to the construction of property, plant and equipment. Construction in progress is stated at cost, which includes borrowing costs during construction on debts incurred to finance the construction, depreciation of property, plant and equipment used in the construction and the cost of testing whether the asset is functioning properly. Construction in progress is transferred to the respective property, plant and equipment account when completed and ready for use. Depreciation is charged from the date on which the assets are ready for use in the manner intended by management.

m. Impairment of non-financial assets

Assets that have an indefinite useful live - for example, goodwill, are not subject to amortisation but are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Penurunan nilai aset non-keuangan (lanjutan)

Aset non-keuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai. Pembalikan rugi penurunan nilai untuk aset selain *goodwill*, diakui jika dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali dilakukan. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasian sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak akan dipulihkan kembali.

n. Sewa

Grup sebagai pemberi sewa

Ketika Grup bertindak sebagai pemberi sewa, Grup akan mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Grup membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak, maka merupakan sewa operasi.

Pendapatan sewa dari sewa operasi dimana Grup bertindak sebagai pemberi sewa diakui sebagai pendapatan secara garis lurus selama masa sewa. Biaya langsung awal yang terjadi saat mendapatkan sewa operasi ditambahkan pada nilai tercatat aset pendasar dan diakui sebagai beban selama masa sewa dengan basis yang sama dengan pendapatan sewa. Aset terkait yang disewakan ditampilkan di laporan posisi keuangan berdasarkan sifatnya.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***m. Impairment of non-financial assets** (continued)*

Non-financial assets other than goodwill that suffer impairment are reviewed at each reporting date for a possible reversal of the impairment. Reversal of impairment losses for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal of impairment losses will be immediately recognised in profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill would not be reversed.

n. Leases

The Group as a lessor

When the Group acts as a lessor, it will classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is classified as a finance lease; if not, then it is as an operating lease.

Lease income from operating leases where the Group is a lessor is recognised in income on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Sewa (lanjutan)

Grup sebagai penyewa

Penentuan apakah suatu perjanjian merupakan, atau mengandung, sewa dibuat berdasarkan substansi perjanjian itu sendiri dan penilaian apakah pemenuhan atas perjanjian bergantung dari penggunaan aset tertentu atau aset, dan apakah perjanjian memberikan hak untuk menggunakan aset.

Grup menyewa aset tetap tertentu. Kontrak sewa biasanya dibuat untuk periode tetap dari 2 hingga 40 tahun tetapi mungkin memiliki opsi ekstensi. Kontrak dapat berisi komponen sewa dan non-sewa berdasarkan harga relatif yang berdiri sendiri.

Sewa diakui sebagai aset hak guna dan liabilitas terkait pada tanggal di mana aset sewaan tersedia untuk digunakan oleh Grup.

Aset dan liabilitas yang timbul dari sewa pada awalnya diukur dengan basis nilai kini. Liabilitas sewa termasuk nilai bersih sekarang dari pembayaran sewa berikut:

- pembayaran tetap (termasuk pembayaran tetap secara substansi), dikurangi piutang insentif sewa;
- pembayaran sewa variabel yang didasarkan pada indeks atau tingkat, pada awalnya diukur menggunakan indeks atau tingkat pada tanggal mulai;
- jumlah yang diperkirakan akan dibayarkan oleh penyewa berdasarkan jaminan nilai residu;
- harga pelaksanaan dari opsi pembelian jika penyewa cukup yakin untuk menggunakan opsi tersebut; dan
- pembayaran penalti untuk penghentian sewa, jika jika masa sewa mencerminkan penyewa yang melaksanakan opsi tersebut.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

n. Leases *(continued)*

The Group as a lessee

Determination of whether an arrangement is, or contains, a lease is made based on the substance of the arrangement and assessment of whether fulfilment of the arrangement is dependent on the use of a specific asset or assets, and the arrangement conveys a right to use the asset.

The Group leases certain property, plant and equipment. The rental contracts are typically made for fixed periods of 2 to 40 years but may have extension options. Contracts may contain both lease and non-lease components based on their relative stand-alone prices.

Leases are recognised as a right-of-use asset and a corresponding liability at the date on which the leased asset is available for use by the Group.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- *fixed payments (including in-substance fixed payments), less any lease incentives receivable;*
- *variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;*
- *amounts expected to be payable by the lessee under residual value guarantees;*
- *the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and*
- *payment of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.*

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Pembayaran sewa yang harus dilakukan berdasarkan opsi perpanjangan tertentu juga termasuk dalam pengukuran liabilitas.

Pembayaran sewa didiskontokan dengan menggunakan suku bunga implisit dalam sewa. Jika tarif tidak dapat segera ditentukan, di mana hal tersebut secara umum terjadi pada sewa dalam Grup, suku bunga pinjaman inkremental penyewa digunakan, yaitu tarif yang harus dibayar oleh penyewa untuk meminjam dana yang diperlukan untuk memperoleh aset dengan nilai yang sama dengan aset hak guna dalam lingkungan ekonomi serupa dengan syarat dan ketentuan yang serupa.

Untuk menentukan suku bunga pinjaman inkremental, Grup:

- jika memungkinkan, menggunakan pembiayaan pihak ketiga terkini yang diterima oleh penyewa individu sebagai titik awal, disesuaikan untuk mencerminkan perubahan kondisi pembiayaan sejak pembiayaan pihak ketiga diterima;
- menggunakan pendekatan *build-up* yang dimulai dengan suku bunga bebas risiko yang disesuaikan dengan risiko kredit untuk sewa yang dimiliki oleh Grup, yang tidak memiliki pembiayaan pihak ketiga baru-baru ini; dan
- membuat penyesuaian spesifik untuk sewa, misalnya jangka waktu, mata uang dan jaminan.

Grup dihadapkan pada potensi kenaikan di masa depan dalam pembayaran sewa variabel berdasarkan indeks atau tarif yang tidak termasuk dalam liabilitas sewa sampai diberlakukan. Ketika penyesuaian pembayaran sewa berdasarkan indeks atau suku bunga mulai berlaku, liabilitas sewa dinilai kembali dan disesuaikan dengan aset hak guna.

Pembayaran sewa dialokasikan antara biaya pokok dan keuangan. Biaya keuangan dibebankan pada laporan laba rugi selama masa sewa sehingga menghasilkan suku bunga periodik yang konstan atas sisa saldo liabilitas untuk setiap tahun.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***n. Leases** (continued)*

***The Group as a lessee** (continued)*

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If the rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- *where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;*
- *uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third-party financing; and*
- *makes adjustments specific to the lease, e.g., term, currency and security.*

The Group is exposed to potential future increases in variable lease payments based on an index or rate which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance costs. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each year.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Aset hak guna diukur pada biaya perolehan yang terdiri dari berikut ini:

- jumlah pengukuran awal liabilitas sewa;
- pembayaran sewa yang dilakukan pada atau sebelum tanggal dimulainya dikurangi insentif sewa yang diterima;
- biaya langsung awal; dan
- biaya restorasi.

Aset hak guna umumnya disusutkan sepanjang waktu yang lebih pendek antara lama masa manfaat aset dan jangka waktu sewa menggunakan metode garis lurus. Jika Grup cukup yakin untuk melaksanakan opsi pembelian, aset hak guna disusutkan selama masa manfaat aset yang mendasarinya.

Aset hak guna juga diuji penurunan nilainya (Catatan 2m).

Pembayaran terkait dengan sewa jangka pendek dan sewa aset bernilai rendah diakui atas dasar garis lurus sebagai beban dalam laporan laba rugi. Sewa jangka pendek adalah sewa dengan masa sewa 12 bulan atau kurang. Aset bernilai rendah terdiri dari perlengkapan umum.

Opsi ekstensi dan terminasi

Opsi ekstensi dan terminasi termasuk dalam sejumlah sewa properti dan peralatan di seluruh Grup. Istilah-istilah ini digunakan untuk memaksimalkan fleksibilitas operasional dalam hal pengelolaan kontrak. Mayoritas opsi perpanjangan dan terminasi yang dimiliki hanya dapat dilaksanakan oleh Grup dan bukan oleh pemberi sewa masing-masing.

Modifikasi sewa

Penyewa mencatat modifikasi sewa sebagai sewa terpisah jika:

- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***n. Leases** (continued)*

***The Group as a lessee** (continued)*

Right-of-use assets are measured at cost comprising the following:

- *the amount of the initial measurement of lease liability;*
- *any lease payments made at or before the commencement date less any lease incentives received;*
- *any initial direct costs; and*
- *restoration costs.*

Right-of-use assets are generally depreciated over the shorter of the asset's useful lives and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use assets are depreciated over the underlying asset's useful lives.

The right-of-use assets are also tested for impairment (Note 2m).

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise general equipment.

Extension and termination options

Extension and termination options are included in a number of property and equipment leases across the Group. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

Lease modification

A lessee shall account for a lease modification as a separate lease if both:

- *the modification increase the scope of lease by adding the right to use one or more underlying assets; and*
- *the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Modifikasi sewa (lanjutan)

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, penyewa harus:

- mengalokasikan imbalan kontrak modifikasian;
- menentukan masa sewa dari sewa modifikasian;
- mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto revisian. Tingkat diskonto revisian ditentukan sebagai suku bunga implisit dalam sewa untuk sisa masa sewa, jika dapat ditentukan; atau suku bunga pinjaman inkremental penyewa pada tanggal efektif modifikasi, jika suku bunga implisit dalam sewa tidak dapat ditentukan;

- menurunkan jumlah tercatat aset hak guna untuk merefleksikan penghentian parsial atau penuh sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Penyewa mengakui dalam laba rugi setiap keuntungan atau kerugian yang terkait dengan penghentian parsial atau sepenuhnya sewa tersebut; dan
- membuat penyesuaian terkait dengan aset hak guna untuk seluruh modifikasi sewa lainnya.

o. Utang usaha

Utang usaha adalah kewajiban untuk membayar barang atau jasa yang telah diterima dalam kegiatan usaha normal dari pemasok. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek apabila pembayarannya jatuh tempo dalam waktu satu tahun atau kurang setelah tanggal pelaporan (atau dalam siklus operasi normal, jika lebih lama). Jika tidak, utang usaha tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***n. Leases** (continued)*

***The Group as a lessee** (continued)*

Lease modification (continued)

For lease modification that is not accounted for as a separate lease, at the effective data of the lease modification, a lessee shall:

- *allocate the consideration in the modified contract;*
- *determine the lease term of the modified lease;*
- *remeasure the lease liability by discounting the revised lease payments using a revised discount rate. The revised discount rate is determined as the interest rate implicit in the lease for the remainder of the lease term, if that rate can be readily determined, or the lessee's incremental borrowing rate at the effective date of the modification, if the interest rate implicit in the lease cannot be readily determined;*
- *decreases the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The lessee recognise in profit or loss any gain or loss relating to the partial or full termination of the lease; and*

- *making a corresponding adjustment to the right-of-use asset for all other lease modifications.*

o. Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less of the reporting date (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Pinjaman

Pinjaman awalnya diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Pinjaman selanjutnya diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode suku bunga efektif.

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Sepanjang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan ketika kewajiban yang tertulis pada kontrak diselesaikan, dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain dan imbalan yang dibayarkan, termasuk aset non kas yang dialihkan atau liabilitas yang ditanggung, diakui dalam laba rugi sebagai pendapatan lain-lain atau biaya keuangan.

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

Kovenan yang harus dipatuhi oleh Grup, pada atau sebelum akhir tahun pelaporan, dipertimbangkan dalam mengklasifikasikan perjanjian pinjaman dengan perjanjian sebagai lancar atau tidak lancar. Kovenan yang harus dipatuhi oleh Grup setelah periode pelaporan tidak memengaruhi klasifikasi pada tanggal pelaporan.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

p. Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of borrowings facilities are recognised as transaction costs of the borrowings to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are derecognised from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Borrowings are classified as current liabilities unless the Group has a right to defer payment of the liability for at least 12 months after the reporting date.

Covenants that the Group is required to comply with, on or before the end of the reporting year, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Biaya pinjaman

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama tahun berjalan, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

r. Imbalan kerja

Kewajiban jangka pendek

Liabilitas untuk upah dan gaji, termasuk imbalan non-moneter dan akumulasi cuti sakit yang akan diselesaikan dalam waktu 12 bulan setelah akhir dari periode ketika pekerja memberikan jasa yang berhubungan diakui dari jasa yang diberikan hingga akhir dari periode pelaporan dan diukur pada jumlah yang diperkirakan akan dibayar ketika liabilitas diselesaikan. Liabilitas disajikan sebagai kewajiban imbalan kerja masa kini pada laporan posisi keuangan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

q. Borrowing costs

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the year, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

r. Employee benefits

Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the statement of the financial position.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Imbalan kerja (lanjutan)

Imbalan pascakerja

Skema pensiun diklasifikasikan sebagai program iuran pasti atau program manfaat pasti, tergantung pada substansi ekonomi dari syarat dan kondisi utama program tersebut. Program iuran pasti adalah program pensiun yang mewajibkan Grup membayar sejumlah iuran tertentu kepada entitas terpisah. Grup tidak memiliki kewajiban hukum atau konstruktif untuk membayar iuran lebih lanjut jika entitas tersebut tidak memiliki aset yang cukup untuk membayar seluruh imbalan atas jasa yang diberikan pekerja pada tahun berjalan dan tahun-tahun sebelumnya. Program manfaat pasti adalah program pensiun yang bukan merupakan program iuran pasti. Program manfaat pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya berdasarkan pada satu atau lebih faktor seperti usia, masa kerja, dan kompensasi.

Grup harus mencadangkan jumlah minimal imbalan pensiun sesuai dengan Peraturan-peraturan Ketenagakerjaan, Perjanjian Kerja Bersama ("PKB") atau Peraturan Perusahaan ("PP"), mana yang lebih tinggi. Karena Peraturan-peraturan Ketenagakerjaan menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya, program pensiun berdasarkan Peraturan-peraturan Ketenagakerjaan atau PKB adalah program manfaat pasti.

Sehubungan dengan program manfaat pasti, liabilitas diakui pada laporan posisi keuangan konsolidasian setara dengan nilai kini kewajiban manfaat pasti pada akhir tahun pelaporan dikurangi nilai wajar aset program. Kewajiban manfaat pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected Unit Credit*. Imbalan pascakerja terdiri dari imbalan pesangon, penghargaan purna jabatan tanpa pendanaan, dan tunjangan kecelakaan dinas.

Nilai kini kewajiban manfaat pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga obligasi korporat berkualitas tinggi dalam denominasi mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun. Apabila tidak terdapat pasar aktif untuk obligasi korporat tersebut, digunakan imbal hasil obligasi Pemerintah.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***r. Employee benefits** (continued)*

Post-employment benefits

Pension schemes are classified as either defined contribution plans or defined benefit plans, depending on the economic substance of the plan as derived from its principal terms and conditions. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior years. A defined benefit plan is a pension plan that is not a defined contribution plan. Defined benefit plans define an amount of pension benefit that an employee will receive upon retirement, which is usually dependent on one or more factors such as age, years of service and compensation.

The Group is required to provide a minimum amount of pension benefit in accordance with Manpower Regulations or the Group's Collective Labour Agreement (the "CLA") or the Company Regulation (the "CR"), whichever is higher. Since the Manpower Regulations sets the formula for determining the minimum amount of benefits, in substance pension plans under the Manpower Regulations or the CLA represent defined benefit plans.

In respect of the defined benefit pension plans, the liability recognised in the consolidated statement of financial position is equivalent to the present value of the defined benefit obligation at the end of the reporting year less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the Projected Unit Credit method. Post-employment benefits consist of severance benefits, employment awards, and disability benefits.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms of maturity approximating the terms of the related pension obligations. When there is no active market for such bonds, the yields of Government bonds are used.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Imbalan kerja (lanjutan)

Imbalan pascakerja (lanjutan)

Biaya jasa lalu diakui segera dalam laba rugi. Keuntungan dan kerugian atas kurtailmen atau penyelesaian suatu program manfaat pasti diakui pada saat kurtailmen atau penyelesaian tersebut terjadi.

Pengukuran kembali yang timbul dari penyesuaian pengalaman dan perubahan asumsi-asumsi aktuarial dibebankan atau dikreditkan pada penghasilan komprehensif lain pada tahun dimana beban tersebut terjadi. Akumulasi saldo pengukuran kembali dilaporkan pada ekuitas dalam penghasilan komprehensif lain.

Untuk program iuran pasti, Grup membayar iuran kepada dana pensiun yang dikelola oleh publik atau swasta. Grup tidak memiliki kewajiban membayar lebih lanjut jika iuran tersebut telah dibayarkan. Iuran tersebut diakui sebagai beban imbalan kerja ketika jatuh tempo. Iuran dibayar di muka diakui sebagai aset sepanjang pengembalian dana atau pengurangan pembayaran masa depan dimungkinkan.

Grup memberikan imbalan pascakerja lainnya seperti uang tunjangan kecelakan dinas serta bantuan kematian dan pemakaman. Nilai imbalan yang diberikan didasari pada PKB.

Tunjangan kecelakaan dinas diberikan kepada karyawan yang mengalami kecelakaan dinas. Bantuan kematian diberikan kepada ahli waris bagi karyawan yang meninggal dunia akibat kecelakaan kerja maupun tidak.

Imbalan pemeliharaan kesehatan

Grup menyediakan imbalan pemeliharaan kesehatan untuk karyawan yang berhak atas imbalan tersebut. Hak atas imbalan ini pada umumnya diberikan pada karyawan aktif dan pensiunan yang memenuhi masa kerja minimum tertentu atau berhenti bekerja karena cacat atau meninggal dunia. Perkiraan biaya imbalan ini dicadangkan sepanjang masa kerja karyawan dengan menggunakan metode akuntansi yang sama dengan yang digunakan untuk program pensiun manfaat pasti. Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian pengalaman dan perubahan asumsi aktuarial dibebankan atau dikreditkan ke ekuitas di penghasilan komprehensif lain pada periode saat terjadinya.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

r. Employee benefits *(continued)*

Post-employment benefits (continued)

Past service costs are recognised immediately in profit or loss. Gains or losses on the curtailment or settlement of a defined benefit plan are recognised when the curtailment or settlement occurs.

Remeasurements arising from experience adjustments and changes in actuarial assumptions are charged or credited to the other comprehensive income in the year in which they arise. The accumulated remeasurements balance is reported in equity in the other comprehensive income.

For defined contribution plans, the Group pays contributions to public or private pension plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expenses when they become due. Prepaid contributions are recognised as an asset to the extent that a cash refund or reduction in the future payments is available.

The Group provides other employee benefits such as disability benefit and death and funeral allowances benefit. The benefits that are paid are based on the CLA.

The disability benefit is provided to employees who have a work accident. The death benefit is provided to the heirs whether the death results from a work-related accident or not.

Health care benefits

The Group provides health care benefits to its employees who are entitled to these benefits. The entitlement to these benefits is usually granted to both active and retired employees who have fulfilled the minimum service period or cease working due to disability or death. The expected costs of these benefits are accrued over the years of employment using the same accounting method as used for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period they arise.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Imbalan kerja (lanjutan)

Imbalan kerja jangka panjang lainnya

Grup memberikan imbalan kerja jangka panjang lainnya seperti uang cuti besar dan penghargaan kesetiaan kerja. Nilai imbalan yang diberikan didasari pada PKB Grup.

Cuti besar diberikan kepada karyawan yang telah bekerja sekurang-kurangnya enam tahun terus menerus. Penghargaan kesetiaan kerja diberikan setiap delapan tahun bagi pegawai yang telah bekerja selama 16 tahun terus menerus.

Perhitungan imbalan kerja jangka panjang ditentukan dengan menggunakan metode *Projected Unit Credit*. Jumlah yang diakui sebagai liabilitas imbalan kerja jangka panjang di laporan posisi keuangan konsolidasian merupakan nilai kini liabilitas imbalan kerja pasti.

Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak kerja dibayarkan ketika pekerja diberhentikan atau ketika pekerja menerima penawaran mengundurkan diri secara sukarela. Grup mengakui pesangon pemutusan kontrak kerja pada tanggal yang lebih dahulu dari: (i) ketika Grup tidak bisa lagi membatalkan penawaran pesangon; dan (ii) ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam lingkup PSAK No. 237, "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi" dan melibatkan pembayaran pesangon pemutusan kontrak kerja. Dalam hal penawaran pengunduran diri secara sukarela, pesangon pemutusan kontrak kerja diukur berdasarkan ekspektasi jumlah karyawan yang menerima penawaran tersebut. Pesangon pemutusan kontrak kerja yang jatuh tempo lebih dari 12 bulan setelah tanggal pelaporan didiskontokan ke nilai kini.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***r. Employee benefits** (continued)*

Other long-term employee benefits

The Group provides other long-term employee benefits such as long leave allowance and loyalty benefit. The benefit is paid based on the Group's CLA.

The long leave allowance is given to employees who have worked for at least six years continuously. The loyalty benefit is given every eight years for employees who have worked for 16 years continuously.

Long-term benefits are determined using the Projected Unit Credit Method. The long-term employee benefits liabilities recognised in the consolidated statement of financial position represent the present value of the defined benefit obligation.

Termination benefits

Termination benefits are paid when employee is terminated by the Group before the normal retirement date or when an employee accepts voluntary redundancy in exchange for certain benefits. The Group recognises termination benefits at the earlier of the following dates: (i) when the Group can no longer withdraw the offer of termination benefits; and (ii) when the Group recognises costs for a restructuring that is within the scope of SFAS No. 237, "Provisions, Contingent Liabilities and Contingent Assets" that involve the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees who are expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Provisi

Provisi restorasi lingkungan, biaya restrukturisasi dan tuntutan hukum diakui ketika: Grup memiliki kewajiban masa kini (hukum atau konstruktif) sebagai akibat peristiwa masa lalu; kemungkinan besar akan terjadi arus keluar sumber daya yang mengandung manfaat ekonomi untuk memenuhi kewajiban tersebut; dan estimasi yang andal dapat dibuat mengenai besarnya kewajiban tersebut. Provisi tidak diakui untuk kerugian operasi masa depan.

Ketika terdapat beberapa kewajiban yang serupa, kemungkinan penyelesaian mengakibatkan arus keluar ditentukan dengan mempertimbangkan kelas kewajiban secara keseluruhan. Provisi diakui walaupun kemungkinan adanya arus keluar sehubungan dengan item manapun yang termasuk dalam kelas kewajiban yang sama mungkin kecil.

Provisi diukur sebesar nilai kini dari estimasi terbaik manajemen atas pengeluaran yang diharapkan diperlukan untuk menyelesaikan kewajiban kini pada akhir periode pelaporan. Tingkat diskonto yang digunakan untuk menentukan nilai kini adalah tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar atas nilai waktu uang dan risiko yang terkait dengan kewajiban. Peningkatan provisi karena berjalannya waktu diakui sebagai beban bunga.

t. Modal saham

Saham biasa dikelompokkan sebagai ekuitas, dan biaya langsung yang berkaitan dengan penerbitan saham baru atau opsi disajikan sebagai pengurang ekuitas, setelah dikurangi pajak, dari jumlah yang diterima.

u. Pembagian dividen

Pembagian dividen kepada pemegang saham Perusahaan diakui sebagai liabilitas dalam laporan keuangan konsolidasian dalam periode ketika pembagian dividen telah diumumkan.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

s. Provisions

Provision for environmental restoration, restructuring costs and legal claims is recognised when: the Group has a present obligation (legal or constructive) as a result of past events; it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation. Provision shall not be recognised for future operating losses.

Where there are a number of similar obligations, the probability that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pretax rate that reflects current market assessments of the time value of money and the risks specific to the liability. An increase in the provision due to the passage of time is recognised as interest expense.

t. Share capital

Ordinary shares are classified as equity, and incremental costs directly attributable to the issuance of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

u. Dividend distributions

Dividend distributions to the Company's shareholders are recognised as liabilities in the consolidated financial statements in the period when the dividends are declared.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Pengakuan pendapatan dan beban

Pengakuan pendapatan

Penjualan tenaga listrik

Pendapatan penjualan listrik diakui berdasarkan pemakaian energi listrik (kWh) yang dipasok kepada PLN dengan menggunakan formula tarif yang ditetapkan dalam perjanjian jual beli tenaga listrik. Formula tarif mencakup perhitungan komponen harga kapasitas, harga tetap operasi dan pemeliharaan, harga bahan bakar, tingkat pasokan energi serta variabel lainnya.

Grup mengakui pendapatan atas kewajiban pelaksanaan telah dipenuhi dalam sepanjang waktu ketika listrik dikonsumsi oleh PLN.

Aset keuangan dari konsesi jasa

Grup mengadakan Perjanjian Jual Beli Tenaga Listrik ("PJBTL") dengan PLN. PJBTL antara PLN dan Grup memenuhi definisi perjanjian konsesi jasa dimana PLN bertindak sebagai pemberi dan Grup bertindak sebagai operator. Grup setuju untuk merancang, membiayai, membangun, memiliki dan mengoperasikan fasilitas pembangkit listrik ("infrastruktur") dan menyerahkan listrik yang dihasilkan kepada PLN dengan syarat dan ketentuan yang disepakati dalam PJBTL.

Infrastruktur digunakan selama masa manfaatnya untuk tujuan pengaturan konsesi jasa. Dalam akuntansi konsesi jasa, Grup tidak mengakui infrastruktur sebagai aset tetap tetapi mengakuinya sebagai aset keuangan, karena Grup memiliki hak tanpa syarat untuk menerima uang tunai dari PLN melalui pembayaran kapasitas berdasarkan PJBTL. Aset keuangan dicatat sebagai "aset keuangan yang diukur dengan biaya perolehan diamortisasi" sesuai dengan PSAK No. 109.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

v. Revenue and expense recognition

Revenue recognition

Sales of electricity

Revenue from sales of electricity is recognised based on electricity usage (kWh) to PLN using the tariff formula stipulated in the power purchase agreements. The tariff formula includes the calculation of the capacity component, the fixed cost for operations and maintenance components, the fuel costs, power supply levels and other variables.

The Group recognises revenue for a performance obligation satisfied over time when electricity is consumed by PLN.

Financial assets from service concession

The Group entered into a Power Purchase Agreement ("PPA") with PLN. The PPA between PLN and the Group meets the definition of a service concession arrangement where PLN acts as a grantor and the Group acts as the operator. The Group agrees to design, finance, construct, own and operate a power generation facility ("infrastructure") and to deliver the generated electricity to PLN in accordance with terms and conditions as agreed in the PPA.

The infrastructure is used for its entire useful live for the purpose of the service concession arrangement. Under service concession accounting, the Group does not recognise the infrastructure as property, plant and equipment but recognises it as a financial asset, as the Group has an unconditional right to receive cash from PLN through the capacity payments under the PPA. The financial asset is accounted for as "financial assets held at amortised cost" in accordance with SFAS No. 109.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Pengakuan pendapatan dan beban (lanjutan)

Pengakuan pendapatan (lanjutan)

Pendapatan jasa pemeliharaan dan operasi untuk dan jasa lainnya

Grup mengakui pendapatan atas kewajiban pelaksanaan telah dipenuhi dalam sepanjang waktu hanya jika Grup dapat mengukur dengan andal atas penyelesaian kewajiban pelaksanaan. Dalam keadaan tertentu, Grup mungkin tidak dapat mengukur hasil atas kewajiban pelaksanaan secara wajar, tetapi Grup berekspektasi untuk memulihkan biaya yang timbul dalam memenuhi kewajiban pelaksanaan. Dalam keadaan tersebut, Grup mengakui pendapatan hanya sebatas biaya yang timbul sampai saat yang dapat mengukur hasil kewajiban pelaksanaan secara wajar.

Pendapatan jasa pemeliharaan dan operasi pembangkit tenaga listrik diakui atas dasar pekerjaan yang diselesaikan dalam sepanjang waktu pada saat jasa tersebut diberikan kepada pelanggan.

Komponen pembiayaan

Grup tidak memperkirakan adanya kontrak di mana jangka waktu antara pengalihan barang atau jasa yang dijanjikan kepada pelanggan dan pembayaran oleh pelanggan melebihi satu tahun. Akibatnya, Grup tidak menyesuaikan harga transaksi apa pun dengan nilai waktu uang.

Beban

Beban diakui pada saat terjadinya dengan dasar akrual.

***2. MATERIAL ACCOUNTING POLICY INFORMATION** (continued)*

***v. Revenue and expense recognition** (continued)*

***Revenue recognition** (continued)*

Rendering of services on maintenance and operation and other services

The Group recognises revenue for a performance obligation satisfied over time only if the Group can reasonably measure its progress towards the complete satisfaction of the performance obligation. In some circumstances, the Group may not be able to reasonably measure the outcome of a performance obligation, but the Group expects to recover the costs that have been incurred in satisfying the performance obligation. In those circumstances, the Group recognises revenue only to the extent of the costs that have been incurred until such a time that it can reasonably measure the outcome of the performance obligation.

Revenue from services on maintenance and operation and power plant is recognised on the basis of the work completed over time as the services are rendered to the customers.

Financing component

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

Expense

Expenses are recognised as incurred on an accrual basis.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

w. Pajak penghasilan

Beban pajak terdiri dari pajak kini dan pajak tangguhan. Pajak diakui dalam laba rugi, kecuali jika pajak itu terkait dengan kejadian atau transaksi yang diakui di penghasilan komprehensif lain atau langsung diakui pada ekuitas. Dalam hal ini, beban pajak tersebut masing-masing diakui pada penghasilan komprehensif lain atau secara langsung dicatat pada ekuitas.

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku atau yang secara substantif berlaku pada akhir periode pelaporan. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan sehubungan dengan situasi di mana aturan pajak yang berlaku membutuhkan interpretasi. Manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Untuk pendapatan yang menjadi subjek pajak penghasilan final, beban pajak diakui secara proporsional dengan jumlah pendapatan akuntansi yang diakui dan disajikan sebagai bagian dari akun beban usaha pada tahun berjalan dikarenakan pajak tersebut tidak memenuhi kriteria sebagai pajak penghasilan.

Pajak penghasilan tangguhan diakui dengan menggunakan metode liabilitas untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Namun, liabilitas pajak tangguhan tidak diakui jika timbul dari pengakuan awal goodwill; pajak tangguhan tidak diakui pada saat pengakuan awal suatu aset atau liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak memengaruhi laba rugi akuntansi maupun laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan menggunakan tarif dan peraturan pajak yang berlaku atau yang secara substansial telah berlaku pada akhir tahun pelaporan dan diharapkan diterapkan jika aset pajak penghasilan tangguhan direalisasikan atau liabilitas pajak tangguhan diselesaikan.

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat digunakan.

2. *MATERIAL ACCOUNTING POLICY INFORMATION* *(continued)*

w. Income tax

The tax expense comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax expense is recognised in other comprehensive income or directly in equity.

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in Annual Tax Returns with respect to situations in which applicable tax regulation is subject to interpretation. Management establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

For income that is subject to final tax, tax expenses are recognised proportionally with the accounting revenue that is recognised and presented as part of the operating expenses account in the current year as such tax does not satisfy the criteria of income tax.

Deferred income tax is recognised using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill; deferred income tax is not accounted for if it arises from the initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using the tax rates and laws that have been enacted or substantially enacted at the end of the reporting year and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised only to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised.

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2. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

w. Pajak penghasilan (lanjutan)

Aset dan liabilitas pajak tangguhan tidak diakui untuk perbedaan temporer antara nilai tercatat dan dasar pengenaan pajak atas dalam ventura bersama dan asosiasi dimana Grup dapat mengendalikan waktu pembalikan perbedaan temporer dan kemungkinan perbedaan tersebut tidak akan dibalik di masa mendatang.

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus jika terdapat hak yang berkekuatan secara hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini.

2. MATERIAL ACCOUNTING POLICY INFORMATION *(continued)*

w. Income tax *(continued)*

Deferred tax assets and liabilities are not recognised for temporary differences between the carrying amount and tax bases of investments in joint ventures and associates where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not be reversed in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities.

3. PERTIMBANGAN AKUNTANSI PENTING DAN ESTIMASI AKUNTANSI SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian yang sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan manajemen untuk membuat estimasi, pertimbangan dan asumsi yang mempengaruhi jumlah aset dan liabilitas yang dilaporkan dan pengungkapan aset dan liabilitas kontinjensi pada tanggal pelaporan, serta jumlah pendapatan dan beban selama tahun pelaporan. Estimasi, asumsi, dan pertimbangan tersebut dievaluasi secara terus menerus dan berdasarkan pengalaman historis dan faktor-faktor lainnya, termasuk harapan peristiwa di masa datang yang diyakini wajar berdasarkan kondisi yang ada.

Grup telah mengidentifikasi hal-hal berikut dimana diperlukan pertimbangan, estimasi dan asumsi signifikan dan dimana hasil aktual dapat berbeda dari estimasi tersebut jika menggunakan asumsi dan kondisi yang berbeda dan dapat mempengaruhi secara material hasil keuangan atau posisi keuangan konsolidasian Grup yang dilaporkan dalam tahun mendatang.

3. CRITICAL ACCOUNTING JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires management to make estimates, judgements and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the reporting date and the reported amounts of revenue and expenses during the reporting year. Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group has identified the following matters under which significant judgements, estimates and assumptions are made and where actual results may differ from these estimates under different assumptions and conditions and may materially affect the consolidated financial results or financial position of the Group as reported in future years.

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3. PERTIMBANGAN AKUNTANSI PENTING DAN ESTIMASI AKUNTANSI SIGNIFIKAN (lanjutan)

Pertimbangan penting dalam penerapan kebijakan akuntansi

Dalam proses penerapan kebijakan akuntansi yang dijelaskan dalam Catatan 2, Grup telah menentukan hal-hal berikut yang memerlukan pertimbangan signifikan:

Penentuan umur sewa

Penentuan apakah suatu perjanjian mengandung unsur sewa membutuhkan pertimbangan yang cermat untuk menilai apakah perjanjian tersebut memberikan hak untuk mendapatkan secara substansial seluruh manfaat ekonomis dari penggunaan aset identifikasian dan hak untuk mengarahkan penggunaan aset identifikasian, bahkan jika hak tersebut tidak dijabarkan secara eksplisit di perjanjian.

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan).

Umur sewa dinilai kembali ketika opsi sebenarnya diambil (atau tidak diambil) atau Grup menjadi berkewajiban untuk mengambil (atau tidak mengambil) opsi tersebut. Penilaian kepastian yang wajar hanya direvisi ketika peristiwa signifikan atau perubahan signifikan terjadi, yang mempengaruhi penilaian ini, dan hal tersebut dalam pengendalian penyewa.

3. CRITICAL ACCOUNTING JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES *(continued)*

Critical judgements in applying accounting policies

In the process of applying the accounting policies described in Note 2, the Group has identified the following matters under which significant judgements are made:

Determining lease term

Determining whether an arrangement is or contains a lease requires careful judgement to assess whether the arrangement conveys a right to obtain substantially all the economic benefits from use of the asset throughout the period of use and right to direct the use of the identified asset, even if the right is not explicitly specified in the arrangement.

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not to exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

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3. PERTIMBANGAN AKUNTANSI PENTING DAN ESTIMASI AKUNTANSI SIGNIFIKAN (lanjutan)

Pertimbangan penting dalam penerapan kebijakan akuntansi (lanjutan)

Dalam proses penerapan kebijakan akuntansi yang dijelaskan dalam Catatan 2, Grup telah menentukan hal-hal berikut yang memerlukan pertimbangan signifikan: (lanjutan)

Sewa – estimasi suku bunga pinjaman inkremental

Karena Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan estimasi untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir.

Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu di mana sewa dibuat, dan mata uang di mana pembayaran sewa ditentukan.

Kepentingan dalam pengaturan bersama

Pertimbangan diperlukan untuk menentukan ketika Grup memiliki pengendalian bersama, yang membutuhkan penilaian mengenai aktivitas relevan dan ketika keputusan yang berkaitan dengan aktivitas tersebut membutuhkan persetujuan dengan suara bulat. Grup menentukan bahwa aktivitas yang relevan untuk pengaturan bersama adalah aktivitas yang berkaitan dengan operasi dan pengambilan keputusan dalam pengaturan tersebut.

Pertimbangan juga diperlukan untuk mengklasifikasikan pengaturan bersama sebagai pengendalian bersama atau ventura bersama. Pengklasifikasian pengaturan tersebut mengharuskan Grup untuk menilai hak dan kewajiban yang timbul dari pengaturan tersebut. Secara khusus, Grup mempertimbangkan:

- Struktur dari pengaturan bersama - apakah dibentuk melalui kendaraan terpisah; dan
- Ketika pengaturan tersebut terstruktur melalui kendaraan terpisah, Grup juga mempertimbangkan hak dan kewajiban yang timbul dari:
  - bentuk legal dari kendaraan terpisah;
  - persyaratan dari perjanjian kontraktual; dan
  - fakta dan kondisi lain (ketika relevan).

3. CRITICAL ACCOUNTING JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES *(continued)*

Critical judgements in applying accounting policies *(continued)*

In the process of applying the accounting policies described in Note 2, the Group has identified the following matters under which significant judgements are made: (continued)

Lease – estimating the incremental borrowing rate

Since the Group cannot readily determine the implicit rate, management uses the Group's incremental borrowing rate as a discount rate. There are a number factors to consider in determining an incremental borrowing rate, many of which need estimation in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates.

In determining the incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.

Interest in joint arrangements

Judgement is required to determine when the Group has joint control, which requires an assessment of the relevant activities and when the decisions in relation to those activities require unanimous consent. The Group has determined that the relevant activities for its joint arrangements are those relating to the operating and capital decisions of the arrangement.

Judgement is also required to classify a joint arrangement as either a joint operation or a joint venture. Classifying the arrangement requires the Group to assess its rights and obligations arising from the arrangement. Specifically, the Group considers:

- *The structure of the joint arrangement - whether it is structured through a separate vehicle; and*
- *When the arrangement is structured through a separate vehicle, the Group also considers the rights and obligations arising from:*
  - *the legal form of the separate vehicle;*
  - *the terms of the contractual arrangement; and*
  - *other facts and circumstances (when relevant).*

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Pertimbangan penting dalam penerapan kebijakan akuntansi (lanjutan)

Dalam proses penerapan kebijakan akuntansi yang dijelaskan dalam Catatan 2, Grup telah menentukan hal-hal berikut yang memerlukan pertimbangan signifikan: (lanjutan)

Kepentingan dalam pengaturan bersama (lanjutan)

Penilaian ini sering membutuhkan pertimbangan yang signifikan. Kesimpulan yang berbeda mengenai pengendalian bersama dan apakah suatu pengaturan adalah sebuah operasi bersama atau ventura bersama, dapat memiliki dampak material terhadap laporan keuangan konsolidasian.

Grup memiliki pengaturan bersama yang terstruktur melalui ventura bersama, lihat Catatan 11 untuk daftar ventura bersama tersebut. Struktur dan persyaratan dari perjanjian kontraktual mengindikasikan bahwa Grup memiliki hak atas aset bersih dari pengaturan bersama tersebut. Grup menilai fakta dan kondisi lain yang berkaitan dengan pengaturan ini dan kesimpulan final dari penilaian yang dilakukan adalah pengaturan tersebut merupakan ventura bersama.

Estimasi dan asumsi akuntansi yang penting

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas selama 12 bulan ke depan dipaparkan di bawah ini.

Provisi atas KKE piutang usaha dan aset keuangan lainnya

Dalam menentukan KKE piutang, manajemen diharuskan untuk melakukan pertimbangan dalam menentukan apa yang dianggap sebagai peningkatan risiko kredit yang signifikan dan dalam membuat asumsi dan estimasi untuk memasukkan informasi yang relevan tentang peristiwa masa lalu, kondisi saat ini, dan prakiraan kondisi ekonomi. Pertimbangan telah diterapkan dalam menentukan umur dan titik pengakuan awal piutang.

Tingkat penyisihan tertentu dievaluasi oleh manajemen berdasarkan faktor-faktor yang memengaruhi kolektibilitas akun. Dalam kasus ini, Grup menggunakan penilaian berdasarkan fakta dan keadaan terbaik yang tersedia, termasuk hubungan dengan status kredit pelanggan berdasarkan laporan kredit pihak ketiga dan faktor pasar yang diketahui, untuk mencatat cadangan khusus untuk pelanggan terhadap jumlah yang jatuh tempo dalam jumlah yang diharapkan dapat diterima. Cadangan spesifik ini dievaluasi ulang dan disesuaikan karena informasi tambahan yang diterima memengaruhi jumlah yang diestimasi.

3. CRITICAL ACCOUNTING JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES *(continued)*

Critical judgements in applying accounting policies *(continued)*

In the process of applying the accounting policies described in Note 2, the Group has identified the following matters under which significant judgements are made: (continued)

Interest in joint arrangements (continued)

This assessment often requires significant judgement. A different conclusion on joint control and also whether the arrangement is a joint operation or a joint venture may materially impact the consolidated financial statements.

The Group has joint arrangements which are structured through joint ventures, see Note 11 for the list of joint ventures. These structures and the terms of the contractual arrangements indicate that the Group has rights to the net assets of the arrangements. The Group also assessed the other facts and circumstances relating to these arrangements and concluded that the arrangements are joint ventures.

Critical accounting estimates and assumptions

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 months are addressed below.

Provision for ECL of trade receivables and other financial assets

In determining ECL for receivables, management is required to exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions, and forecasts of economic conditions. Judgement has been applied in determining the lifetime and point of initial recognition of receivables.

The level of a specific provision is evaluated by management on the basis of factors that affect the collectability of the accounts. In these cases, the Group uses judgement based on the best available facts and circumstances, including relationship with the customers credits status based on third-party credit reports and known market factors, to record specific reserves for customers against amounts due in amounts that it expects to collect. These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated.

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3. PERTIMBANGAN AKUNTANSI PENTING DAN ESTIMASI AKUNTANSI SIGNIFIKAN (lanjutan)

Estimasi dan asumsi akuntansi yang penting (lanjutan)

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas selama 12 bulan ke depan dipaparkan di bawah ini. (lanjutan)

Taksiran masa manfaat aset tetap

Masa manfaat setiap aset tetap yang dimiliki Grup ditentukan berdasarkan periode aset tersebut diharapkan masih dapat digunakan. Estimasi ini ditentukan berdasarkan evaluasi teknis internal dan pengalaman atas aset sejenis. Masa manfaat setiap aset direviu secara periodik dan disesuaikan apabila prakiraan berbeda dengan estimasi sebelumnya karena keausan, keusangan teknis atau komersial, dan hukum atau keterbatasan lainnya atas pemakaian aset. Namun terdapat kemungkinan bahwa hasil operasi di masa mendatang dapat dipengaruhi secara signifikan oleh perubahan atas jumlah serta periode pencatatan beban yang diakibatkan karena perubahan faktor yang disebutkan di atas.

Perubahan masa manfaat aset tetap dapat mempengaruhi jumlah biaya penyusutan yang diakui dan nilai tercatat aset tetap.

Nilai wajar aset tetap yang menggunakan model revaluasi

Dalam proses revaluasi aset, manajemen, dengan bantuan penilai publik independen, menentukan data dan asumsi, menelaah metode penilaian serta berdiskusi dengan penilai. Pendekatan dan metode yang digunakan dalam melakukan revaluasi tergantung pada kelas aset. Walaupun data dan asumsi Grup dianggap tepat dan wajar, perubahan signifikan pada data input atau asumsi yang digunakan dapat berpengaruh secara signifikan terhadap nilai aset yang menggunakan model revaluasi.

Rincian dari pendekatan dan data input signifikan yang digunakan dalam melakukan revaluasi aset tetap diungkapkan dalam Catatan 9.

3. CRITICAL ACCOUNTING JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES *(continued)*

Critical accounting estimates and assumptions *(continued)*

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 months are addressed below. (continued)

Estimated useful lives of property, plant and equipment

The useful life of each item of the Group's property, plant, and equipment is estimated based on the period over which the asset is expected to be available for use. Such estimation is based on internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence, and legal or other limits on the use of the asset. It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above.

A change in the estimated useful life of any item of property, plant and equipment would affect the recorded depreciation expense and the carrying values of property, plant and equipment.

Fair value of property, plant and equipment that use the revaluation model

In the process of asset revaluation, management, with the assistance of an independent public valuer, determines the data inputs and assumptions, assesses valuation methods, and holds discussions with the valuers as part of the valuation process. The approaches and methods used in the revaluation depend on the asset class. While it is believed that the Group's data and assumptions are reasonable and appropriate, significant changes in data inputs or in assumptions may significantly affect the value of assets that use the revaluation model.

Details of the valuation approach and significant data input used in the revaluation of property, plant and equipment are disclosed in Note 9.

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Estimasi dan asumsi akuntansi yang penting (lanjutan)

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas selama 12 bulan ke depan dipaparkan di bawah ini. (lanjutan)

Imbalan pascakerja

Penentuan liabilitas imbalan pascakerja tergantung pada pemilihan asumsi tertentu yang digunakan oleh aktuaris dalam menghitung jumlah liabilitas tersebut. Asumsi tersebut termasuk antara lain tingkat diskonto dan tingkat kenaikan gaji. Realisasi yang berbeda dari asumsi Grup diakumulasi dan diamortisasi selama periode mendatang dan akibatnya akan berpengaruh terhadap jumlah biaya serta liabilitas yang diakui di masa mendatang. Walaupun asumsi Grup dianggap tepat dan wajar, namun perubahan signifikan pada kenyataannya atau perubahan signifikan dalam asumsi yang digunakan dapat berpengaruh secara signifikan terhadap liabilitas imbalan pascakerja Grup.

Asumsi yang digunakan untuk perhitungan liabilitas imbalan pascakerja diungkapkan dalam Catatan 14.

Pajak penghasilan

Perhitungan beban pajak penghasilan Grup memerlukan pertimbangan dan asumsi dalam menentukan pengurangan beban tertentu selama proses pengestimasian. Semua pertimbangan dan estimasi yang dibuat manajemen dapat dipertanyakan oleh Direktorat Jenderal Pajak ("DJP"). Akibatnya, terjadi ketidakpastian dalam penentuan pajak. Resolusi posisi pajak yang diambil oleh Grup melalui negosiasi dengan otoritas pajak yang relevan dapat berlangsung bertahun-tahun dan sangat sulit untuk memprediksi hasil akhirnya. Apabila terdapat perbedaan perhitungan pajak dengan jumlah yang telah dicatat, perbedaan tersebut akan berdampak pada pajak penghasilan dan pajak tangguhan dalam tahun dimana penentuan pajak tersebut dibuat.

Aset pajak tangguhan, termasuk yang timbul dari rugi pajak dan perbedaan temporer, diakui apabila dianggap lebih mungkin daripada tidak bahwa mereka dapat diterima kembali, dimana hal ini tergantung pada kecukupan pembentukan laba kena pajak di masa depan. Asumsi atas pembentukan laba kena pajak sangat dipengaruhi oleh estimasi dan asumsi manajemen atas tingkat penjualan dan biaya-biaya terkait yang terdapat risiko ketidakpastian, sehingga ada kemungkinan perubahan estimasi dan asumsi tersebut akan mengubah proyeksi laba kena pajak di masa mendatang.

3. CRITICAL ACCOUNTING JUDGEMENTS AND SIGNIFICANT ACCOUNTING ESTIMATES *(continued)*

Critical accounting estimates and assumptions *(continued)*

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 months are addressed below. (continued)

Post-employment benefits

The determination of post-employment benefits is dependent on the selection of certain assumptions used by actuaries when calculating such amounts. Those assumptions include, among others, the discount rate and rate of salary increase. Actual results that differ from assumptions are accumulated and amortised over future periods and therefore, generally affect the recognised expenses and liabilities recorded in such future periods. While it is believed that the assumptions are reasonable and appropriate, significant differences in actual experience or significant changes in assumptions may materially affect the post-employment benefits liability of the Group.

Assumptions used in the calculation of post-employment benefits are disclosed in Note 14.

Income taxes

The calculations of income tax expense for the Group requires judgements and assumptions in determining the deductibility of certain expenses during the estimation process. All judgements and estimates made by management may be challenged by the Directorate General of Taxes ("DGT"). As a result, the ultimate tax determination becomes uncertain. The resolution of tax positions taken by the Group through negotiations with the relevant tax authorities can take several years to complete and in some cases it is difficult to predict the ultimate outcome. Where the final outcome of these matters is different from the amounts initially recorded, such differences will have an impact on the income tax and deferred income tax provision in the year in which this determination is made.

Deferred tax assets, including those arising from tax losses carried forward and temporary differences, are recognised only where it is considered more likely than not that they will be recovered, which is dependent on the generation of sufficient future taxable profits. The assumptions about the generation of future taxable profits are heavily affected by the level of sales and the associated costs which are subject to risk and uncertainty and hence there is a possibility that changes in circumstances will alter the projected future taxable profits.

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4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

	2025	2024	
Kas	71	45	*Cash on hand*
Kas di bank			*Cash in banks*
Pihak berelasi			*Related parties*
PT Bank Negara Indonesia (Persero) Tbk ("BNI")			*PT Bank Negara Indonesia (Persero) Tbk ("BNI")*
Rupiah	2,982,898	3,838,978	*Rupiah*
US$	46,248	140,474	*US$*
PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")			*PT Bank Mandiri (Persero) Tbk ("Bank Mandiri")*
Rupiah	97,123	275,017	*Rupiah*
US$	48,331	60,415	*US$*
EUR	11,613	4,796	*EUR*
JPY	99	4	*JPY*
PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")			*PT Bank Rakyat Indonesia (Persero) Tbk ("BRI")*
Rupiah	68,446	190,233	*Rupiah*
PT Bank Syariah Indonesia Tbk ("BSI")			*PT Bank Syariah Indonesia Tbk ("BSI")*
Rupiah	37,726	34,770	*Rupiah*
Subjumlah	3,292,484	4,544,687	*Subtotal*
Pihak ketiga			*Third parties*
The National Bank of Kuwait			*The National Bank of Kuwait*
KWD	7,855	18,818	*KWD*
PT Bank HSBC Indonesia ("HSBC")			*PT Bank HSBC Indonesia ("HSBC")*
US$	1,656	2,152	*US$*
Rupiah	109	109	*Rupiah*
Subjumlah	9,620	21,079	*Subtotal*
Jumlah	**3,302,175**	**4,565,811**	***Total***
Deposito berjangka - Rupiah			*Time deposits - Rupiah*
Pihak berelasi			*Related parties*
BNI	55,000	2,500	*BNI*
BRI	302,700	-	*BRI*
Bank Mandiri	1,500	1,500	*Bank Mandiri*
Subjumlah	359,200	4,000	*Subtotal*
Jumlah	**3,661,375**	**4,569,811**	***Total***
Tingkat bunga deposito berjangka per tahun - Rupiah	2.25% - 2.75%	2.25% - 2.75%	*Interest rates per annum on time deposits - Rupiah*
Jangka waktu	1-3 Bulan/ *Months*	1-3 Bulan/ *Months*	*Maturity*

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information about the transactions and balances with related parties

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5. PIUTANG USAHA / *5. TRADE RECEIVABLES*

	2025	2024	
Pihak berelasi	73,994,810	69,366,978	*Related parties*
Cadangan kerugian kredit ekspektasian Pihak berelasi	(4,677)	(4,899)	*Allowance for ECL Related parties*
Jumlah, bersih - pihak berelasi	**73,990,133**	**69,362,079**	***Total, net - related parties***
Pihak ketiga	173,725	195,303	*Third parties*
Cadangan kerugian kredit ekspektasian Pihak ketiga	(36,842)	(42,226)	*Allowance for ECL Third parties*
Jumlah, bersih - pihak ketiga	**136,883**	**153,077**	***Total, net - third parties***
Jumlah, bersih	**74,127,016**	**69,515,156**	***Total, net***

Analisis umur piutang usaha adalah sebagai berikut: / *The aging analysis of trade receivables is as follows:*

	2025	2024	
Belum jatuh tempo	10,252,193	10,153,457	*Not yet due*
Sudah jatuh tempo			*Past Due*
1 s/d 30 hari	9,768,601	9,089,651	*1 to 30 days*
31 s/d 60 hari	10,581,711	9,488,693	*31 to 60 days*
61 s/d 90 hari	10,249,682	9,031,117	*61 to 90 days*
91 s/d 120 hari	10,028,469	9,214,990	*91 to 120 days*
> 120 hari	23,287,879	22,584,373	*> 120 days*
Jumlah	**74,168,535**	**69,562,281**	***Total***

Pergerakan cadangan kerugian kredit ekspektasian adalah sebagai berikut: / *The movement of the allowance for ECL is as follows:*

	2025	2024	
Saldo awal tahun	47,125	35,808	*Balance at beginning of year*
Penambahan	-	11,317	*Additions*
Pembalikan cadangan kerugian	(5,606)	-	*Reversal of loss allowance*
Saldo akhir tahun	**41,519**	**47,125**	***Balance at end of year***

Berdasarkan kesepakatan antara Perusahaan dan PLN, piutang usaha Perusahaan disalinghapuskan terhadap utang usaha terkait pembelian energi primer (Catatan 26e).

Based on the agreement between the Company and PLN, the trade receivables of the Company were offset with trade payables related to the purchase of primary energy (Note 26e).

Manajemen berpendapat bahwa cadangan atas kerugian kredit ekspektasian atas piutang usaha pada tanggal 31 Desember 2025 dan 2024 adalah cukup untuk menutupi kerugian kredit ekspektasian nilai dari piutang usaha.

Management believes that the allowance for ECL for trade receivables as at 31 December 2025 and 2024 is sufficient to cover the ECL of trade receivables.

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information about the transactions and balances with related parties.

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6. PERSEDIAAN / *6. INVENTORIES*

	2025	2024	
Batubara, bahan bakar dan pelumas	6,467,856	5,187,306	*Coal, fuel and lubricants*
Suku cadang	312,410	336,080	*Spare parts*
Jumlah	6,780,266	5,523,386	*Total*
Cadangan kerugian penurunan nilai persediaan dan persediaan usang	(401,732)	(372,319)	*Allowance for decline in value of inventories and inventory obsolescence*
Jumlah, bersih	**6,378,534**	**5,151,067**	***Total, net***

Pergerakan cadangan kerugian penurunan nilai dan persediaan usang adalah sebagai berikut:

The movement of the allowance for decline in value of inventories and inventory obsolescence is as follows:

	2025	2024	
Saldo awal tahun	372,319	343,634	*Balance at beginning of year*
Penambahan	29,413	28,685	*Additions*
Saldo akhir tahun	**401,732**	**372,319**	***Balance at end of year***

Manajemen berpendapat bahwa penyisihan yang ditetapkan memadai untuk menutup risiko penurunan nilai persediaan dan persediaan usang pada tanggal 31 Desember 2025 dan 2024.

Management believes that the allowance is adequate to cover possible losses on decline in value of inventories and inventory obsolescence as at 31 December 2025 and 2024.

Jumlah pemakaian persediaan yang diakui sebagai beban usaha dalam laba rugi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 untuk bahan bakar dan pelumas adalah masing-masing sebesar Rp77.711.423 dan Rp69.500.760 (Catatan 20), dan pemakaian suku cadang adalah masing-masing sebesar Rp1.332.105 dan Rp1.110.900 (Catatan 21).

The total amount of inventories used recognised as operating expenses in profit or loss for the years ended 31 December 2025 and 2024 for fuel and lubricants amounting to Rp77,711,423 and Rp69,500,760, respectively (Note 20), and for spare parts used amounting to Rp1,332,105 and Rp1,110,900, respectively (Note 21).

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7. ASET KEUANGAN DARI KONSESI JASA / *FINANCIAL ASSETS OF SERVICE CONCESSION*

Akun ini merupakan tagihan jangka panjang dari PLN sehubungan dengan pembayaran kapasitas minimum di masa depan yang ditetapkan dalam PJBTL yang telah diklasifikasikan sebagai aset keuangan sebagai akibat dari adopsi ISAK No.112.

This account represents long-term receivables from PLN in relation to the future minimum capacity payments set forth in PPA that have been classified as financial assets as a result of adoption of ISFAS No. 112.

	2025	2024	
Pembayaran minimum kapasitas di masa depan			*Future minimum capacity payments*
Tidak lebih dari satu tahun	201,523	201,523	*Not later than one year*
Antara lebih dari satu tahun sampai lima tahun	499,631	646,733	*Later than a year but not later than five years*
Lebih dari lima tahun	672,711	727,132	*Later than five years*
Jumlah pembayaran minimum kapasitas di masa depan	1,373,865	1,575,388	*Total future minimum capacity payments*
Dikurangi: penghasilan keuangan yang belum diterima	(474,011)	(546,439)	*Less: unearned financial revenue*
Nilai kini pembayaran minimum kapasitas di masa depan	899,854	1,028,949	*Present value of future capacity payments*
Dikurangi: bagian yang jatuh tempo dalam satu tahun	**(139,064)**	**(129,094)**	***Less: current portion***
Bagian jangka panjang	**760,790**	**899,855**	***Non-current portion***

a. IRP / *a. IRP*

Pada tanggal 30 Oktober 2007, IRP mengadakan PJBTL dengan PLN untuk jangka waktu 30 tahun setelah tanggal operasi komersial yaitu pada tanggal 30 November 2018. Dalam PJBTL tersebut PLN akan membayar pasokan tenaga listrik yang akan disediakan oleh IRP sebesar jumlah yang ditentukan berdasarkan formula pembayaran. Pembayaran tersebut mencakup beberapa komponen yaitu biaya kapasitas, energi, operasional dan pemeliharaan yang tergantung pada tingkat pasokan energi serta variabel lain yang ditentukan dalam PJBTL.

On 30 October 2007, IRP entered into a PPA with PLN for a period of 30 years after the Commercial Operation Date ("COD") on 30 November 2018. Based on the PPA, PLN will pay for the power supply electricity to be provided by IRP in the amount that is determined by the formula of payment. The payments cover several components, that is capacity, energy, operational and maintenance costs depending on the energy supply level and other variables specified in the PPA.

Manajemen berpendapat bahwa PJBTL sesuai dengan kriteria perjanjian konsesi jasa.

Management believes that PPA meets the criteria of service concession arrangements.

Grup mengakui pendapatan dari konsesi jasa sebagai berikut:

The Group recognised revenue of service concession as follows:

	2025	2024	
Bahan bakar dan pemeliharaan	227,094	174,660	*Fuel and maintenance*
Pendapatan keuangan	12,733	81,684	*Finance income*
Jumlah	**239,827**	**256,344**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo dengan pihak berelasi.

Refer to Note 24 for information about the transactions and balances with related parties.

Beban konsesi jasa yang diakui pada tahun berjalan adalah sebagai berikut:

Service concession expenses recognised during the years were as follows:

	2025	2024	
Bahan bakar dan pemeliharaan	280,688	268,412	*Fuel and maintenance*

Manajemen berpendapat bahwa cadangan atas kerugian kredit ekspektasian tidak material sehingga penyisihan dianggap tidak diperlukan pada tanggal 31 Desember 2025 dan 2024.

The Group's management opinion is that the provision for ECL is not material, therefore, it is not considered necessary as at 31 December 2025 and 2024.

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8. PIUTANG LAIN-LAIN DARI PIHAK BERELASI / *8. OTHER RECEIVABLES FROM RELATED PARTIES*

	2025	2024	
PT Asuransi Tugu Pratama Indonesia Tbk ("TPI")	855,093	-	*PT Asuransi Tugu Pratama Indonesia*
PT Rajamandala Electric Power ("REP")	524,036	485,856	*PT Rajamandala Electric Power ("REP")*
PT Shenhua Guohua Pembangkitan Jawa Bali ("SGPJB")	129,478	195,167	*PT Shenhua Guohua Pembangkitan Jawa Bali ("SGPJB")*
PT Maxpower Cogindo Batam ("MCB")	63,210	51,294	*PT Maxpower Cogindo ("MCB")*
PLN	50,426	469,042	*PLN*
PT GCL Indotenaga ("GCL")	30,154	123,836	*PT GCL Indotenaga ("GCL")*
Lainnya	91,977	73,250	*Others*
Subjumlah	1,744,374	1,398,445	*Subtotal*
Dikurangi: Cadangan kerugian kredit ekspektasian Pihak berelasi	(86,668)	(49,403)	*Less: Allowance for ECL Related parties*
Jumlah	1,657,706	1,349,042	*Total*
Dikurangi: bagian jangka pendek	**(1,171,452)**	**(885,522)**	***Less: current portion***
Bagian jangka panjang	**486,254**	**463,520**	***Long-term portion***

Pergerakan cadangan kerugian kredit ekspektasian adalah sebagai berikut:

The movement of the allowance for ECL is as follows:

	2025	2024	
Saldo awal tahun	49,403	48,719	*Balance at beginning of year*
Penambahan	37,265	684	*Additions*
Saldo akhir tahun	**86,668**	**49,403**	***Balance at end of year***

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo pihak berelasi.

Refer to Note 24 for information on the details of transactions and balance with related parties.

Manajemen berpendapat bahwa cadangan atas kerugian kredit ekspektasian atas piutang lain-lain pihak berelasi pada tanggal 31 Desember 2025 dan 2024 adalah cukup untuk menutupi kerugian kredit ekspektasian nilai dari piutang lain-lain pihak berelasi.

Management believes that the allowance for ECL for other receivables from related parties as at 31 December 2025 and 2024 is sufficient to cover the ECL of other receivables from related parties.

TPI

Pada tanggal 31 Desember 2025, Grup mengakui piutang klaim asuransi dari TPI sebesar Rp855.093, yang merupakan hak atas kompensasi sehubungan dengan kejadian yang dijamin dalam polis asuransi pada beberapa unit pembangkit listrik.

TPI

As of December 31, 2025, the Group recognized insurance claim receivables from TPI amounting to Rp855,093, representing the right to compensation in connection with insured events covered under the insurance policies at several power generation units.

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8. PIUTANG LAIN-LAIN DARI PIHAK BERELASI (lanjutan)

8. *OTHER RECEIVABLES FROM RELATED PARTIES* *(continued)*

TPI (lanjutan)

TPI (continued)

Piutang klaim asuransi sebagian besar timbul sebagai akibat dari kejadian kebakaran pada PLTU Labuan Angin Unit 1 pada tanggal 8 Mei 2025 dan PLTU Asam-Asam Unit 4 pada tanggal 20 September 2025, yang mengakibatkan kerusakan signifikan pada peralatan turbin dan fasilitas terkait. Atas kejadian tersebut, Grup telah mengakui penurunan nilai atas aset tetap terkait dan mengakui kerugian sebesar Rp579.971 dalam laba rugi tahun berjalan serta penurunan surplus revaluasi aset tetap sebesar Rp306.503 (Catatan 9).

The insurance claim receivables mostly arose as a result of fire incidents at PLTU Labuan Angin Unit 1 on 8 May 2025 and PLTU Asam-Asam Unit 4 on 20 September 2025, which resulted in significant damage to turbine equipment and related facilities. As a result of these incidents, the Group recognised an impairment loss on the related property, plant and equipment and recognized a loss of Rp579,971 in profit or loss for the current year, as well as a decrease in the revaluation surplus of property, plant and equipment of Rp306,503 (Note 9).

Klaim asuransi telah diajukan kepada TPI sesuai dengan syarat dan ketentuan polis asuransi yang berlaku berdasarkan evaluasi manajemen terhadap ketentuan polis, cakupan pertanggungan, korespondensi dengan perusahaan asuransi, serta laporan penilai kerugian independen. Manajemen berpendapat bahwa penerimaan kompensasi asuransi tersebut bersifat hampir pasti, sehingga piutang klaim asuransi diakui sebagai aset pada tanggal 31 Desember 2025.

Insurance claims have been filed with TPI in accordance with the terms and conditions of the applicable insurance policies based on management's assessment of the policy terms, scope of coverage, correspondence with the insurance company, and reports from the independent loss adjuster. Management is of the view that the receipt of insurance compensation is virtually certain, and accordingly, the insurance claim receivables have been recognised as an asset as at 31 December 2025.

REP

REP

Pada tanggal 4 Juli 2014, Perusahaan memberikan pinjaman jangka panjang sebesar US$9.399.962 kepada REP untuk membiayai proyek 46,6 Megawatt di Pembangkit Listrik Tenaga Air ("PLTA") Sungai Citarum di Cianjur, Jawa Barat. Pinjaman ini dikenakan bunga 10,00% per tahun dengan jangka waktu 17,5 tahun setelah *grace period* selama pembangunan.

On 4 July 2014, the Company provided a long-term loan of US$9,399,962 to REP for the financing of the 46.6 Megawatt project in Hydroelectric Power Plant ("HPP") Citarum River at Cianjur, West Java. This loan bears interest of 10.00% per annum with a 17.5 years term of repayment after a grace period during construction.

Tanggal operasi komersial PLTA telah diamendemen, terakhir kali melalui Amendemen Pertama atas PJBTL tertanggal 10 Agustus 2017, menjadi 57 bulan setelah tanggal pendanaan. Pada tanggal 12 Mei 2019, PLTA Rajamandala 1 x 47 MW telah beroperasi secara komersial berdasarkan sertifikat tanggal operasi komersial No. 188.BA/159/REP/2019. Pokok pinjaman akan ditagihkan dan terutang setiap enam bulan sejak tanggal operasi komersial.

The COD has been amended, most recently through the First Amendment of PPA dated 10 August 2017, 57 months after the financial close date. On 12 May 2019, the Rajamandala 1 x 47 MW HPP was commercially operated based on COD certificate No. 188.BA/159/REP/2019. The principal shall be invoiced and due every six months starting on COD.

Pada tanggal 23 November 2016, Perusahaan memberikan tambahan pinjaman sebesar US$5.724.490 kepada REP dengan persyaratan dan kondisi yang sama dengan pinjaman sebelumnya.

On 23 November 2016, the Company provided additional loans of US$5,724,490 to REP with similar terms and conditions to the previous loan.

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8. PIUTANG LAIN-LAIN DARI PIHAK BERELASI (lanjutan)

REP (Lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, saldo pokok pinjaman Perusahaan kepada REP masing-masing adalah sebesar US$15.124.452 (setara dengan Rp252.881) dan US$15.124.452 (setara dengan Rp244.366) dan piutang bunga masing-masing sebesar US$16.028.594 (setara dengan Rp267.998) dan US$14.516.149 (setara dengan Rp234.537). Piutang lainnya sebesar Rp3.157 (2024: Rp6.953) merupakan biaya operasi dan pemeliharaan serta biaya remunerasi.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, penghasilan bunga masing-masing adalah sebesar US$1.512.445 (setara dengan Rp25.288) dan US$1.516.589 (setara dengan Rp24.133) yang disajikan dalam laba rugi.

Pada tanggal 31 Desember 2025 dan 2024, tidak ada pembayaran kembali pokok pinjaman dan bunga yang dibayarkan oleh REP. Perusahaan tidak berhak untuk meminta pembayaran kembali atas pokok pinjaman yang diberikan kepada REP sebelum Tanggal Pembebasan Fasilitas Senior, namun untuk pembayaran bunga yang dilakukan oleh REP harus memenuhi syarat dan kondisi yang tertuang dalam perjanjian pemegang saham sebagai berikut:
- Uang yang ada pada kredit dari Rekening Distribusi; atau
- Sumber - sumber lain yang dapat disetujui secara tertulis oleh Agen Antar Kreditur.

PLN

Pada tanggal 31 Desember 2025 dan 2024, piutang lain-lain pihak berelasi kepada PLN merupakan piutang yang tidak berasal dari kegiatan usaha utama Perusahaan, terutama terkait dengan biaya perjalanan dinas karyawan dan pekerjaan perbaikan sejumlah Rp50.426 (2024: piutang penggunaan bahan bakar dan pelumas sebesar Rp323.596 dan penggantian terkait biaya pembebasan lahan sebesar Rp145.446).

SGPJB

Pada tanggal 31 Desember 2025 dan 2024, piutang lain-lain pihak berelasi dengan SGPJB merupakan piutang atas penggunaan batubara oleh SGPJB sebesar Rp129.478. (2024: Rp195.167).

***8. OTHER RECEIVABLES FROM RELATED PARTIES** (continued)*

REP (continued)

As at 31 December 2025 and 2024, the Company's principal outstanding loan balance to REP was US$15,124,452 (equivalent to Rp252,881) and US$15,124,452 (equivalent to Rp244,366), respectively, and interest receivables amounting to US$16,028,594 (equivalent to Rp267,998) and US$14,516,149 (equivalent to Rp234,537) respectively. Other receivables of Rp3,157 (2024: Rp6,953) represent operation and maintenance cost and remuneration cost.

For the years ended 31 December 2025 and 2024, interest income amounting to US$1,512,445 (equivalent to Rp25,288) and US$1,516,589 (equivalent to Rp24,133) were presented in profit or loss.

As at 31 December 2025 and 2024, there was no repayment of the loan principal and interest paid by REP. The Company is not entitled to request repayment of principal loan provided to REP before the Senior Facility Release Date, while interest paid by REP should fulfil several terms and conditions as stated in the shareholder agreement as follows:
- *The monies standing to the credit of the Distribution Accounts; or*
- *Other sources as may be approved in writing by the Intercreditor Agent.*

PLN

As of 31 December 2025 and 2024, other receivables from PLN represent receivables that do not arise from the Group's main operating activities, primarily related to employee travel expenses and repair works amounting to Rp50,426 (2024: receivables from usage of fuel and lubricants amounting to Rp323,596 and reimbursements related to land acquisitions cost amounting to Rp145,446).

SGPJB

As of 31 December 2025 and 2024, other receivables from SGPJB are receivables for the use of coal by SGPJB amounting to Rp129,478. (2024: Rp195,167).

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8. PIUTANG LAIN-LAIN DARI PIHAK BERELASI (lanjutan)

GCL

Pada tanggal 26 November 2025, GCL melalui Rapat Umum Pemegang Saham ("RUPS") No. 004/GMS-GCLIT/2025 telah mengumumkan dividen kepada IPRen sebesar US$1.750.000 atau setara dengan Rp29.260 (Catatan 11).

Selama tahun 2025, GCL telah membayar IPRen atas sisa saldo piutang dividen 2023 yang belum dibayar sebesar US$5.838.314 setara dengan Rp98.113.

Sehingga sisa saldo piutang dividen yang belum dibayar pada tanggal 31 Desember 2025 sebesar US$1.750.000 (2024: US$5.838.314) atau setara dengan Rp29.260 (2024: Rp94.330).

Pada tanggal 31 Desember 2025, terdapat piutang lainnya atas remunerasi sebesar Rp894 (2024: piutang lainnya atas pendapatan operasi dan pemeliharaan sebesar Rp29.506).

MCB

Pada tanggal 18 Februari 2022, Perusahaan memberikan pinjaman jangka panjang sebesar Rp35.827 kepada MCB untuk membiayai proyek Gas Engine Power Plant ("PLTMG") Baloi 30 MW. Pinjaman tersebut dikenakan tingkat bunga sebesar 7,55% per tahun dengan jangka waktu selama 9 tahun, terhitung sejak 29 November 2021 hingga 29 November 2030.

Pada tanggal 31 Desember 2025 dan 2024, saldo pokok pinjaman Perusahaan kepada MCB sebesar Rp20.871, dan piutang bunga masing-masing sebesar Rp5.111 dan Rp3.535. Piutang lainnya sebesar Rp37.228 (2024: Rp26.888) merupakan biaya operasi dan pemeliharaan, kompensasi pegawai serta dividen.

***8. OTHER RECEIVABLES FROM RELATED PARTIES** (continued)*

GCL

On 26 November 2025, GCL through the General Meeting of Shareholders ("GMS") No. 004/GMS-GCLIT/2025 has declared its dividends to IPRen amounting to US$1,750,000 or equivalent to Rp29,260 (Note 11).

During 2025, GCL has paid IPRen the remaining amount of the dividend receivable that has not been paid in 2023 amounted to US$5,838,314 or equivalent to Rp98,113.

Therefore, the remaining balance of the dividend receivables that had not been paid as of 31 December 2025 amounted to US$1,750,000 (2024: US$5,838,314) or equivalent to Rp29,260 (2024: Rp94,330).

On 31 December 2025, there is other receivable from remuneration amounting to Rp894 (2024: other receivable from operating and maintenance revenue amounting to Rp29,506).

MCB

On 18 February 2022, the Company provided a long-term loan of Rp35,827 to MCB to finance the Baloi 30 MW Gas Engine Power Plant ("PLTMG") project. This loan bears interest at a rate of 7.55% per annum with a tenor of 9 years, starting from 29 November 2021 until 29 November 2030.

As at 31 December 2025 and 2024, the Company's principal outstanding loan balance to MCB was Rp20,871, and interest receivables amounting to Rp5,111 and Rp3,535. Other receivables of Rp37,228 (2024: Rp26,888) represent operation and maintenance costs, management compensation, and dividends.

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9. ASET TETAP / *9. PROPERTY, PLANT AND EQUIPMENT*

	2025					
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Saldo akhir/ *Ending balance*	
Biaya perolehan						***Acquisition cost***
Pemilikan langsung						*Direct acquisitions*
Hak atas tanah	19,152,683	-	-	14,530	19,167,213	*Land rights*
Bangunan umum, waduk dan prasarana	24,471,910	93,726	(407)	256,273	24,821,502	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	276,244,823	1,067,308	(1,444,897)	4,574,342	280,441,576	*Installations and power plants*
Perlengkapan transmisi	5,656,118	116,491	(35,671)	574,278	6,311,216	*Transmission equipment*
Perlengkapan pengolahan data dan telekomunikasi	160,780	3,226	-	10,846	174,852	*Telecommunication and data processing equipment*
Perlengkapan umum	5,290,744	63,116	(2,627)	52,805	5,404,038	*General equipment*
Kendaraan bermotor	699,765	18,384	-	6,664	724,813	*Motor vehicles*
Material cadang utama	546,389	12,277	-	62,229	620,895	*Major spare parts*
Subjumlah	**332,223,212**	**1,374,528**	**(1,483,602)**	**5,551,967**	**337,666,105**	*Subtotal*
Aset dalam pembangunan	2,833,033	5,187,949	-	(5,626,252)	2,394,730	*Construction in progress*
Aset tidak digunakan dalam operasi	2,255,544	-	(2,588)	341,527	2,594,483	*Assets not used in operations*
Jumlah	**337,311,789**	**6,562,477**	**(1,486,190)**	**267,242**	**342,655,318**	*Total*
Akumulasi penyusutan						***Accumulated depreciation***
Pemilikan langsung						*Direct acquisitions*
Bangunan umum, waduk dan prasarana	-	880,931	(58)	484	881,357	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	-	10,326,899	(591,561)	(8,510)	9,726,828	*Installations and power plants*
Perlengkapan transmisi	-	561,103	(2,882)	(1,041)	557,180	*Transmission equipment*
Perlengkapan pengolahan data dan telekomunikasi	-	33,945	-	(12)	33,933	*Telecommunication and data processing equipment*
Perlengkapan umum	4,688,593	203,689	(2,627)	(7,060)	4,882,595	*General equipment*
Kendaraan bermotor	597,890	36,283	-	-	634,173	*Motor vehicles*
Material cadang utama	-	23,224	-	(1,394)	21,830	*Major spare parts*
Subjumlah	**5,286,483**	**12,066,074**	**(597,128)**	**(17,533)**	**16,737,896**	*Subtotal*
Aset tidak digunakan dalam operasi	2,071,364	69,215	(2,588)	16,110	2,154,101	*Assets not used in operations*
Jumlah	**7,357,847**	**12,135,289**	**(599,716)**	**(1,423)**	**18,891,997**	*Total*
Penyisihan untuk penurunan nilai	1,578	-	-	-	1,578	*Provision for impairment*
Jumlah tercatat bersih	**329,952,364**				**323,761,743**	***Net carrying value***

	2024						
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Dampak revaluasi/ *Revaluation impact*	Saldo akhir/ *Ending balance*	
Biaya perolehan							***Acquisition cost***
Pemilikan langsung							*Direct acquisitions*
Hak atas tanah	17,832,992	-	-	42,157	1,277,534	19,152,683	*Land rights*
Bangunan umum, waduk dan prasarana	25,874,415	147,160	(12,684)	215,078	(1,752,059)	24,471,910	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	267,001,118	772,177	(811,673)	10,093,371	(810,170)	276,244,823	*Installations and power plants*
Perlengkapan transmisi	5,597,800	98,750	(10,083)	43,033	(73,382)	5,656,118	*Transmission equipment*
Perlengkapan pengolahan data dan telekomunikasi	213,790	22,152	(102)	1,654	(76,714)	160,780	*Telecommunication and data processing equipment*
Perlengkapan umum	5,105,729	155,918	(3,846)	32,943	-	5,290,744	*General equipment*
Kendaraan bermotor	652,891	44,303	-	2,571	-	699,765	*Motor vehicles*
Material cadang utama	549,043	51,020	-	(65,804)	12,130	546,389	*Major spare parts*
Subjumlah	322,827,778	1,291,480	(838,388)	10,365,003	(1,422,661)	332,223,212	*Subtotal*
Aset dalam pembangunan	9,009,609	4,387,584	-	(10,564,160)	-	2,833,033	*Construction in progress*
Aset tidak digunakan dalam operasi	2,021,740	-	-	233,804	-	2,255,544	*Assets not used in operations*
Jumlah	333,859,127	5,679,064	(838,388)	34,647	(1,422,661)	337,311,789	*Total*

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9. ASET TETAP (lanjutan) / 9. *PROPERTY, PLANT AND EQUIPMENT (continued)*

	2024						
	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Dampak revaluasi/ *Revaluation impact*	Saldo akhir/ *Ending balance*	
Akumulasi penyusutan							***Accumulated depreciation***
Pemilikan langsung							*Direct acquisitions*
Bangunan umum, waduk dan prasarana	1,610,580	850,504	(12,684)	28	(2,448,428)	-	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	17,055,013	10,090,097	(811,673)	(14,229)	(26,319,208)	-	*Installations and power plants*
Perlengkapan transmisi	602,529	527,958	(10,083)	(1,531)	(1,118,873)	-	*Transmission equipment*
Perlengkapan pengolahan data dan telekomunikasi	58,305	29,534	(102)	(182)	(87,555)	-	*Telecommunication and data processing equipment*
Perlengkapan umum	4,397,523	303,576	(3,846)	(8,660)	-	4,688,593	*General equipment*
Kendaraan bermotor	554,752	49,512	-	(6,374)	-	597,890	*Motor vehicles*
Material cadang utama	30,310	18,900	-	-	(49,210)	-	*Major spare parts*
Subjumlah	24,309,012	11,870,081	(838,388)	(30,948)	(30,023,274)	5,286,483	*Subtotal*
Aset tidak digunakan dalam operasi	1,831,519	208,897	-	30,948	-	2,071,364	*Assets not used in operations*
Jumlah	26,140,531	12,078,978	(838,388)	-	(30,023,274)	7,357,847	*Total*
Penyisihan untuk penurunan nilai	92,820	-	-	(91,242)	-	1,578	*Provision for impairment*
Jumlah tercatat bersih	**307,625,776**					**329,952,364**	***Net carrying value***

Beban penyusutan dialokasikan sebagai berikut: / *Depreciation expense was allocated to the following:*

	2025	2024	
Beban usaha	12,065,568	11,241,448	*Operating expenses*
Beban lain-lain - bersih	69,721	837,530	*Other expenses - net*
Jumlah	**12,135,289**	**12,078,978**	***Total***

Grup memiliki beberapa bidang tanah dengan hak legal berupa Hak Pakai dan Hak Guna Bangunan ("HGB"). Hak Pakai tidak mempunyai jangka waktu sedangkan HGB Grup jatuh tempo antara tahun 2026 sampai dengan 2054, tetapi dapat diperpanjang. Grup juga mempunyai beberapa bidang tanah yang sedang dalam proses perpanjangan HGB dan pengurusan balik nama menjadi atas nama Grup.

The Group owns several pieces of land with Rights to Use and Building Use Rights ("HGB"). Rights to Use have no expiration date while HGB will expire from 2026 to 2054, but they are renewable by the Group. The Group also has several pieces of land rights which are still in an extension process and in the process of transfer of certificate to the name of the Group.

Instalasi mesin pembangkit serta perlengkapan transmisi diasuransikan kepada perusahaan asuransi yaitu PT Asuransi Tugu Pratama Indonesia Tbk (2024: PT Asuransi Tugu Pratama Indonesia Tbk) terhadap risiko kebakaran dan kemungkinan risiko lainnya dengan jumlah pertanggungan sebesar US$12.936.660.180 (setara dengan Rp216.300.958) pada tanggal 31 Desember 2025 (2024: US$12.936.660.180 (setara dengan Rp209.017.619). Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

Power plant installations and transmission equipment were insured with insurance company against fire and other possible risks with PT Asuransi Tugu Pratama Indonesia Tbk (2024: PT Asuransi Tugu Pratama Indonesia Tbk) against the risk of fire and other possible risks with insurance coverage of US$12,936,660,180 (equivalent to Rp216,300,958) as at 31 December 2025 (2024: US$12,936,660,180 (equivalent to Rp209,017,619). Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

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9. ASET TETAP (lanjutan)

9. *PROPERTY, PLANT AND EQUIPMENT* *(continued)*

Revaluasi aset

Pada tahun 2024, manajemen mempekerjakan penilai eksternal independen dan berkualifikasi untuk menentukan nilai wajar aset tetap yaitu Kantor Jasa Penilai Publik Rengganis, Hamid & Rekan ("KJPP RHR"). KJPP RHR merupakan penilai Independen yang telah terdaftar di Kementerian Keuangan dan OJK. Pada tanggal 31 Desember 2025, manajemen berpendapat bahwa nilai wajar dari aset tetap yang direvaluasi tidak berbeda secara material dengan jumlah tercatatnya.

Tabel di bawah ini menganalisis aset tetap yang dicatat pada nilai wajar berdasarkan hierarki nilai wajar sesuai dengan PSAK No. 113 berdasarkan valuasi tanggal 31 Desember 2024. Perbedaan tingkatan nilai wajar dijelaskan sebagai berikut:

Asset revaluation

In 2024, the Group engaged external and independent and qualified valuers, Kantor Jasa Penilai Publik Rengganis, Hamid & Partners ("KJPP RHR") to determine the fair value of property, plant and equipment. KJPP RHR is an independent valuer registered in the Ministry of Finance and OJK. As at 31 December 2025, management is of the opinion that the fair value of the revalued property, plant and equipment does not differ materially from their carrying amounts.

The table below analyses the property, plant and equipment that have been recorded at fair value, based on the fair value hierarchy in SFAS No. 113 based on valuation as at 31 December 2024. The different levels of fair value are defined as follows:

	Pengukuran nilai wajar 31 Desember 2024 menggunakan/ *Fair value measurement at 31 December 2024 using*				
	Tingkat 1/ *Level 1*	**Tingkat 2/ *Level 2***	**Tingkat 3/ *Level 3***	**Jumlah/ *Total***	
Pengukuran nilai wajar					***Fair value measurement***
Hak atas tanah	-	599,480	18,553,203	19,152,683	*Land rights*
Bangunan umum, waduk dan prasarana	-	439,489	24,032,421	24,471,910	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	-	-	276,244,823	276,244,823	*Installations and power plants*
Perlengkapan transmisi	-	-	5,656,118	5,656,118	*Transmission equipment*
Perlengkapan pengolahan data dan telekomunikasi	-	-	160,780	160,780	*Telecommunication and data processing equipment*
Material cadang utama	-	-	546,389	546,389	*Major spare parts*
Jumlah		**1,038,969**	**325,193,734**	**326,232,703**	***Total***

Perbedaan tingkatan nilai wajar dijelaskan sebagai berikut:
- Harga kuotasian (tidak disesuaikan) dari pasar yang aktif untuk aset atau liabilitas yang identik (Tingkat 1);
- Input selain kuotasian dari pasar yang disertakan pada Tingkat 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung (yaitu sebagai sebuah harga) atau secara tidak langsung (yaitu sebagai turunan dari harga) (Tingkat 2); dan
- Input untuk aset atau liabilitas yang tidak didasarkan pada data pasar yang dapat diobservasi (informasi yang tidak dapat diobservasi) (Tingkat 3).

The different levels of fair value are defined as follows:
- *Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);*
- *Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2); and*
- *Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).*

Tidak terdapat aset tetap yang bisa diukur dengan nilai wajar Tingkat 1.

There were no property, plant and equipment which could be measured as Level 1 fair value.

Tidak terdapat transfer antara Tingkat 1 dan Tingkat 2 selama tahun berjalan.

There were no transfers between Levels 1 and 2 during the years.

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9. ASET TETAP (lanjutan)

Nilai wajar Tingkat 2 dari hak atas tanah dihitung dengan menggunakan pendekatan pasar dan pendekatan pendapatan, sedangkan untuk bangunan menggunakan pendekatan biaya. Input yang diperoleh dari pendekatan pasar yaitu:

a. Harga jual atau harga sewa per meter persegi;
b. Tingkat hunian;
c. Tingkat pertumbuhan;
d. Tingkat diskonto dan kapitalisasi;
e. Biaya pembuatan baru per meter persegi;
f. Tingkat depresiasi;
g. Biaya operasional;
h. Keuntungan pengembangan; dan
i. Indeks kemahalan konstruksi.

Rekonsiliasi atas saldo awal terhadap saldo akhir dari pengukuran nilai wajar dengan menggunakan informasi signifikan yang tidak dapat diobservasi (Tingkat 3) adalah sebagai berikut:

9. PROPERTY, PLANT AND EQUIPMENT *(continued)*

The Level 2 fair value of land rights is calculated using the market approach and income approach, while building value is calculated using the cost approach. Data inputs were obtained from the market approach that consists of the following:

a. Sale or rental price per square metre;
b. Occupancy rate;
c. Growth rate;
d. Discount and capitalisation rate;
e. Replacement cost new per square metre;
f. Depreciation rate;
g. Operational expense;
h. Developers margin; and
i. Construction cost index.

Reconciliation of the beginning balances to the closing balances of the fair value measurements using significant unobservable inputs (Level 3) is as follows:

	1 Januari/ *January* 2024	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Jumlah yang diakui dalam laba rugi/ *Amount recognised in profit or loss*		Keuntungan/ (kerugian) yang diakui pada penghasilan komprehensif lain/ *Gain/(losses) recognised in other comprehensive income*	31 Desember/ *31 December* 2024	
				Depresiasi/ *Depreciation*	*Penurunan nilai/ Impairment*			
Hak atas tanah	17,415,269	-	-	-	-	1,137,934	18,553,203	*Land rights*
Bangunan umum, waduk dan prasarana	23,901,641	147,160	202,394	(850,504)	(1,371)	633,101	24,032,421	*Building, reservoirs and infrastructures*
Instalasi dan mesin pembangkit	250,772,693	772,177	9,281,698	(10,090,097)	(6,299)	25,514,651	276,244,823	*Installations and power plants*
Perlengkapan transmisi	5,006,953	98,750	32,950	(527,958)	(3,468)	1,048,891	5,656,118	*Transmissions equipment*
Perlengkapan pengolahan data dan telekomunikasi	160,353	22,152	1,552	(29,534)	-	6,257	160,780	*Telecommunications and data processing equipments*
Material cadangan utama	518,733	51,020	(65,804)	(18,900)	(3)	61,343	546,389	*Major spare parts*
Jumlah	**297,775,642**	**1,091,259**	**9,452,790**	**(11,516,993)**	**(11,141)**	**28,402,177**	**325,193,734**	***Total***

Nilai wajar Tingkat 3 dihitung dengan menerapkan pendekatan pasar, pendekatan pendapatan dan pendekatan biaya dengan menggunakan input yang tidak dapat diobservasi. Selain menggunakan input yang berasal dari pasar, KJPP RHR juga menggunakan input yang tidak dapat diobservasi dari pasar dan menggunakan asumsi khusus terkait dengan jenis aset yang tergolong sebagai properti khusus, seperti pembangkit listrik, jaringan transmisi dan distribusi, dan lainnya. Penyesuaian dilakukan berdasarkan ukuran, kapasitas, usia, lokasi, bentuk dan spesifikasi, hak atas tanah dan elemen perbandingan lainnya.

The Level 3 fair value is calculated through the market approach, income approach, and cost approach by using unobservable inputs. Other than the data inputs observed from the market, KJPP RHR also used unobservable market data inputs and used special assumptions related to the assets classified as specialised property, such as power plants, transmission and distribution networks, and others. Adjustments were made based on size, capacity, age, location, shape and specification, land rights and other comparison elements.

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9. ASET TETAP (lanjutan)

9. *PROPERTY, PLANT AND EQUIPMENT (continued)*

Informasi mengenai pengukuran nilai wajar yang menggunakan informasi signifikan yang tidak dapat diobservasi (Tingkat 3) adalah sebagai berikut:

Information about fair value measurements using significant unobservable inputs (Level 3) is as follows:

	Nilai wajar pada tanggal 31 Desember 2024/ *Fair value as at 31 December 2024*	Teknik penilaian/ *Valuation technique*	Informasi yang tidak dapat diobservasi/ *Unobservable inputs*	Kisaran input yang tidak dapat diobservasi/ *Range of unobservable inputs*	Hubungan informasi yang tidak dapat diobservasi terhadap nilai wajar/ *Relationship of unobservable inputs to fair value*	
Hak atas tanah						***Land rights***
Hak atas tanah pembangkit	19,094,895	Pendekatan pendapatan dengan metode pengembangan lahan/ *The income approach with the land development method*	-Penyesuaian parameter pengembangan/ *Adjustment of parameter development*	60% - 80%*	-Semakin tinggi koefisien luas bangunan ("KLB") maka semakin tinggi nilai wajar/ *The higher the KLB, the higher the fair value*	*Power plant land rights*
			-Data luas dan aspek legal/ *Land area and legal aspects*	-	-Tanah bersertifikat akan memiliki nilai wajar lebih tinggi/ *Certified land will have the higher fair value*	
			-Perubahan peruntukan/ *Zoning changes*	-	-Peruntukan tanah sekitar mengindikasikan nilai wajar yang lebih tinggi/ *Zoning of neighboring land might have the higher fair value*	
Bangunan						***Buildings***
Bangunan pembangkit	19,604,576	Pendekatan biaya/ *Cost approach*	-Indeks koefisien jenis pembangkit/ *Power plant type index coefficient***	1.50 - 6.91	-Semakin besar indeks koefisien maka semakin tinggi nilai wajar/ *The higher the index coefficient, the higher the fair value*	*Power plant buildings*
			-Volume bangunan/ *Building volumes*	60% - 70%*	-Semakin besar volume maka semakin tinggi nilai wajar/ *The higher the building volumes, the higher the fair value*	
Waduk dan prasarana	5,578,932	Trending/ *Trending*	-Indeks koefisien berdasarkan Badan Pusat Statistik ("BPS")/ *Index coefficient BPS*	1.00 - 2.57	-Semakin besar tingkat indeks koefisien maka semakin tinggi nilai wajar/ *The higher the index coefficient, the higher the fair value*	*Reservoir and infrastructure*
			-Nilai perolehan/ *Acquisition value*	10% - 30%	-Semakin besar nilai perolehan, semakin tinggi nilai wajar/ *The higher the acquisition costs, the higher the fair value*	
Jalan dan sepur samping	102,299	Trending/ *Trending*	-Indeks koefisien BPS/ *Index coefficient BPS*	1.00 - 2.57	- Semakin besar tingkat indeks koefisien maka semakin tinggi nilai wajar/ *The higher index coefficient, the higher the fair value*	*Road and rail side*
			-Nilai perolehan/ *Acquisition value*	10% - 30%	-Semakin besar nilai perolehan maka semakin tinggi nilai wajar/ *The higher the acquisition costs, the higher the fair value*	
Instalasi dan mesin pembangkit	263,982,639	Pendekatan biaya/ *Cost approach*	-Tingkat kemunduran fungsional/ *Functional obsolescence rate*	1% - 71%	-Semakin besar tingkat kemunduran fungsional maka semakin rendah nilai wajar/ *The higher the functional obsolescence rate, the lower the fair value*	***Installation and power plants***
			-Nilai pengganti baru/ *Replacement cost new ("RCN")*	50% - 60%*	-Semakin tinggi nilai pengganti baru maka semakin tinggi nilai wajar/ *The higher the RCN, the higher the fair value*	
			-Tingkat indeks *Producer Price Index* ("PPI")/ *PPI index rate*	1.00 - 3.80	-Semakin besar tingkat indeks PPI maka semakin tinggi nilai wajar/ *The higher the PPI index rate, the higher the fair value*	

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9. ASET TETAP (lanjutan)

9. *PROPERTY, PLANT AND EQUIPMENT* *(continued)*

Informasi mengenai pengukuran nilai wajar yang menggunakan informasi signifikan yang tidak dapat diobservasi (Tingkat 3) adalah sebagai berikut:

Information about fair value measurements using significant unobservable inputs (Level 3) is as follows:

	Nilai wajar pada tanggal 31 Desember 2024/ *Fair value as at 31 December 2024*	Teknik penilaian/ *Valuation technique*	Informasi yang tidak dapat diobservasi/ *Unobservable inputs*	Kisaran input yang tidak dapat diobservasi/ *Range of unobservable inputs*	Hubungan informasi yang tidak dapat diobservasi terhadap nilai wajar/ *Relationship of unobservable inputs to fair value*	
Perlengkapan transmisi dan distribusi	17,212,279	Pendekatan biaya/ *Cost approach*	-Tingkat kemunduran fungsional/ *Functional obsolescence rate*	1% - 71%	-Semakin besar tingkat kemunduran fungsional maka semakin rendah nilai wajar/ *The higher the functional obsolescence rate, the lower the fair value*	***Installation and power plants***
			-Nilai pengganti baru/ *RCN*	50% - 60%*	-Semakin tinggi nilai pengganti baru maka semakin tinggi nilai wajar/ *The higher the RCN, the higher the fair value*	
			-Tingkat indeks PPI/ *PPI index rate*	1.00 - 3.80	-Semakin besar tingkat indeks PPI maka semakin tinggi nilai wajar/ *The higher the PPI index rate, the higher the fair value*	
Perlengkapan pengolahan data dan telekomunikasi	156,771	Pendekatan biaya/ *Cost approach*	-Tingkat indeks PPI/ *PPI index rate*	1.00 - 1.10	-Semakin besar tingkat indeks PPI maka semakin tinggi nilai wajar/ *The higher PPI index rate, the higher fair value*	***Telecommunications and data processing equipment***
			-Nilai perolehan/ *Acquisition value*	50% - 60%*	-Semakin besar nilai perolehan maka semakin tinggi nilai wajar/ *The higher the acquisition costs,the higher the fair value*	
Material cadang utama	604,172	Pendekatan biaya/ *Cost approach*	-Tingkat indeks PPI/ *PPI index rate*	1.00 - 3.80	-Semakin besar tingkat indeks PPI maka semakin tinggi nilai wajar/ *The higher the PPI index rate, the higher the fair value*	***Major spare parts***
			-Nilai perolehan/ *Acquisition value*	50% - 60%*	-Semakin besar nilai perolehan maka semakin tinggi nilai wajar/ *The higher the acquisition costs, the higher the fair value*	

*) Kisaran bobot dari input yang tidak dapat diobservasi/*The range of weights of the unobservable input*
**) Untuk Pembangkit Listrik Tenaga Minyak Gas ("PLTMG") dan Pembangkit Listrik Tenaga Gas *Mobile Power Plant* ("PLTG MPP")/*For PLTMG and PLTG MPP*

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9. ASET TETAP (lanjutan)

9. *PROPERTY, PLANT AND EQUIPMENT* *(continued)*

Surplus revaluasi, dikurangi dengan penghasilan pajak tangguhan yang terkait, telah dikreditkan pada penghasilan komprehensif lain dan disajikan sebagai "surplus revaluasi aset tetap" pada laporan perubahan ekuitas konsolidasian.

The revaluation surplus, net of applicable deferred income taxes, has been credited to other comprehensive income and is presented as "property, plant and equipment revaluation surplus" in the consolidated statement of changes in equity.

Jika Grup tidak menerapkan model revaluasi, nilai tercatat bersih aset tetap pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp128.893.553 dan Rp128.088.038.

If the Group did not apply the revaluation model, the net carrying value of the property, plant and equipment as at 31 December 2025 and 2024 would have amounted to Rp128,893,553 and Rp128,088,038, respectively.

Mutasi surplus revaluasi aset tetap yang disajikan dalam laporan perubahan ekuitas konsolidasian adalah sebagai berikut:

The movements of property, plant and equipment revaluation surplus which are presented in the consolidated statement of changes in equity are as follows:

	2025	2024	
Saldo awal tahun	271,411,575	249,360,734	*Balance at beginning of year*
Peningkatan surplus revaluasi	-	28,611,768	*Increase on revaluation surplus*
Reklasifikasi surplus revaluasi ke saldo laba	(715,686)	(547,339)	*Reclassification of revaluation surplus to retained earnings*
Penurunan nilai aset tetap	(306,503)	-	*Impairment of property, plant and equipment*
Manfaat pajak terkait (Catatan 23d)	67,431	(6,013,588)	*Related income tax benefit (Note 23d)*
Saldo akhir tahun	**270,456,817**	**271,411,575**	***Balance at end of year***

Aset dalam pembangunan

Construction in progress

Akun ini merupakan biaya-biaya yang terjadi sehubungan dengan pembangunan dan renovasi/ perbaikan sarana kelistrikan, sebagai berikut:

This account represents costs incurred in relation to the construction and renovation/betterment of power supply facilities, as follows:

	2025	2024	
Pembangkit listrik:			*Power plants:*
Tenaga gas/uap	737,962	335,414	*Gas/steam power*
Tenaga uap	706,877	814,503	*Steam power*
Tenaga air	326,215	341,241	*Hydro power*
Tenaga gas	214,607	1,030,103	*Gas power*
Tenaga diesel	212,102	111,666	*Diesel power*
Tenaga panas bumi	81,057	102,374	*Geothermal power*
Fungsi pendukung	115,910	97,732	*Supporting function*
Jumlah	**2,394,730**	**2,833,033**	***Total***

Setelah penyelesaian suatu proyek, masih perlu dilakukan sejumlah pengujian-pengujian sebelum proyek pekerjaan dalam pelaksanaan menerima sertifikat laik operasi.

After completion of a project, there are still a number of tests that need to be performed before the projects are certified for operations.

Pada tanggal 31 Desember 2025 dan 2024, biaya pinjaman yang dikapitalisasi ke aset dalam pembangunan masing-masing sebesar Rp45.651 dan Rp75.179.

As at 31 December 2025 and 2024, the borrowing costs that were capitalised to construction in progress were Rp45,651 and Rp75,179, respectively.

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9. ASET TETAP (lanjutan)

Aset dalam pembangunan (lanjutan)

Biaya pinjaman dikapitalisasi pada tingkat bunga rata-rata tertimbang dari pinjaman adalah sebesar 5,47% pada tahun 2025 (2024: 6,53%).

Aset tidak digunakan dalam operasi

Aset tidak digunakan dalam operasi meliputi aset tetap yang akan direlokasi, yang sementara belum digunakan dalam operasi, aset tetap akan diperbaiki, dan aset tetap yang akan dihapus.

Pada tanggal 31 Desember 2025 dan 31 Desember 2024, tidak terdapat aset tidak beroperasi yang dijual.

Berdasarkan penelaahan manajemen, manajemen berpendapat bahwa penyisihan penurunan nilai Grup adalah cukup untuk menutupi kemungkinan adanya kerugian yang timbul dari nilai tercatat aset tetap pada tanggal 31 Desember 2025 dan 2024.

9. PROPERTY, PLANT AND EQUIPMENT *(continued)*

Construction in progress *(continued)*

Borrowing costs were capitalised at the weighted average rate of borrowings of 5.47% in 2025 (2024: 6.53%).

Assets not used in operations

Assets not used in operations comprised property, plant and equipment to be relocated, those temporarily not in use in operations, assets to be repaired, and assets to be disposed of.

As at 31 December 2025 and 31 December 2024, there were no assets not used in operations that were sold.

Based on management's assessment, management is of the opinion that the provision for impairment is adequate to cover the possible impairment losses of the carrying amount of property, plant and equipment as at 31 December 2025 and 2024.

10. ASET HAK GUNA / ***10. RIGHT-OF-USE ASSETS***

	2025				
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions*)***	**Pengurangan/ *Deductions *)***	**Saldo akhir/ *Ending balance***	
Biaya perolehan					***Acquisition cost***
Hak atas tanah	2,258,459	342,301	-	2,600,760	*Land rights*
Bangunan umum, waduk dan prasarana	79,860	67,273	(79,860)	67,273	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	4,787,972	37,856	(2,348,793)	2,477,035	*Installations and power plants*
Perlengkapan pengolahan data dan telekomunikasi	-	-	-	-	*Telecommunication and data processing equipment*
Perlengkapan umum	1,781	5,627	(1,242)	6,166	*General equipment*
Kendaraan bermotor	344,933	142,438	(163,365)	324,006	*Motor vehicles*
Jumlah	**7,473,005**	**595,495**	**(2,593,260)**	**5,475,240**	*Total*
Akumulasi penyusutan					***Accumulated depreciation***
Hak atas tanah	355,135	157,329	-	512,464	*Land rights*
Bangunan umum, waduk dan prasarana	79,829	22,455	(79,860)	22,424	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	2,187,714	418,855	(1,361,586)	1,244,983	*Installations and power plants*
Perlengkapan pengolahan data dan telekomunikasi	-	-	-	-	*Telecommunication and data processing equipment*
Perlengkapan umum	475	1,902	(455)	1,922	*General equipment*
Kendaraan bermotor	178,659	113,461	(130,167)	161,953	*Motor vehicles*
Jumlah	**2,801,812**	**714,002**	**(1,572,068)**	**1,943,746**	*Total*
Jumlah tercatat bersih	**4,671,193**			**3,531,494**	***Net carrying value***

*) termasuk modifikasi kontrak sewa di tahun berjalan/*including modifications to lease contracts in the current year*

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10. ASET HAK GUNA (lanjutan) / *10. RIGHT-OF-USE ASSETS (continued)*

	2024				
	Saldo awal/ *Beginning balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions *)***	**Saldo akhir/ *Ending balance***	
Biaya perolehan					***Acquisition cost***
Hak atas tanah	2,435,930	1,403	(178,874)	2,258,459	*Land rights*
Bangunan umum, waduk dan prasarana	81,832	-	(1,972)	79,860	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	4,787,976	-	(4)	4,787,972	*Installations and power plants*
Perlengkapan pengolahan data dan telekomunikasi	-	-	-	-	*Telecommunication and data processing equipment*
Perlengkapan umum	3,784	540	(2,543)	1,781	*General equipment*
Kendaraan bermotor	301,148	162,383	(118,598)	344,933	*Motor vehicles*
Jumlah	7,610,670	164,326	(301,991)	7,473,005	*Total*
Akumulasi penyusutan					***Accumulated depreciation***
Hak atas tanah	218,744	137,796	(1,405)	355,135	*Land rights*
Bangunan umum, waduk dan prasarana	56,913	20,588	2,328	79,829	*Buildings, reservoirs and infrastructure*
Instalasi dan mesin pembangkit	1,720,709	468,759	(1,754)	2,187,714	*Installations and power plants*
Perlengkapan pengolahan data dan telekomunikasi	-	-	-	-	*Telecommunication and data processing equipment*
Perlengkapan umum	2,610	941	(3,076)	475	*General equipment*
Kendaraan bermotor	165,718	130,365	(117,424)	178,659	*Motor vehicles*
Jumlah	2,164,694	758,449	(121,331)	2,801,812	*Total*
Jumlah tercatat bersih	**5,445,976**			**4,671,193**	***Net carrying value***

*) termasuk modifikasi kontrak sewa di tahun berjalan/*including modifications to lease contracts in the current year*

Beban penyusutan dialokasikan sebagai berikut: / *Depreciation expense was allocated to the following:*

	2025	**2024**	
Penyusutan aset hak guna	560,121	758,449	*Right-of-use assets depreciation*
Beban bahan bakar dan pelumas	153,881	-	*Fuel and lubricants expenses*
Jumlah	**714,002**	**758,449**	***Total***

Pada tanggal 31 Desember 2025, Grup telah mereklasifikasi aset hak guna ke aset tetap sebesar Rp270.283 (Catatan 9).

As at 31 December 2025, the Group has reclassified the right-of-use assets to property, plant and equipment amounting to Rp270,283 (Note 9).

Pada tanggal 31 Desember 2025, Grup melakukan novasi kontrak yang disepakati bersama dengan beberapa vendor sehubungan dengan kontrak sewa kapal *floating storage and regasification unit*, aset pipa gas, serta aset hak guna lainnya, yang mengakibatkan Grup menghentikan pengakuan atas aset hak guna dengan nilai tercatat sebesar Rp2.028.694.

As at 31 December 2025, the Group had a contract novation agreed with several counterparties in connection with the lease arrangements for the floating storage and regasification unit vessel, gas pipeline assets, and other right-of-use assets. As a result of the novation, the Group derecognised the right-of-use assets with a carrying amount of Rp2,028,694.

Berdasarkan penelaahan manajemen, tidak terdapat peristiwa atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset hak guna secara signifikan pada tanggal 31 Desember 2025 dan 2024.

Based on management's review, there are no events or changes in circumstances that indicate a significant decline in the value of the right-of-use assets on 31 December 2025 and 2024.

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11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA / *11. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES*

Rincian investasi pada entitas asosiasi dan ventura bersama adalah sebagai berikut:

The details of investments in associates and joint ventures are as follows:

Entitas/*Entity*	Domisili/ *Domicile*	Jenis usaha/ *Nature of business*	Tahun operasi/ *Commercial operations*	Persentase kepemilikan/ *Percentage of ownership* 2025	2024
Entitas asosiasi/*Associates*					
PT Indo Pusaka Berau ("IPB")	Berau	Pembangkit tenaga listrik/ *Electricity supplier*	2005	46.53	46.53
PT Prima Layanan Niaga Suku Cadang ("PLNSC")	Jakarta	Perdagangan barang dan jasa, *engineering* supply chain dan konsultasi di bidang ketenagalistrikan/ *Operation and services trading, engineering supply chain and consultation in the electricity sector*	2018	49.00	49.00
PT Trina Mas Agra Indonesia ("TMAI")	Kendal	Manufaktur solar PV/ *Solar PV Manufacture*	2025	25.00	25.00
Ventura bersama/*Joint ventures*					
PT Rajamandala Electric Power ("REP")	Jakarta	Pembangkit tenaga listrik/ *Electricity supplier*	2019	51.00	51.00
PT GCL Indotenaga ("GCL")	Jakarta	Pembangkit tenaga listrik/ *Electricity supplier*	2021	35.00	35.00
PT Indo Raya Tenaga ("IRT")	Jakarta	Pembangkit tenaga listrik/ *Electricity supplier*	2025	51.00	51.00
PT Maxpower Cogindo Batam ("MCB")	Batam	Pembangkit tenaga listrik, aktivitas penunjang kelistrikan, perdagangan mesin, suku cadang dan perlengkapannya/ *Electricity supplier, electrical support activities, sale of machinery, spare parts and accessories*	2022	30.00	30.00
PT Indo Acwa Tenaga Saguling ("IATS")	Jakarta	Pembangkit tenaga listrik/ *Electricity supplier*	*)	51.00	51.00
PT Minahasa Brantas Energi ("MBE")	Jakarta	Pembangkit tenaga listrik/ *Electricity supplier*	*)	51.00	51.00
PT Indo Acwa Tenaga Singkarak ("IATSing")	Jakarta	Pembangkit tenaga listrik/ *Electricity supplier*	*)	51.00	51.00
PT Hijaunesia GCL Banyuwangi ("HGB") **)	Banyuwangi	Pembangkit tenaga listrik/ *Electricity supplier*	*)	51.00	-
PT Hijaunesia GCL Gajah Mungkur ("HGGM") **)	Wonogiri	Pembangkit tenaga listrik/ *Electricity supplier*	*)	51.00	-
PT Hijaunesia Vena Pasuruan ("HVP") **)	Pasuruan	Pembangkit tenaga listrik/ *Electricity supplier*	*)	51.00	-

*) Dalam tahap pengembangan/*In development stage*
**) Diakuisisi pada tahun 2025/*Acquired in 2025*

Seluruh entitas asosiasi dan ventura bersama dicatat oleh Grup dengan menggunakan metode ekuitas. Seluruh entitas adalah entitas tertutup dan tidak terdapat harga pasar dikutip yang tersedia untuk sahamnya.

All associates and joint ventures are recorded by the Group using the equity method. They are private entities and there is no quoted market price available for their shares.

Pada tanggal 31 Desember 2025 dan 2024, manajemen berpendapat bahwa tidak terdapat pembatasan dan risiko signifikan yang terkait dengan investasi pada entitas asosiasi dan ventura bersama.

As at 31 December 2025 and 2024, management believes that there is no restriction and significant risk regarding the investments in associates and joint ventures.

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11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

11. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES (continued)

Mutasi investasi pada entitas asosiasi dan ventura bersama adalah sebagai berikut:

The movements in investments in associates and joint ventures were as follows:

	2025							
	Jumlah tercatat/ *Carrying amount* 1 Januari/ *January* 2025	Penambahan/ *Additions*	Bagian atas laba bersih/ *Share in net income*	Bagian atas penghasilan komprehensif lainnya/ *Share of other comprehensive income*	Pengurangan/ *Deduction*	Dividen/ *Dividends*	Jumlah tercatat/ *Carrying amount* 31 Desember/ *December* 2025	
Entitas asosiasi								***Associates***
IPB	74,086	-	(28,227)	-	-	-	45,859	*IPB*
PLNSC	174,524	-	81,742	-	-	-	256,266	*PLNSC*
TMAI	106,314	-	20,772	-	-	-	127,086	*TMAI*
Subjumlah	354,924	-	74,287	-	-	-	429,211	*Subtotal*
Ventura bersama								***Joint ventures***
REP	142,472	-	(124,222)	4,510	-	-	22,760	*REP*
GCL	948,574	-	135,452	(29,690)	-	(29,260)	1,025,076	*GCL*
IRT	7,657,689	-	1,215,113	(139,556)	-	-	8,733,246	*IRT*
MCB	11,924	-	1,418	-	-	(72)	13,270	*MCB*
IATS	4,824	-	4,653	4,653	-	-	14,130	*IATS*
MBE	32,286	-	(304)	(570)	-	-	31,412	*MBE*
IATSing	10,710	-	(174)	778	-	-	11,314	*IATSing*
HGB	-	44,880	68	-	-	-	44,948	*HGB*
HGG	-	43,350	67	-	-	-	43,417	*HGG*
HVP	-	42,840	163	-	-	-	43,003	*HVP*
Subjumlah	8,808,479	131,070	1,232,234	(159,875)	-	(29,332)	9,982,576	*Subtotal*
Jumlah	**9,163,403**	**131,070**	**1,306,521**	**(159,875)**	**-**	**(29,332)**	**10,411,787**	***Total***

	2024							
	Jumlah tercatat/ *Carrying amount* 1 Januari/ *January* 2024	Penambahan/ *Additions*	Bagian atas laba bersih/ *Share in net income*	Bagian atas penghasilan komprehensif lainnya/ *Share of other comprehensive income*	Pengurangan/ *Deduction*	Dividen/ *Dividends*	Jumlah tercatat/ *Carrying amount* 31 Desember/ *December* 2024	
Entitas asosiasi								***Associates***
IPB	126,174	-	(52,088)	-	-	-	74,086	*IPB*
PLNSC	141,576	-	32,948	-	-	-	174,524	*PLNSC*
TMAI	30,468	96,627	(20,781)	-	-	-	106,314	*TMAI*
Subjumlah	298,218	96,627	(39,921)	-	-	-	354,924	*Subtotal*
Ventura bersama								***Joint ventures***
REP	146,743	-	(10,578)	6,307	-	-	142,472	*REP*
PDG	79,208	-	14,289	-	(93,497)	-	-	*PDG*
GCL	854,342	-	146,886	107,347	-	(160,001)	948,574	*GCL*
IRT	6,444,894	-	931,190	281,605	-	-	7,657,689	*IRT*
MCB	12,290	-	(366)	-	-	-	11,924	*MCB*
IATS	-	10,710	(6,236)	350	-	-	4,824	*IATS*
MBE	-	32,283	3	-	-	-	32,286	*MBE*
IATSing	-	10,710	-	-	-	-	10,710	*IATSing*
Subjumlah	7,537,477	53,703	1,075,188	395,609	(93,497)	(160,001)	8,808,479	*Subtotal*
Jumlah	**7,835,695**	**150,330**	**1,035,267**	**395,609**	**(93,497)**	**(160,001)**	**9,163,403**	***Total***

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11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

Berikut ini adalah ringkasan informasi keuangan entitas asosiasi dan ventura bersama pada 31 Desember 2025 dan 2024 yang dicatat dengan menggunakan metode ekuitas.

11. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES (continued)

The following table contains the summarised financial information for associates and joint ventures as at 31 December 2025 and 2024 which are accounted for using the equity method.

Entitas Asosiasi / *Associates*

	2025				
	IPB	PLNSC	TMAI	Jumlah/*Total*	
Kas dan setara kas	20,183	100,273	317,537	437,993	*Cash and cash equivalents*
Aset lancar lainnya (tidak termasuk kas)	182,448	1,643,117	140,731	1,966,296	*Other current assets (excluding cash)*
Jumlah aset lancar	202,631	1,743,390	458,268	2,404,289	*Total current assets*
Aset tidak lancar	214,045	11,119	1,202,543	1,427,707	*Non-current assets*
Liabilitas keuangan (tidak termasuk utang usaha)	4,065	319,940	100,085	424,090	*Financial liabilities (excluding trade payables)*
Liabilitas lancar lainnya (termasuk utang usaha)	292,269	911,509	118,570	1,322,348	*Other current liabilities (including trade payables)*
Jumlah liabilitas lancar	296,334	1,231,449	218,655	1,746,438	*Total current liabilities*
Liabilitas keuangan	-	-	933,811	933,811	*Financial liabilities*
Liabilitas tidak lancar lainnya	21,784	70	-	21,854	*Other non-current liabilities*
Jumlah liabilitas tidak lancar	21,784	70	933,811	955,665	*Total non-current liabilities*
Aset bersih	98,558	522,990	508,345	1,129,893	*Net assets*
% kepemilikan	46.53%	49%	25%		*% of ownership*
Bagian Grup atas aset bersih entitas asosiasi	45,859	256,266	127,086	429,211	*The Group's share of the net assets of associates*
Penyesuaian metode ekuitas	-	-	-	-	*Adjustments of equity methods*
Jumlah tercatat	**45,859**	**256,266**	**127,086**	**429,211**	***Total carrying value***
Pendapatan	113,572	1,928,172	1,461,290	3,503,034	*Revenue*
Beban pokok pendapatan	-	(1,587,055)	(1,273,342)	(2,860,397)	*Cost of revenue*
Beban usaha	(180,547)	(62,716)	(63,064)	(306,327)	*Operating expenses*
Penghasilan keuangan	180	275	-	455	*Finance income*
Beban keuangan	(36)	-	-	(36)	*Finance costs*
Beban lain-lain, bersih	(8,728)	(58,447)	(41,795)	(108,970)	*Other expenses, net*
Beban pajak penghasilan	14,894	(53,408)	-	(38,514)	*Income tax expense*
Laba/(rugi) tahun berjalan	(60,665)	166,821	83,089	189,245	*Profit/(loss) for the year*
% kepemilikan	46.53%	49%	25%		*% of ownership*
Bagian Grup atas laba/(rugi) bersih entitas asosiasi	**(28,227)**	**81,742**	**20,772**	**74,287**	***The Group's share of the net income/(loss) of associates***

	2024				
	IPB	PLNSC	TMAI	Jumlah/*Total*	
Kas dan setara kas	8,727	97,192	28,880	134,799	*Cash and cash equivalents*
Aset lancar lainnya (tidak termasuk kas)	148,671	860,028	293,016	1,301,715	*Other current assets (excluding cash)*
Jumlah aset lancar	157,398	957,220	321,896	1,436,514	*Total current assets*
Aset tidak lancar	216,246	9,245	642,048	867,539	*Non-current assets*
Liabilitas keuangan (tidak termasuk utang usaha)	1,226	195,905	33,897	231,028	*Financial liabilities (excluding trade payables)*
Liabilitas lancar lainnya (termasuk utang usaha)	119,936	392,455	21,741	534,132	*Other current liabilities (including trade payables)*
Jumlah liabilitas lancar	121,162	588,360	55,638	765,160	*Total current liabilities*
Liabilitas keuangan	494	-	-	494	*Financial liabilities*
Liabilitas tidak lancar lainnya	14,569	490	483,051	498,110	*Other non-current liabilities*
Jumlah liabilitas tidak lancar	15,063	490	483,051	498,604	*Total non-current liabilities*
Aset bersih	237,419	377,615	425,255	1,040,289	*Net assets*
% kepemilikan	46.53%	49%	25%	-	*% of ownership*
Bagian Grup atas aset bersih entitas asosiasi	110,471	185,032	106,314	401,817	*The Group's share of the net assets of associates*
Penyesuaian metode ekuitas	(36,385)	(10,508)	-	(46,893)	*Adjustments of equity methods*
Jumlah tercatat	**74,086**	**174,524**	**106,314**	**354,924**	***Total carrying value***

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11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan) / *11. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES (continued)*

Entitas Asosiasi (lanjutan) / ***Associates** (continued)*

	2024				
	IPB	PLNSC	TMAI	Jumlah/Total	
Pendapatan	140,021	1,568,804	-	1,708,825	*Revenue*
Beban pokok pendapatan	-	(1,360,814)	-	(1,360,814)	*Cost of revenue*
Beban usaha	(183,079)	(54,563)	(87,239)	(324,881)	*Operating expenses*
Penghasilan keuangan	59	773	965	1,797	*Finance income*
Beban keuangan	-	-	-	-	*Finance costs*
Beban lain-lain, bersih	(78,370)	(48,569)	3,151	(123,788)	*Other expenses, net*
Beban pajak penghasilan	9,425	(38,390)	-	(28,965)	*Income tax expense*
Laba/(rugi) tahun berjalan	(111,944)	67,241	(83,123)	(127,826)	*Profit/(loss) for the year*
% kepemilikan	46.53%	49%	25%	-	*% of ownership*
Bagian Grup atas laba/(rugi) bersih entitas asosiasi	**(52,088)**	**32,948**	**(20,781)**	**(39,921)**	***The Group's share of the net income/(loss) of associates***

Ventura bersama / ***Joint ventures***

	2025				
	GCL	IRT	Lainnya/*Others*	Jumlah/*Total*	
Kas dan setara kas	465,386	5,863,979	518,395	6,847,760	*Cash and cash equivalents*
Aset lancar lainnya (tidak termasuk kas)	517,659	2,661,718	196,782	3,376,159	*Other current assets (excluding cash)*
Jumlah aset lancar	983,045	8,525,697	715,177	10,223,919	*Total current assets*
Aset tidak lancar	5,737,135	60,461,659	3,181,292	69,380,086	*Non-current assets*
Liabilitas keuangan (tidak termasuk utang usaha)	113,848	11,096	33,657	158,601	*Financial liabilities (excluding trade payables)*
Liabilitas lancar lainnya (termasuk utang usaha)	466,988	8,873,935	348,073	9,688,996	*Other current liabilities (including trade payables)*
Jumlah liabilitas lancar	580,836	8,885,031	381,730	9,847,597	*Total current liabilities*
Liabilitas keuangan	2,951,554	42,826,000	2,013,447	47,791,001	*Financial liabilities*
Liabilitas tidak lancar lainnya	259,001	152,312	810,991	1,222,304	*Other non-current liabilities*
Jumlah liabilitas tidak lancar	3,210,555	42,978,312	2,824,438	49,013,305	*Total non-current liabilities*
Aset bersih	2,928,789	17,124,013	690,301	20,743,103	*Net assets*
% kepemilikan	35%	51%	30% - 51%		*% of ownership*
Bagian Grup atas aset bersih ventura bersama	1,025,076	8,733,246	344,887	10,103,209	*The Group's share of the net assets of joint ventures*
Penyesuaian metode ekuitas	-	-	(120,633)	(120,633)	*Adjustments of equity methods*
Jumlah tercatat	**1,025,076**	**8,733,246**	**224,254**	**9,982,576**	***Total carrying value***
Pendapatan	1,815,997	11,002,803	268,014	13,086,814	*Revenue*
Beban pokok pendapatan	(1,088,531)	(5,429,519)	(35,269)	(6,553,319)	*Cost of revenue*
Beban usaha	(51,133)	(241,630)	(36,857)	(329,620)	*Operating expenses*
Penghasilan keuangan	4,428	-	913	5,341	*Finance income*
Beban keuangan	(220,731)	(3,999,234)	(154,826)	(4,374,791)	*Finance costs*
Pendapatan/(beban) lain-lain, bersih	(29,017)	1,633,984	(257,044)	1,347,923	*Other income/(expenses), net*
Beban pajak penghasilan	(44,007)	(583,828)	(15,011)	(642,846)	*Income tax expense*
Laba/(rugi) tahun berjalan	387,006	2,382,576	(230,080)	2,539,502	*Profit/(loss) for the year*
% kepemilikan	35%	51%	30% - 51%		*% of ownership*
Bagian Grup atas laba/(rugi) bersih ventura bersama	**135,452**	**1,215,113**	**(118,331)**	**1,232,234**	***The Group's share of the net income/(loss) of joint ventures***
Penghasilan komprehensif lainnya	(84,829)	(273,639)	18,374	(340,094)	*Other comprehensive income*
Bagian atas penghasilan komprehensif lainnya ventura bersama	**(29,690)**	**(139,556)**	**9,371**	**(159,875)**	***Share of other comprehensive income of joint ventures***
Dividen yang diterima dari Perusahaan ventura bersama	**(29,260)**	**-**	**(72)**	**(29,332)**	***Dividends received from joint ventures***

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11. INVESTASI PADA ENTITAS ASOSIASI DAN VENTURA BERSAMA (lanjutan)

11. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES (continued)

Ventura bersama (lanjutan)

***Joint ventures** (continued)*

	2024				
	GCL	IRT	Lainnya/*Others*	Jumlah/*Total*	
Kas dan setara kas	453,960	1,206,361	183,062	1,843,383	*Cash and cash equivalents*
Aset lancar lainnya (tidak termasuk kas)	452,459	25,818	171,693	649,970	*Other current assets (excluding cash)*
Jumlah aset lancar	906,419	1,232,179	354,755	2,493,353	*Total current assets*
Aset tidak lancar	5,753,034	55,707,022	2,576,939	64,036,995	*Non-current assets*
Liabilitas keuangan (tidak termasuk utang usaha)	386,043	368,435	113,570	868,048	*Financial liabilities (excluding trade payables)*
Liabilitas lancar lainnya (termasuk utang usaha)	278,023	266,549	33,996	578,568	*Other current liabilities (including trade payables)*
Jumlah liabilitas lancar	664,066	634,984	147,566	1,446,616	*Total current liabilities*
Liabilitas keuangan	-	38,271,749	-	38,271,749	*Financial liabilities*
Liabilitas tidak lancar lainnya	3,285,176	2,817,391	2,541,347	8,643,914	*Other non-current liabilities*
Jumlah liabilitas tidak lancar	3,285,176	41,089,140	2,541,347	46,915,663	*Total non-current liabilities*
Aset bersih	2,710,211	15,015,077	442,781	18,168,069	*Net assets*
% kepemilikan	35%	51%	30% - 51%		*% of ownership*
Bagian Grup atas aset bersih ventura bersama	948,574	7,657,689	216,608	8,822,871	*The Group's share of the net assets of joint ventures*
Penyesuaian metode ekuitas	-	-	(14,392)	(14,392)	*Adjustments of equity methods*
Jumlah tercatat	**948,574**	**7,657,689**	**202,216**	**8,808,479**	***Total carrying value***
Pendapatan	1,772,573	8,163,534	456,757	10,392,864	*Revenue*
Beban pokok pendapatan	(1,079,349)	(3,490,907)	(115,727)	(4,685,983)	*Cost of revenue*
Beban usaha	(48,332)	(42,346)	(136,503)	(227,181)	*Operating expenses*
Penghasilan keuangan	3,968	473	698	5,139	*Finance income*
Beban keuangan	(229,186)	(2,117,346)	(137,435)	(2,483,967)	*Finance costs*
Beban lain-lain, bersih	-	(66,971)	(42,303)	(109,274)	*Other expenses, net*
Beban pajak penghasilan	-	(620,574)	(18,844)	(639,418)	*Income tax expense*
Laba/(rugi) tahun berjalan	419,674	1,825,863	6,643	2,252,180	*Profit/(loss) for the year*
% kepemilikan	35%	51%	30% - 51%		*% of ownership*
Bagian Grup atas laba/(rugi) bersih ventura bersama	**146,886**	**931,190**	**(2,888)**	**1,075,188**	***The Group's share of the net income/(loss) of joint ventures***
Penghasilan komprehensif lainnya	306,706	552,167	13,053	871,926	*Other comprehensive income*
Bagian atas penghasilan komprehensif lainnya ventura bersama	**107,347**	**281,605**	**6,657**	**395,609**	***Share of other comprehensive income of joint ventures***
Dividen yang diterima dari Perusahaan ventura bersama	**(160,001)**	**-**	**-**	**(160,001)**	***Dividends received from joint ventures***

Investasi pada entitas di atas diperoleh terutama untuk tujuan potensi pertumbuhan jangka panjang, karena seluruh entitas tersebut bergerak dalam industri ketenagalistrikan yang sama dengan industri Grup. Manajemen meyakini bahwa tidak ada indikasi penurunan nilai.

The investments in the above entities are held primarily for long-term growth potential, since these entities are engaged in the same electricity industry as the Group. Management believes that there is no indication of impairment.

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12. UTANG USAHA / *12. TRADE PAYABLES*

Akun ini merupakan utang pembelian bahan bakar, barang dan jasa sebagai berikut:

This account represents payables arising from purchases of fuel, other goods and services as follows:

	2025	2024	
Pihak berelasi	6,443,812	8,505,425	*Related parties*
Pihak ketiga	4,323,389	4,586,696	*Third parties*
Jumlah	**10,767,201**	**13,092,121**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

13. LIABILITAS SEWA / *13. LEASE LIABILITIES*

Nilai tunai pembayaran minimum atas liabilitas sewa pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The present value of minimum lease payments for the lease liabilities as at 31 December 2025 and 2024 are as follows:

	2025	2024	
Pembayaran jatuh tempo dalam waktu:			*Minimum lease payments due:*
Tidak lebih dari satu tahun	832,991	1,073,100	*Not later than a year*
Antara lebih dari satu tahun sampai tiga tahun	1,376,309	1,731,503	*Later than one year and not later than three years*
Antara lebih dari tiga tahun sampai lima tahun	807,111	1,338,704	*Later than three years and not later than five years*
Lebih dari lima tahun	3,225,726	4,408,703	*Later than five years*
Jumlah	6,242,137	8,552,010	*Total*
Dikurangi: bunga	(2,500,162)	(4,146,763)	*Less: interest*
Nilai kini pembayaran sewa masa datang	3,741,975	4,405,247	*Present value of future minimum lease payments*
Dikurangi: bagian jatuh tempo dalam satu tahun	**(581,506)**	**(664,061)**	***Less: current portion***
Bagian jangka panjang	**3,160,469**	**3,741,186**	***Long-term portion***

Arus kas keluar untuk seluruh sewa pada tahun 2025 dan 2024 adalah masing-masing sebesar Rp1.405.366 dan Rp1.462.792.

The cash outflows for all leases in 2025 and 2024 were Rp1,405,366 and Rp1,462,792, respectively.

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13. LIABILITAS SEWA (lanjutan) / ***13. LEASE LIABILITIES*** *(continued)*

	2025	2024	
Pihak berelasi			*Related parties*
PT Pelabuhan Indonesia (Persero) ("Pelindo")	1,378,244	1,157,553	*PT Pelabuhan Indonesia (Persero) ("Pelindo")*
PLN	897,019	883,197	*PLN*
PDG	700,824	850,622	*PDG*
PT PLN Energi Gas ("PLN EG")	-	471,881	*PT PLN Energi Gas ("PLN EG")*
Lain-lain	20,004	-	*Others*
Subjumlah	2,996,091	3,363,253	*Subtotal*
Pihak ketiga			*Third parties*
PT Sumber Petrindo Perkasa	242,597	301,528	*PT Sumber Petrindo Perkasa*
PT Benoa Gas Terminal	-	511,638	*PT Benoa Gas Terminal*
Lain-lain	503,287	228,828	*Others*
Subjumlah	745,884	1,041,994	*Subtotal*
Jumlah	**3,741,975**	**4,405,247**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dan saldo pihak berelasi.

Refer to Note 24 for information on the details of transactions and balances with related parties.

Laporan laba rugi dan penghasilan komprehensif lain konsolidasi grup termasuk menyajikan jumlah berkaitan dengan sewa:

The Group's consolidated statement of profit or loss and other comprehensive income include the following amounts related to leases:

	2025	2024	
Biaya bunga (disajikan sebagai bagian dari biaya keuangan)	434,487	456,460	*Interest expense (presented as part of finance costs)*
Biaya yang berkaitan dengan pembayaran sewa variabel tidak termasuk dalam kewajiban sewa (disajikan sebagai bagian dari beban usaha)	62,406	30,133	*Expenses related to variable leases which are not included as lease liabilities (presented as part of operating expenses)*
Biaya terkait sewa jangka pendek (disajikan sebagai bagian dari beban usaha)	93,033	36,794	*Expenses related to short-term leases (presented as part of operating expenses)*
Biaya yang berkaitan dengan sewa aset bernilai rendah yang bukan merupakan sewa jangka pendek (disajikan sebagai bagian dari beban usaha)	60,522	54,121	*Expenses related to low value assets which are not classified as short-term leases (presented as part of operating expenses)*

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14. LIABILITAS IMBALAN KERJA / *14. EMPLOYEE BENEFITS LIABILITIES*

	2025	2024	
Liabilitas diakui di laporan posisi keuangan konsolidasian:			***Liabilities recognised in the consolidated statements of financial position:***
Program pensiun manfaat pasti	74,245	-	*Defined benefit pension program*
Imbalan pascakerja lainnya	2,338,886	1,728,644	*Other post-employment benefits*
Imbalan pemeliharaan kesehatan	3,640,529	3,161,807	*Health care benefits*
Imbalan jangka panjang lainnya	147,438	82,824	*Other long-term benefits*
Jumlah	**6,201,098**	**4,973,275**	***Total***
Jumlah bagian jangka panjang	**(5,976,052)**	**(4,805,593)**	***Total non-current portion***
Bagian jangka pendek:			*Current portion:*
Gaji dan upah	734,785	581,454	*Salaries and wages*
Liabilitas imbalan kerja	225,046	167,682	*Employee benefits*
Jumlah bagian jangka pendek	**959,831**	**749,136**	***Total current portion***
Beban diakui di laba rugi: (Catatan 22)			***Expenses recognised in profit or loss: (Note 22)***
Program pensiun manfaat pasti	9,784	11,713	*Defined benefit pension program*
Imbalan pascakerja lainnya	319,040	219,461	*Other post-employment benefits*
Imbalan pemeliharaan kesehatan	310,124	241,584	*Health care benefits*
Imbalan jangka panjang lainnya	109,633	31,605	*Other long-term benefits*
Jumlah	**748,581**	**504,363**	***Total***
Pengukuran kembali program manfaat pasti diakui di penghasilan komprehensif lain:			***Remeasurement on defined benefit recognised in other comprehensive income:***
Imbalan pascakerja			*Post-employment benefits*
Program pensiun manfaat pasti	81,957	8,259	*Defined benefit pension program*
Imbalan pascakerja lainnya	471,115	(22,211)	*Other post-employment benefits*
Imbalan pemeliharaan kesehatan	264,269	288,738	*Health care benefits*
Jumlah	**817,341**	**274,786**	***Total***

Liabilitas imbalan pascakerja karyawan

Program pensiun manfaat pasti

Grup menyelenggarakan program pensiun manfaat pasti untuk semua karyawan tetap yang memenuhi syarat. Program pensiun ini memberikan imbalan berdasarkan penghasilan dasar pensiun dan masa kerja karyawan.

Program pensiun ini dikelola oleh Dana Pensiun PLN ("DP-PLN"), pihak berelasi, yang akta pendiriannya telah disahkan oleh Kementerian Keuangan Republik Indonesia dengan Surat Keputusannya No. KEP-284/KM.17/1997 tanggal 15 Mei 1997.

Pendanaan DP-PLN terutama berasal dari iuran karyawan dan pemberi kerja masing-masing sebesar 6.00% dan 19.14% dari penghasilan dasar pensiun (2024: 6.00% dan 19.45%).

Post-employment benefits obligations

Defined benefit pension program

The Group has established a defined benefit pension program covering all of its eligible permanent employees. This plan provides benefits based on the basic pension income and the period of employment.

This pension plan is managed by Dana Pensiun PLN ("DP-PLN"), a related party, whose deed of establishment was approved by the Ministry of Finance of the Republic of Indonesia in its Decision Letter No. KEP-284/KM.17/1997 dated 15 May 1997.

DP-PLN is mainly funded by contributions from both the employees and the employer, which are 6,00% and 19,14% from basic pension income, respectively (2024: 6,00% and 19,45%).

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14. LIABILITAS IMBALAN KERJA (lanjutan) / ***14. EMPLOYEE BENEFITS LIABILITIES*** *(continued)*

Liabilitas imbalan pascakerja karyawan (lanjutan) / ***Post-employment benefits obligations*** *(continued)*

Program pensiun manfaat pasti (lanjutan) / ***Defined benefit pension program*** *(continued)*

Jumlah liabilitas yang diakui pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2025 dan 2024 sebagai berikut: / *The liabilities recognised in the consolidated statement of financial position as at 31 December 2025 and 2024 were determined as follows:*

	2025	2024	
Nilai kini kewajiban yang didanai	1,241,112	1,060,760	*Present value of funded obligations*
Nilai wajar aset program	(1,166,867)	(1,096,524)	*Fair value of plan assets*
Jumlah	74,245	(35,764)	*Total*
Dampak batas atas aset	-	35,764	*Impact of asset ceiling*
Liabilitas pada laporan posisi keuangan konsolidasian / ***Liability in the consolidated statement of financial position***	**74,245**	**-**	

Mutasi kewajiban program pensiun manfaat pasti selama tahun berjalan adalah sebagai berikut: / *The movements in the defined benefit pension program during the years were as follows:*

	2025	2024	
Saldo awal	1,060,760	1,001,624	*Beginning balance*
Dibebankan ke laba rugi:			*Charged to profit or loss:*
Biaya jasa kini	16,082	18,490	*Current service cost*
Biaya bunga	72,568	64,131	*Interest expense*
	88,650	82,621	
(Keuntungan)/kerugian aktuaria dari perubahan:			*Actuarial (gains)/losses from changes in:*
Asumsi demografik	1,789	(2,423)	*Demographic assumptions*
Asumsi keuangan	182,711	(8,982)	*Financial assumptions*
Asumsi lainnya	-	232	*Other assumptions*
Penyesuaian atas pengalaman	(18,322)	59,286	*Experience adjustments*
	166,178	48,113	
Pembayaran manfaat	(74,476)	(71,598)	*Benefit payments*
Saldo akhir	**1,241,112**	**1,060,760**	***Ending balance***

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14. LIABILITAS IMBALAN KERJA (lanjutan) / ***14. EMPLOYEE BENEFITS LIABILITIES*** *(continued)*

Liabilitas imbalan pascakerja karyawan (lanjutan) / ***Post-employment benefits obligations*** *(continued)*

Program pensiun manfaat pasti (lanjutan) / ***Defined benefit pension program*** *(continued)*

Mutasi nilai wajar aset program selama tahun berjalan adalah sebagai berikut: / *Movements of fair value of plan assets during the years were as follows:*

	2025	2024	
Pada awal tahun	1,096,524	1,050,815	*At beginning of the year*
Dikreditkan ke laba rugi:			*Credited to profit or loss:*
Iuran pekerja	5,484	5,917	*Employees' contributions*
Imbal hasil atas aset program	76,686	68,257	*Return on plan assets*
	82,170	74,174	
Keuntungan aktuaria dari:			*Actuarial gains from changes in:*
Pengukuran kembali imbal hasil atas aset	34,324	23,162	*Remeasurement of return on plan assets*
Iuran pemberi kerja	17,496	19,971	*Employer's contributions*
Pembayaran manfaat	(63,647)	(71,598)	*Benefit payments*
Pada akhir tahun	**1,166,867**	**1,096,524**	***At the end of the year***

Mutasi program pensiun manfaat pasti adalah sebagai berikut: / Movements in the defined benefits pension program are as follows:

	2025	2024	
Pada awal tahun	-	-	*At beginning of the year*
Dibebankan ke laba rugi:			*Charged to profit or loss:*
Biaya jasa kini	16,082	18,490	*Current service cost*
Biaya bunga	72,568	64,131	*Interest expense*
Iuran pekerja	(5,484)	(5,917)	*Employee's contributions*
Imbal hasil atas aset program	(76,686)	(68,257)	*Return on plan assets*
Iuran pemberi kerja	(17,496)	(19,971)	*Employer's contributions*
Bunga atas dampak batas atas aset	3,304	3,266	*Interest from asset ceiling*
(Keuntungan)/kerugian aktuaria dari perubahan:			*Actuarial (gains)/losses from changes in:*
Asumsi demografik	1,789	(2,423)	*Demographic assumptions*
Asumsi keuangan	182,711	(8,982)	*Financial assumptions*
Asumsi lainnya		232	*Other assumptions*
Penyesuaian atas pengalaman	(18,322)	59,286	*Experience adjustments*
Pengukuran kembali imbal hasil atas aset	- (34,324)	(23,162)	*Remeasurement of return on plan assets*
Dampak pembatasan aset	(49,897)	(16,693)	*Impact of asset ceiling*
Pada akhir tahun	**74,245**	**-**	***At the end of the year***

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14. LIABILITAS IMBALAN KERJA (lanjutan) / *EMPLOYEE BENEFITS LIABILITIES (continued)*

Liabilitas imbalan pascakerja karyawan (lanjutan) / ***Post-employment benefits obligations*** *(continued)*

Program pensiun manfaat pasti (lanjutan) / ***Defined benefit pension program*** *(continued)*

Aset program terdiri dari: / ***Plan assets comprise the following:***

	2025 Jumlah/ *Total*	2025 %	2024 Jumlah/ *Total*	2024 %	
Instrumen utang	656,129	56.23%	572,499	52.21%	*Debt instruments*
Instrumen ekuitas	378,765	32.46%	243,220	22.18%	*Equity instruments*
Properti	124,855	10.70%	119,034	10.86%	*Properties*
Kas dan setara kas	7,118	0.61%	138,736	12.65%	*Cash and cash equivalents*
Lain-lain	-	0.00%	23,035	2.10%	*Other*
Jumlah	**1,166,867**	**100%**	**1,096,524**	**100.00%**	***Total***

Asumsi aktuarial utama yang digunakan adalah sebagai berikut: / *The principal actuarial assumptions used were as follows:*

	2025	2024	
Tabel mortalitas			*Mortality table*
Program pensiun manfaat pasti			*Defined benefit pension program*
Aktif	TMI-IV 2019	CSO-58	*Active*
Pasif	AMT-49	AMT-49	*Passive*
Tingkat diskonto	6.42%	7.09%	*Discount rate*
Tingkat kenaikan gaji per tahun	5.00%	5.00%	*Salary increase rate per annum*
Usia pensiun normal (tahun)	56	56	*Normal retirement age (years)*

Sensitivitas dari kewajiban program pensiun manfaat pasti untuk program pensiun terhadap perubahan asumsi aktuaria utama adalah sebagai berikut: / *The sensitivity of the defined benefit pension program obligations to changes in the principle actuarial assumptions is as follows:*

	Dampak atas kewajiban program pensiun manfaat pasti/ *Impact on defined benefit pension program obligations*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1.00%	(116,817)	139,348	*Discount rate*
Tingkat kenaikan gaji	1.00%	25,008	(22,788)	*Salary increase rate*

Imbalan pascakerja lainnya / ***Other post-employment benefits***

Selain dari program dana pensiun dan imbalan pemeliharaan kesehatan, Grup menyediakan imbalan pesangon, penghargaan purna jabatan tanpa pendanaan, tunjangan kecelakaan dinas dan bantuan kematian bagi pegawai yang memenuhi syarat. / *In addition to the pension plan and health care benefits, the Group also provides unfunded severance benefits, completion of employment awards, disability benefit and death benefits for eligible employees.*

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14. LIABILITAS IMBALAN KERJA (lanjutan) / *EMPLOYEE BENEFITS LIABILITIES (continued)*

Liabilitas imbalan pascakerja karyawan (lanjutan) / ***Post-employment benefits obligations*** *(continued)*

Imbalan pascakerja lainnya (lanjutan) / ***Other post-employment benefits*** *(continued)*

Mutasi kewajiban manfaat pasti selama tahun berjalan adalah sebagai berikut: / *The movements in the defined benefit obligation during the years were as follows:*

	2025	2024	
Saldo awal	1,728,644	1,658,356	*Beginning balance*
Dibebankan ke laba rugi:			*Charged to profit or loss:*
Biaya jasa kini	171,977	111,271	*Current service cost*
Biaya jasa lalu	30,160	-	*Past service cost*
Biaya bunga	116,903	108,190	*Interest expense*
	319,040	219,461	
Dibebankan ke penghasilan komprehensif lain:			*Charged to other comprehensive income:*
(Keuntungan)/kerugian aktuaria dari perubahan:			*Actuarial (gains)/losses from changes in:*
Asumsi demografik	6,612	(9,677)	*Demographic assumptions*
Asumsi keuangan	276,664	(46,959)	*Financial assumptions*
Asumsi lainnya	-	(7,318)	*Other assumptions*
Penyesuaian atas pengalaman	187,839	41,743	*Experience adjustments*
	471,115	(22,211)	
Pembayaran manfaat	(179,913)	(126,962)	Benefit payments
Saldo akhir	**2,338,886**	**1,728,644**	***Ending balance***

Asumsi aktuaria utama yang digunakan adalah sebagai berikut: / *The principal actuarial assumptions used were as follows:*

	2025	2024	
Tabel mortalitas:			*Mortality table:*
Imbalan pascakerja lainnya	TMI-IV 2019	TMI-IV 2019 Unisex	*Other post-employment benefits*
Tingkat diskonto	6.56% - 7.00%	7.12% - 7.14%	*Discount rate*
Tingkat kenaikan gaji per tahun	3.00% - 7.89%	3.00% - 7.12%	*Salary increase rate per annum*
Usia pensiun normal (tahun)	55-56	55-56	*Normal retirement age (years)*

Sensitivitas dari kewajiban imbalan pascakerja lainnya terhadap perubahan asumsi aktuarial utama adalah sebagai berikut: / *The sensitivity of the other post-employment benefits obligations to changes in the principal assumptions is as follows:*

	Dampak atas kewajiban imbalan pascakerja lainnya/ *Impact on other post-employment benefits obligations*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1.00%	(228,628)	271,813	*Discount rate*
Tingkat kenaikan gaji	1.00%	267,925	(229,677)	*Salary increase rate*

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14. LIABILITAS IMBALAN KERJA (lanjutan) / ***14. EMPLOYEE BENEFITS LIABILITIES*** *(continued)*

Liabilitas imbalan pascakerja karyawan (lanjutan) / ***Post-employment benefits obligations*** *(continued)*

Imbalan pemeliharaan kesehatan / ***Health care benefits***

Selain program pensiun yang dikelola oleh DP-PLN, Grup menyediakan imbalan program kesehatan tanpa pendanaan bagi pensiunan dan tanggungannya yang memenuhi persyaratan.

In addition to the pension plan managed by DP-PLN, the Group also provides unfunded health care benefit plans for its pensioners and their eligible dependents.

Grup memiliki beberapa skema imbalan pemeliharaan kesehatan pascakerja. Metode akuntansi, asumsi dan frekuensi penilaian adalah sama dengan yang digunakan dalam skema imbalan pensiun.

The Group has several post-employment health care benefit schemes. The method of accounting, assumptions and the frequency of valuations are similar to those used for pension benefit schemes.

Mutasi kewajiban imbalan pemeliharaan kesehatan selama tahun berjalan adalah sebagai berikut:

Movements of health care benefits obligations during the years were as follows:

	2025	2024	
Saldo awal	3,161,807	2,713,585	*Beginning balance*
Dibebankan ke laba rugi:			*Charged to profit or loss:*
Biaya bunga atas kewajiban	222,338	186,276	*Interest expense on liabilities*
Biaya jasa kini	87,786	55,308	*Current service cost*
	310,124	241,584	
Dibebankan ke penghasilan komprehensif lain:			*Charged to other comprehensive income*
(Keuntungan)/kerugian aktuaria dari perubahan:			*Actuarial (gains)/losses from changes in:*
Asumsi demografik	6,947	290,948	*Demographic assumptions*
Asumsi keuangan	318,005	540,362	*Financial assumptions*
Asumsi lainnya	-	102,796	*Other assumptions*
Penyesuaian atas pengalaman	(60,683)	(645,368)	*Experience adjustments*
	264,269	288,738	
Pembayaran manfaat	(95,671)	(82,100)	*Benefit payments*
Saldo akhir	**3,640,529**	**3,161,807**	***Ending balance***

Asumsi aktuaria utama yang digunakan adalah sebagai berikut:

The principal actuarial assumptions used were as follows:

	2025	2024	
Tabel mortalitas:			*Mortality table:*
Imbalan pemeliharaan kesehatan			*Health care benefits*
Aktif	TMI-IV 2019	CSO-58	*Active*
Pasif	ANN-49	ANN-49	*Passive*
Tingkat diskonto	6.89%	7.14%	*Discount rate*
Tingkat kenaikan biaya kesehatan jangka panjang	6.00%	6.00%	*Long-term increase rate in health cost*
Usia pensiun normal (tahun)	56	56	*Normal retirement age (years)*

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Liabilitas imbalan pascakerja karyawan (lanjutan) / ***Post-employment benefits obligations*** *(continued)*

Imbalan pemeliharaan kesehatan (lanjutan) / ***Health care benefits*** *(continued)*

Sensitivitas dari kewajiban imbalan untuk pemeliharaan kesehatan terhadap perubahan asumsi aktuaria utama adalah sebagai berikut:

The sensitivity of the health care benefit obligations to changes in the principal actuarial assumptions was as follows:

	Dampak atas kewajiban imbalan pemeliharaan kesehatan/ *Impact on health care benefit obligations*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1.00%	(518,702)	670,607	*Discount rate*
Tingkat kenaikan biaya kesehatan	1.00%	668,883	(526,102)	*Increase in health cost rate*

Imbalan jangka panjang lainnya / ***Other long-term benefits***

Grup memberikan imbalan kerja jangka panjang lainnya berupa uang cuti besar dan manfaat penghargaan winduan bagi karyawan yang memenuhi persyaratan.

The Group provides other long-term employee benefits such as long service leave and an eight-year service awards for the qualifying employees.

Perhitungan aktuaria atas imbalan pensiun, imbalan pascakerja lainnya, imbalan pemeliharaan kesehatan dan imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, dihitung oleh kantor konsultan aktuaria terdaftar, Kantor Konsultan Aktuaria Enny Diah Awal dan Kantor Konsultan Aktuaria Tubagus Syafrial dan Amran Nangasan dalam laporannya masing-masing tertanggal 15 April 2026 dan 7 Mei 2025.

The actuarial calculations of pension benefits, other post-employment benefits, health care benefits and other long-term benefits for the years ended 31 December 2025 and 2024 were calculated by a registered actuarial consulting firm, Kantor Konsultan Aktuaria Enny Diah Awal dan Kantor Konsultan Aktuaria Tubagus Syafrial dan Amran Nangasan based on its reports dated 15 April 2026 and 7 May 2025.

Mutasi kewajiban imbalan kerja jangka panjang lainnya selama tahun berjalan adalah sebagai berikut:

The movements in the other long-term benefit obligations during the year were as follows:

	2025	2024	
Saldo awal	82,824	72,793	*Beginning balance*
Dibebankan ke laba rugi:			*Charged to profit or loss:*
Biaya jasa kini	92,242	20,280	*Current service cost*
Biaya bunga	4,216	3,013	*Interest expense*
(Keuntungan)/kerugian aktuaria dari perubahan:			*Actuarial (gains)/losses from changes in:*
Asumsi demografik	17	516	*Demographic assumptions*
Asumsi keuangan	5,137	(1,098)	*Financial assumptions*
Asumsi lainnya	-	(13)	*Other assumptions*
Penyesuaian atas pengalaman	8,021	8,907	*Experience adjustments*
	109,633	31,605	
Pembayaran manfaat	(45,019)	(21,574)	*Benefit payments*
Saldo akhir	**147,438**	**82,824**	***Ending balance***

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14. LIABILITAS IMBALAN KERJA (lanjutan)

Liabilitas imbalan pascakerja karyawan (lanjutan)

Imbalan jangka panjang lainnya (lanjutan)

Asumsi aktuaria utama yang digunakan adalah sebagai berikut:

14. *EMPLOYEE BENEFITS LIABILITIES* *(continued)*

Post-employment benefits obligations *(continued)*

Other long-term benefits *(continued)*

The principal actuarial assumptions used were as follows:

	2025	2024	
Tabel mortalitas	TMI-IV 19	TMI-IV 19	*Mortality table*
Tingkat diskonto	5.32% - 5.90%	6.98% - 7.00%	*Discount rate*
Tingkat kenaikan gaji per tahun	3.00% - 7.12%	3.00% - 7.12%	*Salary increase rate per annum*
Usia pensiun normal (tahun)	55-56	55-56	*Normal retirement age (years)*

Sensitivitas dari kewajiban imbalan kerja jangka panjang lainnya terhadap perubahan asumsi aktuaria utama adalah sebagai berikut:

The sensitivity of the other long-term benefit obligations to changes in the principal actuarial assumptions was as follows:

	Dampak atas kewajiban imbalan kerja jangka panjang lainnya/ *Impact on other long-term benefits obligations*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1.00%	(3,311)	4,484	*Discount rate*
Tingkat kenaikan gaji	1.00%	4,390	(3,294)	*Salary increase rate*

Grup terekspos dengan beberapa risiko melalui program manfaat pasti dan program kesehatan pascakerja. Risiko yang paling signifikan adalah sebagai berikut:

The Group is exposed to a number of risks through its defined benefit pension plans and health care benefits. The most significant risks are as follows:

Volatilitas aset

Kewajiban dihitung menggunakan tingkat diskonto yang merujuk kepada *Zero Coupon Bond* dari *Indonesia Government Securities Yield Curve* ("*IGSYC*"). Jika imbal hasil aset program lebih rendah, maka akan menghasilkan defisit program.

Grup menempatkan investasi aset program pada beragam jenis aset investasi agar dapat terdiversifikasi dengan baik sehingga dapat meminimalisir dampak kinerja buruk dari satu aset terhadap seluruh kelompok aset. Proporsi terbesar aset investasi ditempatkan pada instrumen utang, meskipun Grup juga berinvestasi pada instrumen ekuitas, properti, reksadana dan kas. Grup meyakini bahwa instrumen utang memberikan imbal hasil yang paling baik dalam jangka panjang pada tingkatan risiko yang dapat diterima.

Assets volatility

The liabilities are calculated using a discount rate set with reference to the Zero Coupon Bond from Indonesia Government Securities Yield Curve ("IGSYC"). If plan assets underperform this yield, this will create a deficit.

The Group places its investment plan assets in various types of investment assets so that it can be properly diversified to minimise the impact of the poor performance of one asset on all asset groups. The largest proportion of assets investment is invested in debt instruments, although the Group also invests in equity instruments, property, mutual funds and cash. The Group believes that debt instruments offer the best returns over the long term with an acceptable level of risk.

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14. LIABILITAS IMBALAN KERJA (lanjutan) / *EMPLOYEE BENEFITS LIABILITIES (continued)*

Harapan umur hidup / ***Life expectancy***

Sebagian besar dari kewajiban manfaat pasti menyediakan manfaat seumur hidup, sehingga kenaikan harapan umur hidup akan mengakibatkan kenaikan liabilitas manfaat karyawan.

The majority of the defined benefits obligations are to provide benefits for the life of the members, so increases in life expectancy will result in an increase in the employee benefit liabilities.

Rata-rata durasi adalah masing-masing 11.73 tahun untuk program pensiun manfaat pasti, 13.04-24.83 tahun untuk imbalan pascakerja lainnya, 21.76 tahun untuk imbalan pemeliharaan kesehatan dan 2.86-8.03 tahun untuk imbalan jangka panjang lainnya.

The weighted average durations are 11,73 years for defined benefit pension program, 13,04-24,83 years for other post-employment benefits, 21,76 years for health care benefits, and 2,86-8,03 years for other long-term benefits, respectively.

Manajemen Grup berpendapat bahwa estimasi liabilitas imbalan pascakerja cukup untuk menutupi semua imbalan yang diatur dalam Peraturan-peraturan Ketenagakerjaan, PKB atau PP.

The management of the Group believes that the estimated liability provided for post-employment benefits is adequate to cover the requirements of the manpower regulations, CLA or CR.

Analisis jatuh tempo yang diharapkan dari imbalan pascakerja dan imbalan jangka panjang lainnya yang tidak terdiskonto adalah sebagai berikut:

Expected maturity analysis of undiscounted post-employment benefits and other long-term benefits is as follows:

	Kurang dari 1 tahun/ *Less than a year*	1 - 2 tahun/ *Between 1 - 2 years*	2 - 5 tahun/ *Between 2 - 5 years*	Lebih dari 5 tahun/ *More than 5 years*	Jumlah/*Total*	
Program pensiun manfaat pasti	78,291	82,538	275,966	3,274,944	3,711,739	*Defined benefit pension program*
Imbalan pascakerja lainnya	193,376	196,808	726,432	16,316,061	17,432,677	*Other post-employment benefits*
Imbalan pemeliharaan kesehatan	134,362	145,714	509,222	35,517,983	36,307,281	*Health care benefits*
Imbalan kerja jangka panjang lainnya	42,575	47,298	110,249	100,080	300,202	*Other long-term liabilities benefits*
Jumlah	**448,604**	**472,358**	**1,621,869**	**55,209,068**	**57,751,899**	***Total***

15. MODAL SAHAM / *CAPITAL STOCK*

Komposisi pemegang saham Perusahaan pada tanggal 31 Desember 2025 dan 2024, setelah transaksi diatas, adalah sebagai berikut:

The shareholders composition of the Company as at 31 December 2025 and 2024, after the above transactions, is as follows:

Pemegang saham/*Shareholders*	Jumlah Saham/ *Number of Shares*)*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah modal disetor/ *Total paid-in capital*
PLN	357,165,633,599	100.00%	178,582,817
Yayasan Pendidikan dan Kesejahteraan PLN ("YPK PLN")	1	-	-
Jumlah/*Total*	**357,165,633,600**	**100.00%**	**178,582,817**

*) Dalam jumlah penuh/*In full amount*

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16. TAMBAHAN MODAL DISETOR / *16. ADDITIONAL PAID-IN CAPITAL*

	2025	2024	
Pengalihan aset tetap, aset tidak lancar lainnya dan material cadang yang diterima dari PLN	5,503,599	5,503,599	*Property, plant and equipment, non-current assets and spare parts transferred by PLN*
Pengampunan pajak	10,244	10,244	*Tax amnesty*
Selisih transaksi restrukturisasi entitas sepengendali	(125,382,115)	(125,382,115)	*Difference in value from restructuring transaction of entities under common control*
Jumlah	**(119,868,272)**	**(119,868,272)**	***Total***

Tambahan modal disetor berasal dari nilai pengalihan aset tetap, aset tidak lancar lainnya dan material cadang sejak tahun 1996 sampai dengan tahun 2000 yang diterima dari PLN, pemegang saham dari perusahaan adalah sebesar Rp5.503.599.

Additional paid-in capital represents property, plant and equipment, non-current assets and spare parts transferred by PLN, a shareholder, to the Company during the period from 1996 to 2000, amounting to Rp5,503,599.

Pada tahun 2016, tambahan modal disetor berasal dari partisipasi Grup dalam Pengampunan Pajak adalah sebesar Rp10.244.

In 2016, additional paid-in capital arising from the Group's participation in Tax Amnesty amounted to Rp10,244.

Selisih nilai transaksi restrukturisasi entitas sepengendali di tahun 2023 berasal dari selisih antara nilai imbalan yang dialihkan PLN kepada Perusahaan melalui penerbitan saham sebesar Rp175.974.993 berdasarkan laporan penilai independen dengan nilai buku aset bersih yang diperoleh sebesar Rp50.592.878.

Difference in value from restructuring transactions of entities under common control in 2023 arises from the difference between consideration transferred by PLN to the Company through the issuance of shares of Rp175,974,993 based on an independent valuer's report and the book value of net assets acquired amounting to Rp50,592,878.

17. DIVIDEN DAN CADANGAN UMUM / *17. DIVIDENDS AND GENERAL RESERVE*

A. Dividen / *A. Dividends*

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 19 Juni 2025, Perusahaan mengumumkan total dividen final sebesar Rp13.090.663 (Rp37 per lembar saham - nilai penuh) untuk tahun 2024.

Based on the Annual General Meeting of Shareholders on 19 June 2025, the Company declared total final dividend of Rp13,090,663 (Rp37 per share - full amount) for the financial year of 2024.

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 28 Juni 2024, Perusahaan mengumumkan total dividen final sebesar Rp7.937.000 (Rp22 per lembar saham - nilai penuh) untuk tahun 2023.

Based on the Annual General Meeting of Shareholders on 28 June 2024, the Company declared total final dividend of Rp7,937,000 (Rp22 per share - full amount) for the financial year of 2023.

Pada tahun 2025 dan 2024, pembayaran dividen kepada PLN dilakukan dengan pengurangan terhadap piutang usaha dari pihak berelasi (Lihat Catatan 27a).

In 2025 and 2024, the dividend payments to PLN were made through deduction of the trade receivables from related parties (See Note 27a).

B. Cadangan umum / *B. General reserve*

Berdasarkan Undang-Undang Perseroan Terbatas, Perusahaan diharuskan untuk membuat penyisihan cadangan wajib hingga sekurang-kurangnya 20% dari jumlah modal yang ditempatkan dan disetor penuh. Tidak ada batasan waktu untuk membentuk cadangan tersebut. Pada tanggal 31 Desember 2025 dan 2024, Perusahaan belum membentuk cadangan umum sesuai dengan Undang-Undang Perseroan Terbatas.

Under Indonesian Limited Liability Company Law, the Company is required to establish a statutory reserve amounting to at least 20% of the Company's subscribed and paid-up capital. There is no time limit on the establishment of this reserve. As at 31 December 2025 and 2024, the Company had not yet established its general reserve in accordance with the Limited Liability Company Law.

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18. PENJUALAN TENAGA LISTRIK / *SALES OF ELECTRICITY*

Akun ini merupakan penjualan tenaga listrik kepada PLN.

This account represents sales of electricity to PLN.

Lihat Catatan 24 untuk informasi rincian transaksi dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions with related parties.

19. PENDAPATAN JASA / *SERVICE REVENUE*

Akun ini merupakan pendapatan jasa pemeliharaan dan lainnya yang diperoleh dari pihak berelasi dan pihak ketiga, dengan rincian sebagai berikut:

This account represents the operating revenues from maintenance services and others, which were obtained from related parties and third parties, with details as follows:

	2025	2024	
Jasa operasi dan pemeliharaan	1,448,204	1,022,745	*Operation and maintenance services*
Lain-lain	811,807	591,203	*Others*
Jumlah	**2,260,011**	**1,613,948**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions with related parties.

20. BEBAN BAHAN BAKAR DAN PELUMAS / *FUEL AND LUBRICANTS EXPENSES*

	2025	2024	
Bahan bakar minyak			*Fuel*
Solar High Speed Diesel	8,864,014	6,246,607	*Solar High Speed Diesel*
Marine Fuel Oil	512,703	443,160	*Marine Fuel Oil*
Subjumlah	9,376,717	6,689,767	*Subtotal*
Bahan bakar nonminyak			*Non-oil fuel*
Batubara	37,964,121	36,634,833	*Coal*
Gas alam	25,406,259	21,421,331	*Natural gas*
Panas bumi	4,545,634	4,328,212	*Geothermal*
Air	147,682	127,774	*Water*
Subjumlah	68,063,697	62,512,150	*Subtotal*
Minyak pelumas dan lain-lain	271,009	298,843	*Lubricants and others*
Jumlah	**77,711,423**	**69,500,760**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions with related parties.

21. PERBAIKAN DAN PEMELIHARAAN / *REPAIRS AND MAINTENANCE*

	2025	2024	
Jasa kontraktor	4,544,449	4,047,039	*Contractor services*
Pemakaian suku cadang	1,332,105	1,110,900	*Spare parts used*
Jumlah	**5,876,554**	**5,157,939**	***Total***

Lihat Catatan 24 untuk informasi rincian transaksi dengan pihak berelasi.

Refer to Note 24 for information on the details of transactions with related parties.

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22. BEBAN KEPEGAWAIAN / *22. EMPLOYEE COSTS*

	2025	2024	
Tunjangan karyawan	2,930,462	2,765,360	*Employee allowances*
Gaji	946,703	877,372	*Salaries*
Imbalan kerja (Catatan 14)	748,581	504,363	*Employee benefits (Note 14)*
Tunjangan kesehatan	203,326	180,812	*Health care benefits*
Jumlah	**4,829,072**	**4,327,907**	***Total***

23. PERPAJAKAN / *23. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

	2025	2024	
Kelebihan pembayaran atas Pajak Penghasilan Badan ("PPh Badan")			*Overpayments of Corporate Income Tax ("CIT")*
2025	191,311	-	*2025*
2024	1,722	50,664	*2024*
2023	764	23,434	*2023*
Pajak Pertambahan Nilai ("PPN")	675,352	344,946	*Value Added Tax ("VAT")*
Pembayaran di muka atas Ketetapan Pajak Kurang Bayar (Catatan 23e)	252,668	278,801	*Prepayment of Tax Assessment Letters of Underpayment (Note 23e)*
Jumlah	**1,121,817**	**697,845**	***Total***
Dikurangi: bagian lancar	**(671,593)**	**(329,477)**	***Less: current portion***
Bagian tidak lancar	**450,224**	**368,368**	***Non-current portion***

b. Utang pajak / *b. Taxes payable*

	2025	2024	
Pajak penghasilan:			***Corporate income tax:***
Pasal 25/29	28,304	50,425	*Article 25/29*
2023	-	1,470,061	*2023*
Pajak lain-lain:			***Other taxes:***
PPN	373,891	365,839	*VAT*
Pasal 21	142,491	125,280	*Article 21*
Pasal 22	50,830	63,539	*Article 22*
Pasal 23 dan 26	37,415	32,291	*Article 23 and 26*
Pasal 4 (2)	13,223	6,722	*Article 4 (2)*
Pasal 15	2,183	4,004	*Article 15*
Pajak bumi dan bangunan	13	13	*Land and building tax*
Subjumlah	620,046	597,688	***Subtotal***
Jumlah	**648,350**	**2,118,174**	***Total***

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23. PERPAJAKAN (lanjutan)

***23. TAXATION** (continued)*

c. Beban pajak penghasilan

c. Income tax expense

	2025	2024	
Beban pajak kini:			*Current tax expense:*
Perusahaan			*The Company*
Tahun berjalan	809,718	489,082	*Current year*
Penyesuaian tahun sebelumnya	-	1,692,160	*Prior year adjustments*
Subjumlah	809,718	2,181,242	*Subtotal*
Entitas anak			*Subsidiaries*
Tahun berjalan	113,534	89,411	*Current year*
Tahun sebelumnya	2,602	-	*Prior year*
Subjumlah	116,136	89,411	*Subtotal*
Beban pajak tangguhan:			*Deferred tax expense:*
Perusahaan	2,634,718	1,404,358	*The Company*
Entitas anak	(26,139)	(7,451)	*Subsidiaries*
Subjumlah	2,608,579	1,396,907	*Subtotal*
Beban pajak penghasilan konsolidasian	**3,534,433**	**3,667,560**	***Consolidated income tax expense***

Pada tahun 2024, Grup menerima hasil pemeriksaan Pajak Penghasilan Badan tahun 2022. Grup menerima restitusi pajak sebesar Rp107.903 dari Rp217.360 yang sebelumnya diklaim, dan telah membukukan selisih atas restitusi tersebut sebagai penyesuaian terkait pajak penghasilan tahun sebelumnya sebesar Rp109.457 di laba rugi.

In 2024, the Group received the results of the Corporate Income Tax audit for period 2022. The Group received a tax refund of Rp107,903 from the Rp217,360 previously claimed, and has charged the difference in the restitution as an adjustment related to the prior year income tax adjustment of Rp109,457 in profit or loss.

Pada tahun 2024, Grup menerima hasil pemeriksaan pajak untuk tahun 2023. Grup menerima sebagian dari temuan pajak dan telah membukukan provisi sebagai penyesuaian terkait pajak penghasilan tahun sebelumnya sebesar Rp1.582.703 di laba rugi.

In 2024, the Group received the results of the Corporate Income Tax audit for period 2023. The Group accepted part of the tax findings and has recorded provision as an adjustment related to the prior year income tax of Rp1,582,703 in profit or loss.

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23. PERPAJAKAN (lanjutan)

c. Beban pajak penghasilan (lanjutan)

Pajak atas laba sebelum pajak penghasilan konsolidasian berbeda dengan jumlah teoritis yang dihitung menggunakan rata-rata tertimbang tarif pajak yang berlaku atas laba masing-masing entitas anak yang dikonsolidasi sebagai berikut:

***23. TAXATION** (continued)*

***c. Income tax expense** (continued)*

The tax on consolidated profit before income tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits of the consolidated subsidiaries as follows:

	2025	2024	
Laba sebelum pajak penghasilan	18,300,170	16,763,426	*Profit before income tax*
Beban pajak menggunakan tarif pajak yang berlaku 22%	4,026,037	3,687,954	*Income tax expense calculated at the prevailing tax rate of 22%*
Bagian laba bersih entitas asosiasi dan ventura bersama	(287,435)	(227,759)	*Share in net income of associates and joint ventures*
Pendapatan keuangan yang dikenakan pajak final	(14,835)	(24,080)	*Finance income subject to final tax*
Imbalan kerja	15,300	28,186	*Employee benefits*
Beban lain yang tidak dapat dikurangkan	(207,236)	279,176	*Other non-deductible expenses*
Hasil pajak tahun sebelumnya	2,602	1,692,160	*Prior year tax result*
Penyesuaian pajak tangguhan tahun sebelumnya	-	(1,768,077)	*Prior year deferred tax adjustment*
Beban pajak penghasilan	**3,534,433**	**3,667,560**	***Income tax expense***

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23. PERPAJAKAN (lanjutan) / *23. TAXATION (continued)*

d. Pajak tangguhan / *d. Deferred tax*

	2025				
	1 Januari/ *January* 2025	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/ (charged) to other comprehensive income*	31 Desember/ *December* 2025	
Aset pajak tangguhan					***Deferred tax assets***
Liabilitas imbalan kerja	10,212	7,112	1,943	19,267	*Employee benefits liabilities*
Bonus	10,939	(10,361)	-	578	*Bonus*
Cadangan kerugian kredit ekspektasian piutang usaha	4,928	23,160	-	28,088	*Allowance for ECL of trade receivables*
Cadangan kerugian penurunan nilai persediaan dan persediaan usang	18	2,922	-	2,940	*Allowance for decline in value of inventories and inventory obsolescence*
Aset tetap	12,507	3,956	-	16,463	*Property, plant and equipment*
Liabilitas sewa	9	(4,500)	-	(4,491)	*Lease liabilities*
Aset pajak tangguhan akhir tahun	**38,613**	**22,289**	**1,943**	**62,845**	***Deferred tax assets at the end of the year***
Liabilitas pajak tangguhan					***Deferred tax liabilities***
Liabilitas imbalan kerja	1,082,583	84,402	177,872	1,344,857	*Employee benefits liabilities*
Bonus	113,731	25,973	-	139,704	*Bonus*
Cadangan kerugian penurunan nilai persediaan dan persediaan usang	82,177	6,173	-	88,350	*Allowance for decline in value of inventories and inventory obsolescence*
Provisi atas pemeliharaan utama	-	3,673	-	3,673	*Provision for major maintenance*
Aset tetap	(26,474,101)	(2,820,637)	67,431	(29,227,307)	*Property, plant and equipment*
Aset keuangan dari konsesi jasa	(19,560)	9,567	-	(9,993)	*Financial assets of service concession*
Liabilitas sewa	(59,354)	63,562	-	4,208	*Lease liabilities*
Kerugian fiskal yang belum digunakan	3,581	(3,581)	-	-	*Unutilised fiscal losses*
Liabilitas pajak tangguhan akhir tahun	**(25,270,943)**	**(2,630,868)**	**245,303**	**(27,656,508)**	***Deferred tax liabilities at the end of the year***
Beban pajak tangguhan		**(2,608,579)**	**247,246**		***Deferred tax expense***

	2024				
	1 Januari/ *January* 2024	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/ (charged) to other comprehensive income*	31 Desember/ *December* 2024	
Aset pajak tangguhan					***Deferred tax assets***
Liabilitas imbalan kerja	8,433	1,779	-	10,212	*Employee benefits liabilities*
Bonus	6,960	3,979	-	10,939	*Bonus*
Cadangan kerugian kredit ekspektasian piutang usaha	2,869	2,059	-	4,928	*Allowance for ECL of trade receivables*
Cadangan kerugian penurunan nilai persediaan dan persediaan usang	22	(4)	-	18	*Allowance for decline in value of inventories and inventory obsolescence*
Aset tetap	3,794	8,713	-	12,507	*Property, plant and equipment*
Liabilitas sewa	162	(153)	-	9	*Lease liabilities*
Aset pajak tangguhan akhir tahun	**22,240**	**16,373**	**-**	**38,613**	***Deferred tax assets at the end of the year***

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23. PERPAJAKAN (lanjutan) / ***23. TAXATION*** *(continued)*

d. Pajak tangguhan (lanjutan) / ***d. Deferred tax*** *(continued)*

	2024				
	1 Januari/ *January* 2024	Dikreditkan/ (dibebankan) ke laba rugi/ *Credited/ (charged) to profit or loss*	Dikreditkan/ (dibebankan) ke penghasilan komprehensif lain/ *Credited/ (charged) to other comprehensive income*	31 Desember/ *December* 2024	
Liabilitas pajak tangguhan					***Deferred tax liabilities***
Liabilitas imbalan kerja	967,647	54,483	60,453	1,082,583	*Employee benefits liabilities*
Bonus	98,151	15,580	-	113,731	*Bonus*
Cadangan kerugian penurunan nilai persediaan dan persediaan usang	75,762	6,415	-	82,177	*Allowance for decline in value of inventories and inventory obsolescence*
Aset tetap	(18,959,452)	(1,501,061)	(6,013,588)	(26,474,101)	*Property, plant and equipment*
Aset keuangan dari konsesi jasa	(17,075)	(2,485)	-	(19,560)	*Financial assets of service concession*
Liabilitas sewa	(69,561)	10,207	-	(59,354)	*Lease liabilities*
Kerugian fiskal yang belum digunakan	-	3,581	-	3,581	*Unutilised fiscal losses*
Liabilitas pajak tangguhan akhir tahun	**(17,904,528)**	**(1,413,280)**	**(5,953,135)**	**(25,270,943)**	***Deferred tax liabilities at the end of the year***
Beban pajak tangguhan		**(1,396,907)**	**(5,953,135)**		***Deferred tax expense***

Pajak penghasilan sehubungan dengan penghasilan/(kerugian) komprehensif lain selama tahun berjalan adalah sebagai berikut:

The income tax relating to other comprehensive income/(loss) during the year was as follows:

	2025			
	Sebelum pajak/ *Before tax*	Pajak/ *Tax*	Setelah pajak/ *Net of tax*	
Pengukuran kembali atas kewajiban manfaat karyawan	(817,341)	179,815	(637,526)	*Remeasurements of employee benefits obligations*
Revaluasi aset tetap	(306,503)	67,431	(239,072)	*Revaluation of property, plant and equipment*
Jumlah	**(1,123,844)**	**247,246**	**(876,598)**	***Total***

	2024			
	Sebelum pajak/ *Before tax*	Pajak/ *Tax*	Setelah pajak/ *Net of tax*	
Pengukuran kembali atas kewajiban manfaat karyawan	(274,786)	60,453	(214,333)	*Remeasurements of employee benefits obligations*
Revaluasi aset tetap	28,611,768	(6,013,588)	22,598,180	*Revaluation of property, plant and equipment*
Jumlah	**28,336,982**	**(5,953,135)**	**22,383,847**	***Total***

Manajemen berpendapat jika aset pajak tangguhan dapat dipulihkan sesuai dengan periode realisasi yang diekspektasikan.

Management believes that the deferred tax assets could be recovered within the expected realisation period

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23. PERPAJAKAN (lanjutan)

d. Pajak tangguhan (lanjutan)

Analisis aset/(liabilitas) pajak tangguhan adalah sebagai berikut:

	2025	2024	
Aset pajak tangguhan yang akan dipulihkan dalam 12 bulan	140,282	124,670	*Deferred tax assets to be recovered within 12 months*
(Liabilitas) pajak tangguhan yang akan diselesaikan setelah 12 bulan	(27,733,945)	(25,357,000)	*Deferred tax (liabilities) to be settled after 12 months*
Jumlah	**(27,593,663)**	**(25,232,330)**	***Total***

***23. TAXATION** (continued)*

***d. Deferred tax** (continued)*

The analysis of deferred tax assets/(liabilities) is as follows:

e. Surat ketetapan pajak

Tabel dibawah ini menunjukkan Surat Ketetapan Pajak Grup yang masih dalam proses keberatan dan/atau banding:

e. Tax assessment letters

The below table shows the Group's tax assessment letters which are still in the process of objection and/or appeal:

Jenis pajak/*Tax type*	Tahun pajak/ *Fiscal year*	Entitas/ *Entity*	2025	2024	Status
PPh Badan/*CIT*	2016	PIPS	9,657	16,094	Banding/*Appeal*
PPh 23/*Income Tax Art 23*	2018	PIP	13,570	19,925	Selesai/*Completed*
PPh 4 ayat (2)/*Income Tax Art 4 (2)*	2018	PIP	123,314	136,071	Selesai/*Completed*
PPh 22/*Income Tax Art 22*	2020	PIP	27,632	31,808	Selesai/*Completed*
PPh Badan/*CIT*	2020	PIPS	-	15,863	Selesai/*Completed*
PPh 22/*Income Tax Art 22*	2021	PIP	50,122	50,122	Banding/*Appeal*
PPh Badan/*CIT*	2022	PIPS	-	8,918	Selesai/*Completed*
PPh Badan/*CIT*	2024	PIP	14,150	-	Pemeriksaan/*Examination*
PPh Badan/*CIT*	2024	ADC	14,223	-	Pemeriksaan/*Examination*
			252,668	**278,801**	

Perusahaan

Pada tahun 2025, kantor pajak mengabulkan permohonan banding Perusahaan atas kurang bayar Pajak Penghasilan ("PPh") Pasal 23 dan Pasal 4 ayat (2) untuk tahun fiskal 2018 yang sebelumnya telah dibayarkan oleh Perusahaan sebesar Rp136.884, serta PPh Pasal 22 untuk tahun fiskal 2020 yang sebelumnya telah dibayarkan oleh Perusahaan sebesar Rp27.632.

Perusahaan telah membebankan selisih antara Surat Ketetapan Pajak Kurang Bayar ("SKPKB") dengan hasil keputusan banding atas SKPKB tersebut sebesar Rp23.288 sebagai bagian dari beban lain-lain – bersih dan mengakuinya dalam laporan laba rugi untuk tahun yang berakhir pada tanggal 31 Desember 2025.

The Company

In 2025, the tax office granted the Company's appeal against the underpayment of Income Tax ("PPh") Article 23 and Article 4 paragraph (2) for the fiscal year 2018, which had previously been paid by the Company amounting to Rp136,884, as well as Income Tax Article 22 for the fiscal year 2020, which had previously been paid by the Company amounting to Rp27,632.

The Company recognised the difference between the Underpayment Tax Assessment Letter ("SKPKB") and the outcome of the appeal decision on the SKPKB, amounting to Rp23,288, as part of other expenses – net and recorded it in profit or loss for the year ended 31 December 2025.

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23. PERPAJAKAN (lanjutan)

f. Administrasi

Berdasarkan Undang-Undang Perpajakan yang berlaku di Indonesia, perusahaan-perusahaan di dalam Grup yang berdomisili di Indonesia menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. DJP dapat menetapkan atau mengubah pajak dalam batas waktu lima tahun saat terutangnya pajak.

g. Aturan Model Pilar Dua Organization for Economic Cooperation and Development ("OECD")

Peraturan Menteri Keuangan ("PMK") No. PMK-136 Tahun 2024 ("PMK-136") telah diundangkan di Indonesia, yurisdiksi dimana tempat Perusahaan didirikan, dan akan berlaku mulai 1 Januari 2025.

Entitas induk utama ("UPE") dari Perusahaan berada dalam lingkup aturan model OECD Pilar Dua dan telah menerapkan pengecualian untuk mengakui dan mengungkapkan informasi tentang aset dan liabilitas pajak tangguhan yang berkaitan dengan pajak penghasilan Pilar Dua mulai 1 Januari 2025. Undang-undang Pilar Dua telah diundangkan atau hampir diundangkan di beberapa yurisdiksi tempat UPE beroperasi. Undang-undang tersebut mulai berlaku untuk tahun keuangan Perusahaan yang berakhir setelah 31 Desember 2024. UPE tunduk pada undang-undang yang telah diundangkan atau hampir diundangkan tersebut dan telah melakukan penilaian terhadap potensi eksposurnya terhadap pajak penghasilan Pilar Dua.

Berdasarkan hasil penilaian tersebut, tingkat pajak efektif di seluruh yurisdiksi tempat Grup beroperasi berada di atas 15%. Oleh karena itu, tidak diperlukan pajak tambahan untuk tahun yang berakhir pada 31 Desember 2025.

***23. TAXATION** (continued)*

f. Administration

Under the Taxation Laws of Indonesia, each company within the Group which is domiciled in Indonesia calculates and pays tax on the basis of self assessment. The DGT may assess or amend taxes within five years of the time the tax becomes due.

g. Organization for Economic Cooperation and Development ("OECD") Pillar Two Model Rules

The Ministry of Finance ("MoF) Regulation No. PMK-136 Tahun 2024 ("PMK-136") was enacted in Indonesia, the jurisdiction in which the Company is incorporated, and will come into effect from 1 January 2025.

The ultimate parent entity ("UPE") of the Company is within the scope of the OECD Pillar Two model rules and has applied the exception to recognising and disclosing information about deferred tax assets and liabilities relating to Pillar Two income taxes from 1 January 2025. Pillar Two legislation has been enacted or substantially enacted in certain jurisdictions in which the UPE operates. The legislation has become effective for the Company's financial year ended after 31 December 2024. The UPE is subject to the enacted or substantially enacted legislation and has conducted an assessment of its potential exposure to Pillar Two income taxes.

Based on the assessment, the effective tax rates in all jurisdictions in which the Group operates are above 15%. Therefore, there was no top-up tax required for the year ended 31 December 2025.

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24. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI / *24. THE BALANCE AND TRANSACTIONS WITH RELATED PARTIES*

Sifat hubungan berelasi / *Nature of related parties*

Berikut ini adalah daftar pihak berelasi yang memiliki transaksi dengan Perusahaan:

Below is the list of related parties with which the Company has transactions:

Pihak-pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat transaksi/ *Nature of transaction*
PLN	Entitas induk pengendali/ *Controlling parent entity*	Transaksi penjualan tenaga listrik, jasa pemeliharaan dan pinjaman dari pemegang saham *Sales of electricity, operation and maintenance services and loans from a shareholder*
YPK PLN	Pemegang saham minoritas/ *Minority shareholder*	Penyertaan modal/ *Paid-in capital*
Direktur dan Dewan Komisaris grup/ *Board of Directors and Board of Commissioners of the Group*	Personil manajemen kunci/ *Key management personnel*	Pembayaran gaji dan tunjangan/ *Payment of salaries and allowances*
BNI	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas dan setara kas, dan investasi jangka pendek/ *Placement of cash and cash equivalents and short-term investment*
Bank Mandiri	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas dan setara kas, dan investasi jangka pendek/ *Placement of cash and cash equivalents and short-term investment*
BRI	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas dan setara kas, dan investasi jangka pendek/ *Placement of cash and cash equivalents and short-term investment*
BSI	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Penempatan kas dan setara kas, dan investasi jangka pendek/ *Placement of cash and cash equivalents and short-term investment*
PT Pertamina (Persero) ("Pertamina")	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Transaksi pembelian bahan bakar dan minyak pelumas/ *Purchase of fuels and lubricants*
PT Bukit Asam (Persero) Tbk ("PTBA")	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Transaksi pembelian batubara/ *Purchase of coal*
PT Perusahaan Gas Negara Tbk ("PGN")	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Transaksi pembelian bahan bakar/ *Purchase of fuels*
TPI	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Asuransi bangunan, instalasi dan mesin pembangkit, perlengkapan transmisi milik Perusahaan/ *Insurance services for Company's buildings, installations and power plants, and transmission equipment*
Pelindo	Pengendalian melalui Pemerintah Republik Indonesia/ *Control through the Government of the Republic of Indonesia*	Sewa/ *Lease*
REP, GCL, IRT, MCB, IATS, MBE, IATSing, HGB, HGGM, dan/*and* HVP	Ventura bersama/ *Joint ventures*	Investasi, pemberian pinjaman, perdagangan batubara, jasa pemeliharaan dan pengelolaan, sewa/ *Investment, issuance of loan, trade of coals, operations and maintenance services, lease*
IPB, PLNSC, dan/*and* TMAI	Entitas asosiasi/ *Associates*	Investasi pada entitas asosiasi dan ventura bersama/ *Investment in associates and joint ventures*

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Sifat hubungan berelasi (lanjutan) / ***Nature of related parties** (continued)*

Berikut ini adalah daftar pihak berelasi yang memiliki transaksi dengan Perusahaan: (lanjutan) / *Below is the list of related parties with which the Company has transactions: (continued)*

Pihak-pihak berelasi/ *Related parties*	Sifat hubungan/ *Nature of relationship*	Sifat transaksi/ *Nature of transaction*
PNP	Entitas sepengendali/ *Entity under common control*	Transaksi pendapatan jasa/ *Other services transactions*
PT Haleyora Power ("Haleyora")	Entitas sepengendali/ *Entity under common control*	Transaksi penyediaan tenaga kerja/ *Transfer of labour transaction*
ICON+	Entitas sepengendali/ *Entity under common control*	Transaksi penyedia layanan internet/ *Internet service provider transaction*
EPI	Entitas sepengendali/ *Entity under common control*	Transaksi pembelian bahan bakar/ *Purchase of fuels*
PT Prima Layanan Nasional Enjiniring ("PLNE")	Entitas sepengendali/ *Entity under common control*	Transaksi jasa profesional/ *Professional services transaction*
PT Pelayanan Listrik Nasional Batam (PLN B)	Entitas sepengendali/ *Entity under common control*	Biaya personalia,jasa borong,sewa *Employee cost,contract work, lease*
PT Energy Management Indonesia (EMI)	Entitas sepengendali/ *Entity under common control*	Transaksi pembelian biomassa, jasa borong *Purchase of biomass, contract work*
PT Pelayaran Bahtera Adhiguna ("BAG")	Entitas sepengendali/ *Entity under common control*	Transaksi jasa transportasi bahan bakar dan batubara/ *Fuels and coal transportation services transaction*
PLN EG	Entitas sepengendali/ *Entity under common control*	Sewa/ *Lease*
DP-PLN	Pihak berelasi lainnya/ *Other related parties*	Pengelola dana pensiun/ *Pension fund manager*

Saldo dan transaksi dengan pihak berelasi / ***The balances and transactions with related parties***

	Catatan/ *Notes*	31 Desember/ *December* 2025 Rp	%*)	31 Desember/ *December* 2024 Rp	%*)	
Kas dan setara kas	4					***Cash and cash equivalents***
BNI		3,084,146	0.72%	3,981,952	0.93%	*BNI*
BRI		371,146	0.09%	190,233	0.04%	*BRI*
Bank Mandiri		158,666	0.04%	341,732	0.08%	*Bank Mandiri*
BSI		37,726	0.01%	34,770	0.01%	*BSI*
Jumlah		**3,651,684**	**0.86%**	**4,548,687**	**1.06%**	***Total***
Piutang usaha	5					***Trade receivables***
PLN		73,951,581	17.32%	69,327,519	16.22%	*PLN*
PNP		149	0.00%	149	0.00%	*PNP*
GCL		-	0.00%	-	0.00%	*GCL*
Lain-lain		38,403	0.01%	34,411	0.01%	*Other*
Jumlah		**73,990,133**	**17.33%**	**69,362,079**	**16.23%**	***Total***
Aset keuangan dari konsesi jasa	7					***Financial assets of service concession***
PLN		899,854	0.21%	1,028,949	0.24%	*PLN*
Piutang pihak berelasi	8					***Receivables from related parties***
TPI		855,093	0.20%	-	0.00%	*TPI*
REP		524,036	0.12%	485,856	0.11%	*REP*
SGPJB		129,478	0.03%	195,167	0.05%	*SGPJB*
MCB		63,210	0.01%	51,294	0.01%	*MCB*
PLN		50,426	0.01%	469,042	0.11%	*PLN*
GCL		30,154	0.01%	123,836	0.03%	*GCL*
Lain-lain		91,977	0.02%	73,250	0.02%	*Other*
Jumlah		**1,744,374**	**0.40%**	**1,398,445**	**0.33%**	***Total***

*) Persentase terhadap jumlah aset/liabilitas/pendapatan/beban yang bersangkutan.

*) *Percentage of related total assets/liabilities/revenues/ expenses.*

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Saldo dan transaksi dengan pihak berelasi (lanjutan) / ***The balances and transactions with related parties** (continued)*

	Catatan/ *Notes*	31 Desember/ *December* 2025 Rp	%*)	31 Desember/ *December* 2024 Rp	%*)	
Utang usaha	12					***Trade payables***
Pertamina		2,141,423	4.04%	2,799,025	5.19%	*Pertamina*
EPI		2,101,266	3.96%	3,112,030	5.77%	*EPI*
PTBA		709,111	1.34%	1,258,061	2.33%	*PTBA*
BAG		222,471	0.42%	116,199	0.22%	*BAG*
Lain-lain		1,269,541	2.40%	1,220,110	2.26%	*Other*
Jumlah		**6,443,812**	**12.16%**	**8,505,425**	**15.77%**	***Total***
Beban yang masih harus dibayar						***Accrued expenses***
PLN		107,792	0.20%	106,888	0.20%	*PLN*
Pinjaman dari pemegang saham						***Loans from a shareholder***
PLN	24	2,903,654	5.48%	3,186,415	5.91%	*PLN*
Liabilitas sewa	13					***Lease liabilities***
Pelindo		1,378,244	2.60%	1,157,553	2.15%	*Pelindo*
PLN		897,019	1.69%	883,197	1.64%	*PLN*
PDG		700,824	1.32%	850,622	1.58%	*PDG*
PLN EG		-	0.00%	471,881	0.87%	*PLN EG*
Lainnya		20,004	0.04%	-	0.00%	*Others*
Jumlah		**2,996,091**	**5.65%**	**3,363,253**	**6.23%**	***Total***
Pendapatan konsesi jasa	7					***Revenue of service concession***
PLN		239,827	0.20%	256,344	0.23%	*PLN*
Penjualan tenaga listrik	18					***Sales of electricity***
PLN		118,868,813	97.94%	108,706,764	98.31%	PLN
Pendapatan jasa	19					***Service revenue***
PLN		1,663,013	1.37%	1,042,916	0.94%	*PLN*
GCL		111,949	0.09%	102,080	0.09%	*GCL*
REP		1,612	0.00%	1,655	0.00%	*REP*
PNP		1,568	0.00%	10,344	0.01%	*PNP*
Jumlah		**1,778,142**	**1.46%**	**1,156,995**	**1.04%**	**Total**
Beban usaha						***Operating expenses***
EPI		18,848,325	18.18%	11,115,762	11.86%	*EPI*
Pertamina		14,473,798	13.96%	17,890,518	19.09%	*Pertamina*
PTBA		8,535,671	8.23%	8,495,375	9.07%	*PTBA*
PLN		5,080,755	4.90%	1,163,314	1.24%	*PLN*
BAG		1,987,084	1.92%	2,429,140	2.59%	*BAG*
PGN		1,686,025	1.63%	2,872,993	3.07%	*PGN*
TPI		399,741	0.39%	358,357	0.38%	*TPI*
PT Haleyora Power		92,881	0.09%	72,647	0.08%	*PT Haleyora Power*
ICON+		51,455	0.05%	40,661	0.04%	*ICON+*
PNP		8,855	0.01%	318	0.00%	*PNP*
PLN B		970	0.00%	674	0.00%	*PLN B*
NR		-	0.00%	499,007	0.53%	*NR*
PLNE		-	0.00%	80	0.00%	*PLNE*
Lain-lain		698,041	0.67%	943,983	1.01%	*Other*
Jumlah		**51,863,601**	**50.03%**	**45,882,830**	**48.97%**	***Total***

*) Persentase terhadap jumlah aset/liabilitas/pendapatan/ beban yang bersangkutan.

*) *Percentage of related total assets/liabilities/revenues/ expenses.*

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24. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

a. Pinjaman dari pemegang saham

PLTGU Tambak Lorok Blok III

Pada tanggal 12 November 2018, Perusahaan menandatangani perjanjian pinjaman dengan PLN sebesar US$213.901.481 dengan tingkat bunga *London Interbank Offered Rate* dengan *margin* 0,70% per tahun. Lalu pada tanggal 30 Desember 2022, terdapat amendemen kontrak untuk merubah referensi angka bunga pinjaman menjadi bunga SOFR dengan *spread adjustment* 0,42826% dengan *margin* 0,70% per tahun. Pinjaman ini digunakan untuk mendanai proyek PLTGU Tambak Lorok Blok III. Jangka waktu perjanjian efektif sejak ditandatanganinya perjanjian ini dan akan berakhir pada saat semua kewajiban pokok maupun bunga telah dibayar penuh oleh Perusahaan.

Selama tahun 2025, Perusahaan melakukan penarikan pinjaman dari pemegang saham sebesar Rp34.841 (2024: Rp241.013) dan melakukan pembayaran pinjaman sebesar Rp375.335 (2024: Rp276.592).

Saldo pinjaman ini pada tanggal 31 Desember 2025 adalah sebesar Rp1.629.487 (setara US$97.457.390) (2024: Rp1.796.415 (setara US$111.184.914)).

Pembangkit Listrik Tenaga Uap ("BMPP") Kolaka I – II

Pada tanggal 26 Desember 2022, Perusahaan menandatangani perjanjian pinjaman dengan PLN sebesar Rp1.390.000, dikenakan bunga tetap sebesar 7,83% per tahun. Pinjaman tersebut akan digunakan untuk mendanai investasi di BMPP Kolaka I - II 120 MV. Jangka waktu perjanjian ini berlaku efektif sejak ditandatangani dan akan berakhir ketika seluruh pokok pinjaman dan bunga yang terutang telah dilunasi sepenuhnya oleh Perseroan.

Saldo pinjaman ini pada tanggal 31 Desember 2025 adalah sebesar Rp1.274.167 (2024: Rp1.390.000).

***24. THE BALANCE AND TRANSACTIONS WITH RELATED PARTIES** (continued)*

a. Loans from a shareholder

PLTGU Tambak Lorok Blok III

On 12 November 2018, the Company entered into a loan agreement with PLN amounting to US$213,901,481 with interest rates of London Interbank Offered Rate with a margin of 0.70% per annum. On 30 December 2022, there was a contract amendment to change the loan interest rate reference to interest rates of SOFR with a spread adjustment of 0.42826% with a margin of 0.70% per year. This loan will be used to fund the add-on project of PLTGU Tambak Lorok Blok III. The term of this agreement was effective when the loan was signed and ends when all the outstanding principal and interest have been fully paid by the Company.

During 2025, the Company made drawdown of loans from a shareholder for the amount of Rp34,841 (2024: Rp241,013) and repayment of loan for the amount of Rp375,335 (2024: Rp276,592).

The outstanding balance of these loans as at 31 December 2025 amounting to Rp1,629,487 (equivalent to US$97,457,390) (2024: Rp1,796,415 (equivalent to US$111,184,914)).

Electricity Supply Barge Mounted Power Plant ("BMPP") Kolaka I - II

On 26 December 2022, the Company entered into a loan agreement with PLN amounting to Rp1,390,000, carries a fixed interest rate of 7.83% per annum. It will be used to fund the investment in the BMPP Kolaka I - II 120 MV. The term of this agreement became effective upon signing and will end when all the outstanding principal and interest have been fully paid by the Company.

The outstanding balance of these loans as at 31 December 2025 amounted to Rp1,274,167 (2024: Rp 1,390,000).

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24. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

b. Kompensasi manajemen kunci

Jumlah kompensasi yang dibayarkan kepada Dewan Komisaris dan Direksi Perusahaan tahun 2025 dan 2024 adalah masing-masing sebesar Rp131.344 dan Rp116.672. Seluruh kompensasi kepada Dewan Komisaris dan Direksi Perusahaan tersebut merupakan imbalan kerja jangka pendek.

24. THE BALANCE AND TRANSACTIONS WITH RELATED PARTIES *(continued)*

b. Key management compensation

Total remuneration paid to the Company's Board of Commissioners and Board of Directors in 2025 and 2024 amounted to Rp131,344 and Rp116,672, respectively. All the compensation to the Company's Board of Commissioners and Board of Directors represents short-term employee benefits.

25. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI

Pada tanggal 31 Desember 2025, Grup memiliki perikatan penting dan kontinjensi sebagai berikut:

a. PJBTL

Perusahaan memiliki sejumlah PJBTL dengan PLN. Dalam perjanjian tersebut, PLN membayar pasokan tenaga listrik yang disediakan oleh Perusahaan sebesar jumlah yang ditentukan berdasarkan formula pembayaran. Pembayaran tersebut mencakup komponen biaya kapasitas, energi, operasional dan pemeliharaan yang tergantung pada tingkat pasokan energi serta variabel lain yang ditentukan dalam perjanjian.

Berdasarkan Keputusan Direksi PLN No. 0357.K/DIR/2022 tanggal 28 November 2022 tentang tindak lanjut pembentukan *subholding* PLN Hukum Akhir Periode/Tahap, dan keputusan RUPS sirkuler Perusahaan tanggal 21 September 2022 dan 30 Desember 2022, terdapat perubahan dan pernyataan Kembali atas PJBTL antara Perusahaan dan PLN.

Pada tanggal 30 Desember 2022, PLN dan Perusahaan telah menandatangani 24 amendemen dan pernyataan kembali PJBTL yang terdiri dari: 8 PJBTL atas wilayah Jawa-Bali, 7 PJBTL atas wilayah Sumatera, 6 atas PJBTL atas wilayah Kalimantan, dan 3 PJBTL atas wilayah Sulawesi. Amendemen dan pernyataan kembali PJBTL tersebut akan berlaku efektif pada tanggal 1 Januari 2023 dengan periode kontrak dari tahun 2023 sampai dengan 2032.

25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

As at 31 December 2025, the Group has significant commitments and contingencies, as follows:

a. PPA

The Company has various PPAs with PLN. Under those agreements, PLN will pay the Company for the supply of electricity at an amount determined in accordance with the payment formula. Such payment formula includes cost of capacity, energy, as well as operations and maintenance components which depends on the level of energy supplied and other variables stipulated in the agreement.

Based on the Decree of the Board of Directors of PLN No. 0357.K/DIR/2022 dated 28 November 2022 regarding the follow-up to the establishment of the Subholding of PLN Legal-End of Period/Phase, and the Company's circular GMS on 21 September 2022 and 30 December 2022, there are amendments and restatements of the PPA between the Company and PLN.

On 30 December 2022, PLN and the Company have signed 24 amendments and restatements of the PPA consisting of: 8 PPA for the Java-Bali area, 7 PPA for the Sumatra area, 6 PPA for the Kalimantan area, and 3 PPA for the Sulawesi area. The amendments and restatements of these PPA will become effective on 1 January 2023 with a contract period from 2023 up to 2032.

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25. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

b. Perjanjian pengadaan bahan bakar

(i) Gas

25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES *(continued)*

b. Fuel supply agreements

(i) Gas

Sektor/ ***Sector***	**Pemasok/** ***Suppliers***	**No. Perjanjian/** ***Agreement No.***	**Durasi/** ***Duration***	**Satuan/** ***Unit of measure***	**Jumlah yang disepakati/** ***Agreed quantity**)***
Priok & Cilegon	PT PLN Energi Primer Indonesia	0063.Pj/DAN.01.03/PLNIP011002/2025	2024 - 2027	MMBTU	282.469.200
Cilegon	PT PLN Energi Primer Indonesia	0918.Pj/DAN.01.03/PLNIP011002/2024	2024 - 2029	BBTUD	5
Bali	PT PLN Energi Primer Indonesia	0121.Pj/DAN.01.03/PLNIP011002/2025	2024 – 2026	MMBTU	7.927.551 (16 Kargo Kecil)/(16 Small Cargo)
		0839.Pj/DAN.01.03/PLNIP011002/2025	2024 – 2026	MMBTU	19.955.564
Grati	1. Medco Energi Sampang Pty Ltd 2. Singapore Petroleum Sampang Ltd 3. Cue Sampang Pty.Ltd. (Gas Sampang)	Perjanjian penjualan gas/*Gas Sales Agreement* Addendum Keenam Perjanjian Jual Beli Gas/*Sixth Addendum to the Gas Sales Agreement*	2004 - 2027	BBTUD	Notifikasi JHK/*JHK Notification* (Top 95%)
	Kangean Energy Indonesia Ltd (Gas TSB)	1609.Amd/DAN.01.01/PLNEPI0100/2025 (Amandemen III atas Perjanjian Jual Beli Gas)	2012 – 2028	BBTUD	20 - 50 (TOP 90%)
	PT PLN Energi Primer Indonesia	0705.Pj/DAN.01.03/PLNIP011002/2025	s.d 2027	-	Interruptible
Semarang	PT Sumber Petrindo Perkasa	97.PJ/061/IP/2007 Amendemen-6	2014 – 2029	BBTUD	50-54.5
	PT Pertamina (PGN JTB)	0670.Pj/EPI01.02/DIRUT/2017	2021 – 2035	BBTUD	100 BBTUD (Multidestinasi dengan Gresik)
Jambi	PT Energasindo Heksa Karya	272.PJ/041/DIR/2007	2007 – 2028	BBTUD	8.6
Keramasan	PT Medco E&P Lematang PT Medco E&P Indonesia	No. PLN :0548-1.Pj/EPI.03.02/DIRUT/2017	2017 – 2025	BBTUD	20
Mahakam	PT Pertamina (Persero)	1460.Pj/EPI.01.02/PLNEPI0100/2025	2021 – 2025	BBTUD	15.5
Papua dan Maluku	PT Malamoi Olom Wobok	331.PJ/061/IP/2020	2021 – 2025	USD/MMBTU	8

*) Dalam angka penuh

*In full amount *)*

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25. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

b. Perjanjian pengadaan bahan bakar (lanjutan)

(i) Batubara

25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES *(continued)*

b. Fuel supply agreements *(continued)*

(i) Coal

Sektor/ *Sector*	Pemasok/ *Supplier*	No. Perjanjian/ *Agreement No.*	Jumlah dalam metrik ton/ *Total in metric tons*)*	Periode/ *Period*
Suralaya 1-7	PT Bukit Asam	12.PJ/061/IP/2013	4,200,000	2013 – 2026
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jabar 2 Pelabuhan Ratu Pangkalan Susu Labuhan Angin Teluk Sirih	PT Bukit Asam	303.PJ/041/DIR/2012	7,012,500	2012 – 2032
Suralaya 1-7	PT Oktasan Baruna Persada	406.PJ/061/IP/2018	2.100.000	2018 - 2026
Suralaya 1-7	PT Berau Coal	84.PJ/061/IP/2008	2,100,000	2009 - 2025
Suralaya 1-7	PT Artha Daya Coalindo	159.PJ/061/IP/2017	2,481,000	2017 - 2027
Suralaya 1-7	PT Multi Harapan Utama	373.PJ/061/IP/2022	1,000,000	2022 – 2026
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jabar 2 Pelabuhan Ratu Pangkalan Susu Labuhan Angin Teluk Sirih	PT Titan Infra Energy	0017.PJ/EPI.02.02/DIRUT/2019	2.920.000	2019 - 2033
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jateng 2 Adipala Teluk Sirih Pangkalan Susu Labuhan Angin	Konsorsium PT Arutmin Indonesia dan PT Darma Henwa	0020.PJ/EPI.02.02/DIRUT/2019	5,553,000	2007 - 2027
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jateng 2 Adipala Teluk Sirih Pangkalan Susu Labuhan Angin	Konsorsium PT Arutmin Indonesia dan PT Darma Henwa	420.PJ/123/DIRUT/2008 421.PJ/123/DIRUT/2008	2,005,000	2008 - 2028
Banten 1 Suralaya Banten 2 Labuan Banten 3 Lontar Jateng 2 Adipala	Konsorsium PT Exploitasi Energi Indonesia dan PT Borneo Indobara	0200-3.Pj/EPI.01.01/C01050000/2022	2,000,000	2022 - 2027

*) Dalam angka penuh

*In full amount *)*

Harga pembelian batubara berkisar Rp577.903 (angka penuh) dan Rp1.088.330 (angka penuh) per ton sebelum penyesuaian spesifikasi batubara (2024: Rp995.449 - Rp1.029.531 (angka penuh)).

The purchase price of coal ranges from Rp577,903 (full amount) to Rp1,088,330 (full amount) per ton, which is adjusted against coal specification (2024: Rp995,449 - Rp1,029,531 (full amount)).

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25. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

b. Perjanjian pengadaan bahan bakar (lanjutan)

(iii) Bahan Bakar Minyak

Pada tahun 2024 dan 2025, pembelian BBM dilakukan berdasarkan formula harga dan kuantitas yang diatur dalam beberapa Perjanjian Jual Beli Bahan Bakar Minyak dengan PT Pertamina Patra Niaga, yang diperbarui setiap tiga hingga empat bulan.

Pada tanggal 31 Desember 2025 dan 31 Desember 2024, saldo utang usaha atas pembelian bahan bakar dari Pertamina adalah masing-masing sebesar Rp1.708.068 dan Rp2.799.025.

(iv) Uap panas bumi

Melalui PLN, Perusahaan mengadakan perjanjian dengan Pertamina untuk pengadaan uap panas bumi untuk daerah Kamojang selama 30 tahun yang berakhir tahun 2012 dan telah melalui Amendemen I Surat Perjanjian antara Pertamina dan PLN PLTP Unit 1,2,3 di Kamojang. Sampai tahun 2015, perjanjian masih menggunakan Amendemen kelima Perjanjian Interim antara PT Pertamina Geothermal Energy, PLN dan PIP. Pada tanggal 11 Februari 2016, dilakukan amendemen secara keseluruhan dan pernyataan kembali atas perjanjian induk, yang berlaku mulai 1 Agustus 2012 sampai dengan 31 Desember 2040. Untuk PLTP Gunung Salak dan Darajat perjanjian berlaku selama 30 tahun sampai tahun 2030.

Perjanjian Jual Beli Uap Panas Bumi PLTP Lahendong Unit 1 berlaku selama 30 tahun telah mengalami Amendemen I pada tahun 2016 berlaku sampai dengan 31 Desember 2031, untuk PLTP Lahendong Unit 2&3 perjanjian berlaku selama 30 tahun telah mengalami Amendemen I pada tahun 2016 berlaku sampai dengan 17 Juni 2037 untuk PLTP Lahendong Unit 2 dan pada 7 April 2039 untuk PLTP Lahendong Unit 3. Untuk PLTP Lahendong Unit 4 perjanjian berlaku selama 30 telah mengalami Amendemen I pada tahun 2016 berlaku sampai dengan 23 Desember 2041.

Perjanjian Jual Beli Uap Panas Bumi pada PLTP Ulubelu berlaku selama 30 tahun sampai dengan 16 September 2042.

25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES *(continued)*

b. Fuel supply agreements *(continued)*

(iii) Fuel

In 2024 and 2025, fuel oil purchases were made based on pricing and quantity formulas stipulated in several Fuel Oil Sale and Purchase Agreements with PT Pertamina Patra Niaga, which were periodically updated every three to four months.

As at 31 December 2025 and 31 December 2024, the trade payables outstanding for purchase of fuel from Pertamina amounting to Rp1,708,068 and Rp2,799,025 respectively.

(iv) Geothermal steam

The Company, through PLN, entered into a geothermal procurement agreement with Pertamina to purchase Geothermal Steam for Kamojang area for 30 years until 2012 and the agreement has been amended under amendment I between Pertamina and PLN PLTP Unit 1,2,3 in Kamojang. Until 2015, the agreement was still using the Fifth amendment of the Interim Agreement between PT Pertamina Geothermal Energy, PLN and PIP. On 11 February 2016, the main agreement was wholly amended and restated, which is valid from 1 August 2012 to 31 December 2040. For PLTP Gunung Salak and Darajat, the agreement is valid for 30 years until 2030.

The Geothermal Steam Sales and Purchase Agreement for PLTP Lahendong Unit 1 is valid for 30 years and has undergone Amendment I in 2016 valid until 31 December 2031, for PLTP Lahendong Unit 2 & 3 the agreement is valid for 30 years and has undergone Amendment I in 2016 valid until 17 June 2037 for PLTP Lahendong Unit 2 and on 7 April 2039 for PLTP Lahendong Unit 3. For PLTP Lahendong Unit 4, the agreement is valid for 30 years and has undergone Amendment I in 2016, valid until 23 December 2041.

The Geothermal Steam Sales and Purchase Agreement for PLTP Ulubelu is valid for 30 years until 16 September 2042.

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25. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

c. Komitmen

Stand by Letter of Credit ("SBLC")

Pada tanggal 31 Desember 2025, Perusahaan memiliki fasilitas *non-cash loan* berupa SBLC dengan BNI yang digunakan untuk jaminan jual beli gas dengan PT Malamoi Olom Wobok dengan nominal US$4.104.000 (nilai penuh) atau setara dengan Rp68.619 dengan jangka waktu sampai dengan 14 Januari 2026 serta dari PT Inti Alasindo Energy dengan nominal US$10.867.500 (nilai penuh) atau setara dengan Rp181.705 yang jatuh tempo pada 31 Desember 2026. Selain itu, Perusahaan juga memiliki fasilitas *non-cash loan* berupa SBLC dengan BRI yang digunakan sebagai jaminan jual beli gas dengan Medco Energi Sampang Pty. Ltd dengan nominal US$7.897.500 (nilai penuh) atau setara dengan Rp132.046 dengan jangka waktu sampai dengan 30 Agustus 2026.

25. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES *(continued)*

c. Commitments

Stand by Letter of Credit ("SBLC")

As of 31 December 2025, the Company has non-cash loan facilities in the form of SBLC. The SBLC facility with BNI is used as a gas purchase guarantee from PT Malamoi Olom Wobok amounting to US$4,104,000 (full amount) or equivalent to Rp68,619 with a maturity date of 14 January 2026, and from PT Inti Alasindo Energy amounting to US$10,867,500 (full amount) or equivalent to Rp181,705 with a maturity date of 31 December 2026. In addition, the Company has an SBLC facility with BRI used as a gas purchase guarantee from Medco Energi Sampang Pty. Ltd. amounting to US$7,897,500 (full amount) or equivalent to Rp132,046 with a maturity date of 30 August 2026.

26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL

a. Kategori dan klasifikasi instrumen keuangan

Pada tanggal 31 Desember 2025, Grup mengklasifikasikan kas dan setara kas, piutang usaha, piutang lain-lain dan aset keuangan dari konsesi jasa sebesar Rp80.718.170 (31 Desember 2024: Rp76.704.216) sebagai aset keuangan yang diukur pada biaya perolehan diamortisasi.

Pada tanggal 31 Desember 2025, Grup mengklasifikasikan utang usaha, pinjaman dari pemegang saham, beban yang masih harus dibayar dan liabilitas sewa, sebesar Rp17.766.533 (31 Desember 2024: Rp21.002.188) sebagai kewajiban keuangan yang diukur pada biaya perolehan diamortisasi.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT

a. Categories and classes of financial instruments

As at 31 December 2025, the Group classified its cash and cash equivalents, trade receivables, other receivables and financial assets of service concession amounting to Rp80,718,170 (31 December 2024: Rp76,704,216) as financial assets at amortised cost.

As at 31 December 2025, the Group classified its trade payables, loans from a shareholder, accrued expenses and lease liabilities amounting to Rp17,766,533 (31 December 2024: Rp21,002,188) as financial liabilities carried at amortised cost.

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan

Tujuan dan kebijakan manajemen risiko keuangan Grup adalah untuk memastikan bahwa sumber daya keuangan yang memadai tersedia untuk operasi dan pengembangan bisnis, serta untuk mengelola risiko keuangan, antara lain risiko pasar (termasuk risiko mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Grup beroperasi dengan pedoman yang telah ditentukan oleh Direksi.

Dalam pengelolaan risiko, Grup membentuk Bidang *Risk Management and Compliance* ("BID RSC") yang bertanggung jawab terhadap penyusunan kebijakan, kerangka kerja, pedoman penerapan manajemen risiko dan infrastruktur pengelolaan risiko, serta memastikan implementasi manajemen risiko tersebut di lingkungan Perusahaan. Bidang ini juga bertugas untuk memfasilitasi penyusunan profil risiko yang bersifat strategis sebagai himbauan awal kepada manajemen Grup. BID RSC bertanggung jawab kepada Direktur Keuangan dan Manajemen Risiko.

Grup telah menetapkan taksonomi risiko dengan membagi risiko menjadi lima kelompok yaitu risiko strategis, risiko keuangan, risiko operasional, risiko proyek, dan risiko kepatuhan. Risiko keuangan diantaranya adalah risiko pasar (termasuk risiko mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas. Dalam mengelola risiko, Grup mempertimbangkan skala prioritas yang didasarkan pada tingkat risikonya. Tingkat risiko ditentukan berdasarkan tingkat kemungkinan terjadinya dan skala dampak yang ditimbulkan.

Dalam kaitannya dengan risiko keuangan, manajemen menelaah dan mengeluarkan kebijakan untuk mengelola masing-masing risiko. Grup menerapkan kebijakan manajemen risiko yang bertujuan untuk meminimalkan pengaruh ketidakpastian risiko keuangan terhadap kinerja keuangan Grup. Berikut ini ringkasan kebijakan dan pengelolaan manajemen risiko tersebut:

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies

The Group's overall financial risk management and policies aim to ensure that adequate financial resources are available for operation and development of its business, while managing its exposure to financial risk, which is market risk (including foreign currency risk and interest rate risk) credit risk and liquidity risk. The Group operates within defined policies that are approved by the Board of Directors.

In managing those risks, the Group established a Risk Management and Compliance Division ("BID RSC") which is responsible for the preparation of the policies, the relevant frameworks, implementation guideline and the necessary risk management infrastructure to ensure the implementation of risk management in the Company's environment. The division is also established to facilitate a strategic risk profile as an early warning to the Group's management. BID RSC is accountable to the Finance and Risk Management Director.

The Group has established a risk taxonomy by dividing risk into five categories, which are strategic risk, financial risk, operational risk, project risk and compliance risk. Financial risk includes market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk. In managing those risks, the Group considers prioritisation based on risk level. Risk level is determined by the level of possibility and scale of potential impact.

Related to the financial risk, management evaluates and establishes policies for managing each of these risks. The Group applies the financial risk management policies to minimise the impact of the unpredictability of financial risks on the Group's financial performance. The summary of the financial risk management policies is as follows:

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b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Risiko pasar

i. Risiko nilai tukar mata uang asing

Grup melakukan sejumlah transaksi dalam mata uang asing. Akibatnya, timbul eksposur terhadap fluktuasi nilai tukar mata uang asing. Kebijakan Grup adalah untuk menjaga risiko mata uang asing dalam batas yang dapat diterima. Grup mencadangkan jumlah mata uang asing pada saat nilai tukar rupiah menguat dengan jumlah sesuai kebutuhan.

Sensitivitas mata uang asing

Tabel di bawah ini memaparkan rincian sensitivitas Grup untuk setiap 10% kenaikan dan penurunan Rupiah terhadap mata uang asing yang relevan. 10% kenaikan dan penurunan menggambarkan penilaian manajemen terhadap perubahan yang rasional pada nilai tukar setelah mempertimbangkan kondisi ekonomi saat ini. Analisis sensitivitas ini hanya mencakup saldo item moneter setelah pajak dalam mata uang asing dan menyesuaikan translasi pada akhir tahun untuk 10% perubahan dalam nilai tukar mata uang asing.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Market risk

i. Foreign exchange risk

The Group undertakes many transactions denominated in foreign currencies. Consequently, there are exposures to exchange rate fluctuations. The Group's policy is to maintain foreign currency exposure within acceptable limits. The Group reserves the foreign currency amount at times the Rupiah strengthens, with amounts as needed.

Foreign currency sensitivity

The following table details the Group's sensitivity to a 10% increase and decrease in the Rupiah against the relevant foreign currencies. 10% increase or decrease represents the management's assessment of the reasonable possible change in foreign exchange rates after considering the current economic conditions. The sensitivity analysis only includes net of tax outstanding foreign denominated monetary items and adjusts their translation at the end of the year for a 10% change in foreign currency rates.

Dampak terhadap laba setelah pajak/*Effect on profit net of tax*
2025

	US$		EUR		*Other*		
	10%	-10%	10%	-10%	10%	-10%	
Aset Keuangan							***Financial Assets***
Kas dan setara kas	7,506	(7,506)	906	(906)	621	(621)	*Cash and cash equivalent*
Piutang lain-lain pihak berelasi	42,911	(42,911)	-	-	-	-	*Other receivables from related parties*
Subjumlah	50,417	(50,417)	906	(906)	621	(621)	*Subtotal*
Liabilitas Keuangan							***Financial Liabilities***
Utang usaha	251,651	(251,651)	-	-	-	-	*Trade payables*
Pinjaman pemegang saham	229,346	(229,346)	-	-	-	-	*Loans from shareholders*
Subjumlah	480,997	(480,997)	-	-	-	-	*Subtotal*
Jumlah	**(430,580)**	**430,580**	**906**	**(906)**	**621**	**(621)**	***Total***

Dampak terhadap laba setelah pajak/*Effect on profit net of tax*
2024

	US$		EUR		*Other*		
	10%	-10%	10%	-10%	10%	-10%	
Aset Keuangan							***Financial Assets***
Kas dan setara kas	15,837	(15,837)	374	(374)	1,468	(1,468)	*Cash and cash equivalent*
Piutang lain-lain pihak berelasi	44,712	(44,712)	-	-	-	-	*Other receivables from related parties*
Subjumlah	60,549	(60,549)	374	(374)	1,468	(1,468)	*Subtotal*
Liabilitas Keuangan							***Financial Liabilities***
Utang usaha	130,390	(130,390)	-	-	-	-	*Trade payables*
Pinjaman pemegang saham	252,199	(252,199)	-	-	-	-	*Loans from shareholders*
Subjumlah	382,589	(382,589)	-	-	-	-	*Subtotal*
Jumlah	**(322,040)**	**322,040**	**374**	**(374)**	**1,468**	**(1,468)**	***Total***

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Risiko pasar (lanjutan)

ii. Risiko tingkat suku bunga

Pada tanggal 31 Desember 2025 dan 2024, manajemen percaya risiko tingkat suku bunga adalah minimal dikarenakan Grup hanya terekspos risiko tingkat suku bunga melalui saldo kas di bank dan pinjaman dari pemegang saham.

Sensitivitas tingkat suku bunga

Analisis sensitivitas berikut telah ditentukan berdasarkan eksposur Grup terhadap tingkat suku bunga untuk saldo instrumen keuangan terutang setelah pajak pada tanggal pelaporan. Analisis ini disusun dengan mengasumsikan jumlah saldo aset dan liabilitas terutang pada akhir periode pelaporan, terutang sepanjang tahun. Analisis sensitivitas ini menggunakan asumsi kenaikan dan penurunan sebesar 50 basis poin pada tingkat suku bunga yang relevan dengan variabel lainnya dianggap konstan. Kenaikan dan penurunan sebesar 50 basis poin merupakan penilaian manajemen atas kemungkinan perubahan yang rasional terhadap tingkat suku bunga setelah mempertimbangkan kondisi ekonomi saat ini.

Pada tanggal 31 Desember 2025 dan 2024, jika tingkat suku bunga mengalami kenaikan/penurunan 50 basis poin dengan semua variabel lainnya tetap, maka laba setelah pajak untuk tahun berjalan lebih tinggi/rendah masing-masing Rp4.843 dan Rp7.080.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Market risk *(continued)*

ii. Interest rate risk

As at 31 December 2025 and 2024, management believes that the exposure from interest rate risk is minimal because the Group is exposed interest rate risk only from cash in banks and loans from a shareholder.

Interest rate sensitivity

The sensitivity analysis below has been determined based on the Group's exposure to interest rates for financial instruments net of tax at the reporting date. The analysis is prepared assuming the amount of assets and liabilities outstanding at the reporting period end date was outstanding for the whole year. The sensitivity analysis uses an assumption of 50 basis point increase and decrease in the relevant interest rates with all other variables held constant. 50 basis points increase or decrease represents the management's assessment of reasonably possible change in interest rates after considering the current economic conditions.

As at 31 December 2025 and 2024, if interest rate increased/decreased by 50 basis points, with all other variables constant, the profit net of tax for the current year would increase/decrease by Rp4,843 and Rp7,080, respectively.

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Risiko kredit

Risiko kredit timbul dari risiko kegagalan pihak ketiga untuk memenuhi kewajiban kontraktual yang dapat mengakibatkan kerugian keuangan kepada Grup. Eksposur risiko kredit Grup timbul terutama atas piutang usaha dari pelanggan. Untuk aset keuangan lainnya seperti kas di bank dan deposito berjangka, Grup mengelola rekening pada beberapa bank dengan reputasi baik dengan tujuan meminimalkan risiko kredit dan untuk menghindari konsentrasi kas yang signifikan dengan satu institusi. Grup menempatkan dana pada beberapa bank yang kredibel (Catatan 4).

Jumlah tercatat aset keuangan pada laporan keuangan setelah dikurangi dengan penyisihan untuk kerugian kredit ekspektasian mencerminkan eksposur Grup terhadap risiko kredit. Pada tanggal 31 Desember 2025, total maksimum eksposur dari risiko kredit adalah Rp80.718.099 (2024: Rp76.704.171) yang terutama berasal dari kas di bank, deposito berjangka, piutang usaha, piutang lain-lain dan aset keuangan dari konsesi jasa.

Semua kas di bank dan deposito berjangka ditempatkan di bank asing dan lokal yang memiliki reputasi.

Tujuan Grup adalah untuk mencapai pertumbuhan pendapatan yang berkelanjutan dengan meminimalkan kerugian yang dapat terjadi karena meningkatnya eksposur risiko kredit.

Pelanggan utama Grup adalah PLN. Untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024, PLN memberikan kontribusi 99,51% dan 99,48% dari jumlah penjualan bersih. Manajemen berkeyakinan bahwa risiko kredit terbatas karena risiko kegagalan kredit PLN rendah dimana Grup telah secara legal terikat dalam perjanjian dengan PLN untuk penjualan listrik dan pelaksanaan jasa lainnya.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Credit risk

Credit risk arises from the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group exposures to credit risk mainly arise from receivables from its customers. For other financial assets such as cash in banks and time deposits, in order to minimise the credit risk and to avoid significant concentration of cash with one institution, the Group places the funds in several credible banks (Note 4).

The carrying amount of financial assets recorded in the consolidated financial statements, net of any allowance for ECL, represents the Group's exposure to credit risk. As at 31 December 2025, the total maximum exposure from credit risk was Rp80,718,099 (2024: Rp76,704,171), which consists of cash in banks, time deposits, trade receivables, other receivables and financial assets of service concession.

All the cash in banks and time deposits are placed in reputable foreign and local banks.

The Group's objective is to seek continual revenue growth while minimising losses incurred due to increase of credit risk exposure.

The Group's main customer is PLN. For the years ended 31 December 2025 and 2024, the sales from PLN make up 99.51% and 99.48% of the total net revenues. Management believes that the credit risk is limited because the credit default of PLN is low, since the Group has a legally binding agreement with PLN for electricity sales transactions and other services.

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Risiko kredit (lanjutan)

Aset keuangan tertentu dinilai secara individu untuk penurunan nilai dan jika ditemukan terjadi penurunan nilai, rugi penurunan nilai harus diterapkan secara individu.

Pada setiap akhir periode pelaporan, Grup diharuskan untuk menilai penyisihan *ECL* untuk semua piutang. Grup telah mencatat penambahan atas penyisihan kerugian kredit sebesar Rp37.265 dan pembalikan atas penyisihan kerugian kredit sebesar Rp5.606 pada tanggal 31 Desember 2025 (2024: penambahan atas penyisihan kerugian kredit sebesar Rp12.001). Tidak ada pergerakan lain dalam penyisihan kerugian kredit.

Seluruh saldo terutang dari piutang usaha dan piutang lainnya di atas terutama berasal dari pelanggan/pihak ketiga/pihak berelasi yang sudah bertransaksi dengan Grup lebih dari 12 bulan dan tidak memiliki sejarah wanprestasi.

Risiko likuiditas

Risiko likuiditas didefinisikan sebagai risiko bahwa Grup akan menghadapi kesulitan dalam memenuhi kewajiban terkait dengan liabilitas keuangan yang diselesaikan dengan pembayaran kas atau aset keuangan lainnya. Tanggung jawab utama manajemen risiko likuiditas terletak pada Direksi, yang telah membangun kerangka manajemen risiko likuiditas yang sesuai untuk persyaratan manajemen likuiditas dan pendanaan jangka pendek, menengah dan jangka panjang Grup. Grup mendapatkan fasilitas *non-cash loan* dari beberapa bank khususnya untuk pembukaan L/C dan Bank Garansi.

Selanjutnya Grup juga memelihara kecukupan dana untuk membiayai kebutuhan modal kerja berkelangsungan dengan cara mempertahankan kecukupan jumlah kas dan setara kas yang mudah dikonversi menjadi uang tunai ketika mengalami gangguan yang tak terduga dari penagihan kas.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Credit risk *(continued)*

Certain financial assets are individually assessed for impairment and, if found to be impaired, the impairment loss should be applied individually.

At the end of each reporting period, the Group is required to assess an allowance for ECLs for all receivables. The Group has recorded addition of credit loss allowance amounting to Rp37,265 and reversal of credit loss allowance amounting to Rp5,606 as of 31 December 2025 (2024: addition of credit loss allowance amounting to Rp12,001). There are no other movements within the credit loss allowance.

The entire outstanding balances from trade receivables and other receivables are mostly derived from customers/third parties/related parties which have transacted with the Group for more than 12 months and do not have any history of default.

Liquidity risk

Liquidity risk is defined as the risk that the Group will encounter difficulty in meeting its obligations associated with financial liabilities that are settled by delivering cash or another financial assets. The ultimate responsibility for liquidity risk management is in the Board of Directors, which has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group obtained non-cash loan facilities from several banks, in particular for opening L/C and Bank Guarantee.

Furthermore, the Group maintains sufficient funds to finance its ongoing working capital needs by maintaining adequate amounts of cash and cash equivalents that can be easily converted into cash when experiencing unexpected disruptions from cash collection.

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

b. Tujuan dan kebijakan manajemen risiko keuangan (lanjutan)

Risiko likuiditas (lanjutan)

Tabel berikut ini memberikan rincian tanggal jatuh tempo kontraktual untuk liabilitas keuangan dengan pembayaran yang telah disepakati pada tanggal 31 Desember 2025 dan 2024. Tabel tersebut telah disusun berdasarkan arus kas liabilitas keuangan yang tidak didiskontokan berdasarkan tanggal paling awal dimana Grup diwajibkan untuk membayar. Untuk arus bunga dengan tingkat suku bunga mengambang, nilai arus kas yang tidak terdiskonto diperoleh dari kurva tingkat suku bunga pada akhir periode. Tanggal jatuh tempo kontraktual berdasarkan pada tanggal paling awal dimana Grup diwajibkan untuk membayar.

Jumlah yang diungkapkan dalam tabel ini adalah nilai arus kas kontraktual yang tidak didiskontokan termasuk estimasi pembayaran bunga:

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

b. Financial risk management objectives and policies *(continued)*

Liquidity risk *(continued)*

The following table details the Group's remaining contractual maturity for its financial liabilities with agreed repayment periods as at 31 December 2025 and 2024. The table has been drawn up based on the undiscounted cash flow of financial liabilities based on the earliest date on which the Group is required to pay. To the extent that interest flows are floating rate, the undiscounted cash flow is derived from interest rate curves at the end of the reporting period. The contractual maturity is based on the earliest date on which the Group may be required to pay.

The amounts disclosed in the table represent contractual undiscounted cash flows including estimated interest payments:

	2025					
	Dalam satu tahun/ *Within one year*	Lebih dari satu tahun tetapi tidak lebih dari tiga tahun/*Over one year but not longer than three years*	Lebih dari tiga tahun tetapi tidak lebih dari lima tahun/*Over three years but not longer than five years*	Lebih dari lima tahun/*Over five years*	Jumlah/ *Total*	
Liabilitas						***Liabilities***
Utang usaha	10,767,201	-	-	-	10,767,201	*Trade payables*
Beban yang masih harus dibayar	353,703	-	-	-	353,703	*Accrued expenses*
Liabilitas sewa	832,991	1,376,309	807,111	3,225,726	6,242,137	*Lease liabilities*
Pinjaman dari pemegang saham	547,053	1,029,394	930,644	1,378,552	3,885,643	*Loan from a shareholder*
	12,500,948	**2,405,703**	**1,737,755**	**4,604,278**	**21,248,684**	

	2024					
	Dalam satu tahun/ *Within one year*	Lebih dari satu tahun tetapi tidak lebih dari tiga tahun/*Over one year but not longer than three years*	Lebih dari tiga tahun tetapi tidak lebih dari lima tahun/*Over three years but not longer than five years*	Lebih dari lima tahun/*Over five years*	Jumlah/ *Total*	
Liabilitas						***Liabilities***
Utang usaha	13,092,121	-	-	-	13,092,121	*Trade payables*
Beban yang masih harus dibayar	318,405	-	-	-	318,405	*Accrued expenses*
Liabilitas sewa	1,073,100	1,731,503	1,338,704	4,408,703	8,552,010	*Lease liabilities*
Pinjaman dari pemegang saham	592,046	1,042,920	948,288	1,789,865	4,373,119	*Loan from a shareholder*
	15,075,672	**2,774,423**	**2,286,992**	**6,198,568**	**26,335,655**	

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

c. Manajemen permodalan

Grup mengelola risiko modal untuk memastikan bahwa mereka akan mampu untuk melanjutkan kelangsungan usaha dan untuk memastikan pemenuhan batasan rasio kecukupan modal. Struktur modal Perusahaan terdiri dari ekuitas pemegang saham induk, yang terdiri dari modal saham, tambahan modal disetor dan saldo laba.

Direksi Perusahaan secara berkala melakukan tinjauan struktur permodalan. Sebagai bagian dari tinjauan ini, Direksi mempertimbangkan biaya permodalan dan risiko yang berhubungan.

Grup berusaha untuk meminimalkan biaya modal sehingga dapat memaksimalkan nilai Perusahaan. Oleh karena itu, kebijakan Grup dalam mencari pendanaan akan selalu memperhitungkan risiko keuangan yang mungkin timbul di masa depan.

d. Estimasi nilai wajar

Pada tanggal 31 Desember 2025 dan 2024, nilai tercatat aset dan liabilitas keuangan mendekati nilai wajarnya sebagai berikut:

1. Kas dan setara kas, piutang usaha, dan piutang lain-lain pihak ketiga merupakan aset keuangan jangka pendek yang akan jatuh tempo dalam waktu 12 bulan, sehingga nilai tercatat aset keuangan tersebut kurang lebih telah mencerminkan nilai wajarnya.

2. Nilai tercatat dari piutang lain-lain pihak berelasi mendekati nilai wajarnya karena merupakan bunga pinjaman mengambang yang pada awalnya diakui pada nilai wajar berdasarkan tingkat bunga pasar pada saat tanggal pengakuan awal.

3. Nilai tercatat dari aset keuangan dari konsesi jasa mendekati nilai wajarnya karena dicatat sebesar nilai kini dari penerimaan kas yang dijamin dan didiskontokan dengan menggunakan tingkat suku bunga tertentu.

4. Utang usaha dan beban yang masih harus dibayar merupakan liabilitas jangka pendek yang akan jatuh tempo dalam waktu 12 bulan sehingga nilai tercatat liabilitas keuangan tersebut kurang lebih telah mencerminkan nilai wajarnya.

5. Pinjaman dari pemegang saham merupakan pinjaman yang memiliki suku bunga variabel sehingga nilai tercatat liabilitas keuangan tersebut telah mendekati nilai wajar.

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

c. Capital management

The Group manages capital risk to ensure that it will be able to continue as a going concern and to ensure compliance with covenants of capital adequacy ratio. The Company's capital structure consists of shareholders' equity, which comprises capital stock, additional paid-in capital and retained earnings.

The Board of Directors of the Company periodically reviews capital structure. As part of this review, the Board of Directors considers the cost of capital and related risks.

The Group seeks to minimise the cost of capital, in order to maximise its value. Therefore, the Group's policy is to seek funding that will always take into account the financial risk that may arise in the future.

d. Fair value estimation

As at 31 December 2025 and 2024, the carrying amounts of the financial assets and liabilities approximate their fair values as follows:

1. *Cash and cash equivalents, trade receivables, and other receivables from third parties are due within 12 months, thus the carrying values of the financial assets approximate their fair values.*

2. *The carrying amount of other receivables from related parties approximates its fair value as they are floating interest receivables which were initially recognised at fair value based in market rates at the initial recognition date.*

3. *The carrying amount of financial assets of service concession approximates its fair value as they are the present value of future guaranteed cash receipts discounted using a certain interest rate.*

4. *Trade payables and accrued expenses are due within 12 months, thus the carrying values of the financial liabilities approximate their fair values.*

5. *Loans from a shareholder comprise liabilities with floating interest rates where the carrying values of the financial liabilities approximate their fair values.*

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26. INSTRUMEN KEUANGAN, MANAJEMEN RISIKO KEUANGAN DAN MANAJEMEN MODAL (lanjutan)

e. Saling hapus aset keuangan dan liabilitas keuangan

Aset dan liabilitas keuangan saling hapus dan jumlah bersihnya dilaporkan dalam laporan posisi keuangan konsolidasian ketika Grup memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut, dan terdapat niat untuk menyelesaikan secara bersih atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Aset dan liabilitas keuangan berikut ini tunduk kepada saling hapus, tunduk pada pengaturan induk untuk penyelesaian secara bersih yang dapat dipaksakan atau perjanjian serupa pada tanggal 31 Desember 2025 dan 2024:

26. FINANCIAL INSTRUMENTS, FINANCIAL RISK MANAGEMENT AND CAPITAL MANAGEMENT *(continued)*

e. Offsetting financial assets and financial liabilities

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position where the Group currently has a legally enforceable right to offset the recognised amounts, and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously.

The following financial assets and liabilities are subject to offsetting, enforceable master netting arrangements and similar agreements as at 31 December 2025 and 2024:

	Jumlah bruto instrumen keuangan yang diakui/*Gross amounts of recognised financial instruments*	Jumlah bruto instrumen keuangan yang diakui disalinghapuskan di laporan posisi keuangan konsolidasian/*Gross amounts of recognised financial instruments offset in the consolidated statement of financial position*	Jumlah bersih/ *Net amount*	
31 Desember 2025				***31 December 2025***
Aset keuangan				***Financial assets***
Piutang usaha	78,445,801	(4,318,785)	74,127,016	*Trade receivables*
Liabilitas keuangan				***Financial liabilities***
Utang usaha	15,085,986	(4,318,785)	10,767,201	*Trade payables*
31 Desember 2024				***31 December 2024***
Aset keuangan				***Financial assets***
Piutang usaha	86,377,759	(16,862,603)	69,515,156	*Trade receivables*
Liabilitas keuangan				***Financial liabilities***
Utang usaha	29,954,724	(16,862,603)	13,092,121	*Trade payables*

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27. INFORMASI ARUS KAS / *CASH FLOW INFORMATION*

a. Transaksi nonkas / *Non-cash transactions*

Tabel di bawah ini menunjukkan transaksi nonkas Grup selama tahun berjalan sebagai berikut:

The table below shows the Group's non-cash transactions during the years as follows:

	31 Desember/ *December* 2025	31 Desember/ *December* 2024	
Aktivitas yang tidak mempengaruhi arus kas:			***Non-cash activities:***
Pengurangan piutang usaha melalui utang usaha	4,318,785	16,862,603	*Decrease of trade receivables from deduction trade payables*
Pembayaran dividen melalui pengurangan piutang usaha dari pihak berelasi	13,090,663	7,937,000	*Dividend payments through deducting trade receivables from related parties*
Perolehan aset tetap melalui utang usaha	288,948	165,470	*Additions of property, plant and equipment through trade payables*
Perolehan aset tetap dari aset hak guna	270,283	-	*Additions of property, plant and equipment from right-of-use assets*
Perolehan aset hak guna melalui liabilitas sewa	91,646	164,326	*Additions of right-of-use assets through lease liabilities*
Penambahan piutang lain-lain pihak berelasi atas piutang dividen	29,332	160,001	*Additions of other receivables from related parties from dividend receivable*
Penambahan aset tetap dari aset tidak lancar lain	-	42,157	*Additions of property, plant and equipment from other non-current assets*

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(Expressed in millions of Rupiah, unless otherwise stated)

27. INFORMASI ARUS KAS (lanjutan) / *CASH FLOW INFORMATION (continued)*

b. Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan / *Reconciliation of liabilities arising from financing activities*

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The below tables set out a reconciliation of liabilities arising from financing activities for the years ended 31 December 2025 and 2024 as follows:

	Saldo awal/ *Beginning balance*	Penerimaan/ *Proceeds*	Pembayaran/ *Payments*	Perubahan transaksi nonkas/ *Non-cash changes*		Jumlah/ *Total*	
				Perubahan lainnya/ *Other changes*)*	Perubahan mata uang asing/ *Changes in foreign exchange rate*		
31 Desember 2025							***31 December 2025***
Pinjaman dari pemegang saham	3,186,415	34,841	(375,335)	-	57,733	2,903,654	*Loans from a shareholder*
Liabilitas sewa	4,405,247	-	(754,918)	91,646	-	3,741,975	*Lease liabilities*
31 Desember 2024							***31 December 2024***
Pinjaman dari pemegang saham	1,759,499	1,631,013	(276,592)	-	72,495	3,186,415	*Loans from a shareholder*
Liabilitas sewa	5,126,206	-	(885,285)	164,326	-	4,405,247	*Lease liabilities*

*) Termasuk pengukuran kembali yang timbul dari modifikasi kontrak/*Include remeasurement arising from contract modification*

28. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN / *MANAGEMENT'S RESPONSIBILITY AND APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS*

Penyusunan dan penyajian wajar laporan keuangan konsolidasian merupakan tanggung jawab manajemen, dan laporan tersebut telah disetujui oleh Dewan Direksi untuk diterbitkan pada 30 April 2026.

The preparation and fair presentation of the consolidated financial statements were responsibilities of the management and the statements were approved by the Board of Directors and authorised for issue on 30 April 2026.

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Laporan Tahunan

2025

Annual Report