2025

Sustainability Report
Laporan Keberlanjutan

PT PELAYARAN BAHTERA ADHIGUNA

Subsidiary of PLN Energi Primer Indonesia

Enhancing **Responsible Business** to Strengthen **National Energy Security**

Meningkatkan Bisnis yang **Bertanggung Jawab** untuk **Mendukung Ketahanan Energi Nasional**

PT PELAYARAN BAHTERA ADHIGUNA

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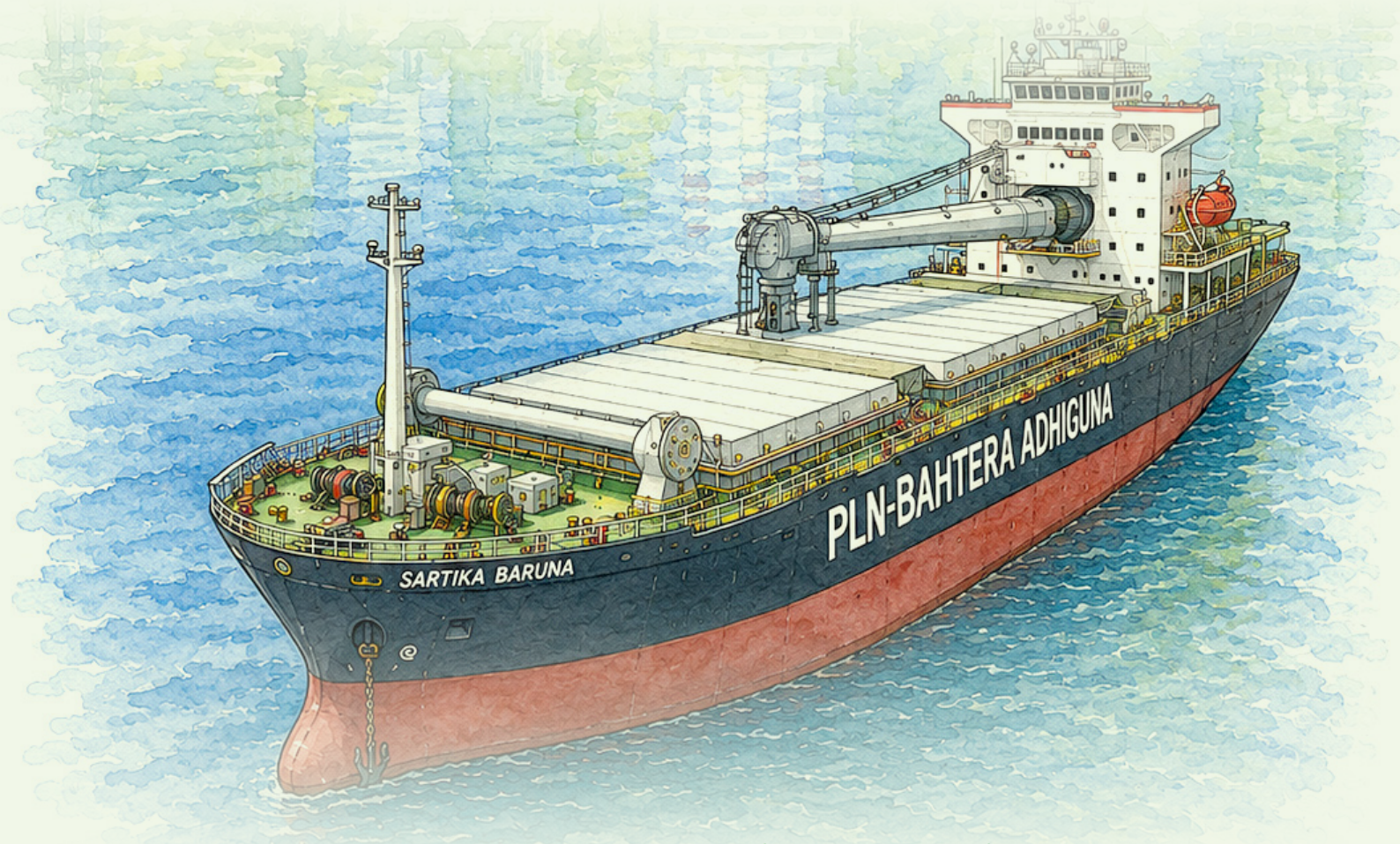

Enhancing **Responsible Business** to Strengthen **National Energy Security**

Meningkatkan Bisnis yang **Bertanggung Jawab** untuk **Mendukung Ketahanan Energi Nasional**

Tema ini mencerminkan komitmen BAg yang tidak hanya berfokus pada pencapaian kinerja operasional, tetapi juga memastikan bahwa setiap aktivitas bisnis dijalankan secara etis, transparan, dan berkelanjutan. Sepanjang tahun 2025, BAg terus memperkuat praktik bisnis yang bertanggung jawab melalui peningkatan tata kelola perusahaan, penerapan prinsip keberlanjutan dalam operasional, serta pengelolaan risiko yang terintegrasi.

Komitmen tersebut diwujudkan melalui upaya BAg dalam menjaga keandalan operasional, meningkatkan efisiensi dan kualitas layanan, serta memastikan kepatuhan terhadap regulasi yang berlaku. Di saat yang sama, BAg juga mengakselerasi implementasi aspek *Environmental, Social, and Governance* (ESG) sebagai fondasi dalam menjalankan kegiatan usaha, termasuk dalam pengelolaan dampak lingkungan, penguatan hubungan dengan pemangku kepentingan, serta penerapan praktik ketenagakerjaan yang bertanggung jawab.

This theme reflects BAg's commitment not only to achieving operational performance but also to ensuring that every business activity is performed ethically, transparently, and sustainably. Throughout 2025, BAg continued to strengthen responsible business practices through enhanced corporate governance, the application of sustainability principles in operations, and integrated risk management.

This commitment is manifested through BAg's efforts to maintain operational reliability, enhance service efficiency and quality, and ensure compliance with applicable regulations. At the same time, BAg is also accelerating the implementation of Environmental, Social, and Governance (ESG) aspects as a basis for conducting business activities, including environmental impact management, strengthening relationships with stakeholders, and applying responsible employment practices.

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Ikhtisar Pencapaian Kinerja Keberlanjutan

Summary of Sustainability Performance Achievements

[OJK B.1, B.2, B.3]

Kinerja Aspek Ekonomi

Economic Aspect Performance

[OJK B.1]

Pendapatan Usaha
Revenue

Rp6.246.154
Juta Million
6,19%

Laba Tahun Berjalan
Profit for the Year

Rp1.006.381
Juta Million
5%

Distribusi Nilai Ekonomi kepada Pemangku Kepentingan
Economic Value Distribution to Stakeholders

Rp5.517.735
Juta Million
6,41%

Menggunakan Pemasok Nasional
Using Nasional Suppliers

100%

Indikator Indicator	Satuan Unit	2025	2024	2023
Kinerja Keuangan Financial Performance				
Pendapatan usaha Revenue	Rp Juta Rp Million	**6.246.154**	5.881.794	5.915.550
Laba tahun berjalan Profit for the year	Rp Juta Rp Million	**1.006.381**	958.438	901.742
Distribusi nilai ekonomi kepada pemangku kepentingan Distribution of Economic Value to Stakeholders	Rp Juta Rp Million	**5.517.735**	5.185.170	4.719.312
Kontribusi pajak kepada negara Tax contribution to the State	Rp Juta Rp Million	**151.243**	74.050	89.146
Produk ramah lingkungan Environmentally friendly product	Rp Juta Rp Million	**-**	-	-
Kinerja Operasi (Kuantitas produksi atau jasa yang dijual) Operational Performance (Quantity of sold products and services)				
Volume angkutan batubara Coal shipping volume	MT	**42.010.547**	37.281.632	37.707.870
Total *shipment* tepat waktu jasa angkutan Total on-time shipment of transport services	%	**100,00**	99,14	91,57
Commission Days	%	**95,84**	96,95	95,55
Dampak Ekonomi Tidak Langsung Indirect Economic Impact				
Jumlah pemasok nasional Total national suppliers	Pemasok Supplier	**143**	38	36
Persentase pelibatan pemasok lokal Percentage of local supplier involvement	%	**100**	100	100
Nilai pengadaan Procurement value	Rp Juta Rp Million	**1.468**	196.246	97.327

Kinerja Aspek Lingkungan
Environment Aspect Performance
[OJK B.2]

Pengurangan Emisi atas *Onshore Connection* BAg Tahun 2025
Emission Reduction of BAg Onshore Connection in 2025

Jenis Gas Type of Gas	Pengurangan Emisi (Ton) Emission Reduction (Ton)
CO_2	1.779,84

Program Efisiensi Energi dan Pengurangan Emisi BAg Tahun 2025
Energy Efficiency and Emission Reduction Programs of BAg in 2025

- Penggunaan bahan bakar bersih yaitu BBM *low sulfur* dan B40
  Use of clean fuels: low sulfur fuel and B40
- Penggunaan *onshore charging*
  Use of onshore charging
- Penanaman pohon
  Tree planting
- Budidaya BSF Maggot
  BSF Maggot Cultivation

Program Pelestarian Keanekaragaman Hayati
Biodiversity Conservation Program

Penanaman Pohon
Tree Planting

Penanaman 200 pohon bakau telah ditanam sepanjang tahun 2025 dengan total penanaman sebanyak 1.200 pohon (Cemara Laut, Ketapang, dan Bakau) yang mengurangi emisi setara dengan 0,992 ton CO_2e.
During 2025, the Company planted 200 mangrove trees, contributing to a total of 1,200 trees planted (consisting of sea pines, tropical almond trees, and mangroves), which are estimated to reduce emissions by 0.992 tCO_2e.

Budidaya *Black Soldier Fly* (BSF) Maggot
Black Soldier Fly (BSF) Maggot Cultivation

Budidaya BSF Maggot telah berhasil memanfaatkan sampah organik sebanyak 165 ton yang setara dengan pengurangan 2,69 ton CH_4 atau 61,69 ton CO_2e.
The Black Soldier Fly (BSF) maggot cultivation program successfully utilized 165 tonnes of organic waste, resulting in an estimated reduction of 2.69 tonnes of CH_4, equivalent to 61.69 tCO_2e.

Pemanfaatan *Fly Ash and Bottom Ash* (FABA)
Utilization of Fly Ash and Bottom Ash (FABA)

Pemanfaatan FABA yang berasal dari PLTU milik PLN sebagai bahan pengembangan infrastruktur kantor dengan realisasi volume pemanfaatan sebesar 1.420 m^3.
Utilization of Fly Ash and Bottom Ash (FABA) generated from PLN's coal-fired power plants (CFPPs) as a construction material for office infrastructure development, with a total utilization volume of 1,420 m^3.

Indikator Indicator	Satuan Unit	2025	2024	2023
Biaya Pengelolaan dan Pelestarian Lingkungan Environmental Management and Conservation Cost	Rp Juta Rp Million	6.006	42,19	41,08
Pengelolaan Energi Energy Management				
Total penggunaan energi Total Energy Usage	Gigajoule	3.392.380	3.025.131	2.736.900
Penggunaan energi fosil alternatif rendah emisi Use of alternative low-emission fossil energy	Gigajoule	1.052.382	966.703	1.314.200
Intensitas Penggunaan Energi Energy Use Intensity	Gigajoule/MT	0,0808	0,0811	0,0726
Pengurangan Konsumsi Energi Atas Onshore Connection BAg Energy Consumption Reduction from Onshore Connection of BAg	Gigajoule	19.324,03	12.636,22	9.462,80
Pengelolaan Emisi Emissiion Management				
Total Emisi Gas Rumah Kaca (GRK) *Scope* 1 dan *Scope* 2 Total Scope 1 and Scope 2 Greenhouse Gas (GHG) Emissions	Ton CO_2eq	228.630,62	175.216,99	N/A
Total Emisi Gas Rumah Kaca (GRK) *Scope* 3 Total Scope 3 Greenhouse Gas (GHG) Emissions	Ton CO_2eq	104,18	134,75	N/A
Pengurangan Emisi GRK *Scope* 1 dan *Scope* 2 yang dihasilkan Reduction of Scope 1 and Scope 2 GHG emissions generated	Ton CO_2eq	(53.413,63)	N/A	N/A
Pengurangan Emisi *Scope* 3 yang dihasilkan Reduction of Scope 1 GHG emissions generated	Ton CO_2eq	30,57	N/A	N/A
Intensitas Emisi GRK *Scope* 1 dan *Scope* 2 yang dihasilkan Intensity of Scope 1 and Scope 2 GHG emissions generated	Ton CO_2eq/MT	0,00544	0,00470	N/A
Pengelolaan Air dan Air Limbah (Efluen) Water and Effluent Management				
Pengambilan dan Penggunaan Air Water Extraction and Consumption	m^3	55.496	28.183	N/A
Air Limbah (Efluen) yang dihasilkan Effluent generated	m^3	55.496	28.183	N/A
Pengurangan efluen Reduction of effluent	m^3	(27.313)	N/A	N/A
Pengelolaan Limbah Waste Management				
Limbah non B3 yang dihasilkan Non-B3 waste generated	kg	1.452,67	1.337,77	N/A

Kinerja Aspek Sosial
Social Aspect Performance
[OJK B.3]

Realisasi Penyaluran Dana CSR
Realization of CSR funds Disbursement

Rp1.020
Juta Million

BAg terus mengembangkan program CSR yang diketegorikan kedalam empat bidang penyaluran yaitu pendidikan, kesehatan masyarakat, lingkungan hidup dan bencana alam. Pada tahun 2025, BAg telah merealisasikan penyaluran dana untuk program CSR sebesar Rp1.020 juta. Seluruh program CSR yang dilaksanakan oleh BAg berhasil memberikan dampak positif kepada masyarakat seperti peningkatan kualitas dan kapasitas masyarakat lokal, perbaikan kesejahteraan ekonomi, serta peningkatan tingkat kesehatan masyarakat di sekitar wilayah operasional.

Dalam menjalankan kegiatan usaha, Perusahaan menyadari bahwa layanan yang dikembangkan memiliki dampak negatif potensial bagi masyarakat dan lingkungan sekitar, seperti emisi gas buang dari kapal dan kendaraan angkut, risiko tumpahan bahan bakar, debu dan kebisingan di area sekitar pelabuhan, hingga dampak lingkungan di kawasan pesisir. Untuk menanggulangi dampak negatif tersebut, BAg menerapkan berbagai upaya mitigasi, seperti penggunaan bahan bakar rendah sulfur dan B40, implementasi teknologi ramah lingkungan, implementasi standar ISM *Code* dan standar ISO berbasis internasional, melaksanakan program pengelolaan lingkungan dan rutin memantau dampak operasional. Dengan upaya ini, sepanjang tahun 2025 tidak ditemukan adanya pelanggaran terhadap peraturan lingkungan hidup yang berlaku.

BAg continues to develop CSR programs categorized into four areas of focus: education, public health, the environment, and natural disasters. In 2025, BAg allocated funds totaling Rp1,020 million for its CSR programs. All CSR programs implemented by BAg have successfully had a positive impact on the community, such as improving the quality of life and capacity of local communities, enhancing economic well-being, and improving public health levels in the areas surrounding its operations.

In conducting its business activities, the Company recognizes that the services it provides have the potential to negatively impact the surrounding community and environment, such as exhaust emissions from ships and transport vehicles, the risk of fuel spills, dust and noise in areas surrounding the port, and environmental impacts in coastal areas. To mitigate these negative impacts, BAg implements various mitigation measures, such as the use of low-sulfur fuel and B40, the implementation of environmentally friendly technologies, the implementation of the ISM Code and international ISO standards, the execution of environmental management programs, and the routine monitoring of operational impacts. Thanks to these efforts, no violations of applicable environmental regulations were found throughout 2025.

Indikator Indicator	Satuan Unit	2025	2024	2023
Aspek Masyarakat Community Aspect				
Realisasi Penyaluran Dana CSR Realization of CSR Fund Distribution	Rp Juta Rp Million	**1.020**	546,27	611
Aspek Sumber Daya Manusia Human Capital Aspect				
Pegawai Organik Organic Employee	Orang Person	**28**	18	19
Pegawai Tugas Karya Work Assignment Employee	Orang Person	**25**	28	31
Pegawai Kontrak Contract Employee	Orang Person	**5**	3	3
Tingkat Rekrutmen Recruitment Rate	%	**-**	26	-
Tingkat *Turnover* Turnover Rate	%	**11**	13	38
Aspek Keselamatan dan Kesehatan Kerja Occupational Safety and Health Aspect				
Jumlah kematian akibat sakit akibat kerja Number of deaths from work-related illnesses	Kasus Case	**0**	0	0
Jumlah kasus kesehatan buruk terkait pekerjaan Number of cases of work-related ill health	Kasus Case	**0**	0	0
Aspek Pelanggan Customer Aspect				
Skor Survei Kepuasan Pelanggan Customer Satisfaction Survey Score	Skala Scale	**4,54**	4,50	4,48

Rata-rata Jam Pelatihan Pegawai
Average Employee Training Hours

42,60
Jam/Orang Hour/Person

Zero Accident

Skor Survei Kepuasan Pelanggan
Customer Satisfaction Survey Score

4,54
0,67%

Pegawai Mendapatkan Promosi Pengembangan Karir
Employees Received Career Development Promotions

8
Orang Person

15%

Pencapaian Tata Kelola (Governansi) Berkelanjutan
Performance Achievement of Sustainable Governance Aspect

Penerapan Sistem Manajemen Anti Korupsi SNI
Implementation of SNI Anti-Corruption Management System

Sistem Manajemen Anti Penyuapan
Anti-Bribery Management System

Sambutan Direktur Utama

Foreword from Our President Director

[GRI 2-22, 2-24] [OJK D.1]

TRI SUSANTO
Direktur Utama
President Director

Para Pemangku Kepentingan yang Terhormat,

Puji dan syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa, Kami mewakili Direksi, Manajemen, dan seluruh insan PT Pelayaran Bahtera Adhiguna (BAg), dengan bangga menyampaikan Laporan Keberlanjutan tahun 2025. Laporan ini menegaskan komitmen transparansi kami dalam menyelaraskan seluruh operasionalnya dengan prinsip keberlanjutan demi mendukung pencapaian Tujuan Pembangunan Berkelanjutan (SDGs).

Di tengah transisi energi dan dinamika logistik, BAg memperkuat perannya sebagai penyedia solusi logistik energi primer yang andal dan terintegrasi. Komitmen ini diwujudkan melalui inisiatif efisiensi energi seperti *onshore connection* pada armada kapal untuk menekan emisi, penguatan tata kelola organisasi, pengembangan SDM, serta pertumbuhan bisnis berkelanjutan yang berdampak positif bagi lingkungan dan masyarakat.

Dear Stakeholders,

Praise and gratitude to the God Almighty. On behalf of the Board of Directors, Management, and all employees of PT Pelayaran Bahtera Adhiguna (BAg), we proudly present our 2025 Sustainability Report. This report affirms our commitment to transparency in aligning all operations with sustainability principles to support the achievement of the Sustainable Development Goals (SDGs).

Amid the energy transition and logistics dynamics, BAg is strengthening the role as provider of reliable and integrated primary energy logistics solutions. The Company actualizes this commitment through energy efficiency initiatives such as onshore connections to the fleet to reduce emissions, strengthening organizational governance, developing human resources, and sustainable business growth that positively impacts the environment and society.

Strategi dalam Merespon Tantangan Keberlanjutan
Strategies for Responding to Sustainability Challenges

Para Pemangku Kepentingan yang Terhormat,

Akselerasi transisi ke EBT dan regulasi lingkungan yang ketat menciptakan risiko eksternal baru bagi industri logistik energi. Di sisi lain, tekanan inflasi, fluktuasi permintaan, dan ekspektasi publik menambah kompleksitas operasional. Namun, dinamika ini membuka peluang strategis bagi BAg untuk tumbuh berkelanjutan melalui diversifikasi angkutan energi bersih (seperti CNG *vessel*), ekspansi pasar internasional (*ocean-going*), transformasi digital, serta penguatan kompetensi SDM.

Dear Stakeholders,

Transition acceleration to renewable energy and tight environmental regulations create new external risks for the energy logistics industry. Meanwhile, inflationary pressures, fluctuating demand, and public expectations increase the operational complexity. However, these dynamics present strategic opportunities for BAg to achieve sustainable growth through diversification into clean energy transportation (such as CNG vessels), international market expansion (ocean-bound), digital transformation, and strengthening human resource competencies.

Merespons kondisi tersebut, BAg menetapkan arah transformasi strategis jangka panjang melalui visi 2028, yaitu "Menjadi Perusahaan Pelayaran Global dalam Solusi Logistik Energi Primer Terintegrasi". Visi ini mencerminkan komitmen Perusahaan untuk terus berkembang menjadi entitas yang tangguh, adaptif, dan memiliki daya saing tinggi dalam mendukung ketahanan energi nasional sekaligus berkontribusi pada agenda dekarbonisasi sektor energi. Untuk mewujudkan visi tersebut, BAg merumuskannya ke dalam tujuan besar "*Beyond the Horizon*" yang mencakup empat fokus utama, yakni peningkatan volume pengiriman (*shipment*), pencapaian keunggulan operasional (*operational excellence*), pertumbuhan pendapatan (*revenue growth*), serta penguatan kepemimpinan dan tata kelola manajemen yang adaptif (*leadership & management*).

In response to these conditions, BAg established a long-term strategic transformation direction through the 2028 vision, "Becoming a Global Shipping Company in Integrated Primary Energy Logistics Solutions." This vision reflects the Company's commitment to continuously developing into a resilient, adaptive, and highly competitive entity, supporting national energy security while contributing to the energy sector's decarbonization agenda. To realize this vision, BAg has formulated it into a broad "Beyond the Horizon" objective, encompassing four main focuses: increasing shipment volume, achieving operational excellence, revenue growth, and strengthening adaptive leadership and management.

Dalam rangka mencapai target tahun 2025 serta menciptakan nilai jangka panjang yang berkelanjutan, BAg menyusun kerangka perencanaan strategis yang terintegrasi dan komprehensif. Kerangka ini mencakup *Strategic Themes*, *Objectives*, *Initiatives*, dan *Programs*, yang kemudian diperkuat melalui indikator kinerja utama (*Key Performance Indicators*/KPI) pada empat perspektif: Finansial, *Stakeholder*, Proses Bisnis Internal, serta Pembelajaran dan Pertumbuhan.

To achieve the 2025 targets and create sustainable long-term value, BAg has developed an integrated and comprehensive strategic planning framework. This framework encompasses Strategic Themes, Objectives, Initiatives, and Programs, which are further reinforced through Key Performance Indicators (KPIs) across four perspectives: Financial, Stakeholder, Internal Business Processes, and Learning and Growth.

Guna merespons tantangan dan dinamika pasar nasional maupun global secara terukur, Perusahaan telah menetapkan Tiga Faktor Kunci (*Three Key Factors*) sebagai landasan utama dalam perencanaan strategis jangka panjang BAg yang selaras dengan arah kebijakan PLN *Group*, yaitu:

1. **Akselerasi Transisi Energi**: Sebagai bentuk adaptasi dan komitmen lingkungan, kami mendiversifikasi bisnis dari angkutan batubara menuju logistik energi rendah emisi seperti LNG dan CNG.
2. **Adopsi Teknologi Pelayaran Modern**: Transformasi operasional diwujudkan melalui penerapan teknologi mutakhir (*Planned Maintenance*, *predictive*, dan *condition-based monitoring*) untuk meminimalkan gangguan kapal. Kami juga mengoptimalkan sistem navigasi demi keselamatan pelayaran serta aktif menjalankan inovasi hijau pada armada.
3. **Kepatuhan Regulasi dan Kebijakan Maritim**: Perusahaan proaktif memantau dan beradaptasi dengan regulasi pelayaran, keselamatan internasional, perdagangan kelautan, hingga kebijakan insentif dan pajak demi menjamin kepatuhan hukum serta keselamatan operasional.

In order to measurably respond to the challenges and dynamics of national and global markets, the Company established the following Three Key Factors as the primary foundation for BAg's long-term strategic planning, aligned with the PLN Group's policy direction:

1. **Acceleration of the Energy Transition**: The actualized environmental adaptation and commitment, we are diversifying our business from coal transportation to low-emission energy logistics such as LNG and CNG.
2. **Adoption of Modern Shipping Technology**: The Company actualizes the operational transformation through the application of cutting-edge technology (Planned Maintenance, predictive, and condition-based monitoring) to minimize vessel disruptions. We also optimize navigation systems for shipping safety and actively implement green innovations within the fleet.
3. **Maritime Regulation and Policy Compliance**: The Company proactively monitors and adapts to shipping regulations, international safety, maritime trade, and incentive and tax policies to ensure legal compliance and operational safety.

Untuk mendukung tercapainya sasaran strategis tersebut, BAg melaksanakan program-program strategis, antara lain:

1. Pengembangan Sistem Manajemen K3 dan Lingkungan,
2. Program sertifikasi SMK3 dan Sistem Manajemen Terintegrasi ISO 9001, 55001, dan 45001,
3. Program Pengendalian *Marine Pollution*,
4. Studi Marine *Electrification/Green Shipping*, serta
5. Implementasi *On-Shore Connection*

Melalui sinergi strategi dan realisasi program-program hijau ini, BAg siap melangkah sebagai penyedia solusi logistik energi yang tangguh, tepercaya, dan senantiasa berkontribusi positif bagi lingkungan serta pemangku kepentingan.

To support the achievement of these strategic objectives, BAg is implementing the following strategic programs:

1. Development of OHS and Environmental Management System,
2. OHSMS certification program and ISO 9001, 55001, and 45001 Integrated Management System,
3. Marine Pollution Control Program,
4. Marine Electrification/Green Shipping Study, and
5. Implementation of On-Shore Connection.

Through strategic synergy and the implementation of these green programs, BAg is poised to become a resilient and trusted energy logistics solutions provider that consistently contributes positively to the environment and the stakeholders.

Pencapaian Kinerja Keberlanjutan
Achievement on Sustainability Performance

Sinergi erat dengan pemangku kepentingan, inovasi, dan tata kelola yang kokoh menjadi kunci BAg menghadapi dinamika logistik energi sepanjang 2025. Melalui strategi adaptif ini, perusahaan berhasil membukukan kinerja positif mencakup aspek ekonomi, lingkungan, sosial, hingga tata kelola.

Close synergy with the stakeholders, innovation, and strong governance are key to BAg ability to navigate the dynamics of energy logistics throughout 2025. Through this adaptive strategy, the Company successfully recorded positive performance across economic, environmental, social, and governance aspects.

Kinerja Aspek Ekonomi

Ditinjau dari performa finansial, BAg menunjukkan ketangguhan dengan membukukan pendapatan usaha di tahun 2025 sebesar Rp6,25 triliun, meningkat sebesar 6,19% dibandingkan realisasi tahun 2024 yang sebesar Rp5,88 triliun. Keberhasilan pengelolaan biaya dan operasional tercermin pada laba tahun berjalan yang mencapai Rp1.006,38 miliar meningkat 5% dibandingkan tahun sebelumnya sebesar Rp958,44 miliar. Meskipun belum memenuhi target RKAP yang ditetapkan, dengan tingkat pencapaian laba tahun berjalan sebesar 89,51%, hasil tersebut mencerminkan efektivitas pengelolaan operasional dan biaya di tengah berbagai tantangan bisnis yang dihadapi selama tahun berjalan.

Dari sisi operasional, BAg mencatat kinerja yang positif dengan realisasi pengangkutan batubara sebesar 42 juta MT batu bara sepanjang tahun 2025, atau 100,22% dari target RKAP sebesar 41,91 juta MT. *Commission days* tercapai sebesar 95,84%, atau 100,84% dari target tahun 2025 sebesar 95,67%, yang mencerminkan efisiensi operasional dan ketepatan waktu layanan yang tinggi.

Economic Performance

In terms of financial performance, BAg presented resilience by recording operating revenues of Rp6.25 trillion in 2025, a 6.19% increase compared to Rp5.88 trillion in 2024. Successful cost and operational management was reflected in the current year's profit of Rp1,006.38 billion, 5% increase compared to Rp958.44 billion in the previous year. Even though it fell short of the established RKAP target, with a current year profit achievement rate of 89.51%, these results reflect the effectiveness of operational and cost management amid the various business challenges faced during the year.

In terms of operational, BAg recorded positive performance, with coal transported totaling 42 million MT throughout 2025, or 100.22% of the RKAP target of 41.91 million MT. Commission days were achieved at 95.84%, or 100.84% of the 2025 target of 95.67%, reflecting high operational efficiency and timely service delivery.

Dalam aspek distribusi nilai ekonomi, BAg membukukan nilai ekonomi langsung yang dihasilkan sebesar Rp6,32 triliun. Dari total tersebut, sebesar Rp5,52 triliun didistribusikan kepada pemangku kepentingan, yang mencakup pengeluaran untuk biaya operasional, remunerasi karyawan, pembayaran pajak kepada negara, dividen kepada pemegang saham, serta pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Nilai ekonomi yang didistribusikan tersebut meningkat 6,41% dibandingkan tahun 2024 yang sebesar Rp5,19 triliun.

Adapun nilai ekonomi yang ditahan, untuk mendukung pengembangan usaha dan keberlangsungan bisnis Perusahaan tercatat sebesar Rp800,29 miliar, mengalami peningkatan sebesar 8,99% dibandingkan tahun sebelumnya yang sebesar Rp734,30 miliar.

Kinerja Aspek Lingkungan

Dalam rangka mendukung pencapaian target *Net Zero Emissions* (NZE) serta Tujuan Pembangunan Berkelanjutan (TPB), BAg terus menjalankan praktik operasional hijau melalui pengelolaan dampak lingkungan yang konsisten. Perusahaan mengadopsi berbagai teknologi rendah emisi seperti *onshore connection* pada armada kapal dan menggunakan bahan bakar bersih seperti BBM *Low Sulfur* dan B40. Inisiatif ini berhasil menghemat Rp3,49 miliar, mengurangi konsumsi BBM sebesar 565,03 KL atau setara reduksi emisi 590,98 ton CO_2 sepanjang tahun 2025.

Pada tahun 2025, total konsumsi energi BAg tercatat sebesar 3.392.380 GJ, mengalami kenaikan sebesar 12,14% dibandingkan tahun sebelumnya, yang terutama disebabkan oleh perluasan lingkup perhitungan energi. Di sisi lain, Perusahaan melakukan studi *marine electrification* dengan mengevaluasi integrasi sumber energi terbarukan pada kapal guna mendukung regulasi *green shipping* pemerintah dan *best practice* dari industri global.

Perusahaan secara konsisten melakukan pengelolaan air dan air limbah sesuai dengan regulasi yang berlaku. Selama tahun 2025, total pengambilan dan penggunaan air tercatat 55,50 megaliter, sedangkan limbah non-B3 dari operasional kantor mencapai 1.452,67 kg, seluruhnya dikelola oleh pengelola berizin. Pada tahun 2025, juga tidak terdapat insiden tumpahan bahan kimia, minyak, atau bahan berbahaya lainnya yang mencemari lingkungan.

In terms of economic value distribution, BAg generated direct economic value of Rp6.32 trillion. Of this total, Rp5.52 trillion was distributed to the stakeholders, covering operational expenses, employee remuneration, tax payments to the state, dividends to shareholders, and the implementation of Social and Environmental Responsibility (TJSL) programs. This distributed economic value increased by 6.41% compared to Rp5.19 trillion in 2024.

The economic value retained to support the Company's business development and business continuity was recorded at Rp800.29 billion, an increase of 8.99% compared to the previous year which was Rp734.30 billion.

Environmental Performance

To support the achievement of the Net Zero Emissions (NZE) target and the Sustainable Development Goals (SDGs), BAg keeps undertaking green operational practices through consistent environmental impact management. The Company has adopted various low-emission technologies, such as onshore connections for its fleet and the use of clean fuels such as Low Sulfur Fuel and B40. These initiatives have resulted in savings of Rp3.49 billion, reducing fuel consumption by 565.03 KL, equivalent to a reduction in emissions of 590.98 tons of CO_2 throughout 2025.

In 2025, BAg's total energy consumption was recorded at 3,392,380 GJ, an increase of 12.14% compared to the previous year, primarily due to an expansion of the energy calculation scope. Furthermore, the company conducted a marine electrification study, evaluating the integration of renewable energy sources on ships to support government green shipping regulations and global industry best practices.

The Company consistently manages water and wastewater according to applicable regulations. During 2025, total water withdrawal and use was recorded at 55.50 megaliters, while non-hazardous waste from office operations reached 1,452.67 kg, all managed by licensed operators. In 2025, there were also no incidents of chemical, oil, or other hazardous material spills that polluted the environment.

Sebagai bagian dari strategi restorasi ekosistem pesisir dan dekarbonisasi, BAg secara konsisten melanjutkan program penanaman pohon. Pada tahun 2025, dilakukan Penanaman 200 pohon bakau dengan total penanaman sebanyak 1.200 pohon (Cemara Laut, Ketapang, dan Bakau) yang mengurangi emisi setara dengan 0,992 ton CO_2, berhasil memanfaatkan sampak organik yang setara dengan pengurangan 2,69 tonCH_4 atau 61,69 tonCOe, serta pemanfaatan FABA yang berasal dari PLTU milik PLN sebagai pengembangan infrastruktur kantor.

As part of its coastal ecosystem restoration and decarbonization strategy, BAg consistently continued its tree-planting program. 200 mangrove trees were planted throughout 2025, with a total of 1,200 trees (Sea Pine, Ketapang, and Mangrove) reducing emissions equivalent to 0.992 tons of CO_2. The company successfully utilized organic waste equivalent to a reduction of 2.69 tons of CH_4 or 61.69 tons of COe. The company also utilized FABA from PLN's coal-fired power plant (PLTU) for office infrastructure development.

Kinerja Aspek Sosial

Sebagai wujud komitmen terhadap tanggung jawab sosial dan lingkungan, BAg secara konsisten menjalankan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berorientasi pada peningkatan kesejahteraan masyarakat di sekitar area operasional Perusahaan. Sepanjang tahun 2025, BAg merealisasikan dana sebesar Rp1.020 juta untuk mendukung sejumlah inisiatif pemberdayaan masyarakat, antara lain program pengelolaan sampah berbasis budidaya maggot, pengembangan budidaya anggur laut, serta pemanfaatan limbah kulit kerang hijau menjadi produk bernilai tambah yang dapat memberikan manfaat ekonomi bagi masyarakat.

Dalam pengelolaan sumber daya manusia, BAg menerapkan prinsip adil, inklusif, dan berkelanjutan dengan meningkatkan kompetensi serta kesejahteraan karyawan melalui pelatihan dan remunerasi kompetitif. Sepanjang tahun pelaporan, total jam pelatihan pegawai sebesar 2.384 jam dengan rata-rata jam pelatihan adalah 44,98 jam per pegawai. BAg juga sukses menjaga lingkungan kerja yang aman dan sehat, terbukti dengan nihilnya kecelakaan kerja berat, fatalitas, maupun penyakit akibat kerja selama tahun 2025.

BAg berkomitmen untuk menghadirkan layanan yang berkualitas dan bernilai tambah bagi pelanggan melalui inovasi berkelanjutan, pengembangan produk dan jasa, serta penerapan standar mutu layanan yang konsisten. Perusahaan juga memastikan setiap masukan, keluhan, maupun pengaduan pelanggan ditangani secara cepat dan efektif dengan memberikan solusi yang tepat. Berkat upaya tersebut, tingkat kepuasan pelanggan terhadap produk dan layanan BAg mencapai 4,54 pada skala 1–5, yang menunjukkan bahwa kualitas layanan Perusahaan berada dalam kategori sangat memuaskan.

Social Aspect Performance

BAg consistently actualizes commitment to social and environmental responsibility through the implementation of various Social and Environmental Responsibility (TJSL) programs aimed at improving the welfare of communities surrounding the Company's operational areas. Throughout 2025, BAg disbursed Rp1,020 million to support several community empowerment initiatives, including a maggot-based waste management program, the development of sea grape cultivation, and the utilization of green mussel shell waste into value-added products that can provide economic benefits to the community.

In human resource management, BAg applies the principles of fairness, inclusivity, and sustainability by improving employee competency and welfare through training and competitive remuneration. Throughout the reporting year, total employee training hours were 2,384 hours, with an average training hours of 44.98 hours per employee. BAg also successfully maintained a safe and healthy work environment, as evidenced by zero serious workplace accidents, fatalities, or occupational diseases during 2025.

BAg is committed to providing quality and value-added services to customers through continuous innovation, product and service development, and consistent implementation of service quality standards. The company also ensures that all customer feedback, complaints, and grievances are handled quickly and effectively by providing appropriate solutions. Thanks to these efforts, BAg's customer satisfaction rating for products and services reached 4.54 on a scale of 1–5, indicating that services quality by the Company is highly satisfactory.

Implementasi Tata Kelola Keberlanjutan dan Komitmen Anti Korupsi

Sepanjang tahun 2025, BAg konsisten memperkuat tata kelola keberlanjutan melalui integrasi aspek ESG (*Environmental, Social, and Governance*) dan prinsip GRC (*Governance, Risk, and Compliance*) dalam setiap keputusan strategisnya. Langkah ini diambil sebagai jangkar utama untuk mewujudkan praktik bisnis yang transparan dan bertanggung jawab, demi menciptakan nilai yang seimbang antara profitabilitas, kelestarian lingkungan, dan kesejahteraan sosial.

Komitmen ini dipertegas melalui pemutakhiran landasan formal korporasi, antara lain lewat Peraturan Direksi Nomor A.4778/SP.101/DIRUT-2024 tentang Pedoman Tata Kelola Perusahaan (GCG), serta Peraturan Direksi Nomor 0011.P/DIR/2025 tentang Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) yang disahkan pada 18 Desember 2025. Untuk mengukur kualitas penerapannya, Perusahaan mengadopsi standar nasional dan regional melalui Pedoman Umum Governansi Korporat Indonesia (PUGKI) serta kerangka ASEAN *Corporate Governance Scorecard*.

Dari struktur tata kelola, Perusahaan secara aktif melibatkan Dewan Komisaris dan Direksi dalam pengawasan risiko dan peluang keberlanjutan melalui forum evaluasi rutin serta pelaporan berkala. Selain itu, BAg menerapkan mekanisme pelaporan yang transparan dan sistematis untuk memastikan akuntabilitas serta keterlibatan seluruh unit kerja dalam mendukung pencapaian tujuan keberlanjutan.

Dalam aspek integritas, BAg menunjukkan komitmen kuat terhadap pencegahan korupsi dan suap. Perusahaan menetapkan berbagai kebijakan anti korupsi seperti Pedoman Pengendalian Gratifikasi, Kebijakan Anti *Fraud*, *Integrity Due Diligence*, serta Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016. Sosialisasi kebijakan dilakukan secara berkala kepada seluruh insan Perusahaan dan mitra kerja, disertai penandatanganan komitmen manajemen dan mitra kerja terhadap penerapan SMAP.

Akses keterbukaan tetap dibuka lebar melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS). Manajemen mengelola lima saluran WBS secara aktif dan responsif, termasuk pemanfaatan aplikasi COS PLN serta saluran surat resmi ke Executive Vice President Kepatuhan, dengan jaminan kerahasiaan penuh dan perlindungan bagi pelapor.

Implementation of Sustainable Governance and Anti-Corruption Commitment

Throughout 2025, BAg consistently strengthened the sustainability governance by integrating ESG (Environmental, Social, and Governance) aspects and GRC (Governance, Risk, and Compliance) principles into every strategic decision. This step serves as a key anchor for actualizing transparent and responsible business practices, in order to create a balanced value between profitability, environmental sustainability, and social welfare.

This commitment is reinforced through updates to the corporation formal foundations, including Board of Directors Regulation No. A.4778/SP.101/DIRUT-2024 concerning Corporate Governance (GCG) Guidelines, and Board of Directors Regulation No. 0011.P/DIR/2025 concerning Code of Conduct and Business Ethics (Code of Conduct), which was ratified on December 18, 2025. To measure the quality of the implementation, the Company adopts national and regional standards through the General Guidelines for Indonesian Corporate Governance (PUGKI) and the ASEAN Corporate Governance Scorecard framework.

Within governance structure, the Company actively involves the Board of Commissioners and Board of Directors in overseeing sustainability risks and opportunities through regular evaluation forums and periodic reporting. Furthermore, BAg implements a transparent and systematic reporting mechanism to ensure accountability and the involvement of all work units in supporting the achievement of sustainability goals.

In terms of integrity, BAg demonstrates a strong commitment to preventing corruption and bribery. The Company has established various anti-corruption policies, such as the Gratuity Control Guidelines, Anti-Fraud Policy, Integrity Due Diligence, and the ISO 37001:2016 Anti-Bribery Management System (ABMS). Policy dissemination is conducted regularly to all Company personnel and business partners, accompanied by the signing of commitments by management and business partners to implement the ABMS.

Access to transparency remains wide open through the Whistleblowing System (WBS). Management actively and responsively manages five WBS channels, including the use of the PLN COS application and an official letter to the Executive Vice President of Compliance, guaranteeing full confidentiality and protection for whistleblowers.

BAg meyakini bahwa penerapan tata kelola yang kuat, beretika, dan menjunjung tinggi integritas merupakan fondasi utama dalam mewujudkan keberlanjutan. Oleh karena itu, Perusahaan berkomitmen untuk terus memperkuat dan menyempurnakan praktik tata kelola guna mendukung pertumbuhan usaha yang sehat, inklusif, dan berkelanjutan.

BAg believes that the implementation of strong, ethical, and integrity-based governance is the main foundation for achieving sustainability. Therefore, the Company is committed to continuously strengthening and refining its governance practices to support healthy, inclusive, and sustainable business growth.

Prospek Usaha
Business Prospects

Menghadapi tahun 2025, di tengah dinamika industri dan tuntutan transisi energi, BAg fokus memperkuat kapasitas logistik untuk menjamin keamanan pasokan energi primer (batubara, BBM, gas, dan biomassa) bagi sektor ketenagalistrikan nasional. Sejalan dengan target *Net Zero Emission*, BAg mulai mengalihkan portofolionya ke angkutan yang lebih bersih, salah satunya melalui pengoperasian CNG *Vessel* Jayanti Baruna. Untuk menghadapi fluktuasi harga dan keterbatasan kas, perusahaan menerapkan strategi investasi yang selektif, optimalisasi operasional, serta inovasi dalam model pembiayaan dan kemitraan strategis.Peluang pertumbuhan juga hadir dari rencana ekspansi ke pasar internasional melalui pengembangan bisnis *ocean-going*, yang menjadi langkah penting dalam meningkatkan daya saing dan memperkuat posisi BAg di pasar logistik energi global.

Guna mendukung transformasi bisnis dan menghadapi tantangan masa depan, BAg berfokus pada digitalisasi proses bisnis sesuai *IT Masterplan* serta penguatan struktur organisasi dan kapabilitas SDM. Dengan strategi yang terarah ini, BAg optimistis dapat tumbuh sebagai perusahaan pelayaran energi yang andal dan berkelanjutan, sekaligus berkontribusi nyata dalam menjaga ketahanan energi nasional serta menyukseskan transformasi energi hijau di Indonesia.

Facing 2025, amidst industry dynamics and the demands of the energy transition, BAg was focused on strengthening logistics capacity to ensure the security of primary energy supplies (coal, fuel, gas, and biomass) for the national electricity sector. In line with its Net Zero Emission target, BAg has started shifting the portfolio to a cleaner transportation, one example being the operation of the CNG Vessel Jayanti Baruna. To overcome price fluctuations and cash constraints, the Company is implementing selective investment strategy, optimizing operations, and innovating financing models and strategic partnerships. Growth opportunities also arise from the planned expansion into international markets through the development of an ocean-going business, which is a crucial step in increasing competitiveness and strengthening BAg position in the global energy logistics market.

To support business transformation and address future challenges, BAg is focusing on digitalizing business processes following the IT Masterplan, as well as strengthening the organizational structure and human resource capabilities. With this focused strategy, BAg is optimistic to be able to grow as a reliable and sustainable energy shipping company, while simultaneously contributing significantly to maintaining national energy security and the success of Indonesia's green energy transformation.

Prestasi dan Peristiwa Penting Keberlanjutan Tahun 2025
2025 Sustainability Achievements and Key Milestones

BAg mencatat berbagai pencapaian dalam perjalanan keberlanjutan sepanjang tahun 2025, di antaranya meraih *Top CSR Awards* 2025 dan *Gold Rank Asia Sustainability Reporting Rating* (ASRRAT) 2025 sebagai bentuk pengakuan atas komitmen Perusahaan terhadap praktik bisnis berkelanjutan. BAg juga memperkuat langkah transisi energi melalui penandatanganan MoU dengan PT HDF Energy Indonesia untuk studi implementasi teknologi hidrogen di sektor pelayaran, serta kerja sama operasional kapal CNG *Vessel* Jayanti Baruna bersama PT PLN (Persero) guna mendukung distribusi energi yang lebih ramah lingkungan.

Throughout 2025, BAg achieved several significant milestones in its sustainability journey, including receiving the Top CSR Awards 2025 and the Gold Rank at the Asia Sustainability Reporting Rating (ASRRAT) 2025, in recognition of the Company's commitment to sustainable business practices. BAg also advanced its energy transition initiatives through the signing of a Memorandum of Understanding (MoU) with PT HDF Energy Indonesia to study the implementation of hydrogen technology in the shipping sector, as well as an operational cooperation agreement with PT PLN (Persero) for the CNG Vessel Jayanti Baruna to support the distribution of cleaner energy.

Komitmen dan Apresiasi
Commitment and Appreciation

Capaian positif yang berhasil diraih BAg sepanjang tahun 2025 tidak lepas dari peran serta dan kolaborasi erat dengan seluruh pemangku kepentingan. Direksi menyampaikan apresiasi setinggi-tingginya kepada seluruh insan BAg atas dedikasi, integritas, dan komitmen yang luar biasa dalam mendorong kinerja dan transformasi Perusahaan menuju pelayaran dan logistik energi yang lebih berkelanjutan. Kami juga menyampaikan terima kasih dan penghargaan kepada para pelanggan, mitra kerja, pemegang saham, serta regulator atas dukungan dan kepercayaannya. Bersama, kita membangun ekosistem logistik energi yang andal, efisien, dan ramah lingkungan untuk masa depan Indonesia yang lebih berkelanjutan.

BAg reached positive achievements throughout 2025 due to inseparable participation and close collaboration with all stakeholders. The Board of Directors expresses the highest appreciation to the entire BAg employees for their dedication, integrity, and extraordinary commitment in driving the Company performance and transformation towards more sustainable shipping and energy logistics. We also express our gratitude and appreciation to the customers, partners, shareholders, and regulators for the support and trust granted. Together, we are building a reliable, efficient, and environmentally friendly energy logistics ecosystem for a more sustainable future for Indonesia.

Jakarta, 22 Mei 2026
Jakarta, May 22, 2026

Atas Nama Direksi On Behalf of the Board of Directors
PT Pelayaran Bahtera Adhiguna

TRI SUSANTO
Direktur Utama
President Director

Prestasi dan Reputasi Tahun 2025
Achievements and Reputation in 2025

Penghargaan Tahun 2025
2025 Awards

11 Juni June

Peraihan dua penghargaan berupa:
1. *Top CSR Awards 2025 #Star 4*
2. *Top Leader on CSR Commitment 2025*

Pada Ajang *Top CSR Awards* 2025 oleh Majalah Top Business.
Won two awards:
1. Top CSR Awards 2025 #Star 4
2. Top Leader on CSR Commitment 2025

At the Top CSR Awards 2025 held by Top Business Magazine.

28 November

Penghargaan *Commendation for 1st year participation* sekaligus juga *Gold Rank* pada ajang *Asia Sustainability Reporting Rating* (ASRRAT) 2025 oleh National Center for Corporate Reporting (NCCR).
A Commendation Award for first-year participation and a Gold Rank at the 2025 Asia Sustainability Reporting Rating (ASRRAT) from the National Center for Corporate Reporting (NCCR).

8 September

Peraihan empat penghargaan berupa:
1. *The Most Committed GRC Leader* 2025 untuk Tri Susanto selaku Direktur Utama
2. *Top GRC Awards #star 5*
3. *The High Performing Board of Commissioners on GRC 2025*
4. *The High Performing Corporate Secretary on GRC 2025*

Pada Ajang *Top GRC Awards* 2025 oleh Majalah Top Business.
Won four awards:
1. The Most Committed GRC Leader 2025 for Tri Susanto as President Director
2. Top GRC Awards #star 5
3. High Performing Board of Commissioners on GRC 2025
4. High Performing Corporate Secretary on GRC 2025

At the Top GRC Awards 2025 by Top Business Magazine.

8 Desember December

Penghargaan Pemenang Kategori Perusahaan BUMN Non *Go Public* Non Keuangan pada Acara *Annual Report Award* 2024 oleh Komite Nasional Kebijakan Governansi (KNKG).
Winner of the Non-Go Public Non-Financial State-Owned Enterprise Category Award at the 2024 Annual Report Award Event by the National Committee on Governance Policy (KNKG).

24 November

Peraihan Piagam Penghargaan Kepatuhan Pajak dari Kantor Pelayanan Pajak Wajib Pajak Besar Tiga (KPP LTO 3).
Won the Tax Compliance Award from the Large Taxpayer Service Office (KPP LTO 3).

4 Desember December

Peraihan dua penghargaan berupa:
1. *Top Digital Implementation 2025 #Level Star 5*
2. *Top Leader on Digital Implementation* 2025 untuk Tri Susanto selaku Direktur Utama

Pada Ajang *Top Digital Awards* 2025 oleh Majalah Itworks.
Won two awards:
1. Top Digital Implementation 2025 #Level Star 5
2. Top Leader on Digital Implementation 2025 for Tri Susanto as President Director

At the Top Digital Awards 2025 event held by Itworks Magazine.

Sertifikasi Tahun 2025
2025 Certification

No	Nama Sertifikasi Name of Certification	Tanggal Perolehan Date	Berlaku Hingga Valid Until	Badan Sertifikasi Certifying Body
1	**ISO 9001 : 2015** Sistem Manajemen Mutu Quality Management System	31 Januari 2023 January 31, 2023	30 Januari 2026 January 30, 2026	TUV Nord Indonesia
2	**ISO 45001 : 2018** Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) Occupational Health and Safety Management System (OHSMS)	31 Januari 2023 January 31, 2023	30 Januari 2026 January 30, 2026	TUV Nord Indonesia
3	**ISO 37001 : 2016** Sistem Manajemen Anti Penyuapan (SMAP) Anti-Bribery Management System (ABMS)	22 November 2024 November 22, 2024	21 November 2027 November 21, 2027	TUV Nord Indonesia

Peristiwa Penting Keberlanjutan Tahun 2025
Significant Sustainability Events in 2025

10 Februari February

Penyelenggaraan kegiatan donor darah yang bekerja sama dengan Palang Merah Indonesia (PMI) dalam rangka memperingati Bulan K3 Nasional.
The Company organized blood drive in collaboration with the Indonesian Red Cross (PMI) to commemorate National Occupational Health and Safety Month.

21 Februari February

Pelaksanaan program Jumat Sehat Jumat Berkah yaitu jalan santai sebagai program kesehatan dan kebugaran serta berbagi kepada anak-anak di Yayasan Panti Asuhan Muhammadiyah, Tanah Abang sebagai kegiatan sosial dan kemanusiaan.
The Company organized Healthy Friday (Friday of Blessings) program, a fun walk as part of health and fitness program, where children were also given gifts at the Muhammadiyah Orphanage Foundation in Tanah Abang, a social and humanitarian activity.

19 Maret March

Pelaksanaan kegiatan buka Bersama sekaligus pemberian santunan kepada anak yatim sebagai bentuk kepedulian sosial.
As social responsibility, BAg held joint iftar (breaking the fast) event, along with donations to orphans.

21 Maret March

Pelaksanaan kegiatan BAg berbagi yaitu program belanja bersama untuk anak panti dan dhuafa.
BAg Sharing program was a joint shopping program for orphans and the underprivileged.

26 September

Pelayaran perdana pengangkutan ke luar negeri melalui *First Voyage Ocean Going* MV Zalecha Baruna yang mengangkut batubara dari Kalimantan Timur ke Sangarani, Filipina.
The maiden voyage of the MV Zalecha Baruna, the First Voyage Ocean Going vessel, transported coal from East Kalimantan to Sangarani, Philippines.

30 November

Penyaluran bantuan logistik makanan dengan kapal BAg TB Venture dari Teluk Bayur ke Labuan Angin yang saat ini terisolasi dan hanya dapat dijangkau melalui jalur laut.
BAg's TB Venture distributed Food logistics aid from Teluk Bayur to Labuan Angin, which is currently isolated and accessible only by sea.

15 April April

Penandatanganan *Memorandum of Understanding* (MoU) antara BAg dengan PT HDF Energy Indonesia terkait kerja sama studi implementasi teknologi hidrogen untuk dekarbonisasi khususnya pada sektor pelayaran dalam program transisi energi.
The signing of a Memorandum of Understanding (MoU) between BAg and PT HDF Energy Indonesia regarding collaborative study on the implementation of hydrogen technology for decarbonization, particularly in the shipping sector, within the energy transition program.

9 Oktober October

BAg bersama PLN Energi Primer Indonesia (PLN EPI) meluncurkan program bertajuk "Integrasi Pengelolaan Sampah Dapur dengan Peternakan dan Perkebunan" di Karangasem, Gunungkidul.
Together with PLN Energi Primer Indonesia (PLN EPI), BAg launched "Integrating Kitchen Waste Management with Livestock and Plantations" program in Karangasem, Gunungkidul.

26 Mei May

BAg bersama PT PLN (persero) Unit Induk Pembangunan Jawa Bagian Timur dan Bali (UIP JBTB) melaksanakan penandatanganan perjanjian operasional dan pemeliharaan untuk kapal CNG *Vessel* Jayanti Baruna guna mendukung distribusi energi ramah lingkungan serta kelistrikan.
Together with PT PLN (Persero) Main Unit for Development of Eastern Java and Bali (UIP JBTB), BAg signed an operational and maintenance agreement for the CNG vessel Jayanti Baruna to support the distribution of environmentally friendly energy and electricity.

21 November

Pelaksanaan program budidaya dan pembibitan anggur laut di Desa Karanggondang, Jepara bersama kelompok nelayan sebagai langkah strategis untuk mendukung penguatan ekonomi masyarakat pesisir.
BAg organized sea grape cultivation and nursery program in Karanggondang Village, Jepara, with a fishing group as strategic step to support the economic empowerment of coastal communities.

Tentang Laporan Ini
About this Report

Sebagai bentuk akuntabilitas dan komitmen terhadap keterbukaan informasi, PT Pelayaran Bahtera Adhiguna ("BAg" atau "Perusahaan") menerbitkan Laporan Keberlanjutan Tahun 2025 sebagai laporan keberlanjutan ketiga Perusahaan. Laporan ini menyajikan berbagai informasi mengenai kinerja, strategi, serta pengelolaan aspek ekonomi, sosial, dan lingkungan yang relevan bagi para pemangku kepentingan. Sesuai komitmen Perusahaan, laporan keberlanjutan disusun dan diterbitkan setiap tahun secara bersamaan dengan Laporan Tahunan. Periode pelaporan mencakup 1 Januari hingga 31 Desember 2025, serta dilengkapi dengan data pembanding dari dua tahun sebelumnya dan gambaran arah strategis keberlanjutan Perusahaan pada periode mendatang. [GRI 2-3]

PT Pelayaran Bahtera Adhiguna ("BAg" or "the Company") published the 2025 Sustainability Report as the Company's third sustainability report serving as the accountability and commitment to information transparency. This report presents various information on performance, strategy, and management of economic, social, and environmental aspects relevant to stakeholders. In line with the Company's commitment, the sustainability report is prepared and published annually alongside the Annual Report. The reporting period covers January 1 to December 31, 2025, and is supplemented with comparative data from the previous two years and overview of the Company's strategic sustainability direction for the upcoming period. [GRI 2-3]

Dasar dan Acuan Penyusunan Laporan Ini
Basis and Reference for Preparing This Report

Penyusunan Laporan Keberlanjutan BAg mengacu pada ketentuan dan standar pelaporan keberlanjutan yang berlaku, sebagai berikut: [GRI 1]

- GRI *Standards*, dimana BAg telah melaporkan sesuai (*in accordance*) dengan GRI Standards untuk periode 1 Januari – 31 Desember 2025;
- Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;
- Surat Edaran Otoritas Jasa Keuangan Republik Indonesia (SEOJK) Nomor 16/SEOJK.04/2021 Tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik; serta
- *The International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards*:
  - IFRS S1: *General Requirements for Disclosure of Sustainability-related Financial Information*;
  - IFRS S2: *Climate-related Disclosures*.

BAg prepared the Sustainability Report by referring to the applicable sustainability reporting regulations and standards, as follows: [GRI 1]

- GRI Standards, where BAg has reported in accordance with the GRI Standards for the January 1 – December 31, 2025 period;
- Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies;
- Circular Letter of the Financial Services Authority of the Republic of Indonesia (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies; and
- The International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards:
  - IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information;
  - IFRS S2: Climate-related Disclosures.

Pengungkapan IFRS S1 dan IFRS S2 yang Telah Diterapkan Perusahaan dalam Laporan Keberlanjutan Tahun 2025
IFRS S1 and IFRS S2 Disclosures That Have Been Implemented by the Company \in the 2025 Sustainability Report

Sebagai wujud komitmen dalam meningkatkan kualitas pengungkapan keberlanjutan, pada tahun 2025 BAg kembali mengintegrasikan ketentuan IFRS S1 dan IFRS S2 ke dalam penyusunan Laporan Keberlanjutan. Adopsi standar

In 2025, BAg demonstrated commitment to improving the quality of sustainability disclosure, through the integration provisions of IFRS S1 and IFRS S2 into the preparation of the Sustainability Report. This adoption of international

internasional tersebut mencerminkan keseriusan Perusahaan dalam menyampaikan informasi yang transparan, konsisten, dan dapat diperbandingkan mengenai pengelolaan risiko serta peluang keberlanjutan, terutama yang berkaitan dengan isu perubahan iklim. Pengungkapan berdasarkan IFRS S1 dan IFRS S2 disajikan dengan mengacu pada empat pilar utama (*core content*), yaitu:

standards reflects seriousness by the Company in delivering transparent, consistent, and comparable information regarding the management of sustainability risks and opportunities, particularly those related to climate change issues. Disclosures based on IFRS S1 and IFRS S2 are presented with reference to four main pillars (core content), namely:

Tata Kelola
Governance

- BAg telah mengungkapkan terkait badan tata kelola atau individu yang bertanggung jawab atas pengawasan risiko dan peluang terkait keberlanjutan dan iklim, yang melingkupi tanggung jawab, keterampilan dan kompetensi, frekuensi pemberian informasi, maupun pengawasan terkait risiko dan peluang terkait keberlanjutan dan iklim.
- Pelaksanaan penguatan kapasitas Dewan Komisaris dan Direksi melalui program pengembangan kompetensi di bidang ESG dengan topik *Training Workshop on ISO 26000 for Self Adoption - Social Responsibility Guidance Towards Sustainability of Business Excellent Performance* dan *Awareness Training* ESG
- BAg has disclosed the governance institution or individual responsible for overseeing sustainability and climate-related risks and opportunities, including responsibilities, skills and competencies, frequency of information provision, and oversight of sustainability and climate-related risks and opportunities.
- Implementation of capacity building for the Board of Commissioners and Board of Directors through ESG competency development programs, including Training Workshop on ISO 26000 for Self-Adoption - Social Responsibility Guidance Towards Sustainability of Business Excellent Performance and ESG Awareness Training.

Strategi
Strategy

- BAg telah merumuskan Tujuan Perusahaan (*Beyond the Horizon*).
- BAg telah merumuskan salah satu *Strategic Objective* yaitu Penguatan Implementasi GRC & ESG, sebagai respon terhadap meningkatnya kesadaran lingkungan serta kebijakan pemerintah yang mendorong transisi menuju *Net Zero Emission* (NZE).
- BAg has formulated Corporate Objectives (Beyond the Horizon).
- BAg has formulated one of Strategic Objectives, namely Strengthening GRC & ESG Implementation, in response to growing environmental awareness and government policies encouraging the transition to Net Zero Emissions (NZE).

Manajemen Risiko
Risk Management

- BAg telah melakukan pengungkapan risiko dan peluang terkait aspek keberlanjutan dan iklim yang diperkirakan akan mempengaruhi prospek, strategi dan pengambilan keputusan. Risiko ini meliputi risiko gangguan cuaca buruk pada operasional pelayaran, Formasi Tenaga Kerja (FTK) tidak tercapai sesuai jumlah dan kompetensi serta risiko nilai-nilai ESG dalam operasional Perusahaan tidak terpenuhi
- BAg has disclosed risks and opportunities related to sustainability and climate aspects that are expected to impact prospects, strategies, and decision-making. These risks include the risk of severe weather disruptions to shipping operations, the failure to achieve workforce formation (FTK) according to numbers and competencies, and the risk of not meeting ESG values in the Company's operations.

Metrik dan Target
Metrix and Target

- BAg telah melakukan perhitungan emisi *scope* 3
- BAg telah melakukan upaya pengurangan konsumsi energi beserta upaya pengurangan emisi yang dihasilkan melalui *onshore connection* yang selaras dengan peluang terkait perubahan iklim.
- BAg has calculated scope 3 emissions.
- BAg has implemented efforts to reduce energy consumption and emissions generated through onshore connections, in line with opportunities related to climate change.

Seluruh pilar pengungkapan IFRS S1 dan IFRS S2 telah diintegrasikan ke dalam narasi laporan ini, khususnya pada bab Komitmen dan Strategi Keberlanjutan, bab Meningkatkan Praktik Bisnis yang Bertanggung Jawab dengan Menghadirkan Keberlanjutan Lingkungan, serta bab Meningkatkan Praktik Tata Kelola (Governansi) Keberlanjutan. Untuk memberikan kejelasan kepada pembaca, BAg menyisipkan kode referensi indikator IFRS S1 dan S2 secara konsisten di setiap paragraf yang relevan,

All disclosure pillars of IFRS S1 and IFRS S2 have been integrated into the narrative of this report, particularly in the chapters on Commitment and Sustainability Strategy, Improving Responsible Business Practices by Promoting Environmental Sustainability, and Enhancing Sustainability Governance Practices. To provide clarity to readers, BAg has consistently inserted reference codes for IFRS S1 and S2 indicators in each relevant paragraph, such as [S1-27a.1] or [S2-6a.1]. As a supplement, BAg also provides a

seperti [S1-27a.1] atau [S2-6a.1]. Sebagai pelengkap, BAg juga menyediakan daftar lengkap pengungkapan berdasarkan IFRS S1 dan S2 di bagian akhir laporan, guna memfasilitasi pelacakan, verifikasi, serta keterbukaan informasi bagi seluruh pemangku kepentingan.

complete list of disclosures based on IFRS S1 and S2 at the end of the report, to facilitate tracking, verification, and information transparency for all stakeholders.

Prinsip dan Proses Penyusunan Laporan Ini
Principles and Process of Preparing This Report

Penyusunan laporan keberlanjutan ini dilakukan BAg dengan mengacu pada prinsip-prinsip pelaporan yang ditetapkan dalam GRI *Standards* guna memastikan kualitas, akurasi, dan relevansi informasi yang disampaikan. Prinsip-prinsip tersebut mencakup: [GRI 3-1]

BAg prepared this sustainability report with reference to the reporting principles set out in the GRI Standards to ensure the quality, accuracy, and relevance of the information presented. These principles include: [GRI 3-1]

GRI Reporting Principles
[GRI 3-1]

Akurasi
Accuracy

Laporan ini telah mengungkapkan informasi yang benar dan cukup terperinci yang telah melalui proses verifikasi internal untuk memastikan akurasi informasi
This report discloses accurate and sufficiently detailed information that has undergone an internal verification process to ensure its accuracy

Keseimbangan
Balance

Laporan ini telah mengungkapkan informasi yang berimbang tentang dampak positif maupun negatif dari kegiatan bisnis dan operasional Perusahaan
This report provides balanced information about both the positive and negative impacts of the Company's business activities and operations

Kejelasan
Clarity

Laporan ini telah menyajikan informasi dengan jelas dalam 2 (dua) bahasa yang dapat diakses dan dapat dipahami pemangku kepentingan
This report presents information clearly in two languages that are accessible and understandable to stakeholders

Keterbandingan
Comparability

Laporan ini telah menyajikan informasi untuk periode pelaporan saat ini (2025) dan 2 (dua) periode sebelumnya (2023 dan 2024), sehingga dapat menggambarkan perubahan dalam pengelolaan dampak kegiatan Perusahaan
This report has presented information for the current reporting period (2025) and 2 (two) previous periods (2023 and 2024), so that it can describe changes in the management of the Company's activity impacts

Kelengkapan
Completeness

Laporan ini telah menyediakan informasi yang memadai sesuai pedoman acuan yang digunakan, sehingga dapat menggambarkan pengelolaan dampak Perusahaan
This report includes adequate information in accordance with the reference guidelines used to demonstrate the Company's impact management

Konteks Keberlanjutan
Sustainability Context

Laporan ini telah mengungkapkan informasi tentang dampak Perusahaan bagi pembangunan berkelanjutan dengan melakukan *materiality assessment* yang melibatkan pemangku kepentingan
This report provides information on the Company's impact on sustainable development through a materiality assessment involving stakeholders

Ketepatan Waktu
Timeliness

BAg berkomitmen melaporkan Laporan ini secara rutin dan tepat waktu bagi pengguna informasi untuk mengambil keputusan
BAg is committed to consistently and promptly issuing this report for stakeholders to make informed decisions

Keterverifikasian
Verifiability

BAg telah mengumpulkan, mencatat, menyusun dan menganalisis informasi Laporan ini dengan benar sehingga informasi tersebut dapat diteliti untuk menentukan kualitasnya
BAg has collected, recorded, compiled, and analyzed the information in this Report correctly so that it can be examined to determine its quality

Lima Langkah Penyusunan Laporan Keberlanjutan

Five Steps for Preparing the Sustainability Report

[GRI 3-1]

Langkah Step 1

Menetapkan Prioritas dan Mengembangkan Strategi

Set Priorities and Develop Strategy

Melakukan *benchmark* dan membuat konsep rencana aksi (*action plan*) dengan melakukan *Kick off Meeting* yang telah dilaksanakan pada tanggal 23 April 2026.

Conducting benchmarking and creating an action plan concept by conducting a Kick off Meeting which was held on April 23, 2026.

Langkah Step 2

Membangun Struktur dan Mengumpulkan Data

Build the Structure and Gather Data

- Melakukan penilaian kesenjangan (*gap analysis*) terhadap standar dan kerangka keberlanjutan (*sustainability framework*) dengan laporan keberlanjutan tahun lalu;
- Melakukan identifikasi dan pelibatan Pemangku Kepentingan internal dan eksternal Perusahaan melalui *Materiality Assessment*;
- Menentukan topik GRI yang penting bagi Perusahaan maupun Pemangku Kepentingan Perusahaan;
- Mengembangkan *outline*/kerangka laporan.
- Conduct a gap analysis of the sustainability standards and framework with last year's sustainability report;
- Identifying and involving internal and external stakeholders of the Company through Materiality Assessment;
- Determine GRI topics that are important to the Company and the Company's Stakeholders;
- Develop a report outline/framework.

Langkah Step 3

Mengembangkan dan Merevisi Konten

Develop and Revise Content

Melakukan pengumpulan data/informasi berdasarkan pemenuhan *disclosures* dari topik material yang dipilih dan menyusun draftlaporan hingga mendapatkan persetujuan akhir. Untuk meningkatkankredibilitas serta memastikan bahwa laporan ini disusun sesuaidengan GRI Standards, pada Laporan tahun 2025 BAg menggunakan jasa penjamin (*assurance*) independen, yaitu PT SGS Indonesia yang telah berlisensi AA 1000 *Accountability Principles* (2018) untuk melakukan proses verifikasi laporan. Meskipun laporan ini diverifikasi oleh pihak independen, seluruh informasi yang disajikan tetap melalui proses *review* dan evaluasi internal yang dilakukan oleh Direksi, Dewan Komisaris, serta Bidang terkait untuk menjamin akurasi data dan keterangan yang disampaikan, sehingga keandalan dan kebenaran isi laporan dapat dipertanggungjawabkan. Pemilihan PT SGS Indonesia sebagai penyedia jasa *assurance* dilakukan dengan mengedepankan asas transparansi dan sesuai dengan kebijakan Perusahaan yang mempertimbangkan keahlian, kompetensi, serta reputasi. BAg memastikan bahwa tidak ada hubungan kerja sama lain antara BAg dan PT SGS Indonesia selain dari pekerjaan *assurance* untuk Laporan Keberlanjutan BAg tahun 2025. Pernyataan/opini dari assurer independen terkait Laporan Keberlanjutan BAg Tahun 2025 dapat ditemukan pada bagian akhir laporan ini. [GRI 2-5] [OJK G.1]

Collecting data/information based on the fulfillment of disclosures from the selected material topics and preparing a draft report until final approval is obtained. To increase credibility and ensure that this report is prepared in accordance with the GRI Standards, in the 2025 Report BAg uses the services of an independent guarantor (assurance), namely PT SGS Indonesia which has been licensed AA 1000 Accountability Principles (2018) to carry out the report verification process. Although this report is verified by an independent party, all information presented still goes through an internal review and evaluation process carried out by the Board of Directors, Board of Commissioners, and related Divisions to ensure the accuracy of the data and information submitted, so that the reliability and truth of the report content can be accounted for. The selection of PT SGS Indonesia as an assurance service provider is carried out by prioritizing the principle of transparency and in accordance with Company policies that consider expertise, competence, and reputation. BAg ensures that there is no other collaborative relationship between BAg and PT SGS Indonesia other than the assurance work for BAg's 2025 Sustainability Report. The statement/opinion of the independent assurer regarding BAg's 2025 Sustainability Report can be found at the end of this report.[GRI 2-5] [OJK G.1]

Langkah Step 4

Melakukan Finalisasi dan Mengkomunikasikan kepada Pemangku Kepentingan Perusahaan

Finalize and Communicate to the Company's Stakeholders

Melakukan finalisasi laporan, yang selanjutnya mempublikasikan dan mengkomunikasikan kepada Pemangku Kepentingan Perusahaan dan memberikan lembar umpan balik kepada Pemangku Kepentingan Perusahaan sebagai masukan untuk perbaikan Laporan Keberlanjutan di tahun selanjutnya.

Finalize the report, then publish and communicate it to the Company's Stakeholders and provide a feedback sheet to the Company's Stakeholders as input for improving the Sustainability Report in the following year.

Langkah Step 5

Melakukan *Review* Pembelajaran dan Pengulangan

Review Learnings an Iterate

Melakukan peninjauan/*review* atas proses pelaporan yang telah dilakukan untuk semakin meningkatkan isi dan kualitas laporan selanjutnya. Selain itu, mengikutsertakan laporan ini dalam ajang penghargaan pelaporan untuk mendapatkan input perbaikan.

Conduct a review of the reporting process to further improve the content and quality of future reports. Additionally, submit this report to reporting awards to receive input for improvement.

Proses Penentuan Topik Material dan *Boundary* Laporan Ini

Process of Determining Material Topics and Report Boundary

Topik material yang diungkapkan dalam laporan ini merupakan isu-isu keberlanjutan yang dinilai paling relevan dan memiliki dampak signifikan terhadap keberlangsungan bisnis Perusahaan serta kepentingan para pemangku kepentingan. Penetapan topik material dilakukan melalui proses identifikasi dan evaluasi berbagai isu lingkungan, sosial, dan tata kelola (ESG) dengan mempertimbangkan tingkat pengaruh dan dampaknya terhadap kegiatan usaha maupun para pemangku kepentingan. Selanjutnya, Perusahaan melakukan penilaian atas signifikansi masing-masing topik dan menetapkan prioritas pada isu-isu dengan dampak paling material untuk menjadi fokus pengungkapan dalam Laporan Keberlanjutan ini. [GRI 3-1, 3-2]

The material topics disclosed in this report are sustainability issues deemed most relevant and having significant impacts on the Company's business continuity and stakeholder interests. The Company determinates material topics through a process of identifying and evaluating various environmental, social, and governance (ESG) issues by considering their level of influence and impact on business activities and stakeholders. Subsequently, the Company assesses the significance of each topic and prioritizes issues with the most material impacts to be the focus of disclosure in this Sustainability Report. [GRI 3-1, 3-2]

Proses Penentuan Topik Material
Process of Determining Material Topics
[GRI 3-1, 3-2]

Dari hasil proses penentuan topik material, pada Laporan Keberlanjutan BAg tahun 2025 mengungkapkan sebanyak 12 topik material, tidak mengalami perubahan dari tahun sebelumnya. Beberapa topik ESG lainnya seperti perilaku anti persaingan, pemasaran dan pelabelan, privasi pelanggan, keanekaragaman hayati dan beberapa topik lainnya tidak termasuk topik material, mengingat topik tersebut tidak relevan terhadap bisnis Perusahaan. Pada tahun ini, terdapat penyajian ulang (*restatement*) atas informasi tahun sebelumnya yaitu nilai penggunaan energi dalam Perusahaan berdasarkan jenis energi tahun 2024, pengurangan emisi atas *onshore Connection* BAg tahun 2024, dan inventarisasi Emisi GRK *Scope* 1 dan *Scope* 2 tahun 2024. *Boundary* Laporan ini adalah Kantor Pusat dan seluruh wilayah operasi Perusahaan. [GRI 2-2, 2-4]

From the results of the material topic determination process, the BAg 2025 Sustainability Report discloses 12 material topics, unchanged from the previous year. Other ESG topics such as anti-competitive behavior, marketing and labeling, customer privacy, biodiversity, and several other topics are not included as material topics, considering they are not relevant to the Company's business. This year, there is a restatement of previous year's information, Namely, the Company's energy consumption by energy type for 2024, emissions reductions achieved through the BAg Onshore Connection initiative in 2024, and the Scope 1 and Scope 2 greenhouse gas (GHG) emissions inventory for the 2024. Boundary this report covers the Head Office and all operational areas of the Company. [GRI 2-2, 2-4]

Daftar Topik Material dan *Boundary* Laporan

List of Material Topics and Report Boundary

[GRI 2-2, 3-2, 3-3]

Topik Material Material Topic	*Disclosure*	Kenapa Topik Ini Material Why This is A Material Topic	*Boundary*	
			Kantor Pusat dan Wilayah Operasi Perusahaan Company Head Office and Operation Area	Di luar Perusahaan Outside the Company
Ekonomi Economics				
Kinerja Ekonomi Economic Performance	GRI 201-1, 201-2, 201-3, 201-4	Berdampak signifikan bagi pemangku kepentingan Have significant impact to the stakeholders	√	-
Keberadaan Pasar Market Presence	GRI 202-1, 202-2	Berdampak signifikan bagi pemangku kepentingan Have significant impact to the stakeholders	√	-
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	GRI 203-1, 203-2	Berdampak signifikan bagi pemangku kepentingan Have significant impact to the stakeholders	√	-
Lingkungan Environment				
Energi Energy	GRI 302-1, 302-2, 302-3, 302-4, 302-5	Berdampak signifikan bagi keberlanjutan lingkungan dan kesehatan masyarakat Have significant impact to the environmental sustainability and community wellbeing	√	-
Air dan Air Limbah Water and Effluent	GRI 303-1, 303-2, 303-3, 303-4, 303-5		√	-
Emisi Emission	GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7	Berdampak signifikan bagi keberlanjutan lingkungan dan kesehatan masyarakat Have significant impact to the environmental sustainability and community wellbeing	√	-
Limbah Waste	GRI 306-1, 306-2, 306-3, 306-4, 306-5		√	-
Sosial Social				
Kepegawaian Employment	GRI 401-1, 401-2, 401-3	Berdampak signifikan bagi pegawai Have significant impact to the employees	√	-
Pengelolaan Keselamatan dan Kesehatan Kerja Occupational Safety and Health Management	GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10	Berdampak signifikan bagi pegawai dan mitra kerja Have significant impact to the employees and work partners	√	-
Pelatihan dan Pendidikan Pegawai Employee Training and Education	GRI 404-1, 404-2, 404-3	Berdampak signifikan bagi pegawai Have significant impact to the employees	√	-
Keanekaragaman dan Kesetaraan Peluang Diversity and Equal Opportunities	GRI 405-1, 405-2		√	-
Pemberdayaan Masyarakat Community Empowerment	GRI 413-1, 413-2	Berdampak signifikan bagi masyarakat Have significant impact to the community	√	-

Selanjutnya, topik material tersebut diprioritaskan menjadi 3 (tiga) tingkatan, yaitu *High*, *Medium* dan *Low*, dengan topik yang diungkapkan dalam laporan ini hanya pada topik material yang termasuk dalam yang dapat *High* dan *Medium*, yang dapat dilihat pada grafik berikut ini.

Furthermore, these material topics are prioritized into three levels, namely High, Medium and Low , with the topics disclosed in this report being only those material topics that fall into the High and Medium categories, as shown in the following chart.

Grafik Materialitas
Chart of Materiality
[GRI 3-2]

1 Kinerja Ekonomi
Economic Performance
2 Dampak Ekonomi Tidak Langsung
Indirect Economic Impact
3 Energi
Energy
4 Air dan Air Limbah
Water and Wastewater
5 Emisi
Emissions
6 Limbah
Waste
7 Kepegawaian
Employment
8 Pengelolaan Keselamatan dan Kesehatan Kerja
Occupational Health and Safety Management
9 Pelatihan dan Pendidikan Pegawai
Pelatihan dan Pendidikan Pegawai
10 Keanekaragaman dan Kesetaraan Peluang
Diversity and Equal Opportunities
11 Pemberdayaan Masyarakat
Community Empowerment
12 Keberadaan Pasar
Market Presence

Tanggapan Terhadap Lembar Umpan Balik

Response to Feedback Sheet

[OJK G.3]

BAg menyampaikan bahwa tidak terdapat masukan, tanggapan, maupun umpan balik yang diterima dari pemangku kepentingan atas Laporan Keberlanjutan periode sebelumnya. Namun demikian, Perusahaan tetap berkomitmen untuk terus meningkatkan kualitas dan relevansi pengungkapan keberlanjutan dalam Laporan Keberlanjutan Tahun 2025. Peningkatan tersebut dilakukan antara lain melalui pengungkapan informasi terkait risiko yang berhubungan dengan perubahan iklim dan isu keberlanjutan Perusahaan, penguatan pengungkapan topik material, peningkatan kejelasan indikator kinerja, serta konsistensi dalam penyajian data dan narasi. Selain itu, dalam penyusunan Laporan Keberlanjutan Tahun 2025, Perusahaan kembali mengadopsi standar IFRS S1 dan IFRS S2 guna menyajikan informasi yang lebih komprehensif mengenai pengelolaan risiko dan peluang terkait keberlanjutan, khususnya yang berkaitan dengan isu iklim.

BAg stated that no input, responses, or feedback was received from the stakeholders regarding the previous Sustainability Report. However, the Company remains committed to continuously improving the quality and relevance of sustainability disclosures in the 2025 Sustainability Report. These improvements include disclosing information related to risks related to climate change and the Company's sustainability issues, strengthening disclosures of material topics, increasing the clarity of performance indicators, and ensuring consistency in data presentation and narratives. Furthermore, in preparing the 2025 Sustainability Report, the Company has re-adopted IFRS S1 and IFRS S2 standards to present more comprehensive information on the management of sustainability-related risks and opportunities, particularly those related to climate issues.

Titik Kontak Laporan Ini

Contact Point for This Report

[OJK G.3]

Perusahaan membuka kesempatan bagi seluruh pemangku kepentingan untuk menyampaikan pertanyaan, saran, masukan, kritik, maupun tanggapan atas Laporan Keberlanjutan ini melalui Lembar Umpan Balik yang tersedia pada bagian akhir laporan atau dengan menghubungi: [GRI 2-3]

The Company welcomes all stakeholders to submit questions, suggestions, input, criticism, or feedback on this Sustainability Report via the Feedback Form available at the end of the report or by contacting the following: [GRI 2-3]

PT Pelayaran Bahtera Adhiguna

Sekretaris Perusahaan Corporate Secretary
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Pernyataan Dewan Komisaris dan Direksi Tentang Tanggung Jawab Atas Laporan Keberlanjutan PT Pelayaran Bahtera Adhiguna Tahun 2025

Statement of Responsibility of the Board of Commissioners and Board of Directors on the 2025 Sustainability Report of PT Pelayaran Bahtera Adhiguna

Melalui surat pernyataan ini, Kami selaku Dewan Komisaris dan Direksi PT Pelayaran Bahtera Adhiguna menyatakan bahwa telah melakukan evaluasi atas konten Laporan Keberlanjutan ini serta menyatakan bahwa laporan telah mencakup seluruh topik keberlanjutan yang material bagi Perusahaan dan pemangku kepentingan Perusahaan. Kami bertanggung jawab atas kebenaran isi Laporan Keberlanjutan ini. [GRI 2-14]

Through this statement, we, the Board of Commissioners and the Board of Directors of PT Pelayaran Bahtera Adhiguna, hereby declare that we have conducted an evaluation of the contents of this Sustainability Report and confirm that the report covers all sustainability topics that are material to the Company and its stakeholders. We are responsible for the accuracy and truthfulness of the contents of this Sustainability Report. [GRI 2-14]

Jakarta, 22 Mei 2026
Jakarta, May 22, 2026

Dewan Komisaris
Board of Commissioner

Sapto Aji Nugroho
Komisaris Utama
President Commissioner

Bayu Adjie Megananda
Komisaris
Commissioner

Direksi
Board of Director

Tri Susanto
Direktur Utama Merangkap PLT Direktur Perencanaan & Niaga
President Director and Acting of Director of Planning & Commercial Affairs

Idaman
Direktur Operasi
Director of Operations

Didik Sukristiyo Yuwono
Direktur Keuangan
Director of Finance

Sekilas Tentang Perusahaan
Brief Overview of The Company

Identitas Perusahaan
Company Identity

Nama Perusahaan
Company Name
[GRI 2-1] [OJK C.2]

PT Pelayaran Bahtera Adhiguna

Tanggal Pendirian
Date of Establishment

30 Desember 1971
December 30, 1971

Bidang Usaha, Kegiatan, Merek, Produk dan Jasa Perusahaan
Lines of Business, Activities, Brands, Products and Services of the Company
[GRI 2-6] [OJK C.4]

BAg bergerak dibidang Penyelenggara moda angkutan transportasi batu bara untuk pengamanan pasokan batu bara ke PLTU milik PLN, Anak Perusahaan PLN dan Perusahaan Listrik Swasta (IPP) dengan produk dan jasa yang ditawarkan meliputi:
1. Jasa Angkutan Laut
2. Jasa Pengerukan (*Dredging*)
3. Jasa Manajemen *Jetty*
4. Jasa Keagenan Kapal

Selama tahun 2025, tidak terdapat produk dan layanan Perusahaan yang dilarang atau ditarik kembali dari pasar. [OJK C.4, F.29]

BAg is involved in organizing coal transportation modes to secure coal supply to CFPP owned by PLN, PLN Subsidiaries, and Independent Power Producers (IPP) with the products and services offered include:

1. Sea Transport Services
2. Dredging Services
3. Jetty Management Services
4. Ship Agency Services

Throughout 2025, none of the Company's products and services were banned or recalled from the market. [OJK C.4, F.29]

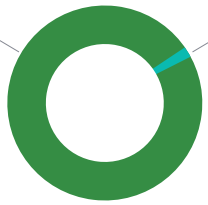
Bentuk Hukum dan Kepemilikan
Legal Form and Ownership
[GRI 2-1]

Status Perusahaan:
Anak perusahaan PT PLN Energi Primer Indonesia (PLN EPI)

Company Status:
Subsidiary of PT PLN Energi Primer Indonesia (PLN EPI)

Kepemilikan Saham: [GRI 2-1] [OJK C.3.c]

Share Ownership: [GRI 2-1] [OJK C.3.c]



Dasar Hukum Pendirian:
- Akta Pendirian PT Pelayaran Bahtera Adhiguna (Persero) No. 34 tanggal 30 Desember 1971
- Perubahan Anggaran Dasar No. 6 Tanggal 17 November 2008
- Perubahan Anggaran dasar No 9 tanggal 16 September 2009
- PP No. 20 tanggal 4 Maret 2011 tentang Penambahan penyertaan modal saham PT PLN (Persero)
- Akta Pernyataan Keputusan Pemegang Saham PT Bahtera Adhiguna di luar RUPS tentang Pengalihan Modal Saham Milik Negara Republik Indonesia PT Bahtera Adhiguna kepada PT PLN (Persero) No. 03 tanggal 5 Agustus 2011
- Akta penambahan kepemilikan saham PT Pelayaran Bahtera Adhiguna No.19 tanggal 30 Januari 2013
- Akta Perubahan Anggaran Dasar No. 16 tanggal 15 November 2016
- Akta Perubahan Anggaran Dasar No. 50 tanggal 23 Desember 2019
- Keputusan RUPS Sirkuler tanggal 30 Desember 2022 tentang Pengalihan Saham PT Bahtera Adhiguna dari PT PLN (Persero) ke PLN Energi Primer Indonesia (EPI) (Akta No. 75 tanggal 30 Desember 2022)

Legal Basis of Establishment:
- Deed of Establishment of PT Pelayaran Bahtera Adhiguna (Persero) No. 34, dated 30 December 1971
- Amendment to the Articles of Association No. 6, dated 17 November 2008
- Amendment to the Articles of Association No. 9, dated 16 September 2009
- Government Regulation No. 20, dated 4 March 2011, concerning the Addition of share capital of PT PLN (Persero)
- Deed of Shareholders Resolution of PT Bahtera Adhiguna outside the GMS on the Transfer of State-owned Share Capital of PT Bahtera Adhiguna to PT PLN (Persero) No. 03, dated 5 August 2011
- Deed of Share Ownership Addition of PT Pelayaran Bahtera Adhiguna No. 19, dated 30 January 2013
- Deed of Amendment to the Articles of Association No. 16, dated 15 November 2016
- Deed of Amendment to the Articles of Association No. 50, dated 23 December 2019
- Circular GMS Resolution dated December 30, 2022, regarding the Transfer of Shares of PT Bahtera Adhiguna from PT PLN (Persero) to PLN Energi Primer Indonesia (EPI) (Deed No. 75, dated 30 December 2022)

Anak Perusahaan Subsidiary [OJK C.3.d]	-
Perusahaan Asosiasi Associate	PT Adhiguna Putera
Negara Tempat Beroperasi Country of Operation [GRI 2-1]	Indonesia
Kantor Pusat Head Office [GRI 2-1] [OJK C.2]	Prudential Center Lantai 11 11th Floor Jl. Casablanca Raya Kav. 88 Jakarta Selatan 12870 pelba@bahteradhiguna.co.id (021) 6912547 - 49 (021) 6901450, 6902726 www.plnbag.co.id

Visi, Misi dan Tata Nilai Perusahaan

Company Vision, Mission and Values

[GRI 2-23] [OJK C.1]

Adapun visi misi yang berlaku pada BAg hingga akhir tahun 2025 mengacu pada Peraturan Direksi Nomor 0009.K/DIR/2025 yang ditetapkan pada tanggal 8 Mei 2025 dan telah disahkan dalam RUPS RJPP 2024-2028 sebagai berikut:

The vision and mission applicable to BAg until the end of 2025 refer to the Board of Directors Regulation Number 0009.K/DIR/2025, established on May 8, 2025, and approved in the GMS of RJPP 2024-2028 as follows:

VISI
VISION

Menjadi Perusahaan Pelayaran Global dalam Solusi Logistik Energi Primer Terintegrasi

To Become the Global Shipping Company in Integrated Primary Energy and Logistics Solution

MISI
MISSION

- Menjamin keamanan pasokan energi primer sektor ketenagalistrikan
- Melaksanakan pengembangan usaha secara global dan berkelanjutan
- Mengembangkan kompetensi dalam *shipping practices* dan logistik
- Menerapkan sistem manajemen yang berprinsip GCG, ESG dan kepentingan *stakeholder*
- Ensuring the security of primary energy supply in the electricity sector
- Implementing global and sustainable business development
- Developing competence in shipping practices and logistics
- Implementing a management system based on GCG, ESG principles, and stakeholder interests

Penjelasan Visi
Explanation of Vision

Visi BAg menggambarkan tekad Perusahaan untuk memperluas jangkauan dalam industri pelayaran dan logistik energi primer ke ranah global. Pernyataan "Global" mencerminkan target BAg untuk beroperasi pada skala internasional, melayani berbagai pasar di seluruh dunia tanpa batasan geografis tertentu. Target ini juga mencakup diversifikasi tipe angkutan yang bersifat non-homogen, tidak terbatas pada batubara, tetapi mencakup berbagai komoditas energi primer lain serta kargo yang relevan dengan kebutuhan pasar global.

BAg's vision describes determination to expand its reach in the primary energy shipping and logistics industry to the global realm. The term "Global" reflects BAg's target to operate on an international scale, serving various markets around the world without specific geographical limitations. This target also includes the diversification of transportation types that are non-homogeneous, not limited to coal, but includes various other primary energy commodities as well as cargo relevant to the global market's needs.

Visi ini secara tegas menekankan kompetensi inti BAg sebagai sebuah perusahaan pelayaran dengan jasa transportasi laut serta bisnis penunjangnya. Transportasi laut yang dimaksud tidak hanya mengangkut batubara yang saat ini menjadi energi primer utama yang diangkut, tapi juga akan melingkupi bahan bakar minyak (BBM), *Compressed Natural Gas* (CNG), *Liquified Natural Gas* (LNG) dan biomassa untuk kebutuhan pembangkit listrik di lingkungan PT PLN (Persero), serta kargo lainnya untuk target pasar di luar lingkungan PT PLN (Persero).

This vision firmly emphasizes BAg's core competencies as a shipping company with maritime transportation services and its supporting businesses. The maritime transportation referred to does not only involve the transport of coal, which is currently the primary energy source being transported, but will also encompass oil fuel (BBM), compressed natural gas (CNG), liquefied natural gas (LNG), and biomass for power plant needs within PT PLN (Persero), as well as other cargo for target markets outside PT PLN (Persero).

Selain itu, Visi ini juga mencerminkan komitmen perusahaan untuk tidak hanya menjadi yang terbaik dalam jasa pelayaran, tetapi juga lebih luas menjadi penyedia solusi logistik lainnya, misalnya pengerukan (*dredging*) dan *jetty management*. Selain itu, kata “Terintegrasi” memiliki maksud bahwa pelayaran dan solusi logistik energi primer akan menggunakan sistem *supply chain* yang didesain secara terintegrasi melalui proses inovasi-inovasi secara digital dan berbasis teknologi agar memberikan *security of supply* energi primer dengan efisien, berkualitas tinggi, dan tepat waktu sesuai dengan harapan para stakeholder.

In addition, this Vision also reflects the Company's commitment not only to be the best in shipping services but also to expand into providing other logistics solutions, such as dredging and jetty management. Furthermore, the word "Integrated" means that shipping and primary energy logistics solutions will use a supply chain system designed to be integrated through digital and technology-based innovations to provide security of primary energy supply efficiently, with high quality, and on time according to stakeholder expectations.

Penjelasan Misi
Explanation of Mission

- **Menjamin keamanan pasokan energi primer sektor ketanagalistrikan**
  Sebagai pilar utama dalam menjaga keandalan operasional ketenagalistrikan nasional, Perseroan berkomitmen penuh untuk mengamankan ketersediaan pasokan energi primer secara konsisten dan tepat waktu.

- **Ensuring the security of primary energy supply in the electricity sector**
  As a key pillar in maintaining the reliability of the national electricity operations, the Company is fully committed to securing the availability of primary energy supply consistently and on time.

- **Melaksanakan pengembangan usaha secara global dan berkelanjutan**
  Dalam menghadapi dinamika pasar energi global dan agenda transisi energi, Perusahaan memperluas jangkauan bisnis melalui ekspansi pasar internasional dan secara agresif melakukan diversifikasi portofolio. Strategi pertumbuhan ini dijalankan secara terukur dengan mengedepankan prinsip keberlanjutan (*sustainability*).
- **Mengembangkan Kompetensi dalam *Shipping Practices* dan Logistik**
  Perusahaan terus melakukan penguatan kapabilitas inti di bidang logistik maritim melalui penerapan *best practices* industri perkapalan internasional. Fokus utama BAg adalah peningkatan efisiensi armada, optimalisasi rute pelayaran, serta digitalisasi manajemen logistik (*vessel tracking* dan *port management*). Melalui peningkatan kompetensi SDM dan standarisasi keselamatan yang ketat.
- **Menerapkan Sistem Manajemen yang Berprinsip GCG, ESG, dan Kepentingan *Stakeholder***
  Tata kelola perusahaan yang bersih dan bertanggung jawab merupakan fondasi dari seluruh aktivitas operasional Perseroan. BAg mengintegrasikan prinsip *Good Corporate Governance* (GCG) dalam setiap pengambilan keputusan untuk memastikan transparansi dan akuntabilitas. Sejalan dengan itu, kerangka kerja *Environmental, Social, and Governance* (ESG) diimplementasikan secara nyata guna mereduksi dampak lingkungan dan memberikan nilai tambah sosial.

- **Implementing global and sustainable business development**
  In facing the dynamics of the global energy market and the energy transition agenda, the Company is expanding its business reach through international market expansion and aggressively diversifying its portfolio. This growth strategy is implemented in a measured manner, prioritizing sustainability principles.
- **Developing Competence in Shipping Practices and Logistics**
  The Company continues to strengthen its core capabilities in maritime logistics through the implementation of best practices in the international shipping industry. The main focus of BAg is the improvement of fleet efficiency, the optimization of shipping routes, and the digitalization of logistics management (vessel tracking and port management), through the enhancement of HR competencies and strict safety standardization.
- **Implementing a Management System Based on GCG, ESG, and Stakeholder Interests**
  Clean and responsible corporate governance is the foundation of all the Company's operational activities. BAg integrates the principles of Good Corporate Governance (GCG) into every decision-making process to ensure transparency and accountability. In line with that, the Environmental, Social, and Governance (ESG) framework is implemented in a tangible way to reduce environmental impact and provide social added value.

Tata Nilai Perusahaan
Company Values
[GRI 2-23] [OJK C.1]

Sebagai bagian dari Anak Perusahaan BUMN, BAg menerapkan nilai-nilai utama BUMN berupa AKHLAK pada setiap kegiatan bisnis dan operasionalnya sesuai arahan Surat Edaran Kementerian BUMN No. SE-7/MBU/07/2020 tentang AKHLAK sebagai Nilai-Nilai Utama Sumber Daya Manusia BUMN. Adapun pendefinisaian AKHLAK sebagai tata nilai Perusahaan meliputi:

As part of a SOE Subsidiary, BAg implements the core values of SOE in the form of AKHLAK in every business and operational activity in accordance with the directive of the Ministry of BUMN Circular Letter No. SE-7/MBU/07/2020 regarding AKHLAK as the Core Values of SOE Human Capital. The definition of AKHLAK as the Company's values includes:

AKHLAK

A Amanah
Trustworthy

- Memenuhi janji & komitmen
- Bertanggung jawab atas tugas, keputusan & tindakan yang dilakukan
- Berpegang teguh kepada nilai moral & etika
- Fulfilling promises & commitments
- Responsible for tasks, decisions & actions taken
- Adhering to moral & ethical values

K Kolaboratif
Collaborative

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi
- Terbuka dalam kerja sama untuk menghasilkan nilai tambah
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama
- Providing opportunities for various parties to contribute
- Open in cooperation to generate added value
- Mobilizing the use of various resources for common goals

H Harmonis
Harmonious

- Menghargai setiap orang apapun latar belakangnya
- Suka menolong orang lain
- Membangun lingkungan kerja yang kondusif
- Respecting everyone regardless of background
- Helping others
- Building a conducive work environment

L Loyal
Loyal

- Menjaga nama baik sesama karyawan, pimpinan, BUMN & Negara
- Rela berkorban untuk mencapai tujuan yang lebih besar
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum & etika
- Maintaining the reputation of fellow employees, leaders, SOE & the State
- Willing to sacrifice to achieve a bigger goal
- Obeying the leadership as long as it is not against the law & ethics

A Adaptif
Adaptive

- Cepat menyesuaikan diri untuk menjadi lebih baik
- Terus menerus melakukan perbaikan mengikuti perkembangan teknologi
- Bertindak proaktif
- Adaptable to be better
- Continuous improvement in following technological developments
- Act proactive

K Kompeten
Competent

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah
- Membantu orang lain belajar
- Menyelesaikan tugas dengan kualitas terbaik
- Improving self-competence to respond to dynamic challenges
- Helping others in learning
- Completing the tasks with the best quality

Skala Usaha Perusahaan
Scale of Business

[GRI 2-6] [OJK C.3.a, C.6]

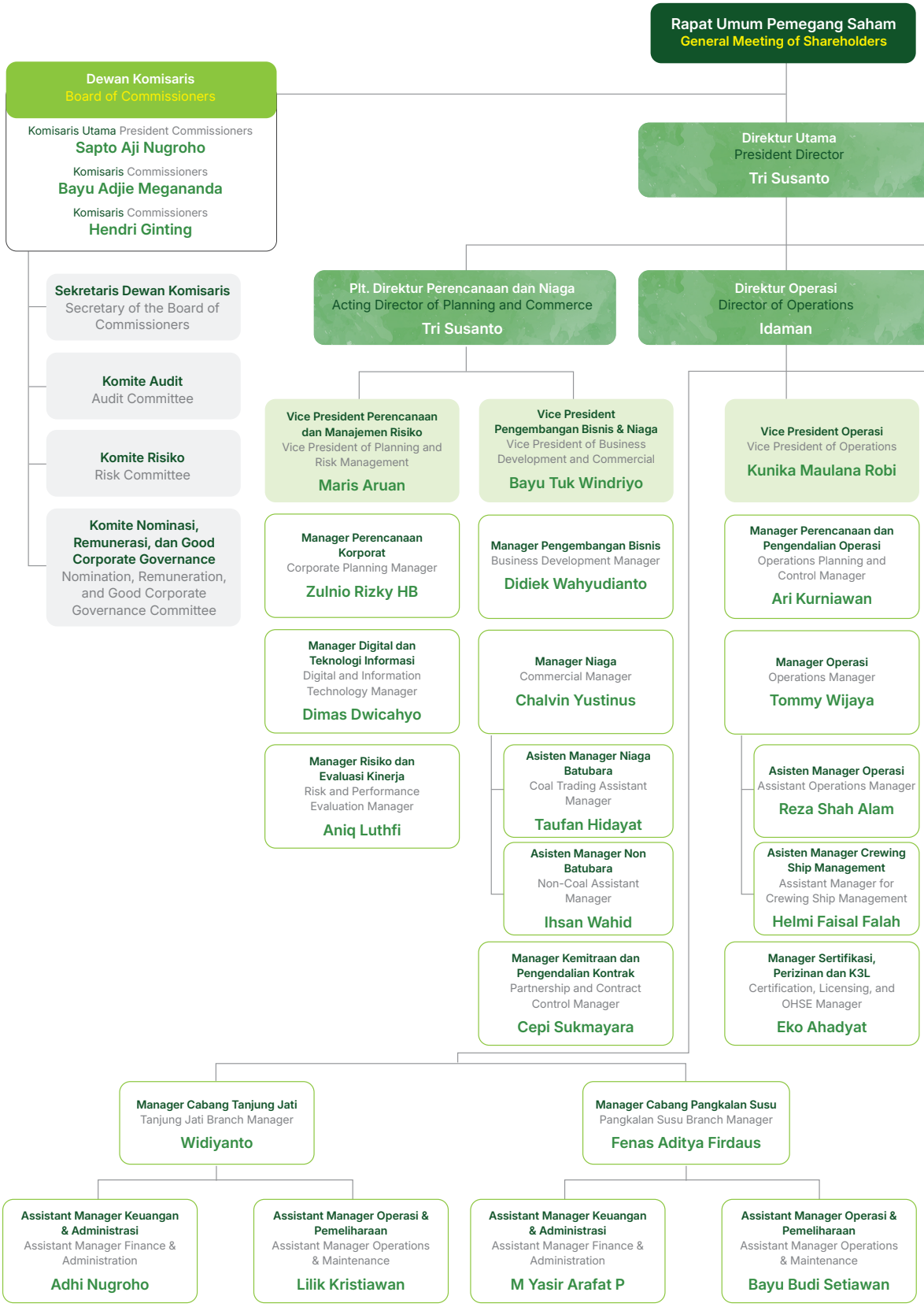
Uraian Description	Satuan Unit	2025	2024	2023
Pegawai Organik Organic Employee	Orang Person	28	18	19
Pegawai Tugas Karya Work Assignment Employee	Orang Person	25	28	31
Pegawai Kontrak Contract Employee	Orang Person	5	3	3
Pendapatan Usaha Revenue	Rp Juta Rp Million	6.246.154	5.881.794	5.915.500
Laba Tahun Berjalan Profit for the Year	Rp Juta Rp Million	1.006.381	958.438	901.742
Jumlah Aset Total Assets	Rp Juta Rp Million	6.186.314	6.056.986	6.105.987
Jumlah Liabilitas Total Liabilities	Rp Juta Rp Million	2.253.877	3.131.710	3.902.303
Jumlah Ekuitas Total Equity	Rp Juta Rp Million	3.932.437	2.925.276	2.203.684
Jasa Angkutan Laut Sea Transport Services	Unit Kapal Ship unit	25	21	19
Jasa Pengerukan (*Dredging*) Dredging Services	Jumlah Wilayah Kerja Total Work Area	3	2	4
Jasa Manajemen *Jetty* Jetty Management Services	Jumlah Wilayah Kerja Total Work Area	1	1	1
Jasa Keagenan Kapal Ship Agency Services	Cabang Branch	1	2	1
Kepemilikan Saham Share Ownership				
PLN EPI	%	9,99	9,99	9,99
Yayasan Pendidikan dan Kesejahteraan PT PLN (Persero) PT PLN (Persero) Education and Welfare Foundation	%	0,01	0,01	0,01

Struktur Organisasi Perusahaan

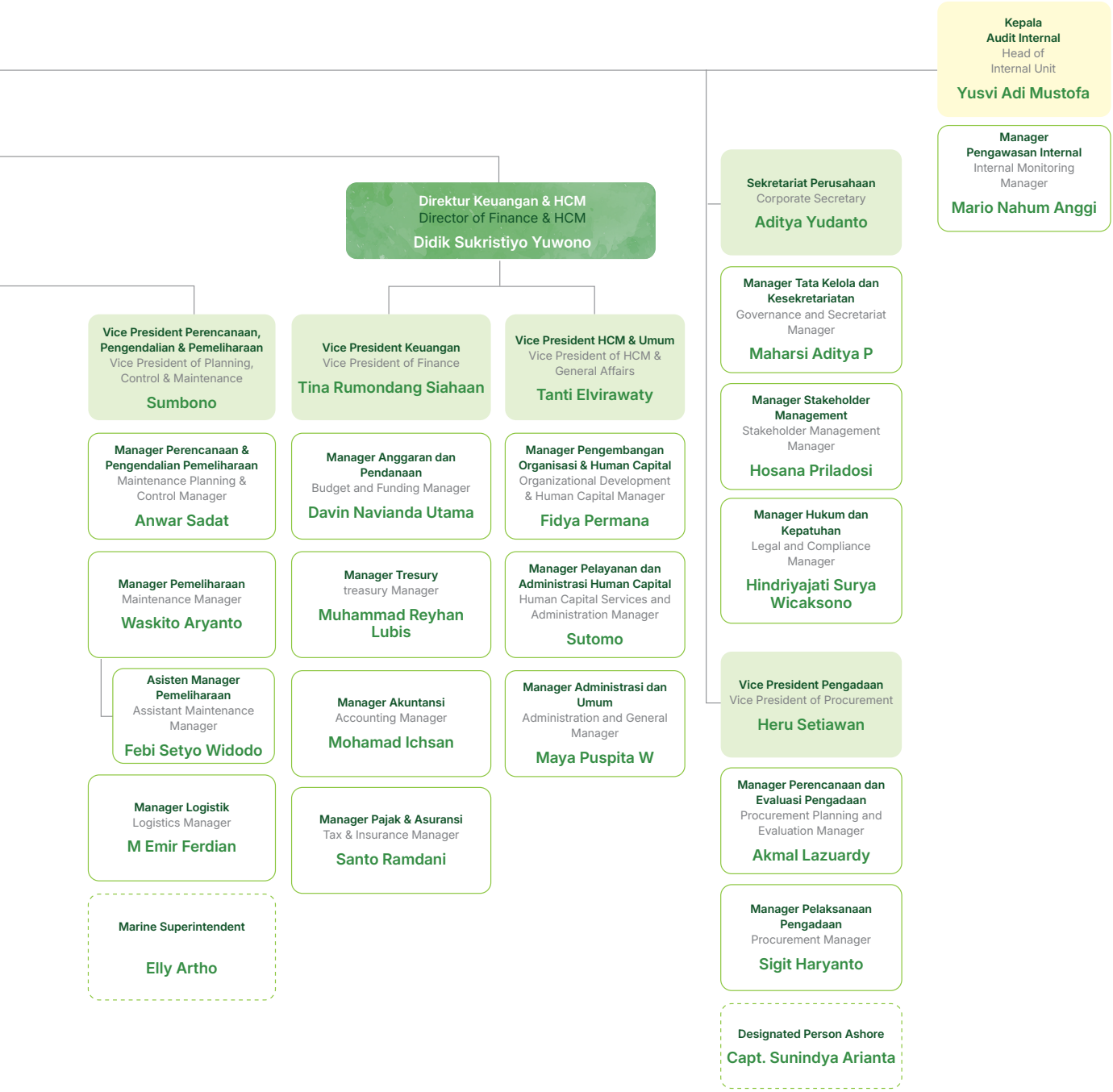
Organizational Structure

[GRI 2-6, 2-9] [OJK C.6]

Pada tahun 2025, terdapat penetapan terbaru mengenai struktur organisasi BAg yang ditetapkan melalui Keputusan Direksi No. 0008.P/DIR/2025 tanggal 24 Oktober 2025 tentang Organisasi dan Tata Kerja PT Pelayaran Bahtera Adhiguna sebagai berikut:



In 2025, there was an updated determination regarding the BAg organizational structure established through Board of Directors Decision No. 0008.P/DIR/2025 dated October 24, 2025, concerning the Organization and Work Procedures of PT Pelayaran Bahtera Adhiguna as follows:



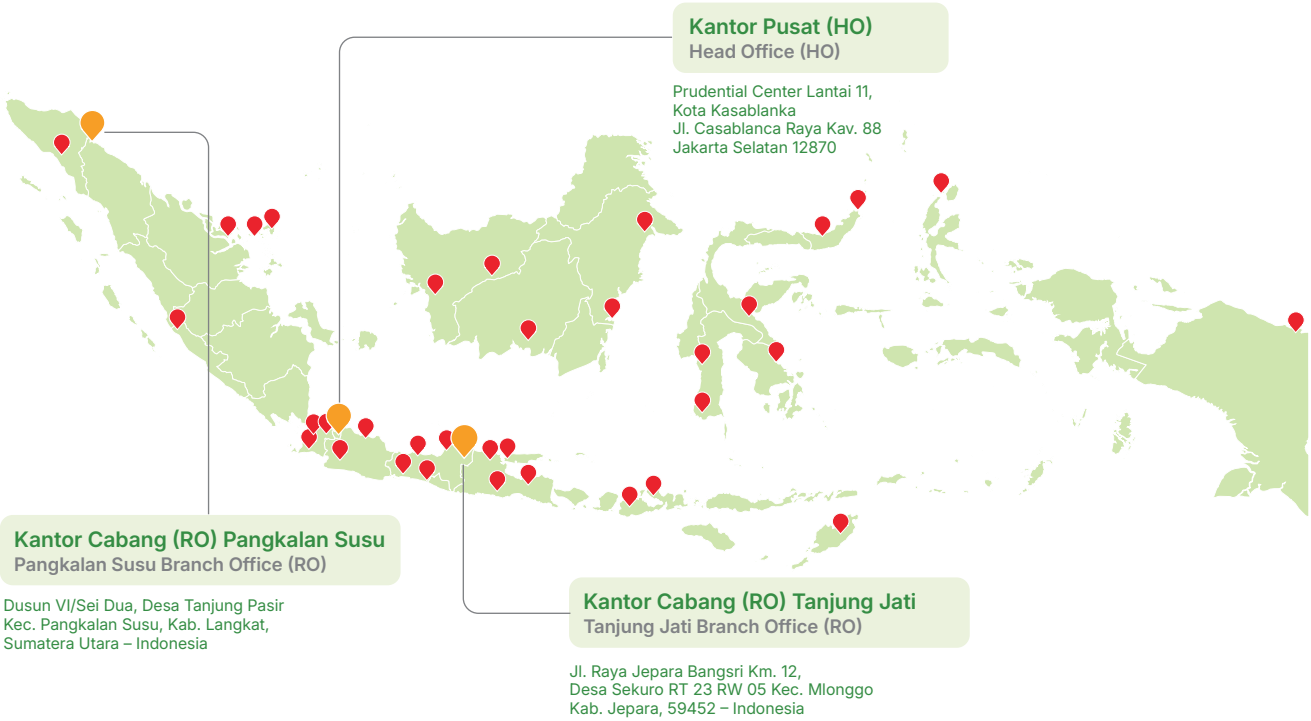
Wilayah Operasional Perusahaan

Operational Work Area

[GRI 2-1, 2-6] [OJK C.2, C.3.d]

Hingga akhir tahun 2025, wilayah Operasional BAg terdiri dari 1 (satu) kantor pusat dan 2 (dua) kantor cabang yang berlokasi di Pangkalan Susu dan Tanjung Jati dimana BAg melayani angkutan energi primer lebih dari 57 PLTU di Indonesia dari Nagan Raya Aceh, sampai ke Holtekamp, Papua.

Until the end of 2025, the BAg Operational area consisted of 1 (one) head office and 2 (two) branch offices located in Pangkalan Susu and Tanjung Jati, where BAg serves the transportation of primary energy for more than 57 CFPPs in Indonesia, from Nagan Raya Aceh to Holtekamp, Papua.



Selain melayani angkutan dalam negeri, Pada bulan Oktober tahun 2025 PT BAg melaksanakan *Voyage* Perdana *Ocean Going* yang menjadi titik awal transformasi perusahaan dari perusahaan pelayaran transportasi energi domestik menjadi perusahaan pelayaran internasional. Dalam misi bersejarah ini, BAg mengerahkan armada KM Zalecha Baruna dengan *shipment* ekspor ke Negara Filipina dan Vietnam.

In addition to providing domestic shipping services, in October 2025, PT BAg successfully completed its maiden ocean-going voyage, marking a significant milestone in the Company's transformation from a domestic energy transportation shipping company into an international shipping company. As part of this historic mission, PT BAg deployed KM Zalecha Baruna to transport export shipments to the Philippines and Vietnam.

Pangsa Pasar

Market Share

[GRI 2-6]

Sebagai bagian dari PLN *Group*, Pangsa pasar Bag di sepanjang tahun 2025 didominasi oleh jasa angkutan batubara untuk PLTU PLN *Group*. Hal ini sejalan dengan peran strategis Perusahaan dalam mendukung keandalan pasokan energi primer nasional. Pelanggan utama Perseroan meliputi PLTU milik PLN *Group*, *Subholding Generation* (PT PLN Indonesia Power dan PT PLN Nusantara Power), serta *Independent Power Producer* (IPP), sebagai berikut:

1. PT PLN Indonesia Power (PIP)
2. PT PLN Nusantara Power (PNP)
3. PT PLN Energi Primer Indonesia (EPI)
4. PT PLN (Persero) Unit Pembangkitan Tanjung Jati B
5. PT PLN Batubara Niaga (BBN)

As part of the PLN Group, the Bag market share throughout 2025 was dominated by coal transportation services for PLN Group's power plants. It aligns with the Company's strategic role in supporting the reliability of the national primary energy supply. The Company's main customers include PLN Group's CFPPs, Subholding Generation (PT PLN Indonesia Power and PT PLN Nusantara Power), as well as Independent Power Producers (IPP), as follows:

1. PT PLN Indonesia Power (PIP)
2. PT PLN Nusantara Power (PNP)
3. PT PLN Energi Primer Indonesia (EPI)
4. PT PLN (Persero) Tanjung Jati B Generation Unit
5. PT PLN Batubara Niaga (BBN)

Volume Batubara per Konsumen 2025

Coal Volume per Consumer in 2025

Kontrak Contract	Realisasi Kumulatif (MT) Cumulative Realization (MT)
PNP	6.971.430
PIP	9.972.659
TJB	7.999.831
PLN BBN	5.201.758
PLN *Group*	2.564.664
S2P	754.949
PEC	1.503.298
Non PLN *Group*	3.044.084
Transhipment (CIF)	2.148.019
Transhipment (FOB)	1.557.868
Trucking	291.987
Total	**42.010.547**

Sepanjang Tahun 2025, BAg melayani pengangkutan batubara ke berbagai PLTU yang tersebar di wilayah barat, tengah, dan timur Indonesia. Dominasi pelanggan PLN *Group* tercermin dari kontribusi volume yang masih menjadi mayoritas terhadap total realisasi angkutan batubara. Kondisi ini menunjukkan posisi Perseroan sebagai operator logistik energi yang andal dan terintegrasi dalam ekosistem ketenagalistrikan nasional.

Throughout the Year 2025, BAg served the coal transport to various power plants scattered across the western, central, and eastern regions of Indonesia. The dominance of PLN Group customers is reflected in the volume contribution, which still constitutes the majority of the total coal transportation realization. This condition demonstrates the Company's position as a reliable energy logistics operator integrated within the national electricity ecosystem.

Di sisi lain, Perseroan secara aktif melakukan perluasan pangsa pasar di luar PLN *Group* (*beyond* kWh) sebagai bagian dari strategi diversifikasi usaha dan penguatan ketahanan pendapatan. Upaya ini mencakup peningkatan layanan kepada pelanggan IPP, pemasok batubara, serta pengembangan kerja sama pengangkutan untuk kebutuhan industri dan *smelter*, baik di dalam maupun luar negeri.

Pengembangan pangsa pasar *beyond* kWh menunjukkan tren positif, yang tercermin dari peningkatan pendapatan non-PLN *Group* dibandingkan target RKAP. Hal ini mengindikasikan bahwa strategi *aggressive marketing* dan penguatan kapabilitas operasional mulai memberikan hasil, meskipun kontribusinya terhadap total volume masih relatif terbatas dibandingkan segmen inti.

On the other hand, the Company is actively expanding its market share beyond the PLN Group (beyond kWh) as part of its business diversification strategy and strengthening revenue resilience. These efforts include improving services to IPP customers and coal suppliers, as well as developing transportation cooperation for industrial and smelter needs, both domestically and internationally.

The development of the market share beyond kWh shows a positive trend, as reflected in the increase in non-PLN Group revenue compared to the RKAP target. It indicates that aggressive marketing strategies and strengthening operational capabilities are starting to yield results, even though their contribution to the total volume is still relatively limited compared to the core segment.

Pangsa Pasar *Beyond* kWh BAg Tahun 2025
Beyond kWh Market Share of BAg in 2025

No	Konsumen Consumer	No	Konsumen Consumer
1	PT Sumber Segara Primadaya	18	PT Kyk Lines
2	PT Nasia Kirmala Samudera	19	Xiangyu Trading Indonesia
3	PT Sinergi Laksana Bara Mas	20	PT Garuda Jaya Samudera
4	PT Paiton Energi	21	PT Caesar Mulia
5	PT Bumi Berdikari Sentosa	22	PT Kaltim Embalut Bara Power
6	PT Sumber Panca Energy	23	Pelayaran Armada Nasional Indonesia
7	PT. Gania Prima Energi	24	PT Borneo Mandiri Resources
8	PT Kasih Coal Resources	25	PT Mahakarya Lintas Samudra
9	PT Prima Maritim Bahari	26	Kairos Timur Pacific
10	STS Di PANGSU	27	PT RIZKI ANUGAH PRATAMA
11	PT Tiga Daya Energi	28	PT Kaltim Prima Coal
12	PT Dwi Jaya Samudra	29	PT Adhi Guna Puter Pusat
13	Dooyang Limited	30	Keagenan Di Tjb
14	Yuxin Shipping Line	31	PT Dwi Guna Laksana
15	PT Kencana Bayu Sejahtra	32	Sumber Daya Alam Mulia
16	PT Bintang Ocean Sinergy	33	PT Surya Indo Bahari
17	Chinaland Shipping PTe Ltd		

Secara keseluruhan, pangsa pasar Perusahaan pada Tahun 2025 mencerminkan keseimbangan antara peran penugasan (*security of supply*) dan orientasi komersial, dengan fokus menjaga keandalan layanan kepada PLN *Group* sekaligus memperluas basis pelanggan guna mendukung keberlanjutan usaha jangka menengah dan panjang.

Overall, the Company's market share in 2025 reflects a balance between the role of assignment (security of supply) and commercial orientation, with a focus on maintaining service reliability to the PLN Group while expanding the customer base to support the sustainability of medium- to long-term business.

Rantai Pasokan Perusahaan
Company Supply Chain
[GRI 2-6]

Dalam rangka mendukung kelancaran operasional perusahaan, sepanjang tahun 2025, BAg menjalin kemitraan strategis dengan berbagai pemasok barang dan jasa untuk Pemasok yang mencakup penyedia kebutuhan barang seperti suku cadang (*spare parts*), minyak pelumas, dan oli, serta penyedia jasa seperti pekerjaan *grinding* dan *polishing crankshaft* AE, *overhaul docking*, jasa perbaikan, jasa penyelenggaraan acara (*event organizer*) dan lainnya.

Pada tahun 2025, nilai pengadaan Perusahaan mengalami peningkatan yang signifikan, dari sebesar Rp196.680 juta pada tahun 2024 menjadi Rp1.467.939 juta. Peningkatan tersebut terutama didorong oleh penambahan 4 *Set Tug and Barge*, 1 Kapal *handysize*, dan *Docking* 15 kapal (sesuai *class mandatory*).

To support the Company's smooth operation, throughout 2025, BAg established strategic partnerships with various suppliers of goods and services. These suppliers include providers of essential items such as spare parts, lubricating oil, and oil, as well as service providers for tasks such as grinding and polishing AE crankshafts, overhaul docking, repair services, event organizing services, and others.

In 2025, the Company's procurement value increased significantly, from Rp196,680 million in 2024 to Rp1,467,939 million. This substantial increase was primarily driven by the addition of four tug and barge sets, one Handysize vessel, and the mandatory class docking of 15 vessels, resulting in higher procurement requirements for operational support and maintenance activities.

Rantai Pasokan Perusahaan
Company Supply Chain
[GRI 2-6]

Jenis Pemasok Supplier Category	Lokasi Pemasok Supplier Location	Jenis Aktivitas Business Activity	Jenis Hubungan Bisnis dengan Penyedia Relationships Nature with Supplier	2025		2024		2023	
				Jumlah Pemasok Total Suppliers	Nilai Pengadaan (Rp Juta) Procurement Value (Rp Million)	Jumlah Pemasok Total Suppliers	Nilai Pengadaan (Rp Juta) Procurement Value (Rp Million)	Jumlah Pemasok Total Suppliers	Nilai Pengadaan (Rp Juta) Procurement Value (Rp Million)
Pemasok Jasa Services Supplier	Indonesia	Jasa Pekerjaan Insitu *Grinding* dan *Polishing Crankshaft* AE, *Overhaul Docking*, jasa perbaikan, Jasa *Event Organizer*, dan lain sebagainya AE Crankshaft Grinding and Polishing Insitu Work Services, Overhaul Docking, repair services, Event Organizer Services, etc.	Jangka pendek-menengah Short to medium term	77	1.346.178	13	94.302	20	29.953
	Luar negeri (Singapura) Overseas (Singapore)	Pekerjaan Konsultan Consultant Work	Jangka pendek-menengah Short to medium term	-	-	2	434	-	-
Pemasok Barang Goods Supplier	Indonesia	Menyediakan *Spareparts*, minyak pelumas, oli, dan lain sebagainya Providing spare parts, lubricating oil, oil, etc.	Jangka pendek-menengah Short to medium term	68	121.761	25	101.944	16	67.374
	Luar negeri Overseas	-	-	-	-	-	-	-	-
Jumlah Total				**143**	**1.467.939**	**40**	**196.680**	**36**	**97.327**

Perubahan Signifikan Tahun 2025

Significant Changes in 2025

[GRI 2-6] [OJK C.6]

1. Perubahan Visi dan Misi Perusahaan sebagaimana telah disahkan dalam RUPS RJPP 2024-2028 dan telah ditetapkan berdasarkan Peraturan Direksi Nomor 0009.K/DIR/2025 tanggal 8 Mei 2025
2. Terdapat penetapan terbaru mengenai struktur organisasi BAg yang ditetapkan melalui Keputusan Direksi No. 0008.P/DIR/2025 tanggal 24 Oktober 2025 tentang Organisasi dan Tata Kerja PT Pelayaran Bahtera Adhiguna
3. Perluasan jangkauan operasional Perusahaan ke ranah internasional yaitu Philipina dan Vietnam

1. Changes to the Company's Vision and Mission as approved in the GMS for RJPP 2024-2028 and established based on Board of Directors' Regulation Number 0009.K/DIR/2025 dated May 8, 2025
2. There is a recent determination regarding the BAg organizational structure determined through the Board of Directors' Decision No. 0008.P/DIR/2025 dated October 24, 2025, concerning the Organization and Work Procedures of PT Pelayaran Bahtera Adhiguna.
3. Expansion of the Company's international operations to the Philippines and Vietnam.

Keanggotaan Asosiasi

Associate Membership

[GRI 2-28] [OJK C.5]

Nama Asosiasi Name of Association
Persatuan Pengusaha Pelayaran Niaga Nasional Indonesia (INSA)
Indonesian National Shipowners' Association (INSA)

Status Keanggotaan Membership Status
Anggota Member

Skala Scale
Nasional National

Posisi Keikutsertaan Position Held
Sdr. Didik Sukristiyo Yuwono selaku Direktur Keuangan Perusahaan saat ini yang menjabat sebagai Wakil Ketua Bidang Tugboat & Barge.
Mr. Didik Sukristiyo Yuwono, the Company's Finance Director, currently serves as the Vice Chairman of the Tugboat & Barge Division.

Komitmen dan Strategi Keberlanjutan
Sustainability Commitment and Strategy

Menghadapi Tantangan dan Arah Strategi Perusahaan
Facing Challenges and Strategic Direction by the Company
[OJK A.1]

Sebagai Perusahaan pelayaran yang berperan dalam mendukung rantai pasok energi primer nasional sekaligus sebagai anak Perusahaan PT PLN Energi Primer Indonesia yang merupakan *Subholding* PT PLN (Persero), BAg senantiasa berkomitmen untuk memperkuat implementasi prinsip keberlanjutan dalam strategi bisnis dan operasional Perusahaan. Di tengah dinamika industri energi dan pelayaran yang semakin kompleks, BAg berupaya menjaga keseimbangan antara pertumbuhan bisnis dan keandalan layanan terhadap pengelolaan dampak lingkungan, sosial, dan masyarakat. Komitmen tersebut diwujudkan melalui berbagai strategi yang selaras dengan arah pengembangan usaha Perusahaan serta mendukung ketahanan energi nasional secara berkelanjutan.

As a shipping company that undertaking role in supporting the national primary energy supply chain and as a subsidiary of PT PLN Energi Primer Indonesia, which is a Subholding of PT PLN (Persero), BAg is constantly committed to strengthening the implementation of sustainability principles in the Company's business and operational strategies. Amid the increasingly complex dynamics of the energy and shipping industry, BAg strives to maintain balance between business growth and service reliability in managing environmental, social, and community impacts. This commitment is realized through various strategies aligned with the Company's business development direction and supporting sustainable national energy security.

Tantangan Strategis Perusahaan
Corporate Strategic Challenges
[OJK E.5]

Dalam menjalankan perannya sebagai penyedia jasa distribusi energi primer, BAg menghadapi berbagai tantangan keberlanjutan yang perlu dikelola secara adaptif guna menjaga keandalan operasional, mendukung ketahanan energi nasional, serta menciptakan nilai berkelanjutan bagi Perusahaan maupun seluruh pemangku kepentingan. Adapun tantangan keberlanjutan yang dihadapi BAg meliputi:

- Semakin berkembangnya isu transisi energi yang mendorong pengembangan moda transportasi angkutan energi yang lebih bersih, seperti gas alam (CNG/LNG) dan biomassa, serta keterlibatan aktif perusahaan dalam mendukung target *Net Zero Emission* (NZE) melalui inovasi operasional yang lebih rendah emisi menyebabkan peningkatan pemanfaatan energi baru terbarukan yang dapat berdampak pada penurunan demand bahan bakar fosil untuk pembangkit;
- Pembakaran batubara yang menghasilkan emisi CO_2 yang menimbulkan efek perubahan iklim seperti *global warming*, polusi partikel, dan limbah kimia;
- Kebijakan pemerintah terkait lingkungan yang semakin ketat misalnya dalam standar emisi, batas konservasi sumber daya alam, dan sanksi bagi perusahaan yang melanggar peraturan;
- Permasalahan cuaca ekstrem yang dapat mengganggu rantai pasok transportasi batubara;

In carrying out the role as a provider of primary energy distribution services, BAg faces various sustainability challenges that need to be managed adaptively to maintain operational reliability, support national energy security, and create sustainable value for the Company and all stakeholders. The sustainability challenges faced by BAg include the following:

- The growing issue of energy transition is driving the development of more sustainable modes of transport for cleaner energy carriers, such as natural gas (CNG/LNG) and biomass, as well as the active involvement by the Company in supporting the targets Net Zero Emission (NZE) through operational innovations that produce lower emissions, leading to increased utilization of new and renewable energy, which can result in decreasing demand for fossil fuels in power plant;
- Coal combustion produces CO_2 emissions that contribute to climate change effects such as global warming, particulate pollution, and chemical waste;
- Increasingly stringent government policies on the environment, for example in emission standards, limits on natural resource conservation, and penalties for companies that violate regulations;
- Extreme weather issues that can disrupt the coal transportation supply chain;

- Pemenuhan *security of supply* energi primer bagi PLN *Group*, *Independent Power Producer* (IPP), dan sektor ketenagalistrikan secara umum, yang menuntut keandalan sistem rantai pasok energi seperti batubara, gas, dan BBM agar tidak menimbulkan gangguan terhadap pasokan listrik nasional, yang kemudian berdampak luas pada perekonomian dan masyarakat;
- Fluktuasi harga energi primer dan harga bahan bakar kapal (*bunker*) yang berdampak langsung maupun tidak langsung terhadap struktur biaya operasional dan tarif angkutan laut, sehingga menuntut optimalisasi efisiensi biaya dan pengelolaan risiko finansial secara berkelanjutan;
- Penguatan peran BAg sebagai koordinator angkutan laut BBM bagi PLN *Group* yang menuntut integrasi proses yang dimulai dari perencanaan, pengadaan, penjadwalan, hingga *monitoring* dan evaluasi secara terpusat guna meningkatkan efisiensi dan keandalan layanan logistik energi;
- Pengembangan bisnis melalui diversifikasi moda angkutan, termasuk pengoperasian CNG *vessel* Jayanti Baruna, yang menjadi langkah awal dalam memasuki pasar transportasi gas alam terkompresi dan mendukung pengurangan ketergantungan pada batubara sebagai komoditas utama;
- Ekspansi ke pasar internasional (*ocean-going*) yang membutuhkan peningkatan investasi armada, pemenuhan standar internasional, serta pengembangan kapabilitas dalam manajemen operasional dan pemahaman regulasi global untuk meningkatkan daya saing di industri pelayaran global;
- Transformasi digital melalui implementasi *Roadmap* IT Masterplan yang menuntut integrasi sistem, otomatisasi proses bisnis, peningkatan efisiensi penggunaan sumber daya, serta peningkatan kualitas pengambilan keputusan berbasis data secara *real-time*;
- Penguatan struktur organisasi dan pengembangan kompetensi sumber daya manusia untuk mendukung kebutuhan bisnis yang semakin kompleks, termasuk dalam menghadapi diversifikasi usaha dan ekspansi operasional; serta
- Tantangan investasi akibat fluktuasi harga kapal dan keterbatasan anggaran kas investasi, yang menuntut perencanaan investasi yang lebih adaptif, efisien, serta selaras dengan prioritas strategis perusahaan dan *shareholder*.

Selain itu, untuk mewujudkan komitmen Perusahaan dalam memperkuat operasional bisnis yang bertanggung jawab dan berkelanjutan, BAg melakukan pemetaan terhadap berbagai tantangan strategis yang dapat memengaruhi keberlangsungan usaha Perusahaan dalam lima tahun

- Fulfilling security of supply of primary energy for the PLN Group, Independent Power Producers (IPPs), and the electricity sector in general, which demands reliability of the energy supply chain for commodities such as coal, gas, and fuel oil to avoid disruptions to the national electricity supply, thereby having widespread impacts on the economy and society;
- Fluctuations in primary energy prices and marine fuel (bunker) prices directly and indirectly impact operational cost structures and shipping tariffs, thus requiring continuous optimization of cost efficiency and financial risk management;
- Strengthening the BAg role as the coordinator of fuel oil shipping for the PLN Group, which demands process integration starting from planning, procurement, scheduling, to monitoring and centralized evaluation to improve the efficiency and reliability of energy logistics services;
- Business development through diversification of transport modes, including the operation of Jayanti Baruna CNG vessels, which is the first step in entering the compressed natural gas transportation market and supporting the reduction of dependence on coal as the main commodity;
- Expansion into the international market (ocean-going) which requires increased fleet investment, compliance with international standards, as well as capability development in management operations and understanding of global regulations to increase competitiveness in the shipping industry global;
- Digital transformation through the implementation of IT Masterplan Roadmap which requires system integration, business process automation, improved resource efficient, and enhanced quality of real-time data-driven decision-making;
- Strengthening organizational structure and developing human resource competencies to support increasingly complex business needs, including addressing business diversification and operational expansion; and
- Investment challenges due to fluctuations in vessel prices and limited investment cash budget, which require more adaptive, efficient investment planning aligned with the Company's strategic priorities and shareholders.

Furthermore, to realize the Company's commitment to strengthening responsible and sustainable business operations, BAg conducted a mapping of various strategic challenges that could affect the Company's business continuity over the next five years. These challenges

mendatang. Tantangan tersebut berasal dari faktor eksternal maupun internal, serta harapan dari para *stakeholder* inti, yang telah teridentifikasi sebagai berikut:

- Meningkatkan kapasitas dan keandalan dalam transportasi energi primer, khususnya batubara, baik dengan strategi penambahan aset kapal sendiri maupun melalui kemitraan;
- Memperkuat advokasi kepada PLN EPI dan PLN (Persero) untuk memberikan peran yang lebih besar dalam transportasi energi primer misalnya meningkatkan proporsi kontrak FOB dan menjadikan BAg sebagai koordinator pengelola transportasi laut batubara di lingkup PLN *Group* yang memungkinkan integrasi bisnis transportasi, *Jetty Management*, dan *dredging*;
- Membangun *excellency* dalam bisnis transportasi energi primer yang *end-to-end* melalui pengembangan teknologi (digitalisasi), peningkatan kompetensi SDM dalam *supply chain management* (khususnya *fleet & traffic management*), dan efisiensi operasional;
- Mengelola mitra transportir sehingga memiliki kredibilitas dan reputasi nasional (profesional dalam usahanya);
- Membangun kompetensi dalam transportasi, CNG, LNG, Biomassa, dan BBM termasuk dalam *crew management*;
- Mengembangkan model bisnis baru yang inovatif menuju *integrated primary energy logistics* (PLN *Shipping*) yang unggul se-Asia Tenggara untuk peningkatan *revenue* perusahaan yang berkesinambungan;
- Membangun organisasi dan tata kelola BAg dalam *Environment, social, & Good Governance* (ESG) serta *Governance, Risk, & Compliance* (GRC) yang sejalan dengan PLN EPI dan regulasi yang ada; serta
- Memperkuat manajemen *stakeholder*.

arise from both external and internal factors, as well as the expectations of key stakeholders, which have been identified as follows:

- Increasing capacity and reliability in the transportation of primary energy, particularly coal, both through a strategy of adding own vessels and through partnerships;
- Strengthening advocacy to PLN EPI and PLN (Persero) to provide a greater role in primary energy transportation, for example by increasing the proportion of FOB contracts and making BAg the coordinator for coal sea transportation management within the PLN Group, enabling integration of transportation business, Jetty Management, and dredging;
- Building excellence in end-to-end primary energy transportation business through technology development (digitalization), enhancement of HR competencies in supply chain management (especially fleet & traffic management), and operational efficiency;
- Managing transport partners so that they have national credibility and reputation (professional in their business);
- Building competence in transportation, CNG, LNG, Biomass, and Fuel Oil including in crew management;
- Developing innovative new business models towards integrated primary energy logistics (PLN Shipping) that is leading in Southeast Asia to increase company revenue sustainable;
- Building BAg organization and governance within Environment, Social, & Good Governance (ESG) as well as Governance, Risk, & Compliance (GRC) aligned with PLN EPI and the existing regulations; and
- Strengthening the stakeholders management.

Arah Strategi Perusahaan

Corporate Strategic Direction

[OJK A.1] [S1-30a, S1-30b, S1-33a, S1-46, S1-51] [S2-10a, S2-10c, S2-14a, S2-33, S2-34, S2-35]

Sebagai wujud upaya Perusahaan untuk menjaga daya saing dan keberlanjutan bisnis dalam menghadapi tantangan strategis di tengah dinamika industri energi dan pelayaran, BAg telah menyusun arah strategis yang selaras dengan visi Perusahaan tahun 2028, yaitu "Menjadi Perusahaan Pelayaran Global dalam Solusi Logistik Energi Primer Terintegrasi." Bagi insan BAg, visi tersebut merepresentasikan cita-cita dan tujuan besar (*Beyond the Horizon*) yang menjadi panduan dalam pelaksanaan transformasi bisnis yang berkelanjutan selama periode 2024–2028. Untuk mendukung pencapaian visi tersebut, BAg menetapkan empat tujuan strategis (*Beyond the Horizon Goals*) yang menjadi dasar dalam penyusunan sasaran, program, dan inisiatif strategis Perusahaan.

As manifestation of the Company's efforts to maintain competitiveness and business sustainability in facing strategic challenges amidst the dynamics of the energy and shipping industry, BAg has formulated a strategic direction aligned with the Company's 2028 vision, namely "To Become a Global Shipping Company in Integrated Primary Energy Logistics Solutions." For BAg people, this vision represents a great aspiration and goal (Beyond the Horizon) that serves as a guide in implementing sustainable business transformation during the 2024–2028 period. To support the achievement of this vision, BAg has established four strategic goals (Beyond the Horizon Goals) which serve as the foundation for developing the Company's strategic targets, programs, and initiatives.

Beyond the Horizon Goals

[GRI 2-22]

Visi BAg
BAg's Vision

Menjadi Perusahaan Pelayaran Global dalam Solusi Logistik Energi Primer Terintegrasi
Become a Global Shipping Company in Integrated Primary Energy Logistics Solutions

	2024		2025		2028
	Target	Realisasi Realization	Target	Realisasi Realization	
Shipment	37,26 juta MT Batubara 37.26 million MT Coal	37,28 juta MT Batubara 37.28 million MT Coal	• 41,91 juta MT Batubara • 215 ribu kL BBM • 41.91 million MT Coal • 215 thousand kL Fuel	• 42,01 juta MT Batubara • 451,98 ribu kL BBM • 497 juta MMSCF • 42.01 million MT Coal • 451.98 thousand kL Fuel • 497 million MMSCF	• 46,1 juta MT Batubara • 250 ribu kL BBM • *Shipment* CNG, LNG, Biomassa • 46.1 million MT Coal • 250 thousand kL Fuel • Shipment CNG, LNG, Biomass
Operational excellence	Implementasi *Ship Tracking, Planned Maintenance System, Fuel Monitoring* Implementation of Ship Tracking, Planned Maintenance System, Fuel Monitoring	Realisasi Investasi: 1. Pengadaan *Planned Maintenance System* 2. Pengembangan *Fuel Monitoring System* 3. Persiapan kapal milik untuk *onshore connection* Investment Realization: 1. Procurement of a Planned Maintenance System 2. Development of a Fuel Monitoring System 3. Preparation of Company-Owned Vessels for Onshore Connection	Integrasi Pusat Pengatur Energi Primer (P2EP) Central Integration Regulator Primary Energy (P2EP)	Realisasi Investasi: 1. Pengadaan *Planned Maintenance System* 2. Pemenuhan *Strategic Part* 3. Pengembangan *Fuel Monitoring System* 4. Pemenuhan alat-alat *predictive maintenance* 5. Pemenuhan minimum *sparepart* untuk *loading* dan *unloading system* 6. Persiapan kapal milik untuk *onshore connection* Investment Realization: 1. Procurement of a Planned Maintenance System 2. Fulfillment of Strategic Parts 3. Development of a Fuel Monitoring System 4. Provision of Predictive Maintenance Equipment 5. Fulfillment of Minimum Spare Parts for the Loading and Unloading System 6. Preparation of Company-Owned Vessels for Onshore Connection	Koordinator *marine* & logistik Menjadi *center of excellence* dalam operasional *marine* Marine & Logistics Coordinator To become the center of excellence in marine operations
Revenue	**Rp5,86** Triliun Trillion	**Rp5,88** Triliun Trillion	**Rp7,04** Triliun Trillion	**Rp6,24** Triliun Trillion	**Rp8,50 ↑** Triliun Trillion
Leadership & Management	*Emerging Industry Leader*	Peraihan berbagai prestasi sebagai pengakuan atas reputasi di bidang *Leadership & Management*, seperti: 1. Didik S. Yuwono, Direktur Keuangan menjadi Wakil Ketua Bidang *Tug and Barge* 2. Tri Susanto – *The Most Committed GRC Leader 2024*. 3. *Top Human Capital Awards* Kategori *The High Performing Human Capital Director* Didik S Yuwono, Direktur Keuangan Recognition for excellence in Leadership & Management, including: 1. Didik S. Yuwono, Finance Director, was appointed as Vice Chairman of the Tug and Barge Division. 2. Tri Susanto received The Most Committed GRC Leader 2024 award. 3. Didik S. Yuwono, Finance Director, received the Top Human Capital Awards 2024 in the High Performing Human Capital Director category	*Industry Leader*	Peraihan berbagai prestasi sebagai pengakuan atas reputasi di bidang *Leadership & Management*, seperti: - Juara 3 *Annual Report* kategori perusahaan BUMN Non Go Publik - *Gold Rank dalam Ajang Asian sustainability Reporting Rating* - Penghargaan di ajang TOP GRC *Award* 2025 - *The Most Commited GRC Leader 2025* – Tri Susanto, Direktur Utama - *Top Leader on Digital Implementation* 2025 – Tri Susanto, Direktur Utama Recognition for excellence in Leadership & Management, including: - 3rd Place in the Annual Report Award for the Non-Public State-Owned Enterprise category - Gold Rank at the 2025 Asia Sustainability Reporting Rating (ASRRAT). - TOP GRC Awards 2025 - The Most Committed GRC Leader 2025 – Tri Susanto, President Director - Top Leader on Digital Implementation 2025 – Tri Susanto, President Director	*High Maturity Level* dan *Role Model* dalam implementasi GRC High Maturity Level and Role Model in GRC Implementation *World Class* dalam implementasi bisnis ekselen World Class in Business Excellence Implementation

Untuk mewujudkan visi dan tujuan strategis yang telah ditetapkan, BAg menyusun berbagai kerangka perencanaan strategis jangka panjang yang meliputi *Strategic Themes*, *Strategic Objectives*, *Strategic Initiatives*, *Strategic Program*, serta *Key Performance Indicators* (KPI) dengan berdasar pada empat perspektif utama, yaitu *Financial*, *Stakeholder*, Internal *Business Process*, dan *Learning* & *Growth*. Pada perspektif KPI *Learning & Growth*, Penguatan Implementasi *Governance, Risk, and Compliance* (GRC) & *Environmental, Social, and Governance* (ESG) ditetapkan sebagai salah satu *strategic objective* Perusahaan guna memastikan bahwa pertumbuhan bisnis berjalan selaras dengan prinsip tata kelola yang baik, pengelolaan risiko, serta keberlanjutan lingkungan dan sosial. Di tengah ancaman pemanasan global yang semakin tinggi, penetapan sasaran tersebut menjadi respons atas meningkatnya perhatian masyarakat terhadap isu keberlanjutan, sekaligus mendukung transisi menuju *Net Zero Emission* (NZE) yang saat ini menjadi salah satu visi dan kebijakan pemerintah terkait isu keberlanjutan. Sebagai perusahaan yang bergerak di bidang logistik energi primer, BAg menyadari bahwa aktivitas operasionalnya memiliki potensi menghasilkan jejak karbon (*carbon footprint*) yang perlu dikelola secara bertanggung jawab. Oleh karena itu, BAg meyakini bahwa penguatan implementasi ESG dan GRC menjadi prioritas strategis dalam menjaga keberlanjutan bisnis sekaligus memperkuat daya saing Perusahaan di tengah perubahan lingkungan usaha yang semakin dinamis. Untuk mewujudkan langkah tersebut, BAg menetapkan tiga *key factor* yang menjadi komponen dari *strategic assumption* dalam perencanaan jangka panjang Perusahaan yang juga sejalan dengan analisis terhadap skenario PLN (Persero) dan *strategic assumption* PLN EPI. Tiga *key factor* tersebut antara lain:

To realize the established vision and strategic objectives, BAg develops various long-term strategic planning frameworks, which include Strategic Themes, Strategic Objectives, Strategic Initiatives, Strategic Program, and Key Performance Indicators (KPIs) based on four main perspectives: Financial, Stakeholder, Internal Business Process, and Learning & Growth. In the KPI perspective of Learning & Growth Strengthening the Implementation of Governance, Risk, and Compliance (GRC) & Environmental, Social, and Governance (ESG) has been established as a strategic objective of the Company to ensure that business growth aligns with the principles of good governance, risk management, and environmental and social sustainability. Amid the escalating threat of global warming, setting this target is a response to the increasing public attention on sustainability issues, while also supporting the transition toward Net Zero Emission (NZE), which is currently one of the government's visions and policies on sustainability issues. As a company operating in the primary energy logistics sector, BAg recognizes that its operational activities have the potential to generate a carbon footprint (carbon footprint) that must be managed responsibly. Therefore, BAg believes that strengthening the implementation of ESG and GRC is a strategic priority in maintaining business sustainability while enhancing the Company's competitiveness amid an increasingly dynamic business environment. To realize these steps, BAg has established three key factors that are components of strategic assumptions in the Company's long-term planning, which are also aligned with the analysis of PLN (Persero) and strategic assumptions PLN EPI. The three key factors are as follows:

Transisi Energi
Energy Transition

BAg secara bertahap memperkuat strategi diversifikasi bisnis dari yang sebelumnya dominan pada angkutan batubara menuju layanan logistik energi primer yang lebih rendah emisi, seperti LNG, CNG, dan biomassa. Diversifikasi bisnis ini merupakan langkah strategis yang diambil untuk menyesuaikan diri dengan perubahan dalam tuntutan pasar dan kebijakan lingkungan yang semakin meningkat. BAg mengakui pentingnya beradaptasi dengan dinamika pasar dan kebutuhan akan energi yang berkelanjutan.

BAg is gradually strengthening business diversification strategy, shifting from its previous dominance in coal transportation toward lower-emission primary energy logistics services, such as LNG, CNG, and biomass. This business diversification is a strategic step taken to adapt to changing market demands and increasingly stringent environmental policies. BAg recognizes the importance of adapting to market dynamics and the need for sustainable energy.

Perkembangan Teknologi Pelayaran
Developments Maritime Technology

BAg mulai melaksanakan berbagai inisiatif teknologi pelayaran dalam pelaksanaan aktivitas operasionalnya, di antaranya dengan mengimplementasikan *Planned Maintenance System* untuk memantau kondisi kapal secara *real time*, menerapkan *predictive maintenance* dan *condition-based monitoring* untuk meminimalkan risiko gangguan operasional dan *off-hire days*, mengoptimalkan penggunaan sistem navigasi dan pemantauan kapal guna meningkatkan keselamatan dan ketepatan waktu pelayaran, menjalankan *onshore connection* (*shore power*) pada beberapa kapal milik untuk mengurangi konsumsi BBM dan emisi karbon saat kapal sandar, serta melakukan studi pengembangan *marine electrification* sebagai bagian dari dukungan Perusahaan terhadap target *Net Zero Emission* (NZE).

BAg has begun implementing various maritime technology initiatives in its operational activities, including the implementation of Planned Maintenance System to monitor vessel condition in real time , applying predictive maintenance and condition-based monitoring to minimize the risk of operational disruptions and off-hire days , optimizing the use of navigation and vessel monitoring systems to improve voyage safety and punctuality, implementing onshore connection (shore power) on several owned vessels to reduce fuel consumption and carbon emissions while at berth, as well as conducting studies on the development of marine electrification as part of the Company's support for the Net Zero Emission (NZE).

Regulasi dan Kebijakan Pelayaran
Regulations and Policies Shipping

BAg secara aktif memantau perkembangan dalam regulasi dan kebijakan pelayaran baik di tingkat lokal maupun internasional. Hal ini mencakup peraturan terkait keselamatan kapal, perlindungan lingkungan, standar keamanan, aturan perdagangan internasional dan kebijakan kelautan. BAg juga memperhatikan potensi perubahan dalam regulasi terkait subsidi, insentif, dan pajak yang dapat memengaruhi operasional dan keuangan perusahaan. Pemantauan dan adaptasi terhadap perkembangan ini penting bagi BAg untuk memastikan kepatuhan hukum, keselamatan operasional, dan keberlanjutan bisnis dalam lingkungan regulasi yang terus berubah.

BAg actively monitors developments in shipping regulations and policies, both locally and internationally. This includes regulations related to vessel safety, environmental protection, security standards, international trade rules, and maritime policies. BAg also keeps an eye on potential changes in regulations concerning subsidies, incentives, and taxes that may affect the Company's operations and finances. Monitoring and adapting to these developments is important for BAg to ensure legal compliance, operational safety, and business sustainability in a constantly evolving regulatory environment.

Selanjutnya, BAg menetapkan serta mengintegrasikan berbagai program strategis yang relevan ke dalam pelaksanaan kegiatan operasional Perusahaan guna memastikan tercapainya target KPI yang telah ditetapkan. Untuk mendukung tercapainya sasaran strategis Penguatan Implementasi GRC & ESG, BAg melaksanakan program-program strategis sebagai berikut:

Furthermore, BAg establishes and integrates various relevant strategic programs into the implementation of the Company's operational activities to ensure the achievement of the established KPI targets. To support the achievement of the strategic goal of Strengthening GRC & ESG Implementation, BAg implements the following strategic programs:

Sasaran Strategis Strategic Target [GRI 2-22]	Inisiatif Strategis Strategic Initiative	Program Strategis Strategic Program	2024	2025	2026	2027	2028
Penguatan Implementasi GRC & ESG Strengthening GRC & ESG Implementation	Pengelolaan K3 dan Lingkungan yang Efektif Effective OHS and Environmental Management	Pengembangan Sistem Manajemen K3 dan Lingkungan OHS and Environmental Management System Development	√	√	√	√	√
		Program sertifikasi SMK3, SMT Terintegrasi (ISO 9001 dan 45001) OHSMS certification program, Integrated SMT (ISO 9001 and 45001)	√	√	√	√	√
		Program Pengendalian *Marine Pollution* Marine Pollution Control Program	√	√	√	√	√
		Studi *Marine Electrification/Green Shipping* Marine Electrification/Green Shipping Study		√	√		
		Implementasi *On-Shore Connection* On-Shore Connection Implementation	√	√	√	√	√

Program Pengembangan Sistem Manajemen K3 dan Lingkungan OHS and Environmental Management System Development Program	Program ini bertujuan untuk mengembangkan dan mengimplementasikan sistem manajemen yang dapat memastikan kepatuhan dan peningkatan berkelanjutan dalam standar K3 dan pengelolaan lingkungan, sehingga menciptakan sistem operasional yang aman, sehat, dan ramah lingkungan. Pengembangan sistem manajemen K3 dan lingkungan akan memperkuat tata kelola BAg, mengurangi risiko, dan memastikan kepatuhan terhadap regulasi keselamatan dan lingkungan. Sistem manajemen yang terintegrasi akan mendukung upaya BAg dalam mengelola dampak sosial dan lingkungan dari operasionalnya, serta mempromosikan tanggung jawab sosial BAg.	This program aims to develop and implement a management system that ensures compliance and continuous improvement in OHS and environmental management standards, thereby creating a safe, healthy, and environmentally friendly operational system. The development of the OHS and environmental management system will strengthen BAg's governance, reduce risks, and ensure compliance with safety and environmental regulations. The integrated management system will support BAg's efforts in managing the social and environmental impacts of its operations, as well as promote BAg's social responsibility.
Program sertifikasi SMK3, SMT Terintegrasi (ISO 9001, 45001) SMK3 Certification Program, Integrated Management System (ISO 9001, 45001)	Program ini bertujuan untuk memastikan bahwa Perusahaan mengoperasikan sistem manajemen yang sesuai dengan standar internasional yang diakui dalam bidang mutu (ISO 9001), dan keselamatan dan kesehatan kerja (45001), untuk mencapai keunggulan operasional dan keberlanjutan. Sertifikasi yang diperoleh akan memperkuat tata kelola perusahaan, mengurangi risiko, dan memastikan kepatuhan terhadap regulasi dan standar internasional. Pada tahun 2025, BAg memiliki enam sertifikasi Sistem Manajemen Terintegrasi, di antaranya Sistem Manajemen Mutu ISO 9001 :2015, Sistem Manajemen Keselamatan dan keselamatan Kerja (K3) ISO 45001:2018, Sistem manajemen Anti Penyuapan ISO 37001 :2016, Sistem Manajemen Kepatuhan ISO 37301 :2021, ISM *Code*, Sistem Manajemen Aset ISO 55001:2014, serta *Document Of Compliance* (DOC) Sistem Manajemen Keselamatan Jiwa di Laut.	This program aims to ensure that the Company operates a management system in accordance with internationally recognized standards in quality (ISO 9001), and occupational health and safety (ISO 45001), to achieve operational excellence and sustainability. The certifications obtained will strengthen corporate governance, reduce risks, and ensure compliance with regulations and international standards. By 2025, BAg will have six Integrated Management System certifications, including the ISO 9001:2015 Quality Management System, ISO 45001:2018 Occupational Health and Safety Management System, ISO 37001:2016 Anti-Bribery Management System, ISO 37301:2021 Compliance Management System, ISM Code , ISO 55001:2014 Asset Management System, and Document Of Compliance (DOC) Safety Management System for Life at Sea.
Program Pengendalian *Marine Pollution* Marine Pollution Control Program	Program ini bertujuan untuk melindungi ekosistem laut dari dampak negatif operasi maritim, melalui penerapan praktek-praktek pengelolaan lingkungan yang bertanggung jawab dan berkelanjutan, serta memastikan kepatuhan terhadap regulasi lingkungan yang relevan. Program ini akan memperkuat tata kelola BAg dengan memastikan kepatuhan terhadap regulasi lingkungan dan mengurangi risiko terkait polusi laut. Dengan mengurangi polusi laut, program ini mendukung komitmen perusahaan terhadap tanggung jawab lingkungan dan keberlanjutan, sejalan dengan prinsip-prinsip ESG. Program pengendalian polusi laut yang dilakukan BAg pada tahun 2025 di antaranya adalah penanaman pohon (cemara laut, ketapang, dan bakau) dengan total 1.200 pohon dan berhasil mengurangi emisi setara dengan 0,992 tCO_2e.	This program aims to protect marine ecosystems from the negative impacts of maritime operations by implementing responsible and sustainable environmental management practices, as well as ensuring compliance with relevant environmental regulations. This program will strengthen BAg's governance by ensuring compliance with environmental regulations and reducing risks related to marine pollution. By reducing marine pollution, this program supports the Company's commitment to environmental responsibility and sustainability, in line with ESG principles. The marine pollution control programs carried out by BAg in 2025 included the planting of 1,200 trees, comprising sea pines, tropical almond trees, and mangroves, which contributed to an estimated emissions reduction of 0.992 tCO_2e.

Studi *Marine Electrification/ Green Shipping*

Marine Electrification / Green Shipping Study

Program ini bertujuan untuk mendalami penerapan teknologi *electrification* pada kapal, seperti penggunaan sistem propulsi listrik atau *hybrid*, serta mengidentifikasi peluang untuk mengurangi emisi dan dampak lingkungan lainnya. BAg akan melakukan studi mendalam terhadap teknologi *marine electrification*, termasuk analisis kelayakan teknis, ekonomi, dan lingkungan. Studi ini juga mencakup evaluasi terhadap sumber energi terbarukan, seperti baterai *lithium-ion* atau *fuel cell* berbasis hidrogen yang dapat diintegrasikan ke dalam sistem kapal. Selain itu, program ini akan mempertimbangkan regulasi dan insentif pemerintah terkait *green shipping*, serta *best practices* dari industri maritim global. Dengan melakukan studi ini, BAg tidak hanya dapat mempersiapkan diri untuk menghadapi tuntutan regulasi lingkungan yang semakin ketat, tetapi juga dapat memanfaatkan peluang bisnis baru yang muncul dari permintaan pasar akan layanan logistik yang lebih ramah lingkungan. Pada tahun 2025, BAg berhasil melakukan studi *Marine Electrification* dengan realisasi program mencapai 107,71% dari target 100%.

This program aims to explore the application of technology electrification on ships, such as the use of electric propulsion systems or hybrid, as well as identifying opportunities to reduce emissions and other environmental impacts. BAg will conduct an in-depth study of marine electrification, including technical, economic, and environmental feasibility analysis. The study also includes an evaluation of renewable energy sources, such as lithium-ion or fuel cell hydrogen-based systems that can be integrated into ship systems. Additionally, this program will consider relevant government regulations and incentives related to green shipping, as well as best practices from the global maritime industry. By conducting this study, BAg can not only prepare for increasingly stringent environmental regulations but also capitalize on new business opportunities arising from market demand for greener logistics services. In 2025, BAg successfully completed a study on Marine Electrification with program realization reaching 107.71% of the 100% target.

Implementasi *On-Shore Connection*

Implementation of On-Shore Connection

Program ini bertujuan untuk menyediakan sumber daya listrik dari darat ke kapal yang sedang bersandar di pelabuhan, sehingga kapal dapat mematikan mesin dieselnya dan beralih ke sumber listrik yang lebih ramah lingkungan. BAg akan bekerja sama dengan manajemen pelabuhan, penyedia listrik, dan pihak terkait lainnya untuk mengembangkan infrastruktur *on-shore connection* di pelabuhan-pelabuhan strategis yang sering disinggahi oleh armada kapal BAg. Dengan menerapkan *on-shore connection*, BAg dapat secara signifikan mengurangi emisi karbon, nitrogen oksida (NOx), dan sulfur oksida (SOx) yang dihasilkan selama kapal berlabuh di pelabuhan. Implementasi *on-shore connection* juga dapat meningkatkan efisiensi operasional dengan mengurangi konsumsi bahan bakar dan biaya perawatan mesin kapal. Pada tahun 2025, penerapan *onshore connection* ini berhasil menghemat biaya BBM Via *Onshore Charging* sebesar Rp 4.882,60 Juta, lebih tinggi dari target RKAP bulan Desember 2025 sebesar Rp 3.011,70 Juta dengan pencapaian sebesar 162,16%, serta berhasil mengurangi pemakaian BBM sebesar 451,98 KL atau setara reduksi emisi 472,73 ton CO_2.

This program aims to provide electrical power from shore to ships docked at port, allowing ships to shut down their diesel engines and switch to a greener power source. BAg will collaborate with port management, electricity providers, and other relevant parties to develop on-shore connection infrastructure at strategic ports frequently visited by BAg's fleet. By implementing on-shore connection, BAg can significantly reduce carbon, nitrogen oxide (NOx), and sulfur oxide (SOx) emissions produced while ships are docked at port. Implementation on-shore connection also improves operational efficiency by reducing fuel consumption and ship engine maintenance costs. In 2025, the implementation onshore connection successfully saved fuel costs via Onshore Charging amounting to Rp4,882.60 million, exceeding the December 2025 RKAP target of Rp3,011.70 million with an achievement rate of 162.16%, and successfully reduced fuel consumption by 451.98 KL, equivalent to an emission reduction of 472.73 tons of CO_2.

Upaya Mitigasi dan Adaptasi Perubahan Iklim
Climate Change Mitigation and Adaptation Efforts

Sebagai perusahaan yang bergerak di bidang jasa pelayaran dan logistik energi, BAg menyadari bahwa perubahan iklim dapat memberikan dampak terhadap keberlangsungan operasional dan pengembangan bisnis perusahaan. Meningkatnya frekuensi cuaca ekstrem, perubahan pola musim, gelombang tinggi, serta gangguan kondisi perairan berpotensi memengaruhi kelancaran aktivitas pelayaran, ketepatan waktu pengiriman, dan keandalan rantai pasok energi primer yang menjadi bagian penting dalam mendukung sektor ketenagalistrikan nasional. Selain itu, perubahan iklim juga dapat berdampak pada aspek keselamatan dan kesehatan kerja awak kapal maupun pekerja operasional yang beraktivitas di wilayah dengan paparan cuaca dan suhu ekstrem.

As a company engaged in shipping services and energy logistics, BAg recognizes that climate change can impact the continuity of operations and business development. The increased frequency of extreme weather, changing seasonal patterns, high waves, and disruptions in water conditions can potentially affect the smooth running of shipping activities, delivery timeliness, and reliability of the primary energy supply chain, which is crucial in supporting the national electricity sector. Additionally, climate change can also impact the safety and occupational health of ship crews and operational workers active in areas with extreme weather and temperature exposure.

Untuk merespons berbagai risiko perubahan iklim tersebut, BAg menerapkan upaya mitigasi dan adaptasi perubahan iklim yang terintegrasi guna memperkuat ketahanan operasional serta menjaga keberlanjutan bisnis, sebagaimana disajikan pada bagian berikut.

To address these climate change risks, BAg implements integrated climate change mitigation and adaptation efforts to strengthen operational resilience and maintain business continuity, as presented in the following section.

Upaya Mitigasi Perubahan Iklim Climate Change Mitigation Efforts	Upaya Adaptasi Perubahan Iklim Climate Change Adaptation Efforts
- Implementasi *Onshore Charging* - Pengembangan *Marine Electrification* - Efisiensi energi dan pengurangan emisi GRK - Melakukan pantauan cuaca BMKG dan otoritas terkait lainnya secara rutin - Mengasuransikan kapal & *cargo* - Implementation of Onshore Charging - Development of Marine Electrification - Energy effciency and emission reduction GRK - Weather monitoring from BMKG and other relevant authorities on a regular basis - Insuring the ship & cargo	- Peningkatan ketahanan fasilitas operasional dan infrastruktur pendukung - Peningkatan kompetensi dan kesadaran pegawai terkait lingkungan - Improving facility resilience of operational facilities and supporting infrastructure - Enhancing competence and employee awareness regarding environmental issues

Integrasi Capaian Program Keberlanjutan Perusahaan Terhadap Tujuan Pembangunan Berkelanjutan

Integration of Corporate Sustainability Program Achievements to Sustainable Development Goals

Sebagai wujud komitmen dan kontribusi nyata Perusahaan dalam menciptakan nilai berkelanjutan serta mendukung tercapainya Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals*/SDGs), BAg secara konsisten melaksanakan berbagai program keberlanjutan dengan mengintegrasikan aspek ekonomi, sosial, dan lingkungan ke dalam kegiatan bisnis Perusahaan. Upaya tersebut memperkuat peran Perusahaan dalam mendorong pembangunan yang berdampak nyata dan berkelanjutan.

Pemetaan integrasi tujuan-tujuan SDGs terhadap program keberlanjutan BAg yang dilaksanakan pada tahun 2025 dilakukan dengan mengacu pada *SDG Compass – A Guide for Business Action on the SDGs* yang dikembangkan oleh *Global Reporting Initiative* (GRI), United Nations Global Compact (UNGC), dan World Business Council for Sustainable Development (WBCSD). Melalui pendekatan tersebut, BAg berupaya memastikan bahwa setiap program keberlanjutan yang dilaksanakan telah sejalan dengan prioritas agenda pembangunan global serta mampu memberikan manfaat dan dampak positif yang berkelanjutan bagi Perusahaan, masyarakat, dan lingkungan.

As a manifestation of the Company's commitment and concrete contribution to creating sustainable value and supporting the achievement of the Sustainable Development Sustainable Development Goals /SDGs), BAg consistently implements various sustainability programs by integrating economic, social, and environmental aspects into the Company's business activities. These efforts strengthen the Company's role in driving development with tangible and sustainable impact.

The mapping of integration of SDG goals with BAg sustainability programs carried out in 2025 refers to the SDG Compass – A Guide for Business Action on the SDGs developed by the Global Reporting Initiative (GRI), United Nations Global Compact (UNGC), and World Business Council for Sustainable Development (WBCSD). Through this approach, BAg strives to ensure that each sustainability program implemented is aligned with global development agenda priorities and can provide sustainable benefits and positive impacts for the Company, society, and the environment.

Integrasi Program Keberlanjutan Perusahaan dengan Pencapaian SDGs

Integration of Company Sustainability Programs with SDGs Achievement

[OJK F.25]

Topik Keberlanjutan yang Material Material Sustainability Topic	SDGs	Pencapaian Program Keberlanjutan Tahun 2025 Sustainability Program Achievements in 2025	GRI *Standards*
Ekonomi: Meningkatkan Praktik Bisnis yang Bertanggung Jawab Melalui Optimalisasi Dampak Ekonomi **Economy: Enhancing Responsible Business Practices Through Optimizing Economic Impact**			
Mengoptimalkan perolehan dan pendistribusian nilai ekonomi Optimizing the generation and distribution of economic value	1 NO POVERTY 2 ZERO HUNGER 8 DECENT WORK AND ECONOMIC GROWTH	- Nilai ekonomi langsung yang dihasilkan sebesar Rp6,32 triliun - Nilai ekonomi yang didistribusikan kepada pemangku kepentingan sebesar sebesar Rp5,52 triliun, meningkat 6,41% dari tahun 2024 - Direct economic value generated was Rp6.32 trillion - The economic value distributed to stakeholders amounted to Rp5.52 trillion, an increase of 6.41% from 2024	GRI 201-1

Topik Keberlanjutan yang Material Material Sustainability Topic	SDGs	Pencapaian Program Keberlanjutan Tahun 2025 Sustainability Program Achievements in 2025	GRI *Standards*
Mengoptimalkan dampak ekonomi tidak langsung Optimizing indirect economic impacts	1 NO POVERTY 2 ZERO HUNGER 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES	- Menciptakan kemandirian ekonomi masyarakat sekitar dengan pelaksanaan Program Integrasi Pengelolaan Sampah Dapur dengan Peternakan dan Perkebunan (Budidaya *Black Soldier Fly)*, Budidaya dan Pembibitan Anggur Laut Masyarakat Pesisir, Pengelolaan Limbah Kulit Kerang Hijau menjadi Produk Bernilai Ekonomi Tinggi, serta Kaji Dampak Program Pemberdayaan Masyarakat Berbasis Pengelolaan Perikanan - Menghadirkan pembangunan infrastruktur berkelanjutan melalui pelaksanaan berbagai program komersial maupun non komersial seperti pembangunan Sarana Pendukung *Green Port* melalui program *Onshore Charging*, Fasilitas Integrasi Pengelolaan Sampah Organik (BSF Maggot), Sarana Marikultur Budidaya Anggur Laut, Fasilitas Pengolahan Limbah Kulit Kerang Hijau, Pusat Pembinaan UMKM Pengelolaan Perikanan - Menjalin kerjasama dengan pemasok barang dan jasa yang seluruhnya (100%) merupakan pemasok lokal yaitu pemasok yang berasal dari dalam negeri (Indonesia), dengan nilai pengadaan mencapai Rp1.467.939 Juta - Melibatkan tenaga kerja lokal dalam pelaksanaan operasional Perusahaan dengan total 53 orang, setara dengan 37,74% dari total pegawai, di mana sebesar 100% di antaranya merupakan Manajemen Senior - Creating independence economy public around with implementation of the Management Integration Program Rubbish Kitchen with Livestock and Plantations (Cultivation, Black Soldier Fly), Cultivation and Breeding Coastal Community Sea Grapes, Management Waste Skin Green Mussels become Product High Economic Value , as well as Impact Assessment of Community-Based Empowerment Programs Management Fishery - Presenting development infrastructure sustainable through implementation various commercial programs both commercial and non- commercial like development of supporting facilities Green Port through the Onshore Charging program, Integrated Management Facility Rubbish Organic (BSF Maggot), Mariculture Facilities Cultivation Sea Grapes, Facilities Processing Waste Skin Green Mussels, MSME Development Center for Management Fishery - Weaving cooperation with suppliers goods and services which are all (100%) suppliers local that is suppliers originating from from domestic (Indonesia), with mark procurement reach Rp1,467,939 million - Involving local workers in the implementation of the Company's operations with a total of 53 people, equivalent to 37.74% of the total employees, of which 100% are Senior Management	GRI 203-1 GRI 203-2
Lingkungan: Meningkatkan Praktik Bisnis yang Bertanggung Jawab dengan Menghadirkan Keberlanjutan Lingkungan **Environment: Enhancing Responsible Business Practices by Delivering Environmental Sustainability**			
Mengelola energi dan emisi Managing energy and emissions	3 GOOD HEALTH AND WELL-BEING 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION	- Penggunaan energi untuk menunjang kegiatan operasional kantor dan kapal sebesar 2.337.713 gigajoule, dengan penggunaan energi fosil alternatif rendah emisi sebesar 1.045.120 gigajoule - Intensitas penggunaan energi sebesar 0,0808 gigajoule/MT - Total emisi GRK yang dihasilkan sebesar 228.630,62 ton CO_2eq - Intensitas emisi GRK sebesar 0,00544 ton CO_2e/MT - Program efisiensi energi dan pengurangan emisi melalui penggunaan bahan bakar bersih yaitu BBM *low sulfur* dan B40, penggunaan *onshore charging*, dan budidaya BSF Maggot - Penghematan biaya BBM dari implementasi *onshore charging* tercatat sebesar Rp4,88 miliar, berhasil mengurangi pemakaian BBM sebesar 451,98 KL atau setara *baseline* emisi sebesar 472,73 ton CO_2 - Mencegah meningkatnya suhu bumi (pemanasan global) dengan tidak menggunakan bahan perusak ozon (BPO)	GRI 302-1 GRI 302-3 GRI 302-4 GRI 302-5 GRI 305-5 GRI 305-6

Topik Keberlanjutan yang Material Material Sustainability Topic	SDGs	Pencapaian Program Keberlanjutan Tahun 2025 Sustainability Program Achievements in 2025	GRI *Standards*
		- Energy use to support office and ship operational activities is 2,337,713 gigajoules, with the use of low-emission alternative fossil energy amounting to 1,045,120 gigajoules - The intensity of energy use is 0.0808 gigajoules/MT - Total GHG emissions generated amounting to 228,630.62 tons CO_2eq - GHG emission intensity of 0.00544 tons CO_2e/MT - Energy efficiency and emission reduction programs through the use of clean fuels, namely low sulphur fuel and B40, the use of onshore charging, and BSF Maggot cultivation - Fuel cost savings from the implementation of onshore charging were recorded at IDR 4.88 billion, successfully reducing fuel consumption by 451.98 KL or equivalent to a baseline emission of 472.73 tons of CO_2 - Prevent increasing global temperatures (global warming) by not using ozone-depleting substances (ODS)	
Mengelola air dan air limbah (efluen) Managing water and wastewater (effluent)	6 CLEAN WATER AND SANITATION 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 14 LIFE BELOW WATER	- Berkomitmen untuk tidak mengambil dan menggunakan air yang bersumber dari badan air yang berada di wilayah yang mengalami kelangkaan air - Memastikan kualitas air limbah memenuhi atau taat terhadap baku mutu yang berlaku dan tidak membuang air limbah ke wilayah yang mengalami kelangkaan air - Setiap kapal dilengkapi dengan sistem pengolahan limbah cair (*sewage treatment plant*) yang dikelola melalui pihak berizin di pelabuhan - Beberapa kapal BAg juga telah dilengkapi dengan *Ballast Water Treatment System* (BWTS), yang berfungsi untuk memastikan bahwa air *ballast* yang dibuang ke laut telah memenuhi standar internasional, serta tidak membawa organisme pencemar yang dapat merusak ekosistem laut setempat - Total volume pengambilan air, penggunaan air, dan pembuangan air limbah oleh Perusahaan tercatat sebesar 55.496 m^3 atau 55,50 megaliter - Committed to not taking and using water from water bodies located in areas experiencing water scarcity - Ensure that the quality of wastewater meets or complies with applicable quality standards and does not discharge wastewater into areas experiencing water scarcity - Each ship is equipped with a liquid waste processing system (sewage treatment plant) which is managed by a licensed party at the port - Some BAg vessels have also been equipped with a Ballast Water Treatment System (BWTS), which functions to ensure that the ballast water discharged into the sea meets international standards and does not carry polluting organisms that can damage the local marine ecosystem - The total volume of water intake , water use and wastewater discharge by the Company is recorded as much as 55,496 m^3 or 55.50 megaliters	GRI 303-1 GRI 303-2 GRI 303-3 GRI 303-4 GRI 303-5
Mengelola limbah Managing waste	3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	- Memiliki pedoman *Garbage Management Plan* sebagai upaya pencegahan pencemaran lingkungan dari sampah - Tidak terjadi tumpahan bahan kimia, minyak, bahan bakar dan zat-zat lainnya yang dapat berpotensi memengaruhi tanah, air, udara, keanekaragaman hayati dan kesehatan manusia - Total limbah non B3 yang dihasilkan dari kegiatan operasional kantor sebesar 1.452,67 kg yang dikelola *Building Management* sesuai dengan ketentuan yang berlaku melalui pihak pengelola limbah berizin - Own guidelines Garbage Management Plan as effort prevention pollution environment from rubbish - Not occur spill material chemicals, oil, materials fuel and substances others that can potentially influence land, water, air, diversity life and health man - Total non-hazardous waste produced from activity operational office amounting to 1,452.67 kg which is managed by Building Management in accordance with applicable provision through party manager waste licensed	GRI 306-1 GRI 306-2 GRI 306-3 GRI 306-4 GRI 306-5

Topik Keberlanjutan yang Material Material Sustainability Topic	SDGs	Pencapaian Program Keberlanjutan Tahun 2025 Sustainability Program Achievements in 2025	GRI *Standards*
Menghadirkan pelestarian lingkungan Delivering environmental preservation	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 14 LIFE BELOW WATER 15 LIFE ON LAND	- Hingga akhir tahun 2025, wilayah kerja BAg tidak berada di dalam atau berdekatan langsung dengan kawasan lindung maupun kawasan dengan nilai keanekaragaman hayati tinggi, sehingga tidak terdapat dampak negatif atas keberadaan Perusahaan terhadap keanekaragaman hayati - Melaksanakan program pelestarian lingkungan melalui Budidaya Maggot BSF yang berhasil memanfaatkan sampah organik sebanyak 165 ton yang setara dengan pengurangan 2,69 ton CH_4 atau 61,69 ton CO_2 - Menjaga integritas ekosistem laut melalui praktik pelayaran yang ramah lingkungan dan pencegahan polusi perairan - Penerapan ISM *Code* (*International Safety Management*), sebagai standar wajib industri maritim internasional untuk menjamin keselamatan jiwa di laut dan pencegahan pencemaran lingkungan laut di setiap rute pelayaran - Until end 2025, BAg work area is not inside or close together direct with area protected and area with mark diversity biological high, so that no there is impact negative on the Company's existence towards diversity biological - Implementing an environmental conservation program through BSF Maggot Cultivation which successfully utilized 165 tons of organic waste which is equivalent to reducing 2.69 tons of CH_4 or 61.69 tons of CO_2 - Maintaining the integrity of marine ecosystems through environmentally friendly shipping practices and preventing water pollution - Implementation of the ISM (International Safety Management) Code, as a mandatory international maritime industry standard to ensure safety of life at sea and prevention of marine environmental pollution on every shipping route	-
Sosial: Meningkatkan Praktik Bisnis yang Bertanggung Jawab melalui Optimalisasi Dampak Sosial yang Berkelanjutan **Social: Enhancing Responsible Business Practices through Optimizing Sustainable Social Impact**			
Menghadirkan sumber daya manusia yang andal dan berintegritas Delivering Reliable and Integrity Human Capital	1 NO POVERTY 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES	- Tingkat perputaran pegawai sebesar 11% - Rasio *basic salary* pegawai berdasarkan kategori pegawai dan jenis kelamin di seluruh wilayah Perusahaan sebesar 1:1 - Remunerasi pegawai *entry level* BAg telah memenuhi ketentuan upah minimum - Jumlah pegawai yang menggunakan cuti melahirkan sebanyak 2 pegawai, dan 100% kembali bekerja setelah masa cuti berakhir - Total jam pelatihan pegawai sebesar 2.384 jam, dengan rata-rata jam pelatihan adalah 44,98 jam per pegawai - Memberikan kesempatan yang setara bagi setiap individu untuk berkarir dan menempati posisi strategis di Perusahaan - Sebanyak 8 pegawai atau 15% dari total pegawai mendapatkan pengembangan karir (promosi), serta 6 pegawai atau 11% dari total pegawai mendapatkan rotasi - Tidak menerima pengaduan dari pegawai terkait pelanggaran terhadap praktik ketenagakerjaan maupun pelanggaran HAM termasuk insiden diskriminasi, tenaga kerja anak dan kerja paksa di dalam Perusahaan - Memberikan kebebasan kepada Insan Perusahaan untuk berserikat dan berkumpul dengan membina hubungan industrial melalui Forum diskusi antar manajemen dan pegawai - Nilai *Employee Engagement Survey* (EES) tahun 2025 sebesar 81,51% atau meningkat 1,17% dari nilai tahun sebelumnya yaitu 80,34% - Turnover rate employee by 11% - Ratio basic salary employee based on category employees and types gender throughout the Company's territory is 1 :1 - Remuneration employee entry level BAg has fulfilled provision minimum wage - Amount employees who use leave give birth to as many as 2 employees, and 100% return Work after the leave period end - Total employee training hours are 2,384 hours, with the average training hours being 44.98 hours per employee - Providing equal opportunities for every individual to pursue a career and occupy strategic positions in the Company - 8 employees or 15% of total employees received career development (promotion), while 6 employees, or 11% of the total employees, underwent job rotations	GRI 401-1 GRI 401-3 GRI 404-1 GRI 404-2 GRI 404-3

Topik Keberlanjutan yang Material Material Sustainability Topic	SDGs	Pencapaian Program Keberlanjutan Tahun 2025 Sustainability Program Achievements in 2025	GRI *Standards*
		- Not accepting complaints from employees regarding violations of labor practices or human rights violations, including incidents of discrimination, child labor and forced labor within the Company - Providing freedom to Company Personnel to associate and assemble by fostering industrial relations through discussion forums between management and employees - Employee Engagement Survey (EES) scores for 2025 by 81.51% or increased by 1.17% from mark year previously namely 80.34%	
Menghadirkan lingkungan kerja selamat dan sehat Delivering a Safe and Healthy Work Environment	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES	- Penguatan *safety culture* - Penerapan *International Safety Management* (ISM) *Code* - Membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) - Melakukan identifikasi jenis pekerjaan bahaya atau risiko K3 berdasarkan jenis pekerjaan - Melakukan program pengelolaan dan peningkatan K3 - Memberikan sertifikasi dan pelatihan K3 terkait operasional pekerjaan kepada sebanyak 10 pegawai atau 18,87% dari total pegawai - Pada tahun 2025 tidak terdapat kejadian kecelakaan kerja (*zero accident*) yang dialami pegawai dan mitra, dan juga tidak terdapat kasus kesehatan buruk ataupun kematian pegawai yang disebabkan oleh penyakit akibat kerja - Menyediakan akses informasi dan komunikasi K3 baik kepada internal Perusahaan seperti pegawai maupun eksternal Perusahaan - Menyediakan layanan penanganan pengaduan K3 - Pelaksanaan CSMS sebagai komitmen Perusahaan dalam memberikan perlindungan K3 terhadap kontraktor dengan realisasi 60 kontraktor telah tersertifikasi - Strengthening safety culture - Implementation International Safety Management (ISM) Code - Establishing an Occupational Safety and Health Development Committee (P2OHS) - Identifying types of work hazards or OHS risks based on the type of work - Carrying out OHS management and improvement programs - Providing certification and OHS training related to work operations to 10 employees or 18.87 % of the total employees - In 2025 there will be no work accidents (zero accidents) experienced by employees and partners and there will also be no cases of ill health or death of employees caused by work-related diseases - Providing access to OHS information and communication both internally to the Company, such as employees, and externally to the Company - Provide service handling OHS complaints - The implementation of CSMS is commitment by the Company to providing OHS protection to contractors with the realization that 60 contractors have been certified	GRI 403-1 GRI 403-2 GRI 403-3 GRI 403-4 GRI 403-5 GRI 403-6 GRI 403-7 GRI 403-8 GRI 403-9 GRI 403-10
Menghadirkan nilai keberlanjutan bagi masyarakat Delivering Sustainability Value to the Community	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES	- Merealisasikan penyaluran dana untuk program CSR sebesar Rp1.020 juta - Pelaksanaan program CSR Unggulan: Program Pengelolaan Sampah Organik dengan Maggot BSF di Gunungkidul, DI. Yogyakarta, Program Kerjasama PT BAg dan Nelayan sekitar Jepara Jawa Tengah dalam Usaha Budidaya Anggur Laut, serta Program Pengelolaan Limbah Kulit Kerang Hijau Menjadi Produk Bernilai Ekonomi Tinggi - Melakukan upaya pengelolaan dampak operasi terhadap masyarakat lokal - Melaksanakan evaluasi dampak sosial melalui pengukuran *Social Return on Investment* (SROI) pada Program Pemberdayaan UMKM berbasis pengolahan hasil perikanan dan Program Pengolahan Limbah Cangkang Kering atau Kelompok Cangkring, Jakarta Utara - Menyediakan saluran penanganan pengaduan masyarakat - Realizing the distribution of funds for CSR programs amounting to Rp1,020 million - Implementation of the Superior CSR program: Organic Waste Management Program with BSF Maggots in Gunungkidul, DI. Yogyakarta, Collaboration Program between PT BAg and Fishermen around Jepara, Central Java in Sea Grape Cultivation Business, and Program for Managing Green Mussel Shell Waste into High Economic Value Products	GRI 413-1 GRI 413-2

Topik Keberlanjutan yang Material Material Sustainability Topic	SDGs	Pencapaian Program Keberlanjutan Tahun 2025 Sustainability Program Achievements in 2025	GRI *Standards*
		- Making efforts to manage the impact of operations on local communities - Conducted a social impact evaluation by measuring the Social Return on Investment (SROI) of the Fisheries Processing-Based MSME Empowerment Program and the Dry Shell Waste Processing Program (Cangkring Group), North Jakarta - Providing a channel for handling public complaints	
Menghadirkan layanan yang andal dan unggul kepada pelanggan Delivering Reliable and Excellent Services to Customers	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	- Mengutamakan mutu dan keselamatan dan kesehatan pelanggan yang dibuktikan dengan diperolehnya sertifikasi ISO 45001:2018 *Occupational Health and Safety Management Systems* dan ISO 9001 Sistem Manajemen Mutu - Menghadirkan inovasi layanan berkelanjutan seperti penggunaan kapal berteknologi *Self Unloading Vessel* (SUV) berbasis *conveyor*, penerapan teknologi ramah lingkungan seperti program *onshore charging* serta melakukan optimalisasi armada kapal - Survei kepuasan pelanggan pada tahun 2025 secara keseluruhan bernilai 4,54 dari skala 5,00 yang masuk dalam kategori "Sangat Memuaskan" - Terdapat layanan pengaduan pelanggan - Prioritize quality and safety and health proven customers with obtained ISO 45001:2018 Occupational Health and Safety Management Systems and ISO 9001 System certification Quality Management - Delivering sustainable service innovations through the use of conveyor-based Self Unloading Vessel (SUV) technology, implementing environmentally friendly technologies such as onshore charging programs and optimizing the ship fleet - The overall customer satisfaction survey in 2025 was 4.54 on a scale of 5.00, which falls into the "Very Satisfactory" category - There is service complaint customer	-
Tata Kelola: Meningkatkan Praktik Bisnis yang Bertanggung Jawab melalui Tata Kelola (Governansi) Berkelanjutan **Governance: Enhancing Responsible Business Practices through Sustainable Governance**			
Mengoptimalkan penerapan tata kelola (governansi) keberlanjutan Optimizing the implementation of sustainability governance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	- Penerapan Sistem Manajemen Anti Korupsi SNI ISO 37001:2016. Sistem Manajemen Anti Penyuapan sebagai dasar penerapan prinsip *No's* (*No Bribery, No Kickback, No Gift* dan *No luxurious hospitality*) di lingkungan Perusahaan - Pada tahun 2025 BAg telah berhasil menyelesaikan *Assessment Maturity Level* Kepatuhan ISO 37001: Sistem Manajemen Anti Penyuapan sebagai wujud komitmen terhadap integritas dan tata kelola perusahaan yang bersih - Telah menerapkan • Sistem Manajemen Kepatuhan ISO 37301:2021 • ISO 31000:2018 Manajemen Risiko - Telah melakukan pelatihan berkelanjutan kepada Dewan Komisaris dan Direksi - Pada tahun 2025 tidak terdapat insiden korupsi yang terjadi yang melibatkan Dewan Komisaris, Direksi, dan pegawai maupun mitra kerja Perusahaan - Implementation of the Anti-Corruption Management System SNI ISO 37001:2016. System Anti- Bribery Management as base implementation The No's principle (No Bribery, No Kickback, No Gift and No Luxurious Hospitality) in the Company environment - In 2025 BAg has succeed finish Assessment Maturity Level ISO 37001 Compliance: System Anti- Bribery Management as form commitment to integrity and governance clean company - Has implemented • System Management ISO 37301:2021 Compliance • ISO 31000:2018 Risk Management - Has conducted ongoing training for the Board of Commissioners and Directors - In 2025, there were no corruption incidents involving the Board of Commissioners, Directors, employees or business partners of the Company	-

PT Pelayaran Bahtera Adhiguna

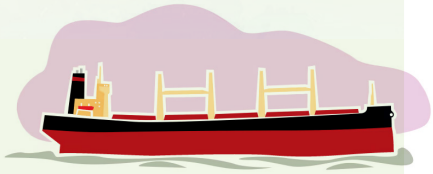
Ekonomi Economy

Meningkatkan Kinerja Ekonomi Untuk Mendukung Ketahanan Energi Nasional

Improving Economic Performance to Support National Energy Security

Sepanjang tahun 2025, BAg menunjukkan capaian kinerja yang relatif solid di tengah dinamika operasional dan tantangan eksternal, dengan menjalankan Program Prioritas yang difokuskan pada penguatan keberlanjutan bisnis, pengembangan sumber pertumbuhan baru, peningkatan keunggulan operasional dan efisiensi biaya, serta penguatan kapabilitas industri. Selain memperkuat kinerja bisnis dan perluasan pasar, BAg juga mendukung agenda transisi energi dan pengurangan emisi karbon melalui inisiatif teknologi armada kapal ramah lingkungan yaitu penerapan *onshore charging* dan studi pengembangan *Marine Electrification*. Atas capaian kinerja tahun 2025, BAg juga turut berkontribusi dalam menjaga ketahanan energi nasional dan juga memberikan dampak ekonomi tidak langsung melalui program kemandirian ekonomi masyarakat sekitar, pembangunan infrastruktur, serta pelibatan pemasok lokal dan tenaga kerja lokal. Upaya tersebut merupakan kontribusi BAg dalam menciptakan nilai tambah berkelanjutan bagi sektor maritim, masyarakat, dan perekonomian nasional.

Throughout 2025, BAg demonstrated relatively solid performance amid operational dynamics and external challenges by implementing Priority Programs focused on strengthening business sustainability, developing new sources of growth, enhancing operational excellence and cost efficiency, and strengthening industrial capabilities. In addition to strengthening business performance and expanding its market reach, BAg also supported the energy transition and carbon emission reduction agenda through environmentally friendly fleet technology initiatives, namely the implementation of onshore charging and studies on the development of marine electrification. Through its 2025 performance achievements, BAg has also contributed to maintaining national energy security and generated indirect economic impacts through programs promoting economic self-reliance in surrounding communities, infrastructure development, and the engagement of local suppliers and the local workforce. These efforts represent BAg's contribution to creating sustainable added value for the maritime sector, society, and the national economy.



Pendekatan Manajemen Management Approach

Topik Kinerja Ekonomi dan Dampak Ekonomi Tidak Langsung

Economic Performance and Indirect Economic Impact Topic

[GRI 3-2, 3-3, 201-1, 201-2, 201-4, 203-1,203-2]

PENGELOLAAN DAMPAK IMPACT MANAGEMENT

BAg menempatkan topik Kinerja Ekonomi dan Dampak Ekonomi Tidak Langsung sebagai menjadi salah satu topik keberlanjutan yang penting, sejalan dengan komitmen Perusahaan untuk terus mengoptimalkan pertumbuhan usaha secara berkelanjutan. Upaya ini bertujuan untuk meminimalkan berbagai risiko atau dampak negatif guna menjaga stabilitas kinerja keuangan,

BAg prioritizes the topic of Economic Performance and Indirect Economic Impacts as one of its key sustainability topics, in line with the Company's commitment to continuously optimize sustainable business growth. These efforts aim to minimize various risks or negative impacts to maintain financial performance stability, investment sustainability, and the trust

keberlanjutan investasi, serta kepercayaan seluruh pemangku kepentingan. Sebagai langkah mitigasi konkret, BAg mengimplementasikan empat pilar program sesuai RKAP 2025, yaitu: *securing business sustainability, developing new edge, operational excellency and cost optimizing*, serta *leading industry capabilities*. Melalui manajemen risiko yang terintegrasi (ERM) dan penerapan prinsip GCG serta ESG, BAg berkomitmen menciptakan dampak positif bagi PLN *Group*, mendorong pertumbuhan ekonomi nasional, dan mewujudkan visi menjadi Perusahaan pelayaran global dalam solusi logistik energi primer yang terintegrasi.

of all stakeholders. As concrete mitigation measures, BAg implements four program pillars in accordance with the 2025 Annual Business Plan (RKAP), namely: securing business sustainability, developing new competitive advantages, operational excellence and cost optimization, and leading industry capabilities. Through integrated risk management (ERM) and the application of GCG and ESG principles, BAg is committed to creating a positive impact for the PLN Group, driving national economic growth, and realizing its vision of becoming a global shipping company providing integrated primary energy logistics solutions.

KEBIJAKAN YANG TELAH DIKEMBANGKAN SECARA KHUSUS

Kebijakan BAg terkait Kinerja Ekonomi dan Dampak Ekonomi Tidak Langsung

- Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025
- Laporan Hasil Evaluasi Kerja 2025
- Surat Keputusan Direksi PT Pelayaran Bahtera Adhiguna Nomor : A.0719/SP.101/DIRUT-2018 tanggal 09 Januari 2018 tentang Penetapan Pedoman Pengelolaan Kegiatan Tanggung Jawab Sosial dan Lingkungan/*Corporate Social Responsibility* (CSR) di lingkungan PT Pelayaran Bahtera Adhiguna
- Implementasi Sistem Manajemen *Corporate Social Responsibility* (CSR) ISO 26000

Ketentuan Umum:

- Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas yang tercantum pada pasal terkait Tanggung Jawab Sosial dan Lingkungan
- Peraturan Pemerintah Nomor 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan
- Peraturan Menteri BUMN No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara
- Perundang-Undangan dan Peraturan yang berhubungan dengan Keuangan yang berlaku

SPECIFICALLY DEVELOPED POLICIES

BAg Policies Regarding Economic Performance and Indirect Economic Impact

- Company Work Plan and Budget (RKAP) for 2025
- 2025 Work Performance Evaluation Report
- Decision Letter of the Board of Directors of PT Pelayaran Bahtera Adhiguna No. A.0719/SP.101/DIRUT-2018 dated January 9, 2018, regarding the Establishment of Guidelines for the Management of Social and Environmental Responsibility/ Corporate Social Responsibility (CSR) Activities within PT Pelayaran Bahtera Adhiguna
- Implementation of the ISO 26000 Corporate Social Responsibility (CSR) Management System

General Provisions:

- Law No. 40 of 2007 on Limited Liability Companies, as set forth in the articles pertaining to Social and Environmental Responsibility
- Government Regulation No. 47 of 2012 on Corporate Social and Environmental Responsibility
- Ministry of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 on Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises
- Applicable Laws and Regulations Related to Finance

KOMITMEN

- Menciptakan nilai ekonomi positif dan mencapai target yang tertuang dalam RKAP untuk menjaga keberlangsungan Perusahaan
- Menjaga kelangsungan suplai batu bara dalam rangka pemenuhan kebutuhan tenaga listrik
- Memberikan dampak sosial dan lingkungan yang mandiri serta berkelanjutan untuk masyarakat

COMMITMENT

- To create positive economic value and achieve the targets set forth in the Annual Business Plan to ensure the Company's sustainability
- Ensuring the continuity of coal supply to meet electricity needs
- Generating independent and sustainable social and environmental impacts for the community

TUJUAN/TARGET DAN REALISASI [S1-51] [S2-35]

- Mencapai total *shipment* tepat waktu jasa angkutan laut sebesar 100%, dengan realisasi 100% (tercapai 100%)
- Mencapai *Commision Days* sebesar 95,67%, dengan realisasi 95,84% (tercapai 100,84%)
- Mencapai volume angkutan batubara yang diangkut sebesar 41.918.064 MT, dengan realisasi 42.010.547 MT (tercapai 100,22%)
- Mencapai pendapatan usaha sebesar Rp7.046.087 juta, dengan realisasi Rp6.246.154 juta (tercapai 88,64%)
- Mencapai laba tahun berjalan sebesar Rp1.124.311 juta, dengan realisasi Rp1.006.381 juta (tercapai 89,51%)
- Menghadirkan *Creating Shared Value* (CSV) bagi masyarakat

GOALS/TARGETS AND REALIZATION [S1-51] [S2-35]

- Achieve 100% on-time shipment for maritime transportation services, with an actual achievement of 100% (100% achieved)
- Achieving a Commission Days rate of 95.67%, with an actual result of 95.84% (achieved 100.84%)
- Achieve a coal transport volume of 41,918,064 MT, with an actual volume of 42,010,547 MT (100.22% achieved)
- Achieved operating revenue of Rp7,046,087 million, with actual revenue of Rp6,246,154 million (88.64% achieved)
- Achieved net income for the current year of Rp1,124,311 million, with actual results of Rp1,006,381 million (89.51% achieved)
- Delivering Creating Shared Value (CSV) to the community

EVALUASI DAN EFEKTIVITAS TINDAKAN UNTUK MENGELOLA DAMPAK

Melakukan pemantauan dan evaluasi (*lesson learned*) berkelanjutan secara berkala terhadap pengukuran kinerja untuk memantau indikator utama dan mengidentifikasi area yang memerlukan perbaikan lebih lanjut untuk meminimalisir dan mengatasi kendala yang ada, melakukan survei umpan balik dari pelanggan dan pemangku kepentingan lainnya, serta memastikan pencapaian sasaran Perusahaan di masa mendatang

EVALUATION AND EFFECTIVENESS OF IMPACT MANAGEMENT MEASURES

Conducting continuous and periodic monitoring and evaluation (lessons learned) of performance metrics to track key indicators and identify areas requiring further improvement to minimize and address existing challenges, conducting feedback surveys from customers and other stakeholders, and ensuring the achievement of the Company's future goals

PENANGGUNG JAWAB

- Divisi Keuangan
- Divisi Renko dan MRO
- Divisi Operasi
- Sekretariat Perusahaan

PERSON IN CHARGE

- Finance Division
- Renko and MRO Division
- Operations Division
- Corporate Secretariat

ALOKASI ANGGARAN

BAg telah mendistribusikan nilai/manfaat ekonomi kepada pemangku kepentingan Perusahaan sebesar Rp5,52 triliun

BUDGET ALLOCATION

BAg has distributed economic value/benefits to the Company's stakeholders totaling Rp5.52 trillion

KETERLIBATAN PEMANGKU KEPENTINGAN DALAM PENGELOLAAN DAMPAK

STAKEHOLDER ENGAGEMENT IN IMPACT MANAGEMENT

Pemangku Kepentingan Stakeholder	Peran Role
Pemegang Saham dan Regulator Shareholders and Regulator	• Menyusun dan menerbitkan regulasi serta mengawasi kepatuhan • Menetapkan arah strategis • Developing and publishing regulations, as well as overseeing compliance • Setting strategic directions

Pemangku Kepentingan Stakeholder	Peran Role
Pegawai Employee	• Mendorong efisiensi, inovasi, dan peningkatan kinerja operasional Encouraging efficiency, innovation, and operational performance improvement
Pelanggan Customer	• Menjadi mitra dalam menjaga keberlangsungan bisnis Being a partner in maintaining business sustainability
Masyarakat Sekitar Surrounding Community	• Terlibat dalam program pemberdayaan ekonomi dan sosial sebagai penerima manfaat maupun pelaksana kegiatan Engaging in economic and social empowerment programs as beneficiaries or activity implementers

Perbandingan Target dan Realisasi Kinerja Keuangan dan Operasional

Comparison of Targets and Actual Financial and Operational Performance

Sebagai langkah untuk menjaga kinerja usaha di tengah berbagai tantangan operasional dan bisnis sepanjang tahun 2025, BAg menetapkan sejumlah fokus utama dalam RKAP 2025 yang digunakan sebagai dasar dalam menentukan arah kebijakan dan prioritas pengelolaan sumber daya Perusahaan. Fokus strategis tersebut mencakup *securing business sustainability*, *developing new edge*, *operational excellency and cost optimizing*, serta *leading industry capabilities*. Perusahaan juga terus memperluas basis pasar melalui inisiatif *Beyond* kWh, memperkuat penetrasi pasar internasional, serta meningkatkan sinergi dengan entitas PLN *Group* guna mendukung integrasi layanan logistik yang terhubung dari hulu hingga hilir.

As a measure to maintain business performance amid various operational and business challenges throughout 2025, BAg established several key priorities in the 2025 Annual Business Plan (RKAP), which serves as the foundation for determining the direction of policies and priorities in managing the Company's resources. These strategic priorities include securing business sustainability, developing new competitive advantages, operational excellence and cost optimization, as well as leading industry capabilities. The Company also continues to expand its market base through the "Beyond kWh" initiative, strengthen its international market penetration, and enhance synergies with PLN Group entities to support the integration of connected logistics services from upstream to downstream.

Implementasi berbagai upaya tersebut mendorong BAg membukukan total pendapatan usaha sebesar Rp6,25 triliun pada tahun 2025, atau 88,64% dari target RKAP tahun 2025 yang sebesar Rp7,05 triliun. Pendapatan belum memenuhi target yang ditetapkan terutama disebabkan oleh penurunan kualitas pendapatan atau *revenue* per unit (bukan dari sisi volume), tetapi faktor utama berupa penurunan tarif, perubahan komposisi rute, dan dinamika penggunaan armada telah menekan kinerja pendapatan. Meskipun demikian, pendapatan usaha tahun 2025 tetap menunjukkan pertumbuhan positif sebesar 6,20% dibandingkan realisasi tahun 2024.

The implementation of these various efforts is projected to enable BAg to record total operating revenue of Rp6.25 trillion in 2025, or 88.64% of the 2025 RKAP target of Rp7.05 trillion. Revenue fell short of the set target primarily due to a decline in revenue quality or revenue per unit (rather than volume), but key factors such as tariff reductions, changes in route composition, and fleet utilization dynamics have also weighed on revenue performance. Nevertheless, 2025 operating revenue still showed positive growth of 6.20% compared to the 2024 realization.

Atas keberhasilan dalam menghasilkan pendapatan usaha dan mengoptimalkan efisiensi biaya, BAg mencatatkan laba tahun berjalan sebesar Rp1,01 triliun atau mencapai 89,51% dari target RKAP tahun 2025 sebesar Rp1,12 triliun, dan meningkat 5,00% dibandingkan dengan realisasi tahun 2024 sebesar Rp958,44 miliar. Capaian ini mencerminkan kemampuan Perusahaan dalam menjaga profitabilitas.

Dari sisi operasional, BAg berhasil mencatatkan total tonase angkutan batubara sebesar 42,01 juta MT pada tahun 2025 atau 100,22% dari RKAP tahun 2025 yaitu sebesar 41,92 juta MT. Pemenuhan pengiriman batubara didominasi oleh penggunaan Kapal KSO yang berkontribusi sebesar 20,86 juta MT atau 49,66% dari keseluruhan tonase pengiriman. Capaian ini menunjukkan kemampuan Perusahaan dalam menjaga kontinuitas layanan pengangkutan batubara bagi PLN *Group* dan pelanggan Non-PLN *Group*, dengan dukungan kombinasi armada kapal milik, TC, dan KSO. Selain itu, BAg juga mencatatkan *commission days* sebesar 95,84% atau 100,84% dari RKAP 2025 sebesar 95,67%. Capaian ini didukung oleh penerapan strategi *preventive* dan *predictive maintenance*, pelaksanaan *hot maintenance* pada saat kapal *idle*, serta optimalisasi *Planned Maintenance System* (PMS) untuk menekan *off-hire days.*

Pada tahun 2025, BAg terus memperkuat program *Developing New Edge* melalui pengembangan bisnis baru di luar PLN *Group* atau di luar batu bara dan pengurangan emisi karbon untuk mendukung transisi energi. Perusahaan memperluas layanan logistik energi dengan mengambil peran sebagai koordinator angkutan laut BBM di lingkungan PLN *Group*, mengembangkan bisnis pengangkutan gas melalui operasional kapal CNG, serta memperluas jangkauan pasar internasional melalui layanan angkutan batubara ke kawasan Asia Tenggara. Sebagai tonggak ekspansi ke pasar internasional, BAg berhasil melaksanakan empat pengangkutan batubara ke luar negeri (*ocean going*) dengan keberhasilan *voyage* pengangkutan batubara ke Filipina menggunakan KM Zalecha Baruna dengan muatan ±161.530 MT dan pengangkutan batu bara ke Vietnam dengan muatan ±50.000 MT dengan pendapatan total atas empat *shipment ocean going* sebesar Rp27,27 miliar. Pada segmen pengangkutan CNG, operasional MV Jayanti Baruna mencatatkan total volume pengangkutan sebesar 497 juta MMSCF dengan pendapatan mencapai Rp49,56 miliar. Sementara itu, melalui *Beyond* kWh, BAg membukukan pencapaian nilai tambah (*value creation*) sebesar Rp751,32 miliar dengan volume angkutan mencapai 6,97 juta MT yang menunjukkan kontribusi signifikan terhadap diversifikasi pendapatan dan pengembangan bisnis baru Perusahaan.

Due to its success in generating operating revenue and optimizing cost efficiency, BAg recorded a net income for the year of Rp1.01 trillion, reaching 89.51% of the 2025 RKAP target of Rp1.12 trillion, and an increase of 5.00% compared to the 2024 actual figure of Rp958.44 billion. This achievement reflects the Company's ability to maintain profitability.

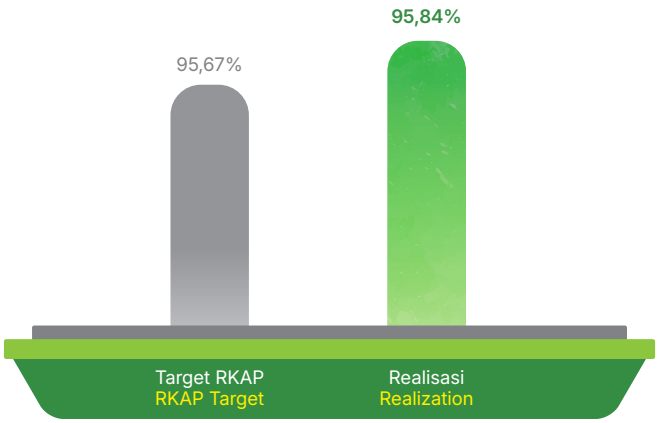
From an operational perspective, BAg successfully recorded a total coal transport tonnage of 42.01 million MT in 2025, representing 100.22% of the 2025 RKAP target of 41.92 million MT. Coal shipments were primarily carried out using KSO vessels, which contributed 20.86 million MT or 49.66% of the total shipment tonnage. This achievement demonstrates the Company's ability to ensure the continuity of coal transportation services for the PLN Group and non-PLN Group customers, supported by a combination of owned vessels, TC vessels, and KSO vessels. In addition, BAg also recorded a commission rate of 95.84%, or 100.84% of the 2025 Budget Plan (RKAP) target of 95.67%. This achievement was supported by the implementation of preventive and predictive maintenance strategies the execution of hot maintenance during vessel downtime, and the optimization of the Planned Maintenance System (PMS) to minimize off-hire days.

In 2025, BAg continued to strengthen its "Developing New Edge" program by expanding into new business areas outside the PLN Group specifically beyond coal and by reducing carbon emissions to support the energy transition. The Company is expanding its energy logistics services by serving as the coordinator for fuel oil maritime transportation within the PLN Group, developing the gas transportation business through the operation of CNG-powered vessels, and expanding its international market reach through coal transportation services to the Southeast Asian region. As a milestone in its expansion into international markets, BAg successfully carried out four ocean-going coal shipments abroad, including a successful voyage to the Philippines using the KM Zalecha Baruna with a cargo of approximately 161,530 metric tons and a shipment to Vietnam with a cargo of approximately 50,000 metric tons, generating total revenue of Rp27.27 billion from the four ocean-going shipments. In the CNG transportation segment, operations of the MV Jayanti Baruna recorded a total transport volume of 497 million MMSCF, generating revenue of Rp49.56 billion. Meanwhile, through Beyond kWh, BAg recorded value creation of Rp751.32 billion with a transport volume of 6.97 million metric tons, demonstrating a significant contribution to the Company's revenue diversification and new business development.

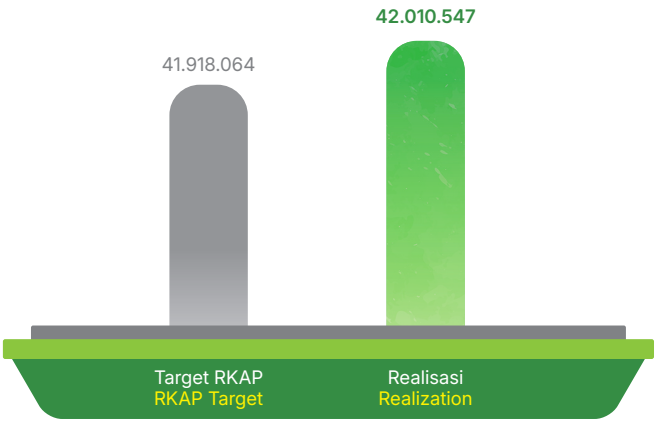
BAg juga turut mendukung agenda transisi energi dan pengurangan emisi karbon melalui pemanfaatan teknologi *onshore charging* untuk meningkatkan efisiensi energi dan mengurangi emisi, pengembangan program ekonomi sirkular melalui budidaya maggot *Black Soldier Fly* (BSF), pemberdayaan masyarakat pesisir melalui pengolahan limbah, serta penjajakan teknologi hidrogen guna mendukung dekarbonisasi sektor pelayaran. Pada tahun 2025, BAg mengimplementasikan *onshore charging* untuk KM Adhiguna Tarahan, KM Sartika Baruna dan armada milik lainnya, yang berhasil mengurangi pemakaian BBM atas pemanfaatan *Onshore Charging* sebesar Rp3,49 milliar, dan pengurangan pemakaian BBM atas Pemanfaatan *Onshore Charging* sebesar 565,03 KL atau setara reduksi emisi 590,98 ton CO_2. BAg juga berhasil melakukan studi pengembangan *Marine Electrification* untuk mendukung pencapaian *Net Zero Emission* (NZE).

BAg also supports the energy transition and carbon emission reduction agenda through the use of onshore charging technology to improve energy efficiency and reduce emissions, the development of circular economy programs through Black Soldier Fly (BSF) maggot farming, the empowerment of coastal communities through waste management, and the exploration of hydrogen technology to support the decarbonization of the shipping sector. In 2025, BAg implemented onshore charging for the KM Adhiguna Tarahan, the KM Sartika Baruna, and other vessels in its fleet, successfully reducing fuel consumption by Rp3.49 billion through the use of onshore charging, and reducing fuel consumption by 565.03 KL equivalent to a reduction of 590.98 metric tons of CO_2 emissions. BAg also successfully conducted a study on the development of marine electrification to support the achievement of Net Zero Emissions (NZE).

Commission Days (%)
Commission Days (%)



Volume Angkutan Batubara (MT)
Coal Transport Volume (MT)



Perbandingan Target dan Kinerja Operasional dan Keuangan
Comparison of Targets and Operational and Financial Performance
[OJK F.2, F3]

Indikator Indicator	2025		Pencapaian Achievement	2024		Pencapaian Achievement	2023		Pencapaian Achievement
	Target	Realisasi Realization		Target	Realisasi Realization		Target	Realisasi Realization	
Volume Angkutan Batubara (MT) Coal Transport Volume (MT)	**41.918.064**	**42.010.547**	**100,22%**	37.860.000	37.281.632	98,47%	37.200.000	37.707.870	101,37%
Total *Shipment* Tepat Waktu Jasa Angkutan (%) Total On-Time Shipments by Transportation Service (%)	**100,00**	**100,00**	**100%**	100,00	99,14	99,14%	90,00	91,57	101,74%

Indikator Indicator	2025		Pencapaian Achievement	2024		Pencapaian Achievement	2023		Pencapaian Achievement
	Target	Realisasi Realization		Target	Realisasi Realization		Target	Realisasi Realization	
Commission Days (%)	**95,67%**	**95,84%**	**100,84%**	96,50	96,95	100,47%	95,51	95,55	100,04%
Penghematan biaya BBM atas Pemanfaatan *Onshore Charging* (Rp Miliar) Fuel Cost Savings from Onshore Charging (Rp Billion)	**3,01**	**3,49**	**110,00%**	2,3765	2,38	100,15%	0,8	1,51	110%
Marine Electrification Business Development for Energy Transition (%)	**100**	**107,71**	**107,71%**	N/A	N/A	N/A	N/A	N/A	-
Pendapatan Usaha (Rp Juta) Operating Revenue (Rp Million)	**7.046.076**	**6.246.154**	**88,64%**	6.400.626	5.881.795	91,89%	5.167.587	5.915.550	114,47%
Pendapatan *Beyond* kWh (Rp Miliar) Revenue Beyond kWh (Rp Billion)	**520,00**	**751, 32**	**144,48%**	384,04	510	132,80%	285,59	315,02	110%
Laba Tahun Berjalan (Rp Juta) Net Income for the Current Year (Rp Million)	**1.124.311**	**1.006.381**	**89,51%**	954.771	958.438	100,38%	440.068	901.742	204,91%

Meningkatkan Perolehan dan Pendistribusian Nilai Ekonomi

Increasing the Generation and Distribution of Economic Value

Sepanjang tahun 2025, BAg mencatat nilai ekonomi langsung yang dihasilkan sebesar Rp6,32 triliun. Nilai ekonomi tersebut kemudian dialokasikan kepada berbagai pemangku kepentingan melalui pembayaran biaya operasional, remunerasi pegawai, kontribusi perpajakan, pembagian dividen kepada pemegang saham, serta pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Total nilai ekonomi yang didistribusikan pada tahun 2025 mencapai Rp5,52 triliun atau meningkat sebesar 6,41% dibandingkan realisasi tahun 2024 sebesar Rp5,19 triliun. Dengan demikian, nilai ekonomi yang ditahan Perusahaan pada tahun 2025 tercatat sebesar Rp800,29 miliar. Seluruh pengungkapan tersebut disusun mengacu pada GRI *Standards* serta didasarkan pada laporan keuangan Perusahaan yang telah diaudit, yang disusun menggunakan basis akrual (*accrual basis*). [GRI 201-1]

Throughout 2025, BAg recorded direct economic value generated amounting to Rp6.32 trillion. This economic value was then allocated to various stakeholders through payments for operating expenses, employee compensation, tax contributions, dividend distributions to shareholders, and the implementation of Social and Environmental Responsibility (SER) programs. The total economic value distributed in 2025 reached Rp5.52 trillion, an increase of 6.41% compared to the 2024 figure of Rp5.19 trillion. Consequently, the economic value retained by the Company in 2025 was recorded at Rp800.29 billion. All disclosures were prepared in accordance with the GRI Standards and are based on the Company's audited financial statements, which were prepared on an accrual basis. [GRI 201-1]

Nilai Ekonomi BAg (Rp Juta)
BAg Economic Value (Rp Million)
[GRI 2-2, 201-1]

Nilai Ekonomi Economic Value	2025	2024*	2023*
Nilai Ekonomi Langsung yang Dihasilkan Direct Economic Value Generated	**6.318.020**	**5.919.473**	**5.945.172**
Pendapatan Usaha Operating Revenue	**6.246.154**	5.881.794	5.915.550
Penghasilan Keuangan Financial Income	**37.588**	19.396	5.586
Penghasilan lain-lain Other Income	**34.278**	18.283	24.036
Nilai Ekonomi yang Didistribusikan Distributed Economic Value	**5.517.735**	**5.185.170**	**4.719.312**
Beban pokok pendapatan** Cost of revenue**	**4.805.776**	4.495.678	4.604.445
Beban umum dan administrasi*** General and administrative expenses***	**114.109**	77.667	73.886
Beban keuangan Financial expenses	**197.255**	246.002	231.082
Beban lain-lain bersih Net other expenses	**-**	6.052	-
Beban kepegawaian Personnel expenses	**41.807**	55.319	40.370
Pembayaran pajak kepada negara**** Tax payments to the government****	**72.868**	68.906	69.667
Pembagian dividen kepada pemegang saham Dividend distributions to shareholders	**284.900**	235.000	-
Pengeluaran untuk program TJSL Expenditures for TJSL programs	**1.020**	546	611
Jumlah Nilai Ekonomi yang Ditahan Total Economic Value Retained	**800.285**	**734.303**	**1.225.860**

Catatan :
- Nilai ekonomi BAg disajikan pada tingkat Perusahaan karena pengelolaan dan pencatatan keuangan dilakukan secara terpusat. Oleh karena itu, tabel nilai ekonomi tidak diungkapkan secara terpisah berdasarkan wilayah nasional, regional, maupun pasar tertentu [GRI 201-1]
- Nilai ekonomi langsung yang dihasilkan merupakan seluruh pendapatan yang diperoleh Perusahaan dari kegiatan usaha selama periode pelaporan
- Nilai ekonomi langsung yang didistribusikan merupakan seluruh beban dan pengeluaran yang dikeluarkan Perusahaan kepada para pemangku kepentingan, mencakup biaya operasional, gaji dan tunjangan karyawan, pembayaran kepada penyedia modal, pembayaran kepada pemerintah, dan investasi masyarakat
- Nilai ekonomi yang ditahan merupakan selisih antara nilai ekonomi langsung yang dihasilkan dan nilai ekonomi langsung yang didistribusikan, yang mencerminkan nilai ekonomi yang dipertahankan Perusahaan untuk mendukung keberlanjutan usaha di masa mendatang

* Disajikan kembali pada jumlah nilai ekonomi yang didistribusikan karena adanya perbaikan perhitungan [GRI 2-4]
**Beban pokok pendapatan di luar pembayaran pajak kepada negara
***Beban umum dan administrasi di luar beban kepegawaian dan pengeluaran untuk program TJSL
****Pembayaran pajak kepada negara bersumber dari akun beban pajak final
- PT Adhiguna Putera tidak termasuk kedalam laporan konsolidasi keuangan Perusahaan [GRI 2-2]

Note:
- BAg's economic value is presented at the corporate level because financial management and accounting are conducted centrally. Therefore, the economic value table is not disclosed separately by national, regional, or specific market [GRI 201-1]
- Direct economic value generated consists of all revenue earned by the Company from business activities during the reporting period
- Distributed direct economic value consists of all expenses and outlays incurred by the Company for its stakeholders, including operating costs, employee salaries and benefits, payments to capital providers, payments to the government, and community investments
- Retained economic value is the difference between direct economic value generated and direct economic value distributed, reflecting the economic value retained by the Company to support the sustainability of its business in the future

* Restated to reflect the amount of distributed economic value due to a calculation adjustment [GRI 2-4]
**Cost of revenue excluding tax payments to the government
***General and administrative expenses, excluding personnel expenses and expenditures for TJSL programs
****Tax payments to the government are sourced from the final tax expense account
- PT Adhiguna Putera is not included in the Company's consolidated financial statements. [GRI 2-2]

Mendukung Kontribusi Kepada Negara
Supporting Contributions to the State

Dalam menjalankan kegiatan usaha, Perusahaan memastikan bahwa pengelolaan dan perencanaan perpajakan selaras dengan strategi bisnis serta mematuhi seluruh ketentuan perpajakan yang berlaku. Strategi perpajakan yang diterapkan saat ini antara lain melalui

In conducting its business activities, the Company ensures that its tax management and planning are aligned with its business strategy and comply with all applicable tax regulations. The tax strategy currently implemented includes periodic tax reconciliation to ensure consistency

proses ekualisasi pajak secara berkala untuk memastikan kesesuaian antara kewajiban perpajakan dan pendapatan yang dicatat Perusahaan, sehingga dapat meminimalkan risiko kurang bayar maupun lebih bayar pajak secara korporasi. Selain itu, Perusahaan juga menyusun dokumentasi *transfer pricing* sesuai ketentuan yang berlaku untuk mendukung kepatuhan perpajakan serta mengoptimalkan pengelolaan beban pajak secara wajar dan bertanggung jawab.

between the Company's tax liabilities and recorded revenue, thereby minimizing the risk of underpayment or overpayment of corporate taxes. In addition, the Company also prepares transfer pricing documentation in accordance with applicable regulations to support tax compliance and optimize tax burden management in a reasonable and responsible manner.

BAg menerapkan tata kelola perpajakan yang berlandaskan prinsip kepatuhan, transparansi, dan akuntabilitas sebagai bagian dari praktik tata kelola perusahaan yang baik. Sebagai bagian dari tata kelola perpajakan, strategi dan pengelolaan pajak Perseroan ditinjau dan disetujui secara berjenjang oleh Manager Pajak dan Asuransi, Vice President Keuangan, Direktur Keuangan, hingga Direktur Utama. Peninjauan dilakukan secara rutin setiap bulan guna memastikan kepatuhan terhadap peraturan perpajakan yang berlaku serta mengidentifikasi potensi risiko yang dapat memengaruhi kinerja keuangan Perusahaan.

BAg implements tax governance based on the principles of compliance, transparency, and accountability as part of good corporate governance practices. As part of tax governance, the Company's tax strategies and management are reviewed and approved through a tiered process by the Tax and Insurance Manager, the Vice President of Finance, the Chief Financial Officer, and ultimately the Chief Executive Officer. These reviews are conducted on a regular monthly basis to ensure compliance with applicable tax regulations and to identify potential risks that could impact the Company's financial performance.

Perusahaan memandang pembayaran pajak tidak hanya sebagai kewajiban hukum, tetapi juga sebagai kontribusi nyata terhadap penerimaan negara dan pembangunan nasional. Sejalan dengan komitmen terhadap keberlanjutan, Perusahaan senantiasa mengikuti perkembangan regulasi yang relevan, termasuk yang berkaitan dengan aspek ESG. Hingga saat ini, belum terdapat ketentuan perpajakan khusus yang secara langsung mengatur aspek keberlanjutan yang relevan dengan kegiatan usaha Perusahaan, sehingga pendekatan perpajakan masih berfokus pada pemenuhan kewajiban perpajakan sesuai ketentuan yang berlaku, termasuk kepatuhan terhadap Pajak Penghasilan (PPh) Pasal 15 yang menjadi dasar pengenaan pajak bagi kegiatan usaha Perusahaan.

The Company views tax payments not only as a legal obligation but also as a tangible contribution to government revenue and national development. In line with its commitment to sustainability, the Company consistently monitors developments in relevant regulations, including those related to ESG aspects. To date, there are no specific tax provisions that directly regulate sustainability aspects relevant to the Company's business activities; therefore, the tax approach remains focused on fulfilling tax obligations in accordance with applicable regulations, including compliance with Article 15 of the Income Tax Law (PPh), which serves as the basis for tax assessment on the Company's business activities.

Pada tahun 2025, BAg merealisasikan pembayaran pajak sebesar Rp151,24 miliar yang terdiri atas Pajak Penghasilan (PPh), Pajak Pertambahan Nilai (PPN), serta Pajak Bumi dan Bangunan (PBB). Jumlah ini meningkat 104,24% dibandingkan tahun 2024 sebesar Rp74,05 miliar yang terutama karena sepanjang tahun 2024, sebagian besar penyerahan jasa Perusahaan dilakukan kepada Wajib Pungut (Wapu). Hal ini mengakibatkan posisi Pajak Pertambahan Nilai (PPN) Perusahaan berstatus Lebih Bayar, sehingga tidak terdapat setoran PPN masa ke kas negara pada tahun buku tersebut. Pemenuhan kewajiban perpajakan tersebut menjadi salah satu bentuk kontribusi berkelanjutan

In 2025, BAg paid taxes totaling Rp151.24 billion, consisting of Income Tax (PPh), Value-Added Tax (PPN), and Land and Building Tax (PBB). This amount represents a 104.24% increase compared to the 2024 figure of Rp74.05 billion, primarily because throughout 2024, the majority of the Company's service deliveries were made to Tax Withholding Agents (Wapu). As a result, the Company's Value-Added Tax (VAT) balance was in an "overpaid" status, meaning no periodic VAT payments were made to the state treasury during that fiscal year. Fulfilling these tax obligations is one of the Company's ongoing contributions to supporting state revenue and the implementation of national development.

Perusahaan dalam mendukung penerimaan negara dan pelaksanaan pembangunan nasional. Sebagai perusahaan yang berperan dalam sektor logistik dan distribusi energi, BAg memandang bahwa keberhasilan usaha harus berjalan seiring dengan tanggung jawab kepada negara dan masyarakat. Oleh karena itu, Perusahaan terus menjaga kepatuhan terhadap kewajiban fiskal sekaligus mendukung agenda pembangunan berkelanjutan melalui kontribusi ekonomi yang konsisten. Selain mendukung stabilitas penerimaan negara, kontribusi tersebut juga mencerminkan komitmen BAg untuk menciptakan nilai tambah yang berkelanjutan bagi para pemangku kepentingan dan perekonomian nasional. [GRI 201-1]

As a company operating in the logistics and energy distribution sectors, BAg believes that business success must go hand in hand with responsibility toward the state and society. Therefore, the Company continues to maintain compliance with its fiscal obligations while supporting the sustainable development agenda through consistent economic contributions. In addition to supporting the stability of state revenue, this contribution also reflects BAg's commitment to creating sustainable added value for stakeholders and the national economy. [GRI 201-1]

Perusahaan juga terus memantau perkembangan kebijakan perpajakan nasional dan internasional, termasuk regulasi yang berkaitan dengan keberlanjutan dan transisi menuju ekonomi rendah karbon, guna memastikan kesiapan perusahaan dalam menghadapi perubahan regulasi di masa mendatang.

The Company also continues to monitor developments in national and international tax policies, including regulations related to sustainability and the transition to a low-carbon economy, to ensure the Company's readiness to face future regulatory changes.

Setoran Pajak (Rp Juta)
Tax Payments (Rp Million)
[GRI 201-1]

Uraian Description	2025	2024*	2023*
Pajak Bumi dan Bangunan (PBB) Land and Building Tax (PBB)	807	761	900
Pajak Pertambahan Nilai (PPN) Value-Added Tax (VAT)	70.681	-	16.029
Pajak Penghasilan (PPh) Pasal 4 ayat 2 Income Tax (PPh) Article 4, Paragraph 2	1.320	646	534
PPh Pasal 15 Income Tax (PPh) Article 15	42.442	37.824	46.483
PPh Pasal 21 Income Tax Article 21	13.819	16.197	7.225
PPh Pasal 22 Income Tax Article 22	-	-	-
PPh Pasal 23 Income Tax Article 23	17.556	16.670	16.226
PPh Pasal 25 Income Tax Article 25	1.960	575	473
PPh Pasal 26 Income Tax Article 26	-	669	-
PPh Badan Corporate Income Tax	2.043	129	103
Surat Tagihan Pajak (STP) dan Surat Ketetapan Pajak Kurang Bayar (SKPKB) Tax Invoice (STP) and Tax Assessment Notice for Underpayment (SKPKB)	615	579	1.173
Jumlah Total	**151.243**	**74.050**	**89.146**

Selama tahun 2025, BAg tidak memperoleh bantuan finansial dari pemerintah dalam bentuk apapun, termasuk pembebasan dan kredit pajak, subsidi, hibah investasi, hibah penelitian dan pengembangan, maupun bentuk hibah dan tunjangan finansial lainnya yang relevan. [GRI 201-4]

During 2025, BAg did not receive any financial assistance from the government in any form, including tax exemptions and credits, subsidies, investment grants, research and development grants, or other relevant forms of grants and financial assistance. [GRI 201-4]

Meningkatkan Pengelolaan Dampak Ekonomi Tidak Langsung

Improving the Management of Indirect Economic Impacts

Menciptakan Kemandirian Ekonomi Masyarakat Sekitar

Fostering Economic Self-Reliance in Local Communities

Bag terus mengintegrasikan prinsip keberlanjutan dalam pelaksanaan kegiatan usahanya dengan memperhatikan aspek sosial dan ekonomi masyarakat di sekitar wilayah operasional. Perusahaan meyakini bahwa keberadaan bisnis harus mampu memberikan manfaat yang nyata, tidak hanya bagi pertumbuhan perusahaan, tetapi juga bagi peningkatan kualitas hidup komunitas setempat.

Sebagai wujud implementasi komitmen tersebut, BAg menjalankan berbagai inisiatif program *Corporate Social Responsibility* (CSR) yang difokuskan pada penguatan kapasitas masyarakat serta pengembangan potensi ekonomi lokal. Program yang dilaksanakan diarahkan untuk mendukung kemandirian komunitas melalui peningkatan kompetensi, pemberdayaan usaha masyarakat, serta penciptaan aktivitas ekonomi yang berkesinambungan. Adapun berbagai program yang telah direalisasikan sepanjang tahun 2025 sebagai berikut:

BAg continues to integrate sustainability principles into its business operations while taking into account the social and economic aspects of communities surrounding its operational areas. The Company believes that its business presence must be able to provide tangible benefits, not only for the Company's growth but also for improving the quality of life of local communities.

As a manifestation of this commitment, BAg implements various Corporate Social Responsibility (CSR) initiatives focused on strengthening community capacity and developing local economic potential. These programs are designed to support community self-reliance through skill development, community business empowerment, and the creation of sustainable economic activities. The following programs were implemented throughout 2025:

Program Kemandirian Ekonomi Masyarakat Sekitar Tahun 2025
2025 Economic Self-Reliance Program for Local Communities
[GRI 203-2]

No	Program	Dampak Ekonomi Kuantitatif dan Kualitatif Quantitative and Qualitative Economic Impact	
1	Program Integrasi Pengelolaan Sampah Dapur dengan Peternakan dan Perkebunan (Budidaya *Black Soldier Fly*) Program for Integrating Kitchen Waste Management with Livestock and Plantation Farming (Black Soldier Fly Cultivation)	• Turunan produk dari pengelolaan sampah menggunakan maggot menghasilkan berbagai produk bernilai ekonomi tinggi, seperti pupuk kasgot yang dapat digunakan untuk meningkatkan hasil pertanian, serta pakan ternak yang efisien dan berkualitas • Menjadikan wilayah tersebut sebagai pionir Desa *Zero Waste*	• By-products from waste management using maggots yield various high-value economic products, such as kasgot fertilizer that can be used to boost agricultural yields, as well as efficient, high-quality livestock feed • Making the area a pioneer in the Zero Waste Village initiative
2	Budidaya dan Pembibitan Anggur Laut Masyarakat Pesisir Cultivation and Nursery of Sea Grapes by Coastal Communities	• Memanfaatkan tambak seluas 5.000 m^2 dengan penanaman perdana 250 kg bibit anggur laut • Potensi hasil panen 1–1,3 ton per siklus (35 hari) dengan nilai jual Rp7.000–Rp15.000/kg • Memperkuat stabilitas sosial dan ekonomi nelayan di sekitar wilayah operasional perusahaan • Optimalisasi potensi sumber daya lokal serta memperkuat kemandirian ekonomi komunitas nelayan	• Utilizing a 5,000 m^2 pond with an initial planting of 250 kg of sea grape seedlings • Potential harvest of 1–1.3 metric tons per cycle (35 days) with a selling price of Rp7,000–Rp15,000/kg • Strengthening the social and economic stability of fishermen in the vicinity of the Company's operational area • Optimizing the potential of local resources and strengthening the economic self-reliance of fishing communities

No	Program	Dampak Ekonomi Kuantitatif dan Kualitatif Quantitative and Qualitative Economic Impact	
3	Pengelolaan Limbah Kulit Kerang Hijau menjadi Produk Bernilai Ekonomi Tinggi Managing Green Mussel Shell Waste into High-Value Products	• Meningkatkan pendapatan masyarakat dari produksi *paving* dan proyek infrastruktur lokal sebesar Rp3 juta/bulan/anggota • Memberikan pelatihan, pendampingan produksi dan dukungan pemasaran hasil olahan bagi masyarakat lokal • Menciptakan lapangan kerja baru melalui aktivitas pengolahan limbah	• Increasing community income from paving production and local infrastructure projects by Rp3 million per month per member • Providing training, production guidance, and marketing support for processed products to local communities • Creating new jobs through waste processing activities
4	Kaji Dampak Program Pemberdayaan Masyarakat Berbasis Pengelolaan Perikanan Assessing the Impact of a Community Empowerment Program Based on Fisheries Management	• Mencatatkan nilai SROI sebesar 0,80, di mana setiap Rp1 investasi menghasilkan manfaat Rp0,8 • Meningkatkan keterampilan kewirausahaan (*skill entrepreneurship*) melalui pelatihan intensif	• Recorded an SROI of 0.80, where every Rp1 invested generates Rp0.8 in benefits • Enhancing entrepreneurial skills through intensive training

Menghadirkan Pembangunan Infrastruktur Berkelanjutan
Delivering Sustainable Infrastructure Development

Di samping program pemberdayaan masyarakat, BAg juga berkontribusi melalui pembangunan infrastruktur yang mendukung kesejahteraan masyarakat di sekitar wilayah operasional. Inisiatif ini mencerminkan komitmen Perusahaan dalam menciptakan nilai sosial yang berkelanjutan bagi masyarakat. Adapun realisasi program pembangunan infrastruktur sepanjang tahun 2025 adalah sebagai berikut:

In addition to community empowerment programs, BAg also contributes through infrastructure development that supports the well-being of communities in the areas surrounding its operations. This initiative reflects the Company's commitment to creating sustainable social value for the community. The implementation of infrastructure development programs throughout 2025 is as follows:

Pembangunan Infrastruktur Tahun 2025
Infrastructure Development in 2025
[GRI 203-1]

No	Program Pembangunan Infrastruktur Infrastructure Development Program	Wilayah Operasi Operational Area	Nilai Investasi (Rp Juta) Investment Value (Rp Million)	Sifat Nature	Dampak Impact
1	Sarana Pendukung *Green Port* melalui program *Onshore Charging* Green Port Support Facilities through the Onshore Charging Program	Jetty I PLTU Suralaya Jetty I, Suralaya Coal-Fired Power Plant	3.490	Komersial Commercial	• Menghasilkan penghematan konsumsi bahan bakar minyak (BBM) sebesar Rp3,49 miliar, melampaui target RKAP sebesar Rp3,01 miliar • Pengurangan emisi dan peningkatan kinerja lingkungan, sejalan dengan komitmen Perusahaan terhadap prinsip ESG dan transisi energi • Generated fuel savings of Rp3.49 billion, exceeding the RKAP target of Rp3.01 billion • Reduced emissions and improved environmental performance, in line with the Company's commitment to ESG principles and the energy transition

No	Program Pembangunan Infrastruktur Infrastructure Development Program	Wilayah Operasi Operational Area	Nilai Investasi (Rp Juta) Investment Value (Rp Million)	Sifat Nature	Dampak Impact
2	Fasilitas Integrasi Pengelolaan Sampah Organik (BSF Maggot) Organic Waste Management Integration Facility (BSF Maggot)	Desa Karangasem, Gunungkidul Karangasem Village, Gunungkidul	0,239	Non-Komersial (Bantuan/Natura) Non-Commercial (Grant/In-Kind)	• Membangun sistem pengelolaan sampah terpadu yang telah menyerap 165 ton sampah organik, mereduksi 61,69 ton CO_2e • Mewujudkan Desa *Zero Waste* • Established an integrated waste management system that has processed 165 metric tons of organic waste, reducing 61.69 metric tons of CO_2e • Realizing a Zero-Waste Village
3	Sarana Marikultur Budidaya Anggur Laut Mariculture Facilities for Sea Grape Cultivation	Dukuh Pailus, Jepara Pailus Hamlet, Jepara	0,149	Non-Komersial (Bantuan/Natura) Non-Commercial (Grant/In-Kind)	• Penyediaan sarana tambak seluas 5.000 m^2 dan 250 kg bibit untuk memperkuat ekonomi nelayan dengan potensi panen 1-1,3 ton per siklus • Provision of 5,000 m^2 of pond facilities and 250 kg of fry to strengthen the economy of fishermen, with a potential harvest of 1–1.3 metric tons per cycle
4	Fasilitas Pengolahan Limbah Kulit Kerang Hijau Green Mussel Shell Waste Processing Facility	Kawasan Pesisir Coastal Area	0,050	Non-Komersial (Bantuan/Natura) Non-Commercial (Grant/In-Kind)	• Infrastruktur konversi limbah menjadi produk bernilai ekonomi seperti *paving block*, mendukung target nasional pengurangan sampah 30% • Infrastructure for converting waste into economically valuable products such as paving blocks, supporting the national target of a 30% reduction in waste
5	Pusat Pembinaan UMKM Pengelolaan Perikanan MSME Development Center for Fisheries Management	Jakarta Utara North Jakarta	0,100	Non-Komersial (Bantuan/Natura) Non-Commercial (Grant/In-Kind)	• Fasilitas pelatihan dan produksi yang menghasilkan SROI 0,80, meningkatkan pendapatan dan keterampilan kewirausahaan masyarakat pesisir • Training and production facilities that generate an SROI of 0.80, increasing the income and entrepreneurial skills of coastal communities

Melibatkan Pemasok Lokal
Engaging Local Suppliers

Sebagai perusahaan yang bergerak di bidang jasa transportasi dan logistik energi, BAg menempatkan kemitraan dengan pemasok lokal sebagai bagian dari upaya membangun rantai pasok yang andal, efisien, dan berkelanjutan. Pemasok lokal merupakan penyedia barang dan/atau jasa yang berdomisili dan menjalankan kegiatan usaha di sekitar wilayah operasional Perusahaan serta mendukung kebutuhan operasional pelayaran dan kegiatan usaha.

As a company engaged in energy transportation and logistics services, BAg prioritizes partnerships with local suppliers as part of its efforts to build a reliable, efficient, and sustainable supply chain. Local suppliers are providers of goods and/or services that are domiciled and conduct business activities in the vicinity of the Company's operational areas and support the operational needs of shipping and business activities.

Selama tahun 2025, BAg bekerja sama dengan 143 pemasok lokal atau setara dengan 100% dari total pemasok Perusahaan, dengan nilai pengadaan mencapai Rp1.468 juta. Keterlibatan pemasok lokal tersebut tidak hanya mendukung kelancaran operasional perusahaan dan distribusi energi nasional, tetapi juga memberikan manfaat ekonomi bagi daerah melalui peningkatan aktivitas usaha, penciptaan peluang kerja, serta penguatan kapasitas pelaku usaha lokal. Melalui kebijakan pengadaan yang mengedepankan pemasok lokal sesuai kebutuhan dan kriteria yang berlaku, Perusahaan turut berkontribusi dalam mendorong pertumbuhan ekonomi daerah dan menciptakan nilai tambah yang berkelanjutan bagi para pemangku kepentingan. [GRI 203-2]

During 2025, BAg collaborated with 143 local suppliers, representing 100% of the Company's total suppliers, with a procurement value reaching Rp1,468 million. The involvement of these local suppliers not only supports the Company's operational efficiency and national energy distribution but also provides economic benefits to the region through increased business activity, the creation of job opportunities, and the strengthening of local business capacity. Through a procurement policy that prioritizes local suppliers in accordance with applicable needs and criteria, the Company contributes to driving regional economic growth and creating sustainable added value for stakeholders. [GRI 203-2]

Melibatkan Tenaga Kerja Lokal
Engaging Local Workforce

BAg memandang pengembangan dan pelibatan tenaga kerja nasional sebagai bagian penting dari strategi keberlanjutan dan keandalan operasional Perusahaan. Sebagai penyedia jasa transportasi laut energi primer yang mengelola rantai pasok yang kompleks, mulai dari kegiatan pengangkutan (*shipment*), pengerukan (*dredging*), hingga pengelolaan dermaga (*jetty management*), keberhasilan operasional sangat ditentukan oleh kompetensi dan profesionalisme sumber daya manusia di setiap wilayah kerja.

BAg views the development and engagement of the national workforce as a vital component of the Company's sustainability and operational reliability strategy. As a primary maritime energy transportation service provider managing a complex supply chain—ranging from shipping, dredging, to jetty management—operational success is heavily dependent on the competence and professionalism of human resources in each operational area.

Oleh karena itu, Perusahaan berkomitmen untuk terus mendorong peningkatan kapasitas tenaga kerja lokal. Pada tahun 2025, jumlah tenaga kerja lokal yang terlibat dalam operasional Perusahaan mencapai 53 orang atau setara dengan 100% dari total pegawai Perusahaan. Tenaga kerja lokal pada BAg didefinisikan berdasarkan tempat kelahiran dan bekerja pada wilayah operasional Perusahaan di Indonesia, baik di kantor pusat maupun unit/cabang Perusahaan. Adapun dari jumlah pegawai lokal tersebut, terdapat sebanyak 1 orang atau 1,89% yang menduduki posisi manajemen senior yaitu pegawai pada level jabatan Manajemen, yang secara langsung terlibat dalam koordinasi operasional dan pengambilan keputusan taktis di berbagai unit kerja Perusahaan. [GRI 201-2, 202-2]

Therefore, the Company is committed to continuously enhancing workforce capacity through education and training programs, as well as optimizing the engagement of the local workforce. In 2025, the number of local employees involved in the Company's operations reached 53 person, representing 100% of the Company's total workforce. Local employees BAg are defined as individuals who were born and work within the Company's operational areas in Indonesia, including both the head office and the Company's operational units/branches. Of the total number of local employees, 1 employee, representing 1.89%, held a senior management position, who is directly involved in operational coordination and tactical decision-making across the Company's various business units. [GRI 201-2, 202-2]

Implikasi Finansial Serta Risiko dan Peluang Akibat Perubahan Iklim

Financial Implications, as Well as Risks and Opportunities Arising from Climate Change

[GRI 201-2]

BAg menyadari bahwa perubahan iklim dapat mempengaruhi keberlangsungan operasional dan kinerja keuangan perusahaan, khususnya mengingat kegiatan usaha BAg yang bergerak di bidang pelayaran dan pengangkutan energi primer. Oleh karena itu, BAg melakukan identifikasi dan pengelolaan risiko terkait perubahan iklim sebagai bagian dari proses manajemen risiko Perusahaan.

BAg recognizes that climate change can affect the Company's operational sustainability and financial performance, particularly given that BAg's business activities are in the shipping and primary energy transportation sectors. Therefore, BAg identifies and manages climate change-related risks as part of the Company's risk management process.

Pada tahun 2025, risiko perubahan iklim yang telah diidentifikasi adalah gangguan cuaca buruk terhadap operasional pelayaran. Kondisi cuaca ekstrem, gelombang tinggi, serta perubahan kondisi laut berpotensi mengganggu jadwal pelayaran dan ketepatan waktu pengiriman batubara. Selain itu, risiko tersebut juga dapat meningkatkan potensi terjadinya kecelakaan pelayaran, kerusakan kapal, serta kehilangan sebagian maupun seluruh muatan yang diangkut. Dampak tersebut berpotensi mempengaruhi pendapatan perusahaan melalui keterlambatan layanan, penurunan utilisasi armada, maupun peningkatan biaya operasional.

As of 2025, the identified climate change risk is the disruption of shipping operations caused by severe weather. Extreme weather conditions, high waves, and changing sea conditions have the potential to disrupt shipping schedules and the timely delivery of coal. Additionally, these risks may increase the likelihood of shipping accidents, vessel damage, and the partial or total loss of cargo. These impacts could affect the Company's revenue through service delays, reduced fleet utilization, or increased operating costs.

Untuk mengelola risiko tersebut, BAg secara rutin melakukan pemantauan kondisi cuaca melalui informasi yang diterbitkan oleh BMKG dan otoritas terkait sebelum dan selama pelayaran berlangsung. Selain itu, Perusahaan juga mengasuransikan kapal dan muatan (*cargo*) sebagai langkah mitigasi untuk meminimalkan potensi kerugian finansial yang timbul akibat gangguan cuaca ekstrem maupun insiden pelayaran lainnya.

To manage these risks, BAg routinely monitors weather conditions using information published by the BMKG and relevant authorities before and during voyages. Furthermore, the Company insures its vessels and cargo as a mitigation measure to minimize potential financial losses resulting from extreme weather disruptions or other maritime incidents.

Risiko perubahan iklim tersebut telah diintegrasikan ke dalam proses manajemen risiko Perusahaan dan terus dipantau secara berkala guna memastikan efektivitas langkah mitigasi yang diterapkan.

These climate change risks have been integrated into the Company's risk management process and are continuously monitored to ensure the effectiveness of the mitigation measures implemented.

Risiko Perubahan Iklim
Climate Change Risks
[GRI 201-2]

Risiko Risks	Dampak Risiko terhadap Bisnis Impact of Risks on the Business	Mitigasi Mitigation	Implikasi Finansial atau Biaya yang Dikeluarkan Financial Implications or Costs Incurred
Gangguan Cuaca Buruk pada Operasional Pelayaran Severe Weather Disruptions to Shipping Operations	Gangguan cuaca buruk dapat berpengaruh pada ketepatan pengiriman batubara dan adanya kecelakaan seperti kerusakan kapal dan kehilangan sejumlah atau keseluruhan komoditas yang diangkut. Adverse weather conditions can affect the timeliness of coal shipments and lead to accidents such as vessel damage and the loss of some or all of the transported commodities.	- Rutin melakukan pantauan cuaca BMKG dan otoritas terkait - Mengasuransikan Kapal & *Cargo* - Regularly monitor weather forecasts from the BMKG and relevant authorities - Insure Vessels & Cargo	Rp9,46 milliar Rp9.46 billion

Di sisi lain, BAg melihat perubahan iklim sebagai peluang untuk mengembangkan bisnis yang mendukung transisi menuju ekonomi rendah karbon. Peluang tersebut antara lain implementasi teknologi *onshore charging*, pengembangan *Marine Electrification*, serta pengembangan layanan logistik energi yang mendukung transisi energi nasional. Seiring dengan perkembangan regulasi dan kebutuhan pasar terhadap layanan logistik yang lebih berkelanjutan, Perusahaan terus mengevaluasi potensi peluang bisnis dan investasi yang dapat mendukung pertumbuhan usaha sekaligus memperkuat kontribusi terhadap upaya mitigasi perubahan iklim. Adapun peluang yang telah diidentifikasi terkait perubahan iklim adalah sebagai berikut:

On the other hand, BAg views climate change as an opportunity to develop businesses that support the transition to a low-carbon economy. These opportunities include the implementation of onshore charging technology, the development of marine electrification, and the development of energy logistics services that support the national energy transition. In line with regulatory developments and market demand for more sustainable logistics services, the Company continues to evaluate potential business and investment opportunities that can support business growth while strengthening its contribution to climate change mitigation efforts. The opportunities related to climate change that have been identified are as follows:

Peluang Perubahan Iklim
Climate Change Opportunities
[GRI 201-2]

Risiko Opportunities	Dampak Peluang terhadap Bisnis Impact of Opportunities on the Business	Inisiatif yang Telah Dilakukan Initiatives Undertaken	Implikasi Finansial atau Biaya yang Dikeluarkan Financial Implications or Revenue/Cost Savings Projections
Implementasi *onshore charging* Implementation of onshore charging	Meningkatkan efisiensi energi dan mengurangi ketergantungan terhadap BBM saat kapal bersandar Improving energy efficiency and reducing dependence on fossil fuels while ships are docked	Pelaksanaan *onshore charging* pada KM Adhiguna Tarahan, KM Sartika Baruna, dan armada lainnya yang berhasil mereduksi emisi sebesar 590,98 ton CO_2 The implementation of onshore charging on the KM Adhiguna Tarahan, KM Sartika Baruna, and other vessels successfully reduced emissions by 590.98 metric tons of CO_2	Penghematan biaya BBM sebesar Rp3,49 miliar pada tahun 2025 Fuel cost savings of Rp3.49 billion by 2025
Pengembangan *Marine Electrification* Marine Electrification Development	Mendukung transformasi menuju operasional rendah karbon dan efisiensi energi jangka panjang Supporting the transition to low-carbon operations and long-term energy efficiency	Potensi penghematan biaya energi dan pengurangan emisi di masa mendatang. Nilai finansial masih dalam tahap studi Potential for future energy cost savings and emissions reductions. Financial value is still under study	Pelaksanaan studi *Marine Electrification* untuk mendukung target NZE Conducting a Marine Electrification study to support the NZE target

MEUTIA BARUNA

Lingkungan Environment

Meningkatkan Praktik Bisnis yang Bertanggung Jawab Dengan Menghadirkan Keberlanjutan Lingkungan

Improving Responsible Business Practices by Delivering Environmental Sustainability

BAg terus mendorong penerapan teknologi ramah lingkungan dalam operasional kapal sebagai bagian dari komitmen mendukung target *Net Zero Emission* (NZE) dan mewujudkan operasional yang berkelanjutan. Implementasi berbagai inisiatif, seperti *onshore charging* dan pengembangan *marine electrification*, dilakukan untuk mengurangi emisi dari aktivitas pelayaran sekaligus meningkatkan efisiensi operasional. Langkah-langkah tersebut juga diarahkan untuk memastikan kepatuhan terhadap standar lingkungan internasional yang semakin ketat. Melalui penguatan inovasi dan transformasi teknologi yang berkelanjutan, Perusahaan berupaya menjaga daya saing di industri maritim sekaligus memberikan kontribusi positif terhadap keberlanjutan lingkungan dan pertumbuhan bisnis jangka panjang.

BAg continues to drive the adoption of environmentally friendly technologies in its operations as part of its commitment to supporting the Net Zero Emission (NZE) target and realizing sustainable operations. The implementation of various initiatives, such as onshore charging and the development of marine electrification, is carried out to reduce emissions from shipping activities while improving operational efficiency. These measures are also aimed at ensuring compliance with increasingly stringent international environmental standards. Through the strengthening of innovation and sustainable technological transformation, the Company strives to maintain competitiveness in the maritime industry while making a positive contribution to environmental sustainability and long-term business growth.

Pendekatan Manajemen Management Approach

Topik Pengelolaan Lingkungan
Environmental Management Topic
[GRI 3-2, 3-3]

PENGELOLAAN DAMPAK IMPACT MANAGEMENT

Topik lingkungan adalah salah satu topik berkelanjutan yang menjadi penting bagi BAg. Selaras dengan prinsip pelestarian lingkungan Perusahaan, dalam kegiatan pelayaran dan pengangkutan energi, terdapat potensi dampak negatif terhadap lingkungan, antara lain peningkatan emisi gas rumah kaca dari konsumsi bahan bakar kapal, penggunaan energi yang tinggi selama kegiatan bongkar muat, serta risiko penurunan kualitas lingkungan akibat aktivitas operasional armada. Untuk mengelola potensi dampak tersebut, BAg secara bertahap menerapkan berbagai inisiatif dekarbonisasi melalui pemanfaatan teknologi ramah lingkungan, seperti *onshore charging* dan pengembangan *marine electrification*, yang didukung dengan peningkatan efisiensi energi dan penguatan tata kelola operasional yang berorientasi pada kinerja lingkungan. Melalui langkah-langkah tersebut, BAg berupaya menciptakan dampak positif yang berkelanjutan berupa penurunan intensitas emisi, peningkatan efisiensi penggunaan energi, serta percepatan transformasi menuju sistem transportasi maritim yang lebih bersih dan rendah karbon. Inisiatif ini tidak hanya mendukung pencapaian target *Net Zero Emission* (NZE), tetapi juga memperkuat kontribusi Perusahaan dalam menjaga kualitas lingkungan bagi generasi mendatang serta mendukung tercapainya Tujuan Pembangunan Berkelanjutan (SDGs).

The environment is a material sustainability topic for BAg. In line with the Company's principles of environmental conservation, shipping and energy transportation activities have the potential for negative environmental impacts, including increased greenhouse gas emissions from fuel consumption, high energy use during loading and unloading, and the risk of environmental degradation due to fleet operations. To manage these potential impacts, BAg is progressively implementing various decarbonization initiatives through the use of environmentally friendly technologies, such as onshore charging and the development of marine electrification , supported by improved energy efficiency and strengthened operational governance focused on environmental performance. Through these measures, BAg aims to create sustainable positive impacts, including reduced emission intensity, improved energy efficiency, and accelerated transformation toward a cleaner, lower-carbon maritime transportation system. These initiatives not only support the Net Zero Emission (NZE), but also strengthen the Company's contribution to preserving environmental quality for future generations and supporting the achievement of the Sustainable Development Goals (SDGs).

KEBIJAKAN YANG TELAH DIKEMBANGKAN SECARA KHUSUS

SPECIFICALLY DEVELOPED POLICIES

Kebijakan BAg terkait Lingkungan

- Standar Operasional Prosedur (SOP) Sistem Manajemen Terintegrasi (SMT) ISO 9001:2015, ISO 37001:2016, ISO 45001:2018 dan ISM Code
- Keputusan Direksi Nomor A.4280/SP.101/DIRUT-2018 tanggal 28 September 2018 tentang Keselamatan Kerja dan Lingkungan PT Pelayaran Bahtera Adhiguna
- Peraturan Direksi Nomor 0005.P/DIR/2025 tanggal 15 Juli 2025 tentang Pembersihan Limbah Non-B3/Sampah di Lingkungan PT Pelayaran Bahtera Adhiguna
- Keputusan Direksi Nomor 0015.K/DIR.2025 tanggal 23 Oktober 2025 tentang Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di Lingkungan PT Pelayaran Bahtera Adhiguna

Ketentuan Umum:

- Undang-Undang Republik Indonesia Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup serta Perubahannya Undang-undang (UU) Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang
- Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup
- Peraturan Menteri Lingkungan Hidup Nomor 68 Tahun 2021 tentang Baku Mutu Air Limbah Domestik
- MARPOL annex 1 - 6 tentang *Marine Pollution*
- Penerapan ISO 14001 Sistem Manajemen Lingkungan

Bag's Policy related to Environment

- Standard Operating Procedures (SOPs) for the Integrated Management System (IMS) in accordance with ISO 9001:2015, ISO 37001:2016, ISO 45001:2018, and the ISM Code
- Board of Directors' Decision No. A.4280/SP.101/DIRUT-2018 dated September 28, 2018, on Guidelines for Occupational Health and Safety, and Environment within PT Pelayaran Bahtera Adhiguna
- Board of Directors' Regulation No. 0005.P/DIR/2025 dated July 15, 2025 concerning the Management of Non-Hazardous Waste (Non-B3 Waste) and Solid Waste within PT Pelayaran Bahtera Adhiguna
- Board of Directors' Decision No. 0015.K/DIR/2025 dated October 23, 2025, on the Establishment of the Occupational Health and Safety Committee (P2K3) within PT Pelayaran Bahtera Adhiguna;

General Provisions:

- Law of the Republic of Indonesia No. 32 of 2009 on Environmental Protection and Management, as amended by Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation as a Law
- Government Regulation No. 22 of 2021 on the Implementation of Environmental Protection and Management
- Regulation of the Minister of Environment No. 68 of 2021 on Domestic Wastewater Quality Standards
- MARPOL Annexes 1–6 on Marine Pollution
- Implementation of the ISO 14001 Environmental Management System

KOMITMEN

COMMITMENT

- Pemenuhan ISM *Code*
- Melindungi lingkungan, pencegahan polusi baik di kantor dan di kapal
- Mencegah dan mengurangi dampak lingkungan
- Meningkatkan efisiensi
- Mengurangi penggunaan energi fosil dengan meningkatkan penggunaan energi terbarukan
- Mengurangi emisi karbon menuju NZE 2060

- Pemenuhan ISM Code
- Melindungi lingkungan, pencegahan polusi baik di kantor dan di kapal
- Mencegah dan mengurangi dampak lingkungan
- Meningkatkan efisiensi
- Mengurangi penggunaan energi fosil dengan meningkatkan penggunaan energi terbarukan
- Mengurangi emisi karbon menuju NZE 2060

TUJUAN/TARGET DAN REALISASI [S1-51] [S2-35]

GOALS/TARGETS AND REALIZATION [S1-51] [S2-35]

- Mengurangi emisi kapal dengan menggunakan *onshore charging* di kapal MV Adhiguna Tarahan dan MV Sartika Baruna
- Melakukan penanaman pohon
- Mempersiapkan *Oil Spill Contingency Plan* (OSCP)
- Budidaya *Black Soldier Fly* (BSF) Maggot
- Penghematan BBM dengan memakai *onshore charging* dengan realisasi Rp3,49 miliar, dari target Rp3,01 miliar (110%)

- Reducing vessel emissions by using onshore charging on the MV Adhiguna Tarahan and MV Sartika Baruna
- Planting trees
- Preparing an Oil Spill Contingency Plan (OSCP)
- Cultivating Black Soldier Fly (BSF) maggots
- Fuel cost savings were achieved through the implementation of onshore charging, reaching Rp3.49 billion against a target of Rp3.01 billion (110%)

EVALUASI DAN EFEKTIVITAS TINDAKAN UNTUK MENGELOLA DAMPAK

BAg secara berkala melakukan evaluasi terhadap efektivitas pengelolaan lingkungan guna memastikan bahwa seluruh kebijakan dan program yang dijalankan memberikan hasil nyata dalam mengurangi dampak negatif terhadap lingkungan. Evaluasi dilakukan melalui pemantauan internal, pelaporan kinerja lingkungan, serta audit kepatuhan terhadap peraturan nasional dan standar internasional seperti MARPOL.

EVALUATION AND EFFECTIVENESS OF IMPACT MANAGEMENT MEASURES

BAg periodically evaluates the effectiveness of its environmental management to ensure that all policies and programs implemented yield tangible results in reducing negative environmental impacts. These evaluations are conducted through internal monitoring, environmental performance reporting, and compliance audits against national regulations and international standards such as MARPOL.

PENANGGUNG JAWAB

- Divisi Operasi
- Sekretariat Perusahaan

PERSON IN CHARGE

- Operations Division
- Corporate Secretary

ALOKASI ANGGARAN

BAg telah menganggarkan biaya pengelolaan lingkungan sebesar Rp13.000 juta, dengan realisasi Rp6.006 juta (46,20%)

BUDGET ALLOCATION

BAg budgeted Rp13,000 million for environmental management costs, with a realization of Rp6,006 million (46.20%)

KETERLIBATAN PEMANGKU KEPENTINGAN DALAM PENGELOLAAN DAMPAK

STAKEHOLDER ENGAGEMENT IN IMPACT MANAGEMENT

Pemangku Kepentingan Stakeholder	Peran Role
Pemerintah/Regulator Government/Regulator	• Menyusun dan menerbitkan regulasi lingkungan, serta mengawasi kepatuhan • Konsultasi dan partisipasi mengenai isu lingkungan yang relevan • Drafting and issuing environmental regulations, and monitoring compliance • Consultation and participation on relevant environmental issues
Otoritas Pelabuhan Port Authorities	• Mengatur operasional kapal di pelabuhan • Managing vessel operations at the port
Pemegang Saham Shareholders	• Melakukan pelaporan setiap bulan mengenai lingkungan kepada PT PLN EPI • Submitting monthly environmental reports to PT PLN EPI
Pegawai Employee	• Menjalankan praktik ramah lingkungan • Memastikan kepatuhan terhadap SOP pengelolaan lingkungan • Mengikuti pelatihan dan sosialisasi lingkungan untuk meningkatkan pemahaman tentang pentingnya menjaga kelestarian lingkungan • Implementing environmentally friendly practices • Ensuring compliance with environmental management SOPs • Participating in environmental training and socialization to enhance understanding of the importance of environmental conservation
Komunitas Community	• Terlibat dalam program konservasi sebagai penerima manfaat maupun pelaksana kegiatan • Participating in conservation programs as both beneficiaries and activity implementers
Mitra Transporter Transportation Partner	• Memenuhi persyaratan standar lingkungan maritim sesuai ketentuan *Marine Pollution* (MARPOL) sebagai prasyarat kerja sama. • Complying with Marine Pollution (MARPOL) environmental standards as a prerequisite for partnership.

Kebijakan dan Sistem Manajemen Lingkungan
Environmental Policy and Management System

BAg menjalankan pengelolaan lingkungan secara terencana melalui penerapan kebijakan internal dan prosedur yang tercantum dalam Sistem Manajemen Terintegrasi (SMT) Perusahaan. Dalam mendukung implementasi tersebut, Perusahaan mengacu pada sejumlah standar internasional, meliputi ISO 9001:2015 untuk pengendalian mutu, ISO 14001:2015 terkait manajemen lingkungan, ISO 45001:2018 mengenai kesehatan dan keselamatan kerja, serta ISM *Code* sebagai pedoman keselamatan dan keamanan operasional kapal. Penerapan standar tersebut membantu BAg dalam memastikan pengelolaan dampak lingkungan dilakukan secara konsisten, meningkatkan kualitas proses bisnis, memperkuat aspek keselamatan kerja, serta memastikan kepatuhan terhadap ketentuan hukum dan praktik internasional. Dengan sistem pengelolaan yang terintegrasi, BAg terus mendorong peningkatan kinerja operasional yang berorientasi pada keberlanjutan dan mendukung upaya mitigasi perubahan iklim secara berkelanjutan.

BAg conducts planned environmental management through the implementation of internal policies and procedures outlined in the Company's Integrated Management System (IMS). To support this implementation, the Company refers to several international standards, including ISO 9001:2015 for quality control, ISO 14001:2015 for environmental management, ISO 45001:2018 for occupational health and safety, and ISM Code as a guideline for vessel operational safety and security. The application of these standards helps BAg ensure consistent management of environmental impacts, improve business process quality, strengthen occupational safety aspects, and ensure compliance with legal requirements and international practices. Through an integrated management system, BAg continues to drive operational performance improvement oriented toward sustainability and supports ongoing climate change mitigation efforts.

Mengelola Kinerja dan Dampak Lingkungan
Managing Environmental Performance and Impacts

Dalam menjalankan kegiatan operasionalnya, BAg berupaya menjaga keseimbangan antara pencapaian bisnis dan perlindungan lingkungan melalui pengelolaan dampak lingkungan secara berkelanjutan. Upaya tersebut dilakukan dengan mengelola penggunaan energi, mengendalikan emisi, mengoptimalkan pengelolaan air dan limbah cair, menangani limbah bahan berbahaya dan beracun (B3) maupun non-B3 secara tepat, serta menjalankan berbagai kegiatan yang mendukung kelestarian lingkungan.

In its operational activities, BAg strives to maintain a balance between business achievement and environmental protection through sustainable environmental impact management. These efforts include managing energy consumption, controlling emissions, optimizing water and wastewater management, handling B3 and non-B3 waste appropriately, and carrying out various activities that support environmental conservation.

Mengelola Energi dan Emisi
Managing Energy and Emissions

Penggunaan dan Intensitas Energi
Energy Use and Intensity

Dalam kegiatan operasional, BAg menggunakan energi utama berupa bahan bakar minyak (BBM) dan listrik. Untuk meningkatkan efisiensi energi sekaligus menekan

In its operations, BAg uses primary energy in the form of fuel oil and electricity. To improve energy effciency while reducing environmental impact, BAg implements several

dampak lingkungan yang dihasilkan, BAg menerapkan sejumlah inisiatif untuk pengurangan emisi gas rumah kaca (GRK). Upaya tersebut dilakukan dengan penggunaan BBM low sulfur dan B40 (campuran biodiesel 40%) yang lebih ramah lingkungan dan terbukti menurunkan tingkat emisi gas buang dari kapal. BAg juga menerapkan strategi efisiensi energi seperti operasi pengurangan kecepatan atau *eco-steaming* sesuai dengan kebutuhan operasional, navigasi *ballast* minimum untuk mengurangi berat kapal dan rencana pelayaran yang dioptimalkan. Hal ini diterapkan dengan ketika kapal sedang berlayar, BAg akan melihat apakah terdapat antrian di pelabuhan tujuan. Kalau terdapat antrian, kapal tidak perlu melaju dengan kecepatan penuh yang menghabiskan lebih banyak bahan bakar dan juga berdampak polusi pada lingkungan. Selain itu, saat kapal bersandar di pelabuhan, BAg menerapkan *onshore connection* (*shore power*) dengan memanfaatkan suplai listrik dari darat, serta Perusahaan melakukan studi pengembangan marine electrification yang mencakup evaluasi terhadap sumber energi terbarukan, seperti baterai lithium-ion atau *fuel cell* berbasis hidrogen yang dapat diintegrasikan ke dalam sistem kapal sebagai langkah mendukung regulasi dan insentif pemerintah terkait *green shipping*, serta *best practice* dari industri maritim global. [GRI 302-1] [OJK F.5, F.6, F.7, F.12]

initiatives to reduce greenhouse gas (GHG) emissions. These efforts include the use of low-sulfur fuel oil and B40 (a 40% biodiesel blend), which is more environmentally friendly and has been proven to reduce exhaust emissions from ships. BAg also applies energy effciency strategies such as speed reduction, or eco-steaming in line with operational needs, minimum ballast navigation to reduce ship weight, and optimized voyage planning. This is implemented when the ship is sailing; BAg will check if there is a queue at the destination port. If there is a queue, the ship does not need to sail at full speed, which consumes more fuel and causes environmental pollution. Additionally, while the ship is docked at the port, BAg implements onshore connection (shore power) by utilizing electricity supply from the shore, and the Company is conducting a development study on marine electrification which includes an evaluation of renewable energy sources, such as batteries lithium-ion or fuel cell hydrogen-based fuel cells that can be integrated into ship systems to support related government regulations and incentives green shipping , and best practices from the global maritime industry. [GRI 302-1] [OJK F.5, F.6, F.7, F.12]

Dalam komitmennya mendukung keberlanjutan lingkungan, BAg menerapkan *Green Port* dan upaya peningkatan efisiensi energi dengan mengimplementasikan program *Onshore Charging* yang merupakan pemanfaatan pasokan listrik PLTU untuk memenuhi kebutuhan listrik kapal saat sandar, yang sebelumnya dipenuhi dengan menggunakan *Auxilary Engine* (AE) berbahan bakar minyak selama kegiatan pembongkaran muatan di pelabuhan, yang dapat mengurangi emisi gas buang kapal dan meningkatkan efisiensi operasional kapal. Melalui penerapan teknologi armada kapal tersebut, Perusahaan tidak hanya meningkatkan efisiensi dan keandalan operasi, tetapi juga memperkuat komitmen terhadap aspek keselamatan, lingkungan, dan keberlanjutan. Secara keseluruhan, pengembangan teknologi pada bisnis proses dan armada kapal menjadi salah satu *enabler* utama dalam menjaga daya saing Perusahaan, mendukung pencapaian target kinerja, serta mempersiapkan Perusahaan menghadapi tantangan industri pelayaran dan logistik energi di masa mendatang. [GRI 302-1] [OJK F.5, F.6, F.7, F.12]

In its commitment to supporting environmental sustainability, BAg implements Green Port and energy effciency improvement efforts by implementing the Onshore Charging program, which utilizes power supply from the CFPP to meet the vessel's electricity needs while berthing, which was previously met using Auxiliary Engines (AE) fueled by oil during cargo unloading activities at the port, thereby reducing ship exhaust emissions and improving operational effciency. Through the implementation of this fleet technology, the Company not only enhances operational effciency and reliability, but also strengthens its commitment to safety, environmental, and sustainability aspects. Overall, the development of technology in business processes and the vessel fleet is one of the key enablers in maintaining the Company's competitiveness, supporting performance target achievements, and preparing the Company to face future challenges in the shipping and energy logistics industry. [GRI 302-1] [OJK F.5, F.6, F.7, F.12]

Perusahaan terus mengembangkan dan mengoptimalkan teknologi armada kapal untuk meningkatkan keandalan operasi, keselamatan pelayaran, serta efisiensi energi. Penerapan teknologi armada diarahkan untuk mendukung pengurangan dampak lingkungan melalui efisiensi konsumsi energi dan penurunan emisi dari operasional kapal serta meningkatkan kinerja operasional secara keseluruhan.

Selama tahun 2025, total energi yang digunakan oleh BAg untuk mendukung kegiatan operasional kantor dan kapal sebesar 3.392.380 gigajoule, meningkat 12,14% dibandingkan tahun 2024 sebesar 3.025.131 gigajoule. BAg juga telah melakukan perhitungan intensitas penggunaan energi untuk melihat total energi yang digunakan untuk setiap volume angkutan batubara, dengan nilai sebesar 0,0808 gigajoule/MT, menurun 0,37% dibandingkan tahun 2024 sebesar 0,0811 gigajoule/MT. [GRI 302-1, 302-3] [OJK F.5, F.6]

Sementara itu, untuk penggunaan energi di luar operasional langsung, seperti penggunaan energi untuk perjalanan dinas dan mobilitas pegawai, hingga akhir tahun 2025 BAg belum dapat melakukan penghitungan secara komprehensif karena keterbatasan data dari pihak ketiga dan kebutuhan validasi data yang lebih kompleks. [GRI 302-2] [OJK F.6]

The Company continuously develops and optimizes fleet technology to improve operational reliability, navigational safety, and energy effciency. The application of fleet technology is directed to support the reduction of environmental impact through energy consumption effciency and emission reduction from vessel operations, as well as to enhance overall operational performance.

During 2025, total energy used by BAg to support office and vessel operational activities was 3,392,380 gigajoules, an increase of 12.14% compared to 2024, which was 3,025,131 gigajoules. BAg also calculated energy intensity to see the total energy used per volume of coal transported, which amounted to 0.0808 gigajoules/MT, a decrease of 0.37% compared to 2024's 0.0811 gigajoules/MT. [GRI 302-1, 302-3] [OJK F.5, F.6]

Meanwhile, for energy use outside direct operations, such as energy used for business travel and employee mobility, as of the end of 2025, BAg has not been able to calculate it comprehensively due to limited data from third parties and the need for more complex data validation. [GRI 302-2] [OJK F.6]

Penggunaan Energi dalam Perusahaan Berdasarkan Jenis Energi

Energy Consumption Within the Company by the Type of Energy
[GRI 302-1, 302-3] [OJK F.5, F.6]

Jenis Energi Type of Energy	Satuan Unit	Volume			Gigajoule		
		2025	2024*	2023	2025	2024*	2023
Energi Fosil Operasional Kantor Fossil Energy for Office Operations							
Listrik Electricity	kWh	256.745	274.578	213.007	924	988	767
Bahan Bakar Minyak (BBM) Kendaraan Operasional Fuel Oil for Operational Vehicle	liter	39.795	16.115	N/A	1.361	551	N/A
Energi Fosil Operasional Kantor Fossil Energy for Vessel Operations							
HSFO (High Sulfur Fuel Oil)	liter	57.864.176	50.914.425	35.196.367	2.337.713	2.056.943	1.421.933
	Jumlah Penggunaan Energi Fosil Total Fossil Energy Use				**2.339.998**	**2.058.428**	**1.422.700**
Energi Fosil Alternatif Rendah Emisi Operasional Kapal Alternative Low-Emission Fossil Fuel for Vessel Operations							
Onshore Connection	kWh	1.004.498	656.854	538.240	3.616	2.365	1.937
LSFO (*Low Sulfur Fuel Oil*)	liter	10.281.355	12.987.260	22.059.084	413.310	522.088	886.775
HSD/B30 /B35	liter	N/A	13.648.835	12.297.346	N/A	472.250	425.488
HSD/B40	liter	18.155.890	N/A	N/A	635.456	N/A	N/A
	Jumlah Penggunaan Energi Fosil Alternatif Rendah Emisi Total Alternative Low-Emission Fossil Energy Use				**1.052.382**	**966.703**	**1.314.200**

Jenis Energi Type of Energy	Satuan Unit	Volume			Gigajoule		
		2025	2024*	2023	2025	2024*	2023
Total Penggunaan Energi Dalam Perusahaan (Gigajoule) Total Energy Use within the Company (Gigajoule)					3.392.380	3.025.131	2.736.900
Volume Angkutan Batubara (MT) Coal Transport Volume					42.010.547	37.281.631	37.672.973
Intensitas Penggunaan Energi (Gigajoule/MT) Energy Use Intensity (Gigajoule/MT)					0,0808	0,0811	0,0726

Catatan:
* Disajikan kembali dikarenakan adanya penyempurnaan data dan perhitungan untuk meningkatkan akurasi pelaporan [GRI 2-4]
- Penggunaan energi dihitung dengan metode mengkonversi volume penggunaan listrik dalam satuan kWh dan penggunaan bahan bakar dalam satuan liter ke dalam satuan gigajoule (GJ), dengan menggunakan sumber faktor konversi *General Converter for Energy* dari *International Energy Agency* (IEA), IPCC 2006, dan Pedoman Statistik Energi dan Neraca Energi Indonesia yang diterbitkan oleh Kementerian ESDM dan BPS, dengan rincian konversi: [GRI 302-1]
  - 1 kWh = 0,0036 Gigajoule
  - 1 liter Gasoline = 0,0342 Gigajoule
  - 1 liter HSFO = 0,0404 Gigajoule
  - 1 liter LSFO = 0,0402 Gigajoule
  - 1 liter HSD/B30 /B35 = 0,0346 Gigajoule (menggunakan rata)
  - 1 liter HSD/B40 = 0,0350 Gigajoule
* Ruang lingkup penggunaan energi pada operasional kantor terbatas pada kantor pusat

Note:
* Restated due to refinements in data and calculations to improve reporting accuracy [GRI 2-4]
- Energy use is calculated by converting electricity consumption in kWh and fuel consumption in liters to gigajoules (GJ), using conversion factors from the International Energy Agency's (IEA) General Converter for Energy, the IPCC 2006, and the Indonesian Energy Statistics and Energy Balance Guidelines published by the Ministry of Energy and Mineral Resources and the Statistics Indonesia (BPS), with the following conversion details: [GRI 302-1]
  - 1 kWh = 0.0036 gigajoules
  - 1 liter of gasoline = 0.0342 gigajoules
  - 1 liter of HSFO = 0.0404 gigajoules
  - 1 liter of LSFO = 0.0402 gigajoules
  - 1 liter of HSD/B30/B35 = 0.0346 gigajoules (using the average)
  - 1 liter of HSD/B40 = 0,0350 Gigajoule
* The scope of energy consumption reported for office operations is limited to the head office

Efisiensi Energi dan Pengurangan Emisi
Energy Efficiency and Emission Reduction
[OJK F.7, F.12]

Sebagai bentuk komitmen terhadap pengelolaan lingkungan dan keberlanjutan operasional, BAg terus menjalankan berbagai inisiatif penghematan energi serta pengendalian emisi. Berbagai upaya yang telah dilaksanakan sepanjang tahun 2025 antara lain sebagai berikut:

As part of its commitment to environmental management and operational sustainability, BAg continues to implement various energy-saving and emission control initiatives. The efforts carried out throughout 2025 include the following:

Penggunaan bahan bakar bersih yaitu BBM *low sulfur* dan B40
The use of clean fuels, namely low-sulfur fuel and B40

Penggunaan *onshore charging*
The use of onshore charging

Penanaman pohon
Tree planting

Budidaya BSF Maggot
BSF Maggot Cultivation

BAg terus mengembangkan berbagai inisiatif dekarbonisasi, salah satunya melalui penerapan *onshore charging* pada proses pembongkaran muatan kapal SUV KM Adhiguna Tarahan, KM Sartika Baruna, dan armada milik lainnya. Program ini memberikan nilai tambah bagi Perusahaan melalui penghematan energi dan biaya operasional, sekaligus berkontribusi terhadap pengurangan dampak lingkungan dari aktivitas operasional kapal. Hingga akhir

BAg continues to develop various decarbonization initiatives, including the implementation of onshore charging during the unloading process of cargo from the SUV vessel KM Adhiguna Tarahan, KM Sartika Baruna, and other owned fleets. This program provides added value to the Company through energy and operational cost savings, while also contributing to reducing the environmental impact of vessel operational activities. By the end of 2025,

tahun 2025, realisasi kinerja *value creation* penghematan biaya BBM dari implementasi *onshore charging* tercatat sebesar Rp3,49 miliar, lebih tinggi dari target RKAP 2025 sebesar Rp3,01 miliar dengan pencapaian sebesar 115,95%. Selain manfaat finansial, pemanfaatan *Onshore Connection* ini juga berhasil mengurangi pemakaian BBM sebesar 565,03 kL setara dengan 19.324,03 gigajoule dan reduksi emisi sebesar 590,98 ton CO_2. [GRI 302-4, 302-5, 305-5] [OJK F.7, F.12]

the actual performance value creation fuel cost savings from the implementation of onshore charging recorded at Rp3.49 billion, higher than the 2025 ABOP target of Rp3.01 billion, with an achievement of 115.95%. In addition to financial benefits, the utilization of the Onshore Connection also succeeded in reducing fuel consumption by 565.03 kL, equivalent to 19,324.03 gigajoules, and emissions reduction of 590.98 tons of CO_2. [GRI 302-4, 302-5, 305-5] [OJK F.7, F.12]

Pengurangan Konsumsi Energi atas *Onshore Connection* BAg

Energy Consumption Reduction from Onshore Connection of BAg
[GRI 302-4, 302-5] [OJK F.7]

Jenis Energi Type of Energy	Satuan Unit	Volume			Gigajoule		
		2025	2024	2023	2025	2024	2023
Bahan Bakar Minyak (BBM) Fuel Oil	kL	565,03	369,48	276,69	19.324,03	12.636,22	9.462,80

Catatan:
- Tahun awal yang digunakan dalam perhitungan pengurangan konsumsi energi adalah tahun 2023, dengan pertimbangan bahwa implementasi *onshore charging/onshore connection* baru mulai dilakukan pada April 2023
- Metode perhitungan yaitu menggunakan estimasi BBM yang dipakai, kemudian dikonversi ke rupiah dan dibandingkan dengan biaya *onshore charging*

Note:
- The base year used in the energy consumption reduction calculation is 2023, considering that the implementation of onshore charging/onshore connection started in April 2023
- The calculation method involves estimating fuel consumption, converting it to rupiah, and comparing it to the cost of onshore charging

Pengurangan Emisi Atas *Onshore Connection* BAg

Emission Reduction from Onshore Connection of BAg
[GRI 305-5] [OJK F.12]

Jenis Gas Type of Gas	Pengurangan Emisi (Ton) Emission Reduction (Ton)		
	2025	2024*	2023
CO_2	1.779,84	1.117,81	871,58

Catatan:
* Disajikan kembali dikarenakan adanya penyempurnaan data dan perhitungan untuk meningkatkan akurasi pelaporan [GRI 2-4]
- Tahun awal yang digunakan dalam perhitungan pengurangan emisi atas *onshore charging/onshore connection* adalah tahun 2023, dengan pertimbangan bahwa implementasi teknologi tersebut mulai diterapkan pada April 2023
- Ruang lingkup dimana pengurangan emisi GRK terjadi adalah emisi scope 1 dimana terjadi pengurangan emisi GRK dengan menggantikan sumber energi dari genset berbasis bahan bakar fosil dengan listrik dari jaringan setempat selama kapal bersandar di pelabuhan
- Metode perhitungan memakai studi penilaian emisi *Onshore Charging* melalui kerja sama dengan PT Surveyor Indonesia yang dihitung berdasarkan lama waktu sandar kapal pada pelabuhan Suralaya 1. Waktu yang didapat menjadi dasar perhitungan banyaknya bahan bakar yang dipakai selama sandar dengan menggunakan rata-rata penggunaan listrik kapal

Note:
* Restated due to refinements in data and calculations to improve reporting accuracy [GRI 2-4]
- The base year used in calculating emissions reductions from onshore charging/onshore connection is 2023, given that the implementation of this technology began in April 2023
- The scope in which GHG emission reductions occur is Scope 1, where GHG emissions are reduced by replacing energy from fossil-fuel-based generators with electricity from the local grid while the ship is docked at the port
- The methodology is based on an emissions assessment study for the Onshore Charging program conducted in collaboration with PT Surveyor Indonesia. The assessment was carried out based on the duration of vessel berthing at Suralaya Port 1. The recorded berthing time served as the basis for estimating the amount of fuel consumed during berthing, using the vessel's average electricity consumption

Inventarisasi dan Intensitas Emisi GRK

GHG Emission Inventory and Intensity

Sebagai wujud komitmen terhadap pengelolaan lingkungan yang berkelanjutan, BAg telah melaksanakan inventarisasi emisi gas rumah kaca (GRK) *Scope* 1, yaitu emisi langsung yang berasal dari sumber emisi yang dimiliki atau dikendalikan Perusahaan. Pada tahun 2025, penghitungan emisi tersebut masih difokuskan pada operasional kapal MV Adhiguna Tarahan. Inventarisasi ini dilakukan untuk memperoleh gambaran besaran emisi yang dihasilkan dari kegiatan operasional sekaligus menjadi landasan dalam penyusunan langkah-langkah mitigasi emisi di masa mendatang. Sepanjang tahun 2025, total emisi GRK *scope* 1 dan *scope* 2 yang dihasilkan Perusahaan tercatat sebesar 228.630,62 Ton CO_2e, meningkat 30,48% dibandingkan tahun 2024 sebesar 175.216,99 Ton CO_2e. Peningkatan ini terutama disebabkan oleh peningkatan jumlah penggunaan BBM seiring meningkatnya volume angkutan Perusahaan. Perusahaan juga melakukan pengukuran intensitas emisi GRK sebagai indikator efisiensi operasional, yang dihitung berdasarkan perbandingan antara total emisi GRK dan volume angkutan batubara. Pada tahun 2025, intensitas emisi GRK tercatat sebesar 0,00544 ton CO_2e/ MT, meningkat 15,74% dibandingkan tahun 2024 sebesar 0,00470 kg CO_2eq/MT. [GRI 305-1, 305-4] [OJK F.11]

As a commitment to sustainable environmental management, BAg has conducted a greenhouse gas (GHG) emission inventory, Scope 1, namely, direct emissions from sources owned or controlled by the Company. In 2025, the emission calculation is still focused on the operations of the MV Adhiguna Tarahan vessel. This inventory is conducted to obtain an overview of the emissions generated from operational activities and serves as a basis for formulating future emission mitigation measures. Throughout 2025, total scope 1 and scope 2 GHG emissions generated by the Company amounted to 228,630.62 Tons CO_2e, an increase of 30.48% compared to 2024, which was 175,216.99 Tons CO_2e. This increase was mainly due to higher fuel consumption in line with increased transportation volume. The Company also measures GHG emission intensity as an operational effciency indicator, calculated as the ratio of total GHG emissions to coal transport volume. In 2025, GHG emission intensity was recorded at 0.00544 tons CO_2e/ MT, an increase of 15.74% compared to the 2024 figure of 0.00470 kg CO_2eq/MT. [GRI 305-1, 305-4] [OJK F.11]

Inventarisasi Emisi GRK *Scope* 1 dan *Scope* 2 (Ton CO_2eq)

Scope 1 and Scope 2 GHG Emission Inventory (Tons CO2 eq)
[GRI 305-1, 305-2, 305-3, 305-4] [OJK F.11] [S2-29a]

Scope		Gas	2025	2024*
Scope 1:	*Mobile Combustion* berasal dari pemakaian bahan bakar Mobile Combustion results from the use of fuel	Karbon dioksida (CO_2) Carbon dioxide (CO_2)	**228.324,20**	174.956,68
	Mobile Combustion berasal dari pemakaian bahan bakar kendaraan operasional Mobile Combustion results from the use of fuel in operational vehicles	Karbon dioksida (CO_2) Carbon dioxide (CO_2)	**100,23**	39,80
	Total Emisi *Scope* 1 Total Scope 1 Emissions		**228.424,43**	**174.996,48**
Scope 2	*Purchased Electricity* untuk penggunaan listrik Purchased Electricity for electricity consumption	Karbon dioksida (CO_2) Carbon dioxide (CO_2)	**206,19**	220,51
	Total Emisi *Scope* 2 Total Scope 2 Emissions		**206,19**	**220,51**
	Total Emisi GRK *Scope* 1 dan *Scope* 2 (Ton CO_2eq) Total Scope 1 and Scope 2 GHG Emissions (Ton CO_2eq)		**228.630,62**	**175.216,99**
	Volume Angkutan Batubara (MT) Coal Transport Volume		**42.010.547**	**37.281.632**
	Intensitas Emisi GRK *Scope* 1 dan *Scope* 2 (Ton CO_2eq/MT) Scope 1 and Scope 2 GHG Emissions Intensity (Ton CO_2eq/MT)		**0,00544**	**0,00470**

Catatan:
* Disajikan kembali dikarenakan adanya penyempurnaan data dan perhitungan untuk meningkatkan akurasi pelaporan [GRI 2-4]
- Tahun awal yang digunakan adalah 2024 karena merupakan periode pertama dimana Perusahaan melakukan inventarisasi dan pengukuran emisi GRK
- Perhitungan emisi *Scope* 1 menggunakan metode Tier 1 dengan pendekatan activity data × *emission factor*. Faktor emisi bahan bakar mengacu pada IPCC *Guidelines for National Greenhouse Gas Inventories* sebesar 2,68 kg CO_2/liter, dengan gas yang dihitung yaitu karbon dioksida (CO_2)
- Perhitungan emisi *Scope* 2 menggunakan metode Tier 2 (*location-based approach*) dengan faktor emisi jaringan listrik (*grid emission factor*) Jakarta Madura Bali (Jamali) yang diterbitkan oleh Kementerian ESDM/PLN untuk sistem ketenagalistrikan Indonesia. Faktor emisi yang digunakan adalah 0,87 kg CO_2e/kWh. Metode perhitungan dilakukan dengan mengalikan konsumsi listrik (kWh) dengan faktor emisi
- Intensitas emisi GRK dihitung sebagai total emisi *Scope* 1 dan *Scope* 2 dibagi dengan volume angkutan batubara selama periode pelaporan
- Ruang lingkup perhitungan Emisi GRK *Scope* 2 terbatas pada kantor pusat

Note:
* Restated due to refinements in data and calculations to improve reporting accuracy [GRI 2-4]
- The base year used is 2024, as this is the first period in which the Company conducted a greenhouse gas (GHG) emissions inventory and measurement
- Scope 1 emissions are calculated using the Tier 1 method with an activity data × emission factor approach. The fuel emission factor is based on the IPCC Guidelines for National Greenhouse Gas Inventories at 2.68 kg CO_2/liter, with the calculated gas being carbon dioxide (CO_2)
- Scope 2 emissions are calculated using the Tier 2 method (location-based approach) with the Jakarta Madura Bali (Jamali) grid emission factor published by the Ministry of Energy and Mineral Resources (ESDM)/PLN for Indonesia's electricity system. The emission factor used is 0.87 kg CO_2e/kWh. The calculation is performed by multiplying electricity consumption (kWh) by the emission factor
- GHG emission intensity is calculated as the total Scope 1 and Scope 2 emissions divided by the volume of coal transported during the reporting period
- The calculation of Scope 2 GHG emissions is limited to the head office

BAg juga telah melakukan perhitungan emisi GRK *Scope* 3 yang dihasilkan Perusahaan selama tahun 2025 yaitu sebesar 104,18 ton CO_2eq, mengalami penurunan sebesar 22,69% dari tahun 2024 yaitu sebesar 134,75 ton CO_2eq. [GRI 305-1, 305-4] [OJK F.11]

BAg also calculated the Company's Scope 3 GHG emissions during 2025. It is 104.18 metric tons of CO_2eq, representing a 22.69% decrease from the 2024 figure of 134.75 metric tons of CO_2eq. [GRI 305-1, 305-4] [OJK F.11]

Inventarisasi Emisi GRK *Scope* 3 (Ton CO_2eq)
Scope 3 GHG Emission Inventory (Tons CO_2eq)
[GRI 305-1, 305-2, 305-3, 305-4] [OJK F.11] [S2-29a]

Scope		Gas	2025	2024
Scope 3:	*Business Travel*	Karbon dioksida (CO_2) Carbon dioxide (CO_2)	**104,18**	134,75
Total Emisi Scope 3 (Ton CO_2eq)		**Total Scope 3 Emissions (Ton CO_2eq)**	**104,18**	**134,75**

Catatan:
- Tahun awal yang digunakan adalah 2024, karena merupakan periode pertama Perseroan melakukan inventarisasi dan pengukuran emisi GRK
- Emisi *Scope* 3 kategori Business Travel dihitung menggunakan metode Tier 1 dengan faktor emisi yang mengacu pada DEFRA (UK *Department for Environment, Food & Rural Affair*)
- Perhitungan emisi dilakukan berdasarkan jarak perjalanan untuk setiap moda transportasi yang digunakan dalam perjalanan dinas. Total jarak perjalanan dikalikan dengan faktor emisi yang sesuai untuk masing-masing moda transportasi berdasarkan pedoman DEFRA
- Gas rumah kaca yang dilaporkan merupakan karbon dioksida ekuivalen (CO_2e)

Note:
- The base year used is 2024, as this is the first period in which the Company conducted a GHG emissions inventory and measurement.
- Scope 3 emissions in the Business Travel category are calculated using the Tier 1 method with emission factors based on DEFRA (UK Department for Environment, Food & Rural Affairs)
- Emissions are calculated based on the travel distance for each mode of transportation used for business travel. The total travel distance is multiplied by the appropriate emission factor for each mode of transportation, as specified in DEFRA guidelines
- The reported greenhouse gases are carbon dioxide equivalents (CO_2e)

Inventarisasi Emisi Udara Non GRK
Non-GHG Air Emissions Inventory

Sepanjang tahun 2025, BAg belum melakukan inventarisasi emisi udara non GRK, termasuk emisi Nitrogen Oksida (NOX), Sulfur Oksida (SOX), maupun emisi udara signifikan lainnya. Hal tersebut terutama disebabkan oleh keterbatasan ketersediaan data yang diperlukan serta belum tersedianya metodologi, sistem pengumpulan data, dan mekanisme verifikasi yang memadai untuk mendukung perhitungan secara andal dan komprehensif. Meskipun informasi tersebut belum tersedia, BAg tetap memandang transparansi dan akuntabilitas dalam pengelolaan dampak lingkungan sebagai aspek yang penting. Sejalan dengan

Throughout 2025, BAg had not conducted a non-GHG air emissions inventory, including emissions of Nitrogen Oxides (NOx), Sulfur Oxides (SOx), or other significant air emissions. This is primarily due to the limited availability of necessary data and the absence of adequate methodology, data collection systems, and verification mechanisms to support reliable and comprehensive calculations. Although this information is not yet available, BAg considers transparency and accountability in environmental impact management to be important aspects. In line with this commitment, the Company plans to gradually build its non-

komitmen tersebut, Perusahaan berencana untuk secara bertahap membangun kapabilitas pengukuran emisi non-GRK guna mendukung penyediaan informasi yang lebih komprehensif pada masa mendatang. [GRI 201-2, 305-7] [OJK F.11]

GHG emission measurement capabilities to support the provision of more comprehensive information in the future. [GRI 201-2, 305-7] [OJK F.11]

Pengendalian Bahan Perusak Ozon (BPO)
Ozone-Depleting Substances (ODS) Control

Dalam kegiatan operasionalnya, BAg tidak menggunakan bahan perusak ozon (BPO) yang mana telah diatur dalam Protokol Montreal dan peraturan perundang-undangan nasional. Hal ini sejalan dengan komitmen Perusahaan dalam mendukung perlindungan lapisan ozon serta pengendalian perubahan iklim melalui pengelolaan bahan kimia berbahaya yang dilakukan secara bertanggung jawab. Dalam implementasinya, BAg memastikan penggunaan refrigeran yang ramah lingkungan pada seluruh peralatan pendingin udara dan sistem refrigerasi di kapal maupun fasilitas pendukung. Refrigeran yang digunakan bebas dari senyawa *chlorofluorocarbons* (CFC), halon, *hydrochlorofluorocarbons* (HCFC), serta zat lain yang dikategorikan sebagai BPO. Langkah tersebut merupakan salah satu upaya dalam praktik pelayaran berkelanjutan dan kepatuhan terhadap standar internasional di bidang perlindungan lingkungan. [GRI 305-6] [OJK F.5]

In its operational activities, BAg does not use ozone-depleting substances (ODS) as regulated by the Montreal Protocol and national laws and regulations. This aligns with the Company's commitment to supporting ozone layer protection and climate change control through the responsible management of hazardous chemicals. In implementation, BAg ensures the use of environmentally friendly refrigerants in all air conditioning equipment and refrigeration systems on vessels and support facilities. The refrigerants used are free from chlorofluorocarbons (CFCs), halons, hydrochlorofluorocarbons (HCFCs), and other substances classified as ODS. This measure is part of sustainable shipping practices and compliance with international standards in environmental protection. [GRI 305-6] [OJK F.5]

Sehubungan dengan tidak digunakannya BPO dalam seluruh kegiatan operasional Perusahaan, BAg juga tidak melakukan produksi, impor, maupun ekspor BPO selama periode pelaporan. Oleh karena itu, tidak terdapat kuantitas BPO yang dilaporkan dalam metrik ton setara triklorofluorometana (CFC-11), sehingga nilai kinerja untuk indikator produksi, impor, dan ekspor BPO adalah nihil (0 ton setara CFC-11). Kondisi ini mencerminkan komitmen Perusahaan dalam menjaga kepatuhan terhadap Protokol Montreal serta mendukung upaya global dalam perlindungan lapisan ozon. [GRI 305-6] [OJK F.5]

As ODS are not used in all of the Company's operational activities, BAg also did not produce, import, or export ODS during the reporting period. Therefore, no quantity of ODS is reported in metric tons of trichlorofluoromethane (CFC-1) equivalent, so the performance values for the production, import, and export ODS indicators are nil (0 tons of CFC-11 equivalent). This condition reflects the Company's commitment to compliance with the Montreal Protocol and support for global efforts in ozone layer protection. [GRI 305-6] [OJK F.5]

Mengelola Air dan Air Limbah (Efluen)
Managing Water and Effluent

Sebagai perusahaan yang bergerak di bidang pelayaran, BAg memahami pentingnya pengelolaan sumber daya air dan air limbah dalam menjaga kelestarian lingkungan. Sebagai perusahaan yang bergerak di bidang pelayaran, BAg memahami pentingnya pengelolaan sumber daya air dan air limbah dalam menjaga kelestarian lingkungan. Aktivitas operasional kapal maupun fasilitas pendukung

As a company operating in the shipping industry, BAg recognizes the importance of responsible water and wastewater management in preserving the environment. The Company's vessel operations and supporting facilities have the potential to adversely affect the marine environment if not properly managed, including through marine pollution and the deterioration of water quality resulting from

berpotensi menimbulkan dampak negatif terhadap lingkungan perairan apabila tidak dikelola secara memadai. Beberapa dampak yang perlu diantisipasi adalah seperti tercemarnya lingkungan laut dan menurunnya kualitas air akibat pelepasan air limbah, termasuk air limbah domestik yang dihasilkan selama kegiatan operasional, di sekitar pelabuhan dan wilayah pesisir. Risiko ini semakin tinggi apabila pengelolaan air limbah dilakukan tanpa memperhatikan prosedur dan regulasi yang berlaku. BAg menerapkan berbagai langkah pengendalian melalui pengelolaan air dan air limbah yang dilakukan secara bertanggung jawab. Pelaksanaan pengelolaan tersebut mengacu pada ketentuan yang berlaku, baik regulasi internasional seperti MARPOL maupun peraturan nasional terkait perlindungan dan pengelolaan kualitas air laut. Setiap kapal juga dilengkapi oleh sistem pengelolaan limbah cair (*sewage treatment plant*) yang dikelola melalui pihak berizin di pelabuhan. Melalui penerapan kebijakan dan prosedur yang konsisten, Perusahaan berupaya memastikan bahwa seluruh kegiatan operasional berjalan selaras dengan prinsip perlindungan lingkungan dan kepatuhan terhadap peraturan yang berlaku. Kapal-kapal seperti KM Zalecha Baruna, KM Latifah Baruna, KM Meutia Baruna, dan KM Walidah Baruna sudah dilengkapi dengan *Ballast Water Treatment System* (BWTS), yang berfungsi untuk memastikan bahwa air *ballast* yang dibuang ke laut telah memenuhi standar internasional, serta menghindari kontaminasi biota laut. Pada kapal tanpa BWTS berpegang pada regulasi *Marine Pollution* dimana masih diperbolehkan untuk kapal yang beroperasi domestik dengan syarat kapal perlu mencatat dan melaporkan (*periodic*) seluruh aktivitas *ballast* pada *Ballast Record Book*. Dalam menjalankan kegiatan operasionalnya, BAg mengedepankan efisiensi penggunaan air sebagai bagian dari praktik pengelolaan lingkungan yang berkelanjutan. Upaya ini memberikan manfaat berupa terjaganya kualitas lingkungan laut dan kawasan pelabuhan, serta menciptakan citra Perusahaan sebagai entitas yang bertanggung jawab, sekaligus mendukung kepatuhan terhadap standar lingkungan serta kontribusi Perusahaan terhadap pencapaian Tujuan Pembangunan Berkelanjutan (SDGs). khususnya Tujuan 6: Air Bersih dan Sanitasi Layak, serta dan Tujuan:14 Ekosistem Lautan. [GRI 3-3, 303-1, 303-2] [OJK F.14]

wastewater discharges, particularly domestic wastewater generated during operational activities in port areas and coastal waters. These risks may increase if wastewater is not managed in accordance with applicable procedures and regulations. To mitigate these impacts, BAg implements responsible water and wastewater management practices in compliance with applicable regulations, including the International Convention for the Prevention of Pollution from Ships (MARPOL) and relevant national regulations governing the protection and management of marine water quality. Each vessel is equipped with a Sewage Treatment Plant (STP), with wastewater handling and disposal managed through licensed service providers at ports. In addition, vessels such as KM Zalecha Baruna, KM Latifah Baruna, KM Meutia Baruna, and KM Walidah Baruna are equipped with Ballast Water Treatment Systems (BWTS) to ensure that ballast water discharged into the sea complies with international standards and prevents the introduction of invasive marine organism. For vessels not equipped with a BWTS, ballast water management is carried out in accordance with marine pollution regulations, which still permit domestic-operating vessels to do so, provided that all ballast water activities are recorded and reported periodically in the Ballast Record Book. BAg also promotes efficient water use as part of its sustainable environmental management practices. Through the consistent implementation of these policies and procedures, the Company seeks to ensure that all operational activities are conducted in accordance with environmental protection principles and regulatory requirements, while contributing to the preservation of marine and port water quality, strengthening the Company's reputation as a responsible corporate entity, and supporting the achievement of the United Nations Sustainable Development Goals (SDGs), particularly Goal 6: Clean Water and Sanitation and Goal 14: Life Below Water. [GRI 3-3, 303-1, 303-2] [OJK F.14]

BAg menggunakan air untuk mendukung berbagai kebutuhan operasional, termasuk kegiatan di kapal, sanitasi karyawan, dan operasional kantor. Dalam pemanfaatannya, Perusahaan berkomitmen menerapkan pengelolaan sumber daya air secara bertanggung jawab dengan memastikan penggunaan air dilakukan secara efektif dan efisien. Serta BAg berkomitmen untuk mengelola

BAg uses water for various operational needs, including ship activities, employee sanitation, and offce operations. In its utilization, the Company is committed to implementing water management and resources responsibly by ensuring water use is effective and efficient. BAg is committed to managing water use responsibly, considering the sustainability of water resources, the interests of

penggunaan air secara bertanggung jawab dengan mempertimbangkan keberlanjutan sumber daya air, kepentingan para pemangku kepentingan, serta kepatuhan terhadap peraturan yang berlaku. Dalam menjalankan pengelolaan air, Perusahaan menerapkan berbagai upaya untuk memastikan penggunaan air yang efisien dan meminimalkan dampak terhadap sumber air di wilayah operasional. BAg juga berupaya membangun komunikasi dan kolaborasi dengan para pemangku kepentingan yang terkait dengan pengelolaan sumber daya air guna mendukung pemanfaatan air yang berkelanjutan. Pada tahun 2025, BAg belum melakukan kerjasama khusus untuk menata layanan air dan akan menjadi bahan evaluasi bagi Perusahaan ke depannya.

stakeholders, and compliance with applicable regulations. In implementing water management, the Company makes various efforts to ensure efficient water use and minimize impacts on water sources in operational areas. BAg also strives to build communication and collaboration with stakeholders related to water resource management to support sustainable water utilization. In 2025, BAg has not yet entered into specific cooperation to organize water services, and this will be a matter for the Company's evaluation going forward.

Sebagai bagian dari penerapan prinsip keberlanjutan dan evaluasi kinerja lingkungan berkelanjutan, BAg secara berkala melakukan pencatatan dan pemantauan volume air yang digunakan. Selama tahun 2025, total volume pengambilan dan penggunaan air oleh Perusahaan tercatat sebesar 55.496 m³ atau 55,50 megaliter, meningkat 96,91% dibanding tahun 2024 yaitu sebesar 28.183 m³ atau 28,19 megaliter. Hal ini terutama disebabkan oleh bertambahnya jumlah kapal dan berubahnya pola operasi kapal.

As part of implementing sustainability principles and evaluating sustainable environmental performance, BAg periodically records and monitors the volume of water used. During 2025, the total volume of water withdrawn and used by the Company was 55,496 m³ or 55.50 megaliters, an increase of 96.91% compared to 2024, which was 28,183 m3 or 28.19 megaliters. This was mainly due to an increase in the number of vessels and changes in vessel operational patterns.

Volume Pengambilan dan Penggunaan Air Berdasarkan Sumber (m³)

Water Withdrawal and Consumption Volume by Source (m³)

[GRI 303-3, 303-5] [OJK F.8]

Sumber Air Water Source	Volume Pengambilan dan Penggunaan Air dari Semua Wilayah yang Mengalami Langka Air/*Water Stressed Area* (m³) Volume of Water Withdrawal and Consumption from All Water-Stressed Areas (m³)		Volume Pengambilan dan Penggunaan Air dari Semua Wilayah (m³) Volume of Water Withdrawal and Consumption from All Regions (m³)	
	2025	2024	2025	2024
Air Tanah Groundwater	-	-	55.256	27.943
Freshwater (≤1000 mg/L TDS)	-	-	55.256	27.943
Other Water (>1000 mg/L TDS)	-	-	-	-
Air PDAM PDAM Water	240	240	240	240
Freshwater (≤1000 mg/L TDS)	240	240	240	240
Other Water (>1000 mg/L TDS)	-	-	-	-
Total Pengambilan dan Penggunaan Air Total Water Withdrawal and Consumption	**240**	**240**	**55.496**	**28.183**

Catatan:
- Pengukuran penarikan dan penggunaan air tanah untuk kegiatan kapal
- Pengukuran dan penggunaan air PDAM untuk sanitasi karyawan dan operasional kantor cabang Jepara menggunakan *flow meter*
- TDS: *Total Dissolved Solids* (Total Padatan Terlarut)
- Pengambilan air tanah untuk operasional kapal bersifat dinamis di berbagai lokasi pelabuhan di seluruh Indonesia saat kapal bersandar, sehingga belum dilakukan identifikasi *water stress area* menggunakan *World Resources Institute* (WRI) *Aqueduct Water Risk Atlas* pada seluruh titik pengambilan tersebut
- Pengambilan air PDAM untuk operasional kantor cabang Jepara berada pada wilayah *High to Extremely High Overall Water Risk* berdasarkan WRI *Aqueduct*, sehingga termasuk area dengan tekanan air tinggi

Note:
- Measurement of groundwater withdrawal and consumption for vessel operations
- Measurement and consumption of PDAM water for employee sanitation and operations at the Jepara branch office using flow meters
- TDS: Total Dissolved Solids
- Groundwater withdrawal for vessel operations is dynamic across various port locations throughout Indonesia when vessels are docked; therefore, water stress areas have not yet been identified using the World Resources Institute (WRI) Aqueduct Water Risk Atlas at all of these withdrawal points
- PDAM water withdrawal for operations at the Jepara branch office is located in an area classified as having High to Extremely High Overall Water Risk according to the WRI Aqueduct; therefore, it is considered an area with high water stress

BAg menyadari bahwa air adalah sumber daya terbatas dan penggunaannya harus dikelola secara bertanggung jawab. Oleh karena itu, sesuai dengan komitmen Perusahaan yaitu menjaga keberlanjutan lingkungan melalui efisiensi dan konservasi air, BAg secara rutin melakukan pemantauan dan pencatatan pengambilan dan penggunaan air,mendorong penggunaan air secara bijaksana melalui penerapan praktik operasional yang efisien dan peningkatan kesadaran karyawan mengenai pentingnya konservasi air melalui kampanye internal bertema "*Save Water, Save Life*". Upaya ini dilakukan untuk mendukung pengelolaan sumber daya air yang bertanggung jawab dan memperkuat budaya kerja yang peduli terhadap lingkungan serta mendukung pencapaian SDGs, khususnya Tujuan 6: Air Bersih dan Sanitasi Layak. [OJK F.8]

BAg recognizes that water is a limited resource and its use must be managed responsibly. Therefore, in line with the Company's commitment to maintaining environmental sustainability through water effciency and conservation, BAg regularly monitors and records water withdrawal and usage, encourages wise water use through efficient operational practices, and increases employee awareness of the importance of water conservation through an internal campaign themed "Save Water, Save Life" This effort is undertaken to support responsible water resource management, strengthen a culture of environmental care, and contribute to achieving the SDGs, particularly Goal 6: Clean Water and Sanitation. [OJK F.8]

Sebagai bentuk tanggung jawab terhadap lingkungan, pengelolaan air limbah juga dilakukan dengan prinsip kehati-hatian dan kepatuhan hukum. Selain itu, BAg berkomitmen untuk tidak membuang air limbah ke badan air di wilayah yang mengalami kelangkaan air. Selama tahun 2025, total volume pembuangan air limbah oleh Perusahaan tercatat 55.496 m³ atau 55,50 megaliter, meningkat 96,91% dibanding tahun 2024 yaitu sebesar 28.183 m³ atau 28,19 megaliter. Hal ini disebabkan oleh bertambahnya jumlah kapal yang dimiliki Perusahaan. [GRI 303-2, 303-4] [OJK F.13]

As part of our environmental responsibility, wastewater management is carried out with the principles of caution and legal compliance. In addition, BAg is committed to not discharging wastewater into water bodies in water-scarce areas. During 2025, the total volume of wastewater discharged by the Company recorded 55,496 m³ or 55.50 megaliters, an increase of 96.91% compared to 2024, which was 28,183 m3 or 28.19 megaliters. This was due to an increase in the number of vessels owned by the Company. [GRI 303-2, 303-4] [OJK F.13]

Volume Air Limbah BAg Berdasarkan Tujuan Pembuangan
Volume of BAg Wastewater by Disposal Destination
[GRI 303-4] [OJK F.13]

Tujuan Pembuangan Disposal Destination	Volume Pembuangan Air dari Semua Wilayah yang Mengalami Langka Air/*Water Stressed Area* (m³) Water Discharge Volume from All Water-Stressed Areas (m³)		Volume Pembuangan Air dari Semua Wilayah (m³) Water Discharge Volume from All Areas (m³)	
	2025	2024	2025	2024
Air Laut Seawater	-	-	55.256	27.943
Freshwater (≤1000 mg/L TDS)	-	-	55.256	27.943
Other Water (>1000 mg/L TDS)	-	-	-	-
Air Pihak Ketiga Third-Party Water	240	240	240	240
Freshwater (≤1000 mg/L TDS)	240	240	240	240
Other Water (>1000 mg/L TDS)	-	-	-	-
Total	**240**	**240**	**55.496**	**28.183**

BAg senantiasa mematuhi Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup dan Peraturan Menteri Lingkungan Hidup Nomor 68 Tahun 2021 tentang Baku Mutu Air Limbah Domestik, dengan memastikan bahwa kualitas air limbah yang dihasilkan telah memenuhi baku mutu lingkungan sebelum dilakukan pembuangan. Sebagai bagian dari upaya tersebut, Perusahaan melakukan pemantauan terhadap kualitas air buangan dan kepatuhan terhadap baku mutu lingkungan guna meminimalkan dampak negatif terhadap badan air penerima. Pemantauan ini dilakukan untuk memastikan bahwa parameter kualitas air yang relevan tetap berada dalam batas yang dipersyaratkan serta mendukung pengelolaan air dan efluen yang berkelanjutan. [GRI 303-2, 303-4] [OJK F.14]

BAg consistently complies with Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management and Regulation of the Minister of Environment No. 68 of 2021 concerning Domestic Wastewater Quality Standards, by ensuring that the quality of wastewater generated meets environmental quality standards before discharge. As part of these efforts, the Company monitors wastewater quality and compliance with environmental quality standards to minimize negative impacts on receiving water bodies. This monitoring is carried out to ensure that relevant water quality parameters remain within the required limits and to support sustainable water and effuent management. [GRI 303-2, 303-4] [OJK F.14]

Mengelola Limbah
Managing Waste

Pengelolaan limbah menjadi salah satu aspek penting dalam operasional BAg mengingat aktivitas pelayaran menghasilkan berbagai jenis limbah, baik limbah B3 maupun limbah non-B3. Oleh karena itu, jika tidak ditangani secara tepat, limbah yang dihasilkan berpotensi memberikan dampak negatif seperti mencemari lingkungan laut dan daratan serta memengaruhi keseimbangan ekosistem di sekitar wilayah operasional serta dampak kesehatan bagi awak kapal dan masyarakat sekitar pelabuhan. Untuk memitigasi hal tersebut, BAg menerapkan pengelolaan limbah secara sistematis dengan mengacu pada peraturan perundang-undangan yang berlaku dan konvensi internasional MARPOL. Penerapan pengelolaan tersebut didukung oleh prosedur penanganan limbah di setiap kapal, termasuk melalui *Garbage Management Plan* yang menjadi pedoman dalam pengurangan dan pengendalian pencemaran akibat sampah kapal. Melalui upaya tersebut, Perusahaan berupaya menciptakan dampak positif seperti menjaga kualitas lingkungan dengan mencegah pencemaran, mendukung terciptanya rantai logistik laut berkelanjutan, memperkuat kepatuhan dan reputasi Perusahaan terhadap regulasi, serta memberikan kontribusi terhadap pencapaian Tujuan Pembangunan Berkelanjutan (SDGs), khususnya Tujuan 12: Konsumsi dan Produksi yang Bertanggung Jawab dan Tujuan 14: Ekosistem Lautan. [GRI 3-3, 306-1, 306-2]

Waste management is a key aspect of BAg's operations, as shipping activities generate various types of waste, including both B3 and non-B3 materials. Therefore, if not handled properly, the waste produced has the potential to cause negative impacts such as polluting the marine and terrestrial environment, affecting the ecological balance around operational areas, and posing health risks to ship crews and communities near ports. To mitigate this, BAg implements systematic waste management in accordance with applicable laws and the international MARPOL convention. This management approach is supported by waste handling procedures on each vessel, including a Garbage Management Plan, which serves as a guideline for reducing and controlling pollution from ship waste. Through these efforts, the Company aims to create positive impacts such as maintaining environmental quality by preventing pollution, supporting the creation of a sustainable maritime logistics chain, strengthening compliance and the Company's reputation with regulations, and contributing to the achievement of the Sustainable Development Goals (SDGs), particularly Goal 12: Responsible Consumption and Production and Goal 14: Life Below Water. [GRI 3-3, 306-1, 306-2]

Sampah yang dihasilkan dari kegiatan bisnis Perusahaan diantaranya yaitu sampah plastik, *food waste*, sampah domestik, minyak goreng bekas, *incinerator ashes*, limbah operasional, *E-Waste,* dan sisa-sisa muatan. BAg telah melakukan penanganan sampah di kapal sebagai berikut: [OJK F.14]

- Sampah yang dihasilkan di atas kapal akan dikumpulkan dan disimpan setelah dipisahkan dan diproses serta ditangani sesuai dengan persyaratan yang bersangkutan;
- Sampah di kapal akan dikirim ke fasilitas penerimaan pelabuhan bila memungkinkan untuk meminimalkan jumlah sampah yang dibuang ke laut;
- Pemenuhan persyaratan Annex V MARPOL 73/78 dan Amandemen Annex V MARPOL 73/78 saat membuang sampah ke laut;
- *Incinerator* digunakan untuk membakar beberapa jenis sampah/limbah sesuai aturan MARPOL seperti limbah rumah tangga, limbah domestik, oli bekas, limbah tekstil, dan lain-lain. Seluruh limbah yang dibakar perlu dicatat pada *logbook* sesuai jenisnya (*garbage* atau *oil record book*);

The waste generated from the Company's business activities includes plastic waste, food waste, domestic waste, used cooking oil, incinerator ashes, operational waste, e-waste and cargo residue. BAg has implemented the following shipboard waste management practices: [OJK F.14]

- Waste generated on board is collected, separated, processed, and stored in compliance with relevant regulations;
- Whenever possible, waste is delivered to port reception facilities to minimize the amount discharged overboard;
- Waste discharged overboard complies with the requirements of Annex V of MARPOL 73/78 and its Amendments;
- The incinerator is used to burn certain types of waste in accordance with MARPOL regulations, including household waste, domestic waste, used oil, textile waste, and other eligible waste. All waste incinerated must be recorded in the appropriate logbook according to its category, namely garbage or oil record book;

- Pengisian Buku Catatan Sampah yang dihasilkan di kapal sesuai dengan persyaratan pada saat pengolahan/ penanganan sampah di atas kapal;
- Semua anggota kru didorong untuk meminimalkan pengambilan sampah potensial dan penumpukan sampah di kapal;
- Kapan pun praktis, kemasan dan wadah yang dapat digunakan kembali akan dipilih untuk mengurangi jumlah sampah yang dihasilkan;
- Setiap kali ada opsi yang dipraktikkan, pertimbangkan sistem dan metode penyimpanan yang menggunakan kembali bahan penutup, dunnage, dan penopang, pelapis, dan pengepakan;
- Dunnage, bahan pelapis dan pengepakan yang dihasilkan di pelabuhan selama pembongkaran kargo dan sampah yang dihasilkan selama perbaikan kapal sebaiknya dibuang ke fasilitas penerimaan pelabuhan dan tidak disimpan di atas kapal untuk dibuang di laut. Bahan kemasan untuk keperluan suplai (terutama plastik) harus dikembalikan ke pemasok kapal sejauh mungkin selama penyimpanan dan penyediaan kapal penerima.

Pada tahun 2025, BAg belum dapat melaporkan volume limbah B3 dan non B3 yang dihasilkan dari operasional kapal. Sementara itu, total limbah non B3 yang dihasilkan dari kegiatan operasional kantor selama tahun 2025 tercatat sebesar 1.452,67 kg atau 1,45 ton meningkat 8,59% dibanding tahun 2024 yaitu sebesar 1.337,77 kg atau 1,34 ton. Peningkatan tersebut dikarenakan oleh bertambahnya jumlah tenaga kerja. Seluruh limbah non B3 tersebut dikelola *Building Management* sesuai dengan ketentuan yang berlaku melalui pihak pengelola limbah berizin.

- The Ship-Generated Garbage Record Book is completed in accordance with regulations during waste treatment and handling on board;
- All crew members are encouraged to minimize potential waste generation and accumulation on board;
- Whenever practical, reusable packaging and containers are selected to reduce waste generation;
- When feasible, consider stowage systems and methods that reuse covering materials, dunnage, shoring, lining, and packing;
- Dunnage, lining, and packing materials generated in port during cargo offloading, as well as waste generated during ship repairs, should be disposed of at port reception facilities rather than stored on board for disposal at sea. Packaging materials for supply purposes (especially plastics) should be returned to the ship's supplier whenever possible during stowage and provisioning of the receiving vessel.

In 2025, BAg was unable to report the volume of hazardous and non hazardous waste generated from ship operations. Meanwhile, the total non-hazardous waste generated from office operations during 2025 was recorded at 1,452.67 kg or 1.45 tons, an 8.59% increase compared to 2024, which was 1,337.77 kg or 1.34 tons. This increase was due to the increase in the workforce. All non-hazardous waste is managed by Building Management in accordance with applicable regulations through a licensed waste management agency.

Volume Limbah Non B3
Volume of Non-B3 Waste
[GRI 306-3, 306-4, 306-5] [OJK F.13, F.14]

Jenis Limbah Type of Waste	Metode Pengelolaan Limbah Waste Management Method	Jumlah (Kg) Total (Kg)	
		2025	2024
Limbah Non B3 yang Dihasilkan Non-B3 Waste Generated			
Organik (Sisa Makanan) Organic (Food Waste)	*Landfill*	581,83	1.203,93
Organik (Kertas) Organic (Paper)	*Recycle*	464,93	-
Anorganik (Campuran) Inorganic (Mixture)	*Recycle*	405,91	133,84
Jumlah Limbah Non B3 yang Dihasilkan Total Non-B3 Waste Generated		**1.452,67**	**1.337,77**

Jenis Limbah Type of Waste	Metode Pengelolaan Limbah Waste Management Method	Jumlah (Kg) Total (Kg)	
		2025	2024
Limbah Non B3 yang Dialihkan dari Pembuangan Akhir (Dimanfaatkan) Non-B3 Waste Diverted from a Landfill (Utilized)			
Organik (Sisa Makanan) Organic (Food Waste)	-	-	-
Organik (Kertas) Organic (Paper)	Recycle	464,93	-
Anorganik (Campuran) Inorganic (Mixture)	Recycle	405,91	133,84
Jumlah Limbah Non B3 yang Dialihkan dari Pembuangan Akhir Total Non-B3 Waste Diverted from a Landfill		**870,84**	**133,84**
Limbah Non B3 yang Dikirimkan ke Pembuangan Akhir Non-B3 Waste Sent to a Landfill			
Organik (Sisa Makanan) Organic (Food Waste)	Landfill	581,83	1.203,93
Organik (Kertas) Organic (Paper)	-	-	-
Anorganik (Campuran) Inorganic (Mixture)	-	-	-
Jumlah Limbah Non B3 yang Dikirimkan ke Pembuangan Akhir Total Non-B3 Waste Sent to a Landfill		**581,83**	**1.203,93**

Catatan:
* Metodologi dan cara perhitungan yang dilakukan adalah dengan menimbang limbah dari masing-masing jenis limbah

Note:
* The methodology and calculation method used involve weighing each type of waste

Penanganan Tumpahan
Spill Handling
[OJK F.15]

Selama tahun 2025, BAg tidak mengalami insiden tumpahan bahan kimia, minyak, bahan bakar, atau zat berbahaya lainnya yang berpotensi mencemari tanah, air, udara, serta mengganggu keanekaragaman hayati dan kesehatan manusia. Hal ini merupakan hasil dari penerapan sistem pengelolaan limbah yang baik, serta pelaksanaan SOP yang ketat dalam setiap kegiatan operasional. Selain itu, Perusahaan memiliki *Oil Spill Contingency Plan* (OSCP) yang merupakan program penyusunan rencana kesiapsiagaan dan tanggap darurat untuk mengantisipasi serta menangani kejadian tumpahan minyak yang berpotensi menimbulkan dampak terhadap lingkungan, keselamatan, dan operasional perusahaan. Melalui program ini, Perusahaan menetapkan prosedur penanganan insiden, pembagian peran dan tanggung jawab, mekanisme koordinasi dengan pihak terkait, serta penyediaan sumber daya dan peralatan yang diperlukan untuk merespons tumpahan minyak secara cepat dan efektif. Dengan adanya OSCP, Perusahaan berupaya meminimalkan risiko pencemaran lingkungan, mengurangi dampak operasional, serta memastikan kepatuhan terhadap peraturan dan standar pengelolaan lingkungan yang berlaku.

During 2025, BAg did not experience any incidents of chemical, oil, fuel, or other hazardous substance spills that could potentially contaminate soil, water, air, or disrupt biodiversity and human health. This is the result of implementing a good waste management system and strict SOPs in every operational activity. Additionally, the Company has an Oil Spill Contingency Plan (OSCP). A program for developing contingency and emergency response plans to anticipate and handle oil spill incidents that could potentially impact the environment, safety, and company operations. Through this program, the Company establishes incident handling procedures, role and responsibility assignments, coordination mechanisms with relevant parties, and the provision of necessary resources and equipment to respond to oil spills quickly and effectively. With the OSCP, the Company aims to minimize the risk of environmental pollution, reduce operational impacts, and ensure compliance with applicable environmental management regulations and standards.

Menghadirkan Pelestarian Lingkungan
Delivering Environmental Conservation

Sampai dengan akhir tahun 2025, seluruh wilayah operasional BAg tidak berada di dalam maupun berdekatan dengan kawasan lindung dan area yang memiliki nilai keanekaragaman hayati tinggi. Dengan demikian, kegiatan operasional Perusahaan tidak menimbulkan dampak langsung terhadap kawasan konservasi maupun habitat penting yang memiliki nilai ekologis signifikan. Meskipun tidak memiliki keterkaitan langsung dengan area konservasi, BAg tetap berkomitmen untuk mendukung upaya pelestarian lingkungan dan perlindungan keanekaragaman hayati sebagai bagian dari implementasi prinsip keberlanjutan Perusahaan. Komitmen tersebut diwujudkan melalui berbagai program dan kegiatan yang memberikan manfaat bagi lingkungan, masyarakat, serta keberlanjutan ekosistem secara umum. Seluruh program dilaksanakan melalui pilar Tanggung Jawab Sosial dan Lingkungan (TJSL) dan telah direalisasikan sepanjang tahun 2025 adalah sebagai berikut: [OJK F.9, F.10]

As of the end of 2025, all BAg operational areas were not located in or near protected areas and areas with high biodiversity value. Thus, the Company's operational activities do not have a direct impact on conservation areas or important habitats with significant ecological value. Although not directly linked to conservation areas, BAg remains committed to supporting environmental conservation and biodiversity protection efforts as part of the Company's sustainability principles. This commitment is realized through various programs and activities that provide benefits to the environment, communities, and ecosystem sustainability in general. All programs are implemented under the Social and Environmental Responsibility (CSR) pillar and have been carried out throughout 2025 as follows: [OJK F.9, F.10]

Program Pelestarian Lingkungan Perusahaan
Company Environmental Conservation Program
[OJK F.9, F.10]

Penanaman Pohon Tree Planting	Penanaman 200 pohon bakau telah ditanam sepanjang tahun 2025 dengan total penanaman sebanyak 1.200 pohon (Cemara Laut, Ketapang, dan Bakau) yang mengurangi emisi setara dengan 0,992 ton CO_2.	200 mangrove trees were planted throughout 2025, with a total of 1,200 trees (coastal pines, ketapang, and mangroves) planted, reducing emissions by the equivalent of 0.992 metric tons of CO_2.
Budidaya *Black Soldier Fly* (BSF) Maggot Black Soldier Fly (BSF) Maggot Cultivation	Budidaya BSF Maggot telah berhasil memanfaatkan sampah organik sebanyak 165 ton yang setara dengan pengurangan 2,69 ton CH_4 atau 61,69 ton CO_2e.	The BSF maggot farming project successfully utilized 165 metric tons of organic waste, which is equivalent to a reduction of 2.69 metric tons of CH_4 or 61.69 metric tons of CO_2e.
Pemanfaatan *Fly Ash and Bottom Ash* (FABA) Utilization of Fly Ash and Bottom Ash (FABA)	Pemanfaatan FABA yang berasal dari PLTU milik PLN sebagai bahan pengembangan infrastruktur kantor dengan realisasi volume pemanfaatan sebesar 1.420 m^3	Utilization of FABA from CFPPs of PLN as a material for office infrastructure development, with a total volume of 1,420 m^3

Biaya Pengelolaan dan Pemantauan Lingkungan

Environmental Management and Monitoring Costs

Sepanjang tahun 2025, BAg telah mengalokasikan biaya pengelolaan dan pelestarian lingkungan hidup sebesar Rp6.006 juta, meningkat signifikan sebesar 14.134% dibandingkan tahun 2024 yang tercatat sebesar Rp42,19 juta. Hal ini disebabkan oleh Program *Oil Spill Contingency Plan* (OSCP) yang mulai dilaksanakan pada tahun 2025. Dana tersebut digunakan untuk mendukung berbagai kegiatan pengelolaan dan pemantauan lingkungan sebagai berikut: [OJK F.4]

Throughout 2025, BAg allocated Rp 6,006 million for environmental management and conservation costs, a significant increase of 14,134% compared to 2024 which amounted to Rp42.19 million. This was due to the Oil Spill Contingency Plan (OSCP) that began implementation in 2025. These funds were used to support various environmental management and monitoring activities as follows: [OJK F.4]

Biaya Pengelolaan dan Pelestarian Lingkungan (Rp Juta)
Environmental Management and Conservation Costs (Rp Million)
[OJK F.4]

No	Program Pengelolaan Dampak Lingkungan Environmental Impact Management Program	2025	2024	2023
1	Pengukuran Intensitas Cahaya, Kebisingan, *Noise*, PM 10, CO, CO_2, O_2, O_3, Total Bakteri, Total Kapang Measurement of Light Intensity, Noise, PM 10, CO, CO_2, O_2, O_3, Total Bacteria, Total Mold	29,10	32,19	14,43
2	Penanaman pohon Tree Planting	32,00	10,00	25,65
3	*Oil Spill Contingency Plan* (OSCP)	5.945	N/A	N/A
	Jumlah Total	**6.006,10**	**42,19**	**41,08**

Menangani Pengaduan Lingkungan

Handling Environmental Complaints

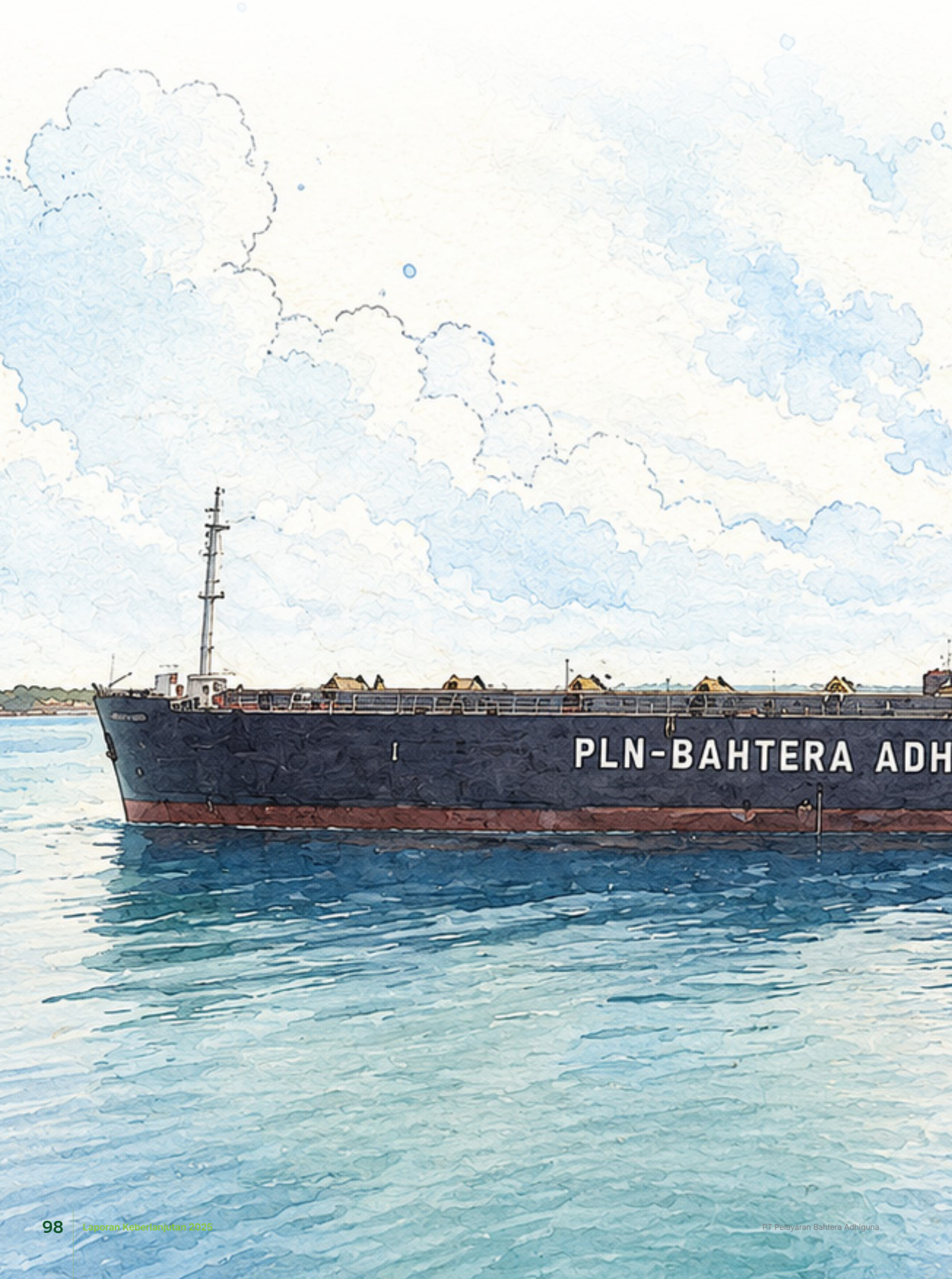
[GRI 2-27, 3-3] [OJK F.16]

BAg menyediakan berbagai kanal komunikasi yang dapat dimanfaatkan oleh masyarakat maupun pemangku kepentingan untuk menyampaikan masukan, kritik, saran, serta pengaduan terkait aspek lingkungan. Kanal tersebut meliputi surat resmi, surat elektronik, telepon, *website*, hingga penyampaian secara langsung melalui kunjungan ke Kantor Pusat maupun Kantor Perwakilan BAg. Seluruh pengaduan yang diterima dikelola dan ditindaklanjuti sesuai dengan mekanisme serta prosedur penanganan pengaduan yang berlaku di Perusahaan.

BAg provides various communication channels that can be used by the public and stakeholders to submit input, criticism, suggestions, and complaints related to environmental aspects. These channels include official letters, email, telephone, website, and direct submission through visits to BAg's Head official or Representative Offices. All complaints received are managed and followed up in accordance with the Company's complaint handling mechanisms and procedures.

Sebagai hasil dari penerapan pengelolaan lingkungan yang konsisten dan berkelanjutan, sepanjang tahun 2025 BAg tidak menerima pengaduan yang berkaitan dengan ketidakpatuhan terhadap aspek lingkungan. Selain itu, Perusahaan juga tidak dikenakan denda, sanksi administratif, maupun sanksi hukum lainnya akibat pelanggaran terhadap peraturan dan perundang-undangan lingkungan yang berlaku.

As a result of consistent and sustainable environmental management, throughout 2025, BAg did not receive any complaints related to non-compliance with environmental aspects. Furthermore, the Company was not subject to fines, administrative sanctions, or other legal sanctions due to violations of applicable environmental laws and regulations.


PLN-BAHTERA ADH

Sosial Social

Meningkatkan Praktik Bisnis yang Bertanggung Jawab Melalui Optimalisasi Dampak Sosial Yang Berkelanjutan

Improving Responsible Business Practices through Sustainable Social Impact Optimization

Meningkatkan Upaya dalam Menghadirkan Layanan yang Andal Kepada Pelanggan

Improving Efforts to Deliver Reliable Services to Customers

Bagi BAg, keandalan layanan bukan sekadar memenuhi kebutuhan pelanggan, melainkan wujud komitmen untuk membangun kepercayaan dan menciptakan nilai yang berkelanjutan. Dengan didukung oleh armada kapal yang *modern*, inovasi yang terus dikembangkan, serta peran strategis dalam mendukung kelancaran rantai pasok energi primer nasional, BAg terus menghadirkan layanan yang aman, andal, dan bernilai tambah bagi pelanggan seiring dengan terus berkontribusi terhadap agenda transisi energi nasional.

For BAg, service reliability is not just about meeting customer needs, but a commitment to building trust and creating sustainable value. Supported by a modern fleet of ships, continuously developed innovations, and a strategic role in ensuring the smooth supply chain of the national primary energy, BAg continues to provide safe, reliable, and value-added services to customers while consistently contributing to the national energy transition agenda.

Meningkatkan Mutu Layanan dan Keamanan kepada Pelanggan

Enhancing Service Quality and Safety for Customers

[OJK F.27, F.28]

Sebagai perusahaan yang bergerak di bidang jasa pelayaran dan pendukung rantai pasok energi nasional, BAg memahami bahwa kualitas layanan tidak hanya ditentukan oleh ketepatan dan keandalan operasional, tetapi juga oleh aspek keselamatan dan kesehatan yang menjadi prioritas utama dalam setiap aktivitas layanan yang diberikan. Untuk itu, BAg berkomitmen menghadirkan layanan yang berkualitas, andal, aman, dan setara bagi seluruh pelanggan. [OJK F.17]

As a company engaged in shipping services and supporting the national energy supply chain, BAg understands that service quality is not only determined by operational accuracy and reliability but also by safety and health aspects, which are the top priorities in every service activity provided. Therefore, BAg is committed to delivering quality, reliable, safe, and equitable services to all customers. [OJK F.17]

Adapun sebagai bentuk tanggung jawab kepada pelanggan, BAg memastikan bahwa setiap layanan yang diberikan senantiasa memenuhi spesifikasi, volume, serta jadwal pengiriman sesuai dengan kesepakatan yang telah ditetapkan. Mutu layanan juga turut dijaga Perusahaan secara konsisten melalui kegiatan evaluasi kinerja operasional, pengecekan kondisi armada, penyempurnaan proses bisnis, penguatan kompetensi SDM, serta pemeliharaan armada dan fasilitas operasional sesuai

As a form of responsibility to customers, BAg ensures that every service provided consistently meets the specifications, volume, and delivery schedule as per the predetermined agreement. The quality of service is also consistently maintained by the Company through activities such as operational performance evaluations, fleet condition checks, business process improvements, strengthening human resource competencies, and maintaining the fleet and operational facilities according to applicable standards.

standar yang berlaku. Dengan seluruh upaya tersebut, BAg memastikan bahwa seluruh layanan diberikan secara aman sesuai dengan standar industri, ketentuan kontrak yang berlaku, serta prinsip pelayanan yang berorientasi pada kepuasan pelanggan. [OJK F.17, F.27]

With all these efforts, BAg ensures that all services are provided safely in accordance with industry standards, applicable contract provisions, and customer satisfaction-oriented service principles. [OJK F.17, F.27]

Jaminan Mutu dan Jaminan Keamanan dan Keselamatan Pelanggan
Quality Assurance and Customer Safety and Security Assurance

Dalam upaya mempertahankan kepercayaan pelanggan serta memperkuat posisi Perusahaan di industri logistik energi nasional, BAg menerapkan sistem manajemen terpadu yang mengacu pada standar internasional. Sistem ini menjadi fondasi operasional untuk memastikan kepatuhan tata kelola, mitigasi risiko, serta jaminan mutu layanan. Standarisasi yang diterapkan dan diaudit secara berkala oleh Perusahaan meliputi:

- **Penerapan *International Safety Management* (ISM *Code*)**
- **Penerapan ISO 9001:2015 tentang Standar Manajemen Mutu**
- **Penerapan ISO 45001:2018 tentang Sistem Kesehatan dan Keselamatan Kerja (K3)**
- **Penerapan Sistem Manajemen Anti Penyuapan ISO 37001:2016**
- **Penerapan Sistem Manajemen Kepatuhan ISO 37301:2021**
- **Penerapan ISO 31000 : 2018 Manajemen Risiko**
- **Penerapan ISO 55001:2014 tentang Sistem Manajemen Aset**

In an effort to maintain customer trust and strengthen the Company's position in the national energy logistics industry, BAg implements an integrated management system that refers to international standards. This system serves as the operational foundation to ensure governance compliance, risk mitigation, and service quality assurance. The standardization implemented and periodically audited by the Company includes:

- **Implementation of International Safety Management (ISM Code)**
- **Implementation of ISO 9001:2015 on Quality Management Standard**
- **Implementation of ISO 45001:2018 on Occupational Health and Safety (OHS)**
- **Implementation of ISO 37001:2016 on Anti-Bribery Management System**
- **Implementation of ISO 37301:2021 on Compliance Management System**
- **Implementation of ISO 31000:2018 Risk Management**
- **Implementation of ISO 55001:2014 on Assets Management System**

Mengingat karakteristik batubara sebagai muatan curah kering yang memiliki risiko swasulutan (*spontaneous combustion*) dan pelepasan gas metana, BAg menerapkan *International Safety Management* (ISM *Code*) serta mematuhi IMSBC *Code* (*International Maritime Solid Bulk Cargoes*) di seluruh lini operasional armada. Langkah ini krusial untuk mencegah kecelakaan kerja, menjamin keselamatan awak kapal, serta menjaga keamanan kargo selama pelayaran. Melalui sistem manajemen yang diaudit secara berkala ini, Perusahaan memastikan bahwa 100% layanan angkutan batubara yang ditawarkan telah melalui evaluasi ketat terkait aspek keselamatan dan keamanan termasuk *monitoring* suhu palka secara kontinu, manajemen ventilasi, dan pemeliharaan kelaiklautan kapal sehingga keandalan pasokan energi nasional dapat senantiasa terjaga dengan aman. [OJK F.27, F.28]

Considering the characteristics of coal as a dry bulk cargo that has the risk of spontaneous combustion and methane gas release, BAg implements the International Safety Management (ISM Code) and complies with the IMSBC Code (International Maritime Solid Bulk Cargoes) across all operational lines of the fleet. This step is crucial to prevent workplace accidents, ensure the safety of the crew, and maintain the security of the cargo during the voyage. Through this periodically audited management system, the Company ensures that 100% of the coal transportation services offered have undergone strict evaluations related to safety and security aspects, including continuous hold temperature monitoring, ventilation management, and ship seaworthiness maintenance, thereby ensuring the reliability of the national energy supply is always maintained safely. [OJK F.27, F.28]

Komitmen Mengutamakan Keselamatan dan Kesehatan Pelanggan

Commitment to Prioritizing Customer Safety and Health [OJK F.27]

- Memenuhi persyaratan *stakeholders* dan peraturan perundang-undangan yang berlaku;
- Menjamin mutu layanan yang diberikan sesuai dengan Standar Internasional ISO 9001:2015 untuk Manajemen Mutu;
- Mengutamakan keselamatan dan kesehatan kerja (K3) sesuai dengan ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja;
- Sistem Manajemen Kepatuhan dan Anti-Penyuapan (ISO 37301:2021 & ISO 37001:2016): Menjamin bahwa pemenuhan aspek keselamatan pelanggan dilakukan secara transparan, akuntabel, dan patuh terhadap seluruh regulasi maritim yang berlaku tanpa adanya praktik penyimpangan.
- Sistem Manajemen Aset (ISO 55001:2014): Menjaga kelaiklautan (*seaworthiness*) seluruh armada kapal melalui program perawatan terencana (*Planned Maintenance System*), sehingga memperkecil risiko kerusakan teknis di tengah laut yang dapat menghambat jadwal penyerahan kargo pelanggan.
- Mengutamakan perlindungan pelanggan dan manajemen kapal dengan sertifikasi ISM *Code* untuk Manajemen Keamanan dan Perlindungan Kapal.

- Meeting the requirements of stakeholders and applicable laws and regulations;
- Ensuring the quality of services provided in accordance with the International Standard ISO 9001:2015 for Quality Management;
- Prioritizing occupational health and safety (OHS) in accordance with ISO 45001:2018 Occupational Health and Safety Management System;
- Compliance and Anti-Bribery Management System (ISO 37301:2021 & ISO 37001:2016): Ensuring that the fulfillment of customer safety aspects is carried out transparently, accountably, and in compliance with all applicable maritime regulations without any deviation practices.
- Asset Management System (ISO 55001:2014): Maintaining the seaworthiness of the entire fleet through a Planned Maintenance System, thereby reducing the risk of technical failures at sea that could disrupt the customer cargo delivery schedule.
- Prioritizing customer protection and ship management with ISM Code certification for Ship Security and Protection Management.

Inisiatif untuk Meningkatkan Kualitas Mutu Produk/Layanan

Initiatives to Improve Product/ Service Quality

- Menambah kapasitas angkutan batubara Untuk bisa mencapai target volume batubara yang dibutuhkan oleh pelanggan;
- Optimalisasi operasi kapal untuk mendukung ketepatan waktu pengiriman batubara yang dilakukan dengan koordinasi intens dengan pemberi kerja pada saat penjadwalan rapat koordinasi bulanan pasokan batubara;
- Optimalisasi pelaksanaan *docking* untuk seluruh kapal milik;
- Meningkatkan *Human Capital Readiness* dan pengembangan kapabilitas SDM;
- Menyediakan keterbukaan informasi terkait layanan Perusahaan dan melakukan *update* informasi Perusahaan dalam situs *website* Perusahaan di www.plnbag.co.id. [OJK F.17]

- Increasing coal transportation capacity to meet the coal volume targets required by customers;
- Enhancing vessel operations to ensure timely coal deliveries through thorough coordination with employers during monthly coal supply scheduling coordination meetings;
- Optimizing docking procedures for all owned vessels;
- Enhancing Human Capital Readiness and developing HR capabilities;
- Ensuring transparency by providing detailed information about the Company's services and regularly updating the Company's website at www.plnbag.co.id. [OJK F.17]

Sebagai wujud keberhasilan BAg dalam mengelola kegiatan usaha secara bertanggung jawab serta memenuhi berbagai ketentuan nasional dan internasional terkait kesehatan, keselamatan, dan keamanan pelanggan, sepanjang tahun 2025 Perusahaan tidak mencatat adanya insiden ketidakpatuhan terhadap regulasi maupun standar yang berlaku terkait dampak produk dan layanan terhadap pelanggan. Kinerja tersebut mencerminkan efektivitas penerapan sistem manajemen dan pengendalian operasional yang dijalankan Perusahaan dalam menjaga kualitas, keselamatan, dan keandalan layanan. Sejalan dengan capaian tersebut, tidak terdapat pula produk dan/atau layanan Perusahaan yang ditarik kembali dari pasar selama periode pelaporan. [GRI 2-27] [OJK F.29]

As a manifestation of BAg's success in managing business activities responsibly and complying with various national and international regulations related to customer health, safety, and security, the Company did not record any incidents of non-compliance with applicable regulations or standards regarding the impact of products and services on customers throughout 2025. That performance reflects the effectiveness of the implementation of the management and operational control systems carried out by the Company in maintaining the quality, safety, and reliability of services. In line with these achievements, no Company's products and/or services were recalled from the market during the reporting period. [GRI 2-27] [OJK F.29]

Inovasi Layanan Berkelanjutan

Sustainable Service Innovation

[OJK F.26]

BAg terus berupaya memberikan pelayanan yang optimal kepada pelanggan melalui inovasi yang mampu meningkatkan kualitas, keandalan, dan efisiensi layanan sesuai dengan kebutuhan dan harapan pelanggan yang terus berkembang. Hingga akhir tahun 2025, BAg masih menduduki posisi terdepan dalam penggunaan kapal yang berteknologi *Self Unloading Vessel* (SUV) berbasis *conveyor* yang secara signifikan terbukti mempercepat proses pembongkaran muatan, pengurangan *idle-time,* meningkatkan efisiensi waktu sandar serta mendukung keandalan pasokan batubara ke pembangkit listrik.

Selain itu, sebagai bagian dari dukungan terhadap penerapan *Green Port* dan upaya peningkatan efisiensi energi, BAg mengimplementasikan program *onshore charging* di *Jetty* I PLTU Suralaya untuk KM Adhiguna Tarahan. Program *Onshore Charging* merupakan pemanfaatan pasokan listrik PLTU untuk memenuhi kebutuhan listrik kapal saat sandar yang sebelumnya dipenuhi dengan menggunakan *Auxiliary Engine* (AE) kapal. Dengan menerapkan *onshore charging* ini, hingga akhir tahun 2025 BAg berhasil melakukan penghematan konsumsi BBM sebesar Rp4.882,60 juta serta berhasil berkontribusi pada pengurangan emisi dan peningkatan kinerja lingkungan, sejalan dengan komitmen Perusahaan terhadap prinsip ESG dan transisi energi.

Pada sisi teknis, Perusahaan terus mengembangkan dan mengoptimalkan teknologi armada kapal untuk meningkatkan keandalan operasi, keselamatan pelayaran, serta efisiensi energi. Adapun inisiatif teknologi armada kapal yang dijalankan sepanjang Tahun 2025 antara lain:

1. Penerapan *predictive maintenance* dan *condition-based monitoring* untuk meminimalkan risiko gangguan operasional dan *off-hire days*.
2. Optimalisasi penggunaan sistem navigasi dan pemantauan kapal guna meningkatkan keselamatan dan ketepatan waktu pelayaran.
3. Implementasi *onshore connection* (*shore power*) pada beberapa kapal milik untuk mengurangi konsumsi BBM dan emisi karbon saat kapal sandar.
4. Studi pengembangan *marine electrification* sebagai bagian dari dukungan Perusahaan terhadap target NZE.

BAg continues to strive to provide optimal service to customers through innovations that can enhance the quality, reliability, and efficiency of services in accordance with the evolving needs and expectations of customers. Until the end of 2025, BAg remained at the forefront in the use of Self Unloading Vessel (SUV) technology based on conveyors, which has significantly proven to accelerate the unloading process, reduce idle time, improve berthing efficiency, and support the reliability of coal supply to power plants.

In addition, as part of the support for the implementation of Green Port and efforts to improve energy efficiency, BAg implements an onshore charging program at Jetty I Suralaya CFPP for KM Adhiguna Tarahan. The Onshore Charging program utilizes the power supply from the CFPP to meet the ship's electricity needs while docked, which was previously fulfilled using the ship's Auxiliary Engine (AE). By implementing onshore charging, by the end of 2025, BAg managed to save fuel consumption amounting to Rp4,882.60 million and successfully contributed to emission reduction and improved environmental performance, in line with the Company's commitment to ESG principles and energy transition.

On the technical side, the Company continues to develop and optimize ship fleet technology to enhance operational reliability, navigation safety, and energy efficiency. The vessel fleet technology initiatives implemented throughout 2025 include:

1. The implementation of predictive maintenance and condition-based monitoring to minimize the risk of operational disruptions and off-hire days.
2. Optimization of the use of navigation and monitoring systems for ships to enhance the safety and punctuality of voyages.
3. Implementation of onshore connection (shore power) on several owned vessels to reduce fuel consumption and carbon emissions while docked.
4. Study on the development of marine electrification as part of the Company's support for the NZE target.

5. Implementasi *Ballast Water Treatment System*
   Salah satu langkah strategis yang dijalankan Perusahaan adalah pemasangan dan pengoperasian *Ballast Water Treatment System* (BWTS) pada beberapa armada. Penerapan teknologi BWTS ini merupakan wujud kepatuhan BAg terhadap Konvensi Internasional untuk Pengendalian dan Manajemen Air Pemberat dan Sedimen Kapal (*International Convention for the Control and Management of Ships Ballast Water and Sedimen* / BWM *Convention*) yang ditetapkan oleh *International Maritime Organization* (IMO).
6. Kerja sama dengan OSCT (*Oil Spill Combat Team*) Indonesia merupakan poin yang sangat strategis dan krusial bagi PT Pelayaran Bahtera Adhiguna (BAg). Meskipun komoditas utama Perusahaan adalah batubara (*dry bulk*), armada kapal tetap menggunakan bahan bakar minyak (*fuel oil/marine fuel*) yang memiliki risiko tumpahan minyak di laut saat operasional maupun proses *bunkering*. Kerja sama dengan OSCT menunjukkan komitmen konkret Perusahaan dalam Kesiapsiagaan Tanggap Darurat Penanggulangan Tumpahan Minyak sesuai regulasi maritim.

Melalui berbagai penerapan teknologi armada kapal tersebut, BAg tidak hanya meningkatkan efisiensi dan keandalan operasi, tetapi juga memperkuat komitmen terhadap aspek keselamatan, lingkungan, dan keberlanjutan. Secara keseluruhan, pengembangan teknologi pada bisnis proses dan armada kapal menjadi salah satu enabler utama dalam menjaga daya saing BAg, mendukung pencapaian target kinerja, serta mempersiapkan BAg menghadapi tantangan industri pelayaran dan logistik energi di masa mendatang.

5. Implementation of the Ballast Water Treatment System
   One of the strategic steps taken by the Company is the installation and operation of the Ballast Water Treatment System (BWTS) on several fleets. The implementation of this BWTS technology is a manifestation of BAg's compliance with the International Convention for the Control and Management of Ships' Ballast Water and Sediment (BWM Convention) established by the International Maritime Organization (IMO).
6. Collaboration with the OSCT (Oil Spill Combat Team) Indonesia is a very strategic and crucial point for PT Pelayaran Bahtera Adhiguna (BAg). Although the Company's main commodity is coal (dry bulk), the fleet still uses fuel oil (marine fuel), which carries the risk of oil spills at sea during operations or the bunkering process. Collaboration with OSCT demonstrates the Company's concrete commitment to Oil Spill Emergency Response Preparedness in accordance with maritime regulations.

Through various applications of vessel fleet technology, BAg not only enhances operational efficiency and reliability but also strengthens its commitment to safety, environmental, and sustainability aspects. Overall, the development of technology in business processes and the ship fleet becomes one of the main enablers in maintaining BAg's competitiveness, supporting the achievement of performance targets, and preparing BAg to face future challenges in the shipping and energy logistics industry.

Dampak Produk/Jasa
Product/Service Impacts
[OJK F.28]

Sebagai perusahaan yang bergerak di bidang jasa logistik energi, BAg memegang peran strategis dalam menjaga kelancaran distribusi energi primer guna mendukung ketahanan energi nasional. Kehadiran layanan Perusahaan memberikan berbagai dampak positif bagi pemangku kepentingan, antara lain memastikan ketersediaan pasokan energi secara andal dan tepat waktu, meningkatkan efisiensi rantai pasok dan logistik, serta mendorong pertumbuhan ekonomi melalui penciptaan lapangan kerja di wilayah operasional dan pelabuhan.

As a company engaged in energy logistics services, BAg plays a strategic role in maintaining the smooth distribution of primary energy to support national energy resilience. The Company's services provide various positive impacts for stakeholders, including ensuring the reliable and timely availability of energy supply, improving supply chain and logistics efficiency, and driving economic growth through job creation in operational areas and ports. In addition, through the implementation of the Corporate Social and Environmental Responsibility (TJSL) program,

Selain itu, melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL), BAg turut memberikan nilai tambah bagi masyarakat dan lingkungan melalui berbagai program inisiatif berupa kemitraan dan bina lingkungan, pengelolaan sampah organik, serta pengembangan usaha berbasis lingkungan yang berkelanjutan.

BAg adds value to the community and the environment through various initiatives. It includes partnerships and community development, organic waste management, and the development of sustainable, environmentally-based businesses.

Namun di sisi lain, BAg menyadari bahwa kegiatan operasional pelayaran dan logistik energi berpotensi menimbulkan dampak terhadap lingkungan dan masyarakat sekitar, seperti emisi gas buang dari armada kapal dan kendaraan operasional, risiko tumpahan bahan bakar, kebisingan dan debu di area pelabuhan, hingga potensi gangguan terhadap ekosistem pesisir. Selain itu, menyadari bahwa karakteristik batubara sebagai muatan curah kering memiliki risiko swasulutan (*spontaneous combustion*) dan pelepasan gas metana yang berpotensi memberikan dampak buruk berupa peningkatan risiko kebakaran, penurunan kualitas udara hingga gangguan kesehatan dan keselamatan kerja.

However, on the other hand, BAg realizes that the operational activities of shipping and energy logistics have the potential to impact the environment and surrounding communities, such as exhaust emissions from ship fleets and operational vehicles, the risk of fuel spills, noise and dust in port areas, and the potential disruption to coastal ecosystems. Additionally, being aware that the characteristics of coal as a dry bulk cargo carry the risk of spontaneous combustion and methane gas release, which can potentially have adverse effects such as increased fire risk, decreased air quality, and health and safety hazards.

Untuk mengelola risiko tersebut, Perusahaan menerapkan berbagai langkah mitigasi, termasuk penggunaan bahan bakar rendah sulfur dan B40, pemanfaatan teknologi yang lebih ramah lingkungan seperti *onshore charging*, pelaksanaan inspeksi dan pemeliharaan armada secara berkala sesuai International *Safety Management* (ISM) *Code*, penerapan berbagai standar manajemen berbasis ISO hingga mematuhi IMSBC *Code* (*International Maritime Solid Bulk Cargoes*) di seluruh lini operasional armada. BAg juga secara konsisten menjalankan program pengelolaan lingkungan dan pemantauan dampak operasional guna memastikan kepatuhan terhadap peraturan yang berlaku serta meminimalkan potensi gangguan terhadap masyarakat dan lingkungan. Melalui berbagai upaya tersebut, Perusahaan berkomitmen menciptakan keseimbangan antara keberlangsungan bisnis, kesejahteraan masyarakat, kesehatan dan keselamatan pekerja serta pelestarian lingkungan.

To manage these risks, the Company implements various mitigation measures, including the use of low-sulfur fuel and B40, the utilization of greener technologies such as onshore charging, the execution of regular fleet inspections and maintenance in accordance with the International Safety Management (ISM) Code, the application of various ISO-based management standards, and compliance with the IMSBC Code (International Maritime Solid Bulk Cargoes) across all operational lines of the fleet. BAg also consistently implements environmental management programs and operational impact monitoring to ensure compliance with applicable regulations and minimize potential disruptions to the community and the environment. Through these various efforts, the Company is committed to creating a balance between business sustainability, community welfare, worker health and safety, and environmental preservation.

Survei Kepuasan Pelanggan
Customer Satisfaction Survey

[OJK F.30]

Sebagai upaya memberikan pelayanan yang lebih baik kepada pelanggan, pada tahun 2025 BAg kembali melaksanakan survei kepuasan pelanggan yang dilakukan dengan menggunakan metode penyebaran kuesioner.

As an effort to provide better service to customers, in 2025, BAg conducted a customer satisfaction survey again using the questionnaire distribution method. The overall Customer Satisfaction Index of BAg in 2025 was

Adapun hasil Indeks kepuasan pelanggan BAg pada tahun 2025 secara keseluruhan bernilai 4,54 (sangat memuaskan) dengan rasio sebesar 90,77%. Angka ini meningkat dibandingkan tahun sebelumnya yang sebesar 90,00%, yang menunjukkan keberhasilan Perusahaan dalam menjaga kualitas layanan, memperkuat hubungan dengan pelanggan, serta memenuhi kebutuhan dan harapan pelanggan secara lebih optimal.

rated 4.54 (very satisfactory) with a ratio of 90.77%. This figure increased compared to the previous year, which was 90.00%, indicating the Company's success in maintaining service quality, strengthening customer relationships, and meeting customer needs and expectations more optimally.

Dimensi Dimension	Rasio Kepuasan Satisfactory Ratio	Kenyataan (*Performance*) Reality (Performance)
Pelayanan Umum dan Pengaduan General Services and Complaint	92,28	4,61
Petugas/Karyawan Officer/Employee	92,00	4,60
Kegiatan Pengangkutan Transport Activity	91,33	4,57
Peralatan Pengangkutan Transport Activity	92,24	4,61
Mekanisme Pembayaran Payment Mechanism	85.71	4,29
Rata-rata Average	**90,77**	**4,54**

4,54

"Sangat Memuaskan"
"Very Satisfactory"

Hasil Survei Indeks Kepuasan Pelanggan Tahun 2025
Results of the 2025 Customer Satisfaction Index Survey

Layanan Pengaduan Pelanggan
Customer Complaint Service

BAg memandang bahwa setiap pengaduan pelanggan sebagai masukan yang berharga untuk mengevaluasi kualitas layanan serta mengidentifikasi peluang perbaikan secara berkelanjutan. Oleh karena itu, BAg memiliki saluran Hello Niaga dan 5 saluran *whistle blowing system* yang terintegrasi dengan PLN *Holding* yaitu media *Website*, Email, Telepon, SMS/WhatsApp dan surat, yang memungkinkan pelanggan menyampaikan keluhan maupun pertanyaan terkait layanan yang diterima. Seluruh pengaduan yang diterima ditangani sesuai dengan prosedur yang berlaku melalui proses pencatatan, verifikasi, tindak lanjut, hingga penyelesaian secara tepat waktu dan transparan. BAg juga melakukan pemantauan terhadap setiap pengaduan untuk memastikan akar permasalahan dapat diidentifikasi dan langkah perbaikan yang diperlukan dapat segera diterapkan.

BAg views every customer complaint as valuable input for evaluating service quality and identifying opportunities for continuous improvement. Therefore, BAg has the Hello Niaga channel and five whistleblowing system channels integrated with PLN Holding, namely Website, Email, Phone, SMS/WhatsApp, and mail, which enable customers to submit complaints or questions related to the services received. All complaints received are handled in accordance with the applicable procedures through the processes of recording, verification, follow-up, and timely and transparent resolution. BAg also monitors each complaint to ensure that the root cause can be identified and the necessary corrective actions can be implemented promptly.

Selama tahun 2025, Perusahaan tidak menerima laporan keluhan pelanggan terkait produk dan layanan

During 2025, the Company did not receive any customer complaint reports related to products and services.

Meningkatkan Upaya Dalam Menghadirkan Sumber Daya Manusia Adaptif dan Profesional

Improving Efforts to Develop Adaptable and Professional Human Resources

Keberlanjutan perusahaan tidak hanya dibangun melalui strategi bisnis, tetapi juga melalui manusia yang tumbuh di dalamnya. Dengan pengelolaan SDM yang komprehensif dan berorientasi masa depan, BAg terus menghadirkan insan yang adaptif dan profesional untuk menciptakan nilai jangka panjang bagi perusahaan dan kesejahteraan bagi pegawai.

Corporate sustainability is built not only through business strategy, but also through the people who thrive within it. Through comprehensive and future-oriented HR management, BAg continues to deliver adaptive and professional individuals to create long-term value for the Company and well-being for employees.

Pendekatan Manajemen Management Approach

Topik Sumber Daya Manusia

Topic to Human Capital Topic

[GRI 3-2, 3-3]

PENGELOLAAN DAMPAK IMPACT MANAGEMENT

Topik pengelolaan SDM menjadi salah satu topik keberlanjutan yang penting bagi BAg karena Perusahaan meyakini bahwa perkembangan Perusahaan akan selalu bergerak lurus apabila disertai dengan kinerja SDM yang profesional dan adaptif di dalamnya. Melalui pengelolaan SDM yang baik dan berorientasi masa depan, Perusahaan meyakini bahwa dapat meningkatkan dampak positif potensial seperti meningkatnya kinerja, efektivitas, dan daya saing perusahaan di tengah perubahan bisnis yang dinamis. Untuk merealisasikan hal tersebut, BAg melakukan pengelolaan SDM melalui pemberian kegiatan pelatihan yang berkesinambungan, kompensasi yang adil, penerapan budaya berkelanjutan, menghormati hubungan industrial yang positif, dan memastikan lingkungan kerja yang inklusif tanpa adanya praktik diskriminasi. Dengan pengelolaan tersebut, BAg meyakini dapat meminimalkan dampak negatif potensial yang mungkin terjadi seperti menurunnya produktivitas, rendahnya motivasi dan loyalitas, diskriminasi, dan tidak tercapainya tujuan Perusahaan.

The HR management topic is one of the important sustainability topics for Bag because the Company believes that its development will always move in tandem if accompanied by professional and adaptive HR performance. Through good and future-oriented HR management, the Company believes that it can increase potential positive impacts such as improved performance, effectiveness, and competitiveness amidst dynamic business changes. To manifest this, BAg manages HR by providing continuous training activities, fair compensation, implementing a sustainable culture, respecting positive industrial relations, and ensuring an inclusive work environment without discriminatory practices. With this management, BAg believes it can minimize potential negative impacts that may occur, such as decreased productivity, low motivation and loyalty, discrimination, and failure to achieve Company goals.

KEBIJAKAN YANG TELAH DIKEMBANGKAN SECARA KHUSUS

SPECIFICALLY DEVELOPED POLICIES

Kebijakan Perusahaan:

- Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025
- Peraturan Perusahaan (PP)
- Surat Keputusan Direksi PT Pelayaran Bahtera Adhiguna Nomor: 0084.K/DIR/2022 tentang Kebijakan Strategis *Human Experience Management System*
- Peraturan Direksi Nomor: A.4156/KP.504/Dirut-2024 tentang *pay For Person* (P1) dan *Pay For Position* (P2) bagi pegawai organik PT Pelayaran Bahtera Adhiguna
- Keputusan Direksi No. A5384/SP.101/Dirut-2019 tentang Sistem Manajemen Kinerja Pegawai
- Keputusan Direksi No. A2928/SP.101/Dirut-2023 tentang Pedoman pokok Penyelenggaraan Pendidikan dan Pelatihan di Lingkungan PT Pelayaran Bahtera Adhiguna
- Peraturan Direksi No. 0008.P/DIR/2025 tentang Struktur Organisasi PT Pelayaran Bahtera Adhiguna

Ketentuan Umum:

- Undang-Undang Ketenagakerjaan Republik Indonesia Nomor 13 Tahun 2003
- Undang-Undang (UU) Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja
- Peraturan Menteri Ketenagakerjaan Republik Indonesia No.28 Tahun 2014

Company's Policies:

- Company Work Plan and Budget (WP&B) for 2025
- Company Regulations (PP)
- Board of Directors Decree of PT Pelayaran Bahtera Adhiguna No. 0084.K/DIR/2022 on the Strategic Policy of Human Experience Management System
- Board of Directors' Regulation No. A.4156/KP.504/Dirut-2024 on Pay-for-Person (P1) and Pay-for-Position (P2) for organic employees of PT Pelayaran Bahtera Adhiguna
- Board of Directors' Decision No. A5384/SP.101/Dirut-2019 on the Employee Performance Management System
- Board of Directors' Decision No. A2928/SP.101/Dirut-2023 on Basic Guidelines for the Implementation of Education and Training at PT Pelayaran Bahtera Adhiguna
- Board of Directors' Regulation No. 0008.P/DIR/2025 on the Organizational Structure of PT Pelayaran Bahtera Adhiguna

General Provisions:

- Manpower Law of the Republic of Indonesia No. 13 of 2003
- Law No. 6 of 2023 on the Enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation
- Regulation of the Minister of Manpower of the Republic of Indonesia No. 28 of 2014

KOMITMEN

COMMITMENT

- Menyiapkan tenaga kerja yang profesional, berkompeten, loyal dan berintegritas tinggi sebagai strategi jangka pendek, menengah dan panjang yang dilandasi tata nilai untuk mencapai visi Perusahaan
- Mewujudkan lingkungan kerja yang mendukung kesejahteraan dan produktivitas pegawai

- Developing a professional, competent, loyal, and highly ethical workforce as a short-, medium-, and long-term strategy based on our core values to achieve the Company's vision
- Creating a work environment that supports employee welfare and productivity

EVALUASI DAN EFEKTIVITAS TINDAKAN UNTUK MENGELOLA DAMPAK

EVALUATION AND EFFECTIVENESS OF IMPACT MANAGEMENT MEASURES

- Penilaian *Key Performance Indicator* DIVISI HCM & Umum (*Human Capital*) secara periodik (kuartal-tahunan)
- Pelaksanaan Survei Kepuasan pegawai berupa *Employee Engagement Survey* (EES) dan *Culture Health Index* (CHI)

- Periodic (quarterly and annual) assessment of Key Performance Indicators for the HCM & General Affairs Division
- Conducting employee satisfaction surveys, including the Employee Engagement Survey (EES) and the Culture Health Index (CHI)

TUJUAN/TARGET — GOALS/TARGETS

- Pengembangan kompetensi dan talenta pegawai (KPI unleash talent milenial) Sinergi antar *Subholding* (SH) & Anak Perusahaan (AP) dengan realisasi 29% dari target 24% dari total pegawai tahun 2025
- Pelaksanaan survei keterikatan pegawai EES dengan realisasi hasil 81,51% meningkat sebesar 1,18% dari tahun sebelumnya
- Pelaksanaan survei indeks kepuasan pegawai dengan realisasi hasil 4,18 meningkat sebesar 2,45% dari tahun sebelumnya

- Development of employee competencies and talent (KPI: Unleash Millennial Talent). Synergy among Subholdings (SH) and Subsidiaries (AP), with 29% achieved against the 24% target of the number of employees in 2025
- Conducting the EES employee engagement survey, with a score of 81.51%, an increase of 1.18% from the previous year
- Conducting an employee satisfaction index survey, with a score of 4.18, an increase of 2.45% from the previous year

PENANGGUNG JAWAB — PERSON IN CHARGE

- DIVISI HCM & Umum
- Manager Pengembangan Organisasi & Human Capital
- Manager Pelayanan Dan Administrasi dan Human Capital

- HCM & General Affairs Division
- Organizational Development & Human Capital Manager
- Service, Administration, and Human Capital Manager

ALOKASI ANGGARAN — BUDGET ALLOCATION

Sepanjang tahun 2025, BAg telah merealisasikan biaya kepegawaian sebesar Rp41.807 juta atau 69,31% dari RKAP tahun 2025 sebesar Rp60.318 juta. Adapun realisasi terkait program pengembangan kompetensi pegawai berupa diklat & lainnya sepanjang tahun 2025 adalah sebesar Rp928 juta atau 30,74% dari RKAP tahun 2025 sebesar Rp3.019 juta.

Throughout 2025, BAg spent Rp41,807 million on personnel costs, or 69.31% of the 2025 ABOP of Rp60,318 million. Meanwhile, the realization of expenditures related to employee competency development programs, such as training and other activities, throughout 2025 amounted to Rp928 million, or 30.74% of the 2025 ABOP of Rp3,019 million.

KETERLIBATAN PEMANGKU KEPENTINGAN DALAM PENGELOLAAN DAMPAK — STAKEHOLDER ENGAGEMENT IN IMPACT MANAGEMENT

Pemangku Kepentingan Stakeholder	Peran Role
Pemerintah Government	• Membuat Undang-undang dan peraturan terkait ketenagakerjaan yang kemudian digunakan BAg sebagai pedoman pengelolaan SDM • Drafting labor-related laws and regulations that the BAg subsequently uses as guidelines for HC Management
Vice President Human Capital	• Memimpin, mengelola, mengkoordinasikan dan mengendalikan kegiatan pengembangan organisasi, pengembangan *human capital*, pelayanan dan administrasi *human capital* serta kegiatan umum agar dapat mendukung kegiatan operasional perusahaan secara maksimal dan dapat meningkatkan nilai perusahaan • Leading, managing, coordinating, and overseeing organizational development, HC development, HC services and administration, and general operations to provide maximum support for the Company's operations and enhance its value
Seluruh pegawai BAg All BAg employees	• Mematuhi seluruh kebijakan dan peraturan terkait ketenagakerjaan yang berlaku di Perusahaan • Berpartisipasi secara aktif memberikan input/masukan untuk menciptakan lingkungan kerja yang aman dan nyaman • Complying with all applicable labor policies and regulations within the Company • Actively participating in providing input to create a safe and comfortable work environment

Meningkatkan Budaya Keberlanjutan

Enhancing Sustainability Culture

[OJK F.1]

BAg berkomitmen untuk menanamkan budaya keberlanjutan melalui pembentukan budaya kerja yang peduli terhadap lingkungan dalam seluruh aktivitas operasional Perusahaan. Komitmen tersebut diwujudkan dengan meningkatkan kesadaran setiap insan Perusahaan akan pentingnya efisiensi energi serta penggunaan sumber daya secara bijaksana dan bertanggung jawab dalam kegiatan sehari-hari. Sebagai salah satu bentuk implementasinya, BAg menyediakan video *safety induction* yang tidak hanya memuat panduan keselamatan kerja, tetapi juga edukasi mengenai perilaku ramah lingkungan sebagai bagian dari budaya kerja yang berkelanjutan.

BAg is committed to embedding a sustainability culture. The company fosters environmental consciousness across all operational activities. This commitment includes raising awareness among all personnel about energy efficiency and the responsible use of resources. As one implementation, BAg provides a video safety induction. This video covers work safety and educates on environmentally friendly behavior as part of a sustainable work culture.

Budaya Keberlanjutan Insan BAg
Sustainability Culture in BAg Employees

- Matikan lampu saat tidak digunakan
  Turn off lights when not in use
- Matikan pendingin ruangan saat tidak digunakan
  Turn off air conditioning when not in use
- Matikan peralatan elektronik saat tidak digunakan
  Turn off electronic equipment when not in use
- Gunakan air secara bijak
  Use water wisely
- Dilarang merokok di wilayah kantor
  No smoking in the office area

Dengan adanya berbagai Inisiatif ini, BAg tidak hanya bertujuan mendukung efisiensi penggunaan energi dan sumber daya, tetapi juga mendorong terciptanya kebiasaan kerja yang lebih bertanggung jawab dan berkelanjutan.

Through these various initiatives, BAg aims not only to support energy and resource efficiency but also to encourage the creation of more responsible and sustainable work habits.

Mewujudkan Lingkungan Kerja Inklusif dan Setara

Manifesting an Inclusive and Equitable Work Environment

[GRI 2-23] [OJK F.18, F.19]

BAg menjunjung tinggi penghormatan terhadap setiap individu serta meyakini bahwa lingkungan kerja yang inklusif dan berkeadilan merupakan pondasi penting dalam mendukung pertumbuhan Perusahaan yang berkelanjutan. Perusahaan memandang keberagaman latar belakang, pengalaman, gender, maupun perspektif sebagai kekuatan yang mampu memperkaya kolaborasi, memperluas cara pandang, dan mendorong lahirnya inovasi. Oleh karena itu, BAg terus berupaya menciptakan budaya kerja yang

BAg highly values respect for every individual. The Company believes that an inclusive and equitable work environment is key to supporting sustainable growth. BAg views diversity in backgrounds, experiences, gender, and perspectives as strengths. These qualities enrich collaboration, broaden viewpoints, and drive innovation. Therefore, BAg continually strives to create an open, mutually respectful, and discrimination-free culture. The Company ensures everyone has equal opportunities to

terbuka, saling menghargai, dan bebas dari diskriminasi, sekaligus memastikan setiap individu memiliki kesempatan yang setara untuk berkembang, berpartisipasi, dan memberikan kontribusi terbaik bagi kemajuan Perusahaan. Komitmen tersebut juga diwujudkan melalui penerapan prinsip ketenagakerjaan yang menjunjung Hak Asasi Manusia (HAM) dan kesetaraan bagi seluruh tenaga kerja. BAg memastikan setiap pegawai memiliki kebebasan untuk berserikat dan menyampaikan aspirasi, serta menerapkan kebijakan yang menolak segala bentuk pekerja anak, kerja paksa, maupun tindakan diskriminatif di lingkungan kerja. [GRI 2-23, 2-30] [OJK F.19]

thrive, participate, and give their best contributions to BAg's advancement. BAg highly values respect for every individual. The Company believes that an inclusive and equitable work environment is key to supporting sustainable growth. BAg views diversity in backgrounds, experiences, gender, and perspectives as strengths. These qualities enrich collaboration, broaden viewpoints, and drive innovation. Therefore, BAg continually strives to create an open, mutually respectful, and discrimination-free culture. The Company ensures everyone has equal opportunities to thrive, participate, and give their best contributions to BAg's advancement. [GRI 2-23, 2-30] [OJK F.19]

Keberagaman Pegawai
Employee Diversity

Penyajian data pegawai dilakukan BAg dengan menggunakan metodologi dan asumsi perhitungan secara keseluruhan selama periode tahun 2025. Perhitungan ini mencakup tiga kategori yaitu pegawai tetap yang meliputi pegawai organik dan pegawai tugas karya. Pegawai kontrak yang bekerja sepanjang tahun 2025 serta tenaga alih daya yang aktif selama periode tersebut. Data ini dikumpulkan secara komprehensif dan dilaporkan berdasarkan kondisi akhir pada tanggal 31 Desember 2025. [GRI 2-7]

Employee data is presented by BAg using overall calculation methodologies and assumptions for the 2025 period. This calculation covers three categories: permanent employees, including organic employees and secondees; contract employees who worked throughout 2025; and outsourced personnel active during the period. The data was comprehensively collected and reported based on end-of-period conditions as of December 31, 2025. [GRI 2-7]

Hingga akhir tahun 2025, BAg didukung oleh 58 orang pegawai yang terklasifikasi menjadi 53 pegawai tetap (28 pegawai organik dan 25 pegawai tugas karya) serta 5 pegawai tidak tetap (pegawai kontrak). Adapun klasifikasi jumlah pegawai tetap dan tidak tetap tersebut berdasarkan gender terdiri dari 48 orang (82,76%) pegawai pria dan 10 Orang (17,24%) pegawai wanita. Seluruh pekerja pada BAg tersebut merupakan pekerja penuh waktu (*full time*), sehingga tidak terdapat pekerja dengan jam tidak pasti. Meskipun secara kuantitatif jumlah pegawai pria lebih dominan, hal ini tidak mencerminkan adanya ketimpangan kesempatan atau kecenderungan diskriminatif dalam proses rekrutmen. Adapun di sepanjang tahun 2025, BAg tidak mempekerjakan pekerja anak serta seluruh pegawai dipastikan terbebas dari kerja paksa. [GRI 2-7, 2-8] [OJK C.3.b, F.18, F.19]

As of the end of 2025, BAg was supported by 58 employees, classified into 53 permanent employees (28 organic employees and 25 secondees) and 5 non-permanent employees (contract employees). The classification of permanent and contract employees by gender consists of 48 (82.76%) male employees and 10 (17.24%) female employees. All BAg employees are full-time workers, so there are no workers with uncertain hours. Although the number of male employees is quantitatively dominant, this does not reflect unequal opportunity or discriminatory tendencies in the recruitment process. Throughout 2025, BAg did not employ child labor, and all employees are ensured to be free from forced labor. [GRI 2-7, 2-8] [OJK C.3.b, F.18, F.19]

Jumlah Pegawai Berdasarkan Status Kepegawaian dan Jenis Kelamin

Number of Employees by Employment Status and Gender

[GRI 2-7] [OJK C.3.b]

Status Kepegawaian Employment Status	2025			2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Pegawai Organik Organic Employees	21	7	28	15	3	18	17	2	19
Pegawai Tugas Karya Secondees	22	3	25	23	5	28	23	8	31
Pegawai Kontrak Contract Employees	5	-	5	3	-	3	3	-	3
Jumlah Total	48	10	58	41	8	49	43	10	53

Jumlah Pegawai Tetap Berdasarkan Status Kepegawaian dan Wilayah operasi

Number of Permanent Employees by Employment Status and Operational Area

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

Wilayah Operasi Operational Area	2025			2024			2023		
	Pegawai Organik Organic Employees	Pegawai Tugas Karya Secondees	Jumlah Total	Pegawai Organik Organic Employees	Pegawai Tugas Karya Secondees	Jumlah Total	Pegawai Organik Organic Employees	Pegawai Tugas Karya Secondees	Jumlah Total
Kantor Pusat Head Office	23	24	47	14	26	40	15	28	43
Cabang Tanjung Jati Tanjung Jati Branch	3	1	4	3	1	4	3	1	4
Cabang Pangkalan Susu Pangkalan Susu Branch	2	-	2	1	1	2	1	2	3
Jumlah Total	28	25	53	18	28	46	19	31	50

Jumlah Pegawai Tetap Berdasarkan Berdasarkan Wilayah Operasi, Level Jabatan dan Usia

Number of Permanent Employees by Operational Area, Position Level, and Age

[GRI 405-1] [OJK C.3.b]

	2025			2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Wilayah Operasi Operational Area									
Kantor Pusat Head Office	37	10	47	32	8	40	33	10	43
Cabang Tanjung Jati Tanjung Jati Branch	4	-	4	4	-	4	4	-	4
Cabang Pangkalan Susu Pangkalan Susu Branch	2	-	2	2	-	2	3	-	3
Jumlah Total	43	10	53	38	8	46	40	10	50

	2025			2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Level jabatan Position Level									
Manajemen Menengah Middle Management	3	-	3	3	-	3	5	-	5
Manajemen Dasar Basic Management	15	2	17	10	3	13	10	3	13
Supervisori Atas Top Supervisory	16	1	17	14	1	15	16	1	17
Supervisori Dasar Basic Supervisory	2	-	2	3	-	3	2	-	2
Fungsional Functional	7	7	14	8	4	12	7	6	13
Jumlah Total	43	10	53	38	8	46	40	10	50
Usia Age									
< 30 tahun years old	5	4	9	2	-	2	2	2	4
30-50 tahun years old	34	5	39	32	7	39	34	7	41
> 50 tahun years old	4	1	5	4	1	5	4	1	5
Jumlah Total	43	10	53	38	8	46	40	10	50
Tingkat Pendidikan Education Level									
Doktoral (S3) Doctoral	-	-	-	-	-	-	-	-	-
Pasca Sarjana (S2) Postgraduate (Master's degree)	3	1	4	3	-	3	4	-	4
Sarjana (S1-DIV) Bachelor's degree	37	9	46	32	7	39	33	8	41
Diploma (DIII) Diploma (DIII)	3	-	3	3	1	4	3	2	5
SMA Senior High School	-	-	-	-	-	-	-	-	-
Jumlah Total	43	10	53	38	8	46	40	10	50

Melalui tabel informasi di atas diketahui keberagaman pegawai BAg pada tahun 2025 dapat dilihat dari jumlah pegawai berdasarkan level jabatan, dimana sebesar 5,66% pegawai menduduki posisi manajemen menengah, 32,08% pegawai menduduki posisi manajemen dasar, 32,08% pegawai menduduki posisi supervisori atas, 5,66% pegawai menduduki posisi supervisori dasar serta 26,42.% pegawai menduduki posisi fungsional. Adapun jika dilihat dari kelompok usia, pegawai BAg pada kelompok usia ≤30 tahun mewakili sebanyak 16,98% dari total pegawai, pada kelompok usia 30-50 tahun sebesar 73,58% dan pada kelompok usia >50 tahun mewakili sebesar 9,43%. [GRI 405-1]

From the information table above, the diversity of BAg employees in 2025 can be seen based on position level. 5.66% of employees hold middle management positions, 32.08% hold basic management positions, 32.08% hold top supervisory positions, 5.66% hold basic supervisory positions, and 26.42% hold functional positions. In terms of age groups, employees aged ≤30 years account for 16.98% of the total workforce, those aged 30–50 years represent 73.58%, and those aged >50 years represent 9.43%. [GRI 405-1]

Jumlah Badan Tata Kelola Perusahaan Berdasarkan Jenis Kelamin dan Kelompok Usia
Number of Corporate Governance Bodies by Gender and Age Group
[GRI 405-1]

Keterangan Description	2025				2024				2023			
	Dewan Komisaris Board of Commissioner	Direksi Board of Directors	Komite Committee	Jumlah Total	Dewan Komisaris Board of Commissioner	Direksi Board of Directors	Komite Committee	Jumlah Total	Dewan Komisaris Board of Commissioner	Direksi Board of Directors	Komite Committee	Jumlah Total
Jenis Kelamin Gender												
Pria Male	3	3	5	11	4	4	5	13	4	4	4	12
Wanita Female	-	-	1	1	-	-	1	1	-	-	1	1
Jumlah	3	3	6	12	4	4	6	14	4	4	5	13
Usia Age												
<30 tahun years old	-	-	-	-	-	-	-	-	-	-	-	-
30-50 tahun years old	-	-	5	5	1	1	5	7	1	1	4	6
>50 tahun years old	3	3	1	7	3	3	1	7	3	3	1	7
Jumlah	3	3	6	12	4	4	6	14	4	4	5	13

Keberagaman pekerja BAg juga terlihat pada komposisi badan tata kelola, dimana pada tahun 2025 jumlah anggota badan tata kelola perusahaan adalah sebanyak 12 orang pegawai yang terdiri dari 11 orang (91,67%) laki-laki dan 1 orang (8,33%) wanita. Jika dilihat dari kelompok usia terdapat sebanyak 5 orang (41,67%) badan tata kelola Perusahaan berada pada kelompok usia 30-50 tahun serta sebanyak orang (58,33%) badan tata kelola Perusahaan berada pada kelompok usia >50 tahun. [GRI 405-1]

The diversity of BAg's workforce is also reflected in the composition of the governance body. In 2025, the number of members of the Company's governance body was 12 employees, 11 men (91.67%) and 1 woman (8.33%). By age group, 5 members (41.67%) of the company's governance body are in the 30-50 age group, and 7 members (58.33%) are in the >50 age group. [GRI 405-1]

Pekerja Bukan Pekerja Langsung Perusahaan
Indirect Employees of the Company

Pekerja Bukan Pekerja Langsung Perusahaan
Indirect Employees of the Company
[GRI 2-8, 405-1] [OJK C.3.b]

Status Kepegawaian Employment Status	2025	2024	2023
Pegawai Alih Daya Outsourced	131	121	99

Untuk mendukung kegiatan operasional Perusahaan, BAg turut melakukan kerja sama dengan pihak ketiga, khususnya dalam pemenuhan tenaga kerja yang termasuk dalam kategori Pekerja Bukan Pekerja Langsung yaitu alih daya (*outsourcing*). Adapun posisi yang dijalankan oleh Pekerja Bukan Pekerja Langsung ini meliputi administrasi, kebersihan (*cleaning service*), pengamanan (*security*), kesekretariatan, hingga tenaga spesialis sesuai kebutuhan perusahaan. Meskipun pelibatan tenaga alihdaya ini dilakukan melalui pihak ketiga, BAg memastikan bahwa tersedianya lingkungan kerja yang aman dan nyaman serta pemenuhan hak-hak pekerja alih daya sesuai regulasi ketenagakerjaan yang berlaku.

To support the Company's operational activities, BAg collaborates with third parties, particularly to fulfill workforce needs under the category of Indirect Employees, namely Outsourced. The positions held by these Indirect Employees include administration, cleaning (cleaning service), security (security), secretarial work, and specialist positions as required by the Company. Although the engagement of outsourced workers is conducted through third parties, BAg ensures the provision of a safe and comfortable work environment and the fulfillment of outsourced workers' rights in accordance with applicable labor regulations.

Adapun sebagai bentuk kontribusi terhadap pengembangan SDM di bidang pendidikan dan ketenagakerjaan yang berkelanjutan, BAg turut menyediakan wadah pembelajaran bagi mahasiswa melalui program pengalaman kerja (magang). Jumlah peserta magang selama tahun 2025 adalah sebanyak 34 orang yang ditempatkan pada posisi administrasi dengan jangka waktu 1 - 6 bulan.

As a contribution to sustainable HC development in education and employment, BAg also provides a learning platform for students through work experience programs (internships). The number of internship participants during 2025 was 34 individuals, placed in administrative positions for one to six months.

Rekrutmen dan *Turnover*
Recruitment and Turnover

Untuk memenuhi kebutuhan Perusahaan akan tenaga kerja yang profesional dan berdaya saing, BAg melakukan proses rekrutmen dengan menjunjung tinggi profesionalitas dan inklusivitas. Proses rekrutmen pada Bag dilakukan dengan mengutamakan pada aspek kemampuan, keterampilan, pengalaman, dan kesesuaian kualifikasi untuk setiap posisi yang dibutuhkan perusahaan. BAg selalu memastikan bahwa proses rekrutmen dilakukan tanpa mempertimbangkan unsur SARA (Suku, Agama, Ras, dan Antargolongan) sehingga dipastikan tidak ada unsur diskriminasi yang terjadi.

To meet the Company's need for a professional and competitive workforce, BAg conducts recruitment processes with high professionalism and inclusiveness. The recruitment process at BAg prioritizes aspects of ability, skills, experience, and qualification suitability for each required position. BAg always ensures that the recruitment process is carried out without considering SARA (ethnicity, religion, race, and intergroup) elements, thus guaranteeing that no discrimination occurs.

Pada tahun 2025, BAg tidak melaksanakan rekrutmen untuk pegawai baru karena kebutuhan operasional masih dapat dipenuhi oleh sumber daya manusia yang ada, sehingga perusahaan memprioritaskan optimalisasi kinerja dan efisiensi tenaga kerja yang tersedia dan pemenuhan pegawai 2025 diisi oleh kembalinya pegawai BAg yang sebelumnya di tugas karyakan ke PLN Grup lainnya yang berjumlah 5 orang. Sementara itu, tingkat *turnover* pegawai

In 2025, BAg did not recruit new employees because operational needs could still be met by the existing workforce. Therefore, the Company prioritized optimizing the performance and efficiency of the available workforce, and the 2025 employee fulfillment was filled by the return of 5 BAg employees who were previously assigned to other PLN Group entities. Meanwhile, the employee turnover rate at BAg throughout 2025 was recorded at 11%, or 6

BAg sepanjang tahun 2025 tercatat sebesar 11% atau sebanyak 6 orang. Dari 6 orang tersebut, 5 diantaranya disebabkan karena telah selesainya masa tugas karya pada BAg dan 1 orang lainnya yang telah memasuki masa pensiun normal. Angka *turnover* ini berhasil menunjukan penurunan dibandingkan dengan tahun sebelumnya yaitu sebesar 13%. [GRI 401-1]

individuals. Of these 6, 5 were due to the completion of their assignment period at BAg, and the other 1 entered normal retirement. This turnover rate represents a decrease compared to the previous year, which was 13%. [GRI 401-1]

Tingkat Rekrutmen dan *Turnover* pegawai
Employee Recruitment and Turnover Rate
[GRI 401-1]

Keterangan Description	2025				2024				2023			
	Rekrutmen Recruitment		*Turnover*		Rekrutmen Recruitment		*Turnover*		Rekrutmen Recruitment		*Turnover*	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Jenis Kelamin Gender												
Pria Male	-	-	4	9	4	11	3	8	-	-	16	38
Wanita Female	-	-	2	20	8	100	3	38	-	-	4	40
Jumlah Total	-	-	6	11	12	26	6	13	-	-	20	38
Jenis Kelamin Working Area												
Kantor Pusat Head Office	-	-	6	11	12	30	5	13	-	-	20	44
Cabang Tanjung Jati Tanjung Jati Branch	-	-	-	-	-	-	-	-	-	-	-	-
Cabang Pangkalan Susu Pangkalan Susu Branch	-	-	-	-	-	-	1	50	-	-	-	-
Jumlah Total	-	-	6	11	12	26	6	13	-	-	20	38
Usia Age												
<30 tahun years old	-	-	-	-	12	600	-	-	-	-	15	375
30-50 tahun years old	-	-	5	-	-	-	5	13	-	-	5	12
>50 tahun years old	-	-	1	-	-	-	1	20	-	-	-	-
Jumlah Total	-	-	6	11	12	26	6	13	-	-	20	38

Program Peningkatan Kesejahteraan Pegawai
Employee Welfare Improvement Program

Remunerasi Pegawai
Employee Remuneration

BAg menerapkan prinsip keadilan termasuk dalam kebijakan remunerasi. Sebagai bentuk apresiasi Perusahaan terhadap peran dan kontribusi pegawai, BAg menerapkan kebijakan remunerasi yang disusun secara objektif dan berdaya saing. Besaran kompensasi diberikan berdasarkan capaian kerja masing-masing pegawai dengan tetap mematuhi regulasi ketenagakerjaan yang berlaku, termasuk ketentuan mengenai standar upah minimum.

BAg applies the principle of fairness in its remuneration policy. As a form of the Company's appreciation for the role and contribution of employees, BAg implements a remuneration policy that is objectively structured and competitive. Compensation amounts are based on each employee's work performance while complying with applicable labor regulations, including provisions on minimum wage standards.

Dalam penerapannya, Perusahaan dapat memastikan bahwa setiap pegawai memperoleh kompensasi yang adil sesuai dengan kontribusi dan tanggung jawab pekerjaannya. Adapun penyusunan skema tunjangan dilakukan BAg berdasarkan faktor profesional, masa kerja, capaian kinerja, kompetensi, tingkat jabatan, serta tanggung jawab yang dimiliki masing-masing pegawai. Penerapan kebijakan tersebut tercermin dari kesetaraan rasio gaji pokok antara pegawai pria dan wanita dengan perbandingan sebesar 1:1 serta besaran gaji untuk pegawai pemula (*entry level*) di atas Upah Minimum Provinsi (UMP) sesuai peraturan ketenagakerjaan yang berlaku. [OJK F.20] [GRI 405-2]

In practice, the Company ensures that every employee receives fair compensation commensurate with their contribution and job responsibilities. The allowance scheme is designed by BAg based on factors such as professionalism, years of service, performance achievements, competencies, job level, and each employee's responsibilities. The implementation of this policy is reflected in the equal ratio of base salary between male and female employees, which is 1:1, and the salary amount for entry-level employees is above the Provincial Minimum Wage (UMP) in accordance with applicable labor regulations. [OJK F.20] [GRI 405-2]

Perbandingan Gaji Pegawai *Entry Level* BAg dengan Upah Minimum Tahun 2025

Comparison of Entry-Level Employee Salaries of BAg with the 2025 Minimum Wage

[GRI 202-1] [OJK F.20]

Wilayah Operasi Operational Area	Provinsi Province	Gaji Pegawai Golongan Terendah/ *Entry Level* (Rp) (P1) Lowest/Entry Level Employee Salary (Rp) (P1)	Upah Minimum Provinsi (Rp) Provincial Minimum Wage (Rp)	Rasio Gaji Pegawai Golongan Terendah/ *Entry Level* Dibandingkan Upah Minimum Ratio of Entry-Level Employee Salaries to the Minimum Wage
Kantor Pusat Head Office	DKI Jakarta	5.400.000	5.396.761	1,0006 : 1
Cabang Tanjung Jati Tanjung Jati Branch	Jawa Tengah Central Java	5.400.000	2.169.349	2,4892 : 1
Cabang Pangkalan Susu Pangkalan Susu Branch	Sumatera Utara North Sumatera	5.400.000	2.992.559	1,8045 : 1

Note: Informasi nominal gaji pegawai di atas hanya menginformasikan gaji pokok yang didapat pegawai dan belum termasuk tunjangan lainnya

Note: Information on employee salaries above refers only to the base salary received by employees and does not include other allowances.

Adapun komponen tunjangan antara pegawai organik, pegawai tugas karya dan pegawai kontrak adalah sebagai berikut: [GRI 401-2]

The components of allowances for permanent employees, secondees, and contract employees are as follows: [GRI 401-2]

Perbedaan Komponen Tunjangan Berdasarkan Status Kepegawaian

Differences in Allowance Components by Employment Status

[GRI 401-2]

Kebijakan Policy	*Benefit*	Status Kepegawaian Employment Status		
		Pegawai Tetap (Organik) Permanent (Organic) Employee	Pegawai Tugas Karya Secondee	Pegawai Kontrak Contract Employee
Remunerasi Remuneration	Gaji Pokok Basic Salary	√	√	√
	Tunjangan Jabatan Position Allowance	√	√	x
	Tunjangan Jabatan Khusus* Special Position Allowance*	√	√	x
	Tunjangan Kemahalan Expense Allowance	√	√	x

Kebijakan Policy	*Benefit*	Status Kepegawaian Employment Status		
		Pegawai Tetap (Organik) Permanent (Organic) Employee	Pegawai Tugas Karya Secondee	Pegawai Kontrak Contract Employee
	Insentif Kinerja Individu Individual Performance Incentive	√	√	x
	Insentif Kinerja Perusahaan Company Performance Incentive	√	√	x
Pemeliharaan Kesehatan Healthcare	Jaminan Kesehatan Health Insurance	√	√	√
Pendidikan/ Pelatihan Education/Training	Peningkatan Pendidikan Education Advancement	√	√	x
	Pelatihan dan Sertifikasi Training and Certification	√	√	√
Cuti Leave	Cuti Tahunan Annual Leave	√	√	√
	Cuti Keagamaan Religious Leave	√	√	√
	Cuti Besar Extended Leave	√	√	x
	Cuti Diluar Tanggungan Perusahaan Leave Outside Company Benefit	√	√	x
	Izin karena Alasan Penting Leave for Important Reasons	√	√	√
	Cuti Bersalin & *Paternity* Maternity & Paternity Leave	√	√	√
	Cuti Gugur Kandungan Miscarriage Leave	√	√	√
	Cuti Haid Menstrual Leave	√	√	x
Kebijakan Lainnya Other Policies	Tunjangan Pulsa/telekomunikasi* Credit/telecommunication allowance*	√	√	√
	Tunjangan BBM* Fuel allowance*	√	√	√
	Tunjangan Hari Raya Keagamaan Religious Holiday Allowance	√	√	√
	Tunjangan Jabatan Khusus* Special Position Allowance*	√	√	x
	Jaminan Hari Tua Old Age Security	√	√	√
	Jaminan Pensiun Pension Security	√	√	√
	Bantuan Kematian dan Pemakaman Death and Funeral Assistance	√	√	x
	Jaminan Kecelakaan Kerja Work Accident Security	√	√	√
	Penghargaan Kesetiaan Kerja (winduan) Loyalty Award (8-years)	√	√	x
	Bantuan Musibah Disaster Relief	√	√	x
	Bantuan Kacamata Eyeglass Assistance	√	√	x

*Diberikan pada jabatan tertentu

*Granted for specific positions

Rasio Kompensasi Total Tahunan
Annual Total Compensation Ratio

BAg menggunakan rasio kompensasi total tahunan sebagai indikator untuk melihat perbandingan antara total pendapatan yang diterima jajaran senior manajemen setingkat Vice President yang memiliki pendapatan tertinggi dengan nilai tengah dari total kompensasi tahunan seluruh pegawai di luar individu dengan penghasilan tertinggi. Melalui pengukuran ini, Perusahaan berupaya menjaga keseimbangan dan kewajaran dalam pemberian kompensasi agar tetap selaras dengan kinerja perusahaan serta mencerminkan kontribusi masing-masing pegawai terhadap pencapaian Perusahaan.

BAg uses the annual total compensation ratio as an indicator to compare the total compensation received by senior management at the Vice President level with the highest compensation against the median annual total compensation of all employees, excluding the highest-paid individuals. Through this measurement, the Company strives to maintain balance and fairness in compensation to align with company performance and reflect each employee's contribution to the Company's achievements.

Pada tahun 2025, berdasarkan perbandingan antara gaji beserta tunjangan tahunan pegawai dengan kompensasi tahunan tertinggi pada kelompok Vice President, diperoleh rasio kompensasi total tahunan sebesar 2,06 : 1. Rasio tersebut menunjukkan bahwa kompensasi tahunan tertinggi pada kelompok Vice President adalah sekitar 2,06 kali rata-rata kompensasi tahunan pegawai. [GRI 2-21]

In 2025, based on a comparison between employees' annual salaries and benefits and the highest annual compensation within the Vice President group, the annual total compensation ratio was 2.06:1. This ratio indicates that the highest annual compensation received by a Vice President was approximately 2.06 times the average annual compensation of employees. [GRI 2-21]

Cuti Melahirkan
Maternity Leave

BAg menghargai dan menghormati setiap pegawai perempuan yang akan menghadapi masa transisi menjadi seorang ibu melalui pemberian hak cuti melahirkan sesuai dengan peraturan yang berlaku yaitu selama 4 (empat) bulan kalender. Selain untuk pegawai wanita, terdapat hak parental leave untuk pegawai pria yang memiliki istri yang sedang melahirkan dengan hak cuti adalah maksimal 1 bulan. Dengan diterapkannya kebijakan ini, BAg berupaya menciptakan lingkungan kerja yang inklusif dan aman serta dapat meningkatkan loyalitas dan motivasi pegawai.

BAg values and respects every female employee transitioning into motherhood by granting maternity leave rights in accordance with applicable regulations, namely, 4 (four) calendar months. In addition to female employees, there are rights for male employees to parental leave when their wives are giving birth, with a maximum leave entitlement of one month. By implementing this policy, BAg strives to create an inclusive and safe work environment and enhance employee loyalty and motivation.

Realisasi Cuti Melahirkan tahun 2025
Realization of Maternity Leave in 2025
[GRI 401-3]

Keterangan Description	Perempuan (*Maternity Leave*) Female (Maternity Leave)	Laki-laki (*Paternity leave*) Male (Paternity leave)
Jumlah pegawai yang berhak mendapatkan hak cuti melahirkan Number of employees entitled to maternity leave entitlements	10	48
Jumlah pegawai yang menggunakan hak cuti melahirkan Number of employees who exercise their maternity leave entitlements	-	2

Keterangan Description	Perempuan (*Maternity Leave*) Female (Maternity Leave)	Laki-laki (*Paternity leave*) Male (Paternity leave)
Jumlah pegawai yang kembali bekerja setelah masa cuti melahirkan berakhir Number of employees returning to work after the maternity leave period ends	1	2
Jumlah pegawai yang kembali bekerja setelah masa cuti melahirkan berakhir, yang masih dipekerjakan kembali 12 bulan setelah kembali bekerja Number of employees returning to work after the maternity leave period ended, who were still working 12 months after their return	3	2
Tingkat pegawai yang kembali bekerja dan dapat dipertahankan setelah mengambil cuti melahirkan (%) Percentage of employees returning to work and retained after taking maternity leave (%)	100%	100%

Program Pensiun
Pension Program

BAg meyakini bahwa kesejahteraan pegawai tidak hanya menjadi perhatian selama masa kerja, tetapi juga setelah memasuki masa pensiun. Oleh karena itu, Perusahaan menyediakan program perlindungan sosial dan dana pensiun sebagai bagian dari komitmen untuk mendukung keamanan finansial pegawai di masa depan. Seluruh pegawai yang memenuhi persyaratan kepesertaan telah didaftarkan dalam program BPJS Ketenagakerjaan sesuai dengan ketentuan yang berlaku. Dalam program Jaminan Hari Tua (JHT), iuran dibayarkan sebesar 5,7% dari upah sebulan, yang terdiri atas 3,7% ditanggung Perusahaan dan 2% ditanggung pegawai. Sementara itu, iuran program Jaminan Pensiun (JP) dibayarkan sebesar 3% dari upah sebulan, yang terdiri atas 2% ditanggung Perusahaan dan 1% ditanggung pegawai, dengan memperhatikan batas upah tertinggi sebagai dasar perhitungan iuran sesuai ketentuan BPJS Ketenagakerjaan yang berlaku. Selain itu, BAg bekerja sama dengan DPLK BRI dalam pengelolaan program dana pensiun yang dilaksanakan secara profesional dan berkelanjutan. Program tersebut didanai melalui skema kontribusi sebesar 10% dari *Pay for Person* (P1), yang terdiri atas 4% kontribusi Perusahaan dan 6% kontribusi pegawai sebagai peserta program. Dengan adanya program ini, Perusahaan berupaya memastikan kesiapan pegawai dalam menghadapi masa purnabakti dengan lebih aman dan sejahtera.

BAg believes that employee welfare should not only be a concern during employment, but also after entering retirement. Therefore, the Company provides social protection and pension fund programs as part of its commitment to supporting employees' financial security in the future. All employees who meet the eligibility requirements have been enrolled in the Social Security for Employment program in accordance with applicable regulations. Under the JHT program, contributions amount to 5.7% of the employee's monthly salary, comprising 3.7% contributed by the Company and 2% contributed by the employee. Meanwhile, under the JP program, contributions amount to 3% of the employee's monthly salary, consisting of 2% contributed by the Company and 1% contributed by the employee, subject to the maximum salary threshold used as the basis for contribution calculations in accordance with the prevailing Social Security for Employment regulations. In addition, BAg collaborates with DPLK BRI to manage the pension fund program, which is implemented professionally and sustainably. The program is funded through a contribution scheme of 10% of Pay for Person (P1), consisting of 4% Company contribution and 6% employee contribution as program participants. Through this program, the Company strives to ensure employees are better prepared to face retirement with greater security and well-being.

Sebagai penunjang menghadapi masa pensiun, BAg juga memiliki program Masa Persiapan Pensiun (MPP) yaitu program kerohanian dan pelatihan. Pada tahun 2025, terdapat 1 pegawai yang memasuki masa pensiun dan telah mengikuti program kerohanian atau umroh sebagai pilihan pegawai terkait atas program MPP yang ditawarkan Perusahaan. Program-program ini menjadi wujud nyata dari komitmen BAg dalam menghargai para pegawainya dengan memberikan fasilitas agar dapat menjalani pensiun dengan lebih nyaman, seimbang, dan positif, baik secara mental maupun emosional. [GRI 201-3, 404-2]

To support retirement preparation, BAg also has a Retirement Preparation Program (MPP), which includes spiritual and training programs. In 2025, one employee entered retirement and participated in the spiritual program or Umrah as the employee's chosen option under the MPP program offered by the Company. These programs are a tangible manifestation of BAg's commitment to appreciating its employees by providing facilities to enable them to experience retirement more comfortably, balanced, and positively, both mentally and emotionally. [GRI 201-3, 404-2]

Program Pelatihan dan Pengembangan Kompetensi Pegawai

Employee Training and Competency Development Program

[GRI 404-1, 404-2][OJK F.22]

Perusahaan meyakini bahwa pengembangan sumber daya manusia merupakan investasi penting dalam mendukung keberlanjutan bisnis jangka panjang. Oleh karena itu, Perusahaan secara konsisten menyediakan berbagai fasilitas pelatihan dan pengembangan kompetensi yang mencakup pelatihan teknis dan nonteknis, sertifikasi profesional, program pengembangan kepemimpinan, seminar, serta *workshop*. Melalui program yang diselenggarakan secara berkesinambungan ini, Perusahaan berupaya memastikan setiap pegawai memiliki kesempatan untuk meningkatkan kompetensi, mengembangkan potensi diri, serta memperkuat kontribusi dalam mewujudkan kinerja dan tujuan bersama. [GRI 404-2]

The Company believes that human resource development is a vital investment in supporting long-term business sustainability. Therefore, the Company consistently provides various training and competency development facilities, including technical and non-technical training, professional certifications, leadership development programs, seminars, and workshops. Through this continuously organized program, the Company strives to ensure that every employee has the opportunity to enhance their competencies, develop their potential, and strengthen their contribution to achieving collective performance and goals. [GRI 404-2]

Realisasi Pelatihan Pegawai BAg tahun 2025
Realization of BAg's Employee Training in 2025

Jenis Pelatihan Type of Training	Jumlah Pegawai Yang Mengikuti Kegiatan Number of Employees Participating in the Activity
Sertifikasi Certification	36
Diklat Training	80
Total	**116**

Sepanjang tahun 2025 tercatat total jam pelatihan pegawai sebesar 2.384 jam dengan rata-rata jam pelatihan adalah 42,60 jam per pegawai. Adapun informasi jumlah pegawai pada tabel dibawah ini adalah total pegawai yang dimiliki BAg pada tahun 2025 dan bukan merupakan jumlah pegawai yang mengikuti kegiatan pelatihan.

Throughout 2025, total employee training hours were 2,384 hours, with an average training hours of 42.60 hours per employee. The number of employees in the table below represents the total employees of BAg in 2025, not the number of employees who participated in training activities.

Rata-rata Jam Pelatihan Berdasarkan Jenis Kelamin dan Kategori Pegawai
Average Training Hours by Gender and Employee Category
[GRI 404-1] [OJK F.22]

Uraian Description	2025		
	Jumlah Total Pegawai Number of Employees	Jumlah Jam Pelatihan/Sertifikasi/ *Workshop* Total Training/ Certification/ Workshop Hours	Rata-rata Jam Pelatihan per Pegawai (Durasi/ Orang) Average Training Hours per Employee (Duration/Person)
Jenis Kelamin Gender			
Pria Male	45	1.984	44,08
Wanita Female	11	400	36,36
Jumlah Total	56	2.384	42,60
Level Jabatan Position Level			
Manajemen Menengah Middle Management	3	64	21,30
Manajemen Dasar Basic Management	16	584	36,50
Supervisori Atas Top Supervisor	15	752	50,10
Supervisori Dasar Basic Supervisor	4	336	84,00
Fungsional Functional	16	600	37,50
Tenaga Kontrak Contract employees	2	48	24,00
Jumlah Total	56	2.384	42,60

Penilaian Kinerja dan Pengembangan Karir
Performance Evaluation and Career Development
[GRI 404-3] [OJK F.22]

BAg secara konsisten menerapkan evaluasi kinerja pegawai sebagai bagian dari upaya menciptakan lingkungan kerja yang produktif dan berorientasi pada pengembangan karier. Melalui proses penilaian yang dilakukan secara berkala, perusahaan dapat memantau kontribusi, tanggung jawab, serta pencapaian setiap pegawai terhadap target perusahaan. Selain mendukung peningkatan performa individu maupun organisasi, mekanisme ini juga menjadi dasar dalam memberikan kesempatan pengembangan yang selaras dengan kompetensi dan potensi masing-masing pegawai.

BAg menerapkan sistem evaluasi kinerja pegawai melalui pengukuran *Key Performance Indicator* (KPI) yang dilakukan dengan pendekatan kuantitatif maupun kualitatif. Proses penilaian ini dilaksanakan oleh atasan langsung dan/atau unit korporat guna memastikan objektivitas dalam menilai capaian kerja pegawai. Sepanjang tahun 2025, seluruh pegawai (100%) telah mengikuti proses evaluasi kinerja setiap semester serta memperoleh program pengembangan kompetensi secara rutin setiap tahun.

BAg consistently applies employee performance evaluation as part of its efforts to create a productive and career-oriented work environment. Through periodic assessment processes, the company can monitor each employee's contributions, responsibilities, and achievements against company targets. In addition to supporting individual and organizational performance improvement, this mechanism also serves as the basis for providing development opportunities aligned with each employee's competencies and potential.

BAg implements an employee performance evaluation system through the measurement of Key Performance Indicators (KPIs) using both quantitative and qualitative approaches. This assessment process is carried out by direct supervisors and/or corporate units to ensure objectivity in evaluating employee work achievements. Throughout 2025, all employees (100%) participated in the performance evaluation process every semester and received regular competency development programs annually.

Hasil evaluasi tidak hanya digunakan sebagai sarana pemberian masukan untuk peningkatan kinerja, tetapi juga menjadi dasar dalam penyusunan program pelatihan dan pengembangan karier yang lebih terarah. Adapun informasi mengenai jumlah total pegawai yang menerima pengembangan karir baik rotasi maupun promosi adalah sebagai berikut:

The evaluation results are not only used as a means of providing feedback for performance improvement but also serve as the basis for designing more targeted training and career development programs. Information on the total number of employees who received career advancement, whether through rotation or promotion, is as follows:

Persentase Pegawai yang Menerima Pengembangan Karir Tahun 2025
Percentage of Employees Receiving Career Advancement in 2025
[GRI 404-3] [OJK F.22]

Keterangan Description	Jumlah Pegawai Number of Employees	Pegawai yang Mendapat Pengembangan Karir Employee Receiving Career Advacement			
		Rotasi Rotation	%	Promosi Promotion	%
Jenis Kelamin					
Pria Male	43	4	9	8	19
Wanita Female	10	2	20	-	-
Jumlah Total	**53**	**6**	**11**	**8**	**15**
Level Jabatan Position Level					
Manajemen Menengah Middle Management	3	2	66	-	-
Manajemen Dasar Basic Management	17	3	18	2	12
Supervisori Atas Top Supervisor	17	-	-	1	6
Supervisori Dasar Basic Supervisor	2	-	-	5	9
Fungsional Functional	14	1	7	-	-
Jumlah Total	**53**	**6**	**11**	**8**	**15**

Menghormati Hubungan Industrial
Respecting Industrial Relations

BAg menghormati hak setiap insan Perusahaan untuk menyampaikan aspirasi, berkumpul, dan membangun hubungan industrial yang harmonis melalui berbagai forum komunikasi antara manajemen dan pegawai. Salah satu kegiatan dalam upaya membangun hubungan industrial adalah dengan dilaksanakannya *coffee morning* secara rutin yaitu 1 bulan sekali dengan agenda pertemuan antara pihak manajemen dan pegawai guna mempererat hubungan positif yang membangun.

BAg respects every employee's right to express aspirations, assemble, and build harmonious industrial relations through various communication forums between management and employees. One of the efforts to foster industrial relations is the regular coffee morning held once a month, with meetings between management and employees aimed at strengthening positive and constructive relationships.

Selain itu, untuk mendukung terciptanya hubungan kerja yang jelas, adil, dan harmonis, Perusahaan telah menetapkan Peraturan Perusahaan (PP) yang mengatur hak dan kewajiban Perusahaan maupun pekerja. Peraturan Perusahaan tersebut berfungsi sebagai acuan dalam pelaksanaan hubungan kerja sekaligus menjadi dasar pengaturan ketenagakerjaan selama Perjanjian Kerja

Furthermore, to foster a clear, fair, and harmonious employment relationship, the Company has established a Company Regulation (PP) that sets out the rights and obligations of both the Company and its employees. The Company Regulation serves as the primary reference for the implementation of employment relationships and provides the basis for labor management in the absence

Bersama (PKB) belum dapat disusun, mengingat hingga akhir tahun pelaporan belum terbentuk serikat pekerja di Perusahaan. Seluruh pegawai tetap telah tercakup dalam ketentuan tersebut sehingga hak dan kewajibannya terlindungi secara menyeluruh, sedangkan bagi pegawai tidak tetap pengaturannya dituangkan dalam perjanjian kerja masing-masing. Dalam hal terjadi perubahan operasional yang berpotensi memberikan dampak signifikan terhadap pegawai, BAg berkomitmen memberikan informasi secara terbuka paling lambat satu bulan sebelum perubahan diberlakukan, dengan tetap mengacu pada ketentuan dan regulasi ketenagakerjaan yang berlaku. Ketentuan tersebut juga tertuang dalam Peraturan Perusahaan (PP). [GRI 2-30, 402-1]

of a Collective Labor Agreement (CLA), as no labor union had been established within the Company as of the end of the reporting year. All permanent employees are covered by these provisions, ensuring their rights and obligations are fully protected, while contract employees are governed by their respective work agreements. In the event of operational changes that could significantly impact employees, BAg commits to providing open information at least one month before the change is implemented, while adhering to applicable employment laws and regulations. These provisions are also set forth in the Company Regulation (PP). [GRI 2-30, 402-1]

Survei Kepuasan dan Keterikatan Pegawai
Employee Satisfaction and Engagement Survey
[GRI 3-3]

Survei kepuasan pegawai
Employee satisfaction survey

Dalam mencapai tujuan Perusahaan, dukungan kualitas kinerja internal sangat diutamakan. Kualitas kinerja ditentukan oleh kualitas SDM yang mana akan semakin meningkat jika pegawai membangun lingkungan kerja yang bersinergi dan menginternalisasi nilai-nilai Perusahaan. Aspek kepuasan dan keterikatan pegawai menjadi salah satu faktor penting untuk meningkatkan kinerja pegawai. Oleh karena itu, BAg secara berkala melakukan survei kepuasan pegawai dengan 10 dimensi penilaian yaitu peran pegawai, penghargaan, sanksi dan keamanan kerja, lingkungan kerja, penilaian kinerja, pendidikan dan pelatihan, manajemen, komunikasi dan perencanaan, rekrutmen dan pola karier, penghasilan, jaminan kesehatan, serta jaminan hari tua dan pensiun, keterikatan tenaga kerja, visi, misi, dan nilai perusahaan.

In achieving the Company's goals, the quality of internal performance is prioritized. Performance quality is determined by the quality of HC, which will significantly improve if employees build a synergetic work environment and internalize the Company's values. Employee satisfaction and engagement are important factors in enhancing employee performance. Therefore, BAg regularly conducts employee satisfaction surveys covering 10 assessment dimensions: employee role, rewards, sanctions and job security, work environment, performance evaluation, education and training, management, communication and planning, recruitment and career path, income, health insurance, and old-age and pension benefits, workforce engagement, and company vision, mission, and values.

Pada tahun 2025 didapatkan hasil survei yaitu indeks kepuasan pegawai bernilai 4,18 dengan rasio kepuasan mencapai 81,60% dan termasuk kedalam kategori “Memuaskan”. Nilai ini meningkat jika dibandingkan tahun 2024 yang bernilai 4,08 yang menandakan bahwa adanya perbaikan dan konsistensi yang dilakukan oleh BAg dalam upaya menjaga dan meningkatkan kepuasan kerja pegawai secara berkelanjutan.

In 2025, the survey results showed an employee satisfaction index of 4.18, with a satisfaction ratio of 81.60%, categorized as “Satisfactory.” This value increased compared to 2024, which was 4.08, indicating improvements and consistency by BAg in maintaining and enhancing employee job satisfaction on an ongoing basis.

Survei Keterikatan Pegawai
Employee Engagement Survey

Dalam rangka mengukur tingkat *engagement* atau keterikatan pegawai, pada tahun 2025 BAg kembali melakukan *Employee Engagement Survey* (EES) sebagai sarana evaluasi bagi Perusahaan dalam mengukur keterlibatan pegawai terhadap produktivitas Perusahaan. Survey ini memperhatikan 13 dimensi penilaian yaitu kebijakan perusahaan, budaya perusahaan, reputasi perusahaan, performa manajemen, kepemimpinan dan pengawasan, manajemen karir, penghasilan dan tunjangan, hubungan kerja tim dan kekompakan, kondisi fisik kantor, pendidikan dan pelatihan, penghargaan dan bonus, pekerjaan yang berarti, serta keberagaman dan inklusivitas.

Metode survei yang digunakan pada EES tahun 2025 adalah metode deskriptif perbandingan dan Trend melalui *Google Form* dengan hasil yang didapatkan yaitu 81,51% yang setara dengan nilai 4,90 dengan kategori Sangat Terikat atau meningkat dari tahun sebelumnya yaitu 80,34%. Melalui penilaian ini, diketahui bahwa dimensi EES tertinggi diduduki oleh Kepemimpinan dan Pengawasan serta dimensi terendah diduduki oleh kebijakan perusahaan. Dengan demikian, hasil ini menjadi dasar bagi BAg untuk mempertahankan kepemimpinan dan pengawasan yang baik serta memperbaiki kebijakan perusahaan untuk meningkatkan keterikatan pegawai.

To measure the level of employee engagement, in 2025, BAg conducted another Employee Engagement Survey (EES) as a means of evaluation for the Company to measure employee involvement in the Company's productivity. This survey considers 13 assessment dimensions: company policies, company culture, company reputation, management performance, leadership and supervision, career management, income and benefits, teamwork relations and cohesiveness, physical office conditions, education and training, rewards and bonuses, meaningful work, and diversity and inclusivity.

The survey method used in the 2025 EES was a comparative descriptive method and a trend via Google Form. The results obtained were 81.51%, equivalent to a score of 4.90 in the "Highly Engaged" category, an increase from the previous year's 80.34%. Based on this assessment, the highest EES dimension was Leadership and Supervision, while the lowest dimension was Company Policies. Thus, these results serve as a basis for BAg to maintain good leadership and supervision and to improve company policies to enhance employee engagement.

Penanganan Pengaduan Pegawai
Handling Employee Complaints

[GRI 2-27, 3-3]

BAg menerapkan mekanisme pengaduan yang dapat diakses oleh seluruh pegawai sebagai bentuk penerapan tata kelola perusahaan yang transparan dan bertanggung jawab. Melalui *Whistleblowing System*, pegawai dapat menyampaikan laporan, masukan, maupun keluhan terkait aspek ketenagakerjaan secara aman, terbuka, dan tanpa adanya intimidasi. Ketentuan mengenai alur pelaporan serta proses tindak lanjut pengaduan telah diatur lebih lanjut pada bagian Tata Kelola dalam Laporan Keberlanjutan ini.

Sepanjang tahun 2025, BAg tidak menerima pengaduan dari pegawai terkait pelanggaran terhadap praktik ketenagakerjaan maupun pelanggaran HAM termasuk insiden diskriminasi dan kerja paksa di dalam Perusahaan. [GRI 406-1]

BAg implements a complaint mechanism accessible to all employees as part of its transparent and accountable corporate governance. Through the Whistleblowing System, employees can submit reports, suggestions, or complaints regarding labor aspects safely, openly, and without intimidation. The procedures for reporting and follow-up of complaints are further regulated in the Governance section of this Sustainability Report.

Throughout 2025, BAg received no employee complaints regarding violations of labor practices or human rights, including incidents of discrimination and forced labor within the Company. [GRI 406-1]

Meningkatkan Upaya dalam Menghadirkan Lingkungan Kerja Selamat dan Sehat

Enhancing Efforts in Delivering a Safe and Healthy Work Environment

[OJK F.21]

Budaya Keselamatan dan Kesehatan Kerja (K3) yang kuat tumbuh dari kepedulian dan kedisiplinan seluruh insan Perusahaan dalam menavigasi setiap perjalanan operasional Perusahaan. Melalui penguatan penerapan K3 yang konsisten, BAg berupaya membangun lingkungan kerja yang mengedepankan keselamatan, tanggung jawab, dan keandalan kinerja Perusahaan.

A strong Occupational Health and Safety (OHS) culture grows from the care and discipline of all Company employees in navigating every operational journey of the Company. Through consistent reinforcement of OHS implementation, BAg strives to build a work environment that prioritizes safety, responsibility, and reliability of the Company's performance.

Pendekatan Manajemen Management Approach

Topik Keselamatan dan Kesehatan Kerja

Occupational Health and Safety Topic

[GRI 3-2, 3-3]

PENGELOLAAN DAMPAK IMPACT MANAGEMENT

BAg memandang topik K3 menjadi salah satu topik keberlanjutan yang penting bagi Perusahaan mengingat pentingnya perlindungan terhadap keselamatan dan kesehatan seluruh insan Perusahaan. Dalam mengelola dampak penerapan K3 di lingkungan Perusahaan, BAg menjalankan berbagai langkah preventif melalui penyediaan fasilitas pemeriksaan kesehatan dan keselamatan kerja secara berkala, pemberian perlindungan asuransi bagi pegawai, serta secara rutin melaksanakan pelatihan dan sosialisasi K3. Upaya tersebut dilakukan guna meminimalkan potensi risiko kecelakaan kerja maupun gangguan kesehatan yang dapat berdampak kepada kinerja pegawai dan operasional Perusahaan. Selain itu, BAg juga memperkuat pengelolaan K3 dengan membentuk berbagai struktur pendukung, antara lain Tim Kesehatan, Keselamatan, Keamanan dan Lingkungan (K3L), Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), serta Tim Tanggap Darurat. Melalui penerapan K3 yang terintegrasi, BAg berupaya mewujudkan budaya kerja yang lebih disiplin, responsif, dan berorientasi pada keselamatan guna mendukung terciptanya lingkungan kerja yang aman, produktif, dan berkelanjutan. [GRI 3-2, 403-7]

BAg views OHS as a crucial sustainability topic for the Company, considering the importance of protecting the safety and health of all Company employees. In managing the impacts of OHS implementation within the Company, BAg carries out various preventive measures through the provision of regular occupational health and safety examination facilities, insurance coverage for employees, and the routine conduct of OHS training and socialization. These efforts are carried out to minimize the potential risks of workplace accidents and health disorders that may impact employee performance and Company operations. In addition, BAg strengthens OHS management by establishing several support structures, including the Health, Safety, Security, and Environment (HSSE) Team, the Occupational Health and Safety Steering Committee (P2K3), and the Emergency Response Team. Through integrated OHS implementation, BAg strives to foster a work culture that is more disciplined, responsive, and safety-oriented to support the creation of a safe, productive, and sustainable work environment. [GRI 3-2, 403-7]

KEBIJAKAN YANG TELAH DIKEMBANGKAN SECARA KHUSUS

SPECIFICALLY DEVELOPED POLICIES

Kebijakan BAg

- Keputusan Direksi Nomor : A.4280/ SP.101/DIRUT-2018 tanggal 28 September 2018 tentang Pedoman Keselamatan Kesehatan Kerja dan Lingkungan PT Pelayaran Bahtera Adhiguna;

- Keputusan Direksi No. 015.K/ DIR/2025 pada tanggal 23 Oktober 2025 tentang Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di Lingkungan PT Pelayaran Bahtera Adhiguna;
- Keputusan Direksi No.016.K/DIR/2025 pada tanggal 23 Oktober 2025 tentang Pembentukan Tim Tanggap Darurat di Lingkungan PT Pelayaran Bahtera Adhiguna.

Ketentuan Umum

- Undang-Undang Republik Indonesia Nomor 1 Tahun 1970 tentang Keselamatan Kerja;
- Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 tentang Ketenagakerjaan;
- Undang-Undang Republik Indonesia Nomor 36 Tahun 2009 tentang Kesehatan;
- Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3);
- Peraturan Menteri Tenaga Kerja Republik Indonesia Nomor 13 Tahun 2025 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) serta tata cara penunjukan Ahli Keselamatan Kerja;
- Peraturan Menteri Tenaga Kerja Republik Indonesia Nomor 5 Tahun 1996 tentang Sistem Manajemen Keselamatan Kesehatan Kerja;
- Peraturan Menteri Kesehatan Nomor 48 Tahun 2016 tentang Standar Keselamatan dan Kesehatan Kerja Perkantoran;
- Peraturan Menteri Ketenagakerjaan Nomor 5 Tahun 2018 tentang Keselamatan dan Kesehatan Kerja Lingkungan Kerja;
- Undang-undang Nomor 17 Tahun 2023 tentang Kesehatan;
- Peraturan Pemerintah Nomor 28 Tahun 2024 tentang Peraturan Pelaksanaan Undang-Undang Nomor 17 Tahun 2023 tentang Kesehatan;
- Peraturan Menteri Ketenagakerjaan Nomor 13 Tahun 2022 tentang Penanggulangan Tuberkulosis di Tempat Kerja;
- Peraturan Menteri Kesehatan Nomor 70 Tahun 2016 tentang Standar dan Persyaratan Kesehatan Lingkungan Kerja Industri.

Ketentuan Khusus Perusahaan Pelayaran

- ISM *Code* (*International Safety management*);
- *International Ship and Port Facility Security* (ISPS) *Code*;
- SOLAS (*Safety of Life at Sea*);
- *International Convention for the Prevention of Pollution from Ships* (MARPOL);
- *Maritim Labour Convention* (MLC 2006).

Company's Policy

- Board of Directors' Decision No. A.4280/SP.101/DIRUT-2018 dated September 28, 2018, on Guidelines for Occupational Health and Safety, and Environment within PT Pelayaran Bahtera Adhiguna;
- Board of Directors' Decision No. 015.K/DIR/2025 dated October 23, 2025, on the Establishment of the Occupational Health and Safety Committee (P2K3) within PT Pelayaran Bahtera Adhiguna;
- Board of Directors' Decision No. 016.K/DIR/2025 dated October 23, 2025, on the Establishment of an Emergency Response Team within PT Pelayaran Bahtera Adhiguna.

General Provisions

- Law of the Republic of Indonesia No. 1 of 1970 on Occupational Safety;
- Law of the Republic of Indonesia No. 13 of 2003 on Labor;
- Law of the Republic of Indonesia No. 36 of 2009 on Health;
- Government Regulation No. 50 of 2012 on the Occupational Health and Safety Management System (OHSMS);
- Regulation of the Minister of Manpower of the Republic of Indonesia No. 13 of 2025 on the Occupational Health and Safety Committee (P2K3) and the procedures for appointing Occupational Safety Experts;
- Regulation of the Minister of Manpower of the Republic of Indonesia No. 5 of 1996 on the Occupational Health and Safety Management System;
- Regulation of the Minister of Health No. 48 of 2016 on Occupational Health and Safety Standards for Offices;
- Regulation of the Minister of Manpower No. 5 of 2018 on Occupational Health and Safety in the Workplace;
- Law No. 17 of 2023 on Health;
- Government Regulation No. 28 of 2024 on the Implementing Regulations for Law No. 17 of 2023 on Health;
- Regulation of the Minister of Manpower No. 13 of 2022 on Tuberculosis Prevention in the Workplace;
- Regulation of the Minister of Health No. 70 of 2016 on Occupational Health Standards and Requirements for the Industrial Sector; Regulation of the Minister of Health No. 70 of 2016 on Standards and Requirements for Industrial Work Environment Health.

Special Provisions for Shipping Companies

- ISM Code (International Safety management);
- International Ship and Port Facility Security (ISPS) Code;
- SOLAS (safety of Life at Sea);
- International Convention for the Prevention of Pollution from Ships (MARPOL);
- Maritim Labour Convention (MLC 2006).

KOMITMEN / COMMITMENT

- Melakukan inspeksi rutin setiap bulan untuk alat keselamatan di kantor dan di kapal
- Memberikan pengarahan kepada seluruh pegawai BAg akan pentingnya *Awareness* K3
- Mengadakan berbagai pelatihan seperti pelatihan pemadam kebakaran kelas D, pelatihan P3K dan Ahli K3 Umum
- Membuatkan laporan P2K3 kepada Dinas Tenaga Kerja setiap triwulan
- Melakukan pemenuhan CSMS kepada PLN
- Melakukan pemenuhan permintaan kapal untuk alat keselamatan yang ada di kapal
- Melaksanakan kegiatan *safety drill* bekerja sama dengan *management building*

- Conducting monthly routine inspections of safety equipment in the office and on vessel
- Providing guidance to all BAg employees on the importance of occupational health and safety (OHS) awareness
- Conducting various training, such as Class D fire extinguisher training, first aid training, and general OHS specialist training
- Submitting quarterly P2K3 reports to the Department of Labor
- Complying with the CSMS requirements for PLN
- Fulfilling vessel requests for safety equipment on vessels
- Conducting safety drills in collaboration with building management

TUJUAN/TARGET / OBJECTIVE/TARGET

- Mencapai tingkat kecelakaan nihil (*zero accident*), dengan realisasi tidak adanya kecelakaan kerja di tahun 2025
- Menjaga kesehatan dan keselamatan pegawai di tempat kerja

- Achieving a zero-accident rate, with no occupational accidents by 2025
- Ensuring employees' health and safety in the workplace

EVALUASI DAN EFEKTIVITAS TINDAKAN UNTUK MENGELOLA DAMPAK / EVALUATION AND EFFECTIVENESS OF IMPACT MANAGEMENT MEASURES

- BAg secara konsisten melaksanakan evaluasi kinerja melalui rapat P2K3 yang diselenggarakan secara berkala minimal satu kali setiap bulan
- Melakukan pelaporan P2K3 setiap tiga bulan sekali kepada Dinas Tenaga Kerja
- Melakukan Internal audit SMK3 minimal satu tahun sekali
- Pelaksanaan *Safety Drilling* dengan *management building*
- Pelaksanaan *Safety Drilling* di kapal dengan jangka waktu yang tertera pada Dokumen ISM *Code*
- Melakukan internal dan eksternal audit di kapal

- BAg consistently conducts performance evaluations through P2K3 meetings held at least once a month
- Submitting P2K3 reports to the Department of Labor every three months
- Conducting an internal OHSMS audit at least once a year
- Conducting safety drills with building management
- Conducting safety drills on vessels within the timeframes specified in the ISM Code document
- Conducting internal and external audits on vessels

PENANGGUNG JAWAB / PERSON IN CHARGE

Bidang Sertifikasi, Perizinan dan K3L

Certification, Licensing, and OHSE Division

ALOKASI ANGGARAN / BUDGET ALLOCATION

Sepanjang tahun 2025, BAg menetapkan anggaran sebesar Rp19.931 juta dengan realisasi sebesar Rp12.786 juta (64%) yang digunakan untuk pengelolaan terkait K3 yang meliputi perlindungan individu (APD), keselamatan navigasi, keselamatan jiwa, kesehatan *crew* (obat-obatan).

Throughout 2025, BAg allocated Rp19,931 million with Rp12,786 million (64%) realized. The budget was utilized to OHS management, including the provision of personal protective equipment (PPE), navigation safety, life-saving equipment, and crew healthcare (medical supplies).

KETERLIBATAN PEMANGKU KEPENTINGAN DALAM PENGELOLAAN DAMPAK | **STAKEHOLDER ENGAGEMENT IN IMPACT MANAGEMENT**

Pemangku Kepentingan Stakeholder	Peran Role
Pemerintah/Regulator Government/Regulator	- Membuat peraturan perundang-undangan terkait keselamatan dan kesehatan pekerja yang kemudian dijadikan pedoman bagi BAg dalam menjalankan kegiatan operasional - Melakukan pelaporan P2K3 setiap tiga bulan sekali ke Dinas Tenaga Kerja - Drafting laws and regulations related to worker safety and health, which then serve as guidelines for the BAg in carrying out its operational activities - Submitting P2K3 reports to the Department of Labor every three months
Pegawai dan Mitra Kerja Employee and Business Partner	- Menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) untuk mencegah kecelakaan kerja maupun penyakit akibat kerja Implementing an Occupational Health and Safety Management System (OHSMS) to prevent workplace accidents and work-related illnesses
Pemegang Saham Shareholders	- Melakukan pelaporan setiap bulan terkait kinerja K3 kepada PT PLN EPI Submitting monthly reports on OHS performance to PT PLN EPI

Peningkatan Budaya Keselamatan

Enhancing Safety Culture

[GRI 403-3, 403-6, 403-7]

BAg senantiasa berkomitmen mewujudkan lingkungan kerja yang aman dan sehat dengan terus memperkuat penerapan budaya K3 secara optimal di seluruh aktivitas operasional Perusahaan. Penerapan *safety culture* tidak hanya dilakukan melalui pemenuhan prosedur kerja, tetapi juga dengan membangun kesadaran serta kedisiplinan terhadap seluruh insan Perusahaan untuk selalu mengutamakan aspek keselamatan dalam setiap aktivitas kerja. Sepanjang tahun 2025, berbagai program dan inisiatif telah dilaksanakan guna mendukung penguatan budaya keselamatan kerja di lingkungan BAg, yaitu:

1. Pelaksanaan program peringatan Bulan K3;
2. Review Peraturan K3;
3. Penerapan secara penuh ketentuan yang sudah diatur dalam *International Safety Management* (ISM) *Code*;
4. Penetapan ketentuan Standar Operasional Prosedur (SOP) pekerjaan dan sosialisasi kepada pegawai;
5. Pengadaan *training* dan sosialisasi rutin terhadap kondisi-kondisi tidak aman;
6. Reinduksi pegawai secara berkala;
7. Pengoptimalan pengawasan di *site*/kapal;
8. Pembuatan aturan tegas terhadap pegawai yang tidak menggunakan Alat Pelindung Diri (APD) lengkap pada saat bertugas di *site*/kapal;
9. Pelaksanaan program kesiagaan dan penanggulangan keadaan darurat dengan manajemen *building*;
10. Melaksanakan kegiatan *safety drill* di kapal; serta
11. Menyediakan personil bersertifikat sesuai kebutuhan dan peraturan yang berlaku.

BAg is always committed to creating a safe and healthy work environment by continuously strengthening the optimal implementation of OHS culture across all the Company's operational activities. The implementation of safety culture is carried out not only through compliance with work procedures but also by building awareness and discipline among all Company personnel to always prioritize safety aspects in every work activity. Throughout 2025, various programs and initiatives have been implemented to support the strengthening of the safety culture within BAg, namely:

1. Running the OHS Month Commemoration Program;
2. Review of OSH Regulations;
3. Full implementation of the provisions already stipulated in the International Safety Management (ISM) Code;
4. Establishment of Standard Operating Procedure (SOP) provisions for work and dissemination to employees;
5. Provision of training and routine socialization regarding unsafe conditions;
6. Periodic re-induction of employees;
7. Optimization of supervision at site/vessel;
8. Establishment of strict rules for employees who do not use complete Personal Protective Equipment (PPE) while on duty at site/vessel;
9. Implementation of emergency preparedness and response programs with management building;
10. Conducting safety drills on vessels; and
11. Providing certified personnel as per needs and applicable regulations.

Kebijakan dan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)

Occupational Health and Safety (OHS) Policy and Management System (OHSMS)

[GRI 3-3, 403-1]

Berbagai kebijakan strategis terkait K3 telah diterapkan BAg melalui pengintegrasian SMK3 yang mendukung terciptanya perlindungan kerja yang optimal bagi seluruh insan Perusahaan. Kebijakan tersebut meliputi penerapan *International Safety Management* (ISM) *Code* sebagai standar sistem pengelolaan K3 dan lingkungan pada operasional kapal, serta penerapan Standar Operasional Prosedur (SOP) pada setiap aktivitas kerja di lingkungan BAg. Implementasi sistem ini berlaku untuk seluruh pekerja di lingkungan operasional kantor, baik pegawai tetap, pegawai kontrak, maupun tenaga alih daya. Dengan demikian seluruh (100%) pekerja telah termasuk ke dalam SMK3 Perusahaan. Adapun terkait pekerja yang bertugas di kapal, seluruhnya (100%) telah tercakup ke dalam ISM *Code*. [GRI 403-8]

Komitmen BAg dalam mengintegrasikan kebijakan K3 diperkuat melalui kepemilikan berbagai sertifikasi standar nasional dan internasional, di antaranya ISO 45001:2018 *Occupational Health and Safety Management Systems* dan ISO 9001 Sistem Manajemen Mutu yang menjadi dasar dalam penyusunan Manual SMK3. Selain memastikan kesesuaian sistem dan prosedur, BAg juga mendukung penguatan penerapan SMK3 di lingkungan Perusahaan melalui berbagai program pengembangan, pelaksanaan, hingga evaluasi yang melibatkan partisipasi aktif pegawai dan mitra kerja. Seluruh penerapan tersebut mengacu pada Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja, Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja serta peraturan lainnya yang berlaku. [GRI 403-1]

Sebagai wujud dari upaya menjaga efektivitas penerapan SMK3, BAg secara berkala melaksanakan satu kali audit internal SMK3 setiap tahunnya. Pada tahun 2025, audit internal menunjukkan tingkat pencapaian sebesar 98% yang menandakan bahwa implementasi SMK3 di BAg berada pada kategori “Memuaskan”. [GRI 403-1]

Various strategic policies related to OSH have been implemented by BAg through the integration of OHSMS that supports the creation of optimal work protection for all Company personnel. These policies include the implementation of International Safety Management (ISM) Code as the standard for OHS and environmental management systems in ship operations, as well as the implementation of Standard Operating Procedures (SOP) in every work activity within BAg. This system applies to all workers within office operations, including permanent employees, contract employees, and outsourced personnel. Thus, all (100%) workers are covered by the Company's OHSMS. Meanwhile, all (100%) workers assigned to ships are covered by the ISM Code. [GRI 403-8]

BAg's commitment to integrating OHS policies is reinforced by holding various national and international standard certifications, including ISO 45001:2018 Occupational Health and Safety Management Systems and ISO 9001 Quality Management System, which serve as the basis for developing the SMK3 Manual. In addition to ensuring system and procedure compliance, BAg also supports strengthening the OHSMS within the Company through various development, implementation, and evaluation programs involving active participation of employees and work partners. All these implementations refer to Government Regulation No. 50 of 2012 concerning the Implementation of OHSMS, Law No. 1 of 1970 concerning Occupational Safety, and other applicable regulations. [GRI 403-1]

As a measure to maintain the effectiveness of OHSMS implementation, BAg periodically conducts an internal OHSMS audit each year. In 2025, the internal audit showed an achievement level of 98%, indicating that OHSMS implementation at BAg was in the “Satisfactory” category. [GRI 403-1]

Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3)

Occupational Health and Safety Committee (P2K3)

[GRI 403-4]

Sejak tahun 2022, BAg telah membentuk P2K3 melalui Keputusan Direksi No. 008.K/DIR/2022 sebagai bentuk komitmen Perusahaan dalam memastikan terlaksananya implementasi K3 secara konsisten dan efektif di seluruh lingkungan kerja Perusahaan serta sebagai bentuk kepatuhan Perusahaan terhadap Peraturan Menteri Tenaga Kerja Republik Indonesia No.PER-04/MEN/1987 yang diperbarui oleh Peraturan Menteri Tenaga Kerja Republik Indonesia No. 13 Tahun 2025 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) serta tata cara penunjukan Ahli Keselamatan Kerja.

Pembentukan P2K3 pada BAg kemudian diperbaharui pada tahun 2025 melalui Keputusan Direksi No. 0015.K/DIR/2025 dengan perubahan pada susunan struktur organisasi P2K3. Dalam pelaksanaannya, P2K3 BAg memiliki tugas sebagai berikut:

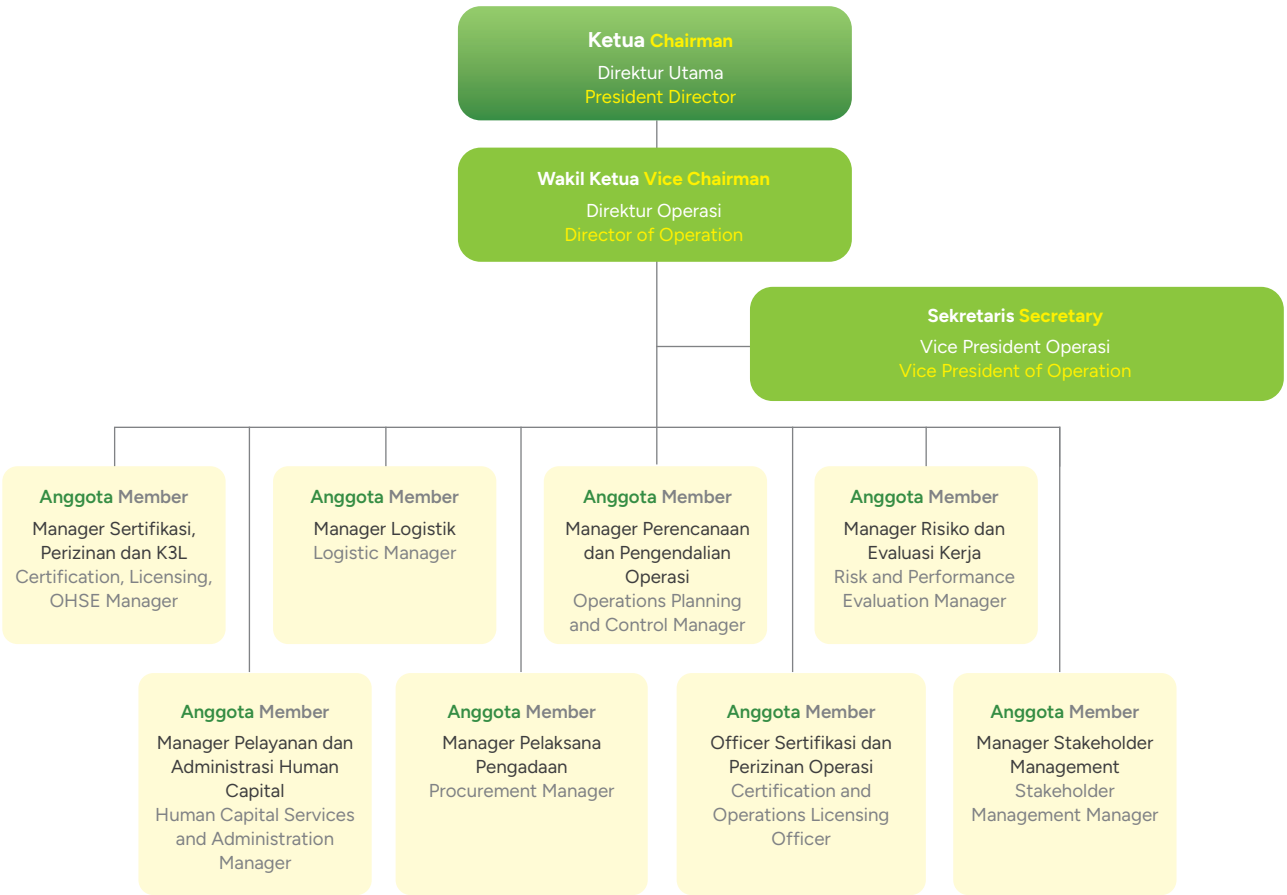
1. Melakukan pemantauan terhadap area kerja, kondisi sarana, serta tindakan tidak aman yang mungkin terjadi di lingkungan pekerjaan;
2. Mengembangkan kerja sama dan partisipasi aktif dalam penerapan K3;
3. Melaksanakan Rapat P2K3 secara rutin sesuai ketentuan yang berlaku;
4. Memberikan arahan dan penjelasan terkait implementasi K3 kepada setiap tenaga kerja;
5. Melakukan pemantauan tindak lanjut hasil perbaikan-perbaikan yang dibahas pada pertemuan K3;
6. Menyusun laporan kegiatan P2K3 untuk dilaporkan kepada Disnaker setiap tiga bulan.

Since 2022, BAg has established a P2K3 through Board of Directors' Decision No. 008.K/ DIR/2022 as a form of the Company's commitment to ensuring consistent and effective implementation of OHS across all Company work environments, as well as compliance with Regulation of the Minister of Manpower of the Republic of Indonesia No. PER-04/MEN/1987, as amended by Regulation of the Minister of Manpower of the Republic of Indonesia No. 13 of 2025 concerning the Occupational Health and Safety Committee (P2K3) and procedures for appointing Occupational Safety Experts.

The establishment of P2K3 at BAg was subsequently updated in 2025 through Board of Directors' Decision No. 0015.K/DIR/2025, with changes to the P2K3 organizational structure. In its implementation, BAg's P2K3 has the following duties:

1. Monitoring work areas, facility conditions, and unsafe acts that may occur in the work environment;
2. Developing cooperation and active participation in implementing OHS;
3. Conducting P2K3 meetings regularly in accordance with applicable regulations;
4. Providing guidance and explanations regarding OHS implementation to every worker;
5. Monitoring follow-up on improvements discussed in OHS meetings;
6. Preparing P2K3 activity reports to be submitted to the Department of Labor every three months.

Susunan anggota P2K3 BAg
Composition of BAg's P2K3 Members



Dalam mendukung efektivitas pelaksanaan tugas P2K3, BAg secara rutin menyelenggarakan rapat P2K3 sekurang-kurangnya satu kali setiap bulan yang dipimpin langsung oleh ketua P2K3. Sepanjang tahun 2025, Perusahaan telah melaksanakan 12 kali pertemuan dengan berbagai agenda pembahasan, antara lain:

1. Pembahasan mengenai kotak P3K
2. Pembahasan mengenai pengadaan pelatihan pemadam bagi pegawai baru BAg
3. Pembahasan mengenai *awareness* SMK3
4. Pembahasan mengenai larangan *drugs*

Selain membentuk P2K3, BAg juga telah membentuk Tim Tanggap Darurat berdasarkan Surat Keputusan Direksi No. 007.K/DIR/2022 sebagai upaya dalam memperkuat sistem kesiapsiagaan terhadap kondisi tanggap darurat. Tim Tanggap Darurat ini hadir sebagai bagian penting dalam mendukung upaya perlindungan, pencegahan, serta penanganan kondisi darurat secara cepat dan terkoordinasi di lingkungan kerja sekaligus mencerminkan komitmen BAg dalam menjaga keselamatan kerja dan memastikan

To support the effectiveness of P2K3's duties, BAg regularly holds P2K3 meetings at least once a month, chaired directly by the chairman of P2K3. Throughout 2025, the Company held 12 meetings with various discussion agendas, among others:

1. Discussion on first aid kits
2. Discussion on fire extinguisher training procurement for new BAg employees
3. Discussion on OHSMS awareness
4. Discussion on drug prohibition

In addition to establishing P2K3, BAg has also formed an Emergency Response Team based on the Board of Directors' Decree No. 007.K/DIR/2022 as an effort to strengthen preparedness systems for emergency conditions. Emergency Response Team is a key part of supporting protection, prevention, and rapid, coordinated handling of emergencies in the workplace, reflecting BAg's commitment to maintaining work safety and ensuring the continuity of the Company's operations amidst potential

keberlangsungan operasional Perusahaan tetap berjalan dengan baik di tengah berbagai potensi risiko yang mungkin terjadi. Adapun tugas Tim Tanggap Darurat meliputi: [GRI 403-7]

1. Melakukan pemantauan kesiapan peralatan-peralatan yang dibutuhkan dalam kondisi kedaruratan;
2. Melakukan pemantauan kesiapan jalur evakuasi beserta kondisi penanda/petunjuk evakuasi yang ada;
3. Menginformasikan kepada pengusaha dan/atau bagian terkait bila didapatkan adanya kekurangan dalam proses pemantauan;
4. Melakukan prosedur penanggulangan kedaruratan sesuai dengan *job desk* masing-masing tim pada saat terjadi kondisi darurat;
5. Melakukan koordinasi dengan tim pemadam kebakaran dan/atau tim kesehatan eksternal bila kondisi dinilai perlu untuk mendapatkan bantuan eksternal; dan
6. Mengawasi dan melaporkan kondisi setelah dilakukan pemulihan penanganan kedaruratan serta menetapkan dapat/tidaknya pegawai untuk melanjutkan kegiatan.

Di samping itu, BAg senantiasa berupaya memperkuat budaya keselamatan kerja dan meningkatkan kesiapsiagaan terhadap potensi keadaan darurat yang berpotensi memengaruhi keselamatan pekerja maupun kelangsungan operasional perusahaan. Melalui Tim Tanggap Darurat, BAg secara rutin melaksanakan kegiatan simulasi dan pemeriksaan fasilitas keselamatan untuk memastikan seluruh personel memahami peran dan prosedur penanganan keadaan darurat serta menjaga kesiapan fasilitas keselamatan guna meminimalkan risiko yang mungkin terjadi. Sepanjang tahun 2025, kegiatan yang dilaksanakan oleh Tim Tanggap Darurat BAg meliputi:

1. *Safety Drill* Kantor Pusat
2. *Safety Drill* Kantor Cabang
3. Pengecekan rutin peralatan pemadam

risks. The duties of the Emergency Response Team include: [GRI 403-7]

1. Monitoring the readiness of equipment needed in emergency conditions;
2. Monitoring the readiness of evacuation routes and the condition of evacuation signs/indicators ada;
3. Informing the employer and/or relevant parties of any deficiencies found during the monitoring process;
4. Carrying out emergency response procedures according to each team's job description during an emergency;
5. Coordinating with the fire department and/or external medical team when the situation is deemed to require external assistance; and
6. Monitoring and reporting on the condition after emergency response recovery, and determining whether employees can resume their activities.

In addition, BAg continuously strives to strengthen the safety culture and enhance preparedness for potential emergencies that could affect worker safety or business continuity. Through the Emergency Response Team, BAg regularly conducts simulation exercises and safety equipment inspections to ensure all personnel understand their roles and emergency procedures, and to maintain readiness of safety facilities to minimize potential risks. Throughout 2025, the activities carried out by the BAg Emergency Response Team include:

1. Safety Drill at the Head Office
2. Safety Drill at Branch Office
3. Routine inspection of firefighting equipment

Persentase Pegawai yang diwakili dalam P2K3
Percentage of Employees Represented in P2K3

Tahun Year	Jumlah Total Pegawai Tetap Number of Permanent Employee	Jumlah Anggota P2K3 Number of P2K3 Members	%	Perwakilan Manajemen Management Representative		Perwakilan Pegawai Employee Representative	
				Total	%	Total	%
2025	**53**	**10**	**19**	**4**	**7**	**6**	**11**
2024	46	10	22	4	9	6	13
2023	50	10	20	4	8	6	12
2022	69	10	14	4	6	6	9

Identifikasi Jenis Pekerjaan Berisiko

Identification of High-Risk Occupations

[GRI 403-2, 403-7]

BAg secara konsisten melakukan identifikasi serta pemetaan risiko K3 di seluruh aktivitas operasional Perusahaan sebagai upaya dalam mencegah terjadinya kecelakaan kerja dan penyakit akibat kerja. Proses ini menjadi langkah penting dalam mendukung penerapan sistem keselamatan kerja yang berkelanjutan sekaligus sebagai dasar dalam penyusunan langkah mitigasi, pengendalian, serta penanganan risiko kerja secara tepat dan efektif.

BAg melaksanakan proses identifikasi pekerjaan berisiko secara internal oleh pekerja yang terlibat langsung dalam aktivitas pekerjaan terkait. Pendekatan ini dilakukan karena Perusahaan menilai pekerja yang berada di lapangan lebih memahami karakteristik pekerjaan, potensi bahaya, serta risiko yang dapat muncul selama pelaksanaan pekerjaan. Dengan keterlibatan langsung pekerja, proses identifikasi risiko diharapkan dapat dilakukan secara lebih akurat dan sesuai dengan kondisi operasional yang dihadapi. Namun demikian, untuk menjaga kualitas dan efektivitas proses identifikasi risiko, pekerja yang terlibat tetap mendapatkan pendampingan dan arahan dari tenaga yang memiliki sertifikasi Ahli K3 Umum. Selain itu, Perusahaan juga terus meningkatkan kompetensi pekerja melalui berbagai program pelatihan dan sertifikasi K3 guna mendukung penerapan budaya keselamatan kerja yang kuat di seluruh lingkungan operasional perusahaan. Melalui kompetensi tersebut, pegawai memiliki kemampuan dalam mengidentifikasi potensi bahaya, melakukan penilaian tingkat risiko, serta menentukan langkah pengendalian sesuai standar keselamatan kerja yang berlaku, sehingga Perusahaan dapat mempertanggungjawabkan hasil identifikasi risiko yang telah dilakukan secara profesional dan selaras dengan ketentuan regulasi yang berlaku.

Adapun proses identifikasi pekerjaan berisiko dilakukan melalui beberapa tahapan berikut: [GRI 403-2]

1. Identifikasi bahaya yang ada di lokasi kerja maupun saat pelaksanaan pekerjaan;
2. Identifikasi risiko dan peluang terkait dengan potensi bahaya yang ditemukan;
3. Melakukan *monitoring* terhadap mitigasi risiko yang telah ditetapkan;
4. Melakukan edukasi kepada pekerja mengenai identifikasi pekerjaan berisiko.

BAg consistently identifies and maps OHS risks across all of the Company's operational activities as an effort to prevent work accidents and occupational diseases. This process is a crucial step in supporting the implementation of a sustainable occupational safety system and is the basis for formulating appropriate and effective mitigation, control, and risk management measures.

BAg carries out the identification of high-risk work internally by workers who are directly involved in the related work activities. This approach is taken because the Company believes that workers in the field have a better understanding of the work characteristics, potential hazards, and risks that may arise during work execution. By involving workers directly, the risk identification process is expected to be more accurate and aligned with the operational conditions encountered. However, to maintain the quality and effectiveness of the risk identification process, the workers involved still receive guidance and direction from personnel certified as General OHS Experts. Furthermore, the Company continuously improves worker competency through various OHS training and certification programs. It aims to support the implementation of a strong safety culture across all operational environments. With these competencies, employees have the ability to identify potential hazards, assess risk levels, and determine control measures in accordance with applicable safety standards, enabling the Company to account for risk identification results professionally and in line with regulatory requirements.

The process of identifying high-risk work is carried out through the following stages: [GRI 403-2]

1. Identify hazards at the worksite and during the performance of work;
2. Identify risks and opportunities related to the potential hazards identified;
3. Monitor the implementation of established risk mitigation measures;
4. Educate workers on how to identify risky work.

Hasil identifikasi atas potensi risiko tersebut kemudian didokumentasikan dalam *Hazard Identification, Risk Assessment, and Determining Control* (HIRADC) atau Identifikasi Bahaya, Penilaian Risiko, dan Penetapan Pengendalian (IBPR). BAg kemudian secara berkala akan melakukan evaluasi setiap tahunnya guna memastikan efektivitas pengendalian serta kesesuaian tindak lanjut yang dilakukan. Pada tahun 2025, ditemukan sejumlah potensi bahaya yang melekat pada beberapa jenis pekerjaan tertentu yang tercermin dari hasil identifikasi pekerjaan berisiko tinggi yang dilakukan sepanjang tahun 2025. Untuk merespon temuan tersebut, BAg mengklasifikasikan risiko-risiko tersebut dengan mempertimbangkan tingkat keterpaparan terhadap kecelakaan kerja maupun penyakit akibat kerja sebagai dasar dalam menentukan langkah pencegahan dan penanganan yang tepat.

The results of the identification of potential risks are then documented in the Hazard Identification, Risk Assessment, and Determining Control (HIRADC). BAg then conducts an annual evaluation to ensure the effectiveness of controls and the appropriateness of follow-up actions taken. In 2025, several potential hazards inherent in certain types of work were identified, as reflected in the results of the high-risk job identification conducted throughout 2025. In response to these findings, BAg classified the risks by considering the level of exposure to work accidents and occupational diseases as a basis for determining appropriate prevention and handling measures.

Jenis Pekerjaan Bahaya atau Risiko K3 Berdasarkan Jenis Pekerjaan

Types of Hazardous Work or OSH Risks Based on the Type of Work

[GRI 403-2, 403-3, 403-6, 403-7, 403-10]

Jenis Pekerjaan Type of Work	Potensi Bahaya Potential Hazard	Risiko Risk	Pengendalian Risiko Risk Control [GRI 403-6, 403-7]	Pengendalian Tambahan Additional Control
Bekerja dengan Komputer/ Laptop/Printer Using computer/ laptop/printer	Terkena radiasi berlebihan pada mata Excessive eye radiation	Iritasi mata Eye irritation	1. Mengatur kondisi pencahayaan ruangan dan kecerahan layar komputer; 2. Pengaturan tampilan dan jaga jarak dengan layar monitor; 3. *Awareness* bekerja dengan komputer; 4. Istirahat sejenak; 5. Melakukan pemeriksaan rutin pada mata dan menindaklanjutinya melalui *Medical Check Up* (MCU). 1. Adjust the room lighting and the brightness of the computer screen; 2. Adjust the display settings and maintain a proper distance from the monitor; 3. Be aware of your computer usage habits; 4. Take short breaks; 5. Get regular eye exams and follow up with a medical checkup (MCU).	Memastikan pencahayaan komputer dan ruangan ideal Ensuring ideal lighting for your computer and room
	Aliran listrik Electric shock	Tersetrum Electrocuted	1. Inspeksi rutin lingkungan kerja; 2. Menggunakan kabel SNI; 3. Kabel tertutup. 1. Routine workplace inspections; 2. Use SNI-certified cables; 3. Covered cables.	Tidak menyentuh kabel langsung dengan tangan Do not touch the cable directly with your hands
Pengoperasian APAR Operating a Fire Extinguisher	Serbuk terhirup Inhaled dust	ISPA Acute Respiratory Infections	1. Memasang rambu-rambu instruksi penggunaan APAR; 2. Penunjukan petugas pemadam yang sudah mendapat pelatihan khusus penanganan APAR dan berpengalaman yang boleh melakukan pekerjaan ini. 1. Install signs with instructions on how to use fire extinguishers; 2. Appoint firefighting personnel who have received special training in the use of fire extinguishers and have the necessary experience to perform this task.	Menggunakan masker Wearing a mask
	Tekanan tabung APAR Fire extinguisher cylinder pressure	Cedera Injury		Fokus pada saat pengoperasian Focus when using a fire extinguisher

Jenis Pekerjaan Type of Work	Potensi Bahaya Potential Hazard	Risiko Risk	Pengendalian Risiko Risk Control [GRI 403-6, 403-7]	Pengendalian Tambahan Additional Control
Penggunaan Tangga untuk Pergantian Lampu Using a Ladder to Replace a Light Bulb	Jatuh dari ketinggian Falling from a height	Dislokasi Dislocation	1. Gunakan tangga SNI; 2. Bekerja dengan 2 orang; 3. Menggunakan APD (sarung tangan). 1. Use SNI-certified ladders; 2. Work in pairs; 3. Wear PPE (gloves).	Memposisikan tangga dengan benar Positioning the ladder correctly
Berkendara Driving	Kecepatan Speed	Dislokasi Dislocation Kerusakan asset Asset damage	1. *Training Safety Driving*; 2. Pengecekan kendaraan rutin. 1. Safe Driving Training; 2. Routine vehicle inspections.	*Service* rutin kendaraan Routine vehicle maintenance
	Pembakaran Combustion	Emisi gas rumah kaca Greenhouse gas emissions	1. Mengurangi penggunaan mobil operasional/ pribadi; 2. *Service* berkala; 3. Uji emisi. 1. Reduce the use of company/personal cars; 2. Regular maintenance; 3. Emissions testing.	*Administrative control*: Pemeliharaan Kendaraan Operasional, Melakukan Uji Emisi Kendaraan Administrative control: Maintenance of Operational Vehicles, Conducting Vehicle Emissions Tests
Penanggulangan dan Evakuasi Kondisi Darurat Emergency Response and Evacuation	*Crowd*	Waktu evakuasi menjadi lambat Evacuation time becomes slow	1. *Induction* K3L menjelaskan arah dan lokasi evakuasi serta tim tanggap darurat; 2. Tanda Arah Evakuasi jelas terlihat; 3. Peralatan P3K tersedia lengkap; 4. Pelatihan Rutin/*Drill*; 5. Jalur evakuasi lebih dari satu. 1. The OHSE induction explains evacuation routes and locations as well as the emergency response team; 2. Evacuation signs are clearly visible; 3. A complete first aid kit is available; 4. Routine training/drills; 5. More than one evacuation route.	Melakukan koordinasi antar tim evakuasi Coordinating among evacuation teams
Kolaps pada Jam Kerja Collapse During Working Hours	1. Penanganan salah 2. Tidak ada peralatan pertolongan 3. Respons lambat 1. Incorrect treatment 2. Lack of first-aid equipment 3. Slow response	Kehilangan nyawa Loss of life	1. Pelatihan P3K; 2. Penyediaan peralatan pertolongan pertama; 3. Pembuatan peta evakuasi pasien; 4. Pelaksanaan *Medical Check Up*. 1. First Aid Training; 2. Provision of first aid supplies; 3. Development of patient evacuation maps; 4. Conducting medical checkups.	Istirahat yang cukup Adequate rest
Penggunaan Peralatan Listrik Use of Electrical Equipment	Listrik Electricity	1. Cidera 2. Luka bakar 3. Kehilangan nyawa 4. Tersetrum 1. Injuries 2. Burns 3. Death 4. Electrocuted	1. Penggunaan peralatan SNI; 2. Penggunaan kabel berisolasi. 1. Use of SNI-certified equipment; 2. Use of insulated cables.	Mengecek kondisi Checking the condition

Jenis Pekerjaan Type of Work	Potensi Bahaya Potential Hazard	Risiko Risk	Pengendalian Risiko Risk Control [GRI 403-6, 403-7]	Pengendalian Tambahan Additional Control
Penggunaan Peralatan yang menghasilkan Limbah B3 Use of Equipment that generates B3 Waste	Limbah B3 B3 Waste	Pencemaran Lingkungan Environmental Pollution	1. *Awareness* Limbah B3; 2. Pengumpulan Limbah B3 tersendiri. 1. Awareness of the B3 Waste; 2. Separate Collection of B3 Waste.	Pengecekan rutin setiap hari Daily routine checks
Kegiatan Perkantoran Office Activities	Limbah domestik Domestic waste	Pencemaran lingkungan Environmental Pollution	1. *Awareness* Limbah Domestik; 2. Pemilahan Limbah Domestik; 3. Pelatihan 3R. 1. Awareness of Household Waste; 2. Household Waste Sorting; 3. 3R Training.	Pengecekan rutin setiap hari Daily routine checks
Operasional Kapal Ship Operations	Oli Hidrolik Hydraulic Oil	Pencemaran Lingkungan Environmental Pollution	1. Pengecekan rutin pipa di kapal; 2. Menyiapkan peralatan SOPEP. 1. Routine Inspection of Pipes on the Ship; 2. Preparing SOPEP Equipment.	Pengecekan rutin setiap hari Daily routine checks
	Fuel		Kerjasama penanganan tumpah minyak (OSCT) Oil Spill Response Cooperation (OSCT)	
Pengecekan dan Perbaikan dalam Tanki WBT 4 Kanan Inspection and Repair of the Right WBT 4 Tank	Ruang terbatas dan paparan gas berbahaya Confined spaces and exposure to hazardous gases	Sesak nafas dan kekurangan oksigen Difficulty breathing and lack of oxygen	Melakukan *free gas* selama 24 jam dan memasang *portable vant* Provide free gas for 24 hours and install a portable vant	-

Setiap pegawai dan mitra kerja BAg memiliki kewenangan dan diwajibkan untuk menghentikan aktivitas pekerjaannya apabila ditemukan kondisi yang dinilai berpotensi mengakibatkan kecelakaan maupun penyakit akibat kerja. Setiap penghentian pekerjaan wajib dilaporkan kepada Perusahaan agar dapat segera dilakukan kegiatan tindak lanjut berupa investigasi dan penanganan sesuai prosedur yang berlaku. Pekerjaan dapat dilanjutkan kembali setelah seluruh potensi bahaya telah dipastikan aman dan terkendali. Adapun mekanisme penghentian pekerjaan oleh pekerja telah diatur sebagaimana ditunjukkan pada bagan berikut. [GRI 403-2]

All employees and partners of BAg have the authority and are required to stop their work activities if conditions are found that are deemed to have the potential to cause accidents or occupational diseases. Any work shutdown must be reported to the Company so that follow-up actions, including investigation and handling in accordance with applicable procedures, can be taken promptly. Work may resume only after all potential hazards have been confirmed safe and under control. The mechanism for work stoppage by workers is regulated as shown in the following chart. [GRI 403-2]

Bagan Alur Kewenangan Penghentian Pekerjaan
Flow Chart of Cessation of Work Authority

No	Uraian Prosedur Description of Procedure	Pejabat Pengendali K3 OHS Control Official	Manajer K3L/ Pengawas K3L OHSE Manager/ OHSE Supervisor
		Start	
1	Menerbitkan izin kerja apabila sudah memenuhi persyaratan K3 Issuing work permits once OHS requirements are met	1	
2	Melakukan pengawasan pada proses pekerjaan yang sedang dilakukan Monitoring the ongoing work processes		2
3	Apabila ditemukan ketidaksesuaian aspek K3 maka Manager K3L atau Pengawas K3 menerbitkan Formulir *Stop Work Authority* If OHS discrepancies are found, the OHSE Manager or OHS Supervisor issues a Stop Work Authority Form		3 Tidak No Ya Yes
4	Menghentikan sementara pekerjaan yang berlangsung, apabila pekerjaan di lapangan tidak memenuhi aspek K3 dalam bekerja Temporarily halting ongoing work if fieldwork does not meet OHS standards		4
5	Mengizinkan melanjutkan pekerjaan apabila pekerjaan di lapangan telah memenuhi aspek K3 dalam bekerja Allowing work to continue if fieldwork meets OHS standards		5
6	Menggali informasi atau meminta keterangan kepada manajemen dan pekerjaan di lapangan terkait hambatan dan kendala pelaksanaan K3 Gathering information or requesting clarification from management and fieldwork regarding obstacles and challenges in OHS implementation		6
7	Memberikan rekomendasi hasil temuan ketidaksesuaian aspek K3 kepada Mitra Kerja atau Manajemen Providing recommendations on OHS discrepancies to Work Partners or Management		7
			Finish

Program Peningkatan Keselamatan dan Kesehatan Kerja
Occupational Health and Safety Improvement Program

Sepanjang tahun 2025, BAg terus menjalankan berbagai program pengelolaan K3 secara berkelanjutan sebagai wujud nyata dari upaya Perusahaan dalam menciptakan lingkungan kerja yang aman, sehat, dan produktif. Program-program tersebut dirancang dan disesuaikan kembali pada setiap semester untuk mendukung perlindungan secara komprehensif bagi seluruh Insan BAg sekaligus memperkuat implementasi budaya keselamatan kerja di seluruh aktivitas operasional Perusahaan. Adapun program dan inisiatif K3 yang dilaksanakan meliputi:

Throughout 2025, BAg continued to implement various sustainable OHS management programs as a tangible manifestation of the Company's efforts to create a safe, healthy, and productive work environment. These programs are designed and readjusted each semester to provide comprehensive protection for all BAg employees while strengthening the implementation of a safety culture across all operational activities of the Company. The implemented OHS programs and initiatives include:

Program Pengelolaan Keselamatan Pegawai Employee Safety Management Program	
- Peringatan bulan K3	- OHS Month Awareness Campaign
- *Review* peraturan K3	- Review of OHS regulations
- Inspeksi dan Laporan rutin	- Routine inspections and reports
- *Review* kebutuhan APD	- Review of PPE requirements
- *Safety promotion* poster	- Safety promotion posters
- *Training* Pemadam Kebakaran	- Firefighting training
- Latihan Keamanan dan Keselamatan di Kapal	- Safety and security drills on vessels

Program Pengelolaan Kesehatan Pegawai Employee Health Management Program [GRI 403-3, 403-6, 403-10]	
- Pelaksanaan kegiatan dan penyusunan P2HIV	- Implementation of activities and development of the P2HIV program
- *Medical Check Up* sebagai program pencegahan penyakit akibat kerja	- Medical checkups as part of the occupational disease prevention program
- *Training* P3K	- First aid training
- Memastikan Kepesertaan Jaminan Kesehatan Pegawai	- Ensuring employee's health insurance coverage
- Kegiatan Sosial, Budaya, dan Olahraga	- Social, cultural, and sports activities
- Konsultasi lanjutan setelah *Medical Check Up*	- Follow-up medical consultations after medical check-ups
- Sosialisasi terkait promosi kesehatan seperti bahaya merokok melalui *email* dan WhatsApp	- Health promotion awareness programs, including campaigns on the dangers of smoking, disseminated through email and WhatsApp

Selain program-program yang telah disebutkan pada tabel di atas, BAg juga menyediakan alat kesehatan dan keselamatan penunjang berupa kotak P3K yang ditempatkan pada lokasi strategis sesuai rekomendasi hasil audit surveilans ISO 45001 dengan dilengkapi perlengkapan darurat lainnya, seperti APAR, *Hydrant System*, dan *Portable* Oksigen, serta *emergency contact* untuk mendukung pengoptimalan akses layanan medis yang responsif ketika diperlukan, BAg juga memberikan perlindungan kesehatan kepada seluruh pegawainya melalui kepesertaan BPJS Kesehatan serta tambahan asuransi PLN Insurance. Kemudian BAg bekerja sama dengan *Building Management* untuk fasilitas layanan kesehatan berupa klinik di Gedung Prudential Center yang beroperasi mengikuti jam kerja Perusahaan. Fasilitas klinik ini dikelola oleh manajemen building dan dapat dimanfaatkan oleh seluruh pegawai. Pada klinik tersebut, terdapat layanan konsultasi kesehatan serta tenaga medis profesional, termasuk dokter, yang siap memberikan penanganan awal terhadap keluhan kesehatan ringan maupun rujukan tindak lanjut medis apabila diperlukan. [GRI 403-3, 403-6]

In addition to the programs mentioned in the table above, BAg also provides supporting health and safety equipment in the form of first aid kits placed at strategic locations as recommended by the ISO 45001 surveillance audit results, complemented by other emergency equipment such as fire extinguishers, hydrant systems, portable oxygen, and emergency contact numbers to optimize responsive access to medical services when needed. BAg also provides health protection for all its employees through Social Security (BPJS) for Health membership and additional insurance from PLN Insurance. Furthermore, BAg collaborates with Building Management for health service facilities in the form of a clinic at the Prudential Center building, operating during the Company's working hours. This clinic facility is managed by the management building and can be used by all employees. The clinic provides health consultation services and professional medical staff, including doctors, who are ready to provide initial treatment for minor health complaints or referrals for further medical action if necessary. [GRI 403-3, 403-6]

Dalam mendukung upaya pemeliharaan kesehatan di kapal, terdapat pihak yang bertanggung jawab terhadap kesehatan seluruh kru kapal, di mana pihak tersebut telah memiliki sertifikasi sesuai dengan standar *International Maritime Organization* (IMO), yaitu organisasi khusus PBB yang bertanggung jawab atas keselamatan, keamanan, dan kinerja lingkungan dalam bidang pelayaran internasional, serta yang menetapkan standar internasional terkait keselamatan, keamanan, dan efisiensi dalam industri maritim. Keberadaan

To support health maintenance efforts on vessels, there is a party responsible for the health of all crew members, which holds certification according to the standards of the International Maritime Organization (IMO), a specialized UN agency responsible for safety, security, and environmental performance in international shipping, and which establishes international standards for safety, security, and efficiency in the maritime industry. This competent party is part of the Company's efforts to

pihak yang kompeten tersebut menjadi bagian dari upaya Perusahaan dalam memastikan kesehatan awak kapal tetap terjaga sehingga dapat mendukung keselamatan kerja dan keberlangsungan operasional perusahaan.

ensure the health of the ship's crew is maintained, thereby supporting work safety and the continuity of its operations.

Kemudian untuk mendorong implementasi K3 yang optimal di seluruh aktivitas operasional Perusahaan, BAg mengikutsertakan seluruh kontraktor dalam pelaksanaan *Contractor Safety Management System* (CSMS) sesuai dengan kebijakan SPLN U1.006:2021 tentang Sistem Manajemen Keselamatan Kontraktor. Dalam pelaksanaannya, proses CSMS dilakukan melalui tahapan sebagai berikut:

1. Penilaian Risiko (*Risk Assessment*);
2. Prakualifikasi Kontraktor (*Pre-Qualification*);
3. Pengadaan Barang/Jasa (*Selection*);
4. Kegiatan Pra Pelaksanaan Pekerjaan (*Pre-Job Activity*);
5. Pekerjaan Sedang Berlangsung (*Work in Progress*); dan
6. Evaluasi Akhir Pekerjaan (*Final Evaluation*).

Furthermore, to promote optimal OHS implementation across all operational activities of the Company, BAg involves all contractors in the implementation of the Contractor Safety Management System (CSMS) in accordance with SPLN U1.006:2021 policy on Contractor Safety Management System. In practice, the CSMS process is carried out through the following stages:

1. Risk Assessment;
2. Contractor Pre-Qualification (Pre-Qualification);
3. Goods/Services Procurement (Selection);
4. Pre-Job Activity;
5. Work in Progress; and
6. Final Evaluation.

Pada tahun 2025, BAg telah melanjutkan pelaksanaan CSMS dengan jumlah kontraktor Perusahaan yang terdaftar berjumlah 77 perusahaan. Adapun jumlah kontraktor yang telah tersertifikasi prakualifikasi CSMS BAg pada tahun 2025 adalah sebanyak 60 orang, di mana seluruhnya terklasifikasi ke dalam CSMS Risiko Ekstrem dan merupakan kontraktor terkait mitra pengangkutan.

In 2025, BAg continued implementing the CSMS with 77 registered contractor companies. The number of contractors who have been prequalified and certified under BAg's CSMS in 2025 was 60, all of whom are classified under Extreme Risk CSMS and are transport partner contractors.

Peningkatan Kapasitas dan Kompetensi K3

Improvement of Occupational Health and Safety (OHS) Capacity and Competency

[GRI 403-5]

Sebagai upaya dalam meminimalkan terjadinya kecelakaan kerja sekaligus memperkuat implementasi budaya K3 di lingkungan Perusahaan, BAg secara konsisten melaksanakan berbagai program pelatihan dan sertifikasi K3 dengan menyesuaikan pada tingkat risiko dari masing-masing jenis pekerjaan sehingga pegawai memiliki pemahaman dan kompetensi yang memadai dalam menjalankan aktivitas kerja secara aman. Sepanjang tahun 2025, pelatihan dan sertifikasi K3 telah diberikan kepada 10 orang pegawai (18,87%) dari total pegawai tetap BAg sebanyak 53 orang yang dirincikan pada tabel berikut: [GRI 403-5]

In an effort to minimize workplace accidents while strengthening the implementation of OHS culture within the Company, BAg consistently conducts various OHS training and certification programs tailored to the risk level of each type of work, so that employees have adequate understanding and competence to carry out work activities safely. Throughout 2025, OHS training and certification were provided to 10 employees (18.87%) of BAg's 53 permanent employees, as detailed in the following table: [GRI 403-5]

Sertifikasi dan Pelatihan K3 Tahun 2025
OHS Certification and Training in 2025
[GRI 403-5]

Nama Sertifikasi/ Pelatihan K3 Name of OHS Certification/Training	Tanggal Pelaksanaan Pelatihan Date of Training	Jumlah pegawai yang mengikuti sertifikasi/pelatihan Number of employees participated in certification/ training
Sertifikasi Certification		
Petugas P3k P3K Staff	6-9 Oktober 2025 October 6-9, 2025	1
Ahli K3 Umum General OHS Expert	10-24 Juni 2025 June 10-24, 2025	2
Pemutakhiran/Revalidasi Sertifikat DPA DPA Certificate Renewal/Revalidation	13-15 Agustus 2025 August 13-15, 2025	2
Pelatihan Training		
Auditor Sistem Manajemen K3 (SMK3) OHS Management System (OHSMS) Auditor	15-19 September 2025 September 15-19, 2025	1
Damkar D Firefighters D	13-15 Mei 2025 May 13-15, 2025	1
Maritime Labour Convention	26-28 Februari 2025 February 26-28, 2025	3
Jumlah Total		**10**

Selain mengikuti pelatihan dan sertifikasi eksternal, pada tahun 2025, Tim K3L BAg juga menyelenggarakan kegiatan *safety awareness* secara daring melalui *zoom meeting* bagi seluruh *crew* kapal milik Perusahaan. Kegiatan ini dilaksanakan untuk meningkatkan kesadaran dan pemahaman pekerja terhadap pentingnya penerapan keselamatan dan kesehatan kerja dalam mendukung operasional pelayaran yang aman dan andal.

In addition to attending external training and certification, in 2025, the BAg OHSE Team also organized safety awareness activities online via Zoom meeting for all crew members of the Company's vessels. This activity was carried out to enhance workers' awareness and understanding of the importance of implementing occupational health and safety in supporting safe and reliable shipping operations.

Kinerja dan Evaluasi Keselamatan dan Kesehatan Kerja
Occupational Health and Safety Performance and Evaluation
[GRI 403-9, 403-10]

BAg secara berkala melakukan *monitoring* dan evaluasi terhadap kinerja K3 di seluruh aktivitas operasional Perusahaan guna memastikan efektivitas dari pengimplementasian K3 yang telah dilaksanakan. Pemantauan tersebut dilakukan sebagai bagian dari mekanisme pengendalian risiko sekaligus untuk mengukur kesiapan Perusahaan dalam menghadapi berbagai potensi bahaya dan tantangan operasional yang dapat memengaruhi keselamatan kerja. Adapun capaian kinerja K3 BAg sepanjang tahun 2025 adalah sebagai berikut:

BAg periodically conducts monitoring and evaluation of OSH performance across all operational activities of the Company to ensure the effectiveness of the OSH implementation that has been carried out. This monitoring is performed as part of the risk control mechanism and to measure the Company's readiness in facing various potential hazards and operational challenges that may affect work safety. The OSH performance achievements of BAg throughout 2025 are as follows:

Kinerja K3 BAg
BAg's OHS Performance
[GRI 403-9]

Aspek Kinerja Performance Aspect	2025	2024	2023
Jumlah Jam Kerja pegawai dan mitra (Jam) Total working hours of employees and partners (Hour)	338.648	1.174.744	187.391
Total Hari Kerja Hilang (Hari) Total Lost Working Days (Day)	0	0	0

Penurunan jumlah jam kerja secara signifikan yang tercatat pada tahun 2025 dipengaruhi oleh adanya penyesuaian cakupan pelaporan. Pada tahun 2024, perhitungan jumlah jam kerja di BAg mencakup pegawai kantor, tenaga alih daya, dan awak kapal (*crew*), sedangkan pada tahun 2025 cakupan pelaporan hanya meliputi pegawai kantor dan tenaga alih daya. Selain itu, pada periode pelaporan tahun 2025, BAg belum melakukan pemisahan pencatatan jumlah jam kerja antara pegawai kantor dan awak kapal. Ke depan, BAg berkomitmen untuk terus meningkatkan kualitas pengelolaan data K3 melalui penyempurnaan sistem pencatatan dan pelaporan yang lebih terintegrasi, akurat, dan konsisten sehingga mampu mendukung pemantauan kinerja keselamatan dan kesehatan kerja secara lebih komprehensif.

The significant decrease in recorded working hours in 2025 was influenced by an adjustment in the reporting scope. In 2024, the calculation of working hours at BAg included office employees, outsourced workers, and crew members. Whereas in 2025, the reporting scope only covered office employees and outsourced workers. Additionally, in the 2025 reporting period, BAg had not yet separated the recording of working hours between office employees and crew members. In the future, BAg is committed to continuously improving the quality of OHS data management through the enhancement of a more integrated, accurate, and consistent recording and reporting system, thereby supporting a more comprehensive monitoring of occupational safety and health performance.

Sepanjang tahun 2025, BAg mencatat tidak terdapat kasus penyakit akibat kerja (PAK) yang dialami oleh karyawan maupun kontraktor/mitra kerja. Hasil ini mencerminkan keberhasilan Perusahaan dalam menjaga kesehatan dan keselamatan pekerjanya melalui penerapan program K3 serta pemantauan kondisi kesehatan dan lingkungan kerja yang optimal. [GRI 403-10]

Throughout 2025, BAg recorded no cases of occupational diseases (OD) experienced by employees or contractors/business partners. This result reflects the Company's success in maintaining the health and safety of its workers through the implementation of OHS programs and optimal monitoring of health conditions and the work environment. [GRI 403-10]

Kinerja/Kasus Kesehatan Pegawai dan Mitra Kerja BAg yang Berhubungan dengan Pekerjaan
Work-Related Performance/Health Cases of BAg Employees and Work Partners
[GRI 403-9, 403-10]

Uraian Description	2025		2024		2023	
	Pegawai Employee	Mitra Kerja Work Partner	Pegawai Employee	Mitra Kerja Work Partner	Pegawai Employee	Mitra Kerja Work Partner
Jumlah kematian akibat sakit akibat kerja Number of deaths from work-related illnesses	0	0	0	0	0	0
Jumlah kasus kesehatan buruk terkait pekerjaan Number of cases of work-related ill health	0	0	0	0	0	0

Dalam hal kinerja keselamatan pegawai maupun kontraktor, BAg juga mencatat tidak terdapat kecelakaan kerja fatal yang dialami pegawai maupun kontraktor/mitra kerja sepanjang tahun 2025. Capaian ini turut mencerminkan komitmen Perusahaan dalam menerapkan sistem manajemen K3, pengendalian risiko, serta pengawasan terhadap pelaksanaan aktivitas operasional yang konsisten dan bertanggung jawab. [GRI 403-9]

In terms of safety performance for employees and contractors, BAg also recorded no fatal work accidents experienced by employees or contractors/business partners throughout 2025. This achievement reflects the Company's commitment to implementing an OHS management system, risk control, and oversight of operational activities in a consistent and responsible manner. [GRI 403-9]

Dengan hasil kinerja keselamatan dan kesehatan kerja yang baik dan terkendali, ke depannya, BAg akan terus berupaya memperkuat implementasi keselamatan dan kesehatan kerja guna menciptakan lingkungan kerja yang aman, sehat, dan mendukung keberlangsungan operasional Perusahaan.

With good and controlled occupational safety and health performance results, going forward, BAg will continue to strive to strengthen the implementation of occupational safety and health to create a safe, healthy work environment that supports the Company's operational sustainability.

Kinerja K3 Pegawai BAg

OHS Performance of Bag Employees

[GRI 403-9]

Wilayah Operasional Operational Area	*Number of Fatalities as a Result of Work-Related Injury*		*Rate of Fatalities as a Result of Work-Related Injury*		*Number of High-Consequence Work-Related Injuries (Excluding Fatalities)*		*Rate of High-Consequence Work-Related Injuries (Excluding Fatalities) or Frequency Rate*		*Number of Recordable Work-Related Injuries*		*Rate of Recordable Work-Related Injuries*		*Severity Rate*	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
DKI Jakarta	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Jawa Tengah Central Java	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sumatera Utara North Sumatera	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Keterangan:
- *Rate of Fatalities as a Result of Work-Related Injury* atau Tingkat Kematian Akibat Cedera Terkait Pekerjaan = (Jumlah Kematian Akibat Cedera Terkait Pekerjaan / Jumlah Jam Kerja) * 1.000.000
- *Rate of High-Consequence Work-Related Injuries (Excluding Fatalities) or Frequency Rate* atau Tingkat Cedera Akibat Kerja Yang Tinggi (Tidak Termasuk Kematian) = (Jumlah Cedera Akibat Kerja Yang Tinggi, Tidak Termasuk Kematian / Jumlah Jam Kerja) * 1.000.000
- *Rate of Recordable Work-Related Injuries* atau Tingkat Cedera Terkait Pekerjaan yang Dapat Dicatat = (Jumlah Cedera Terkait Pekerjaan yang Dapat Dicatat / Jumlah Jam Kerja) * 1.000.000
- Severity Rate atau Tingkat Keparahan Cidera = (Jumlah hari kerja hilang * 1.000.000) / Jumlah Jam Kerja Orang
- *Absenteeism Rate* atau Tingkat Ketidakhadiran = Total Hari Kerja yang Hilang karena Pegawai yang Mangkir / Total Hari Kerja

Remark:
- Rate of Fatalities as a Result of Work-Related Injury = (Number of Fatalities as a Result of Work-Related Injury / Number of Hours Worked) * 1,000,000
- Rate of High-Consequence Work-Related Injuries (Excluding Fatalities) or Frequency Rate = (Number of High-Consequence Work-Related Injuries, Excluding Fatalities / Number of Hours Worked) * 1,000,000
- Rate of Recordable Work-Related Injuries = (Number of Recordable Work-Related Injuries / Number of Hours Worked) * 1,000,000
- Severity Rate Injury = (Number of lost working days * 1,000,000) / Number of Personnel Working Hours
- Absenteeism Rate = Total Lost Working Days due to Absenteeism / Total Working Days

Kinerja K3 Mitra BAg
OHS Performance of BAg's Business Partners
[GRI 403-9]

Wilayah Operasional Operational Area	*Number of Fatalities as a Result of Work-Related Injury*		*Rate of Fatalities as a Result of Work-Related Injury*		*Number of High-Consequence Work-Related Injuries (Excluding Fatalities)*		*Rate of High-Consequence Work-Related Injuries (Excluding Fatalities) or Frequency Rate*		*Number of Recordable Work-Related Injuries*		*Rate of Recordable Work-Related Injuries*		*Severity Rate*	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
DKI Jakarta	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Jawa Tengah Central Java	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sumatera Utara North Sumatera	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Keterangan:
- *Rate of Fatalities as a Result of Work-Related Injury* atau Tingkat Kematian Akibat Cedera Terkait Pekerjaan = (Jumlah Kematian Akibat Cedera Terkait Pekerjaan / Jumlah Jam Kerja) * 1.000.000
- *Rate of High-Consequence Work-Related Injuries (Excluding Fatalities) or Frequency Rate* atau Tingkat Cedera Akibat Kerja Yang Tinggi (Tidak Termasuk Kematian) = (Jumlah Cedera Akibat Kerja Yang Tinggi, Tidak Termasuk Kematian / Jumlah Jam Kerja) * 1.000.000
- *Rate of Recordable Work-Related Injuries* atau Tingkat Cedera Terkait Pekerjaan yang Dapat Dicatat = (Jumlah Cedera Terkait Pekerjaan yang Dapat Dicatat / Jumlah Jam Kerja) * 1.000.000
- Severity Rate atau Tingkat Keparahan Cidera = (Jumlah hari kerja hilang * 1.000.000) / Jumlah Jam Kerja Orang
- *Absenteeism Rate* atau Tingkat Ketidakhadiran = Total Hari Kerja yang Hilang karena Pegawai yang Mangkir / Total Hari Kerja

Remark:
- Rate of Fatalities as a Result of Work-Related Injury = (Number of Fatalities as a Result of Work-Related Injury / Number of Hours Worked) * 1,000,000
- Rate of High-Consequence Work-Related Injuries (Excluding Fatalities) or Frequency Rate = (Number of High-Consequence Work-Related Injuries, Excluding Fatalities / Number of Hours Worked) * 1,000,000
- Rate of Recordable Work-Related Injuries = (Number of Recordable Work-Related Injuries / Number of Hours Worked) * 1,000,000
- Severity Rate Injury = (Number of lost working days * 1,000,000) / Number of Personnel Working Hours
- Absenteeism Rate = Total Lost Working Days due to Absenteeism / Total Working Days

Akses Informasi dan Komunikasi K3 Bagi Seluruh Pemangku Kepentingan
Access to Occupational Health and Safety Information and Communication for All Stakeholders
[GRI 403-4]

Dalam mendukung penerapan K3 yang efektif dan mendorong optimalisasi penyampaian informasi, peningkatan pemahaman, serta koordinasi terkait aspek K3 di seluruh aktivitas operasional Perusahaan, BAg menyediakan berbagai media dan saluran komunikasi yang dapat diakses oleh pihak internal maupun eksternal, termasuk pegawai, mitra kerja, tamu Perusahaan, hingga masyarakat. Berikut media komunikasi yang digunakan BAg dalam menyampaikan informasi terkait K3: [GRI 403-4]

In supporting the effective implementation of OHS and promoting optimization of information delivery, increased understanding, and coordination regarding OHS aspects across all operational activities of the Company, BAg provides various media and communication channels accessible to internal and external parties, including employees, partners, company visitors, and the public. The following are the communication media used by BAg to convey information related to OHS: [GRI 403-4]

Akses dan Komunikasi K3 Bag
BAg's OHS Access and Communication

Komunikasi Internal Internal Communication	
- Induksi K3 kepada pegawai baru - *Safety Meeting* - Sosialisasi dan *Awareness* K3	- OHS induction for new employees - Safety meetings - OHS dissemination and awareness

Komunikasi Eksternal External Communication	
- Penyediaan *Video Safety Induction* kepada tamu dan mitra kerja - Sosialisasi Pedoman K3 - *Contractor Safety Management System* (CSMS)	- Providing safety induction videos to guests and business partners - Disseminating OHS guidelines - Contractor Safety Management System (CSMS)

Dalam mendukung implementasi K3 secara komprehensif, BAg turut melibatkan partisipasi aktif seluruh pegawai melalui prosedur layanan konsultasi terkait SMK3 sebagai sarana komunikasi dan penyampaian isu K3 di lingkungan Perusahaan. Dengan prosedur ini, pegawai dapat mengidentifikasi dan melaporkan temuan atas kondisi tidak aman (*unsafe conditions*) maupun tindakan tidak aman (*unsafe acts*) yang berisiko terhadap keselamatan dan kesehatan kerja. Selain menjadi media pelaporan, fasilitas konsultasi tersebut juga digunakan untuk menyampaikan saran, pembahasan kendala di lapangan, serta penguatan koordinasi antara pegawai, bidang K3L, dan manajemen dalam upaya meningkatkan efektivitas pengendalian risiko dan menciptakan lingkungan kerja yang lebih aman. [GRI 403-4]

In supporting comprehensive OHS implementation, BAg also involves the active participation of all employees through a consultation service procedure related to OHSMS as a means of communication and conveying OHS issues within the Company. With this procedure, employees can identify and report findings of unsafe conditions or unsafe acts that pose risks to occupational safety and health. In addition to serving as a reporting medium, the consultation facility is also used to provide suggestions, discuss field challenges, and strengthen coordination among employees, the OHSE division, and management in efforts to enhance risk control effectiveness and create a safer work environment. [GRI 403-4]

Prosedur Konsultasi SMK3

OHSMS Consultation Procedures

[GRI 403-4]

No	Uraian Prosedur Description of Procedure	Bidang K3L OHSE Unit	Pegawai Employee	Manajer Terkait Related Manager	Manajer K3L OHSE Manager
1	Menetapkan waktu untuk kegiatan konsultasi SMK3 Setting a time for OHSMS consultation activities	Start 1			
2	Apakah ada permasalahan dengan SMK3? Jika ada, menyampaikan permasalahannya kepada atasan lalu disampaikan ke Divisi HCM & Umum Is there any issue with OHSMS? If any, report them to the supervisor and then to the HCM & General Division		2 Ya Yes Tidak No	2	
3	Jika tidak, menugaskan Manager K3L untuk melaksanakan kegiatan konsultasi If not, assign the OHSE Manager to conduct the consultation activities				3
4	Menghadiri konsultasi dan memberikan masukan mengenai perubahan SMK3 yang ada Attend the consultation and provide input regarding the existing SMK3 changes				4
5	Mendokumentasikan kegiatan konsultasi tersebut dan hasil pembahasannya Document the consultation activities and the discussion results				5
6	Melaporkan hasil pembahasan kepada Manajemen Report the discussion results to Management			6	
7	Apakah ada masukan? Jika ada memberikan usulan tindakan pencegahan tambahan yang perlu dilakukan. Menilai usulan dari pegawai apakah dapat diterapkan atau tidak, jika tidak, hasil laporan dikembalikan ke pegawai/bagian terkait untuk diperbaiki Is there any feedback? If there are any, provide suggestions for additional preventive actions that need to be taken. Evaluate the proposal from the employee to determine whether it can be implemented or not; if not, the report will be returned to the employee/related department for revision.			7 Tidak No Ya Yes	
8	Jika usulan diterapkan, mempersiapkan rencana untuk menerapkan usulan tersebut If the proposal is implemented, prepare a plan to implement the proposal			8	
				Finish	

Pengaduan Keselamatan dan Kesehatan Kerja

Occupational Health and Safety Complaints

[GRI 3-3, 2-27]

BAg menyediakan mekanisme pengaduan khusus terkait aspek K3 sebagai bentuk komitmen Perusahaan dalam memastikan perlindungan kesehatan dan keselamatan seluruh pekerjanya. Layanan pengaduan ini dapat dimanfaatkan oleh pegawai maupun mitra kerja untuk menyampaikan laporan, keluhan, maupun masukan terkait kondisi kerja yang berpotensi menimbulkan risiko, mencakup pelanggaran prosedur K3, *unsafe acts*, dan *unsafe condition* di lingkungan kerja. Dengan pendekatan tersebut diharapkan budaya kerja yang terbuka, responsif, dan berorientasi pada pencegahan risiko dapat terbentuk di lingkungan operasional BAg, sekaligus memastikan proses tindak lanjut atas setiap laporan yang diterima dengan menyesuaikan pada prosedur dan ketentuan yang berlaku di Perusahaan.

BAg provides a dedicated complaint mechanism related to OHS aspects. It is part of the Company's commitment to ensuring the health and safety of all its workers. This complaint service can be used by employees and business partners to report, express grievances, or provide input regarding work conditions that may pose risks, including violations of OHS procedures, unsafe acts, and unsafe conditions in the work environment. This approach is expected to foster an open, responsive, and risk-prevention-oriented work culture within BAg's operational environment, while ensuring that every report received is followed up in accordance with the Company's applicable procedures and regulations.

Prosedur Pelaporan dan Investigasi Insiden

Incident Reporting and Investigation Procedure

[GRI 403-2, 403-4]

No	Uraian Prosedur Description of Procedure	Karyawan Employees	Bidang K3L OHSE Unit	Manajer K3L OHSE Manager	Perwakilan Manajemen & Manajemen Management Representative & Management	BPJS & DISNAKER Tk. II Social Security & Level II Employment Office	Tim Investigasi Investigation Team
		Start					
1	Pelaporan *Positive Action, Unsafe Action, Unsafe Condition* dan *Nearmiss* Reporting Positive Action, Unsafe Action, Unsafe Condition, and Near Miss Karyawan yang mengidentifikasi butir 3 s/d 6 mengisi form PUN *card* atau menyampaikannya secara lisan kepada Bidang K3L untuk diisikan *form*-nya Employees who identify items 3 to 6 fill out the PUN card form or convey it verbally to the OHSE Division to have the form filled out	1					
2	Bidang K3L mengisi *Form* Permintaan Tindakan Perbaikan (PM.10.2.1.L01) (khusus *Positive Action* tidak wajib) dan menyampaikannya ke Bidang terkait untuk dianalisa penyebabnya (diinvestigasi) dan ditetapkan rencana tindakan perbaikannya The OHSE Division fills out the Corrective Action Request Form (PM.10.2.1.L01) (Positive Action is not mandatory) and submits it to the relevant Division for cause analysis (investigation) and to establish a corrective action plan		2				
3	Bidang K3L memantau pelaksanaan tindak lanjut sampai selesai dengan efektif dengan menggunakan *Form* Perkembangan Penyelesaian Tindakan Perbaikan The OHSE Division effectively monitors the implementation of follow-up actions until completion using the Corrective Action Completion Progress Form		3				

No	Uraian Prosedur Description of Procedure	Karyawan Employees	Bidang K3L OHSE Unit	Manajer K3L OHSE Manager	Perwakilan Manajemen & Manajemen Management Representative & Management	BPJS & DISNAKER Tk. II Social Security & Level II Employment Office	Tim Investigasi Investigation Team
4	Pelaporan *Accident* Accident Reporting Karyawan dan/atau Bidang K3L yang mengetahui kejadian tersebut membuat Laporan Awal Kecelakaan. Pelaporan awal bisa dilakukan secara verbal menggunakan telepon atau komunikasi langsung Employees and/or the OHSE Department who are aware of the incident create an Initial Accident Report. Initial reporting can be carried out verbally using a phone or direct communication	4	4				
5	Bidang K3L mengirimkan Laporan Awal Kecelakaan secara langsung atau melalui email kepada Manager K3L. The OHSE department sends the Initial Accident Report directly or via email to the OHSE Manager. Apabila kecelakaan berat dan fatal kepada Perwakilan Manajemen & Manajemen. Dan jika kecelakaan minimal sedang, diperlukan untuk dilaporkan ke BPJS Ketenagakerjaan dan Dinas Tenaga Kerja (DISNAKER) Tingkat II kurang dari 2 x 24 jam mengacu ke Permenaker No. 3 tahun 1998 tentang Tata Cara Pelaporan dan Pemeriksaan Kecelakaan. And if the accident is at least moderate, it must be reported to the Social Security for Employment and the Level II Manpower Office (DISNAKER) within 2x24 hours, referring to a Regulation of the Minister of Manpower No. 3 of 1998 concerning Procedures for Reporting and Investigating Accidents. **Catatan Note:** - Pelaporan awal untuk BPJS dapat dilakukan melalui telepon. - Kecelakaan lingkungan berat dapat dilaporkan ke Dinas Lingkungan Hidup dan Lurah / Kepala Desa. - Initial reporting for the Social Security can be conducted via phone. - Severe environmental accidents are reported to the Environmental Agency and the Village Head.		5 Ya Yes Tidak No	5	5 5	5	
6	Investigasi Kecelakaan Accident Investigation Tim Investigasi melakukan Pengumpulan data, dengan memeriksa tempat kejadian dan mewawancarai korban (jika mungkin) dan saksi The Investigation Team collects data by examining the scene and gathering information from the victim (if possible) and witnesses						6
7	Tim Investigasi Meninjau penilaian risiko terdahulu dari aktivitas, produk atau terkait. The Investigation Team reviews previous risk assessments of activities, products, or related matters						7

No	Uraian Prosedur Description of Procedure	Karyawan Employees	Bidang K3L OHSE Unit	Manajer K3L OHSE Manager	Perwakilan Manajemen & Manajemen Management Representative & Management	BPJS & DISNAKER Tk. II Social Security & Level II Employment Office	Tim Investigasi Investigation Team
8	Tim Investigasi Menganalisis data yang dapat digunakan untuk menemukan sebab/ perilaku atau tindakan yang tidak aman, akar masalah (faktor pekerja) dan kontrol manajemen The Investigation Team analyzes data that can be used to identify causes (unsafe behaviors or actions), root causes (work factors), and management controls						8
9	Tim Investigasi Merekomendasikan tindakan pencegahan The Investigation Team recommends preventive actions						9
10	Tim Investigasi Memantau rekomendasi berdasarkan hasil investigasi. The Investigation Team monitors recommendations based on the investigation results **Catatan:** - Investigasi ini dilakukan dalam sebuah tim dan jumlah anggota tergantung pada tingkat insiden yang terjadi. - Investigasi akan dilakukan sesegera mungkin untuk mencegah kehilangan bukti. - *Timeframe* penyelidikan bisa memungkinkan selesai tidak terlambat dari satu bulan sejak insiden terjadi. - Salah satu anggota tim investigasi akan menjadi syarat untuk menjadi ketua investigasi. - Jika insiden melibatkan karyawan kontraktor, perwakilan dari kontraktor tersebut akan dilibatkan dalam tim investigasi. - Investigasi laporan menggunakan formulir Investigasi Kecelakaan. - Rekomendasi tindakan perbaikan dan pencegahan yang diberikan oleh tim investigasi akan dimasukkan ke dalam sistem penilaian risiko untuk menentukan apakah tindakan tersebut tidak akan menyebabkan risiko yang lebih tinggi. **Note:** - This investigation is conducted by a team. The number of members depends on the severity of the incident. - The investigation will be carried out as soon as possible to prevent loss of evidence. - The investigation timeline, if possible, should be completed no later than one month after the incident occurs. - One team member must be trained and qualified to investigate the incident. - If the incident involves contractor employees, a representative from the contractor will be involved in the investigation team. - The investigation report uses the Incident Investigation form. Recommendations for corrective and preventive actions provided by the investigation team will undergo a risk assessment to determine whether these actions will not lead to a higher risk.						10
							Finish

Sepanjang tahun 2025, BAg tidak menerima laporan pengaduan terkait aspek K3 yang menunjukkan bahwa Perusahaan telah berhasil menjaga penerapan sistem K3 secara konsisten sehingga tercipta lingkungan kerja yang aman, sehat, dan kondusif bagi seluruh pegawai maupun mitra kerja.

Throughout 2025, BAg received no reports of complaints related to OHS aspects, indicating that the Company has successfully maintained consistent implementation of the OHS system, thereby creating a safe, healthy, and conducive work environment for all employees and business partners.

Meningkatkan Upaya dalam Menghadirkan Manfaat Berkelanjutan bagi Masyarakat

Strengthening Efforts to Deliver Sustainable Benefits to the Community

Melalui pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berkelanjutan, BAg berupaya menghadirkan manfaat sosial yang lebih luas dan terintegrasi terutama kepada masyarakat lokal di sekitar wilayah operasional. Dengan berfokus pada pengembangan kapasitas masyarakat, dukungan kemandirian terhadap potensi ekonomi lokal, serta kepedulian terhadap lingkungan, BAg meyakini dapat berkontribusi nyata dan menjadi bagian penting dalam menciptakan dampak positif yang berkelanjutan.

Through the implementation of a sustainable Social and Environmental Responsibility (SER) Program, BAg strives to deliver broader and more integrated social benefits, particularly to local communities in the areas surrounding its operations. By focusing on community capacity building, supporting self-reliance in local economic potential, and environmental stewardship, BAg believes it can make a tangible contribution and play a vital role in creating sustainable positive impact.

Pendekatan Manajemen Management Approach

Topik Masyarakat Lokal
Local Communities
[GRI 3-2, 3-3]

PENGELOLAAN DAMPAK IMPACT MANAGEMENT

Topik masyarakat lokal ditetapkan menjadi salah satu topik keberlanjutan yang penting bagi BAg yang senantiasa diupayakan Perusahaan melalui pengoptimalan nilai keberlanjutan bagi masyarakat sekitar. Sebagai Perusahaan yang bergerak di bidang pelayaran dan logistik energi, BAg menyadari bahwa potensi dampak terhadap masyarakat dapat ditimbulkan dari kegiatan operasional Perusahaan, seperti kebisingan kapal, emisi dari aktivitas pengangkutan, debu di area pelabuhan, hingga potensi pencemaran perairan. Oleh karena itu, berbagai langkah mitigasi telah diterapkan oleh BAg, di antaranya dengan menggunakan bahan bakar yang lebih ramah lingkungan, mengelola limbah kapal secara bertanggung jawab, serta komunikasi terbuka bersama masyarakat sekitar wilayah operasional guna mengidentifikasi kebutuhan, aspirasi, serta potensi permasalahan yang muncul di lingkungan sekitar wilayah operasional. Hasil identifikasi tersebut kemudian menjadi dasar dalam pelaksanaan dan penyusunan program TJSL perusahaan. Tidak hanya mengelola risiko timbulnya dampak negatif, secara aktif BAg juga berupaya memberikan manfaat positif melalui program tanggung jawab sosial dan lingkungan maupun kontribusi ekonomi yang mendukung terciptanya peluang kerja serta pertumbuhan usaha masyarakat lokal di pesisir. [GRI 413-2] [OJK F.23]

Local communities have been identified as a key sustainability issue for BAg, which the Company consistently addresses by maximizing the value of sustainability for surrounding communities. As a company operating in the shipping and energy logistics sectors, BAg recognizes that its operational activities—such as ship noise, emissions from transportation, dust in port areas, and potential water pollution—can have an impact on local communities. Therefore, BAg has implemented various mitigation measures, including the use of more environmentally friendly fuels, responsible management of ship waste, and open communication with communities near its operational areas to identify their needs, aspirations, and potential issues arising in the surrounding environment. The findings from this identification process then serve as the basis for the implementation and development of the Company's CSER programs. BAg not only manages the risks of negative impacts but also actively strives to provide positive benefits through social and environmental responsibility programs, as well as economic contributions that support the creation of job opportunities and the growth of local coastal businesses. [GRI 413-2] [OJK F.23]

KEBIJAKAN YANG TELAH DIKEMBANGKAN SECARA KHUSUS / SPECIFICALLY DEVELOPED POLICIES

Kebijakan BAg terkait Masyarakat Lokal

- Surat Keputusan Direksi PT Pelayaran Bahtera Adhiguna Nomor: A.0719/SP.101/DIRUT-2018 tanggal 09 Januari 2018 tentang Penetapan Pedoman Pengelolaan Kegiatan Tanggung Jawab Sosial dan Lingkungan/Corporate Social Responsibility (TJSL) di lingkungan PT Pelayaran Bahtera Adhiguna

Ketentuan Umum

- Undang-Undang Nomor 40 tentang Perseroan Terbatas Pasal 74 terkait Tanggung Jawab Sosial dan Lingkungan
- Peraturan Pemerintah Nomor 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perusahaan
- Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-6/MBU/09/2022 tentang Perubahan Atas
- Peraturan Menteri Badan Usaha Milik Negara Nomor Per-05/Mbu/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara

BAg Policies Regarding Local Communities

- Decision Letter of the Board of Directors of PT Pelayaran Bahtera Adhiguna No. A.0719/SP.101/DIRUT-2018 dated January 9, 2018, regarding the Establishment of Guidelines for the Management of Social and Environmental Responsibility Activities (CSER) at PT Pelayaran Bahtera Adhiguna

General Provisions

- Law No. 40 on Limited Liability Companies, Article 74 regarding Social and Environmental Responsibility
- Government Regulation No. 47 of 2012 on Corporate Social and Environmental Responsibility
- Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-6/MBU/09/2022 on Amendments to
- Regulation of the Minister of State-Owned Enterprises No. Per-05/Mbu/04/2021 on the Social and Environmental Responsibility Program of State-Owned Enterprises

KOMITMEN / COMMITMENT

- Melaksanakan program TJSL berkesinambungan yang meliputi aspek ekonomi, sosial dan lingkungan sebagai wujud kontribusi Perusahaan dalam mewujudkan tujuan pembangunan berkelanjutan.

- Implementing a sustainable CSER program that encompasses economic, social, and environmental aspects as a manifestation of the Company's contribution to achieving sustainable development goals.

TUJUAN/TARGET / OBJECTIVE/TARGET

- Menjaga dan meningkatkan suplai rantai pasok proses bisnis perusahaan dari hulu ke hilir untuk keberlangsungan perusahaan
- Memberikan dampak sosial (sesuai dan bermanfaat) untuk masyarakat dan lingkungan
- Meningkatkan kesadaran masyarakat tentang lingkungan
- Meningkatkan ekonomi lokal lewat pemberian keterampilan alternatif untuk dapat berkembang dan berkelanjutan
- Mendukung upaya maksimal peningkatan citra dan reputasi perusahaan di mata *Stakeholder*

- To maintain and improve the Company's end-to-end business process supply chain for the Company's sustainability
- To generate positive social impacts for the community and the environment
- To raise public awareness about the environment
- Boost the local economy by providing alternative skills to foster growth and sustainability
- Support maximum efforts to enhance the Company's image and reputation in the eyes of stakeholders

EVALUASI DAN EFEKTIVITAS TINDAKAN UNTUK MENGELOLA DAMPAK / EVALUATION AND EFFECTIVENESS OF IMPACT MANAGEMENT MEASURES

- BAg secara berkala melakukan evaluasi terhadap efektivitas pelaksanaan program TJSL yang dijalankan sehingga dapat memberikan nilai optimal bagi masyarakat. Evaluasi dilakukan melalui pemantauan dan pelaporan internal berkala (bulanan) dan pelaporan akhir program untuk mengukur dampak program yang telah dijalankan.
- Pengukuran *Social Return on Investment* (SROI)

- BAg periodically evaluates the effectiveness of its CSER programs to ensure they provide optimal value to the community. Evaluations are conducted through regular (monthly) internal monitoring and reporting, as well as final program reports, to measure the impact of the programs that have been implemented.
- Social Return on Investment (SROI) Measurement

PENANGGUNG JAWAB / PERSON IN CHARGE

Divisi Sekretaris Perusahaan Bidang Stakeholder Management

Corporate Secretary Division, Stakeholder Management Section

ALOKASI ANGGARAN / BUDGET ALLOCATION

BAg telah mengalokasikan anggaran sebesar Rp1.200 juta, dengan realisasi biaya sebesar Rp1.020 juta (terealisasi 85%) untuk pelaksanaan program TJSL.

The Corporate Secretary Division has allocated a budget of Rp1,200 million, with actual expenditures amounting to Rp1,020 million (85% realized) for the implementation of the CSR program.

KETERLIBATAN PEMANGKU KEPENTINGAN DALAM PENGELOLAAN DAMPAK / STAKEHOLDER ENGAGEMENT IN IMPACT MANAGEMENT

Pemangku Kepentingan Stakeholder	Peran Role
Masyarakat Lokal Local Communities	Penerima manfaat utama program TJSL, mitra dalam pelaksanaan kegiatan pemberdayaan ekonomi dan pelestarian lingkungan Primary beneficiaries of the CSR program; partners in the implementation of economic empowerment and environmental conservation activities
Pemerintah Daerah Local Government	Mitra koordinasi dan pengawas pelaksanaan program TJSL agar selaras dengan kebijakan pembangunan daerah dan peraturan lingkungan Partners responsible for coordinating and overseeing the implementation of the CSER program to ensure it aligns with regional development policies and environmental regulations
Internal Perusahaan (Manajemen dan Karyawan BAg) Internal Company (Management and BAg Employees)	Perencana, pelaksana, pendamping, dan pemantau program TJSL, serta agen komunikasi dengan pemangku kepentingan eksternal Planners, implementers, facilitators, and monitors of CSER programs, as well as liaisons with external stakeholders

Perencanaan dan Pelaksanaan Program TJSL

Planning and Implementation of CSER Programs

[GRI 413-1, 413-2] [OJK F.23, F.25]

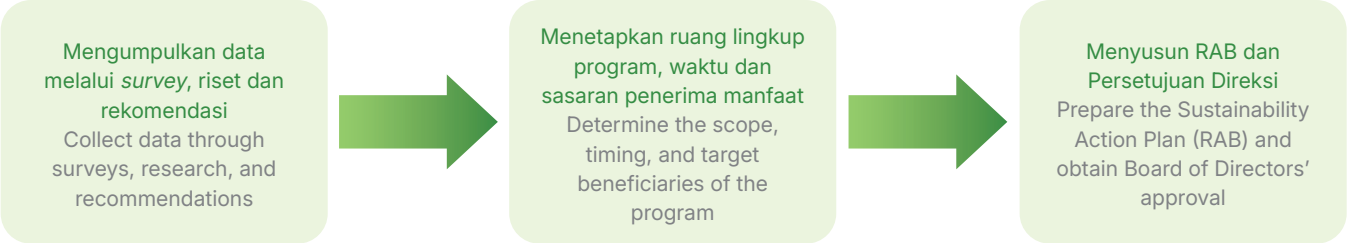
Program TJSL yang dilaksanakan oleh BAg menjadi bukti nyata atas komitmen Perusahaan dalam menciptakan nilai tambah yang berkelanjutan bagi masyarakat di sekitar wilayah operasional. Pada tahun 2025, pelaksanaan program TJSL dilaksanakan di wilayah Kantor Pusat Jakarta dan Kantor Cabang Tanjung Jati. Cakupan tersebut telah menjangkau sekitar 67% dari total wilayah kerja Perusahaan. Program TJSL dilaksanakan sebagai wujud komitmen Perusahaan dalam menghadirkan manfaat yang lebih luas serta memastikan pelaksanaan program TJSL tepat sasaran sesuai dengan kebutuhan masyarakat di sekitar wilayah operasional.

The CSER programs implemented by BAg serve as tangible evidence of the Company's commitment to creating sustainable added value for communities in the areas surrounding its operations. In 2025, the CSER programs were implemented in the Jakarta Head Office and the Tanjung Jati Branch Office, covering approximately 67% of the Company's total operational areas. The implementation of these programs reflects the Company's commitment to delivering broader social benefits while ensuring that CSER initiatives are effectively targeted to address the needs of communities surrounding its operational areas.

BAg melaksanakan pemetaan sosial (*social mapping*) sebagai langkah awal dalam perencanaan program TJSL guna memahami kondisi sosial masyarakat, mengidentifikasi kebutuhan prioritas, memetakan potensi isu sosial di sekitar wilayah operasional, serta mengidentifikasi kelompok rentan yang membutuhkan perhatian lebih lanjut. Pendekatan tersebut dilakukan agar program TJSL yang dirancang dapat lebih relevan, efektif, dan selaras dengan kebutuhan masyarakat setempat maupun bisnis inti Perusahaan.

BAg conducts social mapping as an initial step in planning its CSER programs to understand the social conditions of the community, identify priority needs, map potential social issues in the areas surrounding its operations, and identify vulnerable groups that require further attention. This approach is taken to ensure that the CSER programs designed are more relevant, effective, and aligned with the needs of both the local community and the Company's core business.

Mekanisme Perencanaan Program TJSL Perusahaan
Planning Mechanism of Company's CSR Programs
[GRI 413-1]



Untuk memastikan pelaksanaan program berjalan secara terarah dan terukur, BAg menetapkan fokus penyaluran program TJSL yang diselaraskan pada empat Tujuan Pembangunan Berkelanjutan (TPB), antara lain ekosistem kelautan, energi bersih dan terjangkau, pekerjaan layak dan pertumbuhan ekonomi, serta penanganan perubahan iklim. Pelaksanaan seluruh program tersebut juga dilakukan dengan turut mempertimbangkan ketentuan pemerintah serta kebutuhan masyarakat di sekitar wilayah operasional. [GRI 413-1]

To ensure that program implementation is focused and measurable, BAg has established priorities for the CSER program that align with four Sustainable Development Goals (SDGs), namely marine ecosystems, affordable and clean energy, decent work and economic growth, and climate action. The implementation of all these programs also takes into account government regulations and the needs of communities in the areas surrounding the Company's operations. [GRI 413-1]

Fokus Bidang Penyaluran Program TJSL BAg Tahun 2025

Focus Areas for BAg's CSER Program Allocation in 2025

Ekosistem Kelautan
Marine Ecosystems

Dukungan dalam menjaga ekosistem laut melalui budidaya dan pembibitan anggur laut, pengelolaan limbah kulit kerang hijau untuk mendukung kebersihan kawasan pesisir, dan peningkatan kesadaran masyarakat terhadap pelestarian ekosistem laut.

Support for the preservation of marine ecosystems through sea grape cultivation and propagation, management of green mussel shell waste to promote coastal cleanliness, and raising public awareness about marine ecosystem conservation.

Energi Bersih dan Terjangkau
Clean and Affordable Energy

Mewujudkan lingkungan yang bersih dan terjangkau dengan pengelolaan sampah organik dapur melalui budidaya maggot BSF, penerapan konsep ekonomi sirkular dalam pengelolaan sampah rumah tangga, serta pemanfaatan hasil budidaya maggot sebagai produk bernilai guna.

Creating a clean and sustainable environment through the management of kitchen organic waste via black soldier fly (BSF) maggot farming, the implementation of the circular economy concept in household waste management, and the utilization of maggot farming outputs as valuable products.

Pekerjaan Layak dan Pertumbuhan Ekonomi
Decent Work and Economic Growth

Menghadirkan pekerjaan yang layak dan mendorong pertumbuhan ekonomi masyarakat melalui pengembangan kelompok usaha budidaya anggur laut, pemberdayaan masyarakat dengan mengolah limbah kerang hijau menjadi produk bernilai ekonomi, dan meningkatkan kapasitas dan pendapatan masyarakat melalui usaha berbasis potensi lokal.

Providing decent jobs and promoting economic growth for the community through the development of sea grape cultivation groups, empowering the community by processing green mussel waste into products with economic value, and increasing the community's capacity and income through businesses based on local potential.

Penanganan Perubahan Iklim
Climate Change Mitigation

Mitigasi dan menangani risiko perubahan iklim dengan pengurangan volume sampah organik yang berakhir di TPA, pemanfaatan limbah menjadi produk yang mendukung ekonomi sirkular, serta dukungan terhadap upaya pengurangan dampak lingkungan dan emisi dari pengelolaan sampah.

Mitigating and addressing climate change risks by reducing the volume of organic waste sent to landfills, converting waste into products that support the circular economy, and supporting efforts to reduce the environmental impact and emissions from waste management.

Penyaluran Dana Program TJSL
Distribution of CSER Program Funds

Pada tahun 2025, BAg telah melaksanakan 6 (enam) program TJSL dengan total realisasi penyaluran dana sebesar Rp 1.020 juta atau meningkat sebesar 54 % dari tahun 2024 yaitu sebesar Rp546,27 juta.

In 2025, BAg implemented 6 (six) CSR programs, with total CSR fund disbursement reaching Rp1,020 million, an increase of 54% compared to the Rp546.27 million disbursed in 2024.

Realisasi Penyaluran Dana TJSL Tahun 2023 hingga 2025 (Rp Juta)
CSER Fund Disbursement from 2023 to 2025 (in Rp million)

Program TJSL Unggulan Tahun 2025
Flagship CSER Programs for 2025

[GRI 203-2, 413-1] [OJK F.23, F.25]

BAg senantiasa berkomitmen untuk mendukung pencapaian *Sustainable Development Goals* (SDGs) melalui pemetaan terhadap pelaksanaan program TJSL berdasarkan keterkaitannya dengan masing-masing tujuan SDGs serta melakukan analisis terhadap kontribusi dan capaian setiap program sebagai dasar dalam menentukan prioritas pelaksanaan TJSL Perusahaan. Berikut beberapa program TJSL unggulan BAg sepanjang tahun 2025 beserta keterkaitannya dalam mendukung pencapaian SDGs.

BAg remains committed to supporting the achievement of the Sustainable Development Goals (SDGs) by mapping the implementation of its CSER programs based on their relevance to each SDG, as well as analyzing the contributions and achievements of each program to serve as the basis for determining the Company's CSER implementation priorities. The following are some of BAg's flagship CSER programs for 2025 and how they support the achievement of the SDGs.

Program Pengelolaan Sampah Organik dengan Maggot BSF di Gunungkidul, DI. Yogyakarta

Organic Waste Management Program Using BSF Maggots in Gunungkidul, Special Region of Yogyakarta

BAg bersama PT PLN Energi Primer Indonesia meluncurkan Fase II dari Program Integrasi Pengelolaan Sampah Dapur dengan Peternakan dan Perkebunan pada 9 Oktober 2025 di Kelurahan Karangasem, Kabupaten Gunungkidul, Yogyakarta. Program ini merupakan pengembangan dari program Pengelolaan Sampah Organik Dapur (SOD) melalui Budidaya Maggot *Black Soldier Fly* (BSF) yang telah dilaksanakan sebelumnya. Pada tahun 2025, cakupan program diperluas dari 170 Kepala Keluarga (KK) menjadi 300 KK dengan jumlah penerima manfaat lebih dari 1.000 jiwa.

Program ini bertujuan membentuk kelompok pengelola sampah organik berbasis masyarakat, meningkatkan kebiasaan pemilahan sampah rumah tangga sejak dari sumbernya, pengurangan volume sampah organik yang terbuang ke Tempat Pembuangan Akhir (TPA), serta pengembangan budidaya maggot BSF sebagai kegiatan ekonomi produktif. Melalui edukasi dan pendampingan yang diberikan, masyarakat didorong untuk mengolah sampah organik dapur menjadi produk bernilai tambah, seperti pupuk kasgot dan pakan ternak yang dapat dimanfaatkan maupun dipasarkan secara mandiri.

BAg, in collaboration with PT PLN Energi Primer Indonesia, launched Phase II of the Program for the Integration of Kitchen Waste Management with Livestock and Plantation Farming on October 9, 2025, in Karangasem Village, Gunungkidul Regency, Yogyakarta. This program is an expansion of the Kitchen Organic Waste Management (SOD) program through Black Soldier Fly (BSF) maggot cultivation, which had been implemented previously. In 2025, the program's scope was expanded from 170 households to 300 households, benefiting more than 1,000 people.

This program aims to establish community-based organic waste management groups, promote the habit of sorting household waste at the source, reduce the volume of organic waste sent to landfills, and develop Black Soldier Fly (BSF) maggot farming as a productive economic activity. Through education and guidance, the community is encouraged to process kitchen organic waste into value-added products, such as kasgot fertilizer and livestock feed, which can be used or marketed independently.

Dampak Program Tahun 2025

Program Impact by 2025

Sosial Social	Ekonomi Economic	Lingkungan Environmental
- Meningkatkan kesadaran masyarakat dalam memilah dan mengelola sampah organik dari rumah tangga. - Mendorong partisipasi aktif masyarakat dalam pengelolaan lingkungan berbasis komunitas. - Memperkuat kapasitas dan kemandirian masyarakat dalam pengelolaan sampah berkelanjutan. - Raising public awareness about sorting and managing household organic waste. - Encouraging active community participation in community-based environmental management. - Strengthening the community's capacity and self-reliance in sustainable waste management.	- Membuka peluang pendapatan tambahan melalui budidaya maggot dan pemanfaatan produk turunannya. - Menghasilkan produk bernilai ekonomi seperti pakan ternak dan pupuk organik (kasgot). - Mendukung peningkatan kemandirian ekonomi masyarakat secara berkelanjutan. - Creating opportunities for additional income through maggot farming and the utilization of its byproducts. - Producing economically valuable products such as livestock feed and organic fertilizer (kasgot). - Supporting the sustainable improvement of the community's economic self-reliance.	- Mengurangi timbulan sampah organik rumah tangga yang berakhir di TPA. - Mendukung penerapan konsep ekonomi sirkular dalam pengelolaan sampah. - Mendukung pengembangan konsep Desa *Zero Waste* di Kelurahan Karangasem. - Reducing the amount of household organic waste that ends up in landfills. - Supporting the implementation of the circular economy concept in waste management. - Supporting the development of the Zero Waste Village concept in Karangasem Subdistrict.

Program Kerjasama PT BAg dan Nelayan sekitar Jepara Jawa Tengah dalam Usaha Budidaya Anggur Laut

A collaborative program between PT BAg and local fishermen in the Jepara area of Central Java for sea grape cultivation

Sebagai bagian dari upaya pemberdayaan masyarakat pesisir, BAg meluncurkan Program TJSL Budidaya dan Pembibitan Anggur Laut di Dukuh Pailus, Desa Karanggondang, Kecamatan Mlonggo, Kabupaten Jepara pada 17 November 2025. Program ini dilaksanakan melalui kerja sama dengan kelompok nelayan setempat sebagai alternatif usaha produktif yang diharapkan dapat meningkatkan pendapatan masyarakat pesisir sekaligus memperkuat hubungan harmonis antara Perusahaan dan masyarakat di sekitar wilayah operasional. Program ini juga bertujuan membentuk kelompok usaha bersama budidaya anggur laut serta mengurangi intensitas aktivitas nelayan di area operasional Perusahaan.

Program budidaya tersebut dilaksanakan melalui pemanfaatan lahan tambak seluas 5.000 m² yang diawali dengan penanaman perdana sebanyak 250 kg bibit anggur laut. Selain budidaya anggur laut, program turut mengintegrasikan komoditas lain seperti udang dan bandeng guna meningkatkan produktivitas lahan dan memperkuat ketahanan ekonomi kelompok nelayan penerima manfaat. Pelaksanaan program melibatkan kelompok nelayan PKN-JU, pemerintah desa, serta pemerintah kecamatan sebagai bentuk kolaborasi multipihak dalam mendukung keberlanjutan program. Program ini diharapkan dapat berkembang menjadi model pemberdayaan masyarakat pesisir yang optimal dan berkelanjutan.

As part of its efforts to empower coastal communities, BAg launched the CSER Sea Grape Cultivation and Nursery Program in Dukuh Pailus, Karanggondang Village, Mlonggo Subdistrict, Jepara Regency on November 17, 2025. This program is implemented in collaboration with local fishing groups as an alternative productive business venture that is expected to increase the income of coastal communities while strengthening harmonious relations between the Company and communities in the vicinity of its operational areas. The program also aims to establish a joint sea grape cultivation business group and reduce the intensity of fishing activities in the Company's operational areas.

The aquaculture program was implemented on a 5,000 m² pond area, beginning with an initial planting of 250 kg of sea grape seedlings. In addition to sea grape cultivation, the program also integrated other commodities such as shrimp and milkfish to increase land productivity and strengthen the economic resilience of the beneficiary fishing groups. The program's implementation involves the PKN-JU fishermen's group, the village government, and the subdistrict government as a form of multi-stakeholder collaboration to support the program's sustainability. It is hoped that this program will evolve into an optimal and sustainable model for the empowerment of coastal communities.

Dampak Program Tahun 2025

Program Impact by 2025

Sosial Social	Ekonomi Economic	Lingkungan Environmental
- Memperkuat hubungan dan kolaborasi antara Perusahaan dengan masyarakat pesisir. - Meningkatkan kapasitas masyarakat melalui pembentukan kelompok usaha budidaya anggur laut. - Mendorong partisipasi masyarakat dalam kegiatan ekonomi berbasis potensi lokal. - Strengthening relationships and collaboration between the Company and coastal communities. - Enhancing community capacity through the formation of sea grape cultivation business groups. - Encouraging community participation in economic activities based on local potential.	- Menciptakan alternatif mata pencaharian bagi nelayan melalui sektor marikultur yang bernilai ekonomi tinggi. - Mengurangi ketergantungan masyarakat terhadap hasil tangkapan laut yang tidak menentu. - Membuka peluang pengembangan usaha turunan berbasis hasil budidaya anggur laut. - Creating alternative livelihoods for fishermen through the high-value mariculture sector. - Reducing the community's dependence on unpredictable marine catches. - Opening opportunities for the development of value-added businesses based on sea grape cultivation.	- Mendorong pemanfaatan potensi sumber daya pesisir secara lebih berkelanjutan. - Mendukung pengembangan praktik marikultur yang ramah lingkungan. - Berpotensi membantu menjaga kualitas ekosistem perairan pesisir. - Promoting the more sustainable use of coastal resources. - Supporting the development of environmentally friendly mariculture practices. - Has the potential to help preserve the quality of coastal aquatic ecosystems.

Program Pengelolaan Limbah Kulit Kerang Hijau Menjadi Produk Bernilai Ekonomi Tinggi

Program for Managing Green Mussel Shell Waste into High-Value Economic Products

BAg melanjutkan Program TJSL Pengelolaan Limbah Kulit Kerang Hijau pada Tahap III sebagai bagian dari komitmen Perusahaan dalam mendukung pengelolaan lingkungan dan pemberdayaan masyarakat pesisir. Program yang dilaksanakan sepanjang tahun 2025 ini berfokus pada pemanfaatan limbah kulit kerang hijau menjadi berbagai produk bernilai ekonomi tinggi, seperti cendera mata, paving block, dan bahan bangunan ramah lingkungan. Program ini ditujukan untuk memberikan manfaat kepada masyarakat pesisir di sekitar wilayah pelaksanaan program sekaligus mendukung upaya pengurangan timbulan limbah pesisir. Diharapkan program ini tidak hanya mendukung pengelolaan limbah yang lebih baik, tetapi juga mendorong peningkatan kesejahteraan masyarakat pesisir secara berkelanjutan.

BAg is continuing Phase III of its CSER Program for Green Mussel Shell Waste Management as part of the Company's commitment to supporting environmental management and the empowerment of coastal communities. This program, which will run throughout 2025, focuses on transforming green mussel shell waste into various high-value products, such as souvenirs, paving blocks, and eco-friendly building materials. This program aims to benefit coastal communities in the areas where the program is implemented while supporting efforts to reduce coastal waste generation. It is hoped that this program will not only support better waste management but also promote the sustainable improvement of coastal communities' well-being.

Dampak Program Tahun 2025

Program Impact by 2025

Sosial Social	Ekonomi Economic	Lingkungan Environmental
- Meningkatkan keterampilan dan kapasitas masyarakat dalam pengolahan limbah berbasis ekonomi sirkular. - Mendorong partisipasi masyarakat dalam kegiatan pengelolaan lingkungan yang berkelanjutan. - Mendukung terbentuknya kelompok masyarakat yang lebih mandiri dan produktif. - Enhancing community skills and capacity in circular economy-based waste management. - Encouraging community participation in sustainable environmental management activities. - Supporting the formation of more self-reliant and productive community groups.	- Menciptakan peluang usaha baru melalui produksi cendera mata, paving block, dan produk olahan lainnya. - Menambah sumber pendapatan masyarakat dari pemanfaatan limbah yang tidak bernilai ekonomi. - Mengembangkan ekonomi lokal berbasis pemanfaatan sumber daya dan potensi wilayah pesisir. - Creating new business opportunities through the production of souvenirs, paving blocks, and other processed products. - Increasing community income sources through the utilization of waste with no economic value. - Developing a local economy based on the utilization of coastal resources and potential.	- Mengurangi pencemaran lingkungan akibat penumpukan limbah kulit kerang di kawasan pesisir. - Mengurangi volume limbah yang berpotensi mencemari perairan dan lingkungan sekitar. - Mendorong pemanfaatan limbah menjadi produk ramah lingkungan bernilai guna. - Reducing environmental pollution caused by the accumulation of shell waste in coastal areas. - Reducing the volume of waste that has the potential to pollute water bodies and the surrounding environment. - Promoting the conversion of waste into useful, environmentally friendly products.

Pengelolaan Dampak Operasi terhadap Masyarakat Lokal

Management of the Impact of Operations on Local Communities

[GRI 413-1, 413-2] [OJK F.23, F.28]

BAg senantiasa berkomitmen untuk memastikan setiap kegiatan operasional Perusahaan tidak hanya memberikan manfaat ekonomi, tetapi juga mampu menciptakan dampak positif bagi masyarakat dan lingkungan sekitar secara menyeluruh. Oleh karena itu, BAg secara konsisten melakukan

BAg remains committed to ensuring that all of the Company's operational activities not only provide economic benefits but also create a positive impact on the surrounding community and environment as a whole. Therefore, BAg consistently manages the operational impacts on

pengelolaan dampak operasional terhadap masyarakat lokal melalui berbagai langkah mitigasi, seperti pemantauan lingkungan, penerapan standar keselamatan operasional, serta peningkatan kesadaran pegawai untuk meminimalkan risiko kecelakaan dan pencemaran. Selain itu, Perusahaan juga terus berupaya menciptakan dampak positif yang optimal melalui pelaksanaan program TJSL yang berfokus pada peningkatan kesejahteraan masyarakat di sekitar wilayah operasional. Adapun upaya pengelolaan dampak operasional Perusahaan terhadap masyarakat lokal adalah sebagai berikut:

local communities through various mitigation measures, such as environmental monitoring, the implementation of operational safety standards, and raising employee awareness to minimize the risk of accidents and pollution. In addition, the Company also continues to strive to create optimal positive impacts through the implementation of CSER programs focused on improving the welfare of communities in the areas surrounding its operations. The Company's efforts to manage the operational impacts on local communities are as follows:

Upaya Pengelolaan Dampak Operasi terhadap Masyarakat Lokal
Efforts to Mitigate Operational Impact on Local Communities

Tahapan Kegiatan Operasi Steps of Operation	Dampak Negatif Aktual dan Potensial yang Timbul Actual and Potential Negative Impacts Arise	Dampak Positif Aktual dan Potensial yang Timbul Actual and Potential Positive Impacts Arise	Upaya Penanggulangan Dampak Impact Mitigation Measures
Pengangkutan dan distribusi logistik energi Transportation and distribution of energy logistics	- Kebisingan dan emisi kapal dan truk - Risiko pencemaran laut dan udara - Gangguan lalu lintas di sekitar pelabuhan - Noise and emissions from ships and trucks - Risk of marine and air pollution - Traffic disruptions around the port	- Penyediaan energi untuk pembangkit listrik - Peluang usaha baru dan peningkatan lapangan kerja lokal - Energy supply for power plants - New business opportunities and increased local employment	- Penggunaan bahan bakar rendah emisi dan ramah lingkungan - Penerapan SOP keselamatan dan tanggap darurat - *Monitoring* lingkungan secara berkala - Use of low-emission and environmentally friendly fuel - Implementation of safety and emergency response SOPs - Periodic environmental monitoring
Pengoperasian fasilitas pelabuhan dan gudang Operation of port and warehouse facilities	- Debu dan polusi udara di sekitar lokasi - Potensi kecelakaan kerja dan gangguan keselamatan warga sekitar - Dust and air pollution around the site - Potential work accidents and safety disturbances for nearby residents	- Pertumbuhan ekonomi lokal melalui jasa pendukung - Pemberdayaan pekerja setempat sebagai tenaga operasional - Local economic growth through supporting services - Empowerment of local workers as operational staff	- Pelatihan keselamatan dan kesehatan kerja (K3) rutin untuk pekerja - Penyiraman dan pengendalian debu secara periodik - Sosialisasi dan komunikasi terbuka dengan warga sekitar - Routine occupational health and safety (OHS) training for workers - Periodic watering and dust control - Socialization and open communication with local residents
Pelaksanaan program TJSL dan pengembangan masyarakat Implementation of CSR and community development programs	- Potensi ketimpangan harapan masyarakat apabila program kurang sesuai kebutuhan Potential disparity in community expectations if the program does not meet their needs	- Peningkatan kesejahteraan dan kapasitas masyarakat - Pengembangan usaha baru berbasis potensi lokal (UMKM, pengolahan limbah, dll.) - Improvement of community welfare and capacity - Development of new businesses based on local potential (MSMEs, waste processing, etc.)	- Pemetaan sosial dan konsultasi publik secara berkala - Pendampingan teknis dan *capacity building* berkelanjutan - Evaluasi dan pelaporan dampak program secara transparan - Social mapping and periodic public consultations - Ongoing technical assistance and capacity building - Transparent evaluation and reporting of program impacts
Pengoperasian Kapal Ship Operations	Pencemaran lingkungan akibat tumpahan oli hidrolik atau pun *fuel* Environmental pollution caused by hydraulic oil or fuel spills	- Menjamin kelancaran distribusi energi dan logistik - Mendukung keandalan pasokan energi nasional - Ensuring the smooth flow of energy distribution and logistics - Supporting the reliability of national energy supply	- Pengecekan Rutin Pipa di Kapal - Menyiapkan peralatan SOPEP - Kerja Sama Penanganan Tumpah Minyak (OSCT) - Routine Inspection of Pipes on Ships - Preparing SOPEP Equipment - Oil Spill Response Cooperation (OSCT)

Evaluasi Dampak Sosial terhadap Masyarakat

Social Impact Assessment on Communities

[GRI 3-3, 413-1]

Sebagai bagian dari evaluasi dampak sosial, BAg melakukan pengukuran terhadap program TJSL yang telah dilaksanakan menggunakan metode *Social Return on Investment* (SROI). Pendekatan ini digunakan untuk menilai sejauh mana investasi sosial yang dilakukan Perusahaan mampu menciptakan nilai tambah bagi masyarakat, sekaligus menjadi masukan dalam pengembangan program yang lebih efektif dan berkelanjutan.

As part of its social impact evaluation, BAg measured the impact of its implemented TJSL programs using the Social Return on Investment (SROI) methodology. This approach is used to assess the extent to which the Company's social investments generate value for the community, while also providing insights for the development of more effective and sustainable programs.

Social Return on Investment (SROI)

Selain melalui penyusunan laporan akhir atas setiap program yang telah dilaksanakan, BAg juga melakukan pengukuran *Social Return on Investment* (SROI) sebagai bagian dari proses penilaian dan evaluasi program TJSL. Pengukuran SROI dilakukan untuk menilai manfaat sosial, ekonomi, dan lingkungan yang dihasilkan dari program TJSL yang telah terlaksana dibandingkan dengan investasi yang telah dikeluarkan Perusahaan. Melalui Pengukuran ini, BAg dapat memperoleh gambaran mengenai efektivitas program, tingkat kebermanfaatan, serta kontribusinya terhadap penciptaan nilai berkelanjutan bagi masyarakat dan lingkungan secara lebih komprehensif. Hasil pengukuran SROI selanjutnya menjadi bahan evaluasi bagi Perusahaan dalam merancang program TJSL yang lebih tepat sasaran, berdaya guna, dan memberikan manfaat yang berkelanjutan. Adapun hasil pengukuran SROI atas program-program TJSL yang dilaksanakan BAg adalah sebagai berikut:

In addition to preparing final reports on each program that has been implemented, BAg also conducts Social Return on Investment (SROI) measurements as part of the CSER program assessment and evaluation process. SROI measurements are conducted to assess the social, economic, and environmental benefits generated by the CSER programs that have been implemented compared to the investments made by the Company. Through this measurement, BAg can gain a more comprehensive understanding of the programs' effectiveness, level of benefit, and their contribution to creating sustainable value for the community and the environment. The results of the SROI measurement then serve as evaluation material for the Company in designing CSER programs that are more targeted, effective, and provide sustainable benefits. The SROI measurement results for the CSER programs implemented by BAg are as follows:

Realisasi Pelaksanaan Program TJSL Berdasarkan Pilar TJSL
Implementation of CSER Programs by CSER Pillar

Program yang dilakukan Pengukuran SROI Programs for Which SROI Measurements Were Conducted	Hasil SROI 2025 SROI Results 2025
Program Pemberdayaan UMKM berbasis pengolahan hasil perikanan SME Empowerment Program Based on Fishery Product Processing	0,08
Pengolahan Limbah Cangkang Kering atau Kelompok Cangkring, Jakarta Utara Processing of Dried Shell Waste or the Cangkring Group, North Jakarta	2,2

Berdasarkan hasil pengukuran SROI di atas, dapat disimpulkan bahwa program TJSL yang dilaksanakan BAg telah memberikan dampak positif bagi masyarakat penerima manfaat. Hasil pengukuran tersebut menunjukkan bahwa Program Pengolahan Limbah Cangkang Kering atau Kelompok Cangkring di Jakarta Utara menghasilkan nilai SROI sebesar 2,2 yang mencerminkan manfaat sosial dan ekonomi yang dihasilkan lebih besar dibandingkan investasi yang dikeluarkan. Sementara itu, Program Pemberdayaan UMKM Berbasis Pengolahan Hasil Perikanan memperoleh nilai SROI sebesar 0,08. Hasil pengukuran tersebut menjelaskan proses pelaksanaan program yang masih dalam tahap pengembangan dan menjadi dasar bagi Perusahaan untuk terus meningkatkan kualitas perencanaan, pelaksanaan, dan pendampingan program agar manfaat yang dihasilkan dapat semakin optimal dan berkelanjutan bagi masyarakat.

Based on the SROI measurement results above, it can be concluded that the CSER programs implemented by BAg have had a positive impact on the beneficiary communities. The measurement results show that the Dry Shell Waste Processing Program, or the Cangkring Group in North Jakarta, yielded an SROI value of 2.2, reflecting that the social and economic benefits generated were greater than the investment made. Meanwhile, the Fisheries Product Processing-Based MSME Empowerment Program achieved an SROI value of 0.08. These results indicate that the program is still in the development phase and serve as a basis for the Company to continue improving the quality of program planning, implementation, and support so that the benefits generated can be more optimal and sustainable for the community.

Penanganan Pengaduan Masyarakat
Handling of Public Complaints

[GRI 2-27, 3-3, 413-1] [OJK F.24, F.28]

Sebagai wujud keterbukaan Perusahaan terhadap penerimaan saran, kritik, maupun pengaduan terkait kegiatan operasional dan dampak yang ditimbulkan Perusahaan, BAg menyediakan berbagai saluran komunikasi yang dapat dimanfaatkan masyarakat maupun pemangku kepentingan lainnya. Penyampaian pengaduan dapat dilakukan melalui surat resmi, email, telepon, *website*, maupun secara langsung di Kantor Pusat dan Kantor Cabang BAg. Selain itu, masyarakat juga dapat menyampaikan masukan secara langsung pada saat pelaksanaan program TJSL.

As a demonstration of the Company's openness to receiving suggestions, criticism, and complaints regarding its operational activities and the impacts they generate, BAg provides various communication channels that can be utilized by the public and other stakeholders. Complaints may be submitted via official letter, email, telephone, the website, or in person at BAg's Head Office and Branch Offices. In addition, the public may also provide feedback directly during the implementation of CSER programs.

Sepanjang tahun 2025, BAg tidak menerima pengaduan dari masyarakat terkait dampak operasional maupun produk dan layanan perusahaan. Kondisi tersebut menunjukkan bahwa kegiatan operasional Perusahaan telah berjalan dengan baik dan tidak menimbulkan dampak negatif yang signifikan terhadap masyarakat di sekitar wilayah operasional. Kehadiran BAg justru memberikan berbagai manfaat positif, baik melalui penyerapan tenaga kerja, kerja sama usaha, maupun pelaksanaan program TJSL yang memberikan nilai tambah bagi masyarakat sekitar. Hal ini menjadi wujud atas komitmen Perusahaan dalam menjaga hubungan yang harmonis dengan masyarakat serta memastikan operasional berjalan secara bertanggung jawab dan berkelanjutan.

Throughout 2025, BAg received no complaints from the public regarding the impact of the Company's operations, products, or services. This indicates that the Company's operations have been running smoothly and have not caused any significant negative impacts on the communities surrounding its operational areas. In fact, BAg's presence has provided various positive benefits, including job creation, business partnerships, and the implementation of CSER programs that add value to the surrounding communities. This reflects the Company's commitment to maintaining harmonious relationships with the community and ensuring that its operations are conducted responsibly and sustainably.

WALIDAH BARUNA
JAKARTA
IMO 9828868

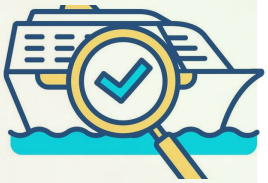
Tata Kelola Governance

Meningkatkan Praktik Tata Kelola (Governansi) Keberlanjutan

Improving Sustainability Governance Practices

"Penerapan tata kelola keberlanjutan menjadi aspek krusial bagi BAg dalam memastikan bahwa setiap proses bisnis dijalankan secara bertanggung jawab sesuai dengan regulasi, prinsip etika, serta nilai keberlanjutan. Melalui implementasi tata kelola keberlanjutan yang terintegrasi, sistematis, dan berorientasi pada peningkatan kinerja jangka panjang, Perusahaan memperkuat komitmennya untuk menciptakan kinerja yang tidak hanya berorientasi pada profit, tetapi juga memberikan dampak positif bagi lingkungan dan masyarakat."

"The implementation of sustainability governance is a crucial aspect for BAg in ensuring that every business process is carried out responsibly in accordance with regulations, ethical principles, and sustainability values. Through the implementation of an integrated, systematic, and long-term performance-oriented sustainability governance framework, the Company reinforces its commitment to achieving performance that is not only profit-oriented but also generates positive impacts on the environment and society."



BAg mengintegrasikan penerapan tata kelola keberlanjutan secara menyeluruh dan terstruktur dengan fokus pada peningkatan kinerja jangka panjang yang berlandaskan pada ketentuan regulasi yang berlaku serta *best practices.* Secara khusus, implementasi *Good Corporate Governance* (GCG) diatur dalam Keputusan Direksi Nomor 0025.K/DIR/2022 tentang Pedoman Tata Kelola Perusahaan PT Pelayaran Bahtera Adhiguna, yang telah diperbarui melalui Peraturan Direksi Nomor A.4778/SP.101/DIRUT-2024 tentang Pedoman Tata Kelola Perusahaan PT Pelayaran Bahtera Adhiguna serta diperkuat oleh berbagai ketentuan pendukung lainnya yang mencakup aspek etika bisnis, kepatuhan, serta pengendalian internal perusahaan.

Sejalan dengan upaya penguatan implementasi tata kelola perusahaan berkelanjutan, pada tahun 2025 BAg kembali menerapkan Pedoman Umum Governansi Korporat Indonesia (PUGKI) yang menekankan prinsip-prinsip utama berupa perilaku beretika, transparansi, akuntabilitas, dan keberlanjutan, serta mengimplementasikan kerangka ASEAN *Corporate Governance Scorecard* yang disertai asesmen sebagai instrumen evaluasi dan peningkatan kualitas tata kelola. Dengan penerapan yang komprehensif ini, BAg memastikan penguatan praktik GCG yang lebih terstruktur, terukur, dan selaras dengan standar nasional maupun regional.

BAg integrates the application of sustainability governance in a comprehensive and structured manner, with a focus on long-term performance improvement grounded in applicable regulations and best practices. Specifically, the implementation of Good Corporate Governance (GCG) is regulated by Board of Directors Decision No. 0025.K/DIR/2022 regarding the Corporate Governance Guidelines of PT Pelayaran Bahtera Adhiguna, which has been updated through Board of Directors Regulation No. A.4778/SP.101/DIRUT-2024 on the Corporate Governance Guidelines of PT Pelayaran Bahtera Adhiguna and reinforced by various other supporting provisions covering aspects of business ethics, compliance, and internal controls.

In line with efforts to strengthen the implementation of sustainable corporate governance, in 2025 BAg re-adopted the General Guidelines for Indonesian Corporate Governance (PUGKI), which emphasize key principles such as ethical conduct, transparency, accountability, and sustainability, and implemented the ASEAN Corporate Governance Scorecard framework, accompanied by assessments as tools for evaluating and improving the quality of governance. Through this comprehensive implementation, BAg ensures the strengthening of GCG practices that are more structured, measurable, and aligned with both national and regional standards.

Struktur Tata Kelola Perusahaan

Corporate Governance Structure

[GRI 2-9]

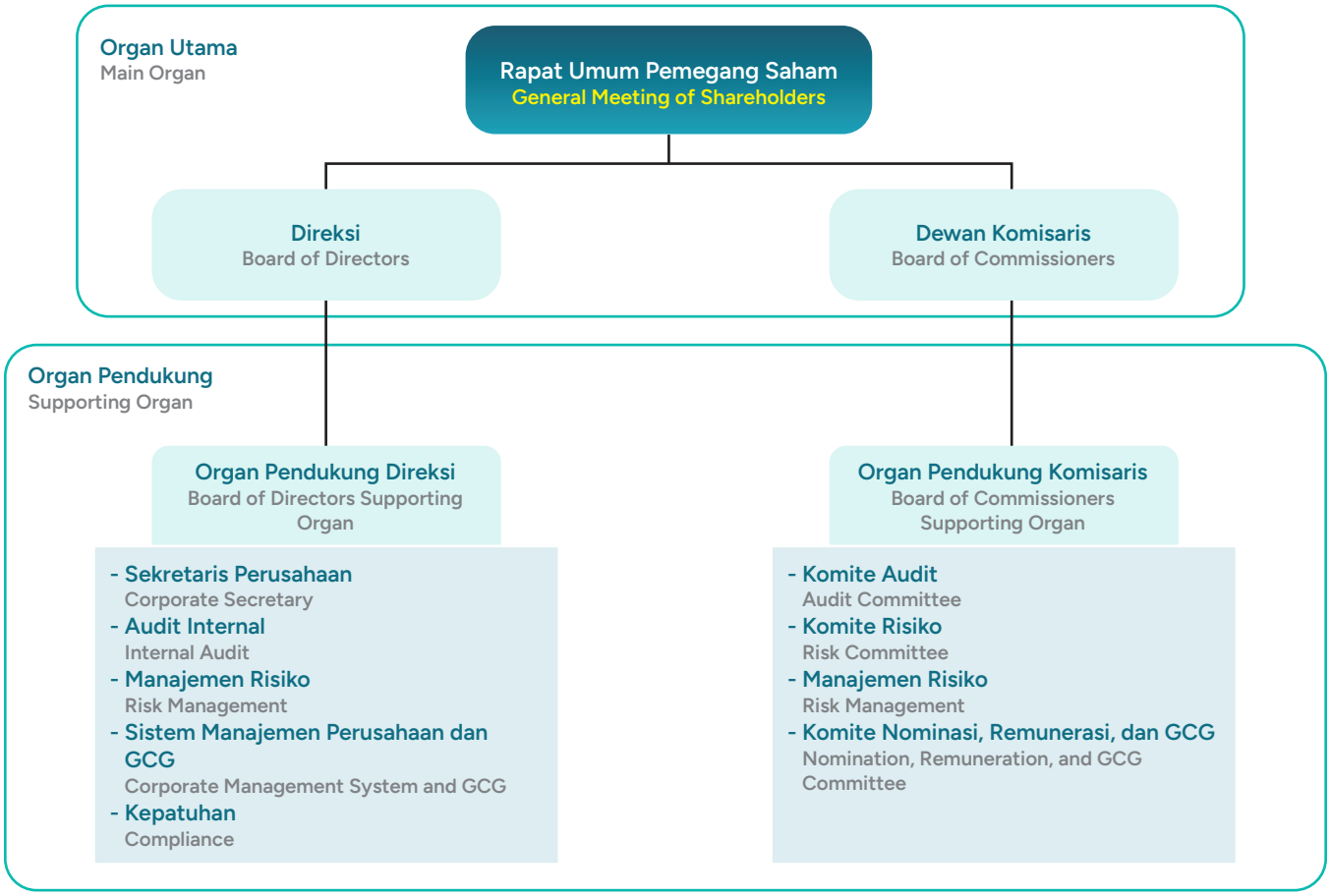
Struktur tata kelola pada BAg terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi dengan fungsi, kewenangan serta tanggung jawab diatur dalam Anggaran Dasar Perusahaan, ketentuan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perseroan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

Dalam melaksanakan fungsi pengawasan, Dewan Komisaris didukung oleh Komite Audit, Komite Risiko serta Komite Nominasi, Remunerasi, dan GCG. Sementara itu, Direksi dalam menjalankan fungsi pengelolaan operasional Perusahaan didukung oleh organ pendukung, antara lain Sekretaris Perusahaan, Audit Internal, Manajemen Risiko dan Sistem Manajemen Perusahaan dan GCG. [GRI 2-9]

The corporate governance structure at BAg consists of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, whose functions, authorities, and responsibilities are stipulated in the Complany's Articles of Association, the provisions of Law No. 40 of 2007 on Limited Liability Companies, and Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance (GCG) in State-Owned Enterprises.

In carrying out its supervisory functions, the Board of Commissioners is supported by the Audit Committee, the Risk Committee, and the Nomination, Remuneration, and GCG Committee. Meanwhile, the Board of Directors, in carrying out its functions in managing the Company's operations, is supported by supporting bodies, including the Corporate Secretary, Internal Audit, Risk Management, and the Corporate Management and GCG System. [GRI 2-9]

Struktur Tata Kelola Perusahaan
Corporate Governance Structure



Informasi yang lebih lengkap mengenai struktur organ tata kelola Perusahaan, termasuk tugas, remunerasi dan kompensasi, tanggung jawab, serta kewenangan RUPS, Direksi, Dewan Komisaris, dan organ pendukung di bawahnya, dapat merujuk pada Laporan Tahunan 2025 PT Pelayaran Bahtera Adhiguna yang disusun secara terpisah namun tetap saling melengkapi dengan Laporan Keberlanjutan ini.

For more detailed information regarding the Company's governance structure, including the duties, remuneration and compensation, responsibilities, and authorities of the General Meeting of Shareholders, the Board of Directors, the Board of Commissioners, and their respective supporting bodies, please refer to the 2025 Annual Report of PT Pelayaran Bahtera Adhiguna, which is prepared separately but is complementary to this Sustainability Report.

Rapat Umum Pemegang Saham (RUPS)

General Meeting of Shareholders (GMS)

[GRI 2-9]

RUPS merupakan organ tata kelola tertinggi dalam Perusahaan yang memiliki kewenangan penuh atas segala keputusan strategis, termasuk kewenangan yang tidak didelegasikan kepada Direksi maupun Dewan Komisaris. RUPS menjadi wadah bagi Pemegang Saham untuk menyampaikan aspirasi, melakukan pengawasan atas kinerja, serta menetapkan arah kebijakan strategis Perusahaan.

The GMS is the highest governance body within the Company and holds full authority over all strategic decisions, including those not delegated to the Board of Directors or the Board of Commissioners. The GMS serves as a forum for Shareholders to voice their aspirations, oversee performance, and set the direction of the Company's strategic policies.

Berdasarkan jenis Pelaksanaannya, RUPS terbagi menjadi dua, yaitu RUPS Tahunan dan RUPS Luar Biasa (Sirkuler). RUPS Tahunan diselenggarakan setiap tahun sebagai sarana untuk memberikan persetujuan atas Rencana Kerja dan Anggaran Perusahaan (RKAP), serta mengesahkan Laporan Tahunan dan Laporan Keuangan Perusahaan. Sementara itu, RUPS Luar Biasa (Sirkuler) dilaksanakan sewaktu-waktu berdasarkan kebutuhan atau permintaan pemegang saham untuk membahas dan menetapkan keputusan strategis tertentu di luar agenda rutin tahunan.

Based on the type of meeting, the GMS is divided into two categories: the Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders (Circular). The Annual General Meeting of Shareholders is held every year to approve the Company's Work Plan and Budget (RKAP) and to ratify the Company's Annual Report and Financial Statements. Meanwhile, an Extraordinary General Meeting of Shareholders (Circular) is held from time to time as needed or at the request of shareholders to discuss and make specific strategic decisions outside the scope of the regular annual agenda.

Sepanjang tahun 2025, BAg melaksanakan dua kali RUPS tahunan yaitu pada tanggal 30 Januari 2025 yang membahas persetujuan atas Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025, serta pada tanggal 30 Juni 2025 yang membahas terkait pertanggungjawaban kinerja Perusahaan melalui persetujuan Laporan Tahunan serta pengesahan Laporan Keuangan Tahun Buku 2024.

Throughout 2025, BAg held two Annual General Meetings: one on January 30, 2025, to discuss and approve the Company's Work Plan and Budget (RKAP) for 2025, and on June 30, 2025, to discuss the Company's performance accountability through the approval of the Annual Report and the adoption of the Financial Statements for the 2024 fiscal year.

Dewan Komisaris

Board of Commissioners

[GRI 2-9]

Dewan Komisaris merupakan organ yang melaksanakan fungsi pengawasan, baik secara umum maupun khusus, serta memberikan nasihat kepada Direksi dalam rangka memastikan pengelolaan Perusahaan berjalan sesuai

The Board of Commissioners is the body responsible for performing oversight functions, both general and specific, and for providing advice to the Board of Directors to ensure that the Company is managed in accordance with the

dengan ketentuan Anggaran Dasar dan prinsip-prinsip GCG. Dalam menjalankan fungsinya, Dewan Komisaris BAg dibentuk dengan mempertimbangkan keberagaman kompetensi dan latar belakang yang relevan, khususnya di bidang pelayaran dan rantai pasok energi primer, yang sejalan dengan *core business* Perusahaan.

Pengangkatan dan pemberhentian anggota Dewan Komisaris dilakukan oleh RUPS dengan mempertimbangkan integritas, kompetensi, dan reputasi profesional yang memadai. Pada tahun 2025, terdapat perubahan komposisi Dewan Komisaris sehubungan dengan berakhirnya masa jabatan Sdr. S. Sugeng Wardoyo sebagai anggota Dewan Komisaris. Dengan demikian, komposisi Dewan Komisaris Perusahaan terhitung sejak 12 November 2025 adalah sebagai berikut:

provisions of the Articles of Association and the principles of Good Corporate Governance (GCG). In carrying out its functions, the BAg Board of Commissioners is formed with consideration given to diversity in competencies and relevant backgrounds, particularly in the fields of shipping and the primary energy supply chain, which align with the Company's core business.

The appointment and removal of members of the Board of Commissioners are carried out by the General Meeting of Shareholders (GMS), taking into account integrity, competence, and an adequate professional reputation. In 2025, there was a change in the composition of the Board of Commissioners due to the expiration of Mr. S. Sugeng Wardoyo's term as a member of the Board of Commissioners. Consequently, the composition of the Company's Board of Commissioners as of November 12, 2025, is as follows:

Keberagaman Komposisi Dewan Komisaris Periode 31 Desember 2025

Diversity of the Board of Commissioners' Composition as of December 31, 2025

[GRI 2-9] [S1-27a.2] [S2-6a.2]

Nama Name	Jenis Kelamin Gender	Jabatan Position	Masa Jabatan Term of Office	Independensi Independence	Penugasan Khusus/ Jabatan Lain Special Assignments/ Other Positions	Kompetensi Relevan terkait dampak organisasi atau ESG Relevant Competencies Related to Organizational or ESG Impact	Perwakilan Pemangku Kepentingan Representa-tives Stakeholder Stakeholders
Sapto Aji Nugroho	Laki-laki Male	Komisaris Utama President Commissioner	2023-2027	V	Ketua Komite NR & GCG Chairman of the NR & GCG Committee	Manajemen Risiko Energi PROTEKSI CERP (*Energy Risk Professional*)dan *Risk Governance* Energy Risk Management, PROTEKSI CERP (Energy Risk Professional), and Risk Governance	-
Bayu Adjie Megananda	Laki-laki Male	Komisaris Commissioner	2023-2027	V	Wakil Ketua Komite Risiko Vice Chair of the Risk Committee	*Risk Governance,* manajemen bisnis Risk Governance, Business Management	V
Hendri Ginting	Laki-laki Male	Komisaris Commissioner	2023-2027	V	Ketua Komite Risiko Chair of the Risk Committee	Manajemen Risiko Energi PROTEKSI CERP (*Energy Risk Professional*)dan *Risk Governance* Energy Risk Management, PROTEKSI CERP (Energy Risk Professional), and Risk Governance	V

Terkait aspek keberlanjutan, Dewan Komisaris BAg memiliki peran pengawasan dalam memastikan bahwa penerapan aspek keberlanjutan yang diimplementasikan oleh Perusahaan telah selaras dengan strategi bisnis dan arah transformasi Perusahaan. Dewan Komisaris memberikan arahan strategis dan melakukan evaluasi atas kinerja keberlanjutan yang mencakup aspek ekonomi, sosial, lingkungan, dan tata kelola, termasuk pada proses penetapan topik material dalam Laporan Keberlanjutan. Hasil evaluasi tersebut kemudian disahkan melalui penandatanganan Lembar Pengesahan Laporan Keberlanjutan sebagai bentuk persetujuan resmi, akuntabilitas, serta penegasan komitmen terhadap keandalan dan transparansi informasi yang disampaikan kepada para pemangku kepentingan. [GRI 2-14]

Regarding sustainability, the BAg Board of Commissioners plays a supervisory role in ensuring that the Company's implementation of sustainability aspects is aligned with its business strategy and transformation direction. The Board of Commissioners provides strategic direction and evaluates sustainability performance covering economic, social, environmental, and governance aspects, including the process of determining material topics in the Sustainability Report. The results of this evaluation are then formalized through the signing of the Sustainability Report Approval Form as a form of official approval, accountability, and affirmation of the commitment to the reliability and transparency of the information provided to stakeholders. [GRI 2-14]

Direksi
Board of Directors
[GRI 2-9, 2-11, 2-12, 2-14] [OJK E.1]

Direksi merupakan organ Perusahaan yang memiliki kewenangan dan tanggung jawab penuh dalam mengelola kegiatan operasional Perusahaan secara menyeluruh, untuk dan atas nama kepentingan Perusahaan, sesuai dengan visi, misi, serta maksud dan tujuan yang tercantum dalam Anggaran Dasar undang-undang dan peraturan yang berlaku serta prinsip-prinsip keberlanjutan dan tata kelola perusahaan yang baik. Dalam menjalankan fungsinya, Direksi juga berperan sebagai ketua badan tata kelola tertinggi yang bertanggung jawab dalam menentukan kebijakan dan strategi keberlanjutan Perusahaan dan mengkoordinir program keberlanjutan yang dilaksanakan oleh setiap unit kerja. Sepanjang tahun 2025 tidak terdapat Badan Tata Kelola tertinggi yang merangkap sebagai senior eksekutif pada Perusahaan. [GRI 2-11] [OJK E.1]

The Board of Directors is the Company's governing body with full authority and responsibility for managing the Company's overall operational activities, for and on behalf of the Company's interests, in accordance with the vision, mission, and objectives set forth in the Articles of Association, applicable laws and regulations, as well as the principles of sustainability and good corporate governance. In carrying out its functions, the Board of Directors also serves as the chair of the highest governance body responsible for determining the Company's sustainability policies and strategies and coordinating sustainability programs implemented by each business unit. Throughout 2025, There is no member of the Company's highest governance body concurrently served as a senior executive within the Company. [GRI 2-11] [OJK E.1]

Pada tahun 2025 terdapat perubahan susunan Direksi Perusahaan sehubungan dengan pengunduran diri Sdr Arif Yunianto sebagai Direktur Perencanaan dan Niaga. Dengan demikian, komposisi Direksi Perusahaan mengacu pada keputusan Rapat Umum Pemegang Saham (RUPS) secara sirkuler sebagai berikut:

In 2025, there was a change in the composition of the Company's Board of Directors following the resignation of Mr. Arif Yunianto as Director of Planning and Commerce. Consequently, the composition of the Company's Board of Directors, as per the resolution of the General Meeting of Shareholders (GMS) held by circular resolution, is as follows:

Keberagaman Komposisi Direksi Periode 31 Desember 2025

Diversity of the Board of Directors as of December 31, 2025
[GRI 2-9]

Nama Name	Jenis Kelamin Gender	Jabatan Position	Masa Jabatan Term of Office	Independensi ndependence	Penugasan Khusus/ Jabatan Lain Special Assignments/ Other Positions	Kompetensi Relevan terkait dampak organisasi atau ESG Relevant Competencies Related to Organizational or ESG Impact	Perwakilan Pemangku Kepentingan Representa-tion Stakeholder Stakeholders
Tri Susanto	Laki-laki Male	Direktur Utama CEO	2023-2027	V	PLT Direktur Perencanaan dan Niaga Acting Director of Planning and Commercial Affairs	Manajemen Risiko Risk Management	-
Didik Sukristiyo Yuwono	Laki-laki Male	Direktur Keuangan & HCM Director of Finance & HCM	2022-2026	V	-	Manajemen Risiko Risk Management	-
Idaman	Laki-laki Male	Direktur Operasi Director of Operations	2023-2027	V	-	Manajemen Risiko Risk Management	-

Dalam aspek laporan keberlanjutan, Direksi bertanggung jawab melakukan peninjauan dan menyetujui informasi yang dilaporkan dalam laporan keberlanjutan, termasuk dalam pemilihan topik material. Dalam pelaksanaannya, pengelolaan pelaporan implementasi keberlanjutan BAg dikoordinasikan oleh Sekretariat Perusahaan dengan dukungan unit kerja terkait. Informasi mengenai dampak, risiko, peluang, dan capaian pelaksanaan keberlanjutan selanjutnya dibahas dalam rapat Direksi yang dilaksanakan secara berkala serta diintegrasikan ke dalam pelaporan kepada Dewan Komisaris melalui mekanisme pelaporan Perusahaan, termasuk Laporan Keberlanjutan. Seluruh proses tersebut kemudian diakhiri dengan pengesahan resmi melalui penanda tanganan lembar pernyataan oleh Direksi sebagai bentuk akuntabilitas manajemen atas kelengkapan, keandalan, dan kualitas informasi yang disampaikan yang turut menegaskan tanggung jawab dan dukungan penuh dari pihak manajemen terhadap isi laporan. [GRI 2-14]

Regarding the sustainability report, the Board of Directors is responsible for reviewing and approving the information reported in the sustainability report, including the selection of material topics. In practice, the management of BAg's sustainability reporting is coordinated by the Corporate Secretariat with support from relevant business units. Information regarding the impacts, risks, opportunities, and achievements of sustainability implementation is subsequently discussed in regular Board of Directors meetings and integrated into reports to the Board of Commissioners through the Company's reporting mechanisms, including the Sustainability Report. The entire process is then finalized with official approval through the signing of a statement by the Board of Directors as a form of management accountability for the completeness, reliability, and quality of the information provided, which also reaffirms management's responsibility and full support for the report's content. [GRI 2-14]

Pencalonan dan Pemilihan Dewan Komisaris dan Direksi

Nomination and Selection of the Board of Commissioners and Board of Directors

[GRI 2-10]

Proses pencalonan dan penetapan anggota Dewan Komisaris serta Direksi sepenuhnya berada di bawah kewenangan pemegang saham yang dilaksanakan melalui RUPS dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku, Anggaran Dasar Perusahaan, serta Peraturan Menteri BUMN Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

The process of nominating and appointing members of the Board of Commissioners and the Board of Directors falls entirely under the authority of the shareholders and is carried out through the General Meeting of Shareholders (GMS) in accordance with applicable laws and regulations, the Company's Articles of Association, and Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises.

Pengangkatan maupun pemberhentian anggota Dewan Komisaris dan Direksi dilakukan dengan menjunjung tinggi prinsip profesionalisme dan tata kelola perusahaan yang baik, serta memenuhi kriteria dan persyaratan yang telah ditetapkan. Komposisi organ tata kelola disusun secara berimbang dengan memperhatikan keberagaman latar belakang, termasuk profesionalitas, independensi, tingkat pendidikan, pengalaman, kewarganegaraan, dan gender. Selain itu, aspek kompetensi dan pengalaman yang relevan dengan isu ekonomi, lingkungan, dan sosial turut menjadi pertimbangan utama untuk memastikan efektivitas pelaksanaan fungsi tata kelola Perusahaan. [GRI 2-10]

The appointment and dismissal of members of the Board of Commissioners and the Board of Directors are conducted in accordance with the principles of professionalism and good corporate governance (GCG), and in compliance with established criteria and requirements. The composition of the governance bodies is structured in a balanced manner, taking into account diversity in background, including professionalism, independence, educational level, experience, nationality, and gender. Additionally, competencies and experience relevant to economic, environmental, and social issues are key considerations to ensure the effective execution of the Company's governance functions. [GRI 2-10]

Prosedur Nominasi Direksi dan Dewan Komisaris

Procedures for Nominating the Board of Directors and Board of Commissioners

Proses Penjaringan | **Screening Process**

- Tim Evaluasi menerima usulan dan mencari informasi bakal Calon Anggota Dewan Komisaris dan Direksi dari berbagai sumber
- Tim Evaluasi melakukan seleksi berdasarkan kriteria dan persyaratan administrasi yang ditetapkan (daftar riwayat hidup, dokumen lain, dan informasi yang diterima) untuk menyusun Daftar Bakal Calon (*long list*) sebanyak minimal 5 (lima) orang calon untuk masing-masing jabatan anggota Direksi serta paling sedikit 3 (tiga) kali lipat jumlah jabatan Dewan Komisaris yang lowong untuk jabatan anggota Dewan Komisaris
- Tim Evaluasi menyerahkan Daftar Bakal Calon (*long list*) kepada Direksi Pemegang Saham untuk memperoleh persetujuan

- The Evaluation Team receives nominations and gathers information on prospective candidates for the Board of Commissioners and the Board of Directors from various sources
- The Evaluation Team conducts a selection based on established criteria and administrative requirements (resumes, other documents, and information received) to compile a long list of at least 5 (five) candidates for each Board of Directors position and at least three times the number of vacant Board of Commissioners positions for Board of Commissioners members
- The Evaluation Team submits the long list to the Board of Directors and Shareholders for approval

Proses Penilaian / Evaluation Process

- Tim evaluasi melakukan penilaian terhadap bakal calon yang namanya tercantum dalam Daftar Bakal Calon (*long list*) yang telah disetujui oleh Direksi Pemegang Saham untuk memperoleh calon-calon terbaik yang akan diusulkan kepada Direksi Pemegang Saham sebagai Calon Anggota Direksi dan Dewan Komisaris
- Dalam hal Asesmen dilakukan oleh Lembaga Profesional, hasil Asesmen disampaikan oleh Lembaga Profesional kepada tim evaluasi untuk dievaluasi.
- Hasil Asesmen ditetapkan oleh tim evaluasi dalam Daftar Calon Anggota Direksi (*short list*) yang terdiri dari 3 (tiga) orang untuk masing-masing jabatan anggota Direksi dengan peringkat nilai terbaik serta terdiri dari 2 (dua) kali lipat jabatan Anggota Dewan Komisaris yang lowong dengan peringkat nilai terbaik
- Tim evaluasi menyampaikan Daftar Calon Anggota Direksi dan Dewan Komisaris (*short list*) kepada Direksi Pemegang Saham untuk penetapan Calon terpilih disertai dengan penjelasan mengenai proses penetapannya dan lampiran hasil penilaian lengkap

- The Evaluation Team assesses the prospective candidates whose names are included in the Long List approved by the Shareholders' Board of Directors to identify the best candidates to be proposed to the Shareholders' Board of Directors as candidates for the Board of Directors and the Board of Commissioners
- If the assessment is conducted by a professional institution, the assessment results are submitted by the professional institution to the Evaluation Team for review.
- The evaluation team finalizes the assessment results in the Short List of Candidates for the Board of Directors, consisting of 3 (three) individuals for each Board of Directors position with the highest scores, and a list of candidates for the vacant positions on the Board of Commissioners that is twice the number of vacancies, also based on the highest scores
- The evaluation team submits the shortlist of candidates for the Board of Directors and the Board of Commissioners to the Board of Directors and the Shareholders for the selection of the final candidates, accompanied by an explanation of the selection process and a complete appendix of the assessment results

Proses Penetapan / Selection Process

- Direksi Pemegang Saham melakukan evaluasi akhir atas hasil Penilaian untuk menetapkan 1 (satu) Calon Anggota Direksi terpilih untuk masing-masing jabatan Anggota Direksi serta 1 (satu) Calon Anggota Dewan Komisaris terpilih untuk masing-masing jabatan Anggota Dewan Komisaris
- Direksi Pemegang Saham mengajukan Calon Anggota Direksi dan dewan komisaris untuk ditetapkan dalam RUPS menjadi anggota Direksi dan Dewan Komisaris Perusahaan.
- Terkait Calon Anggota Direksi, Pengajuan untuk ditetapkan dalam RUPS dilakukan setelah Calon AnggotaDireksi yang bersangkutan menandatangani Kontrak Manajemen.
- Keputusan Pemegang Saham baik di dalam RUPS maupun di luar RUPS menetapkan calon Direksi dan Dewan Komisaris terpilih sebagai Anggota Direksi dan Dewan Komisaris Perusahaan

- The Shareholder Board of Directors conducts a final evaluation of the assessment results to appoint 1 (one) selected candidate for each position on the Board of Directors and 1 (one) selected candidate for each position on the Board of Commissioners
- The Shareholders' Board submits the candidates for the Board of Directors and the Board of Commissioners to be appointed at the General Meeting of Shareholders as members of the Company's Board of Directors and Board of Commissioners.
- Regarding Director Candidates, the submission for appointment at the General Meeting of Shareholders is made after the relevant Director Candidate has signed a Management Contract.
- Shareholder resolutions, whether adopted at the General Meeting of Shareholders or outside of it, appoint the elected candidates for the Board of Directors and the Board of Commissioners as members of the Company's Board of Directors and Board of Commissioners

Peran dan Tanggung Jawab Dewan Komisaris dan Direksi dalam Pengawasan Risiko dan Peluang terkait Keberlanjutan dan Iklim

Roles and Responsibilities of the Board of Commissioners and the Board of Directors in Overseeing Risks and Opportunities Related to Sustainability and Climate

[GRI 2-12, 2-13] [S1-27a.1, S1-27a.3, 27a.4, 27a.5] [S2-6a.1, 6a.3, 6a.4, 6a.5]

Terkait aspek keberlanjutan dan iklim pada BAg, Dewan Komisaris dan Direksi berperan penting dalam melakukan pengawasan risiko dan peluang terkait keberlanjutan dan iklim dengan turut memastikan bahwa Perusahaan tidak hanya selalu memenuhi kewajiban hukum dan peraturan, tetapi juga mengadopsi praktik-praktik terbaik dalam tata kelola keberlanjutan yang berdampak positif pada sosial, lingkungan dan masyarakat.

Dewan Komisaris bertanggung jawab atas pengawasan umum strategi, kebijakan, dan kinerja Perusahaan, termasuk manajemen risiko dan peluang yang terkait dengan keberlanjutan dan iklim serta memastikan bahwa Perusahaan memiliki sistem manajemen risiko yang efektif yang mencakup identifikasi, evaluasi, mitigasi, dan pemantauan risiko-risiko yang berkaitan dengan keberlanjutan dan iklim. Dalam hal pendelegasian tanggung jawab pengelolaan dampak keberlanjutan, Dewan Komisaris mendelegasikan pelaksanaan strategis keberlanjutan kepada Direksi, yang selanjutnya ditindaklanjuti oleh unit kerja terkait di bawah koordinasi fungsi Sekretariat Perusahaan dan Divisi Operasional. Proses pelaporan dan evaluasi atas implementasi keberlanjutan dilakukan secara berkala setiap tiga bulan sekali melalui laporan kinerja kepada Dewan Komisaris dan Pemegang Saham. [GRI 2-12, 2-13] [S1-27b.1, 27b.2] [S2-6b.1, 6b.2]

Sementara itu, Direksi memiliki peran langsung dalam mengeksekusi kebijakan dan strategi yang telah ditetapkan. Direksi bertanggung jawab untuk menerapkan strategi keberlanjutan yang telah disetujui oleh Dewan Komisaris dan memastikan bahwa setiap operasi Perusahaan dilakukan dengan mempertimbangkan aspek lingkungan dan sosial. Direksi juga bertanggung jawab atas pelaporan yang transparan kepada Dewan Komisaris dan para pemangku kepentingan mengenai risiko dan peluang terkait keberlanjutan dan iklim, serta kinerja Perusahaan dalam mengelola aspek-aspek ini. Aspek lingkungan dan sosial menjadi bagian dari pembahasan pada Rapat Direksi yang hasilnya diberikan kepada Dewan Komisaris melalui berbagai laporan termasuk dalam pelaporan keberlanjutan. [GRI 2-12] [S1-27b.1, 27b.2] [S2-6b.1, 6b.2]

Regarding sustainability and climate aspects at BAg, the Board of Commissioners and the Board of Directors play a crucial role in overseeing risks and opportunities related to sustainability and climate by ensuring that the Company not only consistently complies with legal and regulatory obligations but also adopts best practices in sustainability governance that have a positive impact on social, environmental, and community aspects.

The Board of Commissioners is responsible for the general oversight of the Company's strategies, policies, and performance, including the management of risks and opportunities related to sustainability and climate, and for ensuring that the Company has an effective risk management system that encompasses the identification, evaluation, mitigation, and monitoring of risks related to sustainability and climate. With regard to the delegation of responsibility for managing sustainability impacts, the Board of Commissioners delegates the strategic implementation of sustainability to the Board of Directors, which is then carried out by the relevant business units under the coordination of the Corporate Secretariat and the Operations Division. The reporting and evaluation process for sustainability implementation is conducted on a quarterly basis through performance reports submitted to the Board of Commissioners and Shareholders. [GRI 2-12, 2-13] [S1-27b.1, 27b.2] [S2-6b.1, 6b.2]

Meanwhile, the Board of Directors plays a direct role in executing established policies and strategies. The Board of Directors is responsible for implementing the sustainability strategy approved by the Board of Commissioners and ensuring that all of the Company's operations are conducted with due consideration for environmental and social aspects. The Board of Directors is also responsible for providing transparent reporting to the Board of Commissioners and stakeholders regarding risks and opportunities related to sustainability and climate, as well as the Company's performance in managing these aspects. Environmental and social aspects are part of the discussions at Board of Directors meetings, the results of which are provided to the Board of Commissioners through various reports, including sustainability reports. [GRI 2-12] [S1-27b.1, 27b.2] [S2-6b.1, 6b.2]

Pengembangan Kompetensi Badan Tata Kelola terkait Keberlanjutan

Capacity Building for Governance Bodies on Sustainability

[GRI 2-17] [OJK E.2] [S1-27a.2] [S2-6a.2]

BAg menempatkan penguatan kapasitas Dewan Komisaris dan Direksi sebagai bagian penting dalam memastikan efektivitas penerapan tata kelola keberlanjutan. Peningkatan kompetensi dilakukan secara berkelanjutan melalui berbagai program pengembangan seperti pelatihan, seminar, *workshop*, serta forum pembelajaran lainnya yang relevan dengan isu-isu keberlanjutan. Sepanjang tahun 2025, berbagai inisiatif pengembangan tersebut telah dilaksanakan guna memperkuat pemahaman organ tata kelola terhadap dinamika *sustainability* serta mendukung pengambilan keputusan yang lebih adaptif dan berwawasan jangka panjang.

BAg prioritizes strengthening the capacity of the Board of Commissioners and the Board of Directors as a critical component in ensuring the effective implementation of sustainability governance. Competency enhancement is conducted on an ongoing basis through various development programs such as training, seminars, workshops, and other learning forums relevant to sustainability issues. Throughout 2025, these development initiatives were implemented to strengthen the governance bodies' understanding of sustainability dynamics and to support more adaptive and long-term decision-making.

Pengembangan Kompetensi Dewan Komisaris dan Direksi Terkait Keberlanjutan dan ESG

Competency Development for the Board of Commissioners and Board of Directors Regarding Sustainability and ESG

No	Nama Name	Jabatan Position	Seminar / *Workshop* Seminar / Workshop	
Direksi Direksi				
1.	Tri Susanto	Direktur Utama merangkap PLT Direktur Perencanaan dan Niaga CEO and Acting Director of Planning and Commerce	1. *Training* Workshop on ISO 26000 *for Self Adoption - Social Responsibility Guidance Towards Sustainability of Business Excellent Performance* pada tangal 16 - 17 April 2025 2. *Awareness Training* ESG tangal 12 Juni 2025	1. Training Workshop on ISO 26000 for Self-Adoption - Social Responsibility Guidance Toward Sustainable Business Excellence on April 16–17, 2025 2. ESG Awareness Training on June 12, 2025
2.	Didik Sukristiyo Yuwono	Direktur Keuangan Chief Financial Officer		
3.	Idaman	Direktur Operasi Director of Operations		
Dewan Komisaris Board of Commissioners				
1.	Sapto Aji Nugroho	Komisaris Utama President Commissioner	1. *Training Workshop* on ISO 26000 *for Self Adoption - Social Responsibility Guidance Towards Sustainability of Business Excellent Performance* pada tangal 16 - 17 April 2025 2. *Awareness Training* ESG tangal 12 Juni 2025	1. Training Workshop on ISO 26000 for Self-Adoption - Social Responsibility Guidance Toward Sustainable Business Excellence on April 16–17, 2025 2. ESG Awareness Training on June 12, 2025
2.	Bayu Adjie Megananda	Komisaris Commissioner		
3.	Hendri Ginting	Komisaris Commissioner		

Catatan: informasi selengkapnya mengenai program pengembangan kompetensi Dewan Komisaris dan Direksi dapat ditemukan pada Laporan Tahunan Perusahaan bab Tata Kelola Perusahaan.

Note: Further information regarding the competency development program for the Board of Commissioners and the Board of Directors can be found in the Company's Annual Report under the Corporate Governance section.

Kebijakan dan Proses Penentuan Remunerasi Dewan Komisaris dan Direksi

Policies and Processes for Determining Remuneration of the Board of Commissioners and Board of Directors

[GRI 2-19, 2-20]

Penetapan remunerasi dan nominasi anggota Dewan Komisaris dan Direksi BAg sepenuhnya mengacu pada ketentuan yang ditetapkan oleh PT PLN (Persero) selaku

The determination of remuneration and the nomination of members of the Board of Commissioners and the Board of Directors of BAg are fully in accordance with the provisions

holding serta PT PLN Energi Primer Indonesia selaku pemegang saham utama dan pengendali yang ditetapkan melalui mekanisme RUPS. Ketentuan tersebut berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. [GRI 2-19] [S2-29g]

established by PT PLN (Persero) as the holding company and PT PLN Energi Primer Indonesia as the majority and controlling shareholder, as determined through the General Meeting of Shareholders (GMS) mechanism. These provisions are based on Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-3/MBU/03/2023 dated March 20, 2023, concerning the Organization and Human Resources of State-Owned Enterprises. [GRI 2-19] [S2-29g]

Prosedur Penetapan Usulan Remunerasi Dewan Komisaris dan Direksi

Procedures for Determining Proposed Remuneration for the Board of Commissioners and the Board of Directors

[GRI 2-20]

Usulan Remunerasi oleh Direksi
Remuneration Proposals by the Board of Directors

Direksi melakukan kajian dan mengajukan usulan remunerasi kepada Dewan Komisaris
The Board of Directors conducts a review and submits a remuneration proposal to the Board of Commissioners.

Pembahasan dan Persetujuan oleh Dewan Komisaris
Discussion and Approval by the Board of Commissioners

Dewan Komisaris melakukan penelaahan atas usulan remunerasi dengan mempertimbangkan kondisi pasar untuk pekerjaan yang bersangkutan pada perusahaan lainnya dengan bidang usaha dan status yang sama, memperhitungkan kinerja usaha Perusahaan dan kontribusi masing-masing individu, kemudian dilakukan pembahasan untuk menyiapkan rekomendasi
The Board of Commissioners reviews the proposed remuneration by considering market conditions for the concerned occupation in other companies with the same line of business and status, taking into account the Company's business performance and the contribution of each individual, then discusses it to prepare recommendations.

Penyampaian Usulan
Proposal Submission

Dewan Komisaris menyampaikan usulan remunerasi kepada pemegang saham untuk mendapat persetujuan dan penetapan
The Board of Commissioners submits the remuneration proposal to the shareholders to obtain approval and determination

Persetujuan dan Penetapan Remunerasi
Approval and Determination of Remuneration

Pemegang Saham memberikan persetujuan dan menetapkan remunerasi melalui RUPS
Shareholders approve and determine remuneration through the GMS

Besaran remunerasi Dewan Komisaris dan Direksi ditetapkan oleh Pemegang Saham melalui mekanisme RUPS memperhatikan ketentuan Anggaran Dasar dan peraturan perundang-undangan. Dewan Komisaris akan meminta persetujuan dari Pemegang Saham dalam RUPS. Struktur remunerasi bagi Dewan Komisaris dan Direksi terdiri atas beberapa komponen, yaitu gaji atau honorarium, tunjangan, fasilitas, serta insentif kinerja. Rincian masing-masing komponen remunerasi tersebut diuraikan sebagai berikut:

The amount of remuneration for the Board of Commissioners and the Board of Directors is determined by the Shareholders through the GMS, in accordance with the provisions of the Articles of Association and applicable laws and regulations. The Board of Commissioners will seek approval from the Shareholders at the GMS. The remuneration structure for the Board of Commissioners and the Board of Directors consists of several components, namely salary or honorarium, allowances, benefits, and performance incentives. The details of each remuneration component are outlined as follows:

Struktur Remunerasi Dewan Komisaris dan Direksi
Remuneration Structure for the Board of Commissioners and the Board of Directors

Komponen Remunerasi Remuneration Components	Keterangan Description	
Gaji/Honorarium Salary/Honorarium	Gaji Direktur Utama ditetapkan berdasarkan ketentuan dari Pemegang Saham. Gaji Anggota Direksi lainnya ditetapkan dengan komposisi faktor jabatan, yaitu 85% dari gaji Direktur Utama. Honorarium Komisaris Utama adalah sebesar 45% dari gaji Direktur Utama. Honorarium Anggota Dewan Komisaris adalah 90% dari honorarium Komisaris Utama.	The President Director's salary is determined based on provisions set by the Shareholders. The salaries of other members of the Board of Directors are determined based on a position-based formula, specifically 85% of the President Director's salary. The President Commissioner of Commissioners' honorarium is 45% of the President Director's salary. The honorarium for members of the Board of Commissioners is 90% of the President Commissioner honorarium.
Tunjangan Allowances	Untuk Direksi, tunjangan yang diterima meliputi tunjangan hari raya, tunjangan perumahan dan asuransi purna jabatan. Sedangkan Dewan Komisaris, tunjangan yang diterima meliputi tunjangan hari raya, tunjangan transportasi dan asuransi purna jabatan.	For the Board of Directors, allowances received include holiday allowances, housing allowances, and post-retirement insurance. For the Board of Commissioners, allowances received include holiday allowances, transportation allowances, and post-retirement insurance.
Fasilitas Benefits	Fasilitas yang diterima oleh Direksi terdiri dari fasilitas kendaraan, fasilitas kesehatan dan fasilitas bantuan hukum. Sedangkan yang diterima oleh Dewan Komisaris adalah fasilitas kesehatan dan fasilitas bantuan hukum.	The benefits received by the Board of Directors consist of vehicle benefits, health benefits, and legal assistance benefits. Meanwhile, the Board of Commissioners receives health benefits and legal assistance benefits.
Insentif Kerja Performance Incentives	Ketentuan dalam pemberian tantiem ini mengacu kepada keputusan yang diberikan oleh Pemegang Saham.	The provisions governing the granting of these bonuses are based on decisions made by the Shareholders.

Informasi lebih lengkap mengenai kebijakan, prosedur, komponen remunerasi lainnya dan jumlah remunerasi Dewan Komisaris dan Direksi dapat ditemukan dalam Bab Tata Kelola Perusahaan bagian Remunerasi dan Nominasi Dewan Komisaris serta Direksi pada Laporan Tahunan PT BAg Tahun Buku 2025.

More detailed information regarding policies, procedures, other remuneration components, and the amounts of remuneration for the Board of Commissioners and the Board of Directors can be found in the Corporate Governance Chapter, under the section on Remuneration and Nomination of the Board of Commissioners and the Board of Directors in PT BAg's Annual Report for Fiscal Year 2025.

Pencegahan Konflik Kepentingan
Prevention of Conflicts of Interest
[GRI 2-15]

Dalam penerapan tata kelola perusahaan yang baik, BAg memandang konflik kepentingan sebagai salah satu aspek penting yang perlu dikelola secara proaktif untuk menjaga integritas dan objektivitas dalam setiap proses pengambilan keputusan. Pandangan ini menegaskan komitmen Perusahaan dalam memastikan bahwa seluruh aktivitas bisnis dijalankan secara independen, transparan, dan bebas dari pengaruh kepentingan pribadi yang dapat merugikan kepentingan Perusahaan. Untuk mengantisipasi

In implementing good corporate governance, BAg views conflicts of interest as a critical aspect that must be proactively managed to maintain integrity and objectivity in every decision-making process. This perspective underscores the Company's commitment to ensuring that all business activities are conducted independently, transparently, and free from the influence of personal interests that could harm the Company's interests. To address this, BAg has established a formal mechanism for

hal tersebut, BAg telah mengatur mekanisme pengelolaan konflik kepentingan secara formal. Pelaporan Konflik Kepentingan dilakukan melalui aplikasi *Compliance Online System* (COS) PT PLN yang dapat diakses pada https://cos.pln.co.id. Selain itu, Konflik Kepentingan juga diatur secara internal dalam Peraturan Direksi Nomor: A.6221/SP.101/DIRUT-2019 tentang pengelolaan konflik kepentingan di lingkungan PT Pelayaran Bahtera Adhiguna pada Bab III Pasal 8 sebagai berikut:

1. Melaporkan Dokumen Pemilik Manfaat sesuai ketentuan yang berlaku;
2. Menghindari perangkapan jabatan
3. Menolak dan menghindari pemberian hadiah/Gratifikasi yang terkait jabatan;
4. Menghindari melakukan pekerjaan lain di luar pekerjaan saat ini yang dapat mengganggu pekerjaan saat ini;
5. Membatasi atau menghindari kepemilikan aset pada perusahaan lain yang terkait dengan pelaksanaan tugas;
6. Menghindari dan membatasi diri untuk berinteraksi langsung dengan pihak-pihak terkait yang dilarang oleh peraturan dan ketentuan yang berlaku atau yang dapat dipersepsikan Konflik Kepentingan oleh publik;
7. Membatasi dan mengurangi kepentingan pribadi yang dapat mempengaruhi pelaksanaan tugas;
8. Mendorong perbaikan sistem pengelolaan Konflik Kepentingan di BAg untuk menutup celah pelanggaran terhadap aturan/kebijakan Konflik Kepentingan dan memfasilitasi pengelolaannya jika terjadi; dan
9. Insan BAg yang telah purnakarya, mengundurkan diri, atau diberhentikan tidak boleh terlibat dalam pengelolaan/manajemen yang berwenang dalam pengambilan keputusan pada perusahaan pesaing, Mitra, atau calon Mitra dalam jangka waktu 6 (enam) bulan terhitung sejak terbitnya keputusan purnakarya, pengunduran diri, atau pemberhentian tersebut.

Atas pengelolaan konflik kepentingan yang baik, Sepanjang tahun 2025 BAg tidak mencatat adanya insiden maupun situasi dengan potensi benturan kepentingan yang dihadapi oleh anggota Dewan Komisaris dan Direksi dalam pengambilan keputusan.

managing conflicts of interest. Conflict of Interest reports are submitted through PT PLN's Compliance Online System (COS), which can be accessed at https://cos.pln.co.id. In addition, conflict of interest management is governed internally by the Board of Directors Regulation No. A.6221/SP.101/DIRUT-2019 concerning the Management of Conflicts of Interest within PT Pelayaran Bahtera Adhiguna. The provisions are set forth in Chapter III, Article 8, as follows:

1. Reporting Beneficial Owner Documents in accordance with applicable regulations;
2. Avoiding conflicts of interest;
3. Refusing and avoiding the acceptance of gifts or gratuities related to one's position;
4. Avoiding engaging in other work outside of one's current position that could interfere with current duties;
5. Limiting or avoiding ownership of assets in other companies related to one's duties;
6. Avoiding and limiting oneself from direct interaction with relevant parties that are prohibited by applicable regulations and provisions or that may be perceived by the public as a conflict of interest;
7. Limiting and reducing personal interests that may influence the performance of duties;
8. Promoting improvements to the Conflict-of-Interest management system at BAg to close loopholes that could lead to violations of Conflict-of-Interest rules/policies and to facilitate their management should such violations occur; and
9. BAg employees who have retired, resigned, or been dismissed may not be involved in management or decision-making at competing companies, partners, or prospective partners for a period of 6 (six) months from the date of the decision regarding their retirement, resignation, or dismissal.

Thanks to effective conflict of interest management, throughout 2025 BAg did not record any incidents or situations involving potential conflicts of interest faced by members of the Board of Commissioners and the Board of Directors in their decision-making.

Penilaian dan Evaluasi Kinerja Dewan Komisaris dan Direksi

Performance Assessment and Evaluation of the Board of Commissioners and the Board of Directors

[GRI 2-18]

Untuk memastikan efektivitas pelaksanaan tugas, tanggung jawab, serta kontribusi organ tata kelola dalam pencapaian tujuan strategis Perusahaan, BAg menerapkan kebijakan penilaian kinerja yang komprehensif bagi Direksi

To ensure the effectiveness of the performance of duties, responsibilities, and contributions of the governance bodies in achieving the Company's strategic objectives, BAg implements a comprehensive performance

maupun Dewan Komisaris. Proses evaluasi dilakukan secara berkala, terstruktur, dan berbasis indikator kinerja utama (*Key Performance Indicators*/KPI) pada tingkat kolegial maupun individual. Seluruh penilaian tersebut diselaraskan dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Kontrak Manajemen tahun berjalan sebagai acuan utama dalam mengukur capaian kinerja Perusahaan.

Penilaian terhadap Direksi dilakukan oleh Pemegang Saham bersama Dewan Komisaris, dengan tolak ukur utama berupa pencapaian target KPI yang telah ditetapkan dalam RKAP. Evaluasi ini mencakup 20 indikator strategis yang meliputi aspek nilai sosial, ekonomi, lingkungan, inovasi model bisnis, kepemimpinan teknologi, investasi, pengembangan talenta, serta aspek kepatuhan. Sepanjang tahun 2025, Direksi berhasil menunjukkan kinerja yang sangat baik dengan Nilai Kinerja Organisasi (NKO) sebesar 102,64 dari target 100. Selain evaluasi kolegial, penilaian individual Direksi juga dilaksanakan, Nilai Kinerja Individu (NKI) masing-masing anggota Direksi adalah Direktur Utama sebesar 102,64; Direktur Operasi sebesar 102,89; Direktur Keuangan sebesar 100,97; dan Direktur Perencanaan dan Niaga sebesar 102,02 Hal ini menunjukkan kontribusi optimal seluruh anggota Direksi dalam mendukung pencapaian tujuan strategis Perusahaan. [GRI 2-9]

Sementara itu, evaluasi terhadap Dewan Komisaris dilaksanakan secara internal melalui metode self-assessment dengan mengacu pada KPI yang ditetapkan dalam Rencana Kerja Tahunan. Evaluasi mencakup aspek pengawasan dan pengarahan, pelaporan, dinamis dan kontribusi pengawasan dewan komisaris terhadap pencapaian kpi direksi. Pada tahun 2025, Dewan Komisaris berhasil mencapai nilai KPI sebesar 121%, melampaui target yang ditetapkan sebesar 100%. Capaian ini mencerminkan efektivitas pelaksanaan fungsi pengawasan dan pemberian arahan strategis. Selain itu, Pemegang Saham juga melakukan penilaian atas kinerja Dewan Komisaris berdasarkan laporan pengawasan yang disampaikan. melampaui target 100%, yang menunjukkan efektivitas pelaksanaan fungsi pengawasan. Penilaian individu terhadap anggota Dewan Komisaris juga dilakukan secara mandiri dengan menilai tingkat kehadiran dalam rapat serta kontribusi terhadap pengawasan dan pemberian arahan strategis. Hasil evaluasi menunjukkan seluruh anggota memiliki kinerja dengan predikat “Baik Sekali (BS)”.

assessment policy for both the Board of Directors and the Board of Commissioners. The evaluation process is conducted periodically, in a structured manner, and based on key performance indicators (KPIs) at both the collegial and individual levels. All assessments are aligned with the Company’s Work Plan and Budget (RKAP) and the current year’s Management Contract, which serve as the primary benchmarks for measuring the Company’s performance achievements.

The evaluation of the Board of Directors is conducted by the Shareholders together with the Board of Commissioners, with the primary benchmark being the achievement of KPI targets set forth in the RKAP. This evaluation covers 20 strategic indicators encompassing social, economic, environment value, business model innovation, technological leadership, investment, talent development, and compliance. Throughout 2025, the Board of Directors successfully demonstrated excellent performance, with an Organizational Performance Score (NKO) of at 102.64 out of a target of 100. In addition to the collegial evaluation, individual assessments of the Board members were also conducted; the Individual Performance Scores (NKI) for each Board member were as follows: President Director at 102.64; the Director of Operations at 102.89; the Director of Finance at 100.97; and the Director of Planning and Commercial Affairs at 102.02. This demonstrates the optimal contribution of all members of the Board of Directors in supporting the achievement of the Company’s strategic objectives. [GRI 2-9]

Meanwhile, the evaluation of the Board of Commissioners was conducted internally through a self-assessment method, based on the KPIs set forth in the Annual Work Plan. The evaluation covered aspects of oversight and guidance, reporting, and the Board of Commissioners’ dynamic oversight and contribution to the achievement of the Board of Directors’ KPIs. In 2025, the Board of Commissioners successfully achieved a KPI score of 121%, exceeding the set target of 100%. This achievement reflects the effectiveness of the Board’s oversight functions and strategic guidance. In addition, shareholders also assessed the performance of the Board of Commissioners based on the oversight reports submitted. The results exceeded the 100% target, demonstrating the effectiveness of the oversight functions. Individual assessments of Board of Commissioners members were also conducted independently by evaluating their attendance at meetings as well as their contributions to oversight and strategic guidance. The evaluation results show that all members received a performance rating of “Very Good (VG).”

Evaluasi terhadap Direksi dan Dewan Komisaris dilakukan secara internal (non-independen), namun tetap mengedepankan objektivitas, akuntabilitas, dan transparansi. Proses ini dilakukan setiap tahun, dan hasilnya digunakan sebagai dasar pengambilan keputusan strategis oleh Pemegang Saham, termasuk apabila diperlukan perubahan komposisi, peningkatan kapasitas tata kelola, atau perbaikan praktik manajerial. Penilaian ini merupakan bagian integral dari upaya Perusahaan dalam memperkuat prinsip keberlanjutan dan tata kelola perusahaan yang baik (GCG).

The evaluation of the Board of Directors and the Board of Commissioners is conducted internally (non-independently), yet it prioritizes objectivity, accountability, and transparency. This process is conducted annually, and the results serve as the basis for strategic decision-making by Shareholders, including when changes to the composition, improvements in governance capacity, or enhancements to managerial practices are necessary. This assessment is an integral part of the Company's efforts to strengthen the principles of sustainability and good corporate governance (GCG).

Kinerja Individual Dewan Komisaris
Individual Performance of the Board of Commissioners

Nama Name	Jabatan Position	Rapat Konsultasi Consultative Meetings	Rapat Internal Internal Meetings	Rapat Komite Committee Meetings	Kualitas Tanggapan Quality of Responses	Pelatihan dan Kunjungan Training and Visits	Predikat Accredita-tion
Sapto Aji Nugroho	Komisaris Utama President Commissioner	166%	133%	NA	BS	100%	BS
S. Sugeng Wardoyo	Komisaris Commissioner	142%	100%	183%	BS	100%	BS
Bayu Adjie Megananda	Komisaris Commissioner	166%	133%	183%	BS	100%	BS
Hendri Ginting	Komisaris Commissioner	150%	125%	183%	BS	100%	BS

Kode Etik Perusahaan
Company Code of Ethics
[GRI 2-23, 2-24]

Dalam rangka memperkuat penerapan tata kelola yang berintegritas dan berlandaskan prinsip etika bisnis, BAg menetapkan Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*). Dokumen ini dimutakhirkan melalui Keputusan Direksi Nomor 0018.K/DIR/2022 pada 29 Mei 2022, sebelum akhirnya diperbarui kembali demi relevansi bisnis yang lebih baik lewat Peraturan Direksi Nomor 0011.P/DIR/2025 tentang Pedoman Perilaku dan Etika Bisnis (*Code of Conduct*) tanggal 18 Desember 2025.

To strengthen the implementation of governance based on integrity and business ethics, BAg has established a Code of Conduct and Business Ethics. This document was updated via Board of Directors Resolution No. 0018.K/DIR/2022 on May 29, 2022, and was subsequently updated to better align with business needs through Board Regulation No. 0011.P/DIR/2025 regarding the Code of Conduct and Business Ethics dated December 18, 2025.

Pokok Muatan Pedoman Perilaku dan Etika Bisnis Perusahaan

Key Provisions of the Company's Code of Conduct and Business Ethics

No	Bagian Section	Penjelasan Muatan Explanation of Content	
1	Pernyataan Komitmen Direksi dan Dewan Komisaris Statement of Commitment by the Board of Directors and Board of Commissioners	Bagian ini memuat legitimasi kepemimpinan tertinggi perusahaan berupa pakta komitmen formal dari jajaran Direksi dan Dewan Komisaris. Isinya menegaskan dukungan penuh manajemen puncak terhadap penegakan etika bisnis dan implementasi prinsip tata kelola yang bersih di seluruh level organisasi.	This section contains the legitimacy of the Company's highest leadership in the form of a formal commitment pact from the Board of Directors and the Board of Commissioners. Its content reaffirms top management's full support for the enforcement of business ethics and the implementation of sound governance principles at all levels of the organization.
2	Latar Belakang Background	Memaparkan urgensi, filosofi, serta landasan hukum dan formal yang mendasari penyusunan serta pemutakhiran dokumen *Code of Conduct*. Bagian ini memberikan arah strategis mengenai mengapa standar perilaku ini penting bagi keberlanjutan bisnis Perusahaan.	This section outlines the urgency, philosophy, and legal and formal foundations underlying the drafting and updating of the Code of Conduct. It provides strategic direction on why these standards of conduct are essential to the Company's business sustainability.
3	Visi, Misi, dan Tata Nilai Perusahaan Company Vision, Mission, and Core Values	Menguraikan arah masa depan perusahaan (Visi), langkah strategis mencapai tujuan (Misi), serta internalisasi prinsip budaya korporasi (Tata Nilai) yang harus dijiwai oleh setiap personil. Bagian ini menjadi pondasi karakter identitas Perusahaan.	Outlines the Company's future direction (Vision), strategic steps to achieve its goals (Mission), and the internalization of corporate cultural principles (Core Values) that every employee must embody. This section serves as the foundation of the Company's identity.
4	Maksud, Tujuan & Manfaat *Code of Conduct* (COC) Purpose, Objectives, and Benefits of the Code of Conduct (COC)	Menjelaskan secara eksplisit target praktis yang ingin dicapai melalui penerapan COC, serta kontribusi positif atau nilai tambah yang diperoleh oleh insan perusahaan maupun korporasi secara keseluruhan jika patuh pada standar etika ini.	Explicitly explains the practical goals to be achieved through the implementation of the COC, as well as the positive contributions or added value gained by both individual employees and the corporation as a whole when adhering to these ethical standards.
5	Prinsip *Good Corporate Governance* (GCG) Principles of Good Corporate Governance (GCG)	Mengintegrasikan prinsip-prinsip utama tata kelola perusahaan yang baik ke dalam koridor perilaku sehari-hari yang wajib diimplementasikan dalam sistem kerja Perusahaan.	Integrates the key principles of good corporate governance into the framework of daily conduct that must be implemented within the Company's operational system.
6	Etika Bisnis Perusahaan Corporate Business Ethics	Mengatur standarisasi operasional Perusahaan dalam koridor hukum dan sosial. Bagian ini menguraikan kepatuhan regulasi, penanganan benturan kepentingan, batasan pemberian/ penerimaan gratifikasi (hadiah/hiburan), K3, kesetaraan hak karyawan, integritas laporan keuangan, perlindungan aset (fisik & intelektual), hingga etika hubungan dengan pihak stakeholder.	Regulating the standardization of the Company's operations within legal and social frameworks. This section outlines regulatory compliance, the handling of conflicts of interest, restrictions on the giving and receiving of gratuities (gifts/ entertainment), occupational safety and health (OSH), equal rights for employees, the integrity of financial reports, the protection of assets (physical and intellectual), and ethical relationships with stakeholders.
7	Standar Etika Jajaran Manajemen dan Pegawai Ethical Standards for Management and Employees	Menetapkan batas perilaku yang spesifik dalam interaksi hierarkis vertikal maupun horizontal di internal Perusahaan. Bagian ini mengatur bagaimana etika atasan kepada bawahan, perilaku bawahan terhadap atasan, sinergi kerja antar-rekan sejawat, hingga penghargaan hak kekayaan intelektual.	Establishes specific behavioral boundaries in both vertical and horizontal hierarchical interactions within the Company. This section governs the ethics of superiors toward subordinates, the behavior of subordinates toward superiors, synergy among colleagues, and respect for intellectual property rights.
8	Etika/Tuntutan Perilaku Pegawai Employee Ethics/ Conduct Requirements	Rangkaian kewajiban moral personal yang wajib melekat pada diri pegawai. Mencakup komitmen menjaga nama baik dan kerahasiaan perusahaan, pemeliharaan aset, kepatuhan K3L, larangan keras terhadap tindakan asusila, narkotika, perjudian, penyalahgunaan wewenang, hingga kewajiban pelaporan data keuangan yang valid.	A set of personal moral obligations that employees must uphold. This includes a commitment to maintaining the Company's reputation and confidentiality, safeguarding assets, compliance with health, safety, and environmental (K3L) regulations, a strict prohibition against immoral acts, narcotics, gambling, and abuse of authority, as well as the obligation to report accurate financial data.

No	Bagian Section	Penjelasan Muatan Explanation of Content	
9	Penegakan dan Pelaporan Enforcement and Reporting	Menguraikan sistem penegakan disiplin dan akuntabilitas COC. Bagian ini memuat tata cara sosialisasi pedoman, definisi pelanggaran, mekanisme pelaporan pelanggaran (*whistleblowing system*), sanksi tegas atas ketidakpatuhan, serta pemberian penghargaan (*reward*) bagi insan yang menunjukkan kepatuhan tinggi.	Outlines the COC's disciplinary enforcement and accountability system. This section details procedures for disseminating the guidelines, definitions of violations, mechanisms for reporting violations (whistleblowing system), strict sanctions for non-compliance, and rewards for individuals who demonstrate a high level of compliance.
10	Komitmen Insan PT Pelayaran Bahtera Adhiguna Commitment of PT Pelayaran Bahtera Adhiguna Personnel	Bagian penutup yang berisi dokumentasi formal atau klausul pengesahan mengenai pernyataan janji/komitmen tertulis dari seluruh organ perusahaan, mulai dari Dewan Komisaris, Direksi, hingga seluruh level Pegawai untuk tunduk pada aturan COC.	The concluding section contains formal documentation or an endorsement clause regarding the written pledge/commitment from all corporate bodies—from the Board of Commissioners and the Board of Directors down to all levels of employees—to abide by the COC rules.

Pedoman Perilaku dan Etika Bisnis ini wajib dipatuhi oleh seluruh Insan Perusahaan sebagai bentuk tanggung jawab individu dalam menerapkan prinsip-prinsip etika kerja. Sebagai bukti komitmen tersebut, setiap individu di lingkungan Perusahaan harus menandatangani Pakta Integritas yang diperbarui secara berkala setiap tahunnya. Sosialisasi terhadap kode etik juga turut dilakukan melalui sejumlah media, seperti situs resmi Perusahaan, platform media sosial, pemasangan *banner* informasi, serta penyampaian materi *Code of Conduct* kepada karyawan baru saat proses orientasi. Pedoman Perilaku dan Etika Bisnis juga tersedia secara digital melalui laman resmi perusahaan di https://plnbag.co.id/id/category/tata-kelola [GRI 2-23, 2-24]

This Code of Conduct and Business Ethics must be adhered to by all Company personnel as a form of individual responsibility in applying the principles of work ethics. As evidence of this commitment, every individual within the Company must sign an Integrity Pact, which is updated annually. Awareness of the Code of Conduct is also promoted through various channels, such as the Company's official website, social media platforms, informational banners, and the distribution of Code of Conduct materials to new employees during orientation. The Code of Conduct and Business Ethics Guidelines are also available digitally on the Company's official website at https://plnbag.co.id/id/category/tata-kelola. [GRI 2-23, 2-24]

Manajemen Risiko Keberlanjutan dan Iklim

Sustainability and Climate Risk Management

[GRI 2-25] [OJK E.3] [S1-44a, 44b, 44c] [S2-25a, 25b, 25c]

BAg secara konsisten memperkuat penerapan sistem manajemen risiko yang terintegrasi dalam seluruh proses bisnis melalui implementasi *Enterprise Risk Management* (ERM), sesuai Keputusan Direksi Nomor 0017.K/DIR/2022 tanggal 19 Mei 2022 tentang Statement Of Corporate Intent Penerapan Manajemen Risiko Terintegrasi PT Pelayaran Bahtera Adhiguna dan Keputusan Direksi Nomor 0020.K/DIR/2022 tanggal 20 Mei 2022 tentang Pedoman Umum Manajemen Risiko Terintegrasi PT Pelayaran Bahtera Adhiguna. Landasan hukum tersebut kemudian diperkuat dan dimutakhirkan melalui Peraturan Direksi Nomor 0003.P/DIR/2025 tentang Kebijakan Strategis Manajemen Risiko Terintegrasi, serta dua Edaran Direksi, yaitu Nomor A.0995/SP.103/DIRUT/2025 tentang Standar Prosedur

BAg consistently strengthens the application of an integrated risk management system across all business processes through the implementation of Enterprise Risk Management (ERM), in accordance with Board of Directors Decision No. 0017.K/DIR/2022 dated May 19, 2022, regarding the Statement of Corporate Intent on the Implementation of Integrated Risk Management at PT Pelayaran Bahtera Adhiguna, and Board of Directors Decision No. 0020.K/DIR/2022 dated May 20, 2022, regarding the General Guidelines for Integrated Risk Management at PT Pelayaran Bahtera Adhiguna. This legal framework was subsequently reinforced and updated through Board Regulation No. 0003.P/DIR/2025 regarding the Strategic Policy on Integrated Risk Management, as well

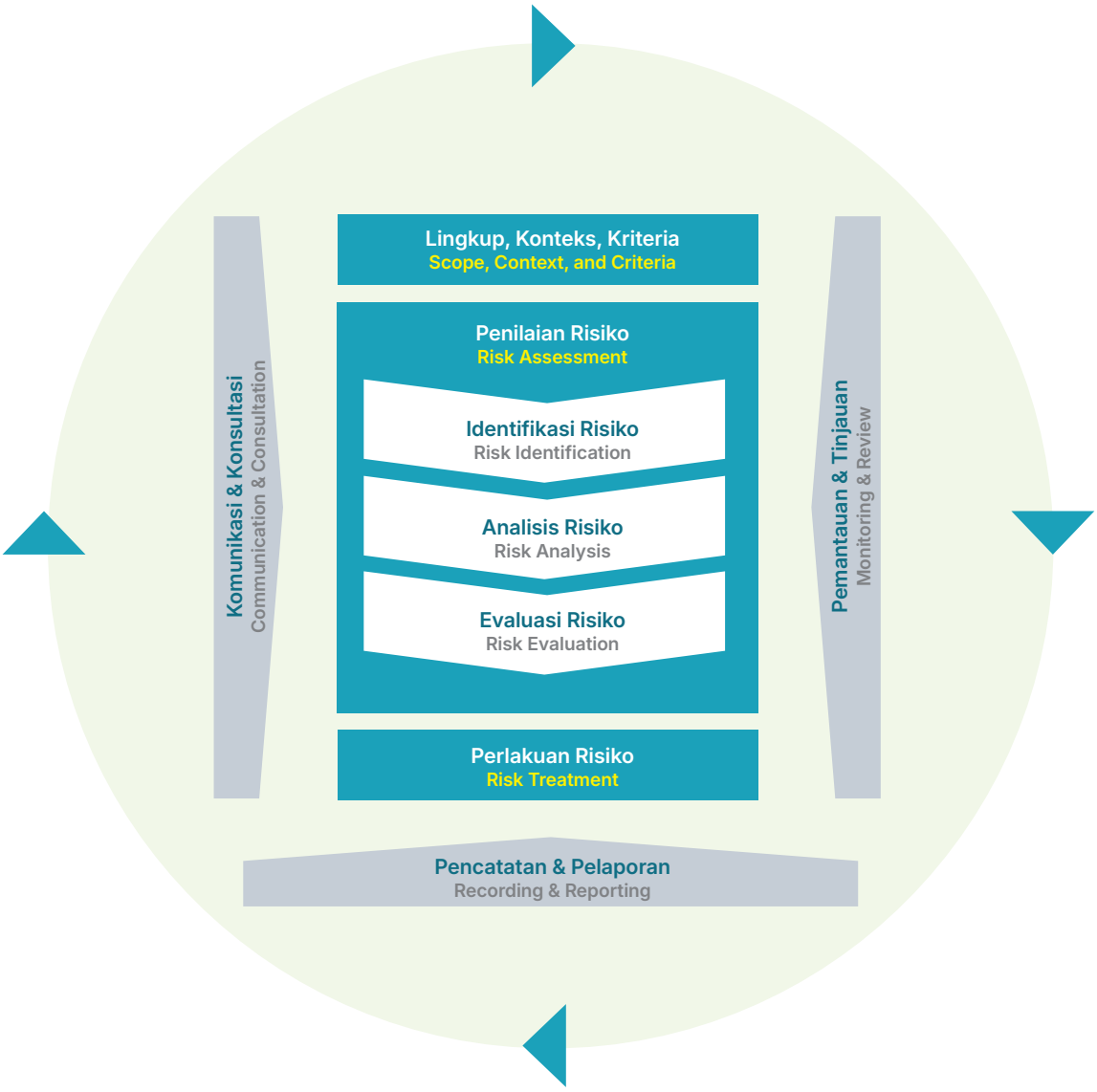
Implementasi Model Tiga Lini dalam Manajemen Risiko Terintegrasi dan *Four Eyes Principle* (4EP) dan Nomor A.0996/SP.103/DIRUT/2025 tentang Standar Prosedur Pedoman Umum Manajemen Risiko Terintegrasi.

as two Board Circulars: No. A.0995/SP.103/DIRUT/2025 on Standard Procedures for Implementing the Three-Lines Model in Integrated Risk Management and the Four Eyes Principle (4EP), and No. A.0996/SP.103/DIRUT/2025 on Standard Procedures for General Guidelines on Integrated Risk Management.

Implementasi prinsip Four Eyes Principle (4EP) yang mencakup peran *Maker, Checker/Reviewer, Approval,* dan *Signer* dijalankan sesuai Model Tiga Lini (3 *Lines Model*) oleh seluruh jajaran manajemen di setiap lini bisnis dan operasional. Hal tersebut dilakukan untuk memperkuat kepemimpinan dan budaya risiko di semua level organisasi, serta mendukung penerapan model tata kelola, manajemen risiko, dan kepatuhan yang terintegrasi.

The implementation of the Four Eyes Principle (4EP)—which encompasses the roles of Maker, Checker/Reviewer, Approver, and Signer—is carried out in accordance with the Three Lines Model (3 Lines Model) by all levels of management across every business and operational line. This is done to strengthen leadership and risk culture at all levels of the organization, as well as to support the implementation of an integrated model of governance, risk management, and compliance.

Proses Manajemen Risiko
Risk Management Process



Perusahaan menerapkan manajemen risiko secara menyeluruh berdasarkan kerangka kerja ISO 31000. Risiko yang dikelola mencakup aspek hukum dan kepatuhan, produk dan layanan, sumber daya manusia, keuangan, teknologi, rantai pasok, dan operasional. Pengelolaan ini mengacu pada Pedoman Umum Manajemen Risiko Terintegrasi dengan lima tahapan utama:

1. Penetapan konteks, ruang lingkup, dan kriteria;
2. Identifikasi risiko;
3. Analisis risiko;
4. Evaluasi risiko;
5. Penanganan risiko.

The Company implements comprehensive risk management based on the ISO 31000 framework. The risks managed include legal and compliance, products and services, human resources, finance, technology, supply chain, and operations. This management process is guided by the General Guidelines for Integrated Risk Management, which consists of five main stages:

1. Establishing context, scope, and criteria;
2. Risk identification;
3. Risk analysis;
4. Risk evaluation;
5. Risk treatment.

Pada tahun 2025 teridentifikasi 12 risiko utama yang dinilai berpotensi menghambat pencapaian sasaran di tahun 2025. Kemudian pada triwulan I 2025 terdapat penambahan 2 risiko yakni kegagalan dalam pembangunan 4 *set tug & barge* Investasi tahun 2024 dan risiko gangguan cuaca buruk pada operasional pelayaran serta pada triwulan III 2025 terdapat penambahan 1 risiko yakni *Collection of Periode* (CoP) tidak tercapai sesuai target RKAP 2025. Adapun risiko yang terkait dengan keberlanjutan pada PT BAg meliputi:

In 2025, 12 major risks were identified that were assessed as having the potential to hinder the achievement of the 2025 targets. Then, in the first quarter of 2025, two additional risks were identified: failure to complete the construction of four tug-and-barge sets funded by the 2024 investment budget, and the risk of " " due to severe weather disrupting shipping operations. Additionally, in the third quarter of 2025, one more risk was identified: the Collection of Period (CoP) not being achieved in accordance with the 2025 RKAP targets. The risks related to sustainability at PT BAg include:

Risiko Keberlanjutan dan Tindakan Mitigasi yang Dilakukan Perusahaan Tahun 2025

Sustainability Risks and Mitigation Measures Implemented by the Company in 2025

[GRI 2-25, 3-3, 201-2, 304-2, 413-2] [OJK E.3]

Risiko Risk	Potensi Dampak atas Risiko Potential Impacts of Risks	Program Mitigasi Mitigation Programs
Gangguan Cuaca Buruk pada Operasional Pelayaran Severe Weather Disruptions to Shipping Operations	1. Berpengaruh pada ketepatan pengiriman batubara 2. Potensi adanya kecelakaan seperti kerusakan kapal dan kehilangan sejumlah atau keseluruhan komoditas yang diangkut 1. Affects the timeliness of coal deliveries 2. Potential for accidents such as vessel damage and the loss of some or all of the transported commodities	1. Rutin melakukan pantauan cuaca BMKG dan otoritas terkait 2. Mengasuransikan Kapal & Cargo 1. Regularly monitor weather forecasts from the BMKG and relevant authorities 2. Insuring Vessels & Cargo
Formasi Tenaga Kerja (FTK) tidak tercapai sesuai jumlah dan kompetensi Workforce Formation (FTK) Not met in terms of both quantity and competencies	1. Perusahaan masih mengalami kekurangan FTK 2. Belum ada kompetensi yang sesuai dengan pengembangan bisnis di dalam organisasi 3. Perputaran pegawai yang cukup tinggi 1. The Company still faces a shortage of FTK 2. There are no competencies aligned with the organization's business development 3. Employee turnover is quite high	1. Mengatur organisasi melalui peraturan direksi tentang Organisasi dan Tata Kerja 2. Menetapkan tugas pokok dan fungsi pegawai melalui peraturan direksi tentang Uraian Jabatan 3. Menetapkan KPI Korporat, Direktorat, Divisi, Cabang/ Satuan. KPI individu 4. Kebijakan Keamanan Data 5. Menetapkan Kebijakan Kepegawaian PT BAg 6. Pemenuhan pegawai administratif dengan skema Alih Daya 1. Regulating the organization through board regulations on Organization and Work Procedures 2. Defining employees' primary duties and functions through board regulations on Job Descriptions 3. Establishing Corporate, Directorate, Division, and Branch/ Unit KPIs. Individual KPIs 4. Data Security Policy 5. Establishing PT BAg's Human Resources Policy 6. Fulfilling administrative staff needs through the Allh Daya scheme

Risiko Risk	Potensi Dampak atas Risiko Potential Impacts of Risks	Program Mitigasi Mitigation Programs
Nilai-nilai ESG dalam operasional perusahaan tidak terpenuhi The Company's ESG values in its operations are not being met	1. Penurunan reputasi perusahaan 2. Adanya denda dan sanksi 3. Kerugian Finansial 4. Hambatan operasional karena kendala regulasi 1. Damage to the Company's reputation 2. Fines and sanctions 3. Financial losses 4. Operational obstacles due to regulatory constraints	1. Pembuatan *Document of Compliance* PT BAg 2. Peraturan SDM dan Peraturan Perusahaan PT BAg 3. Peraturan terkait *Compliance* & tata kelola PT BAg 1. Preparation of PT BAg's Document of Compliance 2. PT BAg's HR Policies and Company Regulations 3. PT BAg's Compliance and Governance Regulations

*jenis-jenis risiko pada tabel ini tidak menggambarkan keseluruhan profil risiko yang dikelola oleh Perusahaan. Untuk informasi Profil Risiko yang lebih lengkap dapat ditemukan di Laporan Tahunan Perusahaan pada bab Tata Kelola Perusahaan bagian Sistem Manajemen Risiko.

*The types of risks listed in this table do not represent the Company's entire risk profile. For more complete information on the Risk Profile, please refer to the Company's Annual Report in the Corporate Governance chapter under the Risk Management System section.

Kebijakan Anti Korupsi dan Anti Penyuapan

Anti-Corruption and Anti-Bribery Policy

[GRI 2-23, 2-24]

Dalam upaya memperkuat integritas serta memastikan penerapan tata kelola perusahaan yang bersih dan beretika, BAg secara konsisten mengimplementasikan kebijakan yang berfokus pada pencegahan praktik korupsi dan penyuapan di seluruh lini operasional. Kebijakan ini mencakup: [GRI 2-23, 2-24]

1. Kode Etik Perusahaan;
2. Pedoman Pengendalian Gratifikasi yang tercantum dalam Keputusan Direksi Nomor 0024.K/DIR/2022 tanggal 21 Juni 2022 Tentang Perubahan Pertama atas Keputusan Direksi Nomor A.1683/SP.101/Dirut-2018 mengenai Pedoman Pengendalian Gratifikasi di lingkungan PT Pelayaran Bahtera Adhiguna;
3. Kebijakan Anti *Fraud* yang tercantum dalam Keputusan Direksi PT Pelayaran Bahtera Adhiguna Nomor: A.6220 /SP.101/DIRUT-2019 tentang Kebijakan Anti *Fraud* di Lingkungan PT Pelayaran Bahtera Adhiguna;
4. Pedoman Pengelolaan Konflik Kepentingan yang tercantum dalam Surat Keputusan Direksi Nomor A.6621/SP.101/DIRUT-2019 tanggal 20 Desember 2019 tentang Pengelolaan Konflik Kepentingan di Lingkungan PT Pelayaran Bahtera Adhiguna;
5. *Integrity Due Diligence*;
6. Sistem Manajemen Anti Penyuapan (SMAP) berbasis ISO 37001:2016, dan
7. Pelaporan Harta Kekayaan Penyelenggara Negara (LHKPN) yang tercantum dalam Surat Keputusan Direksi Nomor A.5274/SP.101/DIRUT-2019 tertanggal 29 Oktober 2019, yang kemudian diperbarui melalui Keputusan Direksi Nomor A.4892/SP.101/DIRUT-2024

In an effort to strengthen integrity and ensure the implementation of clean and ethical corporate governance, BAg consistently implements policies focused on preventing corruption and bribery across all operational lines. These policies include: [GRI 2-23, 2-24]

1. the Company Code of Ethics;
2. Gift Control Guidelines as set forth in Board of Directors Resolution No. 0024.K/DIR/2022 dated June 21, 2022, regarding the First Amendment to Board of Directors Resolution No. A.1683/SP.101/Dirut-2018 on Gift Control Guidelines within PT Pelayaran Bahtera Adhiguna;
3. Anti-Fraud Policy as set forth in PT Pelayaran Bahtera Adhiguna Board of Directors Decision No. A.6220/ SP.101/DIRUT-2019 regarding the Anti-Fraud Policy within PT Pelayaran Bahtera Adhiguna;
4. The Guidelines for the Management of Conflicts of Interest set forth in Board of Directors Decision No. A.6621/SP.101/DIRUT-2019 dated December 20, 2019, regarding the Management of Conflicts of Interest within PT Pelayaran Bahtera Adhiguna;
5. Integrity Due Diligence;
6. Anti-Bribery Management System (ABMS) based on ISO 37001:2016, and
7. The Asset Disclosure Report for Public Officials (LHKPN), as stipulated in Board of Directors Decision No. A.5274/ SP.101/DIRUT-2019 dated October 29, 2019, which was subsequently updated by Board of Directors Decision No. A.4892/SP.101/DIRUT-2024 dated November 15,

tertanggal 15 November 2024 tentang Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan PT Pelayaran Bahtera Adhiguna.

2024, regarding Guidelines for Asset Disclosure Reports for Public Officials (LHKPN) within PT Pelayaran Bahtera Adhiguna.

Sebagai bagian dari upaya memperkuat budaya integritas dan pencegahan praktik penyuapan, Perusahaan terus mengoptimalkan implementasi SMAP yang telah mengacu pada ISO 37001:2016, yang pada tahun 2025 kembali ditegaskan melalui penandatanganan komitmen bersama antara manajemen dan mitra kerja. Untuk mendukung efektivitas implementasi tersebut, Perusahaan menyediakan kanal pelaporan gratifikasi melalui aplikasi COS PLN serta menerapkan visual management sebagai sarana penguatan komunikasi internal terkait pencegahan gratifikasi di area-area strategis. Seluruh kebijakan ini diperkuat melalui sosialisasi berkelanjutan yang dilakukan secara multi-kanal, mencakup *website*, media sosial, media internal, hingga media visual seperti banner di lokasi kerja BAg, guna memastikan internalisasi nilai kepatuhan di seluruh lini Perusahaan.

As part of efforts to strengthen a culture of integrity and prevent bribery, the Company continues to optimize the implementation of its Anti-Bribery Management System (SMAP), which is aligned with ISO 37001:2016; this commitment was reaffirmed in 2025 through the signing of a joint commitment between management and business partners. To support the effectiveness of this implementation, the Company provides a channel for reporting gratuities through the COS PLN app and employs visual management as a tool to strengthen internal communication regarding the prevention of gratuities in strategic areas. All of these policies are reinforced through ongoing outreach conducted via multiple channels, including the website, social media, internal media, and visual media such as banners at BAg work sites, to ensure the internalization of compliance values across all levels of the Company.

Hingga akhir tahun 2025, BAg tidak menemukan adanya insiden korupsi yang melibatkan manajemen, pegawai Perusahaan, maupun mitra kerja. Sejalan dengan hal tersebut, tidak terdapat pegawai yang dikenakan sanksi pemutusan hubungan kerja atau hukuman disiplin akibat kasus korupsi, serta tidak ditemukan adanya kontrak dengan mitra bisnis yang diakhiri maupun tidak diperpanjang karena pelanggaran terkait korupsi.

As of the end of 2025, BAg has not identified any incidents of corruption involving management, Company employees, or business partners. Accordingly, no employees have been subject to termination or disciplinary action due to corruption cases, and no contracts with business partners have been terminated or not renewed due to corruption-related violations.

Pelibatan Pemangku Kepentingan

Stakeholder Engagement

[GRI 2-29] [OJK E.4]

Dalam rangka memastikan strategi keberlanjutan Perusahaan berjalan secara inklusif serta selaras dengan kebutuhan para pemangku kepentingan, BAg secara konsisten memperkuat keterlibatan pemangku kepentingan guna membangun hubungan yang konstruktif, memahami ekspektasi, serta menciptakan nilai bersama secara berkelanjutan. Dalam pelaksanaannya, BAg mengidentifikasi pemangku kepentingan utama Perusahaan yang mencakup Pemegang Saham, Genco (Pembangkit), Mitra Transportir, Pemerintah, Masyarakat, dan Karyawan. Terhadap masing-masing kelompok tersebut, Perusahaan menetapkan pendekatan pelibatan yang disesuaikan, baik dari sisi metode komunikasi, frekuensi interaksi, maupun bentuk respons atas harapan dan informasi kunci yang disampaikan oleh pemangku kepentingan.

To ensure the Company's sustainability strategy is implemented inclusively and aligned with the needs of stakeholders, BAg consistently strengthens stakeholder engagement to build constructive relationships, understand expectations, and create shared value sustainably. In practice, BAg identifies the Company's key stakeholders, which include Shareholders, Gencos (Power Plant Operators), Transportation Partners, the Government, the Community, and Employees. For each of these groups, the Company establishes a tailored engagement approach—in terms of communication methods, frequency of interaction, and the nature of responses to stakeholders' expectations and key information provided by them.

Daftar Pemangku Kepentingan dan Pendekatan Keterlibatan Pemangku Kepentingan

List of Stakeholders and Stakeholder Engagement Approaches

[GRI 2-29] [OJK E.4]

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Pertemuan Frequency of Meetings	Informasi Kunci dan Harapan Pemangku Kepentingan Key Information and Stakeholder Expectations	Pendekatan dan Respons Perusahaan Company's Approach and Response
Pemegang Saham (PLN EPI dan PLN (Persero)) Shareholders (PLN EPI and PLN (Persero))	RUPS Tahunan Annual General Meeting	Satu kali setiap tahun Once a year	• Mendukung peran PLN EPI dalam *security of supply* energi primer • Meningkatkan kapasitas, kehandalan, dan efisiensi transportasi energi primer • Menuju perusahaan *integrated primary energy logistics* • Menjadi perusahaan solusi transportasi energi primer global • Mampu mendorong penerapan *dispatch demurrage* di pelabuhan muat supplier batubara • Supporting PLN EPI's role in ensuring the security of primary energy supply • Improving the capacity, reliability, and efficiency of primary energy transportation • Moving toward becoming an integrated primary energy logistics company • Becoming a global primary energy transportation solutions company • Able to promote the implementation of dispatch demurrage at coal supplier loading ports	• Transparan dalam memberikan informasi keuangan dan kinerja Perusahaan • Menerima umpan balik dan memberikan tanggapan terhadap kebutuhan pemegang saham • Being transparent in providing financial and performance information • Receiving feedback and responding to shareholder needs
	RUPS Luar Biasa Extraordinary General Meeting of Shareholders	Saat diperlukan As needed		
Genco (Pembangkit) Generation Company (Power Generation)	• Forum koordinasi operasional • Pertemuan teknis proyek dan SLA • Operational Coordination Forum • Project technical meetings and SLAs	Bulanan atau sesuai kebutuhan proyek Monthly or as needed for the project	• Kepastian dan ketepatan waktu pengiriman energi primer (*security of supply*) • BAG mampu mengelola proses pengadaan batubara secara *end-to-end* dengan kontrak SLA. • Proses transportasi energi primer yang efisien • Mendorong penerapan *despatch demurrage* di pelabuhan bongkar • Security of supply and on-time delivery of primary energy • BAG is capable of managing the end-to-end coal procurement process under an SLA contract. • Efficient primary energy transportation process • Promoting the implementation of demurrage charges at unloading ports	• Penyelarasan jadwal pengiriman dan pengangkutan • Evaluasi berkala performa layanan logistik • Penyesuaian strategi operasional sesuai kebutuhan pembangkit • Alignment of delivery and transportation schedules • Periodic evaluation of logistics service performance • Adjusting operational strategies to meet power plant needs
Mitra Transportir Transportation Partners	• Forum koordinasi operasional • Sosialisasi kebijakan dan kontrak • Pertemuan evaluasi kinerja • Operational Coordination Forum • Dissemination of policies and contracts • Performance evaluation meetings	Triwulanan atau sesuai kebutuhan operasional Quarterly or as needed for operations	• Kepastian pembayaran • Kecepatan pembayaran MCI • Utilisasi kapal mitra yang optimal • Penerapan *despatch demurrage* • Kepastian kontrak (adanya minimum volume) bagi kapal FC • Adanya zonasi sesuai *homebase* mitra • Adanya standardisasi fasilitas *jetty* di PLTU terkait dengan risiko *damage* kapal • Kepastian kualitas BBM bagi mitra kapal TC • Keselarasan jadwal pengangkutan dan jadwal pemeliharaan kapal • Menjaga harmonisasi ekosistem industri pelayaran nasional • Payment Assurance • Speed of MCI payments • Optimal utilization of partner vessels • Application of dispatch demurrage • Contract certainty (minimum volume requirement) for FC vessels	• Menyusun kebijakan operasional secara kolaboratif • Memberikan kepastian kontraktual dan dukungan teknis • Mendorong komunikasi terbuka dan penyelarasan jadwal operasional dan pemeliharaan kapal • Developing operational policies collaboratively • Providing contractual certainty and technical support • Promoting open communication and alignment of operational and vessel maintenance schedules

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Pertemuan Frequency of Meetings	Informasi Kunci dan Harapan Pemangku Kepentingan Key Information and Stakeholder Expectations	Pendekatan dan Respons Perusahaan Company's Approach and Response
			• Zoning based on partner home bases • Standardization of jetty facilities at power plants to mitigate vessel damage risks • Guaranteed fuel quality for TC partner vessels • Alignment of shipping schedules and vessel maintenance schedules • Maintaining harmony within the national shipping industry ecosystem	
Pemerintah/Regulator Government/ Regulators	Pertemuan koordinasi Coordination meetings	Periodik/Saat diperlukan Periodic/As needed	• Pelaksanaan operasional perusahaan berdasarkan regulasi yang berlaku sesuai dengan tata Kelola perusahaan yang benar • Kepastian PNBP (saat BAG berperan menjadi koordinator) • Company operations conducted in accordance with applicable regulations and sound corporate governance • Ensuring State Revenue (when BAG acts as coordinator)	• Mematuhi peraturan dan wajib pajak • Pelaporan berkala • Kontribusi secara sosial melalui program CSR • Compliance with regulations and tax obligations • Periodic reporting • Social contributions through CSR programs
	Kepatuhan dan laporan Perusahaan lainnya Compliance and other corporate reports			
Pelanggan Customers	Survei kepuasan pelanggan Customer satisfaction surveys	Satu kali setiap tahun As needed	• Kualitas layanan • Ketepatan waktu • Harga kompetitif • Service quality • Timeliness • Competitive pricing	• Peningkatan layanan • Penyesuaian tarif • Penanganan keluhan dengan cepat • Service improvements • Rate adjustments • Prompt complaint resolution
	Pertemuan langsung In-person meetings	Sesuai kebutuhan As needed		
	Layanan pelanggan Customer service	Sesuai kebutuhan As needed		
Pegawai Staff	Pertemuan internal Internal meetings	Sesuai kebutuhan As needed	• Pengembangan kompetensi dan karir • Peningkatan kesejahteraan • Pemerataan beban kerja sesuai dengan WLA (*workload analysis*) • Lingkungan tempat kerja yang nyaman dan kondusif • Competency and Career Development • Improved well-being • Equal distribution of workload in accordance with WLA (workload analysis) • A comfortable and conducive work environment	• Program pendidikan dan pelatihan • Peninjauan kinerja • Peningkatan kesejahteraan pegawai • Education and training programs • Performance reviews • Improvement of employee well-being
	Program pelatihan dan pendidikan Training and education programs			
Masyarakat Sekitar Local Community	Program tanggung jawab sosial (CSR) Corporate Social Responsibility (CSR) Programs	Berkala Periodic	• Keterlibatan masyarakat lokal dalam kegiatan bisnis Perusahaan • Pelaksanaan program CSR yang tepat sasaran • Involvement of the local community in the Company's business activities • Implementation of Targeted CSR Programs	• Program CSR, pengurangan dampak lingkungan, keterlibatan komunitas • CSR programs, environmental impact reduction, community engagement
	Kegiatan konsultasi Consultation Activities			
Persatuan Pengusaha Pelayaran Niaga Nasional Indonesia (INSA) Indonesian National Shipowners' Association (INSA)	Rapat Kerja Nasional dan Hadir pada setiap Forum yang diselenggarakan INSA Attendance at forums organized by INSA	Setahun Sekali/ sesuai undangan kegiatan Annually/As invited	• Untuk Menjaga keandalan Pasokan energi Domestik • Mengamankan kontrak jangka Panjang • Kesiapan menghadapi perubahan pasokan dan permintaan • Maintaining the reliability of domestic energy supply • Securing long-term contracts • Readiness to respond to changes in supply and demand	• Diversifikasi muatan • Prioritas pada Jalur logistik Domestik • Diversification of cargo • Prioritization of domestic logistics routes

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Pertemuan Frequency of Meetings	Informasi Kunci dan Harapan Pemangku Kepentingan Key Information and Stakeholder Expectations	Pendekatan dan Respons Perusahaan Company's Approach and Response
Otoritas Pelabuhan Port Authority	1. Pengaturan dan Pengawasan Operasional pelabuhan 2. Pelaksanaan Inspeksi Keselamatan Kapal (*Marine safety Inspection*) 1. Port operational regulation and supervision. 2. Marine Safety Inspections.	Sesuai Kebutuhan As required	• Kepatuhan Regulasi dan Hukum • Ketepatan Waktu dan efisiensi operasional • Keamanan dan Keselamatan (Kondisi kapal yang layak laut) • Pendekatan dan response perusahaan terkait hal ini • Komitmen terhadap Lingkungan • Regulatory and Legal Compliance • Timeliness and Operational Efficiency • Safety and Security, including Seaworthy Vessel Conditions • The Company's Approach and Response to These Matters • Commitment to Environmental Stewardship	• Akurasi manifest dan dokumen, mematuhi aturan IMO, SOLAS MARPOL dan ISPS *Code* Akurasi *manifest* dan dokumen, mematuhi aturan IMO, SOLAS MARPOL dan ISPS *Code* • Digitalisasi dan integrasi sistem untuk mengetahui *Estimated Time Arrival* yang lebih tepat. • Fokus pada keamanan dan pelatihan awak kapal • Manajemen Limbah (tidak membuang limbah cair atau sampah sembarangan di area perairan Pelabuhan • Ensuring the accuracy of cargo manifests and shipping documents, while complying with IMO, SOLAS, MARPOL, and the ISPS Code. • Implementing digitalization and system integration to improve Estimated Time of Arrival (ETA) accuracy. • Strengthening vessel security and crew training. • Implementing proper waste management practices, including prohibiting the discharge of liquid waste or solid waste into port waters.
Mitra Non Transportir, Galangan Kapal (*Docking*) Non-Transportation Partners (Shipyards/ Docking Facilities)	Melakukan koordinasi dan kegiatan supervisi *docking* di galangan Coordination and supervision of docking activities at shipyards.	Pengawasan setiap kapal *docking* Throughout each vessel docking process	• Ketepatan waktu *Docking* • Kepastian biaya • Jaminan kualitas pekerjaan • Timely completion of docking activities • Cost certainty • Assurance of work quality	• -Perusahaan melakukan koordinasi dan supervisi langsung selama proses docking untuk memastikan ketepatan waktu penyelesaian, kepastian biaya sesuai kesepakatan kontrak, serta menjamin kualitas pekerjaan melalui pemeriksaan berkala terhadap progres dan hasil pekerjaan di galangan. • The Company conducts direct coordination and supervision throughout the docking process to ensure timely completion, cost certainty in accordance with contractual agreements, and the quality of work through periodic inspections of project progress and completed work at the shipyard.

Sistem Pengaduan Pelanggaran

Violation Reporting System

[GRI 2-16, 2-25, 2-26]

Dalam bagian dari upaya memperkuat penerapan prinsip tata kelola perusahaan yang baik, BAg menetapkan mekanisme pelaporan yang memungkinkan setiap dugaan pelanggaran ditangani secara terstruktur, transparan, dan akuntabel. Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS) merupakan mekanisme yang dirancang untuk menerima, mengelola, menindaklanjuti, serta mendokumentasikan laporan dari individu pelapor terkait dugaan tindakan *fraud* dan/atau pelanggaran yang terjadi di lingkungan Perusahaan. Setiap pegawai dan anggota Direksi memiliki kewajiban untuk turut serta secara aktif dalam menyampaikan laporan apabila ditemukan indikasi terjadinya tindakan *fraud* dan/atau pelanggaran terhadap ketentuan yang berlaku.

As part of efforts to strengthen the implementation of good corporate governance principles, BAg has established a reporting mechanism that enables every alleged violation to be handled in a structured, transparent, and accountable manner. The Whistleblowing System (WBS) is a mechanism designed to receive, manage, follow up on, and document reports from individuals regarding suspected acts of fraud and/or violations occurring within the Company. Every employee and member of the Board of Directors has a duty to actively participate in submitting reports if there are indications of fraud and/or violations of applicable regulations.

Kebijakan WBS diatur melalui Peraturan Direksi Nomor 0023.K/DIR/2022 tanggal 21 Juni 2022, yang kemudian disempurnakan dengan Peraturan Direksi Nomor 0002.P/DIR/2024 tanggal 19 April 2024 tentang Perubahan Pertama atas peraturan sebelumnya. Selain itu, terdapat pula Keputusan Bersama Dewan Komisaris dan Direksi, masing-masing Nomor: K-05/DK/K/XI/2024 dan Nomor: 0011.K/DIR/2024, yang menetapkan kebijakan pengelolaan pelaporan pelanggaran khusus bagi Dewan Komisaris dan Direksi di lingkungan PT Pelayaran Bahtera Adhiguna.

The WBS policy is governed by Board of Directors Regulation No. 0023.K/DIR/2022 dated June 21, 2022, which was subsequently amended by Board of Directors Regulation No. 0002.P/DIR/2024 dated April 19, 2024, regarding the First Amendment to the previous regulation. In addition, there are also Joint Decisions of the Board of Commissioners and the Board of Directors, numbered K-05/DK/K/XI/2024 and 0011.K/DIR/2024, respectively, which establish specific violation reporting management policies for the Board of Commissioners and the Board of Directors within PT Pelayaran Bahtera Adhiguna.

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BAg menangani setiap pengaduan melalui mekanisme yang terstruktur, mulai dari penerimaan laporan, proses investigasi, hingga pelaporan hasil dan tindak lanjut yang diperlukan. Perusahaan memastikan seluruh pengaduan diproses sampai tuntas serta menjamin kerahasiaan dan perlindungan bagi pelapor, saksi, maupun pihak terkait.

BAg handles every complaint through a structured mechanism, starting from the receipt of reports, the investigation process, to the reporting of results and necessary follow-up actions. The Company ensures that all complaints are processed thoroughly and guarantees confidentiality and protection for whistleblowers, witnesses, and related parties.

Mekanisme dan Proses Penanganan Pelaporan

Mechanisms and Processes for Handling Reports

[GRI 2-16, 2-25, 2-26]

Pengelolaan pengaduan di BAg dilakukan oleh Sekretariat Perusahaan melalui Bagian Hukum & Compliance, yang bertugas menelaah dan mengevaluasi setiap laporan yang masuk. Jika pengaduan mengandung indikasi fraud atau pelanggaran dengan bukti awal yang cukup, laporan diteruskan kepada SPI untuk ditindaklanjuti. Pengaduan yang tidak terbukti atau tidak memiliki bukti awal yang memadai akan diarsipkan. Dalam kondisi tertentu, seperti jika Terlapor merupakan pegawai Sekretariat Perusahaan atau Kepala SPI, maka penanganan dilakukan oleh unit lain sesuai ketentuan.

Complaint management at BAg is handled by the Corporate Secretariat through the Legal & Compliance Division, which is responsible for reviewing and evaluating every incoming report. If a complaint contains indications of fraud or a violation with sufficient preliminary evidence, the report is forwarded to the Internal Audit Division (SPI) for follow-up. Complaints that are unfounded or lack sufficient preliminary evidence will be archived. Under certain circumstances, such as when the reported party is an employee of the Corporate Secretariat or the Head of the SPI, the matter is handled by another unit in accordance with applicable regulations.

SPI bertanggung jawab atas investigasi lanjutan, termasuk analisis, pengumpulan bukti, dan audit jika diperlukan. Bila terbukti terjadi pelanggaran, sanksi diberikan oleh Divisi Human Capital & Umum sesuai peraturan yang berlaku. Sebaliknya, jika pelapor terbukti menyampaikan laporan palsu yang mencemarkan nama baik, maka yang bersangkutan dapat dikenai sanksi dan tidak mendapat perlindungan kerahasiaan. Bagian Hukum & Compliance di bawah Sekretariat Perusahaan secara rutin melaporkan pengelolaan WBS kepada Direktur Utama setiap enam bulan sekali.

The SPI is responsible for the subsequent investigation, including analysis, evidence collection, and audits if necessary. If a violation is proven, sanctions are imposed by the Human Capital & General Affairs Division in accordance with applicable regulations. Conversely, if the reporter is found to have submitted a false report that defames someone's reputation, the individual may be subject to sanctions and will not be granted confidentiality protection. The Legal & Compliance Department under the Corporate Secretariat routinely reports on the management of the WBS to the President Director every six months.

Mekanisme penyampaian laporan melalui WBS kepada Badan Tata Kelola Tertinggi dilaksanakan secara berjenjang sesuai dengan mekanisme pelaporan yang berlaku di Perusahaan. Terkait dengan isu indikasi terjadinya penyuapan atau pelanggaran lainnya, Sekretaris Perusahaan akan melakukan pelaporan hasil Tinjauan Fungsi Kepatuhan Anti Penyuapan (FKAP) yang kemudian disampaikan kepada Direksi. Selanjutnya, Direksi menyampaikan hasil pembahasan dan evaluasi tersebut kepada Dewan Komisaris melalui mekanisme Tinjauan Manajemen Puncak (TMP) sebagai bagian dari proses pengawasan dan pengambilan keputusan di tingkat tata kelola tertinggi.

The mechanism for submitting reports through the Whistleblowing System (WBS) to the highest governance body is carried out through a tiered reporting process in accordance with the Company's established reporting procedures. In relation to indications of bribery or other violations, the Corporate Secretary reports the results of the Anti-Bribery Compliance Function Review (FKAP) to the Board of Directors. Subsequently, the Board of Directors presents the results of the review and evaluation to the Board of Commissioners through the Top Management Review (TMP) mechanism as part of the oversight and decision-making process at the highest governance level.

Sepanjang tahun 2025, Perusahaan tidak menerima pengaduan melalui kanal WBS yang telah disediakan. Dengan demikian, tidak terdapat laporan yang dikategorikan sebagai masalah penting hingga memerlukan proses evaluasi, investigasi, maupun tindak lanjut lebih lanjut. Selai itu, tidak terdapat pengaduan yang terbukti mengandung unsur *fraud* dan/atau pelanggaran selama periode pelaporan. [GRI 2-16]

Throughout 2025, the Company did not receive any reports through the WBS channels provided. Accordingly, no reports were classified as critical concern requiring evaluation, investigation, or further follow-up. In addition, there were no reported cases that were substantiated as involving fraud and/or other violations during the reporting period. [GRI 2-16]

Permasalahandan Tantangan Terhadap Penerapan Bisnis Berkelanjutan

Issues and Challenges in the Implementation of Sustainable Business Practices

[OJK E.5]

Dalam menerapkan bisnis berkelanjutan, BAg menghadapi berbagai tantangan yang berasal dari dinamika eksternal maupun internal yang saling terkait. Dari sisi eksternal, industri pelayaran logistik dan energi masih memiliki ketergantungan yang tinggi terhadap energi fosil, yang berdampak pada peningkatan emisi karbon dan menuntut Perusahaan untuk terus beradaptasi dalam mendukung percepatan agenda transisi menuju energi bersih nasional. Kondisi ini semakin kompleks dengan adanya kebutuhan investasi yang tinggi serta kesiapan infrastruktur yang memadai dalam penerapan teknologi ramah lingkungan, seperti *onshore charging*, penggunaan bahan bakar rendah emisi, serta integrasi biomassa dan gas dalam rantai pasok.

Di samping itu, aspek sosial turut menghadirkan tantangan yang semakin kompleks, terutama dalam memastikan masyarakat di sekitar wilayah operasi tidak hanya menjadi penerima manfaat, tetapi juga dapat berpartisipasi secara aktif dalam rantai nilai Perusahaan. Hal ini menuntut pendekatan pemberdayaan yang bersifat berkelanjutan, inklusif, dan adaptif terhadap kebutuhan serta potensi lokal, sekaligus memperkuat penciptaan nilai bersama (*shared value*) antara Perusahaan dan komunitas. Selain itu, peningkatan ekspektasi pemangku kepentingan terhadap kontribusi sosial Perusahaan juga mendorong perlunya program-program yang lebih terukur, berdampak, dan selaras dengan prioritas pembangunan daerah.

Sementara itu, dari sisi internal, tantangan utama tidak hanya terletak pada konsistensi penerapan prinsip ESG di seluruh proses bisnis, tetapi juga pada integrasi ESG ke dalam pengambilan keputusan operasional dan strategis secara menyeluruh. Kondisi ini diperkuat dengan kebutuhan penguatan budaya keberlanjutan di seluruh lini organisasi, yang memerlukan komitmen jangka panjang, pengembangan kapasitas SDM, serta sinergi lintas fungsi agar implementasi keberlanjutan tidak berjalan parsial. Di samping itu, penguatan sistem data, pelaporan, dan pengukuran kinerja ESG juga menjadi faktor penting untuk memastikan bahwa seluruh inisiatif keberlanjutan dapat dimonitor secara akurat, transparan, dan dapat dipertanggungjawabkan.

In implementing sustainable business practices, BAg faces various challenges stemming from interrelated external and internal dynamics. Externally, the shipping, logistics, and energy industries remain highly dependent on fossil fuels, which contributes to increased carbon emissions and requires the Company to continuously adapt to support the acceleration of the national clean energy transition agenda. This situation is further complicated by the need for substantial investment and adequate infrastructure readiness in the implementation of environmentally friendly technologies, such as onshore charging, the use of low-emission fuels, and the integration of biomass and gas into the supply chain.

In addition, social aspects present increasingly complex challenges, particularly in ensuring that communities near the Company's operational areas not only benefit but can also actively participate in the Company's value chain. This requires an empowerment approach that is sustainable, inclusive, and adaptive to local needs and potential, while strengthening the creation of shared value between the Company and the community. Furthermore, rising stakeholder expectations regarding the Company's social contributions underscore the need for programs that are more measurable, impactful, and aligned with regional development priorities.

Meanwhile, from an internal perspective, the main challenges lie not only in consistently applying ESG principles across all business processes but also in fully integrating ESG into both operational and strategic decision-making. This is compounded by the need to strengthen a culture of sustainability throughout the organization, which requires long-term commitment, human resource capacity building, and cross-functional synergy to ensure that sustainability initiatives are not implemented in a piecemeal manner. In addition, strengthening ESG data systems, reporting, and performance measurement is also a critical factor in ensuring that all sustainability initiatives can be monitored accurately, transparently, and accountably.

Menjawab berbagai tantangan dalam penerapan bisnis berkelanjutan, BAg mengadopsi pendekatan yang terintegrasi, adaptif, dan berbasis perbaikan berkelanjutan di seluruh proses bisnis. Dari sisi lingkungan, Perusahaan terus mendorong pengurangan emisi karbon melalui optimalisasi efisiensi operasional, peningkatan pemanfaatan teknologi ramah lingkungan, serta inisiatif transisi energi seperti penggunaan *onshore charging*, bahan bakar rendah emisi, dan integrasi energi alternatif dalam rantai pasok, yang didukung oleh kajian investasi serta penguatan kesiapan infrastruktur bersama mitra strategis. Pada aspek sosial, BAg memperkuat program pemberdayaan masyarakat yang berorientasi pada penciptaan nilai bersama (*shared value*) melalui pendekatan yang lebih partisipatif, inklusif, dan berbasis kebutuhan lokal, guna memastikan masyarakat di sekitar wilayah operasi dapat berperan aktif dalam ekosistem ekonomi yang berkelanjutan. Sementara itu, dari sisi tata kelola, Perusahaan terus memperkuat integrasi prinsip ESG ke dalam proses pengambilan keputusan, pengelolaan risiko, serta sistem pelaporan kinerja keberlanjutan, yang diiringi dengan penguatan budaya keberlanjutan, peningkatan kapasitas sumber daya manusia, serta penyempurnaan sistem data dan pelaporan agar lebih akurat, transparan, dan dapat dipertanggungjawab.

To address the various challenges in implementing sustainable business practices, BAg has adopted an integrated, adaptive, and continuous improvement-based approach across all business processes. From an environmental perspective, the Company continues to drive carbon emissions reduction through the optimization of operational efficiency, increased utilization of environmentally friendly technologies, and energy transition initiatives such as the use of onshore charging, low-emission fuels, and the integration of alternative energy sources into the supply chain—all supported by investment studies and the strengthening of infrastructure readiness in collaboration with strategic partners. On the social front, BAg is strengthening community empowerment programs focused on creating shared value through a more participatory, inclusive, and locally-driven approach, to ensure that communities near its operational areas can play an active role in a sustainable economic ecosystem. Meanwhile, on the governance front, the Company continues to strengthen the integration of ESG principles into decision-making processes, risk management, and sustainability performance reporting systems, accompanied by the reinforcement of a sustainability culture, human resource capacity building, and the refinement of data and reporting systems to ensure greater accuracy, transparency, and accountability.

Kepatuhan Terhadap Regulasi dan Penanganan Kejadian Luar Biasa

Regulatory Compliance and Management of Exceptional Events

[GRI 2-27]

Selama periode pelaporan, BAg tidak mencatat adanya peristiwa ketidakpatuhan terhadap hukum dan peraturan yang berlaku. Dengan demikian, tidak terdapat kejadian yang dikenakan sanksi denda maupun sanksi nonmoneter, serta tidak terdapat kewajiban pembayaran denda atas pelanggaran terhadap ketentuan perundang-undangan. Selain itu, Perusahaan juga tidak memiliki peristiwa ketidakpatuhan yang bersifat material, sehingga tidak terdapat kejadian yang dikategorikan sebagai insiden penting ketidakpatuhan. Penentuan suatu peristiwa sebagai insiden ketidakpatuhan yang material dilakukan berdasarkan tingkat dampak terhadap operasional, kepatuhan hukum, serta reputasi Perusahaan.

During the reporting period, BAg did not record any instances of noncompliance with applicable laws and regulations. Consequently, there were no incidents subject to fines or non-monetary sanctions, nor were there any obligations to pay fines for violations of statutory provisions. Furthermore, the Company did not experience any material non-compliance incidents , meaning there were no occurrences categorized as significant non-compliance incidents. The determination of whether an event constitutes a material non-compliance incident is based on the level of impact on the Company's operations, legal compliance, and reputation.

Lampiran
Attachment

Laporan Penjamin Independen

Report of Independent Guarantor

[GRI 2-5] [OJK G.1]

SGS

ASSURANCE STATEMENT

SGS INDONESIA'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE PT PELAYARAN BAHTERA ADHIGUNA SUSTAINABILITY REPORT 2025

NATURE OF THE ASSURANCE/VERIFICATION

PT SGS Indonesia was commissioned by PT Pelayaran Bahtera Adhiguna to conduct an independent assurance of the Sustainability Report for the reporting period 1 January to 31 December 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all PT Pelayaran Bahtera Adhiguna's stakeholders.

RESPONSIBILITIES

The information in the Report and its presentation is the responsibility of the directors or governing body and the management of PT Pelayaran Bahtera Adhiguna. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000ASv3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of nature and extent to which an organization adheres to the Accountability Principles (AA1000AP 2018).
Assurance has been conducted at a moderate level of scrutiny and type 2.

SCOPE OF ASSURANCE

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

- AA1000 Accountability Principles (2018)
- Global Reporting Initiative Sustainability Reporting Standards 2021 (In Accordance with)

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

- Economic Performance
- Indirect Economic Impact
- Energy
- Water and Wastewater
- Emissions
- Waste
- Employment
- Occupational Health and Safety Management
- Employee Training and Education
- Diversity and Equal Opportunities
- Community Empowerment
- Market Presence

SAGP2003 Issue 1 Effective Date: 01/01/2025

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research and interviews with relevant accountable managers and employees, review of supporting documentation, data testing and sampling, assessment of reporting processes and controls, and evaluation of compliance with the applicable reporting criteria at the Head Office of PT Pelayaran Bahtera Adhiguna at Jakarta via remote.

LIMITATIONS

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from PT Pelayaran Bahtera Adhiguna, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, Environmental Management System (EMS) Lead Auditor, Quality Management System (QMS) Lead Auditor, Occupational Health and Safety Management System Lead Auditor, and the Associate Certified Sustainability Assurance Practitioner (ACSAP).

FINDINGS AND CONCLUSIONS

ASSURANCE OPINION

On the basis of the methodology described and the assurance work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the AA1000 Accountability Principles (2018) and Global Reporting Initiative Sustainability Reporting Standards 2021 (In Accordance with).
We believe that the organization has chosen an appropriate level of assurance for this stage in their reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)
INCLUSIVITY

Based on the evidence reviewed, PT Pelayaran Bahtera Adhiguna has established and implemented stakeholder engagement processes involving various stakeholder groups. These processes comprise surveys, consultations, and ongoing communication activities designed to identify and understand stakeholder expectations and concerns. The evidence obtained indicates that the outcomes of these engagement activities have been considered in the identification of material sustainability topics and have informed the development of the Company's sustainability strategy and related initiatives.

MATERIALITY

The material topics identified by PT Pelayaran Bahtera Adhiguna include Economic Performance, Indirect Economic Impacts, Energy, Water and Wastewater, Emissions, Waste, Employment, Occupational Health and Safety Management, Training and Education, Diversity and Equal Opportunity, Community Empowerment, and Market Presence. Based on the evidence reviewed, these material topics have been incorporated into the sustainability report and form the basis for the Company's sustainability disclosures.

RESPONSIVENESS

Based on the procedures performed and evidence obtained, the evidence reviewed indicates that PT Pelayaran Bahtera Adhiguna has established processes to respond to the expectations and concerns of its stakeholders regarding material sustainability matters. The Company's sustainability report describes the actions taken, commitments made, and performance achieved in relation to these material matters, demonstrating its responsiveness to stakeholder interests and sustainability-related impacts.

SAGP2003 Issue 1 Effective Date: 01/01/2025

IMPACT

Based on the evidence reviewed, PT Pelayaran Bahtera Adhiguna has established processes to identify, assess, and manage its significant impacts across environmental, social, and governance topics arising from its activities, policies, programs, decisions, products, and services. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

- The organization is encouraged to enhance its internal control framework by establishing data validation mechanisms for primary source data to support the accuracy, completeness, and consistency of sustainability disclosures.

ADHERENCE TO GLOBAL REPORTING INTIATIVE SUSTAINABILITY REPORTING STANDARDS (2021)

In our opinion, the PT Pelayaran Bahtera Adhiguna Sustainability Report 2025 is presented in accordance with the Global Reporting Initiative Sustainability Reporting Standards 2021 for the period from 01 January 2025 to 31 December 2025.

Foundation

In our opinion, the content and quality of the report adhere to the GRI Reporting Principles of Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability context, Timeliness and Verifiability.

General Disclosures

All General disclosures are required for reporting in accordance with the Global Reporting Initiative Sustainability Reporting Standards 2021.

Material Topics

PT Pelayaran Bahtera Adhiguna discloses material topics that represent an organization's most significant impacts on the economy, environment, and people, in accordance with Global Reporting Initiative Sustainability Reporting Standards 2021.

Signed:
For and on behalf of SGS Indonesia

AA1000
Licensed Report
000-8/V3-HMMX2

Sebastian Lee
Business Assurance Director
Jakarta, Indonesia
27 July 2026
WWW.SGS.COM

SAGP2003 Issue 1 Effective Date: 01/01/2025

Indeks Konten GRI *Standards*

GRI Standards Content Index

[GRI 1]

Pernyataan penggunaan **Statement of use**	PT Pelayaran Bahtera Adhiguna telah melaporkan sesuai dengan GRI *Standards* untuk periode 1 Januari 2025 hingga 31 Desember 2025 PT Pelayaran Bahtera Adhiguna has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025
GRI 1 yang digunakan **GRI 1 used**	GRI 1: Landasan 2021 GRI 1: Foundation 2021
Standar Sektor GRI yang berlaku **Applicable GRI Sector Standard**	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
Pengungkapan Umum General Disclosure							
GRI 2: Pengungkapan Umum 2021 General Disclosure 2021	**Organisasi dan praktik pelaporan** The organization and its reporting practices						
	GRI 2-1	Rincian organisasi Organizational details	31, 32, 38	-	-	-	-
	GRI 2-2	Entitas yang dimasukkan dalam pelaporan keberlanjutan organisasi Entities included in the organization's sustainability reporting	26, 67	-	-	-	-
	GRI 2-3	Periode, frekuensi, dan titik kontak pelaporan Reporting period, frequency and contact point	22, 29	-	-	-	-
	GRI 2-4	Penyajian kembali informasi Restatements of information	26, 67, 84, 85, 87	-	-	-	-
	GRI 2-5	Penjaminan eksternal External assurance	25, 194	-	-	-	-
	Aktivitas dan pekerja Activities and workers						
	GRI 2-6	Aktivitas, rantai nilai, dan hubungan bisnis lainnya Activities, value chain and other business relationships	31, 35, 36, 38, 39, 41, 42	-	-	-	-
	GRI 2-7	Tenaga kerja Employees	111, 112	-	-	-	-
	GRI 2-8	Pekerja yang bukan pekerja langsung Workers who are not employees	111, 112, 114	-	-	-	-
	Tata Kelola Governance						
	GRI 2-9	Struktur dan komposisi tata kelola Governance structure and composition	165-169	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
	GRI 2-10	Pencalonan dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body	170	-	-	-	-
	GRI 2-11	Ketua badan tata kelola tertinggi Chair of the highest governance body	168	-	-	-	-
	GRI 2-12	Peran badan tata kelola tertinggi dalam mengawasi manajemen dampak Role of the highest governance body in overseeing the management of impacts	168, 172	-	-	-	-
	GRI 2-13	Delegasi tanggung jawab untuk mengelola dampak Delegation of responsibility for managing impacts	172	-	-	-	-
	GRI 2-14	Peran badan tata kelola tertinggi dalam pelaporan keberlanjutan Role of the highest governance body in sustainability reporting	130, 168, 169	-	-	-	-
	GRI 2-15	Konflik kepentingan Conflicts of interest	175	-	-	-	-
	GRI 2-16	Komunikasi masalah penting Communication of critical concerns	182, 188, 189	-	-	-	-
	GRI 2-17	Pengetahuan kolektif badan tata kelola tertinggi Collective knowledge of the highest governance body	173	-	-	-	-
	GRI 2-18	Evaluasi kinerja badan tata kelola tertinggi Evaluation of the performance of the highest governance body	176	-	-	-	-
	GRI 2-19	Kebijakan remunerasi Remuneration policies	173	-	-	-	-
	GRI 2-20	Proses untuk menentukan remunerasi Process to determine remuneration	173, 174	-	-	-	-
	GRI 2-21	Rasio kompensasi total tahunan Annual total compensation ratio	119	-	-	-	-
Strategi, kebijakan, dan praktik Strategy, policies and practices							
	GRI 2-22	Pernyataan tentang strategi pembangunan berkelanjutan Statement on sustainable development strategy	10, 46, 48	-	-	-	-
	GRI 2-23	Komitmen kebijakan Policy commitments	34, 110, 111, 178, 180, 183	-	-	-	-
	GRI 2-24	Menanamkan komitmen kebijakan Embedding policy commitments	178, 180, 183	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
	GRI 2-25	Proses untuk memperbaiki dampak negatif Processes to remediate negative impacts	182, 188, 189	-	-	-	-
	GRI 2-26	Mekanisme untuk mencari nasihat dan mengemukakan masalah Mechanisms for seeking advice and raising concerns	188, 189	-	-	-	-
	GRI 2-27	Kepatuhan terhadap hukum dan peraturan Compliance with laws and regulations	97, 102, 125, 147, 161, 191	-	-	-	-
	GRI 2-28	Keanggotaan asosiasi Membership associations	42	-	-	-	-
	Keterlibatan Pemangku Kepentingan Stakeholder engagement						
	GRI 2-29	Pendekatan untuk keterlibatan pemangku kepentingan Approach to stakeholder engagement	184, 185	-	-	-	-
	GRI 2-30	Perjanjian perundingan kolektif Collective bargaining agreements	111, 124	-	-	-	-
Topik Material Material Topic							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-1	Proses untuk menentukan topik material Process to determine material topics	24-26	-	-	-	-
	GRI 3-2	Daftar topik material List of material topics	26, 27, 28, 41, 60, 78, 107, 126, 150	-	-	-	-
Ekonomi Economic							
Kinerja Ekonomi Economic Performance							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	60	-	-	-	-
	GRI 201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	60, 66, 67, 69	-	-	-	-
	GRI 201-2	Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim Financial implications and other risks and opportunities due to climate change	60, 73, 74, 75, 88, 182	-	Informasi tidak tersedia Information unavailable	Hal ini dikarenakan ketidaktersediaan data dimana BAg belum dapat mengakomodir hal tersebut This is because the unavailability of data where BAg was not able to accommodate this matter	-
	GRI 201-3	Kewajiban program pensiun manfaat pasti dan program pensiun lainnya Defined benefit plan obligations and other retirement plans	121	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
	GRI 201-4	Bantuan finansial yang diterima dari pemerintah Financial assistance received from government	60, 69	-	-	-	-
Keberadaan Pasar Market Presence							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	60	-	-	-	-
GRI 202: Keberadaan Pasar 2016 Market Presence 2016	GRI 202-1	Rasio standar upah pegawai *entry-level* berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage	117	-	-	-	-
	GRI 202-2	Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management hired from the local community	73	-	Informasi tidak tersedia Information unavailable	Hal ini dikarenakan ketidaktersediaan data dimana BAg belum dapat mengakomodir hal tersebut This is because the unavailability of data where BAg was not able to accommodate this matter	-
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	60	-	-	-	-
GRI 203: Dampak Ekonomi Tidak Langsung 2016 Indirect Economic Impacts 2016	GRI 203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	71	-	Informasi tidak tersedia Information unavailable	Hal ini dikarenakan ketidaktersediaan data dimana BAg tidak melakukan pembangunan infastruktur di tahun 2024 This is because the unavailability of data where BAg did not carry out infrastructure development in 2024	-
	GRI 203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	70, 73, 155	-	-	-	-
Lingkungan Environment							
Energi Energy							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	78	-	-	-	-
GRI 302: Energi 2016 Energy 2016	GRI 302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	82, 83, 84	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
	GRI 302-2	Konsumsi energi di luar organisasi Energy consumption outside of the organization	83	-	Informasi tidak tersedia Information unavailable	Hal ini disebabkan oleh keterbatasan data dari pihak ketiga dan kebutuhan validasi data yang lebih kompleks. This is due to due to limitations in data from third parties and the need for more complex data validation.	-
	GRI 302-3	Intensitas energi Energy intensity	83	-	-	-	-
	GRI 302-4	Pengurangan konsumsi energi Reduction of energy consumption	85	-	-	-	-
	GRI 302-5	Pengurangan pada energi yang dibutuhkan untuk produk dan jasa Reductions in energy requirements of products and services	85	-	-	-	-
Air dan Efluen Water and Effluent							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	78	-	-	-	-
	GRI 303-1	Interaksi dengan air sebagai sumber daya bersama Interactions with water as a shared resource	89	-	-	-	-
	GRI 303-2	Pengelolaan dampak terkait pembuangan air Management of water discharge-related impacts	89, 91, 92	-	-	-	-
GRI 303: Air dan Efluen 2018 Water and Effluent 2018	GRI 303-3	Pengambilan air Water withdrawal	90	-	-	-	-
	GRI 303-4	Pembuangan air Water discharge	91, 92	-	-	-	-
	GRI 303-5	Konsumsi/penggunaan air Water consumption	140, 141	-	-	-	-
Emisi Emissions							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	78	-	-	-	-
GRI 305: Emisi 2016 Emissions 2016	GRI 305-1	Emisi GRK (Cakupan 1) langsung Direct (Scope 1) GHG emissions	86, 87	-	-	-	-
	GRI 305-2	Emisi energi GRK (Cakupan 2) tidak langsung Energy indirect (Scope 2) GHG emissions	86, 87	-	-	-	-
	GRI 305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	86, 87	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
	GRI 305-4	Intensitas emisi GRK GHG emissions intensity	86, 87	-	-	-	-
	GRI 305-5	Pengurangan emisi GRK Reduction of GHG emissions	85	-	-	-	-
	GRI 305-6	Emisi zat perusak ozon (ODS) Emissions of ozone-depleting substances (ODS)	88	-	-	-	-
	GRI 305-7	Nitrogen Oksida (NO_x), sulfur oksida (SO_x), dan emisi udara signifikan lainnya Nitrogen oxides (NO_x), sulfur oxides (SO_x), and other significant air emissions	88	-	Informasi tidak tersedia Information unavailable	Hal ini disebabkan oleh ketidaktersediaan data dan belum tersedianya pendekatan teknis dan verifikasi data lintas fungsi yang memadai untuk mengakomodasi penghitungan secara komprehensif. This is due to the unavailability of data and the lack of adequate technical approaches and cross-functional data verification to accommodate comprehensive calculations.	-
Limbah Waste							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	78	-	-	-	-
	GRI 306-1	Limbah yang dihasilkan dan dampak signifikan terkait limbah Waste generation and significant waste-related impacts	93	-	-	-	-
	GRI 306-2	Pengelolaan dampak signifikan terkait limbah Management of significant waste-related impacts	93	-	-	-	-
GRI 306: Limbah 2020 Waste 2020	GRI 306-3	Limbah yang dihasilkan Waste generated	94	-	-	-	-
	GRI 306-4	Limbah yang dialihkan dari pembuangan Waste diverted from disposal	94	-	-	-	-
	GRI 306-5	Limbah yang diarahkan ke pembuangan Waste directed to disposal	94	-	-	-	-
Sosial Social							
Kepegawaian Employment							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	107	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Tautan Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Pers-yaratan yang Tidak Dicantum-kan Require-ment Omitted	Alasan Reason	Penjelasan Explanation	
GRI 401: Kepegawaian 2016 Employment 2016	GRI 401-1	Perekrutan pegawai baru dan pergantian pegawai New employee hires and employee turnover	116	-	-	-	-
	GRI 401-2	Tunjangan yang diberikan kepada pegawai purnawaktu yang tidak diberikan kepada pegawai sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or part-time employees	117	-	-	-	-
	GRI 401-3	Cuti melahirkan Parental leave	119	-	-	-	-
Keselamatan dan Kesehatan Kerja Occupational Health and Safety							
GRI 3: Topik Material 2021 Material Topics 2021	GRI 3-3	Manajemen topik material Topic management disclosures	126	-	-	-	-
GRI 403: Keselamatan dan Kesehatan Kerja 2018 Occupational Health and Safety 2018	GRI 403-1	Sistem manajemen keselamatan dan kesehatan kerja Occupational health and safety management system	130	-	-	-	-
	GRI 403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation	134-135, 137, 147	-	-	-	-
	GRI 403-3	Layanan kesehatan kerja Occupational health services	129, 135, 139	-	-	-	-
	GRI 403-4	Partisipasi, konsultasi, dan komunikasi pegawai tentang keselamatan dan kesehatan kerja Worker participation, consultation, and communication on occupational health and safety	131, 144-146	-	-	-	-
	GRI 403-5	Pelatihan pegawai tentang keselamatan dan kesehatan kerja Worker training on occupational health and safety	140-141	-	-	-	-
	GRI 403-6	Promosi kesehatan pegawai Promotion of worker health	129, 135-137, 139	-	-	-	-
	GRI 403-7	Pencegahan dan mitigasi dampak keselamatan dan kesehatan kerja yang terkait langsung dengan hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	126, 129, 133-137	-	-	-	-
	GRI 403-8	Pegawai yang dilindungi oleh sistem manajemen keselamatan dan kesehatan kerja Workers covered by an occupational health and safety management system	130	-	-	-	-

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IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information Index

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Lembar Umpan Balik
Feedback Sheet
[OJK G.2]

Terima kasih banyak atas waktu dan perhatian Anda dalam membaca Laporan Keberlanjutan BAg tahun 2025. Dalam rangka meningkatkan kualitas Laporan Keberlanjutan kami di tahun 2026, Kami mengharapkan kesediaan Bapak/Ibu/Saudara untuk berbagi pemikiran, saran dan masukan melalui Lembar Umpan Balik yang telah kami sediakan serta mengirimkannya kembali kepada kami.

Thank you for your willingness to read the 2025 Sustainability Report of BAg. We hope that you will fill out this Feedback Sheet and send it back to us to enhance the quality of the Sustainability Report, increase transparency of sustainability performance, and as an input for the 2026 Sustainability Report preparation.

Profil Pembaca
Reader's Profile

Nama Lengkap
Full Name : .....

Nama Institusi/ Perusahaan
Institution/Company Name : .....

Email
Email : .....

Telp/HP
Phone/Mobile Phone : .....

Identifikasi kelompok pemangku kepentingan (pilih salah satu):
Identification of stakeholder's group (choose one):

- ☐ Pemegang Saham (PLN EPI dan PLN (Persero))
  Shareholders (PLN EPI and PLN (Persero))
- ☐ Genco (Pembangkit)
  Generation Company (Power Generation)
- ☐ Mitra Transportir
  Transportation Partners
- ☐ Pemerintah/Regulator
  Government/Regulators
- ☐ Pelanggan
  Customers
- ☐ Pegawai
  Staff
- ☐ Masyarakat Sekitar
  Local Community
- ☐ Persatuan Pengusaha Pelayaran Niaga Nasional Indonesia (INSA)
  Indonesian National Shipowners' Association (INSA)
- ☐ Otoritas Pelabuhan
  Port Authority
- ☐ Mitra Non Transportir, Galangan Kapal (*Docking*)
  Non-Transportation Partners (Shipyards/Docking Facilities)
- ☐ Lain-lain, mohon sebutkan
  Others, please specify
  .....

1. **Laporan ini mudah dimengerti**
   This report is easy to understand

   ☐ Setuju Agree ☐ Tidak Setuju Disagree

2. **Laporan ini sudah menggambarkan informasi positif dan negatif Perusahaan**
   This report described the Company's positive and negative information

   ☐ Setuju Agree ☐ Tidak Setuju Disagree

3. **Laporan ini sudah menggambarkan komitmen Perusahaan yang sejalan dengan pencapaian tujuan pembangunan berkelanjutan**
   This report described the Company's commitment, in line with the achievement of sustainable development goals

   ☐ Setuju Agree ☐ Tidak Setuju Disagree

4. Topik Material apa yang paling penting menurut anda (nilai 1 = paling tidak penting s/d 5 = paling penting)
Which material topics are the most important in your opinion (1 = least important, up to 5 = most important)

Kinerja Ekonomi Economic Performance	☐	Limbah Waste	☐
Keberadaan Pasar Market Presence	☐	Kepegawaian Employment	☐
Dampak Ekonomi Tidak Langsung Indirect Economic Impact	☐	Pengelolaan Keselamatan dan Kesehatan Kerja Occupational Health and Safety Management	☐
Energi Energy	☐	Pelatihan dan Pendidikan Karyawan Employee Training and Education	☐
Air dan Air Limbah Water and Effluent	☐	Keanekaragaman dan Peluang Setara Diversity and Equal Opportunity	☐
Emisi Emission	☐	Pemberdayaan Masyarakat Community Empowerment	☐

5. Mohon berikan saran/usul/komentar Bapak/Ibu atas Laporan ini:
Please provide your advice/suggestions/comments on this Report:

.....

.....

.....

.....

Terima kasih atas partisipasi anda, Mohon kirimkan kembali lembar umpan balik ini kepada:
Thank you for your participation, Please send this feedback sheet to:

PT PELAYARAN BAHTERA ADHIGUNA
Subsidiary of PLN Energi Primer Indonesia

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2025

Sustainability Report
Laporan Keberlanjutan

Enhancing **Responsible Business** to Strengthen **National Energy Security**

Meningkatkan Bisnis yang **Bertanggung Jawab** untuk **Mendukung Ketahanan Energi Nasional**

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